



ECONOMIC YEARBOOK 2025



MESSAGE

Querétaro is today one of the municipalities with the greatest economic dynamism in the country. It is a city of culture, tradition, and innovation, proudly recognized as a UNESCO World Heritage Site. Its sustained growth, modern infrastructure, human talent, and quality of life make our city an ideal place to live, invest, and undertake new ventures. This is no coincidence: it is the result of a development model based on planning, collaboration, and a forward-looking vision.

Through this administration, we are driving Plan Orden, a comprehensive strategy to ensure an orderly and sustainable path for economic growth. We are committed to building a Querétaro that is competitive, but also sustainable and inclusive; a municipality where development reaches everyone and is built responsibly, leveling the playing field and ensuring that opportunities are available to all Querétaro residents.

In this context, having precise, updated, and reliable information is essential. The 2025 Economic Yearbook is a key tool that compiles valuable data to support decision-making across the public, private, academic, and social sectors.

For this edition of the Yearbook, we have integrated data from municipal, state, and federal sources, as well as from civil society. In addition, it includes evaluations and analyses from renowned organizations such as the Mexican Institute for Competitiveness (IMCO), Standard & Poor's, KPMG, and PRODENSA, which strengthen both the depth and rigor of its content. Because by working together—government, private sector, and academia—we reinforce the economic ecosystem and create more and better opportunities for the people of Querétaro.

This year, we also wanted to innovate in the presentation of the Economic Yearbook: it is now available through an interactive web platform, enabling dynamic consultation and broadening access to the municipality's strategic information.

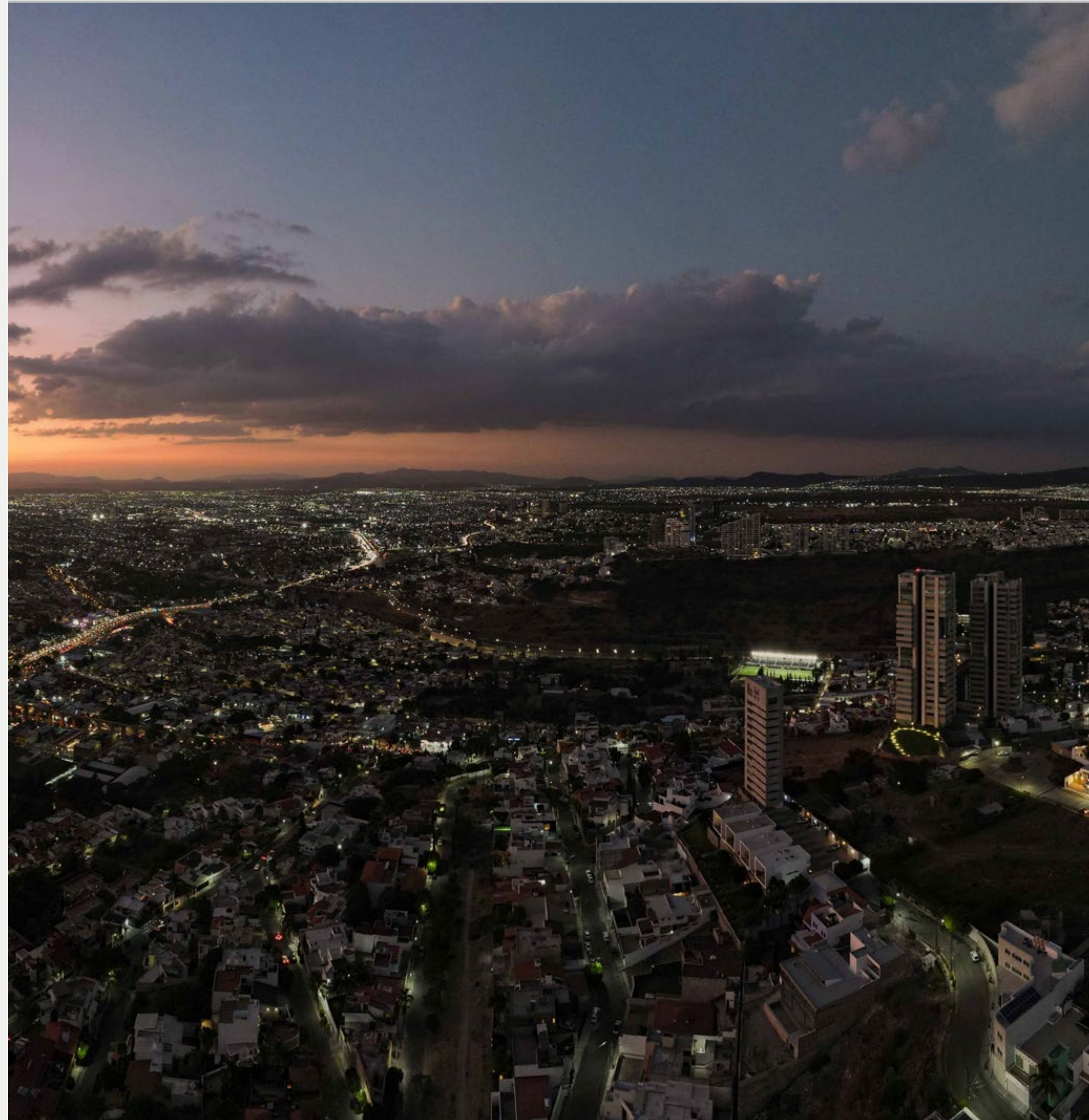
The Economic Yearbook not only reflects what Querétaro has achieved, but also points to where we are heading: toward a capital built with order, where we work every day to create the best future in the city's history. Querétaro is a beacon of national leadership, with public policies focused on promoting the talent of its people and improving their quality of life.

This is an instrument that will help us stay on course and continue making informed, responsible decisions with a long-term vision.

I invite you—residents of Querétaro, entrepreneurs, business leaders, investors, and citizens—to take full advantage of this tool so that, together, we can continue building a Querétaro of order, sustainable growth, and a future for all.

Mtro. Felipe Fernando Macías Olvera

Municipal President



MESSAGE

The growth of Querétaro is not a matter of chance, but the result of the effort, innovation, and vision of those who build it day by day. This Yearbook is a testimony to the economic growth that defines our city and to the potential that drives us toward the future. Under the leadership of our Municipal President, Felipe Fernando Macías Olvera, we will continue to build a strong and diverse economy that supports the goals of Querétaro's people.

From public institutions, the private sector, and the academic and social spheres, we make decisions every day, always considering their impact on the development of our municipality and their short-, medium-, and long-term effects. In short, in Querétaro, we do not improvise.

This is particularly relevant considering that our city's sustained growth brings with it significant challenges in terms of achieving orderly, inclusive, and sustainable development that protects the quality of life of Querétaro's residents. In this regard, it is the responsibility of all sectors to collaborate so that growth becomes a factor of well-being, peace, and social harmony.

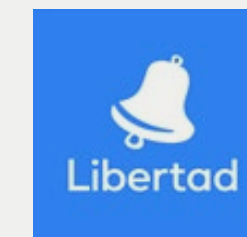
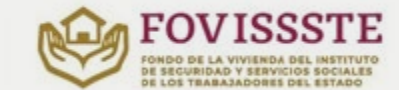
In this context, in order to make the best decisions and to design, plan, and implement actions across all areas of public life—from academia to economic development, from social policy to health and education—it is essential to have clear and accurate information about our city.

For the first time in the history of the Municipal Economic Yearbook, we established partnerships with public and private organizations, as well as renowned institutions, to strengthen the information contained in the final document. This process of compilation began in December of last year, which means that today we present 9 months of meticulous work. In an unprecedented effort, we forged strategic partnerships with 86 sources of information, including municipal, state, and federal agencies, as well as the private sector. This collective endeavor aimed to produce a reference material of real value for those who wish to contribute to Querétaro's economic ecosystem.

We are confident that with this Yearbook, it will be possible to continue making the best decisions to keep writing the story of a city that grows in a sustained, sustainable, and inclusive way, with an ever-increasing quality of life for its inhabitants—a capital that moves forward with order, clarity, and a firm step toward the future.

Alejandro Sterling Sánchez

Secretary of Economic Development of the Municipality of Querétaro





QUERÉTARO
MUNICIPIO

6. CITIZEN QUERÉTARO

6.1. PUBLIC ADMINISTRATION

6.2. PUBLIC RESOURCES

6.3. TRANSPARENCY AND ANTI-CORRUPTION

6.1. INSTITUTIONAL DEVELOPMENT

Public Administration

The political and administrative organization of each state depends on its own structure, as states possess legal personality and their own assets, allowing them to establish their own structural guidelines.

The Municipality of Querétaro has a structured process for recruitment, hiring, and training. All public servants participate in various training programs with the goal of providing high-quality and responsible service to the public.

The City Council is made up of a total of 31 entities, including: a council (cabildo), the Office of the Mayor’s Coordination Unit, a trust, an institute, the Chief of Staff’s Office, the Internal Control Body, a park, 22 ministries, the DIF System, and the Historic Center Superintendent’s Office.

Human Resources

In 2024, the Municipality’s workforce was composed of 5,424 public servants, of which 42.5% were women and 57.5% were men. The first recorded data dates back to 2004, when the administration consisted of 18 entities and 4,358 employees; in that same year, the workforce increased by 24.5% due to the addition of seven new ministries.

That same year, the municipal female workforce totaled 2,304 public servants, representing 42.5% of the total. The Ministry of Public Security and the Ministry of Municipal Public Services accounted for 42.0% of the female labor force.

31 MUNICIPAL DEPARTMENTS
5,424 PUBLIC SERVANTS

42.5% WOMEN

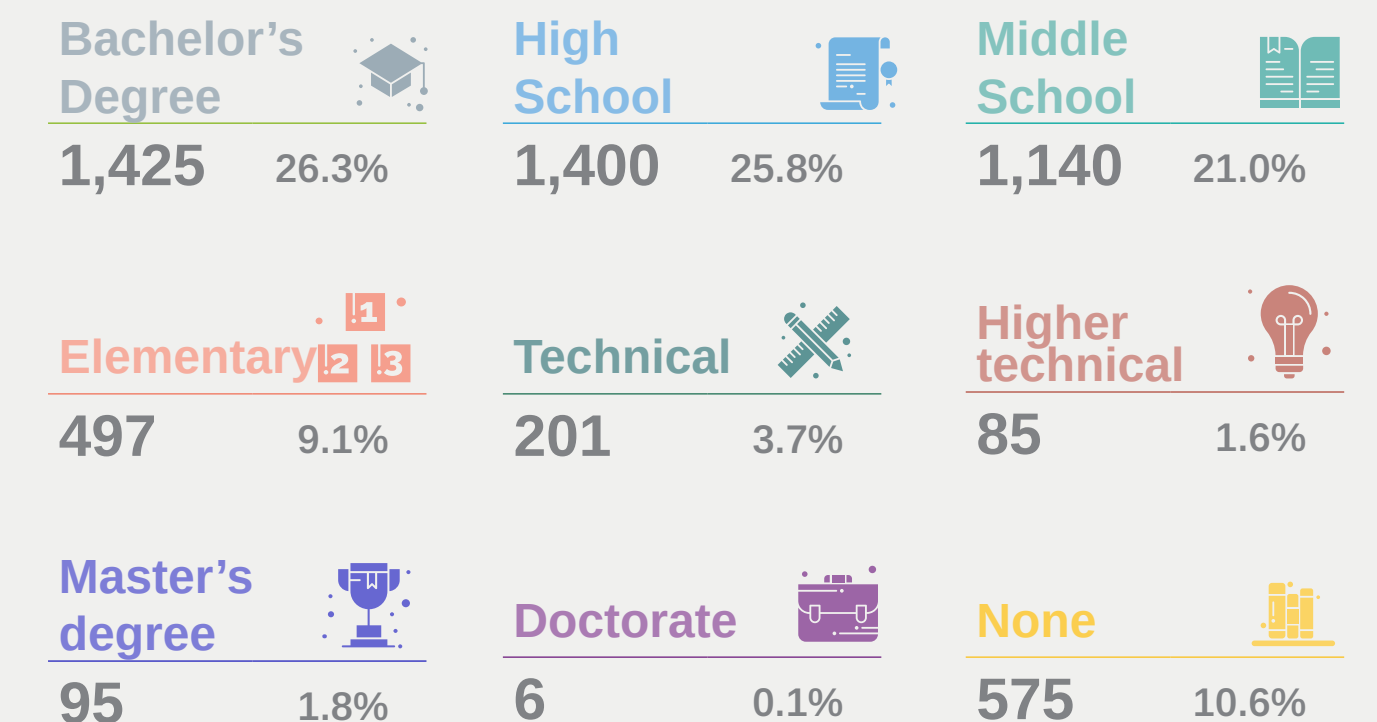
57.5% MEN

Human Resources by Department, 2024

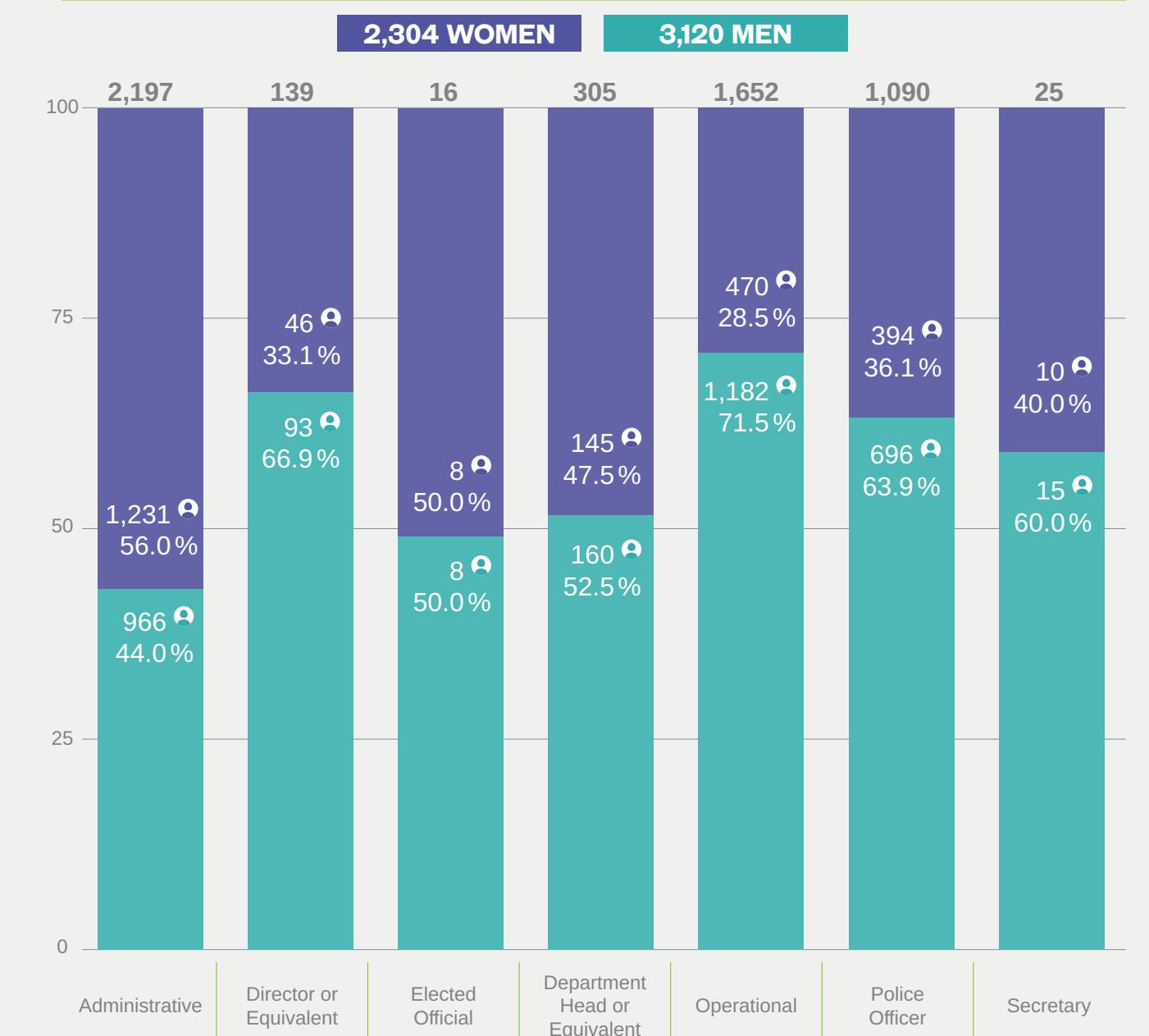
Department	Women	Men	Total	Staff with Disabilities
City Council (Cabildo)	30	22	52	-
Office of the Mayor’s Coordination Unit	10	16	26	-
Querétaro Trust for Environmental Conservation	1	8	9	-
Municipal Planning Institute	6	4	10	-
Chief of Staff’s Office	17	24	41	-
Internal Control Body	40	11	51	-
Bicentennial Park	19	28	47	-
Ministry of Administration	185	134	319	3
Ministry of Citizen Services	30	15	45	1
Ministry of Animal Welfare	17	17	34	-
Ministry of Culture	79	61	140	-
Ministry of Economic Development	28	18	46	-
Ministry of Social Development	52	45	97	5
Ministry of Urban Development	44	32	76	-
Ministry of Finance	132	113	245	1
Ministry of District Management*	114	149	263	4
Ministry of Government	149	182	331	2
Ministry of Innovation and Technology	9	28	37	1
Ministry for Women’s Affairs	12	1	13	-
Ministry of Environment	6	12	18	-
Ministry of Mobility	59	89	148	3
Ministry of Municipal Public Works	28	128	156	1
Ministry of Planning and Citizen Participation	21	12	33	-
Ministry of Municipal Public Security	619	819	1,438	-
Ministry of Municipal Public Services	349	934	1,283	4
Ministry of Tourism	9	6	15	-
Ministry of the City Council Secretary’s Office	36	35	71	-
Ministry of Sports	41	88	129	1
Private Secretary’s Office	15	22	37	-
Municipal DIF System	143	63	206	3
Historic Center Superintendent’s Office	4	4	8	-
Total	2,304	3,120	5,424	29

Source: Source: Human Resources Department, 2025.
 *Includes the 7 municipal districts.

Human Resources by Educational Level, 2024



Human Resources by Hierarchical Level, 2024

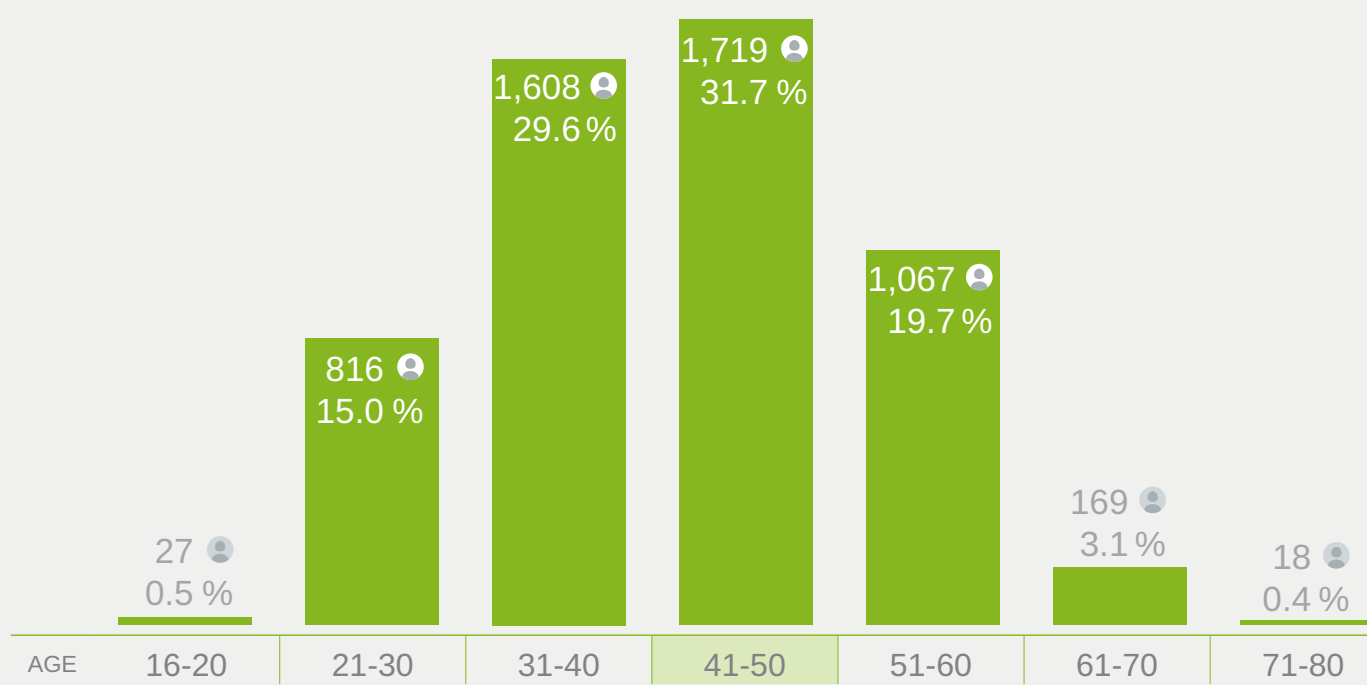


Source: Human Resources Department, 2025.



The municipal workforce is distributed across four age groups: young adults (16 to 20 years), adults (21 to 40 years), middle-aged adults (41 to 60 years), and older adults (61 to 80 years). Of the total workforce, 96.0% are young and middle-aged adults, 0.5% are youth, and 3.5% are older adults.

Number of People by Age Range, 2024, and Percentage Represented



The Ministry of Administration, through the Human Resources Department, provides continuous training to the municipal workforce with the goal of improving professional performance and enhancing the quality of public service.

To achieve these objectives, four main activities were carried out during 2024:

1. Training Provided to Municipal Public Servants, 2024



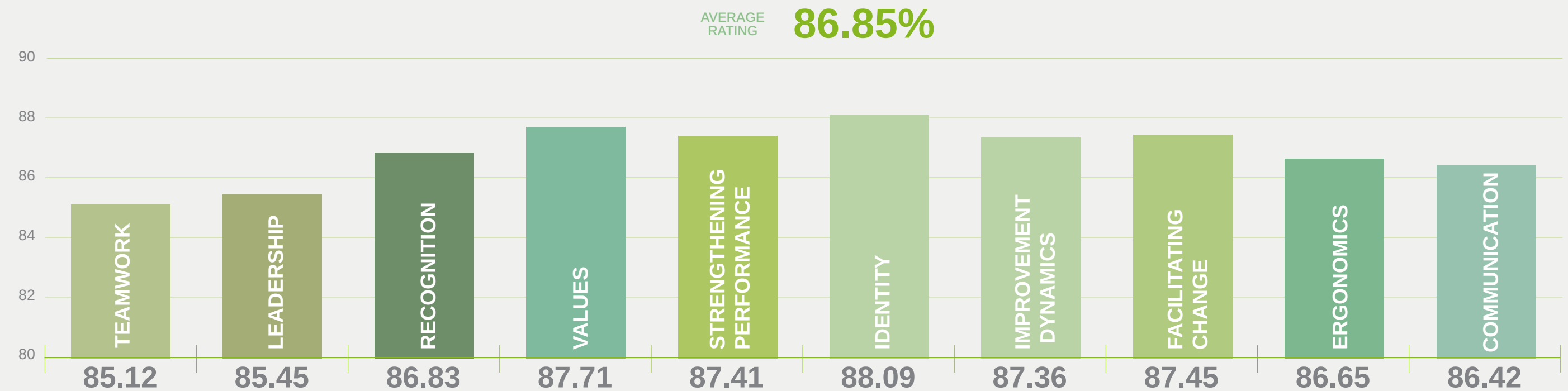
2. Comprehensive Training Program, 2024



3. Certificate Programs Offered, 2024



4. "Organizational Climate" Survey, 2024



Source: Own elaboration based on data from the Human Resources Department, 2025. Note: The "Organizational Climate" survey is administered to public officials at both operational and administrative levels.

6.2. PUBLIC RESOURCES

The Municipal Public Administration is governed by principles of budgetary balance and sound public finances, in order to preserve macroeconomic stability within a framework of open government, transparency, and strict accountability.

The Municipality of Querétaro complies with Article 60 of the General Government Accounting Law by publishing on its official website (www.municipiodequeretaro.gob.mx) the documents established by legal regulations, including the draft Revenue Law, the Proposed Expenditure Budget, and other applicable normative provisions.

At the end of fiscal year 2024, total municipal revenues amounted to 7,772,758,024 pesos. Of this amount, 60.3% came from own-source revenues (mainly taxes), 23.8% from federal participations, and 15.2% from federal contributions.

In a detailed analysis, the Municipality of Querétaro received its issuer credit rating from the agency S&P Global Ratings on February 20, 2024, with a score of BBB/Stable/-- on the global scale and mxAAA/Stable/-- on the national scale (CaVal).

The solid fundamentals of the Municipality of Querétaro allow its credit rating to stand at the same level as Mexico's sovereign rating. Its resilient economy, sophisticated financial management, and political stability are key strengths that support its global scale rating of 'BBB'.

Moreover, the Municipality is one of the few local or regional governments in Mexico to hold the highest rating on the national scale: 'mxAAA'. It currently has no outstanding debt and is expected to continue recording consistently high operating surpluses.

On March 25, 2024, Moody's Local Mexico affirmed the Municipality of Querétaro's credit rating at 'AAA.mx' with a stable outlook. This rating reflects sound management practices, strong operating balances, high levels of own-source revenue, liquidity, and the absence of direct debt.

The Municipality of Querétaro publishes complete annual financial statements, audited by a state auditor, as well as detailed quarterly financial reports. The main credit challenge is its pension liability; to address it, a reserve fund is being established to cover and reduce this contingency.

According to Moody's Local Mexico, four key credit strengths have been identified:

1. High liquidity and very low debt levels.
2. Good administrative practices and internal governance.
3. Strong operating balances.
4. Dynamic economic performance and high own-source revenue.

Revenues of the Municipality of Querétaro, 2022–2024						
Concept	2022		2023		2024	
	Amount ¹	Percentage	Amount ¹	Percentage	Amount ¹	Percentage
Own-source revenue + federal participations and contributions	7,024,990,818.00	100.0	7,652,335,935.00	100.0	7,772,758,024.00	100.0
Total own-source revenue	4,544,949,812.00	64.7	4,695,122,302.00	61.4	4,685,269,217.00	60.3
Taxes	3,480,280,938.00	49.5	3,496,222,927.00	45.7	3,419,019,480.00	44.0
Fees	648,576,127.00	9.2	667,468,419.00	8.7	688,137,215.00	8.9
Products	192,766,707.00	2.7	255,557,263.00	3.3	351,937,590.00	4.5
Fines and miscellaneous income	223,326,040.00	3.2	275,873,694.00	3.6	226,174,933.00	2.9
Total federal participations	1,528,660,382.00	21.8	1,792,783,241.00	23.4	1,846,601,598.00	23.8
Total federal contributions	934,125,090.00	13.3	1,123,824,603.00	14.7	1,180,779,401.00	15.2
Agreements	16,124,524.00	0.2	35,691,815.00	0.5	57,825,653.00	0.7
Total incentives from tax coordination agreements	1,131,010.00	0.0	4,913,974.00	0.1	2,282,155.00	0.0

Expenditures of the Municipality of Querétaro, 2022–2024						
Concept	2022		2023		2024	
	Expenditures ¹	Percentage Distribution	Expenditures ¹	Percentage Distribution	Expenditures ¹	Percentage Distribution
Personnel services	1,615,647,170.25	25.0	1,764,297,148.40	22.1	1,834,672,397.73	23.5
Materials and supplies	348,931,432.93	6.8	493,713,231.78	6.2	418,109,516.90	5.4
General services	1,495,511,994.94	27.5	2,015,499,954.87	25.2	2,035,235,490.38	26.0
Transfers, allocations, subsidies, and other aid	753,192,157.28	9.8	916,473,018.73	11.5	894,623,108.07	11.5
Movable and immovable property, and intangible assets	149,377,966.54	7.1	699,079,621.07	8.8	204,402,862.52	2.6
Public investment	1,695,234,045.97	19.1	2,065,442,173.44	25.9	2,402,678,395.23	30.8
Financial investment and other provisions	258,215,225.89	0.8	-	-	17,627,172.39	0.2
Public debt	89,750,728.36	3.9	24,789,436.35	0.3	-	-
Total	6,405,860,722.16	100.0	7,979,294,584.64	100.0	7,807,348,943.22	100.0

Source: Ministry of Finance, 2025.

¹ Figures in pesos.

6.3. TRANSPARENCY AND ANTI-CORRUPTION

The Municipality of Querétaro has focused its efforts on efficiently managing available resources, addressing the demands of its citizens, and ensuring the development of the district. To achieve this, various work strategies have been implemented, including planning based on different models and delivering results aligned with public expectations.

Municipal Development Plan (MDP) 2021–2024

Based on the Planning Law of the State of Querétaro and through the integrated Results-Based Management (RbM) model, the voices of citizens were incorporated, along with proposals from various sectors, specialists, and the diagnostic assessment conducted by the government team.

Within the framework of the cross-cutting strategy “Human Rights Perspective” and as the central axis of all development-oriented initiatives, six pillars and twelve programs were defined to guide the actions of the municipal administration.

Public Administration Management Model (2021–2024)						
Mission	We are a close and efficient government that makes a difference, delivering unique results in the state and the country through innovation and continuous improvement so that people can live better—building the city we want together.					
Vision	Querétaro is the city we want: solidly built with a metropolitan focus, through comprehensive and sustainable development, safety, respect, and care for the environment, led by a government that listens, works, and solves problems hand in hand with its citizens.					
Pillars	Pillar 1.	Pillar 2.	Pillar 3.	Pillar 4.	Pillar 5.	Pillar 6.
	For you and your family	For your peace of mind	For your income	For the environment	For a better quality of life and future	For a government that listens and solves problems
Management Model	Human Rights Perspective					
Modelo de Gestión	01.	02.	03.	04.	05.	
	Focus dialogue on results.	Align planning, programming, monitoring, and evaluation activities with results.	Promote and maintain simple measurement and information processes.	Manage for results, not by results.	Use results information for learning and to support decision-making.	

Source: Directorate of Planning and Institutional Evaluation, 2025.

Guiding Pillars of the Municipal Development Plan (2021–2024)		
Pillar 1. For you and your family	Program 1: Comprehensive Human Development	Program 2: Inclusive Municipality
Pillar 2. For your peace of mind	Program 3: Security for All	Program 4: Municipality with Justice and Peace
Pillar 3. For your income	Program 5: Sustainable Economy	Program 6: Job Creation
Pillar 4. For the environment	Program 7: Environmental Recovery and Conservation	Program 8: Responsible Water and Air Management
Pillar 5. For a better quality of life and future	Program 9: Planned, Organized, and Functional Municipality	Program 10: Infrastructure and Urban Mobility
Pillar 6. For a government that listens and solves	Program 11: Institutional Strengthening with Sound Finances	Program 12: Open and Results-Oriented Government

Source: Directorate of Planning and Institutional Evaluation, 2025.

Regulatory Improvement

This is a permanent public policy within the municipal government, aimed at promoting the simplification of procedures and the implementation of specific actions through the use of digital technologies. During 2024, a total of 19 projects were incorporated in alignment with this strategy.

Annual Regulatory Improvement Program of the Municipality of Querétaro, 2024		
N°	Responsible Department	Project
1	Ministry of Innovation and Technology and Ministry of Citizen Services	Citizen Services Platform
2	Ministry of Innovation and Technology	Development, Architecture, Support, and Maintenance of the Querétaro Municipal App
3	Ministry of Economic Development	Recertification of the Rapid Business Start-Up System (SARE)
4		QR Code on Operating Licenses (Phase II)
5		Pre-Authorized Operating Licenses
6		6-Month Operating Permit
7		Digitization of Operating License Files
8		Georeferenced Economic Ecosystem
9	Office of the Mayor's Coordination Unit	Northern Municipal Service Center (CAM Norte)
10	Internal Control Body	Specific Improvement and Simplification Actions (1 procedure)
11	Ministry of Administration	Specific Improvement and Simplification Actions (23 procedures)
12	Ministry of Culture	Specific Improvement and Simplification Actions (1 procedure)
13	Ministry of Economic Development	Specific Improvement and Simplification Actions (3 procedures)
14	Ministry of Social Development	Specific Improvement and Simplification Actions (4 procedures)
15	Ministry of Urban Development	Specific Improvement and Simplification Actions (5 procedures)
16	Ministry of Public Security	Specific Improvement and Simplification Actions (19 procedures)
17	Ministry of Public Services	Specific Improvement and Simplification Actions (2 procedures)
18	Ministry of Sports	Specific Improvement and Simplification Actions (1 procedure)
19	Municipal DIF System	Specific Improvement and Simplification Actions (2 procedures)

Source: Municipal Commission for Regulatory Improvement, 2025.

Performance Evaluation System of the Municipality of Querétaro (SEDMQRO)

This is a set of methodological tools used to evaluate the execution of programs in accordance with the principles of goal and objective compliance verification, based on strategic and management indicators that help determine their social impact.

Its main responsibility is to evaluate and monitor the achievement of the objectives established in the 2021–2024 Municipal Development Plan (MDP) and its twelve budgetary programs, through the creation of a Results-Based Indicators Matrix (MIR) aligned with the MDP itself.

During 2024, three external evaluations included in the Annual Evaluation Program (PAE 2024) were completed, along with evaluations of all twelve budgetary programs within the MDP. This allowed for the monitoring of the performance, strategic, and management indicators defined in the MIR.

The reports for each of the evaluations corresponding to fiscal year 2024 can be found on the transparency portal of the Municipality of Querétaro's website: <https://municipiodequeretaro.gob.mx/programa-anual-de-evaluaciones/>.

Compliance Summary of the Municipal Development Plan (2021–2024) Fiscal Year 2024 – Fourth Quarter					
	Budgetary Programs	Program Progress	Pillar Progress		
Pillar 1. For you and your family	1. Comprehensive Human Development	94.4%	●	93.0%	●
	2. Inclusive Municipality	91.7%	●		
Pillar 2. For your peace of mind	3. Security for All	93.3%	●	93.7%	●
	4. Municipality with Justice and Peace	94.0%	●		
Pillar 3. For your income	5. Sustainable Economy	85.3%	●	92.6%	●
	6. Job Creation	100.0%	●		
Pillar 4. For the environment	7. Environmental Recovery and Conservation	85.6%	●	92.8%	●
	8. Responsible Water and Air Management	100.0%	●		
Pillar 5. For a better quality of life and future	9. Planned, Organized, and Functional Municipality	99.5%	●	98.2%	●
	10. Infrastructure and Urban Mobility	96.9%	●		
Pillar 6. For a government that listens and solves	11. Institutional Strengthening with Sound Finances	93.2%	●	95.0%	●
	12. Open and Results-Oriented Government	96.9%	●		

Source: Ministry of Finance, 2025.

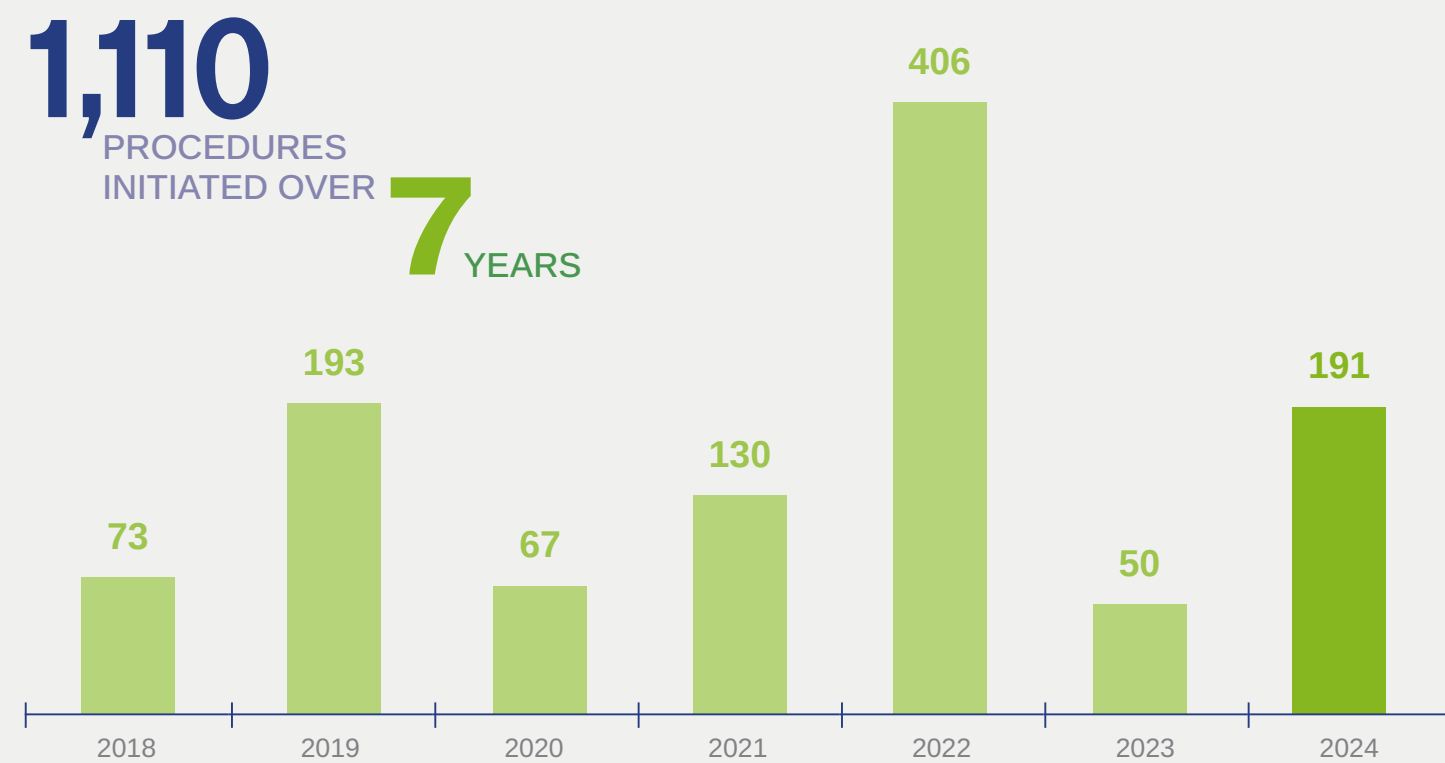
Municipal Prevention, Oversight, Control, Auditing, and Evaluation

In compliance with the Administrative Responsibilities Law of the State of Querétaro, the Municipality has an Internal Control Body (Órgano Interno de Control, OIC), established as a decentralized public agency of the City Council with technical autonomy.

The mission of the agency is to “promote, evaluate, and strengthen the proper functioning of internal control within the Municipality of Querétaro by implementing a municipal system of prevention, supervision, control, auditing, and evaluation, with the goal of ensuring that human, material, and financial resources are managed and utilized properly in accordance with approved plans, programs, and budgets, within its scope of authority”. Among its responsibilities are:

- **Publication of agreements:** In 2024, a total of 4,425 agreements were published, representing an increase of 5.7% compared to the previous year. These agreements were distributed across 231 listings, with an average of 19 agreements per day.
- **Files on alleged administrative liability:** By the end of 2024, 158 files had been initiated for alleged liability, all related to disciplinary offenses.
- **Administrative liability procedures initiated:** The Investigation Department of the Internal Control Body reported that 191 administrative liability procedures were initiated during 2024, representing a 282.0% increase compared to the previous year.

Administrative Liability Procedures Initiated, 2018–2023



Source: Internal Control Body, 2025.

- **Administrative procedures by type of responsibility:** In the same year, 191 Administrative Liability Procedures were initiated against municipal public servants.

The following table shows the types of sanctions issued.

Public Servants Subject to Administrative Procedures, 2024		
Department	Number	Percentage
Coordination of District Offices	3	1.6
Chief of Staff's Office	2	1.0
Coordination of Decentralized Institutes	2	1.0
Office of the Mayor	2	1.0
Internal Control Body	2	1.0
Other Departments	5	2.6
Ministry of the City Council	6	3.1
Ministry of Culture	3	1.6
Ministry of Human and Social Development	8	4.2
Ministry of Sustainable Development	3	1.6
Ministry of Finance	13	6.8
Ministry of Government	9	4.7
Ministry for Women's Affairs	2	1.0
Ministry of Mobility	4	2.1
Ministry of Public Works	8	4.2
Ministry of Public Security	62	32.5
Ministry of Public Services	43	22.5
Ministry of Administration	10	5.2
DIF System	4	2.1
Total	191	100.0

Source: Internal Control Body, 2025.

- **Sanctions and Resolutions:** A total of 210 resolutions were issued for public servants, 52.9% of which corresponded to reprimand sanctions. Among the imposed measures, 19 disqualifications were recorded.

210 Sanctions Issued, 2024

Number	Type of Sanction
111	No Sanction Issued
68	Reprimand
19	No Liability Found
6	Disqualification
3	Dismissal of Case
3	Suspension

Source: Own elaboration based on information from the Internal Control Body, 2025.



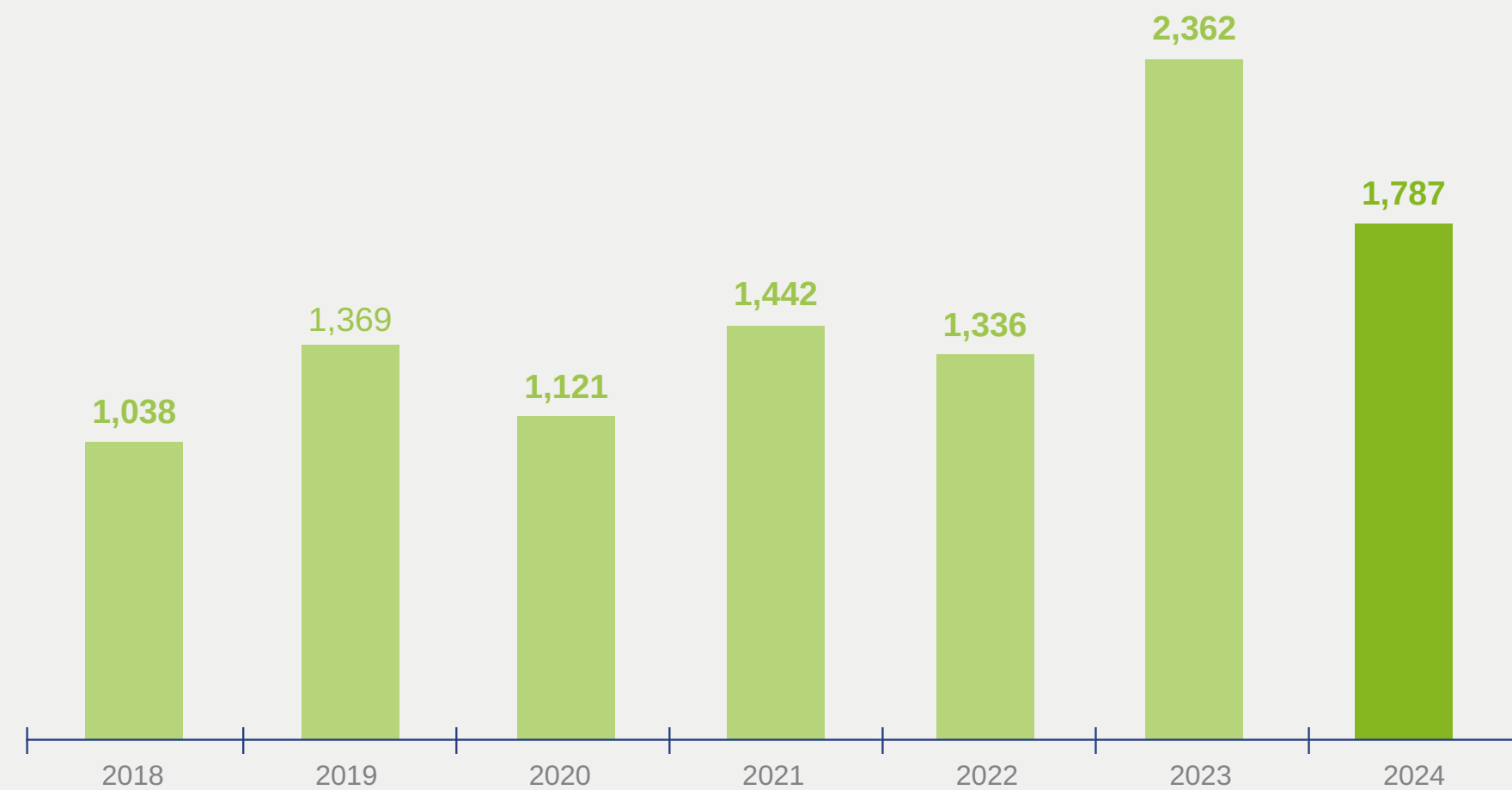
Transparency and Access to Public Information Unit

This entity is responsible for managing requests directed to government departments, notifying citizens, and responding to appeals submitted to the State Commission for Transparency and Access to Public Information of the State of Querétaro. In 2024, 24.3% fewer requests were recorded compared to the previous year.

The National Government Information Platform (INFOMEX) receives citizen requests and issues a unique tracking number for follow-up. The information must be delivered within a maximum of 20 business days.

The department that received the highest number of information requests from citizens was the Ministry of Sustainable Development, with 671 requests, followed by the Ministry of Government Affairs, which handled 415 requests. The following table provides a breakdown of the requests received.

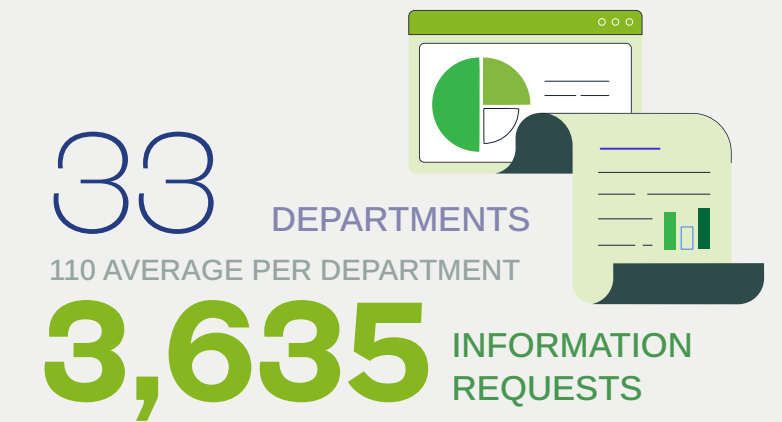
Requests Received by the Municipal Transparency and Access to Public Information Unit (2018–2023)



Source: Transparency and Access to Public Information Unit, 2024.

Requests for Information by Department, 2024		
Departments	Number	Percentage
Legal Counsel's Office	31	0.9
Delegation Coordination	56	1.5
Office of the Chief of Staff to the Mayor	44	1.2
Ministry of Sustainable Development	671	18.5
Chief of Staff	37	1.0
Cabinet Coordination	49	1.3
Private Secretary's Office	43	1.2
Municipal Presidency Office Coordination	61	1.7
Internal Control Office	111	3.1
Ministry of Administration	379	10.4
Ministry of City Council Affairs	187	5.1
Ministry of Citizen Services	36	1.0
Ministry of Planning and Citizen Participation	36	1.0
Ministry of Sports	32	0.9
Ministry of Innovation and Technology	28	0.8
Ministry of Social Communication	29	0.8
Ministry of Delegation Management	44	1.2
Ministry of Culture	64	1.8
Ministry of Social Development	33	0.9
Ministry of Urban Development	120	3.3
Ministry of Economic Development	39	1.1
Ministry of Environment	30	0.8
Ministry of Animal Welfare	27	0.7
Historic Center Superintendent's Office	25	0.7
Ministry of Finance	211	5.8
Ministry of Women's Affairs	65	1.8
Ministry of Mobility	123	3.4
Ministry of Public Works	167	4.6
Ministry of Municipal Public Security	138	3.8
Ministry of Human and Social Development	75	2.1
Ministry of Municipal Public Services	170	4.7
Ministry of Tourism	59	1.6
Ministry of Government Affairs	415	11.4
Total	3,635	100.0

Source: Transparency and Access to Public Information Unit, 2025.
 Note: The number of requests differs from the report of information requests received, as this record is by department, given that a single request may be forwarded to more than one department.



4 DEPARTMENTS WITH MORE THAN 200 REQUESTS
1,676

7 DEPARTMENTS WITH 100 - 200 REQUESTS
1,016

22 DEPARTMENTS WITH FEWER THAN 100 REQUESTS
943



STRATEGIC ALLIANCES

PRODNA

STANDARD & POOR'S

INSTITUTO MEXICANO DE LA COMPETITIVIDAD A.C.

KPMG



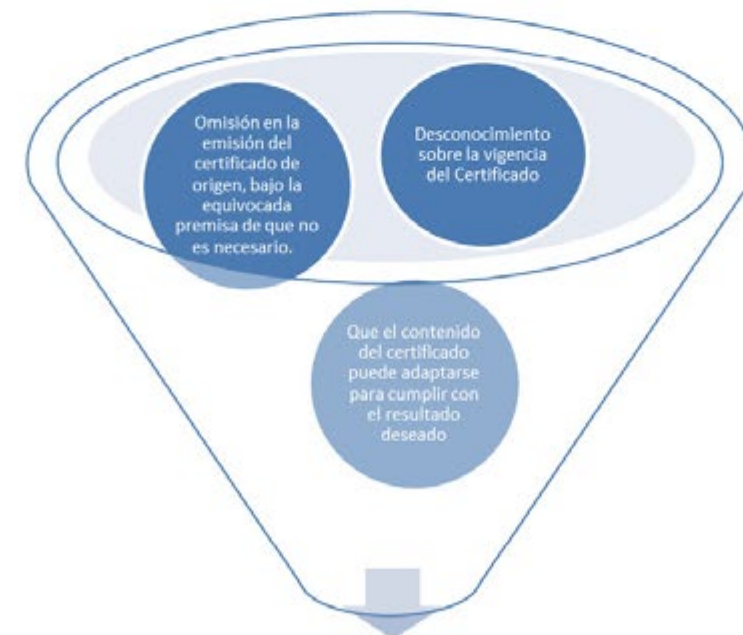
ARTIFICIAL INTELIGENCE PRODENSA

Blindar el origen desde la operación: la clave está en el cumplimiento de programas de facilitación

En un entorno comercial cada vez más interconectado y, al mismo tiempo, altamente fiscalizado —una tendencia observable tanto en México como en Estados Unidos—, el cumplimiento riguroso de esquemas de fomento como el Programa de la Industria Manufacturera, Maquiladora y de Servicios de Exportación (IMMEX) y la Certificación en materia del Impuesto al Valor Agregado (IVA) y del Impuesto Especial sobre Producción y Servicios (IEPS) —conocida como CIVA— se ha convertido en un elemento clave para proteger la operación de las empresas que importan temporalmente insumos o componentes.

El cumplimiento de estos esquemas no debe entenderse únicamente como un requisito legal para conservar beneficios fiscales o evitar sanciones. Representa, además, una base sólida para garantizar la trazabilidad, integridad y coherencia de los datos que respaldan el origen de las mercancías, elemento esencial para acceder a preferencias arancelarias en el marco del Tratado entre México, Estados Unidos y Canadá (T-MEC), entre otros.

La experiencia de la administración actual en la asesoría a empresas de diversos sectores ha permitido identificar una serie de cuestionamientos recurrentes en materia de origen.



Este tipo de prácticas no solo conllevan la pérdida de beneficios arancelarios, sino que pueden ser interpretadas por las autoridades como negligencia o, en casos más graves, como actos constitutivos de fraude en materia aduanera.

Con el objetivo de reforzar el cumplimiento y prevenir contingencias, se presenta la siguiente guía de acciones y recomendaciones clave:

1. Revisar periódicamente el cumplimiento de obligaciones IMMEX/CIVA y su coherencia con los criterios de origen establecidos en los tratados comerciales.
2. Verificar que los sistemas de control (Anexos 24 y 30) reflejen fielmente los procesos productivos y los insumos declarados como originarios.
3. Contar con asesoría que no sólo garantice cumplimiento legal, sino que ayude a anticipar riesgos y fortalecer la defensa técnica ante auditorías o verificaciones de origen.
4. Capacitar a los equipos de comercio exterior, logística y fiscal en reglas de origen, clasificación arancelaria y obligaciones derivadas de programas de fomento.

El cumplimiento no debe concebirse como una lista de tareas, sino como una estrategia de competitividad. El origen, lejos de ser un tema aislado, forma parte integral del marco normativo y operativo que garantiza no solo el acceso preferencial a los mercados, sino también una permanencia sostenible en ellos.

Para alcanzar este objetivo, se emplean indicadores que permiten medir distintas variables, entre ellas:

- **Brecha laboral.** Mide el porcentaje de personas económicamente activas que se encuentran en situación de desempleo abierto, desempleo encubierto o subempleo, en relación con la fuerza laboral extendida. Esta última incluye tanto a la Población Económicamente Activa (PEA) como a personas disponibles pero inactivas, considerando además la calidad del empleo, es decir, a quienes laboran menos horas de las que están dispuestas o capacitadas para trabajar.

Brecha laboral extendida en Querétaro, 2022-2024

Trimestre	Ciudad	Brecha laboral
2022-Q1	Querétaro	0.4853351
2022-Q2		0.4911592
2022-Q3		0.4620738
2022-Q4		0.4350490
2023-Q1		0.4427261
2023-Q2		0.4351030
2023-Q3		0.4316106
2023-Q4		0.4397111
2024-Q1		0.4370056
2024-Q2		0.4281034
2024-Q3		0.4178198

Fuente: ProdenSA, 2025.



- **Talento futuro.** Representa la cantidad de personas, por grupo etario, que integrarán la población en edad de trabajar y, por tanto, económicamente activa en un horizonte de 10 años. Esta estimación se basa en las proyecciones de natalidad y mortalidad de la ciudadanía.

Talento a futuro a 2035

Ciudad	Edad	Talentos
Querétaro	13	1,414
	14	2,676
	15	4,504
	16	8,345
	17	12,344
	18	16,458
	19	23,366
	20	25,826
	21	22,944
	22	32,056
23	30,245	
Total	198	180,178

Fuente: Prodena, 2025.

- **Diversidad Económica.** Se refiere a la amplitud y al equilibrio con que una entidad distribuye su actividad productiva entre distintos sectores económicos. Un valor más alto indica una economía más diversificada y con menor dependencia de un solo sector, lo que generalmente refleja mayor resiliencia ante choques externos.

Diversidad económica

Estado	Diversidad económica
Ciudad de México	346.2
Estado de México	344.0
Jalisco	340.2
Nuevo León	329.7
Guanajuato	318.0
Puebla	315.3
Querétaro	291.6
Baja California	289.4
Veracruz	287.3
Coahuila	284.1

Fuente: Prodena, 2025.

Rotación y Ausentismo

Categoría	Sub-Categoría	Valor
Rotación	Voluntaria	4.7
	Involuntaria	2.8
Ausentismo	Justificado	2.2
	Injustificado	2.5

Fuente: Prodena, 2025.

- **Comparativa salarial.** Tomando a Querétaro como referencia base, los valores de las demás entidades indican en qué proporción se ubican sus salarios. Un número superior a 100 representa remuneraciones más altas; uno inferior, más bajas.

Comparativa salarial

Ciudad	Comparativa salarial
Querétaro	100.0
Torreón	96.5
Saltillo	101.4
Monterrey	103.6
Guanajuato	94.7

Fuente: Prodena, 2025.

<https://www.prodena.com/insights/blog/usmca-and-gender-equity>

S&P Global
Ratings

Research

City of Querétaro

March 11, 2025

This report does not constitute a rating action.

Ratings Score Snapshot



Credit Highlights

Overview

Credit context and assumptions	Base-case expectations
Prosperous socioeconomic indicators although affected by limited economic growth prospects, as is the case for the sovereign.	Very strong expected budgetary results will allow for the execution of smaller infrastructure projects financed with both municipal revenue and ample cash reserves.
A long history of very prudent fiscal policies and very sophisticated financial policies.	Stronger budgetary flexibility than its peers given its large own-source revenue collection and high execution of capital expenditure.
A volatile and unbalanced institutional framework for Mexican municipalities, with limited capacity to oppose decisions from higher tiers of government.	No outstanding debt and no expected new borrowings, as cash reserves are sufficient to finance capex.

Strong fundamentals allow the City of Querétaro to be rated at the level of the sovereign, Mexico (foreign currency: BBB/Stable/A-2). The city's resilient economy, sophisticated financial management, and political stability are key credit strengths that support our 'BBB' global scale issuer credit rating. Furthermore, the City of Querétaro is one of the few local and regional governments (LRGs) in Mexico that is assigned the highest national scale rating, 'mxAAA'. The others are the State of Querétaro (global scale: BBB/Stable/--; national scale: mxAAA/Stable/--) and the State of Guanajuato (global scale: BBB/Stable/--; national scale: mxAAA/Stable/--).

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City of Querétaro

We expect the City of Querétaro to maintain its very prudent financial policies throughout this administration. Querétaro has a long track record of sound budgetary policies thanks to its sophisticated financial management, which was maintained during the change in administration last year. This should allow the city to navigate potential negative external shocks in the coming years.

The city will continue to post strong financial results and maintain ample cash reserves. The administration plans to execute relatively smaller projects following the conclusion of an ambitious infrastructure plan over the past few years. The city currently has no outstanding debt. We expect it to continue to consistently post high operating surpluses and carry out infrastructure projects using its accumulated cash reserves, without resorting to new borrowings.

Outlook

The stable outlook on the global scale ratings mirrors the outlook on the sovereign credit rating. In our opinion, the weak institutional framework for Mexican LRGs prevents those entities from being rated above the sovereign.

On the other hand, the stable outlook on the national scale rating on the City of Querétaro reflects our opinion that its budgetary performance will remain solid over the next 12-24 months, with stronger budgetary flexibility than its local peers given its higher share of own-source revenue.

Downside scenario

We could downgrade the City of Querétaro over the next 12-24 months if we were to lower the sovereign credit ratings or if substantial, unexpected economic deterioration were to erode the city's fiscal results and liquidity, potentially limiting its budgetary flexibility.

Upside scenario

We would raise the global scale rating in the next 12-24 months only if we were to upgrade the sovereign.

Rationale

A history of sophisticated financial management has translated into prosperous socioeconomic indicators and sound public finances, which should work as buffers for potential external shocks

Querétaro has a long track record of prudent fiscal policies and sophisticated technical teams, which should allow for the continuation of strong financial policies in the coming years. Mayor Felipe Fernando Macías won the municipal elections in June 2024, and political party PAN has remained in office. Despite a favorable result in the election, a more divided local congress could lead to more difficulties in passing and implementing legislation.

However, we believe different financial administrations have worked on comprehensive tools and mechanisms to continuously monitor revenue and expenditure balances, increase the city's own-source revenue, and execute infrastructure projects without resorting to debt. Furthermore, the current technical team is aware of emerging cyber risk, and it has established procedures to identify and respond to such incidents.

City of Querétaro

Querétaro's diversified and prosperous economy has translated into better social indicators than local peers. The city has a history of development in a wide array of sectors, which has also attracted workers and led to a rapid increase in its population. The city's per capita GDP--estimated at \$20,200 in 2023--is much better than the national average (\$13,500) while a poverty level of 24% in 2020 (last available data) is also lower than the country's average of 44%.

We believe that more uncertainty in trade policies between Mexico and the U.S. could somewhat slow investment and economic growth in the city, since investors might take a wait-and-see approach to new developments. Having said that, the city's competitive economy will continue to benefit from good infrastructure, better security prospects than Mexican peers, skilled workers, and political stability.

Querétaro operates under a volatile and unbalanced institutional framework for Mexican municipalities. This framework reflects the entities' limited capacity to oppose decisions from higher tiers of government, the relatively short time frame for financial planning, and the low level of institutionalization of financial management decisions and budgeting practices.

Strong own-source revenue and ample cash reserves will allow the city to execute smaller infrastructure works without resorting to new borrowing

We expect that Querétaro will maintain very strong fiscal performance, with strong operating surpluses of about 25% of revenue over the next three years, thanks to its capacity to consistently increase its own-source revenue. Different financial administrations have elaborated their plans to make tax collection more efficient, such as by doing regular cadastral value updates, recovering overdue taxes, and digitalization. The administration recently approved a cadastral value update, which will translate into higher tax collection from the city's main revenue sources. Moreover, the finance team constantly monitors its budget execution, especially to detect any potential pressures.

Consistent efforts to boost tax collection have increased the city's share of own-source revenue to 62% from 50% a decade ago, which gives it more fiscal flexibility than most Mexican LRGs. For rated municipalities, the average share of own-source revenue is approximately 35%, while for states it's barely 10%. For the City of Querétaro, all of this should offset increasing pressure from the provision of basic services, such as garbage collection and other urban needs.

We expect that the city will keep using its available resources to maintain a high level of capital expenditure (capex), at close to Mexican peso (MXN) 2 billion annually over the next three years, or about 26% of total spending. Following years of very high capex execution, we expect the administration to focus on maintenance of public spaces and basic infrastructure, rather than embark on big construction projects. As a result, the city will post low deficits after capex in 2026-2027.

Although pension payments are relatively low (3.2% of operating revenue in 2024) and do not pose a significant burden to the city's budgetary performance, the absence of a formal pension system could pose a long-term risk.

Querétaro's very high cash reserves have given it ample room to maneuver during severe economic shocks. We think the city will maintain a high level of cash; it had approximately MXN1.4 billion in 2024, or 18% of operating revenue. The administration plans to use these reserves for capex while also maintaining a strong liquidity position as a cushion ahead of potential shocks. Querétaro has no debt outstanding, and given the availability of cash reserves, it will be able to execute its smaller capex projects without new borrowing over the next three years.

City of Querétaro

City of Queretaro Selected Indicators

Mil. MXN	2022	2023	2024	2025bc	2026bc	2027bc
Operating revenue	7,009	7,817	7,715	8,082	8,550	8,903
Operating expenditure	4,930	5,215	5,200	6,022	6,406	6,603
Operating balance	2,079	2,402	2,514	2,060	2,145	2,301
Operating balance (% of operating revenue)	29.7	31.5	32.6	25.5	25.1	25.8
Capital revenue	16	36	58	30	30	30
Capital expenditure	1,752	2,765	2,607	2,000	2,250	2,500
Balance after capital accounts	343	(327)	(35)	90	(75)	(169)
Balance after capital accounts (% of total revenue)	4.9	(4.3)	(0.5)	1.1	(0.9)	(1.9)
Debt repaid	0	0	--	0	0	0
Gross borrowings	0	0	--	0	0	0
Balance after borrowings	343	(327)	(35)	90	(75)	(169)
Direct debt (outstanding at year-end)	0	0	0	0	0	0
Direct debt (% of operating revenue)	0.0	0.0	0.0	0.0	0.0	0.0
Tax-supported debt (outstanding at year-end)	0	0	0	0	0	0
Tax-supported debt (% of consolidated operating revenue)	0.0	0.0	0.0	0.0	0.0	0.0
Interest (% of operating revenue)	0.0	0.0	0.0	0.0	0.0	0.0
Local GDP per capita (\$)	18,278.6	22,205.3	--	--	--	--
National GDP per capita (\$)	11,113.3	13,467.3	13,607.6	13,084.7	13,340.6	13,705.7

The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. bc--Base case reflects S&P Global Ratings' expectations of the most likely scenario. MXN--Mexican peso, \$--U.S. dollar.

Rating Component Scores

Key rating factors	Scores
Institutional framework	5
Economy	4
Financial management	3
Budgetary performance	1
Liquidity	1
Debt burden	1
Stand-alone credit profile	bbb+
Issuer credit rating	BBB
National scale issuer credit rating	mxAAA

S&P Global Ratings bases its ratings on non-U.S. local and regional governments (LRGs) on the six main rating factors in this table. In the "Methodology For Rating Local And Regional Governments Outside Of The U.S.," published on July 15, 2019, we explain the steps we follow to derive the global scale foreign currency rating on each LRG. The institutional framework

City of Querétaro

Rating Component Scores

Key rating factors **Scores**
 is assessed on a six-point scale: 1 is the strongest and 6 the weakest score. Our assessments of economy, financial management, budgetary performance, liquidity, and debt burden are on a five-point scale, with 1 being the strongest score and 5 the weakest.

Key Sovereign Statistics

- Mexico 'BBB' Foreign Currency And 'BBB+' Local Currency Long-Term Ratings Affirmed; Outlook Remains Stable, Dec. 13, 2024

Related Criteria

- General Criteria: Environmental, Social, And Governance Principles In Credit Ratings, Oct. 10, 2021
- Criteria | Governments | International Public Finance: Methodology For Rating Local And Regional Governments Outside Of The U.S., July 15, 2019
- General Criteria: Methodology For National And Regional Scale Credit Ratings, June 25, 2018
- Criteria | Governments | International Public Finance: Methodology: Rating Non-U.S. Local And Regional Governments Higher Than The Sovereign, Dec. 15, 2014
- General Criteria: Ratings Above The Sovereign--Corporate And Government Ratings: Methodology And Assumptions, Nov. 19, 2013
- General Criteria: Principles Of Credit Ratings, Feb. 16, 2011

Related Research

- Some Mexican States Could Be Vulnerable To A Potential Tariff On U.S. Exports, Feb. 27, 2025
- Low Infrastructure Spending Despite Generally Balanced Fiscal Results And Low Debt Levels Among Mexican Municipalities, July 15, 2024
- City of Queretaro, Feb. 20, 2024

Ratings Detail (as of March 10, 2025)*

Queretaro (City of)	
Issuer Credit Rating	BBB/Stable/--
CoVal (Mexico) National Scale	mxAAA/Stable/--
Issuer Credit Ratings History	
07-Jul-2022	BBB/Stable/--
27-Mar-2020	BBB/Negative/--
15-Mar-2016	BBB/Stable/--
15-Feb-2022	CoVal (Mexico) National Scale mxAAA/Stable/--
15-Mar-2018	mxAA+/Stable/--
18-Mar-2015	mxAA+/Positive/--

City of Querétaro

Ratings Detail (as of March 10, 2025)*

*Unless otherwise noted, all ratings in this report are global scale ratings. S&P Global Ratings credit ratings on the global scale are comparable across countries. S&P Global Ratings credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.

City of Querétaro

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INDICE DE COMPETITIVIDAD URBANA 2024

Querétaro

Querétaro ocupa la **posición 6 de 20 ciudades** de más de un millón de habitantes en el Índice de Competitividad Urbana (ICU) 2024 del Instituto Mexicano para la Competitividad (IMCO).

Ranking general:
6

Nivel de competitividad:
Media alta


Oportunidades estratégicas

¿Cómo puede mejorar Querétaro su capacidad para generar, atraer y retener inversiones y talento?

La zona metropolitana de Querétaro se encuentra entre las más competitivas del país: tiene una economía diversificada y dinámica, presencia de empresas grandes, altos niveles de productividad, existencia de centros de investigación e ingresos públicos altos. No obstante, tiene importantes áreas de mejora en indicadores como: alto robo de vehículos (7.2 por cada mil registrados), pocas viviendas nuevas dentro de los dos perímetros de contención (3.8% de las viviendas nuevas), pocas camas de hospital (6 por cada 10 mil habitantes), además de los rezagos señalados en el subíndice de Sociedad y Medio Ambiente. Estos resultados limitan su capacidad de brindar mejores condiciones de vida para sus habitantes y, por lo tanto, para atraer y retener el talento que necesita. Por ello es importante fortalecer la seguridad, ampliar la infraestructura hospitalaria, promover la disponibilidad de viviendas en zonas urbanas y diseñar acciones para mejorar la gestión del agua.





Principales fortalezas

Sistema Político y Gobiernos - La ciudad de Querétaro fue el primer lugar en este subíndice. Destaca por tener la menor percepción de corrupción gubernamental, con un 68.4% de la población adulta que considera que las prácticas corruptas son frecuentes. Asimismo, es el cuarto municipio con más ingresos propios como porcentaje del total de sus recursos (61.7% del total).

Innovación y Economía - Querétaro se posicionó como la segunda localidad mejor evaluada en este subíndice. Sus ventajas son el tamaño del mercado inmobiliario (55.7 créditos por cada mil adultos) y la diversificación económica (812 sectores presentes).

Derecho: La ciudad de Querétaro se ubicó en el 7º lugar en el subíndice de Derecho. Es la localidad con menos agresiones a periodistas (0) y una percepción de seguridad relativamente alta (49% de los encuestados se sienten seguros en la ciudad). No obstante, es de los peor evaluados en robo de vehículos (7.2 por cada mil registrados).

Infraestructura: Obtuvo la posición 7 en este subíndice. Sus mejores indicadores fueron hogares con computadora e internet (46.2% de los hogares) y el costo de electricidad (\$1,027 por megawatt-hora). No obstante, mostró rezagos en camas de hospital (6 por cada 10 mil habitantes) y un bajo nivel en nuevas viviendas intraurbanas (3.8% de las viviendas nuevas).

Principales desafíos

Mercado de Trabajo - La localidad se posicionó en el lugar 8 de este subíndice. Si bien destaca en el indicador de empresas con más de 50 empleados (2.5% de las empresas en el municipio), su peor desempeño fue en el indicador de jornadas laborales mayores a 48 horas a la semana, con 27.5% de la población ocupada que trabaja más que eso.

Sociedad y Medio Ambiente - Querétaro se ubicó en la posición 13 de este subíndice. Los indicadores más bajos fueron el personal de salud (34.8 por cada 10 mil habitantes) y capacidad de tratamiento de agua en operación (1 L/s por cada mil habitantes).

INSTITUTO MEXICANO PARA LA COMPETITIVIDAD

Ciudades de más de un millón de habitantes (20 ciudades)

QUERÉTARO POSICIÓN: 6

NIVEL DE COMPETITIVIDAD ● MUY ALTA ● ALTA ● MEDIA ALTA ● MEDIA BAJA ● BAJA ● MUY BAJA

DERECHO Posición 7

Indicador	Cifra	Posición (de 66)	Desempeño
Robo de vehículos (Por cada mil vehículos registrados)	7.2	65	●
Tasa de homicidios (Por cada 100 mil habitantes)	7.7	19	●
Percepción de seguridad (Porcentaje de encuestados que reportan sentirse seguros)	49.0	17	●
Agresiones a periodistas (Agresiones contra la prensa por millón de habitantes)	0.0	1	●

SOCIEDAD Y MEDIO AMBIENTE Posición 13

Indicador	Cifra	Posición (de 66)	Desempeño
Residuos sólidos (Kg diarios por habitante)	0.7	11	●
Consumo de agua (Metros cúbicos per cápita)	63.7	18	●
Capacidad de tratamiento de agua en operación (L/s por cada mil habitantes)	1.0	53	●
Cobertura educativa (Porcentaje de la población menor a 15 años con cobertura)	74.1	34	●
Grado de escolaridad (Años promedio de escolaridad en población de 25 años o más)	10.7	27	●
Personal de salud (Por cada 10 mil habitantes)	34.8	53	●

MERCADO DE TRABAJO Posición 8

Indicador	Cifra	Posición (de 66)	Desempeño
Brecha de ingresos por género (Diferencia absoluta entre el ingreso promedio de las mujeres y de los hombres)	13.6	24	●
Salario mensual para trabajadores de tiempo completo (Pesos corrientes)	10,624	32	●
Producto medio del trabajo (Pesos por hora trabajada)	370	10	●
Jornadas laborales de más de 48 horas (Porcentaje de población ocupada que trabaja más de 48 horas)	27.5	43	●
Empresas con más de 50 empleados (Porcentaje de empresas)	2.5	6	●
Informalidad laboral (Porcentaje de la población ocupada que se encuentra en condiciones de informalidad laboral)	39.4	21	●

SISTEMA POLÍTICO Y GOBIERNOS Posición 1

Indicador	Cifra	Posición (de 66)	Desempeño
Percepción de corrupción estatal en las zonas urbanas (Porcentaje de la población mayor de 18 años que considera que las prácticas corruptas son frecuentes y muy frecuentes)	68.4	1	●
Ingresos propios (Porcentaje de los ingresos totales)	61.7	4	●
Nuevas viviendas verticales (Porcentaje de las viviendas vigentes)	42.1	18	●
Densidad poblacional (Personas por hectárea)	68.3	13	●
Mortalidad infantil (Defunciones de menores de un año por cada mil nacidos vivos)	12.0	26	●

ÍNDICE DE COMPETITIVIDAD URBANA 2024

QUERÉTARO POSICIÓN: 6

NIVEL DE COMPETITIVIDAD ● MUY ALTA ● ALTA ● MEDIA ALTA ● MEDIA BAJA ● BAJA ● MUY BAJA

INNOVACIÓN Y ECONOMÍA Posición 2

Indicador	Cifra	Posición (de 66)	Desempeño
Intensidad energética de la economía (KWh al año por cada millón de actividad económica)	5,433	16	●
Tamaño del mercado hipotecario (Créditos por cada mil adultos)	55.7	2	●
Crecimiento del PIB (Tasa de crecimiento real promedio de los últimos 3 años)	3.7	30	●
Diversificación económica (Número de sectores económicos presentes)	812	5	●
Ocupación hotelera (Porcentaje de la oferta total)	56.8	22	●
Centros de investigación (Por cada 100 mil de la PEA)	2.6	11	●
Patentes (Por cada 100 mil de la PEA)	1.7	19	●

INFRAESTRUCTURA Posición 7

Indicador	Cifra	Posición (de 66)	Desempeño
Camas de hospital (Camas censables por cada 10 mil habitantes)	6.0	56	●
Agua surtida por pipas (Porcentaje de viviendas)	0.8	40	●
Nuevas viviendas intraurbanas (Viviendas en U1 y U2 como porcentaje de las viviendas vigentes)	3.8	61	●
Costo de electricidad (Pesos por megawatt-hora)	1,027	16	●
Hogares con computadora e internet (Porcentaje de los hogares)	46.2	1	●
Victimas en accidentes relacionados con transporte (Por cada 100 mil habitantes)	57.7	22	●
Uso de servicios financieros (Número de tarjetas de débito y crédito por cada adulto)	2.2	38	●

RESULTADOS CIUDADES DE MÁS DE UN MILLÓN DE HABITANTES

RESULTADOS CIUDADES DE MÁS DE UN MILLÓN DE HABITANTES

Introducción

Las organizaciones están reubicando partes de su cadena de valor más cerca de sus oficinas centrales, proveedores y clientes para lograr operaciones más rentables y eficientes.

Ventajas de México

México ofrece varios beneficios, como costos laborales competitivos, ubicación geográfica estratégica, numerosos acuerdos comerciales y fiscales con varios países del mundo, menor tiempo de transporte a los EE. UU. y conexión con América Latina.

Ventajas de Querétaro

#6 Ranking del estado según el índice de competitividad del IMCO (2025), de un total de 32 estados

#11 Ranking del estado según índice de facilidad para hacer negocios según el Banco Mundial (2020), de un total de 32 estados

#11 Ranking de acuerdo al mejor lugar para vivir en México según Livingcost.org (2025)

91/100 Alto Índice de infraestructura municipal del Instituto Federal de Telecomunicaciones (2022) Municipio de Querétaro en el lugar 191 de los 2,478 municipios mexicanos

Fuente(s): Análisis de KPMG con información de El Economista, Banxico, Proyectos México y la Secretaría de Economía.

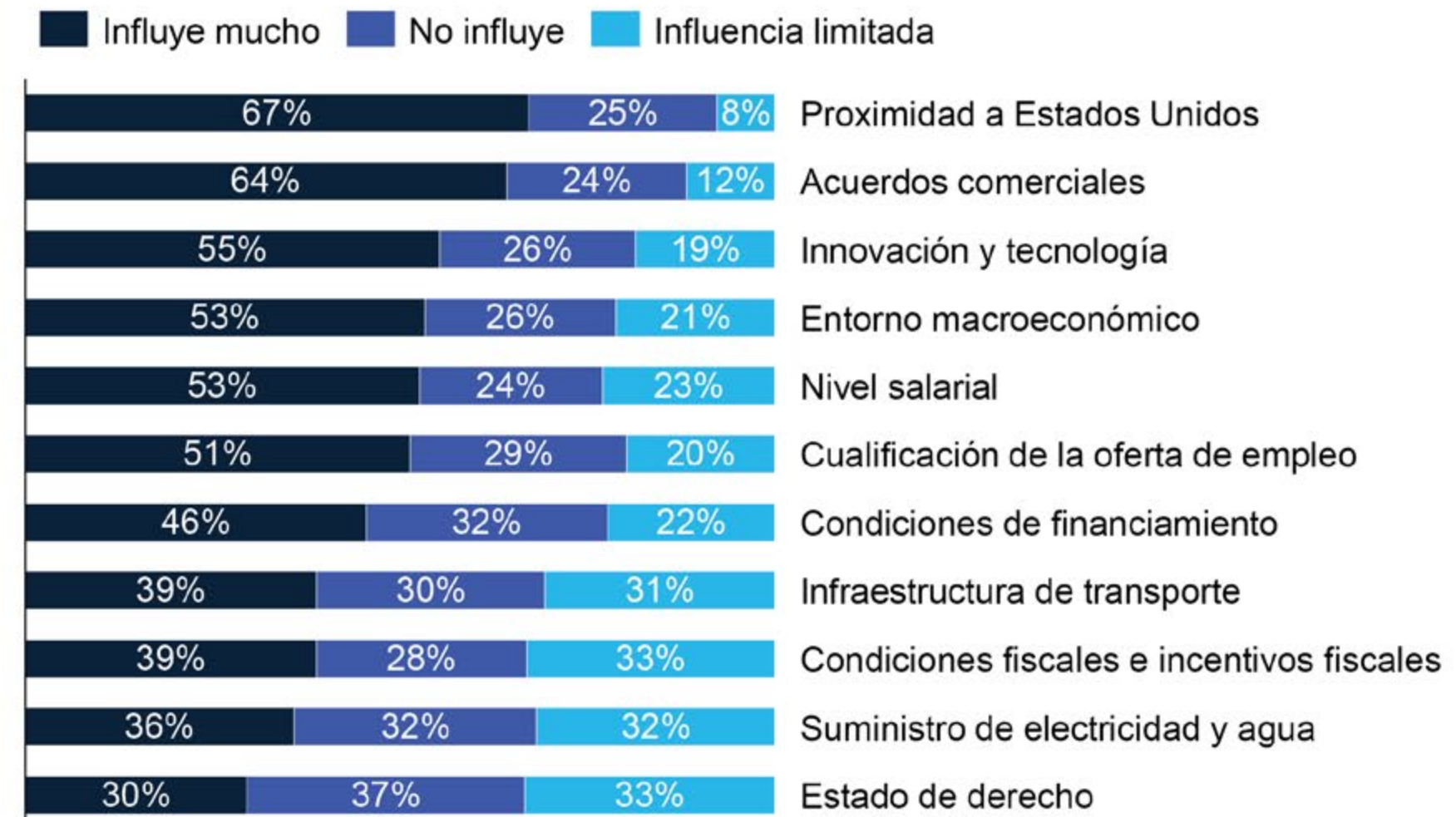


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Las empresas extranjeras invierten en México motivadas por el *nearshoring*, trasladando operaciones o parte de sus operaciones desde sus países de origen u otros países. Al elegir dónde invertir, evalúan riesgos, infraestructura, talento disponible, competitividad en costos y calidad de vida, entre otros:

Influencia de diferentes factores en el proceso de relocalización como una oportunidad de crecimiento para México

Distribución de respuestas por factor



Información a nivel estado de Querétaro

Las empresas extranjeras interesadas en establecer operaciones en México suelen analizar y comparar diversos indicadores entre estados y regiones. Esta página resume información relevante sobre el estado de Querétaro.

Población y empleo

 **2.6 M** Habitantes (2024)
Lugar #20 de 32 estados

 **1.2 M** Población económicamente activa (1T, 2025)

Tasa de participación laboral:
▲ Querétaro 61.2% vs. México 59.2%

Infraestructura y costos

 **28** Parques industriales (2024)
5.5% del total de parques industriales en México

 **3%** Porcentaje del impuestos locales sobre la nómina (2024)
Oscila entre el 1% hasta el 4% a nivel nacional

Indicadores macroeconómicos



Principales actividades económicas

Participación sobre el ingreso total del estado (2019)



Nivel de competitividad estatal



Calidad de vida

Amenidades y atracciones

Número de amenidades y atracciones (2024)



Servicios de salud

	Públicos	Particulares
Número de personal médico	5,413 (2023)	1,939 (2023)
Número de camas	1,296 (2021)	883 (2023)
Número de establecimientos	309 (2020)	62 (2023)

Lugar #16 de los 32 estados en términos de números de hospitales privados

Fuente(s): Análisis de KPMG con información de INEGI, BBVA, AMPIP, IMCO, Secretaría de Economía, Secretaría de Cultura, y México ¿Cómo vamos?



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Información a nivel municipio de Querétaro

Las empresas extranjeras interesadas en establecer operaciones en México suelen analizar y comparar diversos indicadores entre estados y regiones. Esta página resume información relevante sobre el municipio de Querétaro.

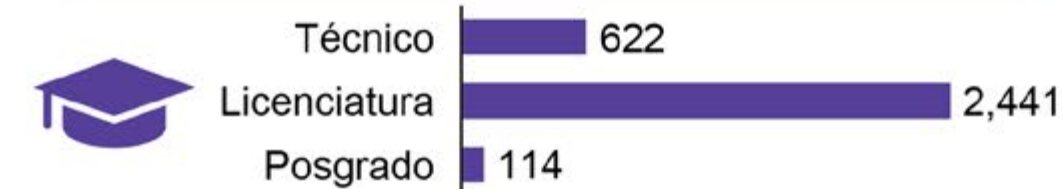
Disponibilidad y atracción de talento

 **591,620** Población económicamente activa y empleada (1T, 2025)

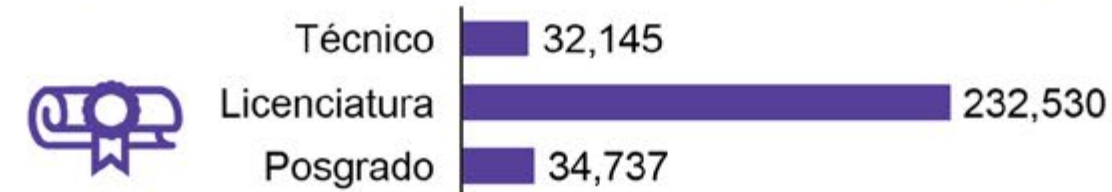
 **2.4%**  Vs. Promedio nacional de 2.8%
Tasa de desempleo (1T, 2025)

 **49**  8ª ciudad con mayor número de universidades en México
Número de universidades (2024)

Número de graduados (Ciclo 2023-2024)



Número de personas por nivel educativo (2024)



Riesgos y amenazas para los negocios

Índice de facilidad para hacer negocios (2020)



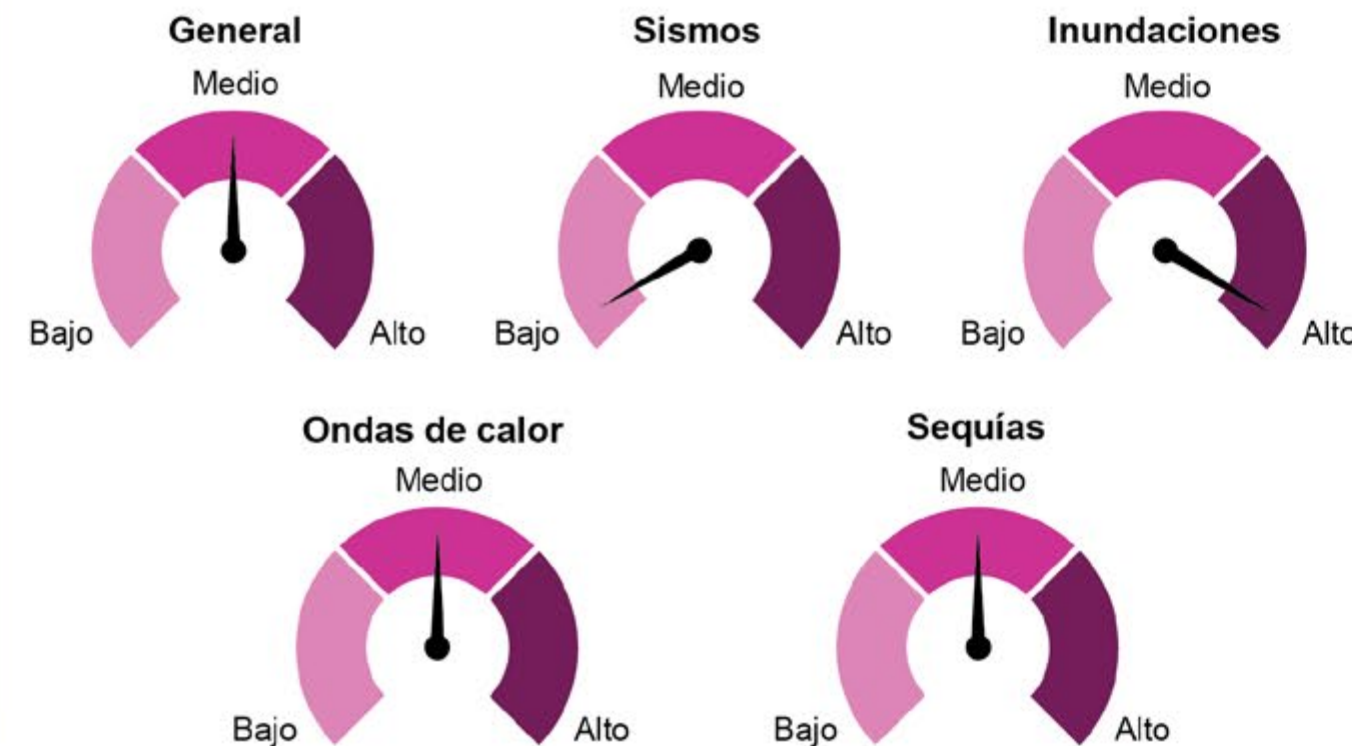
Ranking del estado según índice de facilidad para hacer negocios (2020)



Índice de manejo de permisos de construcción (2020)



Desastres naturales – niveles de riesgo (2022)



Accesibilidad e infraestructura

Índice de infraestructura municipal (2022)



Índice de desarrollo digital municipal (2022)




 #191 de los 2,478 municipios mexicanos que tienen clasificación alta

 #489 de los 2,478 municipios mexicanos que tienen clasificación alta o muy alta

Calidad de vida

\$1,122 Promedio costo de vida mensual para una persona, en USD (2025)

110  Lugar en el ranking del mejor lugar para vivir en México (2025)

Fuente(s): Análisis de KPMG con información de INEGI, Secretaría de Cultura, Secretaría de Economía, Doing Business, Centro Nacional de Prevención de Desastres, Instituto Federal de Telecomunicaciones, Asociación Nacional de Universidades e Instituciones de Educación Superior, y Living Cost.



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