



COMPETITIVE QUERÉTARO

ECONOMIC YEARBOOK





In recent months, after facing complicated scenarios and unconventional situations, Querétaro had to adapt to the circumstances to continue generating conditions and maintain, and even raise, the levels of prosperity for its inhabitants, and we succeeded!

Today Querétaro has established itself as a national benchmark, favoring economic and educational growth, strengthening the health system, generating greater sources of employment, promoting care for the environment, developing infrastructure, being a strategic logistics center and promoting investment and innovation.

But none of this would be possible without the commitment, dedication and participation of the people of Querétaro, who strive every day to contribute to the construction of a prosperous, solid state with values.

We know that the world is constantly changing and evolving, a situation that often means new challenges for our entity. Based on the analysis and knowledge of the outlook facing Querétaro, adequate strategies and actions can be implemented to face them and allow us to build a better future.

As it is custom every year, the Ministry of Sustainable Development makes the Competitive Querétaro Economic Yearbook 2022 available to the public. This is a compilation of statistical information that considers relevant issues of the entity, both for this region, as well as for the country and the rest of the world. The document is made with the collaboration of various public and private institutions that are decisive for the development of the state.

Likewise, it represents a tool that allows us to evaluate our performance and shows us the route to follow to increase the levels of the economic indices that today position Querétaro as a productive, competitive and high-growth state.

Once again, I restate my commitment: the great responsibility that I share with each of the public officials that make up this government, which consists of generating better opportunities, increasing the well-being of families, and taking Querétaro to the next level.

Mauricio Kuri González

Constitutional Governor of the State of Querétaro.





Over the years, Querétaro has been a national reference for its economic dynamism, high productivity, investment attraction and high competitiveness. An important element for this development is the citizenry, represented by committed women and men, capable of making changes that favor the progress of the entity.

Despite the great changes and complicated environments that Mexico and the world have faced, Querétaro has shown its resilience and has adapted to the new economic and social dynamics.

The Ministry of Sustainable Development, with the support of various public and private institutions, prepares the Competitive Querétaro Economic Yearbook 2022, with the objective of showing the state's perspectives on various topics, such as the economy, the environment, employment, infrastructure, quality of life, among others.

The importance of this document lies in providing the public, as well as public and private bodies, with a tool that shows the outlooks faced by the entity, in a transparent and objective manner, in order to carry out analyses that favor research and decision making.

The Ministry of Sustainable Development, the institution I represent, maintains its commitment to the citizens,

Marco A. Del Prete T.

Minister of Sustainable Development of the Executive Branch of the State of Querétaro.

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ONE

SUSTAINABLE QUERÉTARO

ENVIRONMENT

Querétaro is a state that, given its location and physical conditions, possesses specific resources and characteristics that allow its government to manage the environment intelligently, responsibly and with commitment to the future of the population.



1.1. GEOGRAPHY

1.1.1. UNITED MEXICAN STATES | GEOGRAPHICAL LOCATION

AND TERRITORIAL DIVISION

México

32 states

5th largest land

Territorial extension of the continent with 1,964,375 km²

EXTREME LATITUDES

32° 43' 06" Nort

To the North. At Monument 206, on the border with the United States of America.

14° 32′ 27″ North

26

06

08

To the South. At the outlet of the Suchiate River, on the border with the Republic of Guatemala.

EXTREME LONGITUDES

86° 42′ 36″ West

To the East. At the extreme southeast of Isla Mujeres.

118° 27′ 24″ West

To the West. At Punta Roca Elefante on Guadalupe Island.

Source: INEGI, 2020 Geographic and statistical yearbook by state.

General Management of Geography and Environment. Continental and Insular Surface of the National Territory, 1998. SRE. International Boundary and Water Commission.

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1.1.2. QUERÉTARO GEOGRAPHIC LOCATION AND TERRITORIAL EXTENSION

GEOGRAPHIC LOCATION

The entity is located at the center of the national territory. It borders with the State of Mexico, San Luis Potosí, Michoacán, Hidalgo and Guanajuato.

COORDENATES

21°40′12′′ north	20°00′54′′ south
99°02′35′′ east	100°35′48′ west

TERRITORIAL DIVISION AND EXTENSION OF THE **MUNICIPALITIES**

Querétaro is divided into 18 municipalities, each with particular characteristics, allowing the entity to have diverse resources and, consequently, a wide variety of supply of inputs.

The municipalities with the largest territorial extension are:

- 1) Cadereyta de Montes 1,347.39 km²
- 2) Jalpan de Serra, 1,186.22 km²
- 3) Colón 810.26 km²

Together they occupy 28.6% of the state's surface area.

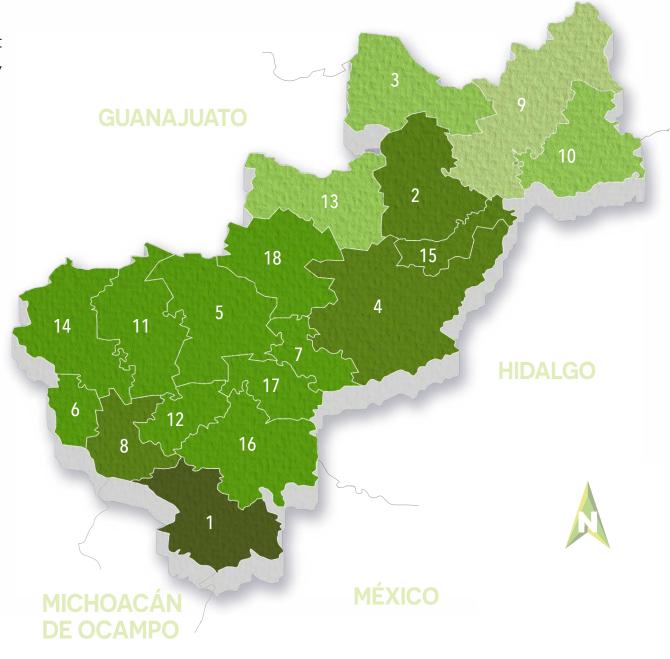
The municipalities with the smallest extension are:

- 1) Corregidora 234.89 km²
- 2) San Joaquín 276.82 km²
- 3) Ezequiel Montes 300.23 km²

Together they represent only 6.9% of the total.

Amealco de Bonfil, San Joaquín and Pinal de Amoles are the demarcations with the highest altitude in Querétaro. Landa de Matamoros, Arroyo Seco and Jalpan de Serra are located at the lowest altitude, measured in meters above sea level (masl).

SAN LUIS POTOSÍ



Higher altitude above sea level (masl)

Lower altitude above sea level (masl)

Source: Own elaboration with data from the National Statistics and Geography Institute. Geostatistical Framework. 2018 Cartography, 2022.

Note: 1 Altitude was obtained from information of the 2017 Geographic and Statistical Yearbook of Querétaro. masl: meters above sea level.

TERRITORIAL EXTENSION 11,690.58 km²

0.6% of the country's total.

18 municipalities

Capital: Santiago de Querétaro

CODE	MUNICIPALITY	SURFACE AREA KM ²	ALTITUDE (MSNM) ¹
1	Amealco de Bonfil	713.33	2,639
2	Pinal de Amoles	712.05	2,357
3	Arroyo Seco	732.12	984
4	Cadereyta de Montes	1,347.39	2,043
5	Colón	810.26	1,904
6	Corregidora	234.89	1,811
7	Ezequiel Montes	300.23	1,974
8	Huimilpan	388.13	2,278
9	Jalpan de Serra	1,186.22	762
10	Landa de Matamoros	719.42	1,046
11	El Marqués	747.63	1,864
12	Pedro Escobedo	323.21	1,913
13	Peñamiller	694.95	1,329
14	Querétaro	682.75	1,832
15	San Joaquín	276.82	2,426
16	San Juan del Río	770.89	1,928
17	Tequisquiapan	369.62	1,870
18	Tolimán	680.67	1,562

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INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

PRIMARY SECTOR **SECONDARY** SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE GOVERNMENT **SERVICES**



1.1.3. PHYSIOGRAPHY AND OROGRAPHY

Mexico has 15 physiographic provinces, Querétaro is located within the area of influence of three of them: the Sierra Madre Oriental, the Central Mexican Plateau and the The Trans-Mexican Volcanic Belt. The surface area of these is distributed in various sub-provinces.

SURFACE AREA BY TYPE OF SUBPROVINCE

Subprovince	Surface area
Sierra Madre Oriental	
Carso Huasteco	36.7%
Central Mexican Plateau	
Sierras and Plains of the North of Guanajuato	13.7%
Trans-Mexican Volcanic Belt	
Plains and Sierras of Querétaro and Hidalgo	46.2%
Mil Cumbres	3.2%
Lakes and Volcanoes of Anahuac	0.2%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), Geographical Aspects Querétaro, 2022.

MAIN ELEVATIONS

The highest geographical point in Querétaro is El Zamorano hill, located in the municipality of Colón, 40 km from the state capital. Its summit reaches 3,340 meters above sea level and marks the territorial boundary with the state of Guanajuato. It ranks 23rd nationally.

ELEVATIONS OF THE STATE OF QUERÉTARO.

Hill	Elevation (masl)
El Zamorano	3,340
El Espolón	3,240
La Pingüica	3,160
Las Vigas	3,120
La Laja	3,120
La Calentura	3,060
Grande	2,820
Bravo	2,810
El Gallo	2,760
El Tejocote	2,720
La Peña Azul (Sierra)	2,700
Gordo	2,530
El Frontón	2,500
Peña de Bernal	2,430
Joya de las Papas	2,160

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), Geographical Aspects Querétaro, 2022.

Note: masl (meters above sea level).

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1.1.4. **CLIMATE**

There are three climatic areas in the state of Querétaro: the first one corresponds to a part of the physical province of the Trans-Mexican Volcanic Belt; the second one adds some regions of the Sierra Madre Oriental and the Central Mexican Plateau; and the third one belongs exclusively to a specific region of the Sierra Madre Oriental.

The physiography of the state is closely linked to the three large climate groups that exist. Subhumid temperate climates are predominant in the south of the state; in the central region, dry and semidry climates prevail; and finally, in the northeastern region the main climates are warm and subhumid semi-warm.

CLIMATE PROFILE

PERCENTAGE OF THE STATE SURFACE BY TYPE OF CLIMATE.

Climate type or subtype	Percentage
Warm subhumid with rains in summer	2.9
Humid semi-warm with abundant rains in summer	0.9
Subhumid semi-warm with rains in summer	21.5
Humid temperate with abundant rains in summer	0.8
Subhumid temperate with rains in summer	23.2
Semidry very warm and warm	0.4
Semidry semi-warm	9.1
Semidry temperate	37.3
Dry semi-warm	4.1
Total	100.0

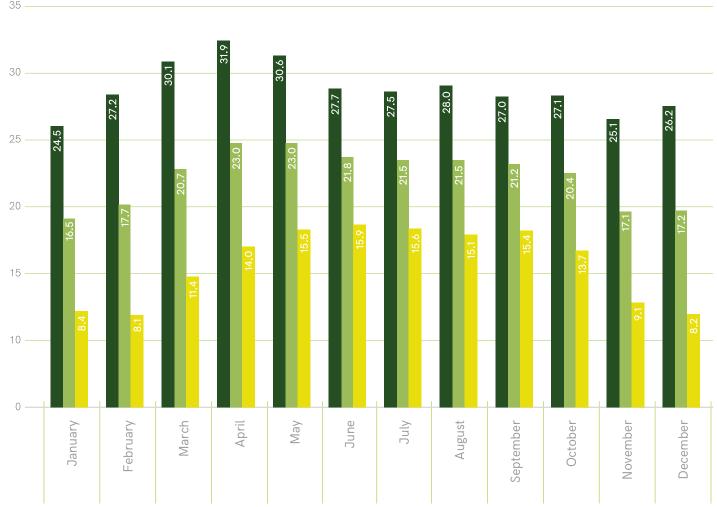
Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). 2017 Geographic and Statistical Yearbook of Querétaro, 2022.

AVERAGE ANNUAL TEMPERATURE

According to the National Meteorological Service, the average maximum temperature in Querétaro in 2021 was 27.7 °C, the average mean was 20.1 °C and the average minimum was 14.7 °C. All values are lower than those recorded at the national level.

AVERAGE TEMPERATURES IN QUERÉTARO (2021).

Average maximum temperature Average mean temperature Average minimum temperature



Source: Own elaboration with data from the National Meteorological Service. Monthly Temperature and Rainfall Summaries (2021), 2022. Recovered from: https://smn.conagua.gob.mx/es/climatologia/temperaturas-y-lluvias/resumenes-mensuales-de-temperaturas-y-lluvias

Note: Figures are expressed in °C.

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1.1.5. EDAPHOLOGY

Edaphology refers to the study of soils based on their chemical, physical and biological properties. The importance of the discipline lies in the fact that, by knowing the characteristics of the land it is possible to carry out a good agricultural, livestock, forestry, handicraft or civil engineering management.

Soil is the support for human activities, although these can contribute significantly to its deterioration. The main causes of land degradation are erosion, pollution and occupation to meet the requirements of urban and industrial growth.

According to the National Institute of Statistics and Geography (INEGI), there are more than 10 dominant soil groups in Querétaro, the main ones being: leptosol (30.6%), phaeozem (23.5%), vertisol (20.6%), luvisol (13.9%) and regosol (5.4%).

SOIL TYPE, USES AND LOCATION IN QUERÉTARO (2021).

Type of soil	Uses	Location	
Leptosol	Generally forestry and livestock	North and center of Querétaro	
	Incorporated in agricultural or overgrazed activities		
Dhaga-am '		Center and south of Querétaro	
	Susceptible to wind and water erosion	- Of Quereturo	
Vertisol	They are intended for irrigated agriculture as they are quite productive for fodder, grain and vegetable crops.	Corregidora, El Marqués, Pedro Escobedo, Querétaro and San Juan del Río	
	Potential mainly forestry	– Sierra Gorda and very little	
Luvisol	Have been cleared for agricultural and livestock activities	in Amealco de Bonfil	
Regosol	Very low agricultural capacity N.D.		

Source: Own elaboration with data from the sub-Ministry of the Environment, 2022.

Note: N.D. indicates "Not available"

ENVIRONMENTAL DIAGNOSIS

The population increase in the state is an increasingly important challenge for the planning of an adequate sustainable development. According to projections made by the Querétaro State Population Council (COESPO) published in the Demographic Breviary 2021, in 2050 the state would have a population of 3,133,237 inhabitants.

In order to maintain an adequate pace of sustainable growth, the creation of an environmental policy is essential to prevent, mitigate and reduce the problems derived from the appropriation and use of the state's natural resources.

Environmental deterioration is defined as any alteration of the environment that is perceived as harmful or undesirable, preventing the use of a given resource. It is a reflection of the way in which a country or region develops its economic activities, the mechanisms and processes used to exploit natural resources and even the lack of awareness among the inhabitants of the territory.

In Querétaro, the main deteriorations are the depletion and contamination of resources such as air, water and soil; the destruction and fragmentation of ecosystems; and the loss of species.

SOIL CONTAMINATION PREVENTION

It derives to a large extent from household and industrial activities, due to the misuse of non-biodegradable synthesized substances and their inappropriate final disposal. In the agricultural sector, it is due to the inappropriate use of pesticides and non-biodegradable substances and the excessive use of machinery. In livestock farming, this usually happens due to improper handling of organic waste discharges.

According to the Food and Agriculture Organization of the United Nations (UNFAO), soil contamination is an increasingly frequent occurrence around the world, and various government agencies have called for accelerated action to address and manage this problem. Reducing soil degradation increases food security and mitigates climate change.

UNFAO points out that prevention of this problem arises from measurement and monitoring based on healthy soil standards and by promoting awareness and working together with land users, scientists and environmental policy makers.

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1.1.6. HYDROLOGY

Querétaro is located in the affluence of 12 aquifers that have historically shown trends of overexploitation and depletion. Groundwater in the entity constitutes the main source of supply.

SURFACE HYDROLOGY

Regarding the bodies of water and their characteristics, Querétaro is located on the Pacific Ocean slopes of the Lerma-Santiago region and on the Gulf slope of the Mexico-Pánuco area.

The Lerma-Santiago region is made up of the Lerma-Toluca and Laja river basins, which represent 1.8% and 19.4%, respectively, of the total surface area of the state. This region has an average annual volume of natural runoff of 13,061.6 cubic hectometers (hm³) and an average annual availability of 9,503.8 hm³.

The Pánuco region is made up of the Tamuín and Moctezuma river basins, covering a state water surface area of 23.2% and 55.6%, that is, three quarters of the total. It has an average annual volume of natural runoff of 20,223.6 hm³ and an average annual availability of 49,069.6 hm³.

SURFACE HYDROLOGY OF THE STATE OF QUERÉTARO

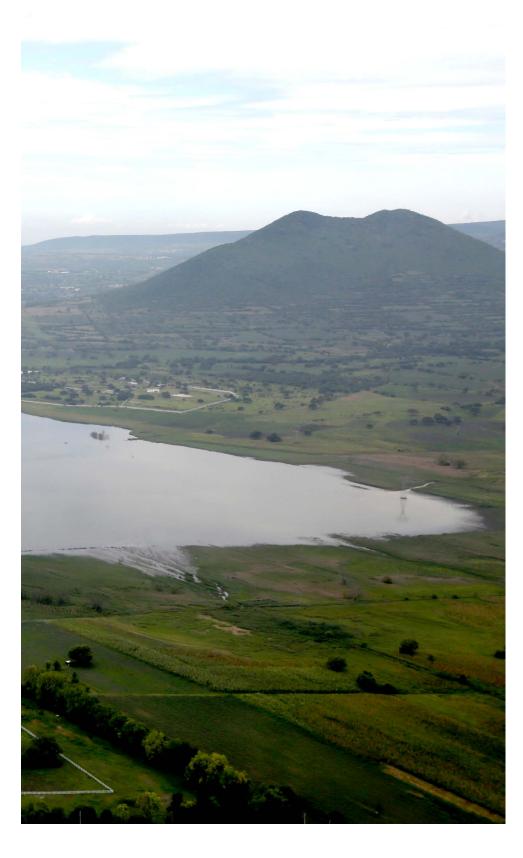
Region	Basin	Percentage of the state surface	Sub-basin	Percentage of the state surface
Larma Cantiaga	Lerma-Toluca	1.8	Atlacomulco-Paso de Ovejas	1.8
Lerma-Santiago	Laja	19.4	Apaseo	19.4
			(Underground Drainage)	4.4
	Tamuín	23.2	Santa María Bajío	18.6
			Tamulín or Tampaón	0.3
	Moctezuma	55.6	Drenaje Caracol	7.1
			Arroyo Zarco	0.5
Pánuco			Axtla	0.9
			Extoraz	24.2
			Moctezuma	6.0
			Prieto	2.2
			San Juan	14.3
			Tecocutla	0.2
То	tal	100.0		100.0

Source: Own elaboration with data from the National Institute of Statistics and Geography. Surface hydrology of the state of Querétaro,



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SUPPLY SOURCES

According to the National Water Commission (CONAGUA), Querétaro is located at the confluence of 11 aquifers. The San Juan del Río Valley has the largest territorial extension, with 2,264.48 km², and its average recharge is the highest, with 191.5 hm³ per year.

AQUIFERS IN THE STATE OF QUERÉTARO.

Aquifer	Extension	n Municipalities included		Natural discharge	Volume of groundwater extraction	Availability tand/or deficit
Valley of Querétaro	484 km²	Querétaro, Corregidora and El Marqués	70	4	129.72484	-63.72484
Valley of Amazcala	217 km²	El Marqués	34	2.8	54.447	-23.247
Valley of San Juan del Río	2,264.48 km²	San Juan del Río, Tequisquiapan, Colón, Pedro Escobedo, Huimilpan, Amealco and El Marqués	191.5	0	327.762	-136.262
Valley of Buena Vista	311.8 km²	Western part of the state of Querétaro	11	0.1	23.339852	-12.439852
Valley of Tequisquiapan	640.63 km²	Tequisquiapan, Ezequiel Montes and Colón	108.1	2.6	108.06565	-2.56565
Valley of Cadereyta de Montes	462 km²	Cadereyta and Ezequiel Montes	4.1	0	4.142	-0.042
Tolimán	89 km²	Tolimán, Cadereyta, San Joaquín, Pinal de Amoles, Peñamiller and Colón.	8.4	2.9	9.45912	-3.95912
Valley of Huimilpan	211 km²	Corregidora, Huimilpan, Pedro Escobedo	20	2	21.91478	-3.91478
Valley of Amealco de Bonfil	304 km²	Amealco	22.5	0.8	20.837843	0.862157
Moctezuma	239 km²	Cadereyta and San Joaquín	50	6.5	0.0729	43.4271
Tampaón (sierra region)	1,299 km²	Arroyo Seco, Pinal de Amoles and Jalpan de Serra	49	13.6	2.388399	33.011601

Source: Own elaboration with data of the National Water Commission (CONAGUA). Subterranean waters/aquifers Querétaro. DOF 17/09/2020, 2022.

Notes: The figures are provided in millions of cubic meters per year. The availability of groundwater is updated at least every 3 years. The volume of groundwater extraction is made up of: the awarded/assigned volumes of groundwater; the volume of water extraction in the zones of provisional suspension of free extraction and those registered in the Permanent National Registry; the volumes of water extraction pending authorization and/or registration in the REPDA; the volumes of water corresponding to reserves, regulations and water scheduling.

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BIODIVERSITY

It is defined as the variability of living organisms that exist in an ecosystem. Querétaro has a wide biodiversity, despite its small size, mainly due to the interaction between physiographic provinces, as well as the presence of different geographic formations that favor the development of multiple ecosystems.

FLORA

Querétaro has an extensive variety of flora; in 2021 there were 2,421 species of vascular plants living in the state, comprising 170 families and 937 genera.

According to NOM-059-SEMAR- NAT-2010 "Environmental protection - Wild flora and fauna species that are native of Mexico - Risk categories and specifications for their inclusion, exclusion or change - List of endangered species" and the database of the Ministry of Sustainable Development (SEDESU), there are currently 64 species under some category of risk, of which 26 belong to the cactus family and 24 are endemic.

The loss of forest vegetation cover in the different ecosystems of the entity is one of the most worrisome environmental problems. The municipalities of Corregidora, Querétaro, San Juan del Río, El Margués and Pedro Escobedo have modified more than 60% of their land area for urbanization purposes. Fortunately, 63.7% of the entity still has vegetation cover in good conservation conditions or in a state that allows its restoration through the implementation of various practices.

MUSHROOMS

They are important organisms in the recycling processes of organic matter that promote soil formation and conservation, as well as the balance of natural ecosystems thanks to their interaction with other organisms.

Querétaro has 633 species of macromycete fungi.

FAUNA

· Vertebrates

According to NOM-059-SEMARNAT-2010, 118 out of the 715 vertebrate species registered in the entity are under some risk category with various degrees of endemism: 32 birds, 50 reptiles, 15 mammals, 8 fish and 9 amphibians.

· Invertebrates

Despite the lack of studies and records, 523 species of insects, 8 species of decapod crustaceans and 17 species of scorpions have been identified in Querétaro.

REGISTER OF VERTEBRATE SPECIES IN QUERÉTARO (2021).

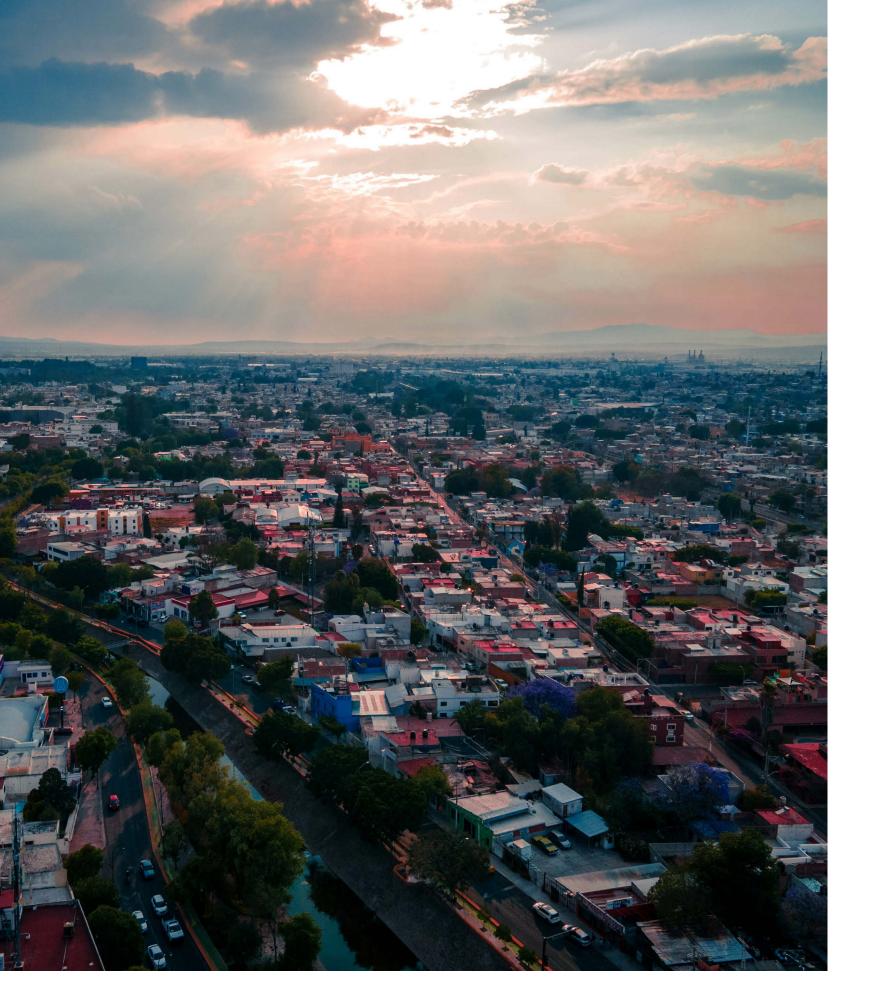
	Species	Families
Birds	431	67
Reptiles	104	21
Mammals	101	22
Fish	45	12
Amphibians	34	9

Source: Own elaboration with data from the Ministry of Sustainable Development, Directorate of Environmental Planning, 2022.

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CONTENT



1.2. ENVIRONMENT AND ENVIRONMENTAL **MANAGEMENT**

1.2.1. AIR

Increased energy consumption, mainly from fossil fuels, increases emissions of pollutants and greenhouse gases. As a result, air quality deteriorates, increasing the concentration of gases and aerosols in the atmosphere.

POLLUTANT EMISSIONS

Querétaro's emissions inventory is a strategic instrument for safeguarding air quality; it allows us to know the type and quantity of pollutants emitted by the different sectors or categories, as well as to implement and evaluate actions and control measures.

MAIN EMISSION CATEGORIES BY POLLUTANT (BASE YEAR 2015)

Pollutant	Subcategory
	Residential wood combustion (28%)
PM ₁₀	Agricultural burns (16%)
	Tillage (13%)
DM	Residential wood combustion (36%)
PM _{2.5}	Agricultural burning (21%)
	Chemical Industry (51%)
SO_{χ}	Pulp and paper (23%)
,	Private cars (7%)
	Private cars (39%)
CO	Pick up truck (26%)
	Residential wood combustion (10%)
	Private cars (29%)
NO_x	Biogenic sources (20%)
	Pick up truck (15%)
001/	Biogenic sources (41%)
COV	Residential wood combustion (14%)
	Fertilizer expansion (55%)
NH ₃	Livestock activities (39%)

Source: Own elaboration with information from the Ministry of Sustainable Development, Directorate of Environmental Control, 2022.

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ATMOSPHERIC MONITORING

The SEDESU has the Air Quality Monitoring System of the State of Querétaro (SMCAQ) that allows to know the behavior of the pollutant criteria and generate statistical data to make decisions in order to protect the health of the population.

In 2021, \$12,639,500 pesos were invested to acquire 3 new air quality monitoring stations. With these, the entity has a total of 8 stations distributed as follows:

AIR QUALITY MONITORING STATIONS IN QUERÉTARO (2021).

Station	Code	Location
Carrillo Puerto	CAP	Community Cultural Center Felipe Carrillo Puerto, Alfonso Reyes No. 500, Col. Plutarco Elías Calles, Querétaro, Qro.
Center	CEN	Heroic Volunteer Fire Department, Station #1, Calle Ignacio Zaragoza No. 90, Col. Centro, Querétaro, Qro.
Corregidora	COR	Town Hall and municipal services of Corregidora, Ex Hacienda el Cerrito No. 100, El Pueblito, Corregidora, Qro.
El Marqués	EMA	Former President's office, calle Emiliano Zapata Ote. No. 27, Col. El Cerrito, El Marqués, Qro.
Epigmenio González	EPG	Municipal Agency's Office Epigmenio González, Tláloc No. 102, Col. Desarrollo San Pablo, Querétaro, Qro.
Félix Osores	FEO	Monitoring Station Félix Osores, CECyTEQ campus 5, Kiliwas s/n, Col. Cerrito Colorado, Querétaro, Qro.
Josefa Vergara	JOV	Municipal Agency's Office Josefa Vergara, Calle 21, No. 1000, Col. Lomas de Casa Blanca, Querétaro, Qro.
San Juan del Río	SJR	UAQ San Juan del Río Campus, Av. Río Moctezuma 249, Z/O Secc. B, San Cayetano, 76807 San Juan del Río, Qro.

Source: Own elaboration with information from the Ministry of Sustainable Development with data from the sub-Ministry of the Environment, Environmental Control Directorate, 2022.

As a result of the reorganization of the stations, the El Marqués and Félix Osores stations were relocated, the technology of the Corregidora station was changed and the maintenance of the Centro station was increased as of May 2021, expanding coverage in the Metropolitan Zone of Querétaro (ZMQ) and San Juan del Río (SJR).

During 2021, air quality in the ZMQ and SJR was predominantly good, indicating levels suitable for the health of the population, especially vulnerable groups. In the ZMQ, there were worrying levels of two criteria pollutants: ozone (O_3) and suspended particulate matter (both PM₁₀ and PM_{2.5}):

- Ozone, in the 8-hour moving average (parameter of the NOM-172-SEMARNAT-2019 that governs the Air Quality and Health Risks index), registered several hours of poor quality between the months of March and May, exceeding the maximum permissible limits of the NOM-020-SSA1-2014 and, with this, failing to comply with the registration of 2021.
- PM₁₀, added up to many hours (almost 800) during the year with air quality below desirable levels, failing to comply with the 2021 registration of the NOM-025-SSA1-2014 at the Carrillo Puerto station (the only one where it is measured).
- PM_{2.5} constituted a pollutant with a high level of concern at two monitoring sites exceeding the 24-hour maximum and at 4 of 6 stations exceeding the annual average, having 1 day of extremely poor quality.



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SOURCES OF POLLUTION

The accelerated growth of various economic sectors and the increase in population mobility have increased pollutant emissions. The main sources are:

- Fixed. Those established for the purpose of developing industrial, commercial, service or activity operations or processes that generate or may generate polluting emissions into the atmosphere.
- Aerial. They are the result of various anthropogenic activities, which are too numerous and dispersed to be efficiently included in a point source inventory, but which together emit significant air pollutants.
- Natural. They issue atmospheric pollutants that do not come directly from human activities. They are classified as biogenic and geogenic.
- **Mobiles**. They contribute significantly to emissions inventories because all internal combustion vehicles circulating on roads generate emissions into the atmosphere.

Other sources that should be taken into account include those generated as a consequence of urban and industrial development or those caused by forest fires.

In 2021, according to the Ministry of Planning and Finance, there were 795,302 motor vehicles in circulation in Querétaro, of which 546,537 were automobiles. The figure was 2.8% higher than in 2020.

AUTOMOBILES REGISTERED IN CIRCULATION IN THE STATE OF QUERÉTARO, (2020 - 2021).

Municipality	2020	2021	Var. %
Amealco de Bonfil	7,761	8,292	6.8%
Arroyo Seco	1,658	1,795	8.2%
Cadereyta de Montes	7,254	7,667	5.7%
Colón	6,502	6,835	5.1%
Corregidora	62,599	64,516	3.1%
El Marqués	31,394	34,433	9.7%
Ezequiel Montes	6,528	6,796	4.1%
Huimilpan	6,644	7,106	7%
Jalpan de Serra	3,238	3,390	4.7%
Landa de Matamoros	1,573	1,698	8%
Pedro Escobedo	9,767	10,082	3.2%
Peñamiller	1,534	1,668	8.7%
Pinal de Amoles	1,296	1,385	6.9%
Querétaro	315,709	320,259	1.4%
San Joaquín	812	872	7.4%
San Juan del Río	53,846	55,259	2.6%
Tequisquiapan	11,282	11,724	3.9%
Tolimán	2,511	2,760	9.9%
TOTAL	531,908	546,537	2.8%

Source: Own elaboration with data from the Ministry of Finance, 2022.

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CONTENT

PREVENTION AND CONTROL OF ATMOSPHERIC POLLUTION

SEDESU, through the sub-Ministry of the Environment, prevents and controls air pollution through the State Vehicle Verification Program, with the support of various training programs and permits.

The program consists of a biannual review of pollutant emissions from private, heavy-duty, public service, cargo, passenger, utility and official vehicles.

During the last three months of 2021, the campaign for the remission of fines for vehicle verification was carried out with the objective of encouraging citizens to carry out the verification.



In order to ensure that industrial establishments adequately report their polluting emissions, 150 companies were trained in environmental legal compliance.

Seventy-nine environmental licenses were granted to control regulated levels of atmospheric emissions and 56 open-combustion permits were issued to various companies.

Through the online procedures platform, 441 Annual Operation Cards were entered for industries in terms of atmospheric emissions; the information in the documents was analyzed and integrated into the Pollutant Emissions and Transfers Registry.

VERIFICATIONS CARRIED OUT FOR THE REMISSION OF FINES DURING THE PERIOD 01/10/2021 TO 31/12/2021

Center	Verified vehicles
QR-001	995
QR-003	769
QR-005	692
QR-006	1,059
QR-007	686
QR-009	1,034
QR-012	832
QR-014	1,149
QR-015	685
QR-016	1,170
QR-017	1,074
QR-018	919
QR-019	703
QR-021	757
QR-023	511
QR-024	912
QR-025	852
QR-026	1,383
QR-029	587
QR-030	1,224
QR-032	788

Center	Verified vehicles
QR-033	872
QR-034	1,452
QR-035	581
QR-037	2,297
QR-038	848
QR-040	1,474
QR-041	401
QR-042	688
QR-045	1,021
QR-047	2,382
QR-048	1,191
QR-049	1,241
QR-050	2,236
QR-051	1,180
QR-052	1,156
QR-056	533
QR-057	1,006
QR-058	924
QR-059	888
QR-060	830
QR-061	647

Source: Prepared by the Ministry of Sustainable Development with data from the sub-Ministry of the Environment, Directorate of Environmental Control, 2022.

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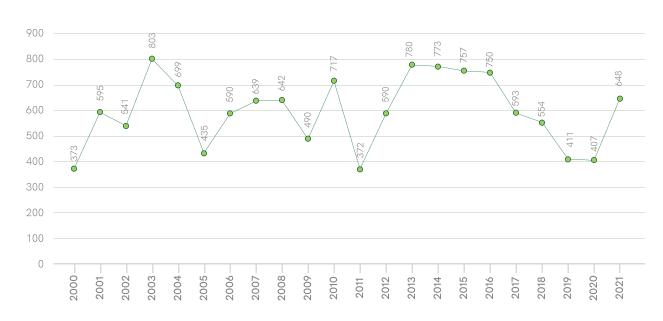
1.2.2. WATER

Water quality is essential for the health and well-being of the population. To ensure that this benefit reaches the entire population, it is necessary to reduce pollution and the way in which wastewater is handled. According to UN-Water (a mechanism of the United Nations, UN Water) 80% of this water returns to the ecosystem without being treated or reused. The United Nations Educational, Scientific and Cultural Organization (UNESCO) states that of the volumes of wastewater produced annually, it is possible to use about 380,000 million m³.

PRECIPITATION

Precipitation is part of the hydrological water cycle, at the national level during 2021 it reached 769.5 mm. Between june and september, 72.3% of the total rainfall was recorded.

ANNUAL PRECIPITATION IN QUERÉTARO (2000 - 2021).



Source: Own elaboration with data from the National Water Commission (CONAGUA), Monthly Temperature and Rainfall Summaries, 2022.

Note: Figures are expressed in millimeters (mm)

In 2021, precipitation levels in Querétaro reached the lowest value in february with 1.2 mm and the highest in september with 158.6 mm. Annual precipitation was 648 mm, 59% higher than the 407 mm of 2020.

WATER TREATMENT

The State Water Commission (CEA for its Spanish abbreviation) collects used water from all municipalities (except San Juan del Río) through the drainage system and takes it to treatment plants where it is processed to be reused or returned to its natural condition.

In 2021 the CEA had 41 treatment plants, the municipalities of Querétaro and Huimilpan account for 14.6% of the total, followed by El Marqués with 12.2%, Colón with 9.8% and Corregidora and Landa de Matamoros with 7.3% each. The remaining municipalities operate one or two plants.

The total installed capacity in the state amounts to 1,813.85 liters per second (l.p.s.), the municipality of Querétaro accumulates 53.2%, followed by Corregidora with 24.7%. The plants treat 87.8% of the wastewater generated, with an annual volume of 41,840,624.41 m₃



INVENTORY OF WASTEWATER TREATMENT PLANTS CEA QUERÉTARO (2021).

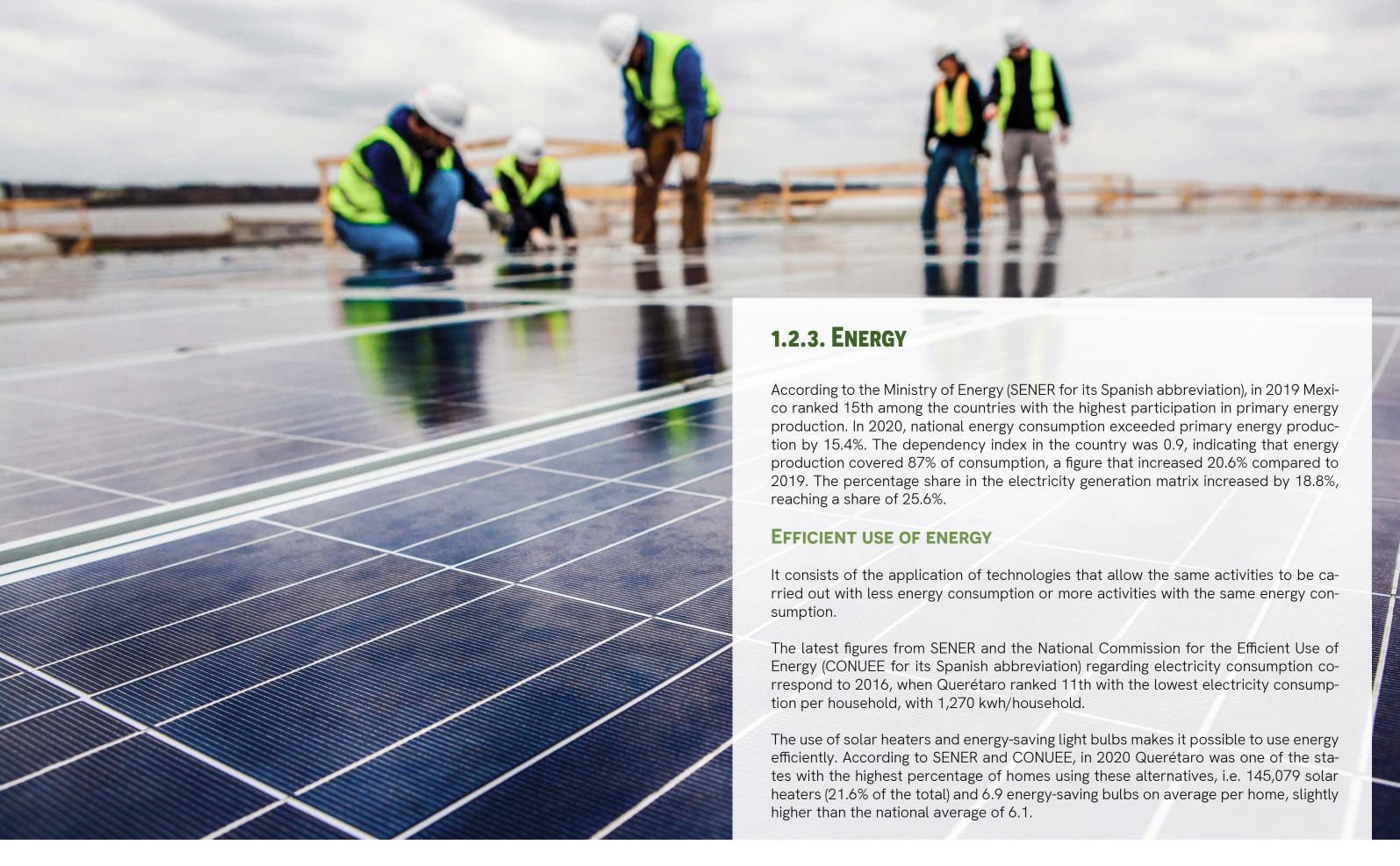
Municipality	# of plants	Cap. installed (l.p.s.)
Amealco de Bonfil	2	27
Arroyo Seco	1	1
Cadereyta de Montes	2	24
Colón	4	27.50
Corregidora	3	448
El Marqués	5	169
Huimilpan	6	29
Jalpan de Serra	2	21
Landa de Matamoros	3	5.50
Pedro Escobedo	1	15
Pinal de Amoles	1	4
Querétaro	6	964.35
San Joaquín	1	3
Tequisquiapan	2	65
Tolimán	2	10.50
Total	41	1,813.85

Source: Prepared by the State Water Commission (CEA), 2022.

Note: l.p.s. (liters per second)

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1.2.4. ECOLOGICAL ORDERING (EO)

It is an environmental policy instrument that consists of the planning and application of measures that regulate, induce and evaluate land use, in addition to programming the management of natural resources and productive activities, in order to protect the environment. It monitors the preservation and sustainable use of natural resources, based on the analysis of deterioration trends and recovery strategies.

Querétaro's EO is based on two types of programs:

- **Regional**. When they cover the entire state territory or an area involving more than one municipality.
- · Local. When it covers part or all of a single municipality.

PROGRAM FOR THE GENERAL ECOLOGICAL ORDERING OF THE TERRITORY (POEGT)

According to Articles 19 bis, 20, 20 bis 2 and 20 bis 4 of the General Law of Ecological Balance and Environmental Protection (LGEEPA), there are four types of EO:

 General Marine Regional Local

The first two are federal powers, the regional and local ones are powers of the states. The latter will be regional when the programs cover all or part of the state territory, and local when they cover all or part of a municipality.

The POEGT was issued in september 2012, regionalizing the national territory into Biophysical Environmental Units (UAB for its Spanish abbreviation). These are made up of the main factors of the biophysical environment: climate, topography, vegetation and soil. In order to manage the UAB, 10 ecological guidelines, 44 general strategies and 4 environmental policies were established:

- Preservation
- Protection
- Restoration
- Sustainable use

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BIOPHYSICAL ENVIRONMENTAL UNITS IN WHICH THE STATE OF QUERÉTARO IS LOCATED



Sources: Prepared by the Ministry of Sustainable Development with data extracted from POEGT 2012, Program for the General Ecological Ordering of the Territory (POEGT, 2012). Ecological Regionalization of the Biophysical Environmental Units, Directorate of Environmental Planning, 2022.

Note: 1 Biophysical Environmental Unit

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PROGRAM FOR THE REGIONAL ECOLOGICAL ORDERING OF THE STATE OF QUERÉTARO (POEREQ)

The POEREQ was published by the Government of the State of Querétaro in the official newspaper "La Sombra de Arteaga" on april 17, 2009. This instrument regulates and induces the execution of activities when there are compatible uses or when new uses and destinations are to be determined.

The program divides the territory into 412 Environmental Management Units (UGA for its Spanish abbreviation), establishes 23 environmental guidelines or goals and 113 actions, with the objective of reducing environmental conflicts and guiding development according to territorial suitability.

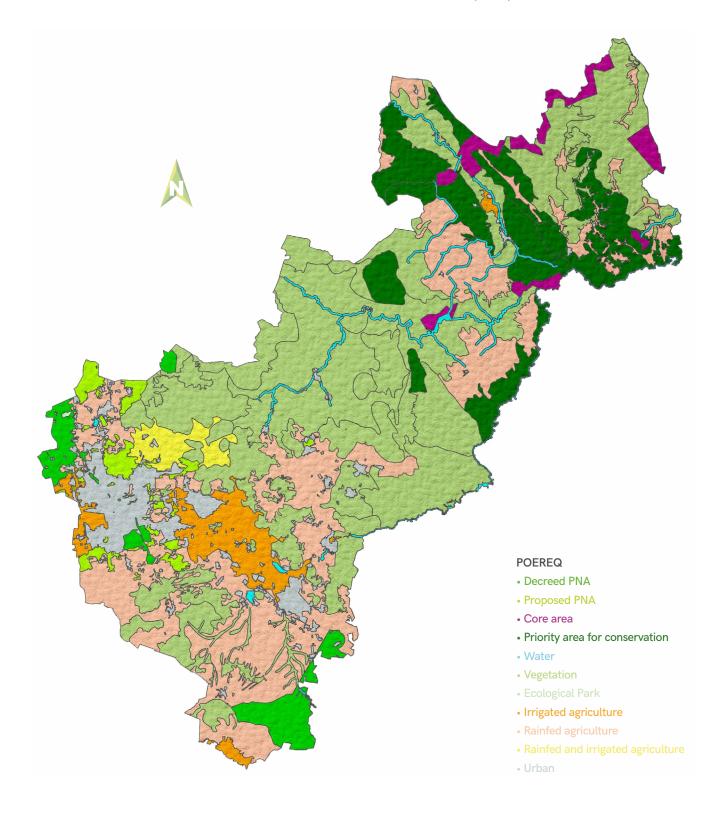
Due to the change in the dynamics of growth and the transformation of environmental, economic, social and political conditions in the state, the strategies and guidelines established in the 2009 POEREQ have been exceeded. In 2016, SEDESU, together with the Ministry of Environment and Natural Resources, signed a coordination agreement to establish the basis for the beginning of the POEREQ update, an action that has not yet been completed.

GENERAL CLASSIFICATION OF ENVIRONMENTAL MANAGEMENT UNITS (UGA).

UGA number	Vocation	Associated environmental policy
191	Urban	Urban
62	Preserved vegetation	Conservation
46	Proposed protected natural area	Protection
43	Rainfed agriculture	Sustainable use
27	Water	Conservation
15	Priority area for conservation	Conservation
10	Core area	Protection
9	Natural area decreed as protected	Protection
8	Irrigation agriculture	Sustainable use
1	Rainfed and irrigation agriculture	Sustainable use
1	Park	Conservation

Source: Own elaboration with information from the Ministry of Sustainable Development of the Executive Branch of the State of Queretaro with data from the sub-Ministry of the Environment 2021, Directorate of Environmental Planning, 2022.

DISTRIBUTION OF UGA IN QUERÉTARO (2021).



Source: Prepared by the Ministry of Sustainable Development based on data from the sub-Ministry of the Environment, Directorate of Environmental Planning, 2022.

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LOCAL ECOLOGICAL ORDERING PROGRAMS (POEL)

Their objective is to strategically regulate land uses and their destinations outside population centers recognized in urban planning instruments, through environmental policies, guidelines, strategies and criteria for ecological regulation.

There are currently thirteen POELs in force in the municipalities of Amealco, Cadereyta, Colón, Corregidora, El Marqués, Ezequiel Montes, Huimilpan, Pedro Escobedo, Querétaro, San Joaquín, San Juan del Río, Tequisquiapan and Tolimán. This ecological planning covers 67.2% of the state territory where 95.5% of the total population lives. The rest of the districts are part of protected natural areas.

Querétaro is the first state in Mexico to have environmental instruments for the planning and management of natural resources and land use and destination under a sustainable approach.

ACTIONS FOR ECOLOGICAL ORDERING (EO) IN QUERÉTARO

SEDESU, as the agency responsible for strategic planning in Querétaro and as part of the implementation of the Regional Ecological Management Program for the state of Querétaro, issued 118 technical opinions during 2021 for environmental impact statements, changes in forest land use in terms of EO and environmental rulings for new uses.

As part of the actions of socialization of the environmental planning instruments in the state, 364 requests for information of the EOs in force in the entity were attended.

1.2.5. PROTECTED NATURAL AREAS (PNA)

PNAs are state areas that have been subject to the protection regime through a decree to preserve natural environments, safeguard biodiversity, make a sustainable use of natural resources, preserve and improve the quality of the environment and the environmental benefits provided by the ecosystems.

PROTECTED NATURAL AREAS IN THE ENTITY

In Querétaro there are areas that, due to their physical and biological importance, the environmental services they provide or the special interest of the state, should be subject to preservation, conservation or restoration programs. To this end, protection declarations are issued to indicate that a natural area is under a protection regime.

In 2021 the entity had 15 PNAs within 13 of the 18 municipalities, of which 4 are federal, 6 state and 5 municipal. The decreed areas add up to a total surface area of 434,928.56 hectares which represent 37.2% of the state surface area.



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PROTECTED NATURAL AREAS IN THE STATE OF QUERÉTARO



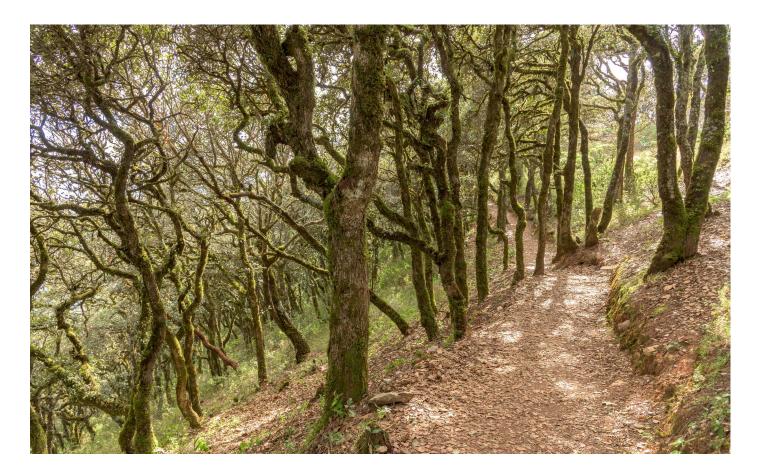
Source: Own elaboration with data from the Ministry of Sustainable Development, Directorate of Environmental Planning, 2022.

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GOVERNMENT

SERVICES

PRIMARY SECONDARY TERTIARY TOURISM SECTOR AND CULTURE SECTOR SECTOR



MANAGEMENT PROGRAMS FOR PROTECTED NATURAL AREAS

These are guiding planning and regulatory instruments that establish activities, actions and basic guidelines for the management and administration of PNAs.

PROJECTS IMPLEMENTED ON THE SUBJECT MATTER OF NATURAL PROTECTED AREAS (2021).

	Project name	Beneficiary
(Equipping and training brigades to prevent, control and combat forest fires in the central and southern regions of the state.	Volunteer Firefighters and Paramedics of the Central Region of the State of Querétaro A.C.
;	Local Mechanism for Payment for Environmental Services through Concurrent Funds 2021.	National Forestry Commission (CONAFOR)

Source: Own elaboration with information from the Ministry of Sustainable Development with data from the sub-Ministry of Environment, Directorate of Environmental Planning, 2022.

MANAGEMENT PROGRAMS FOR PROTECTED NATURAL AREAS IN THE STATE OF QUERÉTARO.

Regime	Protected Natural Area	Date of publication	Justification
	Bordo Benito Juárez	Summary - june 4, 2010	The vegetation cover and the body of water present in the PNA help regulate the temperature in the north of the city, filter the air, recharge the aquifer and produce a qualitative change in the urban landscape. At the time of publication, it was home to 25% of the total number of migratory waterfowl arriving to the national territory.
	El Batán	Summary - june 3, 2016	Its ecosystem is in a good state of conservation, its landscape is made up of diverse types of vegetation and an orography that has allowed it to serve as a refuge for numerous species of fauna; it serves as a buffer to the expansion of the urban sprawl.
State	El Tángano	Summary - september 21, 2005	Soil conservation within the area is vital because it is the support and source of nutrients for the vegetative cover. At the time the program was published, there were 180 plant species recorded, 26 of which have some medicinal or edible use, as well as a total of 54 species that migrated to the area because there are conditions that allow them to live.
	Peña de Bernal	Summary - june 24, 2011	The Peña de Bernal is a tourist attraction that provides an important economic benefit for the entire region, it is considered a remarkable geological element, since it is an intrusive igneous formation unique in the country; it is an important place for the Otomí-Chichimeca culture; it is an important geological element that protects the town of Bernal from the winds coming from the north.
Federal	Sierra Gorda Biosphere Reserve	september 1999	The reserve has flora species that are endemic or listed as threatened, rare, endangered or subject to special protection; it has valuable hydrological resources, as well as medium and high slopes that are important water catchment and supply areas that promote ecological processes and water supply for local communities.

Source: Own elaboration with information from the Ministry of Sustainable Development with data from the Environmental Planning Office; La sombra de Arteaga Volume CXXXVIII, Volume CXLIII, Volume CXLIV, Volume CXLIX; Management Program for the Sierra Gorda Biosphere Reserve, 2022.

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1.2.6. WASTE

As a result of the intensification of industry in Mexico and the increase in the population's demand for goods and services, waste generation has increased considerably. Querétaro has a broad legal framework that establishes rules for its management.

On December 3, 2021, a law for the prevention, integral management and circular economy of state waste was published in the official newspaper of the State of Querétaro "La Sombra de Arteaga", with the purpose of increasing the productivity of the materials that constitute them, support the regeneration of natural resources and mitigate the release of greenhouse gases, seeking economic prosperity and social equality.

SOLID URBAN WASTE

In Querétaro in 2021, the estimated daily generation of municipal solid waste in the state reached 2,530.51 tons per day (ton/day), 6.9% higher than the figure reported for 2020. Of the total tons, 80% come from the Querétaro Metropolitan Area and 72% are organic waste that can be treated for later use.

According to the data presented in the basic diagnosis for integrated waste management conducted by SEMARNAT, the projected state contribution per capita is 1.163 kilograms, which is higher than the national average of 0.944 kilograms.

Querétaro contributes 3% of total greenhouse gas emissions, according to the 2015 base year inventory.

WASTE REQUIRING SPECIAL HANDLING

In 2021, Querétaro generated an estimated 7,000 tons of special-handling waste per day, of which 58.2% is recovered and the rest is confined in sanitary landfills.

In the same period, SEDESU authorized a diversion of 183,937 tons distributed as follows:

- 140,676 tons as a soil improver in accordance with NOM-004-SEMARNAT-2002.
- 5,279 tons as cattle feed.
- 31,273 tons in authorized draught bank for restoration.
- 6,709 tons as raw material for other production processes.

The purpose of the above is to prevent waste from being deposited in final disposal sites, thus shortening their useful life.

FINAL DISPOSAL SITES

In 2021 Querétaro had 15 sites in operation, 26.7% less than in 2020. Of the total, 6 are considered sanitary landfills and 5, even though they were built as sanitary landfills, are considered controlled sites due to non-compliance with operational characteristics.

Due to logistics, in order to optimize collection and transportation, 4 municipalities have transfer stations for subsequent deposit at final disposal sites. On the other hand, 6 municipalities deposit their urban solid waste in a different municipality from the one that generated it and 3 municipalities have self-managed sites that, for administrative reasons, remain closed.

93% percent of the urban solid waste generated in Querétaro is confined in sanitary landfills and 7% in controlled sites.

FINAL DISPOSAL SITES AND TRANSFER STATIONS IN QUERÉTARO (2021).

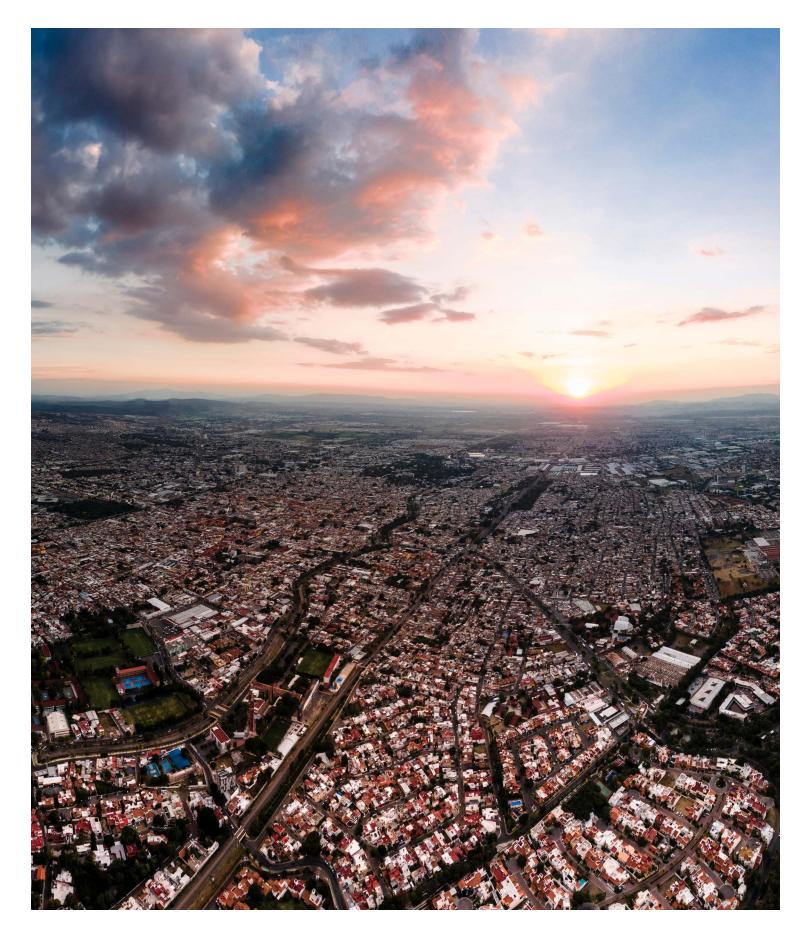
Municipality generating the waste	Transfer station	Site status	Classification	Municipality where the depositing site is located
Amealco de Bonfil	N.A.	Operating	Landfill	Amealco de Bonfil
Arroyo Seco	N.A.	Operating	Landfill	Arroyo Seco
Cadereyta de Montes	Sí	Operating	Controlled site	Colón
Colón	N.A.	Operating	Landfill	Colón
Corregidora	Sí	Closed	Landfill	Colón
El Marqués	Sí	N.A.	N.A.	Colón
Ezequiel Montes	N.A.	Closed	N.A.	Colón
Huimilpan	N.A.	Operating	Controlled site	Huimilpan
Jalpan de Serra	N.A.	Operating	Controlled site	Jalpan de Serra
Landa de Matamoros	Sí	Operating	Landfill	Landa de Matamoros
Pedro Escobedo	N.A.	N.A.	N.A.	San Juan del Río
Peñamiller	N.A.	Operating	Controlled site	Peñamiller
Pinal de Amoles	Sí	N.A.	N.A.	Colón
Querétaro	N.A.	Operating	Landfill	Querétaro
San Joaquín	N.A.	Operating	Controlled site	San Joaquín
San Juan del Río	N.A.	Operating	Landfill	San Juan del Río
Tequisquiapan	N.A.	Operating	Landfill	Tequisquiapan
Tolimán	Sí	N.A.	N.A.	Colón

Source: Own elaboration with information from the Ministry of Sustainable Development with data from the sub-Ministry of the Environment, Environmental Control Directorate, 2022.

N.A.: Not applicable

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ACTIONS TO EFFICIENTLY MANAGE URBAN SOLID WASTE AND SPECIAL-HANDLING WASTE

During 2021, in order to improve integrated waste management, municipalities and legal entities were provided with the amount of \$21,359,682.76 pesos for support, through various projects:

PROJECTS BENEFITING WASTE MANAGEMENT IN QUERÉTARO (2021).

Project name	Beneficiary	Amount approved
Acquisition of a truck to transport solid waste.	Municipality of Pinal de Amoles	\$ 2,000,000
Cleaning of streets, boulevards and gardens in the municipality of Pedro Escobedo.	Municipality of Pedro Escobedo	\$ 2,000,000
Improvement of the storage and distribution system of Banco de Alimentos Querétaro.	Alimentos para la Vida, I.A.P.	\$ 577,982.76
Establishment of a collection center at the El Madroño waste transfer site and improvement of equipment for the collection routes for recoverable materials.	Municipality of Landa de Matamoros	\$ 65,600
Co-creation of the Circular Economy Roadmap	Centro Empresarial del Estado de Querétaro, S.P.	\$ 4,780,000
Virtual forums for dissemination and promotion of elimination, reduction and/or substitution of PRTR substances.	Fundación Cristina Cortinas, A.C.	\$ 100,000
Consolidation and Operation of Queretaro's Circular Economy System - Phase I	Clúster Automotriz de Querétaro A.C.	\$ 7,500,000
Healthy Querétaro Strategy	Grupo Tierra Levita S.A. de C.V.	\$ 464,000
Technical prefeasibility study and design of organic waste valorization plants - State Composting Project	Aldea Verde S.C. de R.L.	\$ 1,592,100

Source: Prepared by the Ministry of Sustainable Development with data from the sub-Ministry of the Environment, Directorate of Environmental Control, 2022.

In another action, the Circular Economy System —an alliance between the public-private sectors and academia to promote actions aimed at improving business competitiveness and the sustainable reactivation of Querétaro— was implemented.

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1.2.7. ENVIRONMENTAL EDUCATION

The SEDESU, through the Environmental Education Department, reached out to 7,117 individuals in 2021, surpassing by 2,652 the figure obtaining ned in 2020. Those involved were sensitized through 189 activities, which included workshops, events, courses and training for environmental conservation and care.

Among the activities carried out are the following:







Support and advice provided to companies and civil association organizations.

- In coordination with the Aeronautical University of Querétaro (UNAQ for its Spanish abbreviation), during september 2021, the Environmental Promoters Training Course was held, with the participation of 145 people from educational institutions, companies, municipal officials, civil society organizations and the general public.

Support to educational institutions

- In conjunction with the State Commission for Higher Education Planning in Querétaro (COEPES for its Spanish abbreviation) and the Polytechnic University of Santa Rosa Jáuregui (UPSRJ for its Spanish abbreviation), the conference "EAS 2021 Environmental Education for Sustainability. Second Virtual Congress" was carried out. A total of 136 academic events were held and 4,057 people attended.
- Once again, support was provided to the Universidad Autónoma de Querétaro (UAQ for its Spanish abbreviation) by sponsoring the Alejandrina Award 2021.

Support to municipalities and government agencies

- The second stage of the project for the production and maintenance of native plants was completed in 2021. A total of 685,864 specimens of different species were produced, including greggii pine, stone pine, white cedar, guava, pomegranate, palo dulce, broad leaf privet, jacaranda, ash, mesquite and huizache. Both stages of the project were supported by resources from the State Environmental Protection Program.

Environmental Communication Strategy

- A total of 53 videoconferences were held with the participation of 2,915 national and international participants. Among the main topics addressed were biodiversity, climate change and sustainable use of natural resources.
- 5,000 physical and electronic educational materials on 26 environmental topics were distributed to 4,601 people, including environmental promoters and the personnel of educational institutions and civil society organizations.

Reforestation Activities.

- In order to promote actions to mitigate climate change and conserve biodiversity, the reforestation of several areas was carried out in coordination with municipalities, educational institutions, civil society organizations and companies. The species donated were white cedar, broad leaf privet, guava, stone pine, pomegranate, mesquite, among others.

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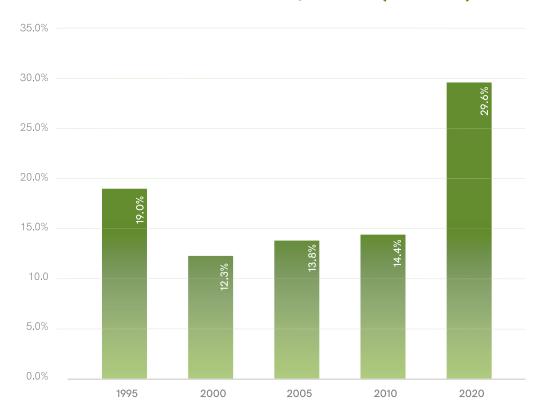
1.3. SOCIODEMOGRAPHY

1.3.1. POPULATION STRUCTURE

According to the latest Census of Population and Housing (2020) published by the INEGI, Querétaro is the 21st most populated state, with 2,368,467 inhabitants.

Between 2000 and 2010, the growth trend remained constant between 12% and 14%, however, from 2010 to 2020 the rate was higher than 29%, which represented an increase of 540,530 inhabitants.

GROWTH TREND IN THE STATE OF QUERETARO (1995 - 2020).



Source: Own elaboration with data from Source: XI General Population and Housing Census 1990. Population and Housing Count 1995. XII General Census of Population and Housing 2000. II Population and Housing Count 2005. 2010 Census of Population and Housing. XII General Census of Population and Housing 2020. Consultation System for Territorial Integration (SCITEL for its Spanish abbreviation), 2022.

In Querétaro, 51.2% of the population represents 1,211,647 women and 48.8% represents 1,156,820 men, this trend has been maintained over the years (1995 - 2020).

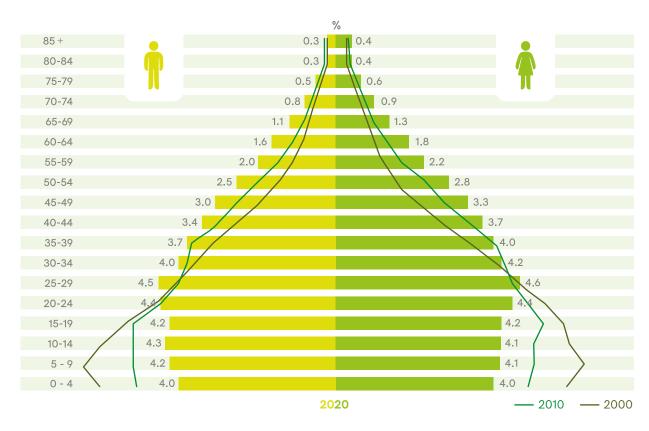
POPULATION DYNAMICS IN THE ENTITY

The 2020 Census of Population and Housing conducted by the INEGI revealed that the average age of the population in Querétaro is 29 years old.

The following graph shows that in the period the population under 15 years of age represented 24.6% of the total, the working age population constituted 68.3% and the elderly population 6.7%.

The 2020 population pyramid shows a decrease in the base compared to 2000 and 2010. In 2020, the age groups between 20 and 29 years old were more representative, hence Querétaro is perceived as a young state.

DYNAMICS OF THE POPULATION STRUCTURE IN THE ENTITY



Source: National Institute of Statistics and Geography. Census of Population and housing 2020.

Note: The percentages can't add up to 100% due to rounding which generates differences that are not very significant.

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POPULATION DYNAMICS IN THE MUNICIPALITIES

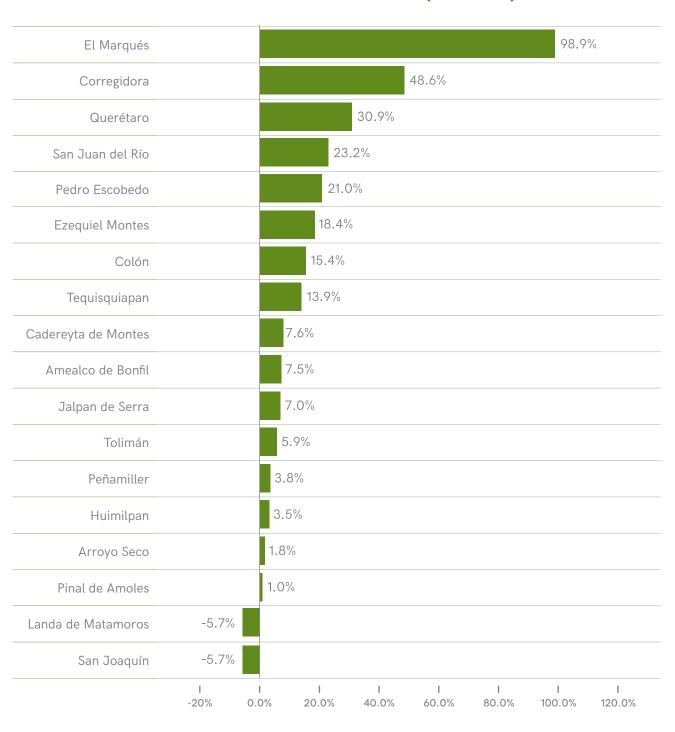
According to the 2020 Census of Population and Housing, the municipality with the largest population is Querétaro with 1,049,777 inhabitants; followed by San Juan del Río with 297,804; El Marqués, 231,668; and Corregidora; 212,567. Together they account for 75.7% of the total population.

The districts with the lowest registered population are San Joaquín with 8,359 inhabitants; Arrayo Seco, 13,142; Landa de Matamoros, 18,794; and Peñamiller with 19,141 inhabitants. Together they account for only 2.5% of the total.

From 2010 to 2020, the municipality with the highest growth rate was El Marqués, reaching 98.9%, followed by Corregidora with 48.6% and Querétaro with 30.9%. Landa de Matamoros and San Joaquín, on the other hand, presented a decrease in the variation rate of 5.7%.



POPULATION GROWTH BY MUNICIPALITY (2010 - 2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), Population and Housing Census (2010), Population and Housing Census (2020), 2022.

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SERVICES

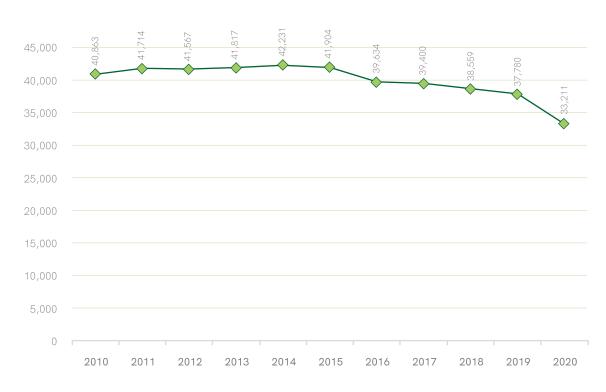
1.3.2. BIRTH AND FERTILITY RATES

BIRTH RATE

CONTENT

In 2020, 1,629,208 births were registered nationwide, of which 2% were registered in Querétaro. Of these, 49.1% were female and 50.9% were male, while 12.8% were the result of teenage pregnancies, down from 14.2% reported in 2019.

REGISTERED BIRTHS IN QUERÉTARO (2010 - 2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Birth and fertility, 2022.

BIRTH RATE IN QUERÉTARO (2018 - 2020).

Year	Total	Women	Men	Variation % total
2018	38,559	18,884	19,675	-2.1%
2019	37,780	18,714	19,066	-2.0%
2020	33,211	16,318	16,893	-12.1%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), birth rate and fertility, 2022.



FERTILITY

The factor varies depending on marital status. In 2020, women with the highest average fertility were widows, with an average of 5.2 children, down from 6.6 in 2010. Women married in church and church and civil marriages represent the second highest average, both groups with 3.2 children on average.

AVERAGE BIRTHS (2010 - 2020).

Level	2010	2015	2020
National	2.6	2.3	2.1
Querétaro	2.6	2.3	2.0

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), birth and fertility, 2022.

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GOVERNMENT

SERVICES

1.3.3. MORBIDITY

It is the study of a disease in a given population that makes it possible to determine the number of people who have contracted it in a given time and place.

EPIDEMIOLOGICAL PROFILE

In 2020 morbidities showed a significant decrease compared to 2019, only influenza increased. COVID-19 had to be added to the main causes of disease, which, according to the Morbidity Yearbook in 2020, affected 36,538 people in that year alone.

Acute respiratory infections accounted for 60% of the reported illnesses, followed by urinary tract infections with 10.6%.

MAIN CAUSES OF ILLNESS REGISTERED IN THE HEALTH SECTOR OF QUERÉTARO (2019 -2020).

Ailment	2020	Variation %
Acute respiratory infections	292,954	-38.6%
Intestinal infections by other organisms	45,206	-55.3%
Urinary tract infection	51,652	-37.9%
Gingivitis and periodontal diseases	8,486	-62.7%
Conjunctivitis	12,950	-36.6%
Ulcers, gastritis and duodenitis	11,119	-34.3%
Obesity	7,277	-37.6%
Acute medium otitis	7,077	-37.7%
Vulvovaginitis	6,200	-39%
Transportation accidents in motor vehicles	5,321	-38%
Domestic violence	2,411	-64.5%
Arterial hypertension	5,761	-11.5%
Non-insulin dependent diabetes mellitus (type II)	4,181	-17.8%
Scorpion sting poisoning	4,079	-15%
Influenza	5,365	47.3%
Peripheral venous insufficiency	1,735	-44.5%
Burns	1,107	-56.8%
Pneumonia and bronchopneumonia	1,521	-35.7%
Other causes	13,487	-40.6%
Total	487,889	-40.5%

Source: Own elaboration with data from the Ministry of Health, Morbidity Yearbook 2019 - 2020, 2022

1.3.4. MORTALITY AND LIFE EXPECTANCY

MORTALITY

Registered deaths in Querétaro showed a growth trend between 2010 and 2020, reaching almost 50% by the end of the period.

During 2020, 1,086,743 deaths were registered nationwide, of which 1.39% were registered in Querétaro, where 41.4% were women and 58.6% were men.

LIFE EXPECTANCY

The population of Querétaro has a constant life expectancy, with slight increases over the years and higher than the national average, as shown by data collected in 2021:

MORTALITY IN QUERÉTARO (2018 - 2020).

Year	Total	Women	Men	Not specified	Var. % total
2018	10,569	4,627	5,942	0	2%
2019	10,816	4,816	5,999	1	2.3%
2020	15,114	6,256	8,856	2	39.7%

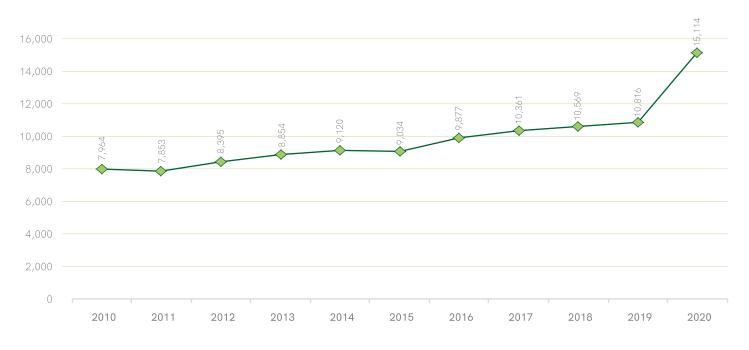
Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), mortality, 2022.

LIFE EXPECTANCY (2021).

Level	Total	Women	Men
National	75.4	78.2	72.5
Querétaro	75.8	78.8	72.8

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Mortality, 2022.

DEATHS REGISTERED IN QUERÉTARO (2010 - 2020).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), mortality, 2022.

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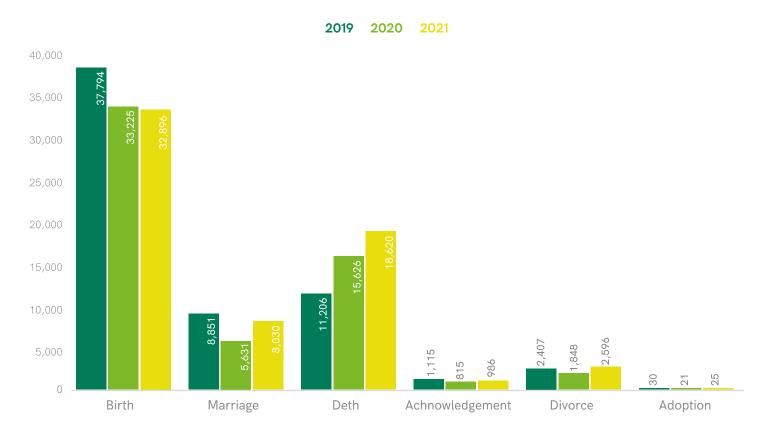
CONTENT

1.3.5. OFFICE OF VITAL RECORDS

In 2021, 63,153 procedures were carried out at the state agency, a figure that represents an increase of 10.5% over the procedures recorded in 2020. The most important growth was in marriages, with 42.6%, followed by divorces, 40.5%.

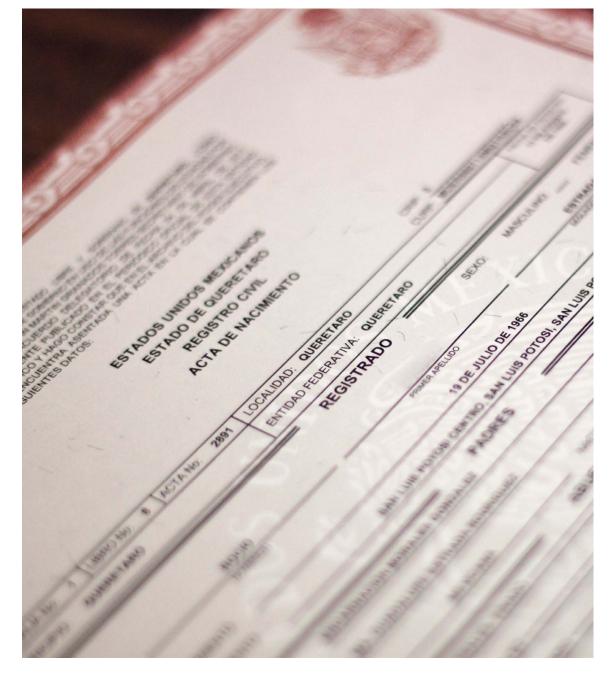
The most requested procedures during 2021 were births, with 52.1%; followed by deaths, with 29.5%. The lowest demand was for adoptions, only 0.04% of the total.

ANNUAL INDICATORS OF ACTS AND EVENTS OF THE CIVIL STATUS OF PEOPLE IN THE STATE OF QUERÉTARO (2019 - 2021).



Source: Own elaboration with data from the State Office of Vital Records, 2022.

Between 2019 and 2021 the total paperwork management grew 2.9% because of the sharp increase in deaths and divorces, 66.2% and 7.9%, respectively. Births, marriages, acknowledgments and adoptions did not resume the trend they held before the COVID-19 pandemic.





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> GOVERNMENT SERVICES

1.3.6. INDIGENOUS PEOPLES

According to the Law of Rights and Culture of the Indigenous Peoples and Communities of the State of Querétaro, they are human collectives whose members are descendants of settlers who inhabited the region before the beginning of colonization and who have maintained political, economic, social and cultural practices that existed before the conformation of the entity, giving it a multicultural present.

POPULATION REPRESENTATION OF INDIGENOUS LANGUAGE SPEAKERS

Information from the Census of Population and Housing (2020) reveals that, in Querétaro, 31,383 people speak an indigenous language. The figure represents 1.39% of the state's total population. The most representative are Nahuatl, Maya, Tseltal, Tsotsil and Mixteco; the least spoken are Awakateko, Kickapoo, Ayapaneco, Kiliwa and Oluteco. Of the total number of speakers, 49.2% are men and 50.8% are women.

POPULATION AGED 3 YEARS AND OLDER SPEAKING AN INDIGENOUS LANGUAGE IN OUERÉTARO (2020).

Age group	Indigenous language speakers	Proportion % of total speakers	% population speaking with respect to total population
Total	31,383	100%	1.4%
03-09	1,485	4.7%	0.5%
10 - 19	3,913	12.5%	1%
20 - 29	6,613	21.1%	1.6%
30 - 39	6,097	19.4%	1.6%
40 - 49	4,855	15.5%	1.5%
50 - 59	3,610	11.5%	1.6%
60 - 69	2,387	7.6%	1.7%
70 - 79	1,404	4.5%	2.1%
80 years and older	1,019	3.2%	3.1%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Census of Population and Housing (2020), 2022.



31,383 people

★ 50.8% women

49.2% men

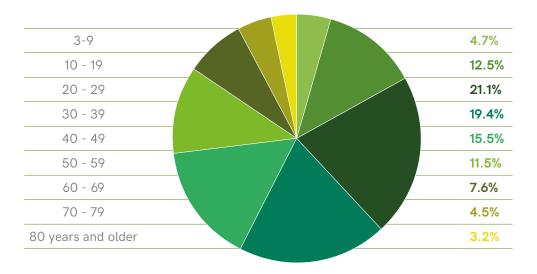


 Náhuatl Maya

 Mixteco Tsotsil

DISTRIBUTION OF THE INDIGENOUS LANGUAGE-SPEAKING POPULATION BY AGE GROUP (2020).

Tseltal



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Census of Population and Housing (2020), 2022.

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LEVEL OF EDUCATION

Querétaro has indigenous schools at the preschool level in the municipalities of Amealco de Bonfil, Cadereyta de Montes, Colón, Ezequiel Montes and Tolimán; and at the elementary level in Amealco de Bonfil, Cadereyta de Montes, Ezequiel Montes and Tolimán.

According to statistics from the Basic Education Services Unit in the State of Querétaro (USEBEQ), during the 2020 - 2021 school year, indigenous schools at the preschool level presented an increase of 1.3% in enrolled students with respect to the 2019 - 2020 school year, thus reaching 2,932 students. However, there was a 0.1% decrease in existing enrollment, which represents those who complete the school year; the percentage of graduates also decreased, in this case by 5.3%. The terminal efficiency for this type of school is 99.7%.

ENROLLED, EXISTING AND GRADUATED STUDENTS, TEACHING STAFF AND SCHOOLS IN INDIGENOUS PRESCHOOL AS OF THE END OF COURSES BY MUNICIPALITY. (SCHOOL YEAR 2020-2021).

Municipality	Erolled students ²	Existing students ¹	Graduate students ¹	Personal staff ²	Schools ^{2,3}
Amealco de Bonfil	1,249	1,237	546	57	28
Cadereyta de Montes	538	539	172	31	23
Colón	26	26	13	2	1
Ezequiel Montes	252	253	101	11	7
Tolimán	867	867	303	42	25
Total	2,932	2,922	1,135	143	84

Source: Elaboration by the Basic Education Services Unit in the State of Querétaro. IF911 system for the national educational statistical integration of the SEP. Ministry of Education of the State Government.. Subcoordination of Administrative Management. Direction of Educational Planning. Statistics Department, 2022.

Note: Indigenous preschool is the educational service provided to indigenous children between the ages of three and six to teach them the Spanish language before entering elementary education. It serves as a preschool education like the one taught

¹ Existing students and graduates reported in the F911 statistical entry at the end of the 2020-2021 cycle of October 2021.

At the elementary level, the number of students increased to 5,967 in the 2020-2021 school year, 5,952 of them in existence and 1,013 graduates. Terminal efficiency for the cycle was 99.8%.

ENROLLED, EXISTING AND GRADUATED STUDENTS, TEACHING STAFF AND SCHOOLS IN INDIGENOUS ELEMENTARY SCHOOL AS OF THE END OF COURSES BY MUNICIPALITY (SCHOOL YEAR 2020-2021).

Municipality	Enrolled students ²	Existing Students1	Graduated students ¹	Teaching staff ²	Schools ^{2,3}
Amealco de Bonfil	3,520	3,506	574	156	24
Cadereyta de Montes	1433	1434	272	78	35
Ezequiel Montes	466	468	79	21	8
Tolimán	548	544	88	27	7
Total	5,967	5,952	1,013	282	74

Source: Elaboration by the Basic Education Services Unit in the State of Querétaro. IF911 system for the national educational statistical integration of the SEP. Ministry of Education of the State Government.. Subcoordination of Administrative Management. Direction of Educational Planning. Statistics Department, 2022.

Existing students and graduates reported in the F911 statistical entry at the end of the 2020-2021 cycle of October 2021.

In the 2020-2021 cycle, 5,749 students who speak an indigenous language were enrolled in elementary, middle and higher education. The municipality of Amealco de Bonfil concentrated the largest number of students, with 55%, followed by Tolimán, with 15.7%. Elementary education accounted for 51.6% of enrollment, followed by high school, with 15.8%.

ENROLLMENT OF STUDENTS WHO SPEAK INDIGENOUS LANGUAGES IN DIFFERENT EDUCATIONAL LEVELS. (SCHOOL YEAR 2021-2022).

Municipality	Preeschool	Elementary	Middle School	High School	University
Amealco de Bonfil	261	2,179	489	184	51
Arroyo Seco	0	0	0	9	2
Cadereyta de Montes	41	416	64	33	16
Colón	0	1	0	5	38
Corregidora	0	0	0	23	4
El Marqués	0	4	0	80	8
Ezequiel Montes	12	61	0	29	0
Huimilpan	0	0	0	6	0
Jalpan de Serra	0	5	0	11	7
Landa de Matamoros	1	0	0	10	0
Pedro Escobedo	0	0	0	2	0
Peñamiller	0	0	0	8	0
Pinal de Amoles	0	0	0	4	0
Querétaro	18	47	0	141	385
San Joaquín	0	0	0	14	0
San Juan del Río	3	1	0	82	58
Tequisquiapan	0	2	1	29	4
Tolimán	139	252	270	239	0
Total	475	2,968	824	909	573

Source: Elaboration by the Basic Education Services Unit in the State of Querétaro. IF911 system for the national educational statistical integration of the SEP. Ministry of Education of the State Government.. Subcoordination of Administrative Management. Direction of Educational Planning. Statistics Department, 2022.

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² Enrolled students, teaching staff and schools reported in the F911 statistical entry at the beginning of the 2020-2021 cycle of

³ The quantification of schools is expressed through the shifts offered by the same campus and not in terms of physical facilities.

² Enrolled students, teaching staff and schools reported in the F911 statistical entry at the beginning of the 2020-2021 cycle of October

³ The quantification of schools is expressed through the shifts offered by the same campus and not in terms of physical facilities.

1.3.7. MIGRATION

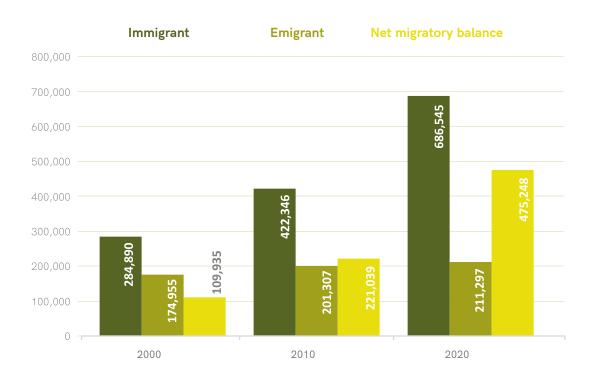
Increasing globalization is a major factor in the rise of worldwide migration. According to the Economic Commission for Latin America and the Caribbean (ECLAC), forced displacement is increasing due to natural disasters, climate variability, violence and socio-political crises.

Querétaro receives a significant number of migrants, mainly interstate, due to factors such as economic growth, security and opportunities that the state offers to its population. It ranks 9th with the highest number of residents born in another state and 16th in terms of foreign residents.

MIGRATORY PHENOMENON

During 2020, emigrants from Querétaro increased 4.9% compared to 2010. In 2020 this population represented 8.9% of the total, while in 2010 it represented 11%. The immigrant population, on the other hand, increased 62.6%, reaching a total of 686,545 people.

IMMIGRANT POPULATION. EMIGRANT POPULATION AND NET MIGRATION BALANCE IN QUERÉTARO (2000 - 2020).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Census of Population and Housing (2000 - 2020), 2022

INTERSTATE MIGRATION

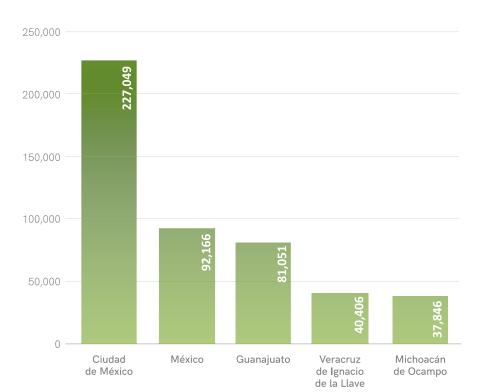
In 2020, 686,545 people born in an entity other than Querétaro resided in Querétaro, of which 48.8% were men and 51.2% were women. Of the total, the majority were born in Mexico City, which represents 33.1%, while only 0.07% were born in Baja California Sur.

Of the total number of immigrants in the state, 69.7% come, in order of participation, from Mexico City, Mexico, Guanajuato, Veracruz de Ignacio de la Llave and Michoacán de Ocampo.

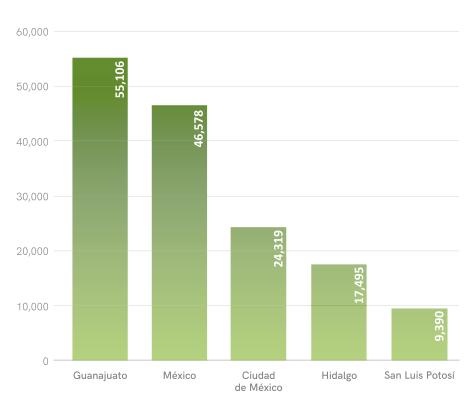
In 2020, there were 211,297 people born in Querétaro who resided in other states of the country, of which 46.4% were men and 53.6% were women. The largest number lived in Guanajuato, 26.1%, while the smallest was in Campeche, with 0.2%.

Guanajuato, Mexico, Mexico City, Hidalgo and San Luis Potosí account for 72.4% of emigrants born in Querétaro.

ENTITIES WITH THE HIGHEST NUMBER OF IMMIGRANTS IN QUERETARO (2020).



ENTITIES RECEIVING THE LARGEST NUMBER OF EMIGRANTS FROM QUERETARO (2020).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), Population and Housing Census 2020, 2022.

Note: Figures represent the population residing in Querétaro according to their place of birth.

Executive Power of the State of Querétard

CONTENT

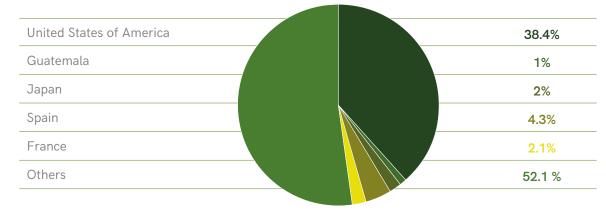




INTERNATIONAL IMMIGRANTS

According to the National Institute of Statistics and Geography (INEGI) in 2020 1,212,252 people born in another country resided in Mexico, 2% of the total resided in Querétaro, that is, 24,239 individuals, of which 51.4% were men and 48.6% women. From 2010 to 2020 the state's increase in foreign immigrants increased 97.6%. The majority of this sector of the population comes from the United States of America.

POPULATION RESIDING IN QUERÉTARO BORN IN ANOTHER COUNTRY (2020).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), Migration, 2022.

REMITTANCES

In 2021, Mexico received 51,585.7 remittances, surpassing the amount recorded in 2020. States such as Jalisco, Michoacán and Guanajuato have the highest flows, with 10.2%, 9.7% and 8.4%, respectively. The smallest correspond to the states of Baja California Sur, Campeche and Quintana Roo, with 0.3%, 0.3% and 0.6%, respectively. Querétaro receives 1.9%, a figure that places it in 13th place in terms of the lowest national reception.

REMITTANCES BY STATE (2021).

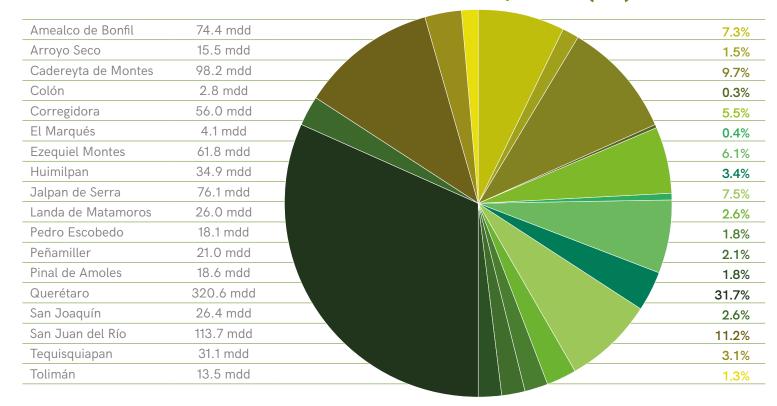


Source: Own elaboration with data from Banco de México. 2021. Income from remmittances, distribution by municipality, 202

Note: Figures are expressed in millions of dollars. Figures are preliminary and subject to further revision.

The municipalities with the highest participation were Querétaro and San Juan del Río. While Colón and El Marqués were the ones with the lowest figures.

DISTRIBUTION OF REMITTANCES BY MUNICIPALITY IN QUERÉTARO (2021).



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CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT SECTOR SECTOR SECTOR AND CULTURE SERVICES

TWO

INFRASTRUCTURE AND UTILITIES

The government's strategies in Querétaro are aimed at ensuring that the state continues to be a reference as a logistics center. The intention is to achieve this objective through the development and growth of the different areas of social activities and economic sectors, which is why optimizing the operation of public transportation and hydraulic and pluvial infrastructure becomes essential to maintain sustainable mobility and ensure a good quality of life for citizens.



2.1. Urban development and housing

2.1.1. URBAN DEVELOPMENT

The Ministry of Urban Development and Public Works (SDUOP for its Spanish abbreviation) promotes and supervises programs, projects and the execution of communal works in the state of Querétaro, in addition to regulating city growth and preserving the built cultural heritage, promoting the right to the city and an inclusive policy focused on people, through the guiding principles of universal accessibility, sustainable mobility and integral human development.

URBAN DEVELOPMENT PROGRAMS

According to what is set forth in Article 2021 of the General Law of Human Settlements, Territorial Planning and Urban Development, expert opinions regarding the congruence of the following 44 programs were issued during this period:

Corregidora:

- Municipal Program for the Urban Development of El Marqués
- Municipal Program for the Urban Development Nothern Area

Pedro Escobedo:

• Urban Development Program for the Pedro Escobedo Population Center.

Ezequiel Montes:

Partial Urban Development Program of Villa Progreso.

2.1.2. OCCUPIED DWELLINGS

According to the National Institute of Statistics and Geography (INEGI, for its Spanish abbreviation), in 2020 Querétaro had 668,487 inhabited private homes, a number that represented an increase of 134,891 units compared to 2015. This figure is equivalent to 1.9% of the total number of private households inhabited and registered at the national level.

In 2020, the average number of occupants in private dwellings was 3.5, which was lower than the number reported in 2015, i.e., 3.8.

NUMBER OF PRIVATE OCCUPIED HOMES IN QUERÉTARO (1990 - 2020).

Year	1990	1995	2000	2005	2010	2015	2020
Number of dwellings	195,401	251,017	298,175	359,953	450,104	533,596	668,487
Var. %	_	28.5%	18.8%	20.7%	25.0%	18.5%	25.3%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Housing, Private housing inhabited by state according to availability of services, 2022.



Executive Power of the State of Querétaro





In 2020, of the total number of private homes inhabited nationwide, 98.8% had electricity, 77.5% had piped water inside, 95.3% had sewerage and 97.9% had a toilet. The situation in Querétaro was more favorable; of the total number of homes, 99% had electricity, 85.1% had piped water inside, 97% had sewerage and 97.6% had a toilet.

PRIVATE HOMES INHABITED ACCORDING TO SERVICE AVAILABILITY IN QUERÉTARO (2000 - 2020).

Service	2000	2005	2010	2020
Total number of inhabited homes	298,175	359,953	450,104	668,487
They have electricity	277,436	336,696	439,566	661,924
% of homes compared to total	93.0%	93.5%	97.7%	99.0%
They have piped water inside the house	260,314	314,720	411,735	569,045
% of homes compared to total	87.3%	87.4%	91.5%	85.1%
They have drainage	223,465	302,913	409,186	648,556
% of homes compared to total	74.9%	84.2%	90.9%	97.0%
They have a toilet	245,191	309,706	417,510	652,696
% of homes compared to total	82.2%	86.0%	92.8%	97.6%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Housing, Private housing inhabited by state according to availability of services, 2022.

The municipalities with the highest number of inhabited private homes were Querétaro, San Juan del Río and El Marqués. The availability of electricity service in all the districts was above 90%, with Corregidora having the highest coverage, 99.7%, and Pinal de Amoles the lowest, 94.4%. With respect to piped water service, there is a wider gap between municipalities; the highest coverage was for Huimilpan and Pedro Escobedo, with 99.1%, while Landa de Matamoros had 73.2%, the lowest in the state.

INHABITED PRIVATE HOMES AND SERVICE **AVAILABILITY BY MUNICIPALITY (2020).**

Municipality	Total number of homes	% of homes that have electricity	% of homes that have piped water
Amealco de Bonfil	17,104	97.1%	96.6%
Arroyo Seco	3,803	98.3%	90.7%
Cadereyta de Montes	17,252	97.7%	96.4%
Colón	16,130	98.9%	97.7%
Corregidora	64,188	99.7%	98.9%
El Marqués	67,880	99.5%	96.7%
Ezequiel Montes	10,838	99.2%	97.1%
Huimilpan	9,898	99.3%	99.1%
Jalpan de Serra	7,574	96.9%	89.7%
Landa de Matamoros	5,326	98.2%	73.2%
Pedro Escobedo	19,051	99.4%	99.1%
Peñamiller	4,864	97.8%	90.0%
Pinal de Amoles	6,787	94.4%	85.7%
Querétaro	305,046	99.4%	98.6%
San Joaquín	2,263	96.8%	88.7%
San Juan del Río	83,656	99.2%	98.5%
Tequisquiapan	18,926	99.2%	98.6%
Tolimán	7,010	97.0%	92.6%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Population and Housing Census (2020), 2022.

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2.2. HYDRAULIC SECTOR

2.2.1. HYDRAULIC INFRASTRUCTURE **OF THE STATE WATER COMMISSION** (CEA FOR ITS SPANISH ABBREVIATION)

SUPPLY SOURCES

CEA Querétaro provides drinking water to 17 of Querétaro's 18 municipalities through 300 sources of supply, consisting mainly of wells, rivers, dams, springs and water wheels. In 2021, 163,011,986 m³ of potable water was produced, 21.1% of the total came from Aqueduct II, a volume equivalent to 34,452,781 m³.

STORAGE TANKS

They allow CEA Querétaro's drinking water to be efficiently managed, regulated and stored. Their purpose is to ensure that, in the event of shortages, or in the event of a malfunction in the collection or conduction system, the supply is not suspended. In 2021, 954 tanks with a daily storage capacity of 255,680 m³ were registered.

TRANSMISSION AND DISTRIBUTION NETWORKS

At the end of 2021, the CEA had more than 1,841 km of pipelines and almost 6,940 km of distribution networks; 83% of the former are located in the interior of the state, the remaining 17% in the metropolitan area of the city of Querétaro.

Efficiency in the distribution of drinking water service is reflected in the 10.6% decrease in pipelines and 8.4% decrease in the distribution network in 2021, compared to 2019.

Between 2019 and 2021, the number of locations served increased by 60.6%, which is equivalent to 639 locations. Supply sources and storage tanks grew by 3.1% and 0.2%, respectively.



DRINKING WATER SITUATION IN QUERÉTARO (2021).

Category	Unit	Total
Treatment coverage (%)	Percentage	87.75
Localities supplied	Unit	1,693
Supply sources	Unit	300
Annual volume produced	m³	163,011,986
Storage tanks	Unit	954
Daily storage capacity	m³	255,680
Transmission lines	km	1,841
Distribution network	km	6,940
Contracted shots	Unit	488,584

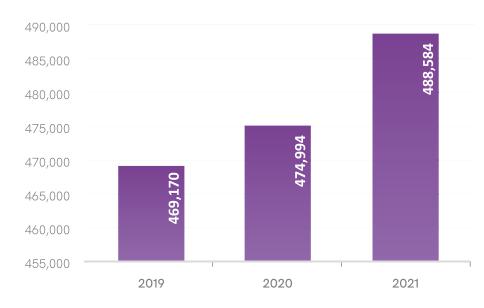
Source: Preparation of the State Water Commission (CEA), 2022



CONTRACTED OUTLETS

In 2021, 488,584 outlets were contracted, 2.9% higher than in 2020, i.e. 474,994. Of the total, 94.7% are residential, 0.2% are industrial, 4.3% are commercial and 1% are other types.

CONTRACTED SHOTS IN QUERÉTARO (2021).



Source: Own elaboration with data from the State Water Commission (CEA), 2022.

WATER TREATMENT PLANTS IN OPERATION IN THE STATE OF QUERÉTARO (2021).

Municipality	Potable water treatment plants	Installed capacity (liters per second)	Annual volume of potable water supplied (millions of m ³)
Cadereyta de Montes	Acueducto II	1,500	34.45
Jalpan de Serra	Jalpan and Tancoyol	70	0.92
Pinal de Amoles	Chuveje	25	1.04
San Joaquín	Aguacatillo	4.5	0.29
Total	5	1,599.5	36.70

Source: Preparation of the State Water Commission (CEA), 2022.

Executive Power of the State of Querétaro

CONTENT



2.2.2. HYDRAULIC INFRASTRUCTURE MUNICIPAL COMMISSION FOR POTABLE WATER AND SEWAGE SYSTEMS (JAPAM FOR ITS SPANISH ABBREVIATION)

It is a decentralized public agency in charge of supplying users with drinking water, sanitary sewerage and sanitation in the required quantity and quality. It also promotes the culture of water care in the municipality of San Juan del Río.

The district has 1,888.62 km of distribution pipelines and 91,424 outlets. These, in their commercial, domestic and industrial modalities, presented increases in 2021 with respect to 2020 of 7%, 1.1% and 3.2%, respectively.

OVERVIEW OF THE SITUATION OF POTABLE WATER IN THE MUNICIPALITY OF SAN JUAN DEL RÍO (2021)

Distribution piping (km)	1,888.62	
Transmission piping (km)	166.11	
Wells in operation	40	
Daily production (liters per second)	714.93	
Average volume extracted daily (m³)	61,770	
Commercial connections to water supply	4,309	
Construction sockets	61	
Municipal dependency takeovers	89	
Household outlets	83,758	
Cattle outlets	2	
Industrial connections to water supply	356	
Mixed outlets	2,849	

Source: Municipal Commission for Potable Water and Sewage System (JAPAM), 2022.





Executive Power of the State of Querétaro

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2.3. ENERGY SECTOR

2.3.1. NATIONAL ELECTRIC SYSTEM

The National Energy Control Center (CENACE for its Spanish acronym) is the decentralized public entity that handles the operational control of the National Electric System (SEN for its Spanish abbreviation), maintains the operation in the Wholesale Electricity Market and guarantees objectivity in the access to the National Transmission Network and the General Distribution Networks.

According to the National Electric System Development Program (PRODESEN for its Spanish acronym) 2020-2034, the SEN is made up of 9 Regional Control Centers located throughout the country. The National Interconnected System (SIN for its Spanish abbreviation) is made up of 7 regions, which share resources and capacity reserves to meet the diversity of demands and operational situations, allowing for a more economical and reliable energy exchange.

The current transmission network has been developed mainly by the Federal Electricity Commission.

FEDERAL ELECTRICITY COMMISSION (CFE FOR ITS SPANISH ABBREVIATION)

The CFE is a public company that provides electricity to the country and is wholly owned by the federal government with technical, operational and management autonomy. It has 93,184 active workers in the country and satisfies the demand of 46 million customers. Every year, one million new users join.

During 2021, 3,466 rural electrification works were carried out. Of the total energy produced by the CFE, 38.2% is classified as clean.

According to 2021 data from the Mexican Social Security Institute (IMSS), in Querétaro 3,422 people worked in the subsector of generation, transmission and distribution of electric power, a figure that represented an increase of 2.4% over 2020.



Executive Power of the State of Querétaro

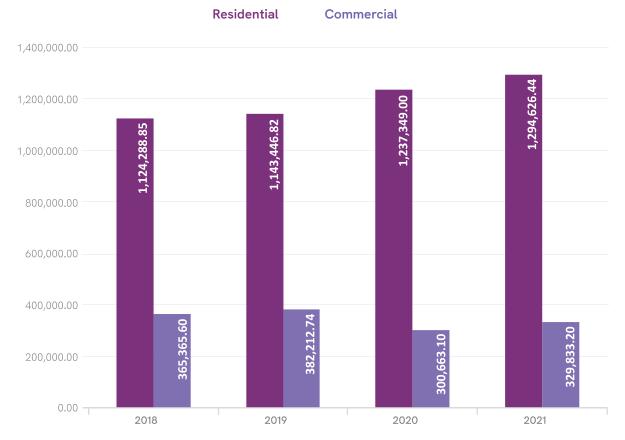
2.3.2. NATURAL GAS

According to the National Hydrocarbons Commission, governments and international communities are increasingly concerned about the effects of climate change, so the transition to renewable energies and natural gas is increasing day by day. This resource plays a fundamental role as it constitutes an abundant and competitive primary energy source.

URBAN CONSUMPTION

According to information provided during 2021 by the company ENGIE México, in Querétaro natural gas consumption increased 6.5% compared to 2020, reaching a total consumption of 1,624,459.64 gigajoules; residential customers' consumption increased by 4.6%, while commercial customers increased their consumption by 9.7%.

URBAN CONSUMPTIION OF NATURAL GAS IN QUERÉTARO (2018-2021).



Source: Own elaboration with data from Engie México, Querétaro Regional, 2022.

Note: The figures are expressed in gigajoules

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CONTENT

NFRASTRUCTURE

QUALITY OF LIFE

PRIMARY SECTOR

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CHITLIRE GOVERNMENT SERVICES



2.4. ROADS AND **COMMUNICATION SECTOR**

2.4.1. ROAD INFRASTRUCTURE

Querétaro is located in the roadway junction that connects the Metropolitan Area of the Valley of México City with Nuevo Laredo in the south-north direction and in the east-west direction. The entity is located in the central part linking the Gulf of México with the Pacific Ocean. This gives it a leading role in the strategies for development and connectivity with important markets.

According to data from the Ministry of Communications and Transportation (SCT for its Spanish abbreviation), Querétaro has 31 highways, including federal highways 45 and 57, the latter considered one of the most important in México.

This road infrastructure places the entity in a position of interconnection and distribution for vehicle transit, whether private, touristic or cargo, towards various destinations in the country. Vehicles going through Querétaro's road network come from three strategic regions in the Mexican Republic: the Metropolitan Area of the Valley of México City; the northern region, integrated by San Luis Potosí and Nuevo León; and the western region.

ROAD NETWORK

ROAD INFRAESTRUCTURE IN QUERÉTARO (2021).

Type of road	Kilometers
Toll Free Federal	556.5
Toll Federal	173.1
State road	1,199.7
Rural roads	1,240.0
Total	3,169.3

Source: Preparation of the State Infrastructure Commission and the Ministry of Communications and Transportation Querétaro, 2022.

Of the total number of state highways, 51.5% are located in the central region of the state.

DISTRIBUTION OF THE STATE ROAD NETWORK BY REGION. 2021.

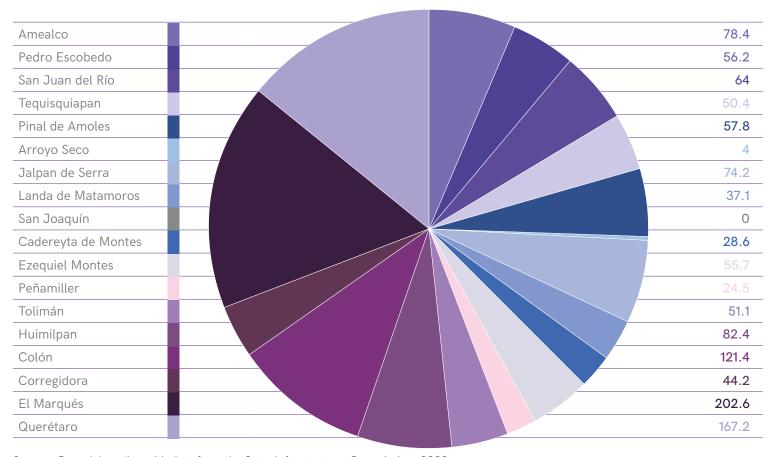
Region	Kilometers
Center	617.8
Semi-desert	159.9
Sierra Gorda	173.1
South	249.0
Total	1,199.71

Source: Elaboration of the State Infrastructure Commission, 2022

Note: Sierra Gorda areas: Pinal de Amoles, Arroyo Seco, Jalpan de Serra, Landa de Matamoros and San Joaquín; Semidesert: Cadereyta de Montes, Ezequiel Montes, Peñamiller, San Joaquín and Tolimán; Center: Colón, Corregidora, Huimilpan, El Marqués and Querétaro; South: Amealco de Bonfil, Pedro Escobedo, San Juan del Río and Tequisquiapan.

The municipality of El Marqués has the highest number of state highway kilometers with 16.9%, followed by the municipality of Querétaro with 13.9%.

INFRAESTRUCTURA CARRETERA ESTATAL POR MUNICIPIO (2021).



Source: Own elaboration with data from the State Infrastructure Commission, 2022

Note: The numbers are expressed in kilometers

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TOURISM

2.5. TRANSPORTATION AND MOBILITY

2.5.1. RAILWAY INFRASTRUCTURE

The Railway Transportation Regulatory Agency promotes a safe, efficient and competitive system, carrying out regulatory, verification and oversight activities for the operation, exploitation, construction, conservation and maintenance of the infrastructure, as well as the sector's public transportation service.

México's railroad infrastructure consists of 17,360 km of main and secondary tracks granted in concession, 4,474 km of auxiliary tracks and 1,555 km of private tracks.

According to the Pulse of the Mexican Railway System, during 2021 the Mexican Railway System (SFM for its Spanish abbreviation) mobilized 2 million loaded cars, which moved 129 million net tons, figure 7.9% higher than in 2020.

CARGO TRANSPORTED IN THE MEXICAN RAILWAY SYSTEM (2020-2021).

Concept	2020	2021	Var. %
Loaded cars (millions)	1.9	2.0	4.7%
Net tonnes (millions)	120.4	129.9	7.9%
Tonne-kilometers (millions)	86223.6	92436.8	7.2%
Average distance (km)	716.0	712.0	-0.6%

Source: Own elaboration with data from the Rail Transport Regulatory Agency. Pulse of the Mexican Railway System, 2022.

Regarding foreign trade cargo transit, in 2021, 70.3 million net tons were imported and 22.3 million net tons were exported, which together represent 92.6 million net tons of international traffic.

FREIGHT MOVEMENT IN FOREIGN TRADE IN THE MEXICAN RAILWAY SYSTEM (2020 - 2021).

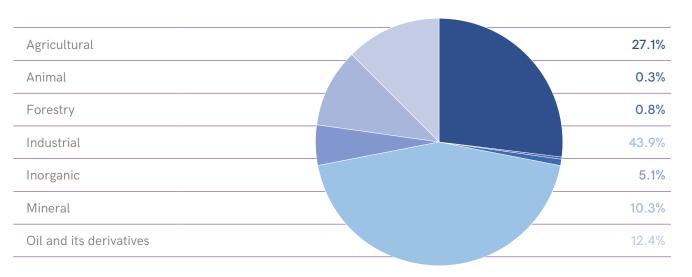
Concept	2020	2021	Var. %
Importing	62.9	70.3	11.8%
Exporting	21.3	22.3	4.5%
International traffic	84.2	92.6	10.0%
Local traffic	36.2	37.3	3.1%

Source: Own elaboration with data from the Rail Transport Regulatory Agency. Pulse of the Mexican Railway System, 2022.

Note: The numbers are expressed in millions

In terms of cargo transported in 2021, the sector that transported the greatest volume was the industrial sector, with 43.9%, equivalent to 57 million tons, followed by agriculture, with 35 million tons. Together they accounted for 71% of the total.

DISTRIBUTION OF CARGO TRANSPORTED BY TYPE OF SECTOR IN THE MEXICAN RAILWAY SYSTEM (2021).



Source: Own elaboration with data from the Rail Transport Regulatory Agency. Pulse of the Mexican Railway System, April 2022.

PASSENGERS TRANSPORTED ON THE MEXICAN **RAILROAD SYSTEM (2020 - 2021).**

Modality	2020	2021	Var. %
Other modalities	0.2	0.2	27.8%
Suburban	29.5	30.1	2.2%
Total	29.7	30.4	2.4%

Source: Own elaboration with data from the Rail Transport Regulatory Agency. Pulse of the Mexican Railway System, 2022.

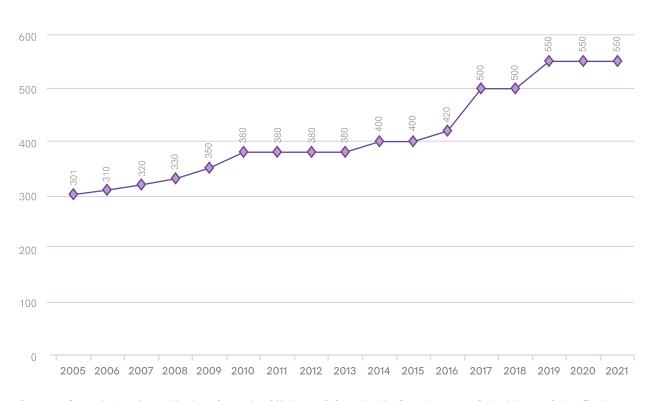
Note: The numbers are expressed in millions of passengers

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2.5.2. VEHICLE EMISSIONS AND SAFETY **VERIFICATION PROGRAM**

This initiative of the Ministry of Sustainable Development has shown considerable changes over time. In 2005 the verifiable vehicles registered amounted to 301,000 units; by 2021 the figure reached 550,000, representing a growth of 87.7% in 16 years.

VERIFIABLE VEHICLE FLEET (2005-2021).



Source: Own elaboration with data from the Ministry of Sustainable Development, Subministry of the Environment, Directorate of Environmental Control, 2022.

Note: The numbers are expressed in thousands of vehicles.

In 2021 the number of vehicles verified in the first half amounted to 247,093, in the second half to 260,448 vehicles, both figures showed increases in 2020 of 105.9% and 75%, respectively.

According to the modality, certificate type "two" represented 56.8% in the first half of 2021 and 54.5% in the second half of 2021. The rest corresponded to "double zero", "zero", "one" and rejects, i.e., vehicles that did not comply with the corresponding regulations.

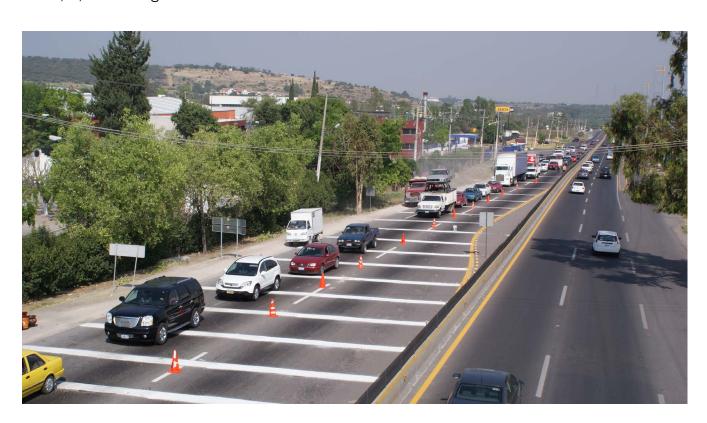
STATE VEHICLE VERIFICATION PROGRAM (2021).

First semester Second semester



Source: Own elaboration with data from the Ministry of Sustainable Development, Subministry of the Environment, Directorate of Environmental Control, 2022.

Additionally, certificates issued for hybrid and electric vehicles are considered. During 2021, 1,057 holograms were issued.



Executive Power of the State of Querétaro



2.5.3. INTERNATIONAL AIRPORT OF **QUERÉTARO (AIQ FOR ITS SPANISH ABBREVIATION)**

It is located in the municipalities of El Margués and Colón, 22 km from Querétaro's capital. It covers a total area of 688.49 hectares and its infrastructure includes:

- The terminal has a capacity for 1.7 million passengers per year, with renewed facilities and a larger capacity for: check-in lounge, departure lounge, domestic and international arrivals lounge, public parking lot, as well as the incorporation of telescopic hallways and aerocars for a more efficient and safe passenger boarding.
- Several MROs (Maintenance, Repair and Overhaul), including Delta/Aeroméxico's MRO TechOps, which is the second largest aircraft repair and maintenance hangar in Latin America.
- Two FBOs (Fixed Base Operator, private passenger terminals) focused on corporate and business aviation.

The runway is made of hydraulic concrete with a thickness of 43 cm, it is 3,500 m long x 45 m wide, it has 09-27 magnetic guidance, visual aids and a VOR/DME location system and horizontal and vertical signage for day and night operations.

It is complemented by a parallel taxiway, four high-speed and two central 45° medium-speed taxiways, perpendiculars at the headlands and one parallel to the commercial and cargo aprons, which allow for rapid runway clearance. It has a capacity of 48 operations per hour and can handle single-engine A380, B747-800 and AN124 aircrafts, which have already landed at the airport.

It complements its infrastructure with 3 aprons, a 16 position commercial apron with a surface area of 125,000 m², a 4 position cargo apron with a surface area of 35,000 m², and a 23 position general aviation apron with a surface area of 33,400 m².

OPERATIONS

During 2021, a commercial passenger airline was added, bringing the total to 7 different airlines. Eighteen commercial routes were maintained, including a new one, offering a total of 15 direct destinations in México and the United States.



Source: Prepared by the Querétaro International Airport, 2022

During the same year, the activities achieved a large recovery in operations compared to 2020, a year that was affected by the COVID-19 pandemic. A total of 833,006 passengers were transported, 63.6% higher than the figure reported in 2020.

Of the total passengers in 2021, 70% corresponded to domestic flights and 30% to international flights, with these figures AIQ ranked 22nd in passengers transported among the 60 airports in México.



The months with the highest number of travelers was december, with 11.3%, followed by july with 10.4% and november with 10.3%; february registered the lowest number, totaling only 4.3%.

Of the six airlines operating at AIQ, Volaris handled the largest number of passengers with 24.7%, or 198,776 people, followed by Aeroméxico, with 18.6%.

PASSENGERS BY COMMERCIAL AIRLINES (2021).



Source: Own elaboration with data from Querétaro Intercontinental Airport (AIQ), 2022.

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SUSTAINABLE QUERÉTARO

NFRASTRUCTURE

QUALITY

SECTOR

SECONDARY SECTOR

TERTIARY

250,000

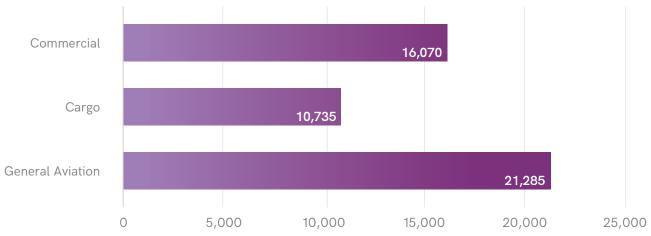
TOURISM AND CHITLIRE GOVERNMENT SERVICES



In 2021, 48,090 operations were recorded at the AIQ, a figure 25.4% higher than that reported in 2020, placing AIQ in terms of operations in 9th place nationwide.

The months with the highest number of operations were november, with 10.1%, followed by october, 9.7%, and december, 9.7%.

NUMBER OF TRANSACTIONS PER TYPE OF TRANSACTION (2021).

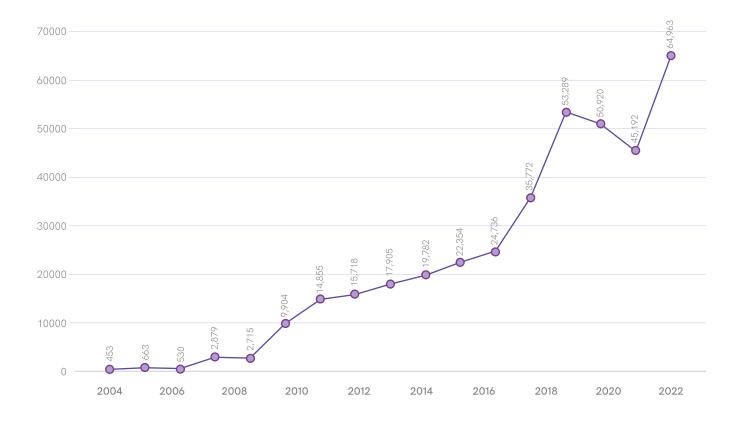


Source: Own elaboration with data from Querétaro International Airport, 2022.

The cargo terminal works as a logistic hub that provides national and international cargo transportation services. It has areas that specialize in the field, in addition to providing the service of bonded warehouse and being interconnected with customs services.

The cargo terminal has gained relevance over the years, in 2005 it transported 453 tons, while in 2021 it reached 64,963 tons, a historic figure in the AIQ's cargo transportation.

TONS TRANSPORTED AT THE CARGO TERMINAL (2005 - 2021).



Source: Own elaboration with data from Querétaro International Airport, 2022.

Total tons transported in 2021 was 43.8% higher than reported in 2020 and 27.6% higher than in 2019. AIQ ranked 4th nationally in this category. International cargo accounted for 35% of the volume and domestic cargo for 65%.

Several companies provided services in the cargo area: DHL, FEDEX, Mercado Libre, UPS and TMS. Both DHL and FEDEX operate their own domestic and international exchange centers with direct flights connecting to their hubs in the United States, which facilitate the import and export of their shipments. For its part, Mercado Libre has established AIQ as its base of operation in México, from where it operates its own nationwide exchange center.

SECURITY

AIQ is one of the first airports in the country to achieve the SMS Phase 4 Operational Management System certification, a distinction that guarantees safety, responsibility and operational commitment to provide quality service.

Executive Power of the State of Querétaro

CONTENT



2.5.4. QUERÉTARO BUS TERMINAL (TAQ)

During 2021, the TAQ mobilized 8 million users through 149 platforms and 191 waiting spots. It registered 439 thousand bus departures, 6.3% higher than the figure reported in 2020. Of the total, 50.6% corresponded to first class and luxury, while regular and feeder obtained 24.6% each.

The main destinations of the bus lines are cities in the north, central and beach areas within the national territory; however, international destinations such as Austin, Dallas, Atlanta, Chicago, Garland, Houston, San Marcos, Raleigh and Texas also stand out.

INFRASTRUCTURE AND UTILITIES

The TAQ occupies an area of 119,777.98 m². The terminal has 22 shops, 1 24-hour restaurant, 2 fast food franchises, 4 ATMs, 4 parcel delivery locations, 5 waiting rooms and two parking lots with a total of 339 parking spaces.

It has two buildings, A, which is used by first class and luxury transportation lines, both for national and international coverage; and B, which operates suburban and regional transportation lines to the interior of the state and to the north of México.



2.5.5. MOBILITY

The Querétaro Transportation Institute (IQT for its Spanish abbreviation) is in charge of monitoring and implementing public mobility solutions in the state, as well as evaluating government policies in this area in favor of citizens and concessionaires.

The IQT updates and renews the list of concessions in the Public Transportation Registry, which maintains the registry of the units with circulation permits in the state. In 2021, there were 6,761 public transportation units circulating in the entity.

TOTAL UNITS IN THE PUBLIC TRANSPORT REGISTRY **CIRCULATING IN OUERÉTARO (2021).**

Modality	Units
Taxi	5,799
Mixed	210
Tourist	3
Vehicle storage and safe	3
Collective	665
Drag and Rescue	81

Source: Preparation of the Querétaro Transport Institute, 2022.

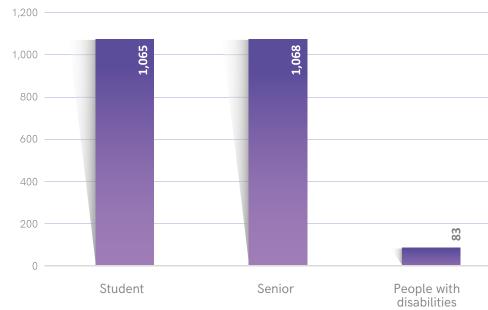
COLLECTIVE TRANSPORTATION FARES AND SUPPORT

They have been established since December 21, 2018 in the "Agreement determining and authorizing the fare applicable to the public transport service in the state of Querétaro" in the Official Newspaper of the Government of the State of Querétaro "La Sombra de Arteaga". The document establishes the fare at 11.00 pesos for general users and transfer at 5.50 pesos, for users with a preferential card the cost is 9.00 pesos and 4.50 pesos for the transfer.

At the end of 2021, in conjunction with the Ministry of Social Development (SEDESOQ for its Spanish acronym), the "Tarifa Unidos" (meaning United Fare) Transportation Subsidy Program was launched, which grants students, senior citizens and handicapped people a fare of 2.00 pesos for public transportation when they have a preferential card.

From november to december 2021, 2,216 cards of this type were issued, the Tarifa Unidos was used 767,797 times and there were 1,050 electronic validators installed on routes in the metropolitan area for its use.





Source: Preparation of the Querétaro Transport Institute, 2022.

COLLECTIVE TRANSPORTATION ROUTES

In 2021 Querétaro had 302 routes divided into 3 areas: Metropolitan area, which represented 61.3% of the total; San Juan del Río area, covering 28.8%; and Tequisquiapan area, participating with 9.9%.

TOTAL MASS TRANSIT ROUTES BY UNIT TYPE AND AREA (2021).

Туре	Intermunicipal	Suburban	Urban	Total
Metropolitan Area	55	59	71	185
San Juan del Río	4	43	40	87
Tequisquiapan	5	17	8	30
Grand Total	64	119	119	302

Source: Preparation of the Querétaro Transport Institute, 2022.

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SUSTAINABLE QUERÉTARO

Executive Power of the State of Querétaro

CONTENT

THREE

QUALITY OF LIFE

The good quality of life in Querétaro is the result of the integral, harmonious and positive relationship of the elements of economic, human and social development. The dynamics of government, through various efforts, seek to ensure the well-being of the population.



3.1. ECONOMIC DEVELOPMENT

3.1.1. EMPLOYMENT

Querétaro is distinguished by the trust placed by entrepreneurs to invest in various productive projects that translate into a versatile economy and job creation.

FORMAL REGISTERED EMPLOYMENTS

According to the Mexican Social Security Institute (IMSS by its acronym in Spanish), at the end of 2021 the jobs registered in the state increased by 33,180, thus reaching 628,676 insured workers, a figure 5.6% higher than that registered in 2020 and 3.4% compared to 2019.

Of the 18 municipalities of the entity, 15 presented a growth in the number of jobs registered at the end of 2021, the demarcations with the highest growth were Peñamiller and Colón. Querétaro was the municipality that contributed the most with 63%, followed by El Marqués with 14%.



INSURED WORKERS BY MUNICIPALITY AND PERCENTAGE CHANGE (2020 - 2021).

Municipality	2020	2021	Var. %
Amealco	2,870	3,033	5.7%
Arroyo Seco	46	54	17.4%
Cadereyta de Montes	2,103	2,197	4.5%
Colón	13,749	21,173	54%
Corregidora	35,335	34,806	-1.5%
El Marqués	73,349	85,170	16.1%
Ezequiel Montes	4,908	5,258	7.1%
Huimilpan	2,053	2,347	14.3%
Jalpan de Serra	694	699	0.7%
Landa de Matamoros	43	42	-2.3%
Pedro Escobedo	7,138	8,377	17.4%
Peñamiller	8	21	162.5%
Pinal de Amoles	202	216	6.9%
Querétaro	388,974	397,522	2.2%
San Joaquín	193	170	-11.9%
San Juan del Río	58,748	61,768	5.1%
Tequisquiapan	4,858	5,571	14.7%
Tolimán	225	252	12%
Total	595,496	628,676	5.6%

Source: Own elaboration with data from the Mexican Social Security Institute (IMSS), Open Data, Insured

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INCOME LEVEL

According to the National Survey of Occupation and Employment (ENOE), the largest number of employed people in Querétaro receive income of between less than one minimum wage and up to three minimum wages; 31.2% between one and two minimum wages; 13.9% more than two and up to three minimum wages; and 13.7% up to a minimum wage. IMSS records showed an average wage at the end of 2021 of \$433.8 for women and \$517.6 for men.

INCOME LEVEL OF EMPLOYED POPULATION IN QUERÉTARO, (2021).

Louis		2021	
Level	Total	Women	Men
Up to one minimum wage	135,988	82,634	42,683
More than 1 and up to 2 minimum wages	310,945	128,426	146,015
More than 2 and up to 3 minimum wages	138,545	34,434	83,288
More than 3 and up to 5 minimum wages	82,275	25,862	45,130
More than 5 minimum wages	25,093	6,464	14,904
Don't receive income ¹	35,771	13,586	17,748
Not specified	266,519	97,599	135,136
Total	995,136	389,005	484,905

Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI), National Occupation and Employment Survey (2020), 2022.

Note: Includes both unpaid dependent workers and self-employed workers engaged in subsistence farming activities.

POSITION IN THE OCCUPATION OF THE EMPLOYED POPULATION IN QUERÉTARO (2021).

	2021			Var. %		
Level	Total	Women	Men	Total	Women	Men
Subordinated and paid workers	732,558	290,498	442,061	9.4%	7.7%	10.5%
With wages	710,721	286,207	424,515	10.4%	9.6%	11.0%
With non-waged payments ¹	21,837	4,291	17,546	-16.1%	-48.9%	-0.5%
Employers	47,037	12,263	34,774	-1.3%	-2.7%	-0.8%
Freelance workers	195,190	73,401	121,790	3.6%	6.5%	1.9%
Non-paid workers	20,351	12,844	7,507	-6.8%	-7.9%	-5.0%
Total	995,136	389,005	606,131	7.3%	6.5%	7.7%

Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI). National Occupation and Employment Survey (ENOE), 2022.

Note: 1Employed persons who receive from the economic unit as compensation for their work a commission, percentage, fees, tips or a piece rate payment.

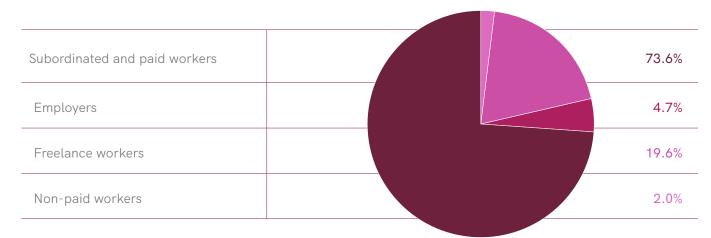
73.6% of the people employed in 2021 did so as subordinates and remunerated, a figure that presented a growth of 9.4% to that registered in 2020. Of the total, 71.4% are "salaried" and 2.2% "with non-waged payments".

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CONTENT



DISTRIBUTION OF THE EMPLOYED POPULATION IN QUERÉTARO (2021).



Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI). National Occupation and Employment Survey (ENOE), 2022.

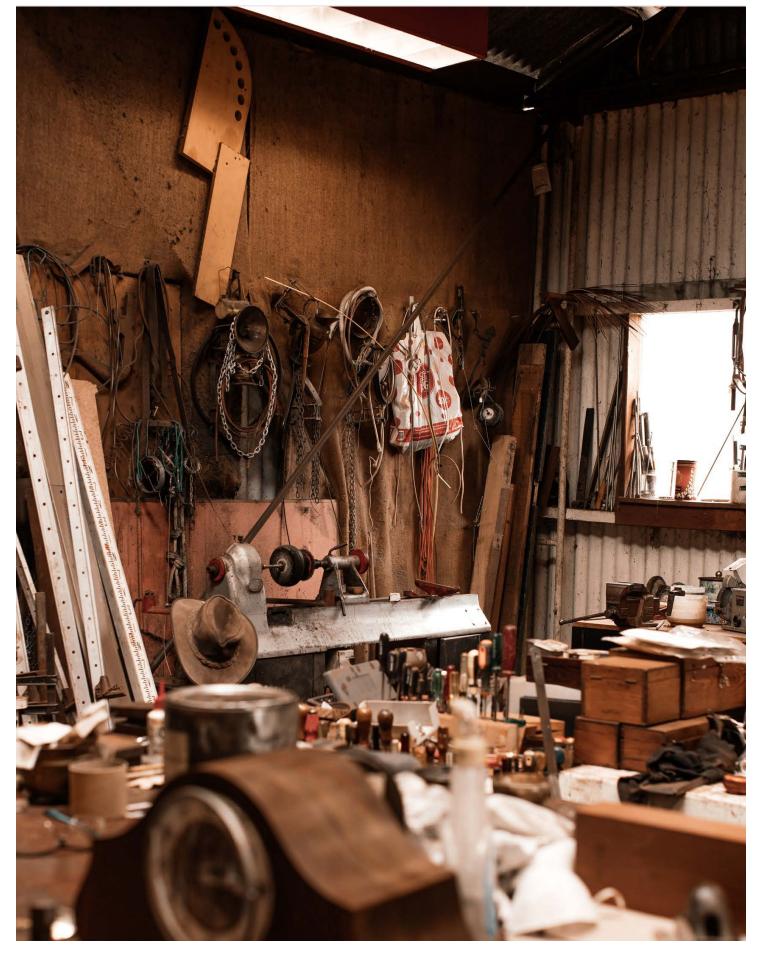
Note: The percentage of "Subordinate and remunerated workers" is made up of "salaried" and "with non-wage payments".

Of the total number of subordinate and paid workers in the state, the largest number receive income from less than one minimum wage to three minimum wages. 15.6% received more than one to two minimum wages, 14.5% received more than two and up to three minimum wages, finally 11.1% received up to a minimum wage.

INCOME LEVEL OF SUBORDINATE AND PAID WORKERS IN QUERÉTARO (2021).

Local	2021				
Level	Total	Women	Men		
Up to one minimum wage	80,973	46,639	34,334		
More than 1 and up to 2 minimum wages	269,157	113,940	155,217		
More than 2 and up to 3 minimum wages	106,150	28,090	78,060		
More than 3 and up to 5 minimum wages	62,538	21,960	40,578		
More than 5 minimum wages	17,583	4,753	12,830		
Not specified	196,158	75,117	121,041		
Total	732,558	290,498	442,061		

Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI). National Occupation and Employment Survey (ENOE), 2022.



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NATIONAL EMPLOYMENT SERVICE (SNE)

It is an agency created in 1978 that provides national linkage services, economic or inkind support for training, self-employment and labor mobility to returnees. It works in coordination with state governments.

The SNE has various services and subprograms focused on the opening of opportunities and labor mobility, which provide care, while managing to place people looking for employment in the labor market.

During 2021 in Querétaro the following events were held:

- Labor intermediation services.
- Opening Spaces Strategy. It attends in a personalized way to job seekers with disabilities and older adults, as well as their employers to adapt positions that can be performed by them and thus be hired.
- Labor Mobility Mechanism. It recruits and selects qualified personnel to facilitate liaison with foreign employers seeking to fill vacancies in positions other than the agricultural sector.
- Temporary agricultural workers México-Canada. It contributes to improving the bilateral relationship between governments and to building a model of international labor cooperation, maintaining a regulated, dignified and effective migratory movement of workers.

These actions generated 85,617 attention events and 13,821 placements. Events decreased 1.5% compared to 2020, while placements increased 32.6% in the same period.

LABOR INTERMEDIATION SERVICES AND SUBPROGRAMS OF THE **EMPLOYMENT SUPPORT PROGRAM (2021).**

Services and subprograms	Job Fairs	Job placement events
Labor Intermediation Services	78,095	12,469
Opening Spaces Strategy	3,932	802
Labor Mobility Subprograms	3,590	550

Source: Own preparation with information from the Ministry of Labor of the Executive Branch of the State of Querétaro with data from the National Employment Service, 2022.

Note: The "Labor Mobility Sub-programs" section includes the "Labor Mobility Mechanism" and "México-Canada Seasonal Agricultural Workers" categories.

The SNE promotes job training as a strategy aimed at job seekers who need to be educated to develop new skills that allow them to join the labor market more easily

JOB TRAINING (2021).

Training events	Training courses
1,524	183

Source: Own preparation with information from the Ministry of Labor of the Executive Branch of the State of Querétaro with data from the National Employment Service, 2022

In 2021, the SNE carried out actions to provide better service to job seekers, among which are:

- Certification in ISO 9001: 2015 to favor a scheme of continuous improvement in attention to job seekers and companies.
- * Design and launch of the "No Gap" badge for companies committed to gender equality, to promote and encourage the implementation of strategies in the workplace that allow the development of good labor practices that eliminate situations of harassment and labor violence, wage gap and all types of discrimination against women due to maternity conditions, family care, health, marital status or age, among others.



Executive Power of the State of Querétaro



3.1.2. LABOR PEACE

It translates into the absence of labor conflicts that, if left untreated, could trigger strikes. According to the International Labor Organization (ILO), decent employment contributes to dispute prevention and peacebuilding. In the case of women, decent employment implies the improvement of social dialogue and the reduction of complaints related to the inequality of opportunities and resources.

STRIKE RECORD

Querétaro ranks 12th among the states with the lowest number of work stoppages since 1991 and until 2020, with only 28. Of the total, 67.9% were submitted before the year 2000.

In 2020, according to INEGI, the entity registered 509 strike sites, a figure 43.6% lower than that reported in 2019, which was 903. 66.2% of the events had to do with the signing of the contract, followed by the review of the salary with 16.3%.

On november 3, 2021, the Labor Conciliation Center of the State of Querétaro, a decentralized public body of the State Public Administration and sectored to the Ministry of Labor, began operations. Its mission is to expedite labor compromise in an effective and expeditious manner, seeking balance in labor relations between employees and employers, achieving the best conditions for each of them.

STRIKE CALLS IN QUERÉTARO (1991 - 2020).



Source: Own preparation with data from the National Institute of Statistics and Geography (INEGI), statistics on labor relations in local jurisdiction, strike calls, 2022.

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CONTENT



3.2. HUMAN DEVELOPMENT

3.2.1. EDUCATION

It is a basic right that allows the population to develop the knowledge and skills necessary to adapt once they finish their educational stage. It is structured in four stages: initial, basic, high school and university. In addition to these four, special education is considered, which serves gifted students and those with different psychological, physical and sensory abilities.

In the 2021-2022 school year, the number of registered students was 649,516, an enrollment lower than 0.1% compared to that of the 2020-2021 prize, in absolute values, the figure represented a reduction of 716 students. During the same period, the number of teachers decreased 3.2% to count 35,197, that is, 1,168 less.

Schools increased by 132 units, an increase that translates into 3.2% over the previous school year, when the figure was 128 schools.



ENROLLMENT IN THE STATE OF OUERÉTARO (2021-2022 SCHOOL CYCLE).

	Enrollment			Distribution		
Level	Students	Teachers	Schools ⁴	Students	Teachers	Schools ⁴
Initial Education ¹	4,496	191	114	0.7%	0.5%	2.7%
Special Education ²	2,125	291	24	0.3%	0.8%	0.6%
Basic Education ³	458,618	19,558	3,678	70.6%	55.6%	86.3%
High School Education	85,074	5,001	318	13.1%	14.2%	7.5%
University	99,203	10,156	128	15.3%	28.9%	3.0%
Total	649,516	35,197	4,262	100%	100%	100%

Source: Own elaboration with data from the Unit of Services for Basic Education in the State of Querétaro, System F911 for SEP's national educational statistics integration. Ministry of Education of the State Government, Subcoordination of Administrative Management Direction of Educational Planning. Statistics Department.

Note: 1School-based modality.

²Additionally, special education caters to 6,553 students enrolled in different education levels through the Service Units to Support Regular Education (USAER for its Spanish abbreviation) which is why they are not accounted for in the registration total. The data referred in this chart corresponds to the service of the Multiple Assistance Center (CAM for its Spanish abbreviation). ³Includes 1,252 students from 1st grade of preschool attended in initial education).

⁴From the 2021-2022 cycle onwards, schools and not institutions are counted at the higher level.

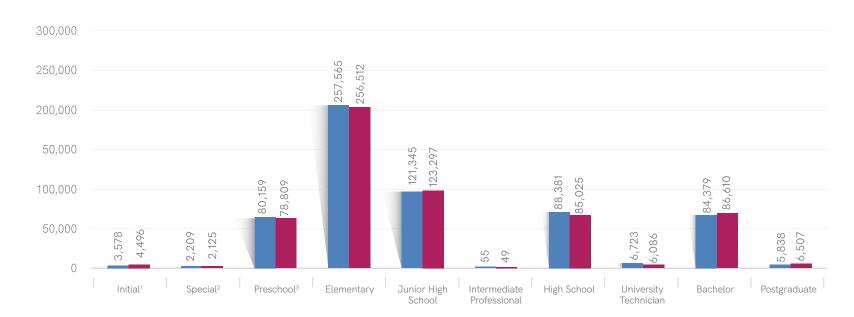
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During the 2021-2022 school year, the highest concentration of students was at the elementary level with 39.5%, followed by junior high with 19%.

STUDENTS BY EDUCATIONAL LEVEL IN THE STATE OF QUERÉTARO. (SCHOOL YEARS 2020-2021 AND 2021-2022).



Source: Own elaboration with information from the Unit of Services for Basic Education in the State of Querétaro with data from the System F911 for SEP's national educational statistics integration. Ministry of Education of the State Government. Subcoordination of Administrative Management. Direction of Educational Planning. Department of Statistics, 2022.

Note: ¹Just school-based system.

The educational level with the highest absolute increase was a bachelor's degree with 2,231 students and the largest reduction happened in high school with 3,356. Regarding the percentage variation, the largest increase was obtained by initial education with 25.7%, while the largest decrease was presented at the professional level with 10.9%.

ABSOLUTE DIFFERENCE AND PERCENTAGE VARIATION OF STUDENTS BY EDUCATION LEVEL (SCHOOL CYCLES 2020-2021 VS. 2021-2022).

	Difference			
Level	Absolute	%		
Initial ¹	918	25.7%		
Special ²	-84	-3.8%		
Preschool ³	-1,350	-1.7%		
Elementary	-1,053	-0.4%		
Junior High School	1,952	1.6%		
Intermediate Professional	-6	-10.9%		
High School	-3,356	-3.8%		
University Technician	-637	-9.5%		
Bachelor	2,231	2.6%		
Postgraduate	669	11.5%		
Total	-716	-0.1%		

Source: Prepared by the Unit of Services for Basic Education in the State of Querétaro with data from the System F911 for SEP's national educational statistics integration. Ministry of Education of the State Government. Subcoordination of Administrative Management. Direction of Educational Planning. Department of Statistics, 2022.

Note: ¹Just school-based system.

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GOVERNMENT SERVICES

²Additionally, special education caters to 6,553 students enrolled in the basic education level through the Service Units to Support Regular Education (USAER) which is why they are not accounted for in the registration total. The data referred in this chart corresponds to the service of the Multiple Assistance Center (CAM for its Spanish abbreviation).

³Includes 1,252 students of 1st grade preschool attended for in the initial education level.

²Additionally, special education caters to 6,553 students enrolled in the basic education level through the Service Units to Support Regular Education (USAER) which is why they are not accounted for in the registration total. The data referred in this chart corresponds to the service of the Multiple Assistance Center (CAM for its Spanish abbreviation).

³Includes 1,252 students of 1st grade preschool attended for in the initial education level.

INITIAL EDUCATION

It is the training provided to children under 6 years of age with the aim of potentiating their integral and harmonious development to allow them to obtain skills, habits, values, autonomy, creativity and attitudes that will be necessary for their personal and social performance.

In the 2021-2022 school year, 4,496 students were registered, which meant an increase of 25.7% compared to the period 2020-2021. Of the total, students in initial education barely reached 0.7%. Regarding the total number of teachers and schools in the state education system, the former accounted for 0.5% and the latter 2.6%, respectively.

BASIC EDUCATION¹ ENROLLMENT IN THE STATE OF QUERÉTARO, (SCHOOL CYCLES 2020-2021 AND 2021-2022).

Enrollment	Cycle 2020 - 2021	Cycle 2021 - 2022	Var. %
Students	3,578	4,496	25.7%
Teachers	138	191	38.4%
Schools	95	114	20.0%

Source: Own elaboration with information from the Unit of Services for Basic Education in the State of Querétaro with data from the System F911 for SEP's national educational statistics integration. Ministry of Education of the State Government. Subcoordination of Administrative Management. Direction of Educational Planning. Department of Statistics, 2022.

Note: 1School-based modality.

BASIC EDUCATION

It comprises three educational levels: pre-school, elementary and junior high school. In the 2021-2022 school year, 458,618 students were registered, a figure 0.1% lower than that of the 2020-2021 period. Of the total, 55.9% belonged to elementary, 26.9% to junior high school and 17.2% to preschool.

There were 19,558 teachers, most of them (46.2%) taught in elementary school. The total number of registered schools was 3,678, preschool and elementary reached 42.1% each.

BASIC EDUCATION ENROLLMENT IN THE STATE OF OUERÉTARO. (2021-2022 SCHOOL CYCLE).

Level	Students	Var. %	Teachers	Var. %	Schools	Var. %
Preschool ¹	78,809	-1.7%	4,074	0.4%	1,548	-0.6%
Elementary	256,512	-0.4%	9,033	0.3%	1,547	1.2%
Junior High School	123,297	1.6%	6,451	3.7%	583	3.4%
Total	458,618	-0.1%	19,558	1.4%	3,678	0.8%

Source: Own elaboration with information provided by the Unit of Services for Basic Education in the State of Querétaro with data from the System F911 for SEP's national educational statistics integration. Ministry of Education of the State Government. Subcoordination of Administrative Management. Direction of Educational Planning. Department of Statistics, 2022.

Note: "Var. %" makes the comparison of the 2021-2022 school cycle vs. 2020-2021. Includes 1,252 students of 1st grade preeschool attended for in the initial education level.

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HIGH SCHOOL EDUCATION

During the 2021-2022 cycle, it registered 85,074 students, which represented a decrease of 3.8% compared to the period 2020-2021. The municipality of Querétaro concentrated the highest enrollment with 48.3%, followed by San Juan del Río with 13.4% and Corregidora with 10.6%. For this educational level, 5,001 teachers and 318 schools were registered.

Of the total number of registered students, 67.9% are in a general baccalaureate, 32% in a technological one and only 0.1% in an average professional.



HIGH SCHOOL ENROLLMENT PER MUNICIPALITY AND MODALITY, (2021-2022 SCHOOL CYCLE).

Municipality	General High School	Technological High School	Intermediate Professional	Total
Amealco de Bonfil	1,426	385	0	1,811
Arroyo Seco	578	0	0	578
Cadereyta de Montes	2,146	0	0	2,146
Colón	493	1,169	0	1,662
Corregidora	4,468	4,506	0	8,974
El Marqués	3,411	928	0	4,339
Ezequiel Montes	1,607	49	0	1,656
Huimilpan	162	625	0	787
Jalpan de Serra	950	0	0	950
Landa de Matamoros	719	0	0	719
Pedro Escobedo	492	2,081	0	2,573
Peñamiller	402	263	0	665
Pinal de Amoles	540	268	0	808
Querétaro	30,048	11,017	45	41,110
San Joaquín	488	0	0	488
San Juan del Río	7,161	4,236	4	11,401
Tequisquiapan	1,589	1,695	0	3,284
Tolimán	1,123	0	0	1,123
Total	57,803	27,222	49	85,074

Source: Prepared by the Unit of Services for Basic Education in the State of Querétaro with data from the Unit System F911 for the national educational statistics integration of the SEP. Ministry of Education of the State Government. Subcoordination of Administrative Management. Direction of Educational Planning. Department of Statistics, 2022.

Note: As of the 2019-2020 cycle for the Centers of Technological Studies in Continental Waters the basic component corresponds to the service of Technological High School.

Intermediate professional is defined as technical professional service(teminal) in the F911 form of the SEP.

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SCHOOL OF PROFESSIONAL TECHNICAL EDUCATION OF THE STATE OF QUERÉTARO (CONALEP-QRO)

It is a decentralized public body of the state government. Its purpose is to educate technical professionals at a high school level according to the vocation of its students and according to the requirements of the productive sector of the state.

It has the following campuses:

- Aeronautical
- Amealco
- Querétaro, Automotriz José Vasconcelos
- Querétaro, Roberto Ruiz Obregón
- San Juan del Río

The educational offer includes the following areas:

QUERÉTARO

- 1) Food & Beverage
- 2) Autotronics
- 3) Data Science and Artificial Intelligence
- 4) Industrial Electromechanics
- 5) Automotive industry
- 6) Computer science
- 7) Aircraft lamination and coating
- 8) Maintenance of engines and gliders
- 9) Machine tools
- 10) Mechatronics

CONTENT

- 11) Industrial productivity
- 12) Industrial chemistry
- 13) Electronic aviation systems



INFRASTRUCTURE

AND EQUIPMENT

According to the activity and accountability reports for the 2020-2021 school year, the following data are presented:

ACADEMIC AND PERSONNEL INFORMATION BY CONALEP CAMPUS IN QUERÉTARO (SCHOOL YEAR 2020–2021).

Campus	Enrollment at the beginning of the school year	Graduates	Students benefiting from some type of support	Dropout rate at the end of the school year	Teaching, management and administrative staff
Aeronautical	659	108	651	10.5	80
Amealco	423	96	422	24.6	49
Querétaro	1,389	381	1,389	19	149
San Juan del Río	941	248	941	20.6	91

Source: Own preparation with information from the Report of activities and accountability for the 2020 - 2021 school year by campus, 2022.

SCHOOL OF SCIENTIFIC AND TECHNOLOGICAL STUDIES OF THE STATE OF QUERÉTARO (CECYTEQ)

It is a decentralized public body of the state government. Its purpose is to expand the educational offer so that junior high school graduates can access a technological baccalaureate, in order to facilitate their incorporation into the labor market with the required skills, as well as induce the vocational preferences of students.

It has 12 campuses located in Corregidora, Huimilpan, La Esperanza, La Tinaja de la Estancia, Menchaca, Montenegro, Paso de Mata, Pedro Escobedo, Peñamiller, Pinal de Amoles, Querétaro and San Juan del Río.

TERTIARY

SECTOR

The educational offer includes:

- 1) Biotechnology
- 2) Electricity
- Electromechanical
- 4) Electronics
- 5) Logistics
- 6) Automotive Maintenance

SECONDARY

SECTOR

7) Industrial Maintenance

- 8) Machine Tools
- 9) Mechatronics
- 10) Administrative Management Processes
- 11) Industrial Production
- **12)** Programming
- 13) Plastics Processing

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PRIMARY

SECTOR

TOURISM AND CULTURE

GOVERNMENT SERVICES









In the 2020-2021 school year enrollment amounted to 9,085 students, for 2021-2022 it was 8,866 students, which represented a decrease of 2.4%.

During the February-June 2021 semester, 8,455 students were enrolled, of which 8,147 concluded the school year. The career with the highest number of students was Administrative Management Processes, with 1,958; while the one with the lowest number was Machine Tools, with 117. The campus with the largest student body was Querétaro, with 1,714.

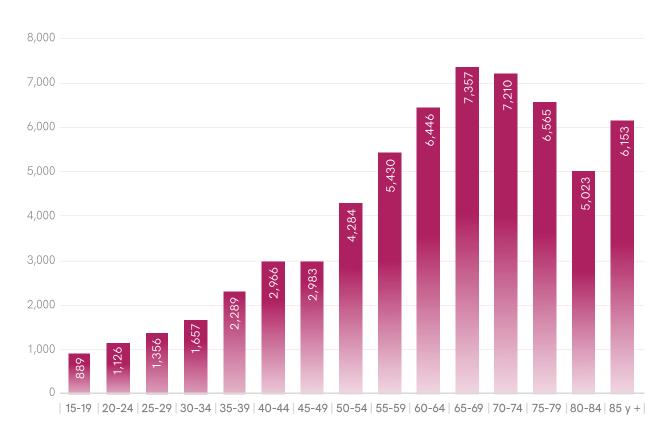
The September-January 2021-2022 semester registered 8,866 students, at the date of this consultation the number of students who concluded is not yet available. The career of Administrative Management Processes maintained the highest number of registrations, with 1,945; while "Automotive Maintenance" was the one that presented the lowest number, with 128. Querétaro continues to be the campus with the highest enrollment, reaching 1,800 students.

ILLITERACY

According to the 2020 Population and Housing Census, in Querétaro 3.5% of the population is illiterate, a figure lower than that registered in the 2015 Intercensal Survey where the number reached 4.5%. These figures establish that, from 2015 to 2020, 4,986 people were literate, with 61,734 people remaining illiterate. Of the total, 63.9% correspond to women and 36.1% to men.

The level of illiteracy by age group continues an increasing trend from the age group of 15 to 19 years, to the age group of 65 to 69 years. The highest figure is manifested in the group of 65-69 years, where 11.9% of the illiterate population remains; while the group of 15-19 years contributes the lowest percentage with 1.4% of the total.

ILLITERATE POPULATION BY AGE GROUP IN QUERÉTARO (2020).



Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI). Population and Housing Census (2020), 2022.

Note: Age groups are expressed in years.

Of the 18 municipalities in the state, Landa de Matamoros has the highest illiteracy rate: 13.1% of the total population aged 15 and over corresponds to this group; followed by San Joaquin with 12.7%. The demarcations with the lowest factor are Corregidora and Querétaro, with 1.7% and 1.9%, respectively.

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3.2.2. **HEALTH**

The Health Services of the State of Querétaro (SESEQ by its acronym in Spanish), together with the Mexican Institute of Social Security (IMSS by its acronym in Spanish), the Institute of Security and Social Services for State Workers (ISSSTE by its acronym in Spanish) and private health institutions, provide health services to the inhabitants of Querétaro.

ACCESS TO HEALTH SERVICES

According to the 2020 Population and Housing Census, 79.1% of the Querétaro population had affiliation to health services, a figure lower than that presented in the 2015 Intercensal Survey, where 85.7% of covered people were reported. Of the total registered in 2020, 52.1% were women and 47.9% men.

TOTAL AFFILIATED POPULATION AND BY INSTITUTION IN OUERÉTARO (2015 - 2020).

Institution	2015	Share % of total population	2020	Share % of total population
Total members ¹	1,747,592	85.7%	1,873,160	79.1%
IMSS	957,278	47.0%	1,121,262	47.3%
ISSSTE or state ISSSTE	101,092	5.0%	96,583	4.1%
PEMEX, Defense or Marine	6,872	0.3%	7,753	0.3%
Health for Wellness Institute ²	-	-	587,007	24.8%
IMSS BIENESTAR	-	-	9,255	0.4%
Popular Insurance or New Generation ³	933,389	45.8%	-	-
Private institution	72,912	3.6%	87,908	3.7%
Other institutions	23,421	1.1%	9,582	0.4%

Source: Own elaboration with information from the National Institute of Statistics and Geography. Population and Housing Census (2020), 2022.

Notes: The percentage for each health care institution was obtained with respect to the affiliated population. The sum of the percentages and the number of affiliates may be greater than 100% or the total due to people who are affiliated in more than one health institution.

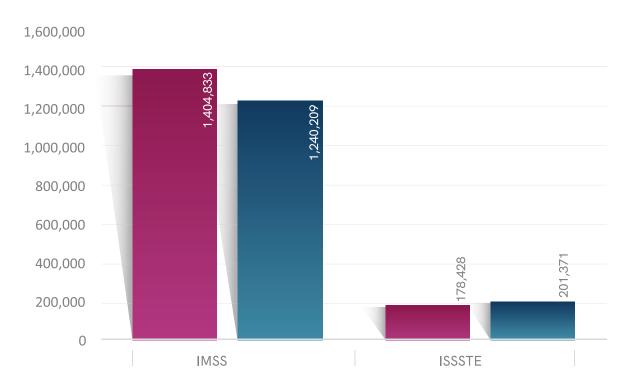
BENEFICIARIES AND USERS

In 2021 the number of people registered in the IMSS was 1,404,833 and 178,428 in the ISSSTE, both figures higher than those of 2020 by 8.4% and 6.3%, respectively.

The municipality of Querétaro contributes the largest number of beneficiaries in the state, both in the IMSS and the ISSSTE, with 60.6% and 55.9% respectively. Both amounts showed increases in the demarcation, 13.3% for the first and 5.1% for the second, compared to 2020. The next municipality with the highest participation was San Juan del Río with 14% in the case of the IMSS and 12.7% in the ISSSTE.

BENEFICIARIES AND USERS PER SOCIAL SECURITY INSTITUTE. (DECEMBER 2021).

Beneficiaries Users



Source: Prepared by the Health Services of the State of Querétaro (SESEQ), with data from the Mexican Institute of Social Security (IMSS) and the Institute of Security and Social Services for State Workers (ISSSTE), 2022.

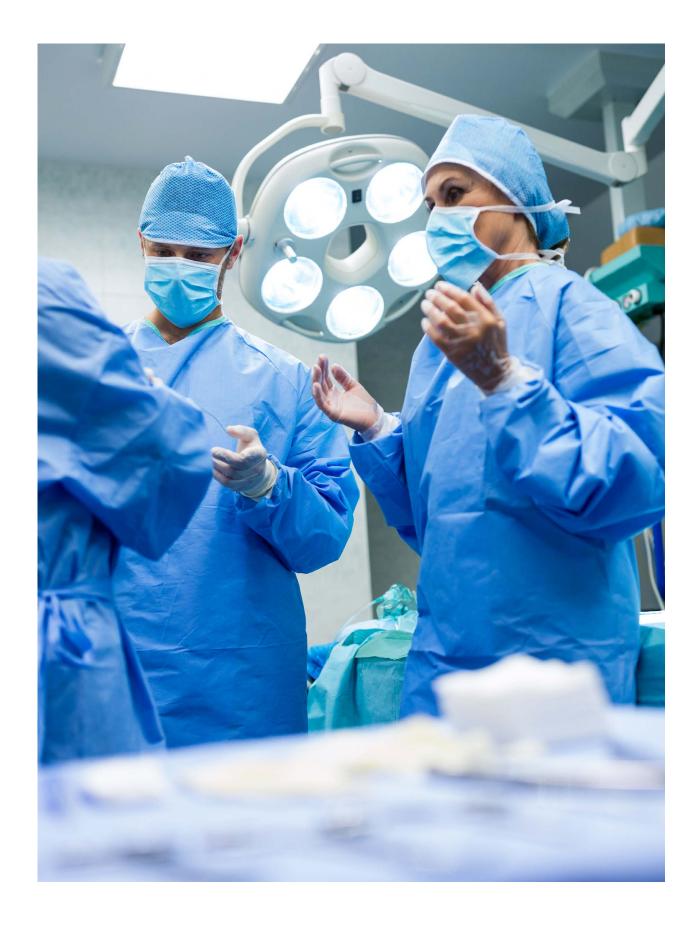
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² In January 2020, the Instituto de Salud para el Bienestar (INSABI) became operational; however, the category also includes the population that reported being affiliated with Popular Insurance.

³ Includes the Social Health Protection System (SPSS) coordinated by the Ministry of Health (SSA).

[&]quot;"-"" no information is available for that institution.



INFRASTRUCTURE AND EQUIPMENT FOR HEALTH SERVICES

The health services are offered through 6 hospitals, 3 of them located in the municipality of Querétaro: 1) Specialty Hospital, 2) Querétaro General Hospital (COVID-19) and 3) Querétaro General Hospital. The rest are located in the demarcations of Cadereyta de Montes, Jalpan de Serra and San Juan del Río.

In 2021, health services increased their infrastructure thanks to the integration of a new hospital. In equipment, the increases in census beds stand out, with 29.2%; non-census beds, 25.8%; operating rooms, 14.3%; X-ray cabinets, 20%; clinics, 32.7%; while the labor and delivery rooms remained constant. The percentage increase of the above figures is compared to 2020.

HEALTH SERVICES HOSPITAL INFRASTRUCTURE (2021).

Unit	Assigned Beds	Non Assigned Beds	Operating Rooms	Delivery rooms	Rx cabinets	Doctors Offices
Specialty Hospital	140	155	2	3	1	34
Querétaro General Hospital (COVID-19)	85	127	1	0	1	23
Querétaro General Hospital.	120	103	1	0	1	41
San Juan del Río Hospital	92	48	2	2	1	26
Cadereyta Hospital	64	25	1	1	1	9
Jalpan Hospital	30	29	1	1	1	13
Total	531	487	8	7	6	146

Source: State Health Services (SSA), 2022.

The IMSS increased its X-ray equipment (mobile or fixed) by 19 units and saw 8 labor and delivery rooms, 8 operating rooms and 5 incubators added to its facilities. The ISSSTE opened a blood bank.

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> GOVERNMENT SERVICES

INVENTORY OF MAIN MATERIAL RESOURCES OF MEDICAL UNITS OF SOCIAL SECURITY INSTITUTIONS IN THE STATE OF QUERÉTARO (DECEMBER 2021).

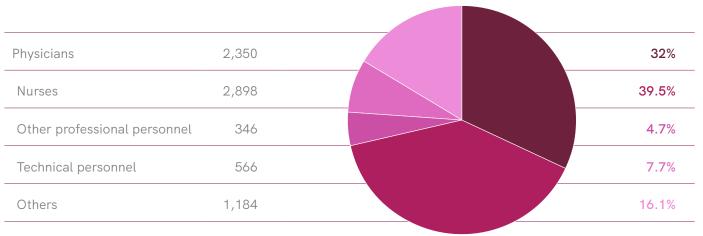
Material resources	IMSS	Var. % (2020-2021)	ISSSTE	Var. % (2020-2021)
Assigned Beds	629	1%	99	-2%
Non Assigned Beds	367	-6.1%	67	-1.5%
Incubators	20	33.3%	4	0%
Doctors' Offices	365	-1.9%	82	1.2%
Ambulances	21	5%	11	0%
Emergency Areas	20	5.3%	1	-75%
Intensive care areas	2	0%	1	0%
Laboratories	11	10%	3	0%
Xray chambers	17	0%	3	0%
Xray equipment (mobile or fixed)	38	100%	3	-70%
Operating Rooms	17	88.9%	3	0%
Delivery rooms	9	800%	1	0%
Blood banks	1	-96.2%	1	100%
Pharmacies	24	-25%	5	-61.5%

Source: Prepared by the Health Services of the State of Querétaro (SESEQ), with data from the Mexican Institute of Social Security (IMSS) and the Institute of Security and Social Services for State Workers (ISSSTE), 2022.

HUMAN RESOURCES

The workforce involved in health services in 2021 amounted to 7,344 people, which is equivalent to an increase of 11.4% compared to 2020. Doctors, nurses and technical staff presented respective increases of 14.9%, 17.2% and 35.7%, compared to 2020. The categories "other professional staff" and "other", however, decreased 3.9% and 8.7%, respectively.

DISTRIBUTION OF HUMAN RESOURCES IN HEALTH SERVICES (2021).



Source: Prepared by the Health Services of the State of Querétaro (SESEQ), 2022.

Note: Includes first level and second level

Health services are divided into four jurisdictions:

- I. Querétaro, Corregidora, El Marqués y Huimilpan.
- II. Amealco de Bonfil, Colón, Pedro Escobedo, San Juan del Río and Tequisquiapan.
- III. Cadereyta de Montes, Ezequiel Montes, Peñamiller, San Joaquín and Tolimán.
- IV. Pinal de Amoles, Arroyo Seco, Jalpan de Serra and Landa de Matamoros.

Jurisdiction	Participation of total	Physicians	Nurses
I	63.9%	1,492	1,844
II	18.4%	447	498
III	10.5%	243	335
IV	7.1%	168	221
Total	100%	2,350	2,898

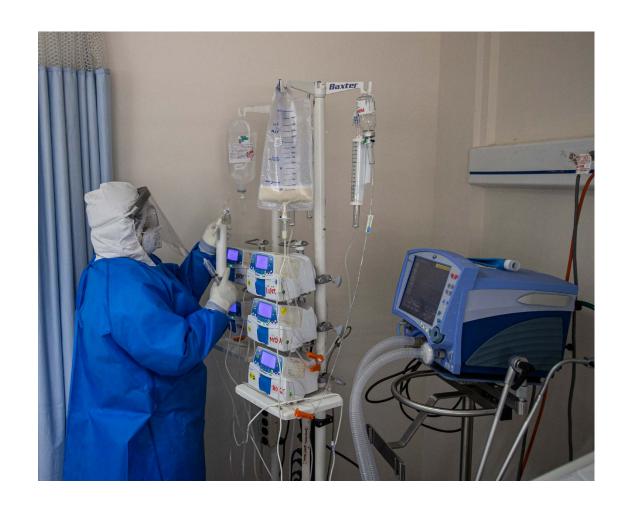
Executive Power of the State of Querétaro



In 2021, the IMSS reported 8,528 members of the human resources workforce, while the ISSSTE only 891. The figures represent increases of 10.4% for the IMSS and 0.68% for the ISSSTE, compared to 2020. The staff is divided into medical and non-medical, in the case of the IMSS the respective percentages are 26.5% and 73.5%, for the ISSSTE 25.6% and 74.4%.

The IMSS has 2,022 doctors in direct contact with patients, of which 65.7% have some specialty. The ISSSTE only has 228 doctors in direct contact with patients, the percentage of specialists is 60.5%.

In the case of non-medical personnel, paramedics stand out, in the IMSS they represent 62.2% and in the ISSSTE 53.1% of the total non-medical personnel. Within the paramedical staff, nursing stands out, in the IMSS they combine 66.6% and in the ISSSTE 94%.



INVENTORY OF THE MAIN HUMAN RESOURCES OF SOCIAL SECURITY INSTITUTIONS IN THE STATE OF QUERÉTARO (DECEMBER 2021).

Human Resources	IMSS	ISSSTE
Medical personnel	2,260	228
Direct contact with the patient	2,022	228
General physicians	99	63
Physicians specialists	1,328	138
Dentists	44	12
Residents	452	11
Interns	99	4
In other tasks	238	0
Non-medial personnel	6,268	663
Paramedic personnel	3,896	352
Infirmary	2,593	331
Auxiliary	849	100
General	1,101	143
Specialized	325	41
Interns	154	4
Others	164	43
Other paramedic personnel	1,303	21
Personnel for auxiliary services for diagnosis and treatment	364	30
Administrative personnel	1,433	270
Other personnel	575	11
Total	8,528	891

Sources: Prepared by the Health Services of the State of Querétaro (SESEQ), with data from the Mexican Institute of Social Security (IMSS) and the Institute of Security and Social Services for State Workers (ISSSTE), 2022.

Executive Power of the State of Querétaro



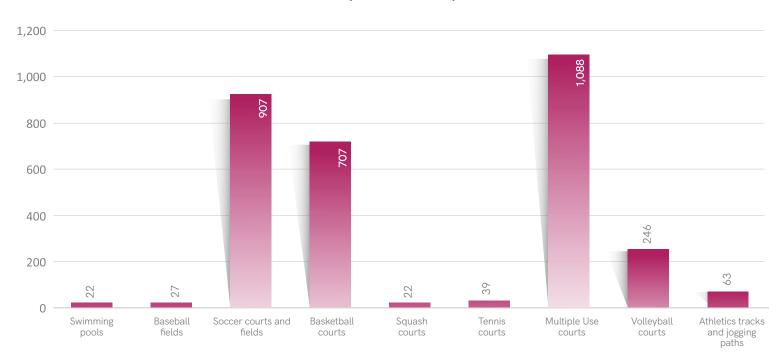
3.2.3. SPORTS AND RECREATION

The United Nations Educational, Scientific and Cultural Organization considers sport as a facilitator of development and peace among society, a promoter of tolerance and respect, as well as an element of empowerment for young people, children and women. Recreation, on the other hand, is a fundamental element for the full growth of people.

SPORTS INFRASTRUCTURE

At the end of 2021, Querétaro had 3,121 sports and recreation spaces. Of the total, 34.9% were multipurpose courts, 29.1% football fields and fields and 22.7% basketball.

SPORTS AND RECREATION INFRASTRUCTURE IN THE STATE OF QUERÉTARO, (DECEMBER 2021).



Source: Own elaboration with information from the Institute of Sports and Recreation of the State of Querétaro (INDEREQ) with data from municipal offices, 2022.

Note: Only public spaces are contemplated. This information is constantly updated.

The municipality of San Joaquín has the largest number of sports and recreational spaces, with 612, a figure equivalent to 19.6% of the total. It is followed by Cadereyta de Montes with 578, Peñamiller with 399 and Querétaro with 320.





Municipality	%	
Amealco de Bonfil	4.3%	
Arroyo Seco	2.2%	
Cadereyta de Montes	18.5%	
Colón	2.7%	
Corregidora	3.1%	
El Marqués	9.5%	
Ezequiel Montes	0.4%	
Huimilpan	1.7%	
Jalpan de Serra	1.3%	
Landa de Matamoros	1.9%	
Pedro Escobedo	5.0%	
Peñamiller	12.8%	
Pinal de Amoles	0.8%	
Querétaro	10.3%	
San Joaquín	1.5%	
San Juan del Río	19.6%	
Tequisquiapan	3.1%	
Tolimán	1.3%	
Total	100.0%	

Source: Own elaboration with information from the Institute of Sports and Recreation of the State of Querétaro (INDEREQ) with data from municipal offices, 2022

Note: Only public spaces are contemplated. This information is constantly updated.

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GOVERNMENT SERVICES

SUSTAINABLE QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

SECTOR

SECONDARY SECTOR

SECTOR

TOURISM AND CULTURE

3.2.4. MINISTRY OF YOUTH (SEJUVE BY ITS ACRONYM IN SPANISH)

Its objective is to generate public policies and actions that promote the social and human development of Querétaro youth in different aspects, such as health, employment and education, among others; and integrate them through their programs into the political, economic and social life of Querétaro.

SEJUVE 2021 PROGRAMS:

• 2030 Generation Program:

Seeking to create positive social capital, it aims to generate community awareness among the young people of the entity. More than 500 young people from the 18 municipalities participated with volunteer intervention and training actions, implementing 45 sustainable community gardens attached to the sustainable development goals of the 2030 agenda.

The volunteers carried out 322 activities, divided into 89 cleanings of public spaces, 85 "colillatones" (collection of cigarette butts), 25 food collections, 5 of blankets, 41 of clothes, 7 of toys, 25 of croquettes, 15 of school supplies, 12 reforestations, 3 fences painted with causes of the 2030 Agenda and 14 educational consultancies for children.

Invitation to Youth Legislature:

Thanks to this initiative, Querétaro has a citizen council with a youth theme established in the law. This is responsible for the evaluation of public policy in this area. In 2021, thanks to the participation of 230 young people, it was possible to install a council in each municipality of the state.

During 2021, proposals for modifications, reforms and bills were received from 180 young people and the 25 most viable proposals were followed up so that the local legislature could include them in its agenda.

Querétaro Youth Awards Contest

It aims to promote the personal improvement of Querétaro youth. In 2021, 166 young people participated with more than 100 projects in the academic, artistic, entrepreneurship and social commitment fields.



HEALTHY LIFESTYLE

Through the strategy "Tu Vida Lo Vale" and the campaign "Es de Valientes", SEJUVE promotes free, responsible and informed decision-making, thus generating a culture of healthy lifestyle among young people.

- Sexual and reproductive health. 57 dissemination and training activities were carried out to provide effective resources in decision-making to 9,727 young people.
- Responsible fun and road culture. 201 activities were carried out such as workshops, conversations and virtual conferences, on issues of education and safe mobility, involving 14,792 young people.
- Culture of Peace. Training was provided to 10,831 young people in conflict resolution, diversity and citizenship.
- Sport and Nutrition. With the creation of the Reactive Challenge, nutritional evaluations and advice, clinical diagnoses, sports routines and training in psychonutrition were offered to 1,050 young people. Digital instructions were designed in sports, physical conditioning and nutrition that impacted 12,373 young people.

PROFESSIONAL AND LABOR DEVELOPMENT

This area seeks alternatives that strengthen educational permanence, the hiring of young talent and promote self-employment through entrepreneurship. During 2021, 1,413 young people benefited from these actions.

- SEJUVE maintains a permanent employment exchange with more than 200 companies that offer operational, technical, professional and managerial positions. In 2021, more than 1,500 vacancies were promoted, linking 6,880 young people.
- Through the "Entrepreneurial Challenge 3.0", proposals for economic intervention via tourism activities were promoted, including training with 118 participants to promote innovative experiences in the area.
- The Digital Villages program trained and certified 50 teachers in digital transformation, benefiting 200 young students and the modernization of 145 microenterprises in the municipality of Amealco.

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3.2.5. HUMAN DEVELOPMENT INDEX (IDH BY ITS ACRONYM IN SPANISH)

The IDH is a key index that reviews people's achievements regarding health, education, and income, and provides a multidimensional picture of development.

According to the IDH 2010-2015, the average indicator of the municipalities in 2015 was 0.781, a factor classified as high and that placed Querétaro in position 12 in the country. The highest average was health (0.899) followed by income (0.796) and education (0.666). All three indexes showed growth in the period: education 1.3%, income 0.6% and health 0.5%.

Querétaro is a successful entity in reducing inequality, as reflected in the education and health indexes. The municipalities with the highest IDH and their percentage variations are presented below:



MUNICIPALITIES WITH THE HIGHEST HDI IN QUERÉTARO (2010 - 2015).

	Income	e Index		Health	ı index	Var. %	Education index			Sou	ırce	
Municipality	2010	2015	Var. %	2010	2015		2010	2015	Var. %	2010	2015	Var. %
Corregidora	0.854	0.874	2.3%	0.930	0.953	2.5%	0.827	0.781	-5.6%	0.869	0.866	-0.4%
Querétaro	0.823	0.828	0.6%	0.934	0.946	1.3%	0.691	0.727	5.2%	0.810	0.829	2.4%
San Juan del Río	0.760	0.778	2.4%	0.910	0.910	0%	0.614	0.665	8.3%	0.752	0.778	3.5%

Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI). Population and Housing Census (2010 - 2020), 2022.

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GOVERNMENT SERVICES

3.3. SOCIAL DEVELOPMENT

3.3.1. SECURITY

According to the Ministry of Citizen Security (SSC by its acronym in Spanish), Querétaro is characterized by maintaining excellent indexes in security and justice. In recent years it has been the best rated entity at the national level both in the Rule of Law Index and in the National Ranking of Progress in the Consolidation of the Criminal Justice System in México, in the latter it has held the first place from 2017 to 2021.

The State Police ranks among the top 10 in indicators of perception of performance and confidence in the country. Querétaro is the state with the lowest perception of corruption in the police; in fact, in all its variants, corruption does not appear as a major problem in the entity.

This is a sign not only of the trust that citizens have in government institutions, but also of the result of police professionalization and institutional coordination and collaboration.

NATIONAL SURVEY OF VICTIMIZATION AND PERCEPTION **OF PUBLIC SECURITY**

It is a document generated by the National Institute of Statistics and Geography, to obtain relevant information on the levels of incidence and prevalence of crime.

In 2020, 38.5% of the population considered that living in Querétaro was safe, proof of this is that the entity was positioned nationally in the 7th place in this regard. Among the most prominent arguments of the survey were:

- 65.2% of the population trusted "a lot or something" in the State Police, Querétaro was among the 10 entities with the highest percentage of confidence in this institution.
- 63.3% of the population considers that the State Police is "Very or something" effective, Querétaro occupied the 8th position nationally in this indicator.
- 65.4% of the population considered that the State Police is willing to help.
- 93.3% is the national average of the black figure, Querétaro maintained 92.6%.
- 10.7% of the crimes were reported, Querétaro ranked 13th in this category.
- In Querétaro, investigation folders were initiated on 69.2% of the cases.

PERCEPTION REGARDING PUBLIC SAFETY

The National Survey of Urban Public Safety (ENSU by its acronym in Spanish) provides information on the perception of the population over 18 years of age, regarding the public safety of their city.

In Querétaro, during 2021, 60.3% of the population felt safe, a figure higher than that registered nationwide.

PERCEPTION OF SECURITY IN THE POPULATION AGED 18 AND OVER (DECEMBER 2021).

=	Insur	rance	Unsafe		
Entity	Absolute	Relative	Absolute	Relative	
United Mexican States	14,863,416	34.0%	28,802,031	65.8%	
Querétaro	470,847	60.3%	310,119	39.7%	
Difference in percenta	ge points	26.3%		-26.1%	

Source: Prepared by the Ministry of Citizen Security with data from the National Institute of Statistics and Geography (INEGI), 2022.

SENSE OF PUBLIC SAFETY

The results of the ENSU show that, during 2021 in Querétaro, the feeling of security for its population was greater than the national average. The spaces with the highest rate in this regard were households, with 82.1%, followed by schools, with 80.6%.

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POPULATION AGED 18 YEARS AND OLDER, ACCORDING TO THEIR FEELING OF SAFETY IN PUBLIC SPACES (DECEMBER 2021).

Public space	Querétaro	United Mexican States
School	80.6%	70.7%
Work	77.1%	69.1%
House	82.1%	80.0%
Automobile	75.0%	65.1%
Park or recreational center	64.8%	50.8%
Shopping Center	77.4%	65.6%
Road	42.9%	47.4%
Streets they usually use	61.1%	42.0%
Market	59.8%	49.6%
Bank	50.5%	37.3%
Public transportation	42.3%	29.5%
ATM located on public roads	31.2%	22.9%

Source: Prepared by the Ministry of Citizen Security with data from the National Institute of Statistics and Geography (INEGI), 2022.



PREVENTION ACTIONS

The vision of systematic integration of security in Querétaro, is practiced and reflected in each objective, strategy and line of action of the State Security Program Querétaro 2016-2021, in the section of Social Prevention of Violence and Crime.

Through the State Traffic Program 2017 - 2021 "Que en Querétaro No te Pase", the State Program for the Prevention of Addictions "Jóvenes en Positivo" and the joint work with various ministries, situations of citizen risk are prevented and the objectives set out in the State Security Program Querétaro 2016-2021 are met.

Executive Power of the State of Querétaro

CONTENT



PEOPLE BENEFITED BY THE STATE PROGRAMS WITH A FOCUS ON SOCIAL PREVENTION OF VIOLENCE AND CRIME, OF THE SECRETARIAT OF CITIZEN SECURITY (2021).

Program	Target	Activities	Number of actions	Beneficiaries
State Traffic Program "Que En Querétaro No Te Pase"	Axis. Road Safety Education. Implementation of an educational model that promotes skills, safe habits and good practices in road safety education with a focus on pedestrians and drivers.	 Road brigades. Road Safety Education and Defensive Driving Training. Child Restraint Systems Workshop. Activations and Socializations to raise awareness of the Traffic Regulations. Citizen Promoters." 	162	53,868
State Program for the Prevention of Addictions "Jóvenes en Positivo"	Implement a public policy on prevention and attention to the main risk factors that affect addictions, through cross-cutting and inter-institutional work with key actors to promote healthy environments in the intervention areas.	 Sports and cultural activities. Days of healthy coexistence. Contests to promote safe environments and integration. School for Mothers and Fathers. Sensitization dynamics for the prevention of addictions and construction of values. State Campaigns "Let's Make a Team" (Citizen Participation), "Promotion of Whistleblowing", "Know my Rights and Respect them" (Rights of children and adolescents) and "Youth in Positive" (Promotion of healthy habits and behaviors among youth). Sorority Networks. Positive Masculinities and Gender Perspective Workshop. Training to prevent various crimes. 	291	31,313

Source: Prepared by the Ministry of Citizen Security with data from the Directorate of Social Prevention of Violence and Crime, Weekly Indicators (January - December 2021), 2022.

ISSUANCE OF LICENSES

They are issued by the Ministry of Citizen Security to authorize applicants to drive motor vehicles, under the terms of the regulations of the Traffic Law for the State of Querétaro. In 2021, 117,812 licenses were issued, a figure that represented an increase of 47,853 compared to 2020.

Among the procedures carried out by the agency is also the management of driving licenses and certificates of non-infringement, documents that also showed an increase compared to 2020.

PROCEDURES ISSUED BY THE DIRECTORATE OF PUBLIC SERVICES AND PRIVATE SECURITY OF THE DEPARTMENT OF PUBLIC SAFETY (2021).

Process	2020	2021	Percentage variation
Licenses	69,959	117,812	68.4%
Permits	3,348	4,595	37.3%
Certificates of non- infringement	24,436	35,788	46.5%

Source: Prepared by the Ministry of Citizen Security with data from the Directorate of Public and Private Security Services (January - December 2021), 2022.

CIVIL PROTECTION

One of the most important challenges of the State Coordination of Civil Protection is Disaster Risk Management. This consists of the identification of risks and their process of formation, forecasting, prevention, mitigation, preparation, aid, recovery and reconstruction. All these actions direct their efforts to eliminate or mitigate the risks for the population of Querétaro.

Executive Power of the State of Querétaro

CONTENT



RESULTS OF CIVIL PROTECTION ACTIONS IN QUERÉTARO, (2021).



Activity	Responsible
Trained people	12,174
Courses provided through the Civil Protection Training Center	220
Training hours	1,729
No. of trained community brigade members	18
No. of individuals impacted by the brigade member training	25
Broadcasting campaigns of Civil Protection culture	24
Impact on social networks: Facebook (followers)	486,413
Impact on social networks: Twitter (followers)	343,713
No. of individuals registered as external trainers in civil protection matters	105
Persons registered as consultants in civil protection matters	110
No. of individuals registered as members of the Psychosocial Intervention Network for Emergency and Disaster Situations (IPSED Network)	47
No. of registered volunteer groups (affiliated to the Emergency Attention System of the State)	 12 Firefighting Groups 15 Medical Attention Groups Prehosrpital 6 Mutual Aid Groups
Risk analysis	264
Determination of the level of occupancy in places of mass concentration (capacity)	164
Registered Points of Risk	50,792
Emergencies attended	1,841
Radio control services attended and channeled	34,779
Special operations attended	676
Inspections performed	224
Massive events attended	164

Source: State Coordination of Civil Protection of the State of Querétaro, 2022.

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3.3.2. ACCESSIBILITY

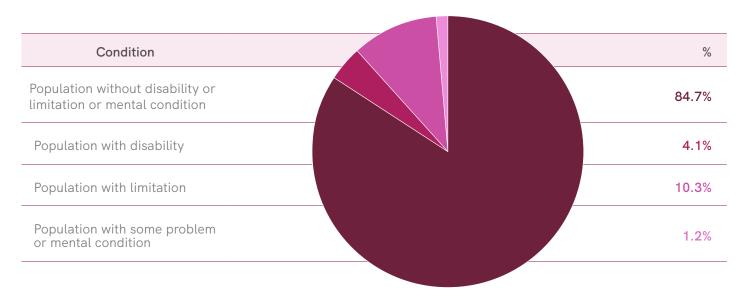
CONTENT

According to the General Law for the Inclusion of Persons with Disabilities, published in the Official Journal of the Federation on May 30, 2011, it is defined as measures to ensure access to people with disabilities, on equal terms with others, in aspects such as transport, information and communities.

POPULATION WITH DISABILITY, LIMITATION OR MENTAL CONDITION

The data of the Population and Housing Census 2020, establish that, in Querétaro, 355,047 people expressed having some type of disability, limitation or mental condition. Of the total, 52.9% are women and 47.1% men. At the national level, 20,838,108 participate in some different condition, 1.7% of them are located in Querétaro.

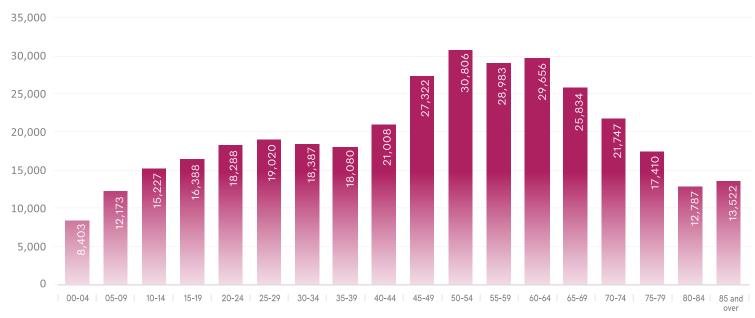
DISTRIBUTION OF THE POPULATION WITH/WITHOUT DISABILITY, LIMITATION OR MENTAL **CONDITION IN QUERÉTARO (2020).**



Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI). Census Population and Housing Census (2020), 2022.

In Querétaro, the population with some disability, limitation or mental condition maintains an increasing trend, however, from the group of 60-64 years, it begins to decrease. The highest concentration is between 50-54 years, with 8.7%; followed by the group of 60 to 64 years with 8.4%.

DISTRIBUTION OF THE POPULATION WITH DISABILITY, LIMITATION OR MENTAL CONDITION BY AGE GROUP IN QUERÉTARO (2020).



Source: Own elaboration with information from the National Institute of Statistics and Geography (INEGI). Population and Housing Census (2020), 2022.

Note: Age groups are expressed in years.



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QUERÉTARO AND EQUIPMENT

INFRASTRUCTURE

PRIMARY SECTOR

SECONDARY SECTOR

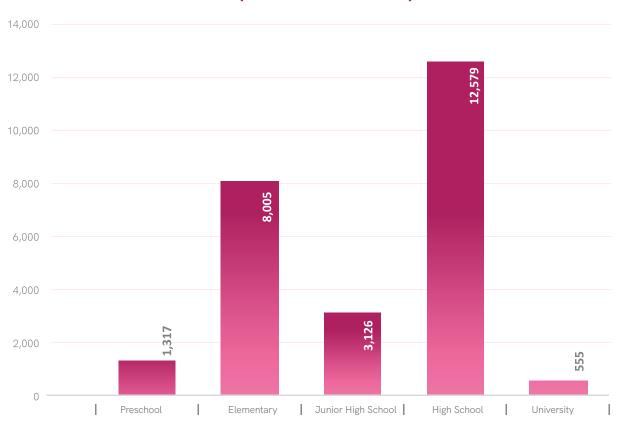
TERTIARY SECTOR

TOURISM AND CULTURE

EDUCATION FOR PEOPLE WITH DISABILITIES

During the 2021-2022 school year, 25,582 students with disabilities were served, a figure 17.2% lower than that presented during 2020-2021. The level of elementary education had the largest reduction with 29.4%. In the period analyzed, the highest percentage of students was registered in high school education, with 49.2%; while the lowest was higher education, with 2.2%.

STUDENTS WITH DISABILITIES AT DIFFERENT EDUCATIONAL LEVELS IN OUERÉTARO (SCHOOL YEAR 2021 - 2022).



Source: Own elaboration with information from the Unit of Services for Basic Education in the State of Querétaro with data from the System F911 for SEP's national educational statistics integration. Ministry of Education of the State Government. Subcoordination of Administrative Management. Direction of Educational Planning. Department of Statistics, 2022.

Note: Note: preschool, elementary and junior high include students with a disability and with outstanding capabilities and in high school as of the school year 2020-2021.

The municipality with the highest concentration of students with disabilities was Querétaro, with 45.2%, which is equivalent to 11,566 students. It was followed by San Juan del Río with 12.3% and Corregidora with 7.7%. The demarcations with the lowest contribution were San Joaquín and Landa de Matamoros with 0.8% each.

ACCESSIBILITY IN THE EDUCATION SECTOR

During the 2021-2022 school year, 70 special education schools were reported, of which 24 are Multiple Care Centers (CAM by its acronym in Spanish) and 46 Regular Education Support Service Units (USAER by its acronym in Spanish).

SPECIAL EDUCATION SCHOOLS IN THE DIFFERENT MUNICIPALITIES (SCHOOL YEAR 2021 - 2022).

Municipality	CAM	USAER
Amealco de Bonfil	1	1
Cadereyta de Montes	1	1
Colón	1	1
Corregidora	2	-
Ezequiel Montes	1	1
Jalpan de Serra	1	4
Pedro Escobedo	1	1
Peñamiller	-	1
Querétaro	13	29
San Juan del Río	2	6
Tequisquiapan	1	-
Tolimán	-	1
Total	24	46

Source: Own elaboration with information from the Unit of Services for Basic Education in the State of Querétaro with data from the System F911 for SEP's national educational statistics integration. Ministry of Education of the State Government. Subcoordination of Administrative Management. Direction of Educational Planning. Department of Statistics, 2022.

Note: The municipalities of Arroyo Seco, El Marqués, Huimilpan, Landa de Matamoros, Pinal de Amoles and San Joaquín do not appear because they do not have any special education schools

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ATTENTION TO VULNERABLE PEOPLE

In 2021, the State System for the Integral Development of the Family of the State of Querétaro (SEDIF Querétaro by its acronym in Spanish) served 63,913 people with disabilities, which represented an increase of 236.3% compared to 2020. The DIF Querétaro gave 22,323 medical and paramedical consultations at the Querétaro Integral Rehabilitation Center (CRIQ by its acronym in Spanish), an amount that exceeded the 10,456 of 2020.

Seeking greater well-being and contributing to reduce the conditions of vulnerability in Querétaro families, in 2021 the DIF Querétaro carried out various programs and actions in the field of transport and food, among others.

SPECIALIZED AND SENIOR CITIZEN TRANSPORTATION

The DIF Querétaro has 11 buses and 3 vans that facilitate the transfer of people with disabilities, in 2021 they made 43,871 trips that benefited 9,749 people.

COMMUNITY DEVELOPMENT

- Coordination of the Women's House. During 2021, it provided care to 921 users, through 39 productive training workshops and 23 human development workshops.
- Coordination of Mobile Health Services. In 2021 it held 43 days of care, benefiting 6,164 people.
- Coordination of Community Participation. In 2021, it served 488 members of 23 development groups, through 28 training actions and delivery of inputs for 22 projects of community investment strategies.

DEFENSE OF CHILDREN AND FAMILY

During 2021, the DIF Querétaro, attended 20,229 reports of child abuse, adoptions, interventions in family, civil, criminal, third party interveners, social work, psychology, protection trials, restitutions of rights and judgments of loss of parental authority.

FOOD

In 2021, children, adolescents, pregnant women, people with disabilities and the elderly received support through various programs:

- School breakfasts. 87,972 children and adolescents attended school with 17,423,120 breakfasts in 1,795 schools in 1,211 localities of the 18 municipalities of the entity.
- Food social assistance in the first 1000 days of life. 2,700 children under 2 years of age, pregnant women, breastfeeding or vulnerable women were favored with 32,230 food endowments in all the demarcations of the state.
- Food social assistance to people of priority attention. Aid was provided to 4,284 children, adolescents, people with disabilities and senior citizens in vulnerable situations with 32,888 endowments and 288,640 food rations in the 18 municipalities of the entity.
- Social food assistance to people in emergency situations. 88,800 food rations were delivered in the municipality of Querétaro benefiting 444 homeless children.

CHILD DEVELOPMENT ASSISTANCE CENTER 2 AND 3 (CADI BY ITS ACRONYM IN SPANISH)

In 2021, the program benefited 331 children between the ages of 1 and 5 years, providing 33,750 meals and breakfasts in addition to educational services.

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CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT SECTOR SECTOR SECTOR AND CULTURE SERVICES

3.3.3. POVERTY AND INEQUALITY

The National Council for the Evaluation of Social Development Policy (CONEVAL for its Spanish acronym) is the organization in charge of quantifying the different variables that determine poverty indexes in México and evaluating the federal government's social policy and programs.

In 2020, Querétaro ranked 11th among the entities with the lowest level of poverty, with 31.3%, lower than the national average of 42.2%. The following data are noteworthy:

- Ranked 13th of the states with the lowest moderate poverty: 28.4%, below the national average of 34.3%.
- Ranked 8 of the states with the lowest extreme poverty: 2.9%, below the 7.9% national average.
- Corregidora was the municipality with the lowest level of total, moderate and extreme poverty, with 18.4%, 17.1% and 1.3%, respectively. It is followed by Querétaro and San Juan del Río.

SOCIAL DEPRIVATION IN QUERÉTARO (2018-2020).

Category	2018	2020
Educational lag	17.5%	17%
Access to health services	11.8%	20.9%
Access to social security	45.9%	44.9%
Housing quality and space	8.5%	6.7%
Lack of access to basic services at home	12.7%	10%
Access to quality nutritious food	15.2%	18.2%

Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (CONEVAL). Poverty Measurement (2016 - 2020), 2022.

The municipalities with the lowest rate of social deprivation, according to each category, are:

- Educational lag, Corregidora 7.8%
- Access to health services, San Joaquin 3.2%
- Access to social security, Querétaro 40.5%
- Quality and spaces of the house, Corregidora 3%
- Lack of access to basic services at home 2.7%
- Access to quality nutritious food, Arroyo Seco 13.1%



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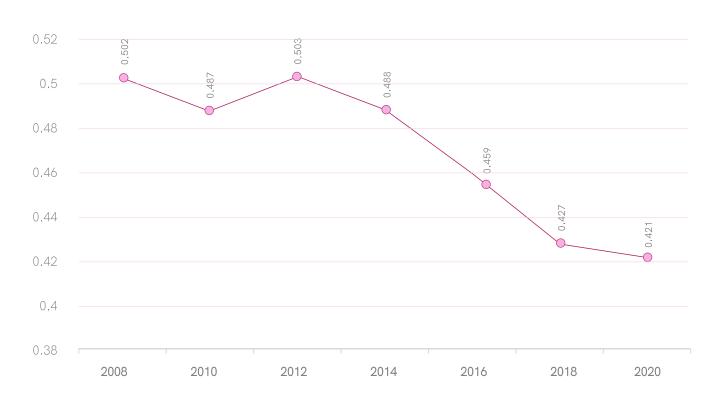


GINI COEFFICIENT

It is an indicator of the degree of inequality that exists in the distribution of income in the various countries or entities. The index is measured between values of 0 and 1, as long as the coefficient is closer to 1, the inequality will be greater.

In 2018 Querétaro obtained a coefficient of 0.427, a figure that placed it in 18th place among the 32 states of the republic. In 2020, the indicator had a decrease of 1.4%, reaching a value of 0.421, placing the entity in 14th place. This movement speaks of a reduction in inequality in income distribution from 2018 to 2020.

GINI COEFFICIENT IN QUERÉTARO (2008-2020)



Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (CONEVAL) based on ENIGH 2008, 2010, 2012, 2014, 2014, 2016, 2018 and 2020. Measuring poverty - Social cohesion, 2022.

In 2020 Huimilpan was the municipality with the lowest coefficient of Gini, with a value of 0.310, followed by Colón and Pedro Escobedo, with 0.315 and 0.321, respectively.

SOCIAL GAP

It is a dynamic tool implemented by CONEVAL that allows to order the federative entities, municipalities and localities according to their greater and lesser degree of social backwardness during a period. The indicator is a measure that comprises different variables, such as education, access to health services, basic services in housing and quality of spaces and assets in the home.

This factor provides information on social indicators and the inequality of social coverage that subsists at the municipal level. The index is calculated and published every 5 years. In 2020 Querétaro registered a value of -0.52, placing it in the 22nd position nationally.

For each of the indicators evaluated, a comparison was made with the national average.

INDICATORS OF SOCIAL BACKWARDNESS. QUERÉTARO VS. NATIONAL AVERAGE (2020).

Category	Querétaro (%)	National (%)
Population 15 years of age and older with literacy skills	3.5%	4.7%
Population 6 to 14 years old not attending school	5.6%	6.1%
Population 15 years of age and older with incomplete basic education	23.5%	29.6%
Population not enrolled in health services	20.5%	26.2%
Dwellings with dirt floors	1.9%	3.5%
Dwellings without toilet or sanitary facilities	2.2%	1.9%
Homes that do not have piped water from the public water supply.	2.1%	3.5%
Dwellings that do not have drainage	2.5%	4.3%
Dwellings that do not have electricity	0.6%	0.8%
Homes that do not have a washing machine	24.7%	27.2%
Homes that do not have a refrigerator	8.5%	12.4%

Source: Prepared by the authors with data from the National Council for the Evaluation of Social Development Policy (CONEVAL), social backwardness index (2020), 2022.

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SOCIAL GAP INDEX IN THE 18 MUNICIPALITIES OF QUERÉTARO (2020).

Municipality	Social gap index	Social gap degree
Amealco de Bonfil	0.3	Medium
Pinal de Amoles	0.5	Medium
Arroyo Seco	-0.3	Low
Cadereyta de Montes	-0.1	Low
Colón	-0.3	Low
Corregidora	-1.4	Very low
Ezequiel Montes	-0.6	Low
Huimilpan	-0.6	Low
Jalpan de Serra	-0.4	Low
Landa de Matamoros	0.1	Low
El Marqués	-1	Very low
Pedro Escobedo	-0.8	Very low
Peñamiller	0.1	Medium
Querétaro	-1.3	Very low
San Joaquín	0.1	Low
San Juan del Río	-1	Very low
Tequisquiapan	-0.8	Very low
Tolimán	0.3	Medium

Source: Prepared by the authors with data from the National Council for the Evaluation of Social Development Policy (CONEVAL), social backwardness index (2020), 2022.

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3.3.4. REGIONAL DEVELOPMENT PROGRAMS

The Ministry of Sustainable Development of the State Government, through the Directorate of Regional Development, promotes productive projects in Querétaro through the Program for the Regional Strengthening of the State of Querétaro, and the Program of Support to Economic Sectors.

The first provided support during 2021 to various projects in 15 municipalities of the state, including items such as bread making, carpentry, blacksmithing, and handicrafts, among others.

SUPPORT GRANTED THROUGH THE REGIONAL STRENGTHENING PROGRAM (2021).

Municipality	Projects	Men	Women	GEQ contribution
Amealco de Bonfil	5	2	8	\$102,741.0
Arroyo seco	13	7	8	\$396,548.9
Cadereyta de Montes	1	0	2	\$26,496.6
Colón	4	4	3	\$161,217.5
Corregidora	6	3	6	\$310,680.1
El Marqués	3	4	0	\$160,417.1
Ezequiel Montes	2	1	3	\$102,843.4
Jalpan de Serra	2	2	1	\$80,503.2
Pedro Escobedo	4	9	0	\$152,029.2
Peñamiller	7	8	6	\$412,648.2
Querétaro	26	17	25	\$1,110,054.8
San Joaquín	1	0	1	\$37,718.1
San Juan del Río	5	6	2	\$278,409.2
Tequisquiapan	8	3	11	\$319,916.4
Tolimán	8	6	6	\$347,776.2
Grand total	95	72	82	\$3,999,999.9

Source: Prepared by the Ministry of Sustainable Development with information from the SubMinistry of Economic Development, Directorate of Regional Development, 2022.

Within this category, the Regional Development Directorate implemented the Economic Recovery Program of the State of Querétaro, subcategory Support for Women's Businesses. With this action, 70 projects were materialized in 14 municipalities, the outstanding business lines were food preparation, handicrafts and clothes making. Individual support was \$20,000.00, totaling \$1,400,000.

STATE ECONOMIC RECOVERY PROGRAM (2021) CATEGORY 5.

Municipality	Support	Amount
Amealco de Bonfil	2	\$40,000
Arroyo Seco	10	\$200,000
Corregidora	12	\$240,000
Ezequiel Montes	2	\$40,000
Huimilpan	1	\$20,000
Jalpan de Serra	8	\$160,000
Landa de Matamoros	3	\$60,000
Pedro Escobedo	3	\$60,000
Pinal de Amoles	2	\$40,000
Querétaro	13	\$260,000
San Joaquín	4	\$80,000
San Juan del Río	3	\$60,000
Tequisquiapan	1	\$20,000
Tolimán	6	\$120,000
Total	70	\$1,400,000

Source: Prepared by the Ministry of Sustainable Development with information from the Subministry of Economic Development, Directorate of Regional Development,

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For its part, the Economic Sectors Support Program (PASE) promotes the economic development of the state, through the promotion of mining, artisanal, agro-industrial, commercial, and service activities, as well as others that are considered traditional of the state economy.

During the months of january to september 2021, 1,866 projects were supported, directly benefiting 3,552 people.

BENEFICIARIES OF THE PROGRAM TO SUPPORT ECONOMIC SECTORS (PASE) PER CATEGORY, (2021).

Category	Projects	Men	Women	Direct Beneficiaries
Support for businesses and services	1,480	576	904	1,480
Support for theaters	13	9	4	13
Support for restaurants	338	215	123	338
Contingencies and disasters	26	8	18	26
Support to markets and informal businesses	2	685	570	1,255
Support for agroindustrial projects	7	220	220	440
Total	1,866	1,713	1,839	3,552

Source: Prepared by the Ministry of Sustainable Development with information from the SubMinistry of Economic Development, Directorate of Regional Development, 2022.

With the Economic Recovery Program of the State of Querétaro, in the months of october to december 2021, through the PASE 616 projects were supported and 890 people directly benefited.

BENEFICIARIES OF THE ECONOMIC RECOVERY PROGRAM FOR THE STATE OF QUERÉTARO (2021).

Category	Projects	Men	Women	Direct Beneficiaries
Business accomplished and strong	612	238	374	612
Contingencies and disasters	4	202	76	278
Total	616	440	450	890

Source: Prepared by the Ministry of Sustainable Development with information from the SubMinistry of Economic Development, Directorate of Regional Development, 2022.

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3.3.5. SOCIAL DEVELOPMENT PROGRAMS

The Ministry of Social Development of the State of Querétaro (SEDESOQ) is the unit of the State Executive Power in charge of coordinating and guaranteeing the implementation of policies, programs and actions that guarantee the prosperity and dignity of people.

In 2021 SEDESOQ carried out various support programs in order to improve the conditions in terms of housing, food, education, transportation, business and quality of life of citizens:

- Food. It consists of the delivery of food packages to people in situations of poverty or vulnerability, with lack of access to food. It is mainly focused on people aged 65 years or older, with permanent disabilities and homes in which children under 6 years of age live, through the father, mother, guardian or responsible adult.
- For your family economy, public transportation. People with permanent disabilities, in a situation of vulnerability, with special needs of public transport. In 2021, 92% of this support was given to adults over 60 years of age, 8% was given to the rest of vulnerable groups.
- Emerging Institutional Program for the care of people affected by natural or social phenomena in the state of Querétaro. Its purpose is to provide economic support to recover, as far as possible, the movable property and articles of individuals and families affected by natural phenomena that occurred in Querétaro in October 2021. The actions benefited 2,220 people from the municipalities of San Juan del Río, Querétaro, El Marqués, Amealco, Huimilpan, Tequisquiapan and others in the mountain area.
- Housing. Its objective is the dignification and improvement of spaces. The actions carried out in this program are:

HOUSING SUPPORT (2021)

Type of action	Number of actions
Solid roof	643
Additional room	654
Additional room for the elderly	317
Solid ground	278
Total	1,892

Source: Prepared by the Ministry of Social Development, SubMinistry of Programs and Social Infrastructure, 2022.



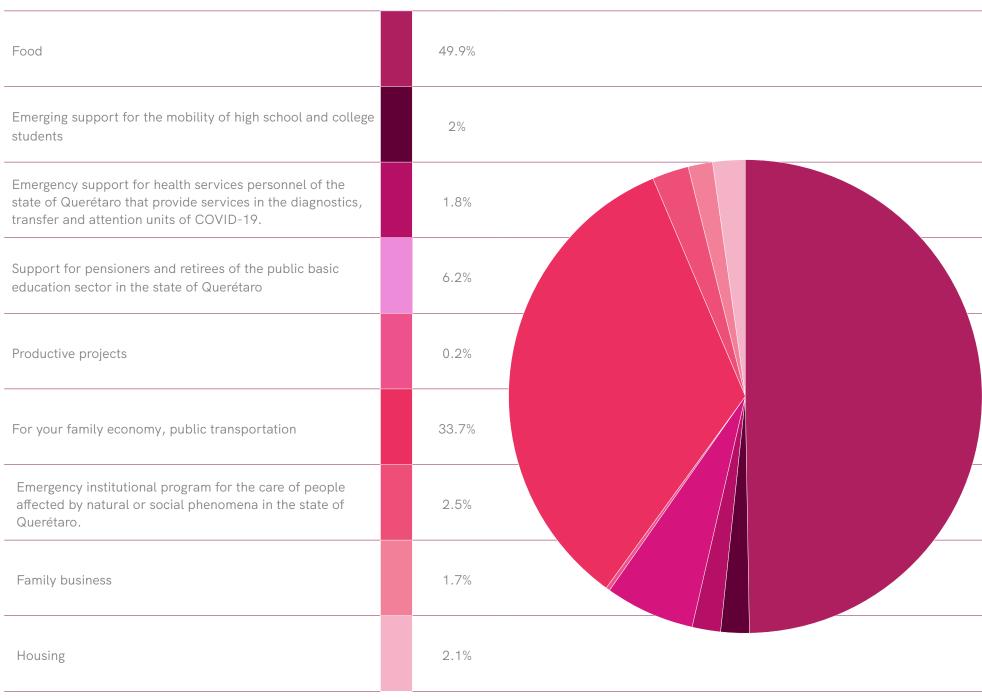
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DISTRIBUTION OF BENEFICIARIES IN SOCIAL DEVELOPMENT PROGRAMS IN QUERÉTARO (2021).



Source: Own elaboration with information from the Ministry of Social Development, Subministry of Social Programs and Infrastructure, 2022.

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FOUR

PRIMARY SECTOR

The food stability of countries depends largely on the activities of this sector, since it includes the production and management of natural resources and the optimization of their consumption for the benefit of the population.

Querétaro's diverse climate allows farming fields to provide a wide variety of agricultural and livestock products that drive the region's economic development. The growth in the primary sector of 5.9% of the state's gross domestic product (GDP) in 2020 supports this, clearly exceeding the 0.3% national average.



4.1. PRIMARY SECTOR ACTIVITIES

It consists in obtaining raw materials through the exploitation of natural resources. The main activities in this sector are agriculture, livestock, forestry, beekeeping, hunting, fishing, and logging and mineral exploitation.

4.1.1. AGRICULTURE

In 2020 Querétaro recorded 2,593,814.16 tons of agricultural products, a figure that is 3.6% higher than the one recorded in 2019, i.e. 2,503,956.25 tons. This translates into a production value of 5,076,392,340.00 pesos.





AGRICULTURAL RANKING

According to the 2021 Agrifood Overview, published by the Ministry of Agriculture and Rural Development (SADER for its Spanish acronym), México ranked 12th with the highest worldwide food production and 11th for the highest production of agricultural crops.

In 2020 Querétaro placed several agricultural products within the ranking, however, it only managed to improve the position of asparagus production, moving from 6th place to 5th, thanks to an increase in cultivation of 210%.

The so-called industrial grape showed a significant increase during the period, however, its position dropped one place in the ranking, a behavior that speaks of the growth in the cultivation of this product at the national level.

In the same year, 5 of the 9 products participating in the ranking showed a decrease in production. In 2021, it was not possible to recover the rhythm established two years ago, however, there was increased cultivation in 4 out of the 5 products. Cauliflower and broccoli came close to reaching the figure presented in 2019.

According to the production volume recorded in 2021, the positions in the ranking should remain similar to those obtained in 2020.

NATIONAL RANKING OF THE VOLUME OF AGRICULTURAL PRODUCTION IN QUERÉTARO (2019 - 2020).

Product	2019 Ranking	2020 Ranking	Volume (tons)			(tons)		Variation 2020-2021
			2019	2020	2021			
Rose (thick)	4	4	464,431	572,043	573,642	23.2%		
Asparagus	6	5	1,680	5,215	5,652	210.4%		
Lettuce	6	6	23,905	20,571.7	20,807.5	-13.9%		
Industrial grape	5	6	1,545.4	2,848.3	2,851.1	84.3%		
Cauliflower	7	9	4,544.5	3,323.6	4,472.8	-26.9%		
Barley grain	8	8	22,103.5	24,457.2	20,620.7	10.6%		
Fodder corn	8	8	754,210.5	672,740	664,562.2	-10.8%		
Blackberry	9	9	18.3	18	18	-1.6%		
Broccoli	8	9	12,202.5	9,160	10,783.3	-24.9%		

Source: Prepared by the Ministry of Agricultural Development with data from the Agri-Food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

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WINE-MAKING ENTITY

According to SADER's 2021 Agrifood Overview, in México, 12.5% out of the 39,000 hectares dedicated to vine cultivation are used for wine production. This places the country in 45th place in production worldwide.

At the national level, the wine industry generates employment for 500,000 daytime workers, making it the second largest source of employment in the country's agricultural sector.

With a tradition that dates back to 1942, according to data from the state Ministry of Tourism, Querétaro is among the main producers of wine grape varieties, with 467 hectares dedicated to this activity.







MAIN WINE ENTITIES IN MÉXICO AND THEIR GRAPE VARIETIES.



Baja California

Zacatecas

Red Wine Varieties: Cabernet-Sauvignon, Merlot and Tempranillo White Wine Varieties: Chenin Blanc, Chardonnay and Sauvignon Blanc

Red Wine Varieties: Carignan, Ruby, Cabernet and Salvador

White Wine Varieties: Saint Emilion, Italia and Moscatel

White Wine Varieties: Chardonnay and Moscatel

Querétaro

Coahuila

Red Wine Varieties: Tempranillo and Cabernet-Sauvignon White Wine Varieties: Chenin Blanc, Chardonnay and Sauvignon Blanc

Red Wine Varieties: Cabernet-Sauvignon, Merlot and Syrah

Source: Agri-food and Fishing Information Service (SIAP), 2012-2018 Agri-food Atlas, First Edition.

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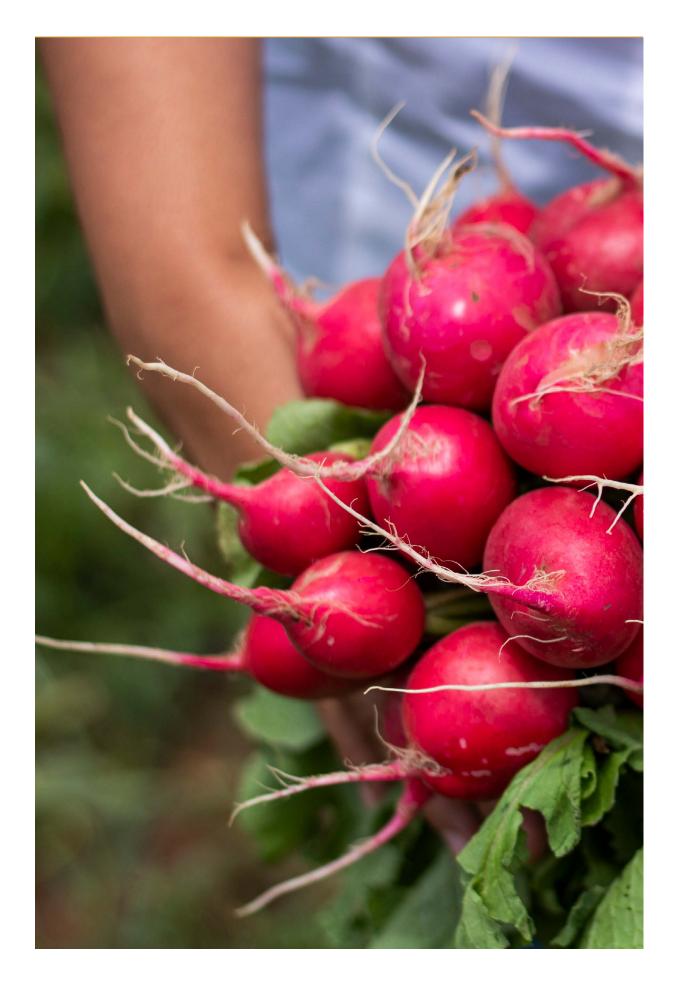
INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE



AGRICULTURAL CYCLES

In Querétaro there are three growing seasons, each with irrigation and rainfed modalities. The share of production of each one was: spring-summer, 41.9%; autumn-winter, 10.4%; and perennial, 47.7%. On the other hand, the value of production was 56.3% for spring-summer; 24% for autumn-winter; and 19.7% for perennial.

The modality of irrigation accounted for 96% of production, leaving only 4% for rainfed. The value of production in each case was 91% and 9%, respectively.

AGRICULTURAL PRODUCTION (2021).

Agricultural cycle	Modality	Sown area (ha)	Harvested area (ha)	Production (ton)	Production value (thousands of pesos)
6	Irrigation	36,674.9	32,299.9	928,209.3	2,269,164.5
Spring-Summer	Rainfed	81,370.8	76,068.8	85,605.1	423,272.2
Spring - Summer cycle total		118,045.7	108,368.7	1,013,814.4	2,692,436.8
	Irrigation	11,160.6	11,160.6	251,612.3	1,147,297.1
Autumn-Winter	Rainfed	13	13	5.5	79.2
Autumn - Winter	Autumn - Winter cycle total		11,173.6	251,617.8	1,147,376.3
	Irrigation	9,353.5	9,249.5	1,154,222.9	922,723.9
Perennial crops	Rainfed	1,195.5	935.5	1,451.8	21,527.8
Perennial crops total		10,549	10,185	1,155,674.7	944,251.7
Agricultural production total		139,768.3	129,727.3	2,421,106.9	4,784,064.8

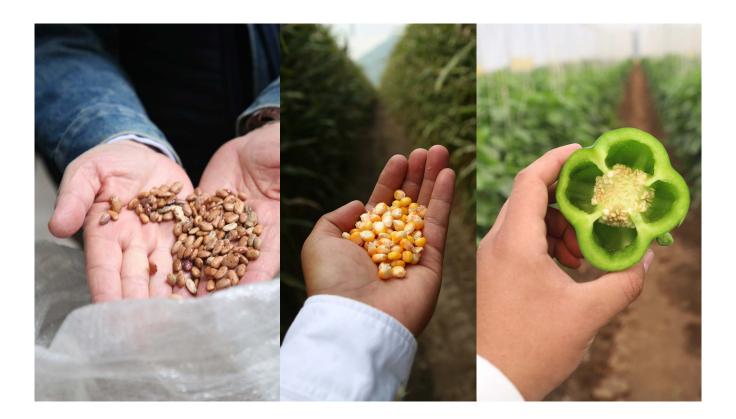
Source: Own elaboration with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Statistical Yearbook of Agricultural Production. Open Data, Agricultural Production Statistics (2021), 2022.

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GOVERNMENT

SERVICES



MAIN PRODUCTS PER CYCLE

The most significant growth in 2020 production occurred in the perennial cycles. This was the case with asparagus and grapes, both ascending three places in the ranking, increasing 236.5% and 84.5%, respectively.

For the autumn-winter cycle, green fodder oats remained in first place; triticale green fodder was no longer present among the main products and green chili decreased its production by 6.3%, placing it in seventh position.

In the spring-summer cycle, the production of green fodder oats increased by 118.3%, which allowed them to move up three positions; while green chili showed an annual increase of 38.8%.

The latest publication that records the production per cycle is 2020. The following chart shows the information for 2021 considering the same products.

MAIN PRODUCTS PER CYCLE (2020).

Position	Autumn-Winter	Production (ton)	Spring-Summer	Production (ton)	Perennials	Production (ton)
1	Green fodder oats	145,081.1	Green fodder corn	672,740	Rose (Thick)	573,642
2	Tomato	66,431.4	Corn grain	207,690	Alfalfa	565,523
3	Barley grain	24,442	Tomato	68,880.4	Asparagus	5,652.6
4	Carrot	16,501.7	Green chili pepper	32,187.1	Grape	2,851.1
5	Green chili pepper	7,637.4	Lettuce	13,103.0	Orange	2,205
6	Lettuce	7,468.8	Green tomato	11,541.4	Cactus	1,587.3
7	Onion	5,768.2	Green fodder oats	9,235.5	Apple	785
8	Wheat grain	5,225.4	Green fodder sorghum	7,623.7	Prickly pear	483.6
9	Green tomato	4,944.6	Broccoli	5,254.3	Avocado	376.6
10	Broccoli	3,905.7	Onion	3,654.5	Pecans	334.4

Source: Prepared by the Ministry of Agricultural Development with data from the Agri-Food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

2021 PRODUCTION OF THE MAIN PRODUCTS PER CYCLE IN 2020

Position	Autumn-Winter	Production (ton)	Spring-Summer	Production (ton)	Perennials	Production (ton)
1	Green fodder oats	123,831	Green Fodder corn	664,562.2	Rose (Thick)	572,043
2	Tomato	51,873.9	Corn grain	196,990.4	Alfalfa	552,722.6
3	Barley grain	20,620.7	Tomato	31,178.4	Asparagus	5,214.6
4	Carrot	11,540.2	Green chili pepper	16,723	Grape	2,848.3
5	Green chili pepper	8,849	Lettuce	11,427.5	Orange	2,162.3
6	Lettuce	9,380	Green tomato	8,979.4	Cactus	1,820
7	Onion	5,194.6	Green fodder oats	11,260.1	Apple	830.6
8	Wheat grain	2,485.9	Green fodder sorghum	6,988.3	Prickly pear	484.8
9	Green tomato	4,986.6	Broccoli	6,663.9	Avocado	402.7
10	Broccoli	4,119.4	Onion	5,018.5	Pecan	328.3

Source: Prepared by the Ministry of Agricultural Development with data from the Agri-Food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

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PRODUCTIVE DIVERSITY

During 2021, agricultural production in Querétaro maintained the cultivation of 54 products:

PRODUCTIVE DIVERSITY OF THE STATE OF QUERÉTARO (2021).

Open air Industriales Grains - Barley grain - Corn grain - Wheat grain - Cherry coffee - Grape Fruit trees - Avocado - Peach - Pomegranate - Guava - Lemon - Mango Apple - Orange - Pecan - Pear - Prickly pear - Blackberry **Dried vegetables** Oilseeds Tubers - Pea - Bean - Chickpea grain - Peanut - Sweet potato Fodder

- Green alfalfa - Green fodder oats - Fodder chickpea - Green fodder corn - Grass and pastures - Green fodder sorghum - Grain sorghum - Green fodder wheat

Vegetables

Garlic - Artichoke - Celery - Broccoli - Squash - Onion - Dried chili- Green chili pepper - Cauliflower - Corn - Asparagus - Spinach - Jicama - Lettuce - Cactus - Red tomato (tomato) - Green tomato - Carrot

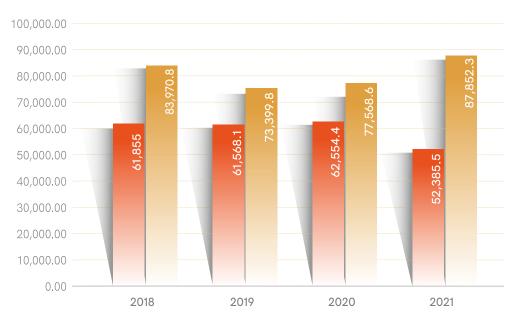
Greenhouse						
- Green chili pepper	- Cucumber	- Rose (Thick)	- Red tomato (tomato)	- Mushrooms, flap mushrooms and meadow mushrooms		

Source: Prepared by the Ministry of Agricultural Development with data from the Agri-Food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

AREA PLANTED AND HARVESTED

BY MODALITY (2018 - 2021).









IRRIGATION RAINFED

Source: Own elaboration with information provided by the Ministry of Agricultural Development with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

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SUSTAINABLE QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

SECONDARY SECTOR

TERTIARY SECTOR

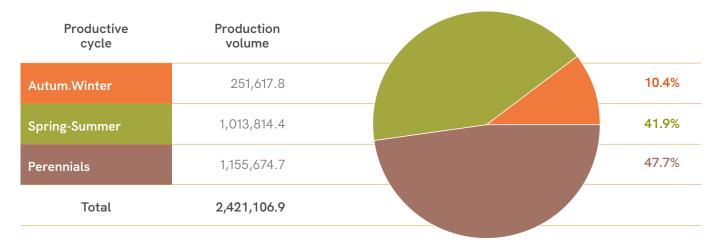
TOURISM AND CULTURE



VOLUME OF AGRICULTURAL PRODUCTION

In 2021, the products with the greatest presence in the autumn-winter cycle were fodder oats, with 49.2%, and red tomatoes, with 20.6%. In spring-summer, green fodder corn accounted for 65.6% of production, followed by grain corn with 21.9%. For perennial crops, rose grosses and green alfalfa stood out with 49.6% and 49.1%, respectively.

PRODUCTION VOLUME PER CYCLE (AGRICULTURAL YEAR 2021).

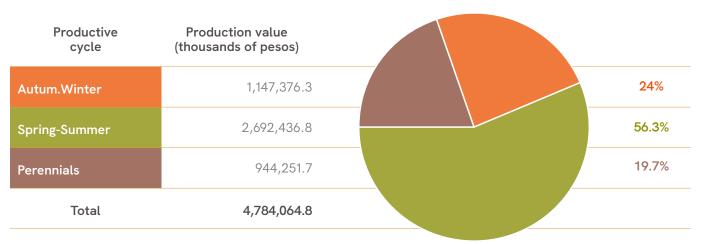


Source: Own elaboration with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Open Data, Agricultural Production Statistics 2021.

AGRICULTURAL PRODUCTION VALUE

From the value of production in 2021, the annual increase of 9.4% in the perennial cycle and 1.2% in the spring-summer cycle stand out.

AGRICULTURAL PRODUCTION VALUE PER CYCLE, (2021).



Source: Own elaboration with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Statistical Yearbook of Agricultural Production.

The highest production value in 2021 in the autumn-winter cycle was for red tomato with 50.6%, followed by green chili with 12%. For spring-summer, grain corn accounted for 44.8% of the total and fodder corn for 17.1%. Among perennial crops, alfalfa stood out with 42.3% and asparagus with 25.9%.



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CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT QUERÉTARO AND EQUIPMENT OF LIFE SECTOR SECTOR SECTOR AND CULTURE SERVICES



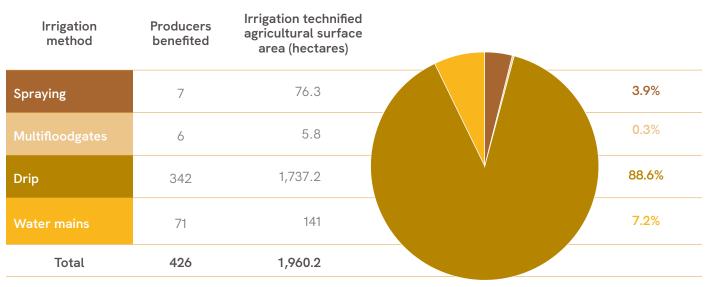
4.1.2 AGRICULTURAL RESOURCES

Agricultural products require fertile soil, water and the labor of farmers. The importance of understanding these resources is fundamental for the welfare and production of farming fields.

INFRASTRUCTURE OF FARMING FIELD

About 70% of the agricultural area is rainfed and 30% is irrigated. Querétaro has 237,000 hectares in its 18 municipalities.

TECHNIFIED AGRICULTURAL SURFACE AREA OF THE STATE OF QUERÉTARO (2020-2021).



Source: Elaboration by the Ministry of Agricultural Development. Directorate of Hydro-agricultural Infrastructure, 2022.

Executive Power of the State of Querétaro



SECONDARY

SECTOR

EJIDOS AND TOTAL AREA IN QUERÉTARO (2021).

COMMUNAL LANDHOLDINGS AND COMMUNITIES

The municipality with the highest concentration of communal landholdings and communities is San Juan del Río, with 14% of the total. Cadereyta de Montes has the largest surface area with 16% at the state level.



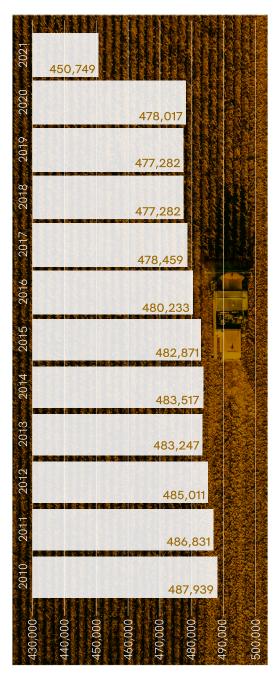
Municipality	Communal landholdings and communities	Total surface area (hectares)
San Juan del Río	52	5,162.2
Colón	41	49,656.3
El Marqués	41	34,758
Querétaro	40	30,896.7
Cadereyta de Montes	32	72,110
Amealco de Bonfil	24	36,630.2
Pinal de Amoles	19	22,167.7
Pedro Escobedo	18	19,141.7
Corregidora	17	11,087.5
Peñamiller	16	46,420.7
Huimilpan	15	14,824.7
Arroyo Seco	13	44,544.4
Tequisquiapan	10	14,533.8
Tolimán	10	14,825
Ezequiel Montes	8	7,667.4
Jalpan de Serra	6	11,715.7
San Joaquín	4	10,968.1
Landa de Matamoros	4	3,638.9
Total	370	450,749.3

Source: Prepared by the Ministry of Agricultural Development with open data from the National Agrarian Registry (RAN). Structure of Social Property, 2022.

Note: Figures are expressed in hectares

According to the records of the National Agrarian Registry (RAN by its acronym in Spanish), the communal landholding surface area has been steadily decreasing since 2010 when 487,939.42 hectares were counted. Although there was a slight recovery in 2020, 2021 saw another decrease of 5.7%.

SURFACE AREA OF LAND UNDER COMMUNAL REGIME REGISTERED IN THE STATE OF QUERÉTARO (HECTARES).



Source: Open Data. National Agrarian Registry (RAN) - Rural Cadastre, 2022.

Note: Figures are expressed in hectares



SUBJECTS PER AGRICULTURAL STANDING IN THE STATE OF QUERÉTARO (2021).

	Women	9,419
Communal Landholders	Men	23,093
Landiotaers	Total	32,512
Copropietor	Women	958
	Men	2,249
	Total	3,207
	Women	5,004
Possessors	Men	11,724
	Total	16,728
	Women	740
Avecindados	Men	1,818
	Total	2,558
To	otal	55,005

Source: Prepared by the Ministry of Agricultural Development with open data from the National Agrarian Registry (RAN). Total Subjects per Agricultural Standing, June 2022.

Note: Translator's Note: In terms of Article 13 of the Agrarian Law, avecindados of a communal land are those Mexicans of legal age who have resided for a year or more on the lands of the population nucleus of said communal land, and who have been recognized as such by the communal landholder's assembly or the competent agrarian court.

The majority of the people involved in Querétaro's agriculture are communal landholders, whose total represents 59.1%, while the lowest participation is on the part of the *avecindados*, reaching only 4.7%.

Executive Power of the State of Querétaro

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PRICE OF AGRICULTURAL CONSUMABLES

In Querétaro, according to the National System of Information and Market Integration (SNIIM by its acronym in Spanish), prices per ton of the main agricultural consumables during the second half of december 2021 showed significant increases compared to the previous year, the largest of which was recorded by urea with an increase of 193%.

PRICE OF AGRICULTURAL SUPPLIES BY COMMERCIAL PRESENTATION, QUERÉTARO. (RECORDS FROM THE SECOND HALF OF DECEMBER 2021).

Product	Concentration	Presentation	Source	Municipality	Frequent price
Potassium chloride	00-00-60	Ton	Producer	Querétaro	18,664.1
Triple 17 npk complex	17-17-17	Ton	Producer	Querétaro	16,818.2
Stamina		Ton	Producer	Querétaro	14,767.2
Diammonium phosphate	18-46-00	Ton	Producer	Querétaro	18,667.1
Ammonium sulphate	20.5-00-00	Ton	Producer	Querétaro	10,150
Simple superphosphate	00-20-00	Ton	Producer	Querétaro	5,450
Urea	46-00-00	Ton	Producer	Querétaro	20,099.8

Source: Prepared by the Ministry of Agricultural Development with data from the National System of Information and Market Integration (SNIIM). Ministry of Economy, 2022.

PRICES OF AGRICULTURAL PRODUCTS

During the same period of analysis, the prices of the main products on sale in the Querétaro Food Market showed significant variations. Peruvian beans had the largest decrease with 34%, while the largest increase was recorded for small lentils with 22.3%.

AVERAGE WHOLESALE PRICE OF BASIC GRAINS, IN THE MERCADO DE ABASTOS DE QUERÉTARO, (DURING DECEMBER 2021).

Product	Monthly average ¹	Var. %
Sinaloa rice	15.1	-8.5%
Morelos type rice	18.8	-25.9%
Flor de Junio Bean	23.5	-5.3%
Flor de Mayo Bean	25.3	1.5%
Black bean	20.6	1.0%
Imported Black Beans	27.1	14.8%
Peruvian bean	33.9	-34.2%
Big chickpea	26.7	-1.0%
Lima Bean	60.8	1.3%
Lentil	22.5	22.3%
White corn	7	30.1%

Source: Prepared by the Ministry of Agricultural Development with data from the National System of Information and MarketIntegration (SNIIM). Ministry of Economy, 2022.

Note: ¹ Average price per kilogram marketed in a 50 kg package.

¹Monthly average of frequent prices reported from the first business day to the last of the month.

Executive Power of the State of Querétaro

CONTENT

QUALITY OF LIFE

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE



4.2. LIVESTOCK

4.2.1. LIVESTOCK PRODUCTION

This subsector, also known as the cattle subsector, stands out for the quality of its products and plays a very important role in the agrifood system, the state economy and is a key element for the objectives of sustainable development.

PRODUCTIVE DIVERSITY

Querétaro has a wide variety of livestock products such as poultry, beef, pork, sheep, goat, turkey and rabbit carcasses, bovine and goat milk, eggs, honey and beeswax.

PRODUCTION VOLUME

Ezequiel Montes, Tequisquiapan and Colón produce the largest volume of carcass meat, together accounting for 60%.

In 2020, the total volume of milk production in the state increased 1%, reaching a production of more than 400 million liters, of which 99.4% are of bovine origin and 0.6% caprine.

For other livestock groups, which include table eggs, honey and beeswax, production as a whole registered a growth of 10.9%. Table egg and wax increased 11% and 6%, respectively, while honey decreased 18%.

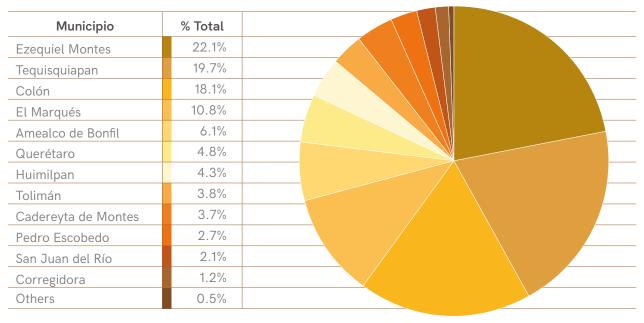
VOLUME OF CARCASS MEAT PRODUCTION AND PERCENTAGE VARIATION WITH RESPECT TO 2019, ACCORDING TO SPECIES (2020).

Species	Poultry	Turkey	Bovine	Caprine	Ovine	Porcine	Total
Volume	370,031.8	74.7	34,426.3	171.6	1,055	26,8841	432,643.5
Var. %	4.4%	1.1%	1.3%	-3.1%	-1.0%	0.9%	3.9%

Source: Elaboration with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON). Statistical Yearbook of Livestock Production, 2022.

Note: The figures are expressed in tons.

DISTRIBUTION OF PRODUCTION VOLUME PER MUNICIPALITY (2020).



Source: Own elaboration with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON). Statistical Yearbook of Livestock Production, 2022.

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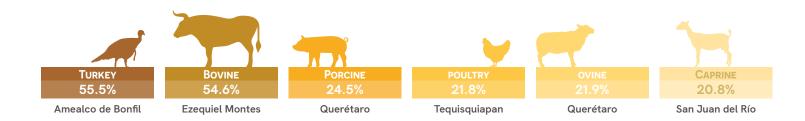
CONTENT

SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT SECTOR SECTOR SECTOR AND CULTURE SERVICES

PRODUCTION VALUE

Ezequiel Montes, Tequisquiapan and Colón account for the greatest amount of carcass meat production value, together contributing 58.6%.

The municipalities that contribute most to the value of carcass meat production by species are:



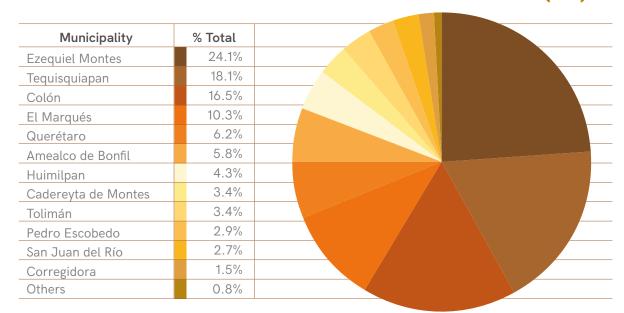
CARCASS MEAT PRODUCTION VALUE BY MUNICIPALITY, BY SPECIES (2020).

Species	Poultry	Turkey	Bovine	Caprine	Ovine	Porcine	Total
Volume	13,203,073.7	3,273.7	2,503,438.8	11,833.8	98,479.3	1,188,656.8	17,008,756.2
Var. %	12.6%	4.5%	2.5%	0.9%	1.4%	0.1%	10.0%

Source: Own elaboration with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON). Statistical Yearbook of Livestock Production, 2022.

Note: The figures are expressed in thousands of pesos.

DISTRIBUTION OF THE PRODUCTION VALUE OF CARCASS MEAT PER MUNICIPALITY (2020).



Source: Own elaboration with data from the Agri-food and Fisheries Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON). Statistical Yearbook of Livestock Production, 2022.

Note: The figures are expressed in thousands of pesos.

Executive Power of the State of Querétaro

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LIVESTOCK INVENTORY

LIVESTOCK INVENTORY OF THE STATE OF QUERÉTARO (2019 - 2020).

	Inventory by number of heads or hives					
Species-product	2019	2020	Var. %			
Bee ¹	4,780	4,099	-14.2%			
Poultry-meat	41,001,782	41,750,719	1.8%			
Poultry-egg	1,498,492	1,611,592	7.5%			
Bovine-meat	225,405	229,248	1.7%			
Bovine-milk	115,855	116,614	0.7%			
Caprine	101,993	98,999	-2.9%			
Turkey	21,028	21,206	0.8%			
Ovine	152,570	151,921	-0.4%			
Porcine	351,540	354,319	0.8%			

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

Note: The unit of measurement for bees is hives.

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OF LIFE

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE

4.3. AQUACULTURE AND FISHING

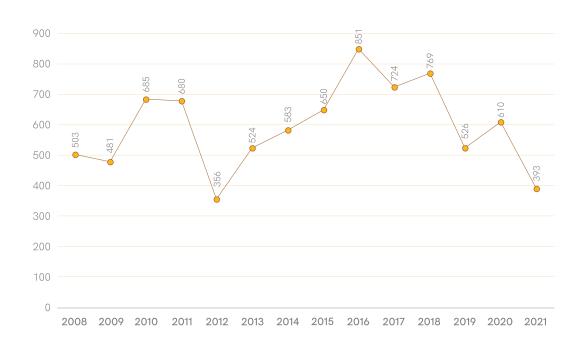
4.3.1. AQUACULTURE AND FISHERY PRODUCTION

Due to the nature of its activities and the conditions of the state, it is the division with the lowest contribution to the GDP of the primary sector. However, it is present throughout the state, mainly in the production of species such as catfish, carp, bluegill and trout.

PRODUCTION VOLUME

In 2021, the fishing activity produced a total of 393 tons, an amount that represented a decrease of 35.6% compared to the previous year.

FISH PRODUCTION IN QUERÉTARO (2008 - 2021).



Source: Prepared by the Ministry of Agricultural Development with data from the Statistical Yearbook of Aquaculture and Fisheries 2017 of the National Commission of Aquaculture and Fisheries. Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

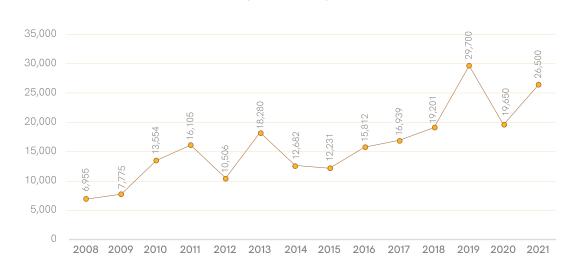
Note: the unit of measurement is live weight in tons



PRODUCTION VALUE

Fishing activities in 2021 amounted to 26 million pesos, an increase of 34.9% over the previous year.

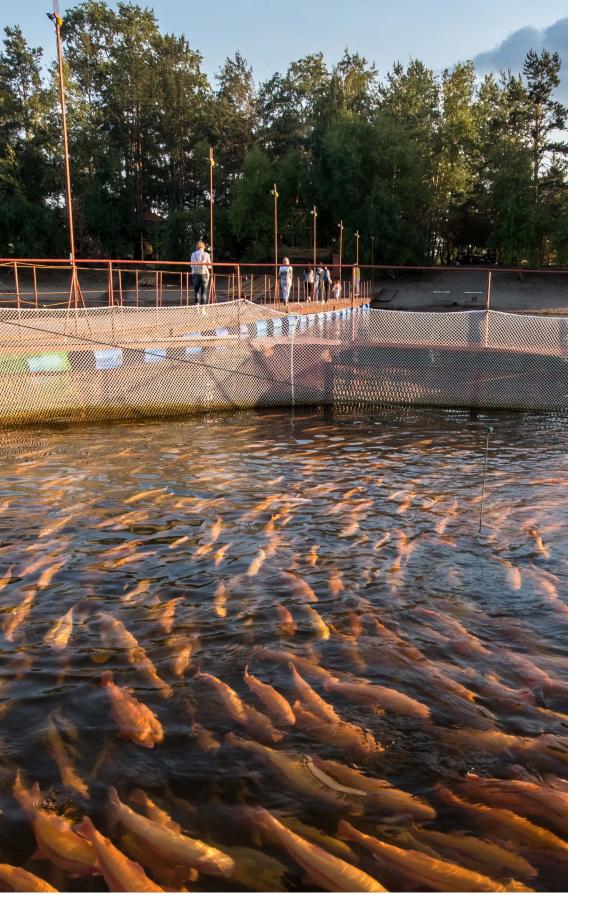
VALUE OF FISH PRODUCTION IN QUERÉTARO (2008 - 2020).



Source: from the Ministry of Agricultural Development with data from the Statistical Yearbook of Aquaculture and Fisheries 2020 of the National Commission of Aquaculture and Fisheries. Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

Note: The figures are expressed in thousands of pesos

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4.3.2. AQUACULTURE AND FISHERY RESOURCES

Querétaro, as an entity located in the continental interior, develops its fishing activity in the main water reservoirs of its 18 municipalities.

FISHING COMPANIES

According to the 2019 edition of the Statistical Yearbook of Aquaculture and Fisheries, Querétaro is home to 182 companies engaged in fishing activities in different sectors; of the total, 52.7% are engaged in aquaculture.

FISHING COMPANIES REGISTERED BY TYPE OF ACTIVITY IN QUERÉTARO (2019).

Capture	Aquaculture ¹	Industrialization	Capture - aquaculture	Commercialization ²	Total
18	96	1	1	66	182

Source: Prepared by the Ministry of Agricultural Development with data from the Statistical Yearbook of Aquaculture and Fisheries 2019 of the National Commission of Aquaculture and Fisheries. National Registry of Fishing and Aquaculture. Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON), 2022.

Note: ¹ Economic units registered in the National Registry of Aquaculture and Fishing (RNP).

POPULATION, VESSELS, FISHING PLANTS AND PRODUCTION UNITS IN THE FISHING SECTOR IN QUERÉTARO (2019).

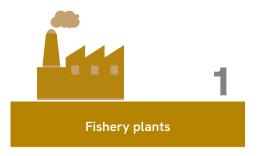
	Capture and aquaculture fisheries	837
Employed population	Controlled systems	277
	Total	1,114
De d'Arred arred	Deep-sea fishing¹	0
Registered vessels	Riparian fishing ²	279
Fishing plants	1	
Agricultural production units	147	

Source: Own elaboration with data from the Statistical Yearbook of Aquaculture and Fisheries 2019 of the National Commission of Aquaculture and Fisheries, 2022

Note: 1 Active vessels that are within the national register of fisheries and aquaculture







Active riverine vessels



Source: Statistical Yearbook of Aquaculture and Fishing 2022 of the National Commission of Aquaculture and Fishing.

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CONTENT



² INEGI, National Statistical Directory of Economic Units 2017.

² Boats with a length of less than or equal to 10 meters and whose main activity is commercial fishing.

4.4. VALUE OF AGRICULTURAL AND FISHERY PRODUCTION

In 2021, the primary sector presented increases on its three main fronts: 10.8% in agriculture, 20.2% in crop production and 8.6% in livestock production. The latest record of fishing activity is 2018.

VALUE OF AGRICULTURAL AND FISHING PRODUCTION (2021).

Agricultural	Livestock	Fishing ¹

Source: Prepared by the Ministry of Agricultural Development with data from the Agri-Food and Fisheries Information Service (SIAP), 2022.

20,085,000

Note: 'Corresponds to the 2018 Yearbook. The figures ares expressed in thoudsand of pesos.

5,076,000

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26,500

4.5. FORESTRY

4.5.1. FORESTRY PRODUCTION

It is the sector that provides Querétaro with goods and services that provide wealth, employment and social welfare through the tangible contribution of its activities, i.e., timber and non-timber products.

Uncontrolled exploitation, fires, pests and forest diseases are risk factors that must be avoided in order to achieve prosperity for the people who make a living from these activities in the medium and long terms.



PRODUCTIVE DIVERSITY

It is divided into two groups:

Timber

Non-timber

 Generates roundwood, timber, firewood and charcoal derived from pine and oak

• It produces damiana, oregano and governor leaves.

VOLUME AND VALUE OF TIMBER PRODUCTION

The Ministry of Environment and Natural Resources (SEMARNAT by its acronym in Spanish) reported that during 2020, timber production in Querétaro was 1,015.73 m³. It should be noted that 85.2% of the total was oak.

In the product groups, firewood accounts for 38.4% of the volume, while charcoal contributes 30.4%.

VOLUME AND VALUE OF NON-TIMBER PRODUCTION

In 2020, the volume of non-timber production increased by 84.2%, reaching 83.6 tons. Damiana leaf contributed 43.2% of the total and oregano 45.4%. These two products also accounted for 53.3% and 25.6% of production value in this category, respectively.

AUTHORIZATIONS AND VOLUME OF USE

During 2020, 27,601.090 m3 of Total Tree Volume (V.T.A. by its acronym in Spanish) were authorized, representing an increase of 7.3% over the previous year. In 2020, 11 timber harvesting permits were registered and remained in force at the end of the year.

In the same period, current authorizations for non-timber forest harvesting amounted to 12, reaching 1,496.94 tons in the state, 4.2% higher than in 2019.

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SECONDARY

SECTOR



4.6. MINING

4.6.1. MINERAL EXTRACTION

According to the Mexican Geological Service and archaeological studies by the Undersecretary of Mining of the Ministry of Economy, this activity in Querétaro dates back to the 10th century. This is confirmed by evidence of underground mining to produce cinnabar (also known as mercury) in the state's Sierra Gorda.

Within the framework of the strategy to regulate reserves and mining potential, Querétaro manages the authorization of exploitation in the sector with prudence, particularly with respect to foreign producers.

MINERAL DIVERSITY

Mining in Querétaro focuses on metallic minerals such as gold, silver, copper, lead and zinc; and non-metallic minerals, including stone aggregates, sands and gravels for construction, such as limestone, quarry, kaolin, dimensional rocks and tepetate.

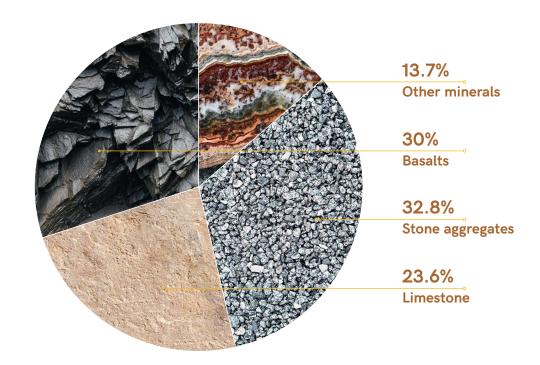
In 2020 Querétaro excelled nationally as the third largest producer of calcite and kaolin, fourth largest producer of dimensional rocks and eighth largest producer of basalt.

VOLUME AND VALUE OF PRODUCTION

According to the 2021 edition of the Statistical Yearbook of Mexican Mining 2020, Querétaro reached a production of 12,356,590.58 tons. Compared to 2019, the production of metallic minerals increased 132% and the value of production 92%.

Production of metallic minerals amounted to more than 736 million pesos and non-metallic minerals exceeded 3 billion pesos.

Most of the state's mineral extraction is focused on stone aggregates, basalt and limestone. Together they produce 86.3% of the total, a volume equivalent to more than 2.3 billion pesos.



Source: Own elaboration with data from the Statistical Yearbook of Mexican Mining 2020, 2021 edition .

Querétaro ranks twenty-fifth nationally in mineral production. In 2020 the miningmetallurgical sector in the entity generated 11,044 jobs which reflected an increase in participation from 2.9% to 3% with respect to 2019 in the national context.

Employment in the charcoal, graphite and other non-metallic minerals sector, as well as in the basic metal industries sector, increased by 1% and 2%, respectively. The employment figures by sector are shown below:

EMPLOYMENT IN THE MINING-METALLURGICAL INDUSTRY, QUERÉTARO (DECEMBER 2020).

Carbon, graphite and other non-metallic minerals	Metallic minerals	Non-metallic mineral products	Basic metal industries	Total	Participation in the national value
770	797	5,014	4,463	11,044	3%

Source: Own elaboration with data from the Statistical Yearbook of Mexican Mining, 2020; 2021 Edition with data from the Annual Report, 2021; Mining Chamber of México, CAMIMEX; with contribution from Coordination of Affiliation and Validity, IMSS, 2022.

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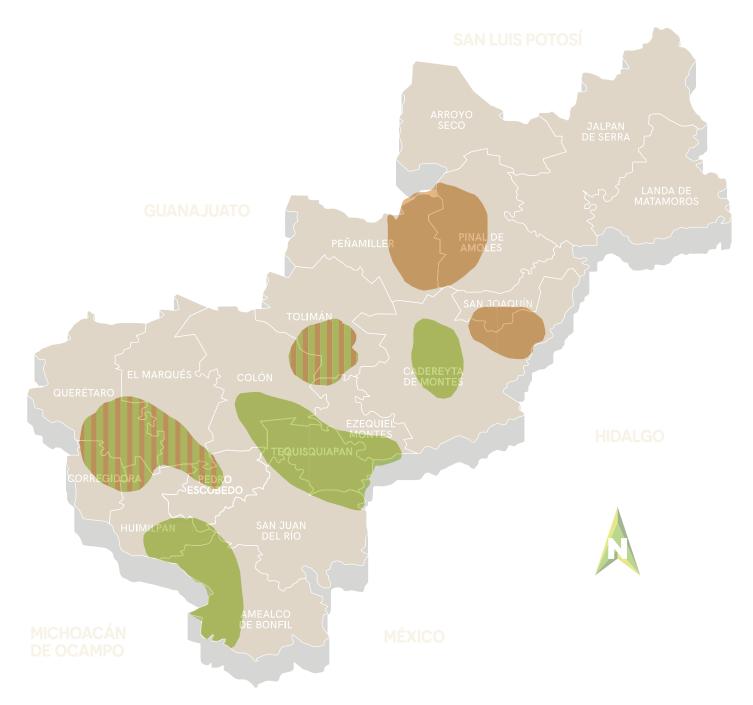


4.6.2. MINERAL RESOURCES

Querétaro closely regulates the exploitation of the products that make up this sector. Due to the limited quantity of these resources, their use must be strictly controlled.

MINERAL REGIONS

The state distinguishes four metallic mineral zones: Pinal de Amoles, San Joaquín, Bernal and Querétaro; and five non-metallic minerals: Cadereyta, Bernal, Colón, Querétaro and Amealco de Bonfil.



METALLIC MINERALS

REGIONS OF THE STATE OF QUERÉTARO.

Region I. Pinal de Amoles

Gold, silver, lead, zinc, mercury and antimony

Zone or district:

- 1. Ánimas
- 2. Río Blanco
- 3. El Soyatal
- 4. Plazuela
- 5. Bucareli

Type of deposit:

Mantles, chimneys, skarn zones and veins

Region II. San Joaquín

Gold, silver, lead, zinc, copper and mercury

Zone or district:

- 6. Maconí
- 7. Santo Entierro
- 8. San Juan Nepomuceno
- 9. Calabacillas

Type of deposit:

Chimneys, skarn and scattered mantles

Region III. Bernal

Gold and silver

Zone or district:

- 10. San Martín
- 11. San Antonio

Type of deposit:

Chimneys, veins and mantles

Region IV. Querétaro

Gold and silver

Zone or distrct:

12. San Pedrito

Type of deposit:

Vein deposits and massive

NON-METALIC MINERALS

REGIONS OF THE STATE OF QUERÉTARO.

Region V. Cadereyta

Marble, calcium carbonate

Zone or district

1. Marbles: Vizarrón

Region VI. Bernal

Limestone

Zone or district

2. Dimensional rocks

Region VII. Colón

Opal, kaolin, ashlar

Zone or district

- 3. Opal: Tequisquiapan
- 4. Kaolin: Ezequiel Montes

Region VIII. Querétaro

Quarries

Zone or district

- 5. Ornamental materials
- 6. La cañada

Region IX. Amealco

Resizable rock and ashlar

Zone or district

7. Amealco

Source: Own elaboration with data from the Mining Overview of the State of Querétaro, December 2019, Mexican Geological Survey, 2022.

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SUSTAINABLE CONTENT QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE

MAIN MINES IN OPERATION

	N	letallic minerals	
No.	Mine	Municipality	Mineral
1	San Martín	Colón	Gold, silver
2	La Negra	Cadereyta	Silver, lead, zinc
3	Mina Grande	Pinal de Amoles	Gold, silver, lead

	Non-metallic minerals				
No.	Mine	Municipality	Substance		
1	Charco Frío	Tolimán	Limestone		
2	N/A	El Marqués	Stone aggregates		
3	N/A	Tolimán	Limestone		

Source: Own elaboration with data from the Mining Overview of the State of Querétaro, December 2019, Mexican Geological Survey, 2022.





Executive Power of the State of Querétaro

QUALITY OF LIFE

SECONDARY SECTOR

4.7. INHABITANTS OF RURAL AREAS

In Querétaro, according to INEGI's 2020 Population and Housing Census, 58.7% of its inhabitants live in towns of 15,000 or more inhabitants concentrated in a few areas. The remaining 41.3% live in numerous localities with less than 15,000 inhabitants.

60.5% of the population between 3 and 5 years of age residing in towns with less than 2,500 inhabitants attends school. The percentage of children between the ages of 6 and 14 who are in school is 93.6%.

POPULATION BY LOCALITY SIZE AND PERCENTAGE VARIATION (2010 - 2020).

Locality size	2010	2020	Var. %
5,000 - 14,999 inhabitants	194,784	255,445	31.1%
15,000 - 49,999 inhabitants	82,251	263,381	220.2%
50,000 - 99,999 inhabitants	71,254	0	-100.0%
100,000 and more inhabitants	756,933	929,487	22.8%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Population and Housing Census, (2020), 2022.



EMPLOYMENT IN THE PRIMARY SECTOR

The National Occupation and Employment Survey (ENOE by its acronym in Spanish) reported that, during 2021 in México, the employed population belonging to the primary sector was 6,506,237 individuals, which represents 11.8% of the total in the country.

In Querétaro, 56,101 people participated in this sector, representing 4.5% of the total employed population in the state.

The participation of women is much lower than that of men. In 2021 they accounted for only 20% of the total, however, from 2020 to 2021 their presence showed an increase of 80.7%.

EMPLOYED POPULATION IN THE PRIMARY SECTOR NATIONWIDE AND IN QUERÉTARO (2020 - 2021)

Entity	Employed Pop.	2020	2021	Var. %
Netteral	Total	6,506,237	6,751,959	3.8%
National	Less urbanized	6,337,658	6,581,559	3.8%
	Total	44,669	56,101	25.6%
Querétaro	Women	6,210	11,220	80.7%
	Men	38,459	44,882	16.7%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). National Survey of Occupation and Employment (ENOE 2020 - 2021), 2022.

According to the Mexican Social Security Institute, in december 2021, 20,969 jobs were registered in the primary sector in the entity, of which 12,855 were related to agricultural activities and 8,064 to livestock. The municipality with the highest number of jobs in this sector was Colón with 7,089 jobs, while the municipality with the lowest participation was Jalpan de Serra with 4.

The age group with the highest number of people employed in the sector was 25-29 years old, with 3,373 people.

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FIVE

SECONDARY SECTOR

The sector brings together the processes of transformation of the different inputs generated by primary activities into articles for consumption. It is comprised of economic activities related to mining; construction; generation, transmission and distribution of electricity, water and gas through pipelines to the final consumer; and manufacturing industries.

In Querétaro, secondary activities represent the second largest share of the state's gross domestic product (GDP). In 2021, it generated around 352 thousand jobs, which represented 35.6% of the total on a state level.



5.1. ECONOMIC DEVELOPMENT

5.1.1. ECONOMIC DYNAMICS

Querétaro has stood out over the years for its remarkable economic growth and has remained at the top of the Quarterly Indicator of State Economic Activity (ITAEE) generated by the National Institute of Statistics and Geography (INEGI) and GDP per capita.

ECONOMIC GROWTH

In 2020 Querétaro ranked third nationally in the ITAEE, reaching 114.6 points. By 2021, the entity increased its index by 7%, reaching 122.5 points and second place nationally, according to seasonally adjusted figures.

Querétaro ranked 17th among the entities that contribute the most to the national GDP. According to INEGI's 2020 reports, the state presented a 9% decrease in GDP with respect to 2019, going from 403,905.22 million pesos to 366,872.277 million pesos, undoubtedly a result of the economic declines caused by the Covid-19 pandemic.

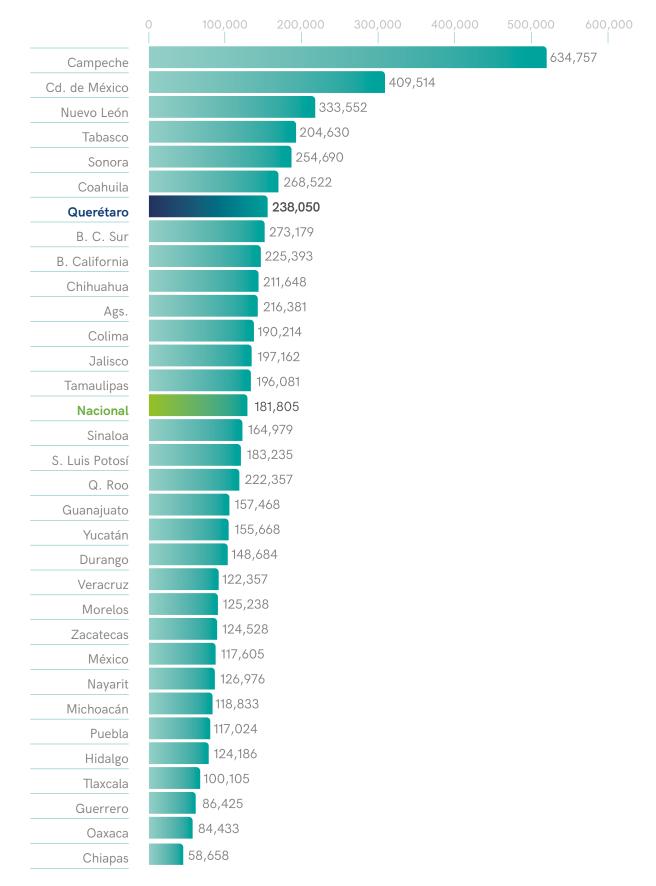
Out of the sectors that integrate the economic activity, the tertiary sector is the one that contributes the most to Querétaro's total GDP with 58.6%; followed by the secondary sector with 38.6%; and, finally, by the primary sector that contributes the remaining 2.8%.

GROSS DOMESTIC PRODUCT PER CAPITA

GDP per capita is a macroeconomic indicator of productivity and development that shows the relationship between the income of a country or entity and the number of inhabitants in the corresponding demarcation. It is used to estimate economic wealth and is directly linked to the quality of life of its citizens.

In 2020, the state indicator reached 154,899 pesos, higher than the national GDP per capita of 129,085 pesos. Querétaro maintained seventh place with the highest GDP per capita.

GDP PER CAPITA BY STATE, 2020 (CURRENT PESOS).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). XII General Census of Population and Housing 2020, 2022.

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SUSTAINABLE CONTENT QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

PRIMARY SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE

ECONOMICALLY ACTIVE POPULATION (PEA) AND NON-ECONOMICALLY ACTIVE POPULATION (PNEA)

The PEA represents the working-age population that has a job or is looking for a job. This latter fraction represents the unemployment rate.

On the other hand, the Non-economically Active Population, or PNEA for its Spanish abbreviation, refers to individuals aged 15 years and older who are neither employed nor searching for employment. Within the PNEA the individuals are divided into not available and available, the latter referring to individuals who are not actively searching for employment but would be interested in one if they were offered an opportunity.

According to the INEGI's National Occupation and Employment Survey (ENOE), in 2021 Querétaro reported an increase in the PEA of 63,799 people, reaching 1,052,736; a figure 6.5% higher than the one recorded in 2019. Of this number, 38.7% were women and 61.3% were men. It is worth mentioning that 5.4% of the total was unemployed.

The PNEA amounts to 816,652 individuals, and it is important to point out that 86.4% is integrated by the population that is not available and 13.6% are individuals who would take the opportunity of an employment (PNEA that is available).

Querétaro increased its employed population by 7.3% between 2020 and 2021, which represents the integration of 67,340 people into the labor market, while reducing the unemployed population by 5.8%, that is, 3,541 fewer people.

PERCENTAGE VARIATION. ECONOMICALLY ACTIVE POPULATION (PEA) AND NON-ECONOMICALLY ACTIVE POPULATION (PNEA) IN QUERÉTARO (2020-2021).

		Var. % (2020 - 2021)	
Indicator	Total	Men	Women
1. Total population	5.2%	5.3%	5.2%
2. Population aged 15 years and older	27.6%	28%	27.2%
Economically Active Population (PEA)	6.5%	6.4%	6.5%
Employed	7.3%	7.7%	6.6%
Unemployed	-5.8%	-10.2%	5.1%
Non-economically Active Population (PNEA)	2.4%	-3%	4.7%
Available	-4.3%	-6.2%	-2.6%
Not available	3.6%	-2.1%	5.6%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). National Survey of Occupation and Employment 2021 4Q, 2022.

Note: Final calculations were made using averages for the 2020 and 2021 quarters. For the year 2021, only 1st, 3rd and 4th quarters were averaged, because no ENOE data were reported for the 2nd guarter of 2020.

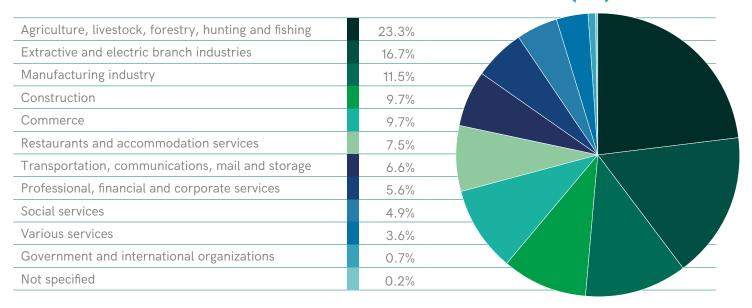
EMPLOYED POPULATION BY SECTOR OF ECONOMIC ACTIVITY AND PERCENTAGE VARIATION (2020 - 2021).

Sector	2020	2021	Var. % (2020 - 2021)
Agriculture, livestock, forestry, hunting and fishing	44,021	56,101	27.4%
Extractive and electric branch industries	4,910	7,215	47%
Manufacturing industry	210,177	231,571	10.2%
Construction	97,647	114,184	16.9%
Commerce	165,225	165,834	0.4%
Restaurants and accommodation services	65,153	65,335	0.3%
Transportation, communications, mail and storage	49,642	48,690	-1.9%
Professional, financial and corporate services	88,432	96,515	9.1%
Social services	76,121	75,074	-1.4%
Various services	92,769	96,891	4.4%
Government and international organizations	32,281	35,306	9.4%
Not specified	1,419	2,421	70.6%
Total	927,796	995,136	7.3%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). National Survey of Occupation and Employment (2021 4Q, 2022).

EMPLOYMENT BY SECTOR OF ECONOMIC ACTIVITY

PARTICIPATION OF THE EMPLOYED POPULATION IN VARIOUS SECTORS (2021).



Source: National Survey of Occupation and Employment (ENOE), INEGI 2021. N.S.: Not specified

The participation of the employed population by economic sector was distributed into the following percentages:

5.6% in the primary sector 35.5% in the secondary sector 58.7% in the tertiary sector.

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Executive Power of the State of Querétard

5.2. INDUSTRIAL SECTOR

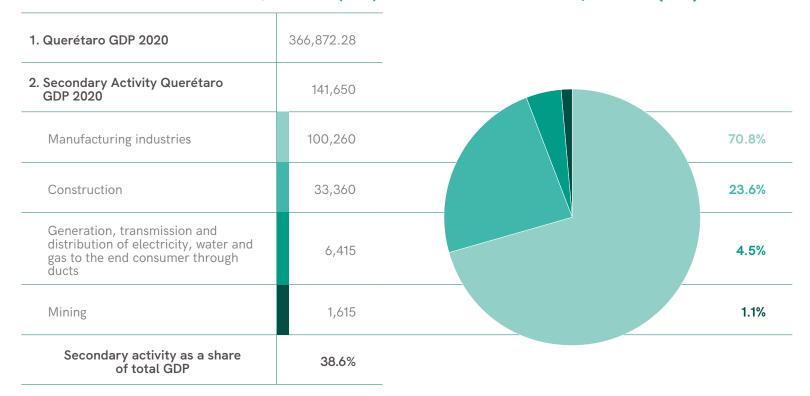
The secondary sector in 2020 presented a 12.5% reduction compared to 2019. In contrast, mining showed an increase of 10.4%.

5.2.1. PRODUCTIVE STRUCTURE OF THE INDUSTRY

Within the secondary sector, the manufacturing industry had the largest contribution to the state's GDP, with 70.8%.

GROSS DOMESTIC PRODUCT GENERATED BY THE SECONDARY SECTOR IN THE STATE OF QUERÉTARO (2020).

PERCENTAGE DISTRIBUTION OF THE SECONDARY SECTOR'S GDP IN THE STATE OF QUERÉTARO (2020).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), 2022.

Note: Figures are expressed in millions of constant Mexican pesos.



5.2.2. FOREIGN DIRECT INVESTMENT (FDI)

In 2021, FDI in the secondary sector in Querétaro registered 387.3 million dollars, equivalent to 47.4% of the total, a figure 4.5% lower than in 2020. The manufacturing industry accounted for 90.5% of total FDI in the state.

FOREIGN DIRECT INVESTMENT IN THE SECONDARY SECTOR OF THE STATE OF QUERÉTARO, (2021).

Type of industry	2021
Manufacturers	350.68
Construction	16.85
Generation, transmission and distribution of electric Branch, water and gas through ducts	19.79
Mining	С
Total	387.3

Source: Own elaboration with information from the Ministry of Economy with data from the General Directorate of Foreign Investment, 2022.

Note: Figures are expressed in millions of dollars.

"C" (confidential), the company-level information contained in the RNIE is not of a public nature and is classified as confidential, based on the provisions of Articles 31 of the Foreign Investment Law, 32 of the Regulations of the Foreign Investment Law and the National Registry of Foreign Investments, 116 of the General Law of Transparency and Access to Public Information and 113 of the Federal Law of Transparency and Access to Public Information.

Executive Power of the State of Querétaro

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5.2.3. MANUFACTURING INDUSTRY

Its objective is to provide the population with first-rate goods. It is a fundamental sector in secondary activity and an important component of the state economy. It includes the food, chemical and transportation equipment manufacturing industries, among others.

EMPLOYMENT IN THE MANUFACTURING INDUSTRY

In 2021, according to data from the Mexican Social Security Institute (IMSS), the number of insured workers in this sector decreased by 0.6%, although it still provides the largest number of jobs in the state.

INSURED WORKERS IN QUERÉTARO BY TYPE OF INDUSTRY, AS OF DECEMBER (2020 - 2021).

DISTRIBUTION OF INSURED WORKERS BY TYPE OF INDUSTRY IN QUERÉTARO (2021).

Industry	2020	2021	Annual variation (%)	
Food	18,614	18,645	0.2%	
Beverages and tobacco	3,924	3,460	-11.8%	
Manufacture of garments	6,207	4,987	-19.7%	
Textile	3,297	3,058	-7.3%	
Paper	5,700	6,900	21.1%	
Printing and related	4,702	4,441	-5.6%	
Chemistry	10,832	9,979	-7.9%	
Plastic and rubber	26,433	29,075	10%	
Manufacture of non-metallic mineral products	5,014	6,336	26.4%	
Manufacture of metallic products	23,410	23,658	1.1%	
Manufacture of machinery and equipment	6,440	39,165	508.2%	
Basic metallics	4,463	4,915	10.1%	
Manufacture and assembly of machinery, equipment, appliances, accessories and electrical, electronic items and their parts	33,904	7,028	-79.3%	
Manufacturing of transportation equipment	53,062	52,516	-1%	
Other subsectors	11,387	14,280	25.4%	
Total	217,389	216,184	-0.6%	

Source: Own elaboration with open data from the Mexican Institute of Social Security (IMSS), 2022. https://www.inegi.org.mx/app/tabulados/interactivos/?px=EMIM_ENTIDAD_22&bd=EMIM

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CONTENT

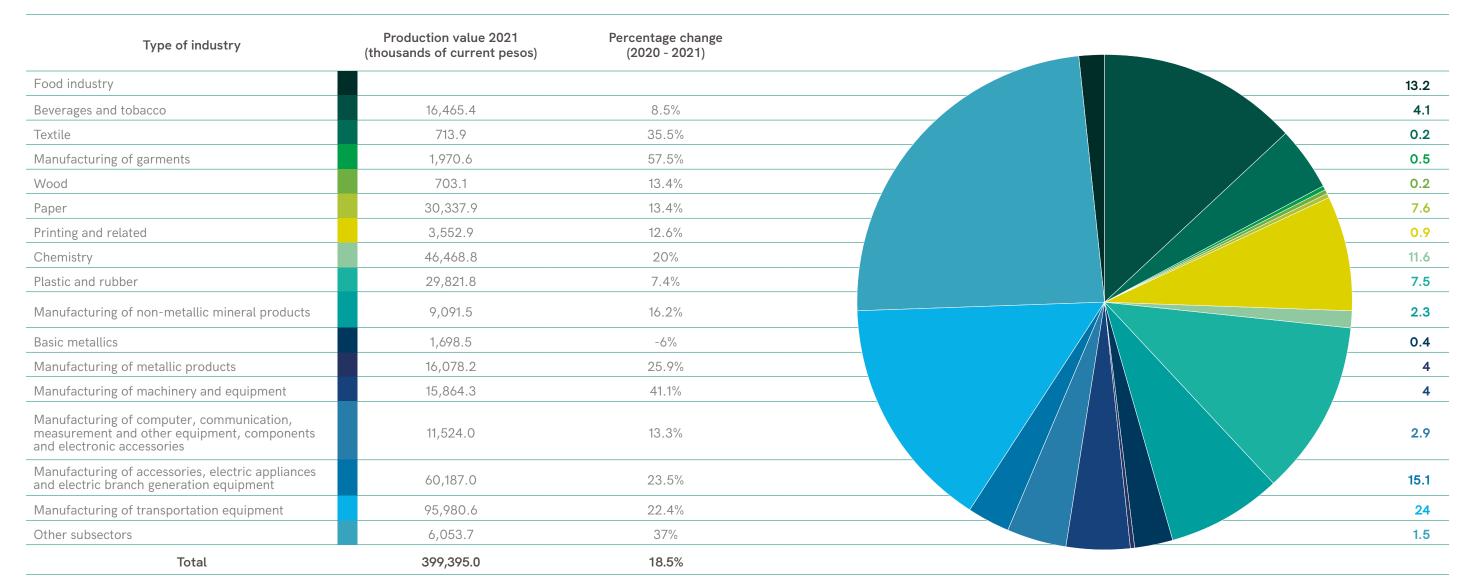
OUTPUT VALUE BY TYPE OF INDUSTRY

In 2021, manufacturing production increased by 18.5% over the previous year going from 337,347,426 pesos to 399,395,026 pesos.

With the exception of basic metal, all industries showed increases in production in 2021 compared to the previous year. The group comprising the manufacture of accessories, electrical appliances and electric power generation equipment and the manufacture of transportation equipment, contributed almost 40% of the total, growing by more than 20%.

MANUFACTURING PRODUCTION OF THE STATE OF QUERÉTARO BY TYPE OF INDUSTRY. (2020 - 2021).

SHARE OF THE INDUSTRIES OF THE TOTAL PRODUCTION VALUE OF THE MANUFACTURING INDUSTRY (2021).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). Monthly Manufacturing Industry Survey (EMIM), 2022.

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5.2.4. CONSTRUCTION INDUSTRY

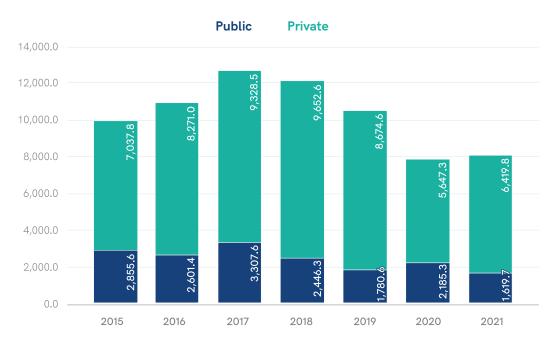
Secondary activity generates 33,360 million pesos and is made up of 4 sectors, including construction, which contributes 23.6% of the total produced.

The construction industry uses different inputs and products manufactured in other industrial sectors, which is why it is considered one of the main drivers of the state and national economy, not only individually, but also collectively.

In 2021, of the 352 thousand jobs originated by the secondary sector, 114,184 corresponded to the construction industry, equivalent to 32.4% of the total.

The activities of this sector in Querétaro take place mainly in the private sector, which in 2021 generated 79.9% of the total. The value of production in this period increased by 2.6% compared to the previous year.

VALUE OF PRODUCTION GENERATED IN QUERÉTARO BY THE PRIVATE AND PUBLIC SECTOR (2015 – 2020).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). National Survey of Construction Companies, 2022.

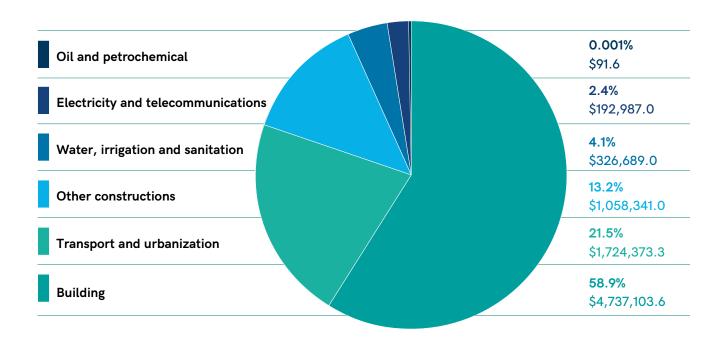
Note: Figures are expressed in millions of constant Mexican pesos.



VALUE OF PRODUCTION BY ACTIVITY.

In 2021, only the building and other construction categories showed increases of 12.1% and 3.9% respectively compared to 2020.

SHARE AND VALUE OF PRODUCTION BY ACTIVITY IN QUERÉTARO (2021).



Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI). National Survey of Construction Companies, 2022.

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CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT SECTOR SECTOR SECTOR AND CULTURE SERVICES

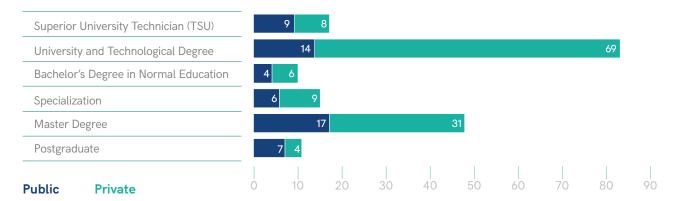
5.3. TRIPLE HELIX

The 2021-2027 State Development Plan emphasizes the link between academics and the productive sectors in order to increase the relevance of the educational offer in the state. To this end, it establishes as strategic lines to increase research, technological development and innovation products linked to the problems of Querétaro and the needs of the different lines of work.

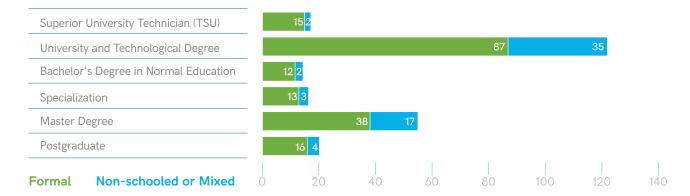
5.3.1. HIGHER EDUCATION

Querétaro has 107 higher education institutions, divided into five levels: superior university technician, bachelor's degree, specialization, master's degree and postgraduate. Of the total, 20.6% are publicly supported institutions and 79.4% are privately supported.

HIGHER EDUCATION INSTITUTIONS BY TYPE OF SUPPORT THAT OFFER EACH EDUCATIONAL LEVEL (SCHOOL YEAR 2021–2022).



INSTITUTIONS OF HIGHER EDUCATION THAT OFFER EACH LEVEL AND MODALITY (SCHOOL YEAR 2021–2022).



Source: 2022 Ministry of Education of the Executive Branch of the State of Querétaro, 2021-2022 (Educational statistics for the beginning of the school cycle 911 and the end of the cycle 2018-2019, integrated by the USEBEQ through Formats 911 and formalized by the SEP).

Note: The total number of institutions that offer higher education in the State is 107; however, for the quantification by level and modality, the sum of all these is greater because the same institution can offer more than one level and more than one modality.

During the 2020-2021 school year, the registered enrolment in institutions offering undergraduate programs was of 99,203 students in 1,229 programs, and 10,156 teachers.

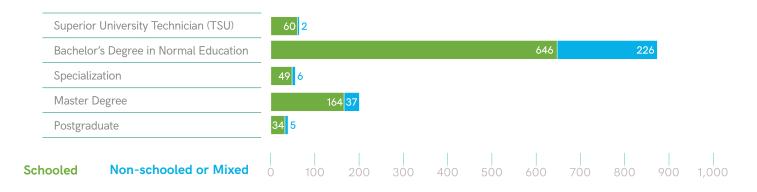
HIGHER EDUCATION STUDENTS BY EDUCATIONAL LEVEL (SCHOOL YEAR 2021– 2022).

Educational level	Number of students	Participation by educational level
Superior university technician	6,086	6.1%
Bachelor's Degree in Normal Education	86,610	87.4%
Specialization	1,246	1.3%
Master Degree	4,326	4.4%
Postgraduate	935	0.9%
Total	99,203	100.00%

Source: Prepared by the Ministry of Education of the Executive Branch of the State of Querétaro, with data from the Educational Statistics for the school year 2021-2022 and the end of the year 2018-2019, integrated by the USEBEQ through Formats 911 and formalized by the SEP,2022.

Of the 1,229 programs, 71% are bachelor's degrees, 16.4% are master's degrees, 5% are superior university technician, 4.5% are specialties and 3.2% are postgraduate degrees.

PROGRAMS BY LEVEL OF EDUCATION ACCORDING TO MODALITY (SCHOOL YEAR 2021 – 2022)



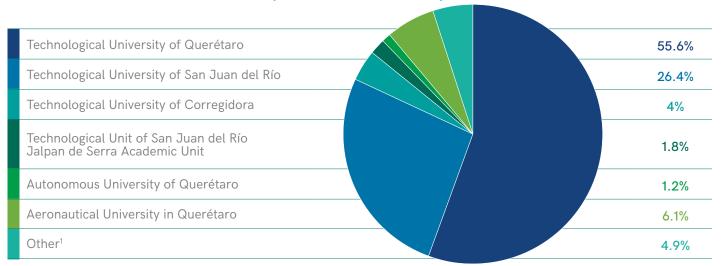
Source: Prepared by the Ministry of Education of the Executive Branch of the State of Querétaro, with data from the Educational Statistics for the school year 2021-2022 and the end of the year 2018-2019, integrated by the USEBEQ through Formats 911 and formalized by the SEP, 2022.

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TOURISM GOVERNMENT AND CULTURE SERVICES

Of the 6,086 students enrolled in superior university technician, 3,383 students enrolled at the Universidad Tecnológica de Querétaro and 1,607 at the Universidad Tecnológica de San Juan del Río.

DISTRIBUTION OF THE ENROLLMENT OF SUPERIOR UNIVERSITY TECHNICIAN BY INSTITUTION (SCHOOL YEAR 2021 - 2022).



Source: Prepared by the Ministry of Education of the Executive Branch of the State of Querétaro with data from the F911 System for the integration of national education statistics of the SEP. Basic Education Services Unit in the State of Querétaro. Subcoordination of Administrative Management. Directorate of Educational Planning. Department of Statistics, 2022.

Others: Academia de Estudios Superiores Constantino (Constantito Higher Education Academy)/ Atenas, Estudios Superiores (Atenas, Higher Education) / Instituto del Servicio Profesional de Carrera (Professional Career Service Institute) / Universidad del Valle de México / Čentro Universitário CEICKOR (CEICKOR University Center) / Music City College / Universidad Cuauhtémoc, A. C. / Escuela de Podología Nuevo Siglo (Nuevo Siglo Pedicure School) / Instituto de Rehabilitación de Querétaro (Rehabilitation Institute of Querétaro) / Instituto Universitario del Río.

Graduate students in the 2021-2022 school year increased enrollment by 11.5% over the previous school year. The specialization level of education had the highest increase with 44.1%, followed by postgraduate with 14.4% and finally master's degree with 4.1%.

POSTGRADUATE ENROLLMENT IN HIGHER EDUCATION INSTITUTIONS. (SCHOOL YEAR 2021-2022).

Modality	Specialization	Master	Doctorate	Total
Formal	1,178	3,553	706	5,437
Non-school based	68	773	229	1,070
Total	1,246	4,326	935	6,507
Participation	19.2%	66.5%	14.4%	100%

Source: Prepared by the Ministry of Education of the Executive Branch of the State of Querétaro, with Educational statistics for the school cycle 2021-2022, integrated by the USEBEQ through Forms 911 and formalized by the SEP, 2022.

At the level of bachelor's degree and superior university technician, 28.6% of students and 32.4% of graduates studied programs in Engineering, Manufacturing and Construction. The highest number of careers were registered in Business and Administration with 25.8%.

The Business and Administration programs obtained the highest number of students and graduates with 21.6% and 28.7%, respectively. The programs in Social Sciences and Law accumulated the highest number of careers with 24.4%.

The greatest growth in enrollment in the 2021-2022 school year with respect to the 2020-2021 school year, both at the undergraduate and graduate levels, was in Health Sciences, increasing 16.8% and 60.7%, respectively.

STUDENTS, GRADUATES AND PROGRAMS BY FIELD OF STUDIES (SCHOOL YEAR 2020 - 2021).

Field of knowledge	Undergraduate and TSU programs			Posgraduate		
rieta or knowledge	Students	Graduates	Programs	Students	Graduates	Programs
Management and business	22,097	4,589	241	1,403	712	57
Agronomy and veterinary	936	159	7	16	9	2
Arts and humanities	5,088	671	73	209	106	18
Health sciences	9,825	1,355	57	1,242	257	38
Natural sciences, mathematics and statistics	2,451	487	20	444	135	15
Social sciences and law	13,410	2,321	156	1,174	592	72
Education	6,144	1,237	104	1,186	349	43
Engineering, manufacturing and construction	26,530	5,859	202	716	273	40
Services	1,728	333	27	16	19	2
Information and communication technologies	4,487	1,058	47	101	28	8
Total	92,696	18,069	934	6,507	2,480	295

Source: Prepared by the Ministry of Education of the Executive Branch of the State of Querétaro, with Educational statistics for the school cycle 2021-2022, integrated by the USEBEQ through Forms 911 and formalized by the SEP, 2022. ¹School year 2019-2020.

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TOURISM AND CULTURE

²School year 2020-2021

• DEPARTMENT OF SOCIAL SCIENCES AND LAW, ADMINISTRATION AND **BUSINESS, SEDEO.**

During the 2021-2022 school year, 397 undergraduate and superior university technician programs are offered, with a total of 35,507 students, representing 38.3% of the total. The number of students who graduated was 6,910.

• DEPARTMENT OF ENGINEERING, MANUFACTURING AND CONSTRUCTION, SEDEQ.

During the same period, 202 undergraduate and superior university technician programs were offered to 26,530 students, representing 28.6% of the total, with an additional 5,859 graduates.

AERONAUTICAL UNIVERSITY IN QUERÉTARO (UNAQ)

Its mission is to train professionals and researchers for the aeronautical sector with values, knowledge, skills and recognition on a national and international level. In 2021, it enrolled 1,303 students and at the end of the year had 1,611 graduates at the superior university technician level, 712 in engineering and 80 in postgraduate programs. The career with the highest demand during the year was Aeronautical Engineering in Manufacturing.

The TSU maintenance programs offered by the UNAQ are authorized by the Federal Civil Aviation Agency (AFAC), which allows graduates to obtain licenses as "Class I Maintenance Technician with skills in Engines and Gliders" or "Class II Maintenance Technician with skills in Aircraft Electronic Systems"



EDUCATIONAL OFFER

Superior University Technician (TSU)
TSU in Aeronautical Maintenance
Glider and Engine Area
Avionics Area
Precision Machining Area
Engineering
Aeronautical Engineering in Manufacturing (IAM for its Spanish abbreviation).
Aeronautical Mechanical Design Engineering (IDMAfor its Spanish abbreviation)
Electronic Engineering and Aircraft Systems Control (IECSA for its Spanish abbreviation).
Postgraduate
Master's Degree in Aerospace Engineering (MIA for its Spanish abbreviation)
Master of Science in Aerospace Engineering (MCIA for its Spanish abbreviation).
Specialization in Aeronautic Appraisals (EVBA for its Spanish abbreviation).

Source: Own elaboration with data from Aeronautical University in Querétaro (UNAQ), 2022.

The UNAQ's infrastructure allows the development of technical skills and the acquisition of specialized knowledge recognized by the Mexican and European aeronautical authorities for the applicable study programs, among which the following stand out:

- Franco-Mexican Campus. Model that resulted in a specialized infrastructure in laboratories, workshops, intervention area and documentary area.
- Laboratory of Aeronautical Teachings-Hangar. Where students apply their knowledge by performing maintenance procedures on an aircraft.
- Aeronautical Competence Laboratory-PLM (Product Lifecycle Management Center).
- Center for Innovation on Composite Materials Training. It integrates molds and equipment storage, laboratory (clean room), weaving workshop, autoclave equipment, composite materials cutting and sandblasting. It has one of the three Computerized Jacquard Looms in the world.
- NC Tech® Additive Manufacturing and Reverse Engineering Laboratory.

In the area of alliances or programs with various companies, UNAQ has a Diploma in Data Science, a specialized program for the aeronautical industry designed together with the international firm General Electric.

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CONTENT



TECHNOLOGICAL UNIVERSITY OF QUERÉTARO (UTEQ)

Its objective is to contribute to the integral formation of higher education students with a focus on technological innovation, social and pedagogical responsibility for the common good in order to influence the transformation of society.

At the end of 2021, UTEQ's registered enrollment was 5,802 students and 2,800 graduates were confirmed.

Of the different educational programs registered, the TSU in Industrial Processes, Manufacturing and Industrial Engineering were the ones with the highest demand.

UTEQ EDUCATIONAL OFFER

OTEQ EDUCA	ATIONAL OFFER			
Superior university technician with continuity to bachelor's degree/engineering degree				
Superior University Technician (TSU)	Bachelor's degree/engineering			
TSU in Administration Human Capital Area	Bachelor's Degree in Human Capital Management			
TSU in Business Development Automotive Aftermarket Services Area Marketing Area	Bachelor's Degree in Business Innovation and Marketing			
TSU in Logistics Supply Chain Area	Bachelor's Degree in Design and Management of Logistics Networks			
TSU in English Language	Bachelor's Degree in Educational Institutional and Circular Management			
TSU in Maintenance Industrial Area	Industrial Maintenance Engineering			
TSU in Nanotechnology Materials Area	Nanotechnology Engineering			
TSU in Industrial Processes Manufacturing Area Plastics Area	Industrial Engineering			
TSU in Mechanics Automotive Area Molds and Dies Area	Metal Mechanical Engineering			
TSU in Chemistry Environmental Technology Area	Environmental Engineering			
TSU in Renewable Energies Solar Energy Area Quality and Energy Saving Area	Renewable Energy Engineering			
TSU in Mechatronics Automotive Area	Automation Technologies Engineering			
TSU in Information Technology Multiplatform Software Development Area Digital Network Infrastructure Area	Software Development and Management Engineering Smart Grid and Cybersecurity Engineering			
Postg	raduate			
Master in Smart Man	ufacturing Engineering			
Master in Cir	cular Economy			
ource : Own elaboration with information from the Universidad	Tecnológica de Querétaro (UTEQ), 2022			

Source: Own elaboration with information from the Universidad Tecnológica de Querétaro (UTEQ), 2022.

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CONTENT QUERÉTARO INFRASTRUCTURE AND EQUIPMENT

QUALITY

TERTIARY

TOURISM AND CULTURE GOVERNMENT SERVICES



The UTEQ has a broad infrastructure that allows students to develop greater competencies and skills. Among other spaces, the following stand out:

- CISCO Academy, to train students in the field of data networks based on the Routing and Switching curriculum and develop competencies oriented towards Industry 4.0.
- Franco-Mexican Training Center for the Specialized Profession of Peugeot's After-Sales Service, which allows teachers to keep up to date on automotive technology trends through ongoing training.
- Language Center, where foreign languages such as English, French and German are taught.
- Molecular Biology Laboratory, which supports and strengthens the technical and scientific part with a chemical or biological focus on nanotechnology and industrial processes.
- Polymer Transformation Laboratory, to strengthen students' competencies through transformation technologies, applicable regulations and organizational policies, in order to contribute to production goals.
- Center for Creativity and Innovation, to promote the UTEQ's participation in Industry 4.0 and to enhance the capabilities of the UTEQ Innovation Ecosystem.
- UTEQ-SIEMENS Training Center (Ingenuity Lab), where talents specialized in industrial software for product life cycle management are trained through technological co-investment collaboration.

During 2021, the UTEQ maintained alliances with several leading companies in their field, implementing and giving continuity to projects within the institution.

PROGRAMS AND ALLIANCES TO STRENGTHEN UTEQ'S EDUCATIONAL SYSTEM (2021)

Programs	Description
UTEQ-INTEL (Internet of Things Laboratory(LoT))	The agreement was renewed for the next three years with Intel to promote academic projects and collaborations.
Automotive Training Center	A collaboration agreement was signed between UTEQ and Stellantis México S.A. de C.V. to operate the Stellantis National Training Center to serve the dealers of the seven brands that make up the company, with approximately 220 dealers nationwide. This center is the only one in the state and in the country.
Participation with a presentation and proposal in GreenTech Americas 2021 in coordination with the Embassy of the Netherlands.	In coordination with the Ministry of Agricultural Development (SEDEA) and Dutch companies , they plan to create acenter specialized in the training of expert talent for protected and precision agriculture.
Signing of an agreement with the company FORTINET	The objective is to support both teachers and students in obtaining a certification for technical professionals interested in personal validation of their networking skills and experience.
Center for Productivity and Innovation for Industry 4.0 (CEPRODI 4.0 for its Spanish acronym).	A collaboration agreement was formalized between UTEQ and CEPRODI 4.0, which will allow the operation and oversight of the Regional Center for Industrial Productivity and Innovation 4.0, which promotes the regional innovation ecosystem of the Bajio region by offering directly or in collaboration with its allies, services and technological solutions for industry 4.0.
Project "Industry 4.0 Digital Platforms Laboratory for Computer Aided Design, Engineering and Manufacturing (CAD, CAE, CAM) Supported by Product Life Management (PLM) Systems" of the State Program for the Development of Technology and Innovation (PEDETI).	A laboratory of digital platforms for design, engineering and manufacturing was implemented, which is available in a private cloud for access by the university's community.

Source: Own elaboration with information provided by Universidad Tecnológica de Querétaro (UTEQ), 2022.

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SUSTAINABLE QUERÉTARO

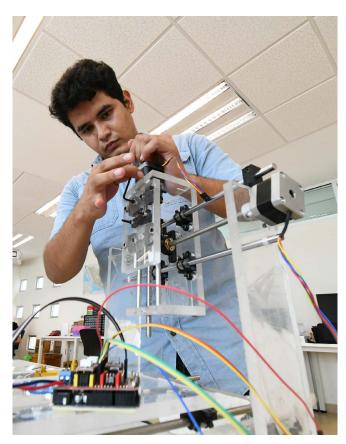
QUALITY OF LIFE

SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE









Source: Prepared by Universidad Tecnológica de Querétaro with data from the Career Division, 2022.

Since May 18, 2021, the UTEQ holds the ISO 21001:2018 "Management Systems for Educational Organizations" certification, which makes it the first higher level institution to have obtained it in the state, the third at the national level of the Subsystem of Technological and Polytechnic Universities and among the first 10 in the whole country. The recognition is aimed at promoting efficiency in the operation of the education system and was issued by the accreditation body SGS, valid until May 17, 2024.

Currently, 84.6% of the UTEQ's TSU educational programs are accredited by organizations recognized by the Council for the Accreditation of Higher Education (COPAES). In the case of engineering, the Information and Communication Technologies program is accredited. Thus, 14.3% of the enrollment is recognized for its quality.

ACCREDITATION OF SUPERIOR UNIVERSITY TECHNICIAN AND BACHELOR PROGRAMS (2021).

Educational program	Accreditation Body	Year of accreditation	Validity
Business Development in the Automotive Aftermarket Services Area	CACECA	August 1, 2021	August 1, 2026
Chemistry Environmental Technology	CACEI	December	December 8, 2026
Information and Communication Technologies Engineer	CONAIC	February 18, 2021	February 18, 2026

Source: Prepared by Universidad Tecnológica de Querétaro with data from the Career Division, 2022.

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CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT QUERÉTARO AND EQUIPMENT OF LIFE SECTOR SECTOR SECTOR AND CULTURE SERVICES

POLYTECHNIC UNIVERSITY OF QUERÉTARO (UPQ)

Its mission is to strengthen the higher education system with two fundamental qualities: to train graduates with clear and certified competencies; and a very close link with the social sector, where job opportunities are generated.

By the end of 2021, the UPQ's registered enrollment was 4,230 students and 596 graduates. From the institution's wide range of educational offerings, the Automotive Engineering program receives the greatest demand.

On July 9, 2021, the UPQ obtained the certification in the international standard ISO 21001:2018, the first international standard that specifies the requirements of a management system for educational organizations.

In August 2021, the university obtained the recognition "Entity Promoting Corporate Social Responsibility 2021".

UPO EDUCATIONAL OFFER.

Undergraduate			
Engineering			
Mechatronics Engineering			
Manufacturing Technology Engineering			
Automotive Technology Engineering			
Computer Systems Engineering			
Network and Telecommunications Engineering			
Bachelor's Degrees			
Bachelor's Degree in International Business			
Bachelor's Degree in Business Administration and Management			
Postgraduate			
Master's Degree in Production Systems Engineering and Industry 4.0			
Master's Degree in Administrative Engineering			

The UPQ has extensive infrastructure, including 3 buildings focused on the development of internships in Computer Systems, Mechatronics and Automotive Engineering.

Source: Own elaboration with information from the Polytechnic University of Querétaro (UPQ), 2022.

- CIDEA Building (Center for Automotive Innovation and Development).
- CAPTA Building (Center for Learning and Professionalization of Automotive Talent).
- Building Lt1 (Laboratories and workshops 1).

These buildings were the result of various agreements with companies such as BROSE, Huawei, ZF, Irizar and AERI. The spaces are equipped with high-tech equipment used in the productive sector, providing students with the opportunity to obtain a complete learning experience. The companies provide courses for university teachers to ensure proper handling of the equipment.

During 2021, the UPQ signed 31 agreements with productive areas, 11 of which were with the automotive sector. These agreements strengthened collaboration ties with the university's strategic allies, such as A3, AERI, ZF, BROSE, Aerocluster, Irizar and the Mexican Association of Automotive Manufacturing and Industrialists.

As part of the link with the industrial sector, the UPQ has developed the Dual Training Model, in which companies participate, allowing students to carry out academic activities as apprentices in a company on an alternating basis. Companies also actively participate in the university's labor exchange and are invited to train their personnel with the courses and diplomas offered by Business-oriented Training.

The UPQ seeks to guarantee educational quality through the accreditation of its programs. Therefore, certifications are a very important aspect for the university.

CERTIFICATIONS AND ACCREDITATIONS FROM THE POLYTECHNIC UNIVERSITY OF QUERETARO.

Name of certification/accreditation	Date obtained	Expiration
ISO 21001:2018 Management System for Educational Organizations Certification	July 9, 2021	July 12, 2024
Recognition as an Entity Promoting Corporate Social Responsibility 2021	August 3, 2021	August 3, 2022
Accreditation by the CIEES of the Engineering in Manufacturing Technologies Educational Program.	July 2021	August 2024
Accreditation by the CIEES of the Mechatronics Engineering Educational Program.	July 2021	August 2026

Source: Prepared by Polytechnic University of Querétaro (UPQ), with data from the Planning Department, 2022.

The UPQ subscribes to the CBE model: competency-based education, through which it seeks to ensure comprehensive educational quality for its students. The model is used in the Polytechnic Universities subsystem.

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TOURISM G AND CULTURE

GOVERNMENT SERVICES

POLYTECHNIC UNIVERSITY OF SANTA ROSA JÁUREGUI (UPSRJ)

It belongs to the network of polytechnic universities nationwide and is the second one created in Querétaro. Its mission is to contribute to the development of Mexico through a culture of sustainability by educating global citizens.

It is the first polytechnic university in the country and the only one in the state with the Bilingual, International and Sustainable (BIS) model, unique in Latin America, which responds to global labor market trends.

It has 122 agreements signed with national organizations, including internships, apprenticeships and social service, as well as international mobility as part of the BIS educational model.

UPSRJ EDUCATIONAL OFFER.

Undergraduate
Engineering
Engineering in Computational Robotics
Software Engineering
Industrial Metrology Engineering
Automotive Systems Engineering
Animation and Visual Effects Engineering
Bachelor's Degrees
Bachelor's Degree in Physical Therapy
Postgraduate
Master's Degree in Science Education
Master's Degree in Quality and Industrial Metrology

The UPSRJ has 207,948.37m² of land, among its infrastructure is the Learning Center (library) building with classrooms, laboratories, reading and consultation area and a Coworking space for shared work. Also noteworthy is the building MetraCenter, which has a space for the Automotive Systems Engineering program, an Innovation Room and 10 specialized laboratories.

Source: Own elaboration with data from Universidad Politécnica de Santa Rosa Jáuregui

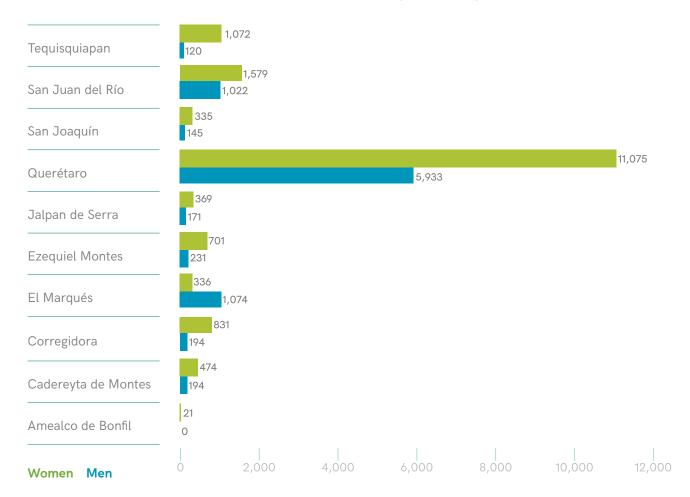
5.3.2. OCCUPATIONAL TRAINING

At the end of the 2020-2021 school year, 76 training centers were registered, located in 10 of the 18 municipalities of the entity. The municipality of Querétaro has the largest number of centers with 72.4%, followed by San Juan del Río with 14.5% and Corregidora with 4%; the rest of the demarcations have only one center.

Total enrollment was 25,877 students, a decrease of 22.9% with respect to the previous school year. Of those enrolled, 64.9% were women and 35.1% were men.

In municipalities such as Amealco, Tequisquiapan and Corregidora, the participation of women is very high compared to that of men, reaching 100%, 89.9% and 81%, respectively. The only municipality with a higher participation of men was El Marqués, with 76.2%.

ENROLLMENT IN OCUPPATIONAL TRAINING CENTERS. END OF THE SCHOOL YEAR (2020 - 2021).



Source: Own elaboration with information provided by the Ministry of Education of the Executive Branch of the State of Querétaro with data from the Educational Statistics for the end of the 2020 - 2021 school year, integrated by USEBEQ through Formats 911 and officialized by the SEP, 2022.

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SUSTAINABLE CONTENT QUERÉTARO

(UPSRJ), 2022.

INFRASTRUCTURE AND FQUIPMENT

QUALITY OF LIFE

PRIMARY **SECTOR**

TERTIARY SECTOR

TOURISM AND CULTURE GOVERNMENT SERVICES

5.3.3. SCIENCE AND TECHNOLOGY

The Economic Commission for Latin America and the Caribbean (ECLAC) points out that science, technology and innovation have gained importance in recent years and are fundamental elements for competing in the global market.

Thanks to these elements it is possible to achieve economic development and progress in the different countries. Today, research and advances in green energy are pillars for wellbeing, promoting care of the environment and building a green and inclusive society.

In Querétaro, companies, educational institutions and research centers are responsible for making scientific advances in different areas in order to improve the quality of life of citizens.

RESEARCH CENTERS AND RESEARCHERS

According to the Council of Science and Technology of the State of Querétaro (CONCYTEQ), in 2021 Querétaro had 56 research centers in which 3,826 experts participated, of which 811 were part of the National System of Researchers (SNI). These figures indicate an increase of 3.7% in research centers, 8.6% in the number of researchers and 4.7% in those subscribed to the SNI, with respect to the 2020 figures.



RESEARCH CENTERS IN THE STATE OF QUERÉTARO (2021).

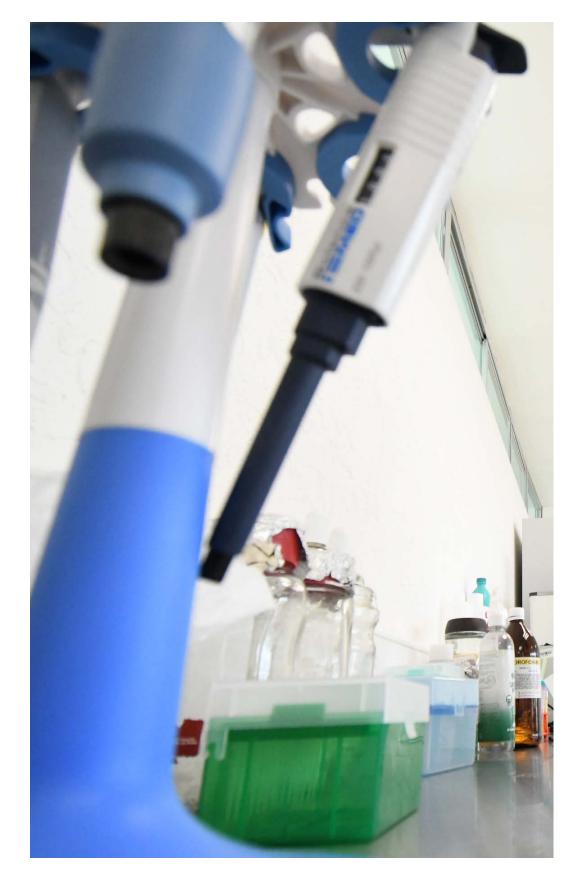
No.	Institution	Туре	Researchears belonging to the S.N.I.1 2021	Total number of researchers 2021
1	Center for Industrial Engineering and Development (CIDESI)	CONACYT	40	118
2	Center for Advanced Technology (CIATEQ, A.C.)	CONACYT	9	177
3	Center for Research and Technological Development in Electrochemistry (CIDETEQ, S.C.)	CONACYT	26	86
4	Interdisciplinary Center for Research and Teaching in Technical Education (CIIDET)	Federal	6	11
5	National Research Center for Animal Physiology (CENIDFA-INIFAP)	Federal	14	35
6	National Metrology Center (CENAM)	Federal	13	161
7	INAH Center, Querétaro	Federal	1	13
8	National Institute of Forestry and Agricultural Research (INIFAP, Querétaro)	Federal	1	8
9	Mexican Institute of Transportation (IMT)	Federal	8	106
10	Center for Educational Research and Teacher Training (CIEFD-IMSS)	Federal	0	35
11	CARSO Research and Development Centre, CIDEC (CONDUMEX, S.A. de C.V.)	Private	0	284
12	Center for Technology and Development (MABE, S. de R.L. de C.V.)	Private	1	480
13	Center for Technology and Development (TREMEC, S.A. de C.V.)	Private	0	21
14	Center for Advanced Engineering in Turbomachinery (CIAT-GE IQ)	Private	0	1,099

Executive Power of the State of Querétaro

CONTENT

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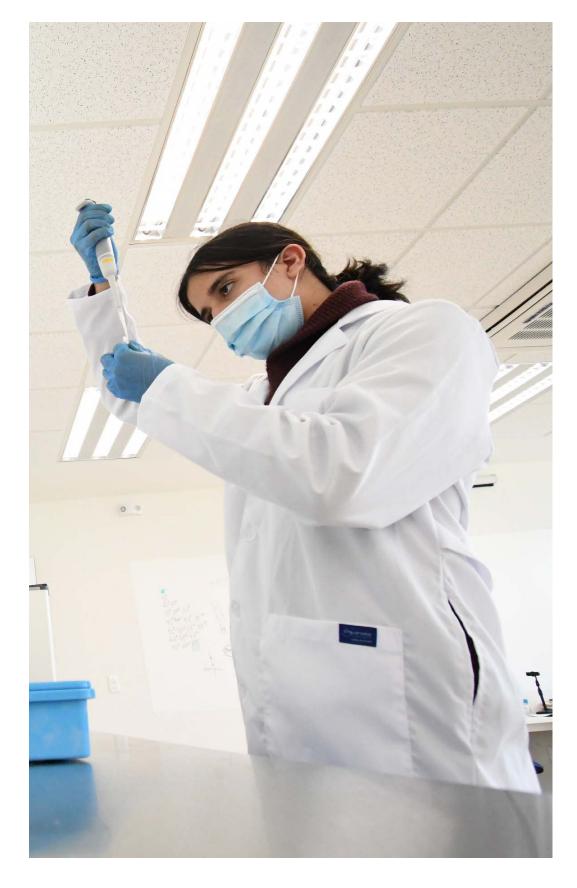
RESEARCH CENTERS IN THE STATE OF QUERÉTARO (2021).

No.	Institution	Туре	Researchears belonging to the S.N.I.1 2021	Total number of researchers 2021
15	MAVIC Educational Consultants	Private	0	21
16	Mess Servicios Metrológicos S. de R.L. de C.V.	Private	0	4
17	Centro de Investigación Social Avanzada, A.C. (CISAV)	Private	0	14
18	NUCITEC S.A.	Private	1	1
19	Continental	Private	*not specified	*not specified
20	Center for Research and Technological Development in Chronic Diseases. (CINDE TEC)	Private	1	1
21	Center for Research in Applied Science and Advanced Technology (CICATA-IPN)	Higher education	24	36
22	Center for Research and Advanced Studies (CINVESTAV-IPN, Querétaro Unit)	Higher education	24	24
23	High Technology Unit. Faculty of Engineering of the UNAM (UAT)	Higher education	5	10
24	Institute of Neurobiology of the UNAM, Juriquilla Campus (INB)	Higher education	58	58
25	CIEEN Center for Educational Research (ENEQ)	Higher education	1	1
26	Technological and Higher Education Institute of Monterrey, Querétaro Campus (ITESM-CQ)	Higher education	26	53
27	Technological Institute of Querétaro (ITQ)	Higher education	9	26
28	Center for Applied Physics and Advanced Technology of the UNAM, Juriquilla Campus (CFATA)	Higher education	26	34
29	Center for Geosciences of the UNAM, Juriquilla Campus	Higher education	40	68
30	Research Laboratory of the Engineering Institute for Advanced Processes in Water Treatment, UNAM Juriquilla Campus - LIPATA	Higher education	9	12

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RESEARCH CENTERS IN THE STATE OF QUERÉTARO (2021).

No.	Institution	Туре	Researchears belonging to the S.N.I.1 2021	Total number of researchers 2021
31	Technological University of Querétaro (UTEQ)		8	62
32	Technological Institute of San Juan del Río (ITSJR)	Higher education	2	18
33	Technological University of San Juan del Río (UTSJR)	Higher education	9	44
34	Polytechnic University of Queretaro (UPQ)	Higher education	13	44
35	Teaching and Research Multidisciplinary Unit of the Faculty of Sciences of the UNAM, Juriquilla Campus (UMDI)	Higher education	9	15
36	Aeronautical University in Querétaro (UNAQ)	Higher education	3	35
37	Universidad del Valle de México (UVM)	Higher education	7	17
38	Juriquilla Academic Unit of the UNAM Mathematics Institute, C.J.	Higher education	12	13
39	Center of Teaching, Research and Extension in Animal Production in the Central High Plateau (CEIEPAA). Faculty of Veterinary Medicine and Zootechnics, UNAM	Higher education	1	6
40	Autonomous University of Querétaro (UAQ)	Higher education	389	542
41	Polytechnic University of Santa Rosa Jáuregui (UPSRJ)	Higher education	9	20
42	Technological University of Corregidora (UTC)	Higher education	3	7
43	Universidad Anáhuac, Querétaro	Higher education	3	6
	Total		811	3,826

Source: Reported by the National Council on Science and Technology of the State of Querétaro (CONCYTEQ) ¹S.N.I.: The CONACYT's National System of Researchers.

* Not specified due to internal confidentiality policies.

Executive Power of the State of Querétaro

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The Autonomous University of Querétaro (UAQ) is positioned as the second research center and the educational institution with the largest number of researchers in the state, that is, 14.2% of the total and 48% of the SNI belong to the UAQ.

The different faculties of the UAQ develop multiple lines of research. In 2021 the one that gathered the highest number of researchers was Engineering with 148, of which 111 were part of the SNI. This was followed by Natural Sciences with 89, including 66 of them subscribed to the SNI.

RESEARCH CENTERS AND RESEARCHERS IN THE S.N.I¹ AT THE AUTONOMOUS UNIVERSITY OF QUERÉTARO (DECEMBER 2021).

Department/School	Name of the contest	Researchears belonging to the S.N.I. 2021	Researchers 2021
Natural Sciences	Higher education	66	89
Political and Social Sciences	Higher education	18	30
High School	Vocational secondary education	4	5
Accounting and Administration	Higher education	17	26
Law	Higher education	23	29
Nursing	Higher education	2	5
School of Fine Arts	Higher education	13	26
Philosophy	Higher education	22	32
Computing	Higher education	6	11
Engineering	Higher education	111	148
Language and literature	Higher education	16	21
Medicine	Higher education	14	17
Psychology	Higher education	17	30
Chemistry	Higher education	60	73
Total		389	542

Source: National Council on Science and Technology of the State of Querétaro (CONCYTEQ) ¹S.N.I.: The CONACYT's National System of Researchers.



S.N.I. REGISTERED IN INSTITUTIONS NOT CLASSIFIED AS RESEARCH CENTERS (2021).

Institution	Researchears belonging to the S.N.I.1 2021
Diagnóstico, Investigación y Tratamiento Neurológico, S.C.	1
Fundación Teletón, A.C.	1
Science and Technology Council	1
Ministry of Education	1
Higher Normal School of Queretaro (ENSQ)	1
Judicial Branch	1
Health Minister	2
National Institute of Fine Arts and Literature	1
Instituto de Investigación y Desarrollo de Tecnologías Garman, A.C.	1
Instituto de Investigación en Control Reconfigurable, A.C.	1
Universidad Marista de Querétaro, A.C.	1
Consortium for the Study of Metropolitan Areas	6
Dr. José María Luis Mora Research Institute	3
National School of Higher Studies of Juriquilla	15
Cuautitlán School of Higher Education	2
Total	38

Source: National Council on Science and Technology of the State of Querétaro (CONCYTEQ)

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APPLICATIONS FOR INVENTIONS IN QUERÉTARO (IMPI)

In 2021 the Mexican Institute of Industrial Property (IMPI) reported 2,997 registration processes, Querétaro added 101 of them, surpassing the 2020 figure and ranking seventh nationally.

INVENTION APPLICATIONS IN QUERÉTARO (2020 - 2021).

	2020	2021	Var. % (2020 - 2021)
Patents	42	35	-16.7%
Industrial designs	28	34	21.4%
Utility models	21	32	52.4%
Total	91	101	11%

Source: Own elaboration with data from the Mexican Institute of Industrial Property (IMPI) in figures, 2022.

TITLES AND REGISTRATIONS GRANTED IN QUERÉTARO (IMPI)

In 2021, 1,569 titles and registrations were reported nationwide, of which 54 occurred in Querétaro, exceeding the figure recorded in 2020 by 54.3%.

TITLES AND REGISTRATIONS GRANTED IN QUERÉTARO (2020 - 2021).

	2020	2021	Var. % (2020 - 2021)
Patents	12	18	50%
Industrial designs	15	19	26.7%
Utility models	8	17	112.5%
Total	35	541	54.3%

Source: Own elaboration with data from the Mexican Institute of Industrial Property (IMPI) in figures, 2022.



5.3.4. CLUSTERS

Querétaro has a solid statewide network of clusters in the aeronautics, automotive, information technology, energy, medicine, plastics and logistics sectors. The objective is to strengthen and boost the competitiveness of the entity and its companies.



Aerocluster

By the end of 2021, it had more than 60 members from the manufacturing industry, research centers, educational institutions, and public and private organizations. It generated 8,732 jobs, 27% of them for women, in addition to providing opportunities for 403 scholarship holders.

Its sales amounted to 1.43 billion dollars, representing the highest value to date. The sector that contributed the most was maintenance, repair and operations (MRO) with 34.6%, followed by aerostructures with 28.1%.

The largest regional trading partners of the companies affiliated to the cluster were North America, with 72% of exports and 37% of imports; followed by Europe with 22% and 9%; and Brazil with 1.5% and 29%, respectively.

The cluster's key initiatives are focused on: developing and strengthening the aerospace industrial fabric, connecting large companies with start-ups and SMEs; linking the current aerospace ecosystem in Querétaro and the region with national and international initiatives; promoting research and technology development for the benefit of the aerospace industry; fostering and promoting specialized training programs and sector studies; and finally, providing assistance, training, visibility and funding to start-ups and SMEs.

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CONTENT

PRIMARY **SECTOR**

TERTIARY SECTOR

TOURISM AND CULTURE GOVERNMENT SERVICES

QUALITY

OF LIFE







It is headquartered in the Technology Park of the Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Querétaro. Its integrating parties created specialized committees for human capital, industrial safety, asset security, supplier development, Tier 2 suppliers (TR2), operational excellence and technological development with the purpose of detecting the industry's main needs and finding the corresponding solutions based on the collaborative and connective work schemes of the triple helix.

The cluster has 119 members: 98 companies (2 original equipment manufacturers (OEMs), 45 Tier 1 (TR1), 43 TR2 and 8 automotive support companies), 9 educational institutions (5 universities, 2 higher technical institutions, 1 training center and the Mexican Transportation Institute), 9 research and development centers and 3 government agencies.

The group promotes strategies to place the automotive sector in Querétaro on par with the global demands of the industry, in order to generate a sustainable environment and the development of local suppliers through business to business (B2B) sessions as a growth opportunity for local companies in technical, productive and economic aspects.

It is important to consider that there are more than 300 companies in this sector in Mexico, which together account for 68,000 direct jobs.

QUERÉTARO





Information and Communication **Technologies Cluster**

Vórtice IT Cluster Querétaro was founded in March 2006 with the objective of providing its associates with opportunities to improve their skills, become certified, develop business, obtain resources for innovation projects and achieve a platform for international projection.

In 2021, as reported by the cluster, Querétaro had more than 400 companies in the industry, which generated more than 24,000 direct jobs. It is integrated by just over 150 of the sector's companies of a technological base, 19 strategic allies from other sectors, 4 research centers, 7 state clusters, 22 universities, 4 private schools and 9 government entities.

The members of the cluster form working groups where experts participate in topics such as digital transformation, innovation and entrepreneurship, infrastructure and smartcity, human talent, among others.

Vórtice is founder and current president of Consejo Querétaro Economía del Conocimiento A.C., a body that identifies and integrates the visions and efforts of all sectors to drive the state towards a knowledge-based economy and society.





Medical Cluster

Clúster Queretano Médico y de la Salud, A.C. was founded in June 2014 with the mission to contribute to the wellbeing of society through service, innovation, quality and the adoption of best practices, recruitment, training and coordination among each of its associates.

In 2021 it was comprised of 9 hospitals and clinics, 1 manufacturer, 1 training center, 1 diagnostic counsel, the Medical College of Querétaro, as well as government agencies including the Ministry of Sustainable Development and the Ministry of Health of the State of Querétaro.

It is the first health cluster in the country to be certified under the standards of "The European Ministry for Cluster Analysis (ESCA)". It benefits its participants by bringing them closer to sources of financing, collaboration and connections with academic institutions and public sector organizations, and summons for training at preferential prices, among others.

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TOURISM

AND CULTURE











Energy Cluster

The Querétaro Energy Cluster is a non-profit civil association that offers competitive intelligence services and generates, stores and promotes the use of strategic business information to raise the level of competitiveness of the sector in Querétaro.

The body generates alliances between educational institutions, research centers, entrepreneurs, government, civil associations and private companies to carry out social responsibility projects and generate positive transformation for the socioeconomic environment.

In 2021 it had 17 micro and small companies, 6 medium and large companies, 4 research and development centers, 5 universities, 1 civil association and representation of the State Government.



Plastics Cluster

In 2021 it had 59 companies of the plastics sector and 10 from other sectors, among which there are 3 research centers and 7 universities. It has 6 commissions: Circular Economy; Certification, Education and Training; Operational Excellence; Technical Materials and Project Development; Machinery and Parts; and Raw Materials, Additives and Lubricants.

The cluster reports that Querétaro has around 1,100 micro, small and medium-sized plastics companies and 120 mold manufacturing and maintenance companies, ranging from family businesses and self-employment (entrepreneurship), to multinational auto parts companies with more than 3,000 employees, manufacturers and assemblers of household appliances with 55,000 direct jobs and more than 20,500 indirect jobs, also including the agro-industrial, biotechnology and pharmaceutical sectors, among others.

The group offers specialized certifications, training and diploma courses in mold and die design, maintenance, metrology and material quality, among other topics.



Logistics Innovation Cluster (CILQRO)

Founded in February 2018, its mission is to coordinate the link between companies and strategic players in the logistics sector for the implementation of innovative opportunities that are the backbone of the country's development, through the promotion of companies in Querétaro and the Bajío region.

In 2021, it was made up of 48 companies in the sector related to activities such as shipping lines, customs brokers, consulting firms, logistics operators, public and private institutions, among others. During the same year, 14 members joined.

The group offers a variety of benefits to its members, including certification programs, training, meetings with companies, research centers, universities and government entities, among others.

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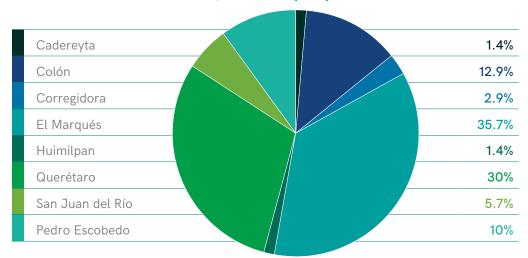




5.4. PARKS AND INDUSTRIAL ZONES

Its presence and development in the state promotes the growth of manufacturing activity, which is a national benchmark for Querétaro. The Ministry of Sustainable Development registered 70 industrial parks and zones in 2021, which represented an increase of 4.5% over 2020. The municipality of El Marqués had the highest number of industrial complexes with 35.7%, including two new incorporations during the period.

PERCENTAGE DISTRIBUTION OF AUTHORIZED INDUSTRIAL PARKS IN QUERÉTARO (2021).



Source: Prepared by the Ministry of Sustainable Development with data from the Subsecretariat of the Environment. Department of Environmental Control, 2022.

INDUSTRIAL PARK DIRECTORY

AUTHORIZED INDUSTRIAL PARKS IN THE STATE OF QUERÉTARO, 2021.

CADEREYTA DE MONTES	Parque Industrial Cadereyta	
CORREGIDORA	Complejo Industrial Balvanera	
CORREGIDORA	Parque Industrial El Pueblito	
	Vesta Park Querétaro	
	Agropark	
	Aerotech Industrial Park	
	Parque Aeroespacial de Querétaro	
Colón	Ferroparque	
	Industrial Point	
	Novotech Aeropuerto	
	Parque Industrial Aeropuerto Querétaro (PIA)	
	VYNMSA PARK etapa 2	

	Parque Industrial El Marqués
	Finsa Querétaro
	Microparque Industrial La Noria
	Parque Industrial Aeropuerto O´Donnell
	Parque Industrial Aeropuerto
	Parque Industrial Advance Qro.
	La Bomba Industrial Park
	Conjunto Industrial P.K.Co
	Global Park Querétaro
	Parque Industrial Ciudad Maderas
El Marqués	Parque Industrial PyME
	Parque Industrial Calamanda
	Arso Park
	VYNMSA
	Villa del Marqués
	Prime Park Just In Time
	Parque Industrial Quadrum
	Terra Park Centenario
	Euro Park
	Puerta Querétaro
	FRISA

-	Parque Tecnológico Innovación Querétaro
EL MARQUÉS	Parque Industrial Advance Conin
EL MARQUES	Complejo Industrial Guadalupe La Venta
	Conjunto Industrial Las Palmas II

HUIMILPAN Parque Industrial PyME	
	Conjunto Industrial Sotavento
	Zona Industrial San Pedrito Peñuelas
	Parque Vía Verte
	Fraccionamiento Industrial Benito Juárez
	Parque Industrial Jurica
	Parque Industrial Querétaro
	Polígono Empresarial Santa Rosa
	Parque Industrial San Isidro
	Microparque P88
	Parque Miqro1
Querétaro	Microparque Industrial Jofre Park
	NAVEX Park
	Condominio Industrial SPM
	Polígono empresarial Buena Vista
	Dynamik Park
	Eqropak
	Microparque Born-Makro
	Parque Industrial Vie Verte Querétaro II
	Navetec Santa Rosa
	Terrakia
	Parque Industrial Querétaro Sur
	Fraccionamiento Industrial Valle de Oro

Parque Industrial Advance SJR Conjunto Industrial Las Palmas Parque Industrial Elysium Exeter Cantera Industrial Park PEDRO ESCOBEDO Finka San Antonio Agropark Parque Industrial Q2 Saloro Business Park Parque Industrial Q3

Tierras Coloradas

Nuevo Parque Industrial

SAN JUAN DEL RÍO

Source: Prepared by the Ministry of Sustainable Development with data from the Subsecretariat of the Environment. Department of Environmental Control, 2022.

Note: The green color indicates the authorized industrialized parks that were integrated during 2021 to the list.

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SUSTAINABLE INFRASTRUCTURE QUALITY **TERTIARY** TOURISM QUERÉTARO AND EQUIPMENT OF LIFE SECTOR AND CULTURE SECTOR



INDUSTRIAL SETTLEMENTS

The Ministry of Sustainable Development, together with municipal, state and federal agencies, through the "Induction Form" evaluates and resolves on the establishment of new industries, as well as the expansion, regularization, relocation, change of corporate name and ratification of those already established, based on the Industrial Law of the State of Querétaro and other provisions in force.

During 2021, 82 Induction Forms were managed, representing an increase of 18.8% over 2020. Regularization procedures were the most issued, representing 37.8% of the total.

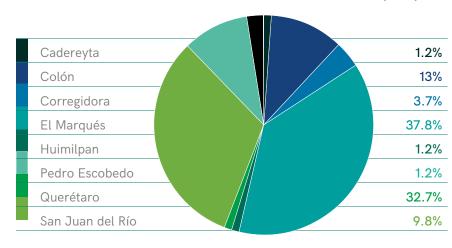
INDUSTRIES WITH INDUCTION FORM (2021).

Туре	Applications
Relocation	4
Ratification	2
Regularization	31
Establishment	18
Expansion	21
Change of corporate name	6
Total	82

Source: Own elaboration with information from the Ministry of Sustainable Development with data from the Subsecretariat of the Environment, Environmental Control Directorate, 2022.

The procedures were carried out by companies located in 9 of the 18 municipalities of the entity during 2021. Of the total, 31 were carried out by companies located in the municipality of El Marqués, followed by Querétaro with 26 procedures by companies located in its demarcation.

DISTRIBUTION OF INDUCTION FORMS BY MUNICIPALITY (2021).



Source: Own elaboration with information from the Ministry of Sustainable Development with data from the Subsecretariat of the Environment, Environmental Control Directorate, 2022.

The one-stop window for procedures seeks to support new and established companies in Querétaro by bringing them closer to various institutions to facilitate the management of procedures related to permits, licenses, authorizations in municipalities, as well as hydraulic and energy issues. During 2021, 72 applications were processed, 20% more than in 2020.

ONE-STOP WINDOW FOR PROCEDURES (2021).

Agency	Applications
CEA	5
CFE	9
Municipalities	17
Cadastre	4
Public Registry of Property	4
Foreign Affairs	6
Others	27
Total	72

Source: Own elaboration with information from the Ministry of Sustainable Development with data from the Undersecretary of Economic Development, Directorate of Industrial Development, 2022.

In 2021, 32 projects were completed in different municipalities of Querétaro in the aeronautical, automotive, food and beverage, household appliances, and information and communication technology sectors, among others. The number represented an 18.5% increase over 2020.

COMPLETED PROJECTS (2021).

Municipality	Number of projects
El Marqués	10
Querétaro	9
Colón	10
Corregidora	1
San Juan del Río	1
To be defined	1
Total	32

Source: Own elaboration with information from the Ministry of Sustainable Development with data from the Undersecretary of Economic Development, Directorate of Industrial Development, 2022

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SUSTAINABLE CONTENT QUERÉTARO

Executive Power of the State of Querétaro

AND EQUIPMENT

QUALITY OF LIFE

SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE

GOVERNMENT SERVICES

5.5. ENVIRONMENTAL IMPACT

5.5.1. ENVIRONMENTAL IMPACT ASSESSMENT

It is the responsibility of the Ministry of Sustainable Development, through the Directorate of Environmental Control, to evaluate and, if necessary, discard projects that may cause ecological imbalances by exceeding the limits and conditions set forth in the applicable standards, derived from the execution, suspension, expansion, modification, demolition or dismantling of works or activities.

The evaluation process is carried out under the following modalities:

- Preventive Environmental Impact Report
- Environmental Impact Statement
- Induction Form.

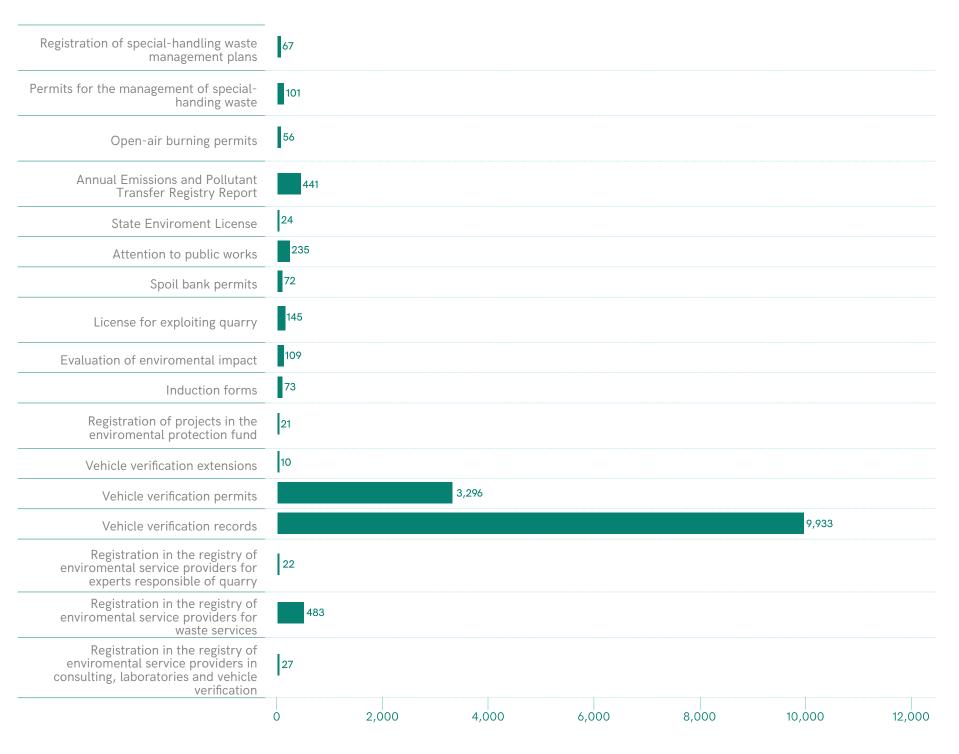


ENVIRONMENTAL PROCESSES

In addition to the environmental impact assessment, the Environmental Control Directorate carries out various procedures through the Online Procedures Platform, which is a digital tool that brings information to users and facilitates the process of obtaining environmental impact authorizations.

During 2021, 15,115 procedures were carried out, representing an increase of 2.8% over 2020. Vehicle verification certificates and registration in the registry of environmental waste service providers were the procedures that showed the greatest absolute variation, increasing by 3,974 and 148, respectively.

NUMBER OF PROCEDURES HANDLED BY THE ENVIRONMENTAL CONTROL DIRECTORATE (2021).



Source: Own elaboration with information from the Ministry of Sustainable Development with data from the Subsecretariat of the Environment. Department of Environmental Control, 2022.

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5.6. . REGULATORY IMPROVEMENT

The Federal Commission of Regulatory Improvement is responsible for developing efficient public policies to generate and implement clear regulations, simplified processes and services, and effective institutions to monitor their creation and implementation.

In order to contribute to the regulatory improvement of the environmental procedures of the Executive Branch of the State of Querétaro, the following regulations were included in the 6th Regulatory Agenda by the Ministry of Sustainable Development and published in the Official Gazette La Sombra de Arteaga, during the period of validity of the same and that due to their content are considered to have an impact on individuals:

- State Climate Change Action Program for the State of Querétaro 2021-2050.
- Agreement whereby the State Vehicle Verification Program for the First Semester of Fiscal Year 2022 is issued.
- Agreement authorizing and issuing the Program to Promote Investment and Generate Employment (PROFIGE), as well as its guidelines for fiscal year 2022.
- Agreement authorizing and issuing the State Program for the Development of Technology and Innovation (PEDETI), as well as its guidelines for fiscal year 2022.
- Agreement authorizing and issuing the Program for the Competitiveness of Companies in the State of Querétaro, as well as its guidelines for fiscal year 2022.
- Agreement authorizing and issuing the Regional Strengthening Program, as well as its operating guidelines for fiscal year 2022.
- Guidelines of the Economic Sectors Support Program PASE.
- Agreement authorizing and issuing the guidelines for the preparation of the Preventive Environmental Impact Report and the Environmental Impact Statement by the Ministry of Sustainable Development of the Executive Branch.



5.7. MOODY'S AND S&P CREDIT **RATINGS**

Moody's

During 2021 Moody's Investors recognized Querétaro's economic strength, which is supported by its own revenues, which show a higher level compared to its national peers, as well as its solid management and internal governance practices.

The firm stressed the importance of maintaining a diversified local economy and the low debt levels that the entity has maintained historically.

STANDARD AND POOR'S (S&P)

In August 2021, S&P Global Ratings confirmed Querétaro's credit ratings on a global scale of 'BBB' and on a national scale of 'mxAA+'.

The valuations were based on the strong fiscal performance that allowed the state to accumulate very high cash reserves and prepay its debt in full.

Actions such as the establishment of a successful growth model to encourage private investment, as well as diversifying into high-growth sectors such as communications and information technology, allowed S&P Global Ratings to consider Querétaro's economic performance better than the rest of the states in the country.

Executive Power of the State of Querétaro

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TERTIARY SECTOR

The economic activity of Querétaro stands out for the dynamism of this particular sector related to commerce, education, health, banking and financial instruments, transportation and communications.





6.1. COMMERCE

In 2020, tertiary activity was the one that contributed the most to the state's Gross Domestic Product (GDP), reaching 214,796 million pesos, that is, 58.5% of the total. Commerce stood out in a special way with a participation of 66,974 million, equivalent to 18.2% of the total GDP and 31.2% of tertiary activities.

6.1.1. DOMESTIC TRADE

According to figures from the 2021 Quarterly Indicator of State Economic Activity (ITAEE for its abbreviation in Spanish), commercial activity in the state showed an index of 112.7 points, a figure 6.9% higher than the equivalent in 2020.

According to data presented by the Mexican Institute of Social Security (IMSS), in December 2021, a total of 105,909 people formally worked in commercial activities, an amount 8% higher than in 2020.

WHOLESALE TRADE

In 2020, this activity generated 36,181 million of the 366,872 million pesos produced by the entity, representing 9.9% of the state GDP.

The Monthly Survey on Commercial Companies (EMEC for its abbreviation in Spanish) shows the dynamics of income from the supply of goods and services by wholesale trade.

This activity, during the months of january to May 2021, presented an index lower than that of 2020, however, from june it increased the figures, reaching 148.2 points in december, yielding an average variation of 1.37%.

TOTAL REMUNERATION. WHOLESALE TRADE (2020 - 2021)

Wholesale Trade 2020

Wholesale Trade 2021



Source: National Institute of Statistics and Geography. Monthly Survey on Commercial Companies (EMEC). Series 2013. (2022) Note: Base index 2013 = 100

Executive Power of the State of Querétaro

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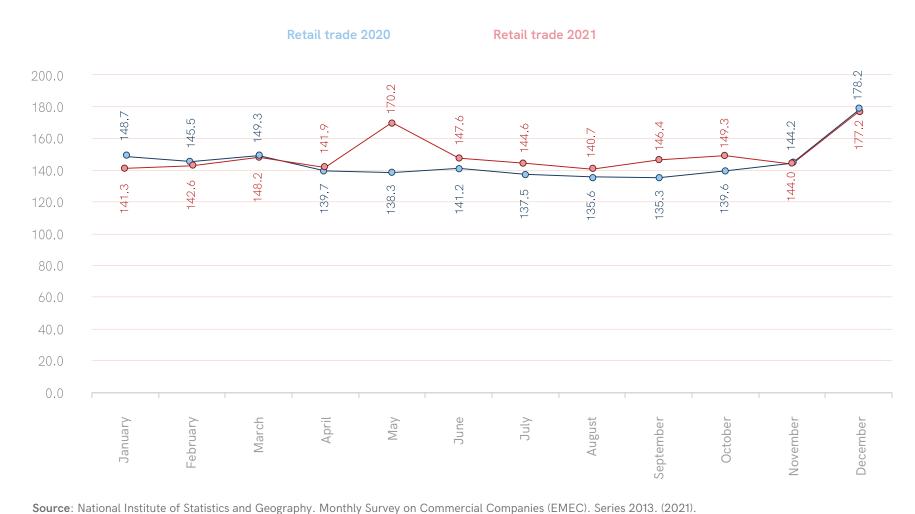


RETAIL TRADE

In 2020, 30,793 million pesos were generated, equivalent to 8.4% of the state GDP.

The behavior in 2021 was very similar to that of the previous year, reaching the highest annual variation in may with 170.2 points, a figure 23% higher than that of the same month in 2020.

TOTAL REMUNERATION. RETAIL TRADE (2020 - 2021).



Note: Base index 2013 = 100



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CONTENT QUERÉTARO INFRASTRUCTURE AND EQUIPMENT

QUALITY

SECONDARY SECTOR

TOURISM AND CULTURA GOVERNMENT SERVICES

6.1.2. FOREIGN TRADE

It is the activity that represents the exchange of goods, products and services between suppliers and consumers residing in various countries and international markets. It contemplates the statistical record in the trade balance of the countries involved, known as "imports and exports".

Its main functions are:

- 1) Allow the exit of products.
- 2) Generate foreign exchange for the country.
- 3) Create jobs.
- 4) Acquire products and services that are absent within the country.
- 5) Promote and strengthen the economic development of a country.

It is an activity in constant growth that faces various factors and that demands a regulation according to technological innovations to maintain the benefits for both exporting and importing nations.

The Deputy Ministry of Foreign Trade is the instance of the Federal Government that has the power to carry out the negotiation, administration and defense of International Trade and Investment Treaties and Agreements.

TRADE AGREEMENTS SIGNED BY MÉXICO

The National Customs Agency of México (ANAM) reports that México currently has 12 Free Trade Agreements signed with 46 countries; 32 Agreements for the Promotion and Reciprocal Protection of Investments with 33 nations; 9 Limited Scope Agreements within the framework of the Latin American Integration Association; and is a member of the Trans-Pacific Partnership.



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FREE TRADE AGREEMENTS SIGNED BY MÉXICO

Treaty	Participating countries	Entry into force	Target
México - Bolivia Free Trade Agreement	Bolivia	January 1, 1995	Establish a Free Trade Zone with clear and transparent rules for mutual benefit in trade and investment.
Group of Three Free Trade Agreement (G3 FTA)	Colombia, Venezuela	January 1, 1995	To create a space free of restrictions, prevailing the free flow of goods, free competition, technical standards, product quality and continuous economic growth, in addition to expanding trade and economic ties between the signatory countries.
North American Free Trade Agreement (NAFTA)	United States, Canada	January 1, 1994	Form a Free Trade Zone, establishing clear and permanent rules for commercial exchange, which will allow for increased trade and investment flows, as well as new employment opportunities and better standards of living.
México - Costa Rica Free Trade Agreement	Costa Rica	January 1, 1995	Create a Free Trade Zone by promoting the process of regional and continental integration.
México - Nicaragua Free Trade Agreement	Nicaragua	July 1, 1998	Stimulate commercial expansion and diversification. Eliminate barriers to trade and facilitate the movement of goods and services. Promote conditions of fair competition in trade. Substantially increase investment opportunities. Adequately and effectively protect and enforce intellectual property rights.
México - Chile Free Trade Agreement	Chile	August 1, 1999	Liberalize a trade zone and create effective procedures for the implementation and enforcement of the treaty, its joint administration and dispute settlement.
México - Israel Free Trade Agreement	Israel	July 1, 2000	Establish a Free Trade Zone to intensify trade and the economy through the liberalization of taxes and restrictions on imports originating in the signatory countries.
México-European Union Free Trade Agreement (EU-México FTA)	Germany, Austria, Belgium, Denmark, Spain, Finland, France, Greece, Holland, Ireland, Italy, Luxembourg, Portugal, United Kingdom, Sweden, Cyprus, Slovenia, Malta, Czech Republic, Hungary, Poland, Estonia, Slovakia, Latvia, Lithuania.	July 1, 2000	Encourage the development of trade in goods and services. Preferentially, progressively and reciprocally liberalize trade in goods and services. To stimulate commercial and economic activity. Increase opportunities and strategic alliances for Mexican companies.
México - Northern Triangle Free Trade Agreement	El Salvador, Guatemala, Honduras	March 15, 2001 El Salvador and Guatemala. June 1, 2001 Honduras	Establish a Free Trade Zone to strengthen integration between México and Central America.
Free Trade Agreement México - Asociación European Free Trade Association	Republic of Iceland, Kingdom of Norway, Principality of Liechtenstein, Swiss Confederation.	July 1, 2001	Create a commercial space in a context of multinational integration through the establishment of a Free Trade Zone to open up external development opportunities.
México - Uruguay Free Trade Agreement	Uruguay	July 1, 200	Strengthen regional economic integration, which is one of the essential instruments for Latin American countries to advance their economic and social development and create a larger and more secure market for goods and services produced in their territories.
Free Trade Agreement between the United States of México and the Republic of Colombia	Colombia	August 2, 2011	Facilitate commercial exchange and respond to changes in production processes and the relocation of input supply in the region.

Source: Own elaboration with information from the Ministry of Economy, Foreign Trade, Countries with Treaties and Agreements with México, 2022.

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México has been a member of the World Trade Organization (WTO) since january 1, 1995. The aim of the institution is to help its members use commercial activities as means to raise living standards and create jobs.

OUERÉTARO CUSTOMS OFFICE

It was founded on july 22, 1983 and its headquarters are currently located at Carretera Estatal 200, Querétaro-Tequisquiapan km 22.5, in the municipality of Colón, Qro. The agency belongs to the territorial districts of the states of Querétaro, Hidalgo and 88 municipalities of Michoacán.

The customs clearances of merchandise are by air, land and railway through the Customs section of Hidalgo and the Privately-Owned Bonded Warehouse.

TACTICAL POINTS THAT MAKE UP THE CUSTOMS OFFICE OF QUERÉTARO

Customs Office of Queretaro.

Hidalgo's Customs Section, located in Atotonilco de Tula, Hidalgo.

International Airport of Querétaro.

"Gral. Francisco J. Mújica" International Airport of Morelia, Michoacán.

"General Ignacio López Rayón" International Aerodrome, Uruapan, Michoacán.

During the first half of 2021 the Customs Office of Querétaro was placed in position 16 according to the number of operations. In the months of january to june 2021, 113,082 imports were reported, that is, 50.2% more than in the same period of 2020, and 51,348 exports that represented an annual increase of 41.7%.

There are 6 customs brokers assigned and 40 authorized to operate in the Customs Office of Querétaro and its circumscription, as well as two supervised offices authorized to provide the service of handling, storage and custody of goods, in addition to a privately-owned bonded warehouse:

- Terminal Logistics, S.A. de C.V. (CR: 210)
- Terminal Intermodal Logística de Hidalgo, S.A.P.I. de C.V. (CR: 230).
- RFE (Privately-Owned Bonded Warehouse) Interior Port Querétaro, (IR 11).



EXPORTS FROM THE STATE OF QUERÉTARO

México exported \$439,770.8 million in 2021. Querétaro was positioned in 12th place of the entities with the highest number of exports, representing 3.3% of the national total.

In 2021 the state reached the highest level of exports since the first records (2007). The total value was 14,560.30 million dollars, an amount that, compared to 2020, increased 24%.

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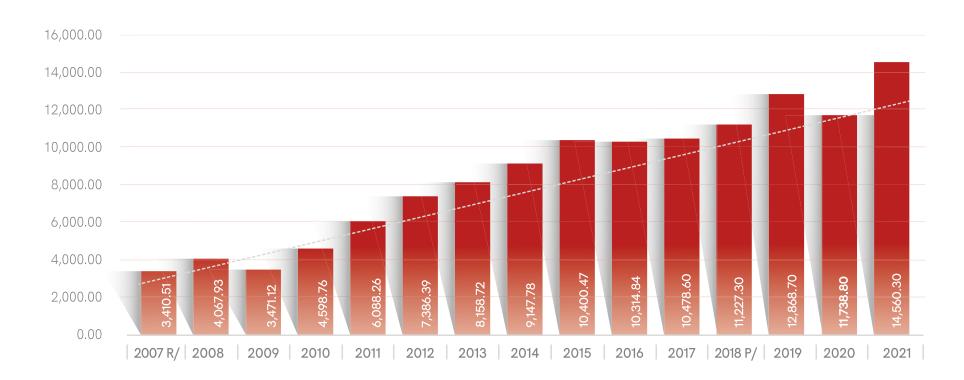


GOVERNMENT

SERVICES



EXPORTS OF QUERÉTARO (2007 - 2021).



Source: National Institute of Statistics and Geography. Quarterly Exports by Federative Entity, 2022.

Note: LThe figures are expressed in millions of dollars.

R/ Revised results from the date indicated, the above due to the update of the calculation methodology derived from the incorporation of the Statistical Registry of Business of México (RENEM) and the Monthly Survey of the Manufacturing Industry as statistical sources.

P/ Preliminary figures from the date indicated.

In 2021, 15 of the 16 subsectors of export activity registered in Querétaro reported growth compared to 2020. The most significant was the 51.3% reached by the subsector of manufacture of machinery and equipment.

Total exports in the state were concentrated in two subsectors:

- 1) Manufacture of transportation equipment, 49.1%.
- 2) Manufacture of accessories, electrical appliances and electric power generation equipment, 16.4%.

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EXPORTS OF QUERÉTARO BY SCIAN ACTIVITY SUBSECTOR (2020 - 2021).

SCIAN activity subsector	2020	2021	Var. % (2020 - 2021)	Share of total (2020)
Agriculture A/ B/ C/	150,061	139,815	-6.8%	1%
Extraction of metallic and non-metallic minerals, except oil and gas	С	С	N/A	N/A
Food industry	326,975	386,751	18.3%	2.7%
Beverage and tobacco industry	22,683	31,378	38.3%	0.2%
Manufacture of textile consumables and their finishes	С	С	N/A	N/A
Manufacture of textile products, except clothing	С	С	N/A	N/A
Manufacture of clothing	31,468	28,756	-8.6%	0.2%
Wood industry	-	С	N/A	N/A
Paper industry	242,561	314,997	29.9%	2.2%
Printing and related industries	30,827	35,493	15.1%	0.2%
Manufacture of petroleum and coal products B/	5,269	С	N/A	N/A
Chemical industry B/	415,068	431,520	4.0%	3%
Plastic and rubber industry	477,088	704,257	47.6%	4.8%
Manufacture of products based on non-metallic minerals	148,142	165,686	11.8%	1.1%
Basic metal industries	10,234	11,972	17.0%	0.1%
Manufacture of metal products	192,734	276,828	43.6%	1.9%
Manufacture of machinery and equipment	806,560	1,220,015	51.3%	8.4%
Manufacture of computer, communication, measurement and other electronic equipment, components and accessories	960,450	1,168,907	21.7%	8%
Manufacture of accessories, electrical appliances and electrical power generation equipment	1,908,578	2,393,962	25.4%	16.4%
Manufacture of transportation equipment	5,932,806	7,154,237	20.6%	49.1%
Other manufacturing industries	С	С	N/A	N/A
Subsectors not specified	77,384	95,748	23.7%	0.7%
Total Exports	11,738,889	14,560,322	24.0%	100%

Source: National Institute of Statistics and Geography. Quarterly Exports by Federative Entity, 2021.

Note: Figures are expressed in millions of dollars "C" Amounts of those subsectors that are not presented for confidentiality. "-" No information is available to determine whether exports are made in the relevant subsector. The sum of partials may not match the total due to rounding. N/A: Not available

Executive Power of the State of Querétaro

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In Querétaro, according to Data México, the products with the highest international sales* were.

- 1) Parts and accessories of motor vehicles.
- 2) Refrigerators, freezers and refrigeration or freezing equipment.
- 3) Machines and appliances.

The municipalities with the highest participation were Querétaro, El Marqués, Colón, San Juan del Río and Corregidora. The main sales destinations were the United States, Canada and France.



INTERNATIONAL PURCHASES OF THE STATE OF QUERÉTARO

The most outstanding in 2021 were:

- 1) Parts and accessories of motor vehicles.
- 2) Precious metal in colloidal state; its organic and inorganic compounds, even if they are not of defined chemical constitution; and their amalgams.
- **3)** Corn.

NET INTERNATIONAL TRADE OF THE STATE OF QUERÉTARO (2006 - 2020).



Source: Data México, Ministry of Economy. https://dataMéxico.org/es/profile/geo/queretaro-

Note: International purchases refer to the total of those concluded with foreign countries by legal entities whose tax domicile is registered in a particular state. Thus, International Purchases by Federative Entity represent a different concept from imports.

*Note: International sales in Data México refer to the total of those concluded abroad by legal entities whose tax domicile is registered in a particular state. Thus, International Sales by Federative Entity represent a different concept from Exports by Federative Entity.

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6.2. FOREIGN DIRECT INVESTMENT (FDI)

According to the Inter-American Development Bank, FDI is defined as "an operation" involving a long-term relationship in which a natural or legal person resident in an economy (direct investor) has the objective of obtaining a lasting stake in a company or entity resident in another economy."

Their flows are the engine that drives the growth of the destination countries of the investment thanks to the positive externalities. These generate an increase in productivity and new jobs in the host economies.

Therefore, governments have implemented policies to increase FDI, simplifying access processes and offering incentives for more companies to enter their country.

Due to the COVID-19 pandemic, FDI fell 35% globally, the lowest level recorded since 2005, about 20% lower than that of the 2009 global financial crisis.

6.2.1. FOREIGN INVESTMENT IN MÉXICO

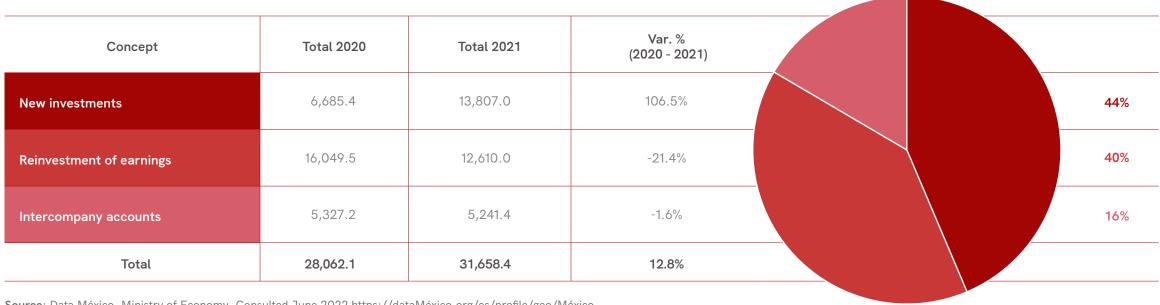
FDI activities at the national level in 2021 reached 31,658 million dollars, a figure 12.8% higher than in 2020. The investments with the greatest presence and growth were those classified as new.

The World Investment Report, (document published by the United Nations Conference on Trade and Development (UNCTAD), places México in 2020 in the ninth place of the countries with the highest reception of foreign investment, ascending 5 positions compared to the previous year.

In 2020, of the countries of Latin America and the Caribbean, México was the second country that received the most foreign investment, surpassed only by the British Virgin Islands.

The report states that foreign investment in México in 2020 was quite resilient compared to the rest of the countries in the region. This is thanks to the fact that from 2019 to 2020, even with the adversities presented worldwide, it only decreased by 15%.

FDI BY TYPE OF INVESTMENT IN MÉXICO, (2019 AND 2020) (MILLIONS OF DOLLARS).



Source: Data México. Ministry of Economy. Consulted June 2022 https://dataMéxico.org/es/profile/geo/México Nota: Figures are expressed in millions of dollars.

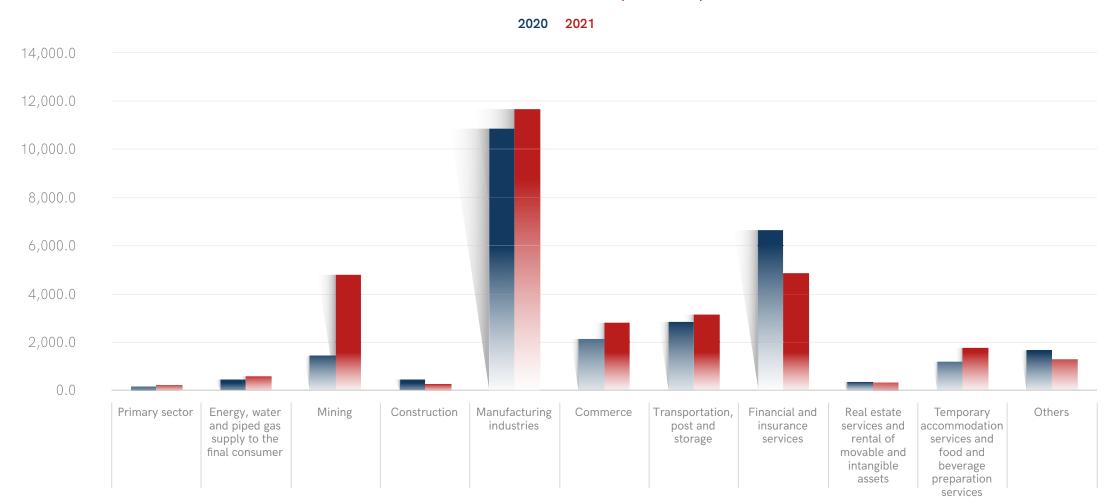
From 2020 to 2021, of the 11 sectors included in FDI, 6 showed growth. The most notorious case was that of mining with 238.2%.

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NATIONAL FDI BY MAIN SECTORS (2020 - 2021)



Source: Own elaboration with information from Ministry of Economy, 2022.

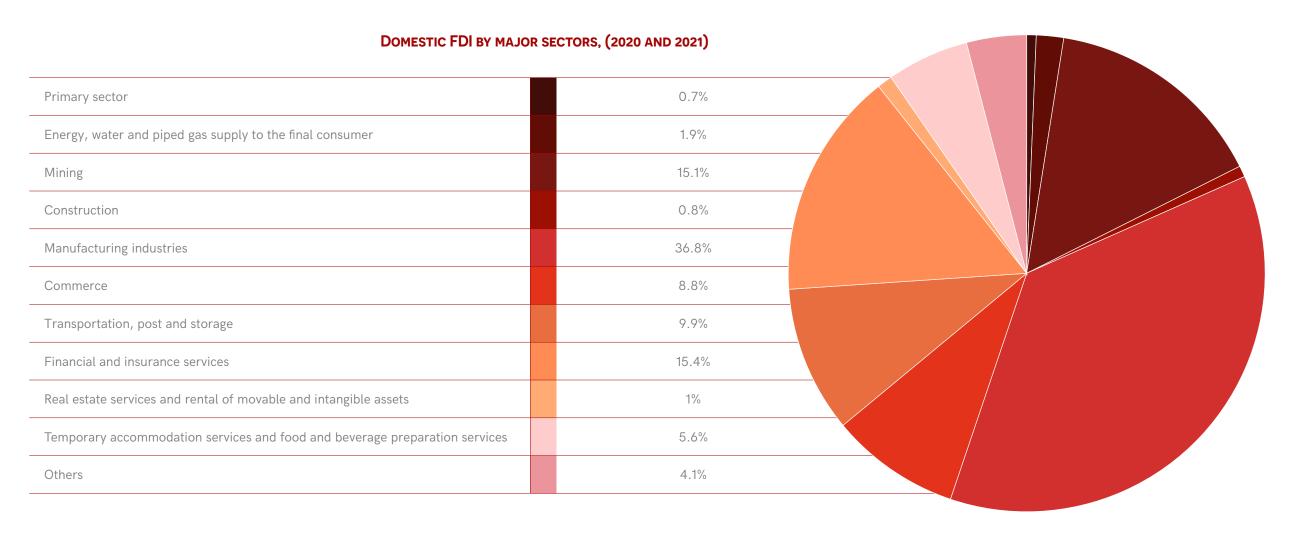
Note: Figures are expressed in millions of dollars. The primary sector includes agriculture, animal husbandry, forestry, fishing and hunting.

In 2021, secondary activity contributed 54.5% to national FDI, tertiary activity 44.8% and primary activity 0.6%. Of the main sectors, the manufacturing industry was the sector with the highest attraction of flows, receiving 36.8% of FDI in México.

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PARTICIPATION BY ECONOMIC SECTOR IN FDI IN QUERÉTARO.



Source: Own elaboration with information from Ministry of Economy, 2022.

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The United States generates about 50% of the FDI that arrives in México, followed by Spain with 13.8%. From 2020 to 2021, the United States showed a 43% increase in its investments.

DOMESTIC FDI BY COUNTRY OF ORIGIN (2020 - 2021).

DOMESTIC FDI BY COUNTRY OF ORIGIN (2020 - 2021).

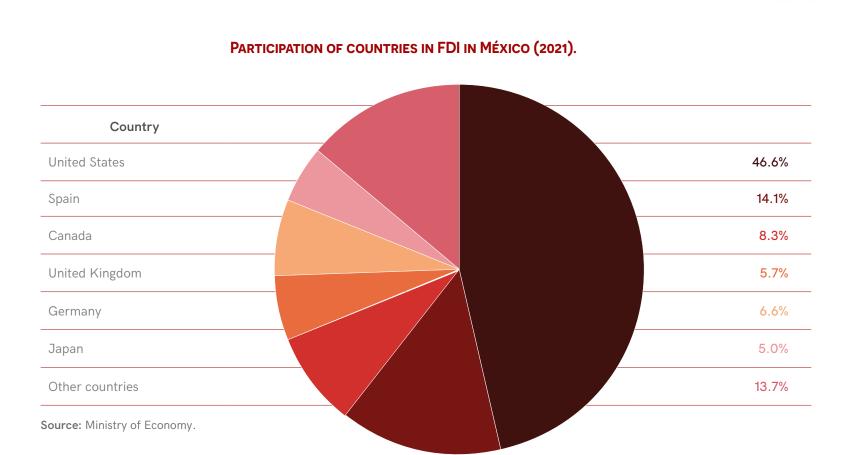
Country	Inves (U	Var. %		
ocuna y	2020 2021			
United States	10,605.5	14,754.9	39%	
Spain	3,977.3	4,463.1	12%	
Canada	4,215.1	2,618.5	-38%	
United Kingdom	901.2	1,807.2	101%	
Germany	875.7	2,089.2	139%	
Japan	1,226.3	1,596.0	30%	
Other countries	6,260.9	4,329.5	-31%	
Total	28,062.0	31,658.4	13%	

Source: Data México. Ministry of Economy. https://dataMéxico.org/es/profile/geo/México?fdiYearSelector=2021

Note: Figures are expressed in millions of dollars.

The totals do not coincide with the sum of the partial totals because some statistical data correspond to one or two companies and are shown as confidential.





Poder Ejecutivo del Estado de Querétaro

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SUSTAINABLE CONTENT QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

SECTOR

SECONDARY SECTOR

TOURISM AND CULTURA GOVERNMENT SERVICES

6.2.2. FOREIGN INVESTMENT IN THE STATE

During 2021, the accumulated value of FDI in Querétaro was 869.8 million dollars, a figure 1% lower compared to that obtained in 2020. The first quarter of the year recorded the highest amount of FDI, reaching \$321 million.

FDI BY TYPE OF INVESTMENT IN QUERÉTARO AND PARTICIPATION IN THE NATIONAL TOTAL (2020 - 2021)

FDI BY TYPE OF INVESTMENT IN QUERÉTARO, (2020 - 2021).

Concept	Total 2020	Total 2021	Participation with respect to the national total (2021)	Var. % (2020 - 2021)	Participation %
New investments	355.9	315.4	1.9%	-11.4%	36%
Reinvestment of earnings	672.6	322.5	2.2%	-52.0%	37%
Intercompany accounts	-167.6	231.9	5.0%	-238.4%	27%
Total	860.9	869.8	2.6%	1.0%	100%

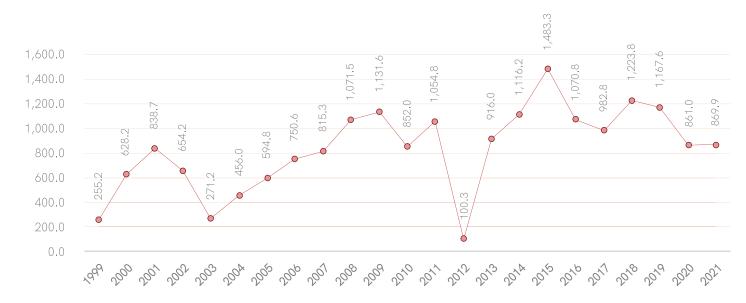
Source: Data México, Ministry of Economy.

1) https://dataMéxico.org/es/profile/geo/queretaro-qt?fdiSelectorButton1=total&fdiTimeSelector=Year

2) https://dataMéxico.org/es/profile/geo/México?fdiTimeSelector=Year

Note: Figures are expressed in millions of dollars.

FDI IN QUERÉTARO (1999 - 2021)



Source: Data México, Ministry of Economy. https://dataMéxico.org/es/profile/geo/queretaro-qt?fdiSelectorButton1=total&fdiTimeSelector=Year

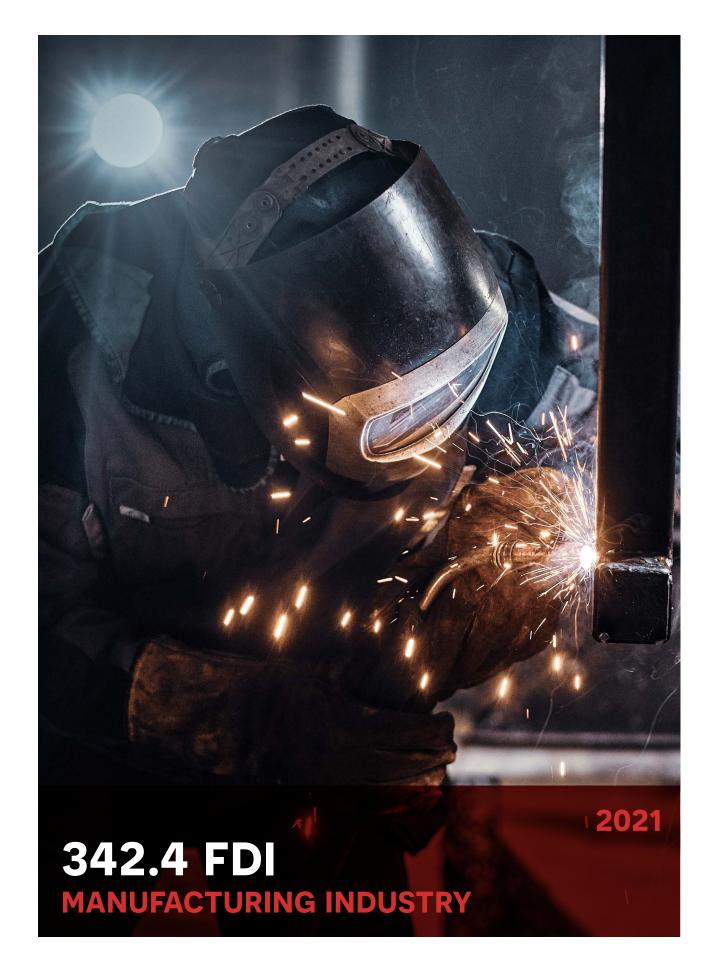
Note: Figures are expressed in millions of dollars.

In 2021, sectors such as information in mass media and trade showed significant increases: 241% and 216% respectively.

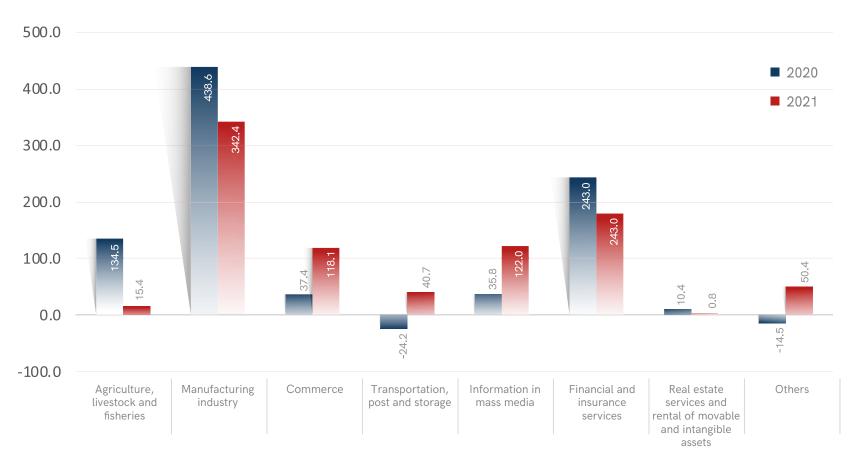


Executive Power of the State of Querétaro Competitive Querétaro Economic Yearbook 2022

CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT QUERÉTARO AND EQUIPMENT OF LIFE SECTOR SECTOR SECTOR AND CULTURA SERVICES



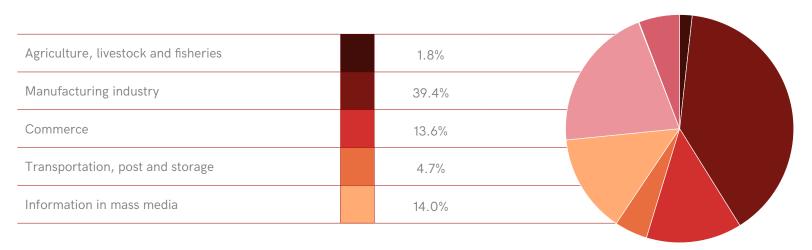
FDI BY ECONOMIC SECTOR IN THE STATE OF QUERÉTARO (2020 - 2021).



Source: Ministry of Economy.

Note: Figures are expressed in millions of dollars.

PARTICIPATION BY ECONOMIC SECTOR IN FDI IN QUERETARO (2021).



Source: Ministry of Economy

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SUSTAINABLE QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

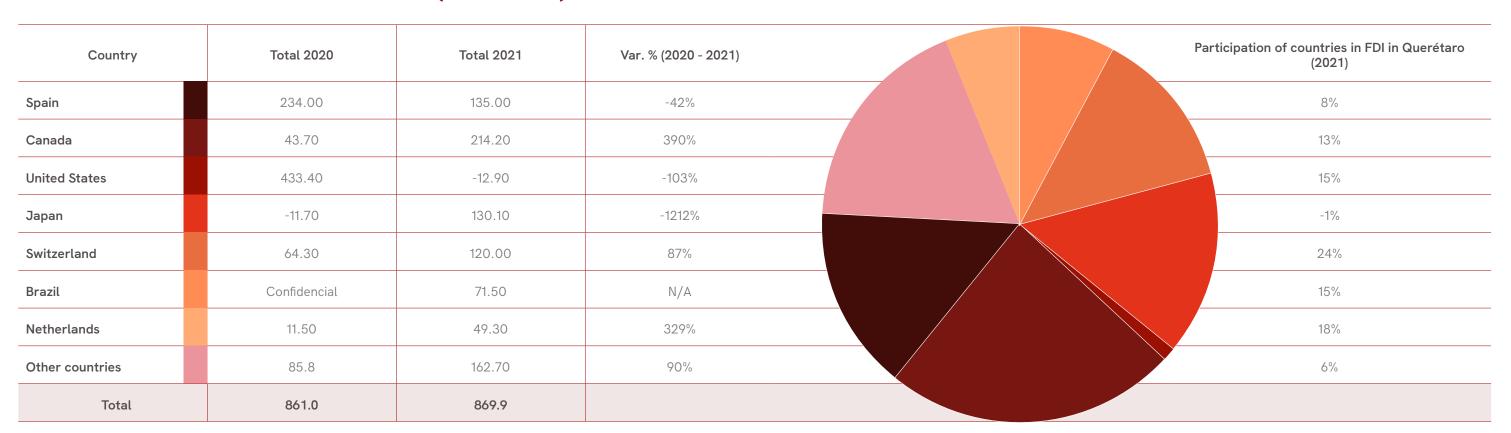
PRIMARY SECTOR SECONDARY SECTOR

TOURISM AND CULTURA GOVERNMENT SERVICES

In 2021, FDI in Querétaro presented important changes. In 2020 the country that originated the most investment was the United States with 433.4 million dollars, however, for the following year, Canada was placed as the first trading partner with 214.2 million dollars. Countries such as Spain, Canada and Switzerland kept their numbers constant, while Brazil joined the list of countries investing in the state in 2021.



FDI BY COUNTRY OF ORIGIN IN QUERÉTARO (2020 - 2021)



Source: Ministry of Economy. Competitiveness and Regulations. Foreign Direct Investment, 2021.

Note: The totals do not coincide with the sum of the partials due to the fact that some statistical data for some countries are shown as confidential. Figures are expressed in millions of dollars.

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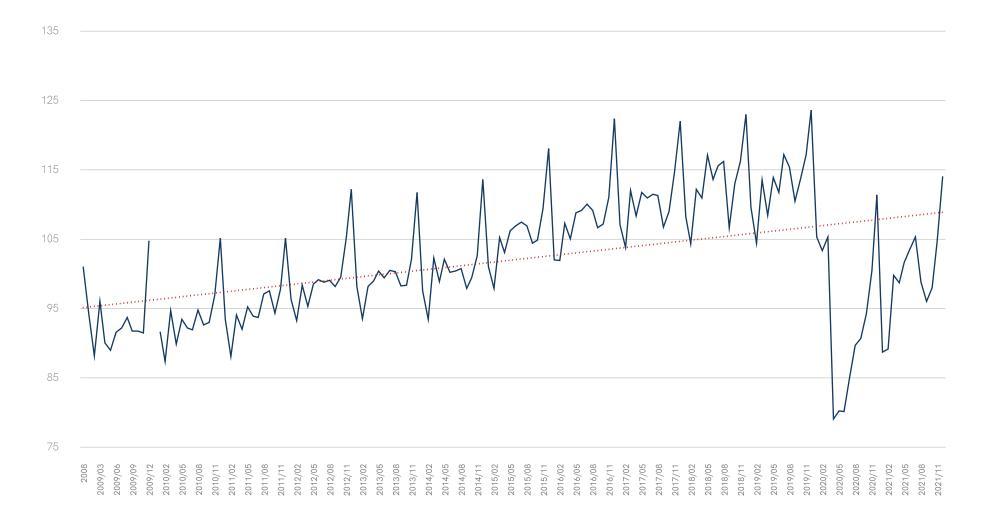
6.3. SERVICES

It is a sector of the economy that encompasses numerous activities, from medical and educational services, to systems analysis and computer processing.

The National Survey of Private Non-Financial Services evaluates the trends of a sector characterized by behaving irregularly over the years and with wide influence on the national economy. The highest level on record occurred in December 2019, 123.61 points, however, four months later the index reached its lowest level, just 79.05 points.

To measure services in the state of Querétaro, the Quarterly Indicator of State Economic Activity (ITAEE) is used. The agency recorded an index of 116.9 points in 2021 for tertiary activities, a figure more than 5 points higher than the index reported in 2020.

NATIONAL SURVEY OF PRIVATE NON-FINANCIAL SERVICES (2008 - 2021).



Source: Economic information bank, INEGI. Monthly Service Survey (EMS) (2021).

ANNUAL CHANGE IN THE INDEX OF NON-FINANCIAL PRIVATE SERVICES (2020 - 2021)

Month	2020	2021	Annual variation
January	111.2	93.6	-15.9%
February	109.6	96.6	-11.8%
March	103.6	100.2	-3.3%
April	80.5	101.2	25.7%
May	79.8	101.6	27.3%
June	80.6	103.3	28.2%
July	86.3	103.3	19.7%
August	90.2	98.5	9.2%
September	93.7	98.5	5.2%
October	94.5	98.7	4.5%
November	96.8	99.7	3.0%
December	101	101.8	0.8%

Source: Economic information bank, INEGI. Monthly Service Survey (EMS) (2021).

Querétaro is a state with vigorous service activities, so much so that within the tertiary sector they accumulate 68.8%. In 2020, services represented 147,822 million real pesos.

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6.3.1. TRANSPORT, COMMUNICATION

AND STORAGE SERVICES

Together with infrastructure, it is the support that allows economic activities to carry out much of the logistics of moving goods from production centers to consumer markets.

It includes the economic units dedicated mainly to the transfer of people and cargo. It also provides specialized services, including those related to the transportation and storage of goods.

The activities of the sector in 2020 contributed 9.3% to the total GDP of tertiary activity, however, this figure was lower than the 10.8% reported in 2019. Within the tertiary economic activity, the sector ranks fourth in terms of participation.

According to the Mexican Social Security Institute (IMSS), in December 2021, 35,679 jobs were reported, a figure 9.4% higher than in 2020, that is, 32,627 job openings. The age range with the highest participation was between 30 – 34 years. The median salary in the sector was \$517.57 for men and \$433.84 for women.





6.3.2. FINANCIAL AND INSURANCE SERVICES

According to the SCIAN, this sector includes economic units dedicated to the regulation of the issuance and circulation of the currency; stock exchange, exchange and financial investment activities; and institutions that provide services related to insurance, bonds, and retirement funds.

In 2020, the sector contributed 6.8% to the total GDP of tertiary activity, a figure higher than the 6.2% reported in 2019. It is located in the sixth position that contributes the most to the economic activity of the segment.

For December 2021, the IMSS reported 12,757 jobs, an amount 45% higher than the 8,778 registered in the same period of the previous year. The age range with the highest participation was people between 25 - 29 years old and the average salary in the sector was \$572.77 for women and \$740.55 for men.

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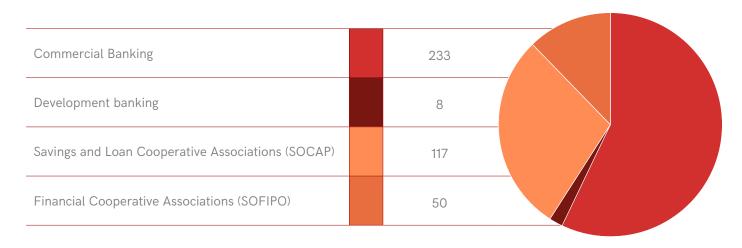


FINANCIAL INFRASTRUCTURE IN THE STATE OF QUERÉTARO

Financial inclusion is defined as the access and use of formal services, under an appropriate regulation that allows for consumer protection schemes and that promotes education in the field to improve the economic capacity of all segments of the population.

For the third quarter of 2021, of the 15,779 financial services branches in the country, 408 belonged to the entity, this represents a share of 2.6% of the total. Likewise, commercial banking maintained the largest number of branches during this period.

FINANCIAL SERVICES BRANCHES IN QUERÉTARO (Q3 2021).

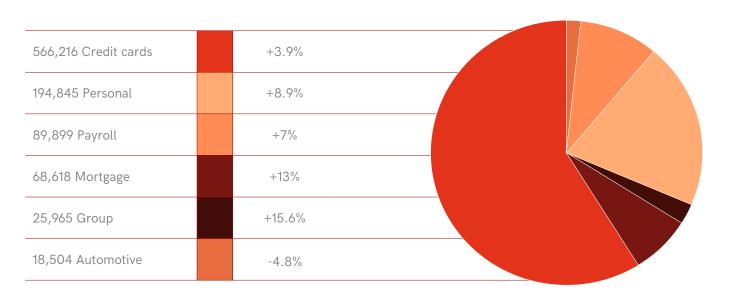


Source: National Banking and Securities Commission. Financial Inclusion Databases, September 2021.

CREDIT AGREEMENTS AND FLOW OF TRANSACTIONS IN THE STATE

During the third quarter of 2021, Querétaro reported 1,024,753 agreements, a figure 6.6% higher than that reported in the same period of the previous year. Of the total in the entity, 55% were agreements requested through credit cards, presenting an increase of 3.9% compared to the same period of 2020. The commitments that had the largest increase compared to the previous year were those of group credit, with 15.6%.

NUMBER OF CREDIT AGREEMENTS AND PERCENTAGE CHANGE WITH RESPECT TO 2020 IN QUERÉTARO (SEPTEMBER 2021).



Source: National Banking and Securities Commission. Financial Inclusion Databases, September 2020 and 2021.



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TOURISM

The agreements considered are: credit card, mortgage, group, personal, payroll, automotive and credit for Acquisition of Durable Consumer Goods (ABCD by its acronym in Spanish).

CREDIT AGREEMENTS FOR EVERY 10,000 ADULTS NATIONWIDE (SEPTEMBER 2021).

#	State	Agreements		#	State	Agreements
1	Ciudad de México	10,756	-	17	Chihuahua	5,406
2	Baja California Sur	6,453	_	18	Quintana Roo	5,371
3	Morelos	6,364		19	Veracruz	5,345
4	Aguascalientes	6,042	=	20	Tlaxcala	5,307
5	Nuevo León	6,006	_	21	Baja California	5,269
6	México	5,965	_	22	Tabasco	5,170
7	Coahuila	5,959	_	23	Michoacán	5,131
8	Tamaulipas	5,865	_	24	Guanajuato	5,061
9	Colima	5,863	_	25	Hidalgo	4,939
10	Sinaloa	5,852	_	26	San Luis Potosí	4,885
	National	5,777	_	27	Guerrero	4,849
11	Querétaro	5,763	_	28	Durango	4,687
12	Jalisco	5,713	_	29	Puebla	4,470
13	Yucatán	5,653	_	30	Zacatecas	4,154
14	Sonora	5,589		31	Oaxaca	3,987
15	Campeche	5,585	_	32	Chiapas	3,446
16	Nayarit	5,524	_			

Source: National Banking and Securities Commission. Financial Inclusion Databases, September 2021.

BRANCH ACCESS POINTS FOR EVERY 10,000 ADULTS NATIONWIDE (SEPTEMBER 2021)

#	State	Branches	•	#	State	Branches
1	Colima	2.8		17	Chihuahua	1.6
2	Jalisco	2.4	•	18	San Luis Potosí	1.6
3	Ciudad de México	2.4		19	Tamaulipas	1.6
4	Querétaro	2.3	•	20	Sonora	1.6
5	Baja California Sur	2.2		21	Zacatecas	1.5
6	Nayarit	2.2	-	22	Durango	1.4
7	Nuevo León	2.1		23	Veracruz	1.4
8	Guanajuato	2.1	•	24	Oaxaca	1.4
9	Morelos	2.0	-	25	Guerrero	1.4
10	Yucatán	1.9		26	Tabasco	1.3
11	Quintana Roo	1.9	•	27	Hidalgo	1.3
12	Michoacán	1.9	•	28	Puebla	1.3
13	Campeche	1.7		29	Baja California	1.3
14	Sinaloa	1.7	-	30	México	1.2
	National	1.7		31	Tlaxcala	1.1
15	Coahuila	1.6	-	32	Chiapas	1.1
16	Aguascalientes	1.6				

Source: National Banking and Securities Commission. Financial Inclusion Databases, September 2021.

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MOBILE BANKING

It is an instrument put in place in order to incorporate more segments of the population, offering them more accessible channels and service points. This is thanks to the reduction of operational and transaction costs, such as travel time to branch facilities.

For the third quarter of 2021 agreements that use mobile banking had an increase of 32% compared to the same period of 2020 in Querétaro, the increase confirms that it is an alternative that users choose more frequently. The total number of agreements of this type in the country was 60,986,979 as of September 2021, of which 1,039,521 were concluded in Querétaro.

AGREEMENTS USING MOBILE BANKING (SEPTEMBER 2021)

Municipality	No. of agreements	Variation % (2020 - 2021)
Amealco de Bonfil	13,271	33.5%
Pinal de Amoles	1,883	74.7%
Arroyo Seco	1,273	95.8%
Cadereyta de Montes	15,891	15.9%
Colón	10,829	29.3%
Corregidora	55,737	21.7%
Ezequiel Montes	14,293	26.6%
Huimilpan	4,447	29.0%
Jalpan de Serra	8,705	50.9%
Landa de Matamoros	2,119	118.9%
El Marqués	49,325	32.2%
Pedro Escobedo	15,926	47.0%
Peñamiller	1,586	43.1%
Querétaro	698,146	34.8%
San Joaquín	853	36.9%
San Juan del Río	119,608	19.1%
Tequisquiapan	22,065	23.0%
Tolimán	3,564	34.4%
Total	1,039,521	31.6%

Source: National Banking and Securities Commission. Financial Inclusion Databases, September 2020 and 2021.

DIRECTORY OF DEVELOPMENT BANKING IN THE STATE

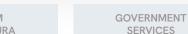
It aims to fund projects with a high social impact that, due to their low private profitability, are unattractive to commercial intermediaries. In Querétaro the branches of the sector in the third quarter of 2021 were 8, the same registered in the previous year.

DIRECTORY OF OFFICES IN QUERÉTARO OR REGIONAL

Entity	Address and telephone numbers
	Av. Corregidora Nte. 291, Col. Centro, 76000 Santiago de Querétaro, Qro. / Av. Pie de la Cuesta 2121, int. 16, Col. Desarrollo Habitacional San Pedrito Peñuelas, 76148 Santiago de Querétaro, Qro.
Banco del Bienestar	442 224 1727 / 442 261 3117
	Sucursales en: Arroyo Seco, Colón, Jalpan, Pedro Escobedo, San Joaquín y San Juan del Río.
Banco Nacional de Obras y Servicios Públicos	Zaragoza 279 interior 101 - 106, Pte. Esq. Tecnológico 1er. Piso, Col. El Prado, 76030, Santiago de Querétaro, Qro.
(BANOBRAS)	442 215 3932 / 442 215 3937 / 442 215 7737
Banco Nacional del Ejército, Fuerza Aérea y Armada	Plaza San Marcos 110, Col. Ensueño, 76178 Santiago de Querétaro, Qro.
(BANJERCITO)	442 215 9274
Nacional Financiera (NAFIN), Región Centro	Insurgentes Sur, No. 1971, Torre 4 Piso 11, Col. Guadalupe Inn, Álvaro Obregón, 01020 Ciudad de México.
	55 532 56000
Banco Nacional de Comercio	Periférico Sur 4333, 3er. Piso Poniente, Col. Jardines en la Montaña, 14210 Ciudad de México.
Exterior (BANCOMEXT) Dirección Regional Centro	55 5449-9284

Source: Banco del Bienestar, Banobras, Banjercito, Nafin, Bancomext.

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MEXICAN FINANCIAL SYSTEM

Regulated, supervised, sound and stable finances are the ideal scenario for asset prices to reflect favorable supply and demand conditions, which promote an optimal allocation of resources among savers, debtors and investors.

In México, the system is headed by the Ministry of Finance and Public Credit, closely accompanied by the Bank of México and five other institutions involved in these activities.

Each of the agencies that structure the system has its particular purposes:

- Ministry of Finance and Public Credit (SHCP): proposes, directs and controls the federal government's policy on financial, fiscal, expenditure, revenue and public debt matters.
- Bank of México (BANXICO): preserves the value of the national currency over time to contribute to the improvement of the economic well-being of Mexicans.
- National Banking and Securities Commission (CNBV): supervises and regulates the entities that make up the system and individuals and legal entities when they carry out activities provided for in the financial laws.
- Insurance and Surety National Commission (CNSF): supervisa las acciones de este sector respecto al marco normativo, resguardando la solvencia y estabilidad financiera de las instituciones.
- National Commission for the Retirement Savings Systems (CONSAR): effectively regulates and supervises the institutions involved.
- National Commission for the Protection and Defense of Financial Services Users (CONDUSEF): promotes and disseminates education and transparency in the sector. It defends the interests of those involved through the supervision and regulation of institutions.
- Institute for the Protection of Bank Savings (IPAB): guarantees banking transactions, mainly of small and medium savers. It solves solvency problems and stabilizes the banking system by safeguarding the national payment system.

Executive Power of the State of Querétaro____

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6.3.3. REAL ESTATE SERVICES

According to the SCIAN, the sector comprises three subsectors that group economic units dedicated mainly to real estate services, and the rental of movable and intangible property.

In 2020, real estate services contributed 16.8% to the total GDP of tertiary activity, a figure 15.4% higher than that reported in 2019. It is the second sector with the highest participation in tertiary economic activity.

The figures of the IMSS in december 2021 referring to real estate services reported 1,396 jobs, an amount 7% above what was registered in 2020 during the same period, that is, 1,303 jobs. The age range with the highest participation were people between 40 and 44 years old. The median salary in the sector was \$362.22 for women and \$392.48 for men.

REGISTRY OF REAL ESTATE BROKERS AND COMPANIES

Published in La Sombra de Arteaga on December 6, 2016, it is the regulation that aims to establish the bases for the certification and updating of real estate brokers and companies and their registration in the entity. The following table details the information:

Year	Number of licenses granted to real estate brokers	Number of permits granted to real estate companies
2017	157	6
2018	542	23
2019	507	5
2020	133	10

Source: Ministry of Urban Development and Public Works, 2021.



During 2020, training courses on urban development were given to 4 municipalities.

Municipalities	Hours
Pedro Escobedo	10
Tolimán	15
Arroyo Seco	15
Pinal de Amoles	5
Total	45

Source: Ministry of Urban Development and Public Works, 2021.

Executive Power of the State of Querétaro



6.4. COMMERCIAL AND SERVICE **DEVELOPMENT**

6.4.1. EMPLOYMENT IN THE TRADE AND SERVICES SECTOR

According to the Mexican Social Security Institute, the sector includes the following activities:

- 1) Services for companies, individuals and households.
- 2) Trade.

Executive Power of the State of Querétaro

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- 3) Social and community services.
- 4) Transport and communications.

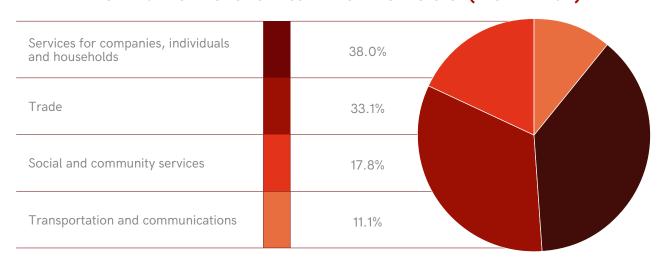
In December 2021, the total number of insured employees in Querétaro amounted to 628 thousand workers, 54% of them insured in the trade and services sector. The average salary in the state for females is \$478.91 and for males \$560.18.

WORKERS IN THE TERTIARY SECTOR INSURED WITH THE IMSS. (**DECEMBER 2021**)

Economic activity	Insured workers	Variation %
Services for companies, individuals and households	121,787	2.2%
Trade	105,909	8.0%
Social and community services	57,037	5.7%
Transportation and communications	35,679	9.4%
Total state of Querétaro	320,412	5.5%

Source: Open data from the Mexican Social Security Institute (IMSS).

PERCENTAGE DISTRIBUTION OF INSURED WORKERS BY SECTOR (DECEMBER 2021)



Source: Open data from the Mexican Social Security Institute (IMSS).



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QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

SECTOR

SECONDARY SECTOR

TOURISM AND CULTURA GOVERNMENT SERVICES

6.4.2. GROSS DOMESTIC PRODUCT (GDP) OF THE SECTOR

The total GDP of the state was 366,872 million pesos and the economic activity with the highest participation was the tertiary with 58.6%, followed by the secondary with 38.6% and finally the primary with 2.8%.

In this period, the GDP of tertiary activity reached 214,796.25 million pesos, presenting a decrease of 7.2% compared to 2019. It is important to consider the presence of the COVID-19 pandemic in 2020.

GDP OF THE TERTIARY ACTIVITY BY SECTORS PARTICIPATION BY SECTOR IN THE TOTAL GDP IN QUERÉTARO (2020). OF TERTIARY ACTIVITY (2020). GDP (millions of Variation % Sector constant pesos) (2019 - 2020)66,974.2 -10.9% 31.2% Trade 20,007.0 -20.4% 9.3% Transportation, post and storage Information in mass media 15,616.3 2.9% 7.3% Financial and insurance services 14,809.0 2.4% 6.9% Real estate services and rental of movable and intangible assets 36,073.9 1.3% 16.8% Professional, scientific and technical services 13,636.3 0.3% 6.3% 250.8 -1.2% 0.1% Corporate 9,149.6 4.3% Business support, waste management and remediation services 1.2% 11,856.1 -3.1% 5.5% Educational services Health and social assistance services 6,267.4 6.1% 2.9% 343.5 Leisure, cultural, sporting and other recreational services -43.8% 0.2% Temporary accommodation services and food and beverage preparation services 3,971.0 -48.5% 1.8% 5,551.9 -9.6% 2.6% Other services, except governmental activities Governmental and international organization activities 10,289.2 -0.9% 4.8% 214,796.25 -7.2% Total

Source: National Institute of Statistics and Geography (INEGI).

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TOURISM GOVERNMENT AND CULTURA SERVICES

6.5. MICRO, SMALL AND MEDIUM ENTERPRISE (MSME)

MICRO, SMALL AND MEDIUM-SIZED ENTERPRISES: INTERNATIONAL **ENVIRONMENT**

MSMEs have great relevance in the economy and employment at the national and regional level, both in industrialized countries and in those that are less developed.

The United Nations (UN) emphasizes that MSMEs represent 90% of all enterprises, many of them can be classified as microenterprises since they operate with less than ten employees. In many countries small and medium-sized enterprises (S&MEs) are the engine of economic growth and social development, especially MSMEs since they represent more than 50% of the GDP, in some countries the figure even reaches 70%.

The International Labor Organization (ILO) corroborates the UN information on MSMEs constituting 70% of total employment. In emerging economies, they generate 7 out of 10 jobs. These types of enterprises resort to hiring the most vulnerable people in the labor market: young people, elderly and less qualified people.

Around the world, both S&MEs employers and their employees face numerous difficulties. The former have to struggle with regulatory environments, difficulties when accessing financing, a deficit in labor skills and obstacles to accessing infrastructure. The latter deal with low wages, lack of social security, insufficient occupational safety and health conditions and fragile labor relations.

The Economic Commission for Latin America and the Caribbean (ECLAC) maintains that the development of production chains that incorporate companies of different sizes, giving special attention to S&MEs, helps generate more jobs and better wages for those who work in this sector.

CLASSIFICATION CRITERIA FOR MSMES IN MÉXICO

In México, enterprises are classified in accordance with the provisions of the *Law for* the Development of the Competitiveness of Micro, Small and Medium Enterprises and the Agreement establishing the stratification of Micro, Small and Medium Enterprises. For the stratification of MSMES, the Law only considers the number of workers, as shown in the following table:

STRATIFICATION OF ENTERPRISES IN MÉXICO. IN ACCORDANCE WITH THE LAW.

0.	Sector			
Size	Industry	Commerce	Services	
Micro	From 0 to 10	From 0 to 10	From 0 to 10	
Small	From 11 to 50	From 11 to 30	From 11 to 50	
Medium	From 51 to 250	From 31 to 100	From 51 to 100	

Source: Recovered from the Official Journal of the Federation (DOF), last amendment published on August 13, 2019. Law for the Development of Competitiveness of Micro, Small and Medium-Sized Companies, 2022

The Agreement, for its part, establishes the stratification both by the number of employees and by the amount of annual sales and the combined maximum limit, that is, "combined maximum limit = (Workers) X 10% + (Annual Sales) X 90%".

STRATIFICATION OF ENTERPRISES IN MÉXICO, ACCORDING TO THE AGREEMENT.

Size	Sector	Number of workers	Range of the amount of annual sales (millions of pesos)	Combined maximum limit
Micro	All	0 - 10 people	Up to \$4	4.6
Small	Commerce	11 - 30 people	From \$4.01 to \$100	93
Small	Industry and Services	11 - 50 people	F10111 \$4.01 to \$100	95
	Commerce	31 - 100 people		235
Medium	Services	51 - 100 people	From \$100.01 to \$250	233
	Industry	51 - 250 people		250

Source: Official Journal of the Federation (DOF) June 30, 2009. Agreement establishing the stratification of micro, small and medium-sized enterprises.

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NATIONAL SURVEY ON PRODUCTIVITY AND COMPETITIVENESS **OF MICRO, SMALL AND MEDIUM ENTERPRISES (ENAPROCE)**

Prepared by the INEGI together with the Ministry of Economy (SE) and the Asociación Mexicana de Secretarios de Desarrollo Económico, A.C. (AMSDE), it was developed in 2018 as the last year of publication. The document only informs about microenterprises and SMEs.

Its objective is to obtain and disseminate national information on MSMEs in areas of managerial skills and entrepreneurship, global production chains, technological and innovation capacities, and even government support provided to contribute to the promotion of business culture.

The ENAPROCE estimates that, at the national level, there are 4,169,677 MSMEs that keep 12,729,320 people employed.

NUMBER OF ENTERPRISES AND PERSONNEL EMPLOYED BY COMPANY SIZE (2017).

Company	Number of	Employed			
size ´	enterprises	Total	Women	Men	
Micro	4,057,719	9,505,392	4,404,481	5,100,910	
S&MEs	111,958	3,223,928	1,123,301	2,100,627	
Total	4,169,677	12,729,320	5,527,782	7,201,537	

Source: National Institute of Statistics and Geography (INEGI). National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises (ENAPROCE) 2018.

Note: The SMEs category includes small and medium-sized enterprises.

The survey considers 12 topics, each with specific categories. Some of the results, according to the characteristics evaluated, are presented below:

MAIN CATEGORIES EVALUATED IN THE ENAPROCE (2016 - 2017).

0.4	Compa	T. ()	
Category	Micro	SMEs	Total
Companies that provided training	578,013	61,716	639,729
Revenues obtained by the companies	1,439,029	2,901,615	4,340,644
Companies receiving government support	21,363	1,179	22,542
Companies that have been certified	976,647	57,362	1,034,009
Companies that introduced products into the market or had innovation	515,266	11,460	526,726

Source: Own elaboration with information from National Institute of Statistics and Geography (INEGI). National Survey on Productivity and Competitiveness of Micro, Small and Medium Companies (ENAPROCE) 2018, 2022.

Note: Categories 1, 2 and 3 only evaluate the year 2017.

"Training" and "certification" were the categories with the highest participation of enterprises. In the first, 14.2% of microenterprises and 55.1% of S&MEs were involved during 2017. On the other hand, 24.1% of microenterprises and 51.2% of S&MEs received some certification between 2016 and 2017.

Companies that received government support represent the category with the lowest participation: in 2017 only 0.5% of microenterprises and 1.1% of SMEs applied for or obtained official aid.

Executive Power of the State of Querétaro



2019 ECONOMIC CENSUS

It gathers the basic information of the establishments producing goods, marketers of goods and service providers. It is published every 5 years and the last edition at the moment is that of 2019.

It classifies companies into 4 sizes:

- **1)** Micro 0 10 people.
- **2)** Small 11 50 people.
- **3)** Medium 51 250 people.
- 4) Large more than 250 people

According to its latest data, in México there are 6,373,169 establishments, 1.8% of them located in Querétaro. The highest participation, according to the type of company, is by the so-called "large" ones, where Querétaro houses 3.2% of the national total.

Querétaro presented a growth of 19.7% in the number of establishments, from 96,537 registered in 2014 it reached 115,532 in 2019. Employed personnel increased 45.1% compared to the 2014 Economic Census.

ESTABLISHMENTS BY SIZE AND EMPLOYEES IN QUERÉTARO (2019).

T	Total	Employed			
Type of company	establishments	Total	Women's participation	Men's participation	
Micro	106,933	253,739	51.4%	48.6%	
Small	6,662	140,686	43.7%	56.3%	
Medium	1,492	160,662	38.2%	61.8%	
Large	445	298,390	39.2%	60.8%	
Total	115,532	853,477	43.4%	56.6%	

Source: National Institute of Statistics and Geography (INEGI). Economic Census 2019. .

Micro establishments dominate the participation at the state level, simply from the 2019 report it can be observed that, of the 8,415 created that year, 8,348 classify in this size.





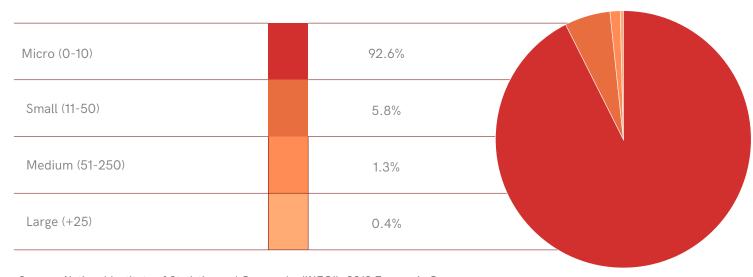


Executive Power of the State of Querétaro

CONTENT



DISTRIBUTION OF ESTABLISHMENTS BY SIZE IN QUERÉTARO (2019).



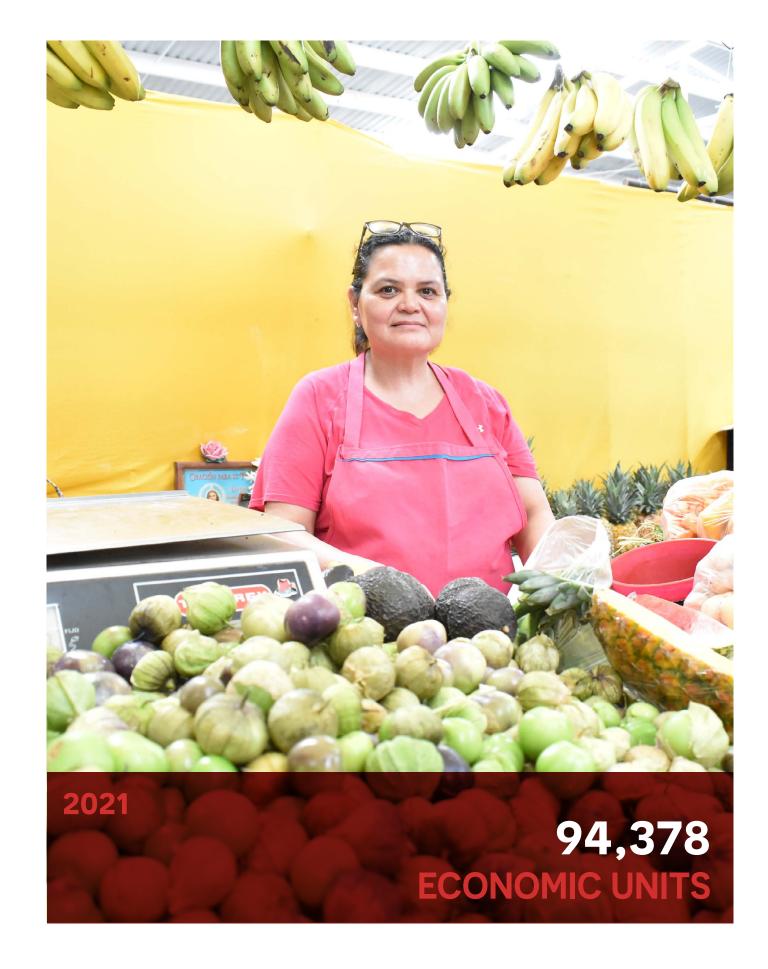
Source: National Institute of Statistics and Geography (INEGI). 2019 Economic Census.

The sectors with the most presence at the state level are commerce with 40,974 establishments, of which 96% are micro, followed by the private non-financial, services sector, where micro represent 93%.

ECONOMIC UNITS

The National Statistical Directory of Economic Units (DENUE) provides information on the agencies whose activities are ordered based on the SCIAN México.

According to the DENUE, in Querétaro there are 94,378 economic units, of which 91.3% are MSMEs. Regarding economic activities, 0.1% of establishments carry out primary activity, 9.6% secondary and 90.4% tertiary. The largest number of businesses are located in retail, with 39.3%, followed by temporary accommodation and food and beverage preparation services with 13.9%.



Executive Power of the State of Querétaro

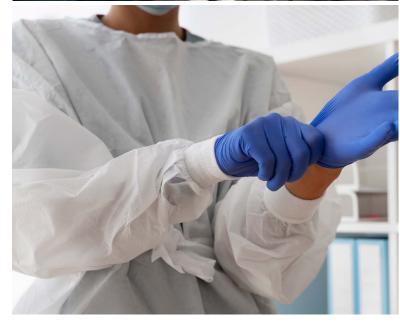


ESTABLISHMENTS BY SECTOR AND PARTICIPATION IN THE TOTAL IN QUERÉTARO

Activity	Sector	Number of establishments by sector	Participation % by sector
Primary	Agriculture	52	0.06%
	Mining	118	0.13%
Secondary	Generation, transmission and distribution of electricity, water and gas to the end consumer through ducts	90	0.10%
	Construction	657	0.70%
	Manufacturing Industries	8,177	8.66%
	Wholesale trade	3,876	4.11%
	Retail trade	37,098	39.31%
	Transportation, mail and storage	783	0.83%
	Information in mass media	374	0.40%
	Financial and insurance services	2,279	2.41%
	Real estate services and rental of movable and intangible assets	1,486	1.57%
	Professional, scientific and technical services	2,542	2.69%
Tertiary	Corporate	12	0.01%
	Business support services and waste management and remediation services	1,681	1.78%
	Educational services	2,360	2.50%
	Health services and social assistance	4,981	5.28%
	Recreational, cultural and other leisure services	939	0.99%
	Temporary accommodation services and food and beverage preparation services	13,079	13.86%
	Other services, except governmental activities	12,884	13.65%
	Legislative, governmental, law enforcement and extraterritorial international organization activities	910	0.96%
	Total	94,378	100%







Source: National Institute of Statistics and Geography. National Statistical Directory of Economic Units.

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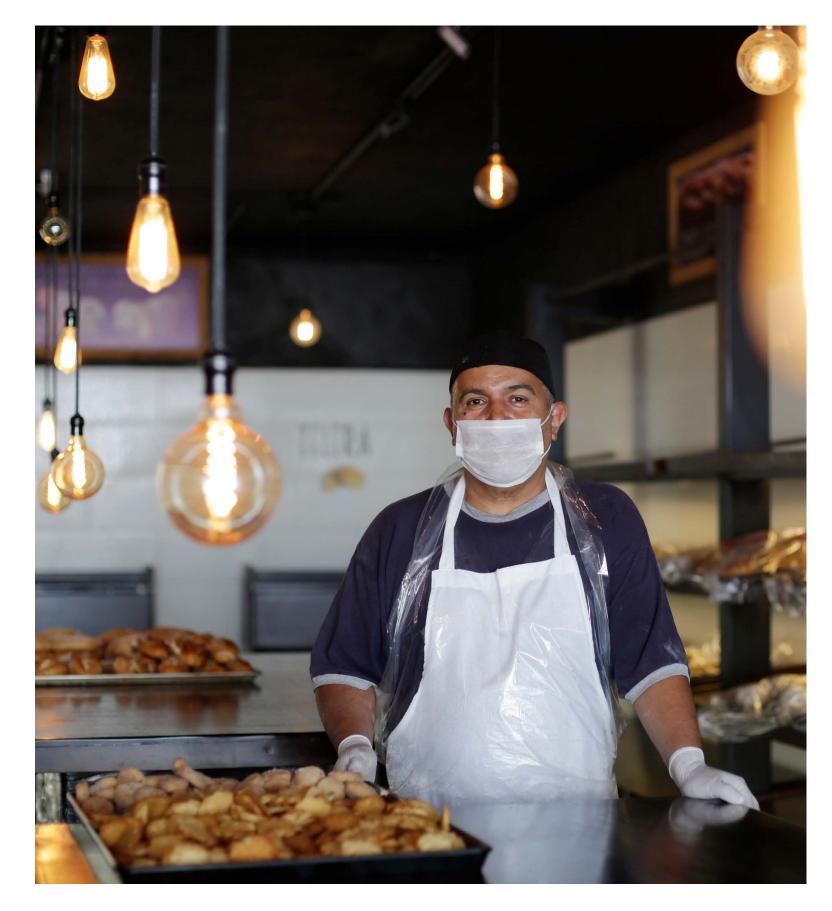


SUSTAINABLE QUERÉTARO CONTENT

QUALITY OF LIFE

PRIMARY SECTOR SECONDARY SECTOR

TOURISM AND CULTURA GOVERNMENT SERVICES



In accordance with the stratification of the Law for the Development of the Competitiveness of Micro, Small and Medium Enterprises, the establishments registered in the DENUE are presented. The micro show the highest representativeness in the economic units that are in the state with 91.3%.

ESTABLISHMENTS IN ACCORDANCE WITH THE STRATIFICATION OF THE LAW FOR THE DEVELOPMENT OF THE COMPETITIVENESS OF MICRO, SMALL AND MEDIUM ENTERPRISES.

Establishment	Number of establishments				Participation	
size	Industry	Commerce	Services	Total	by size of establishment	
Micro	7,358	38,994	39,809	86,161	91.3%	
Small	1,028	1,446	3,617	6,091	6.5%	
Medium	428	414	424	1,266	1.3%	
Large	228	120	460	808	0.9%	
Total	9,042	40,974	44,310	94,326	100%	

Source: National Institute of Statistics and Geography. National Statistical Directory of Economic Units.

Note: Agricultural activities were excluded. For industry, all sectors of secondary activity were taken into account.

Executive Power of the State of Querétaro

CONTENT



6.6. SUPPORT AND PROMOTION OF COMPANIES

According to the World Trade Organization, the participation of MSMEs in international trade has been limited due to entry barriers, such as tariff barriers, regulations and procedures at the border, and even due to factors such as the lack of expertise in the activities of international markets.

6.6.1. DIRECTORATE OF SUPPORT FOR SMES

This agency of the Ministry of Sustainable Development (SEDESU) carries out actions that strengthen the competitiveness of Querétaro's MSMEs, through strategies that allow the development of suppliers for the internationalization of these businesses. Specifically, it is responsible for providing tools that help the creation, consolidation and linkage of micro, small and medium entrepreneurs of the entity.

Some of the featured programs in 2021 were as follows:

COMPETITIVENESS PROGRAM

It offers comprehensive service for entrepreneurs in order to raise their productivity and competitiveness through support in training, consulting and advice.

During 2021, 28 projects were promoted to improve competitiveness, benefiting 592 people. In addition, 292 credits were granted in this period.

ECONOMIC PROMOTION PROGRAM OF THE STATE OF QUERÉTARO (GUARANTEE FUND)

Its purpose is to facilitate the financing of MSMEs in the strategic sectors of Querétaro through a scheme in which the government provides the guarantee to support the credit granted by commercial banks to the company. From 2019 to 2021, 249 credits materialized.

BUSINESS MERIT AWARD

Its purpose is to annually recognize those organizations, companies and institutions that have distinguished themselves throughout the year for promoting competitiveness, participation in foreign trade, corporate social responsibility, sustainability and the environment, as well as research and technological development. The categories and their organizers are:

1.- Competitiveness

National Chamber of the Transformation Industry (CANACINTRA).

2.- Foreign Trade

Asociación de Industria de Exportación de Querétaro A.C (INDEX Querétaro). Ganador: Terminal Logistics S.A. de C.V.

3.- Social Responsibility

Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Querétaro. Winner: Caja Gonzalo Vega S.C. de A.P. de R.L. de C.V.

4.- Science and Technology

Higher education institutions, research centers and companies from the state of Querétaro that distinguish themselves by investing in research and technological development (RTD) participate. This Category is coordinated by the Council of Science and Technology of the State of Querétaro (CONCYTEQ).

5.- Sustainability and Environmental Responsibility

Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Querétaro. Winner: Brose Querétaro S.A. de C.V.

Additionally, 3 special awards are granted:

- 1. Businessperson of the Year
- 2. Executive of the Year
- 3. Entrepreneur of the Year

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DISEXPORT

Through this program, students of the last semesters of the graphic design and Industrial Design degrees of the Universidad del Valle de México (UVM), Querétaro Campus, provide their support with the development of logos, packaging or labels for products of MSMEs of Querétaro. In 2021, 29 companies of the entity benefited.

COURSES AND FORUMS

Conferences, courses and virtual workshops were organized in order to train micro, small and medium-sized entrepreneurs in the areas of foreign trade, sales, information technologies, intellectual property and administration, among others. 1,724 people participated in 35 courses and conferences. In addition, two logistics forums were held that brought together 665 attendees.

PROGRAM FOR THE PROFESSIONALIZATION OF COMPANIES (PRO-EMPRESA)

Focused on developing suppliers for the internationalization of S&MEs, linking them with large value chains. The support is provided through a partial reimbursement that SEDESU grants to SMEs to increase their competitive situation and meet the requirements demanded by large purchasing companies.

40 requests for reimbursement support for certifications, barcode, nutritional table, website, etc. were met.

BUSINESS MEETINGS

With the aim that state companies join supply chains and increase or diversify their sales, the Government of Querétaro organizes business meetings aimed at the commerce, services and agribusiness sectors.

In 2021, the business meeting between national and state buyers and suppliers of the State of Querétaro was held, with the participation of 23 companies in 30 business meetings with the following purchasing companies: CEMEX, UNAM Store, GEPP, Bara and Lamosa Stores.



Executive Power of the State of Querétaro

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QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE SECTOR

SECONDARY SECTOR

AND CULTURA

GOVERNMENT SERVICES

6.7. DIRECTORY OF CHAMBERS AND ASSOCIATIONS OF THE SECTOR

They are official and bodies that are publicly useful that function independently from the different levels of government. The following table makes the data of the chambers and associations that are related to the tertiary sector in Querétaro available:

DIRECTORY OF CHAMBERS AND ASSOCIATIONS IN THE STATE OF QUERÉTARO.

AERI Asociación de Ejecutivos de Relaciones Industriales, A.C. 👽 Av. Antea 1130 Int. 1610, Level, Juriquilla, Querétaro, Qro. C.P. 76230 442 644 0235 www.aeri.com.mx **AMIQRO** Asociación de MiPyMES Industriales de Querétaro, A.C. O Calle Agustín Melgar No. 35. Colonia Niños Héroes. Querétaro, Qro. C.P. 76010 442 448 0367 www.amigro.com **AMPI QRO** Asociación Mexicana de Profesionales Inmobiliarios del Estado de Querétaro, A.C. O Calle Senda de la Inspiración No. 6, local 11. Colonia Milenio III. Querétaro, Qro. C.P. 76060 442 790 0916 www.ampiseccionqueretaro.com AQH Asociación Queretana de Hoteleros, A.C. 442 2485303 www.aqh.org.mx

CMIC QRO

Cámara Mexicana de la Industria de la Construcción, Delegación Querétaro

- O Calle Río Yaqui No. 101. Colonia Lomas de San Pablo. Querétaro, Qro. C.P. 76125
- 442 220 6408

www.cmicqro.org

CANACOPE QRO

Cámara Nacional de Comercio en Pequeño de Querétaro

- O Calzada de los Arcos No. 160. Colonia Loma Dorada. Querétaro, Qro. C.P. 76060
- 442 223 2803

www.canacope.mx

CANACO QRO

Cámara Nacional de Comercio, Servicios y Turismo de Querétaro

- O Av. Luis Vega y Monroy No. 405. Colonia Quinta Balaustradas. Querétaro, Qro. C.P. 76079
- 442 537 5301

www.concanaco.com.mx

CNEC QRO

Cámara Nacional de Empresas de Consultoría en Querétaro

55 9000 0522

www.cnec.org.mx

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SUSTAINABLE QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

PRIMARY SECTOR **SECONDARY** SECTOR

TOURISM AND CULTURA GOVERNMENT SERVICES

DIRECTORY OF CHAMBERS AND ASSOCIATIONS IN THE STATE OF QUERÉTARO.

CANADEVI QRO

Cámara Nacional de la Industria de Desarrollo y Promoción de Vivienda, Delegación

- Manuel Gómez Morín 3970 Int.200, Centro Sur, 76090, Querétaro, Qro.
- 442 595 3243

www.canadevi.com.mx

CANIRAC QRO

Cámara Nacional de la Industria de Restaurantes y Alimentos Condimentados del Estado **de** Querétaro

- Av. Luis Vega y Monroy No. 405. Colonia Quinta Balaustradas. Querétaro, Qro. C.P. 76079
- 442 109 3093

www.caniracqueretaro.org

CANACINTRA QRO

Cámara Nacional de la Industria de la Transformación, Delegación Querétaro

- Av. 5 de Febrero No. 308 Nte. Colonia Parque Industrial Jurica. Querétaro, Qro. C.P. 76120
- 442 108 9650

www.canacintraqro.org.mx

CIQ

Club de Industriales de Querétaro, A.C.

- © Calle Estadio No. 113. Fraccionamiento Colinas del Cimatario. Querétaro, Qro. C.P. 76090
- 442 368 0300

www.ciq.com.mx

Colegio de Corredores Públicos de la Plaza del Estado de Querétaro, A.C.

- Av. Ignacio Zaragoza No. 330 Pte. Colonia Niños Héroes. Querétaro, Qro. C.P. 76010
- **4**42 215 1825 442 215 18 29

www.corredorespublicosmx.org

COPARMEX QRO

Confederación Patronal de la República Méxicana, Querétaro

- 🔾 Av. Fray Luis de León No. 1501. Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76090
- 442 248 2150

www.coparmexqro.org

COMCE QRO

Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología, A.C.

- O Circuito el Marqués Sur No. 1-A, Parque Industrial El Marqués, 76246, El Colorado, Querétaro
- 427 152 0237

www.comcequeretaro.org.mx

FECAPEQ

Federación de Colegios y Asociaciones de Profesionistas del Estado de Querétaro, A.C.

- O Calle Estadio No. 114. Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76069
- 442 229 0619

www.fecapeq.org.mx

UGRQ

Unión Ganadera Regional de Querétaro

- Antiguo Camino a México km 1.9 Col. Cumbres de Conin. El Marqués, Qro.
- 442 277 4663

www.ugrq.org.mx

Sources: Elaboration by the Ministry of Sustainable Development of the Executive Power of the State, 2022.

Executive Power of the State of Querétaro

CONTENT

SEVEN

TOURISM AND CULTURE

Querétaro is a national reference as a tourist destination thanks to its historical, architectural and natural wealth, as well as its cultural diversity, artisanal production and the quality of its services.





7.1. TOURISM

7.1.1. TOURISTIC DEVELOPMENT

One of the main objectives of the State Development Plan 2021 - 2027 is to place Querétaro among the main non-beach tourist destinations. The actions that stand out to meet this objective are:

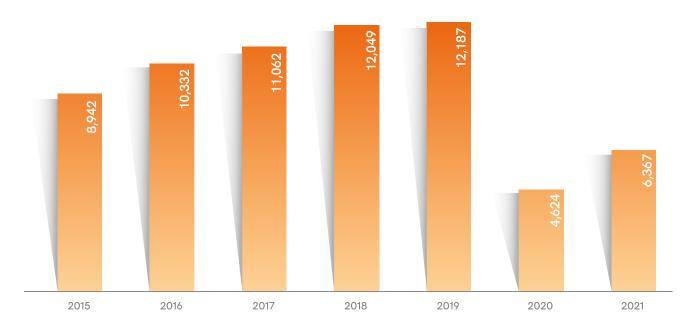
- 1) Innovate in the offer of tourist attractions.
- 2) Promote sustainable tourism.
- **3)** Link tourist routes with regional vocations.

ECONOMIC IMPACT

The tourism sector in 2021 showed a recovery compared to 2020, however, it did not reach the figures reported in 2019. According to figures from the federal Ministry of Tourism, 31 million international tourists visited the country in 2021, indicating an annual increase of 28.1%. The economic spill amounted to \$18.428 million, 67.6% more than the previous year.

Querétaro maintained high levels of hotel occupancy, in 2021 the economic spill of the sector reported 6,367 million pesos, 38.7% higher than in 2020.

ECONOMIC SPILL OF THE TOURISM SECTOR IN QUERÉTARO (2015 - 2021).



Source: Elaboration of the Ministry of Tourism of the Government of the State of Querétaro, 2022. Note: it includes expenditure in accommodation, food, beverages, transportation and shopping.

Executive Power of the State of Querétaro

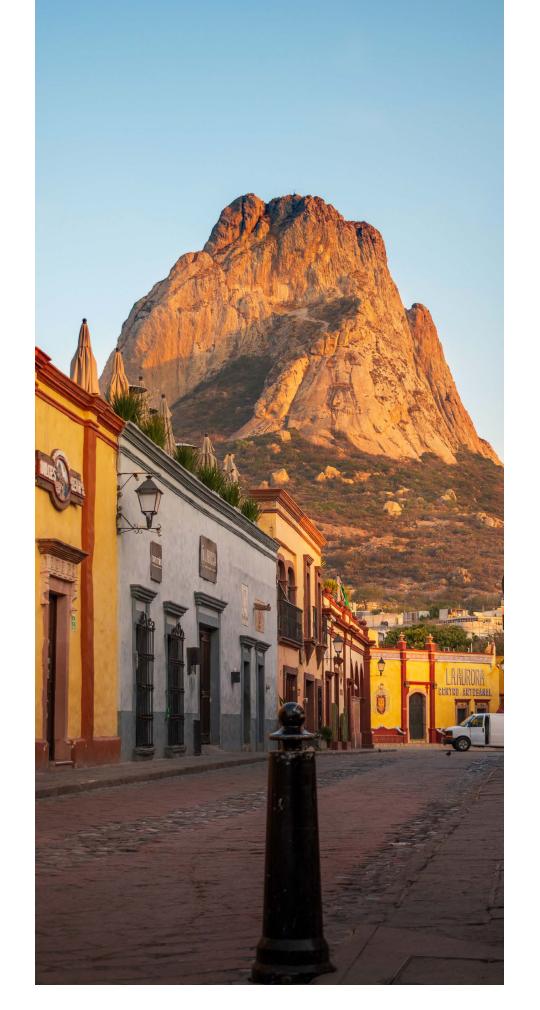
DESTINATIONS AND TOURIST ATTRACTIONS

Querétaro has four regions that make up a mixture of attractions: the contemporaneity of its metropolis, the natural wonders of the Sierra Gorda, the route of art, cheese and wine, as well as the tranquility of its forests.

- 1. Creative Metropolis. The historic center of the city of Querétaro is the birthplace of México's Independence and a World Cultural Heritage Site declared by UNESCO since 1996. Modernity and cultural heritage converge here.
- 2. Semidesert. Home to the production of a wide variety of wines and cheeses, many of them with worldwide recognition. Among its attractions is the beauty of the vineyards and the charm of the pueblos mágicos, meaning magical villages.
- 3. Forests and Fields of the South. Located in the municipalities of Huimilpan and Amealco de Bonfil, they display unique natural landscapes that allow activities such as hiking on trails and stays in cabins.
- 4. Sierra Gorda, Ideal for ecotourism thanks to its natural attractions, such as the Puente de Dios on the Escanela River or the Chuveje Waterfall, not to mention the architectural jewels of the Franciscan Missions. Within the region is the Sierra Gorda Biosphere Reserve, one of México's great lungs.

QUERÉTARO'S PUEBLOS MÁGICOS

This designation is given to those communities that have maintained their original architecture, traditions and culture over the years. They are places of great symbolism and deep-rooted legends that enrich the history of the entity and enhance national identity.



Bernal

Designated as the first Pueblo Mágico of Querétaro in 2005, it is located 59 kilometers from the capital. It was founded in 1647 to protect the southern end of the Great Chichimeca. Its great hallmark is the Peña de Bernal, the third largest monolith in the world.

Festivities:

- Spring Equinox, march 19 and 21.
- Festivities of Santa Cruz, may 1 to 5.

Attractions:

- Peña de Bernal.
- Chapel of the Souls.
- Temple of San Sebastian Martir.
- Mask Museum.

Jalpan de Serra

Recognized as a *Pueblo Mágico* in 2010, it is located in the heart of the Sierra Queretana. It houses two Franciscan Missions declared Cultural Heritage of Humanity by UNESCO in 2003.

Festivities:

- Feast of the Holy Child of Jalpan, january 6th.
- Serrana Regional Fair, second half of april.
- Patron Saint's Day of Señor Santiago, july 25.
- Feast of St. Francis of Assisi, october 4.

Attractions:

- Santiago de Jalpan Mission.
- Mission Our Lady of Light of Tancoyol.
- Jalpan Dam.
- Tancama Archaeological site.

Executive Power of the State of Querétard



Cadereyta de Montes

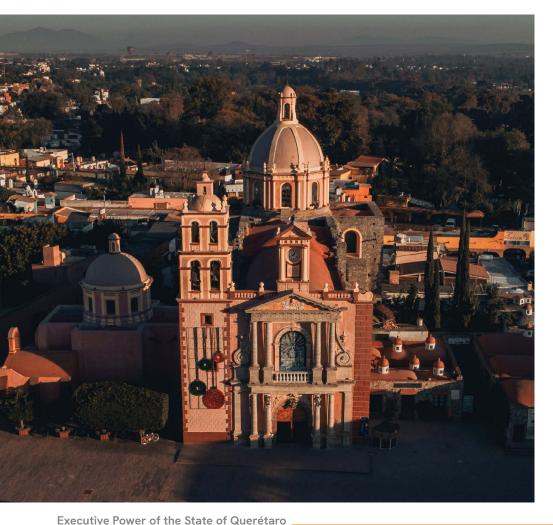
It was founded in 1640 as the Villa de Cadereyta and obtained the title of Pueblo Mágico in 2011. It is the entrance to the Sierra Gorda Queretana, has colonial architecture, wine fields and is ideal for getting to know the flora and fauna of the Querétaro semi-desert.

Festivities:

- Holy Thursday processions.
- Annual Fair, september 8th.
- Feast of San Gaspar, february 2.
- Feast of Our Lady of Refuge, july 4th.
- Barbacoa and *Pulque* Fair, june.

Attractions:

- Main Square s/n.
- Botanical Gardens.
- Parish Church of Saint Peter and Saint Paul.



Tequisquiapan

Founded in 1551 and designated *Pueblo Mágico* in 2012, it is an excellent option to enjoy the wine world, craft markets and its colorful streets and houses.

Festivities:

- Cheese and Wine Fair.
- Feast of the Holy Cross, may 3.
- Party in the Air, Cantoya Balloon Festival, december.
- Tequisquiapan Foundation, june 24.
- Feast of Saint Mary of Assumption, august 15.

Attractions:

- Temple of Saint Mary of Assumption.
- Geographical center of the country.
- Miguel Hidalgo Square.
- La Pila Recreational Park.



Designated Pueblo Mágico in 2015, it was formed in 1724 and is recognized for its mining past and as the home of Huapango.

Festivities:

- Representation of Holy Week.
- Huapango National Dance Competition, first weekend of april.
- Patron Saint's Day of San Joaquín, july 26.
- Largest picnic in Latin America, third week of august.

Attractions:

- Campo Alegre National Park.
- Los Herrera Grotto.
- Ranas and Toluquillas Archaeological sites.
- Parish Church.



It has been a *Pueblo Mágico* since 2018 and owes its fame to its traditions and cultural richness. In terms of handicrafts, handmade dolls created by Otomi women are recognized as Intangible Cultural Heritage of Querétaro.

Festivities:

- National Craft Doll Fair, november.
- Fair in honor of the founding of the municipality, april.

Attractions:

- Ancient Temple of San Ildefonso Tultepec.
- Craft Doll Museum.
- Former Hacienda La Muralla.
- Servín Lagoon.



CONTENT



THE ART, CHEESE AND WINE ROUTE

It is currently one of the most successful tourist tours in the region. It meets the expectations of all types of public and allows the beauty of the historical and cultural heritage of the municipalities that integrate it to be shown. The harvest season, between june and september, attracts thousands of people every year.

Numerous cheese factories and vineyards extend along the municipalities of Tequisquiapan, El Marqués, Colón and Ezequiel Montes. Some wineries have placed prize-winning bottles in national and international competitions and offer a variety of goat, sheep and cow cheeses.

The experience is complemented with restaurants, hotels, cafes, bars, handicraft markets and diverse tourist services that come together into a complete and unforgettable experience.



Source: The Cheese and Wine Route, 2022. https://www.larutadelquesoyvino.com.mx/mapa-ruta-arte-queso-y-vino/







Executive Power of the State of Querétaro

7.1.2. HOTEL SECTOR

The Ministry of Tourism of the State does not report an update of the data for 2021, the figure for 2020 recorded 588 accommodation establishments and 15,884 rooms.

As a result of the COVID-19 pandemic, some hotels closed temporarily, others reduced their installed capacity and others closed permanently.

HOTEL OFFER

Compared to the figure reported in 2019, the number of rooms dropped by 4.5%. The municipality of Querétaro registered 62.1% of them, followed by San Juan del Río with 7.8% and Tequisquiapan with 7.3%.



HOTEL ROOMS REGISTERED PER MUNICIPALITY, (2020).

Total Entity	15,884	
Tolimán	22	
Tequisquiapan	1,155	
San Juan del Río	1,232	
San Joaquín	98	
Querétaro	9,858	
Pinal de Amoles	239	
Peñamiller	78	
Pedro Escobedo	52	
Landa de Matamoros	55	
Jalpan de Serra	422	
Huimilpan	95	
Ezequiel Montes	1,045	
El Marqués	505	
Corregidora	234	
Colón	95	
Cadereyta de Montes	275	
Arroyo Seco	126	
Amealco de Bonfil	298	

Source: Ministry of Tourism of the Executive Branch of the State of Querétaro, 2022.

Executive Power of the State of Querétaro

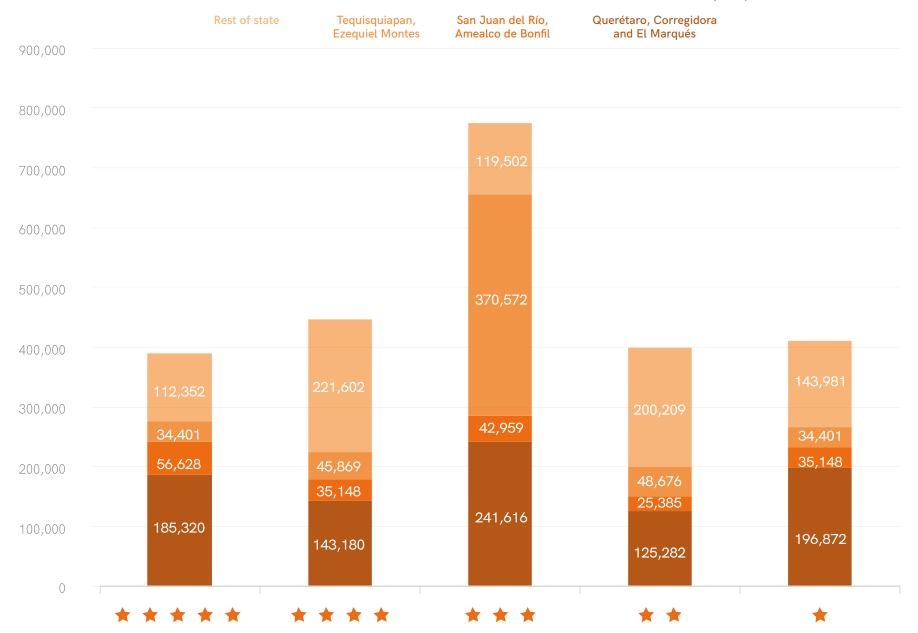


According to the tourist category for hotels, 28.3% of the rooms are rated four-stars, 26.8% five-stars, 14.2% threestars, 10.9% two-stars and 7.1% one-star. The remaining 12.7% have no category.

HOTEL OCCUPANCY

During 2021, 2,419,104 tourists stayed in the state, a figure 40.7% higher than that reported in 2020. The municipalities of Querétaro, Corregidora and El Marqués accounted for 36.9% of them. As for the tourist category, three-star rooms recorded the highest number of tourists with 32%, followed by four-star rooms with 18.4%.

TOURISTS LODGED PER TOURISTIC CENTER DISTRIBUTED BY ESTABLISHMENT CATEGORY, (2021).



Source: Prepared by the Ministry of Tourism of the Executive Branch of the State of Querétaro, with data from the DataTur System: http://datatur.sectur.gob.mx

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GOVERNMENT SERVICES



7.1.3. TOURIST SERVICES

In 2021, the average stay in the state was 1.36 nights per tourist, maintaining an average density of 1.5 people per room. Average hotel occupancy rose to 30%, 26% higher than that reported in 2020, but 43.9% lower than in 2019.

STAY, DENSITY AND AVERAGE OCCUPANCY IN QUERÉTARO (2019 - 2021).

Year	Average length of stay	Average density	Average hotel occupancy
2019	1.83	1.69	53.43
2020	1.66	2.83	23.78
2021	1.36	1.5	29.97

Source: Own elaboration with information from the Ministry of Tourism (SECTUR), 2022.

TOURIST SERVICES OFFERED

The sector's activities are complemented by services provided by food and beverage establishments, travel agencies, tourist transportation, rental companies and tourist guide companies.

During 2020, the largest increase in activities was for tourist transportation with 18.4%, while tourist guide companies recorded the highest decrease with 25.6%.

TOURISM SERVICES IN QUERÉTARO (2020).

Tourism services	Quantity
Accomodation establishments	588
Number of rooms	15,884
Food and Beverage establishments ¹	8,479
Travel agencies	287
Tourist transportation companies	45
Car rental	43
Tourist guide establishments ²	125

Source: Own elaboration with information from the Ministry of Tourism of the Executive Branch of the State with data from the National Institute of Statistics and Geography, National Statistical Directory of Economic Units (DENUE), 2022.

Note:¹Includes Restaurants, cafeterias, soda shop, ice cream shops, refreshment shops and the like, night clubs, discotheques and the like, bars, taverns and the like.

²Number of tourist guides

For this section, the Ministry of Tourism reported data for the year 2020, since there is no update available for the year 2021.

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7.2. CULTURE

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), culture enriches society, helping to build inclusive, innovative and resilient communities. This is considered a fundamental element to face the challenges facing society, encouraging mutual respect and fostering lasting peace based on open dialogue between cultures.

7.2.1. CULTURAL INFRASTRUCTURE

Querétaro is a state that stands out for its cultural offer and promotion, it has a multitude of spaces dedicated to the preservation and development of its activities, guaranteeing effective access to them for the population.

The cultural infrastructure of the state is made up of museums, theaters, bookstores, libraries, cultural centers, galleries and auditoriums that, together, total 319 spaces. 64.6% of these venues are located in the metropolitan area of Querétaro.

Museums

The UNESCO recognizes the role of museums in the development of the local and regional creative economy, in addition to the importance of their presence in society as spaces of openness for the exchange of opinions, encouraging citizen participation.

Nationwide, there are 1,435 venues registered, Querétaro, according to the federal Ministry of Culture and the State Ministry of Culture, houses 3.4% of the total, that is, 49 museums. The municipality of Querétaro concentrates 40.8% of them.

The most representative in the entity are:

- Contemporary Art Museum of Querétaro (Museo de Arte Contemporáneo Querétaro)
- Site Museum of the Church of Santa Rosa de Viterbo (Museo de Sitio del Templo de Santa Rosa de Viterbo)
- Mineral Community Museum of San Joaquín (Museo Comunitario Mineral de San Joaquín)
- Misión de Bucareli Community Museum (Museo Comunitario Misión de Bucareli)
- Art Museum of Querétaro (Museo de Arte de Querétaro)
- Museum of the Restoration of the Republic (Museo de la Restauración de la República)
- Museum of the Archaeological Site El Cerrito (Museo de Sitio de la Zona Arqueológica El Cerrito)
- House of the Zacatecana Museum (Museo Casa de la Zacatecana)
- Cerro de las Campanas Museum and Maximilian's Chapel (Museo del Cerro de las Campanas y Capilla de Maximiliano)

- Historic Museum of the Sierra Gorda of Querétaro (Museo Histórico de la Sierra Gorda de Querétaro)
- Regional Museum of Querétaro (Museo Regional de Querétaro)





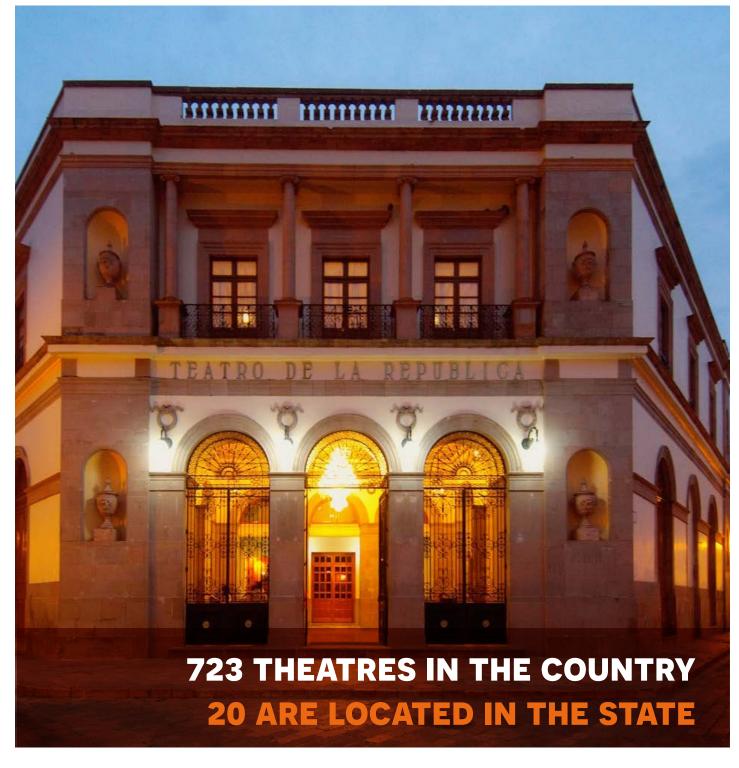
Executive Power of the State of Querétaro

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Theaters

There are 723 theatres in the country, of which 20 are located in the state. Of the total of theaters registered in the entity, the municipality of Querétaro concentrates 80% of them; Jalpan de Serra, Pedro Escobedo, San Juan del Río and Tequisquiapan host the remaining 20%, with one venue each.





Book shops

According to the Cultural Information System (SIC), bookstores play a fundamental role in facilitating readers access to a great offer of texts, constituting a central element in the policy of promoting books and reading.

Nationwide, 1,644 bookstores are registered, 36 of them in the entity. The municipality of Querétaro has 32 of them, while Jalpan de Serra and San Juan del Río have two each.

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Libraries

The SIC recognizes that public libraries play an important role in the progress and maintenance of a democratic society, by facilitating access to knowledge and education for the entire population.

The federal and state Ministries of Culture have a record of 66 public spaces affiliated to the National Library Network distributed in the 18 municipalities. Querétaro is the locality that tops the list, followed by Pedro Escobedo, San Juan del Río, Amealco, San Joaquín and Tequisquiapan.

The private sector has 19 more libraries, mostly belonging to educational institutions.

Cultural centers

Its objective is to offer spaces for the cultural development of a community through the dissemination of non-formal art education. To ensure a better functioning, these spaces depend not only on the three levels of government, but also on civil associations, companies and other actors of the private sector.

The state has 64 cultural centers, the municipality of Querétaro concentrates 34.4%, followed by Corregidora with 14.1% and El Marqués with 12.5%. It should be noted that all the municipalities of the entity have spaces destined for cultural development, which are divided into public and private. The public spaces consist of municipal culture houses and community centers for development.

Galleries

The entity has 28 galleries, 26 of them located in the municipality of Querétaro. The remaining two galleries are located one in Tequisquiapan and one in San Juan del Río.





Auditoriums

The state has 37 public or private auditoriums located in the municipalities of Querétaro, Jalpan de Serra, San Juan del Río, El Marqués, Pedro Escobedo and Tequisquiapan.



Executive Power of the State of Querétaro



7.2.2. CULTURAL HERITAGE

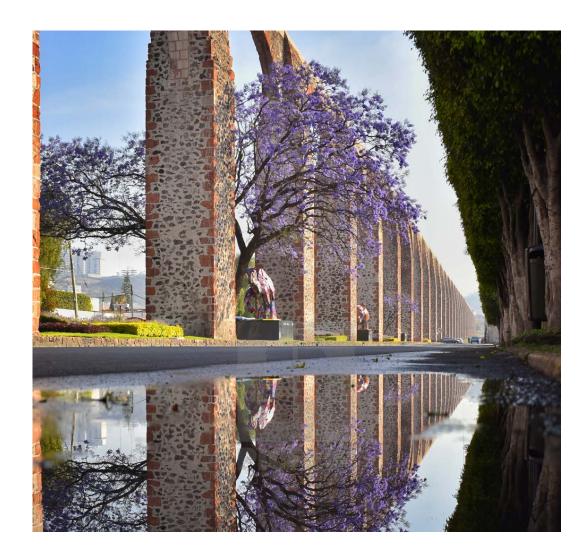
The UNESCO recognizes cultural heritage as an engine for the development of contemporary societies, which contributes to the continuous revaluation of customs, traditions and identities, transmits experiences, skills and knowledge between generations and inspires creativity and innovation generated by future cultural products.

The heritage of the state of Querétaro is rich in public spaces, archaeological sites, monuments and a myriad of invaluable elements.

CULTURAL HERITAGE OF THE STATE OF QUERÉTARO REGISTERED WITH THE NATIONAL COUNCIL FOR CULTURE AND ARTS, (2021).

Municipality	World Heritage	Declarations of the UNESCO	Archaeological zones	INAH Historical Monuments	Photo libraries	Reailway heritage
Amealco de Bonfil	0	1	0	262	0	0
Pinal de Amoles	0	0	0	52	0	0
Arroyo Seco	1	0	0	46	0	0
Cadereyta de Montes	0	1	1	254	0	0
Colón	0	1	0	80	0	0
Corregidora	0	0	1	131	0	0
Ezequiel Montes	0	1	0	118	0	0
Huimilpan	0	0	0	46	0	0
Jalpan de Serra	1	0	1	79	0	0
Landa de Matamoros	1	0	0	39	0	0
El Marqués	1	0	0	119	0	0
Pedro Escobedo	0	0	0	73	0	0
Peñamiller	0	0	0	61	0	0
Querétaro	2	0	0	2,137	3	3
San Joaquín	0	0	1	55	0	0
San Juan del Río	1	0	0	673	0	0
Tequisquiapan	0	0	0	123	0	2
Tolimán	0	1	0	378	0	0
Total	7	5	4	4,726	3	5

Source: Prepared by by the Ministry of Culture of the Executive Branch of the State, 2021.



WORLD HERITAGE

The UNESCO World Heritage List records those monuments and sites that, due to their great natural and cultural richness, are considered the property of all humanity. Only countries that have signed the World Heritage Convention can submit proposals for properties in their territories to be considered on the list. Currently, 1,154 sites are registered, of which 897 are cultural, 218 natural and 39 mixed, these sites become symbols of the peoples that host them, in addition to transmitting history and cultural identity to future generations.

México contributes 35 sites to the list, of which 6 are natural assets, 27 are cultural and 2 are mixed. These include the Franciscan missions of the Sierra Gorda de Querétaro, recognized as a World Heritage Site in 2003; the Historical Monuments Zone of Querétaro, registered in 1996; and the Camino Real de Tierra Adentro, registered in 2010.

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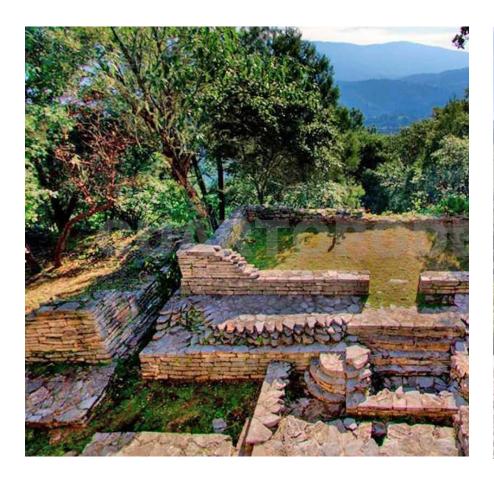
INFRASTRUCTURE

OF LIFE

SECONDARY SECTOR

GOVERNMENT SERVICES

Executive Power of the State of Querétaro







ARCHAEOLOGICAL SITES

In what is known today as the Mexican territory, a great diversity of cultures developed that left material testimony of their existence in sites that make up the national archaeological heritage.

There are four archaeological sites in the state of Querétaro which are registered in the federal Cultural Information System of the Ministry of Culture: El Cerrito, in the municipality of Corregidora; Ranas, in San Joaquín; Tancama, in Jalpan de Serra; and Toluquilla, in Cadereyta de Montes.

El Cerrito, also known as the Pueblito Pyramid (Pirámide del Pueblito), is located in the municipality of Corregidora, within the metropolitan area of Querétaro. Its name comes from the resemblance that its base and main structure maintain with a protuberance of natural formation similar to a small hill. Archaeological evidence suggests that this site was influenced by different cultures over time, including: Chupícuaro, Teotihuacan, Toltecs, Chichimecas, Purépechas and Otomi.

Ranas is located 154 km northeast of the city of Querétaro. This archaeological site, together with Toluquilla, are jointly the most important manifestations of the Serrana cultural expression, which extends throughout the southern region of the Sierra Gorda. It is a site associated with the exploitation of the largest mining wealth of the mountain complex.

Tancama is located in the heart of the Sierra Gorda, just a few minutes away from the municipal capital Jalpan de Serra. Its name means «hill of fire» in the Huasteca language. 42 structures of different sizes and shapes can be seen on the site and it has an 18 m-long ball game. It is integrated into three large squares called: El Mirador, Santiago and La Promesa.

Toluguilla is located approximately 110 km northeast of San Juan del Río. It is a settlement of 120 buildings, built on a plateau whose surface was modified in order to enable the construction areas. Its name means "humpback hill" or "humpback". Its state of conservation is exceptional; the details of stairways, alleys, streets, doorways and walls over 2 meters high can be appreciated. Priests and people related to worship who specialized in obtaining mineral pigments, such as cinnabar or garnet, liven here.

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VISITORS TO ARCHAEOLOGICAL SITES MANAGED BY THE NATIONAL INSTITUTE OF **ANTHROPOLOGY AND HISTORY (2020).**

Archaeological site	National visitors	Foreign visitors		
El Cerrito	17,652	1,882		
Ranas	5,816	8		
Tancama	1,325	51		
Toluquilla	691	7		

Source: Own elaboration with data from the Datatur System, 2022.

HISTORIC MONUMENTS

They are the assets linked to the history of the nation, starting with the establishment of Hispanic culture in the country. The National Institute of Anthropology and History (INAH by its acronym in Spanish) is responsible for the surveillance, conservation and restoration of historical monuments. The collection consists of churches, parishes, cloisters, fountains and other buildings which are representative of the state. These include: the Aqueduct, the Alameda Hidalgo public park, the Chapel of Maximiliano de Habsburgo, the Casa de la Corregidora building, the Casa de la Marquesa hotel, the Jardin Guerrero public square, the Jardín Zenea public square, the Palacio Legislativo building, the Plaza de Armas square, the Theater of the Republic (Teatro de la República) and the Church of St. Francis (Templo de San Francisco).

Querétaro has 4,726 historical monuments, of which 45.2% are located in the municipality of Querétaro, followed by San Juan del Río, which has 14.2%.

PHOTO LIBRARIES

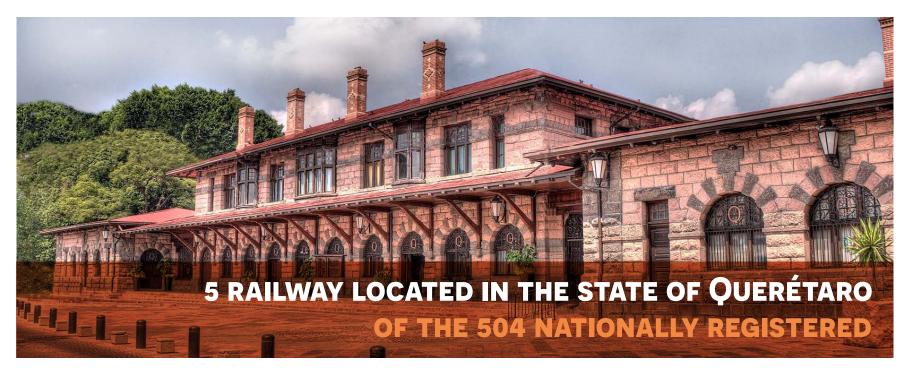
Photography has great testimonial and artistic importance, it represents a cultural heritage that must be protected, studied and disseminated, while allowing us to know other places and perspectives of the daily life of yesteryear.

In the entity there are three photo libraries located in the Historic Center of the capital: the Historical Archive of the State of Querétaro, with a collection that exceeds 1,500 pieces; the Photo Library of the INAH Querétaro Center; and the Querétaro Image Center.

RAILWAY HERITAGE

Of the 504 nationally registered railway stations, 5 are located in the state of Querétaro. All of them registered with the INAH:

- 1) Bernal Station, Built on the México-Nuevo Laredo Line of the former Mexican National Railroad.
- 2) Hercules Station. Established on the trunk line from México to Nuevo Laredo, Tamaulipas. Its construction was carried out by the Mexican National Construction Company.
- 3) Noria Station, Erected on the trunk line of the old Mexican National Railroad.
- 4) Querétaro Station. The station in Querétaro was part of both the old Central Railroad and the Mexican National Railroad, and at the time it covered the route from México to Querétaro. It was opened in 1903.
- 5) San Nicolás Station. It covered the route from México to Nuevo Laredo, it was a passenger and cargo station, with telegraph, offices and necessary roads.



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SUSTAINABLE QUERÉTARO



INTANGIBLE CULTURAL HERITAGE

The UNESCO maintains that current cultural diversity is affected by increasing globalization. That is why it is of great importance to preserve the wealth of knowledge and techniques that are transmitted from generation to generation.

This type of heritage manifests itself in oral traditions, performing arts, social uses, rituals, festive events, knowledge and practices, all related to nature, the universe and knowledge and techniques linked to traditional crafts.

There are currently 549 items in the representative list of the Intangible Cultural Heritage of Humanity. México has 11 registered cultural expressions and is, together with Colombia, one of the countries in Latin America with the highest number of recognized manifestations.

Out of the eleven Mexican cultural expressions, one of them became part of the cultural heritage of the state of Querétaro since 2009 and is called "Places of memory and living traditions of the Otomí-Chichimecas of Tolimán. The Peña de Bernal, guardian of a sacred territory".

TERTIARY

SECTOR

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7.2.3. CULTURAL IDENTITY

It manifests itself through the sense of belonging to a social group with which cultural traits such as customs, values and beliefs are shared.

Querétaro is an entity of fascinating, colorful and diverse cultural richness, as evidenced by its unique handicrafts, traditional music, gastronomy, festivals and traditional festivities.

HANDICRAFTS

The extensive variety of handicrafts made in the towns and communities of Querétaro is one of its main attractions: fine embroidery, multi-colored opals embedded in splendid pieces created by goldsmiths, wool garments, objects made from sauz branches, ixtle and sabino root, palm-woven baskets, quarry sculptures, saddlery and clay ceramics.

In order to promote the creativity and production capacity of the artisans of the state, Querétaro has the Queretana House of Handicrafts (CQA by its acronym in Spanish), whose main objective is to incorporate the artisan guild into the entity's economy through the dissemination, promotion and marketing of its products to improve their working and living conditions.

COMMERCIALIZATION OF HANDCRAFTED PRODUCTS

In addition to the parent company, the CQA offers two more points of sale, one in Tequisquiapan and the other at Querétaro International Airport. Querétaro handicrafts are also marketed at the Fiesta Inn Express Plaza La Victoria Hotel.

In 2021, reported sales amounted to 3.4 million pesos, a figure 70% higher than the previous year.

Preservation of the crafting traditions

The CQA provided support to 17 artisans who developed 27 projects for the production and marketing of pieces in the institutions own facilities, the total amount of investment reached 18,000 pesos.





Executive Power of the State of Querétaro



CONTESTS

Thanks to the Collaboration Agreement concluded between the Ministry of Sustainable Development and the CQA with the National Fund for the Promotion of Handicrafts (FONART by its acronym in Spanish), during 2021, 5 contests were held in which 431 artisans participated and 87 prizes were awarded.

HANDICRAFT COMPETITIONS OF THE CASA QUERETANA DE LAS ARTESANÍAS (2021)

Name of Contest	Participants	Granted Prizes	Total Prize Pool
2nd Local Contest of <i>Palo Cuchara</i>	12	6	\$15,000
XXXIV Quarrying, Embroidery, Weaving and Knitting contest	67	21	\$298,000
State Prize of Handicrafts	168	21	\$300,000
National Contest of Handicraft Dolls	122	19	\$350,000
National Contest of Sarape	62	20	\$300,000

Source: Elaboration of the Casa Queretana de las Artesanías (CQA), 2022.

TRAINING

One task of the CQA is to instruct artisans to help them develop their skills. This action boosts their productive and commercial capacity through better organization and the use of raw materials, as well as reducing production costs and tax obligations.

In 2021, 12 training activities were carried out for the benefit of 153 artisans, the CQA invested \$53,244.32 to make nine of them possible. It was in the municipality of Tolimán that the largest number of courses were taught with 33% of the total.

TRAINING OF ARTISANS IN THE STATE OF QUERÉTARO (2021).

Course name	Number of artisans	Municipality	CQA Investment
Sewing machine workshop logistics	15	Colón	\$11,600
Adequacy of physical spaces in artisan workshops	10	Amealco de Bonfil	Fonart Management
Attention to national and international tourists	10	Amealco de Bonfil	Fonart Management
Design and implementation of an experiential experience for tourists	10	Amealco de Bonfil	Fonart Management
Costing workshop	11	Colón	\$2,001.16
Costing workshop	11	Jalpan	\$2,001.16
Waist loom workshop	15	Tolimán	\$6,960
Bobbin lace course	15	Tolimán	\$7,250
Burgalesa course	15	Tolimán	\$7,250
Improvement in clay course	11	Jalpan	\$12,180
Costing course	15	Cadereyta	\$2,001
Costing course	15	Tolimán	\$2,001

Source: Elaboration of the Queretana House of Handicrafts (CQA), 2022.

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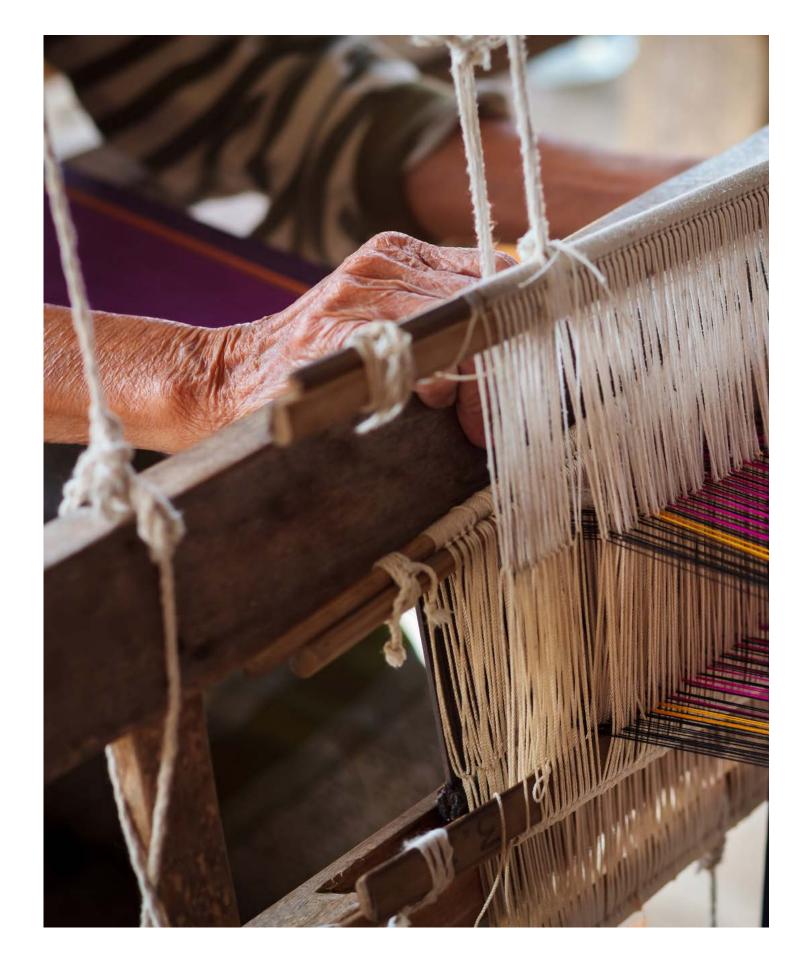
QUALITY OF LIFE

PRIMARY SECTOR

SECONDARY SECTOR

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FAIRS AND EXHIBITIONS

The Queretana House of Handicrafts, in collaboration with municipal, state and federal agencies, worked to present the products of artisans at fairs and exhibitions in order to promote and market their works. In 2021, 18 artisans participated and 213,440 pesos were obtained in direct sales.

HANDCRAFTED PRODUCTION

In 2021, through the Impulse to Artisanal Production program, 57 artisans directly obtained economic resources that reached 240,000 pesos. Both figures exceeded those of the previous year by 83.9% and 93.6%, respectively.

Music

The UNESCO regards music as a language other than words and available to everyone. It is a medium of artistic expression capable of transmitting a message of a universal nature.

Querétaro has a wide variety of rhythms and musical traditions characteristic of its different regions.

To the south of the municipality of Amealco de Bonfil and in the Central Semidesert, the multiple melodic expressions have their origin in the Otomi settlements. Autochthonous expressions are commonly interpreted by musical trios integrated by two flutes or two violins and a drum, and they are guaranteed to be played in community celebrations which are almost always linked to the predominant religion. In the Otomí area of Tolimán, there is a variation called viñuetes that is played with two different types of drums and a violin.

In the Sierra Gorda and the Central Semidesert the predominant cultural expression is the huapango. The rhythm of the instruments, the colorful and magnificent costumes that are characteristic of the huapango make it one of the most beautiful traditions of the country and the Mexican culture. The music and the tapping of the dancers' shoes bind the different identities and customs that coexist together in the Huasteca region.

In the city of Querétaro, one particular cultural expression from the pre-Hispanic era can be highlighted: the one associated with the Dance of the Concheros. In this tradition, two of the instruments used, the huéhuetl and the teponaxtle, are made from the shell of an armadillo.

Executive Power of the State of Querétaro

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GASTRONOMY

Since 2010, Mexican culinary art has been considered Intangible Heritage of Humanity by the UNESCO.

Querétaro's traditional cuisine is based on its ecological niches and the customs of the groups that inhabited its regions, which is why it varies throughout the entity. There are three kinds which can be noticeably identified: the one from the valleys, around the central and southeastern part of the state; the one from the Sierra Gorda, and the one from the Semidesert of Querétaro.

In the area of the valleys, gastronomy is based on the old ranches and haciendas, where pig farms gave rise to the famous carnitas and pork chicharrón (fried skin). It is a production area for various cheeses and lamb barbacoa (traditional meat preparation method).

The Sierra Gorda offers blends of native and mestizo recipes, flavors and traditions. Dried meats, cheeses, atole de teja (thickened hot beverage made from corn) made with sunflower seeds and the famous zacahuil, a tamal (traditional dish made of dough) filled with pork, chicken or wild turkey meat, and stewed with a variety of dried chilies, are some of the dishes that can be enjoyed.

The Semidesert of Querétaro, a particularly arid region, offers natural ingredients such as cacti and insects, both of which are representative elements of its exotic cuisine.

Nowadays Querétaro has become a cosmopolitan city, haute cuisine has become increasingly important and has triggered the opening of numerous gastronomy schools that allow the training of new culinary talents.

With it, the vineyards in Querétaro have been developed and strengthened, favoring the establishment of businesses dedicated to the production of high-quality handmade culinary products.

TRADITIONAL FEASTS AND FESTIVITIES

Popular customs reflect and endorse the identity of the peoples and communities that celebrate them, they are the clear expression of the voices of the social fabric they represent and allow the past to be kept alive.

For Mexican culture, feasts and festivities are a fundamental hallmark of Mexicans, often based on the religious beliefs of the social groups that practice them.

There is no corner of the country where there is no celebration dedicated to some religious symbol or tradition. Within Querétaro, the 18 municipalities celebrate traditional feasts and festivities that distinguish each region and even each locality.



MEXICAN CULINARY ART INTANGIBLE HERITAGE OF HUMANITY

Executive Power of the State of Querétaro



7.2.4. CULTURAL AND ARTISTIC OFFER

Throughout México's history, Querétaro has been a leading actor. It is a state that provides its inhabitants with multiple options for artistic development, appreciation of the fine arts, leisure and family moments.

Its cultural and artistic offer, together with its tourist attractions, make the state a unique place for its visitors and inhabitants.

CULTURAL AND ARTISTIC EDUCATION

Institutions that provide training options in the sector cover the levels of baccalaureate, bachelor's degree and different careers, including classes and workshops that stimulate artistic learning and recreation. Disciplines such as dance, plastic arts, music, visual arts, literature, theater, among others, stand out.

In Querétaro, according to the records of the Cultural Information System of the Government of México for 2021, there are 78 centers of cultural and artistic education. Of the total of these 52.6% are located in the municipality of Querétaro, followed by Corregidora with 11.5% and San Juan del Río with 6.4%.

CULTURAL AND ARTISTIC EDUCATION CENTERS IN QUERÉTARO REGISTERED IN THE CULTURAL INFORMATION SYSTEM (2021).

Municipalities	Centers
Amealco	Amealco Cultural Center
Arroyo Seco	Arroyo Seco Municipal Cultural Center
Cadereyta de Montes	Cadereyta Cultural Center
	Arnulfo Cabrera Molina Cultural Center
Colón	Don Benito Juárez García Cultural Center
	Joaquín Herrera Center for Human Development
	Candiles Cultural Center
	Sta. Bárbara Cultural Center
	Lomas de Balvanera Human Development Center
Corregidora	El Pueblito Cultural Center
	Tejeda Cultural Center
	Los Olvera Human Development Center
	Los Angeles Human Development Center
	TecMilenio University, Querétaro Campus

Municipalities	Centers
	Ezequiel Montes Municipal Cultural Center
Ezequiel Montes	Bernal Montes Cultural Center
	Villa Progreso Cultural Center
Huimilpan	J. Guadalupe Velázquez Cultural Center
Jalpan de Serra	Jalpan de Serra Municipal Cultural Center
	Cultural Center of Landa de Matamoros
	La Lagunita Community Development Center
Landa de Matamoros	Agua Zarca Municipal Cultural Center General Porfirio Rubio Rubio
	Tilaco Cultural Center
	La Cañada Cultural Center
El Marqués	Ciudad Maderas Cultural Center
Pedro Escobedo	Pedro Escobedo Municipal Cultural Center
Peñamiller	Peñamiller Municipal Cultural Center
	Pinal de Amoles Cultural Center
Pinal de Amoles	Cultural Development Center of Ahuacatlan de Guadalupe

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CULTURAL AND ARTISTIC EDUCATION CENTERS IN QUERÉTARO REGISTERED IN THE CULTURAL INFORMATION SYSTEM (2021).

Municipalities	Centers
	BEMA Cultural Center
	Bicentennial Cultural Center
	Dr. Félix Osores Sotomayor Cultural Center
	Epigmenio González Cultural Center
	Cayetano Rubio Cultural Center
	Ignacio Padilla Cultural Center
	Josefa Vergara y Hernández Cultural Center
0	Academic Cultural Center (CAC), Campus Juriquilla UNAM
Querétaro	Aurelio Olvera Montaño" Cultural Center
	Casa del Faldón Cultural Center
	Felipe Carrillo Puerto Community Cultural Center
	La Antigua Estación del Ferrocarril Cultural Center
	Cultural Center La Lagartija
	La Vía Cultural Center
	Cultural Center Mtro. Enrique Burgos Mondragón
	Sol y Luna Cultural Center

Tinta Creativa Cultural Center UNAM Cultural Center Querétaro (CCU) Bernardo Quintana Art Center Proart Dance and Art Center Ignacio Mariano de las Casas Center for Artistic Education (CEDART) Dr. Ignacio Mena Rosales Cultural Center Querétaro Center for the Arts (Real Colegio de Santa Rosa de Viterbo) Cultural Educational Center of the State of Querétaro
Bernardo Quintana Art Center Proart Dance and Art Center Ignacio Mariano de las Casas Center for Artistic Education (CEDART) Dr. Ignacio Mena Rosales Cultural Center Querétaro Center for the Arts (Real Colegio de Santa Rosa de Viterbo) Cultural Educational Center of the State of Querétaro
Proart Dance and Art Center Ignacio Mariano de las Casas Center for Artistic Education (CEDART) Dr. Ignacio Mena Rosales Cultural Center Querétaro Center for the Arts (Real Colegio de Santa Rosa de Viterbo) Cultural Educational Center of the State of Querétaro
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Querétaro Center for the Arts (Real Colegio de Santa Rosa de Viterbo) Cultural Educational Center of the State of Querétaro Querétaro
Cultural Educational Center of the State of Querétaro Querétaro
Querétaro
National Center for Contemporary Dance (CENADAC)
Andamaxei University Center
Cultural Center Santiago
The Factory Forum
Querétaro Active School of Photography
School of Artistic Initiation Associated with Casa de Cultura Bicentenario
School of Violin Making
Ballet School-Company of the Academic Council of International Art and Danc

Executive Power of the State of Querétaro



CULTURAL AND ARTISTIC EDUCATION CENTERS IN QUERÉTARO REGISTERED IN THE CULTURAL INFORMATION SYSTEM (2021).

Municipalities	Centers
	Faculty of Fine Arts (UAQ)
	Felva Mosso University Fashion Technological University
	Universidad Anáhuac, Querétaro
	Contemporary University
Querétaro	Cuauhtémoc University, Querétaro Campus
	University of León, Querétaro Campus
	University of Professional Development (UNIDEP), Querétaro Campus
	Universidad Marista de Querétaro, A.C.
	Univer University, Querétaro Campus

Municipalities	Centers
San Joaquín	San Joaquin Municipal Cultural Center
	San Juan del Río Municipal Cultural Center
José María Morelos y Pavón Cultural and Convention Center	
San Juan del Río Historical and Cultural Center Faculty of Fine Arts, San Juan del Río Campus	
Tequisquiapan	Gloria Michaus Fernández Cultural Center
Tolimán	Tolimán Municipal Cultural Center

Source: Own elaboration with information from the Ministry of Culture of the Government of México, with data from the Cultural Information System (SIC), 2022.



Executive Power of the State of Querétaro

EIGHT

QUERÉTARO WITH GOOD GOVERNMENT

GOVERNMENT SERVICES

The current administration conducts itself with strict adherence to the Querétaro State Development Plan 2021-2027 and the sixth guiding axis of Citizen Government to establish policies aimed at the development and well-being of the population. Therefore, it focuses its actions in a rational and transparent manner, listening to the voice of citizens, optimizing resources and implementing new public policies for the governance of the state and thus achieving the welfare of its people.

This chapter provides information on the three branches of government, government efficiency and the federal and municipal levels.



8.1. BRANCHES OF THE STATE

The government of the entity subscribes to the principle of distribution of functions in accordance with Article 49 of the Political Constitution of the United Mexican States and Article 23 of the Constitution of the Free and Sovereign State of Querétaro, which states "The public power of the state is divided, for its exercise, into Legislative, Executive and Judicial".

8.1.1. EXECUTIVE BRANCH

It is led by the Governor of the State, who legally represents the entity as of October 1 of the year of his election, having as auxiliary the agencies, organizations and municipalities for the performance of his duties. His term of office lasts six years and, once concluded, he may not hold office again.

AGENCIES AND FUNCTIONS

MINISTRY OF GOVERNMENT

Conducts the internal politics and governance of the state.

MINISTRY OF FINANCE

Exercises the financial and tax administration of the public treasury of Querétaro.

MINISTRY OF PLANNING AND CITIZEN PARTICIPATION

It studies and formulates planning, programming and evaluation projects, as well as public policies and their evaluation.

MINISTRY OF THE COMPTROLLER'S OFFICE

Promotes actions for prevention, control, evaluation, continuous improvement and citizen participation. Promotes a culture of transparency and integrity in the performance of public officials.

MINISTRY OF SUSTAINABLE DEVELOPMENT

Promotes the sustainable prosperity of the state's inhabitants through the rational and equitable management of natural, economic and social resources.

MINISTRY OF AGRICULTURAL DEVELOPMENT

It favors an economic model aimed at increasing the production of food and raw materials and raising the income of producers.

MINISTRY OF URBAN DEVELOPMENT AND PUBLIC WORKS

Regulates, establishes and supervises infrastructure programs and projects in the state. It keeps the city's growth in order and observes the conservation of the built cultural heritage.

MINISTRY OF EDUCATION

It guarantees a quality, equitable education with a sense of belonging for the entire population, within a framework of universal principles.

MINISTRY OF LABOR

Seeks and maintains the balance and rapprochement between the factors of production and labor stability with social justice in the state.

MINISTRY OF TOURISM

Conducts the policy of development and promotion of the state's tourism activity.

MINISTRY OF HEALTH

Ensures the physical and mental wellbeing of citizens, preventing and treating diseases and health risks through science, technology and human resources.

CHIEF ADMINISTRATIVE OFFICE

Provides the administrative support required by the centralized public administration of the state.

MINISTRY OF CITIZEN SECURITY

Preserves safety and coexistence in spaces intended for public use and enjoyment. It prevents crimes and infractions with the committed participation of citizens.

MINISTRY OF YOUTH

Promotes social and human development, as well as the welfare of young people through the implementation of innovative public policies.

MINISTRY OF SOCIAL DEVELOPMENT

Coordinates policies, programs and actions aimed at the prosperity of Querétaro's society.

OFFICE OF THE GOVERNOR

Provides direct support services to the requirements of the head of the Executive Branch of the State.

MINISTRY OF CULTURE

Encourages the development of the people of Querétaro through education, creation and artistic and cultural diffusion.

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CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT OF LIFE SECTOR SECTOR SECTOR AND CULTURE SERVICES

CENTRAL AGENCIES

SOCIAL COMMUNICATION COORDINATION

- Calle Pasteur No. 4 Colonia Centro. C.P. 76000
- 442 238 5000 Ext. 5634

CHIEF ADMINISTRATIVE OFFICE

- Calle 5 de Mayo esquina Calle Pasteur. Colonia Centro. C.P. 76000
- **♦** 442 238 5000 Ext. 5027

OFFICE OF THE GOVERNOR

- Calle 5 de Mayo esquina Calle Pasteur. Colonia Centro, C.P. 76000
- 442 238 5000 Ext. 5604, 5020

MINISTRY OF AGRICULTURAL DEVELOPMENT

- Calle Ignacio Zaragoza No. 334 Pte. Colonia Niños Héroes. C.P. 76010
- 442 192 6600 Ext. 6613

MINISTRY OF SUSTAINABLE DEVELOPMENT

- Blvd. Bernardo Quintana No. 204. Colonia Carretas. C.P. 76050
- **442 211 6800 Ext. 2000**

MINISTRY OF URBAN DEVELOPMENT **AND PUBLIC WORKS**

- Calle Francisco I. Madero No. 72. Colonia Centro. C.P. 76000
- **442 227 1800**

MINISTRY OF EDUCATION

- Av. Luis Pasteur No. 23 Sur. Colonia Centro. C.P. 76000
- 442 238 5000 Ext. 5114

MINISTRY OF GOVERNMENT

- Calle 5 de Mayo No. 45. Colonia Centro. C.P. 76000
- 442 238 5000 Ext. 5040

MINISTRY OF THE COMPTROLLER'S OFFICE

- Calle 5 de Mayo esquina Calle Pasteur. Colonia Centro. C.P. 76000
- **442 238 5012**

MINISTRY OF YOUTH

- Blvd. Bernardo Quintana s/n. Colonia Villas del Parque Querétaro 2000. C.P.
- **\(76159442 688 6659 \)**

MINISTRY OF FINANCE

- Calle 5 de mayo esquina Calle Pasteur. Colonia Centro. C.P. 76000
- 442 238 5000 Ext. 5049

MINISTRY OF PLANNING AND CITIZEN PARTICIPATION

Calle Luis Pasteur No. 45 Nte. Colonia Centro. C.P. 76000

MINISTRY OF HEALTH

- Calle 16 de septiembre No. 51 Ote. Colonia Centro. C.P. 76000
- **442** 251 9000

MINISTRY OF CITIZEN SECURITY

- Calle Río Tuxpan No. 107. Colonia Desarrollo San Pablo. C.P. 76130
- 442 309 1400, 442 309 1413

MINISTRY OF TOURISM

- Calle Luis Pasteur No. 4. Colonia Centro. C.P. 76000
- **442 238 5067**

MINISTRY OF LABOR

- Calle Francisco I. Madero No. 70. Planta alta. Colonia Centro. C.P. 76000
- 442 227 1800 Ext. 1800

PRIVATE MINISTRY

- Calle 5 de mayo esquina Calle Pasteur. Colonia Centro. C.P. 76000
- 442 238 5000 Ext. 6012

MINISTRY OF CULTURE

- Calle José María Arteaga No. 89. Colonia Centro. C.P. 76000
- **442** 251 9850

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QUALITY

OF LIFE

DESCENTRALIZED ENTITIES

CULTURAL AND EDUCATION CENTER OF THE STATE OF QUERÉTARO "MANUEL GÓMEZ MORIN" (CECEO)

- Av. Constituyentes esquina Av. Luis Pasteur s/n. Colonia Villas del Sur. C.P. 76000
- 442 251 9600

NATIONAL CENTER FOR CONTEMPORARY DANCE (CENADAC)

- Calle Sierra de Tilaco No. 201. Colonia Villas del Sol. C.P. 76046
- 442 213 8795

MEDICAL ARBITRATION COMMISSION OF THE STATE OF QUERÉTARO (CAMEQ)

- Calle Corregidora No. 55 Nte., despachos 101. Colonia Centro. C.P. 76000
- 442 214 4819 · 442 224 1094

STATE BOARD AGAINST ADDICTIONS (CECA)

- Calle Independencia No. 97, Centro Histórico. C.P. 76000
- 442 212 9687 · 442 212 0236

STATE POPULATION COUNCIL (COESPO)

- Calle Benito Juárez No. 50 Nte. Colonia Centro. C.P. 76000
- 442 240 1361 · 442 224 8873

STATE BOARD OF PUBLIC SAFETY (CESP)

- Calle Río Tuxpan No. 107. Colonia Desarrollo San Pablo. C.P. 76130
- 442 309 1400

STATE COORDINATION OF MUNICIPAL DEVELOPMENT (CEDEM)

- Calle Benito Juárez No. 50. Colonia Centro. C.P. 76000
- 442 251 8600

STATE COORDINATION FOR CIVIL PROTECTION (CEPCQ)

- O Carretera Quintanares Km. 1.5 Pedro Escobedo, Querétaro.
- 448 275 1496

TEACHER'S COLLEGE OF THE STATE OF QUERÉTARO (CBENEQ)

- Calle San Mateo s/n. Colonia Vista Alegre. C.P. 76090
- 442 213 1131, 442 213 1945 Ext. 101, 108

HIGHER TEACHER'S COLLEGE OF THE STATE OF OUERÉTARO (ENSO)

- O Calzada Colón No. 14. Colonia Centro. C.P. 76000
- 442 214 4741 442 214 4941 Ext. 103

CONSTITUTIONAL STUDIES INSTITUTE OF QUERÉTARO (IECEQ)

- Calle Miguel Hidalgo No. 2. Colonia Centro. C.P. 76000
- **4**42 212 1602, 442 224 0040

SPORTS AND RECREATION INSTITUTE OF THE STATE OF QUERÉTARO (INDEREO)

- Blvd. Bernardo Quintana Arrioja No. 95 Colonia Villas del Parque. C.P. 76140
- 442 246 3526 · 442 246 3368 Ext. 101

BOARD OF PRIVATE ASSISTANCE (JAP)

- O Calle Pino Suarez No. 284 Colonia Centro. Querétaro 76000
- **Q** 442 213 2606 · 442 223 2364

TRANSPARENCY UNIT OF THE EXECUTIVE POWER

- Calle Luis Pasterur Nte. No. 5. Colonia Centro. C.P. 76000
- 442 238 5000 Ext. 5187, 5543, 5544

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QUALITY

OF LIFE

ENTITIES

STATE ENERGY AGENCY

Blvd. Bernardo Quintana No. 524 A. 2do Piso.

INTERNATIONAL AIRPORT OF QUERÉTARO (AIQ)

- Carretera Estatal 200 Qro-Tequisquiapan No. 22500. Colón, Qro. C.P. 76270
- 442 192 5500

QUERÉTARO HOUSE OF HANDICRAFTS (CQA)

- Andador Libertad No. 52. Colonia Centro. Querétaro, Qro. C.P. 76000
- 442 214 1235

QUERÉTARO STATE TRANSPLANT CENTER (CETQRO)

- Calle Prol. Ignacio Zaragoza No. 58. Colonia La Capilla.
- 442 222 6553 · 442 222 6654

QUERÉTARO STATE HIGH SCHOOL (COBAQ)

- Av. Constituyentes No. 35 Ote. Colonia San Francisquito. C.P. 76058
- 442 291 9400

COLLEGE OF TECHNICAL PROFESSIONAL EDUCATION OF THE STATE OF QUERÉTARO (CONALEP QUERÉTARO)

- Calle Fray Juan de Zumárraga No. 42. Colonia Cimatario. C.P. 76030
- 442 216 2663 · 442 242 3049

COLLEGE OF SCIENTIFIC AND TECHNOLOGICAL STUDIES **OF THE STATE OF QUERÉTARO (CECYTEQ)**

- Calle del Carrizal No. 27. Colonia El Carrizal. Querétaro, Qro. C.P. 76030
- 442 216 3202 · 442 242 1454

STATE WATER COMMISSION (CEA)

- Av. 5 de febrero No. 35. Colonia Las Campanas. C.P. 76010
- 442 211 0600

STATE INFRASTRUCTURE COMMISSION (CEI)

- Calle Pasteur No. 27 Nte. Colonia Centro. C.P. 76000
- 442 689 0665

COUNCIL OF SCIENCE AND TECHNOLOGY OF THE STATE **OF QUERÉTARO (CONCYTEQ)**

- Av. Luis Pasteur No. 36 Sur. Colonia Centro. C.P. 76000
- 442 212 7266 · 442 224 3218

INSTITUTE OF ARTS AND CRAFTS OF QUERÉTARO (IAOQ)

- Calle Emeterio González No. 60. Colonia Hércules. C.P. 76069
- 442 234 6844 · 442 223 5239

INSTITUTE OF TRAINING FOR WORK OF THE STATE **OF QUERÉTARO (ICATEQ)**

- Calle Fray Pedro de Gante No. 10. Colonia Cimatario. C.P. 76030
- 442 348 1100 Ext. 1310, 1201

INSTITUTE FOR TRAINING AND SECURITY STUDIES OF THE STATE OF QUERÉTARO (ICESEQ)

- Av. Literatura s/n Col. Solidaridad 90
- 442 221 1601 Ext. 101

Executive Power of the State of Querétaro



ENTITIES

INSTITUTE OF EDUCATIONAL PHYSICAL INFRASTRUCTURE OF THE STATE OF QUERÉTARO (IIFEQ)

- Calle Guatemala No. 2-A. Colonia Lomas de Querétaro. C.P. 76190
- 442 216 1276 · 442 216 9696 Ext. 101

HOUSING INSTITUTE OF THE STATE OF QUERÉTARO (IVEQ)

- Av. Pie de la Cuesta No. 2121-18. Colonia Lomas de San Pedrito Peñuelas. C.P. 76148
- 442 192 9200

QUERÉTARO WOMEN'S INSTITUTE (IQM)

- Calle Gral. Mariano Reyes No. 17. Colonia Centro. C.P. 76000
- 442 215 3404

BOARD OF TRUSTEES OF THE FESTIVITIES OF THE STATE OF QUERÉTARO (PFQ)

- Acceso 1, Nave 12 int. 112. Fraccionamiento Industrial La Montaña. C.P. 76150
- 442 214 1289

STATE ATTORNEY'S OFFICE FOR ENVIRONMENTAL PROTECTION AND URBAN DEVELOPMENT (PEPMADU)

- Prol. Corregidora Sur No. 25 int.101. Colonia Centro. C.P. 76000
- 442 215 2882 · 442 215 7660

STATE SYSTEM OF CULTURAL AND EDUCATIONAL COMMUNICATION (SECCE)

- Calle Pasteur No. 6 Nte. Colonia Centro. C.P. 76000
- 442 238 5000 Ext. 5120

SYSTEM FOR THE INTEGRAL DEVELOPMENT OF THE FAMILY OF THE STATE OF QUERÉTARO (DIF)

- Av. Luis Pasteur No. 6-A. Colonia Centro. C.P. 76000
- 442 238 5100 · 442 238 5108

Unit of Services for Basic Education in the State of Querétaro (USEBEQ)

- Av. Magisterio No. 1000. Colonia Colinas del Cimatario. C.P. 76090
- 442 238 6000

AERONAUTICAL UNIVERSITY IN QUERÉTARO (UNAQ)

- O Carretera Estatal 200 Qro-Tequisquiapan No. 22154. Parque Aeroespacial. Colón, Qro. C.P. 76278
- 442 101 6600 · 442 101 6608

QUERÉTARO POLYTECHNIC UNIVERSITY (UPQ)

- Carretera Estatal 420 s/n. El Marqués, Qro. C.P. 76240
- 442 101 9000

POLYTECHNIC UNIVERSITY OF SANTA ROSA JÁUREGUI (UPSRJ)

- Carretera Federal 57 Qro-SLP km 31+150. Parque Industrial Querétaro, Santa Rosa Jáuregui. C.P. 76220
- 442 196 1300

TECHNOLOGICAL UNIVERSITY OF CORREGIDORA (UTC)

- Carretera Santa Barbara Coroneo km 11.2. Corregidora, Qro. C.P. 76900
- 442 483 0070

QUERÉTARO TECHNOLOGICAL UNIVERSITY (UTEQ)

- Av. Pie de la Cuesta No. 2501. Colonia Unidad Nacional. Querétaro, Qro. C.P. 76148
- 442 209 6100

SAN JUAN DEL RÍO TECHNOLOGICAL UNIVERSITY (UTSJR)

- Av. La Palma No. 125. Colonia Vista Hermosa. San Juan del Río, Qro. C.P. 76800
- 427 129 2000 Ext. 234

Source: Information collected directly from central offices, decentralized agencies and entities.

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SUSTAINABLE CONTENT QUERÉTARO

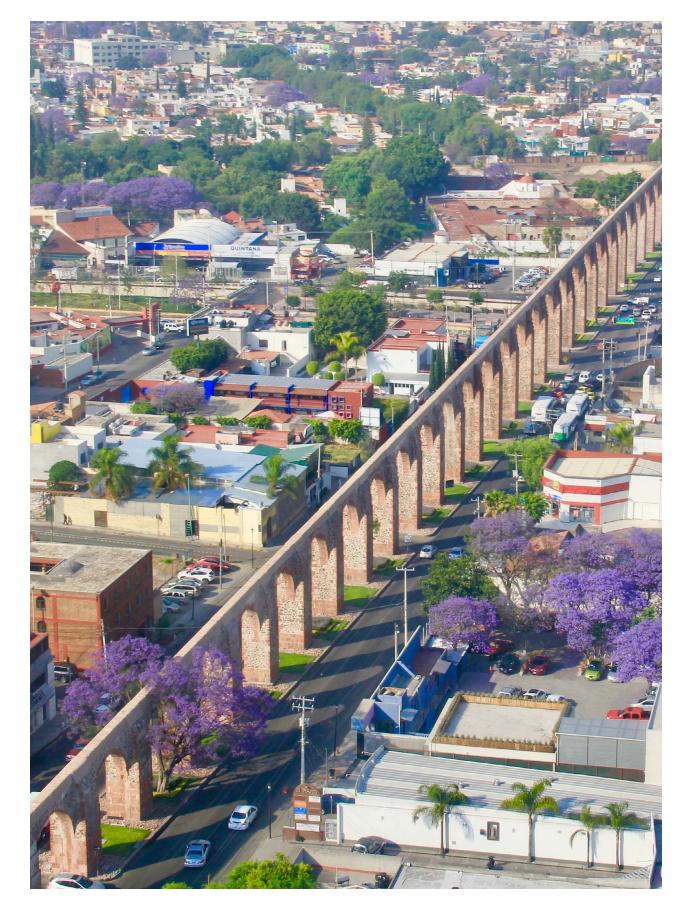
INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

PRIMARY SECTOR **SECONDARY** SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE



8.1.2. LEGISLATIVE BRANCH

It is represented by a meeting called the "State Legislature", which in turn is made up of popular representatives, who are called "congressmen". They remain in office for three years with the possibility of repeating the subsequent term, in accordance with the legal provisions applicable to the principle of reelection.

STRUCTURE AND FUNCTIONS

- LEGISLATIVE GROUPS. Formed by congressmen who share the same party affiliation in order to articulate politically and achieve better internal organization.
- · LEGISLATIVE SECTIONS. Composed of the popular representatives of political parties that obtained only one seat in the electoral process.
- BOARD OF DIRECTORS. Composed of a president; a vice-president; two secretaries and three alternates, one in case of absence of the vice-president and two in case of absence of the secretaries. Its main function is to conduct and organize the work and performance of the Legislative Branch under the principles of impartiality and objectivity.
- POLITICAL COORDINATION BOARD. It is the body responsible for procuring the political decision making of the State Legislature. It is made up of the coordinators of the legislative groups and sections.

- REGULAR COMMITTEES. These are legislative bodies of a permanent nature that issue rulings and place the initiatives and matters to be heard by the Plenary of the Legislature in a state of resolution. Integrates commissions and presents dates of official publication of resolutions and decrees.
- SPECIAL COMMITTEES. They are responsible for carrying out specific tasks assigned by the plenary session of the Legislature at the time of their creation. They integrate transitory commissions and establish dates for the official publication of agreements and decrees.
- TRANSPARENCY COMMITTEE OF THE LEGISLATIVE BRANCH OF THE STATE. It is responsible for overseeing, instructing and coordinating actions and procedures for the dissemination of information of public interest.
- AGENCIES. These are administrative units that provide support to legislators and legislative bodies.

Executive Power of the State of Querétaro

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LEGISLATIVE COMMITTEES

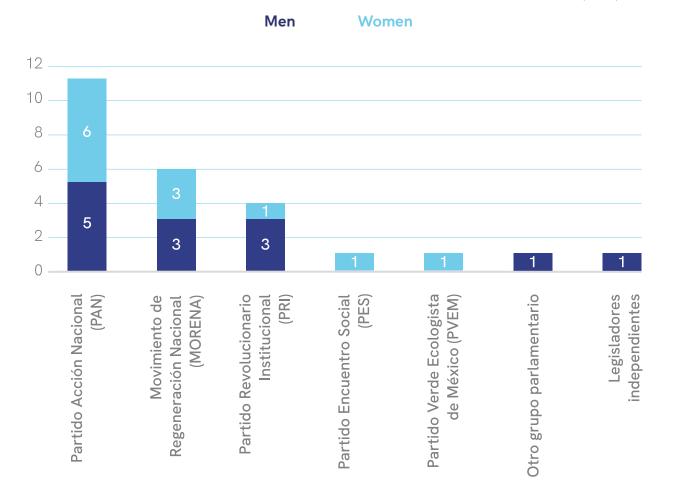
These are permanent bodies responsible for ruling on the initiatives and other matters that concern the Plenary of the State Legislature and placing them in a state of resolution in accordance with the specialized competence by subject matter.

There are a total of 25 ordinary committees with 3 members, each from a different legislative group or section. Each deputy may belong to more than one of the following committees:

- Access to Information and Accountability.
- Administration and Procurement of Justice.
- Migrant Affairs.
- Indigenous Affairs.
- Municipal Affairs.
- Science, Technology and Innovation.
- Sustainable Agricultural and Rural Development.
- Economic Development and Trade.
- Social Development, Vulnerable Groups and Housing.
- Urban Development, Public Works and Communications.
- Education and Culture.
- Family and Rights of Children and Adolescents.
- Governance, Public Administration and Electoral Affairs.
- Gender Equality and Human Rights.
- Instructor.
- Youth and Sports.
- Environment.
- Sustainable Mobility and Transit.
- Citizen Participation.
- Planning and Budgeting.
- Constitutional Points.
- Health.
- Public Safety and Civil Protection.
- Labor and Social Security.
- Tourism.

In 2020 Mexico had 1,113 congressional legislators. Querétaro had 2.24% of the total representation, corresponding to 25 legislators, of which 12 were men and 13 were women.

LEGISLATORS IN CONGRESS, BY TYPE OF AFFILIATION ACCORDING TO SEX (2020)



Source: Own elaboration with data from the National Census of National Census of State Legislative Branches (CNPLE), 2022.

During 2020, 881 initiatives were presented before the State Congress and the Legislative Meeting of the State of Querétaro, a figure that represented a 4.6% increase in the number of proposals with respect to 2019. Of the 881 filed, 15% corresponded to laws and 85% to decrees.

Executive Power of the State of Querétaro



8.1.3. JUDICIAL BRANCH

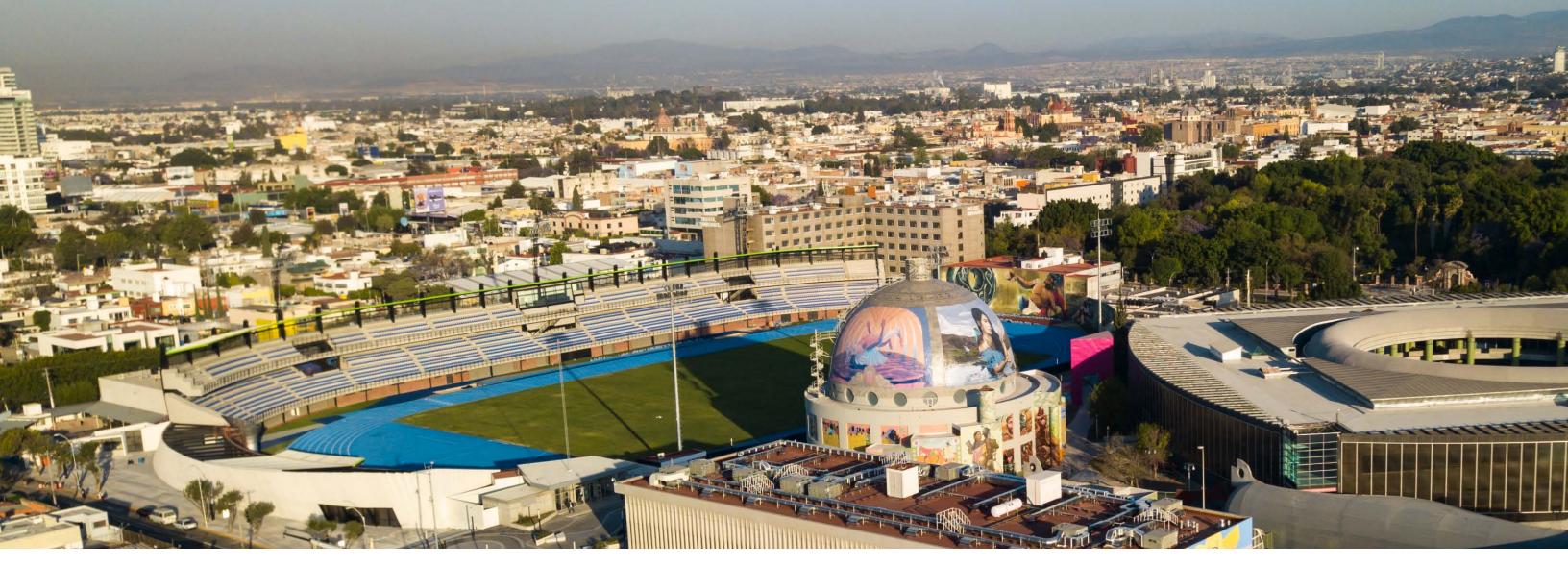
STRUCTURE AND FUNCTIONS

Its mission is to manage and provide justice to society, exercising the jurisdictional function with respect for human rights in order to preserve the rule of law and social peace.

It is comprised of the Superior Court of Justice, the Judiciary Council (responsible for the administration, monitoring and discipline of the Judicial Branch), the courts of first instance, lower courts and public officials responsible for the administration and provision of justice.

It has the power to resolve controversies through the application of the principles and laws in common law judicial matters in civil, family, criminal and electoral matters.

- Superior Court of Justice. It is composed of at least 12 regular judges and 8 supernumerary judges. It has a president who must also be attached to the Judicial Branch.
- Council of the Judgeship. It manages, provides support, monitors and establishes discipline in the jurisdictional and administrative areas.
- Courts of first instance and lower courts: They are responsible for exercising the jurisdictional function in a prompt, complete, independent, impartial and free manner; they assist the federal jurisdictional bodies and other authorities; they process letters rogatory, requisitions and dispatches in civil, commercial, family or criminal matters sent by the judges of the entity, other federal entities and jurisdictional instances; and they provide the competent authorities with the data and reports requested.



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INFRASTRUCTURE

QUALITY

SECONDARY SECTOR

TERTIARY

TOURISM AND CULTURE

8.2. GOVERNMENT EFFICIENCY

8.2.1. ADMINISTRATIVE QUALITY

One of the main responsibilities of government administration is to provide optimal responses to citizens' needs. To this end, it promotes quality services in accordance with the human and socioeconomic development of Querétaro.

According to the publication made in the official newspaper "La Sombra de Arteaga" on December 21, 2020, and in accordance with the Revenue Law of the State of Querétaro 2021, chapter one, article 1, the entity received the following revenues in 2021:

TRAINED PUBLIC OFFICIALS

Training is a line of action established for the promotion of governmental efficiency stipulated in axis 6 of the State Development Plan 2021-2027 and it proposes the improvement of the capabilities and professionalization of public officials.

In 2021, 310 training events were carried out in which 3,786 public officials participated, achieving the involvement of 83.9% of all personnel. The topics discussed were the following:

- 1. Code of Ethics and the Law on Administrative Responsibilities
- 2. Human development and stress management
- 3. Human Rights and Gender Perspective
- 4. Customer service, communication and assertiveness

DECLARATION OF ASSETS OF PUBLIC OFFICIALS

According to the State Development Plan 2021 - 2027, the mission of the current government is "To increase the institutional and service level based on an efficient, sufficient and transparent public administration". In the area of transparency, several factors are taken into account, one of which is the obligation to submit the Statement of Assets and Interests.

In order to comply with the provisions of Articles 108, last paragraph of the Constitution, 32, 33, 46 and 49, section IV of the General Law of Administrative Responsibilities, public officials are required to file their declarations of assets and interests on the DeclaraNet platform, an electronic tool managed by the Ministry of Public Administration.

STATE BUDGET

Revenue Law of the State of Querétaro for fiscal year 2021.

An entity's income constitutes the support for the State Executive Branch to decide, based on criteria of rationality, feasibility and priority, on the works and actions that meet the requirements of society and that the planning and development of the entity demand for the permanent benefit of the population.

REVENUE LAW OF THE STATE OF QUERÉTARO (2021).

Concept	Amount	Total	%
Taxes	2,758,155,904		
Social security fees and contributions	0		
Special contributions	0		
Duties	1,337,126,764		
Products	147,373,507		
Uses	139,178,117		
Revenues from sale of goods, rendering of services and other revenues	0		
Total local revenues		4,381,834,292	12.1
Participations	14,957,679,920		
Contributions	12,741,419,734		
Agreements	3,212,617,334		
Incentives derived from tax collaboration	933,051,704		
Funds other than contributions	0		
Participations, contributions, agreements, incentives discolaboration and funds other than contributions	erived from fiscal	31,844,768,692	87.9
Transfers, allowances, subsidies, grants, pensions and retirements	0		
Extraordinary income	0		
Total		36,226,602,984	100.0

Source: Official Newspaper La Sombra de Arteaga. Volume CLIII, No. 101, published on December 21, 2020 Revenue Law of the State of Querétaro for fiscal year 2021

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Executive Power of the State of Querétard

QUERÉTARO

INFRASTRUCTURE AND FQUIPMENT

QUALITY

SECTOR

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CHITLIRE

Pursuant to Article 53 TER of the Law for the Management of Public Resources of the State of Querétaro, the own financing of the Executive Branch of the State of Querétaro, foreseen at the beginning of fiscal year 2021, is made up as follows:

Concept	Quantity	Total
Federal earmarked transfers	139,497,784	
Tagged state resources committed, accrued or linked to formal payment commitments	857,000,909	
Unrestricted state resources	2,612,836,662	
Own financing		3,609,335,355

Source: Official Newspaper La sombra de Arteaga. Volume CLIII, No. 101, published on December 21, 2020. Revenue Law of the State of Querétaro for fiscal year 2021.

The total revenues to be exercised during the fiscal year contemplated in the formulation of the 2020 Expenditure Budget showed a decrease of 2%, going from \$40,685,498,582 to \$39,835,938,339.



STATE OF QUERÉTARO EXPENDITURE BUDGET DECREE FOR FISCAL YEAR 2021

It is the financial instrument through which the State Government expresses the priorities of its management to respond to the requirements of society and the needs of Querétaro's families.

Within Querétaro's expenditure budget for fiscal year 2021, nearly 50% was granted to parastatal entities, followed by transfers to municipalities with 15.7%.

STATE EXPENDITURE BUDGET (2021).

Concept	Quantity	%
State Expenditure Budget	\$ 39,326,100,768	100.0%
Transfers to municipalities	\$ 6,192,399,718	15.7%
Transfers to the Legislative Branch	\$ 328,826,525	0.8%
Transfers to the Judicial Branch	\$ 949,545,336	2.4%
Transfers to autonomous agencies and administrative courts	\$ 1,661,946,685	4.2%
Total transfers to parastatals	\$ 19,035,550,037	48.4%
Central sector units and auxiliary bodies	\$ 4,386,330,792	11.2%
Public debt	\$ 100,590,481	0.3%
Retirement and pensions	\$ 814,463,827	2.1%
Works and actions	\$ 5,856,447,367	14.9%

Source: Official Newspaper La sombra de Arteaga. Volume CLIII, No. 101, published on December 21, 2020. Decree of the budget of expenditures of the state of Querétaro for fiscal year 2021.

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CONTENT SUSTAINABLE INFRASTRUCTURE QUALITY PRIMARY SECONDARY TERTIARY TOURISM GOVERNMENT OF LIFE SECTOR SECTOR AND CULTURE SERVICE

BUDGET ALLOCATED TO CENTRAL SECTOR AGENCIES AND AUXILIARY BODIES, (2021).

Governorship	\$ 7,486,970
Office of the Governor	\$ 383,122,198
Government Sector	\$ 473,003,607
Public Safety Sector	\$ 716,110,732
Planning and Finance Sector	\$ 596,813,506
Comptroller's Oficce Sector	\$ 149,647,527
Sustainable Development Sector	\$ 134,119,004
Agricultural Development Sector	\$ 135,878,131
Urban Development and Public Works Sector	\$ 182,692,951
Education Sector	\$ 417,336,553
Youth Sector	\$ 28,605,208
Social Development Sector	\$ 73,367,345
Labor Sector	\$ 160,661,049
Tourism Sector	\$ 140,784,614
Health Sector	\$ 21,635,553
Chief Administrative Office Sector	\$ 608,094,639
Culture Sector	\$ 156,971,205
Total	\$ 4,386,330,792.00

Source: Official Newspaper La sombra de Arteaga. Volume CLIII, No. 101, published on December 21, 2020. Decree of the budget of expenditures of the state of Querétaro for fiscal year 2021.

8.2.2. GOVERNMENTAL PROCEDURES AND SERVICES

The State Public Administration provides the tools for citizens to spend less time on paperwork and obtain quality services in a timely manner. This action is vital and necessary to consolidate the entity's competitiveness.

STATE REGISTRY OF PROCEDURES AND SERVICES (RETS)

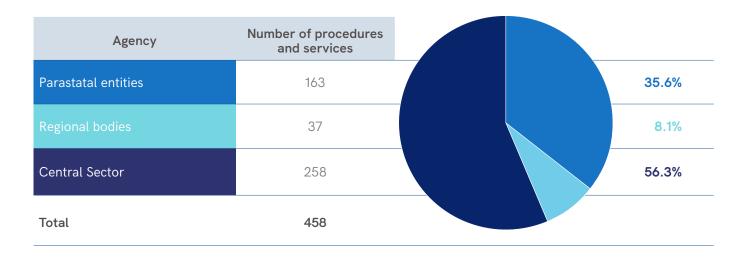
Through the Regulatory Improvement Committee of the State of Querétaro, simplification work is being carried out to strengthen the bases and criteria for the integration and administration of the RETS, guaranteeing the quality of the information provided to the public. In 2021, 458 records of procedures and services were registered in the platform of the Executive Branch of the State, reducing the number of procedures by 3% compared to the previous year.

The largest number of procedures and services were registered in the central sector, reaching 56.3%, followed by parastatal entities with 35.6% and, finally, regional bodies with the remaining

In May 2021, the last follow-up actions of the 2019-2021 Regulatory Improvement Programs were registered, with the main objective of simplifying procedures and services.

To this end, the agencies, their regional bodies and parastatal entities carried out 336 actions to simplify, modify, replace, eliminate or merge 158 procedures and services.

PROCEDURES AND SERVICES OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO (2021).



Source: Elaboration by the Regulatory improvement Commission of the State of Querétaro 2022.

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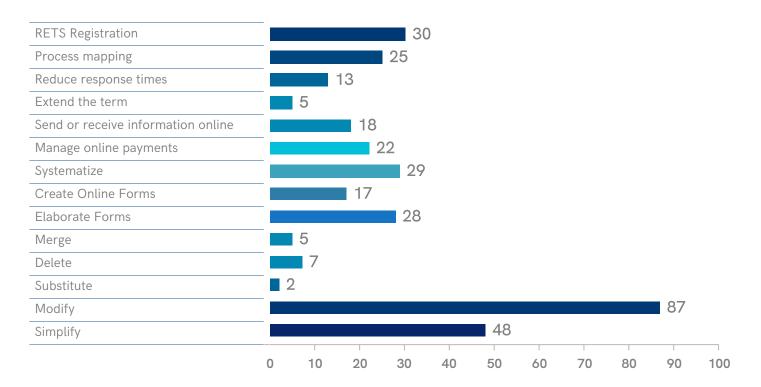
HISTORY OF PROCEDURES AND SERVICES OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO	
2017	573
2018	467
2019	482
2020	473
2021	458

Source: Elaboration by the Regulatory Improvement Comission of the State of Querétaro 2022.

In 2021, the presentation of the Regulatory Agenda, a biannual tool that has allowed the creation of a planning instrument issued by the State Public Administration, was maintained for the third consecutive year. In this regard, 823 proposals were projected corresponding to the two agendas registered during the year.

For its application, there is a platform that complies with the elements set forth in the General Law of Regulatory Improvement, prioritizing the agility for inputs and simplicity in its search.

TOTAL ACTIONS APPLIED TO RETS



Source: Elaboration by the Regulatory Improvement Comission of the State of Querétaro 2022.

REGISTRY OF INSPECTORS, VERIFIERS, VISITORS OR SUPERVISORS AND HOME VISITS OF THE EXECUTIVE BRANCH OF THE STATE OF QUERÉTARO

In October 2021, the Regulatory Improvement Commission modified the registration platform for inspectors, verifiers, visitors and supervisors of the Executive Branch, in accordance with the provisions of the National Regulatory Improvement Strategy, updating 276 registrations.

To provide legal certainty to investors, entrepreneurs and citizens and as a strategy to combat corruption, 240 public officials, 137 women and 103 men, were trained in 2021 through 27 videoconferences and 12 on-site courses. These actions were additional to the procedures and services offered and regulated by the Regulatory Improvement Programs, as well as the list of inspectors, verifiers, visitors and supervisors.



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8.2.3. ACCESS TO INFORMATION

The Querétaro with Good Governance axis of the 2016-2021 State Development Plan establishes the strengthening of transparent and accountable management as one of its strategies. Based on this, a line of action was adopted to simplify the access of citizens to government information.

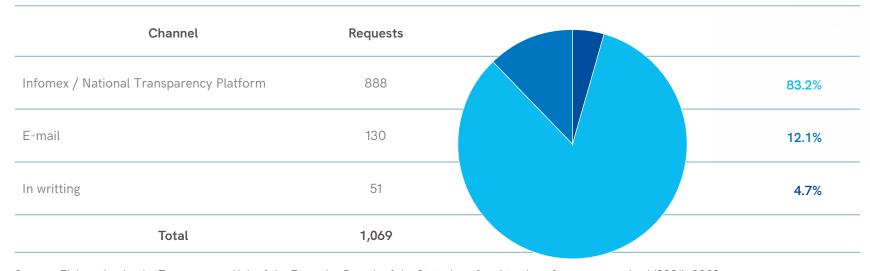
ACCESS TO GOVERNEMENT INFORMATION

During the 2021 fiscal year, the Transparency Unit of the Executive Branch of the State of Querétaro received and registered 1,069 requests for access to information, all of which were handled in a timely manner.

Applications were received via the following three channels:

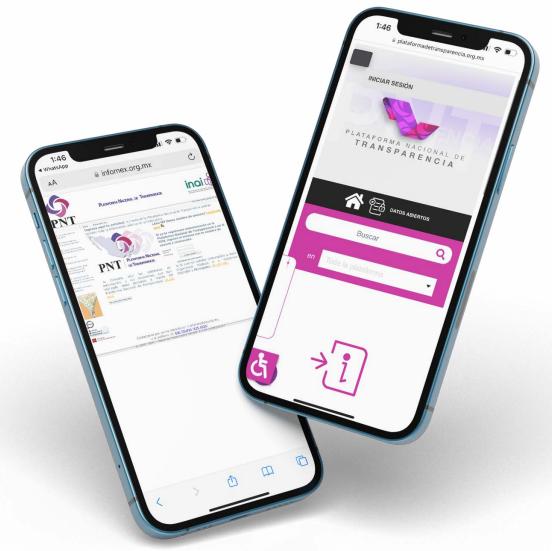
- 1. Directly in the system: Infomex (www.infomex.gueretaro.gob.mx), y Plataforma Nacional de Transparencia (www.plataformadetransparencia.org.mx/web/guest/inicio)
- 2. Vía e-mail: utpe@queretaro.gob.mx
- 3. In writting: Delivered in person at the office of the Transparency Unit, located at Calle Luis Pasteur No. 5, Colonia Centro, Querétaro, Qro.

CHANNELS FOR THE RECEPTION OF INFORMATION REQUESTS, (2021).



Source: Elaboration by the Transparency Unit of the Executive Branch of the State, log of registration of requests received (2021), 2022.

Note: ¹In the mailbox designated by the UTPE for the reception of applications requests, no request was detected.



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8.3. MUNICIPAL GOVERNMENTS

They are entities that enjoy political, fiscal and administrative autonomy within the limits agreed upon by the Mexican Constitution and decentralization laws. The state of Querétaro is made up of 18 municipalities.

DIRECTORY OF THE MUNICIPAL GOVERNMENTS OF THE STATE OF QUERÉTARO

AMEALCO DE BONFIL

Plaza de la Constitución No. 20. Colonia Centro. Amealco de Bonfil, Qro. C.P. 76850 448 278 0101 www.amealco.gob.mx

COLÓN

Jardín Héroes de la Revolución No. 1. Colonia Centro. Colón, Qro. C.P. 76270 419 234 3700 · 442 234 3701 www.colon.gob.mx

EZEQUIEL MONTES

Calle Belisario Domínguez No. 104.
Colonia Centro. Ezequiel Montes, Qro.
C.P. 76650
441 277 0707
www.ezequielmontes.gob.mx

ARROYO SECO

Plaza Principal s/n. Arroyo Seco, Qro. C.P. 76400 487 874 2110 · 487 874 2111 www.arroyoseco.gob.mx

CORREGIDORA

Calle Ex Hacienda El Cerrito No. 100. Colonia El Pueblito. Corregidora, Qro. C.P. 76900 442 209 6000 · 442 384 5500 www.corregidora.gob.mx

HUIMILPAN

Calle Reforma No. 158 Ote.
Colonia Centro. Huimilpan, Qro.
C.P. 76950
448 278 5047
www.huimilpan.gob.mx

CADEREYTA DE MONTES

Calle Benito Juárez No. 10.
Colonia Centro. Cadereyta de Montes, Qro.
C.P. 76500
441 276 0180 · 442 276 0630
www.cadereytademontes.gob.mx

EL MARQUÉS

Calle Venustiano Carranza No. 2. Colonia La Cañada. El Marqués, Qro. C.P. 76240 442 238 8400 www.elmarques.gob.mx

JALPAN DE SERRA

Calle Independencia No. 12.
Colonia Centro. Jalpan de Serra, Qro.
C.P. 76340
441 296 0243 · 442 296 0285
www.municipiodejalpan.gob.mx

Source: Information obtained from the pages of the Municipal Presidencies of the State of Querétaro 2022.

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INFRASTRUCTURE AND EQUIPMENT QUALITY OF LIFE PRIMARY SECTOR SECONDARY SECTOR TERTIARY

TOURISM AND CULTURE

GOVERNMENT SERVICES

DIRECTORY OF THE MUNICIPAL GOVERNMENTS OF THE STATE OF QUERÉTARO

LANDA DE MATAMOROS

Calle Constitución s/n.
Colonia Centro. Landa de Matamoros, Qro.
C.P. 76360
441 292 5207 · 441 292 5208
www.landadematamorosgro.gob.mx

PEDRO ESCOBEDO

Calle Panamericana No. 2.
Colonia Centro. Pedro Escobedo, Qro.
C.P. 76700
448 275 0006
www.pedroescobedo.gob.mx

PEÑAMILLER

Plaza Principal s/n.
Colonia Centro. Peñamiller, Qro.
C.P. 76450
441 296 6052
www.penamiller.gob.mx

PINAL DE AMOLES

Calle Benito Juárez No. 4.
Colonia Centro, Pinal de Amoles, Qro.
C.P. 76300
441 292 5030 · 441 292 5018
www.pinaldeamoles.gob.mx

QUERÉTARO

Blvd. Bernardo Quintana No.10000. Colonia Centro Sur. Querétaro, Qro. C.P. 76090 442 238 7700 www.municipiodequeretaro.gob.mx

SAN JOAQUÍN

Palacio Municipal s/n.
Colonia Centro. San Joaquín, Qro.
C.P. 76550
441 293 5000
www.sanjoaquin.gob.mx

SAN JUAN DEL RÍO

Blvd. Paso de los Guzmán No. 24, Barrio de la Concepción, San Juan del Río, Qro. C.P. 76800 427 268 0012 www.sanjuandelrio.gob.mx

TEQUISQUIAPAN

Calle Palmas No. 5.
Colonia Los Sabinos. Tequisquiapan, Qro.
C.P. 76750
414 273 2327
www.municipiodetequisquiapan.gob.mx

TOLIMÁN

Calle Benito Juárez No. 3.
Colonia Centro. Tolimán, Qro.
C.P. 76600
441 296 7206
www.toliman.gob.mx

Source: Information obtained from the pages of the Municipal Presidencies of the State of Querétaro 2022.

Executive Power of the State of Querétaro

CONTENT





THANKS!

This new edition of the Economic Yearbook 2022, Competitive Querétaro is the result of the combined efforts of various institutions, organizations and agencies that collaborated with the Ministry of Sustainable Development to portray the economic outlook of our state.

On behalf of the SEDESU, we would like to highlight and thank the collaboration of each of the individuals who were part of this project, without their collaboration it would not have been possible to produce this document.



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Sub-Ministry for the Environment Directorate of Environmental Control Directorate of Environmental Planning Center for Ecology and Climate Change T. 442 211 6801

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Date of update: August 19, 2019



2022

COMPETITIVE QUERÉTARO

ECONOMIC YEARBOOK







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