

QUERÉTARO MUNICIPAL ECONOMIC YEARBOOK

AXIS 02.
PROSPEROUS
MUNICIPALITY



 **Querétaro**
La Ciudad que queremos



QUERÉTARO
— MUNICIPIO —

AXIS 02 PROSPEROUS MUNICIPALITY



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2.1 Urban development and housing

URBAN PLANNING AND INFRASTRUCTURE

The successful way to promote the equitable, economically viable and environmentally sustainable social development of cities is through the formation and responsible transformation of the urban space, and the geographical, demographic, sociological, cultural, and economic dimensions.

The Ministry of Public Works and the Directorate of Urban Development (belonging to the Ministry of Sustainable Development) work together in the municipality of Querétaro to maintain the balance between exponential growth and the impacts of urbanization.

Urban growth during 2021 was reflected in the execution of 138 public infrastructure works at the municipal level with an invested budget of more than 1,467 million pesos. The districts that benefited the most were Santa Rosa Jáuregui and Epigmenio González Flores, with 42.8% of the total works executed.

PUBLIC WORKS EXECUTED PER DISTRICT, 2021.

DISTRICT	NUMBER OF WORKS	INVESTMENT (PESOS)
Centro Histórico	16	331,207,473.8
Epigmenio González Flores	26	99,354,286.7
Felipe Carrillo Puerto	12	146,462,521.5
Félix Osores Sotomayor	7	52,377,433.7
Josefa Vergara y Hernández	5	44,480,885.1
Santa Rosa Jáuregui	33	87,328,983.6
Villa Cayetano Rubio	4	69,093,034.5
Other ¹	35	636,831,478.1
TOTAL	138	1,467,136,096.9

Source: Municipality of Querétaro, Ministry of Public Works, 2022.

¹ Refers to works covering different DISTRICTS.

MUNICIPAL PLANNING INSTITUTE (IMPLAN).

On March 6, 2021, The Querétaro 2050 Plan was unanimously approved in a Special Session held in City Hall and was published in the Municipal Gazette. It is a proposal for actions in accordance with the initiatives of the Q500 Strategy.

To publicize the content and scope of the program, campaigns were carried out on social networks during the third semester of the year, as well as on the official IMPLAN (for its Spanish acronym) website <http://implanqueretaro.gob.mx>.

The Querétaro 2050 Plan is integrated by 5 axes:

1. Urban
2. Environmental
3. Social
4. Economic
5. Governance

During the fourth quarter of 2021, the plan was monitored through meetings with the Cabinet Coordination for the formation of the 2021-2024 Municipal Development Plan (PMD for its Spanish acronym) integrating the lines of action of the Querétaro 2050 Plan to the newly created programs.

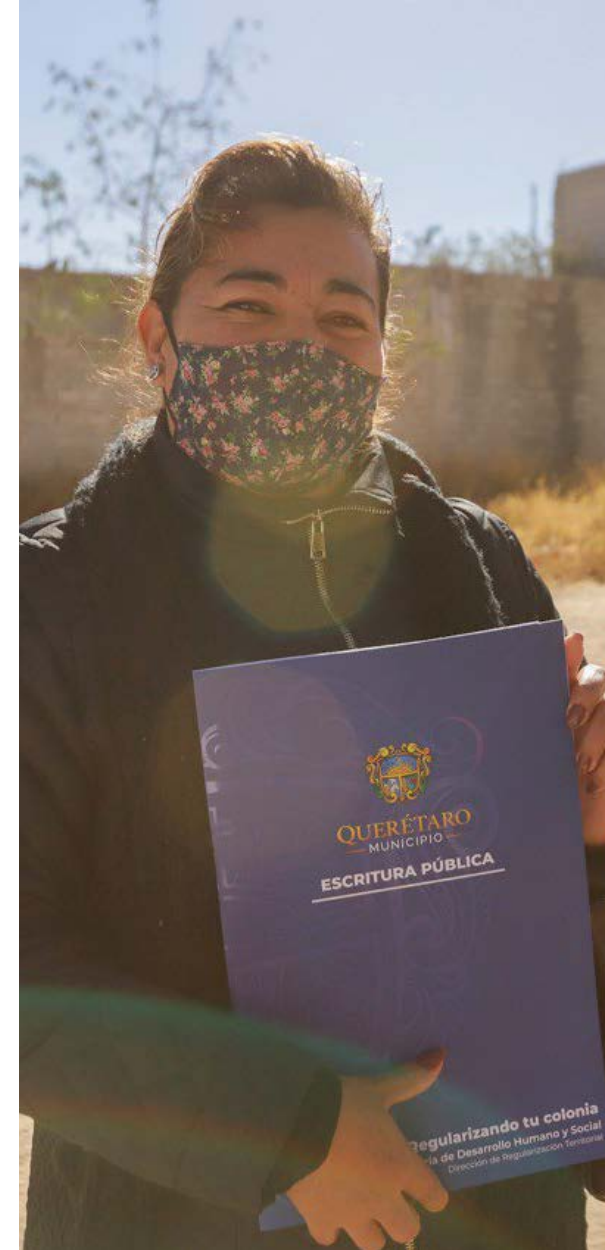
Based on the most recent information (Municipal Economic Yearbook 2021, Territorialization Strategy Q500 and Plan Querétaro 2050) the preparation of the diagnosis of the municipality of Querétaro for the PMD began.

Given the constant growth that the municipality and the metropolitan area of Querétaro maintain, IMPLAN generated statistical information on the 7 municipal districts through triptychs, maps (one showing the evolution and growth of the metropolitan area from 1970 to 2020 and another of the socioeconomic levels of 2020), and infographics-summary of the Statistical Yearbook of the municipality of Querétaro 2020.

HOUSING

The municipality of Querétaro is recognized as one of the most attractive places to establish residence thanks to its privileged geographical location in the center of the country that favors economic growth. Its history generates a tourist attraction that is reflected in its growing surplus value. This means an important challenge in terms of control and urbanization so as not to detract from the quality of life of its citizens.

In 2021, the Urban Development Department carried out actions to regulate land use and civil administration, managing more than 27,000 procedures in the municipality, increasing the figure by 0.38% compared to the previous year.



AUTHORIZATION OF URBAN PROCEDURES IN THE MUNICIPALITY, 2020 Y 2021.

PROCEDURE	2020	2021
Billboards	1,355	1,322
Ruling on land use	2,170	2,457
Ruling on land use and/or feasibility for opening businesses	1,346	1,445
Feasibility of line of business	4,750	5,158
Land use report	1,187	1,059
Construction license	2,560	3,271
Express construction license	12	1
Breaking of pavement license	111	115
Official number	11,528	10,345
Conclusion of works	1,926	1,877
TOTAL	26,945	27,050

Source: Municipality of Querétaro. Department of Urban Development, 2022.

For its part, the Land Use Department handled more than 10,000 procedures related to municipal urban development; in this case, the increase for the same period was of 666 requests.

LAND USE PROCEDURES OF MUNICIPAL URBAN DEVELOPMENT, 2021.

PROCEDURES	QUANTITY
Ruling on land use	2,457
Ruling on land use and/or feasibility for opening businesses	1,445
Feasibility of line of business	5,158
Land use report	1,059
TOTAL	10,119

Source: Municipality of Querétaro. Department of Urban Development, 2022.

Construction licenses authorize owners and public or private entities to build, expand, modify, repair, or demolish a building or facility on land located in municipal territory.

During 2021, 3,272 construction licenses were issued, of which 82.7% corresponded to housing, 15.7% to commerce and services, and 1.6% to industry.



MUNICIPAL CONSTRUCTION LICENSES, 2021.	
LICENSE	QUANTITY
Residential	1,875
Popular housing	672
Commerce and services	514
Countryside residential housing	159
Industrial	52
TOTAL	3,272

Source: Municipality of Querétaro. Department of Urban Development, 2022.

The Municipality of Querétaro, through the Urban Development Directorate and as part of the real estate development, authorized in 2021 the integration of 5 housing developments in the Felipe Carrillo Puerto, Félix Osoreo Sotomayor and Santa Rosa Jáuregui districts, increasing the used surface area by 49.0% compared to the previous year.

CREATION OF NEW HOUSING DEVELOPMENTS AND/OR EXTENSION DURING THEIR DEVELOPMENT STAGES 2020 Y 2021.				
DISTRICT	2020		2021	
	HOUSING DEVELOPMENTS	"SURFACE AREA (SQURE METERS)"	HOUSING DEVELOPMENTS	"SURFACE AREA (SQURE METERS)"
Epigmenio González Flores	1	951,538	1	211,450
Felipe Carrillo Puerto	-	-	1	82,256
Josefa Vergara y Hernández	1	32,517	-	-
Santa Rosa Jáuregui	1	9,925	3	1,656,424
TOTAL	3	993,980	5	1,950,130

Fuente: Municipio de Querétaro. Dirección de Desarrollo Urbano, 2022.

M²: Metros cuadrados.

The authorized condominium developments also presented an increase in 2021 compared to the previous year, in this case of 20.6%.

CREATION OF NEW CONDOMINIUMS AUTHORIZED IN THE MUNICIPALITY 2020 Y 2021.		
DISTRICT	2020	2021
Centro Histórico	3	3
Epigmenio González Flores	11	7
Felipe Carrillo Puerto	17	21
Félix Osoreo Sotomayor	8	22
Josefa Vergara y Hernández	5	2
Santa Rosa Jáuregui	8	8
Villa Cayetano Rubio	11	13
TOTAL	63	76

Source: Municipality of Querétaro. Department of Urban Development, 2022.

FUNDING FOR HOUSING

Housing is a fundamental right for the well-being of families, providing security, a sense of belonging and identity. The policies of habitability and urban development aim not only at the construction of houses, but also at the consolidation of decent environments and cities.

The Institute of the National Housing Fund for Workers (INFONAVIT for its Spanish acronym) is an organization that aims to satisfy the right of workers to have a home, as established by the Political Constitution of Mexico. Its regional district in Querétaro reported that in 2021, 5,423 loans were authorized to benefit that same number of families. The authorized financial resources amounted to 3 million 756.6 thousand pesos.

Of the 425,355 beneficiaries registered in the municipality of Querétaro, the potential demand, that is, those already qualified for an INFONAVIT loan, was of 149,057 as of the fifth bimonthly period of 2021.

2.2 City mobility

The increase in the demand for mobility in the municipality of Querétaro is one of the main challenges and objectives to be addressed. The Regulation for Mobility and Transit for the Municipality of Querétaro guarantees transfers in conditions of safety, equality, accessibility, functionality, agility and reduction of times, as a fundamental right of citizens.

The Strategic Mobility Plan promotes the competitiveness of the municipality of Querétaro due to the fact that the hours invested in traffic decrease and the harmful impact on health and the environment has been reduced.

During 2021, 2 actions were carried out in support of citizens to combat COVID 19:

:

1. Bringing You Closer Program (Acercándote): Brindando servicio colectivo gratuito desde el 14 de diciembre de 2020 y durante todo 2021 mediante 4, millones 280 mil 489 traslados en 10 rutas establecidas en el municipio, beneficiando a 47 mil 454 personas.

2. Route for Health Program (Ruta por la Salud): Traslado de manera gratuita al personal médico a través de 13 rutas, desde el 1 de enero hasta el 8 de septiembre de 2021, alcanzando un total de 133 mil 439 viajes.



FREE UNIVERSITY TRANSPORTATION PROGRAM AND FREE SCHOOL TRANSPORTATION PROGRAM

The university transportation program began in October 2021 and provided 67 transfers. On the other hand, the school transportation program began in August of the same year and provided 13,917 transportation services. This year, the programs were updated, adding 19 organizations:

1. Centenaria y Benemérita Escuela Normal del Estado de Querétaro Andrés Balvanera (CBENEQ).
2. Centro de Estudios Tecnológicos Industrial y de Servicios No. 105 (CETis 105).
3. Centro Educativo Grupo CEDVA.
4. EDUCEM; Instituto Universitario del Centro de México.
5. Escuela de Bachilleres Plantel Norte (UAQ).
6. Escuela de Bachilleres Plantel Sur (UAQ).
7. Grupo ISIMA, Campus Querétaro.
8. Instituto Tecnológico de Querétaro (ITQ).
9. Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM).
10. Universidad Autónoma de Querétaro (UAQ).
11. Universidad Central de Querétaro (UNICEQ).
12. Universidad de Estudios Avanzados (UNEA).
13. Universidad del Valle de México, Campus Querétaro (UVM).
14. Universidad Internacional de Querétaro (UNIQ).
15. Universidad Marista de Querétaro.
16. Universidad Pedagógica Nacional, Campus Querétaro (UPN).
17. Universidad Politécnica de Santa Rosa Jáuregui (UPSTRJ).
18. Universidad Tecnológica de México (UNITEC) Campus Querétaro.
19. Universidad Tecnológica de Querétaro (UTEQ).



2.3 Competitiveness

ECONOMIC INDICATORS

The economic performance of nations and subnational entities is usually understood as a function of the success of their productivity. However, there are other factors that must also be considered in the equation: good treasury management, job stability and diversification of financial activities, among others.

According to the 2016 World Economic Forum, these factors make up the level of competitiveness, understanding it as "the set of institutions, policies and factors that determine the level of productivity of a country".

Because of the complexity of evaluating the competitiveness of economies at macro and micro scales, various public and private agencies and institutions aim to analyze the information and publish measurements and rankings that help simplify their understanding.

The Mexican Institute for Competitiveness (IMCO) has designed investigations that make it possible to establish analysis parameters both at the state level and at the metropolitan level.

The State Competitiveness Index (ICE) is the study that analyzes the 32 states of the country through 72 indicators categorized into 10 sub-indexes. Unlike the 2020 edition, in the 2021 version, a gold, silver and bronze medal allocation system was not used to grade the performance of the states, but rather the 32 federative entities were grouped into 6 different categories of competitiveness, according to each of the sub-indexes.

The 6 categories to grade the level of competitiveness were: high, adequate, medium high, medium low, low and very low. According to the qualified points, Querétaro is one of the 5 most competitive entities, ranking third.

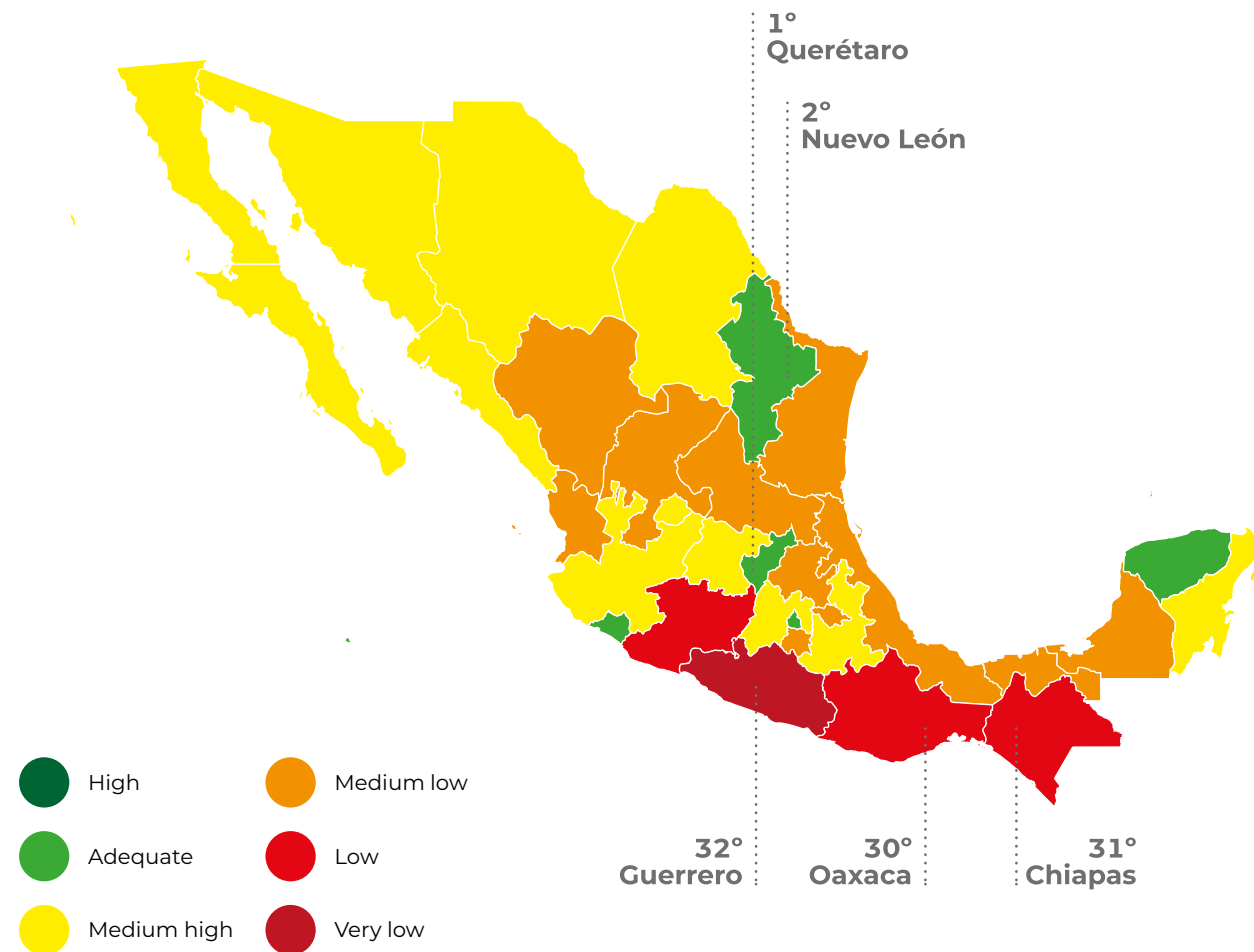
STATE COMPETITIVENESS INDEX, 2021.

POSITION	ENTITY	LEVEL OF COMPETITIVENESS
1	 Ciudad de México	High
2	 Nuevo León	Adequate
3	 Querétaro	Adequate
4	 Coahuila	Adequate
5	 Jalisco	Adequate

Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022. Retrieved from: www.imco.org.mx.

Regarding the "Efficient and Effective Governments" sub-index, which measures "the way in which state governments are capable of positively influencing the competitiveness of their entities", Querétaro obtained the first national position for the third consecutive time with a score of 78.1 out of 100.

MAP OF THE SUBINDEX OF "EFFICIENT AND EFFECTIVE GOVERNMENTS".



Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022.

An inclusive and democratic political system encourages investment through stable, healthy competition environments, with greater citizen participation and accountability. The sub-index "Political, Stable and Functional System" placed Querétaro in second place at the national level, with a score of 70.0 out of 100.

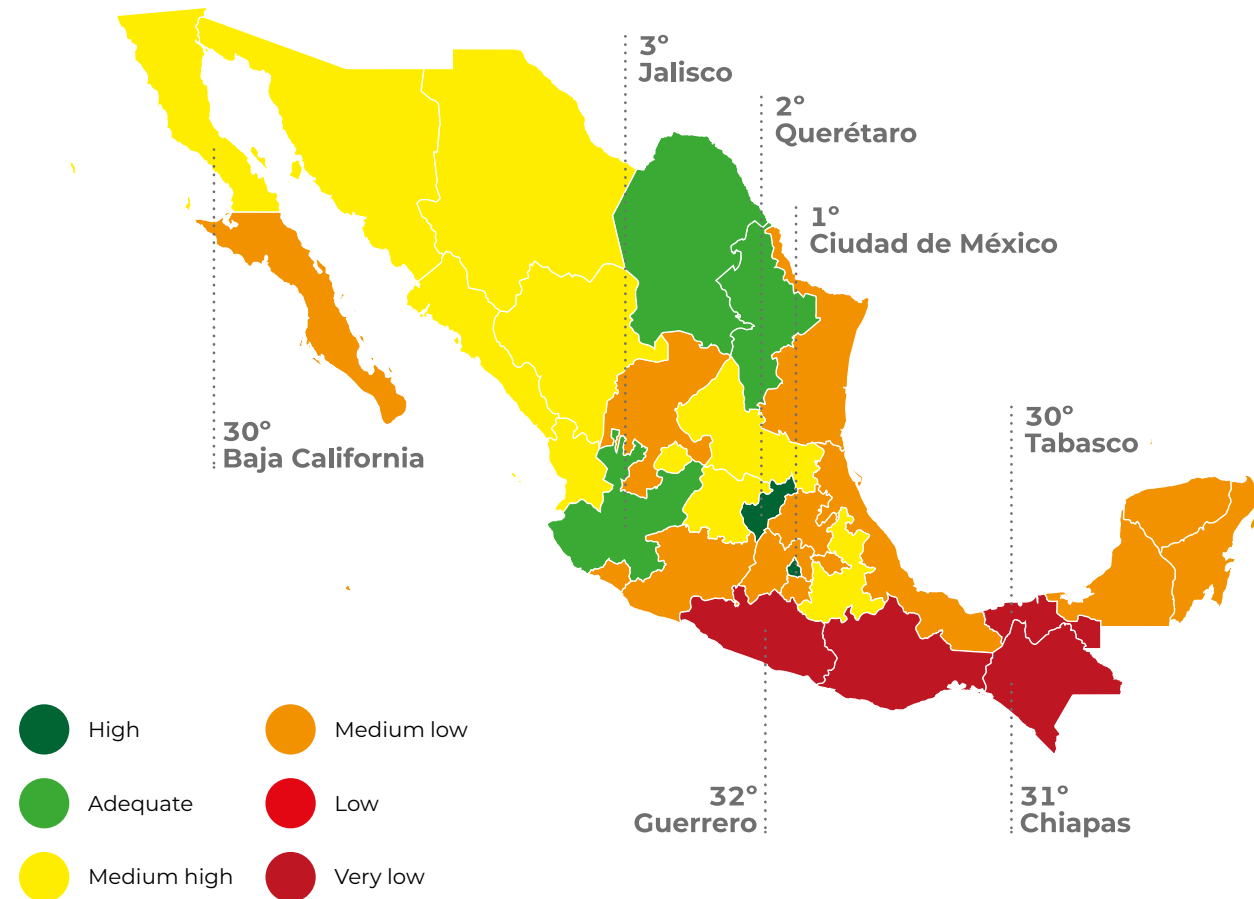
MAP OF THE "POLITICAL, STABLE AND FUNCTIONAL SYSTEM" SUB-INDEX.



Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022.

The "Innovation of the Economic Sectors" sub-index evaluates the ability to generate and apply new knowledge, including indicators related to the characteristics of the companies, the research context and the generation of patents. The grade obtained was 90.0 out of 100, reaching the second position at the national level.

MAP OF THE SUB-INDEX OF "INNOVATION OF ECONOMIC SECTORS".



Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022.

The IMCO calculates the Urban Competitiveness Index (ICU) that measures the ability of Mexican cities to attract and retain talent and investment. The factor is made up of 10 sub-indexes that group 69 indicators aimed at evaluating the performance of 69 cities in 370 municipalities of the Mexican Republic that concentrate 63.0% of the total population of the country, 86.0% of the Gross Domestic Product (GDP) and 88.0% of gross fixed investment.

In 2021, the ICU placed Querétaro in the third position, within the group of cities with more than one million inhabitants, three levels above what was established in the 2020 report.

For this study's purposes, the municipalities of Querétaro, Corregidora, El Marqués and Huimilpan, belonging to the entity, and Apaseo el Alto, belonging to Guanajuato were added, together amounting for 1,594,212 inhabitants. The mentioned demarcations of Queretaro concentrate 64.6% of the total population of the state.

The sub-indexes analyzed for this classification and the position of the city of Querétaro in each of them were:

URBAN COMPETITIVENESS INDEX, 2021. (Cities with more than one million inhabitants).	
SUB-INDEX	POSITION
Taking advantage of international relations	7
Stable economy	3
Efficient and effective governments	6
Innovation and sophistication in economic sectors	2
Sustainable management of the environment	10
Factor market	8
World-class precursor sectors	7
Reliable and objective system of law	5
Stable and functional political system	1
Inclusive, educated and healthy society	13

Source: Mexican Institute for Competitiveness. Urban Competitiveness Index, 2022. Retrieved from: www.imco.org.mx.

Another important factor in measuring a city's competitiveness is a credit rating endorsed by agencies of international relevance. The municipality of Querétaro is distinguished by maintaining excellent evaluations in credit ratings endorsed by international rating agencies.

For the first time in 2004, the firm Moody's Investors Services granted the municipality of Querétaro the ratings "Aa1.mx" on a national scale and "Baa1" on a global level. Since then, it has ratified them in 2014 and from 2016 to 2021, that is, on the 8 occasions that it has evaluated the demarcation, it has stood out for its stable government administration, with very low levels of debt, considered as the economic and financial center of the state.

Likewise, Standard&Poor's also ratified the credit ratings of the municipality of Querétaro receiving a "mxAA+" rating on a national scale and "BBB" on a global scale. This shows how attractive the demarcation is, both nationally and internationally speaking.

The Dutch consulting firm KPMG conducts a survey each year among executives of companies established in Mexico, and the results are published in the Perspectives of Senior Management in Mexico report. For the 2021 edition, 1,307 leaders from different organizations were interviewed. The city of Querétaro ranked fourth among the preferences of those surveyed with 33.0%. The following table shows the complete information:

PERSPECTIVES OF SENIOR MANAGEMENT IN MEXICO, 2021.

CITY	2021	2020
	PERCENTAGE %	
Plan to expand operations	49.0	45.0
Nuevo León	40.0	24.0
Ciudad de México	40.0	22.0
Jalisco	36.0	24.0
Querétaro	33.0	29.0
Estado de México	31.0	N.A.

Source: Dutch Consultancy KPMG, Perspectives of Senior Management in Mexico, 2022.

N.A.: Not available



Querétaro has been recognized worldwide thanks to its growing economic activity and the strength of its economic sectors. This is reflected in the positions obtained in the various rankings published by the intelligence area of the Financial Times newspaper. The *fDi's Global Cities of the Future 2021/22* study recognizes Querétaro as the eighth city with the highest economic potential in the world, within the category of fewer than 2 million inhabitants. For the previous study, 129 locations around the world were analyzed.

"FDI'S GLOBAL CITIES OF THE FUTURE 2021/22. "ECONOMIC POTENTIAL.		
POSITION	CITY	COUNTRY
1	Luxembourg	Luxembourg
2	Zohar	Oman
3	Gurgaon	India
4	Zurich	Switzerland
5	San Luis Potosí	México
6	Wrocław	Poland
7	Antwerp	Belgium
8	Querétaro	Mexico
9	Düsseldorf	Germany
10	Edinburgh	Scotland

Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.



Querétaro was ranked fifth as the best Latin American city of the future in the *fDi American Cities of the Future 2021/22* study, for which 210 cities on the American continent were analyzed.



FDI'S AMERICAN CITIES OF THE FUTURE 2021/22. "BEST LATIN AMERICAN CITIES.		
POSITION	CITY	COUNTRY
1	Mexico City	Mexico
2	Bogotá	Colombia
3	São Paulo	Brazil
4	Santiago	Chile
5	Querétaro	Mexico
6	Silao	Mexico
7	San Luis Potosí	Mexico
8	Buenos Aires	Argentina
9	San José	Costa Rica
10	Guadalajara	Mexico

Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.

The study classifies cities as *Major, Large, Mid, Small, and Micro*. Querétaro is located within the second category, that is, those with a direct population greater than 500,000 inhabitants and a metropolitan extension between 1 and 2 million inhabitants, obtaining a ninth place in the general analysis of the Best Large Cities in America and fourth in Economic Potential of Large Cities.

BEST LARGE CITIES IN AMERICA (OVERALL).		
POSITION	CITY	COUNTRY
1	Vancouver	Canada
2	Seattle	USA
3	San José	USA
4	Denver	USA
5	Orlando	USA
6	Portland	USA
7	Minneapolis	USA
8	Cincinnati	USA
9	Querétaro	Mexico
10	St. Louis	USA

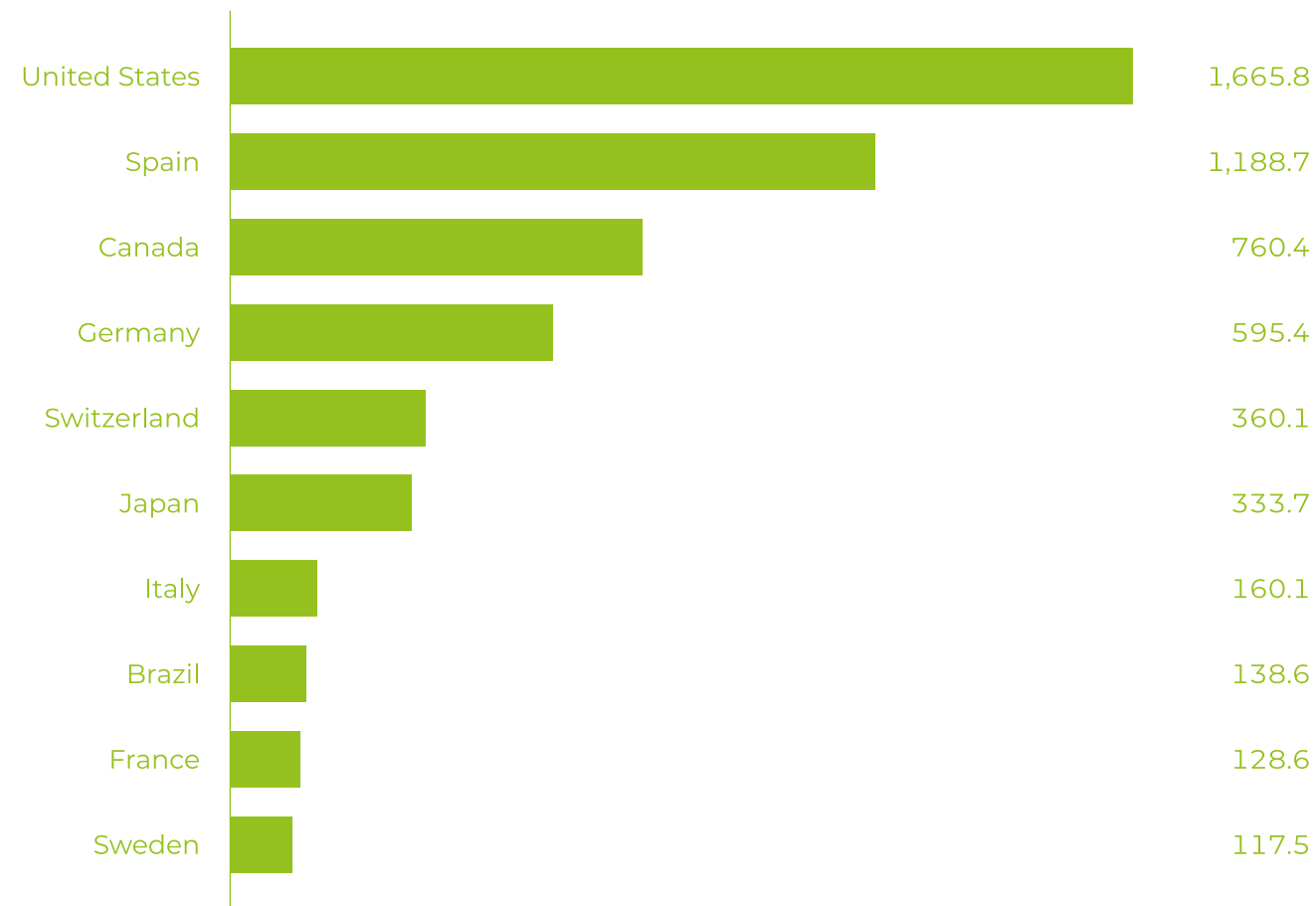
Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.

ECONOMIC POTENTIAL OF LARGE CITIES.		
POSITION	CITY	COUNTRY
1	Seattle	USA
2	Vancouver	Canada
3	San José	USA
4	Querétaro	Mexico
5	San Luis Potosí	Mexico
6	Denver	USA
7	Portland	USA
8	St. Louis	USA
9	Aguascalientes	Mexico
10	Ciudad Juárez	Mexico

Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.

Foreign direct investment (FDI) in the last 6 years has been of 6,121.5 million dollars, the main participants being the United States with 27.2% and Spain with 19.4%. The complete information is shown in the following table:

FDI IN QUERÉTARO BY COUNTRY OF ORIGIN (2016-2021).

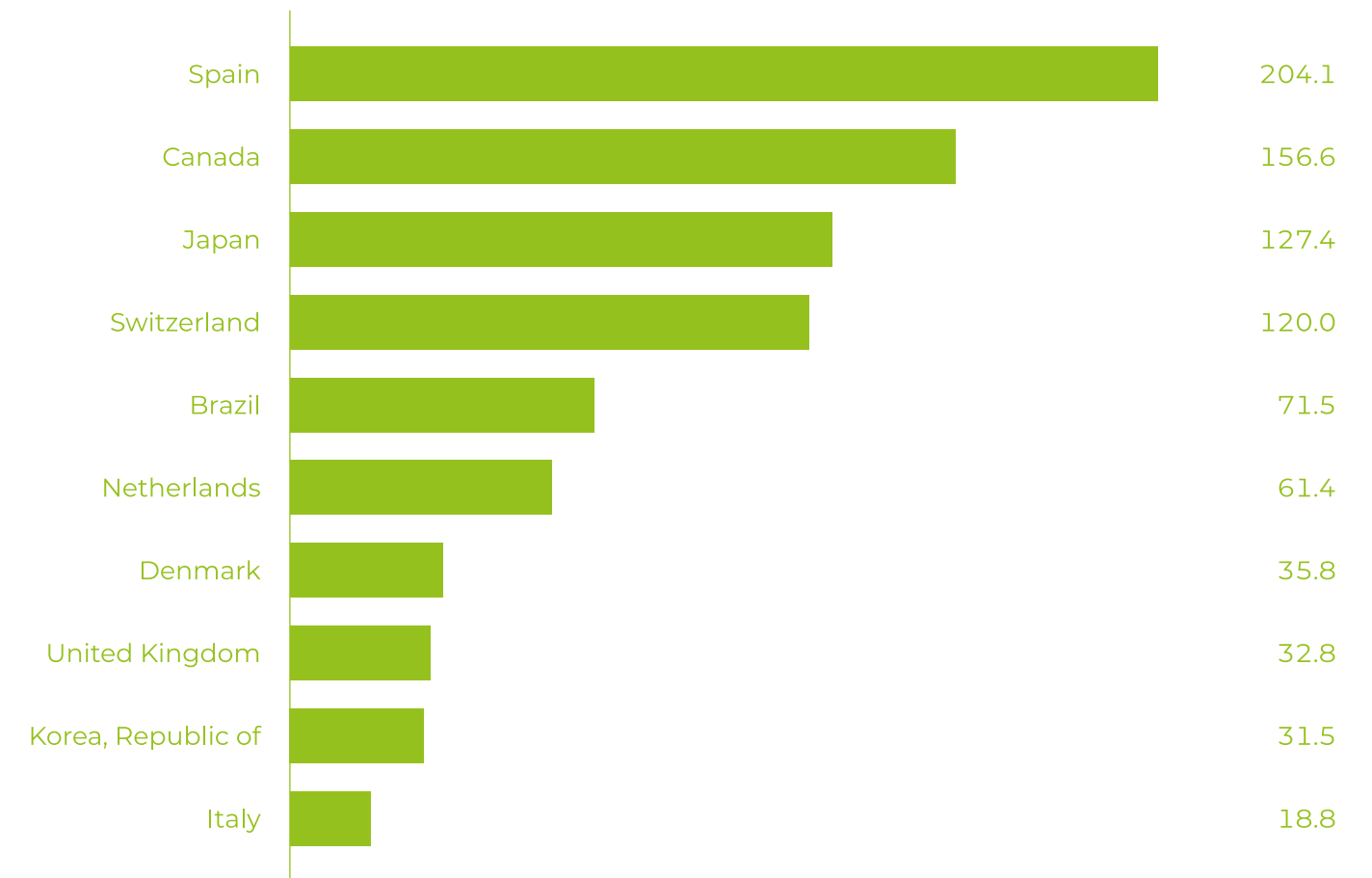


Total: **6,121.5**

Source: Ministry of Economy, 2022. Figures in millions of dollars.

In 2021, the state FDI showed a slight economic recovery, receiving 817.4 million dollars, highlighting investments from Spain, Canada, Japan, and Switzerland, which together accumulated 74.4% of the total.

FDI IN QUERÉTARO BY COUNTRY OF ORIGIN (2021).



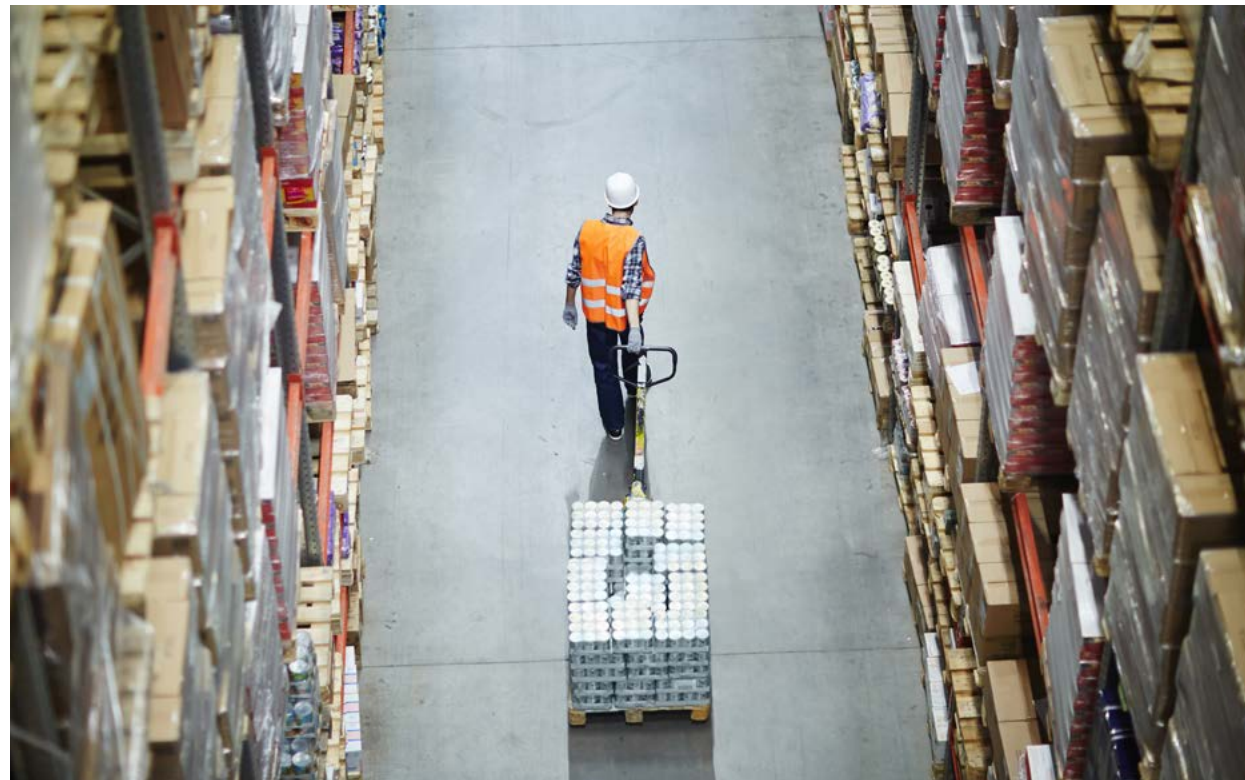
Total: **817.4**

Source: Ministry of Economy, 2022. Figures in millions of dollars.

INDUSTRIAL PARKS

Industrial activity in Querétaro has been a historical benchmark for more than 50 years. Responding to this need, the city has developed infrastructure and equipment that allow the installation of more and better companies.

In the municipality of Querétaro, 24 parks and industrial zones have been registered, located mainly in 5 of the 7 municipal districts that host 808 national and international companies.



INDUSTRIAL PARKS BY MUNICIPAL DISTRICT.

DISTRICT	QUANTITY	PERCENTAGE (%)
Centro Histórico	2	8.3
Epigmenio González Flores	3	12.5
Felipe Carrillo Puerto	4	16.7
Félix Osores Sotomayor	10	41.7
Santa Rosa Jáuregui	5	20.8
TOTAL	24	100.0

Source: Municipality of Querétaro, Directorate of Economic Development and Entrepreneurship, 2022.

COMPANIES IN THE MAIN INDUSTRIAL PARKS, 2021.

DISTRICT	PARK OR INDUSTRIAL ZONE	COMPANIES
Centro Histórico	Industrial Division La Montaña	25
	Industrial Park Tecnológico	41
Epigmenio González Flores	Industrial Set Sotavento	30
	Querétaro Park ¹	22
	Industrial Zone San Pedrito Peñuelas	27
Felipe Carrillo Puerto	Industrial Set San Antonio de la Punta	11
	Park Vía Verte	4
	Querétaro Park III	13
	Querétaro Park IV	1
Félix Osores Sotomayor	Industrial Division Benito Juárez	130
	Industrial Park Conjunto Santa Lucía ²	12
	Entrepreneur Micropark	-
	Industrial Micropark Many ²	12
	Industrial Micropark Piti Luxt ²	17
	Industrial Micropark Santiago ²	64
	Industrial Micropark Victoria I ²	5
	Industrial Micropark Victoria II ²	15
	Industrial Micropark Zentrum ²	13
	Industrial Park Jurica	52
Santa Rosa Jáuregui	Conjunto Industrial Luxar	20
	Industrial Set La Presa	21
	Industrial Park Querétaro	165
	Business Estate Santa Rosa	100
	Querétaro Park II	8
TOTAL		808

Source: Municipality of Querétaro, Directorate of Economic Development and Entrepreneurship, 2022.

¹They are located in the San Pedrito Peñuelas industrial zone.

²They are located in the Benito Juárez Industrial Zone.

2.4 Work environment and job placement services

The work environment integrates factors that influence people's physical and mental well-being. An adequate organizational culture guarantees that values and work habits are focused on people's mutual and healthy well-being.

Pursuant to article 15 of the Social Security Law, employers are obliged to notify the Mexican Institute of Social Security (IMSS for its Spanish abbreviation) of the registrations and dismissals of their employees, changes in their salaries and other data.

In 2021, 770,887 insured workers were registered in the state, a figure that represented a growth of 5.3% compared to 2020. The amount corresponds to 68.0% permanently insured, 13.5% temporary and 18.5% special.

"INSURED WORKERS IN THE STATE AND IN THE MUNICIPALITY, 2020 AND 2021."

CATEGORY	DECEMBER		VARIATION	
	2020	2021	ABSOLUTE ¹ (ANNUAL)	PERCENTAGE ² (%)
"Total Insured state of Querétaro"	737,411	731,913	-5,498	-0.7
Permanent	500,326	488,183	-12,143	-2.4
Temporary	107,593	107,313	-280	-0.3
Special	129,492	136,417	6,925	5.3
Insured workers state of Querétaro	607,919	595,496	-12,423	-2.0
Insured workers municipality of Querétaro	401,712	388,974	-12,738	-3.2

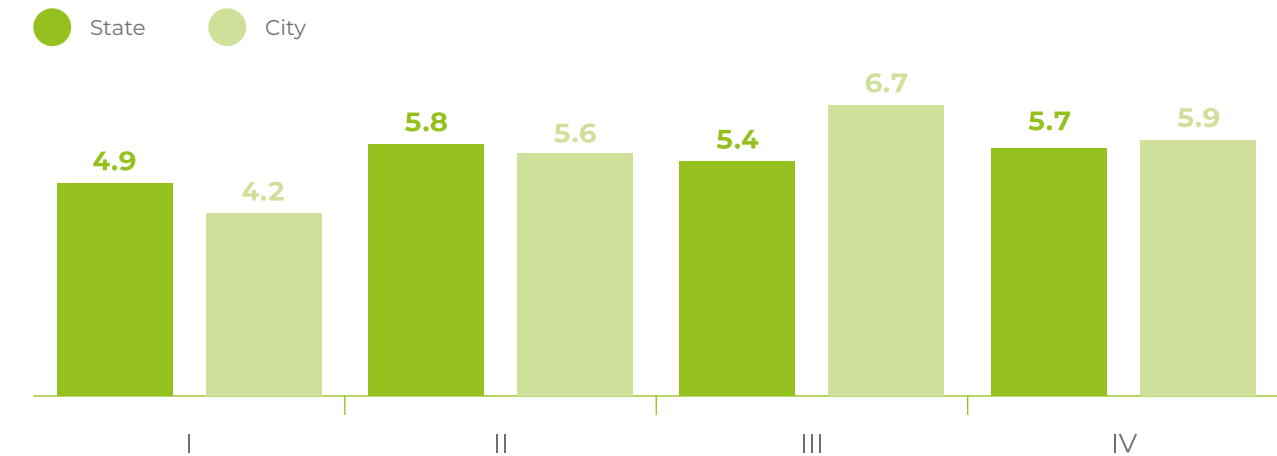
Source: IMSS State Branch. Head of Affiliation and Collection, 2022.

¹The absolute variation (annual) is with respect to the same month of December of the previous year.

²The % variation is an annual cumulative compared to December of the previous year.

The National Institute of Statistics and Geography (INEGI for its Spanish abbreviation), through the National Occupation and Employment Survey (ENOE for its Spanish abbreviation), measures employment in Mexico quarterly. This enables the calculation of the Unemployment Rate (TD for its Spanish abbreviation), which is defined as the percentage of the Economically Active Population (PEA for its Spanish abbreviation) that is not working but is looking for a job. The following table shows the figures regarding Querétaro:

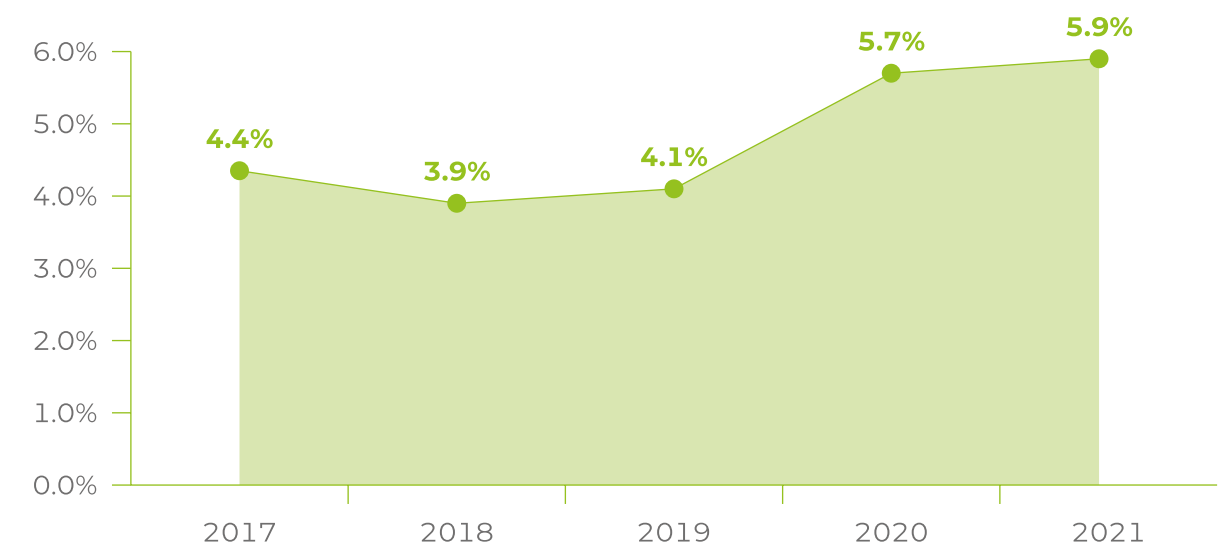
QUARTERLY UNEMPLOYMENT RATE, 2021.



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.

The TD in the fourth quarter of 2021 for the city of Querétaro was 5.9% and 5.7% in the state. Compared to 2017, in the city of Querétaro the TD increased 1.5% in the last 5 years.

UNEMPLOYMENT TO 4TH. QUARTER, 2017-2021.



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.

In the same period, the PEA in the city of Querétaro registered 519,002 people, an amount 22.8% higher than the previous year. The detail of the information, including age, education, hours worked and average income, is shown in the following table:


EMPLOYMENT AND PLACEMENTS INDICATORS (INEGI), 2021.

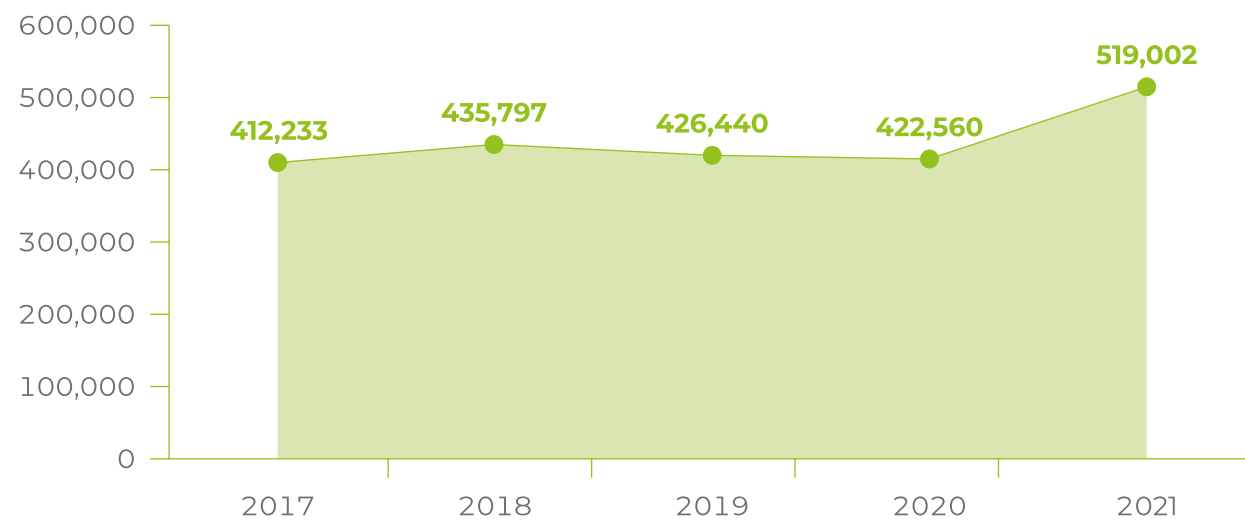
CATEGORY	2021			
	I TRIM.	II TRIM.	III TRIM.	IV TRIM.
Unemployment rates (%)				
National TD	4.4	4.2	4.2	3.7
State TD	4.9	5.8	5.4	5.7
TD city of Querétaro	4.2	5.6	6.7	5.9
Economically Active Population (PEA), city of Querétaro				
Busy	474,365	470,674	478,606	488,346
Unemployed	20,878	28,084	34,191	30,656
Employed population by economic sector, city of Querétaro				
Primary	631	1,116	1,870	1,011
Secondary	124,521	123,979	133,572	136,210
Tertiary	347,604	343,511	342,026	349,329
Unspecified	1,609	2,068	1,138	1,796
Employed population by income level, city of Querétaro				
Up to a minimum wage	44,244	68,830	51,272	48,803
More than 1 to 2 minimum wages	120,060	115,492	113,467	110,563
More than 2 to 3 minimum wages	68,103	65,711	66,327	73,413
More than 3 to 5 minimum wages	48,581	42,279	60,240	53,479
More than 5 minimum wages	18,848	22,849	17,841	18,096
Does not receive income	8,402	7,840	6,261	7,020
Unspecified	166,127	147,673	163,198	176,972
Employed population by type of economic unit, city of Querétaro				
Companies and businesses	314,003	303,653	307,712	323,361
Institutions	64,654	69,392	70,621	64,206
Private	15,187	19,326	17,672	16,779
Public	49,467	50,066	52,949	47,427
Household sector	95,171	97,008	99,645	99,560
Informal sector	80,987	81,467	83,482	82,021
Employment rate in the informal sector (%)	17.1	17.3	17.4	16.8
Special and unspecified situations	537	621	628	1,219
Condition of informality				
Formal occupation	314,055	314,508	313,948	318,441
Informal occupation	160,310	156,166	164,658	169,905
Informal sector	80,987	81,467	83,482	82,021
Outside the informal sector	79,323	74,699	81,176	87,884
Averages				
Average age of PEA	39.3	39.1	38.8	39.2
Average years of schooling in the PEA	12.1	12.1	12.1	12.2
Average hours worked per week by the employed population	42.6	43.4	43.7	44.5
Average income (pesos) per hour worked of the employed population	63.0	61.1	60.3	59.3

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.



Comparing the final data between 2017 and 2021, after a certain stability shown until 2020, the increase in the PEA is 25.9%, it is worth pointing out the economic and labor impact derived from the global pandemic by COVID-19.

ECONOMICALLY ACTIVE POPULATION AS OF 4TH. QUARTER 2017-2021.



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.

The Municipality of Querétaro has an area that directly attends and advises people who are looking for employment. The Directorate of Economic Development and Entrepreneurship through the Employment Promotion Department, offers placement alternatives according to the vacancies provided by the companies. Attention to citizens can be in person or in a virtual modality, through the website <https://empleo.municipiodequeretaro.gob.mx>

In 2021 there was a decrease compared to the previous year in both the number of people placed and applicants, with 57.6% and 52.9%, respectively. This situation is also a clear example of the damage caused by the COVID-19 contingency. The number of vacancies offered, on the other hand, increased 52.0% during the same period, the figures are detailed in the following table:

RESULTS OF THE MUNICIPAL JOB PLACEMENT SERVICE, 2020 AND 2021.

CATEGORY	2020	2021
People Placed	1,114	472
Applicants ¹	14,374	6,763
Vacancies offered	2,496	3,793

Source: Municipality of Querétaro. Directorate of Economic Development and Entrepreneurship, Department of Employment Promotion, 2022.

¹Refers to persons assisted by the Department of Employment Promotion in search of a job.

There were 3 events held in 2021, that totaled more than 600 job offers, this meant an increase of 152.9% compared to the previous year. The number of participating companies reached almost a dozen. Full information is shown below:

EVENTS HELD BY THE EPLACEMENT SERVICE, 2021.

EVENT DATE	PLACE	EVENT	VACANCIES OFFERED	PARTICIPATING COMPANIES
November 17 to 26	Auditorium of the Civic Center of Querétaro	Day of the Private Initiative Recruitment	207	6
December 16	Auditorium of the Santa Rosa Jáuregui delegation	Recruitment of Kurashiki Kako Mexicana	60	1
December 20		Samsung Electronics Appliances Recruitment	350	1
TOTAL		3	617	8

Source: Municipality of Querétaro. Directorate of Economic Development and Entrepreneurship, Department of Employment Promotion, 2022.

According to data issued in 2021 by the Ministry of Labor, in the field of labor justice and conciliation of interests that comprise the productive sector of the state, 704 strike calls were registered, of which 78.6% were resolved by signing a collective bargaining agreement, 5.7% by comprehensive review, 5.5% salary review, 7.2% with economic imbalance and 3.0% due to contract violations.

On the other hand, the status of summons documented 1,791 reasons, of which 68.2% were resolved, 12.2% are in process, 14.5% were withdrawn, 2.5% without resolved summons and 2.6% without summons in process. The complete results of the Conciliation and Arbitration Board are shown below:

RESULTS OF THE LOCAL BOARD OF CONCILIATION AND ARBITRATION IN THE MUNICIPALITY, 2021.

CONCEPT	2021
Reasons for calls to strike:	704
Reasons for calls to strike:	553
Comprehensive review	40
Salary review	39
Economic imbalance	51
Non-compliance (violations) of the collective bargaining agreement	21
Status of strike sites:	1,791
Resolved	1,221
In process	219
Withdrawals	260
No locations resolved	45
No sites in process	46

Source: State Government. Ministry of Labor, 2022.

The National Employment Service (SNE) is the national public institution that facilitates the link between those who offer work and those who require it. It guides and supports job seekers to get it and assists companies to find candidates to fill the vacancies they offer.

According to the entity's SNE, in 2021 the Labor Mobility subprogram of the Employment Support Program (PAE) benefited 445 people at the state level, 31 of them residents of the municipality of Querétaro.

EMPLOYMENT SUPPORT PROGRAM (PAE), 2021.

SUBPROGRAM	BENEFICIARIES	
	STATE	MUNICIPALITY
Labor Mobility ¹	445	31

Source: State Government. Ministry of Labor, 2022.

¹Does not handle resource.

The State Employment Program (PEE) had 2 subprograms called Equipment for Self-Employment and Training for Self-Employment, supporting 132 people with more than 1.2 million pesos at the municipal level. These figures represented 14.7% of beneficiaries and 22.3% of investment, at the state level.

STATE EMPLOYMENT PROGRAM (PEE), 2021.

SUBPROGRAM	STATE		MUNICIPALITY	
	BENEFICIARIES	INVESTMENT (PESOS)	BENEFICIARIES	INVESTMENT (PESOS)
Equipment for Self-Employment	236	3,682,658.1	69	1,080,603.9
Self-Employment Training	663	1,968,353.5	63	182,277.6
TOTAL	899	5,651,011.6	132	1,262,881.5

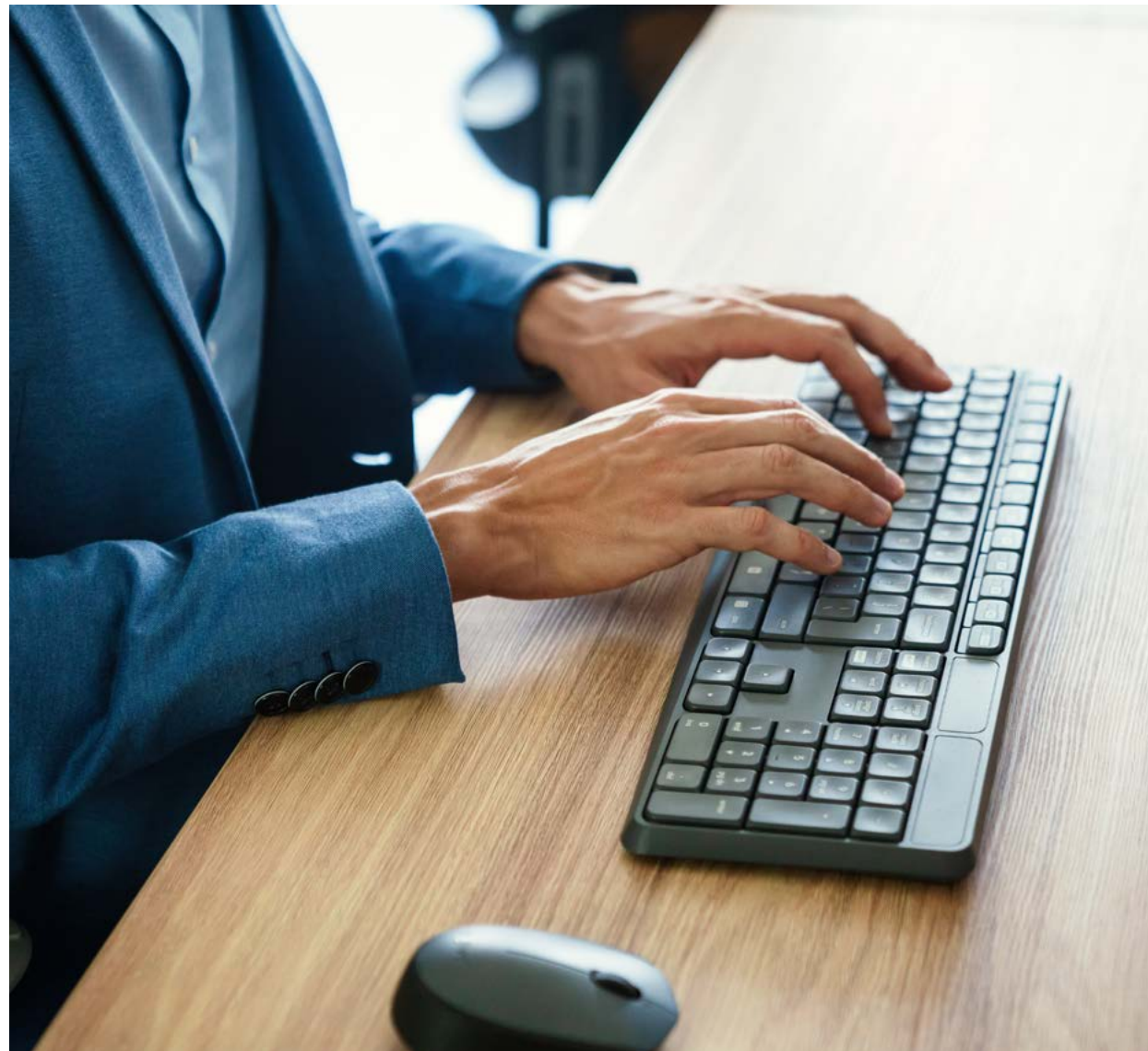
Source: State Government. Ministry of Labor, 2022.

Through the direction of the SNE, in 2021, the Municipality of Querétaro, gave the Strengthening for Employability training, serving 1,524 people in 164 editions of the course.

TRAINING COURSES GIVEN IN THE MUNICIPALITY THROUGH THE DIRECTION OF THE SNE, 2021.

MODALITY	COURSES	PEOPLE SERVED	INVESTMENT (PESOS)
Training Strengthening for Employability	164	1,524	341,280.0

Source: State Government. Ministry of Labor, 2022.



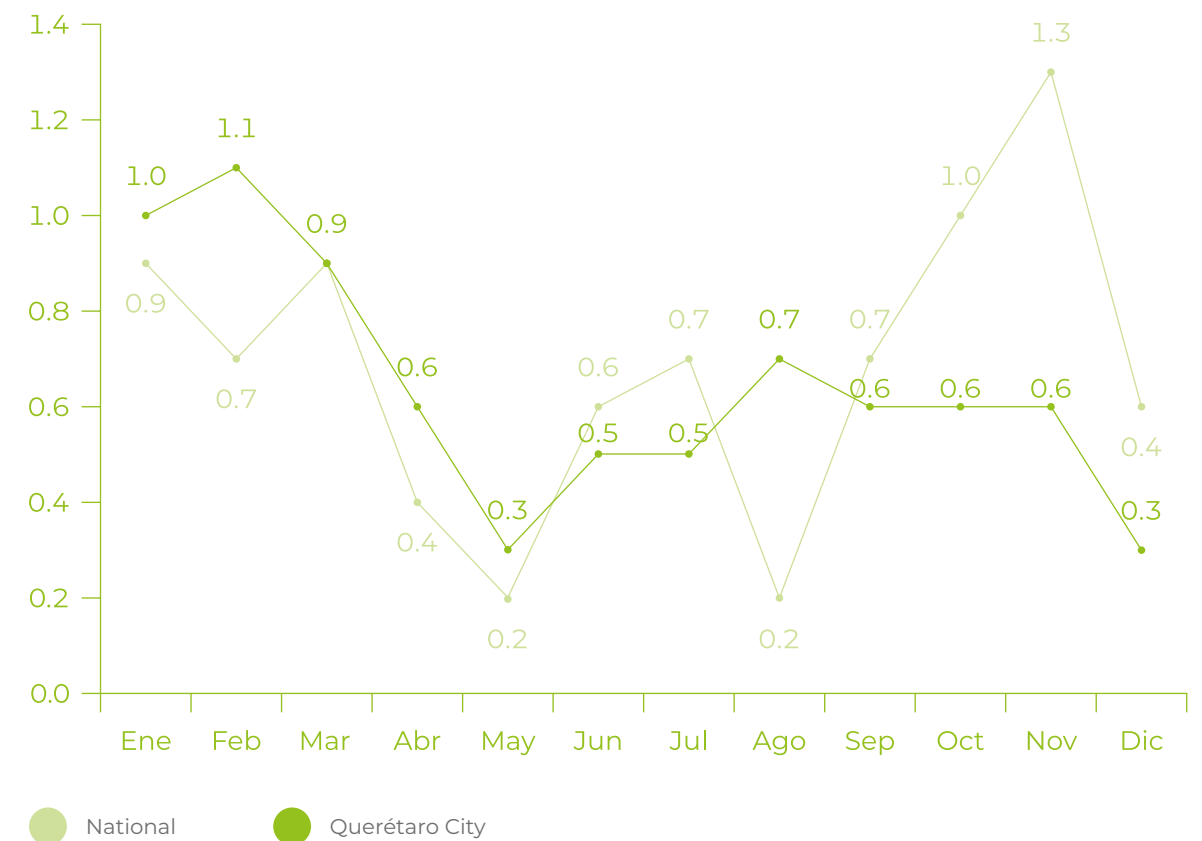
2.5 Domestic trade

It is the result of the relationship between the different origins of resources and the specialization and division of labor. Its activities allow for social development, providing the country with resources and generating a large number of jobs.

The Global Indicator of Economic Activity (IGAE) of the National Institute of Statistics and Geography (INEGI) allows knowing and monitoring the monthly evolution of the real sector of the economy. In annual terms, it was reported that, in December 2021 and with seasonally adjusted figures, the index increased by 0.8% at a monthly rate.

In the same period, in annual rate and with seasonally adjusted series, the IGAE advanced 1.1% in real terms. Primary activities grew 8.7%, secondary 2.4%, and tertiary 0.2%. Regarding inflation measured by the Consumer Price Index, at the national level, it was 8.0% and in the city of Querétaro, it was 7.7% accumulated annually.

MONTHLY INFLATION NATIONWIDE AND IN THE CITY OF QUERÉTARO, 2021.



Source: INEGI. Price indexes, 2022.

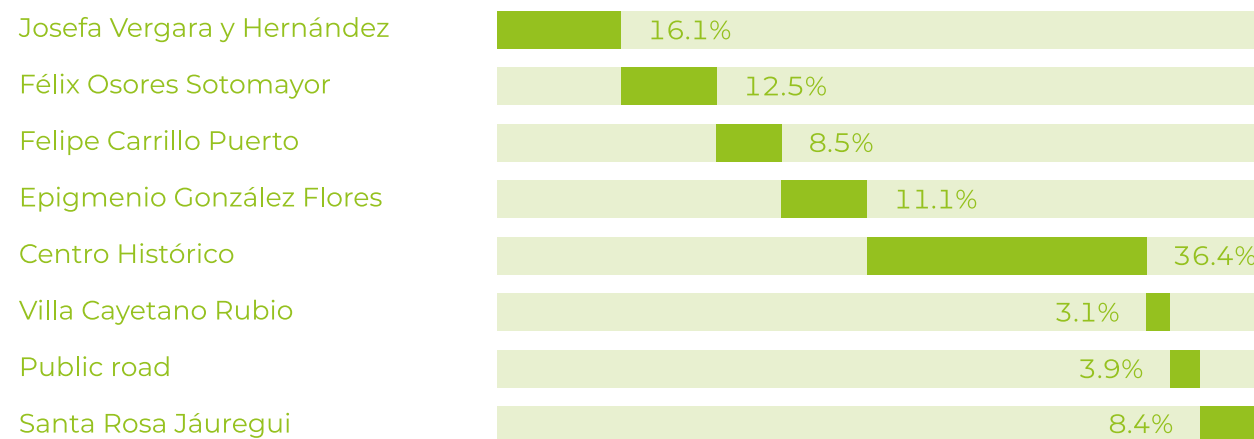
MUNICIPAL OPERATING LICENSES

It is the document that authorizes the practice of legally permitted economic activities, following urban planning and under safe conditions. It accredits the formality of the business before the public and private entities, favoring their access to the market and guaranteeing the free development of the economy.

The operating license is issued in favor of the holder, who can request authorization to develop activities that include more than one line of business if they are related or complementary.

In 2021, there is a record of 35,399 commercial establishments that managed procedures related to Operating Licenses, such as: 21,532 renovations, 3,906 openings and 9,961 cancellations. Most of the legally constituted businesses are in the districts of Centro Histórico, Josefa Vergara y Hernández, Félix Osores Sotomayor and Epigmenio González Flores.

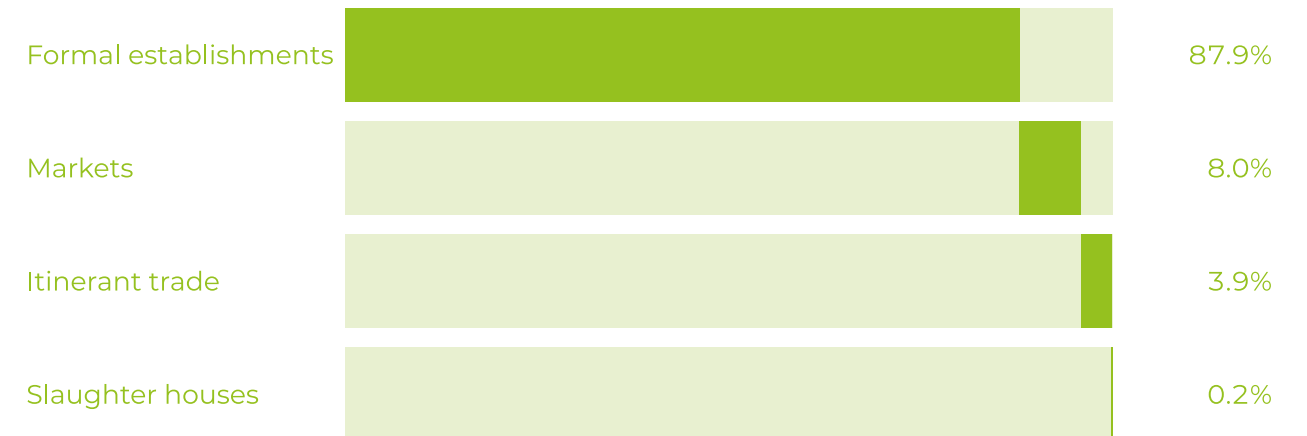
REGISTER OF OPERATING LICENSES IN THE MUNICIPALITY BY DELEGATION, 2021.



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

The premises, according to the type of license, correspond to 31,111 of the formally established type; 2,848 markets; 1,372 on public roads; and 68 slaughterhouses.

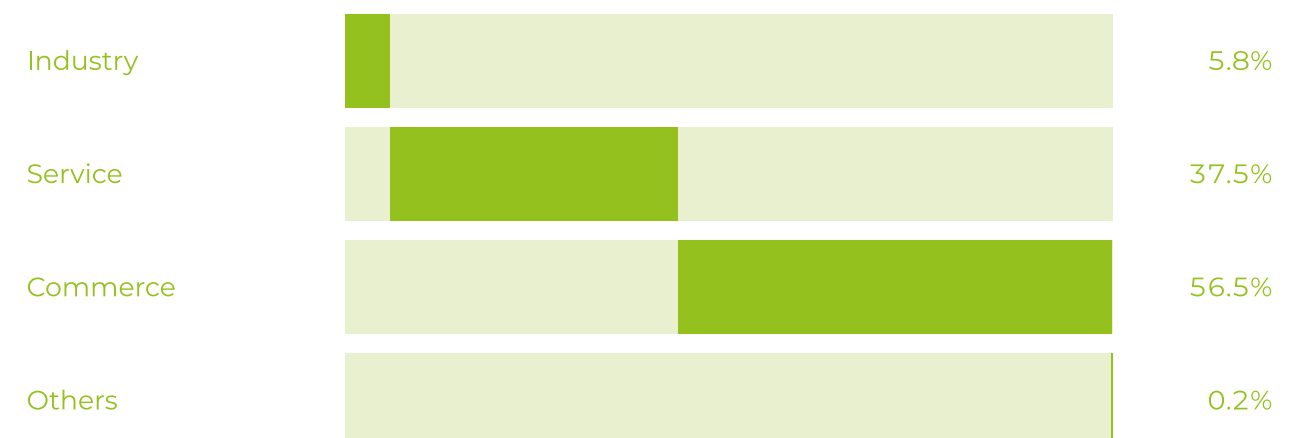
REGISTER OF LICENSES BY TYPE OF LICENSE, 2021.



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

As for the type of activity, most establishments belong to the commercial sector, with 19,991; followed by services, with 13,255; industry, with 2,067; and finally others, with 86.

REGISTER OF LICENSES BY TYPE OF ACTIVITY, 2021.



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

The renewal of licenses integrates a significant number of municipal procedures each year. The following table shows the behavior of the category in recent years:

COMPARISON OF PROCEDURES FOR THE RENEWAL OF MUNICIPAL OPERATING LICENSES, 2020 AND 2021.

TYPE OF RE-ENDORSEMENT	2020	2021	PERCENTAGE DIFFERENCE (%)
	AMOUNT	AMOUNT	
General business renewal 1 year	19,364	19,276	-0.5
Multi-year renewal 2 years	581	63	-89.2
Multi-year renewal 3 years	1,170	409	-65.0
Alcohol business renewal	1,860	1,784	-4.1
TOTAL	22,975	21,532	-6.3

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

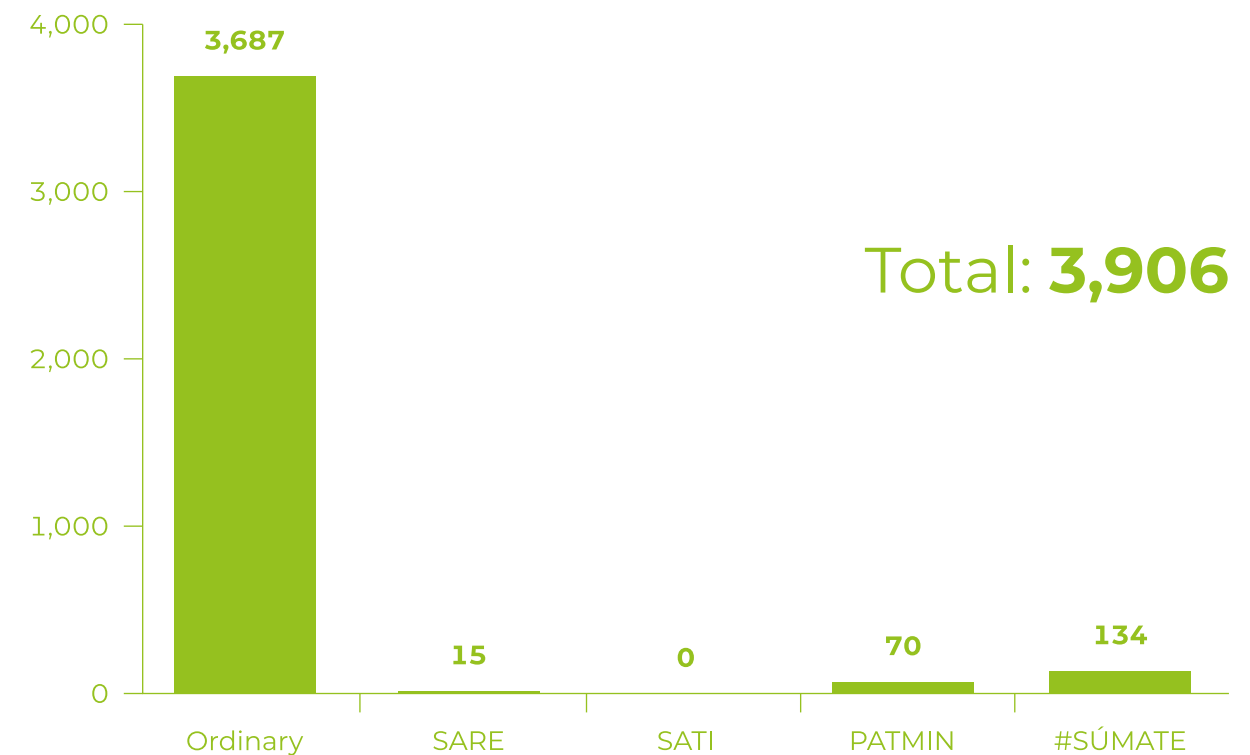
The Department of Operating Licenses of the Municipality of Querétaro has programs that simplify the opportunity for more and more businesses to decide to become established and formalize their situation:

- **System for the Streamlining of Procedures for the Industry (SATI) Program:** A single process and form within a maximum period of 24 hours. It applies to companies that intend to establish themselves in industrial parks and compatible urban areas.
- **Rapid Business Opening System (SARE) Program:** Speeds up and simplifies the opening of companies with low risk to health and the environment. It focuses primarily on micro, small and medium-sized enterprises (MSMES) that want to start operations in a single process and form within a maximum period of 24 hours.
- **Temporary Support for Micro Businesses (PATMIN) Program:** This applies to businesses that wish to establish themselves in the garage area of a residence and classify as one of the 71 low-risk line of businesses, in an area of less than 20 m².

- **Multi-Annual Operating Licenses Program:** Encourages complying taxpayers to carry out the business opening and renewal procedure, valid for 2 or 3 years, in the 412 lines of business considered low risk by Civil Protection.
- **#Súmate Program:** Focused on the regularization of low risk businesses with industrial, commercial and/or service activities. Applies to 178 activities and 315 neighborhoods and human settlements.
- **Con tu Licencia PUEDES (meaning with your License you CAN) Program:** Grants credits of up to 35,000 pesos, intended for micro, small and medium-sized enterprises (MSMEs) that have a valid Municipal Operating License. It operates in coordination with the Department of Sustainable Development of the Government of the State of Querétaro (SEDESU).

In 2021, 3,906 licenses were authorized, of which 94.4% corresponded to the ordinary type, 3.4% to #SÚMATE, 1.8% to PATMIN, and 0.4% to SARE. The SATI program had no records during the year.

OPENING LICENSES BY TYPE, 2021.



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

Of the total licenses processed, 94.2% corresponded to micro enterprises 4.6% to small enterprises, 0.9% to medium, and 0.3% to large enterprises. Detailed information is shown in the following table:

OPENING OF COMPANIES BY SIZE, 2021.					
MONTH	MICRO	SMALL	MEDIUM	LARGE	TOTAL
January	140	6	1	1	148
February	264	12	1	-	277
March	378	10	1	-	389
April	430	13	-	2	445
May	457	6	4	1	468
June	372	13	2	1	388
July	350	21	6	-	377
August	355	35	2	-	392
September	262	11	5	3	281
October	242	15	2	1	260
November	210	17	2	-	229
December	218	22	11	1	252
TOTAL	3,678	181	37	10	3,906

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

Microenterprises contributed 37.1% of the jobs created, followed by large enterprises with 30.4%, small with 16.5%, and medium-sized with 16.0%.

JOBS GENERATED BY OPENING COMPANIES BY SIZE, 2021.					
MONTH	MICRO	SMALL	MEDIUM	LARGE	TOTAL
January	322	78	140	1,200	1,740
February	607	247	80	-	934
March	895	215	238	-	1,348
April	988	310	-	846	2,144
May	1,039	148	476	1,664	3,327
June	956	354	297	1,168	2,775
July	804	465	574	-	1,843
August	803	662	278	-	1,743
September	652	325	652	1,471	3,100
October	641	361	121	400	1,523
November	538	321	200	-	1,059
December	642	466	783	530	2,421
TOTAL	8,887	3,952	3,839	7,279	23,957

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

MSMES are of great importance to the national economy, they represent an excellent means to promote development and a better distribution of wealth. Not only is their contribution to the production and distribution of goods and services important, but also their flexibility in adapting to technological changes and their great potential in generating jobs.

In 2021, the operation of 15 new companies was authorized via SARE, 95.0% less compared to the previous year. The districts with the highest number of openings were Josefa Vergara y Hernández and Santa Rosa Jáuregui, both with 20.0% of the total registrations.

REQUESTS AUTHORIZED VIA SARE BY DISTRICT, 2020 AND 2021.

DISTRICT	2020	2021
Centro Histórico	95	2
Epigmenio González Flores	41	2
Felipe Carrillo Puerto	23	2
Félix Osores Sotomayor	33	2
Josefa Vergara y Hernández	72	3
Santa Rosa Jáuregui	20	3
Villa Cayetano Rubio	15	1
TOTAL	299	15

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

COMMERCIAL INFRASTRUCTURE

It allows the residents of the municipality of Querétaro to acquire various goods to meet their needs for food, clothing, education, health services, and recreation, among others.

The municipal authority provides continuous maintenance to the 8 public markets distributed in the Centro Histórico, Félix Osores Sotomayor, and Josefa Vergara y Hernández districts. The complete information is detailed below:

PUBLIC AND LOCAL MARKETS IN THE MUNICIPALITY, 2021.

DISTRICT	MARKETS	LOCALS
Centro Histórico		1,782
<i>Josefa Ortiz de Domínguez "La Cruz"</i>		570
<i>General Mariano Escobedo</i>	5	842
<i>Benito Juárez "El Tepetate"</i>		180
<i>Miguel Hidalgo</i>		126
<i>Las Flores</i>		64
Félix Osores Sotomayor		65
<i>José María Morelos y Pavón</i>	1	65
Josefa Vergara y Hernández		367
<i>Lomas de Casa Blanca</i>	2	241
<i>Lázaro Cárdenas</i>		126
TOTAL	8	2,214

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

The complete registration of markets and merchants during 2021 in the different districts is displayed in the following table:

MARKETS AND MERCHANTS IN THE MUNICIPALITY, 2021.

DISTRICT	MARKETS	MERCHANTS
Centro Histórico	10	752
Epigmenio González Flores	15	2,060
Felipe Carrillo Puerto	14	1,360
Félix Osores Sotomayor	21	2,463
Josefa Vergara y Hernández	8	1,298
Santa Rosa Jáuregui	2	260
Villa Cayetano Rubio	2	190
TOTAL	72	8,383

Source: Municipality of Querétaro. General Ministry of Government, 2022.



Important shopping centers are in the municipal territory, among which Antea LifeStyle Center, Boulevares, Esfera, Hilvana, La Victoria, and Paseo Querétaro stand out.

MAIN SHOPPING CENTERS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

SHOPPING CENTER	TOTAL OF COMMERCIAL PREMISES	PREMISES AVAILABLE	OPEN STORES	ANCHOR STORES	RESTAURANTS	BANK BRANCHES	PARKING	PROMEDIO DE VISITANTES POR DÍA	TOTAL DE VISITANTES ANUALES
SPACES	AVERAGE NUMBER OF VISITORS PER DAY	TOTAL ANNUAL VISITORS	203	2	13	4	4,485	21,678	7,900,000
Boulevares	95	31	60	2	6	2	950	1,247	452,485
Esfera	42	2	40	4	8	1	2,000	5,263	3,388,134
Hilvana	85	21	49	4	0	0	512	2,500	912,000
La Victoria	101	8	93	5	4	3	2,800	16,000	5,800,000
Paseo Querétaro	165	17	119	1	10	5	3,500	9,928	3,623,794
TOTAL	706	94	564	18	41	15	14,247	56,616	22,076,413

Source: Municipality of Querétaro. Directorate of Economic Development and Entrepreneurship, 2022.

Among the supermarkets, those belonging to recognized chains such as Aurrerá, Chedraui, City Club, City Market, Costco, Fresko, La Comer, Sam's Club, Soriana, and Wal-Mart stand out at the municipal level.

SUPERMARKETS ESTABLISHED IN THE MUNICIPALITY, IN 2021.

STORE	BRANCH OFFICES ¹
Aurrerá	31
Chedraui	5
City Club	1
City Market	1
Costco	2
Fresko/City Fresko	4
La Comer	1
Sam's Club	2
Soriana	6
Superama	3
Wal-Mart	8
TOTAL	64

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

¹Information extracted from the Municipal Information System (SIM), a search carried out by commercial name, which returns only those records that have a Municipal Operating License.



COMMERCIAL ESTABLISHMENTS INDICATORS

The INEGI carries out the Monthly Survey on Commercial Companies (EMEC), a project to generate basic statistics that provide relevant data on the behavior of domestic trade in Mexico and helps calculate the Gross Domestic Product (GDP), and economic indicators on employment, intermediate consumption, final demand, and labor productivity.

In Querétaro, in general, the figures showed an increase with respect to previous years, highlighting the wholesale indexes and merchandise purchased for resale, with 9.2% and 7.3%, respectively.



INDICATORS OF COMMERCIAL ESTABLISHMENTS IN THE STATE OF QUERÉTARO, 2008-2022.
(BASE 2013=100).

YEAR	INDEX OF EMPLOYED PERSONNEL		TOTAL COMPENSATION INDEX		AVERAGE PAY INDEX		INDEX OF REVENUES FOR THE SUPPLY OF GOODS AND SERVICES		INDEX OF GOODS PURCHASED FOR RESALE	
	WHOLESALE	RETAIL	WHOLESALE	RETAIL	WHOLESALE	RETAIL	WHOLESALE	RETAIL	WHOLESALE	RETAIL
2013	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
2014	104.4	108.5	102.2	110.5	97.9	101.8	106.4	109.7	111.0	104.3
2015	107.7	113.1	112.0	119.6	104.0	105.7	116.2	122.7	119.4	114.9
2016	111.0	117.7	118.6	126.1	106.8	107.1	114.8	124.7	117.2	118.8
2017	112.9	123.1	118.5	131.4	105.0	106.6	113.4	123.6	119.1	120.6
2018	116.4	131.8	123.4	139.7	106.0	106.0	116.7	128.9	123.0	124.5
2019	122.0	139.7	127.7	148.3	104.7	106.1	121.2	131.4	117.0	123.8
2020	122.1	137.2	120.8	145.7	99.0	106.2	109.2	117.1	103.1	107.7
2021	124.6	137.5	123.7	149.5	99.3	108.7	115.3	121.5	110.6	117.6

Source: INEGI. Monthly Survey on Commercial Establishments, 2022.

2.6 Foreign trade

They are the exchanges, transactions, sales (exports), or purchases (imports) of goods, intermediate goods, raw materials, final products, and/or services between two or more countries or regions. It is regulated by international norms, treaties, agreements, and conventions to simplify its processes and cover the internal demand that cannot be met by national production.

The North American Free Trade Agreement (NAFTA) has transformed the commercial relationship between Mexico, the United States, and Canada. Thanks to the insertion of these countries in the world economy through global value chains, confidence has been generated in foreign investors, promoting the modernization of the national manufacturing production plants as well as the agriculture and agro-industrial sectors.

Since its beginning, NAFTA has transformed Mexico into an attractive destination for numerous transnational companies, focusing on a model of development oriented towards foreign trade. The treaty led to economic growth and raised the standard of living of the population of the 3 members.



As of July 1, 2020, the United States- Mexico- Canada Agreement (USMCA) replaced NAFTA as a new trade agreement between the 3 countries, its main benefits are:

- Adapt the treaty to the advances in the telecommunications industry, improving the infrastructure and free market conditions necessary to stimulate its future development.
- Establish clear obligations to combat corruption.
- Strengthen and expand the protection of workers' rights.
- Incorporate provisions that regulate the activity of state companies to prevent distortions in investments and trade flows between countries.
- Implement dialogue and collaboration mechanisms to promote the participation of small and medium-sized enterprises (SMEs) in regional trade.
- Increase access to financial services and generate more opportunities for Mexican institutions in the region's markets.
- Promote the growth of digital commerce and strengthen consumer data protection.

Mexico has also signed trade agreements with Israel, Japan, countries of Central and South America, the European Union, and the European Free Trade Association.

The commercial opening and the treaties that Mexico has signed worldwide have led to economic growth, generation of new employment opportunities, attraction of Foreign Direct Investment (FDI), and an increase in productivity, income, and national competitiveness, thus raising living standards, and the economic and social well-being of the population.

Mexico has signed 14 Free Trade Agreements (FTA) with 50 countries, 30 Foreign Investment Protection and Promotion Agreements (FIPA) with 32 countries, and 9 limited scope agreements (Economic Complementation Agreements and Partial Scope Agreements) within the framework of the Latin American Integration Association (ALADI).

Additionally, Mexico actively participates in multilateral and regional organizations and forums, such as the World Trade Organization (WTO), the Asia-Pacific Economic Cooperation Mechanism (APEC), the Organization for Economic Cooperation and Development (OECD), and the aforementioned ALADI.

The following table shows the FTAs and treaties that Mexico has signed since it entered the GATT (General Agreement on Trade and Tariffs). These include, in addition to NAFTA, the Free Trade Agreement with the European Union (EU- Mexico FTA) and the Comprehensive and Progressive Transpacific Partnership (CTPP).

TRADE AGREEMENTS AND TREATIES SIGNED BY MEXICO SINCE ITS ENTRY INTO GATT.

FREE TRADE AGREEMENTS (FTAS), ECONOMIC COMPLEMENTARITY AGREEMENTS (ACES) AND PARTIAL SCOPE AGREEMENTS (PAAS), AS WELL AS MULTILATERAL AND REGIONAL ALLIANCES, ORGANIZATIONS AND FORUMS.

YEAR	AGREEMENT / TREATY	YEAR	AGREEMENT / TREATY
1986	GATT	2001	FTA: Guatemala, Honduras and El Salvador
	AAP 14: Panamá		ACE 51: Cuba
1987	ACE 6: Argentina	2003	ACE 53: Brazil
1994	TLCAN: USA and Canada		ACE 55: Mercosur-Automotive
	Entry into force WTO	2004	FTA: Uruguay
1995	FTA: Costa Rica	2005	EPA: Japón
	FTA: Colombia	2006	ECA 54: Mercosur
	ACE 66: Bolivia	2012	AIC: Perú
1998	FTA: Nicaragua	2013	SINGLE FTA: Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica
	AAP 29: Ecuador	2015	FTA: Panamá
1999	FTA: Chile	2016	Pacific Alliance: Colombia, Perú and Chile
	FTA: Israel		
2000	EU-MÉXICO: European Union	2018	CPTPP: Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, New Zealand, Peru, Singapore and Vietnam
	AAP 38: Paraguay		
2001	EU-México FTA: Iceland, Liechtenstein, Norway and Switzerland	2020	USMCA: USA and Canada

Source: Ministry of Economy. Trade Agreements, 2022.

EPA: Agreement for the strengthening of the Economic Partnership.

AAP: Partial Scope Agreement.

ACE: Economic Complementarity Agreement.

AIC: Trade Integration Agreement.

AP: Pacific Alliance.

GATT: General Agreement on Tariffs and Trade (now WTO).

WTO: World Trade Organization.

CPTPP: Comprehensive and Progressive Transpacific Partnership.

FTA: Free Trade Agreement México-Northern Triangle.

EFTA: European Free Trade Agreement.

NAFTA: Northern Triangle Free Trade Agreement.

EU-MÉXICO FTA: Free Trade Agreement with the European Union.

USMCA: United States-México-Canada Agreement.

TRADE BALANCE

The information as of December 2021 of the National Institute of Statistics and Geography (INEGI) showed a trade surplus of 590 million dollars, in contrast to the 6,176 million obtained in 2020.

In 2021, the trade balance presented a deficit of 11,491 million dollars, compared to the surplus of 34,013 million dollars reported in 2020. This is a result of the reduction of non-oil products from 47,938 million dollars in 2020 to 13,435 million in 2021. It is worth mentioning that, in this same period, oil products increased from 13,924 million dollars in 2020 to 24,926 million in 2021.

EXPORTS

In December 2021, merchandise exports reached 47,693 million dollars, 44,891 million from non-oil companies, and 2,802 million dollars from oil companies. This meant an annual increase of 10.8%, reflecting increases of 9.3% in non-oil exports and 41.6% in oil exports.

With series adjusted for seasonality, total exports fell by 0.1% per month, derived from a contraction of 8.1% in oil transactions and a growth of 0.4% in non-oil transactions. Those exports directed to the United States grew 10.7% in their annual rate, while those channeled to the rest of the world grew 2.5%.

IMPORTS

Their value amounted to 47,102 million dollars and grew 27.7% in the year. This is a result of increases of 64.8% in oil exchanges and 24.2% in other exchanges. When considering imports by type of good, annual increases of 32.5% were observed in imports of consumer goods, 27.7% in those intermediate use, and 21.5% in capital goods.

With series adjusted for seasonality, total imports showed a monthly advance of 4.9%, as a result of increases of 4.7% in non-oil transactions and 6.0% in oil transactions. By type of goods, there were monthly increases of 7.7% in imports of consumer goods and 4.9% in intermediate use; while those of capital goods fell 0.1%.

MERCHANDISE TRADE BALANCE OF MEXICO, 2021.

CONCEPT	DECEMBER		JANUARY-DECEMBER	
	MILLION DOLLARS	ANNUAL VARIATION %	MILLION DOLLARS	ANNUAL VARIATION %
Total exports	47,692.8	10.8	494,224.5	18.5
Oil	2,802.1	41.6	28,925.6	65.4
Non-oil	44,890.7	9.3	465,298.9	16.5
Agricultural	1,859.5	8.3	19,668.2	7.6
Extractive	799.1	17.4	9,554.8	29.0
Manufacturing	42,232.1	9.2	436,075.9	16.7
Automotive	12,592.5	-4.6	139,841.6	13.8
Non-automotive	29,639.5	16.3	296,234.3	18.1
Total imports	47,102.5	27.7	505,715.6	32.1
Oil	5,285.4	64.8	53,851.4	71.5
Non-oil	41,817.1	24.2	451,864.2	28.5
Consumer goods	6,159.7	32.5	62,017.6	34.9
Oil	1,697.2	73.7	15,748.6	48.2
Non-oil	4,462.5	21.5	46,268.9	30.9
Intermediate goods	36,927.9	27.7	403,163.7	32.7
Oil	3,588.1	60.8	38,102.7	83.4
Non-oil	33,339.8	24.9	365,060.9	29.0
Capital goods	4,014.9	21.5	40,534.3	21.8
BALANCE OF TRADE	590.3	-90.4	-11,491.1	S.S.

Source: National Institute of Statistics and Geography (INEGI), 2022.

Notes: Due to rounding of the figures, the sums of the partials may not coincide with the totals. The data for the month of December and the January-December period are timely figures for 2021.

S.S.: No meaning.

TRADE BALANCE OF MEXICO, 2000-2021.



Source: National Institute of Statistics and Geography (INEGI), 2002.

FOREIGN DIRECT INVESTMENT

According to the Ministry of Economy, Foreign Direct Investment (FDI) is intended to create a lasting bond by a foreign investor in the host country for long-term economic and business purposes.

FDI is an important catalyst for development: it generates employment, increases savings and foreign exchange earnings, stimulates competition, encourages the transfer of new technologies, and boosts exports, benefiting the productive and competitive environment of a country. This is reflected in the domestic consumer in obtaining a greater variety of products at better prices.

The General Directorate of Foreign Investment (DGIE) is the Administrative Unit of the Ministry of Economy. Among its most outstanding functions are:

- Issue administrative resolutions under the Foreign Investment Law.
- Manage and operate the National Registry of Foreign Investments (RNIE).
- Prepare and publish statistics on the behavior of FDI in the national territory.
- Serve as Technical Department of the National Foreign Investment Commission.
- Represent Mexico before international investment forums.
- Assist in the promotion and attraction of investments.
- Disseminate information and studies on the investment environment in the country.
- Implement public policy guidelines on FDI.

The RNIE accounts for the investments made in the year and estimates the amounts that have not yet been notified to the system and the value of imports of fixed assets made by manufacturing companies. New investments, reinvestment of profits, and intercompany accounts are registered in it.

In 2021, Mexico registered 31,621.2 million dollars in foreign direct investment, a figure that represents an increase of 13.2% concerning the 27,933.6 million in 2020.

Of the FDI corresponding to 2021, 43.7% originated through new investments, 38.6% through reinvestment of profits, and 17.7% through intercompany accounts.

COMPARISON OF FDI IN MEXICO, JANUARY-DECEMBER 2020 AND 2021.

CATEGORY	YEAR		VARIATION	
	2020*	2021*	ABSOLUTE	RELATIVE
New investments	6,687.1	13,825.3	7,138.2	106.7
Reinvestment of profits	16,081.2	12,213.0	-3,868.2	-24.1
Intercompany accounts	5,165.2	5,582.9	417.6	8.1
TOTAL	27,933.6	31,621.2	3,687.6	13.2

Source: Ministry of Economy. General Directorate of Foreign Investment, data updated to the 4th Quarter of 2021.

*Millions of dollars.

In 2021, the countries that contributed the most FDI, in millions of dollars (MD), were: United States with 15,009.4 million dollars (47.5%), Spain with 4,334.7 million dollars (13.7%), Canada with 2,070.9 million dollars (6.5%), the United Kingdom 1,816.6 million dollars (5.7%) and Germany 1,645.7 million dollars (5.2%). The contribution of some countries appears as confidential, the information at the company level that is in the RNIE is not public and is classified as confidential.

In the same year, the state of Querétaro captured 817.4 million dollars of productive capital from abroad, a figure that represented a decrease of 3.4% in 2020, however, it ranked 15th at the national level.

The largest flows of foreign investment in the entity came from Spain and Canada, with 25.0% and 19.2% respectively. The rest was contributed by Japan, Switzerland, Brazil, the Netherlands, Denmark, the United Kingdom, Korea, and Italy, among others.

FDI IN THE STATE OF QUERÉTARO BY COUNTRY OF ORIGIN, 2021.

POSITION	COUNTRY OF ORIGIN	AMOUNT (MILLIONS OF DOLLARS)	PERCENTAGE (%)
1	Spain	204.1	25.0
2	Canada	156.6	19.2
3	Japan	127.4	15.6
4	Switzerland	120.0	14.7
5	Brazil	71.5	8.8
6	Netherlands	61.4	7.5
7	Denmark	35.8	4.4
8	United Kingdom	32.8	4.0
9	Korea	31.5	3.8
10	Italy	18.8	2.3
	Other countries	C	-5.3
	TOTAL	817.4	100.0

Source: Ministry of Economy. Foreign Direct Investment Flows to Mexico by country of origin and federal entity of destination, data updated to the 4th quarter of 2021.

C: Confidential. The information at the company level that works in the National Registry of Foreign Investments (RNIE) is not public and is classified as confidential, which is why the total amount may not match with the breakdown.

In the accumulated FDI of the last 5 years, the states of the north-central region of the country represent 15.9% of the total. Those with the highest uptake were Guanajuato at 26.8%, San Luis Potosí at 21.9%, Querétaro at 19.6%, and the remaining 31.7% was made up by Aguascalientes, Durango, and Zacatecas.

FDI IN THE STATES OF THE NORTH CENTRAL REGION OF THE COUNTRY, 2017 - 2021.
(MILLIONS DOLLARS).

STATE	2017	2018	2019	2020	2021	ACCUMULATED PERIOD
National FDI	34,130.9	34,090.4	34,411.3	27,933.6	31,621.2	162,187.4
North Central Region	6,231.6	7,349.7	4,194.1	2,806.0	5,129.5	25,710.9
Aguascalientes	1,576.3	1,197.0	452.1	743.6	33.4	4,002.5
Durango	131.1	391.1	178.5	496.5	532.5	1,729.7
Guanajuato	1,677.9	2,469.8	795.9	199.2	1,744.7	6,887.4
Querétaro	982.8	1,223.8	1,167.2	859.5	817.4	5,050.7
San Luis Potosí	1,405.9	1,766.4	853.8	912.7	686.4	5,625.2
Zacatecas	457.6	301.7	746.5	-405.5	1,315.1	2,415.4

Source: Ministry of Economy. General Directorate of Foreign Investment, data updated to the 4th quarter of 2021.

INTERNAL CUSTOMS

They are the institutions that manage and regulate activities related to the entry and exit of foreign products, people, and even capital. It controls tax, security, health, and statistical aspects of international trade.

Mexican customs are located on the borders with the United States, Guatemala, and Belize, in ports on the coasts of the Pacific Ocean and the Gulf of Mexico, and at strategic points within the country.

Mexico has 49 customs offices located as follows:

- **19 on the northern border:** Agua Prieta, Ciudad Acuña, Ciudad Camargo, Ciudad Juárez, Ciudad Miguel Alemán, Ciudad Reynosa, Colombia, Matamoros, Mexicali, Naco, Nogales, Nuevo Laredo, Ojinaga, Piedras Negras, Puerto Palomas, San Luis Río Colorado, Sonoyta, Tecate and Tijuana.

- **2 on the southern border:** Ciudad Hidalgo and Subteniente López.

- **17 maritime customs:** Acapulco, Altamira, Cancun, Ciudad del Carmen, Coatzacoalcos, Dos Bocas, Ensenada, Guaymas, La Paz, Lazaro Cardenas, Manzanillo, Mazatlan, Progreso, Salina Cruz, Tampico, Tuxpan and Veracruz.

- **11 internal customs offices:** Mexico City International Airport, Aguascalientes, Chihuahua, Guadalajara, Guanajuato, Mexico, Monterrey, Puebla, Querétaro, Toluca, and Torreón.

The General Administration of Customs depends on the Tax Administration Service (SAT), a decentralized federal agency of the Ministry of Finance and Public Credit (SHCP) responsible for supervising, monitoring, and controlling the entry and exit of merchandise and their means of transport, ensuring compliance with the provisions issued by the SHCP and other instances of the Federal Executive regarding foreign trade. These actions guarantee national security, protect the economy, public health, and the environment, preventing the flow of dangerous or illegal products within the country.

The Customs Office in Querétaro was founded on July 22, 1983. It is currently located on State Highway 200, Querétaro-Tequisquiapan, km 22.5, in the municipality of Colón. The states of Querétaro, Hidalgo, and 88 demarcations of Michoacán belong to its territorial jurisdiction.

Merchandise shipments are made by air, land, and rail through the Strategic Bonded Warehouse. The strategic positions that make up the Querétaro Customs Office are:

TACTICAL POINTS THAT MAKE UP THE INTERNAL CUSTOMS OFFICE OF QUERÉTARO, 2021.

Internal Customs Office of Querétaro

Customs Section of Hidalgo, located in Atotonilco de Tula, Hidalgo

Querétaro Intercontinental Airport

International Airport "General Francisco J. Mujica" of Morelia, Michoacán

International Aerodrome "General Ignacio López Rayón" of Uruapan, Michoacán

Source: Querétaro's Internal Customs Office, 2022.

The attention and operation of the Querétaro Customs Office are as follows:

OPENING HOURS OF THE INTERNAL CUSTOMS OFFICE OF QUERÉTARO, 2021.

CUSTOMS OFFICE AND CUSTOMS SECTIONS	OPENING HOURS
Customs Office of Querétaro	Administrative: Monday to Friday 09:00 to 18:00 h Operational: Monday to Friday 10:00 to 21:00 h and extraordinary services.
Customs Section of Atotonilco de Tula, Hidalgo.	Operational: Monday to Friday 09:00 to 18:00 h
AIRPORTS	OPENING HOURS
Querétaro Intercontinental Airport	
International Airport "General Francisco J. Mujica" of Morelia, Michoacán.	24 h from Monday to Sunday
International Aerodrome "General Ignacio López Rayón" of Uruapan, Michoacán.	

Source: Querétaro's Internal Customs Office, 2022.

In 2021, electronic commerce, also known as e-commerce, increased, mainly through the courier companies DHL Express México, S.A. de C.V., Federal Express Holdings México and Co., and UPS (United Parcel Service of México, S.A. de C.V.).

During the same year, 310,468 import and export customs declarations were processed, with an increase of 35.1% compared to 2020. Collection, in the same period, increased by 30.0%.

IMPORT AND EXPORT CUSTOMS DECLARATIONS AT THE INTERNAL CUSTOMS OF QUERÉTARO, 2021.

MONTH	IMPORTS	EXPORTS	TOTAL
January	14,621	6,813	21,434
February	15,323	6,868	22,191
March	21,732	8,711	30,443
April	17,876	7,643	25,519
May	17,887	7,807	25,694
June	19,621	8,527	28,148
July	17,148	8,080	25,228
August	17,272	8,822	26,094
September	16,922	8,931	25,853
October	16,705	9,388	26,093
November	17,636	9,310	26,946
December	17,852	8,973	26,825
TOTAL	210,595	99,873	310,468

Source: Querétaro's Internal Customs Office, 2022.

Imports consisted mainly of auto parts for the automotive and metalworking industry, parts for assembly and repair in the aeronautical industry, electronic components, and various merchandises for department stores through warehouses and courier companies.

For greater solvency in the activities, there is also the participation of 6 customs agents assigned and 49 authorized to operate in the Customs Office of Querétaro and its surroundings, in addition to a Controlled Enclosure to provide the service of handling, storage, and custody of goods, and two Strategic Controlled Areas:

- Terminal Logistics, S.A. de C.V. (CR:210).
- Strategic Privately-owned Bonded Warehouse (RFE) Querétaro Puerto Interior (IR 11).
- OL Park, S.A. de C.V. (IR 044).

2.7 Financial services

COMMERCIAL BANKING

The financial system is made up of institutions, markets and instruments that organize economic activity and mobilize savings towards their most efficient uses.

The Mexican Financial System plays a central role in the operation and development of the economy to ensure a stable and efficient system that contributes to increasing sustained economic growth and the well-being of the population.

For financial institutions to operate in accordance with the needs and rights of users and the laws that regulate them, there are financial authorities, which are responsible for supervising them. Each body oversees the specific functions that are entrusted to it by law.

The financial authorities that exist in our country are the Ministry of Finance and Public Credit (SHCP for its Spanish abbreviation), the Bank of Mexico (BANXICO for its Spanish acronym), the National Banking and Securities Commission (CNBV for its Spanish abbreviation), the National Commission of the Retirement Savings System (CONSAR for its Spanish acronym), the National Insurance and Bond Commission (CNSF for its Spanish abbreviation), the National Commission for the Protection and Defense of Users of Financial Services (CONDUSEF for its Spanish abbreviation) and the Institute for the Protection of Bank Savings (IPAB for its Spanish abbreviation).

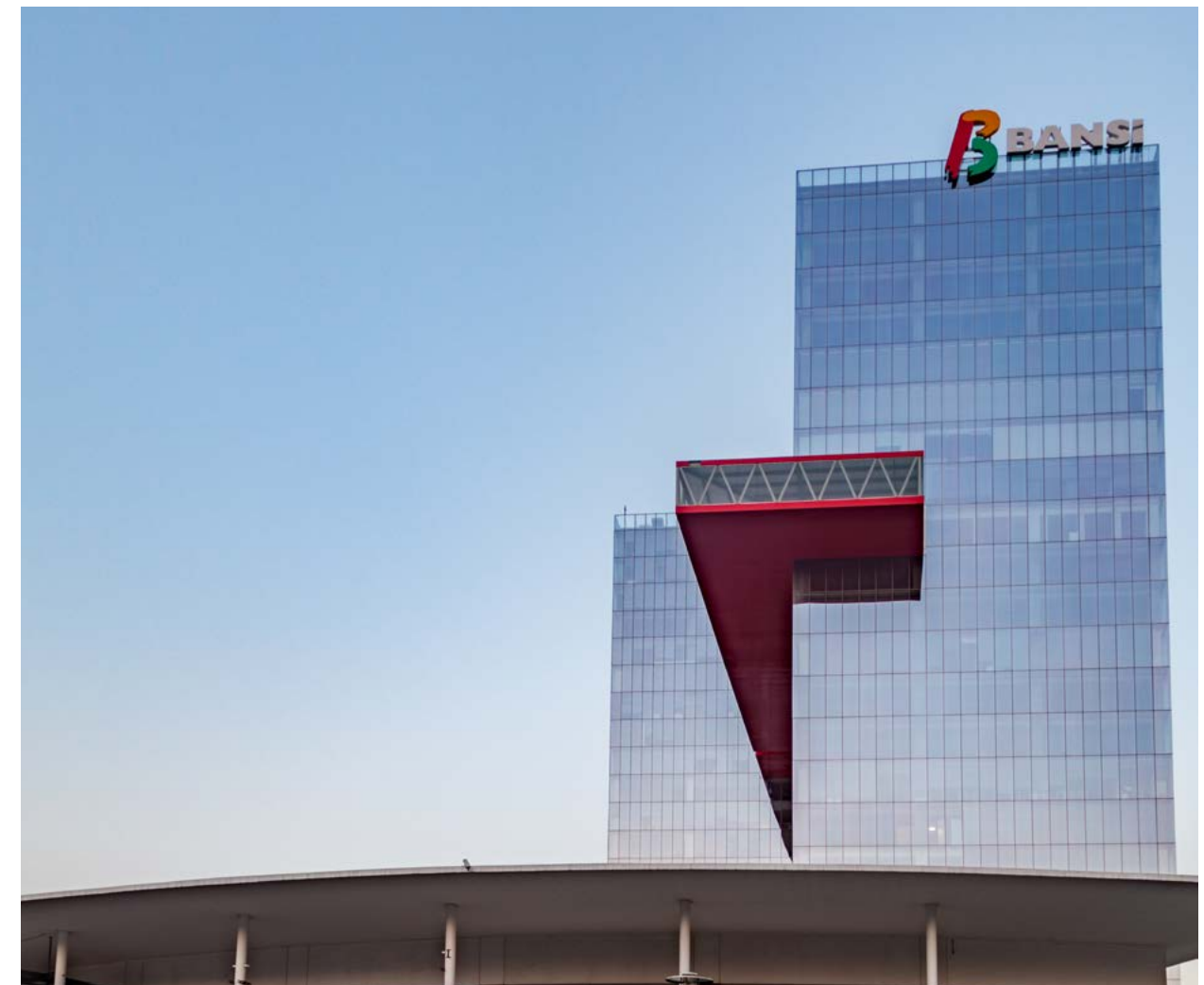
These organizations are divided into 6 sectors according to the activities they carry out:

- **Banking.** It is the set of institutions that receive, manage and channel public resources for investment in the national market within the corresponding legal framework. This includes commercial banks (Banamex, BBVA Bancomer, Banorte, etc.) and development banks (Banobras, Nafinsa, among others).
- **Stock market.** It is made up of the stock market and the fixed and variable income instruments that operate in it. Their function is to channel investors' resources directly to loan applicants, private companies and the government.
- **Derivatives.** It involves stock market instruments that involve the future purchase or sale of a financial asset.

- **Pensions.** It is made up of the institutions that manage the Retirement Funds (AFORES for its Spanish acronym) and the Companies of Specialized Investment in Retirement Funds (SIEFORES for its Spanish acronym). The AFORES with a presence in the municipality of Querétaro are: Afirme Bajío, Azteca, Banamex, Banorte Generali, BBVA Bancomer, Coppel, HSBC, Inbursa, ING, Invercap, Metlife, Principal, Profuturo y Siglo XXI.

- **Insurance and sureties.** The institutions that offer coverage in cases of accidents and claims, or custody of savings for those who choose this service, make up this sector.

- **Non-banking sector.** Better known as auxiliary credit companies: exchange houses, financial factoring, financial lessors, savings and loan companies.



The body in charge of supervising the Mexican Financial System is the CNBV, its powers and responsibilities are consolidated supervision, fighting against crime and investigations into possible infringements of regulations.

The municipality of Querétaro as of December 2021 registered 156 bank branches out of the 225 in the state (69.3%). The number of ATMs installed in the municipal territory is 894 of the 1,303 in the state (68.6%).

BRANCHES, PERSONNEL AND BANK DEPOSITS IN THE MUNICIPALITY AND STATE OF QUERÉTARO, DECEMBER 2021.

CONCEPT	MUNICIPALITY	PARTICIPATION (PERCENTAGE) ¹ %	STATE	PARTICIPATION (PERCENTAGE) ² %
Branches	156	69.3	225	2.0
ATMS	894	68.6	1,303	2.2
Number of ATM transactions	2,800,736	64.8	4,324,918	2.2
Number of bank employees	4,317	86.6	4,984	2.2
Number of establishments with point-of-sale (POS) terminals	16,546	72.7	22,773	2.8
Number of point-of-sale (POS) terminals	23,753	72.5	32,751	2.2
Number of POS transactions	4,367,432	72.8	6,001,499	1.9
Number of contracts in accounts of:				
Payroll	612,070	76.4	801,119	2.3
Transactional (total)	1,319,980	73.1	1,804,529	1.7
Open Market Transactional	707,910	70.6	1,003,410	1.4
Level 1 Transactional	187,259	73.1	256,125	1.3
Level 2 Transactional	5	50.0	10	0.2
Level 3 Transactional	7,090	85.6	8,278	3.5
Traditional transactions	1,125,626	73.1	1,540,116	1.8
Time deposits	60,913	80.3	75,842	2.8
Debit cards	1,700,677	73.4	2,315,706	1.7
Credit cards	402,970	71.0	567,242	2.0
Cell Phone Transactions	722,768	67.1	1,076,590	1.7

Source: National Banking and Securities Commission (CNBV), 2022.

¹Percentage with respect of the state total.

²Percentage with respect of the national total.

INSTITUTIONS FOR SAVINGS AND LOW-INCOME CREDITS

Savings and Loan Unions, also known as “savings banks”, are non-profit institutions that carry out savings and loan operations only with their members. On the other hand, Financial Cooperative Associations do obtain profits in promoting and attracting resources by offering loans and credits to the general public.

Authorized Institutions for Savings and Low-Income Credits have become a trigger for economic growth in the most vulnerable areas. They have become a highly demanded alternative, since they offer services such as savings, investment and credit to the common population, which increases the well-being of its members and the communities in which they operate, based on education, training and individual and collective effort.

The concepts of savings and low-income credits are related to receiving resources from the partners or clients of the institutions in the terms established by the Law for Savings and Low-Income Credits (LACP for its Spanish abbreviation) and the Law to Regulate the Activities of Savings and Loan Unions (LRASCAP for its Spanish abbreviation). The entities involved are:

BANXICO. It is the central bank of the Mexican State constitutionally autonomous in its functions and administration and the sole provider of national currency.

CNBV. Supervises and regulates financial institutions in order to maintain stability and functionality, protecting public interests above all. It verifies that the interactions between them and the individuals and legal entities comply with the laws provided on the subject matter.

CONDUSEF. Promotes, advises and protects the rights and interests of individuals who use or contract a financial product or service offered by institutions that operate in the national territory. It also seeks to generate and promote a healthy and adequate economic culture in society.

SHCP. It proposes, directs and controls the economic policy of the Federal Government in financial, fiscal, expenses, income and public debt, statistics, geography and information matters, with the purpose of consolidating a country with quality, equitable, inclusive and sustained growth that strengthens the well-being of Mexicans.

The savings and credit entities authorized to operate in the municipality of Querétaro are:

- Alianza, Savings and Loan Union
- Bienestar, Loans and Savings
- Caja Inmaculada
- Caja Integradora San Pablo
- Caja Morelia Valladolid
- Caja Popular Florencio Rosas de Querétaro
- Caja Popular Mexicana
- Caja Gonzalo Vega
- Libertad Servicios Financieros

According to the savings and credit entities established in the municipality (except Caja Gonzalo Vega, Caja Integradora San Pablo and Alianza, Cooperativa de Ahorro y Préstamo) reported at the end of 2021 a total of 55 branches, operated by 565 employees who provided service to 434,803 members.

In that year, some of these companies placed 54,528 loans that helped to cover family expenses, in addition to supporting business financing, mainly for micro and small entrepreneurs who requested it.

"FINANCIAL ASSOCIATIONS OFFERING SERVICES FOR LOW-INCOME POPULATION ESTABLISHED IN THE MUNICIPALITY, BY INSTITUTION, 2021.

INSTITUTION	NUMBER OF BRANCHES	NUMBER OF PARTNERS	NUMBER OF EMPLOYEES	NUMBER OF LOANS	AMOUNT OF LOANS (MILLIONS OF PESOS)
Bienestar, Préstamos y Ahorro	12	38,385	67	8,539	368.2
Caja Inmaculada	5	47,052	170	9,078	854.4
Caja Morelia Valladolid	9	26,844	50	7,621	322.2
Caja Popular Florencio Rosas de Querétaro	7	42,704	125	5,165	206.5
Caja Popular Mexicana	7	2,339	41	6,770	379.6
Libertad Servicios Financieros	15	277,479	112	17,355	904.7
TOTAL	55	434,803	565	54,528	3,035.6

Source: Data provided directly by the above-mentioned institutions, 2022.

The total amount of loans granted overall was of 3,035.6 million pesos. Libertad Servicios Financieros stands out for the number of branches with 15 and a large number of members going up to 277,479 granting a total of 17,355 loans. On the other hand, Bienestar, Loans and Savings also stands out with 12 branches.

Thanks to its geographical location, the Centro Histórico district concentrates the largest number of branches (38.2%), it also accounts for the largest number of partners (54.8%), employees (63.7%), loans (44.1%) and the sums of transactions (48.8%).

"FINANCIAL ASSOCIATIONS OFFERING SERVICES FRO LOW-INCOME POPULATION ESTABLISHED IN THE MUNICIPALITY, BY INSTITUTION, 2021.

DISTRICT	NUMBER OF BRANCHES	NUMBER OF PARTNERS	NUMBER OF EMPLOYEES	NUMBER OF LOANS	AMOUNT OF LOANS (MILLIONS OF PESOS)
Centro Histórico	21	238,335	360	24,037	1,480.5
Epímenio González Flores	7	17,302	32	4,784	239.4
Felipe Carrillo Puerto	6	37,090	41	5,319	219.0
Félix Osores Sotomayor	7	42,854	51	7,743	327.9
Josefa Vergara y Hernández	8	81,084	50	7,809	555.1
Santa Rosa Jáuregui	3	3,374	19	2,983	137.9
Villa Cayetano Rubio	3	14,764	12	1,853	75.8
TOTAL	55	434,803	565	54,528	3,035.6

Source: Data provided directly by the above-mentioned institutions, 2022.

2.8 Tourism

Querétaro has a variety of natural resources and cultural values that sustain its constant progress. The historic center of the capital city is distinguished worldwide for its cultural, monumental, religious and artistic heritage. Its beautiful squares and gardens, framed by colonial buildings, have earned its recognition since 1996 by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as a World Cultural Heritage Site.

This has made Querétaro an important national and international tourist destination and a key geographical and logistical point thanks to its multimodal connectivity through an important road, air and rail network that allows easy transfers. Thanks to this, it can offer specialized products and services, such as a cultural, alternative, business and convention segment.

GASTRONOMY

It has been included in the representative list of the Intangible Cultural Heritage of Humanity since 2010 because it represents traditional Mexican cuisine. The file for its incorporation consisted of representatives of the different types of food that exist in Mexico. UNESCO observes that rural, creole and mestizo cultural elements are maintained in all regions of the country.

In the culinary art of Querétaro, its people participate in the entire traditional food chain, from the planting and harvesting of crops, to the preparation and tasting of delicacies. From its ingredients corn, beans and chili can be highlighted; among its cultivation methods milpa (cornfield) and chinampa (man-made islands), unique in their kind; its culinary preparation procedures, nixtamalization; and its special utensils, the stone metates (square stone used to grind corn) and molcajetes (large stone mortar with three short legs used to grind seasonings).

In addition to combining basic food products with native ingredients such as tomatoes of various varieties, pumpkins, avocados, cocoa and vanilla, Mexican culinary art is very elaborated and full of symbols. Tortillas and tamales that are consumed daily are also part of traditional celebrations, such as the Day of the Dead offerings.

Querétaro's cuisine currently maintains practices that date back to the colonial era of the 16th century. Since then, pre-Hispanic ingredients such as corn, chili, cacti and fruits have been used to give it its very characteristic identity.

The indigenous culture is present in different dishes, such as nopales stewed in different ways, biznagas, huamica and xoconostles cooked into sweets, varieties of chili and corn in atoles and tamales, as well as tortillas with an otomi seal. All of them are elements from which Querétaro cuisine is forged.

Gastronomy accompanies civic festivals and religious traditions, in which all its magnificence shines through. Many of the annual ingredient harvesting cycles coincide with patron saint celebrations, such as the Holy Cross, Holy Week and the Faithful Departed, among others. Its richness and variety can be tasted in every corner of the region thanks to its countless restaurants and hotels.

Typical dishes: Querétaro-style enchiladas, pork gorditas, huaraches (flattened corn dough commonly served with toppings), *barbacoa* (method for the preparation of meat), pork carnitas, almond chicken with pears, apples and peaches, tufted tongue, corn and Querétaro-style soup, *tamales de Muerto* (cheese with chili and sugar), cheeses from Tequisquiapan, pancholas (a type of meat) and beef *chicharrones* (fried skin).

Typical desserts: sweet potatoes with honey, *capirotada* (toast cut into slices cooked along with fruits and nuts, and covered with jaggery and grated cheese) *mantecado* (ice cream kneaded with lard); *trompaditas* (sweets); *embarradillas* (candy pie); *acicalado*; baked fruits; fritters; *jamoncillos* (sweets made from milk and sugar); *biznaga*; coconut-stuffed lemons; custards and *dulce de leche*.

Typical drinks: aguamiel atole, menjengue (pulque drink with corn, banana and jaggery) and prodigiosa.

The city of Querétaro has a vast gastronomic offer that satisfies all palates with German, Arab, Argentinian, Brazilian, Chinese, Spanish, French, Italian, Japanese, naturist, fast and, of course, exquisite Mexican cuisine, in addition to traditional cafes and ice cream shops.



HISTORIC CENTER

In its splendid 17th and 18th century architecture, the original urban style stands out. The layout of its streets shows the syncretism that operated for 300 years, as can be seen in the stretch of the street of Corregidora towards the Templo de La Cruz (La Cruz Temple), where the urban layout is organic and free, without a grid. On the other hand, the same street, but in the direction of Tecnológico Avenue, has a uniform, almost checkered design.

Querétaro has a wide variety of museums, some of them located in beautiful buildings from the viceregal era, which offer an interesting overview of the country's history and cultural events. The buildings are truly filigree quarry, inside which there are wonderful baroque altarpieces, living testimonies of an era, such as the building that houses the Querétaro Art Museum, the Convent of San Agustín and the temples of Santa Clara and Santa Rosa de Viterbo.

The city of Santiago de Querétaro is one of the most visited cities in Mexico by domestic and foreign tourism. The Historic Center comprises 203 blocks in 4 km² and 1,400 buildings of great architectural value. Its distinctive landmark is one of the most important hydraulic works in the world and largest in the 17th century: the Aqueduct. Its construction was possible thanks to the financial contribution of Don Juan Antonio de Urrutia y Arana, Marqués de la Villa del Villar del Águila, who had the vision of channeling water to the city.

Among the most outstanding buildings are:

- **Mansions:** Casa de Ecala, Casa de la Marquesa, and Casona de los 5 Patios.

- **Buildings:** Academy of Fine Arts, Conservatory of Music, Conín Palace, Government Palace, Municipal Palace, and the Theater of the Republic.

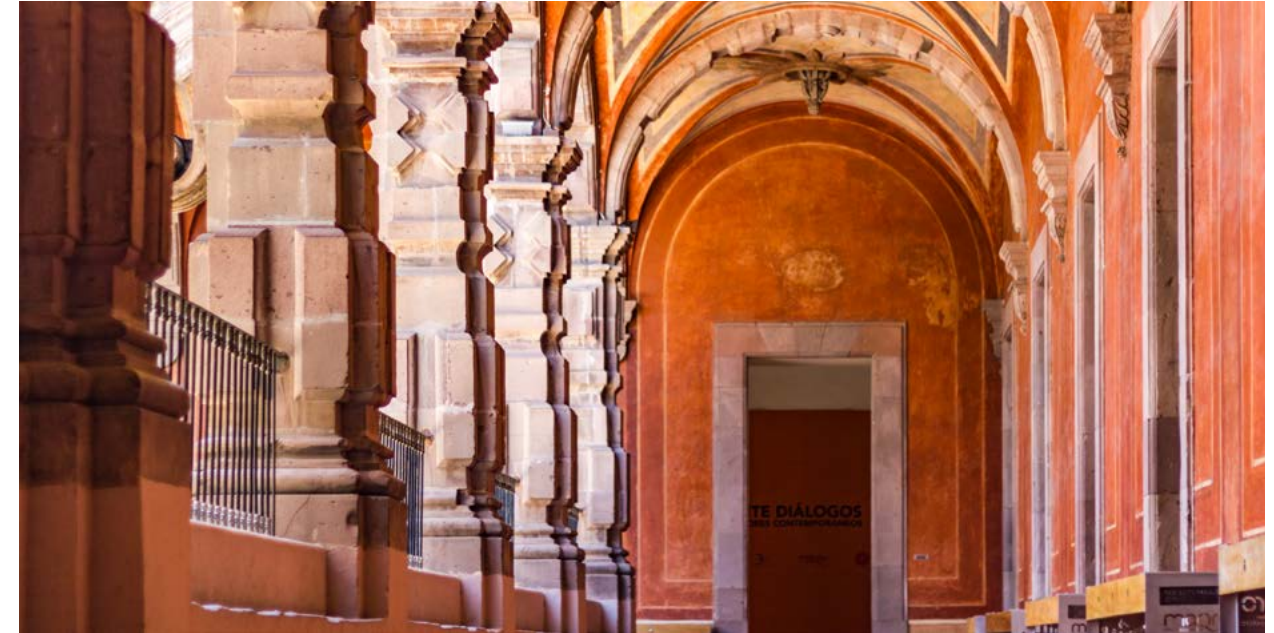


- **Fountains:** Capulines, Cinco Señores, del Marqués, Hebe and Las Danzarinas de las Plazas Mariano de las Casas, Constitución and Neptuno.

• **Gardens and Squares:** Alameda, Cerro de las Campanas, Corregidora Garden Guerrero Garden, Zenea Garden, Plaza de Armas, and Plaza Constitución.



• **Museums and Cultural Centers:** Casa del Faldón Cultural Center, Art and Culture Center, Manuel Gómez Morín State Educational and Cultural Center (Central), Casa de la Zacatecana Museum, Cerro de las Campanas Museum, Art Museum, Museum of Sacred Art, Museum of Sacred Art, City Museum, Mathematics Museum, Museum of the Restoration of the Republic, Museum of the Conspirators, Santiago Carbonell Foundation Museum, Interactive Museum The Magic of the Past, Regional Museum, and Old Railway Station Museum.



• **Temples:** San Agustín, San Francisco, Santa Clara, Santa Cruz, Santo Domingo, Santa Rosa de Viterbo, among others.



FESTIVITIES

Most of the celebrations have a history full of traditions and legends from the previous century. Among the most prominent are:

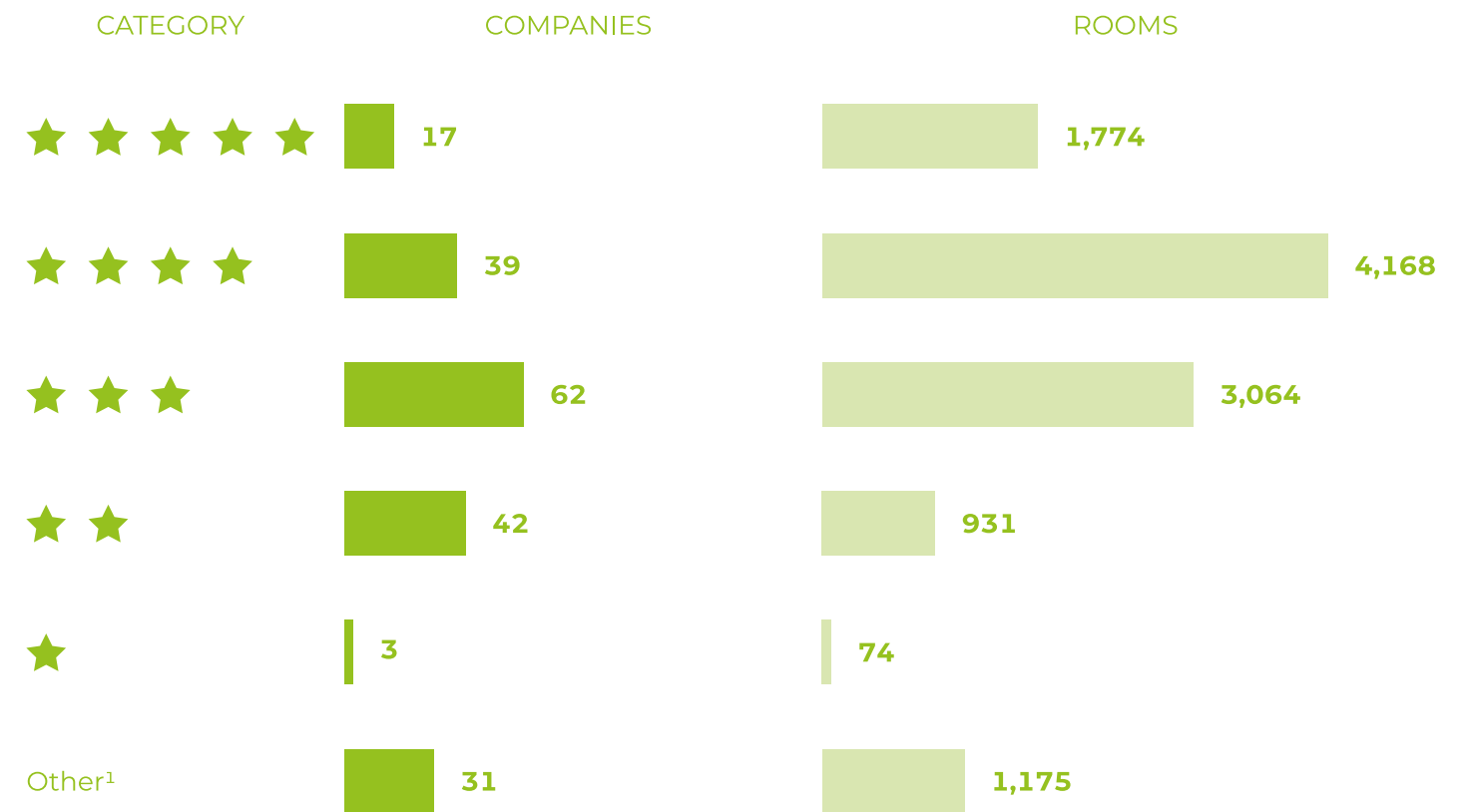
- **Biblical Car Parade.** It began in 1826 with the representation of some passages from the Bible on Christmas night. This festival brings together the inhabitants of different neighborhoods of the city.
- **Holy Week and Procession of Silence:** It is commemorated with various theatrical performances of the Way of the Cross in various parts of the municipality and, for more than 30 years, on Good Friday, the Procession of Silence has been held along the main streets of the Centro Histórico, in an environment full of mystery and religiosity.
- **La Cruz Festivities:** It begins on September 13 with the meeting of the concheros (ritual dance groups named after the instrument that accompanies their pre-Hispanic dances) who dance their Chichimeca rites along the Calzada de los Arcos Avenue, climbing towards the Cerro de Sangremal to reach the La Cruz Temple where, according to legend, the apostle Santiago, the patron saint of the city, miraculously appeared. That night is known as The Vigil, the devotees dance for more than 10 hours taking turns. The celebration lasts until September 15, when the concheros finish their ancestral dance to continue with the penance that ends in the Holy Cross mass.



TOURIST INFRASTRUCTURE

In 2021, the Municipal Ministry of Tourism registered 194 hotels with 11,186 rooms available, a figure 12.2% higher than in 2020. The full information is shown below:

LOADING COMPANIES AND AVAILABLE ROOMS IN THE MUNICIPALITY OF QUERÉTARO, 2021.



Total number of companies:
194

Total number of rooms:
11,168

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

¹Economy class hotels, hostels, suites, among others.

BUSINESS TOURISM

The municipality of Querétaro, focused on offering cutting-edge and quality tourism services and products, carried out the Tourism Training Program in 2021, with 293 attendees participating. The courses offered were:

TOURISM TRAINING PROGRAM IN THE CITY OF QUERÉTARO, 2021.		
COURSE	MONTH	ATTENDEES
Creating my Memorable Experience	April and may	125
Networking Hosts	May	18
Event and Catering Management Seminar	June	37
New Tourism Marketing Trends		33
Introduction to Marketing in Boutique Tourism Services	June y july	37
New Trends in Tourism Marketing Mondule II	July	33
Corporate Image in Boutique Tourism Services	July and august	10

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

Taking advantage of the opening of virtual and face-to-face events, different activities took place that promoted traditions, culture, gastronomy and festivities, in addition to spreading the wealth of the municipality's tangible and intangible heritage.

CULTURAL AND TOURIST EVENTS IN THE CITY OF QUERÉTARO, 2021.				
TYPE	ONLINE EVENTS	DATE	ATTENDEES	
			IN PERSON	VIRTUAL
AA	International Documentary Festival	August 6th to 15th	2,277	20,000
AA	Hailab Film	August 26th to 28th	305	1,770
AA	Historical Monologue Festival: "The 200 Years of Independence"	September 23 to 30	394	1,621
AA	Querétaro Fashion Show, 6th Edition	October 10	500	-
AA	Day of the Dead Festival	October 28 to November 2	180,000	56,085
AA	Querétaro Design Week 2021	December 1 to 5	350	36,000
AA	Festival for the Christmas we want	December 10th to January 13th 2022	21,473	210,000

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

The behavior of tourism activities and their results during 2021 can be seen in the following table:

TOURISM INDICATORS FOR THE MUNICIPALITY OF QUERÉTARO, 2021.	
INDICATOR	2021
Lodging companies (1 to 5 stars)	163
Number of rooms	10,011
Hotel occupancy rate (%)	38.7
Arrival of tourists ¹	612,813
Tourists at night	1,126,870
Average stay (nights)	2
Economic impact (millions of pesos)	3,238
Golf courses	4
Museums	18
Theaters	20

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

¹Refers to tourist arrivals or registrations at 1 to 5 star hotels.



2.9 Communications and transportation

ROAD INFRASTRUCTURE

Population growth demands expanding communication and transportation strategies. Both are driving factors for economic development, productivity of industries and exchange of products in national and international markets.

The municipality of Querétaro is a logistic and strategic point within the national territory, important for its multimodal connectivity through the road, air and rail network, allowing easy transfers throughout the country.

The metropolitan area has a federal toll network of highways of 175.1 kilometers. Federal highways 57 and 45 are the main roadways with the surrounding states, with which Mexico City and León, Gto. can be reached in only 2 hours; Guadalajara, Jalisco in 4 hours; and Monterrey, N.L. in 8 hours.

DISTANCES FROM QUERÉTARO TO THE MAIN PORTS AND BORDERS BY LAND, 2021.

PORT	KILOMETERS	MILES
Acapulco, Guerrero	596	370
Manzanillo, Colima	647	402
Mazatlán, Sinaloa	824	512
Tampico-Altamira, Tamaulipas	612	380
Veracruz, Veracruz	605	376
BORDER		
Cd. Juárez, Chihuahua / El Paso, Texas	1,585	985
Nuevo Laredo, Tamaulipas / Laredo, Texas	911	566
Tijuana, Baja California / San Diego, California	2,566	1,594

Source: Ministry of Infrastructure, Communications and Transport. General Management SCT Center Querétaro, 2022.



QUERÉTARO BUS TERMINAL (TAQ)

It serves as the main link in the entity after 27 years of operation. It is one of the most modern and largest terminals in the country, occupying an area of 119,777 m².

During 2021, 439,000 bus departures were registered: 222,000 first class and luxury, 108,000 regular and 108,000 third class, occupying 149 platforms and 191 waiting spaces. In total, 8 million users were mobilized.

Among its facilities a special building for operators with 270 beds, bathrooms, showers, steam room, gym, safe deposit boxes and recreation areas distributed over 3 levels can be highlighted.

It has the following services:

- 22 Commercial premises.
- 4 Parcel service locations (Primera Plus, ETN, Estrella Blanca and Ómnibus).
- 1 24-hour restaurant.
- 2 Fast food franchises: Burger King and Subway.
- 4 ATMs.
- 1 ATM for municipal services payments.
- 1 Qrobus recharge ATM.
- 14 Restroom modules.
- 5 Waiting rooms.
- Parking lots with a prepayment ATM with 145 parking spaces to the north and 194 to the south.
- 2 Taxi stands with 24-hour service, 365 days a year.
- 1,200 Taxis covering destinations throughout the state of Querétaro, with an average of 390,000 annual services.

The TAQ adheres to the official provisions and recommendations regarding health measures derived from the COVID-19 epidemic, both for users and workers. The full workforce is listed below:



PERSONNEL THAT WORKED AT THE QUERÉTARO BUS TERMINAL, 2021.

CATEGORY	NUMBER OF EMPLOYEES
ADMINISTRATION	
Administrative personnel	30
Operational personnel	150
BUS LINES	
Autotransportes San José Iturbide	7
Autovías Herradura de Plata	18
E.T.N. Turistar de Lujo	97
Flecha Azul	21
Flecha Roja	13
Grupo Estrella Blanca	24
Grupo Flecha Amarilla	136
Ómnibus de México	18
Transportes Almealcenses	11
Transportes Coroneo	5
Transportes del Norte	3
OTHER	
Taxi drivers (2 operators per taxi)	1,327
EXTERNAL SERVICE PROVIDERS	
Commission agents	16
Security and surveillance	30
TOTAL	1,906

Source: Querétaro Bus Terminal. General Management, 2022.

QUERÉTARO INTERCONTINENTAL AIRPORT (AIQ)

It is located in the municipalities of El Marqués and Colón, 22 km from the capital of Querétaro, its facilities spreading across an area of 688.5 km². Among its main infrastructure the following stand out:

- Hydraulic concrete runway 43 cm thick, 3,500 m long and 45 m wide.
- Magnetic guidance from 09-27, with visual aids and VOR/DME location system with horizontal and vertical markings for day and night operations.
- 1 parallel taxiing runway.
- 4 high speed taxiing runways.
- 2 central taxiing runways at 45°.
- Commercial platform with 16 positions with an area of 125,000 m².
- Loading platform with 4 positions with a surface area of 35,000 m².
- General aviation platform with 23 positions with a surface area of 33,400 m².

The commercial offer during 2021 included car rental, taxi service and direct buses to the Querétaro Bus Terminal and the city of Celaya, restaurants, bars, cafeterias, parking, exchange house, Querétaro handicrafts store, ATMs, VIP room, exclusive and Duty-free shops.

The terminal has an operating capacity for 1.7 million passengers per year, thanks to its renovated facilities and higher capacity. The commercial airlines that provided their services during 2021 were:

- Aeroméxico
- American Airlines
- TAR Airlines
- United Airlines
- Viva Aerobús
- Volaris

The AIQ also has infrastructure dedicated to executive and corporate aviation: 2 Fixed Bases Operator (FBO), AirBussines and Redwings. Within its facilities is the second largest hangar in Latin America: TechOps that serves Delta/Aeroméxico. In 2021, 48,090 operations were registered, distributed as follows:

OPERATIONS AT THE INTERCONTINENTAL AIRPORT OF QUERÉTARO, 2021.

TYPE OF OPERATION	COMMERCIAL	GENERAL	LOAD
Número de operaciones	9,124	16,635	6,714
Porcentaje	28.1%	51.2%	20.7%

Source: Querétaro Intercontinental Airport (AIQ). Strategic Planning Coordination, 2022.



During 2021, almost 65 thousand tons of cargo were mobilized, placing AIQ as the third air terminal nationwide in this activity, growing 143.9% compared to 2020. The companies that offered this service were DHL, FEDEX, MCS, UPS, TSM and Mercado Libre (ML). The following table shows the details of the information:

CARGO DISTRIBUTION QUERÉTARO INTERCONTINENTAL AIRPORT 2020-2021.			
CONCEPT	2020	2021	DIFFERENCE
International tons	15,065	23,049	7,984
Domestic tons	30,087	41,914	11,827
TOTAL	45,152	64,963	19,811

Source: Querétaro Intercontinental Airport (AIQ). Strategic Planning Coordination, 2022.



POSTAL AND TELEGRAPHIC SERVICE

Correos de Mexico (formerly the Mexican Postal Service) keeps the population connected through accessible, reliable and high-quality correspondence, messaging and parcel services. Its mission is to be a factor of inclusion of the population, facilitator of economic activity and guarantor of interpersonal communications. During 2021, it had 22 offices and 114 people serving the population of the municipality of Querétaro:

CORRESPONDENCE IN THE MUNICIPALITY OF QUERÉTARO, 2020-2021.

YEAR	POST OFFICES	CORRESPONDENCE ISSUED ¹			CORRESPONDENCE RECEIVED ¹		
		NATIONAL SERVICE	INTERNATIONAL SERVICE	TOTAL	NATIONAL SERVICE	INTERNATIONAL SERVICE	TOTAL
2020	22	729	24	753	4,278	312	4,590
2021	22	1,226	33	1,259	5,397	159	5,556

Source: Correos de México, 2022.

¹ Thousands of pieces.

Telecomunicaciones de Mexico (Telecomm-Telégrafos) is a decentralized public organization dedicated to the communications and transportation sector. It offers modern, efficient and secure services to meet financial and connection needs. In 2021, it obtained the following operating results:

TELECOMM-TELEGRAPH OPERATIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

DISTRICT	TELEGRAMS SENT	TRANSFERS ¹		COLLECTION ON BEHALF OF THIRD PARTIES	BANK OPERATIONS
		SENT	RECEIVED	VOLUME	VOLUME
Centro Histórico	316	8,143,593.3	58,775,202.6	4,028	7,123
Epigmenio González Flores	15	1,927,575.3	6,311,982.3	2,955	3,425
Félix Osores Sotomayor	3	46,695.7	1,593,357.1	76	141
Josefa Vergara y Hernández	28	639,308.2	4,395,387.4	1,873	2,572
Santa Rosa Jáuregui	2	1,444,334.8	77,782,412.4	8,049	19,568
TOTAL	364	12,201,507.3	148,858,341.8	16,981	32,829

Source: Telecomm-Telegraphs. State Management of Querétaro, 2022.

¹ National Currency.

PUBLIC TRANSPORT IN THE MUNICIPALITY

Its objective is to improve the transportation of citizens. The institution in charge of this is the Querétaro Institute of Transport (IQT), which regulates and coordinates the activities of urban and suburban groups (buses) and the taxi system. The following table shows the details of the information:

PUBLIC TRANSPORT IN THE MUNICIPALITY OF QUERÉTARO, 2021.	
CATEGORY	2021
URBAN PUBLIC TRANSPORT	
Buses	1,358
Routes	72
Volume of public transport users ¹ (daily average)	218,269
SUBURBAN COLLECTIVE TRANSPORT	
Buses	334
Routes	44
TAXI SERVICE	
In the municipal capital	4,424
In other localities in the municipality	30
TOTAL	4,454
MIXED SERVICE	
In the municipal capital	33
In other localities in the municipality	17
TOTAL	50

Source: Querétaro Institute of Transport, 2022.

¹ The data correspond to the metropolitan area of Querétaro.



MEANS OF COMMUNICATION

They are an active and fundamental part of the informative process for citizens. During 2021, the municipality of Querétaro registered 7 active local circulation newspapers, 3 television stations and 12 radio stations in modulated frequency (FM), which provided local and regional coverage through news and entertainment programs.

RADIO STATIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.			
NUMBER	RADIO GROUP	STATION	FREQUENCY
			FM
1	Desarrollo Radiofónico, S.A. de C.V.	Exa	95.5
2	Multimundo, S.A. de C.V.	Kiss	92.7
3	Imagen Radio Comercial S.A. de C.V.	Imagen	94.7
4	Grupo Acir S.A. de C.V.	La nueva amor	97.9
		Mix	106.5
5	Impulsora de Ventas de Querétaro, S.A. de C.V.	91 DAT	90.9
		Top Music	91.7
6	Promoventas Radiofónicas, S.A. de C.V.	Mía	93.9
		La Zeta	97.1
7	Publicidad en Medios del Bajío, S.A. de C.V.	La Jefa	98.7
		Radar	107.5
8	Radio América de México, S.A. de C.V.	Radio Fórmula Querétaro	88.7
9	México Radio, S.A. de C.V.	ABC Radio	107.9
10	Grupo Radiodifusoras Capital, S.A. de C.V.	Capital	104.9
11	Sistema Estatal de Comunicación, Cultural y Educativo	Radio Fórmula Querétaro	100.3
12	Radio UAQ	Radio Universal	89.5

Source: Municipality of Querétaro. Social Communication Coordination, 2022.

PRESS AND TELEVISION STATIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.		
PRESS		
1	Cía. Periodística del Sol de Querétaro, S.A. de C.V.	Diario de Querétaro
2	AD Comunicaciones, S. de R.L. de C.V.	am
3	Editora Offset Color, S.A. de C.V.	Noticias
4	Compañía Periodística Nacional, S.A. de C.V.	El Universal
5	Master Media, S.A. de C.V.	Código Qro
6	Plaza de Armas	Plaza de Armas
7	Editorial Gar, S.A. de C.V.	Acaecer
TELEVISION		
1	Canal XXI, S.A. de C.V. TELEVISA	Canal 2,5 Y 21
2	TV Azteca, S.A.B. de C.V.	Canal 1 Y 7
3	Sistema Estatal de Comunicación, Cultural y Educativo	TVQ

Source: Municipality of Querétaro. Social Communication Coordination, 2022.

INTERNET IN THE CITY

Technology plays an important role in the municipality of Querétaro. During 2021, new challenges arose in the design of processes to implement simple and expeditious procedures and services for citizens, through remote digital solutions, highlighting the following:

IMPLEMENTATION OF PROGRAMS, ONLINE SERVICES AND PROCEDURES IN THE MUNICIPALITY OF QUERÉTARO, 2021.

PROGRAMS	PROCEDURES AND SERVICES
	VECS Licenses (Specialized Counter for Simplified Construction)
Health in your market	Construction License for the exclusive use of the DRO (Project Manager)
	Tax Transparency Portal 2021

Source: Municipality of Querétaro. Information Systems Management, 2022.

In 2021, the demands of the technological environment led the municipality of Querétaro to expand the technological infrastructure, increasing the storage capacity of electronic files of citizens to 90 terabytes.

In order to provide the necessary tools so that the employees of the Municipality of Querétaro could guarantee a quality service to citizens, 500 meters of fiber optics were installed that cover the building of control desk and civic courts, in the district of Santa Rosa Jáuregui.



2.10 Agricultural production

AGRICULTURAL PROGRAMS

The Ministry of Agriculture and Rural Development (SADER) establishes support policies that promote better production and comparative advantages in the agricultural industry. It integrates the activities of the rural environment into the productive chains of the economy and stimulates the collaboration of producer organizations with more than 30 programs and projects of its own, goals, and proposed objectives, following the provisions of the National Development Plan (PND).

The SADER agency in Querétaro, within the scope of its competence and territorial demarcation, institutionally coordinates actions with the state and municipal governments, to achieve the fundamental objectives of the PND, concerning the agri-food industry, developing and promoting plans and programs led by the federal initiative.

Querétaro's Ministry of Agricultural Development (SEDEA), through its Hydro-Agricultural Infrastructure Directorate, reported the results of the Productive Rural Infrastructure Programs in 2021. 94.0% of the benefits took place in the Santa Rosa Jáuregui district, representing an increase of 35.0% compared to 2020.

PRODUCTIVE RURAL INFRASTRUCTURE IN THE MUNICIPALITY OF QUERÉTARO, 2021.

COMPONENT	PROGRAM	BENEFITED LOCALITY	INVESTMENT (PESOS)
Water Sustainability in the Field		Buenvista, Santa Rosa Jáuregui	440,640
Promoting Agricultural Production	Promotion of Agricultural, Forestry and Fishing Development	Santa Rosa Jáuregui	131,446
		Felipe Carrillo Puerto	80,934
Rehabilitation and Dredging of Ditches and Dams		Tinaja de la Estancia, Santa Rosa Jáuregui	350,000
		La Barreta, Santa Rosa Jáuregui	350,000
TOTAL			1,353,020

Source: Ministry of Agricultural Development. SEDEA, 2022.



In 2021, SEDEA carried out phytosanitary actions in corn and maguey crops with investment from the Government of the State of Querétaro.

PHYTOSANITARY ACTIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

CULTIVATION	BENEFICIARIES	SURFACE ¹	GOVERNMENT INVESTMENT
Corn	134	579.6	150,000
Maguey	1	5.0	3,000
TOTAL	135	584.6	153,000

Source: Ministry of Agricultural Development. SEDEA, 2022.

¹ Hectares

The municipality of Querétaro, in 2021, managed to produce various crops in the 4 different seasons of the year. In autumn-winter, green forage oats obtained a production of 9,282 tons; in spring-summer, green forage corn reached 43,570; and in perennial production, alfalfa generated 42,864 tons. These 3 crops added up to 89.1% of the total agricultural production in the municipality.

AGRICULTURAL PRODUCTION IN THE MUNICIPALITY OF QUERÉTARO, 2021.

CROP	AREA SWON ¹			HARVESTED AREA ¹			PRODUCTION VOLUME ¹		
	IRRIGATED	RAINFED	TOTAL	IRRIGATED	RAINFED	TOTAL	IRRIGATED	RAINFED	TOTAL
AUTUMN-WINTER 2020-2021									
Oats for green fodder	328	-	328	328	-	328	9,282	-	9,282
Broccoli	5	-	5	5	-	5	91	-	91
Barley grain	20	-	20	20	-	20	104	-	104
Lettuce	6	-	6	6	-	6	162	-	162
SPRING-SUMMER 2021									
Broccoli	13	-	13	13	-	13	251	-	251
Green chili	22	-	22	22	-	22	2,890	-	2,890
Corn	38	-	38	38	-	38	801	-	801
Bean	4	310	314	4	290	294	6	125	130
Lettuce	21	-	21	21	-	21	462	-	462
Grain corn	325	7,050	7,375	285	6,600	6,885	2,736	3,828	6,564
Green feed corn	670	-	670	670	-	670	43,570	-	43,570
Grain sorghum	5	-	5	5	-	5	35	-	35
PERENNIALS 2021									
Alfalfa	582	-	582	582	-	582	42,864	-	42,864
Asparagus	35	-	35	35	-	35	170	-	170
Cactus	2	-	2	2	-	2	69	-	69
Cactus pear	-	5	5	-	5	5	-	11	11
Grape	1	-	1	1	-	1	5	-	5
TOTAL	2,077	7,365	9,442	2,037	6,895	8,932	103,498	3,964	107,461

Source: Ministry of Agriculture and Rural Development in the State of Querétaro. Subdelegation of Planning and Rural Development.

¹Hectares.

Through the Directorate of Rural and Agricultural Development, the Municipality of Querétaro carried out 10 programs for the benefit of its farmers in 2021. The results are shown in the following table:

SUPPORT TO THE AGRICULTURAL SECTOR, 2021.			
N°	PROGRAM	TYPE OF BENEFICIARIES	TOTAL
1	Support to Agricultural Production	Markets (marketing of products)	1
		Investment	550,000
		Number of families	536
2	Livestock Care	Training	61
		Hives (swarms and boxes)	1,400
		Livestock (sheep, goats and cattle)	10,605
		Investment	245,000
3	Family Orchards	Number of families	618
		Hectares	6,457
4	Mechanization	Number of families	2,266
		Investment	1,000,000
5	Municipalized ¹	Number of families	200
		Investment	300,000
6	Fish farming (Certification of fishermen)	Number of families	11
		Investment	200,000
7	Rehabilitation of Saca Roads	Kilometers	2.5
		Investment	200,000
8	Rehabilitation and Monitoring of Waterfronts	Waterfronts	11
		Investment	200,000
		Number of families	896
		Hectares	1,078
		Investment	2,300,000
10	Seed	Number of families	865
		Hectares	2,500

Source: Municipality of Querétaro. Directorate of Rural and Agricultural Development, 2022.

¹Tripartite participation between the Government of the State of Querétaro, the Municipality of Querétaro and Local Producers.

SUMMARY OF SUPPORT TO THE AGRICULTURAL SECTOR, 2021.

Investment	4,595,000
Number of families benefited	5,392
Training	61
Markets	1
Monitored waterfronts	11
Hectares	10,035
Kilometers rehabilitated	2.5
Livestock and beehives	255,605

Source: Municipality of Querétaro. Directorate of Rural and agricultural Development, 2022.



2.11 Regulatory improvement for the industry

The Regulations for Regulatory Improvement of the Municipality of Querétaro aims to establish the bases for updating administrative legal rules, simplifying procedures and services, and allowing the systems and procedures of attention to citizens to have a comprehensive, transparent, and efficient service.

One of the most important contributions of the Regulation consists of the continuity it grants to the Regulatory Improvement Programs in force in the Municipal Public Administration, as set forth in its Article 37 “In the case of other existing, present or future programs related to the administrative simplification and that affect the economic development of the municipality positively or for the best service to users, they may be considered as permanent and will not require renewal on each term of municipal administration.”

Within the framework of this legal provision, the Council for Regulatory Improvement was created as a collegiate body for coordination, consultation, and technical support on issues that concern this area.

The Quick Business Opening System (SARE) and the Streamlining Procedures System for Industry (SATI) are part of the efforts that the municipal administration has implemented to speed up the procedures for opening new businesses in the Municipality of Querétaro.

SATI is a program to streamline and simplify municipal procedures focused on the industrial sector, applicable to companies that intend to establish themselves in compatible industrial parks and urban areas, the license application is in a single process and a single form within a maximum period of 24 hours.

The authorization process varies according to the industrial line of business. The catalog currently has 285 low and medium-risk industrial lines and the installation conditions, that is, if the company wishes to acquire land to build, or if it starts its operations in a standing building. For the year 2021, there were no procedures registered through this means.

To simplify the creation of economic units, the municipal administration continues to carry out the Annual Program for Regulatory Improvement (PAMR), which has the following objectives:

- Reduce attention times, the number of citizen transfers for face-to-face processing, simplify virtual access, and the reduction of requirements.
- Improve the score in the Doing Business evaluation carried out by the World Bank.
- Simplify and speed up the procedures to obtain the Ruling on Use of Land, Business Feasibility, Letter of No Inconvenience from Civil Protection, and Municipal Operating License, aimed at industrial, commercial, and/or service establishments for the start of their operations.

The municipal agencies involved in the implementation of the PAMR are the following:

1. Directorate of Citizen Attention.
2. Directorate of Cadaster.
3. Directorate of Economic Development and Entrepreneurship.
4. Directorate of Urban Development.
5. Directorate of Civil Protection.
6. Directorate of Complementary Services.



QUERÉTARO
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