

Competitive Querétaro

ECONOMIC YEARBOOK 2025

PODER EJECUTIVO DEL ESTADO DE QUERÉTARO

QUERÉTARO
GOBIERNO DEL ESTADO
Juntos, Adelante.



Mauricio Kuri González

Constitutional Governor
of the State of Querétaro

Querétaro has established itself as a benchmark for growth, stability, and confidence in México. For more than four years, we have worked determinedly to ensure that our state continues to be an engine of development for the region and an example of what can be achieved when society and government work hand in hand.

Today we can speak of a state that maintains sustained economic growth, with national and international investments flowing in thanks to legal certainty, adequate infrastructure, and the talent of our people. Safety, innovation, and sustainability are pillars we have built to ensure a prosperous and stable future.

The **Competitive Querétaro Economic Yearbook 2025** is not just a record of figures; it is a snapshot of a state moving forward with direction and vision. It demonstrates this government's commitment to transparency, planning, and the responsible use of information to make better decisions. This yearbook is an invitation to everyone—citizens, businesses, and universities—to look together at the reality of Querétaro and, through hard work and confidence, build the future we deserve.

I am convinced that we are on the right path: a competitive, innovative, and humane Querétaro, where talent becomes opportunity and where economic prosperity translates into better living conditions for every Querétaro family.



Ing. Marco A. del Prete T.

Secretary of Sustainable Development
Executive Branch of the State of Querétaro

At the Ministry of Sustainable Development (SEDESU), we work every day to keep Querétaro a competitive, attractive, and sustainable state. Our goal is clear: to drive innovative economic development that creates quality jobs while protecting the environment.

The Querétaro Competitive Economic Yearbook 2025 has become a key tool for measuring the progress of our economy, identifying challenges, and designing strategies to address a changing global environment. Through this document, we demonstrate Querétaro's strength in strategic sectors such as the automotive, aerospace, technology, and services industries, which today position our state as a hub of innovation and talent.

We know the challenges are significant: globalization, digital transformation, and environmental sustainability require us to adapt quickly. Therefore, we have focused our efforts on developing talent, attracting responsible investments, and creating public policies that respond to the needs of our people and international markets.

I would like to thank the SEDESU team and the institutions that collaborate in the production of this yearbook. Thanks to your commitment, we have a document that objectively and clearly reflects the dynamism of our economy and the strategic vision with which Querétaro faces the present and projects itself into the future.

I invite all sectors of society to make use of this information, strengthen collaborative ties, and continue building together a competitive, inclusive, and sustainable Querétaro.

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Sustainable Querétaro: Environ-ment

1

Thanks to its strategic location and natural conditions, Querétaro has a favorable environment to the development of biodiversity. In this regard, the government has intensified its actions aimed at sustainable development, recognizing that the protection and conservation of the environment are fundamental to guarantee a dignified future for present and future generations.

1

Sustainable Querétaro: Environment

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Sustainable Querétaro:

18
MUNICIPALITIES

21.2 °C
AVERAGE TEMPERATURE

6,404
RECORDED SPECIES OF PLANTS AND FUNGI

3,045
REGISTERED SPECIES OF ANIMALS AND INSECTS

11,690.6
KM^2 OF SURFACE

6TH
STATE WITH THE HIGHEST POPULATION DENSITY

1.1

Geography

1.1.1

Geographic location and territorial division of the United Mexican States

CONCEPT	VALUE KM²
SURFACE	
Total territorial area	1,964,375
Continental	1,959,248
Insular	5,127
INTERNATIONAL LIMITS	
United States of America	3,152
Republic of Guatemala	956
Belize[1]	193

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Statistical and Geographic Yearbook by Federal Entity 2023), 2025.
Note: 1Excludes 85.3 km of maritime boundary in the Bay of Chetumal.



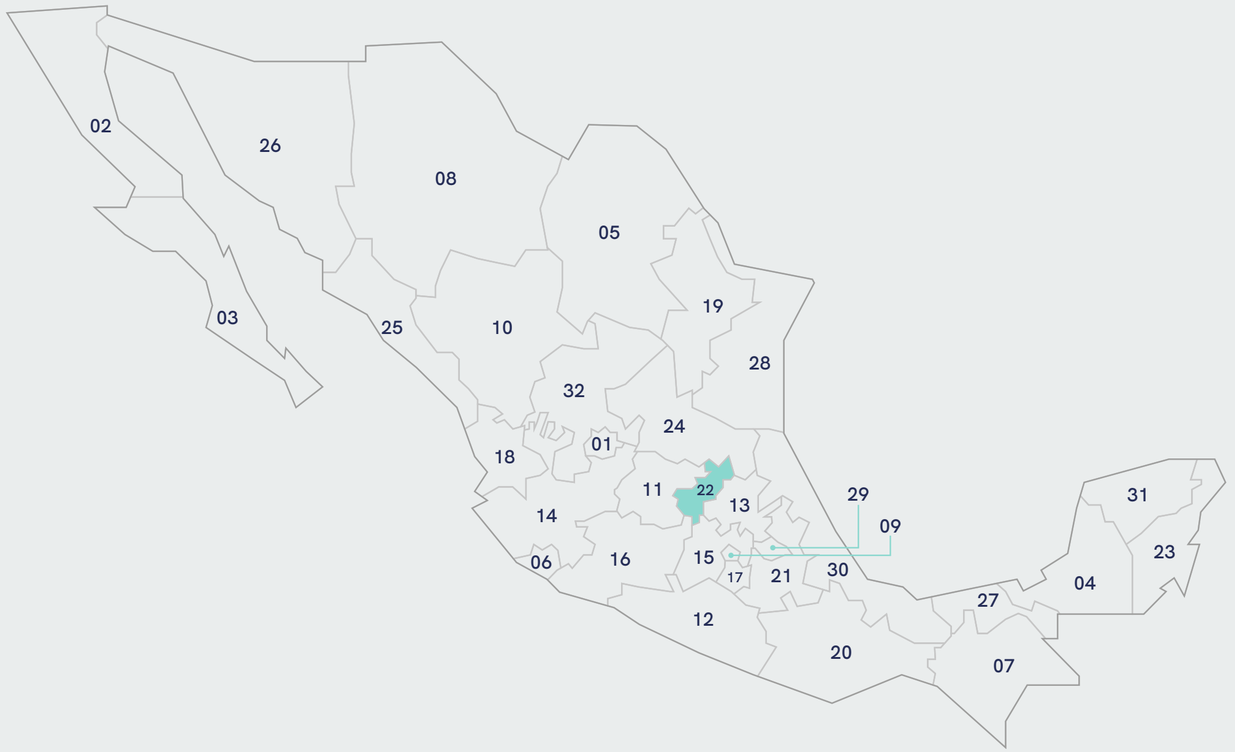
Geographical aspects by federation state

#	STATE	SURFACE KM²	DISTRIBUTION	MUNICIPALITIES
1	Aguascalientes	5,615.7	0.3%	11
2	Baja California	71,450	3.6%	7
3	Baja California Sur	73,909.4	3.8%	5
4	Campeche	57,484.9	2.9%	13
5	Coahuila de Zaragoza	151,594.8	7.7%	38
6	Colima	5,626.9	0.3%	10
7	Chiapas	73,311	3.7%	124
8	Chihuahua	247,412.6	12.6%	67
9	Ciudad de México	1,494.3	0.1%	16
10	Durango	123,364	6.3%	39
11	Guanajuato	30,606.7	1.6%	46
12	Guerrero	63,595.9	3.2%	85
13	Hidalgo	20,821.4	1.1%	84
14	Jalisco	78,595.9	4.0%	125
15	Estado de México	22,351.8	1.1%	125
16	Michoacán de Ocampo	58,598.7	3.0%	113
17	Morelos	4,878.9	0.2%	36
18	Nayarit	27,856.5	1.4%	20
19	Nuevo León	64,156.2	3.3%	51
20	Oaxaca	93,757.6	4.8%	570
21	Puebla	34,309.6	1.7%	217
22	Querétaro	11,690.6	0.6%	18
23	Quintana Roo	44,705.2	2.3%	11
24	San Luis Potosí	61,138	3.1%	58
25	Sinaloa	57,365.4	2.9%	18
26	Sonora	179,354.7	9.1%	72
27	Tabasco	24,730.9	1.3%	17
28	Tamaulipas	80,249.3	4.1%	43
29	Tlaxcala	3,996.6	0.2%	60
30	Veracruz Ignacio de la Llave	71,823.5	3.7%	212
31	Yucatán	39,524.4	2.0%	106
32	Zacatecas	75,275.3	3.8%	58
	National	1,964,375.0	100%	2,475

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Sociodemographic Panorama by Federal State), 2025.

The country's internal political division is distributed in 32 states.

Map of the United Mexican States with political division



Source: Prepared by the National Institute of Statistics and Geography, 2025.

Geographical location of Querétaro

The state is located in the center of the national territory. It borders the states of México, San Luis Potosí, Michoacán, Hidalgo, and Guanajuato.

Its coordinates are: 21°40’12" to the north, 20°00’54" to the south, 99°02’35" to the east and 100°35’48" to the west.

Territorial extension

Querétaro occupies an area of 11,690.6 km2, an area that represents 0.6% of the country's total. It is the sixth state with the smallest territorial extension.



Geographical position of the United Mexican States

EXTREME LATITUDES	
TO THE NORTH	
At monument 206, at the border with the United States of America.	32° 43' 06" North
TO THE SOUTH	
At the mouth of the Suchiate River, on the border with the Republic of Guatemala.	14° 32' 27" North
EXTREME LENGTHS	
TO THE EAST	
At the southeast end of Women’s Island	86° 42' 36" West
TO THE WEST	
At Punta Roca Elefante on Guadalupe Island	118° 27' 24" West

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Statistical and Geographic Yearbook by Federal Entity 2023), 2025.

Division and territorial extension of the municipalities

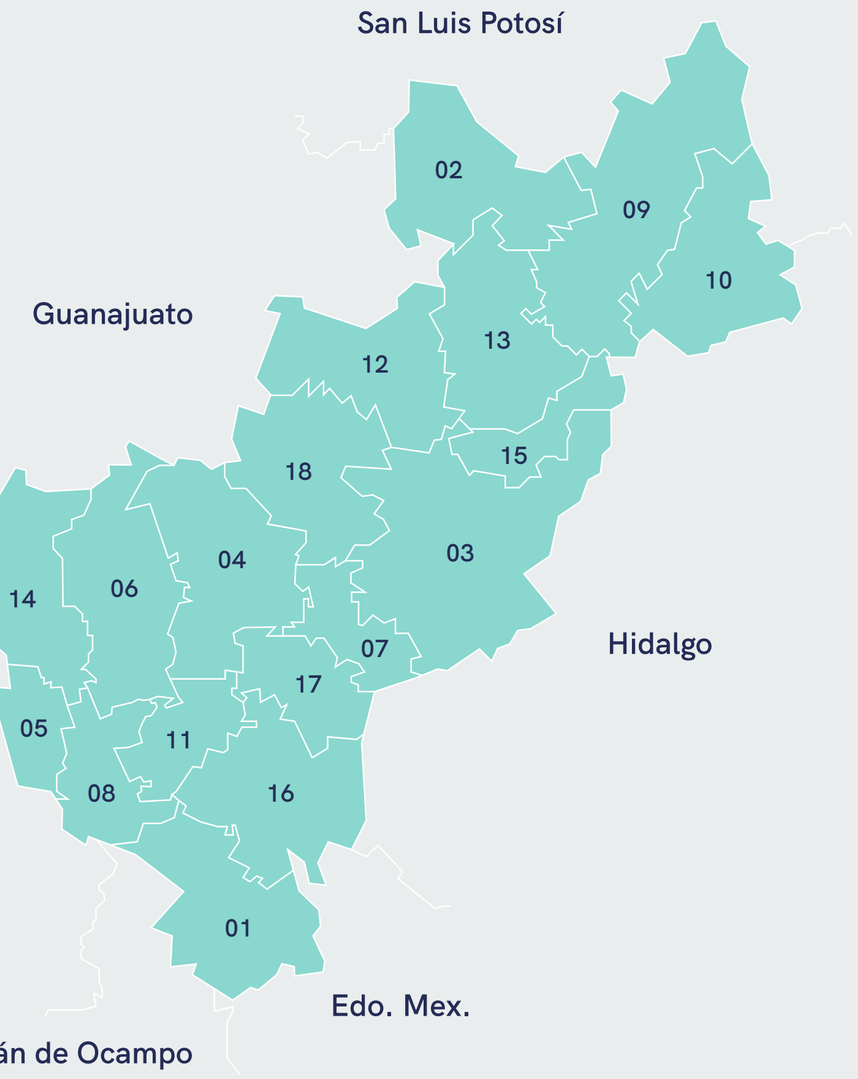
Querétaro is divided into 18 municipalities, each with particular characteristics, allowing the state to have diverse resources and, consequently, a wide variety of supplies.

Geographical aspects by municipality

#	STATE	SURFACE KM²	DISTRIBUTION	LOCATIONS
1	Amealco de Bonfil	713.3	6.1%	160
2	Arroyo Seco	732.1	6.3%	96
3	Cadereyta de Montes	1,347.4	11.5%	279
4	Colón	810.3	6.9%	157
5	Corregidora	234.9	2.0%	99
6	El Marqués	747.6	6.4%	312
7	Ezequiel Montes	300.2	2.6%	188
8	Huimilpan	388.1	3.3%	125
9	Jalpan de Serra	1,186.2	10.1%	155
10	Landa de Matamoros	719.4	6.2%	108
11	Pedro Escobedo	323.2	2.8%	113
12	Peñamiller	695.0	5.9%	138
13	Pinal de Amoles	712.1	6.1%	211
14	Querétaro	682.8	5.8%	206
15	San Joaquín	276.8	2.4%	51
16	San Juan del Rio	770.9	6.6%	214
17	Tequisquiapan	369.6	3.2%	143
18	Tolimán	680.7	5.8%	119
	Total	11,690.6	100%	2,874

Source: Prepared by the authors with data from the National Institute of Statistics and Geography, 2025.

Map of Querétaro with political divisions



Source: Prepared by the National Institute of Statistics and Geography, 2025.

1.1.2

Physiography and Orography

México has 15 physiographic provinces, Querétaro is located within the area of influence of 3 of them: Sierra Madre Oriental, Mesa del Centro and Mexican Neo-volcanic Axis.

- Sierra Madre Oriental: sedimentary rock is the most common on the surface of this province, these types of rocks were lifted and folded following an axis with an approximate south-north direction.
- Mesa del Centro: This province is located in the center of the country and is mostly flat, characterized by its wide plains interrupted by some mountain ranges. Its average altitude is 1,700 to 2,300 m.
- Neo-volcanic axis:also known as the Transversal Volcanic Sierra and is one of the provinces with the greatest variation in topography and rock types. This mountain range is the highest in the country, some peaks are crowned with permanent snow.



The surface area of these is distributed in various sub-provinces.

Area by type of subprovince and main topoforms

SUBPROVINCE	TOPOFORMS	SURFACE
SIERRA MADRE ORIENTAL		
Carso Huasteco	Sierra	33%
	Plains	0.2%
	Typical canyon	3.4%
CENTER TABLE		
Sierras and Plains of Northern Guanajuato	Sierra	10.8%
	Plateau	2.9%
NEOVOLCANIC AXIS		
Plains and Sierras of Querétaro and Hidalgo	Sierra	20.3%
	Low hills	23.1%
	Plains	2.8%
Mil Cumbres	Sierra	2%
	Plains	0.5%
	Valley	0.7%
Lakes and Volcanoes of Anahuac	Sierra	0.2%

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Geographic Aspects, Querétaro), 2025.





Main elevations

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

Main elevations in Querétaro

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

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Geographic Aspects, Querétaro), 2025.
Note: masl: meters above sea level.

1.1.3

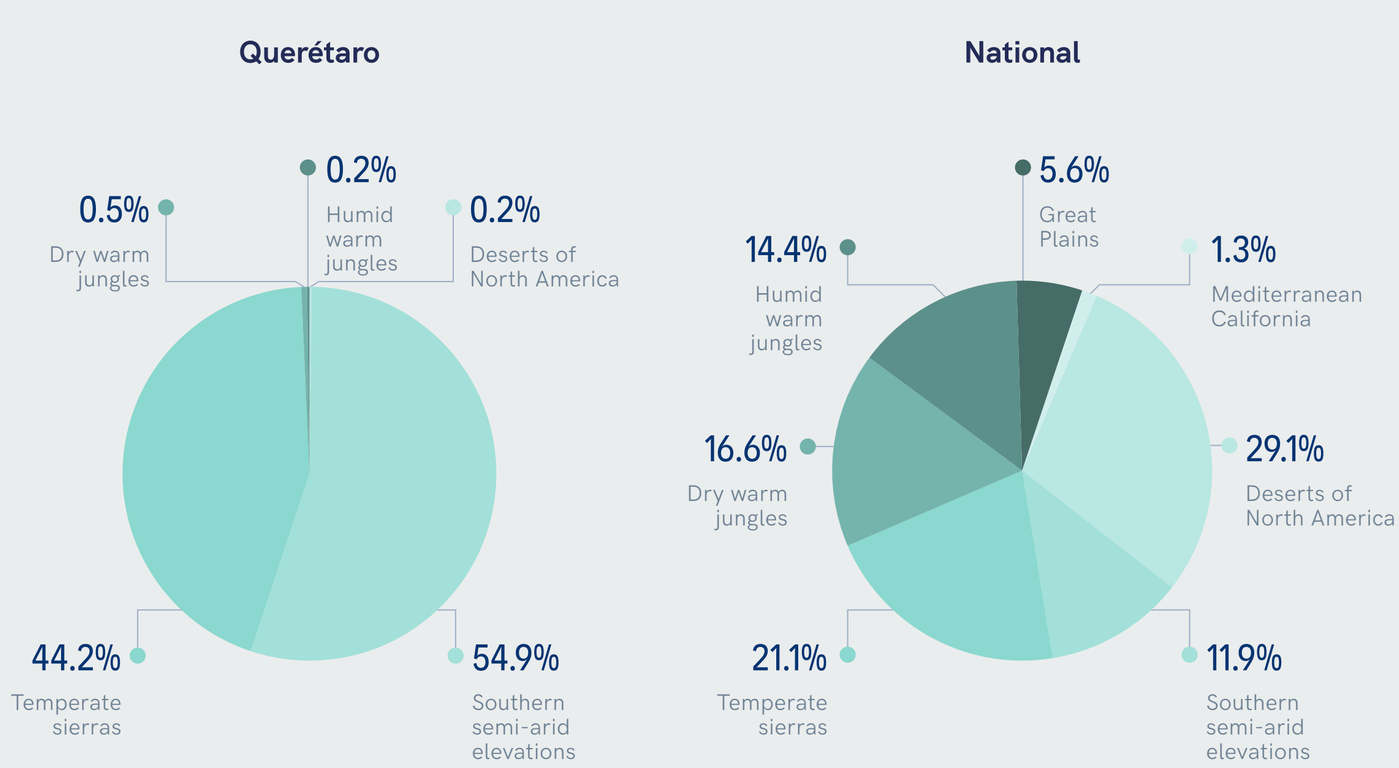
Natural regions

Ecoregions

According to the Statistical and Geographical Yearbook 2023 by federal state, natural terrestrial ecoregions are a regionalization that considers similar climatological, geological and edaphological conditions that represent different ecosystems of a region.

Of the total territorial area at the national level, the ecoregion that predominates are the deserts of North America, while in Querétaro are the southern semi-arid elevations.

Distribution of territorial area by ecoregions in Querétaro and National (2023)

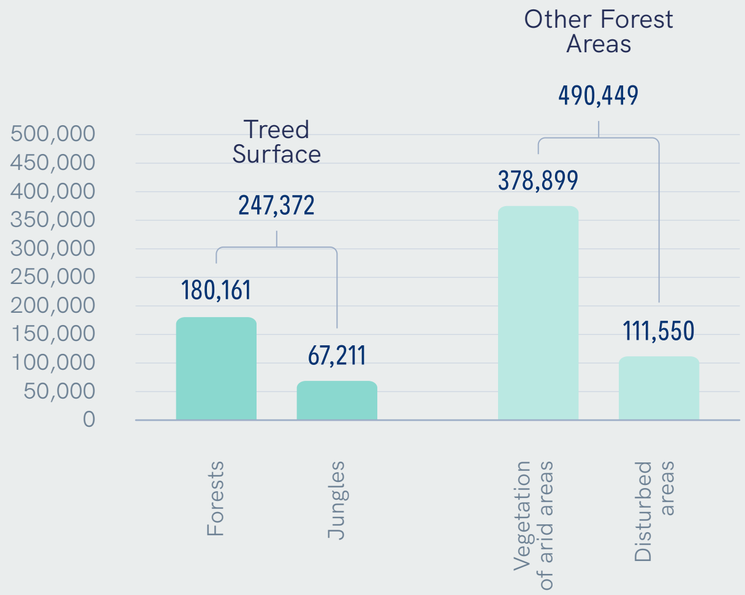


Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Statistical and Geographic Yearbook by Federal State 2023), 2025.
Note: In the case of Querétaro, the regions are distributed as follows: 54.9% southern semi-arid elevations; 44.2% temperate mountain ranges; 0.5% warm dry forests; 0.2% warm humid forests; 0.2% North American deserts,

Forest area

Of the total forest area at the national level (141,745,168 hectares), Querétaro concentrates 0.5%, that is, 737,821 hectares. Of the state total, 33.5% is wooded area and 66.5% other forest areas.

Forest area by ecosystem in Querétaro (2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Statistical and Geographic Yearbook by Federal State 2023), 2025.
Note: The figures are expressed in hectares.

1.1.4

Climate

Climate is the set of meteorological phenomena, such as air temperature, atmospheric pressure or air weight, winds and humidity.

Throughout Querétaro, the most predominant climates are:

- Semi-dry temperate with summer rain, mainly in: Cadereyta, Colón, El Marqués, Ezequiel Montes, Querétaro, San Juan del Río, Tequisquiapan and Tolimán.
- Sub-humid semi-warm with summer rain, mainly in: Amealco, Cadereyta, Huimilpan and San Juan del Río.
- Sub-humid semi-warm with summer rain, mainly in: Arroyo Seco, Jalpan de Serra and Landa de Matamoros.

Climate Profile

Distribution of territorial area by type of climate (2023)

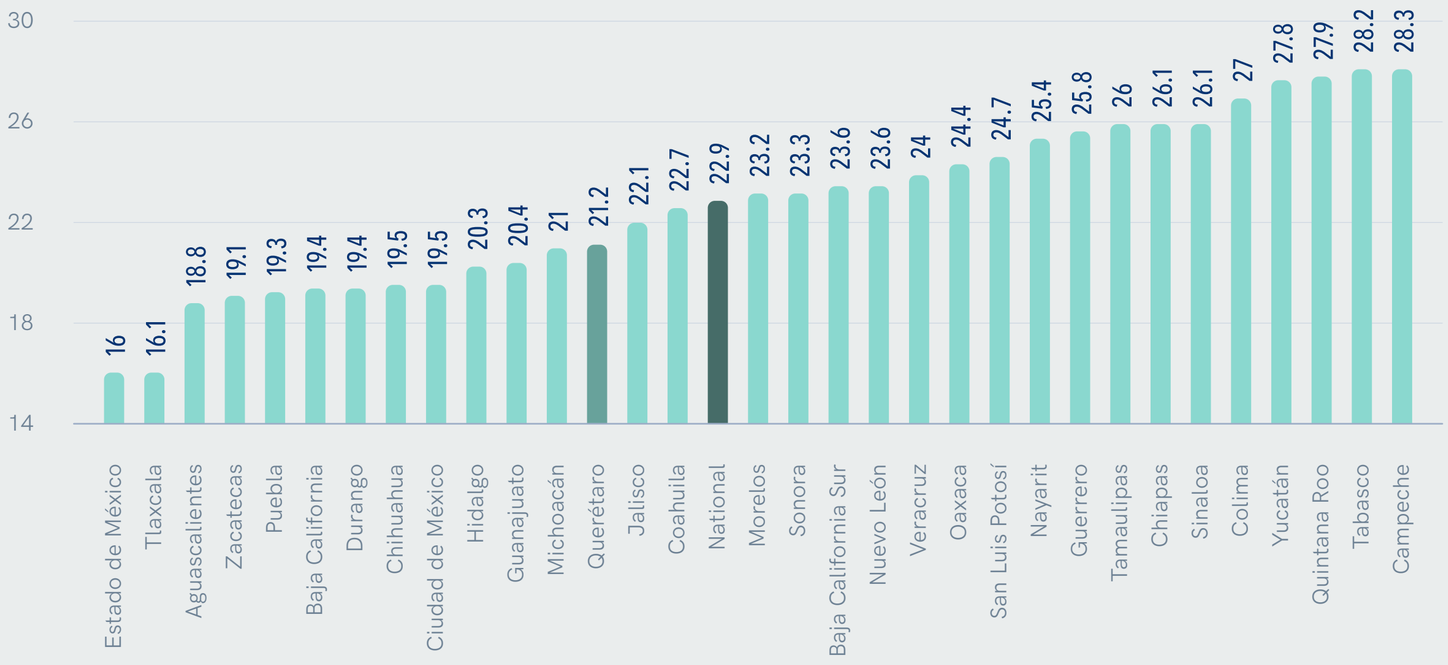
TYPE OR SUBTYPE	DISTRIBUTION
Sub-humid warm with summer rain	2.9
Wet semi-warm with abundant summer rain	1
Sub-humid semi-warm with summer rain	21.5
Wet temperate with abundant summer rain	1
Sub-humid temperate with summer rain	23.2
Very warm semi-dry and warm with summer rain	0.4
Semi-warm semi-dry with summer rain	9.1
Semi-dry temperate with summer rain	37.3
Semi-warm dry with summer rain	4.1
Total	100

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Statistical and Geographic Yearbook by Federal State 2023), 2025.
Note: Figures are expressed in percentage.

Average annual temperature

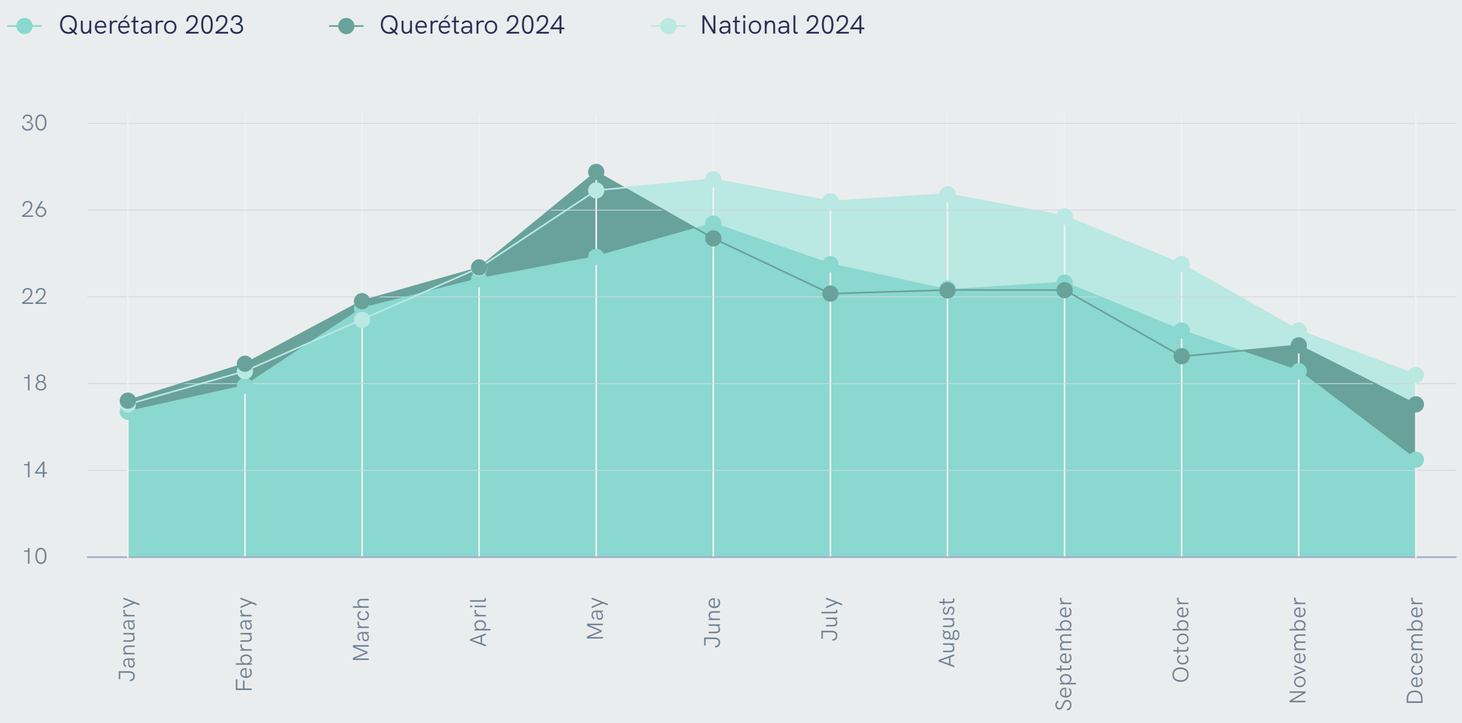
According to the National Meteorological Service and the National Water Commission, during 2024 the average temperature in Querétaro was 21.2 °C, a figure 0.6 higher than that reported in 2023. Nationally, the average temperature reached 22.9 °C.

Average temperature per federal state (2024)



Source: Prepared by the authors with data from the National Meteorological Service (Monthly Summaries of Temperatures and Rainfall), 2025.
Note: The figures are expressed in °C.

Average temperatures in Querétaro and National (2023-2024)



Source: Prepared by the authors with data from the National Meteorological Service (Monthly Summaries of Temperatures and Rainfall 2024), 2025.
Note: Specific figures are reported in the table below in °C.

STATE	YEAR	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEP	OCT	NOV	DEC
Querétaro	2023	16.3	17.6	21.3	22.8	23.8	25.4	23.5	22.1	22.5	20.2	18.2	14
	2024	16.8	18.6	21.7	23.3	27.8	24.7	22	22.2	22.2	18.9	19.6	16.7
National	2024	16.6	18.3	20.7	23.2	27	27.6	26.5	26.8	25.7	23.5	20.3	18

The average maximum temperature was reported in May, reaching 36.5 °C. This figure is 2.9 degrees higher compared to that published in 2023 in June, which was the hottest month.

The minimum average temperature was reported in January, with 8.7 °C, a lower figure than that published in 2023 during January, the month in which the lowest temperature was reported, which reached 7.4 °C.

1.1.5

Edaphology

Edaphology is the science responsible for soil study considering its physical, chemical, and biological properties. Its relevance lies in the fact that, by understanding the characteristics of the soil, it is possible to apply appropriate practices for its use in agriculture, livestock, forestry, crafts or even in civil engineering projects.

Although soil represents a fundamental basis for various human activities, these same activities can lead to their deterioration. Among the main causes of degradation are erosion, pollution and land use to respond to the demands of urban and industrial growth.

According to the National Institute of Statistics and Geography (INEGI, by its Spanish acronym) in Querétaro, there are more than 10 dominant soil groups, with different characteristics and uses.

Type of soils and characteristics in Querétaro

SOIL TYPE	FEATURES	DISTRIBUTION
Leptosol	They are highly susceptible to erosion by various human activities.	30.4%
Phaeozem	Soils with a semi-dry and sub-humid climate, the relief where these soils develop is generally flat or slightly undulating.	23%
Vertisol	Through a tillage and drainage program, these soils are quite fertile for agriculture due to their high moisture retention capacity and their mineral exchange properties with plants. They are fairly stable against erosion.	19.5%
Luvisol	Red, grey or light brown soils, usually fertile for farming. They are the fifth most widespread group of soils in the country, susceptible to erosion.	13.8%
Regosol	Soils with insufficient physical or chemical properties to be placed in another group of soils.	5.4%
Calcisol	It is one of the most widespread groups in the country, many crops in this type of soil are successful if they are fertilized.	1.7%
Cambisol	Young soils with some appreciable change in clay content or color between their soil layers or horizons. They are moderate to high susceptibility to erosion.	0.9%
Planosol	They are typically found on flat grasslands that are covered by water during some period of the year, are infertile, commonly with scattered shrubs and shallow root systems.	0.7%
Umbrisol	Wet or sub-wet climate floors, mainly in a mountainous environment. They are susceptible to erosion due to deforestation of the forest or jungle where they are continuously located.	0.3%
Other	-	4.3%

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Geographic Aspects, Querétaro), 2025.

1.1.6

Hydrology

According to the Ministry of Environment and Natural Resources, México has 37 hydrological regions. Each of these regions comprises at least one basin, and no basin extends to more than one hydrological region.

Surface Hydrology

As for the bodies of water and their characteristics, Querétaro is located on the slopes of the Pacific Ocean of the Lerma-Santiago region and in the Gulf of México-Panuco area.

The Lerma-Santiago region is the third most important in the country, with an extension of 182,460.1 km^2, it is composed of 4 municipalities of Querétaro in which 1,530,820 people depend. It is made up of the basins of the Lerma-Toluca and Laja rivers, which represent 1.8% and 19.4% of the total water surface of the state, respectively. The area has an average annual volume of natural runoff of 25,423 hm^3 and an average annual availability of 6,103.6 hm^3.

The Pánuco region is located in the central part of the Sierra Madre Occidental, its extension reaches, 96,989 km^2, being the seventh most important. It is composed of the basins of the Tamuín and Moctezuma rivers, covering a state water surface of 23.2% and 55.6%, that is, three quarters of the total. It has an average annual volume of natural runoff of 20,223.6 hm^3 and an average annual availability of 49,069.6 hm^3.

Surface Hydrology of Querétaro

REGION	BASIN	STATE SURFACE DISTRIBUTION	SUB-BASIN	STATE SURFACE DISTRIBUTION
Lerma-Santiago	Lerma-Toluca	1.8%	Atlacomulco-Paso de Ovejas	1.8%
	Laja	19.4%	Apaseo	19.4%
Panuco	Tamuin	23.2%	(Subterranean drainage)	4.4%
			Santa Maria	18.6%
			Tamutin or Tampaon	0.3%
	Moctezuma	55.6%	Caracol Drain	7.1%
			Arroyo Zarco	0.5%
			Axtla	0.9%
			Extoraz	24.2%
			Moctezuma	6%
			Prieto	2.2%
			San Juan	14.3%
			Tecozutla	0.2%
Total		100%		100%

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Geographic Aspects, Querétaro), 2025.

Supply sources

According to the National Water Commission (CONAGUA, by its Spanish acronym), there are 653 aquifers nationwide. Querétaro is located at the confluence of 11 of them, which are presented below.



Aquifers in the State of Querétaro (2024)

HYDROLOGICAL-ADMINISTRATIVE REGION	AQUIFER	COMPRISING MUNICIPALITIES	R[1]	DNC[2]	VEAS[3]	DMA[4]
VIII. Lerma - Santiago - Pacific	Valley of Querétaro	Corregidora, El Marqués and Querétaro	70	4	131.6	-65.6
	Valley of Amazcala	El Marqués	34	2.8	54.4	-22.2
	Valley of Buenavista	El Marqués and Querétaro.	9.5	0.1	23.3	-13.9
	Valley of Huimilpan	Corregidora, Huimilpan and Pedro Escobedo	20	2	22.5	-4.5
IX. Northern Gulf	Valley of San Juan del Río	Amealco, Colón, El Marqués, Huimilpan, Pedro Escobedo, Querétaro, San Juan del Río and Tequisquiapan.	277.9	0	334.8	-56.9
	Valley of Tequisquiapan	Colón, Ezequiel Montes and Tequisquiapan	108.1	2.6	110.6	-5.1
	Valley of Cadereyta	Cadereyta and Ezequiel Montes	4.1	0	3.7	0.4
	Tolimán	Cadereyta, Colón, Pinal de Amoles, Peñamiller, San Joaquín and Tolimán.	8.4	2.9	10.4	-4.9
	Valley of Amealco de Bonfil	Amealco	22.5	0.8	19.1	2.6
	Moctezuma	Cadereyta and San Joaquin	50	6.5	0.3	43.2
	Tampaón (sierra area)	Arroyo Seco, Jalpan de Serra and Pinal de Amoles	49	13.6	2.9	32.5

Source: Prepared by the authors with data from the National Water Commission (Aquifer Availability), 2025.
Comments: The figures correspond to the last cut-off date (30 December 2022), however, the publication thereof was in 2023.
The DMA = R - DNC - VEAS
[1] Average Annual Recharge (hm^3/year).
[2] Committed Natural Discharge (hm^3)
[3] Volume of Extraction of Groundwater (m^3).
[4] Calculation of Average Annual Availability (hm^3/year).

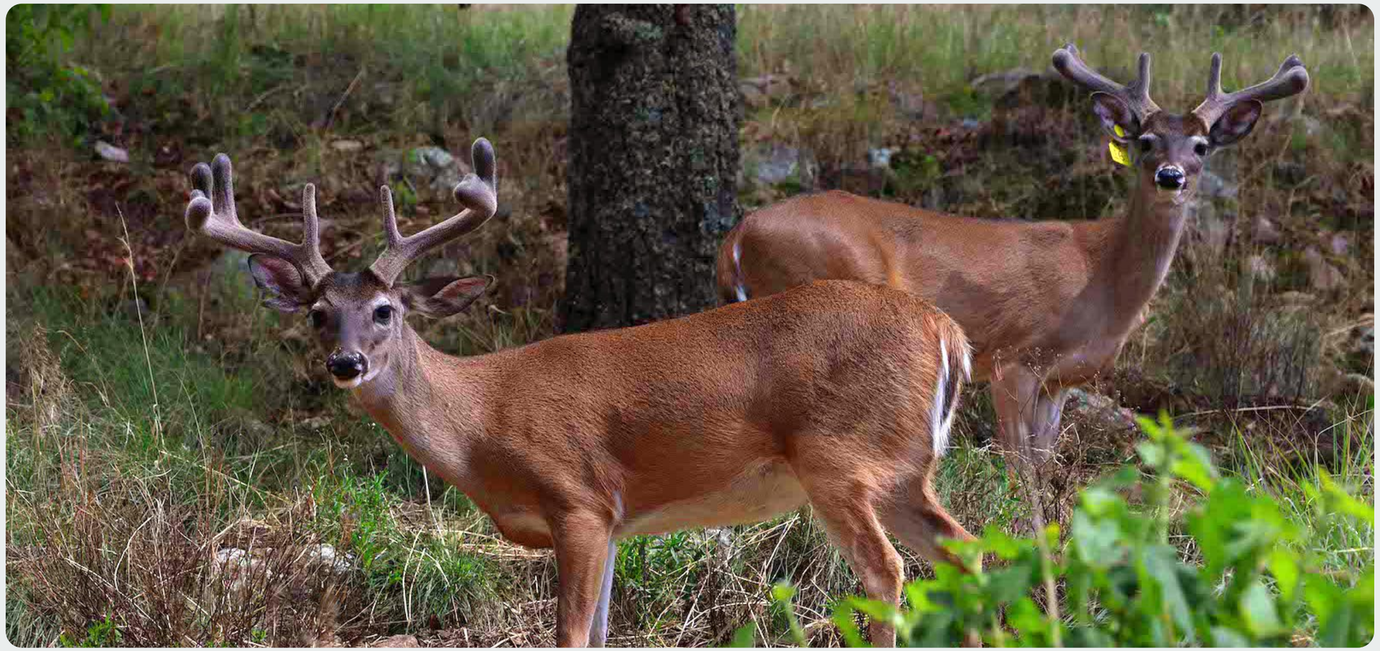


1.1.7

Biodiversity

Regarding biological diversity, understood as the variability that exists between living organisms in an ecosystem, both terrestrial and aquatic, at the level of genes, species and ecosystems; the state of Querétaro has a wide biodiversity, despite its small territorial extent and the impact of human activities.

This is the result of the interaction between the physiographic provinces (Sierra Madre Oriental, Transversal Volcanic Axis and Mexican Highlands), as well as the presence of different geographical formations, which promote the development of a wide variety of ecosystems.



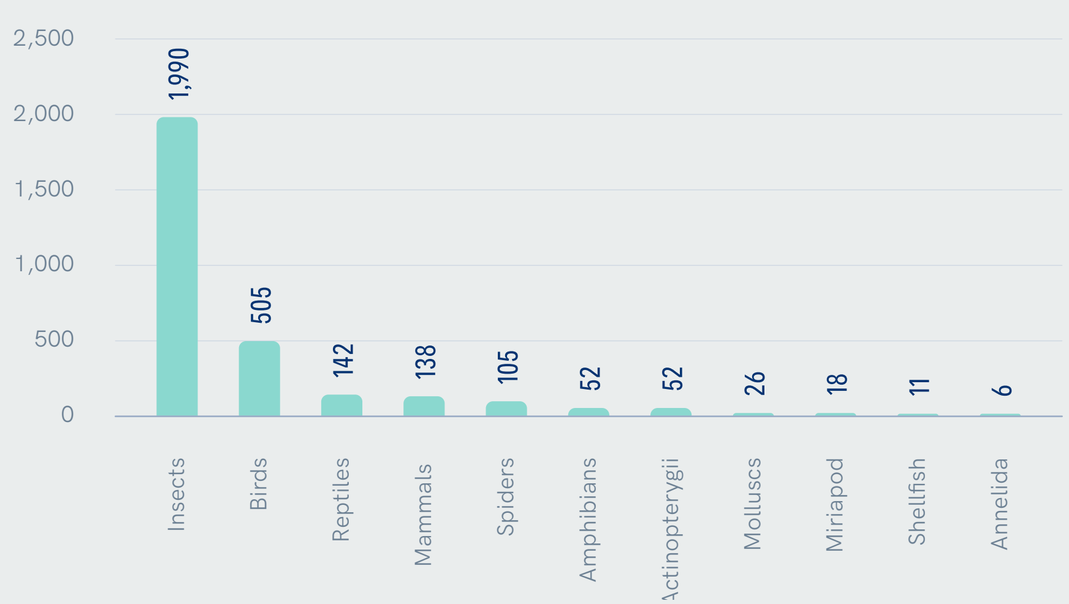
Animals and Insects

At the national level, there is a record of 34,206 species registered, of which there is 8.9% at the state level, that is, 3,045 species.

Insects predominate, accounting for 65.4% of the total and 10.6% of the total insect species nationwide, followed by birds with 16.6% and 44.1% respectively.

Of the total species recorded, 14 are endangered, being: 8 birds; 4 mammals; and 2 actinopterygii.

Species registered by group of animals in Querétaro (2024)



Source: Prepared by the authors with data from the National Commission for the Knowledge and Use of Biodiversity (Life Cycle), 2025.

Species with higher records per group in Querétaro (2024)

GROUP	TYPE OF SPECIES	NO. OF RECORDS	CATEGORY
Mammals	Malinche's mouse	1,035	Endemic
Birds	Scarlet flycatcher	4,961	Native
Reptiles	Mexican thorny lizard	517	Endemic
Amphibians	Canyon frog	299	Native
Actinopterygii	Atlantic molly	78	Native
Spiders	Banded garden spider	311	Native
Insects	Monarch Butterfly	1,299	Native
Molluscs	European garden snail	81	Exotic - invasive
Shellfish	Mediterranean cochineal	56	Exotic
Annelida	Leech Helobdella socimulcensis	10	Native
Miriapod	Tiger centipede	12	Native

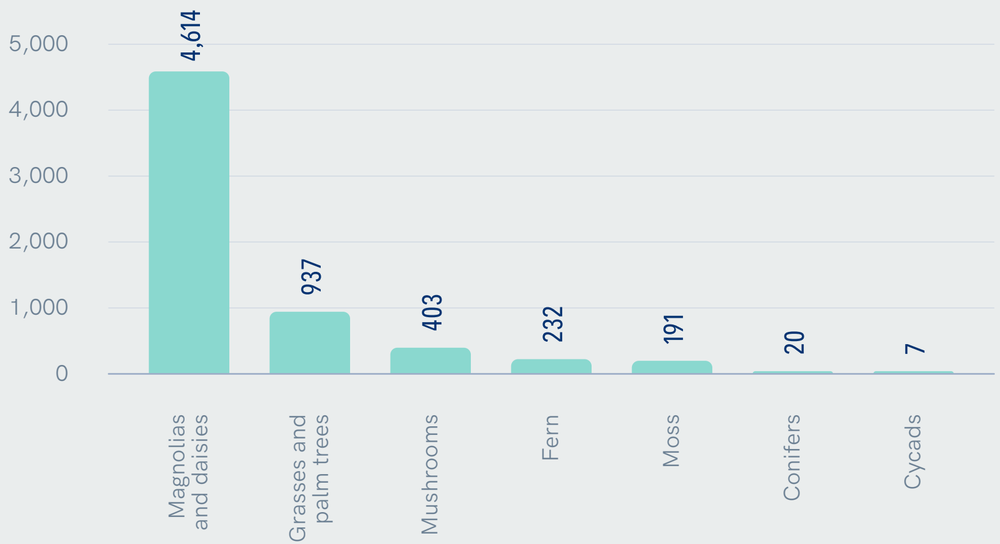
Source: Prepared by the authors with data from the National Commission for the Knowledge and Use of Biodiversity (Life Cycle), 2025.

Plants and Fungi

Querétaro has 6,404 species, among which magnolias and daisies stand out, representing 72.1% of the state total and 18.8% of the total nationwide, followed by pastures and palm trees with 14.6% and 18.4% respectively.

Of the total species registered, 29 are endangered, being: 19 magnolia and daisies; 3 grasses and palm trees; 2 ferns; 2 conifers; and 2 cycads.

Species registered by group of plants and mushrooms in Querétaro (2024)



Source: Prepared by the authors with data from the National Commission for the Knowledge and Use of Biodiversity (Life Cycle), 2025.

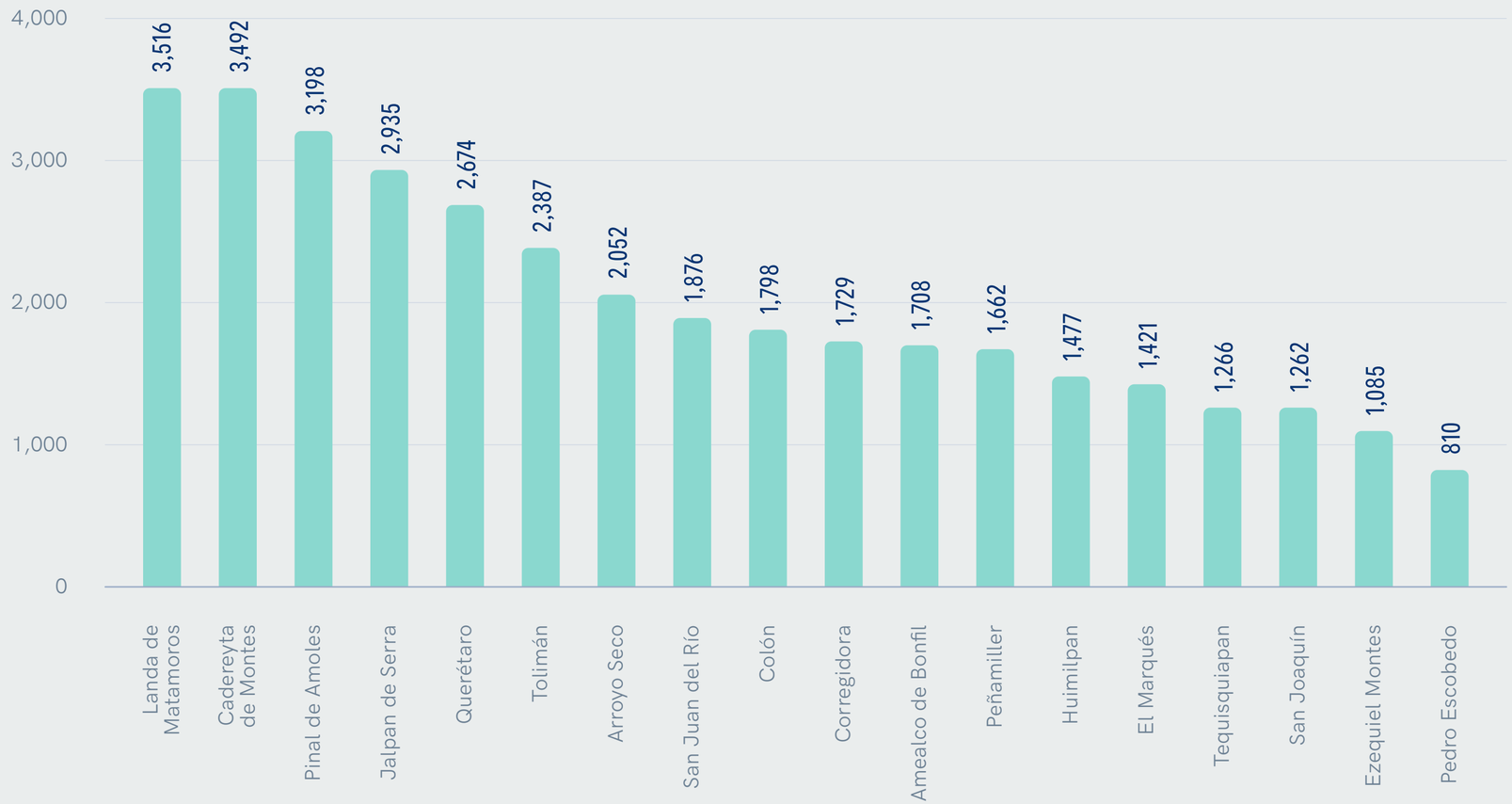
Species with higher records per group in Querétaro (2024)

GROUP	TYPE OF SPECIES	NO. OF RECORDS	CATEGORY
Mushrooms	Turkey Tail	51	Native
Moss	Didymodon rigidulus moss	49	Native
Fern	Common millipede fern	95	Native
Conifers	White cypress	205	Native
Cycads	Chestnut dioon	18	Endemic
Grasses and palm trees	Maize	455	Native
Magnolias and Daisies	Garambullo	1,213	Endemic

Source: Prepared by the authors with data from the National Commission for the Knowledge and Use of Biodiversity (Life Cycle), 2025.

Biodiversity by municipality

Species registered by municipality (2024)



Fuente: Elaboración propia con datos de la Comisión Nacional para el Conocimiento y Uso de la Biodiversidad (Enciclo Vida), 2025.

1.2

Environment and environmental management



1.2.1 Air

Air pollution is a phenomenon that occurs through the alteration of the natural composition of air, generated by the emission of physical, chemical or biological agents. As a result, a significant health problem can be generated to the population, as well as an alteration to ecosystems and climate.

To address atmospheric pollution, the creation of public policies aimed at reducing air pollution are of great importance for the mitigation of climate change.

Main emission categories by pollutant (base year 2021)

POLLUTANTS[1]	SUBCATEGORY
PM_{10}	Agricultural burns (21.2%)
	Domestic combustion (14.7%)
	Till (11.7%)
	Forestry Wildfires (8.9%)
	Tract Trucks (7.8%)
	Electric power generation (6.3%)
	Other subcategories (29.5%)
$PM_{2.5}$	Agricultural burns (29.3%)
	Domestic combustion (20.4%)
	Forestry Wildfires (10.8%)
	Tract Trucks (8.6%)
	Glass Production (4.8)
	Other subcategories (26%)
SO_2	Cement and lime industry (34.7%)
	Glass Production (19.4%)
	Chemical Industry (13.7%)
	Food and Beverage Industry (7.9%)
	Agricultural machinery (7.1%)
	Other subcategories (17.5%)
CO	Private cars (23.7%)
	Motorcycles (19.1%)
	SUVs (14.0%)
	Pick Up (13.7%)
	Agricultural burns (8.6%)
	Other subcategories (20.9%)

POLLUTANTS[1]	SUBCATEGORY
NO_x	Tract Trucks (23.4%)
	Private cars (12.5%)
	Biogenic (12.1%)
	SUVs (14.0%)
	Pick Up (7.8%)
	Other subcategories (36.3%)
VOC	Biogenic (29%)
	LP gas handling and distribution (22.3%)
	Cleaning of industrial surfaces (9.1%)
	Domestic combustion (5.2%)
	Private cars (5%)
	Other subcategories (29.4%)
NH_3	Livestock emissions (83.1%)
	Household ammonia emissions (7.7%)
	Fertilizer application (5.4%)
	Agricultural burns (1.3%)
	Other subcategories (2.4%)
CN	Tract Trucks (40.2%)
	Agricultural burns (23.6%)
	Buses (8.6%)
	Domestic combustion (8.4%)
	Other subcategories (19.2%)

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.
Note: [1] PM_{10} - particles in atmospheric suspension with an aerodynamic diameter equal to or less than 10 µm ; $PM_{2.5}$ - particles in atmospheric suspension with an aerodynamic diameter whose diameter is less than 2.5 microns; SO_2 - sulfur dioxide; CO - carbon monoxide; NO_x - nitrogen oxides; VOC - volatile organic compounds; NH3 - ammonia; CN - cyanide.

Pollutant emissions

The state inventory of pollutant emissions criteria of Querétaro is a strategic instrument to monitor air quality, because through knowledge of the type and quantity of pollutants emitted by the different sectors or categories, it allows implementing and evaluating actions and control measures.

Atmospheric monitoring

The Ministry of Sustainable Development (SEDESU, by its Spanish acronym) has the Air Quality Monitoring System of the State of Querétaro (SMCAQ, by its Spanish acronym) that allows knowing the behavior of the polluting criterion and generates statistical data with which decisions can be made in order to protect the health of the population.

The SMCAQ operates in accordance with the provisions of NOM-156-SEMARNAT-2012, and the information is reported in the official media of the State Air Quality Monitoring Center (CEMCAQ, by its Spanish acronym) and in the National Air Quality Information System (SINAICA, by its Spanish acronym) complies with the guidelines for the publication of the Air and Health Index (ICARS, by its Spanish acronym) established in NOM-172-SEMARNAT-2019. Six stations are currently in operation:

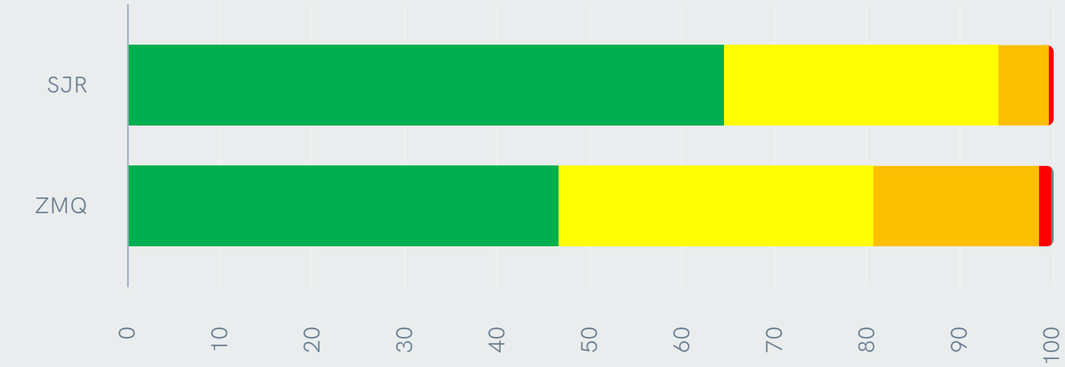
Air Quality Monitoring Stations in Querétaro (2024)

STATION B3:F9	CODE	POLLUTANTS	LOCATION
Carrillo Puerto	CAP	NO_2, CO, O_3, SO_2, PM_{10}	Community Cultural Center Felipe Carrillo Puerto, Alfonso Reyes No. 500, Col. Plutarco Elías Calles, Querétaro, Qro.
Corregidora	COR	NO_2, CO, O_3, SO_2, $PM_{2.5}$	City Hall and municipal services of Corregidora, Ex Hacienda el Cerrito No. 100, Col. El Pueblito, Corregidora, Qro. Municipal Delegation Epigmenio González, Tláloc No. 102, Col.
Epigmenio González	EPG	NO_2, CO, O_3, SO_2, $PM_{2.5}$	San Pablo Development, Querétaro, Qro.
Félix Osores	FEO	NO_2, CO, O_3, SO_2	Felix Osores Monitoring Station, CECyTEQ campus 5, Kiliwas s/n, Col. Cerrito Colorado, Querétaro, Qro.
Josefa Vergara	JOV	NO_2, CO, OR_3, SO_2	Municipal Delegation Josefa Vergara, Calle 21, No. 1000, Col. Lomas de Casa Blanca, Querétaro, Qro.
San Juan del Rio	SJR	NO_2, CO, O_3, SO_2, $PM_{2.5}$	UAQ Campus San Juan del Río, Av. Rio Moctezuma 249, Z/O Secc. B, San Cayetano, San Juan del Río, Qro.

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.

Regarding air quality, in accordance with the provisions of NOM-172-SEMARNAT-2023, in 2024 the Metropolitan Area of Querétaro reported good and acceptable air quality 80% of the time, while in San Juan del Río, this figure was about 95%. These values indicate good levels for protecting the health of the general population, especially groups that are vulnerable.

Percentage of hours, January - December 2024
Overall air quality index by city



CITY	GOOD	ACCEPTABLE	BAD	VERY BAD	E BAD
MAQ	46.6	34.04	17.98	1.29	0.1
SJR	64.45	29.74	5.46	0.34	0

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.
Note: Figures are expressed as a percentage of air quality.

For the Metropolitan Area, particle 10 or PM10 was the pollutant that maintained a lower percentage of days with good air quality, with 69%.

Distribution of air quality in the Metropolitan Area of Querétaro (2024)

AIR QUALITY	O_3	PM_{10}	$PM_{2.5}$	CO	SO_2	NO_2
Good	72%	69%	71%	100%	96%	99%
Acceptable	22%	17%	25%	0%	4%	1%
Bad	5%	13%	3%	0%	0%	0%
Very bad	1%	1%	0%	0%	0%	0%
Extremely bad	0%	0%	0%	0%	0%	0%

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.
Note: Contaminant acronyms refer to: O_3 - ozono; PM_{10} - particles in atmospheric suspension with an aerodynamic diameter equal to or less than 10 µm ; $PM_{2.5}$ - particles in atmospheric suspension with an aerodynamic diameter whose diameter is less than 2.5 microns; CO - carbon monoxide; SO_2 - sulfur dioxide; NO2 - nitrogen dioxide.



Regarding San Juan del Río, ozone O3 was the pollutant that had the lowest percentage of days with good air quality, with 76%.

Distribution of air quality in San Juan del Río (2024)

AIR QUALITY	O_3	$PM_{2.5}$	CO	SO_2	NO_2
Good	76%	86%	100%	92%	100%
Acceptable	19%	13%	0%	8%	0%
Bad	4%	1%	0%	0%	0%
Very bad	0%	0%	0%	0%	0%
Extremely bad	0%	0%	0%	0%	0%

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.
Note: Pollutant acronyms refer to: O_3 - ozone; PM_{10} - particles in atmospheric suspension with an aerodynamic diameter equal to or less than 10 µm ; $PM_{2.5}$ - particles in atmospheric suspension with an aerodynamic diameter whose diameter is less than 2.5 microns; CO - carbon monoxide; SO_2 - sulfur dioxide; NO_2 - nitrogen dioxide.

The CO pollutant was maintained throughout the year in good air quality in the Metropolitan Area of Querétaro, meanwhile in San Juan del Río were CO and NO2.

In the Metropolitan Area of Querétaro, NO2, CO and SO2 complied with the maximum permissible limits (LMP) of 75% established by environmental health standards; in San Juan del Río all pollutants complied with them

Emissions of pollutants by Municipality (base year 2021)

MUNICIPALITY	EMISSIONS (%)							
	PM_{10}	$PM_{2.5}$	SO_2	CO	NO_X	COV	NH_3	CN
Amealco	6.08	5.91	1.74	3.49	3.91	4.93	7.21	3.36
Pinal de Amoles	0.77	0.89	0.17	0.65	0.59	1.52	1.32	0.43
Arroyo Seco	2.18	2.71	0.39	1.4	0.86	3.73	1.08	1.22
Cadereyta de Montes	1.61	1.56	35.08	2.19	1.93	2.22	4.92	1.35
Colón	4.30	4.35	1.23	2.37	2.44	4.41	14.13	3.37
Corregidora	3.20	3.42	0.76	7.68	6.8	5.63	2.49	5.54
Ezequiel Montes	1.88	1.8	0.38	1.86	2.25	3.13	9.2	1.67
Huimilpan	4.61	5.07	1.5	3.27	2.59	2.79	12.21	3.4
Jalpan de Serra	4.29	5.17	1.4	2.94	1.04	4.74	4.14	2.52
Landa de Matamoros	1.45	1.69	0.31	0.97	0.59	1.57	1.66	0.8
El Marqués	18.83	23.01	5.93	9.64	10.02	9.47	4.65	16.37
Pedro Escobedo	12.71	7.87	2.42	4.41	6.05	4.49	4.79	5.89
Peñamiller	1.57	1.97	0.23	1.09	0.46	0.95	0.96	0.88
Querétaro	21.42	20.99	38.68	42.54	46.22	30.89	7.58	42.64
San Joaquín	0.43	0.52	0.08	0.38	0.26	0.68	0.45	0.29
San Juan del Rio	11.13	9.41	8.76	11.00	10.55	14.06	6.41	7.38
Tequisquiapan	2.36	2.32	0.74	3.1	2.79	3.54	12.47	2.27
Tolimán	1.17	1.34	0.19	1.02	0.66	1.25	4.34	0.64
Total	100	100	100	100	100	100	100	100

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.

Sources of contamination

- Fixed: These are those established for the purpose of developing industrial, commercial, services or activities operations or processes.
- Air: They are the result of various anthropogenic activities, numerous and dispersed that cannot be efficiently included as fixed sources, which represent a significant percentage of polluting emissions.
- Biogenic: They are the hydrocarbons emitted by vegetation, as a result of the growth, defense and reproduction mechanisms of plants, as well as Volatile Organic Compounds (VOCs) and nitric oxide (NO), from the denitrification of soils.
- Mobile: They contribute significantly to emissions inventories because all internal combustion motor vehicles circulating on roadways generate emissions to the atmosphere

Other emissions that must be taken into account include those generated as a result of urban and industrial development or those caused by forest fires.

Emissions of pollutants by generating source (base year 2021)

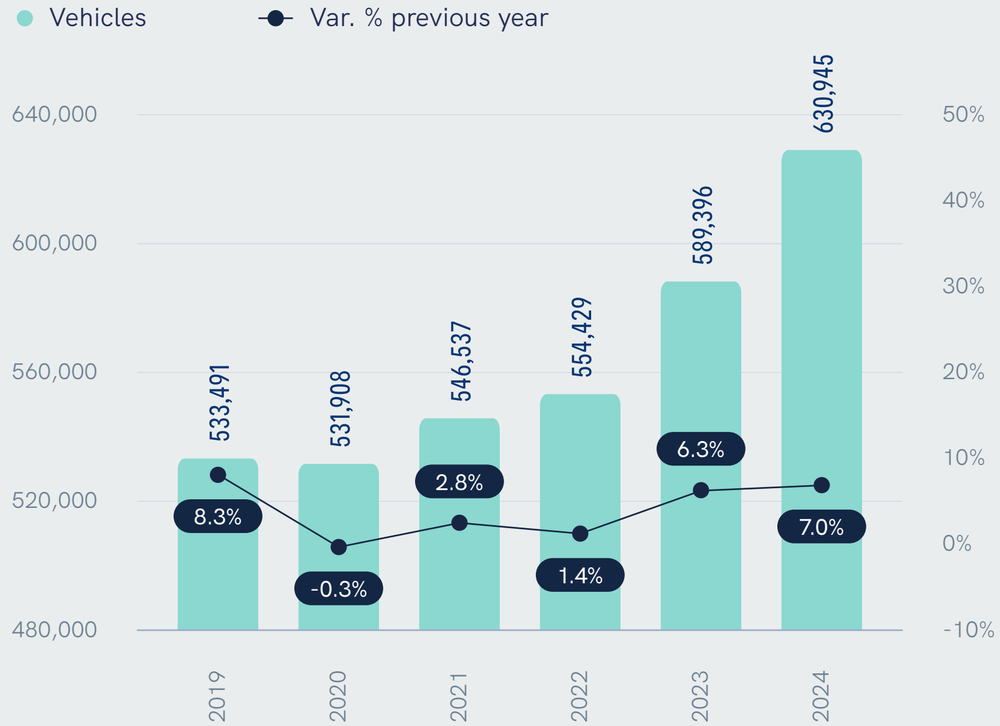
SOURCE:	EMISSIONS (T/A)[1]							
	PM_{10}	$PM_{2.5}$	SO_2	CO	NO_X	COV	NH_3	CN
Fixed:	1,841.4	900.7	1,675.2	2,104.7	5,878.5	4,994.1	43.6	11.8
Of Area	5,946.0	4,458.9	204.1	34,340.9	2,475.6	49,764.4	18,931.6	394.5
Natural	-	-	-	-	5,663.7	27,860.4	-	-
Mobile	1,566.5	1,137.2	317.7	113,831.8	32,881.0	13,405.7	335.3	562.9
Total	9,354.0	6,496.9	2,197.1	150,277.3	46,898.7	96,024.6	19,310.5	969.2

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.
Note: 1 Tons per year.

Cars registered in Querétaro

In 2024, according to the Ministry of Planning and Finance, 949,226 motor vehicles were registered in Querétaro, of which 630,945 were automobiles. The figure increased 7% from that recorded in 2023.

Evolution of cars registered in circulation in Querétaro (2019-2024)



Source: Prepared by the authors with information from the Ministry of Finance, 2025.

Corregidora is the municipality that maintains the highest density of vehicles in circulation with respect to its total population, followed by Querétaro and Huimilpan.

Cars registered in circulation by municipality (2024)

MUNICIPALITY	TOTAL CARS	CARS PER 10,000 INHABITANTS
Amealco de Bonfil	9,630	1,441
Arroyo Seco	2,033	1,547
Cadereyta de Montes	8,995	1,302
Colón	8,727	1,300
Corregidora	76,282	3,589
El Marqués	49,158	2,122
Ezequiel Montes	7,817	1,732
Huimilpan	8,303	2,256
Jalpan de Serra	3,851	1,408
Landa de Matamoros	1,894	1,008
Pedro Escobedo	12,095	1,563
Peñamiller	2,071	1,082
Pinal de Amoles	1,706	623
Querétaro	357,515	3,406
San Joaquín	1,020	1,220
San Juan del Rio	62,998	2,115
Tequisquiapan	13,535	1,875
Tolimán	3,315	1,187
Total	630,945	2,664

Source: Prepared by the authors with information from the Ministry of Finance, 2025.

Air Pollution Prevention and Control

The Ministry of Sustainable Development, through the Undersecretary of the Environment, prevents and controls air pollution through the State Vehicle Verification Program, the support of various training and permits.

During 2024, 593,117 vehicles were verified in the 44 vehicle verification centers distributed in 10 municipalities of the State of Querétaro.

In order for industrial establishments to properly report their pollutant emissions, a training course was provided, in which 695 participation registers were obtained.

Furthermore, through the online processing platform, the entry of 695 Annual Operating Certificates (AOCs) was recorded as a figure during 2024, a document through which the annual report for the registration of pollutant transfer emissions is submitted by persons or organizations dedicated to industrial, commercial, agricultural or state-competent production services that have emitting sources of atmospheric pollutants.



1.2.2

Water

The continuous and accelerated demographic and industrial growth of Querétaro presents a crucial challenge for the coming years: ensuring the supply of drinking water. The arrival of a significant number of people to the state intensifies the demand for water, putting conventional sources under pressure.

The current situation demands the adoption of innovative and sustainable solutions in order to avoid a crisis of shortages of the vital liquid. In this sense, strategies based on regeneration and the circular economy constitute a significant advance. However, achieving a resilient water future in this dynamic state requires comprehensive management that actively involves society, industry and government.

That is why the Government of the State of Querétaro is developing studies and projects, as well as managing permits to achieve an innovative water regeneration initiative, conceived under a circular economy scheme. The purpose is to ensure water supply for the next 30 years.

Rainfall

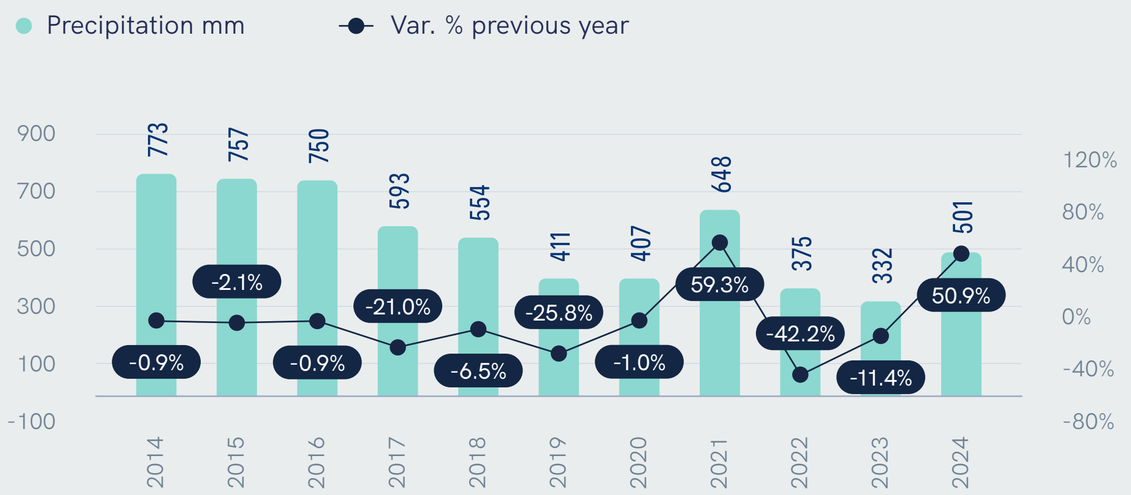
Annual rainfall in México varies by region and the specific weather conditions of each year. In 2024, rainfall nationwide reported 735.7 mm, compared to 2023, rainfall increased by 145.8 mm, equivalent to 24.7%.

Entities with the highest precipitation levels in 2024 include: Morelos (1,876.8 mm); Chiapas (1,854.4 mm); Quintana Roo (1,773.4 mm); Tabasco (1,760.4 mm); and Veracruz (1,606.2 mm).

For 2024, the annual precipitation in the state of Querétaro was 501.4 mm annually, positioning itself in the national average.

The months that reported the highest rainfall were June and July, with 136 mm and 165.1 mm respectively.

Evolution of annual precipitation in Querétaro (2014-2024)



Source: Prepared by the authors with data from the National Water Commission (Monthly Summaries of Temperatures and Rainfall), 2025.
Note: The figures are expressed in millimeters (mm).



Water treatment

Querétaro faces a great challenge in terms of wastewater management. Although there are treatment plants, their capacity and efficiency have been exceeded by the high demand for this service.

To meet that challenge, significant government investments have been made to expand wastewater treatment capacity. The expansions of the Amealco and San Joaquin plants, which doubled their capacity thanks to a joint federal and state investment, stand out. In addition, municipal and private investments in other plants have been added, contributing to wastewater sanitation.

The Commission collects used water from all municipalities, except San Juan del Río, through the drainage system and conducts it to the treatment plants where it is processed to be reused or reincorporated into its natural condition.

1.2.3

Energy

Energy Agency of the State of Querétaro

Created on October 1st, 2021, it is a decentralized agency of the State Public Administration with technical, operational and management autonomy. The Act came into force as from January 1st 2022.

It is committed to strengthening and expanding the infrastructure through new public and private investment plans, programs and projects for the consolidation of the energy sector in Querétaro.

Among its main objectives are the following:

- Solve the state's electric power demand needs.
- Develop projects to strengthen transmission and distribution infrastructure.
- Ensure electric sufficiency for investors over the next six years.
- Promotion of clean energy use.



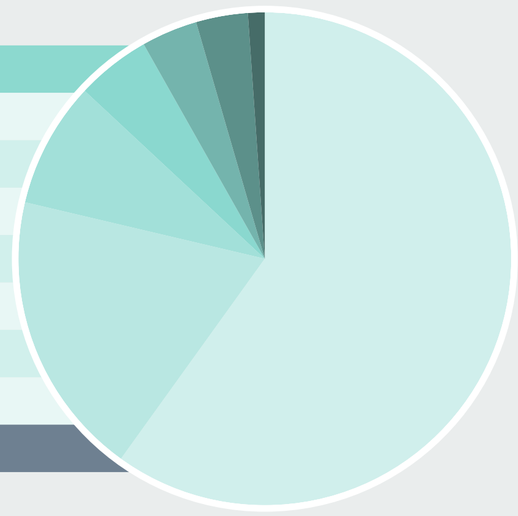
Energy Panorama in México

Power generation

According to the Statistics of Intermittent and Firm Aggregate Liquidated Generated Energy (MWh) in the National Electric System (SEN, by its Spanish acronym) of the National Energy Control Center (CENACE, by its Spanish acronym), it is estimated that, in 2024, the country generated 352,125.7 Giga Watts hour (GWh) of energy. More than half of the energy generated was through the combined cycle, followed by renewable energy.

Power generation by source in México (2024)

POWER GENERATION SOURCE	MWh	DISTRIBUTION
Combined cycle	211,007,826.4	59.9%
Renewable energies	66,054,783.7	18.8%
Conventional thermal	29,080,677.4	8%
Turbo gas	17,173,210.6	4.9%
Carboelectric	12,967,692.9	3.7%
Electrical core	11,977,750.8	3.4%
Internal burning	3,863,736.1	1.1%
Total	352,125,677.8	100%



Source: Prepared by the authors with information from the Energy Agency of the State of Querétaro (National Electric System), 2025.

Energy generation through renewable sources was distributed as follows: 36% hydroelectric; 30.3% wind; 28.2% photovoltaic; 5.3% geothermal; and 0.2% biomass.

In 2024, from the distributed generation model with a value of less than 0.5 MW, there are 518,019 contracts with a total installed capacity of 4,447.92 MW nationally.

Power demand

In 2023, the maximum integrated net demand of the National Interconnected System (SIN, by its Spanish acronym) reached 51,406 MWh/h, which represented a growth of 10.2% compared to the 46,636 MWh/h registered in 2022. Nationally in the SEN, the maximum demand was 54,530 MWh/h.

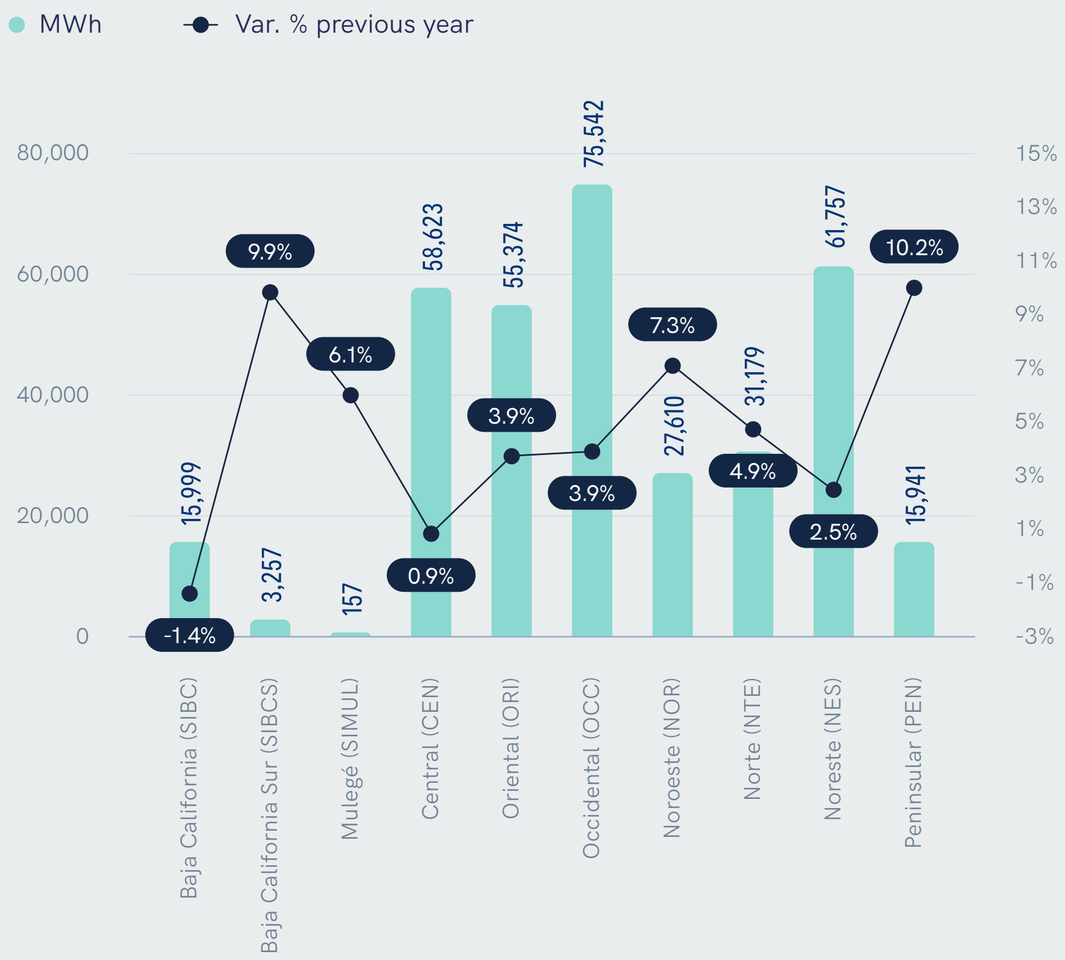
National consumption

During 2023, the net consumption of the SEN was 345,439 GWh, an increase of 3.5% compared to 2022. According to the control regions, the Western Region was the most consumed, followed by the Northeast Region and the Central Region.

Querétaro is located in the latter, together with Jalisco, Aguascalientes, Guanajuato, Colima and Nayarit.

Final consumption was mainly distributed among large industry (37.4%), medium-sized companies (23.7%) and the residential sector (26.3%). The rest corresponded to the commercial (5.8%), agricultural (5.4%) and services (1.4%) sectors.

Power Consumption by Control Regions (2023)



Source: Prepared by the Energy Agency of the State of Querétaro with data from the National Electric System, 2025.
Note: The figures are expressed in MWh.

Energy landscape in Querétaro

Electrical infrastructure in Querétaro

The electrical infrastructure is composed of power plants, transmission lines, substations, distribution networks and connections to end users. A solid electrical structure not only guarantees the continuous supply of energy, but also drives economic development in the state.

Public supply electric utility substations

In the state there is a 400 kV switchboard and 5 power substations, which transform electrical energy from a voltage of 230 kV to 115 kV with a total installed capacity of 1,325 MVA and are interconnected by 230 kV and 115 kV transmission lines that operate for the attention and relief of the state's own demand.

Transmission Line Capacity

Along Querétaro, 322 km of electric power transmission lines run at a voltage of 400 kV, approximately 191 km of lines run at a voltage of 230 kV, and 680 km of lines run at a voltage of 115 kV.

Distribution Line Capacity

In Querétaro, the voltage levels for medium voltage distribution lines are 34.5 kV and 13.8 kV.

Power generation

During 2023, the installed capacity interconnected to the grid by Querétaro was 1,162 MW, the Sauz Combined Cycle Power Plant has an installed capacity of 591 MW and the Sauz II has 256.16 MW, with a total of 847.16 MW.

Installed electricity generation capacity by type of technology in the state of Querétaro (2023)

TECHNOLOGY TYPE	CAPACITY (MW)
Combined cycle	847
Internal burning	23
Turbo gas	4
Wind	30
Photovoltaic	1
Bioenergy	3
Efficient Cogeneration	97
Self-Supply	39
Co-generation	71
LIE Generation	47

Source: Prepared by the authors with information from the Energy Agency of the State of Querétaro (National Electric System), 2025.

Up until the second half of 2024, 11,852 requests for interconnection of power plants less than 0.5 MW (Distributed Generation) were registered, with a total installed capacity of 102.96 MW, ranking 15th nationwide.



Power demand

Meeting the state's electricity demand is one of the most important challenges that the state has, because securing it allows it to increase its competitiveness, attract new investments and economic growth.

In 2024, the maximum demand in the state was 1,460 MW, reported in June; the installed capacity in transmission substations in the state is 1,325 MVA.

Power consumption

Based on the data registered in the National Electricity System Development Program, it is estimated that in 2023 the energy consumption of the state of Querétaro was 8,029 GWh.

Renewable energy in Querétaro

The implementation of renewable energy in the state of Querétaro represents a strategic opportunity to boost sustainable economic development, strengthen energy security and contribute significantly to climate change mitigation.

Photovoltaic energy

In the state of Querétaro, solarimetry values include daily average horizontal global radiation of 5.5 kWh/m2, daily average normal direct radiation of 6 kWh/m2, daily average horizontal diffuse irradiation of 1.52 kWh/m2, with an average of 6.23 annual peak solar hours.

Photovoltaic energy potential per municipality in Querétaro

MUNICIPALITY	PEAK SUN HOURS	DAILY PHOTOVOLTAIC ENERGY PRODUCTION (MWH)	DAILY PHOTOVOLTAIC ENERGY PRODUCTION (MWH)	ANNUAL RADIATION (KWH/M2)
Amealco de Bonfil	6.0	2.2	801.9	2,241.6
Arroyo Seco	5.3	2	716.5	2,031.7
Cadereyta de Montes	5.8	2.2	808.3	2,285.3
Colón	6.1	2.2	804.6	2,284.2
Corregidora	6.1	2.3	835.5	2,359.5
El Marqués	6.1	2.2	818.1	2,323.5
Ezequiel Montes	5.8	2.2	809.8	2,301.2
Huimilpan	6.0	2.2	805.5	2,281.7
Jalpan de Serra	5.3	1.9	700.6	1,999.7
Landa de Matamoros	5.3	1.9	703.6	1,987.9
Pedro Escobedo	6.1	2.2	816.6	2,329.6
Peñamiller	5.3	2.2	794.6	2,261.9
Pinal de Amoles	5.3	2	744.9	2,065.6
Querétaro	6.1	2.3	832.6	2,379
San Joaquín	5.8	2	743.1	2,067.4
San Juan del Rio	6.1	2.2	810.1	2,307.8
Tequisquiapan	5.8	2.2	810.3	2,308.8
Tolimán	5.8	2.2	805.7	2,298.5

Source: Prepared by the Energy Agency of the state of Querétaro, 2025.

Wind energy

In México, there are areas with wind speed regimes that reach up to 35 km/h. Wind speeds in the range of 10 m/s to 3 m/s are present in state municipalities. These speeds allow wind systems to be used for isolated/autonomous systems and interconnected to the electricity grid.

In Tolimán and Cadereyta there are spaces with speeds around 7 m/s and in Colón and El Marqués there are areas with speeds around 8 m/s, at a height of 100 meters.

The wind farm in the municipality of Huimilpan is currently operating with a net capacity of 30 MW.



Bioenergy

Bioenergy is obtained by transforming biomass into biofuels, it is attractive because it is renewable and has a lower environmental impact than fossil fuels.

In Querétaro, there are two biogas power plants with a capacity of 2.75 MW and 1.05 MW, corresponding to the municipal landfill and the San Pedro Mártir wastewater treatment plant respectively.



1.2.4

Ecological Zoning

The Ecological Zoning of the Territory of the State of Querétaro is an environmental policy instrument consisting of the planning and application of measures, whose goal is regular, induce and evaluate land use and schedule management of natural resources and productive activities, to achieve environmental protection, as well as the preservation and sustainable use of natural resources, from the analysis of deterioration trends, their possible recovery and the potential for their exploitation.

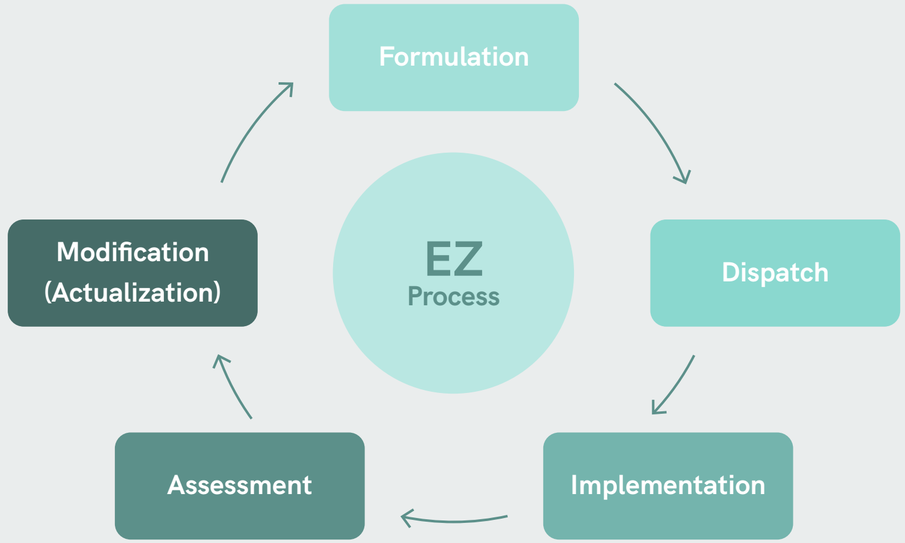
Ecological Management Programs

It is the set of actions and activities, carried out in stages, for the generation of the ecological management program, which consist of:

- Regional. When they cover the entire territory or a part that involves more than one municipality of the state territory.
- Local. When it covers part or all of the territory of a municipality.

Ecological Zoning Process

It is the set of actions and activities, carried out in stages, for the generation of the ecological management program, which consist of:



I. Formulation. The mechanisms and instruments for generating the Ecological Management Program are proposed.

II. Dispatch. Legal procedure followed by the competent authority to decree the Ecological Zoning Process.

III. Implementation. Technical, administrative and financial actions are carried out by the competent authority to implement and monitor the program.

IV. Assessment. Assesses the degree of compliance with the Program, as well as the effectiveness of ecological guidelines and strategies in the resolution of environmental conflicts.

V. Modification. Update or reorientation of the Ecological Zoning Program, adapting the guidelines, strategies or limits of the Environmental Management Units.

Source: Prepared by the Environmental Control Division (Ministry of Sustainable Development), 2025.

General Ecological Zoning Program in the Territory (POEGT, by its Spanish acronym)

With publication in the Official Gazette of the Federation on September 7, 2012, the Federal Government through the Ministry of the Environment and Natural Resources (SEMARNAT, by its Spanish acronym) issued the POEGT, regionalizing the national territory into Biophysical Environmental Units (UAB, by its Spanish acronym), which are integrated from the main factors of the environment: climate, relief, vegetation and soil.

In order to manage the UAB, 10 ecological guidelines, 44 general strategies and 4 environmental policies were established:

- Preservation
- Protection
- Restoration
- Sustainable Use

Biophysical Environmental Units in which Querétaro is located

REGION KEY	UAB[1]	NAME OF UAB[1]	GUIDING PRINCIPLES OF DEVELOPMENT	CONTRIBUTORY OF DEVELOPMENT	DEVELOPMENT ASSOCIATES	OTHER SECTORS OF INTEREST	ENVIRONMENTAL POLICY	PRIORITY LEVEL OF CARE
5.17	30	Karst Huasteco Norte	Forestry	Mining and preservation of flora and fauna	Agriculture and Livestock	PEMEX and indigenous peoples	Preservation, sustainable use and restoration	Low
18.8	44	Sierras and Plains of Northern Guanajuato	Agriculture and preservation of flora and fauna	Livestock and mining	Population	Indigenous Peoples	Sustainable Restoration and Harvest	High
	52	Plains of Northern Guanajuato	Agriculture and preservation of flora and fauna	Agriculture, social development, livestock and mining		PEMEX and indigenous peoples	Sustainable Restoration and Harvest	Medium

Sources: Elaboration of the Environmental Planning Department (SEDESU, General Ecological Management Program in the Territory 2012), 2025.
[1]Biophysical Environmental Unit.

Regional Ecological Zoning Program in the State of Querétaro (POEREQ, by its Spanish acronym)

Published in the Official Gazette of the Government of the State of Querétaro "La Sombra de Arteaga" dated September 5, 2022 and registered in the Public Registry of Property with registration folio 00000100/0003 dated October 20, 2022.

It results from the observance of the General Ecological Zoning Program of the Territory (POEGT) issued by SEMARNAT; of the POEREQ published in 2009; of the integration of the Protected Natural Areas issued in the State; the Environmental Management Units of the Local Ecological Management Programs (POEL) issued by the municipalities of the state; and the provisions of the State Program for Territorial Zoning and Urban Development (PEOTDU, by its Spanish acronym).

The POEREQ regionalizes the territory into 327 Environmental Management Units (UGA), each of them has an environmental policy, guidelines and ecological strategies for the protection, conservation, restoration and sustainable use of natural resources applicable to this regionalization, in addition to having the environmental regulation criteria to ensure sustainable development in the use of the territory and human settlements.

Environmental Management Units of the POEREQ by Environmental Policy

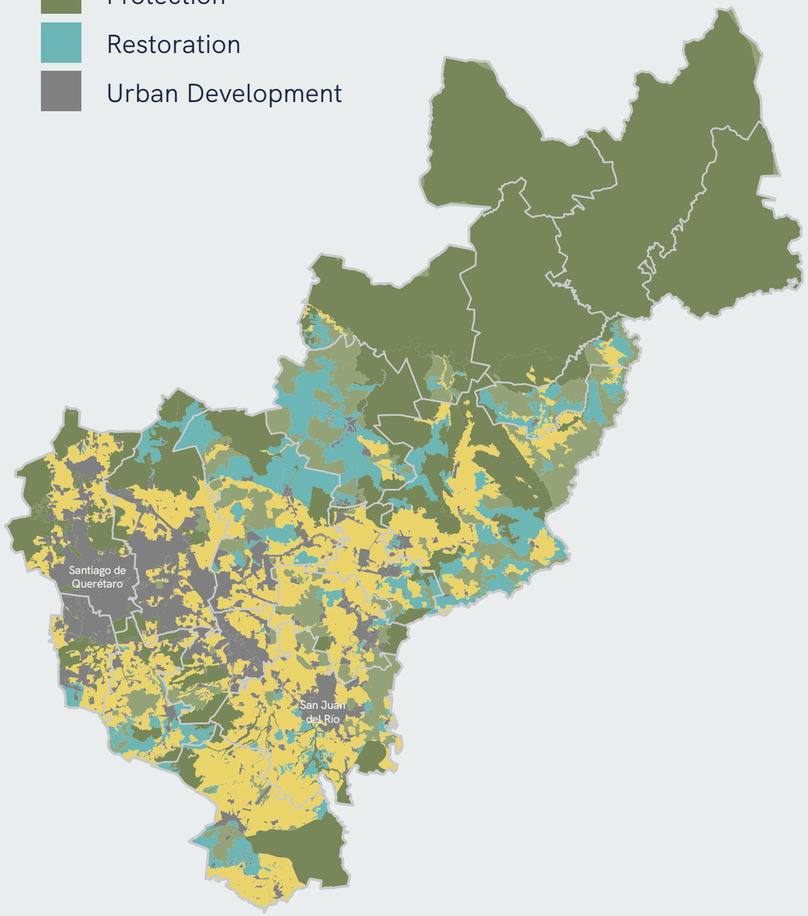
POLICY		UGA TOTAL NUMBER	% OF TERRITORY
PP	Protection	108	49.3%
PC	Conservation	86	10.1%
PR	Restoration	53	9.4%
PAS	Sustainable Use	51	20.7%
PDU	Urban Development	29	10.5%
Total		327	100%

Source: Prepared by the Environmental Control Division (Ministry of Sustainable Development), 2025.

Distribution of UGAS in Querétaro

Policies

- Sustainable Use
- Conservation
- Protection
- Restoration
- Urban Development



Fuente: Elaboración de la Dirección de Planeación Ambiental (Secretaría de Desarrollo Sustentable), 2025.

POEREQ goals

1	Regulate, outside the population centers, the activities of the territory with the purpose of protecting, conserving and preserving the environment; restore and sustainably use natural resources.
2	Strengthening and establishment of Protected Natural Areas and other instruments for conservation.
3	Restore disturbed ecosystems and degraded areas.
4	Preserve productive areas for agricultural, livestock and forestry activities.
5	Establish ecological regulatory criteria for the protection, conservation, restoration and sustainable use of natural resources within the ecologically ordered territory and population centers.

Querétaro is an orderly and balanced state in its development that, based on the protection and conservation of its natural and cultural heritage, has improved the levels of well-being of its inhabitants. Its urban development is comprehensive, equitable and efficient, focused on the people who inhabit it, in accordance with respect for the natural environment of the territory and the needs of its regions, which maintain a sufficient relationship between the base of natural resources, green areas and the population.

It is a highly competitive state, with a productive and economic diversification that, under principles of sustainability and regional balance, with adaptation and action measures in the face of climate change, and the systematic integration of the circular economy, has been projected as reliable and prosperous.

Local Ecological Zoning Programs (POELs, by its Spanish acronym)

POELs are issued by local municipalities whose dimensions allow defining local strategies to address environmental problems and conflicts within their territory.

POEL Relationship in Querétaro

MUNICIPALITY	APPROVAL	DATE PUBLISHED IN SOMBRA DE ARTEAGA
Amealco de Bonfil	22/04/16	24/06/16
Cadereyta de Montes	14/11/17	09/05/18
Colón	08/02/18	23/02/18
Corregidora	14/12/16	10/02/17
El Marqués	11/04/18	01/06/18
Ezequiel Montes	16/01/20	31/03/20
Huimilpan	28/03/18	20/04/18
Pedro Escobedo	12/01/17	17/02/17
Querétaro	29/04/14	16/05/14
San Joaquín	06/09/18	21/09/18
San Juan del Río	13/10/17	12/01/18
Tequisquiapan	28/09/15	30/10/15
Tolimán	13/09/18	25/09/18

Source: Prepared by the Environmental Control Division (Ministry of Sustainable Development), 2025.

By 2024, there are 13 POELs in force in the municipalities of Amealco, Cadereyta, Colón, Corregidora, El Marqués, Ezequiel Montes, Huimilpan, Pedro Escobedo, Querétaro, San Joaquín, San Juan del Río, Tequisquiapan and Tolimán. This ecological planning covers 67.2% of the state territory where 95.5% of the total population lives. The rest of the demarcations are part of Natural Protected Areas (ANP by its Spanish acronym).

Querétaro is the first state at the national level to have environmental instruments for the planning and management of natural resources and land uses and destinations under a sustainability approach.

Linking Ecological Zoning and Urban Development

In compliance with articles 69 and 93 of the Environmental Code of the State of Querétaro (CAEQ, by its Spanish acronym), the updates of the Municipal Urban Development Programs of San Juan del Río and Tequisquiapan have been carried out in compliance with the observance and linkage of the local and regional ecological management programs, they included works, actions and strategies to mitigate and compensate the environmental impacts generated by development; they have also established mechanisms to ensure compliance with the environmental criteria of the environmental regulation of human settlements.

In compliance with articles 10, section XVII, 69 and 95 of the CAEQ, the assessment of the congruence of the regional ecological order in the control and monitoring of land use is carried out through the environmental opinion issued by SEDESU and the environmental opinion as support in the federal procedures.



1.2.5

Natural Protected Areas (ANP)

These are state areas that have been subject to the protection regime through a decree to conserve natural environments, safeguard biodiversity, sustainably use natural resources, preserve and improve the quality of the environment and the environmental benefits that ecosystems provide.

ANP in state

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

In 2024, the state had 16 ANPs within 13 of the 18 municipalities, of which 5 are federal, 6 state and 5 municipal. The decreed areas add up to a total area of 439,772.2 hectares, representing 37.6% of the state's surface.

Natural Protected Areas in the State of Querétaro

ORDER	ÁREA NATURAL PROTEGIDA	CATEGORY	MUNICIPALITIES	SURFACE (HECTARES)	STATE SURFACE DISTRIBUTION
Federal order	Cerro de las Campanas	National Park	Querétaro	3.8	0.001%
	El Cimatario	National Park	Corregidora Huimilpan Querétaro	2,447.9	0.6%
	Sierra Gorda	Biosphere Reserve	Arroyo Seco Jalpan de Serra Landa de Matamoros Peñamiller Pinal de Amoles	383,567.4	87.2%
	Zona Protectora Forestal	Natural Resources Protection Area	Amealco de Bonfil San Juan del Río	23,255.0	5.3%
	Peña Colorada	Natural Resources Protection Area	Querétaro y El Marqués	4,843.6	1.1%
State Order	Mario Molina Pasquel “El Pinalito”	State Reserve	El Marqués	1,592.5	0.4%
	El Tángano	Area Subject to Ecological Conservation	El Marqués Huimilpan Querétaro	717.7	0.2%
	Bordo Benito Juárez	Ecological Preservation Zone of Population Centers with Subcategory of Intraurban Park	Querétaro	27.6	0.01%
	Tángano II	Ecological Reserve Zone	El Marqués Huimilpan	137.6	0.03%
	Peña de Bernal	Protected Landscaping	Ezequiel Montes Tolimán	263.9	0.1%
	El Batán	Ecological Reserve Zone	Corregidora	3,341.6	0.8%
Municipal Order	Zona Occidental de Microcuencas	Area Subject to Ecological Conservation	Querétaro	12,234.1	2.8%
	Jurica Poniente	Ecological Preservation Zone of Population Centers with Subcategory of Intraurban Park		224.1	0.1%
	Cañada Juriquilla	Ecological Preservation Zone of Population Centers with Subcategory of Intraurban Park		22.1	0.01%
	Sierra de El Raspiño	Ecological Preservation Zone of Population Centers with Subcategory of Intraurban Park		4,104.2	0.9%
	Cerro Grande	Ecological Preservation Zone of Population Centers with Subcategory of Intraurban Park		2,989.2	0.7%

Prepared by the authors with information from the Environmental Planning Department (Ministry of Sustainable Development), 2025.



ANP management programs

They are guiding planning and regulation instruments that establish activities, actions and basic guidelines for the management and administration of ANPs.

Projects supported in matters of Conservation and Natural Protected Areas (2024)

PROJECT NAME	BENEFICIARY
Tejiendo El Zamorano Etapa Carrizal	Municipality of Colón

Source: Prepared by the authors with information from the Environmental Planning Department (Ministry of Sustainable Development), 2025.

Programs for the management of protected natural areas 2024

COMPETENCY	NATURAL PROTECTED AREA	DATE OF PUBLICATION OF THE MANAGEMENT PROGRAM
Municipal	Jurica Poniente	Full Management Program - August 29, 2023 (Municipal Gazette)
State	Bordo Benito Juárez	Abstract - 4 June 2010 (Sombra de Arteaga)
	El Batán	Abstract - 3 June 2016 (Sombra de Arteaga)
	El Tángano	Abstract - September 21, 2005 (Sombra de Arteaga)
	Peña de Bernal	Abstract - 24 June 2011 (Sombra de Arteaga)
	Dr. Mario Molina Pasquel "El Pinalito"	Full Management Program - July 5, 2024 (Sombra de Arteaga)
Federal	Reserva de la Biósfera Sierra Gorda	September 1999 (National Institute of Ecology)

Source: Prepared by the authors with information from the Environmental Planning Department (Ministry of Sustainable Development), 2025.

1.2.6

Waste

From the intensification of the industry in México and the increase in demand for goods and services from the population, the generation of waste has increased considerably. In Querétaro there is a broad legal framework that establishes rules for its management.

On December 3rd, 2021, a law for the prevention, integral management and circular economy of state waste was published in the Official Gazette "La Sombra de Arteaga", in order to increase the productivity of the materials that constitute them, to promote the regeneration of natural resources and to mitigate the release of greenhouse gases, seeking economic prosperity and social equity.

Urban Solid Waste (RSU, by its acronym in Spanish)

In Querétaro during 2024, the estimated daily generation of RSUs in the state reached 2,464 tons per day, a figure lower by 10.5% than that reported during 2023. Of the total tons, 82% come from the Metropolitan Area of Querétaro and 72% are organic waste susceptible to treatment for later use.

According to data presented in the basic diagnosis for comprehensive waste management carried out by SEMARNAT, the projection of the state contribution per capita is 1.2 kilograms, a figure higher than the national average of 0.9 kilograms.

The total net emissions of Greenhouse Gases estimated for the State in 2021 were 9,806.82 Gg/y of CO2e, the waste sector contributed 6.97% of the total emissions according to the base year 2021 inventory.

Special Handling Waste

In 2024 in Querétaro, according to the Annual Operation Certificates, approximately 3,371,889 tons generated per day were generated, of which 37% were recovered. In the same year, 132 Special Management Waste Management Plans were updated and registered, 438 Environmental Service Providers were accounted for, and 95 Comprehensive Management Authorizations were issued, which allowed 120,900 tons of waste to be diverted to more sustainable practices, including 246,625 tons as soil improver, 1,899 tons as livestock feed, and 12,111 tons as draft banks.





Final Disposal Sites

In 2024, Querétaro had 9 sites in operation. Of the total, 4 were considered landfills and 5 controlled sites, even if they have been built as landfills, due to non-compliance in operational characteristics.

95% of the municipal solid waste generated in Querétaro was confined in landfills and 5% in controlled sites.

Sanitary landfills in Querétaro (2024)

NAME OF FINAL DISPOSITION SITE	MUNICIPALITY WHERE IT IS LOCATED	ESTIMATED RECEPTION (TON/DAY)	PUBLIC OR PRIVATE	OBSERVATIONS
Veolia Residuos Bajío S.A. de C.V. Landfill	Querétaro	1,000	Private	Received from the municipality of Querétaro
Arroyo Seco Landfill	Arroyo Seco	10	Public	Received from the municipality of Arroyo Seco
CEMIRQ Landfill	Colón	1,000	Private	Receives from the municipality of Ezequiel Montes, Cadereyta de Montes, Colón, San Joaquín, Corregidora, Huimilpan, Tolimán, and Pinal de Amoles
Jalpan de Serra Landfill	Jalpan de Serra	31	Public	Receives from the municipality of Jalpan de Serra and Pinal de Amoles
Landa de Matamoros Landfill	Landa de Matamoros	15	Public	Receives from the municipality of Landa de Matamoros
San Juan del Río Landfill	San Juan del Rio	270	Public	Receives from the municipality of San Juan del Río and Pedro Escobedo
Tequisquiapan Landfill	Tequisquiapan	76	Public	Receives from the municipality of Tequisquiapan

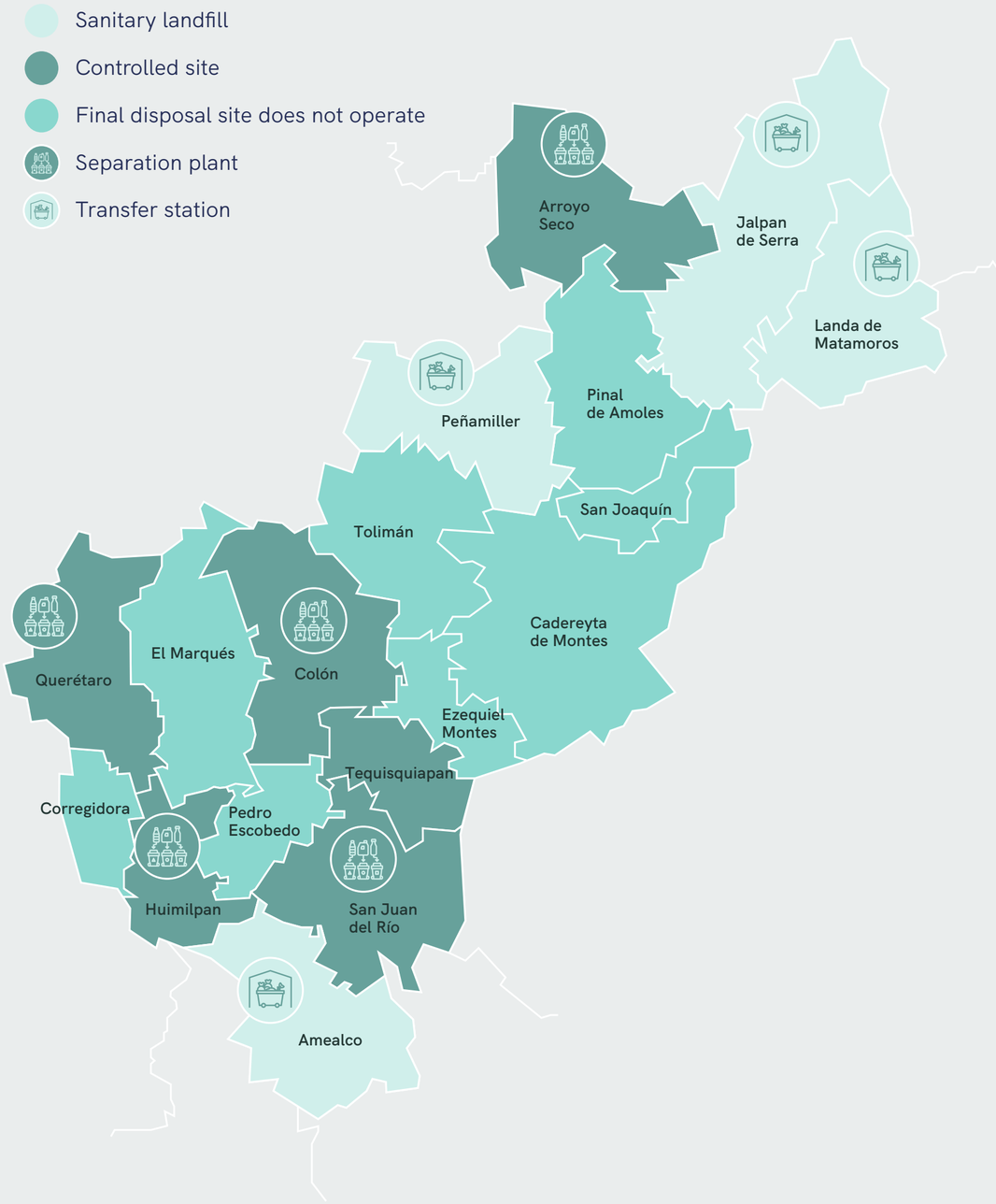
Source: Prepared by the Environmental Control Division (Ministry of Sustainable Development), 2025.

Controlled sites in Querétaro (2024)

NAME OF FINAL DISPOSAL SITE	MUNICIPALITY WHERE IT IS LOCATED	ESTIMATED RECEPTION (TON/DAY)	PUBLIC OR PRIVATE	OBSERVATIONS
Bonfil Amealco Final Disposal Site, Qro.	Amealco de Bonfil	45	Public	Receives from the municipality of Amealco
Cadereyta de Montes Final Disposal Site	Cadereyta de Montes	-	Public	Out of operation by the municipality
Corregidora, El Paraíso Final Disposal Site	Corregidora	-	Privado	In procedure with PEPMADU (Out of operation)
Peñamiller Final Disposal Site	Peñamiller	17	Public	Receives from the municipality of Peñamiller
San Joaquin Final Disposition Site	San Joaquín	-	Public	Out of operation by the municipality
Huimilpan Final Disposition Site	Huimilpan	-	Public	In procedure with PEPMADU (Out of operation)

Source: Prepared by the Environmental Control Division (Ministry of Sustainable Development), 2025.

In the state, 9 municipalities deposited their municipal solid waste in a different demarcation and three municipalities had spaces managed by themselves that, for administrative reasons, remain closed.





Actions to efficiently manage RSUs and special handling

To improve comprehensive waste management, in 2024 it granted support for waste projects, for an amount of $18,504,613.95 pesos.

Projects benefited in waste in Querétaro (2024)

PROJECT NAME	BENEFICIARY	APPROVED AMOUNT
Computer Hosting and Maintenance Services for the Information System on Comprehensive Management and Circular Economy of Waste of the State of Querétaro	SEDESU	$1,709,956
Service Named Priority Product Diagnostics Subject to Extended Liability Plan	SEDESU	$1,414,811
Co2 & Circular Economy Business Summit	Querétaro Automotive Cluster. A.C.	$500,000
Comprehensive project; engineering works for the closure of the final disposal site and construction of the transfer card of the municipality Huimilpan, Qro.	Municipality of Huimilpan, Qro	$4,653,748
Vehicular solid waste collection unit in the municipality of Tolimán, Querétaro.	Municipality of Tolimán, Qro	$1,353,649
Acquisition of solid waste collection truck for the municipality of Peñamiller, Qro.	Municipality of Peñamiller, Qro	$1,522,450
Adelante San Juan with the circular economy bases for the transition to a circular economy in the municipality of San Juan Del Rio Querétaro, second stage.	Municipality of San Juan del Río, Qro	$2,000,000
Consolidation and operation of the circular economy system of Querétaro phase III - Supplement	Querétaro Automotive Cluster. A.C.	$3,500,000
Implementing the Roadmap to a Circular Economy: urban solid waste separation and differentiated collection pilot	Querétaro Ecocircular, A.C.	$1,500,000
Acquisition of 3 biological chambers for production of composting with organic waste in the Sierra Gorda Biosphere Reserve	Sustainable Forest A.C.	$350,000

Source: Prepared by the Environmental Control Division (Ministry of Sustainable Development), 2025.

Circular economy

The promotion of the circular economy is one of the main objectives of the Ministry of Sustainable Development, which is fulfilled through the Circular Economy System of Querétaro, which aims to optimize resources, reduce waste generation and promote the generation of natural resources in line with the principles of the circular economy.

The System made significant progress in promoting sustainable practices, strengthening the local economy and protecting the environment in the region, where important milestones have been reached in the implementation of projects and the training of key actors.

Strategic lines and actions of the Circular Economy System

In 2024, Phase III of the Querétaro Circular Economy System was executed, with the formulation of 80 projects related to the circular economy, the training of 138 people in various companies, generating 69 circular jobs.

Economic benefits of projects in Querétaro (2024)

CONCEPT	AMOUNT
Economic benefits	1.302 million pesos
Materials and waste avoided and used	2,048,113 tonnes/year
Saved or recirculated water	3,466,691 m3/year
Energy saved or generated from renewable sources	209 GWh/year
Avoided carbon emissions	1,182,645 tons Co2eq/year

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.

In addition, the CO2 & Circular Economy Business Summit 2024 event was held, whose main purpose was to promote a new paradigm shift and the creation of new business models and for this purpose there was an exhibition floor with 14 exhibitors, 33 supplier companies and 21 buyer companies.



1.2.7

Environmental education

The state of Querétaro has a great biological and cultural wealth, so it is important to promote environmental education, in order to change uses and customs related to the care of natural resources, generating an environmental awareness in citizens.

SEDESU, through the Department of Environmental Education, maintains approaches with the population in order to raise awareness and strengthen environmental education, through workshops, events, courses and training. In 2024, the department integrated 32,546 people into activities, exceeding the figure reported in 2023 by 21,419.

Thanks to these activities, contact was made with primary, secondary, high school and university industrial parks in the Municipalities of Querétaro, El Marqués, Corregidora, San Juan del Río, Cadereyta, San Joaquín, Jalpan and Pinal de Amoles.

Among the activities carried out are:

- Seminars for the Day of Environmental Education. Environmental education seminars were held to commemorate this date, in which talks, conferences and workshops were held in various schools between January, February, March and April; with the participation of schools, universities and civil society organizations.
- Word Environment Day. There was participation in the Festival for the Day of the Environment within the framework of the anniversary of Caja Libertad, through the workshops "Creation of Aromatic Spiral", "Virtual Reality and Pollinators", "Separation of Waste", "The ABC of Climate Change" and an environmental story "Juanito and Plastic Bags", with a reach of 300 people.
- Camping in Campo Alegre, San Joaquín. The articulation camp was held with 100 teachers belonging to the USEBEQ in Campo Alegre San Joaquín. Workshops were given on "Making compost" and talks on "The era of plastics", "Circular Economy". The “Eco Escuelas” (Eco-schools) initiative was presented within the event.
- Environmental Workshops in “Zona Viva”. Within the framework of Earth Day, the "Creation of Compost" workshop was held within the Zona Viva Community Center, having an impact of 80 students and women from the Women's Institute.
- “Virtual Reality” Strategy. This year, the Virtual Reality strategy was implemented in the workshops and stands, where different activities can be carried out regarding the Protected Natural Areas of the State of Querétaro.
- ECO-SCHOOLS Strategy. The ECO-SCHOOLS strategy was implemented in September, October, November and December, with the aim of promoting the sustainable development of elementary, middle and high schools through the adoption and implementation of good practices and activities in environmental matters. Thirteen ECO-SCHOOLS awards were given, reaching a student population of 7,396 girls, boys and youth of different educational levels: basic, medium-superior and superior in 7 municipalities of the state.

1.3

Sociodemography

1.3.1 Population Structure

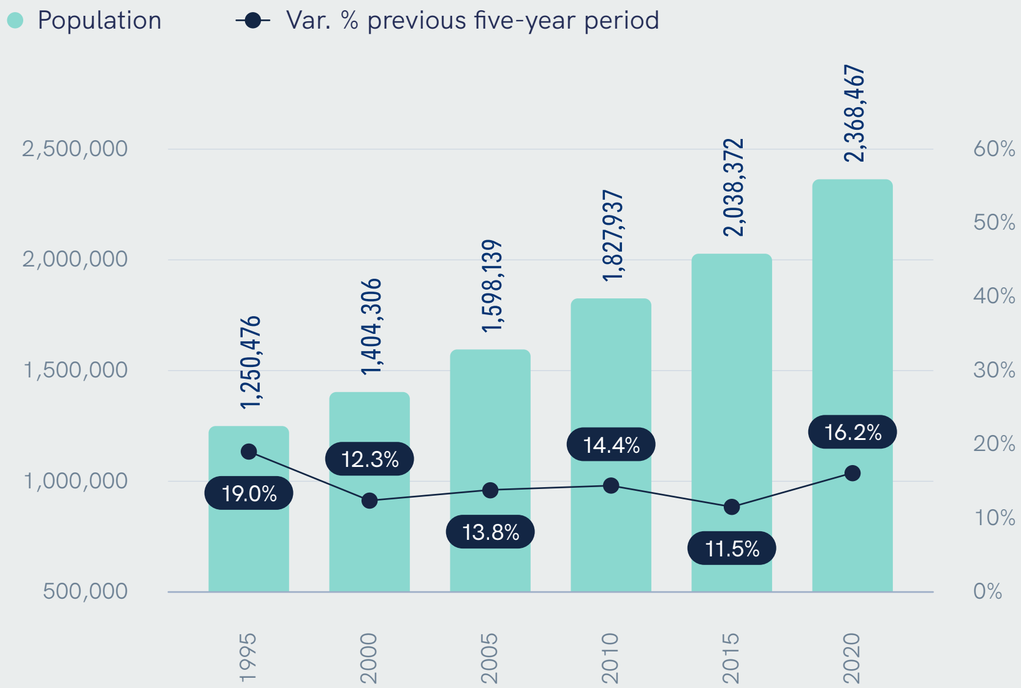
According to the 2020 Population and Housing Census published by INEGI, a total of 126,014,024 people are registered nationwide, a figure that reports a growth of 5.4% compared to 2015, a year in which 119,530,753 people were registered.

The states that concentrated the largest population volumes were: State of México (16,992,418 people); México City (9,209,944); Jalisco (8,348,151); Veracruz (8,062,579); and Puebla (6,583,278).

Querétaro registered 2,368,467 inhabitants, a situation that places it in the 21st position of the most populous states.

The growth of the population in the state has remained constant, however, from 1995 to 2020 it has increased by 89.4%.

Evolution of the population in Querétaro (1995-2020)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (XI General Population and Housing Census 1990, Population and Housing Count 1995, XII General Population and Housing Census 2000, II Population and Housing Count 2005, Population and Housing Census 2010, Intercensal Survey 2015, Population and Housing Census 2020), 2025.

During 2020, in Querétaro, 51.2% (1,156,820) of the population were women and 48.8% (1,211,647) men. The growth rate from 2015 to 2020 was 30.4% and 28.8% respectively.

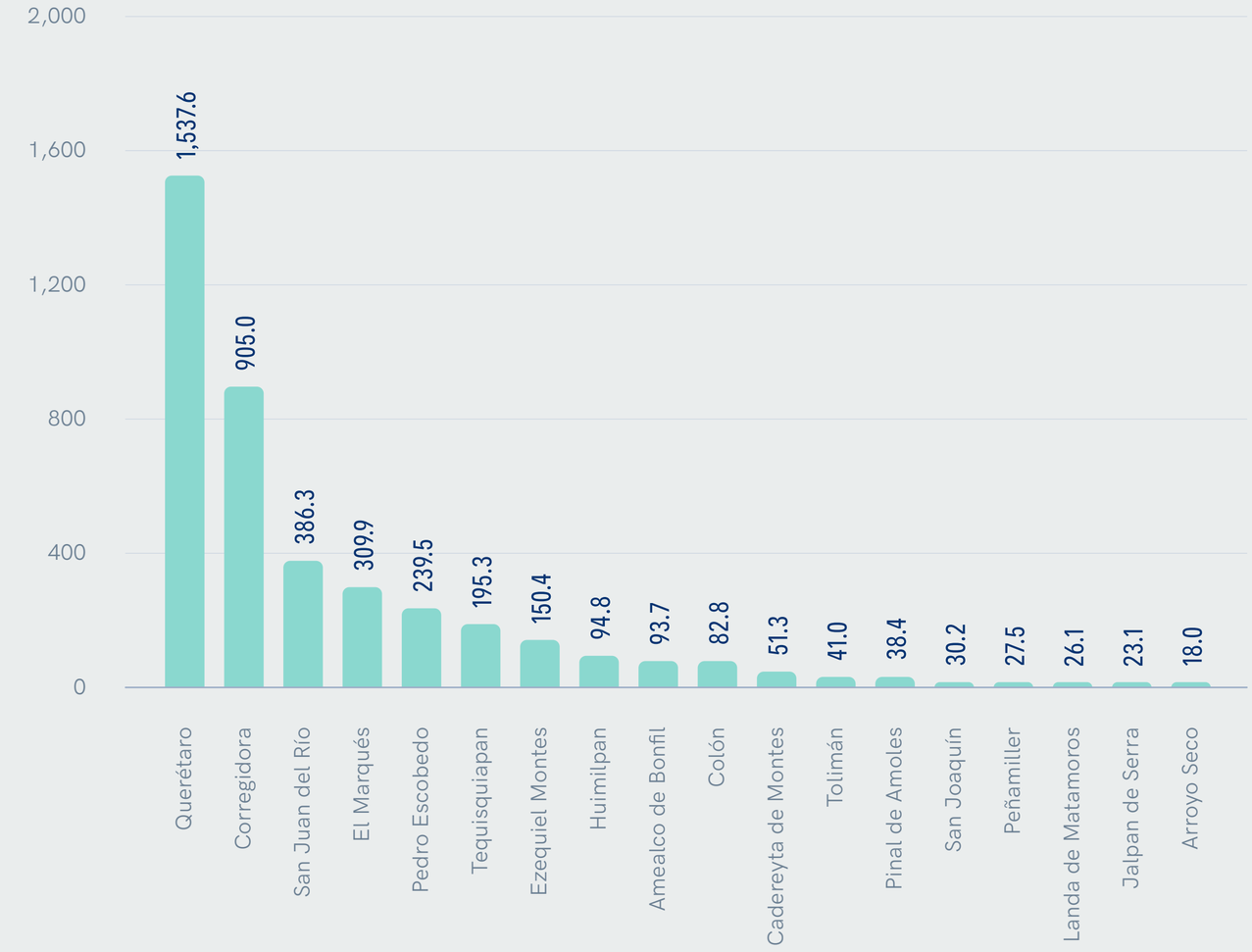
Population density

At the national level, population density is 64.1 inhabitants per square kilometer, however, some entities stand out for having very large population concentrations.

States with the highest population density include: México City - 6,163.4 hab/km2; State of México - 760.2 hab/km2; Morelos - 404.1 hab/km2; Tlaxcala – 336.0 hab/km2; and Aguascalientes 253.9 hab/km2.

Querétaro reports 202.6 hab/km2, a figure that places it in 6th place, indicating that it has a high level of population density.

Population density by municipalities (2020)



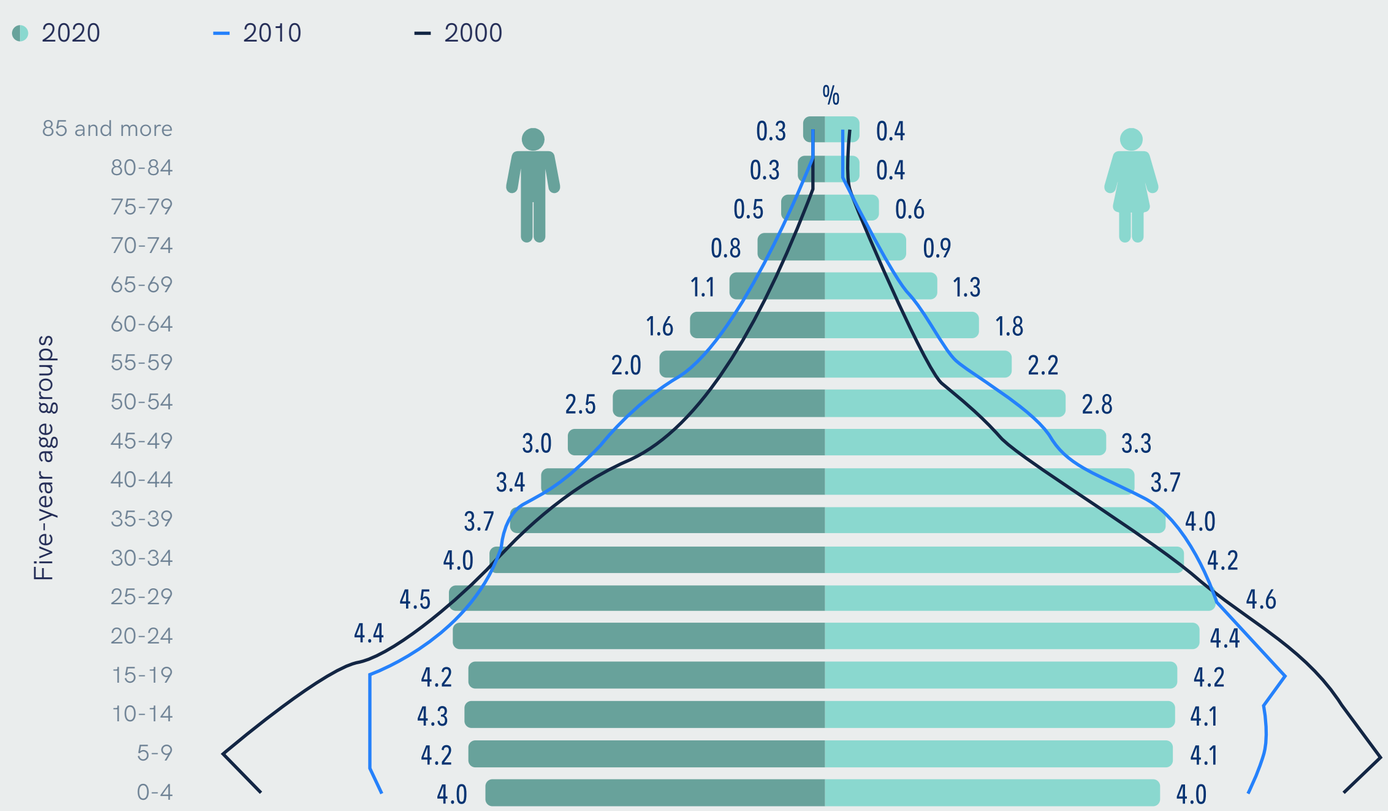
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.
Note: The figures are expressed in hab/km2.

Population dynamics in the state

According to the National Population Council, the average age of the population in Querétaro in 2024 was 29 years, in 2020 the indicator was 28 years and in 2013 it was 25 years.

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

Dynamics of the population structure in Querétaro (2020)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.

Population dynamics in municipalities

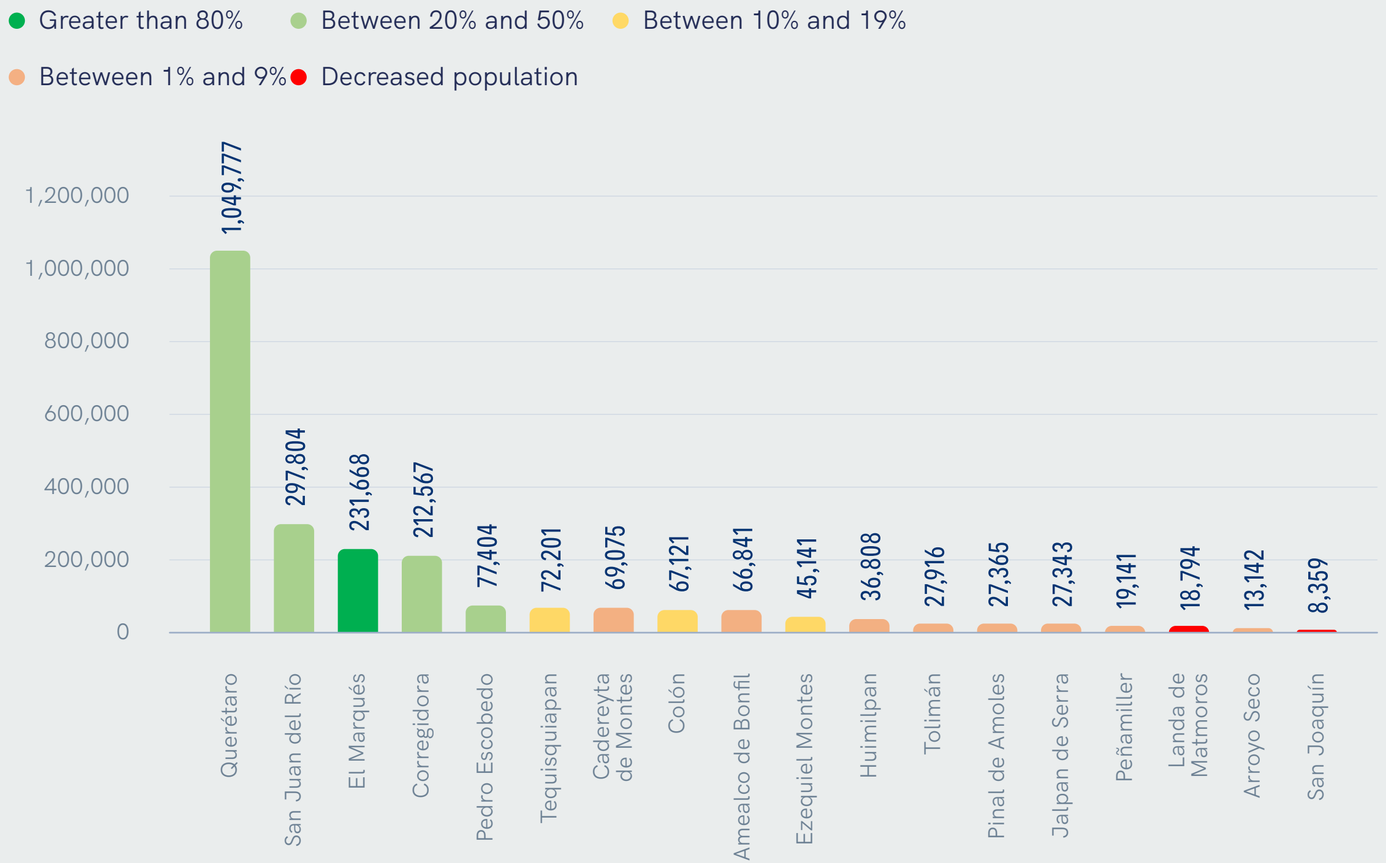
The municipality with the largest population was Querétaro, followed by San Juan del Río, El Marqués and Corregidora. Together they concentrate 75.7% of the population in the state.

On the other hand, the demarcations with the lowest population were San Joaquín, Arroyo Seco, Landa de Matamoros and Peñamiller. Together they account for only 2.5% of the total.

Municipalities focus their population primarily on the following age groups:

- 5-9 years old: Amealco de Bonfil, Cadereyta de Montes, Colón, Ezequiel Montes, Pedro Escobedo, San Joaquín and Tolimán.
- 10-14 years: Arroyo Seco, Huimilpan; Landa de Matamoros, Peñamiller, Pinal de Amoles, San Juan del Río and Tequisquiapan.
- 15-19 years: Corregidora.
- 25-29 years of age: El Marqués and Querétaro.

Total population by municipality in Querétaro (2020)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.
Note: Colors represent population growth levels from 2010 to 2020.

1.3.2

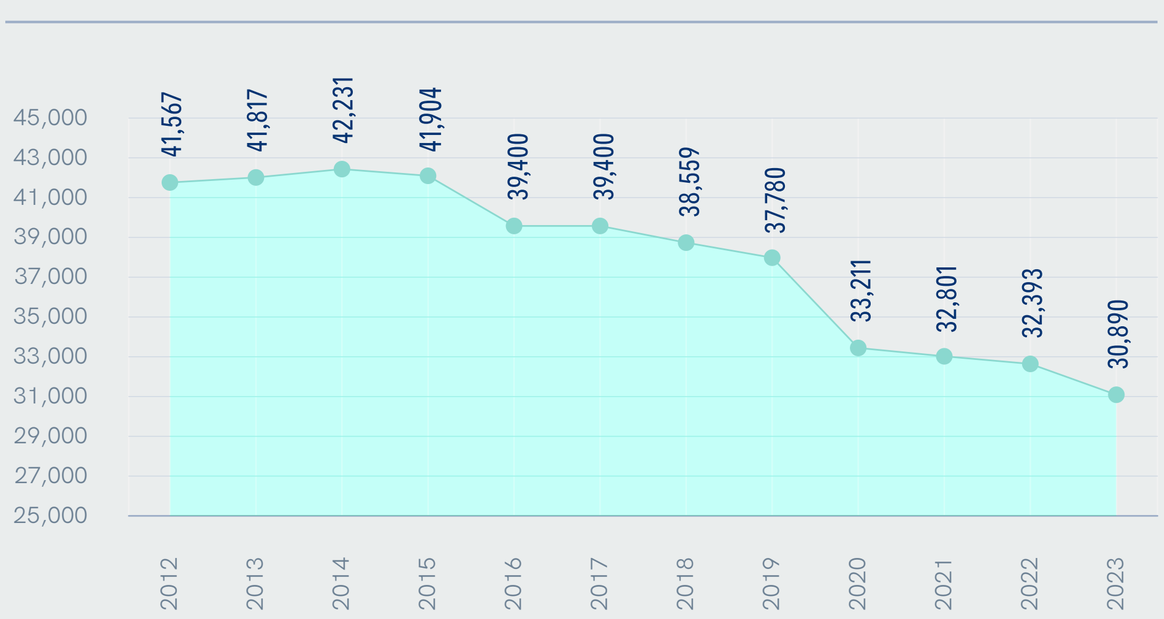
Birth and fertility

Birth

In 2023, 1,820,888 births were registered nationwide, a figure that maintains an annual variation of -3.7%, with 50.7% being men and 49.3% women.

During the same year, 30,890 births were registered in Querétaro, a figure that maintains an annual variation of -4.6% and -26.1% compared to 2013. The aforementioned figure represents 1.7% of the national figure.

Births registered in Querétaro (2012-2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Birth and Fertility), 2025.

Of total births during 2023 in Querétaro, 49.3% were women and 50.7% men.

The trend of adolescent pregnancies in the state remains downward. In 2013 the percentage of teenage pregnancies was 17.3%, by 2022 the figure stood at 12.1% and in 2023, the figure decreased to 11.9%, being the third state with the lowest percentage of teenage pregnancies.

Births in Querétaro (2019-2023)

YEAR	TOTAL	WOMEN	MEN	VAR. % PREVIOUS YEAR	ADOLESCENT PREGNANCIES
2019	37,780	18,714	19,066	-4.1%	14.2%
2020	33,211	16,893	16,318	-12.1%	12.8%
2021	32,801	16,167	16,634	-1.2%	12.7%
2022	32,393	15,950	16,443	-1.2%	12.1%
2023	30,890	15,067	15,823	-4.6%	11.9%

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Birth and Fertility), 2025.

Fertility

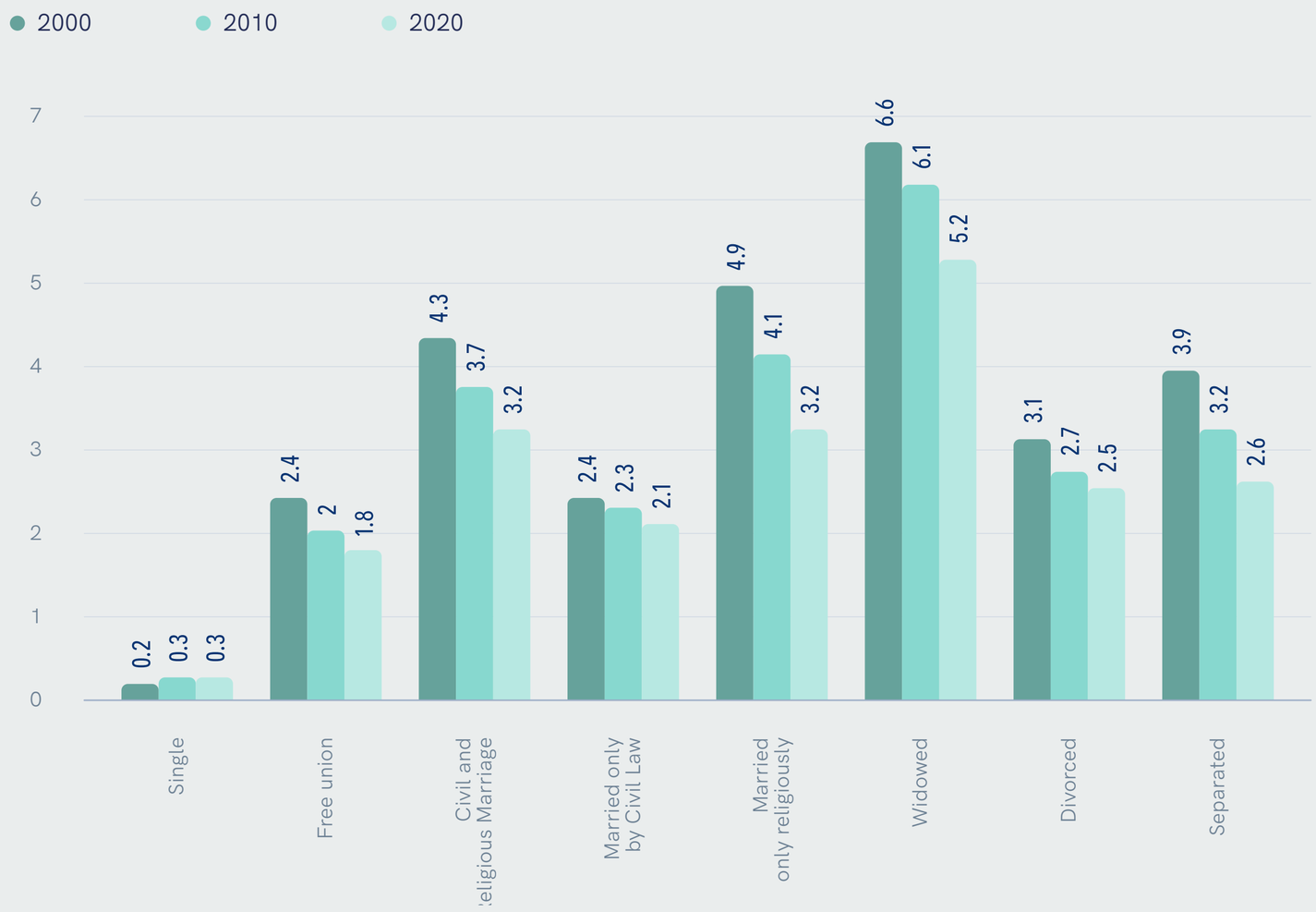
Average births (2010-2020)

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

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Birth and Fertility), 2025.

Spousal status is an influence factor that determines the average number of births. According to figures reported by the National Institute of Statistics and Geography (INEGI), the highest value is among women aged 12 and older who are widowed, reaching an average of 5.2 children in 2020. However, the figure shows a downward trend.

Average live births by marital status in Querétaro (2000-2020)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Birth and Fertility), 2025.
Note: The average number of children born was considered based on women 12 years of age and older.

1.3.3

Morbidity

According to the Ministry of Health, morbidity refers to any separation, subjective or objective, of the physiological or psychological state of well-being. For its part, state or municipal morbidity is defined as the content of general or selected diseases, according to the federal state or municipality of habitual residence of the patient.

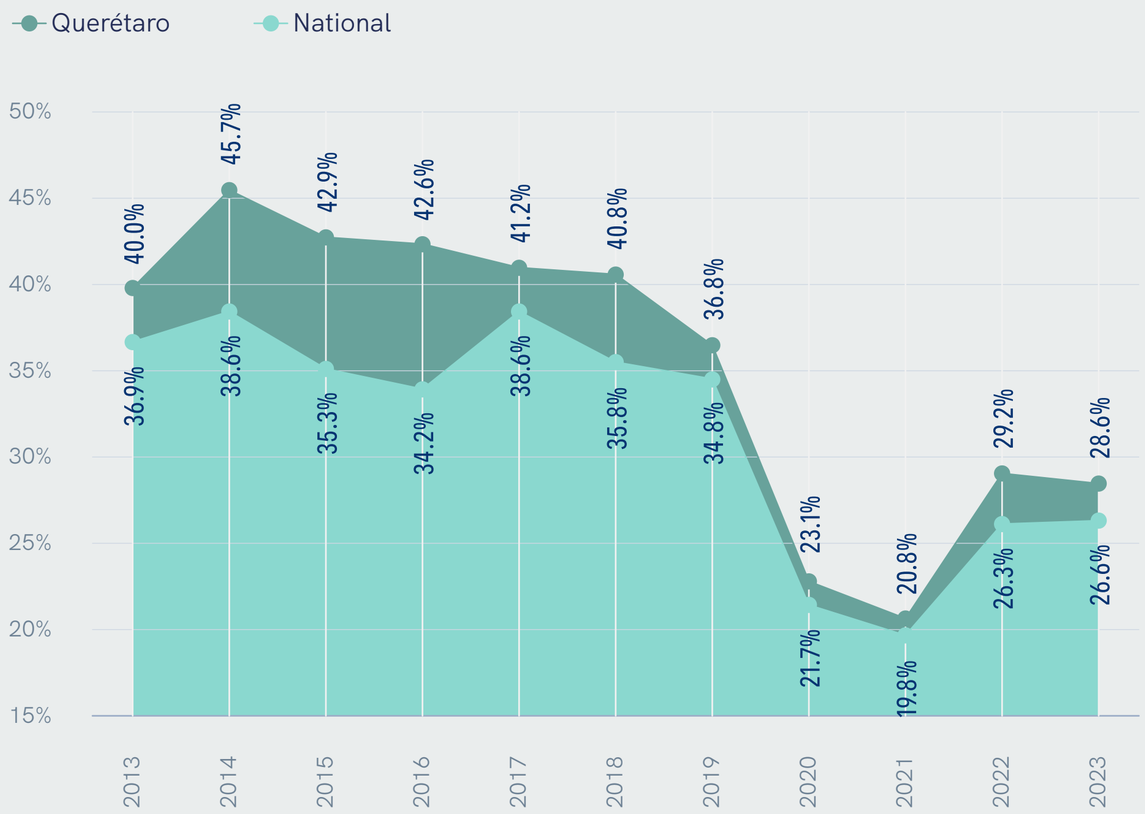
Epidemiological profile

The morbidity rate over the years presented retains a similar trend, both at the national and state levels, however, the latter has remained at higher levels. Despite this, the distance between the two has shown a reduction. In 2013, the value reported at the state level was 3.1 percentage points higher, while in 2023, it maintained a difference of 2 percentage points.

From 2013 to 2023, the average national morbidity rate was 31.7%, while at the state level the figure was 35.6%.

In 2023, at the national level, there was an increase in the rate with respect to the previous year, of 0.3 percentage points, while at the state level, there was a decrease of 0.6 percentage points.

Evolution of the morbidity rate in Querétaro and National (2013-2023)



Source: Prepared by the authors with data from the Ministry of Health (Yearbook of Morbidity 1984 - 2023), 2025.
Note: The calculation was made considering the population reported for each year within the Morbidity Yearbooks.

Main causes of disease registered in the Querétaro health sector (2023)

SICKNESS	2022	QUERÉTARO 2023	VAR. % 2023 VS. 2022[1]	NATIONAL[2]	PART. REGARDING NATIONAL
Acute respiratory infections	356,396	387,942	8.9%	17,856,394	2.2%
Intestinal infections by other organisms	62,382	75,552	21.1%	3,878,561	1.9%
Urinary tract infection	59,756	64,975	8.7%	3,431,865	1.9%
Conjunctivitis	14,638	18,440	26.0%	818,436	2.3%
Gingivitis and periodontal diseases	16,443	16,927	2.9%	1,047,257	1.6%
Ulcers, gastritis and duodenitis	13,420	13,649	1.7%	980,967	1.4%
Obesity	14,509	13,142	-9.4%	783,207	1.7%
COVID-19	78,641	12,328	-84.3%	428,212	2.9%
Motor vehicle transport accidents	7,863	11,784	49.9%	213,744	5.5%
High blood pressure	8,007	8,320	3.9%	609,070	1.4%
Acute otitis media	8,433	7,991	-5.2%	550,381	1.5%
Non-insulin-dependent diabetes mellitus (type II)	6,585	7,521	14.2%	516,106	1.5%
Vulvovaginitis	6,974	7,490	7.4%	526,716	1.4%
Scorpion bite poisoning	4,477	5,788	29.3%	313,156	1.8%
Intra-family violence	3,330	3,896	17.0%	-	-
Peripheral venous insufficiency	3,062	3,016	-1.5%	219,337	1.4%
Dog bites	2,187	2,925	33.7%	-	-
Pneumonia and bronchopneumonia	-	1,898	-	132,483	1.4%
Burns	-	1,729	-	-	-
Gunshot and stab wounds	1,435	1,657	15.5%	-	-
Other causes	15,974	18,948	18.6%	1,922,134	1.0%
Total	668,538	685,918	2.6%	34,931,921	2.0%

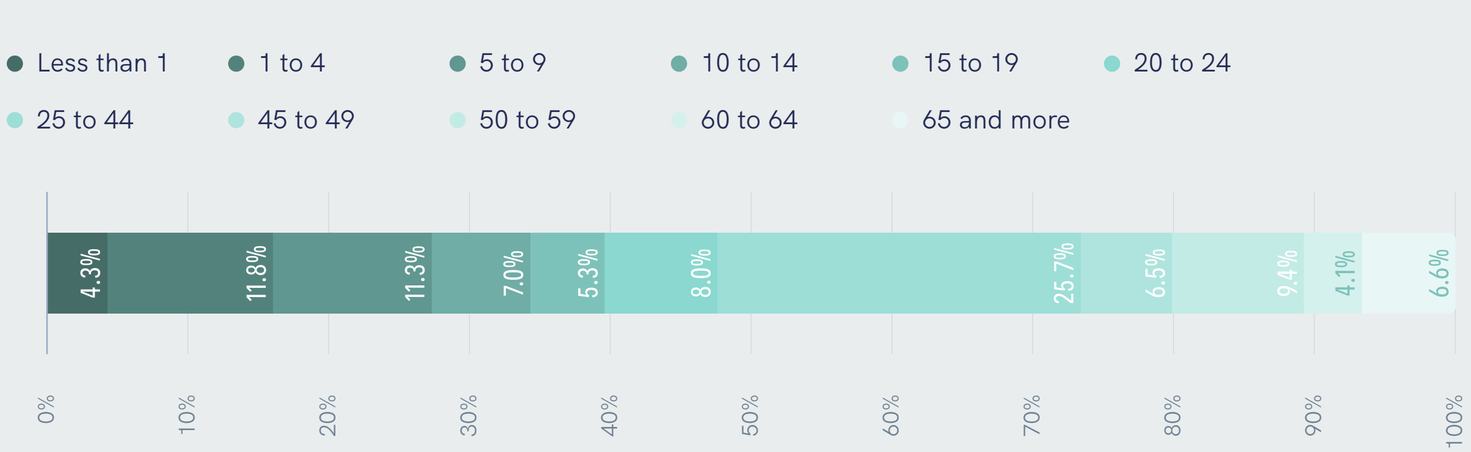
Source: Prepared by the authors with data from the Ministry of Health (Yearbook of Morbidity 1984 - 2023), 2025.
Note: [1] "Pneumonia and bronchopneumonia" and "burns" were not recorded among the leading causes of illness in 2022, so it was not possible to calculate the percentage variation for 2023. [2] In the national case, "domestic violence," "dog bites," "burns," and "gunshot and stab wounds" were not recorded among the leading causes of illness in 2023, which is why the figures were not included, nor was the state's participation.

In Querétaro during 2023, 685,918 cases of diseases were reported, a figure that maintains an annual variation of -0.4% and represents 2% of what is reported nationally.

Keeping the trend of 2022, acute respiratory infections were again the most prevalent, followed by intestinal infections by other organisms.

Diseases predominated in people 25 to 44 years of age, followed by those 1 to 4 years of age.

Distribution of the main causes of disease recorded in the health sector by age group in Querétaro (2023)



Source: Prepared by the authors with data from the Ministry of Health (Yearbook of Morbidity 1984 - 2022), 2024.
Note: the categories are shown in years old.

1.3.4

Mortality and life expectancy

Mortality

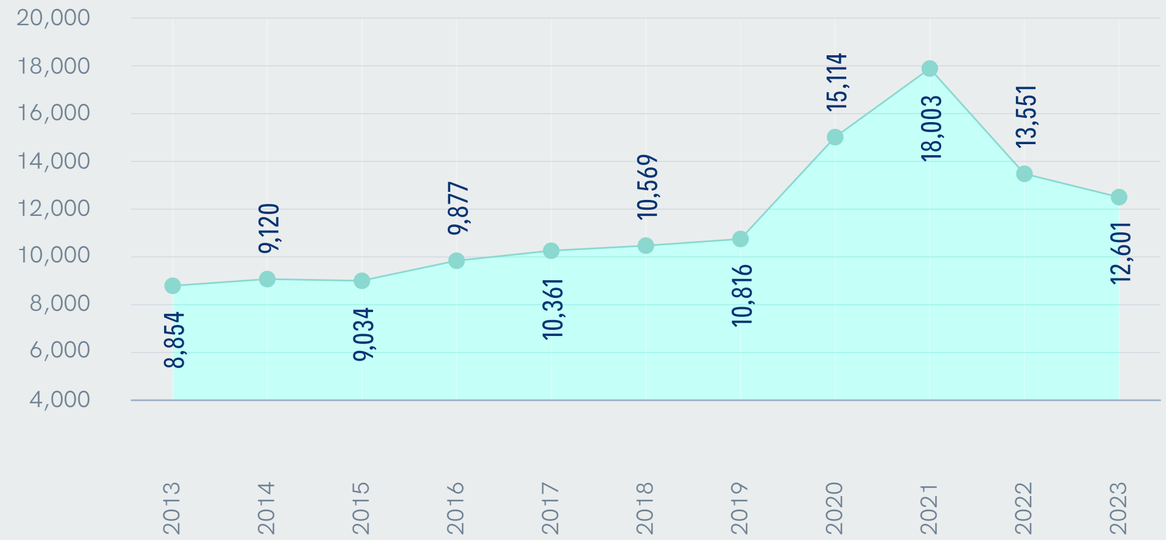
In 2023, 799,869 deaths were registered nationwide, a figure that maintains an annual variation of -5.6%, with 55.9% being men and 44.1% women.

During the same year, 12,601 deaths were recorded in Querétaro, a figure that maintains an annual variation of -7% and 42.3% compared to 2013. It represents 1.5% of those reported in México.

It is important to note that the value reported for Querétaro in 2023 shows a trend closer to that recorded before the COVID-19 pandemic.

Of total deaths during 2023 in Querétaro, 44.4% were women and 55.6% men.

Deaths registered in Querétaro (2013-2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Mortality), 2025.

Mortality in Querétaro (2019-2023)

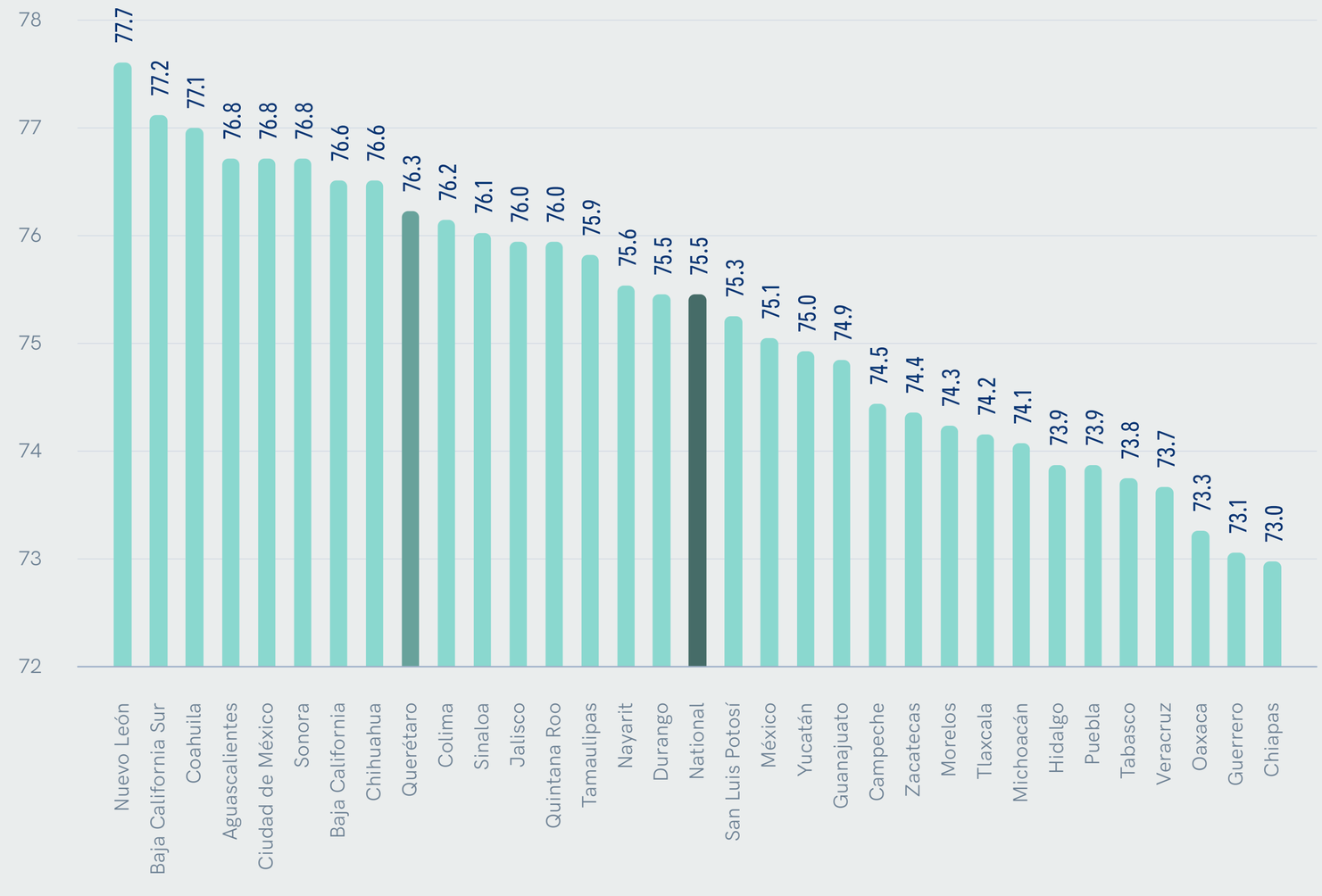
YEAR	TOTAL	WOMEN	MEN	NOT SPECIFIED	VAR. % PREVIOUS YEAR
2019	10,816	4,816	5,999	1	2.3%
2020	15,114	6,256	8,856	2	39.7%
2021	18,003	7,611	10,387	5	19.1%
2022	13,551	5,920	7,629	2	-24.7%
2023	12,601	5,594	7,006	1	-7.0%

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Mortality), 2025.

Life expectancy

In 2024, Querétaro positioned itself as the 9th state with the highest life expectancy, reaching 76.3 years, surpassing the national expectation of 75.5 years.

Life expectancy by federal state (2024)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Mortality), 2025.

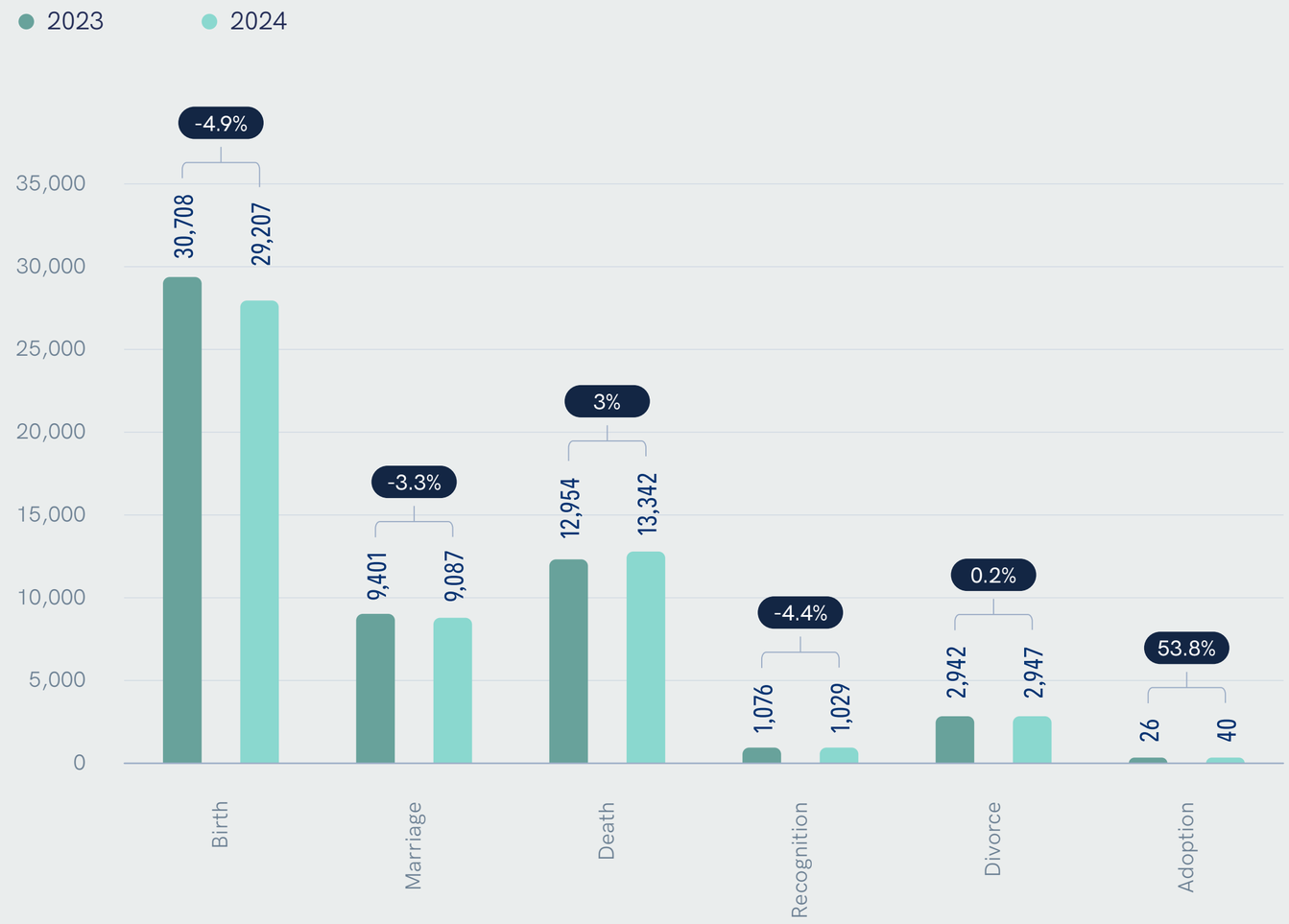
1.3.5

Vital Statistics

In 2024, 55,652 procedures were carried out at the state agency, a figure that represents a decrease of -2.5% compared to the procedures recorded in 2023.

The most requested procedures during 2024 were birth certificates, with 52.5%; followed by death certificates, with 24%. The lowest demand was for adoption certificates, only 0.1% of the total.

Annual indicators of acts and facts of civil status of persons in Querétaro (2023-2024)



Source: Prepared by the authors with data from the State Civil Registry Office, 2025.

1.3.6

Indigenous Peoples

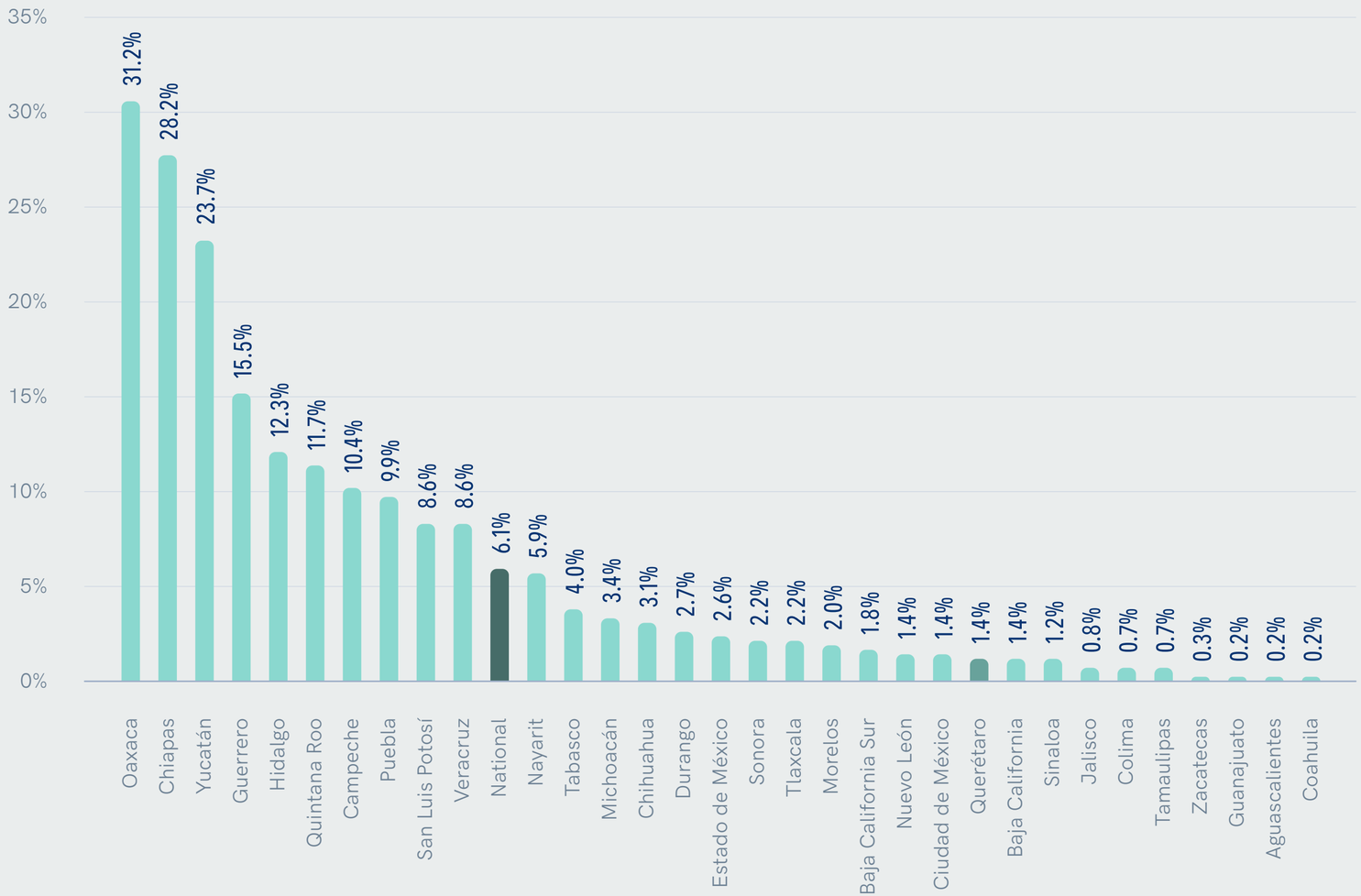
According to the Law of Rights and Culture of Indigenous Peoples and Communities of the State of Querétaro, they are human collectives whose members are descendants of settlers who inhabited the region before the beginning of colonization and who have maintained political, economic, social and cultural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

Population representation of indigenous language speakers

The information published by the 2020 Population and Housing Census reveals that, nationwide, 7,364,645 people aged three and over speak an indigenous language, of which 48.6% are men and 51.4% women.

In Querétaro, 31,383 people three years of age and older speak an indigenous language, being one of the states with the least presence of speakers.

Indigenous language speaking population rate by federal state (2020)



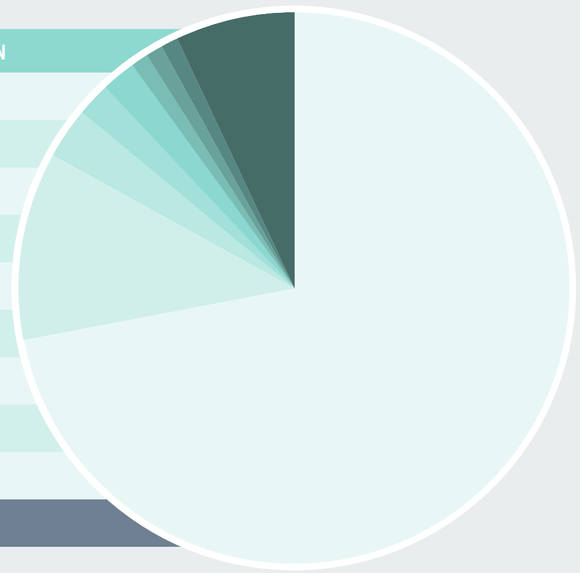
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.
Note: To calculate the rate, the population aged 3 years and older was considered.

Of the total speakers at the state level, 50.8% are women and 49.2% men, while only 1.9% do not speak Spanish, only an indigenous language.

Otomi is the predominant indigenous language in the state, with a total of 22,433 speakers, followed by Nahuatl with 3,442.

Distribution of speakers by indigenous language in Querétaro (2020)

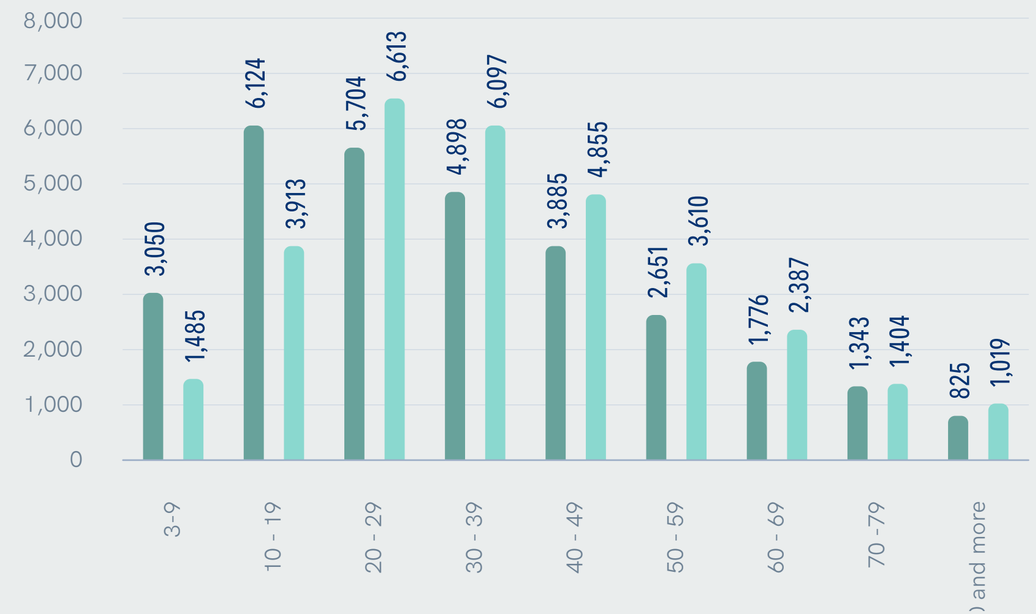
INDIGENOUS LANGUAGE	SPEAKERS	DISTRIBUTION
Otomí	22,433	71.5%
Náhuatl	3,442	11.0%
Mazahua	810	2.6%
Zapoteco	720	2.3%
Mixe	494	1.6%
Mixteco	462	1.5%
Totonaco	436	1.4%
Tarasco	369	1.2%
Otras	2,217	7.1%
Total	31,383	100%



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.

From 2010 to 2020, the population aged 3 and over speaking an indigenous language increased by 1,127 people. Despite the increase, age groups from 3 to 19 years showed a decrease in speakers, a situation that could be understood as an absence in teaching indigenous languages in new generations.

Population aged 3 years and older speaking indigenous languages by age group in Querétaro (2010-2020)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.
Note: The categories refer to years.

Instruction Level

The state of Querétaro has Indigenous preschools in the municipalities of Amealco de Bonfil, Cadereyta de Montes, Colón, Ezequiel Montes, San Joaquín, and Tolimán; and elementary schools in Amealco de Bonfil, Cadereyta de Montes, Ezequiel Montes, and Tolimán.

According to statistics from the Unit of Services for Basic Education in the State (USEBEQ, by its Spanish acronym), during the school term 2023-2024 the indigenous pre-schools reached to 2,882 students. Additionally, there is a 2.1% increase in existing enrollment, which represents those who complete the school year.

Enrolled, existing, and graduated students, teaching staff, and schools in indigenous preschool at the end of courses by municipality (2023-2024 school year)

MUNICIPALITY	ENROLLED STUDENTS[2]	STUDENTS IN EXISTENCE[1]	GRADUATED STUDENTS[1]	TEACHERS[2]	SCHOOLS[2,3]
Amealco de Bonfil	1,199	1,204	566	57	28
Cadereyta de Montes	548	515	185	33	23
Colón	26	25	11	2	1
Ezequiel Montes	210	210	87	11	7
San Joaquín		33	18		
Tolimán	899	902	298	44	25
Total	2,882	2,989	1,165	147	84

Source: Prepared by the authors with data from the Educational Planning Office from USEBEQ (SEP F911 System), 2025.
Note: Indigenous preschool is the educational service provided to indigenous children ages three to five, teaching them Spanish before they enter elementary school. It acts as a preschool education taught in kindergartens.
[1] Current students and graduates reported in the F911 statistical capture of the end of the 2023-2024 cycle of October 2024.
[2] Enrolled students, teaching staff, and schools reported in the F911 statistical capture from the beginning of the 2023-2024 school year in October 2023.
[3] The quantification of schools is expressed in terms of the shifts offered by a single school and not in terms of physical facilities

At the elementary level, the number of students reached 5,753 in the 2023-2024 school year, of which 5,706 completed their studies and 992 graduated. The terminal efficiency in the cycle was 98.7%.

Enrolled, existing, and graduated students, teaching staff, and schools in indigenous elementary school at the end of courses by municipality (2023-2024 school year)

MUNICIPALITY	ENROLLED STUDENTS[2]	STUDENTS IN EXISTENCE[1]	GRADUATED STUDENTS[1]	TEACHERS[2]	SCHOOLS[2,3]
Amealco de Bonfil	3,482	3,441	572	157	24
Cadereyta de Montes	1314	1308	247	74	35
Ezequiel Montes	418	419	81	21	8
Tolimán	539	538	92	28	7
Total	5,753	5,706	992	280	74

Source: Prepared by the authors with data from the Educational Planning Office from USEBEQ (SEP F911 System), 2025.
Note: Indigenous elementary school is the educational service provided to indigenous children ages six to eleven, teaching them Spanish before they enter secondary school.
[1]Current students and graduates reported in the F911 statistical capture of the end of the 2023-2024 cycle of October 2024.
[2] Enrolled students, teaching staff, and schools reported in the F911 statistical capture from the beginning of the 2023-2024 school year in October 2023.
[3] The quantification of schools is expressed in terms of the shifts offered by a single school and not in terms of physical facilities



During the 2023-2024 school year, 8,182 indigenous-speaking students enrolled in elementary, high school, and higher education, registering a 16.3% increase compared to the 2022-2023 school year. The municipality of Amealco de Bonfil accounted for 38.8% of the total number of students, followed by Tolimán with 20.8%, Querétaro with 20%, Cadereyta de Montes with 14.5%, and Ezequiel Montes with 2.3%.

Compared to the previous school year, the greatest growth was in the municipality of San Joaquín, where there was an increase of 7,300%, going from 1 to 73 students, followed by Querétaro with 102.1%, Tequisquiapan with 20%, Cadereyta de Montes with 13.5%, and Colón with 13.3%.

Indigenous language-speaking students served at different educational levels (2023-2024 school year)

MUNICIPALITY	PRE-SCHOOL	ELEMENTARY SCHOOL	MIDDLE SCHOOL	HIGH SCHOOL	HIGHER SCHOOL
Amealco de Bonfil	372	2,122	480	199	2
Arroyo Seco				2	
Cadereyta de Montes	219	876	68	16	6
Colón		73	4	2	23
Corregidora				6	3
El Marqués	2	6	4	7	
Ezequiel Montes	9	169		11	
Huimilpan				3	
Jalpan de Serra		7	1	4	9
Landa de Matamoros		1			
Pedro Escobedo					2
Peñamiller				1	
Pinal de Amoles				3	
Querétaro	22	860		58	699
San Joaquín	3	68		2	
San Juan del Río		3		13	33
Tequisquiapan		1		5	
Tolimán	244	842	434	183	
Total	871	5,028	991	515	777

Source: Prepared by the authors using data from the Basic Education Services Unit in the State of Querétaro (SEP F911 System), 2025.

1.3.7

Migration

In recent years, society worldwide has moved from one country to another, mainly for reasons such as violence, the absence of job opportunities, natural disasters and socio-political crises, with the aim of obtaining stability and increasing their well-being.

Querétaro receives a significant number of migrants, mainly interstate, due to factors such as economic growth, security and opportunities that the state offers for its population.

Migration phenomenon

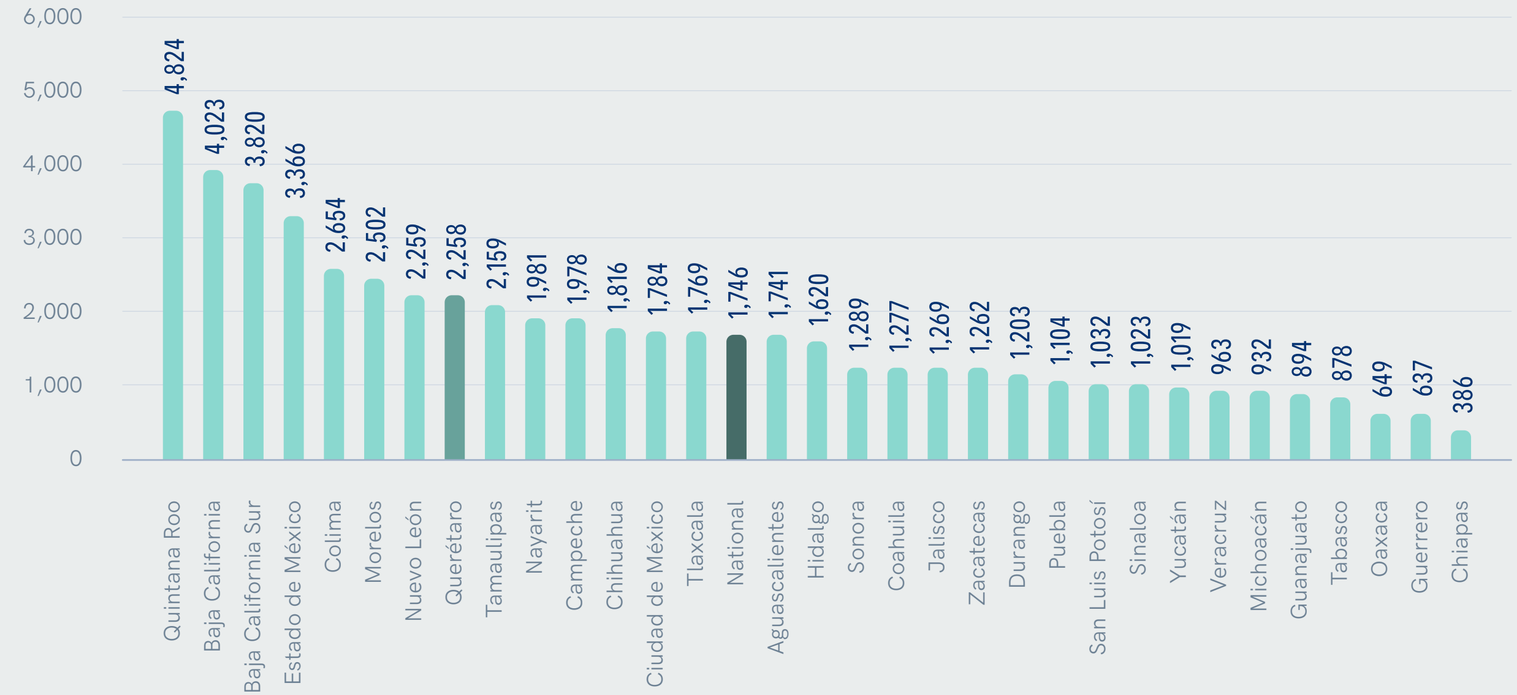
The evolution of migration in Querétaro has been a phenomenon that has been increasing over the years. During 1980, the departure of people born in the state was greater than those who arrived. However, by 2020, the number of people who arrived at the state was 3.4 times higher than the people who migrated from the state.

Interstate migration

In 2023 at the national level, 22,602,077 people lived in a state different from the one they were born in. Querétaro concentrated 2.5% of them, that is, 568,945.

Querétaro ranked 8th in terms of concentration of people born in another state per 10,000 inhabitants.

Population born in another entity per 10,000 inhabitants by federal state (2023)



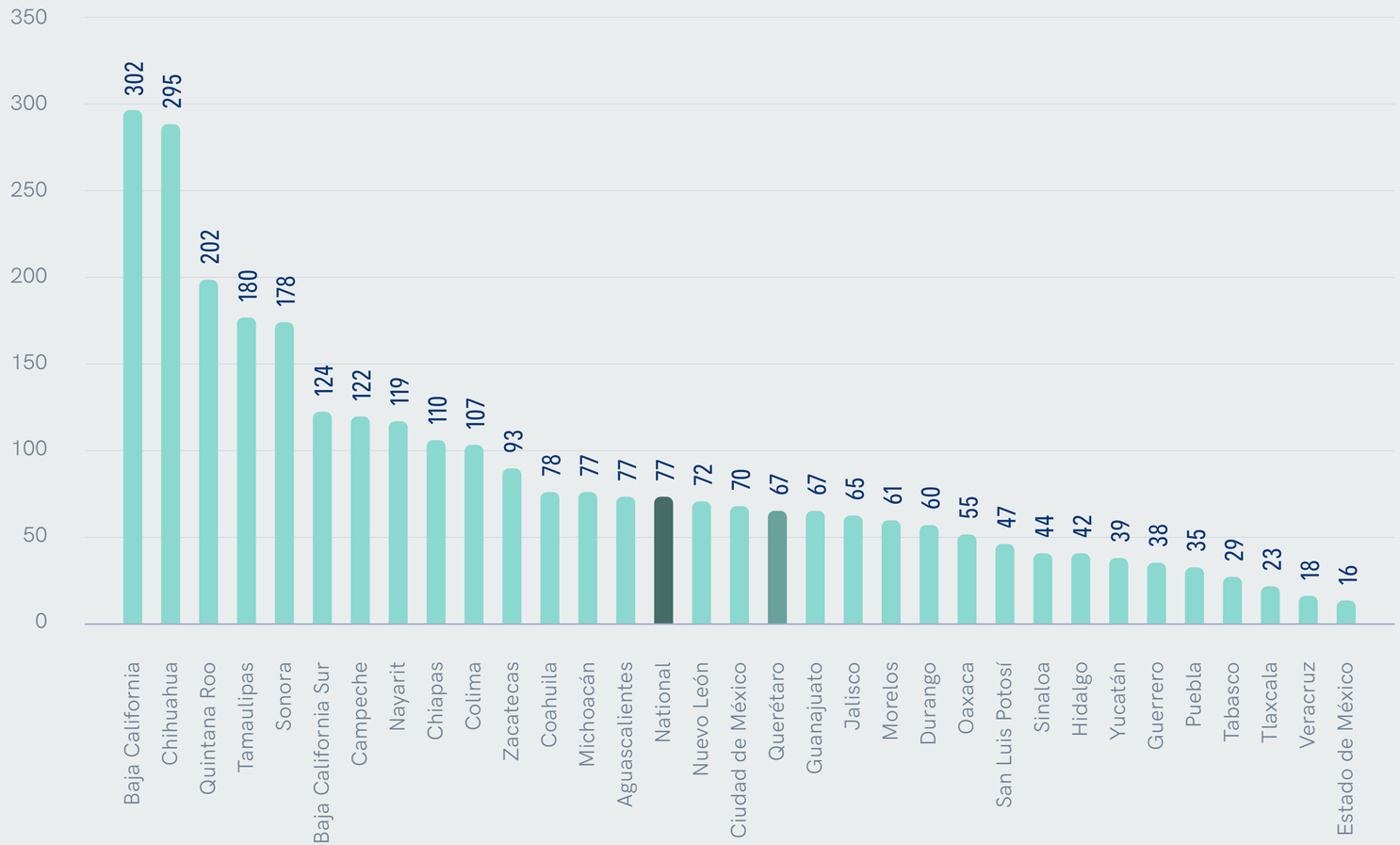
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Survey of Demographic Dynamics 2023), 2025.

International migration

Regarding international migration, 994,325 people who lived nationally were born in another country. In Querétaro, this figure is 16,779 people, or 1.7% of the national total.

Querétaro ranked 18th in terms of people residing in the state, born in another country for every 10,000 inhabitants.

Population born in another country per 10,000 inhabitants by federal state (2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Survey of Demographic Dynamics 2023), 2025.

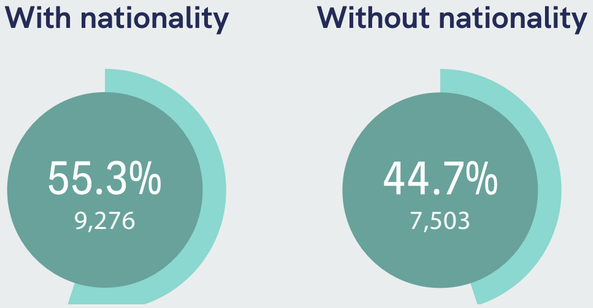
State emigration

At the national level, 1,219,710 people changed their place of residence in 2023, compared to August 2018, of which 40,469 people emigrated from Querétaro.

The state ranks first with respect to the people who migrate for every 10,000 inhabitants.

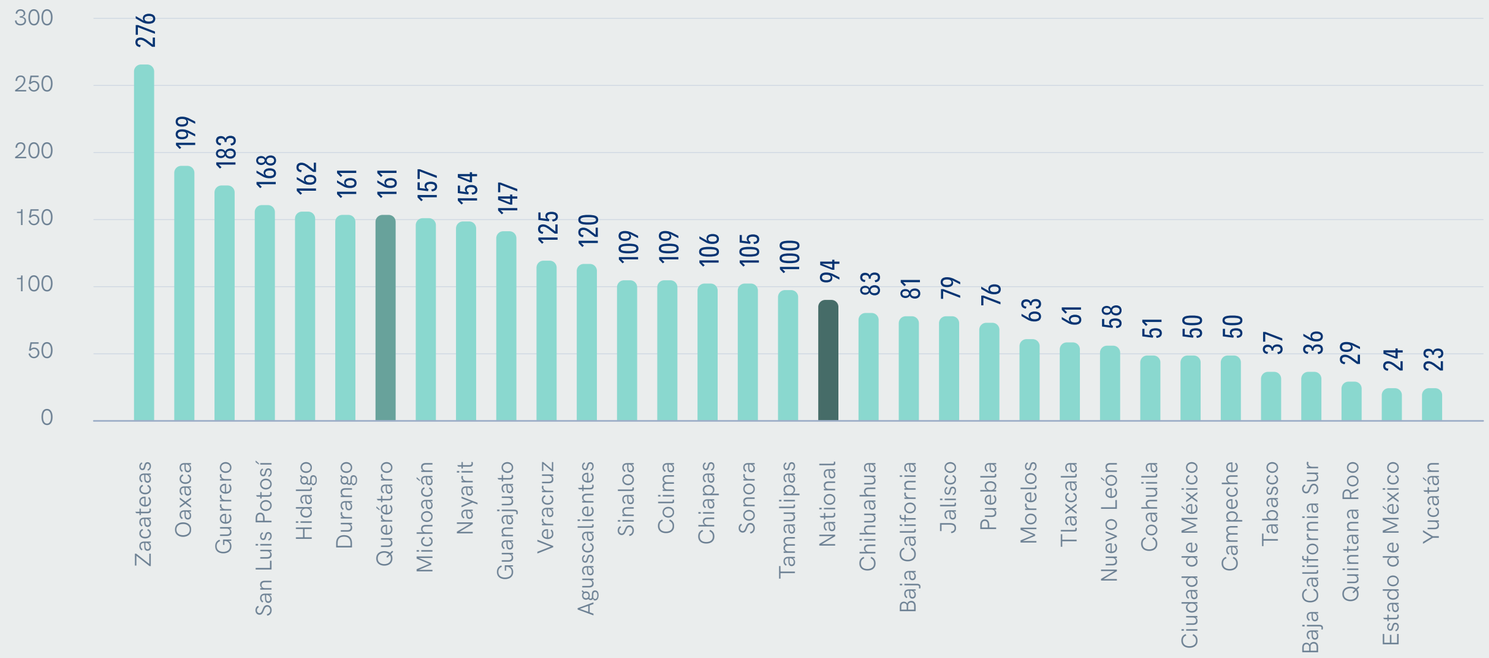
Of the 16,779 foreigners who lived in the state, 55.3% (9,276) have Mexican nationality.

Condition of possession of Mexican nationality of the population born in another country in Querétaro (2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Survey of Demographic Dynamics 2023), 2025.

Emigrant population in another country per 10,000 inhabitants by federal state (2023)

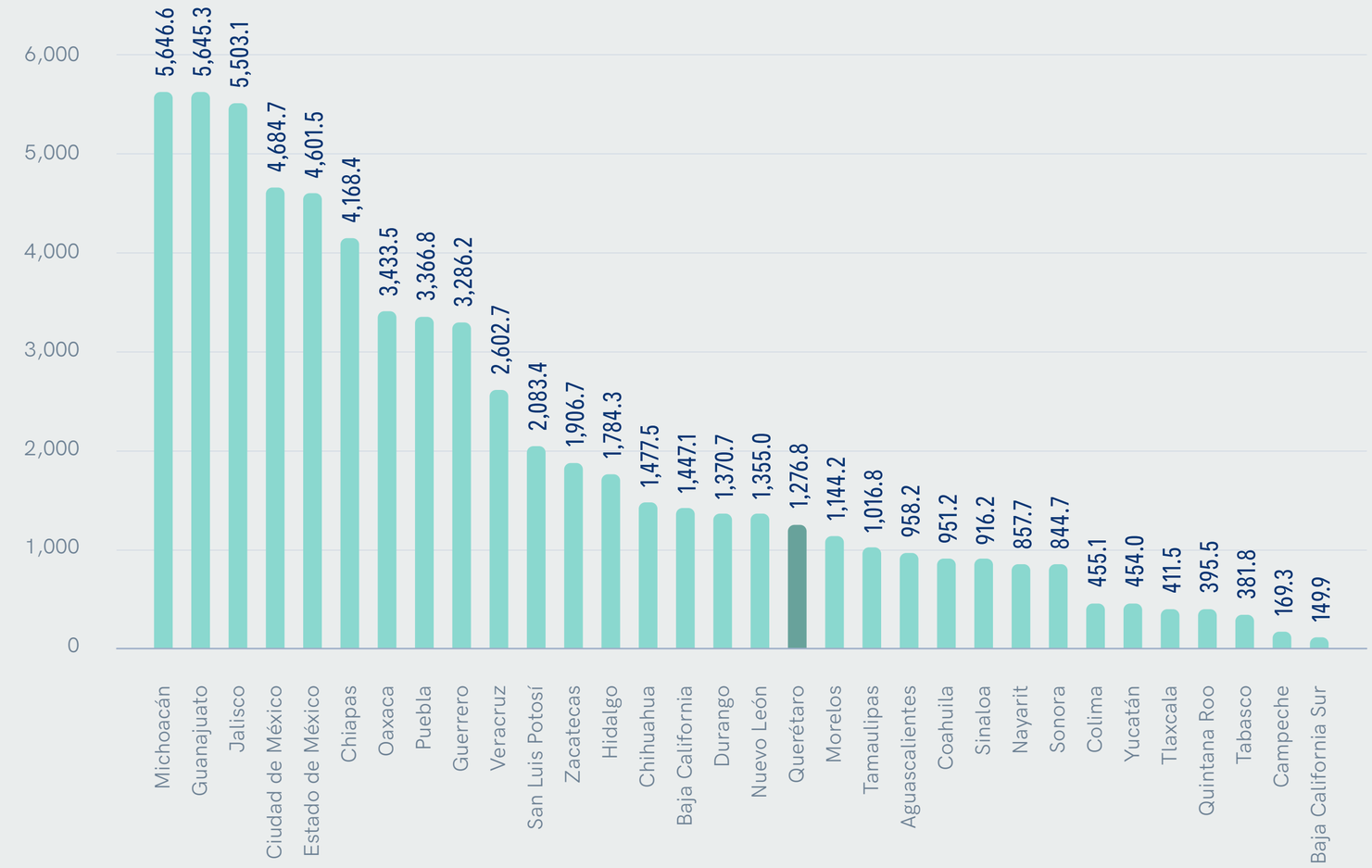


Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Survey of Demographic Dynamics 2023), 2025.
Note: The information refers to people who changed their place of residence from 2018 to 2023.

Remittances

In 2024 México received USD 64,746.4 in remittances, exceeding the amount recorded in 2023 by 2.3%. States such as Michoacán, Guanajuato and Jalisco have the highest flow. For its part, Querétaro received USD 1,276.8, a figure that represents 2% of the national total.

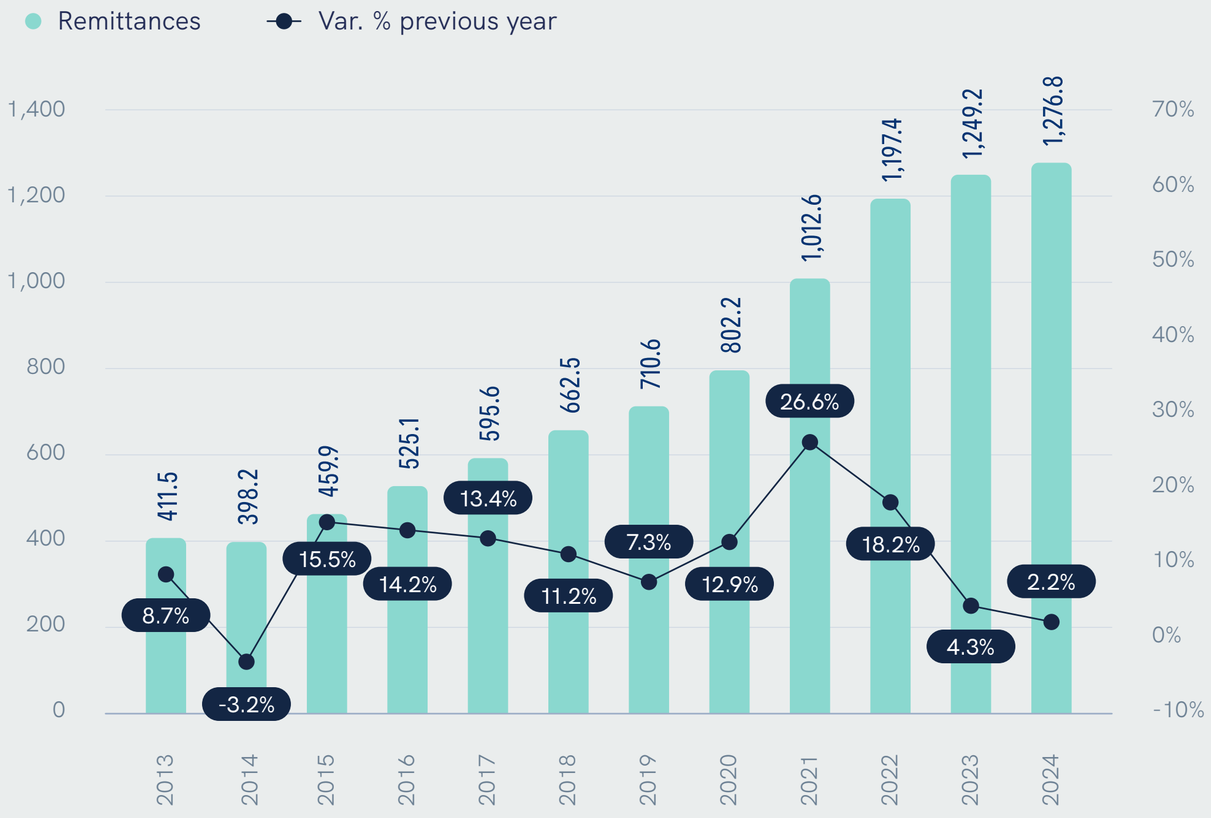
Remittance income by federal entity (2024)



Source: Prepared by the authors with data from the Bank of México (Economic Information System - Remittances by Federal Entity), 2025.
Note: The figures are shown in millions of dollars (MoD).

Among the states with the highest annual growth are: México City (21.1%), Puebla (7%), Oaxaca (6.8%), State of México (5.7%) and Zacatecas (5%); Querétaro ranks 11th, with a growth of 2.2%.

Evolution of remittance income in Querétaro (2013-2024)



Source: Prepared by the authors with data from the Bank of México (Economic Information System - Remittances by Federal State), 2025.
Note: The figures are shown in millions of dollars (MoD).





Infrastructure and Equipment

2

In Querétaro, government strategies are aimed at consolidating the state as a leader in logistics. To achieve this objective, the comprehensive development of the different economic and social sectors is promoted. In this context, it is essential to improve the operation of public transportation, as well as hydraulic and stormwater infrastructure, to guarantee sustainable mobility and preserve the population's quality of life.

2

Infrastructure and Equipment

2.1 Urban Development and Housing

2.1.1 Urban Development

2.1.2 Housing

2.2 Hydraulic Sector

2.2.1 Hydraulic infrastructure of the State Water Commission (CEA, by its acronym in Spanish)

2.2.2 Water infrastructure Municipal Water and Sewerage Board (JAPAM)

2.3 Energy Sector

2.3.1 National Electric System (SEN, by its acronym in Spanish)

2.3.2. Natural gas

2.4 Road and Communications Sector

2.4.1. Road infrastructure

2.5 Transportation and mobility

2.5.1. Railway infrastructure

2.5.2. Vehicle Inspection Program

2.5.3. Querétaro International Airport (AIQ, by its acronym in Spanish)

2.5.4. Bus Terminal of Querétaro (TAQ, by its acronym in Spanish)

2.5.5. Mobility

Infrastructure and Equipment

345
ACTIVE PUBLIC TRANSPORTATION ROUTES

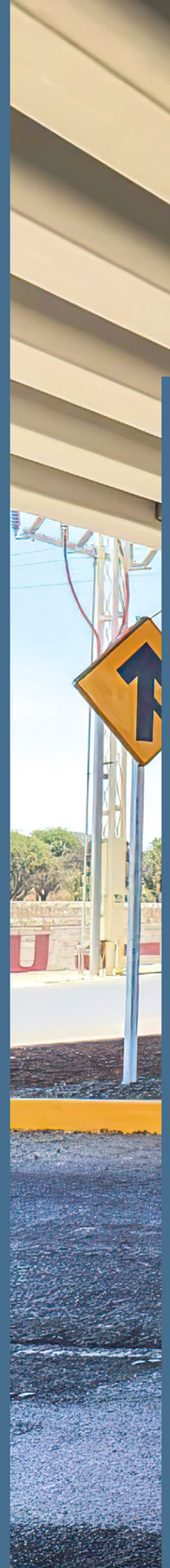
148
INFRASTRUCTURE WORKS

593,117
VEHICLES VERIFIED IN 2024

+2M
PASSENGERS SERVED BY THE AIQ

143,001
BENEFICIARIES OF THE "TARIFA UNIDOS" PROGRAM

167.1M
OF M^3 OF DRINKING WATER PRODUCED BY THE CEA





2.1

Urban Development and Housing

2.1.1

Urban Development

The Ministry of Urban Development and Public Works (SDUOP, by its acronym in Spanish) promotes and oversees programs, projects, and the execution of community works in the state of Querétaro, in addition to regulating urban growth and preserving the built cultural heritage, promoting the right to the city and an inclusive, people-centered policy through the guiding principles of universal accessibility, sustainable mobility, and comprehensive human development.

To achieve these objectives, the Ministry of Urban Development and Public Works carried out various key projects and actions in 2024, including:

Infrastructure and Public Works

- Comprehensive Project Paseo 5 de febrero (2,368,467 beneficiaries).
- Citizen Security Building, (2,368,467 beneficiaries).
- State Police (POES, by its acronym in Spanish) Building, (2,368,467 beneficiaries).
- Courthouse, (1,163,687 beneficiaries).
- Women's Justice Center (32,000 beneficiaries).
- Housing Institute Building of the State of Querétaro (2,368,467 beneficiaries).
- The Agora and Roofing of the “Manuel Gómez Morín” Educational and Cultural Centre of the State (2,368,467 beneficiaries).
- El Marqués and Ezequiel Montes Prosecutor's Office (203,000 beneficiaries).
- Municipal Market of Amealco de Bonfil (66,000 beneficiaries).
- Gastronomic Market Pinal de Amoles (27,000 beneficiaries).
- Shelter for Pregnant Women (63,000 beneficiaries).
- Tlacote, San Juan del Río and Tequisquiapan Health Centers (175,000 beneficiaries).
- Switchyard of the Querétaro State Mobility Agency (1,500,000 beneficiaries).
- Corregidora-Huimilpan Metropolitan Boulevard (249,000 beneficiaries).
- San José El Alto-Chichimequillas “CE540” Highway (1,200,000 beneficiaries).
- La Griega “CE500” Highway, (160,000 beneficiaries).
- “Los Benitos” Bridge, (1,400,000 beneficiaries).
- Penitentiary Complex, (2,368,467 beneficiaries).
- Airport Infrastructure, (2,368,467 beneficiaries)

Urban development programs

In 2024, the following programs were developed:

- Urban Development Municipal Program of Amealco de Bonfil
- Urban Development Municipal Program of Cadereyta de Montes
- Urban Development Municipal Program of Ezequiel Montes

According to the established by the Article 44 of General Law of Human Settlements, Land Use Planning and Urban Development, the consistency opinions were issued in the following Programs:

- Urban Development Municipal Program of Amealco de Bonfil
- Urban Development Municipal Program of Cadereyta de Montes
- Urban Development Municipal Program of Ezequiel Montes

Likewise, the following programs were registered in the State of Querétaro's Public Registry of State Property:

- Urban Development Municipal Program of Amealco de Bonfil
- Urban Development Municipal Program of Cadereyta de Montes
- Urban Development Municipal Program of Ezequiel Montes

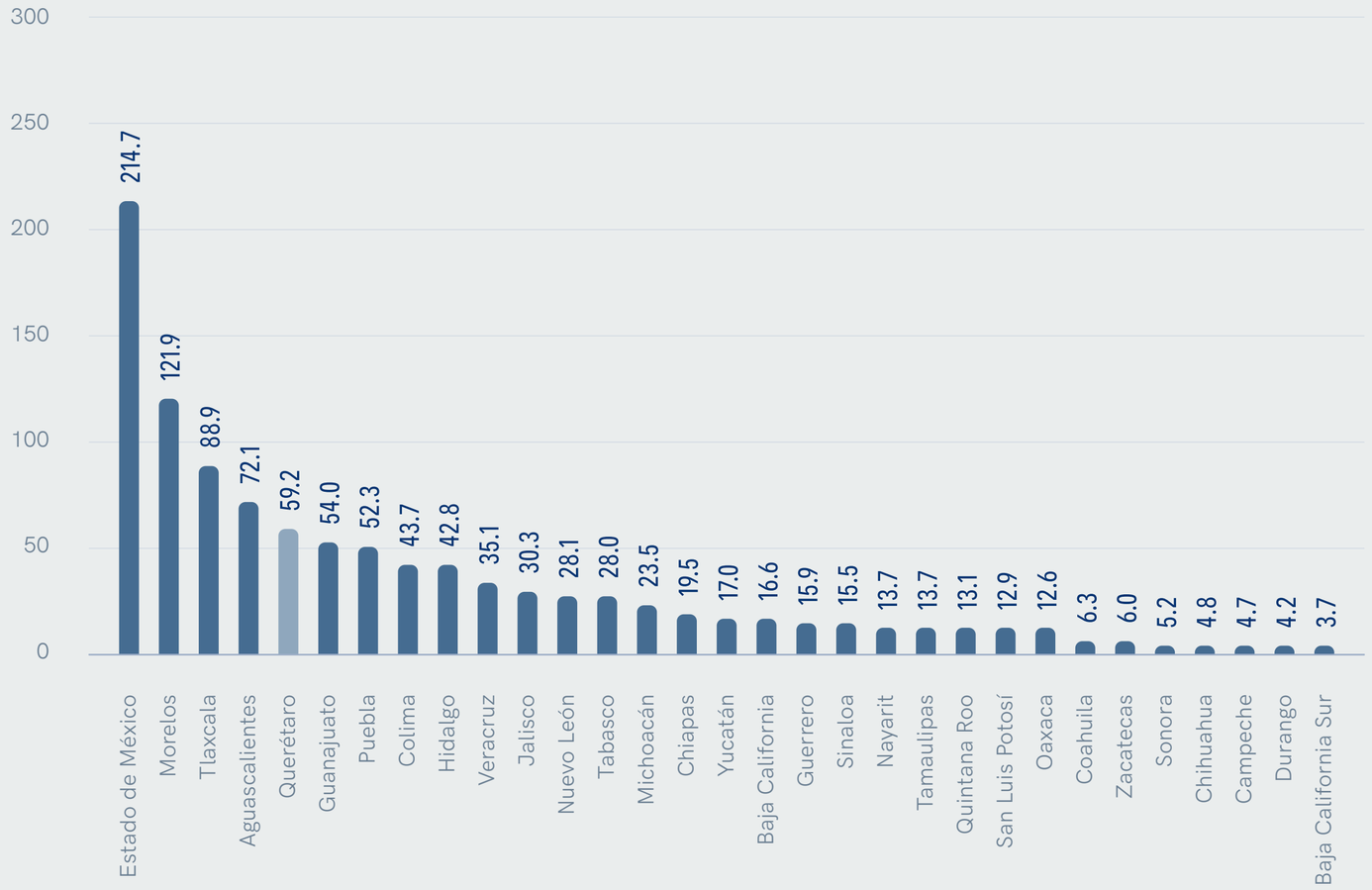


2.1.2

Housing

In 2022, with the data obtained through the National Survey of Household Income and Expenditures (ENIGH, by its acronym in Spanish), there were 36,968,871 homes nationwide. Querétaro is ranked among the first places regarding density housing; this could be explained by the arrival of people to the state, who demand facilities to live.

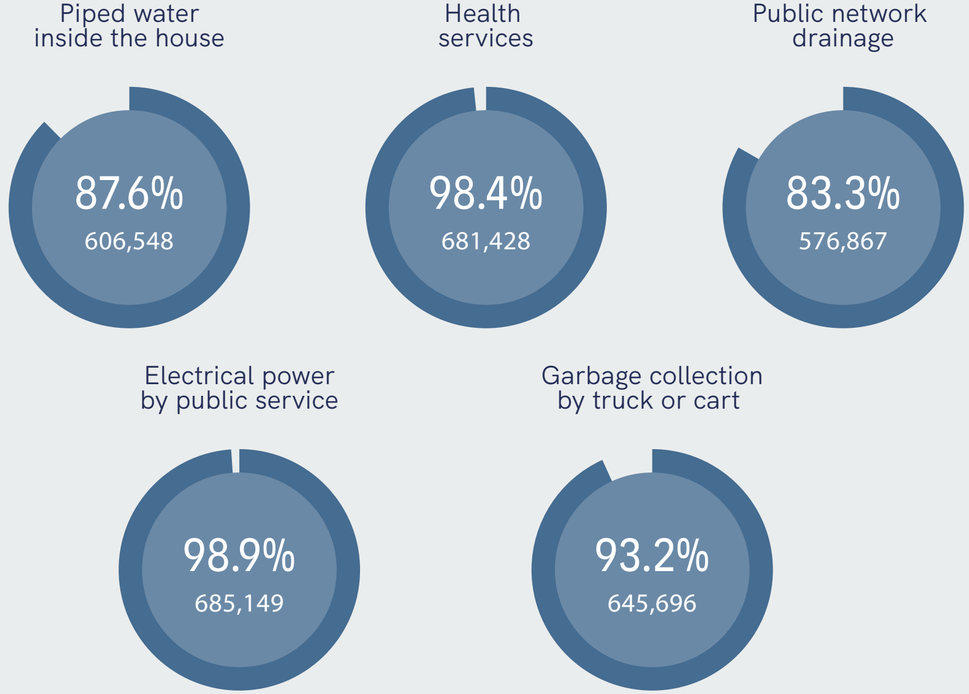
Density housing per federal state (2022)



Source: Prepared by the authors with data of the National Institute of Statistics and Geography (National Survey of Household Income and Expenditures 2022), 2025.
Note: The calculation was made considering the surface in km ^{2}.
In order to better visualize the data, México City, state with the highest housing density of 1,972.8, wasn't presented in the graph.

In 2022, according to the ENIGH, there were 692,663 homes in Querétaro, representing 1.9% of the national total. More than 80% of them had services that met the basic needs of the people who lived there.

Disponibilidad de servicios respecto al total de viviendas en Querétaro (2022)



Source: Prepared by the authors with data of the National Institute of Statistics and Geography (National Survey of Household Income and Expenditures 2022), 2025.
Note: the absolute values make reference to the total number of housing with the listed services.

Of the total housing in the state, 63.5% corresponded to private residences; 15.9% were rented; 9.6% were borrowed; 7.6% were private residences but still being paid for; 2.7% were intestate or in litigation; and 0.7% were in other situations.

In addition to having a house, having good equipment in the home dignifies people's lives and provides them with better conditions for their development and coexistence.

Housing according to equipment in Querétaro (2022)

EQUIPMENT	COMPLETE	RELATIVE
Light meter	664,056	95.9%
Sink	656,224	94.7%
Shower	600,277	86.7%
Water tanks on the rooftop	531,934	76.8%
Kitchen sink or sink	489,491	70.7%
Gas heater or others	292,353	42.2%
Solar water heater	203,808	29.4%
Deposit, tank or water reservoir	143,380	20.7%
Stationary gas tank	96,652	14%
Water pump	96,251	13.9%
Tank or cistern	92,419	13.3%
Air conditioner	12,491	1.8%
Heating	6,833	1%
Total of housing	692,663	100%

Source: Prepared by the authors with data of the National Institute of Statistics and Geography (National Survey of Household Income and Expenditures 2022), 2025.

2.2

Hydraulic Sector

2.2.1

Hydraulic infrastructure of the State Water Commission (CEA, by its acronym in Spanish)

To achieve an optimal supply of drinking water for the population of Querétaro, it is extremely important to have high-quality hydraulic infrastructure. To achieve this objective, the CEA makes a special emphasis on maintenance as well as in continuous investment to expand the infrastructure network.

Drinking water situation in Querétaro (2023-2024)

CATEGORY	UNIT	2023	2024
Treatment coverage	Percentage	54.8	53.5
Attended localities	Unit	1,920	1,920
Supply sources	Unit	301	301
Annual production volume	m^3	167,981,694	167,134,595
Holding tanks	Unit	1,021	1,023
Daily storage capacity	m^3	219,391	252,591
Drivelines	km	1,925	1,931
Distribution network	km	7,182	7,340
Contracted Outlets	Unit	509,614	526,087

Source: Prepared by the State Water Commission (CEA), 2025.

Supply sources

These are the places or means through which water is obtained for human, industrial, and agricultural consumption. These sources are mainly constituted by wells, rivers, dams, springs and water-wheels. The state is supplied of drinking water by the State Water Commission (CEA).

In 2024, the CEA had a production of drinking water equivalent to 167,134,595 m3 of drinking water. Of that amount, 23.4% came from Aqueduct II, through 300 supply sources consisting mainly of wells.

Holding tanks

In the same year, the State Water Commission operated an extensive infrastructure for the storage and distribution of drinking water, consisting of 1,023 tanks with a total capacity of 252,591 m³ per day. These tanks performed a fundamental part in the regulation of the supply of the liquid, allowing it to be stored and ensuring its distribution to the population.

The network of operational tanks, consisting of 980 units, covered the water supply in various locations throughout the state, except for San Juan del Río. The remaining 192 tanks were dedicated to supplying the Metropolitan Area. Thanks to this extensive coverage, a constant and safe flow of water was guaranteed to residents, positively impacting their quality of life.

Pipeline and distribution Networks

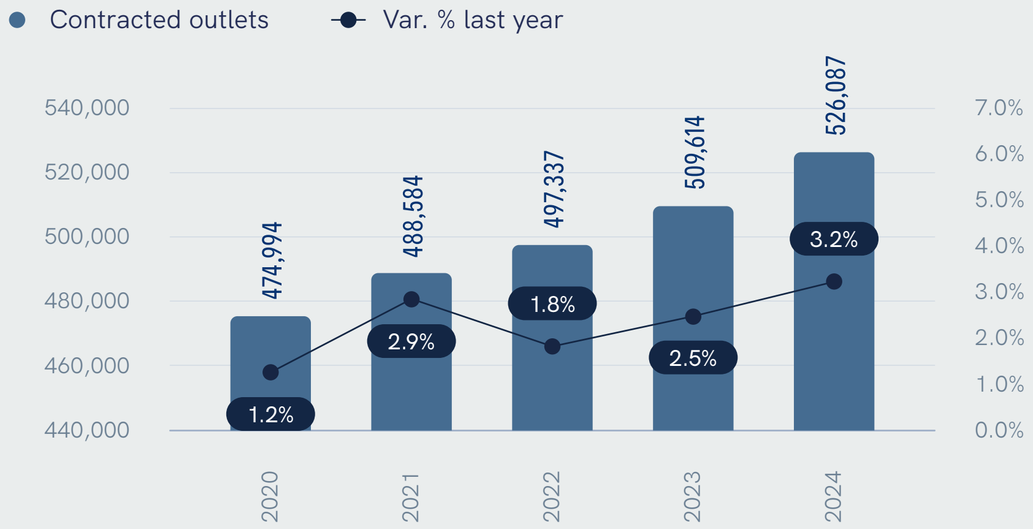
From 2021 to 2024, the CEA increased the length of pipeline lines by 4.7% and distribution lines by 5.5%, reaching 1,931 km of conducting lines and 7,340 km of distribution networks, of which 83.5% of the former are in the interior of the state.

Contracted Outlets

These are the connection points in the drinking water distribution network through which the State Water Commission supplies domestic, commercial, industrial, and other users.

At the end of 2024, the CEA reached a total of 526,087 outlets installed with drinking water service, representing an increase of 3.2% compared to 2023. Of the total, 94.2% corresponds to domestic outlets, 0.1% to industrial outlets, 4.1% to commercial outlets, and 1.6% to other types of outlets.

Contracted outlets in Querétaro (2019-2024)



Source: Prepared by the authors with data of the State Water Commission, 2025.
Note: In 2019 the percentage change wasn't reported, because there's no number of contracted outlets for 2018.

Water treatment plants

These facilities are designed to purify water and make it safe for human consumption. The CEA has five water treatment plants that play a crucial role in supplying drinking water to communities, ensuring that it is safe and meets the quality standards established to protect public health.

Water treatment plants operating in Querétaro (2023-2024)

MUNICIPALITY	WATER TREATMENT PLANTS	INSTALLED CAPACITY (LITRES PER SECOND)	ANNUAL VOLUME SUPPLIED OF DRINKING WATER (MILLION OF M^3)	
			2023	2024
Cadereyta de Montes	Aqueduct II	1,500	43.3	43.3
Jalpan de Serra	Jalpan and Tancoyol	70	1.8	1.8
Pinal de Amoles	Chuveje	25	1.3	1.3
San Joaquín	Aguacatillo	4.5	0.3	0.3
Total	5	1,599.5	46.7	46.7

Source: Prepared by State Water Commission, 2025.



Of the total installed capacity of the CEA's water treatment plants, 92.7% corresponds to Aqueduct II, located in the municipality of Cadereyta de Montes. It is worth mentioning that in addition to the plants, the CEA purifies water from wells using on-site devices that guarantee 100% of the water is purified under completely healthy conditions.

2.2.2

Water infrastructure Municipal Water and Sewerage Board (JAPAM)

JAPAM is a single decentralized organism, in charge of administrate and provide drinking water and sewerage services in the municipality of San Juan del Río. In 32 years of service, it has provided sewerage, sanitation, and drinking water to 98% of the population, managing and operating 40 wells.

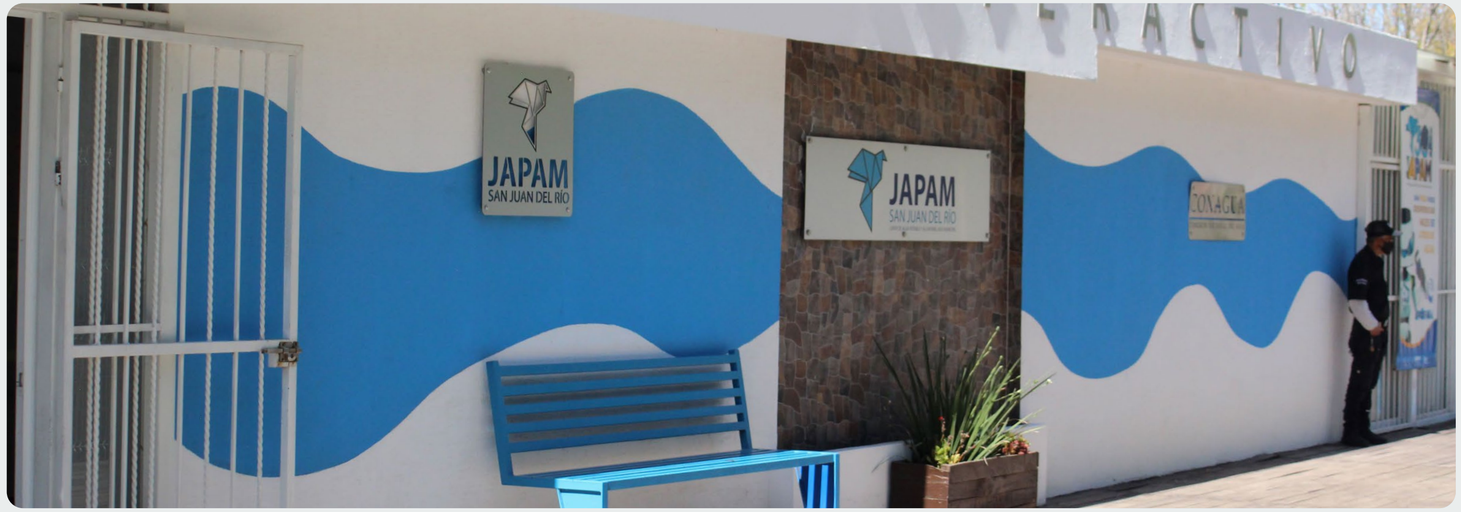
In 2024, the municipality had 1,349 km of distribution pipes and 96,804 outlets, which, in their commercial, domestic, and industrial forms, showed a variation compared to 2023 of 6.3%, 3.4%, and 3%, respectively.

Situation of drinking water in the municipality of San Juan del Río (2024)

CONCEPT		2024	VAR. % VS. 2023
Pipeline	Of distribution (km)	1,349	1.8%
	Of pipeline (km)	170	2.3%
Wells operating		40	0%
Daily production (litres per second)		754.7	2.9%
Average daily extraction volume (m^3)		65,204.9	2.9%
Outlets	Commercial	4,661	6.3%
	Of construction	205	188.7%
	Municipal dependence	79	-11.2%
	Domestic	88,725	3.4%
	Livestock	2	0%
	Industrial	172	3.0%
	Mixed	2,960	2.1%

Source: Prepared by the Board of Potable Water and Municipal Sewerage, 2025.

INFRASTRUCTURE AND EQUIPMENT



There's registry of 10 treatment plants in operation, serving 240,858 inhabitants, with an average treated flow of 35,051 m3 per day.

With the purpose of improving the service provided to the citizens, in 2023, JAPAM carried out different actions in cooperation with the National Water Commission, including:

- Expansion of 6.6 km of drinking water coverage, with an investment of $6.2 million pesos.
- Expansion of 4.9 km of sewerage coverage, with an investment of $15.2 million pesos.
- Expansion of 2.6 km of drinking water supply pipeline, with an investment of $6.52 million pesos.
- Replacement of 0.6 km of drinking water distribution lines, with an investment of $0.6 million pesos.
- Implementation of billing improvements through a Commercial-Administrative management system with an investment of $6.4 million pesos.
- Supply and installation of 946 micrometers, with an investment of $1.3 million pesos, to indirectly improve the continuity and quantity of drinking water service, promote savings and optimization in drinking water service through greater control of population consumption, and achieve a reduction in the commercial loss index of the operating organism.

Interactive Museum of Culture of Water (MICA, by its acronym in Spanish)

It aims to disclose information about the water stewardship culture, with the objective of avoiding pollution and waste, strengthening the reflection with educational activities and digital entertainment. It's the only Interactive Museum with water care as its theme in the State of Querétaro, and the third nationwide.

In 2023, the museum registered an influx of 2,848 physical visitors during the first 8 months of the year, the rest of the year it closed for equipment and spaces renovations. It also had 3,062 virtual visitors through its online page.

As part of promoting water stewardship culture, $226,780 was invested to carry out actions that would have a positive impact on water stewardship culture. One of them was the campaign of care and and support of water resources and biodiversity, called “Aguas con el agua” (Be careful with the water!).

2.3

Energy Sector



2.3.1

National Electric System (SEN, by its acronym in Spanish)

The National Electric System is composed by the National Transmission Network (RNT, by its acronym in Spanish); the General Distribution Networks (RGD, by its acronym in Spanish); the Power Plants that deliver electrical power to the RNT or the RGD; and the CENACE equipment and facilities used to carry out the operational control of the SEN:

- National Transmission Network (RNT): System comprising the electrical networks used to transport energy to the RGD and end users (including voltages equal to or greater than 69 kV).
- General Distribution Networks (RGD): Are used for the distribution of electrical power to public (medium voltage networks with levels greater than 1kV and less than 69kV; low voltage networks with levels equal to or less than 1kV).

The National Energy Control Center (CENACE) it is a decentralized public agency that oversees the operation of the National Electric System (SEN), maintains the Wholesale Electricity Market, and guarantees the impartiality in the access to the National Transmission Network and General Distribution Networks.



Federal Electricity Commission (CFE, by its acronym in Spanish)

Created on August 14th, 1937, CFE is a public company that supplies electrical power to the country. It is a state-owned production company with its own assets and legal personality. Currently has 194 power plants, a transmission network of 110,600 kilometers, and a distribution network of 894,200 kilometers.

In 2024, CFE's the income was 667.244 billion pesos, 4.3% higher than in 2023; this was due to a higher energy sales volume of 7,503 GWh.

According to the National Strategy of the Electricity Sector, an investment is planned to be distributed between 2023 and 2030 with an amount of 23.4 $M. The amount invested will be distributed as follows: 12.3 $M or generation projects totaling 13,024 MW; 7.5 $M or transmission, grid reinforcement infrastructure for the interconnection of generation projects to meet demand; and 3.6 $M for distribution, substations, transformers, and feeders.

Installed electric power generation capacity

At the end of 2023, México's total installed capacity was 90,447 MW in the SEN, 0.6% higher than the figure reported for 2023. The installed capacity by clean energy sources (solar photovoltaic, wind powered, biomass, hydraulic, combined cycle with natural gas, geothermic) represented 36.46% of the total capacity, equivalent approximately to 32,980 MW. The 63.5% of the installed capacity, plus 57,467 MW corresponds to fossil energy sources.

Transmission of electrical power

The CFE keeps exclusivity in transmission activities in México, the transmission network of CFE considers voltage levels between 69 and 400 kV, with a length of 111,218 kilometers.

Distribution of electrical power

The distribution networks are formed with medium voltage networks with levels between 2.4 and 34.5 kV, as well as low voltage networks with levels between 110 and 220 V. At the end of 2024, the length of the distribution networks was approximately 882,715 km.

Coverage

In 2024, 49 million clients were served. CFE estimates that more than 99.6% of the country's population has access to electricity, the distribution channels reach to more than 160,000 locations.

Employment in the energy industry

According to the Mexican Social Security Institute (IMSS, by its acronym in Spanish), at the end of 2024, the generation, transmission and distribution of electrical power registered 1,646 people, which represents a participation of 0.2% of the total of workers in the state, 24.8% (408) being women and 75.”% (1,238) men.

Of the total of workstations in this sector nationwide (99,174), Querétaro accounts for 1.7%.

The average wage by gender is $1,149.9 for women and $1,199.7 for men, a difference of $50.8.

2.3.2.

Natural gas

México is placed 21st on the list of producer countries of natural gas worldwide, but the country is heavily dependent on natural gas imports from the United States

Production

In 2024, México had a natural gas volume of 4.572 million cubic feet per day, with a variation of -8% compared to 2023. Natural gas processing was 2.319 million cubic feet per day, down 11.9% compared to 2023.



2.4

Road and Communications Sector

The State Infrastructure Commission (CEI by its acronym in Spanish) aims to provide the population with highways, roads, streets, and infrastructure through the planning and execution of public works, maintenance, and conservation.

During 2024, CEI carried out 148 infrastructure projects throughout the state, including:

- Construction of an upper vehicular bridge with 4 lanes, over 700 meters long, in Los Benitos within the municipality of Ezequiel Montes. The bridge solves a junction where around 31,000 vehicles pass through, allowing for continuous traffic flow. It directly benefits the municipalities of Ezequiel Montes, Cadereyta de Montes, and Tequisquiapan. The project had an investment of more that 142 million pesos in benefit of more than 121,000 users.
- Construction of the Forensic Protection and Human Identification Center, inside the building of the State Attorney General's Office; it's a construction for the dignified safeguard and preservation of unclaimed or unidentified bodies that guarantees the right of search and integrity of the victims and their families and guarantees the right to know. The project had an investment of around 27.5 million pesos.
- The modernization of the state highway 500 (El Paraíso-Federal Highway 57) in the section of kilometer 5+500 to the junction with the state highway 200. This project increased the efficiency in the road operations in the eastern part of the metropolitan area: investing more than 62 million pesos, in benefit of more than 163,000 inhabitants.
- Ninety social projects were carried out, most of them focused on the total renovation of basic services, resulting in more than 33 kilometers of drinking water networks, nearly 35 kilometers of sanitary drainage, and just over 5 kilometers of storm drainage; construction of 42 kilometers of new pavement of various types, such as cobblestone, asphalt, and paving stones, in street gutters; as well as 67 kilometers of sidewalks and more than 72 kilometers of curbs. Fulfilling the investment of almost 863 million pesos, in benefit of 352,000 inhabitants.

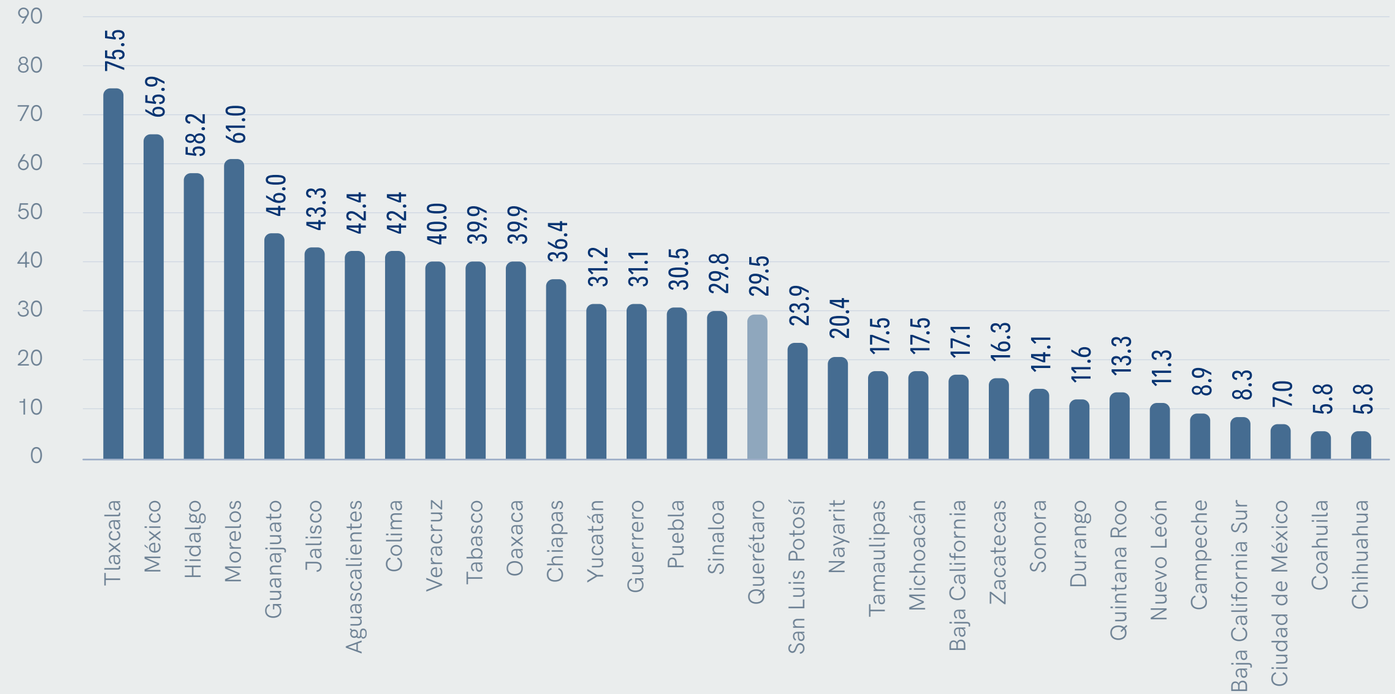
- Fourteen parks and recreational areas were built and/or renovated in the municipalities of Querétaro, El Marqués, Tolimán, San Juan del Río, and Tequisquiapan, with recreational and sports facilities, including the construction of a sports center and the comprehensive renovation of three parks in La Pradera neighborhood within the municipality of El Marqués. The work consisted of the construction of a 7-a-side football field, bleachers, restrooms, and multipurpose rooms in the sports center; and the renovation of running tracks, storage rooms, roofs, playgrounds, lighting, benches, and fixtures in the parks. Likewise, a leisure area was completely renovated in the Fray Junípero Serra neighborhood within the municipality of Querétato, adding a jogging track, outdoor gym area, playground, synthetic grass, and green areas. All the parks along with the sports centre had an investment of more than 57 million pesos, directly benefiting more than 42,000 infancies, young people and families from Querétaro.

2.4.1.

Road infrastructure

In 2023, according to the Statistical Yearbook of the Infrastructure, communications and Transportation Industry, published by the Federal Ministry of Infrastructure, Communications and Transportation, nationwide there's a total of 407,783 km of National Highway Network, Querétaro accounting the 0.8%, meaning 3,446 km..

National road network with respect to the total area of the state (2023)



Source: Prepared by the authors with data of the Ministry of Communications and Transportation (Statistical Yearbook of the Infrastructure, Communications and Transportation Industry 2023), 2025.

INFRASTRUCTURE AND EQUIPMENT



Querétaro is located at the axis that connects the Metropolitan Area of the Valley of México with Nuevo Laredo and Ciudad Juárez, both highways are important for the nationwide communication.

The road infrastructure makes the state a point for the interconnection and distribution of private, tourist, and freight traffic to various destinations throughout the country. Through Querétaro network vehicles form three strategic regions of México circulate: the metropolitan area of the valley of México, the northern region, comprising San Luis Potosí and Nuevo León; and the western region.

The network of highways is distributed throughout the different regions of the state, the Central Region accounts the 41,1% of these, followed by the South with 30.9%.

Distribution of the state highway network by region (2024)

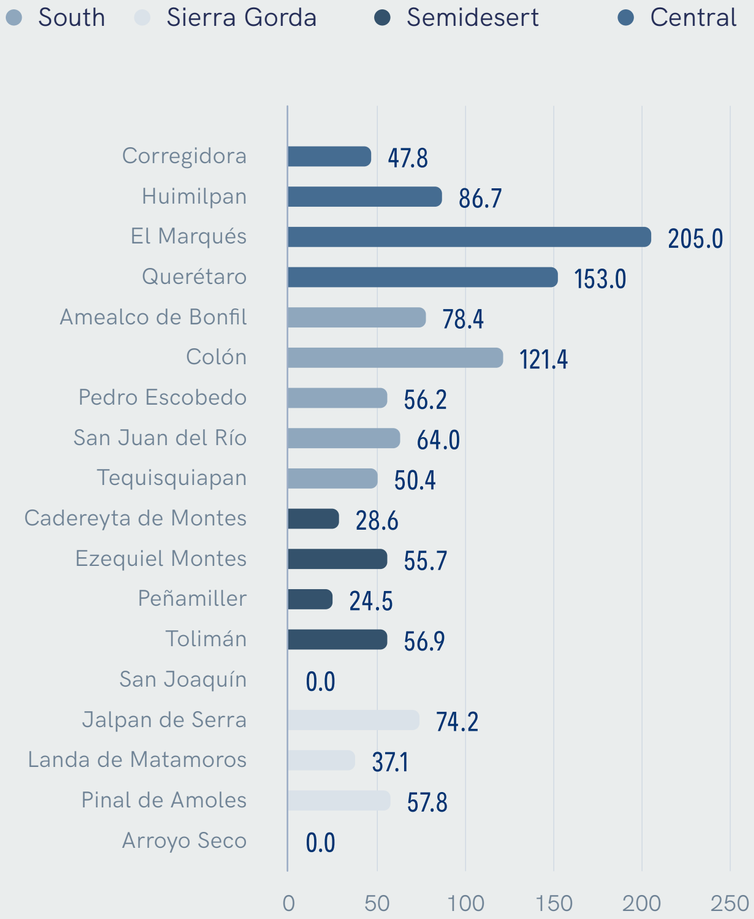
REGION	KILOMETERS OF HIGHWAY
Central	492.4
South	370.3
Sierra Gorda	165.7
Semidesert	169.1
Total	1,197.46

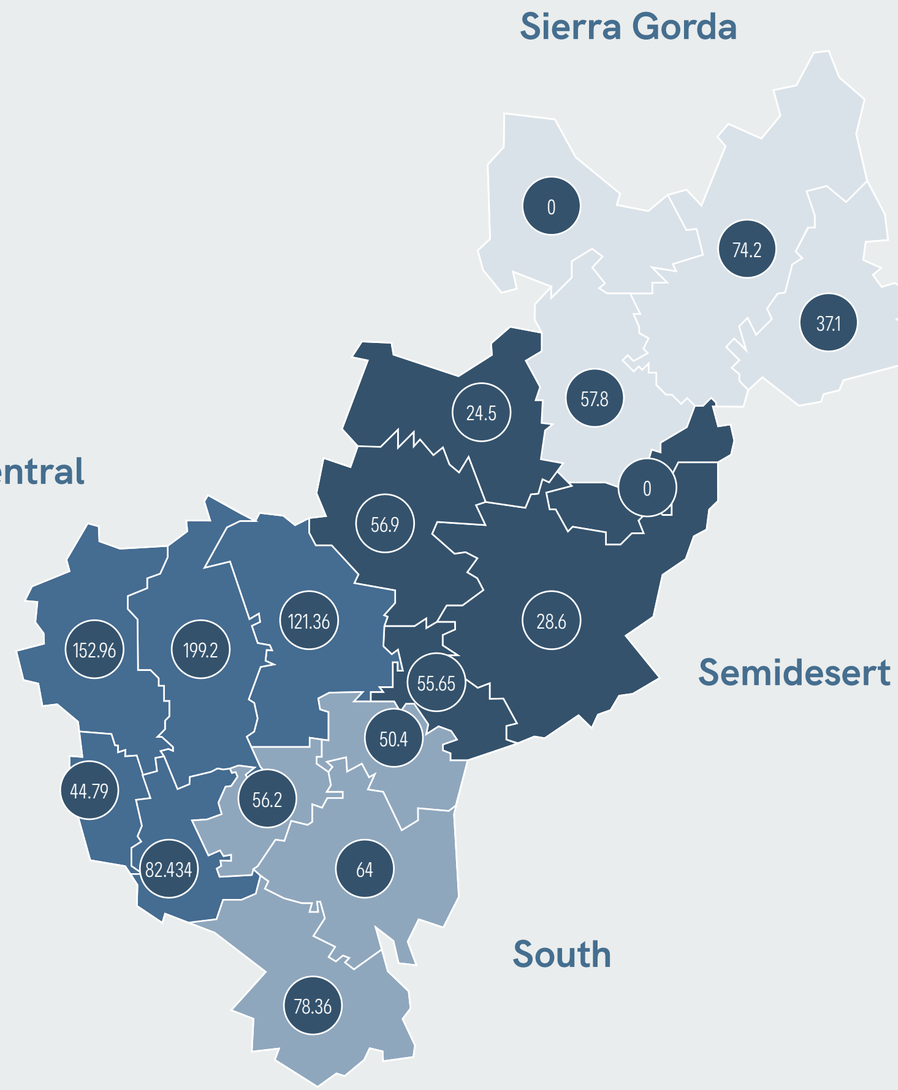
Source: Prepared by State Infrastructure Commission, 2024.
Zones Sierra Gorda: Pinal de Amoles, Arroyo Seco, Jalpan de Serra, Landa de Matamoros and San Joaquín; Semidesert: Cadereyta de Montes, Ezequiel Montes, Peñamiller and Tolimán; Central: Colón, Corregidora, Huimilpan, El Marqués and Querétaro; South: Amealco de Bonfil, Pedro Escobedo, San Juan del Río and Tequisquiapan.

INFRASTRUCTURE AND EQUIPMENT

The municipality of El Marqués tops the list of municipalities with the largest extension of highways, followed by Querétaro, both belong to the central region.

Road infrastructure by municipality in Querétaro (2024)





Source: Prepared by the authors with information of the State Infrastructure Commission, 2025.
Note: The figures are expressed in kilometres.
Arroyo Seco belongs to the zone of Sierra Gorda and San Joaquín to the Semidesert.

2.5

Transportation and mobility

2.5.1.

Railway infrastructure

The Railway Transportation Regulatory Agency encourages a safe, efficient and competitive system, carrying out the activities of regulation, verification and vigilance of the operation, production, construction, conservation and maintenance of the infrastructure, as well as the public transport services in the sector.

Currently, he concessionaires and assignees that provide freight transport services on the Mexican Railway System (SFM, by its acronym in Spanish) are:

- Kansas City Southern de México, S.A. de C.V. (KCSM).
- Ferrocarril Mexicano, S. A. de C. V. (FERROMEX).
- Ferrocarril del Istmo de Tehuantepec, S. A. de C. V. (FIT).
- Ferrosur, S. A. de C. V. (FERROSUR).
- Ferrocarril y Terminal del Valle de México S. A. de C. V. (FERROVALLE).
- Línea Coahuila Durango, S. A. de C. V. (COAHUILA-DURANGO).
- Administradora de la Vía Corta Tijuana-Tecate, S. A. de C. V. (ADMICARGA).



INFRASTRUCTURE AND EQUIPMENT

Meanwhile, those providing passenger services are:

- Suburban Train of the Metropolitan Area of the Valley of México.
- Touristic train Puebla-Cholula.
- Chihuahua-Pacífico Rail.
- Tequila Express train.
- Tijuana-Tecate Short Line Train.
- FONATUR Tren Maya S.A. de C.V.
- México-Toluca interurban route.



Cargo transport

According to the Pulse of the Mexican Railway System, in 2024, the SFM moved 1.5 million loaded cars, transporting 132.7 million net tons, a figure 0.9% higher than that reported in 2023.

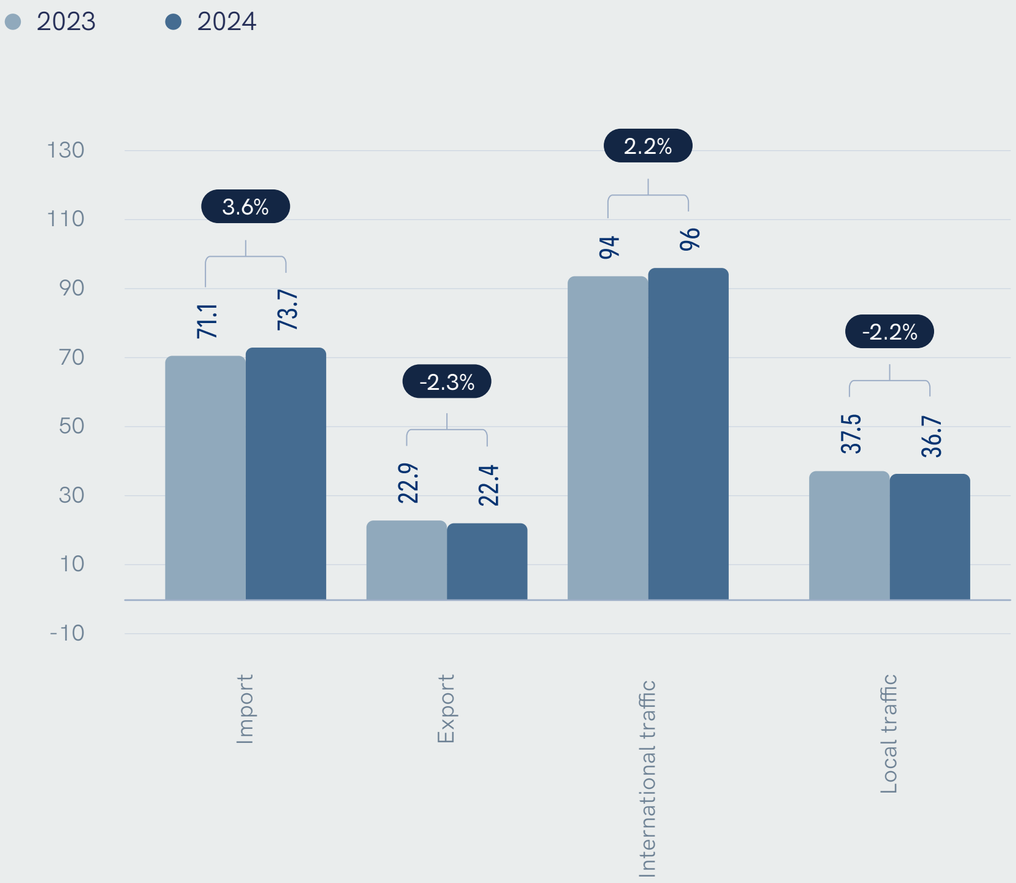
Transported cargo by the Mexican Railroad System (2023-2024)

CONCEPT	2023	2024	VAR. %
Carts loaded (millions)	1.54	1.53	-0.6%
Net tons (millions)	131.5	132.7	0.9%
Tonne-kilometre (millions)	92,132.2	95,764.4	3.9%
Average distance (km)	700.8	721.7	3.0%

Source: Prepared by the authors with information of the Railway Transportation Regulatory Agency (Pulse of the Mexican Railroad System), 2025.

From January to December 2024, 36.7 million tons were transported in domestic traffic and 96 million tons in international traffic, with 73.7 million tons being imports and 22.4 million tons being exports

Cargo movement in foreign trade in the Mexican Railroad System (2023-2024)



Source: Prepared by the authors with information of the Railway Transportation Regulatory Agency (Pulse of the Mexican Railroad System), 2025.
Note: The figures are expressed in million tonnes.

With respect to the 132.7 million tons transported in 2024, industrial products accounted for 48%, followed by agricultural products with 28.7%.

Transported cargo by the product group in the Mexican Railroad System (2023-2024)

PRODUCT GROUP	2023	2024	VAR. %
Agricultural	35.2	38.1	8.3%
Derived from animals	0.3	0.3	14.3%
Forestry	1.1	1.0	-3.7%
Industrial	63.8	63.7	-0.1%
Inorganic	6.0	5.3	-12.5%
Minerals	9.1	7.1	-22.1%
Oil and its by-products	16.0	17.1	7.0%
Total	131.5	132.7	0.9%

Source: Prepared by the authors with information of the Railway Transportation Regulatory Agency (Pulse of the Mexican Railroad System), 2025.
Note: The figures are expressed in million tonnes.

Passenger transport

Despite the limited availability for the passenger transport, this is of great importance, mainly for transporting people and for tourism.

In 2023, the number of transported passengers increased to 46.1 million, being 89.5% of regular suburban services.

Transported passengers by the Mexican Railroad System (2023-2024)

SYSTEM	2023	2024	VAR. %
Other systems	0.17	5.38	3064.7%
Suburban	45.7	46.1	1.0%
Total	41.0	45.8	11.8%

Source: Prepared by the authors with information of the Railway Transportation Regulatory Agency (Pulse of the Mexican Railroad System), 2025.
Note: The figures are expressed in million of passengers

Railway infrastructure in Querétaro

Querétaro has a location and railway infrastructure that is considered important for freight transport, mainly to the north of the country.

The railway infrastructure of the state is composed by 510.8 kilometers of operational tracks, distributed as follows: 354 km of concessioned main tracks, 90.6 km of secondary tracks, and 66.2 km of private tracks.

Currently, he concessionaires and assignees that provide freight transport services on the Mexican Railway System (SFM) in the state are:

- Kansas City Southern de México, S.A. de C.V. (KCSM).
- Ferrocarril Mexicano, S. A. de C. V. (FERROMEX).

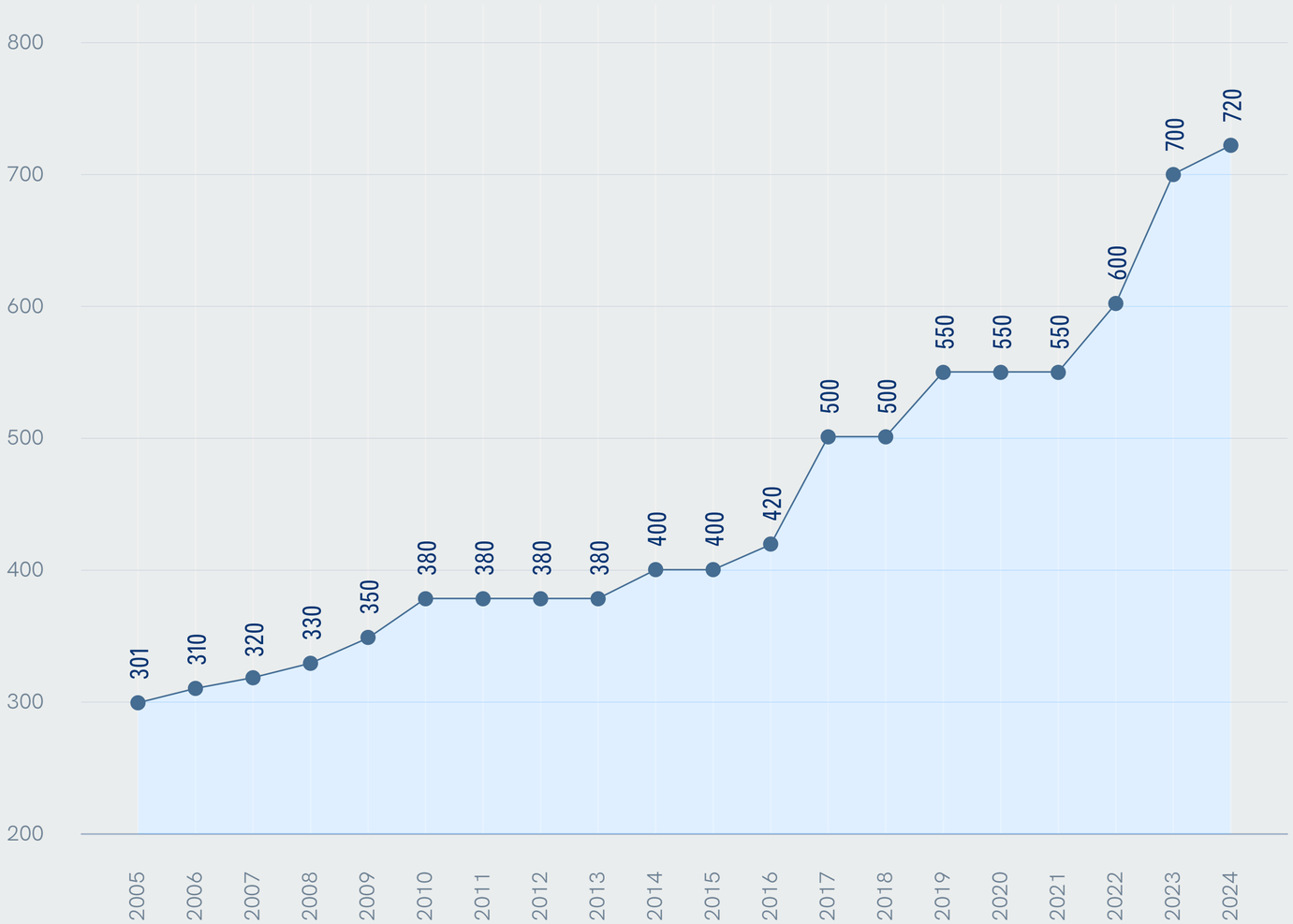
2.5.2.

Vehicle Inspection Program

Based on the Environmental Code of the State of Querétaro, the Ministry of Sustainable Development (SEDESU, for its acronym in Spanish) has the power and attributes to regulate the mobile sources regarding atmospheric emissions, and to issue the State Vehicle Verification Program.

To comply with the program, the vehicles will undergo the pollutant emissions testing at the authorized verification centers by SEDESU, during the periods established by the current Half-year Vehicle Inspection Program. In 2005, the verifiable vehicle fleet had 300,000 units; by 2024, the figure has reached to 720,000, representing more than double the growth in 18 years.

Verifiable vehicle fleet (2005-2024)



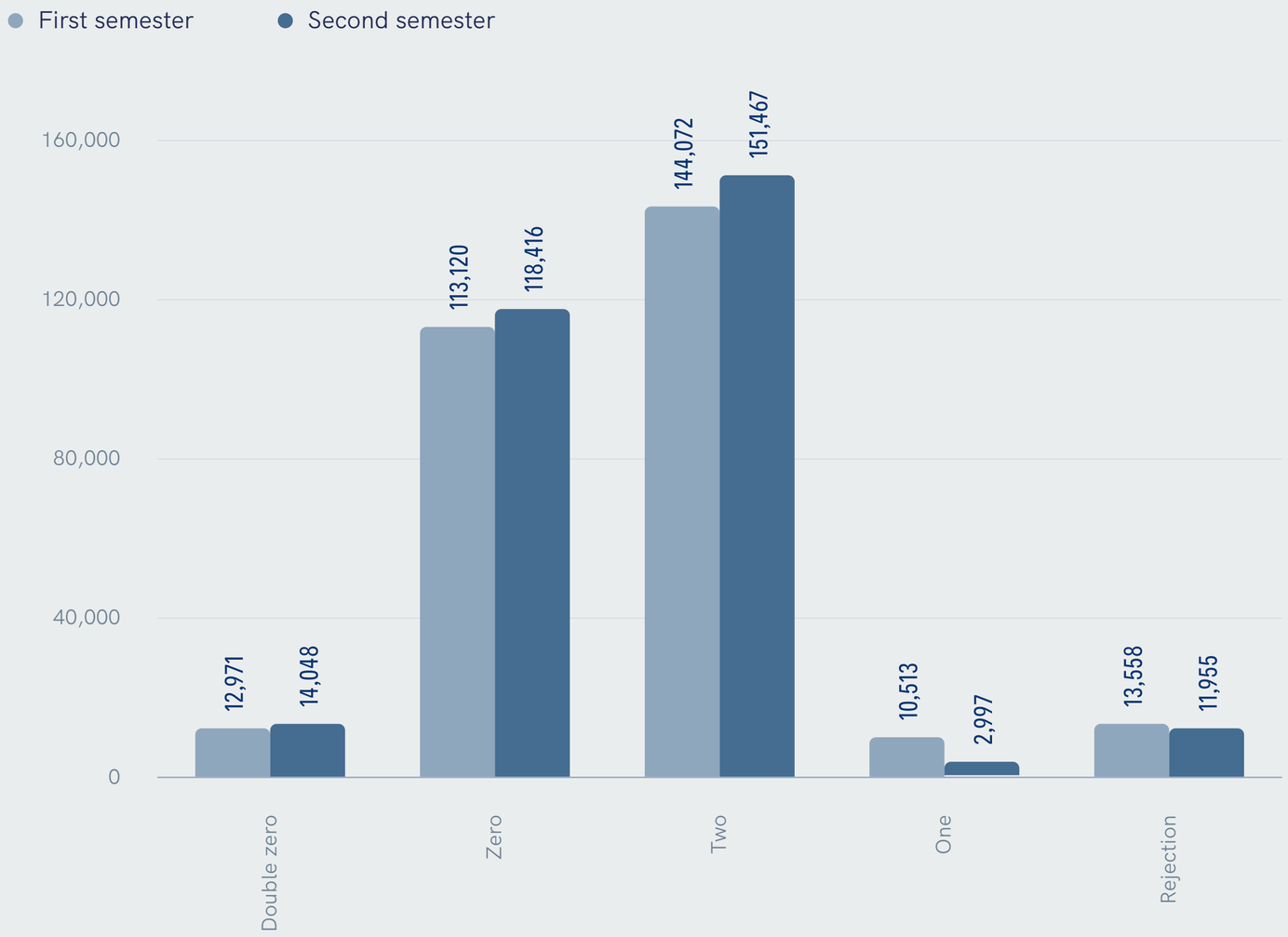
Prepared by the authors with data from the Environmental Control Division (Ministry of Sustainable Development), 2025.
Note: The figures are expressed in thousands of vehicles.

In 2024 the number of verified vehicles was 593,117. In the first half of the year 294,234 units were verified, meanwhile in the second half, the number reached to 298,883, keeping the variation of 8.3% and 5.8% respectively, in comparison with the amount reported during the same terms in 2023.

According to the system, the type “two” license was the most solicited by the citizens, reaching a 49% of the total of verifications issued during the first half of the year and 50.7% in the second half. The rest corresponded to double zero, zero, one licenses rejections, i.e., those vehicles that did not comply with the provisions of the relevant regulations.

In addition to that the licences issued for hybrid and electric vehicles are also taken into account. In 2024 3,435 holograms were issued, representing an increase of 142% compared to 2023.

State Vehicle Verification Program (2024)



Prepared by the authors with data from the Environmental Control Division (Ministry of Sustainable Development), 2025.

2.5.3.

Querétaro International Airport (AIQ, by its acronym in Spanish)

Inaugurated in the month of November 2004, the AIQ is in the municipalities of El Marqués and Colón, 22 km from the capital of Querétaro. Its facilities cover an area of 688.5 hectares, which include:

- Infrastructure dedicated to executive and corporate aviation: 2 Fixed Base Operators (FBO), Airbusiness and Redwings.
- An aircraft maintenance hangar, which is the second largest in Latin America: TechOps, which provides services to Aeroméxico, JetBlue, American Airlines, Alaska Airlines, Sun Country, Mesa Airlines, and Delta Airlines.

The AIQ runway is made of 40 cm thick hydraulic concrete, measuring 4,200 m long x 45 m wide, with a magnetic orientation of 09-27, visual aids, a VOR/DME location system, and horizontal and vertical signage for day and night operations.

It is complemented by two parallel shoots, four high-speed shots, and two central shots at 45° at medium speed.

Additionally, it has four platforms, a 23-position-commercial platform with a surface of 133,900 m^2, a 6-position-cargo platform with a surface of 48,100 m^2, a 35 position of general aviation with a surface of 24,300 m^2 and one for maintenance services of 24,800 m^2.

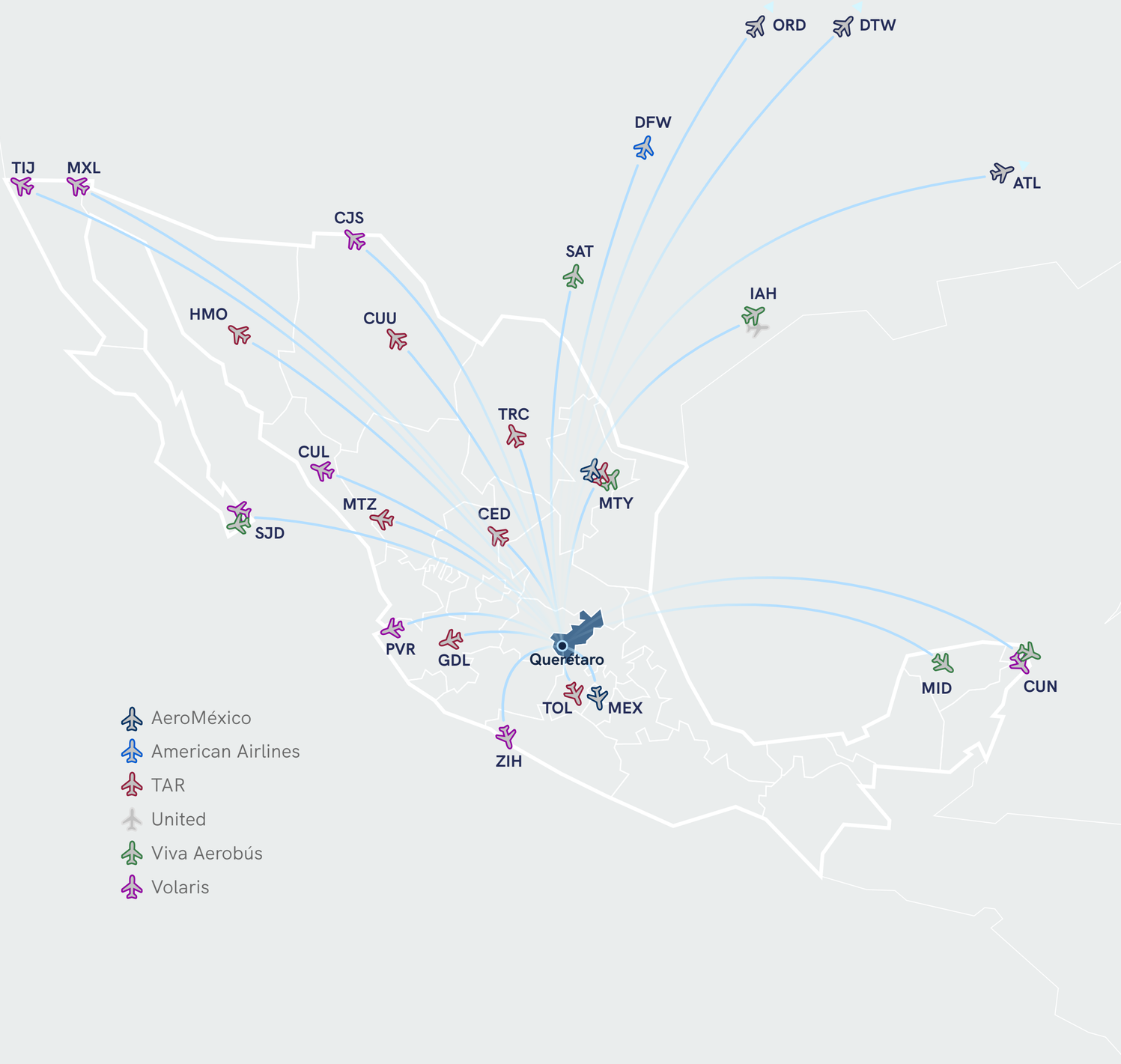


Airlines

At the end of 2023, the airlines operating at the airport (Aeroméxico, American Airlines, TAR Aerolíneas, United Airlines, Viva Aerobús and Volaris) offered 24 direct commercial routes, with 18 national flight and 6 international destinations. Through them, the main hubs are served, business and vacation destinations in México and the United States.

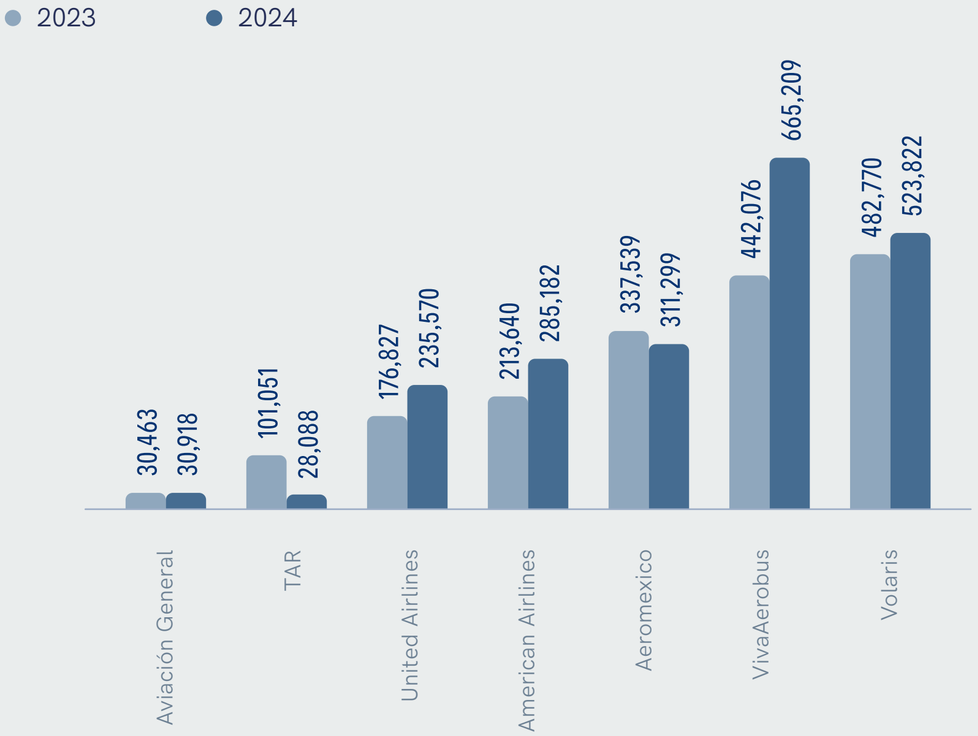
In the year 2024, the Querétaro International Airport (AIQ) strengthened significantly its national and international connectivity through the opening of new routes. Next, the main openings are detailed:

- Querétaro-Monterrey: Operated by Volaris, starts operations in November 2024.
- Querétaro-Detroit: Aeroméxico started this route in January 2024.
- Querétaro-Atlanta: Route operated by Aeroméxico started in August 2024.



Regarding the number of passengers transported, from the airlines operating in the AIQ, VivaAerobus represents 32.5% of the airport operation, then Volaris with the 25.6%, then Aeroméxico with 15.2%, American Airlines 13.9%, United Airlines 11.5%.

Transported passengers per airline (2023-2024)



Source: Prepared by the authors with information of the Querétaro International Airport, 2025.

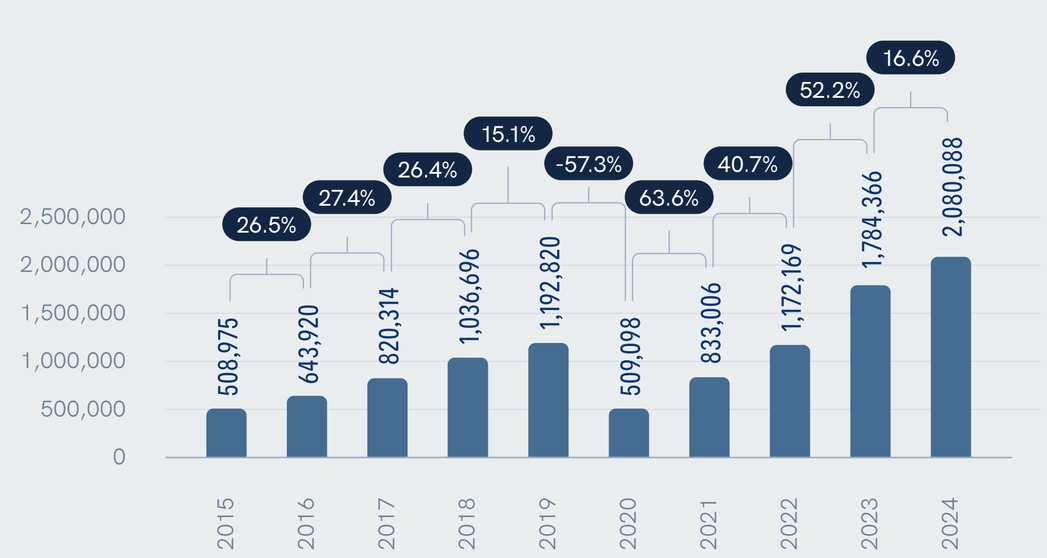
Passengers

In 2024, the number of transported passengers through the AIQ reached 2,080,088, showing an annual growth of 16.6%, more than 2023.

Relevant Data in 2024:

- The AIQ was ranked in 14th place of transported passengers among the 63 airports in México.
- 67% of the passengers made national flights and 33% international.
- December was the month with the biggest transportation of passengers, with a growth of 29.8%, in comparison with 2023.

Annual passengers transported (2015-2024)



Source: Prepared by the authors with information of the Querétaro International Airport, 2025.

Operations

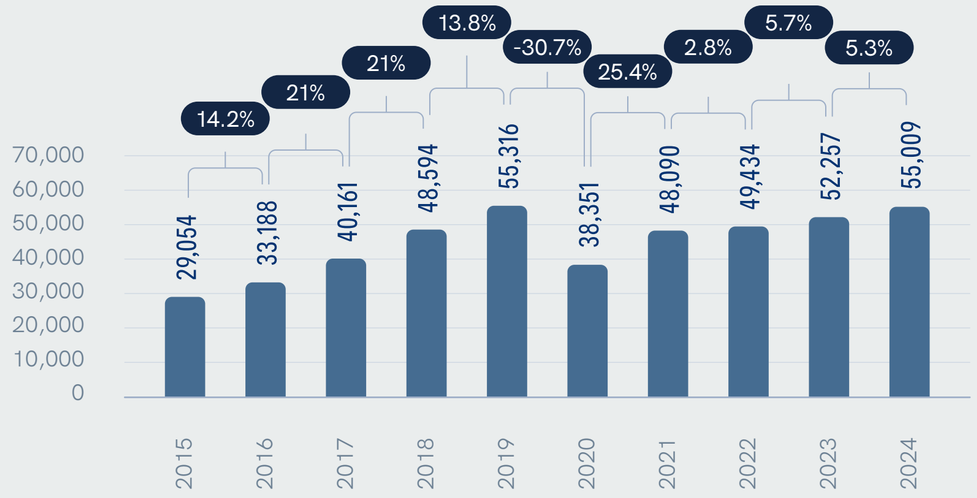
In 2024, the number of registered operations in the AIQ was 55,009 showing an annual growth of 5.3% in comparison with 2023.

Relevant Data in 2024:

- The AIQ was ranked in 11th place in operations.
- November was the month with the biggest number of operations, collecting 5,212 operations, followed by June (9.1%), September (9%) and March (8.9%).

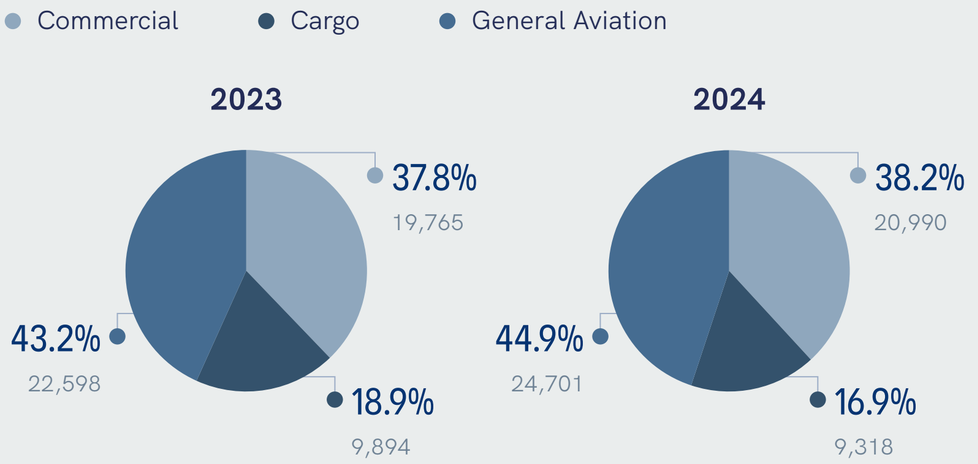
The annual growth of operations was 5.3% in comparison with 2023. In the case of general aviation, the distribution operations were 44.9%, 28.2% in commercial aviation and 16.9% in cargo.

Annual operations (2015-2024)



Source: Prepared by the authors with information of the Querétaro International Airport, 2025.

Balance by operation type (2023-2024)

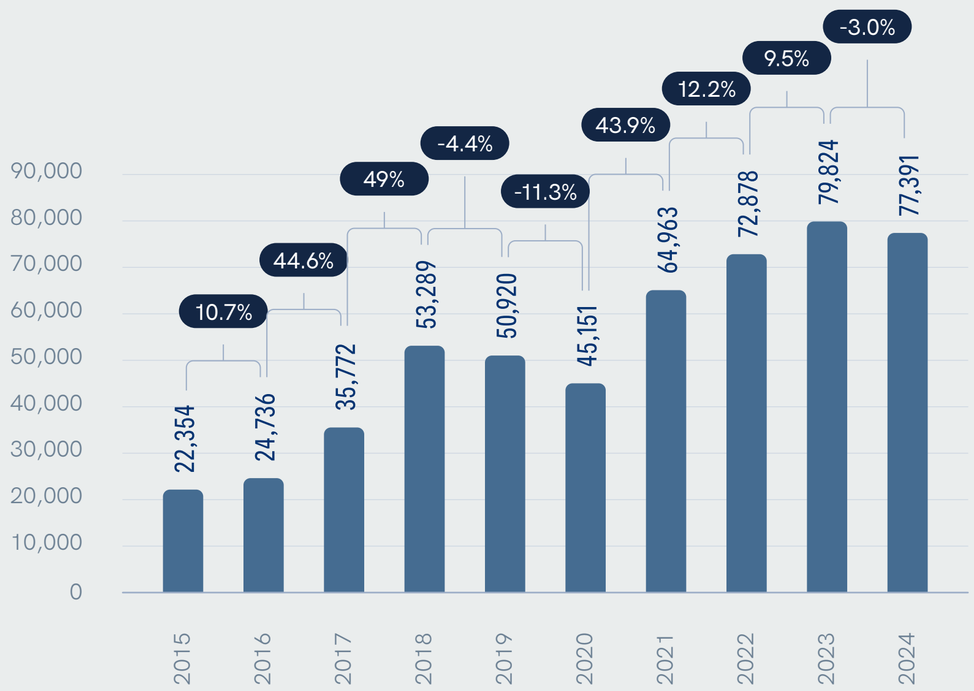


Source: Prepared by the authors with information of the Querétaro International Airport, 2025.

Transported tons

At the end of 2024, the tons of transported cargo through the AIQ were 77,391 showing a decrease of 3.0% in comparison with 2023.

Annual tonnes of cargo (2015-2024)



Source: Prepared by the authors with information of the Querétaro International Airport, 2025.

Relevant Data in 2024:

The AIQ was ranked in 5th nationwide in transported tons.

- 69% corresponding to national cargo and 31% to international.
- October was the month with the biggest number of transported tons, accumulating 7,376, followed by November with 7,027 and May with 6,818.

The companies that offered services in the cargo area were DHL, Mercado Libre & TSM. Both DHL and FEDEX manage their own national and international centers of exchange with direct flight that connect with their hub in The United States to facilitate imports and exports for their shippings. Meanwhile, DHL and Mercado Libre established the AIQ as their base of operations in México, from where they work their own exchange centers nationwide.



2.5.4.

Bus Terminal of Querétaro (TAQ, by its acronym in Spanish)

In 2024, the TAQ mobilized 10 million users through 149 platforms and 191 waiting rooms. Registered 508 million bus departures, 263,000 were first class and luxury, 122,000 were regular and 122,000 were feeder.

The first-class lines have as destinations the principal cities of the country, as well as in The United States such as: Austin, Dallas, Atlanta, Chicago, Garland, Houston, San Marcos, Raleigh and Texas.

Meanwhile the regular and feeder lines handle the intermediate points, communities in the states bordering Querétaro, besides the municipalities and touristic places.

Infrastructure and equipment

The TAQ has an area of 119,777.98 m2, with 16 business premises, 3 fast food franchises, 4 ATMs, 4 establishments with package service, 5 waiting rooms, 2 parking lots with 350 car spaces and 2 taxi stands with 24-hour service, 400 taxis agreed upon with an average of 267 thousand services per year.

2.5.5.

Mobility

The Mobility Agency of the State of Querétaro (AMEQ, by its acronym in Spanish), oversees the monitoring and implementing solutions of public mobility in the state, as well as to evaluate the government policies in favor of citizens and licensees.

The AMEQ updates and renews the registration of licenses in the Public Registry of Transportation, which keeps the registry of units with vehicle registration number in the state. In 2024 the state had 7,278 units for public transportation in circulation.

Number of units in the Public Registry of Transportation circulating in Querétaro (2024)

SYSTEM	UNITS
Taxi	6,024
Mixed	192
Touristic	3
Storage and warehousing of vehicles	8
Collective	971
Drag and salvage	80

Source: Prepared by the authors with data of the AMEQ, 2025.

Fees and support for public transport

Established on December 21st 2018 in the "Agreement determining and authorizing the applicable fee to the service of public collective transportation of the state of Querétaro" in the Official Gazette of the Governement of the State of Querétaro "La Sombra de Arteaga". The document establishes the tariff in 11.00 pesos for the general users and transfers in 5.50 pesos, for users with preferential card the amount is 9.00 pesos and 4.50 for transfers.

From January to December 2024, different actions were carried out in accordance with this purpose, including:

- Granting of direct supports for the use of public transportation in 2024, it was strengthened the granting of direct support for the use of public transportation, such as the program "Súbete al futuro", which reached 73,717 beneficiaries. And the program "Tarifa Unidos" had a scope of 143,001 beneficiaries in 2024, allowing students, senior citizens and people with disabilities and the population of community service to have access to subsidized fees through the preferential card. This scheme represents a direct economic benefit for thousands of families from Querétaro, reducing the expense destined to daily mobility. In addition to that, the access to preferential fees has facilitated the use of the prepayment system, promoting the modernization of public transportation services and promoting a swifter, safer and more efficient transportation. With these actions, we are moving towards a public transportation model that facilitates daily commuting and improves the travel experience of users throughout the state.Optimization and modernization of public transport infrastructure in 2024, Important advances were made in the technological modernization of public transportation in Querétaro; 100% of the routes have the prepayment system, reducing the use of cash and facilitating access to subsidized fees. Likewise, the implementation of the mobile app Qrobús was promoted, a tool that allows the citizens to plan their

trips, consult routes and arrival times in real time. The date of their last update, the application overcame 500,000 downloads in Google Play and App Store. These actions have contributed to improve the urban mobility, reduce commuting time and improve the quality of life of the system users.

- Implementation of strategies to integrate sustainable moblity, reducing travel costs and improving the user's quality of life. In 2024 75,438 preferential cards were delivered to facilitate the access to subsidized fees. In addition, the modality of transportation vouchers was launched for a bigger economic flexibility, publishing the weekly and monthly vouchers on January 12th in the Official Gazette of the Government State of Querétaro "La Sombra de Arteaga", and the fortnightly vouchers on November 22nd of 2024.

Public transport routes

In 2024, Querétaro had 345 routes divided into three areas: the Metropolitan Area, representing 64.6% of the total; the San Juan del Río Zone, covering 25.8%; and the Tequisquiapan Zone, representing 9.6%.



Total of public transport routes by type of unit and area (2024)

TYPE	METROPOLITAN AREA	SAN JUAN DEL RIO	TEQUISQUIAPAN	OVERALL TOTAL
Intermunicipal	111	40	8	159
Suburban	59	44	19	122
Local	53	5	6	64
Total	223	89	33	345

Source: Prepared by the authors with data of the AMEQ, 2025.



Prosperous Querétaro: Quality of Life

3

For the people of Querétaro to enjoy a good quality of life, there must be a comprehensive and harmonious relationship between human development and social factors, education, the labor market, sports and entertainment, safety, and health. Through various governmental efforts, the aim is to ensure the welfare of the state's inhabitants.

3

Prosperous Querétaro: Quality of Life

3.1 Economic development

3.1.1 Jobs

3.1.2 Labor peace

3.2 Human development

3.2.1 Education

3.2.2 Health

3.2.3 Sport and Entertainment

3.2.4 Youth

3.2.5 Human Development Index (HDI)

3.3 Social development

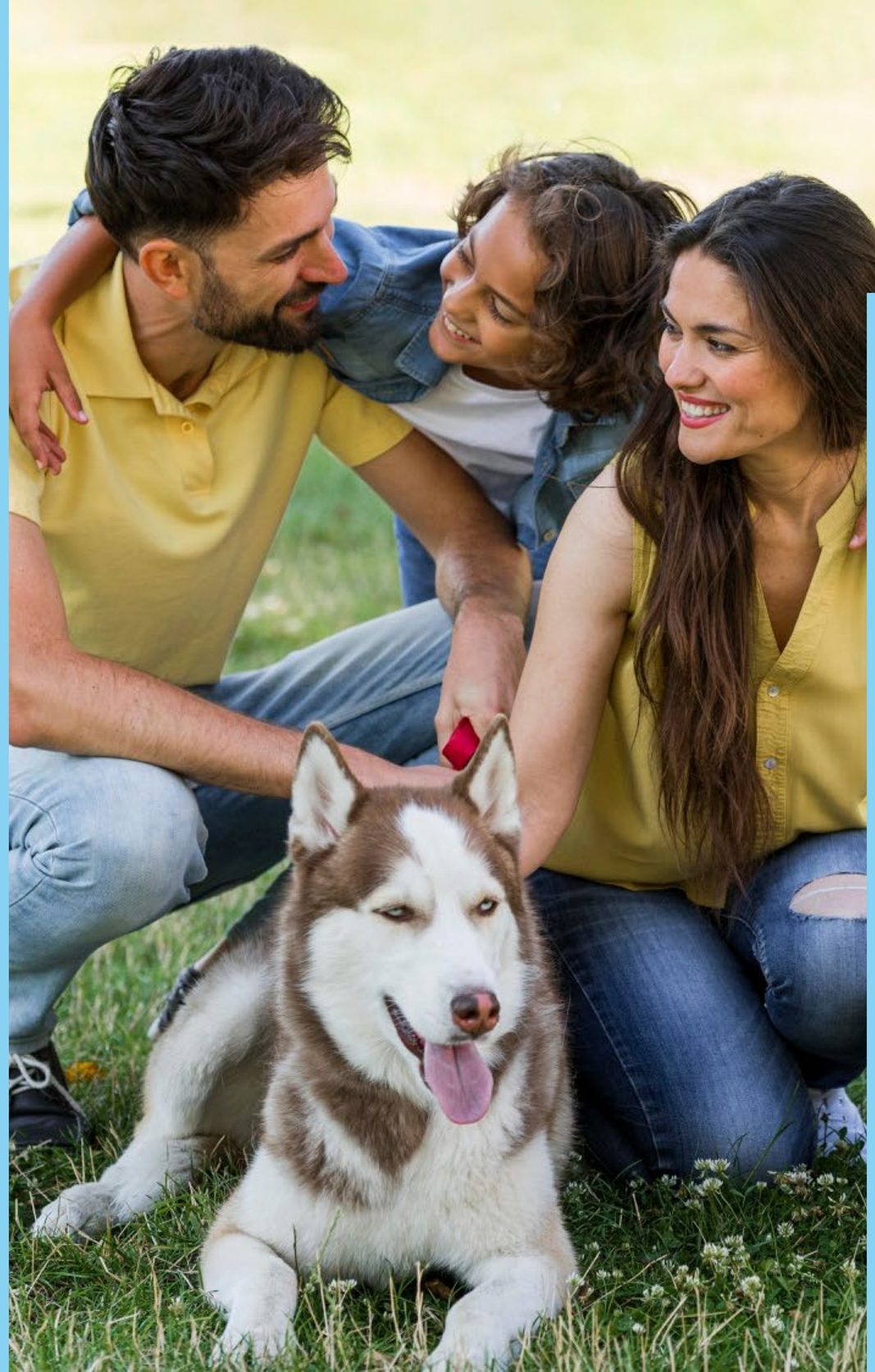
3.3.1 Security

3.3.2 Accessibility

3.3.3 Poverty and Inequality

3.3.4 Regional Development Programs

3.3.5 Social Development Programs



Prosperous Querétaro

5TH
STATE WITH
THE BEST SALARY

10TH
STATE WITH THE
HIGHEST HDI AT THE
NATIONAL LEVEL

1,819
SPORTS AND
RECREATIONAL SPACES

72.2%
OF CITIZENS TRUST
THE STATE POLICE

662,402
REGISTERED STUDENTS
2024–2025 SCHOOL YEAR

2,148,119
PEOPLE AFFILIATED
TO HEALTH SERVICES

3.1

Economic development



3.1.1 Jobs

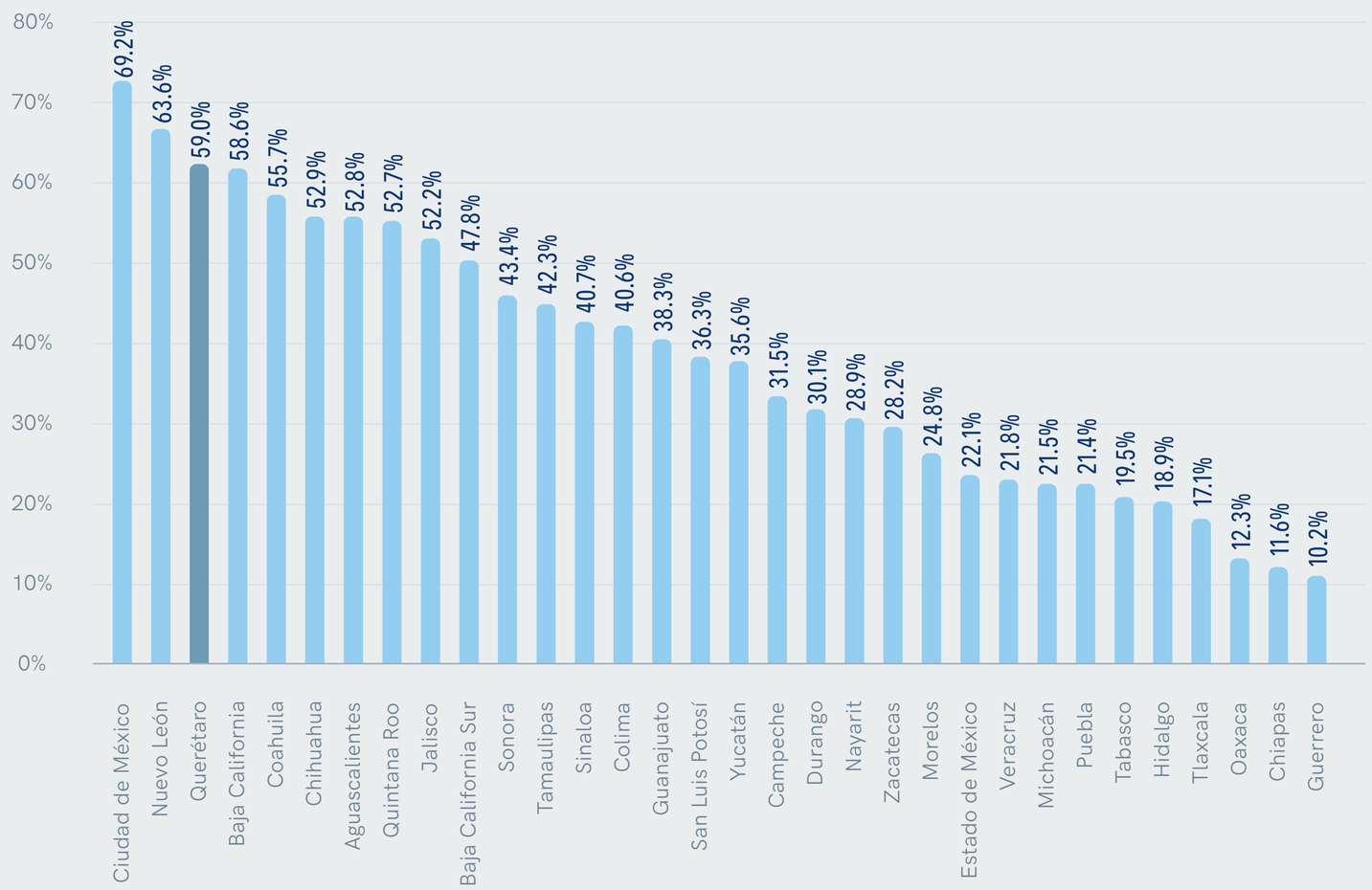
The creation of well-paid jobs is considered one of the state Government's priority objectives, as they improve citizens quality of life and give them the possibility of better opportunities, both in the workplace and in their personal lives.

Registered insured workers

According to the IMSS, throughout the 12 months of 2024, there was an average of 22,371,549 insured jobs nationwide, with 3.2% reported in Querétaro, or 711,833.

In terms of the absolute number of insured jobs, the state ranked 11th; however, in terms of the rate of insured jobs in relation to the economically active population, it ranked among the top positions.

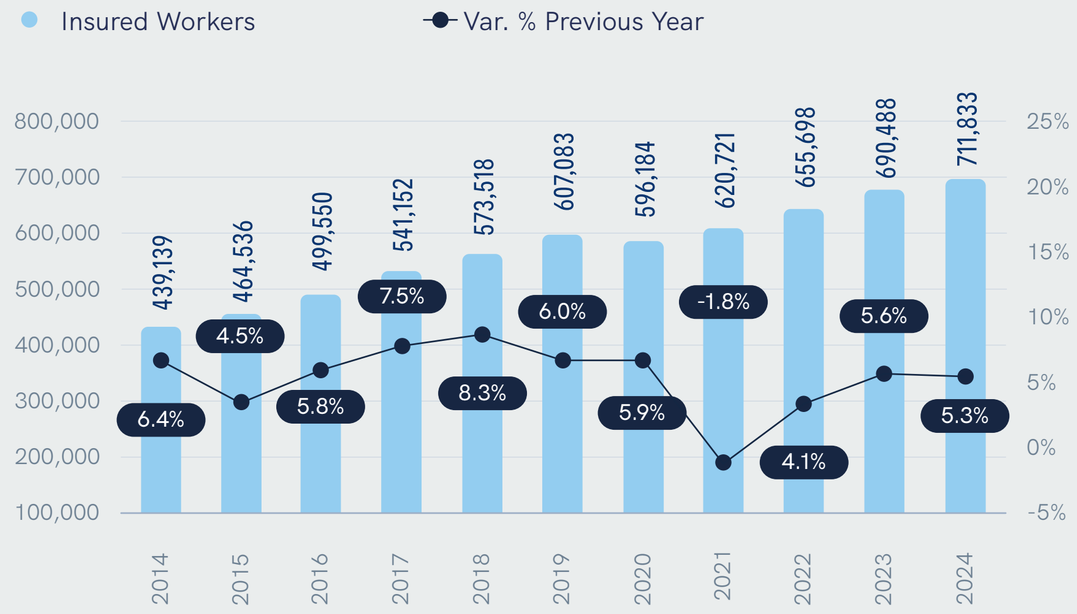
Rate of insured jobs relative to the economically active population (2024)



Source: Prepared by the authors with data from IMSS (dynamic query) and the INEGI (National Occupation and Employment Survey), 2025.
Note: The values for insured jobs were obtained by averaging the insured jobs over the 12 months of the year.
Regarding the Economically Active Population, the values for the four quarters of 2024 were averaged.

The evolution of insured jobs in Querétaro over the years has maintained a positive trend. From 2014 to 2024, these have increased by 272,694, maintaining an average growth rate of 4.9%.

Insured Workers in Querétaro (2014-2024)



Source: Prepared by the authors with data from IMSS (Dynamic Query), 2025.
Note: The values for insured jobs were obtained by averaging the insured jobs over the 12 months of each year.

Of the total number of jobs insured in the state in December 2024, 40.8% (288,493) were held by women and 59.2% (418,658) by men.

Insured Jobs by Sector in Querétaro (December 2023–2024)

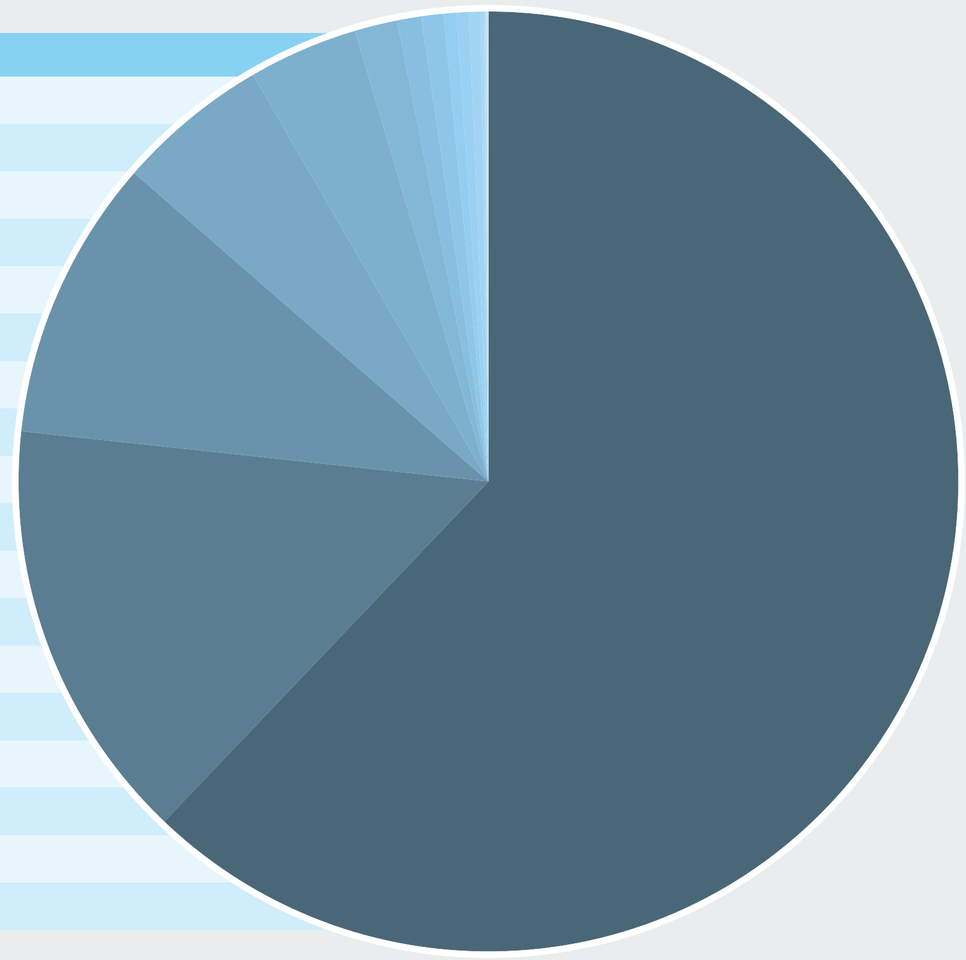
SECTOR	2024	VAR. %	SHARE RELATIVE TO THE NATIONAL FIGURE [1]
Manufacturing Industry	244,609	1.0%	4.1%
Business, Personal, and Household Services	137,697	-0.1%	2.8%
Trade	124,429	5.2%	2.6%
Construction Industry	61,249	-5.9%	3.6%
Community and Social Services	63,699	3.6%	2.7%
Transportation and Communications	47,077	9.6%	3.0%
Agriculture, Livestock, Forestry, Fishing and hunting	21,976	1.3%	3.0%
Electric Power Industry and potable water supply	4,224	6.4%	2.7%
Extractive Industries	2,191	22.1%	1.7%

Source: Prepared by the authors with data from IMSS (Dynamic Query, jobs by economic sector), 2025.
Note: [1] The figures refer to the share of each sector in Querétaro compared to those reported at the nationwide level during 2024.

At the end of 2024, the highest number of jobs was concentrated in the municipality of Querétaro, while the largest annual variation occurred in the municipality of Peñamiller.

Distribution of Insured Workers by Municipality in Querétaro (December 2024)

MUNICIPALITY	JOBS	DISTRIBUTION	VAR. % (2024-2023)
Querétaro	439,293	62.1%	0.5%
El Marqués	103,124	14.6%	4.4%
San Juan del Río	68,538	9.7%	4.4%
Corregidora	37,107	5.2%	0.7%
Colón	26,686	3.8%	7.0%
Pedro Escobedo	10,333	1.5%	-2.8%
Tequisquiapan	5,851	0.8%	-8.1%
Ezequiel Montes	5,419	0.8%	1.4%
Amealco	3,072	0.4%	-3.2%
Huimilpan	3,016	0.4%	18.0%
Cadereyta de Montes	2,795	0.4%	29.94%
Jalpan de Serra	772	0.1%	1.0%
Peñamiller	374	0.05%	2776.9%
Tolimán	264	0.04%	-1.9%
Pinal de Amoles	253	0.04%	0.8%
San Joaquín	168	0.02%	-51.6%
Landa de Matamoros	55	0.008%	-21.4%
Arroyo Seco	31	0.00%	-45%



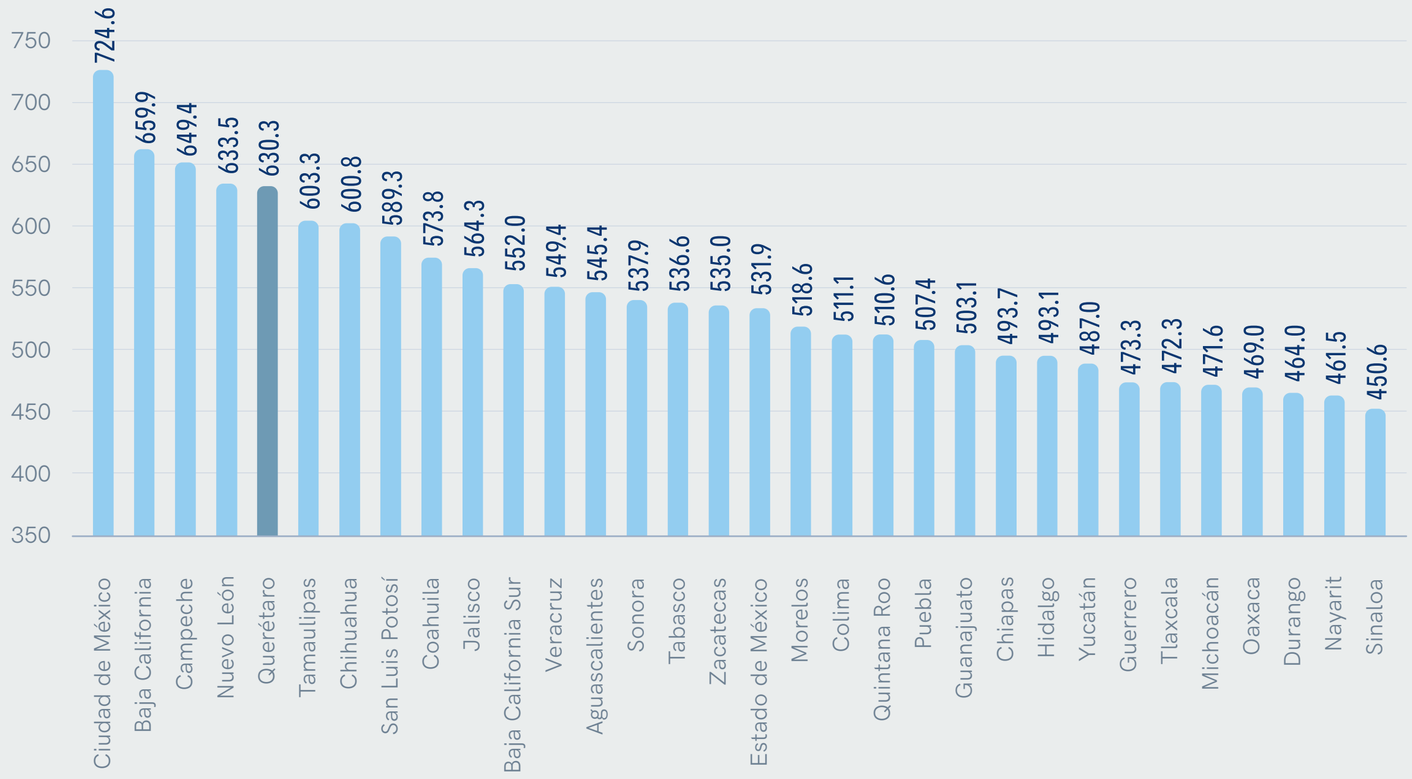
Source: Prepared by the authors with data from IMSS (Dynamic Query), 2025.



Income level

According to the Ministry of Labor and Social Welfare, during 2024, the average daily wage for workers insured by the IMSS nationwide was 540.8 pesos. Querétaro ranked fifth state in terms of highest salaries, reaching 630.3 pesos, which is 94.3 pesos less than the highest wage nationwide.

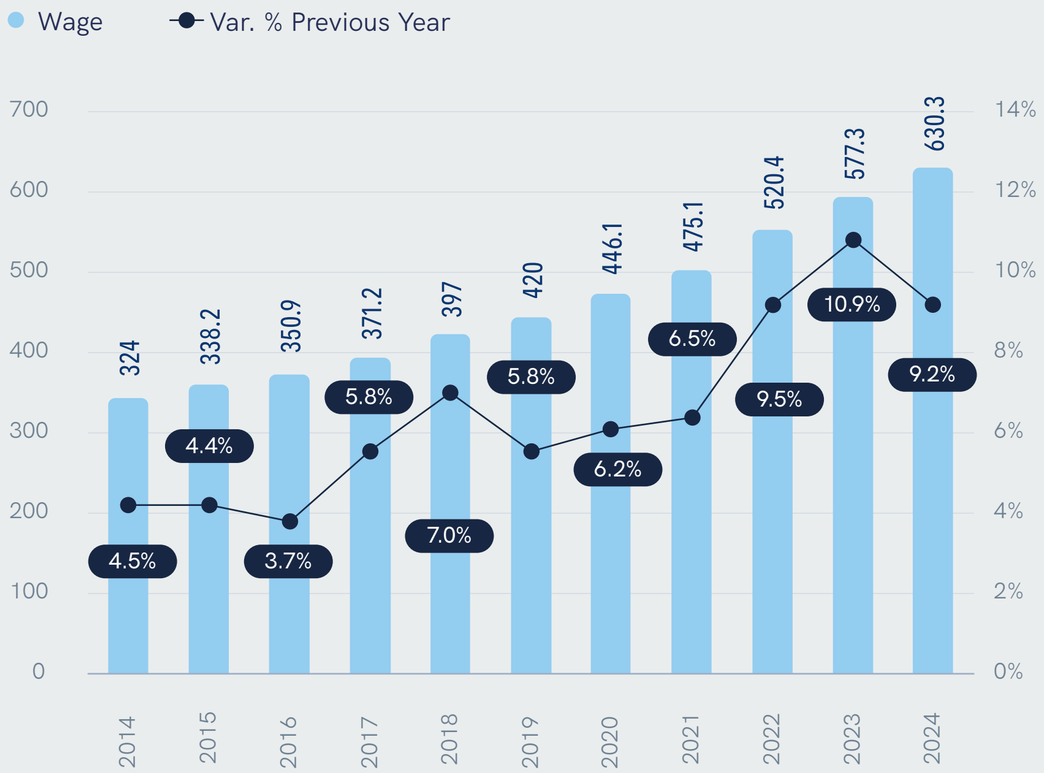
Daily Wage Associated with Workers Insured by IMSS per federal state (2024)



Source: Prepared by the authors with data from the Ministry of Labor and Social Welfare (Administrative wage Records), 2025.

From 2013 to 2023, wages have evolved positively, maintaining annual growth rates above 3.5%.

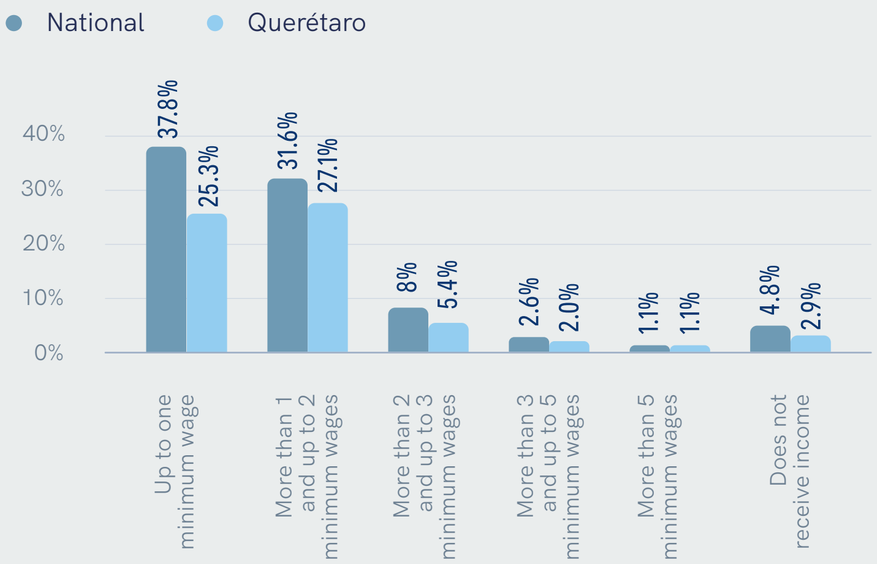
Daily Wage Associated with Workers Insured by IMSS in Querétaro (2014–2024)



Source: Prepared by the authors with data from the Ministry of Labor and Social Welfare (Administrative wage Records), 2025.

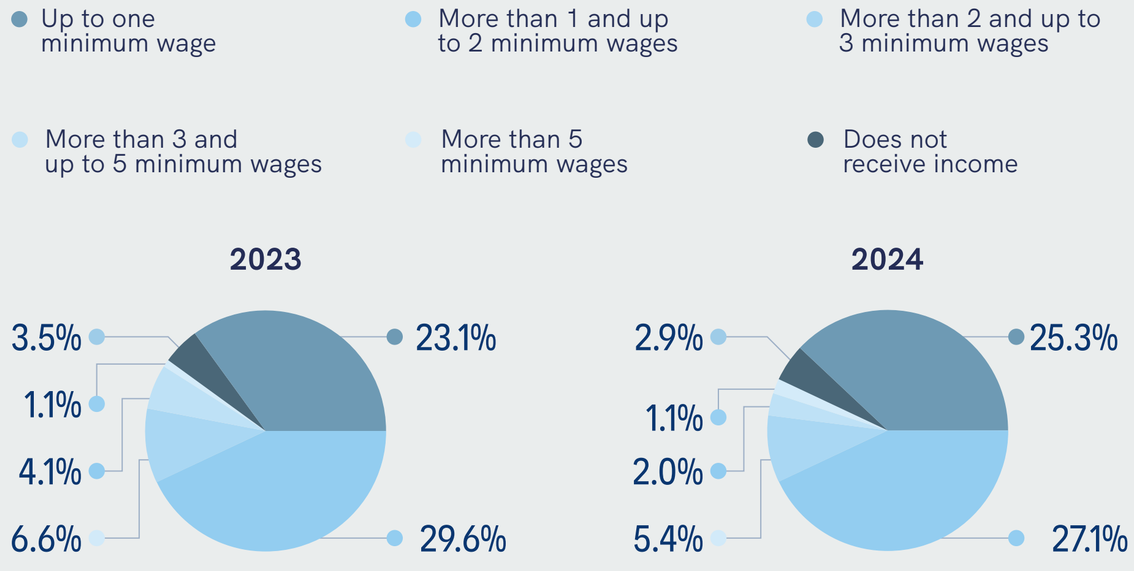
According to the National Occupation and Employment Survey (ENOE, by its acronym in Spanish), during 2024 there was an average of 1,177,794 people employed in Querétaro. In terms of income levels, Querétaro has a lower percentage of the population in the lowest income categories compared to national figures.

Distribution of the Employed Population by Income Level in Querétaro and Nationally (2024)



Source: Prepared by the authors with data of INEGI (National Occupation and Employment Survey), 2025.
Note: The sum of the columns for both classifications does not equal 100% because the population that did not specify information about their income level was not considered. For Querétaro, this figure represents 36.1%, and for the national level, 13.9%.
The values used to calculate the distribution for each category were obtained by averaging the four quarters of the year.

Distribution of the employed population by income level in Querétaro (2023-2024)



Source: Prepared by the authors with data of INEGI (National Occupation and Employment Survey), 2025.
Note: The values used to calculate the distribution for each category were obtained by averaging the four quarters of the year.

In Querétaro in 2024, 172,593 women earned income up to the minimum wage, representing 33.8% of all women in the working population, while only 125,088 men were in this situation, representing 18.7% of all working men.

From 2023 to 2024, the number of employed persons earning up to the minimum wage increased by 37,015 and those earning more than 5 times the minimum wage increased by 961. The subsequent categories saw a decrease in the number of people.

State Employability Center / National Employment Service (SNE)

The Ministry of Labor, through the State Employability Center/National Employment Service (CEE/SNE; by its acronym in Spanish), offers various services, strategies, and programs focused on connecting people with job opportunities and labor mobility abroad, which aid and help place people in the labor market.

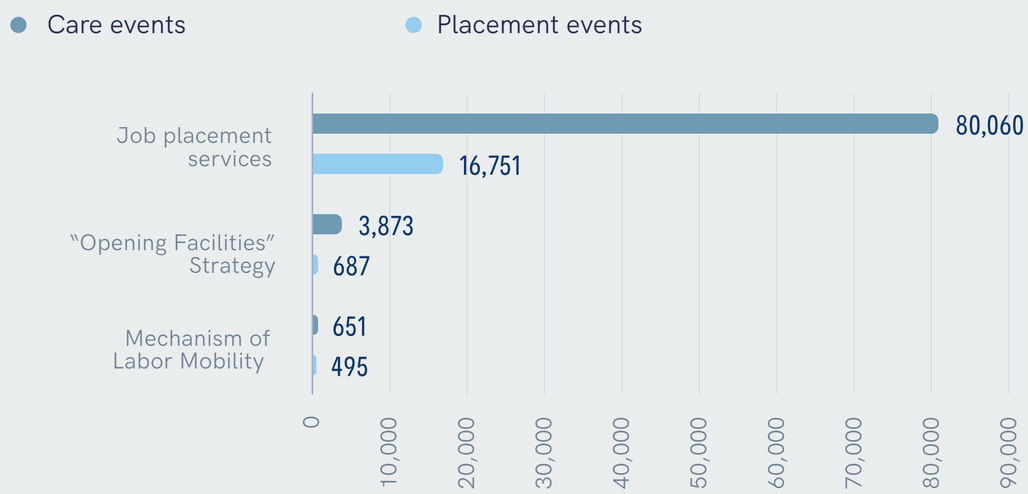
During 2024, various events and programs were held in Querétaro:

Labor intermediation programs

- Job placement services. Job bank, job fairs, mass recruitment drives, and job portals.
- "Opening Spaces" Strategy. It caters personalized assistance to job seekers with disabilities, senior citizens, released and pre-released persons, and other priority groups, as well as to employers seeking to be inclusive, to promote the conditions necessary for the placement of these groups in jobs and thus achieve their social and labor inclusion.
- Mechanism of labor mobility. Connects qualified personnel to facilitate their placement with foreign employers seeking to fill vacancies in positions outside the agricultural sector, mainly in the United States and Canada.
- Seasonal agricultural workers México-Canada. Connects and follows up selected agricultural workers who join Canadian agricultural companies through legal, regulated, dignified, and effective work.

These actions generated 84,584 care events and 17,933 placements.

Labor Intermediation Services an Employment Support Program (2024)



Source: Prepared by the authors based on information from the Ministry of Labor (National Employment Service), 2024.
Note: The section "Labor Mobility Mechanism" includes the categories "Labor Mobility Mechanism" and "Seasonal Agricultural Workers México-Canada".

Job training

The Ministry of Labor, through the SNE, promotes job training as a strategy aimed at job seekers who need training to develop new skills that will enable them to enter the labor market more easily.

To achieve this objective, 384 training courses were held during 2024.

The figures reported in this section include events and training courses from the training unit of the State Employment Program (Training Support for Self-Employment, Talent formation Scholarships Subprogram, and Women Transportation Operators Unit).

State Employment Program

Self-Employment Promotion Unit

Benefiting 989 people, the support aims to strengthen or retrain the skills of women, people with disabilities, and/or senior citizens jobs seekers, so that they can start their own productive business.

Equipment for Self-Employment Unit

It provides -in kind- furniture, machinery, equipment, and/or tools to women, people with disabilities, and/or senior citizens jobs seekers who wish to start their own productive initiative, providing follow-up support for one year from the date the assistance is provided. During 2024, 360 people benefited from this program.

Distinctive “No Gap” unit

The distinctive “No Gap” unit was awarded to 113 companies committed to gender equality, which implemented good labor practice projects that eliminate situations of harassment and workplace violence, wage gaps, and all types of discrimination against women due to maternity, family care, health, marital status, or age, among other factors. 79 companies renewed their 2023 certification, thereby qualifying for a financial subsidy.

Unemployment Insurance Unit

A total of 4,472 people benefited from this program, which aimed to alleviate the difficulties they face in their search for job by providing job placement services, job training, and financial support to facilitate their incorporation into productive activity in the shortest time possible.

Women Transport Operators Unit

The necessary conditions were created for women to enter the labor market by specializing their job profiles in accordance with labor market requirements, specifically in the personnel transport sector. Groups of women were trained for two months and based on their skills, were granted a type C license to enable them to enter the workforce in this sector. The program benefited 130 women in 2024.

Unit Scholarships for talent formation

The necessary conditions were created for the integration of men and women into the labor market, in accordance with labor market requirements, with companies that require training before hiring. Through this program, 523 people benefited in 2024.

Guidelines for Companies Creating Equal Opportunities

The aim is to encourage the integration of people with disabilities into the labor market and promote work-place inclusion as part of the organizational culture of workplaces in the state. Physical recognition was given to 20 companies that implemented a project of inclusive good business practices, of which 12 received a state tax incentive for employing people with disabilities.





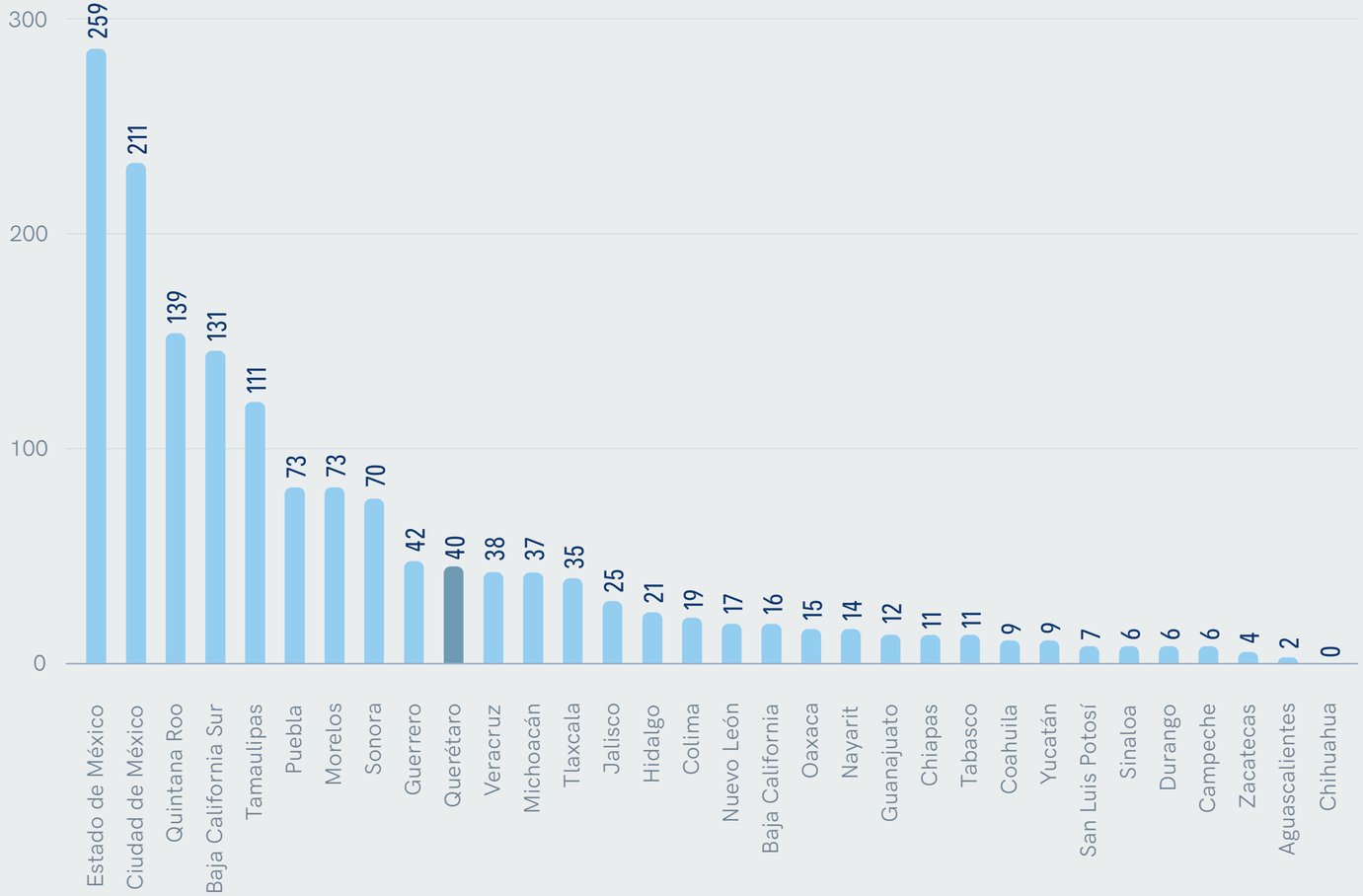
3.1.2

Labor peace

Strike registration

During 2024, 1,469 strike notices were registered nationwide, with the State of México accounting for 17.6% of these. In the case of Querétaro, 40 cases were recorded

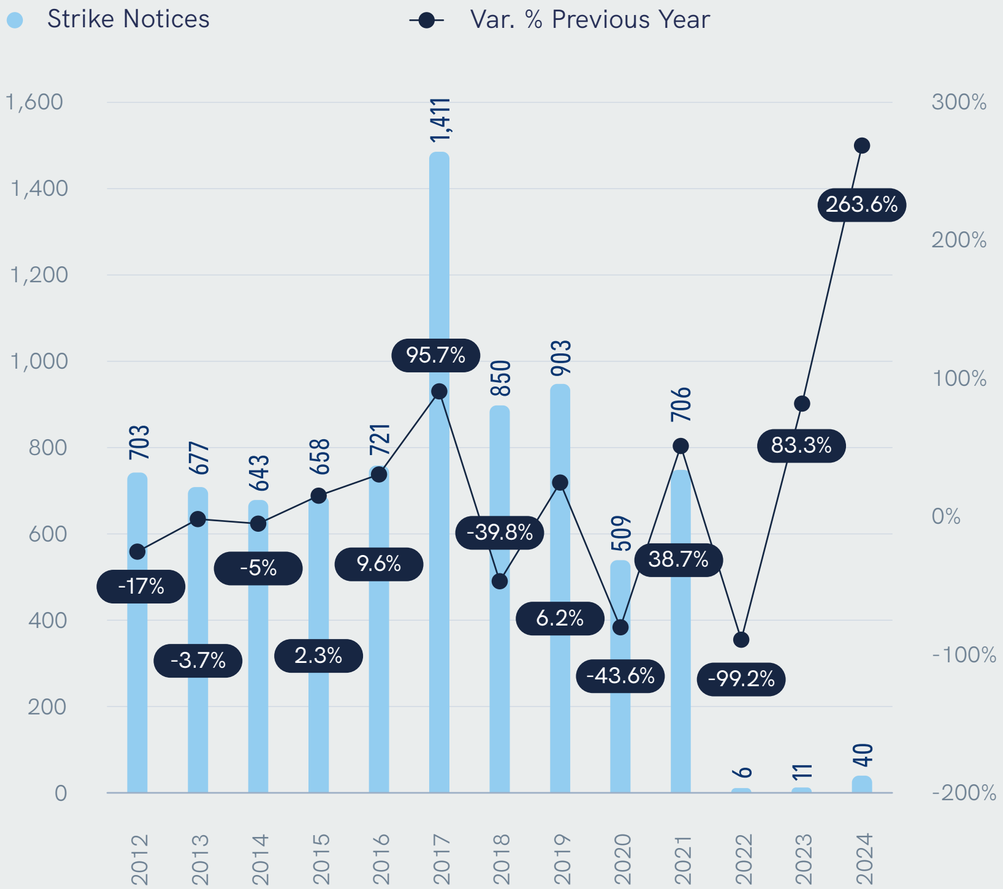
Strike notices by federal state (2024)



Source: Prepared by the authors with data from INEGI (Local Jurisdiction Employment Relationship), 2025.

From 1991 to 2024, Querétaro recorded a total of 18,510 strike notices, representing 2.3% of the national total.

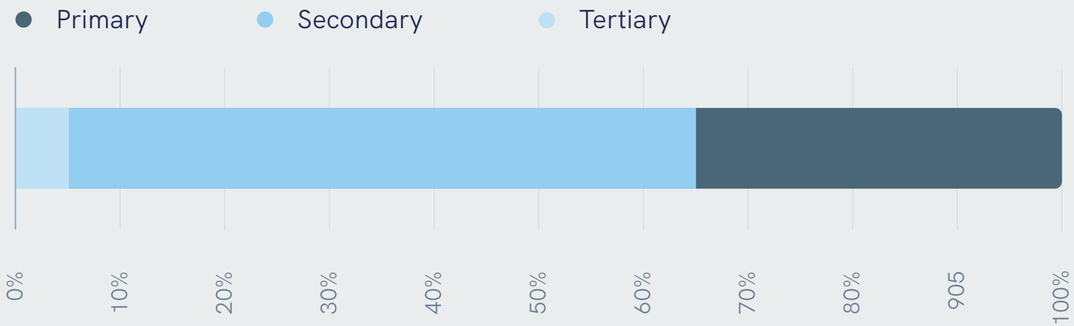
Strike notices in Querétaro (2012-2024)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Local Jurisdiction Employment Relationship), 2025.

Of the total number of sites registered in 2024 in the state, 60% (24) were in secondary activity, 35% (14) in secondary school activity, and 5% (2) in elementary school activity.

Distribution of strike notices by economic activity in Querétaro (2024)



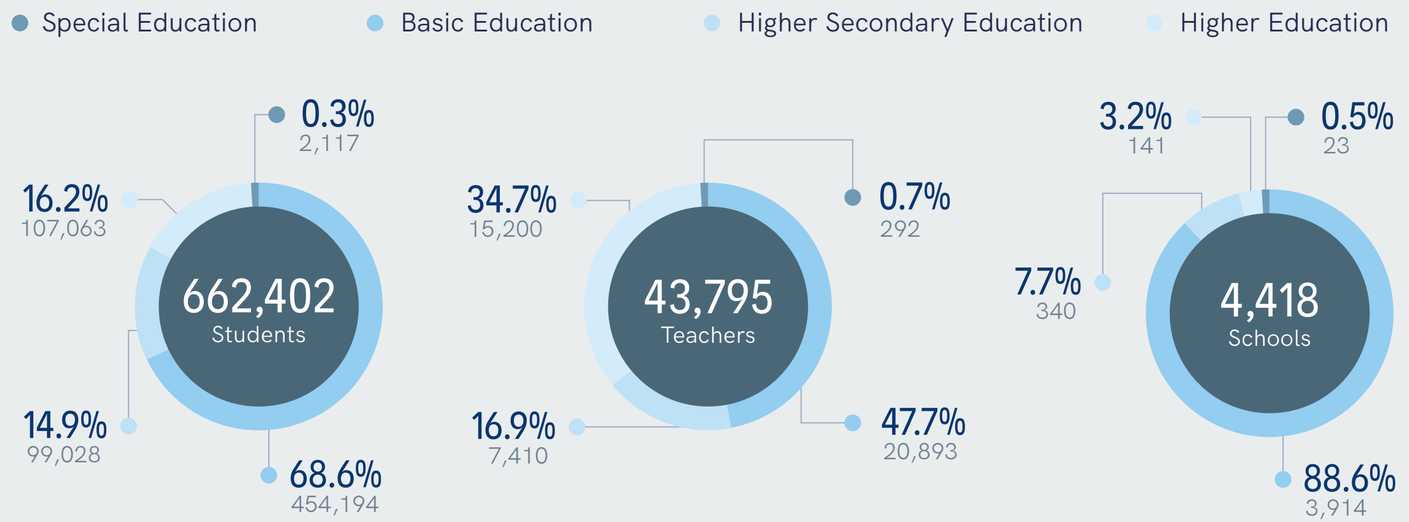
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Local Jurisdiction Employment Relationship), 2025.

On November 3rd, 2021, Querétaro's Statal Labor Conciliation Center began operations. It is a decentralized public agency of the State Public Administration and is part of the Ministry of Labor. Its purpose is to offer workers and employers settlement services in their disputes, in strict compliance with legal regulations, with a commitment to achieving balanced and sensible consensus, respecting their rights and obligations.

3.2

Human development

Statistics in Querétaro (School year 2024-2025)



Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025

[1]Additionally, in special education, 8,043 students enrolled at different educational levels are catered through the Regular Education Support Service Units (USAER, by its acronym in Spanish), and therefore, they are not included in the total enrollment count. The data referred to in this table correspond to the care provided by the Multiple Attention Center (CAM, by its acronym in Spanish).

[2]In May 2019, with the reform to the Mexican Constitution in Article 3, Early Childhood Education was incorporated into Basic Education.

3.2.1

Education

Education is a tool that enables citizens to develop knowledge, form their own opinions, and acquire the skills to adapt optimally to any situation.

Within the state, it is structured in four stages: initial, basic, high school, and senior high school. In addition to these four phases, special education is also considered, which caters to gifted students and those with disabilities.

In the 2024-2025 school year, the number of students enrolled in Querétaro was 662,402, an increase of 0.2% compared to the 2023-2024 school year. In absolute terms, the figure represented an increase of 1,148 students.

During the same period, the number of teachers increased by 18.7% to 6,889. The number of schools increased by 39, representing a 0.9% increase compared to the previous school year.

Of the total number of students enrolled in the state, 74.9% were concentrated in public support and 25.1% in private institutions. In the case of teachers, the distribution was 58.9% and 41.1%, while for schools it was 73.5% and 26.5%, respectively.

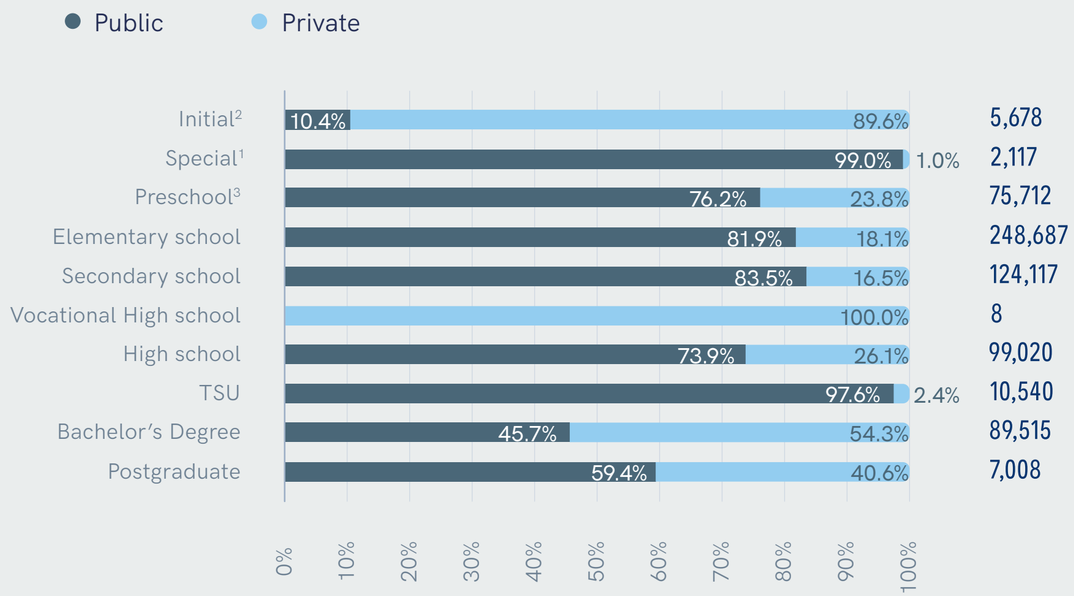
Statistics by type of support in Querétaro (School year 2024-2025)

LEVEL	PUBLIC SUPPORT [3]			PRIVATE SUPPORT		
	STUDENTS	TEACHERS	SCHOOLS	STUDENTS	TEACHERS	SCHOOLS
Special Education [1]	2,096	285	22	21	7	1
Basic Education [2]	365,582	14,913	3,003	88,612	5,980	911
Higher Secondary Education	73,130	4,479	176	25,898	2,931	164
Higher Education	55,361	6,113	45	51,702	9,087	96
Total	496,169	25,790	3,246	166,233	18,005	1,172

Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025
[1]Additionally, in special education, 8,043 students enrolled at different educational levels are catered through the Regular Education Support Service Units (USAER, by its acronym in Spanish), and therefore, they are not included in the total enrollment count. The data referred to in this table correspond to the care provided by the Multiple Attention Center (CAM, by its acronym in Spanish).
[2]In May 2019, with the reform to the Mexican Constitution in Article 3, Early Childhood Education was incorporated into Basic Education.
[3]Public Support comprises Federal, State, Transferred Federal, and Autonomous funding.

During the 2024-2025 school year, elementary school accounted for 248,687 students, or 37.5% of the total student population in the state, followed by secondary school with 124,117 (18.7%) and high school with 99,020 (14.9%).

Distribution of students by type of support by educational level (School year 2024-2025)



Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025
[1]Additionally, in special education, 8,043 students enrolled in basic level schools are catered through the Regular Education Support Service Units (USAER, by its acronym in Spanish) and therefore are not included in the total enrollment count. The data referred to in this table correspond to the care provided by the Multiple Attention Center (CAM, by its acronym in Spanish).
[2]Only School-based system.
[3] Includes 863 students and 47 teachers from the 1° year of preschool served in early childhood education.

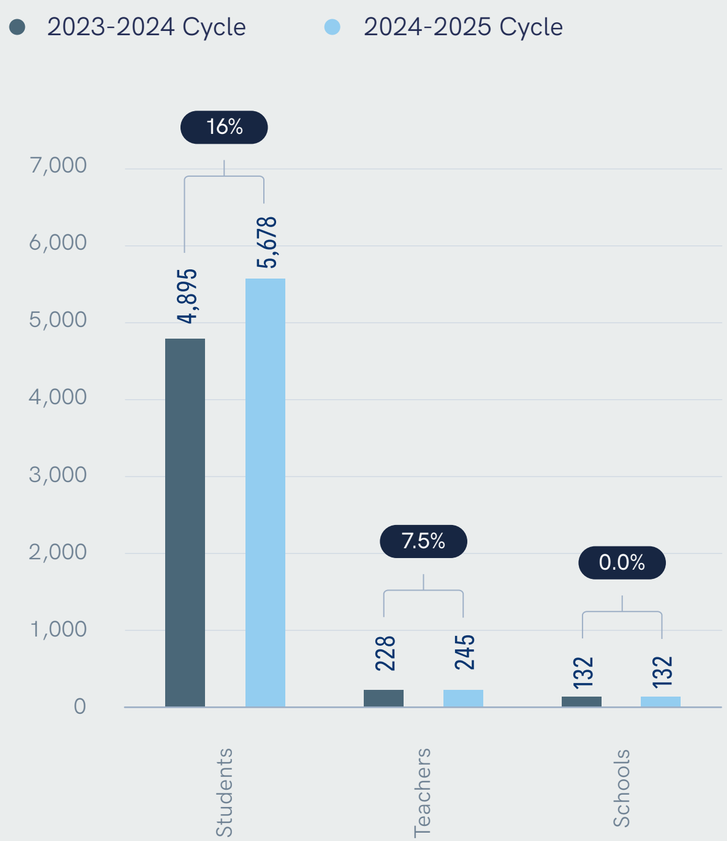
Initial education

Early childhood education is the first formation provided to children with the aim of enhance their comprehensive and harmonious development, enabling them to acquire the skills, habits, values, autonomy, creativity, and attitudes that will be necessary for their personnel and social development.

In the 2024–2025 school year, 5,678 students were enrolled, representing a 16.0% increase over the 2023-2024 period.

Of the total number of students at the state level, only 0.9% are ranked in early childhood education. Regarding the total number of teachers and schools in early childhood education, the former accounted for 0.6% and the latter for 3.0%, respectively.

Enrollment in Early Childhood Education[1] in Querétaro (School Year 2023-2024/2024-2025)



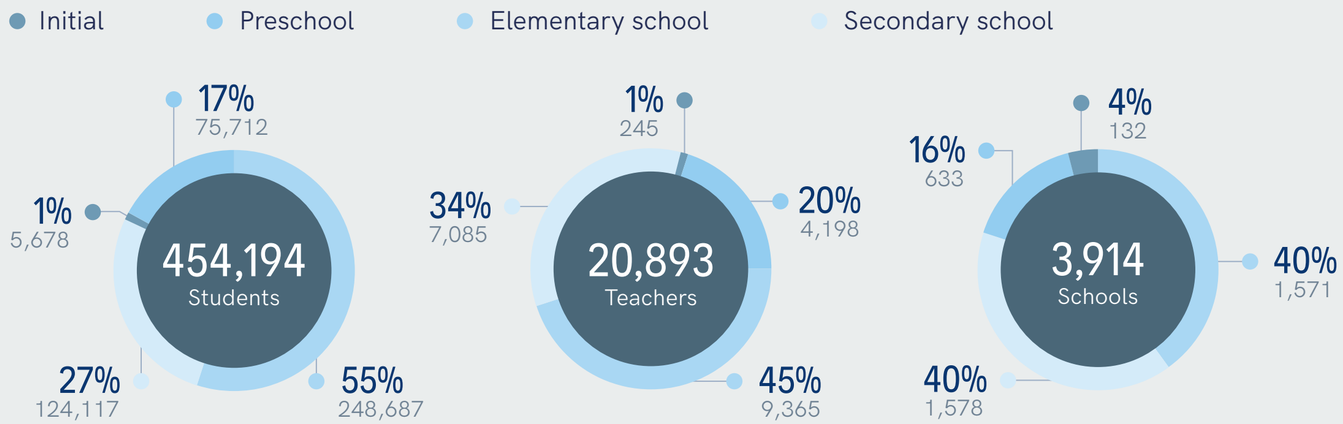
Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025.
Note: [1] School-based system.

Basic education

Comprises three educational levels: preschool, elementary school and secondary school. In the 2024-2025 school year, 454,194 students were enrolled, which is 1.1% lower than the number enrolled in the 2023-2024 period. Of the total, 54.8% belong to primary school, 27.3% to secondary school, 16.7% to preschool, and 1.3% to early preschool education.

There were 20,893 teachers, most of whom (44.8%) teach elementary school. The total number of registered schools is 3,914, with preschool and elementary schools accounting for 40.1% and 40.3%, respectively.

Enrollment in basic education in Querétaro (2024-2025 school year)



Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025.

[1] School-based system.

[2] Includes 863 students and 47 teachers from the first year of preschool served at the initial education level.

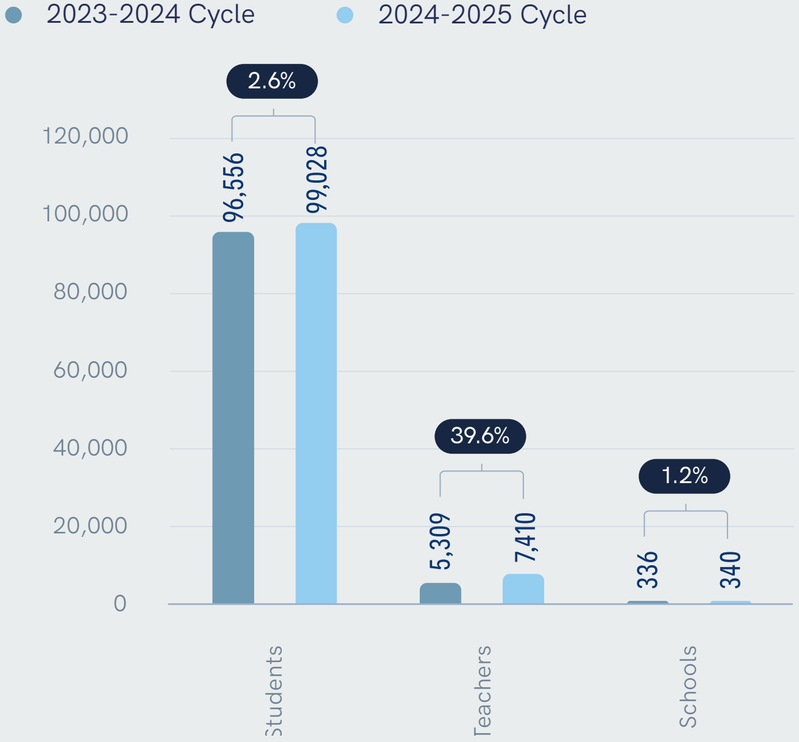




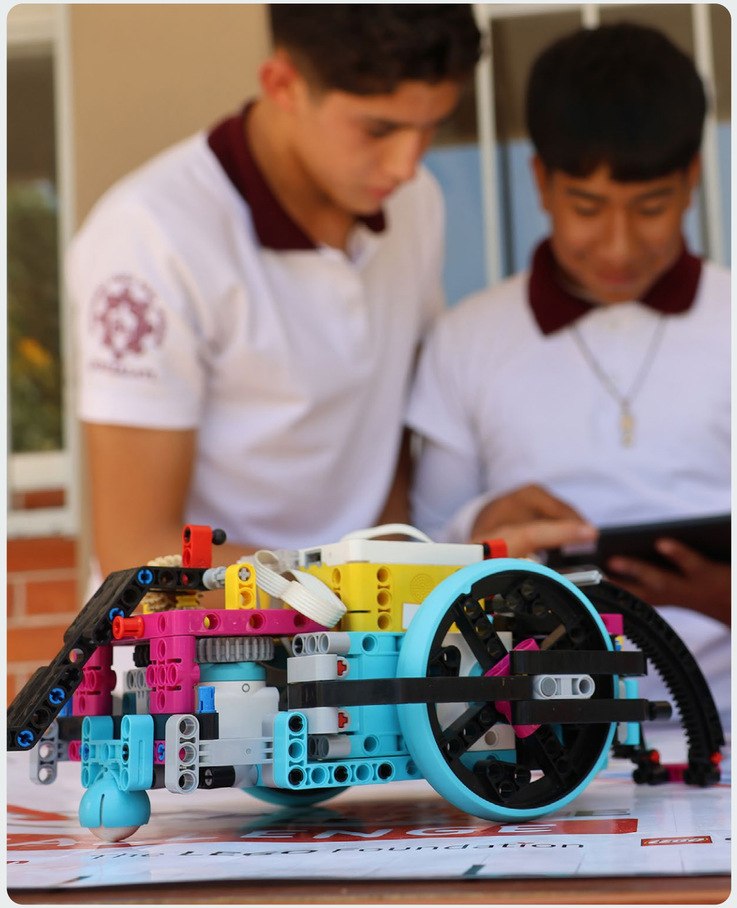
Higher Secondary Education

This educational level accounted for 14.9% of the total number of students in the state during the 2024-2025 school year, or 99,028 students, representing a 2.6% increase over the 2023-2024 period.

High school statistics in Querétaro (School cycle 2023-2024/2024-2025)



Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025.



Of the total number of students enrolled, 68.9% are in general high school, 31.1% are in technological high school, and only 0.01% are in vocational high school.

The municipality of Querétaro had the highest enrollment, representing 46.6% of the total, followed by San Juan del Río with 13.2% and Corregidora with 10.1%.

Higher secondary education enrollment by municipality and system (2024-2025 School Cycle)

MUNICIPALITY	GENERAL HIGH SCHOOL	TECHNOLOGICAL HIGH SCHOOL	VOCATIONAL HIGH SCHOOL	TOTAL
Amealco de Bonfil	1,884	482	0	2,366
Arroyo Seco	710	0	0	710
Cadereyta de Montes	2,769	0	0	2,769
Colón	622	1,418	0	2,040
Corregidora	5,292	4,739	0	10,031
El Marqués	5,106	1,204	0	6,310
Ezequiel Montes	2,067	39	0	2,106
Huimilpan	266	734	0	1,000
Jalpan de Serra	1,115	0	0	1,115
Landa de Matamoros	930	0	0	930
Pedro Escobedo	551	2,744	0	3,295
Peñamiller	517	281	0	798
Pinal de Amoles	725	240	0	965
Querétaro	33,465	12,628	8	46,101
San Joaquín	562	0	0	562
San Juan del Río	8,454	4,573	0	13,027
Tequisquiapan	1,885	1,688	0	3,573
Tolimán	1,330	0	0	1,330
Total	68,250	30,770	8	99,028

Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025.
Note: Starting with the 2019-2020 cycle, for the Centers for Technological Studies in Continental Waters, the basic component corresponds to the Technological High School. Vocational High School is defined as Technical Professional (terminal) in the SEP F911 questionnaire.

State Technical and Vocational Education College of Querétaro (CONALEP-QRO; for its acronym in Spanish)

It is a decentralized public agency of the state government, whose mission is to train competitive individuals as technical professionals, so that they can transform their lives and, in doing so, become agents of change who generate the common good.



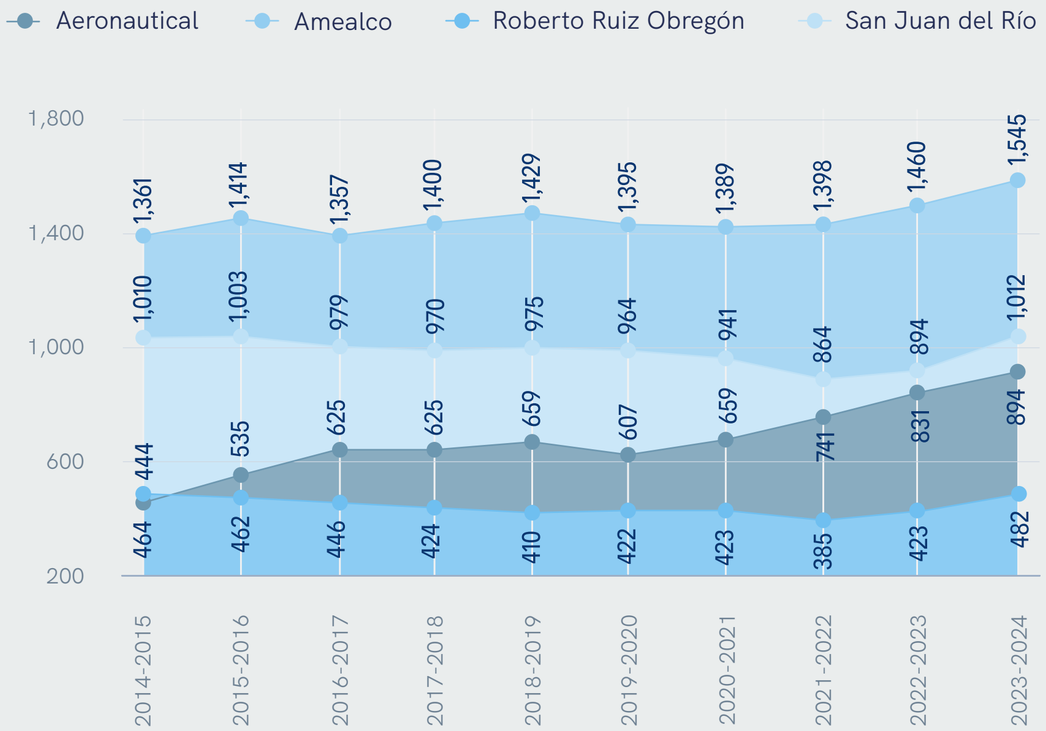
Campuses and educational offerings by area

CAMPUS	EDUCATIONAL OFFER
Aeronautical	Aviation Electronic Systems
	Aircraft Lamination and Coating
	Engine and Glider Maintenance
	Mechatronics
Amealco	Foods and drinks
	Computing
	Machine Tools
José Vasconcelos Automotive, Querétaro	Automotive Industry
	Autotronics
	Quality control
Roberto Ruiz Obregón, Querétaro	Foods and drinks
	Computing
	Machine Tools
	Industrial Electromechanics
	Artificial Intelligence and Data Science
San Juan del Río	Foods and drinks
	Industrial Electromechanics
	Industrial Productivity
	Industrial Chemistry
	Automotive Industry

Source: Prepared by the authors with data from the Querétaro State College of Vocational Technical Education, 2025.

During the 2023-2024 school year, enrollment at the four campuses shown in the graph below increased compared to the 2021-2022 school year: Aeronautical 7.6%; Amealco 13.9%; Roberto Ruiz Obregón 5.8%; San Juan del Río 13.2%.

Enrollment registered by campus (school year 2014-2015/2023-2024)



Source: Prepared by the authors with data from the Querétaro State College of Vocational Technical Education, 2025.
Note: The "Automotive José Vasconcelos" campus is not reported because enrollment data is only available for one school year (2021-2022), the year it was opened. For that period, the reported enrollment was 205, and for the 2023-2024 school year, the reported incoming enrollment was 436.

The number of graduates at the end of the 2023-2024 school year was higher at the Roberto Ruiz Obregón campus, where 314 students graduated, a figure 21.2% higher than that reported for the 2022-2023 school year. The San Juan del Río campus recorded 230 graduates (a decrease of 5%); the Aeronautical campus recorded 195 (an increase of 18.9%); and Amealco recorded 99 (0%).

For the 2023-2024 school year, the index rate has increased compared to the 2022-2023 school year.

Academic and personnel information by campus in Querétaro (2022-2023/2023-2024 school year)

CAMPUS	STUDENTS BENEFITING FROM SOME TYPE OF SUPPORT		SCHOOL DROPOUT INDEX AT THE END OF THE ACADEMIC YEAR		TEACHING, MANAGEMENT AND ADMINISTRATIVE PERSONNEL	
	2022-2023	2023-2024	2022-2023	2023-2024	2022-2023	2023-2024
Aeronautical	770	767	10.4	11.8	60	65
Amealco	444	482	6.9	13.3	51	53
José Vasconcelos Automotive	-	0	-	10.6	-	42
Roberto Ruiz Obregón	0	53	9.0	10.4	140	138
San Juan del Río	874	1,012	9.4	9.4	80	81

Source: Prepared by the authors with data from the Querétaro State College of Vocational Technical Education, 2025.
Note: There is no report for the "Automotive José Vasconcelos" campus for the 2022-2023 school year.



School of Scientific and Technological Studies of the State of Querétaro (CECYTEQ, by its acronym in Spanish)

It is a decentralized public body of the state government. Its objective is to expand educational opportunities so that secondary school graduates can access a technological high school, with the aim of facilitating their entry into the labor market with the required skills, as well as influencing students' vocational preferences.

Educational institutions and educational offerings by area

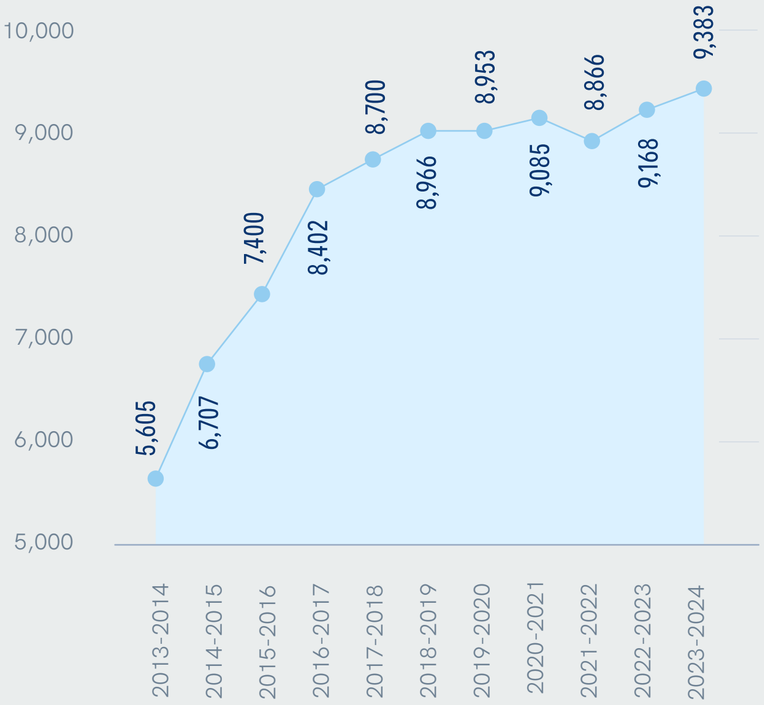
CAMPUS	EDUCATIONAL OFFER
Corregidora	Programming
	Administrative Management Processes
	Mechatronics
	Logistics
	Biotechnology
Huimilpan	Programming
	Administrative Management Processes
	Industrial Maintenance
	Mechatronics
La Esperanza	Industrial Maintenance
	Electromechanics
	Administrative Management Processes
La Tinaja de la Estancia	Electromechanics
	Administrative Management Processes
Menchaca	Industrial production
	Administrative Management Processes
	Programming
	Mechatronics
San Juan del Río	Programming
	Industrial production
	Industrial Processes (Engineering base)
	Logistics

CAMPUS	EDUCATIONAL OFFER
Montenegro	Industrial production
	Administrative Management Processes
	Mechatronics
Paso de Mata	Industrial Maintenance
	Machines-Tools
Pedro Escobedo	Programming
	Electricity
	Industrial Maintenance
	Logistics
	Administrative Management Processes
Peñamiller	Computer Equipment Support and Maintenance
	Automotive Maintenance
	Administrative Management Processes
Pinal de Amoles	Programming
	Administrative Management Processes
Querétaro	Programming
	Electronics
	Industrial Maintenance
	Mechatronics
	Plastics Transformation
	Administrative Management Processes

Source: Prepared by the authors with data from the School of Scientific and Technological Studies of the State of Querétaro, 2025.

Over the years, the number of students enrolled at CECyTEQ has continued to grow. During the 2023-2024 school year, 9,383 students were enrolled, representing an annual variation of 2.3%.

Registered enrollment by school year (2013-2014/2023-2024 school year)



Source: Prepared by the authors with data from the School of Scientific and Technological Studies of the State of Querétaro (general statistical information), 2025.

At the beginning of the August-December 2023 semester, 13-degree programs were offered, with the Administrative Management Processes program accounting for the largest number of students.

Enrollment per degree (Semester August-December 2022/2023[1])

DEGREE	AUGUST-DECEMBER 2022	AUGUST-DECEMBER 2023
Administrative Management Processes	2,036	2,073
Mechatronics	1,585	1,631
Programming	1,610	1,654
Industrial Maintenance	1,201	1,253
Industrial production	779	839
Logistics	688	737
Biotechnology	276	272
Electricity	210	212
Electronics	176	169
Plastics Transformation	194	154
Electromechanics	144	132
Automotive Maintenance	132	139
MachinesTools	137	118

Source: Prepared by the authors with data from the School of Scientific and Technological Studies of the State of Querétaro (basic statistical information), 2025.
Note: [1]Latest available information by degree.

During the same period, there were 12 campuses throughout the state, with the Querétaro Campus maintaining the highest demand.

Enrollment per campus (Semester August-December 2022/2023[1])

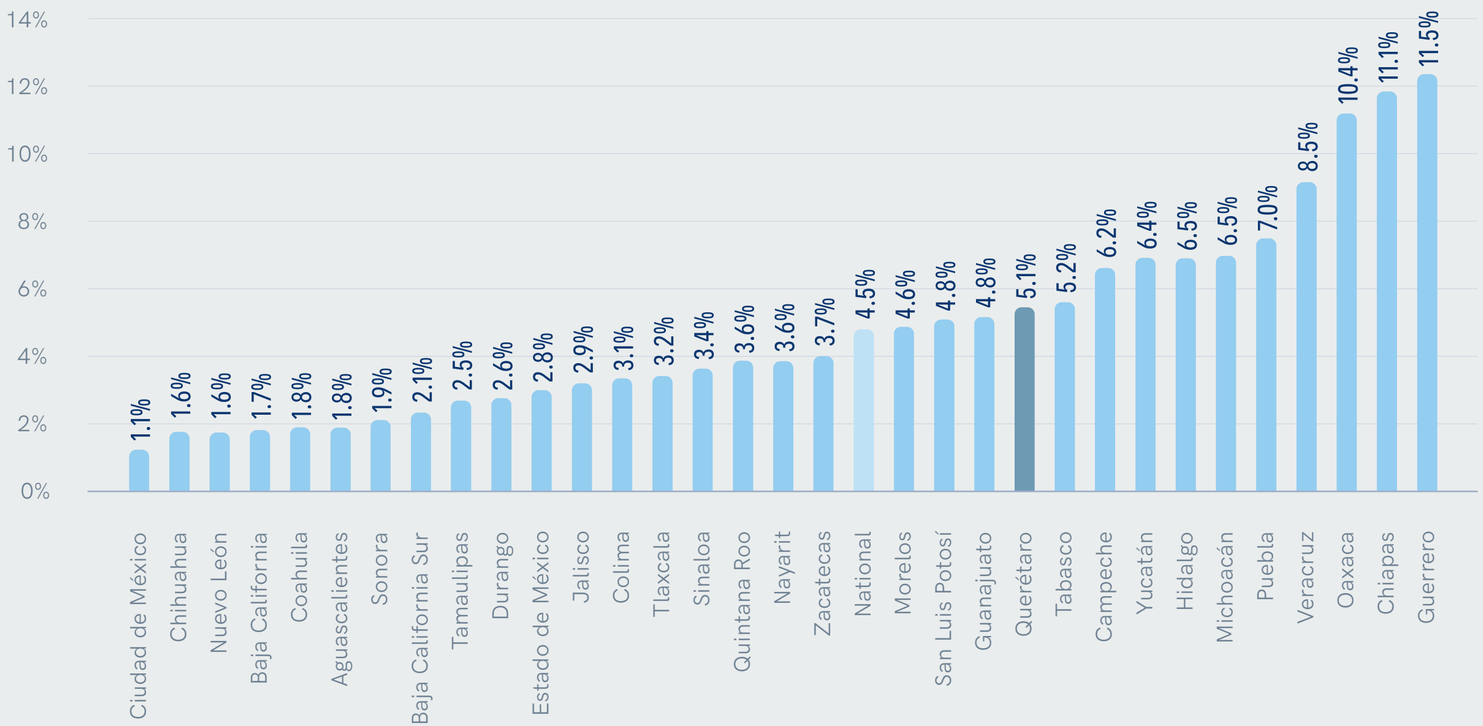
CAMPUS	AUGUST-DECEMBER 2022	AUGUST-DECEMBER 2023
Querétaro	1,891	1,798
Corregidora	1,474	1,508
Pedro Escobedo	1,309	1,390
Montenegro	819	890
Menchaca	701	740
Huimilpan	707	762
San Juan del Río	712	728
La Esperanza	364	406
Paso de Mata	409	387
Peñamiller	267	274
La Tinaja de la Estancia	244	262
Pinal de Amoles	271	238

Source: Prepared by the authors with data from the School of Scientific and Technological Studies of the State of Querétaro (basic statistical information), 2025.
Note: [1]Latest available information by campus.

Illiteracy

According to the 2023 National Survey of Demographic Dynamics, 4,470,201 people aged 15 and over nationwide are illiteracy. Querétaro reported a total of 98,878 people, representing 2.2% of the national figure.

Illiteracy rate by federal state (2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Survey of Demographic Dynamics 2023), 2025.
Note: The calculation was made taking into account the population aged 15 and over.

3.2.2

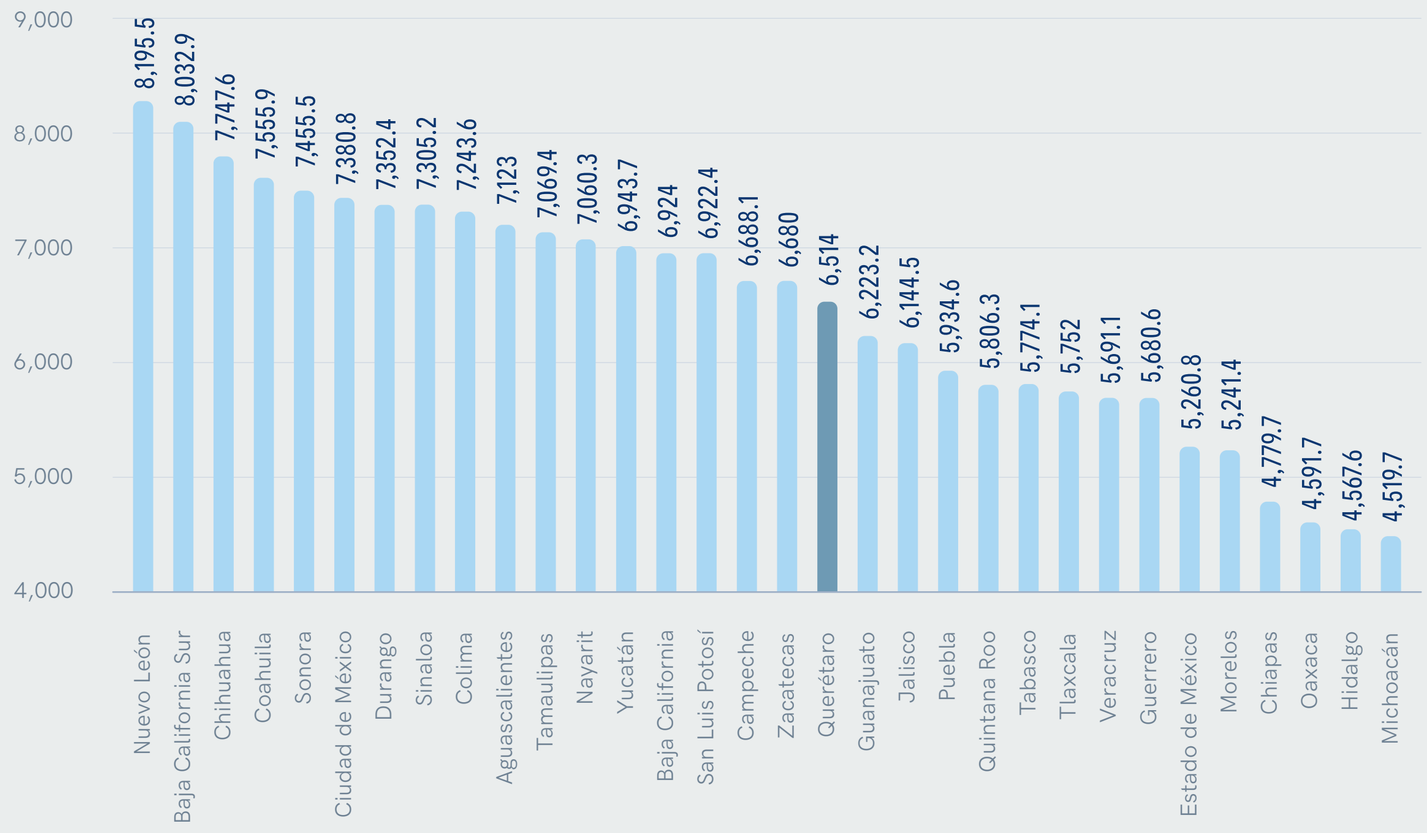
Health

In the state, health services are provided through the Health Services of the State of Querétaro (SESEQ, by its acronym in Spanish), the Mexican Social Security Institute (IMSS, by its acronym in Spanish), the Institute of Security and Social Services for State Workers (ISSSTE, by its acronym in Spanish), and private health institutions. Together, these institutions provide citizens with medical care that allows them to enjoy a better quality of life.

Access to health services

In 2023, 80,377,109 people nationwide were enrolled in health services, with Querétaro accounting for 2% of that total, or 1,622,038 people.

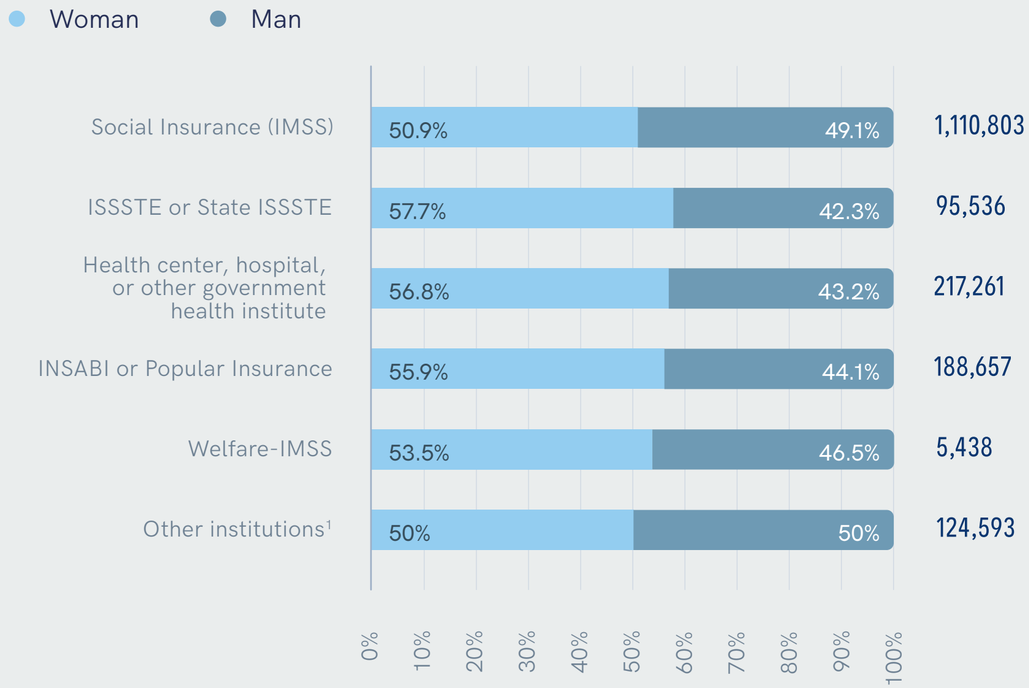
Population affiliated with health services per 10,000 inhabitants by federal state (2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Survey of Demographic Dynamics 2023), 2025.

Of the total population enrolled in health services in the state, 68.5% were enrolled in IMSS; 13.4% in a government health institute; 11.6% in INSABI or Seguro Popular; 7.7% in another institution; 5.9% in ISSSTE; and 0.3% in IMSS-Bienestar.

Population affiliated with health institutions by sex in Querétaro (2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Survey of Demographic Dynamics 2023), 2025.
Note: [1]Includes members affiliated with PEMEX, the Defense Ministry, or the Navy; private insurance; and other institutions.

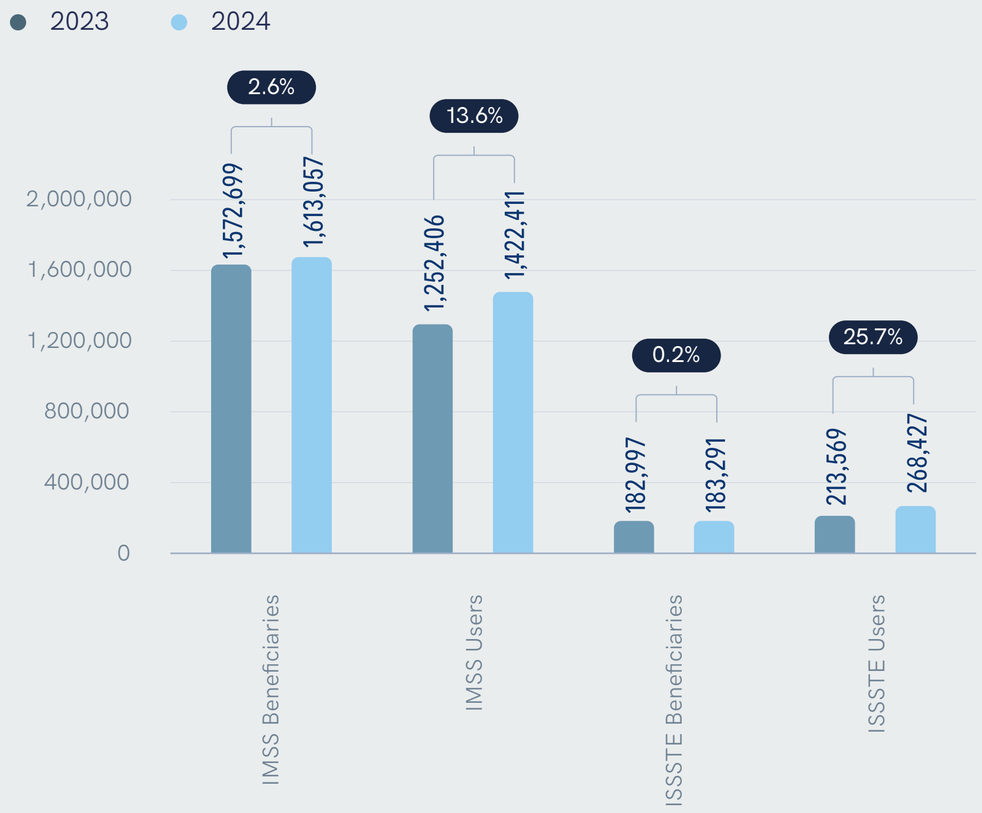




Beneficiaries and users

In 2024, the number of beneficiaries by IMSS ranked at 1,613,057, while at the ISSSTE, this figure was 183,291. Regarding 2023, the former recorded an increase of 2.6%, while the latter only recorded an increase of 0.2%.

Beneficiary and user population by social security institution in Querétaro (December 2023-2024)



Source: Prepared by the authors with data from the Health Services of the State of Querétaro (Mexican Social Security Institute and Institute of Security and Social Services for State Workers), 2025.



Querétaro is the municipality accounting for the highest number of beneficiaries, both in IMSS and ISSSTE, with 60% and 54.3% respectively.

Beneficiary population by municipality in Querétaro (December 2023)

MUNICIPALITY	IMSS	ISSSTE
Amealco de Bonfil	13,498	3,149
Pinal de Amoles	0	1,203
Arroyo Seco	0	721
Cadereyta de Montes	14,418	5,002
Colón	17,174	2,425
Corregidora	122,867	17,121
Ezequiel Montes	12,618	2,330
Huimilpan	5,530	1,091
Jalpan de Serra	0	5,037
Landa de Matamoros	0	1,040
El Marqués	128,585	8,565
Pedro Escobedo	55,680	2,800
Peñamiller	0	972
Querétaro	967,091	99,535
San Joaquín	1,417	346
San Juan del Río	231,042	23,826
Tequisquiapan	37,946	5,222
Tolimán	5,191	2,905

Source: Prepared by the authors with data from the Health Services of the State of Querétaro (Mexican Social Security Institute and Institute of Security and Social Services for State Workers), 2024.

Health-care infrastructure and equipment

Health services in Querétaro are provided through five hospitals, two of which are in the municipality of Querétaro: 1) Specialty Hospital and 2) Querétaro General Hospital. The rest are in the districts of Cadereyta de Montes, Jalpan de Serra and San Juan del Río.

In 2024, the figures for hospital infrastructure remained very similar to those reported in 2023.

Hospital infrastructure for health services in Querétaro (2023-2024)

HOSPITAL	HOSPITAL BEDS		OPERATING ROOMS		DELIVERY ROOMS		X-RAY CABINET		CLINICS	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Specialties	215	224	2	2	3	3	1	1	36	36
General Hospital	120	120	1	1	0	0	1	1	40	40
San Juan del Río	100	85	2	2	2	2	1	1	34	34
Cadereyta	64	64	1	1	1	1	1	1	9	9
Jalpan	30	28	1	1	1	1	1	1	14	14
Total	529	521	7	7	7	7	5	5	133	133

Source: Prepared by the authors with date from the Health Services of the State of Querétaro, 2024.

At the state level, the IMSS maintains a greater amount of material resources; however, the number of registered beneficiaries is 8.8 times greater than those accounted for in the ISSSTE.

Hospital infrastructure in Social Security Institutes in Querétaro (December 2023-2024)

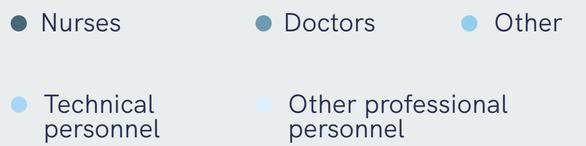
MATERIAL SOURCES	IMSS		ISSSTE	
	2023	2024	2023	2024
Hospital beds	679	699	99	99
Non hospital beds	407	421	67	70
Incubators	53	53	14	14
Clinics	381	393	74	74
Ambulance	21	20	5	6
Emergency area	21	3	2	1
Intensive care area	2	2	2	2
Laboratories	11	11	3	3
Radiology offices	17	20	6	9
X-Ray equipment	19	32	10	9
Operating rooms	8	19	4	4
Delivery room	1	8	1	1
Blood bank	25	1	1	1
Pharmacy	37	25	5	5

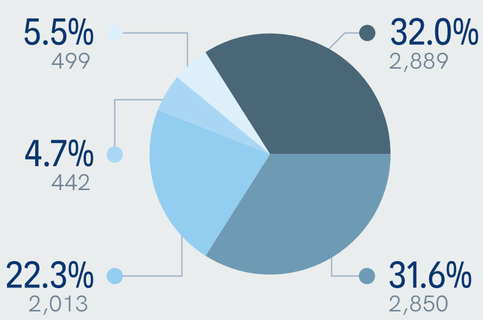
Source: Prepared by the authors with data from the Health Services of the State of Querétaro (Mexican Social Security Institute and Institute of Security and Social Services for State Workers), 2025.

Human Resources

The number of personnel involved in health services in 2024 was 8,673, representing a decrease of 3.9% compared to 2023.

Distribution of personnel in health services in Querétaro (2024)





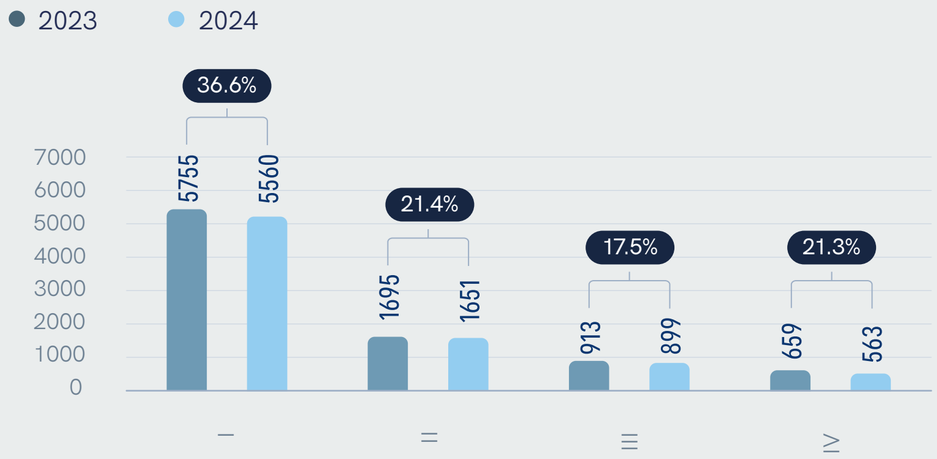
Source: Prepared by the authors with data from the Health Services of the State of Querétaro, 2025.
Note:Includes first level and second level.

Health services are divided into four jurisdictions:

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

In 2024, The average annual growth in personnel numbers across the four jurisdictions was 24.2%, while in 2023 it ranked at 19.2%.

Personnel by jurisdiction in health services in Querétaro (2023-2024)



Source: Prepared by the authors with data from the Health Services of the State of Querétaro, 2025.

During 2024, the IMSS had 8,553 people working for it. Of the total, 32% are medical personnel and 68% are non-medical personnel.

For its part, ISSSTE reported 1,213 employees, 39.6% of whom were medical personnel and 60.4% non-medical.



Inventory of the main human resources of social security institutions in Querétaro (December 2024)

HUMAN RESOURCES	IMSS	ISSSTE
MEDICAL PERSON	2,735	480
Direct contact with the patients	2,573	444
General Doctors	78	64
Specialist Doctors	1,462	154
Dentists	48	13
Residents	674	199
Interns	311	14
In other tasks	147	36
NON-MEDIAL PERSONNEL	5,818	733
Paramedical personnel	3,405	393
Nursing	2,637	359
Assistant	820	99
General	1,111	151
Specialized	512	44
Interns	131	9
Others	63	56
Other Professional Personnel	768	34
Auxiliary diagnostic and treatment services personnel	448	73
Administrative personnel	976	169
Other personnel	989	98
Total	8,553	1,213

Source: Prepared by the authors of the Health Services of the State of Querétaro with data from the Mexican Social Security Institute and Institute of Security and Social Services for State Workers, 2025.

3.2.3

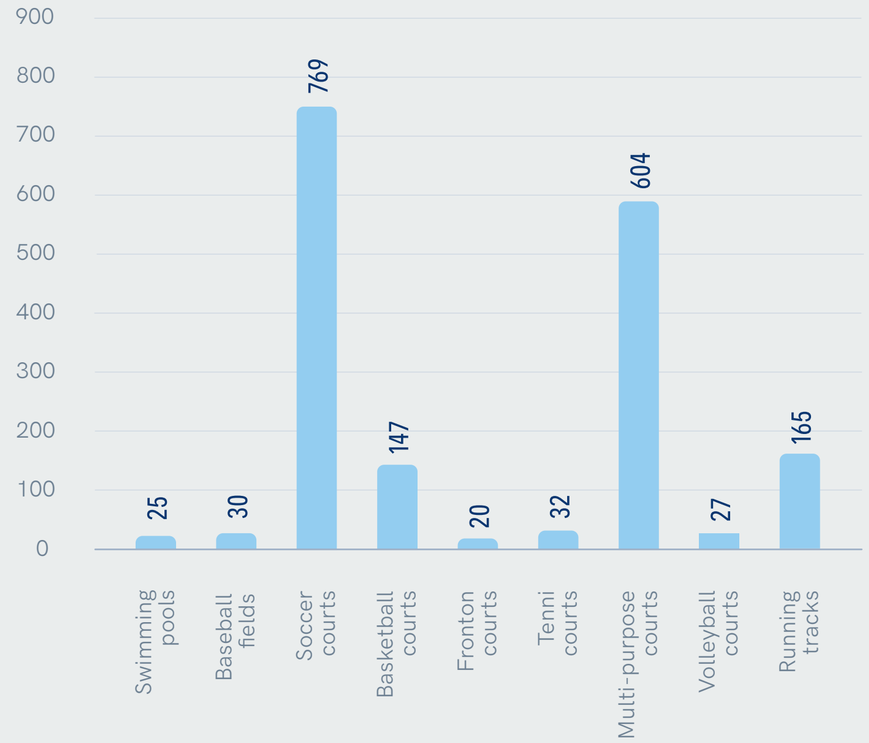
Sport and Entertainment

The United Nations Educational, Scientific and Cultural Organization considers sport to be a facilitator of development and peace in society, a promoter of tolerance and respect, and an element of empowerment for young people, children, and women. Entertainment, for its part, is a fundamental element for the full and plenary growth of individuals.

Sports infrastructure

At the end of 2024, there were 1,819 sports and entertainment facilities registered in Querétaro. The largest number are soccer fields and pitches, followed by multipurpose courts, which together account for 80% of the facilities.

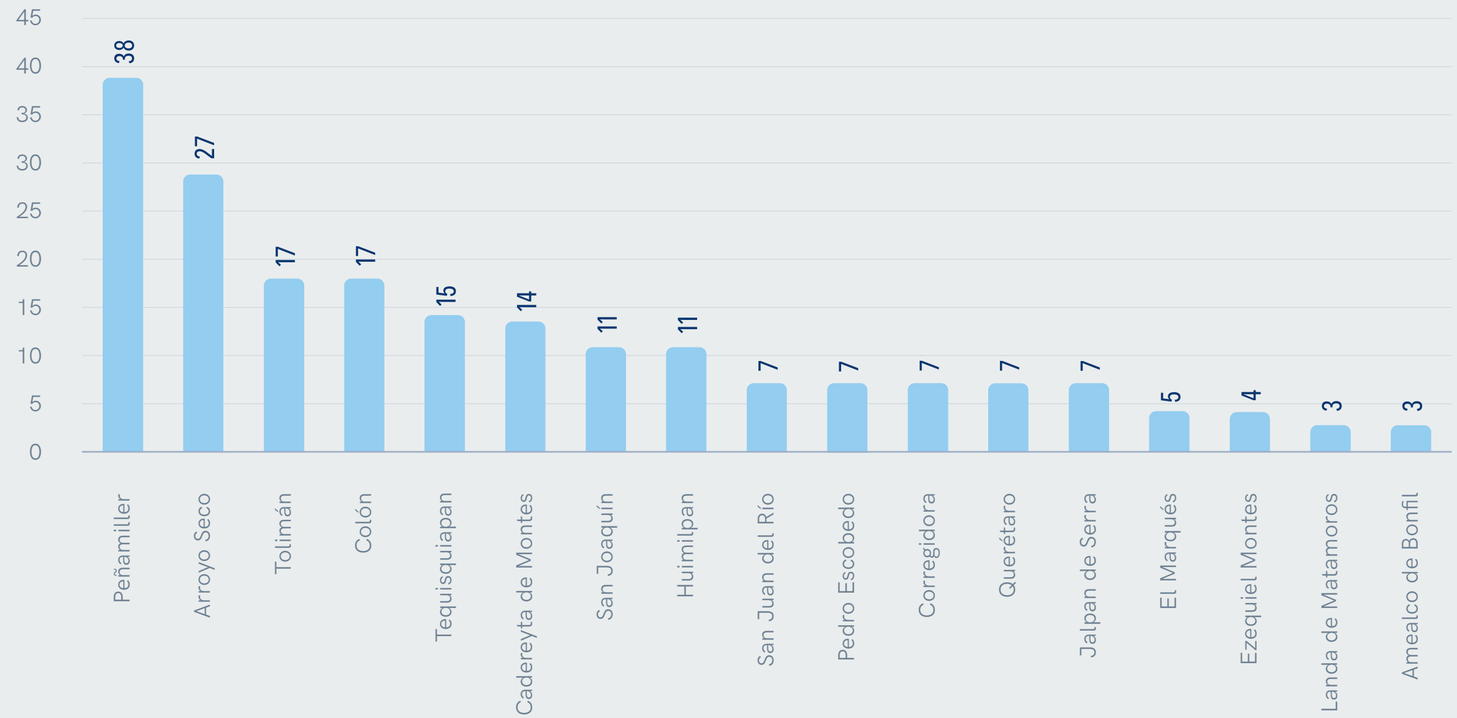
Number of sports facilities and infrastructure in Querétaro (December 2024)



Source: Prepared by the authors with information from the Institute of Sports and Recreation of the State of Querétaro (information provided by municipalities), 2025.
Note: Only public spaces are considered. This information is constantly updated.

Peñamiller leads the number of sports facilities per 10,000 inhabitants with 38 sites, followed by Arroyo Seco with 27 and Colón with 17.

Sports facilities per 10,000 inhabitants per municipality (2024)



Source: Prepared by the authors with information from the Institute of Sports and Recreation of the State of Querétaro (information provided by municipalities), 2025.
Note: Of the 1,819 sports facilities registered in the state, the distribution by municipality is: Peñamiller, 73; Arroyo Seco, 36; Colón, 112; Cadereyta de Montes, 100; Tolimán, 48; Tequisquiapan, 107; Huimilpan, 39; Pedro Escobedo, 56; San Joaquín, 9; Corregidora, 141; Querétaro, 693; San Juan del Río, 219; Jalpan de Serra, 18; El Marqués, 125; Landa de Matamoros, 5; Amealco de Bonfil, 17; Ezequiel Montes, 18; and Pinal de Amoles, 3.







Institute of Sports and Recreation of the State of Querétaro (INDEREQ, by its acronym in Spanish)

INDEREQ aims to improve sports facilities and maintain them in a condition suitable for different disciplines, as well as making sports a daily practice in the state and renewing the sporting culture through associations and social programs to contribute to the overall health of the individual.

In 2024, there were 4,658,199 visits to the sports facilities under the supervision of INDEREQ, and 11 sports facilities in 8 municipalities in the state were renovated, equipped, and maintained.

Participation of athletes in competitions

CONADE National Games Medal Table (2024)

AÑO	2021	2022	2023	2024
MEDALLERO	195	232	230	254

Source: Prepared by the authors with data from the Institute of Sports and Recreation of the State of Querétaro, 2025.

CONADE Para-national Games Medal Table (2024)

AÑO	2021	2022	2023	2024
MEDALLERO	130	143	149	170

Source: Prepared by the authors with data from the Institute of Sports and Recreation of the State of Querétaro, 2025.

CONADE National Games 2024: 254 medals won, 7th place nationwide.

CONADE 2024 Para-national Games: 170 medals won, 4th place nationwide.

Main achievements of INDEREQ 2024

- The promotion of sports was increased through the Querétaro Marathon 2024, with the participation of more than 18,500 people.
- The work of sports academies continued with 70 soccer academies, 18 basketball academies, 62 sports initiation academies, and 20 flag football academies, providing sports equipment, uniforms, events, and tournaments to more than 23,684 people.
- The *Actívate Aquí* Program had 10,000 users, of whom 5,500 were women and 4,500 were men, through the 20 modules located in 13 municipalities in the state of Querétaro.
- Through the *Contigo en la Escuela* Program, sports facilities were renewed, and sports equipment was delivered to 24 schools, benefiting 6,688 students in three municipalities in the state.

3.2.4

Youth

The Ministry of Youth (SEJUVE, by its acronym in Spanish) is the agency responsible for planning, formulating, implementing, coordinating, and evaluating cross-cutting public policies aimed at the harmonious development of young people, within a framework of inclusion and equal social, economic, and cultural opportunities.

According to the provisions of the Youth Development Law in the State of Querétaro, the target population is adolescents and young people between the ages of 12 and 29 in the state.

During fiscal year 2023, with the aim of integrating various programs and actions to contribute to the comprehensive development of young people in the state, SEJUVE carried out two programs called *Contigo Rumbo Joven* (With You on a Young course) and Ser tranquilidad, ser SEJUVE (Be calm, be SEJUVE).



Program “Contigo Rumbo Joven”

Youth Economic Development Subprogram

- **Entrepreneurship with you**

  Specialized mentoring was provided to 50 young people to strengthen their business projects. Of these, the 30 with the best performance were selected and received financial support of $40,000 pesos.

  Results:

50
YOUNG PEOPLE WITH SPECIALIZED MENTORING

30
PEOPLE BENEFITED FROM FINANCIAL SUPPORTO

- **Young talent**

  50 young people from CECYTEQ were linked with local companies for professional internships, with the aim of strengthening their work experience. A monthly financial support of $5,000 pesos was granted for five months.

  Results:

50
YOUNG PEOPLE LINKED TO COMPANIES

▼
MONTHLY FINANCIAL SUPPORT FOR FIVE MONTHS

Strengthening Youth Educational Formation Subprogram

- **Being science**

  Thirty popular science articles were published in two editions of the magazine Ser Ciencia. The top 20 received financial support of $3,500 pesos. In addition, a course on tools for scientific dissemination was offered in collaboration with the UAQ.

  Results:

30
ARTICLES PUBLISHED

20
FINANCIAL GRANTS AWARDED

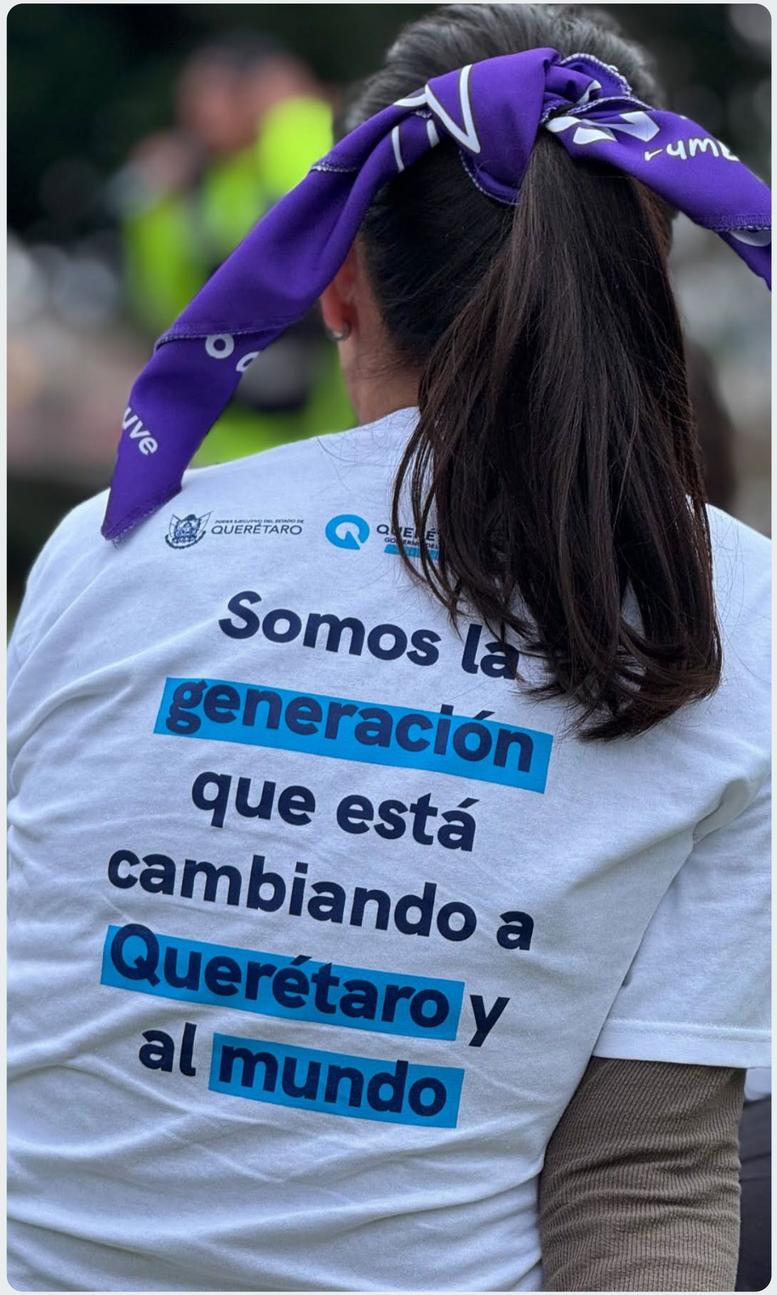
▼
SPECIALIZED COURSE TAUGHT

- **With you, Querétaro Digital takes you into the space**

  22 young people participated in the AEXA International Air and Space Program, an international educational experience held in Huntsville, Alabama.

  Results:

22
YOUNG PEOPLE BENEFITED



Social Fabric Reconstruction Subprogram

- **SEJUVE house**
  Free sports classes such as boxing, Zumba, and yoga were offered. Healthy habits were promoted and the appropriation and promotion to use of public spaces was encouraged.

  Results:

2,910
USERS

- **200 internships**
  Four young graduates were selected for an international stay in Washington, D.C., where they strengthened the knowledge acquired during their university studies through professional experiences.

  Results:

3
YOUNG PEOPLE BENEFITED

- **Rehabilitation of Sports Facilities**
  15 spaces dedicated to sports and recreation were renovated. Each facility was given a new image to encourage community ownership and promote continued use of the sports infrastructure

  Results:

15
REFURBISHED FACILITIES

Youth Social Participation Subprogram

- **Ambassadors**

  A network of 110 young people was formed, including ambassadors and mentors. The most outstanding individuals were selected for an international experience in Argentina.

  Results:

  110 PARTICIPANTS

  ▼ RECOGNITION WITH AN INTERNATIONAL TRIP TO ARGENTINA

- **Volunteering**

  451 social and community actions were carried out by 338 volunteers throughout the state. The most committed individuals were rewarded with an international trip to Uruguay.

  Results:

  338 VOLUNTEERS

  451 ACTIONS TAKEN

  ▼ RECOGNITION WITH AN INTERNATIONAL TRIP TO URUGUAY





“Ser Tranquilidad” Program

The program offered free psychological care to young people through individual counseling and educational activities, promoting emotional welfare and prevention.

Psychological Counseling and Emotional Support

- **Psychological First Aid**
  Immediate assistance was provided in crisis situations via telephone, chat, and face-to-face brigades.
- **Psychotherapy**
  Individual face-to-face and virtual sessions were offered to people referred by first aid or other institutions.
- **Psychoeducation**
  Through brigades in educational centers, workshops and talks were given to develop emotional skills.

Results:

4,740
PSYCHOLOGICAL FIRST AID CARE SERVICES

5,354
PSYCHOTHERAPY SERVICES

89,360
PSYCHOEDUCATIONAL CARE SERVICES

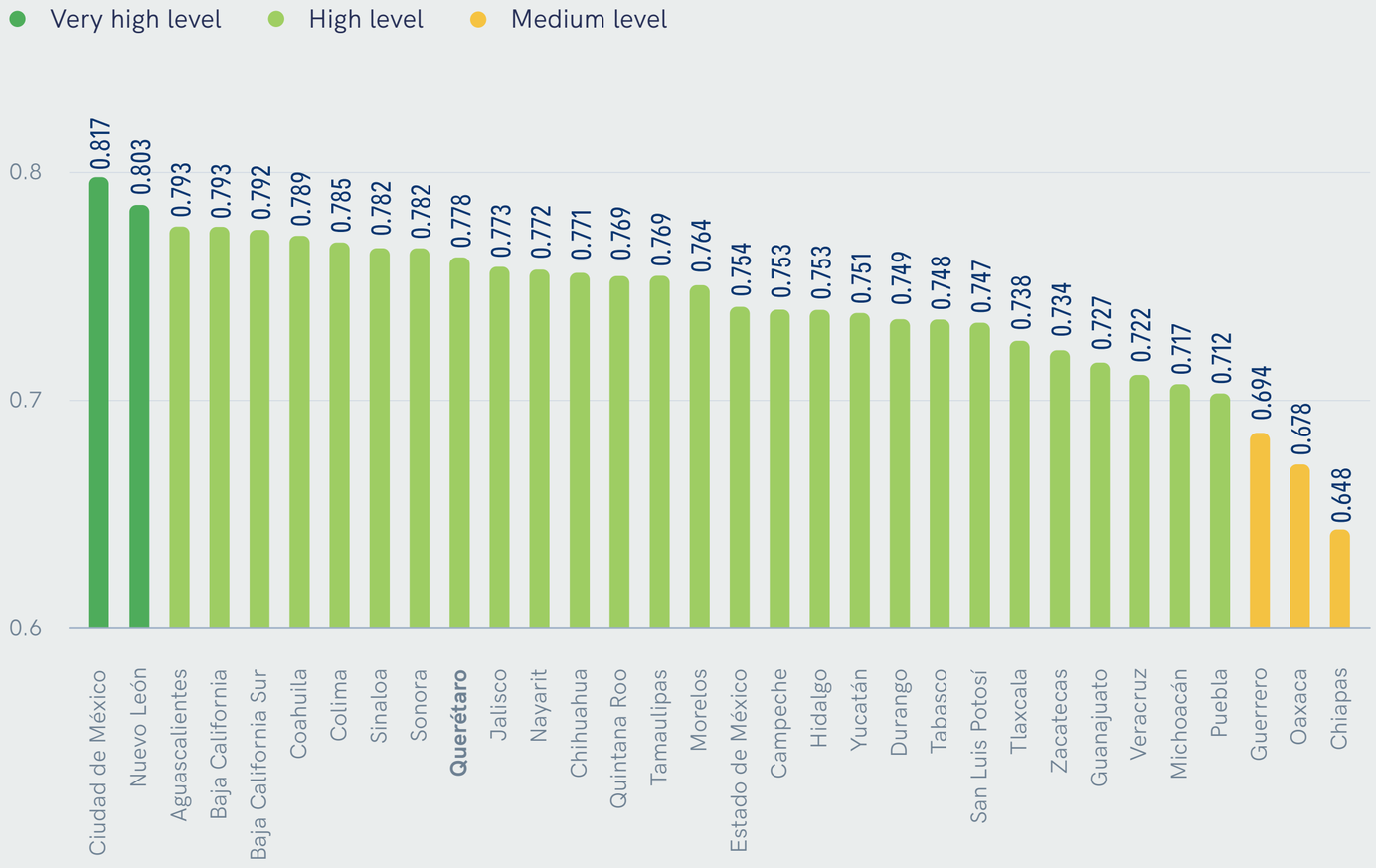
3.2.5

Human Development Index (HDI)

The United Nations Development Program promotes the Human Development Index (HDI), which aims to refocus public debate toward building an environment that guarantees human rights and meets the needs of the population. To this end, three dimensions are considered: 1) health, measured by life expectancy at birth; 2) education, measured by expected years of schooling and average years of schooling; and 3) income, measured by per capita income.

According to the 2010-2020 Municipal Human Development Report, Querétaro ranked 10th in terms of average HDI per municipality, reaching a value of 0.778, reflecting a high level within the municipality.

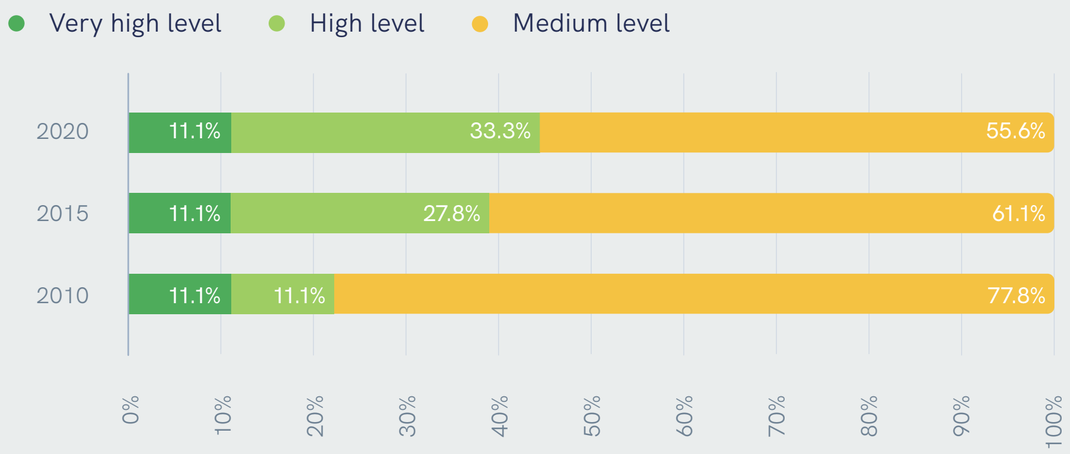
Human Development Index by Municipality in Querétaro (2020)



Source: Prepared by the authors with data from the United Nations Development Programme (Municipal Human Development Report 2010-2020), 2025.

From 2010 to 2020, the state reduced the number of municipalities with an average HDI level by 22.2 percentage points. In other words, four municipalities (El Marqués, Pedro Escobedo, Jalpan de Serra, and Tolimán) now have a high HDI.

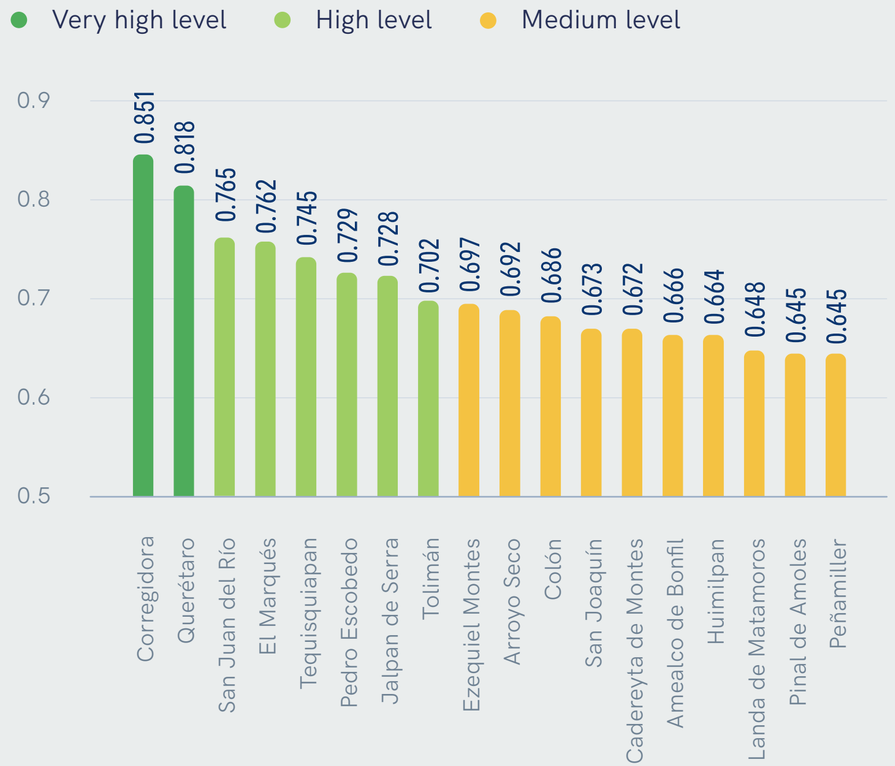
Distribution of municipalities according to their level of human development (2010-2020)



Source: Prepared by the authors with data from the United Nations Development Programme (Municipal Human Development Report 2010-2020), 2025.

In 2020, with a value of 0.851, Corregidora was the municipality with the highest HDI in the state, a position it has maintained over time, reaching values of 0.868 in 2010 and 0.863 in 2015. Querétaro follows with a value of 0.818 for the most recent year. In 2010, it stood at 0.809, and in 2015, at 0.825.

Human Development Index by Municipality in Querétaro (2020)



Source: Prepared by the authors with data from the United Nations Development Programme (Municipal Human Development Report 2010-2020), 2025.

3.3

Social development



3.3.1 Security

Querétaro's priority is for families to live safely and peacefully in public spaces. Likewise, that order and social peace prevail, given the unfavorable context at the nationwide.

Once again, the state government reaffirms its commitment to not only be a national benchmark in terms of security, but also to guarantee the best quality of life for its population.

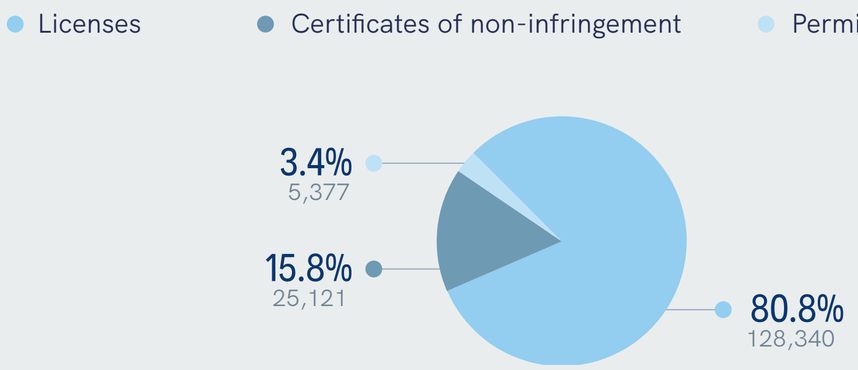
In this regard, according to the Rule of Law Index in México 2023-2024 (IEDMX, by its acronym in Spanish) in its sixth edition of this report produced by the World Justice Project (WJP), the state has remained in first place in the Rule of Law Index in México for three consecutive years. It also remained in first place in four of the eight factors that make up the Index: Limits on Government Power, Absence of Corruption, Fundamental Rights, Criminal Justice, and, in the Regulatory Compliance factor, it moved from second to first place.

Public Services

With the start of operations at the security complex, the quality of service provided to citizens who come to carry out procedures for licenses, driver's permits, certificates of no violation, permits to drive without license plates, delivery of guarantees, vehicle releases, as well as procedures for the provision of private security services in the state, such as authorizations, endorsements, and certifications, and in the area of security records: inquiries, de-registrations, and registrations in the National Registry of Private Security Personnel.

During 2024, a total of 158,838 documents were issued for the benefit of applicants.

Procedures issued by the Directorate of Public Services and Private Security of the Ministry of Citizen Security (2024)

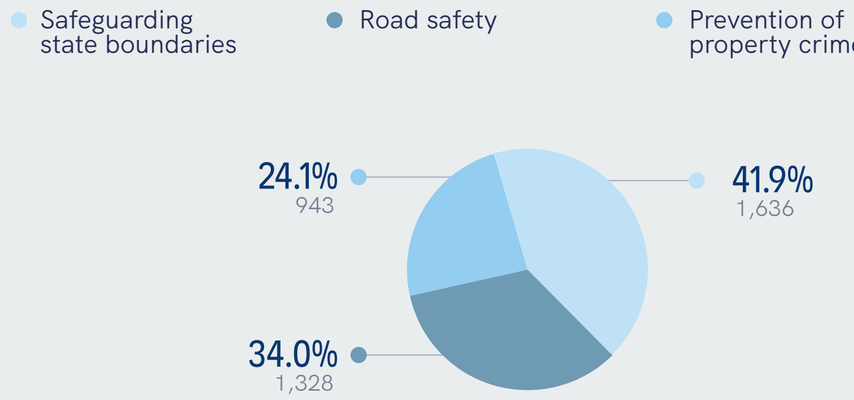


Source: Prepared by the authors with information from the Ministry of Citizen Security, 2025.

Operations and vehicle recovery

In terms of security and to prevent and reduce the incidence of violence, crime, and administrative offenses, the State Police carried out 3,907 operations.

Operations carried out by the State Police (2024)



Source: Prepared by the authors with information from the Ministry of Citizen Security, 2025.

In addition to this, and in response to incidents that harm the population of Querétaro, 1,109 vehicles that had been reported stolen were recovered.



Attention to unions

For the Ministry of Citizen Security, it is important to establish links with social groups and unions, which is why communication mechanisms have been implemented to address, channel, and respond to emergencies.

There are currently 116 instant messaging groups with different unions and population groups in the state, helping in matters of security, health, and emergency services by channeling requests to the appropriate authorities and ensuring timely police intervention. These groups have responded to 6,601 requests.

Prevention Actions

Through the Center for Social Prevention of Crime and Violence in the State of Querétaro, and with the aim of follow-up the implementation of the State Program “Civics, Peace, and Legality,” which aims to prevent crime and violence, various actions were carried out during 2024, including:

Inter-agency Coordination

Effective coordination mechanisms were established with the public, private, and social sectors and the community at large for the prevention actions of crime and violence, as well as for the model of alternative dispute and conflict resolution mechanisms, in conjunction with the 18 municipalities and both state and municipal entities.

Inclusive participation

More than 50,000 people participated through the following programs:

- Community Participation "You and Me Building Security": with the participation of more than 5,000 people, 11 facilities for dialogue and exchange of experiences were held to strengthen sectoral cooperation and promote citizen co-responsibility.
- Attention to Men for Peaceful Coexistence: Masculinity Is Querétaro: training sessions were given, and 30 plays were performed in various municipalities, raising awareness among 12,580 families.
- Promotion of Coexistence and Social Integration: Youth in Positive: community seminaries, training sessions, prevention activities, and awareness campaigns were carried out in public spaces to promote responsible behavior, as well as the distribution of printed material to reduce risk factors in areas such as responsible driving, telephone extortion, WhatsApp account protection, reporting crimes, and emergency numbers.

In addition, there are more than 1,000 citizen networks, and five prevention campaigns were implemented on social media, with the following themes: "Rights of Children and Adolescents," "Civics, Culture of Peace and Legality," "Didn't you know... "Community that Advances," and "Work for the Community".

As part of the State Committee for the Implementation of the AMBER Alert Program, awareness-raising activities were carried out in coordination with the state's 18 municipalities, and 33,890 identity cards were distributed in physical and digital form.

Alternative Justice

In 2024, the Directorate of Alternative Dispute Resolution Mechanisms assisted more than 16,000 people through 7,481 investigation files and court records.

Through dialogue, reparations agreements were reached, putting an end to criminal disputes and recovering more than $188 M MXN as reparation of damages in favor of the victims of crime who participated in an alternative mechanism.

Civic Justice

In 2024, more than 30 programs run by municipal authorities, civil associations, and private assistance institutions were in operation, under the technical guidance, information follow-up, and monitoring of the Center for Prevention Actions of Crime and Violence.

Everyday Justice

As part of the State Civic Justice System, 780 police officers were trained in mediation techniques by certified personnel, with the aim of consolidating the role of the Querétaro's Proximity Police in the administration of everyday justice.

As a result of the work carried out by the Proximity Police in the 18 municipalities during 2024, 932 settlement agreements were signed before this authority.

National Survey on Victimization and Perception of Public Safety (ENVIPE, by its acronym in Spanish)

ENVIPE aims to generate and present information on crime victimization, social perceptions of public safety, and the performance of municipal, state, and federal authorities.

In 2024, the main results for Querétaro were:

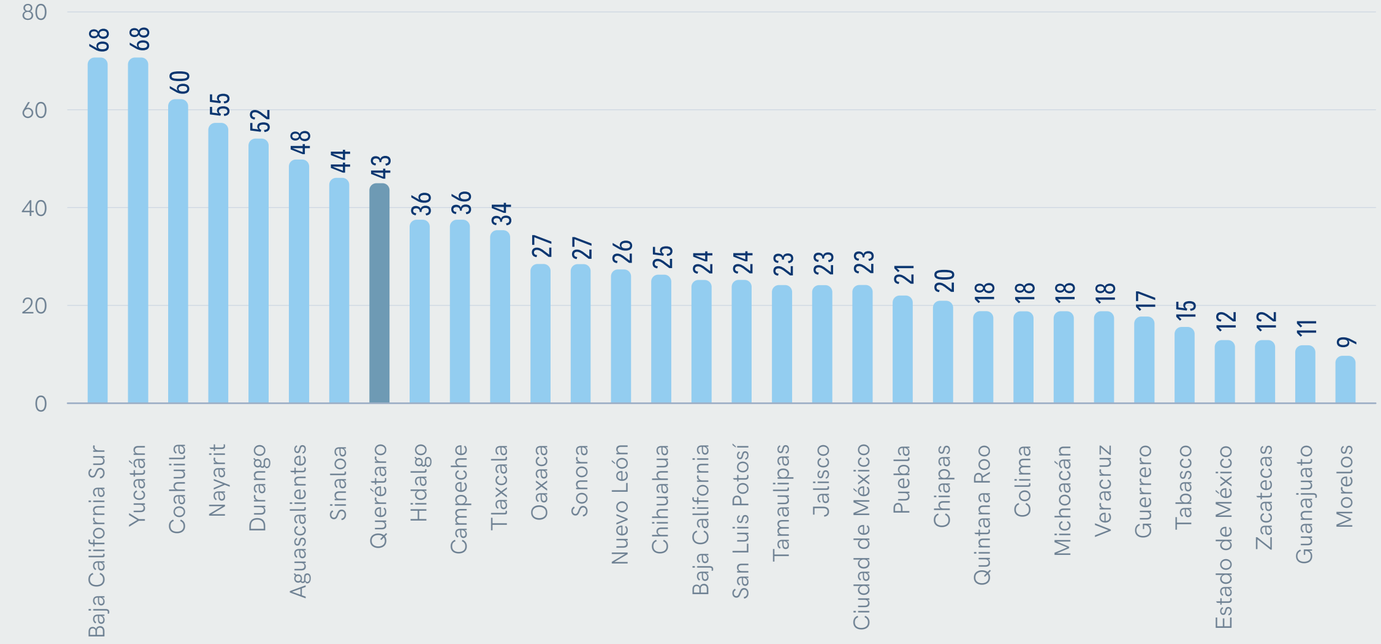
- 72.2% of the population considered that the State Police are willing to help.
- 68.2% of the population had "a lot or some" trust in the State Police. This perception increased by 8.5 percentage points compared to 2023.
- 66 out of every 100 adults in the population considered the performance of the State Police to be "very or somewhat" effective.

Perception of safety

According to ENVIPE, Querétaro has established itself as one of the states with the highest perception of safety, as it has remained among the top-ranked states since 2020.

In 2024, 43% of the population aged 18 and over considered living in Querétaro to be safe.

Percentage of the population with a perception of public security by federal state (March-April 2024)

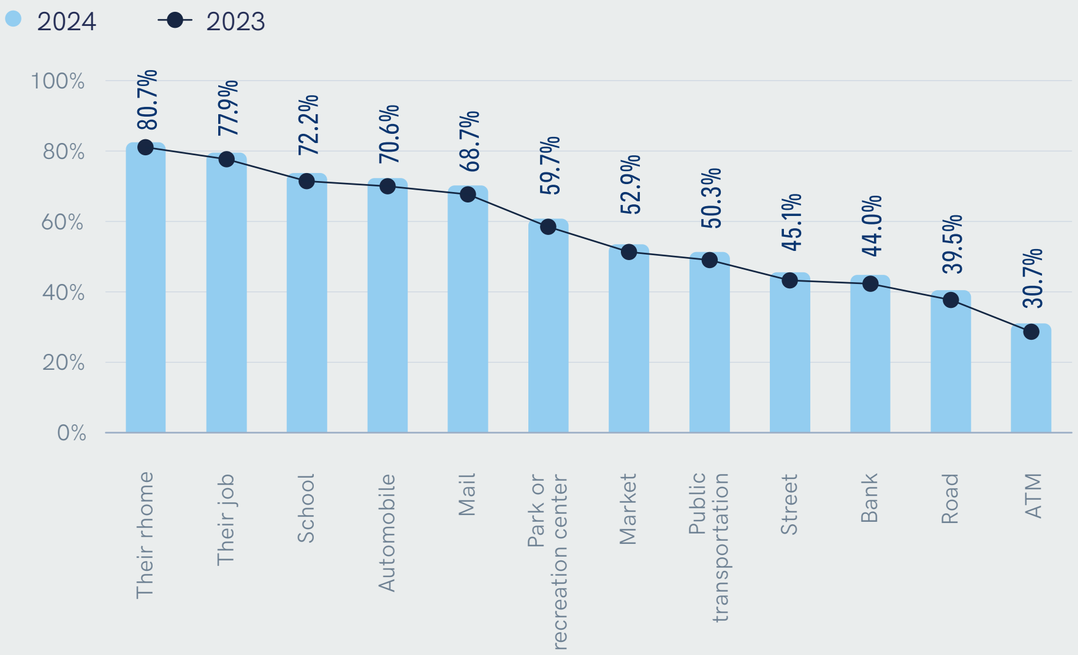


Source: Prepared by the authors with data from the National Institute of Statistics and Geography (ENVIPE), 2025.

Sense of public safety in public spaces

During 2024, the population aged 18 and over in Querétaro reported an increase in their sense of public safety in 10 of the 12 spaces reported in 2022, with parks and recreational facilities seeing the largest increase, rising from 55.2% to 59.7%, an increase of 4.5 percentage points.

Population according to their perception of security by facilities in Querétaro (March-April 2023-2024)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (ENVIPE), 2025.
Note: Figures within the graph refer to values reported for 2024.





Civil Protection

It is the set of provisions, measures, and actions aimed at prevention, relief, and recovery of the population in the event of a disaster.

One of the most important challenges facing the State Civil Protection Coordination Agency is disaster risk management. This consists of identifying risks and the process of training, forecasting, prevention, mitigation, preparation, relief, recovery, and reconstruction. All these actions are aimed at eliminating or mitigating risks to the population of Querétaro.

Results of Civil Protection actions in Querétaro (2024)

ACTIVITY	2024
Trained people	11,250
Courses provided by the Civil Protection Training Center	302
Training hours	2,273
Community brigades trained	1
People impacted by the formation of brigade members	1,518
Campaigns to promote the culture of Civil Protection	60
Impact on social media: Facebook (followers)	1,065
Impact on social media: Twitter (followers)	266,764
People registered as external trainers in civil protection matters	123
Persons registered as civil protection consultants	140
People registered as members of the IPSD Network (Psychosocial Intervention for Emergency and Disaster Situations)	47
Registered volunteer groups (adhering to the State Emergency Care System)	11 Firefighter Groups 33 Pre-hospital Medical Care Groups 102 Mutual Aid Groups 4 Rescue groups
Risks analysis	253
Determining the occupational level in places of mass concentration (capacity)	423
Points raised from the Risk Atlas	117,950
Emergencies attended	1,564
Radio control services attended and channeled	41,568
Special operations attended	206
Inspections carried out	160
Mass events attended	623

Fuente: Elaboración de la Coordinación Estatal de Protección Civil del Estado de Querétaro, 2025.

3.3.2

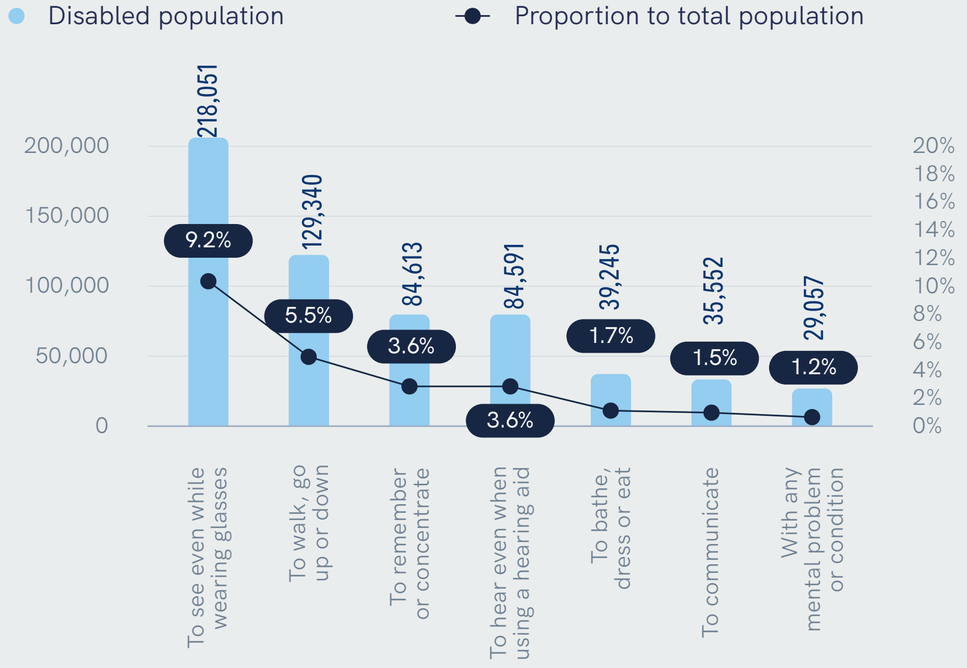
Accessibility

According to the General Law for the Inclusion of Persons with Disabilities, published in the Official Gazette of the Federation on May 30th, 2011, it is defined as measures to ensure access for people with disabilities, on an equal basis with others, in areas such as transportation, information, and communities.

Population with disabilities, limitations, or mental conditions

The information presented in the 2020 Population and Housing Census establishes that, in Querétaro, 355,047 people reported having some type of disability, limitation, or mental condition.

Population by type of disability or limitation in Querétaro (2020)



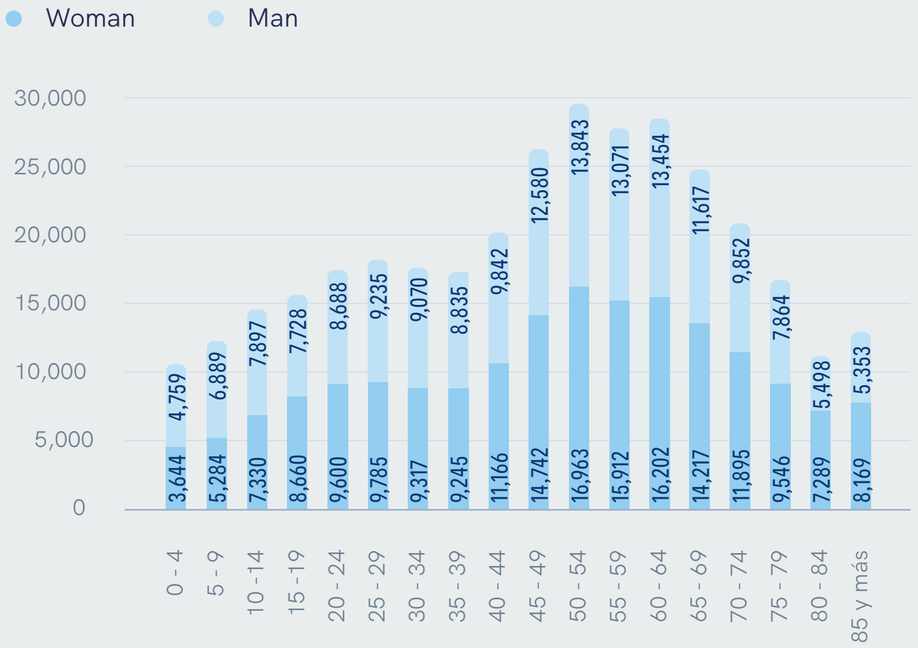
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.
Note: The sum of each category exceeds the total number of people with disabilities or limitations because some people have more than one disability or limitation.

PROSPEROUS QUERÉTARO: QUALITY OF LIFE

Of the total, 53.2% are women and 46.8% are men. Nationwide, 20,838,108 have a disability or limitation, 1.7% of them are in Querétaro.

By age group, in Querétaro during 2020, the highest concentration of people with disabilities or limitations was in the 50-54 age group with 30,806 (8.7%), followed by the 60-64 age group with 29,656 (8.4%) and the 55-59 age group with 28,983 (8.2%).

Population with disabilities grouped by sex and age in Querétaro (2020)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2025.
Note: Age groups are expressed in years.

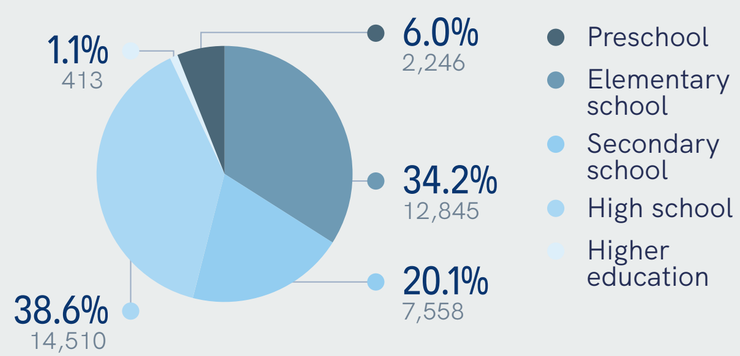




Education for people with disabilities

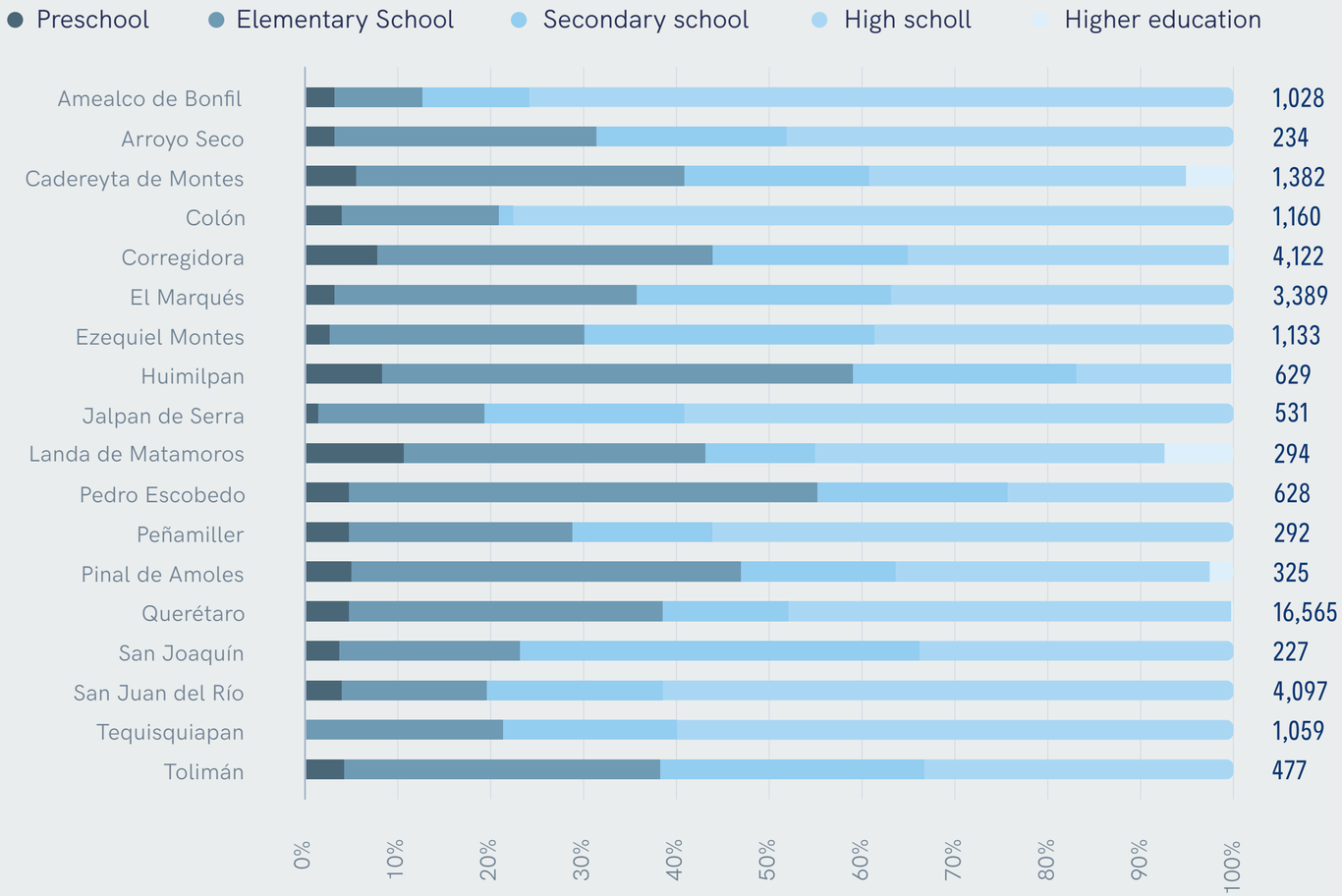
During the 2024-2025 school year, a total of 37,572 students with disabilities were served across different educational levels. Regarding the 2023-2024 school year, students enrolled in different educational levels showed the following variations: preschool 5.9%; elementary school 14.5%; middle school 11.3%; upper secondary school -6.1%; and higher education -21.0%.

Distribution of students with disabilities served by educational level in Querétaro (2024-2025 school year)



Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025.
Note: Studentes with disabilities, disorders and others conditions and outstandings abilities are included.

Distribution of students with disabilities served by educational level by municipality (2024-2025 school year)



Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025.
Note: Studentes with disabilities, disorders and others conditions and outstandings abilities are included.

Within the state's 18 municipalities, 38.6% (14,510) of students with disabilities were concentrated in upper secondary education; 34.2% (12,845) in primary education; 20.1% (7,558) in secondary education; 6.0% (2,246) in preschool; and 1.1% (413) in higher education.



Accessibility in the Educational Sector

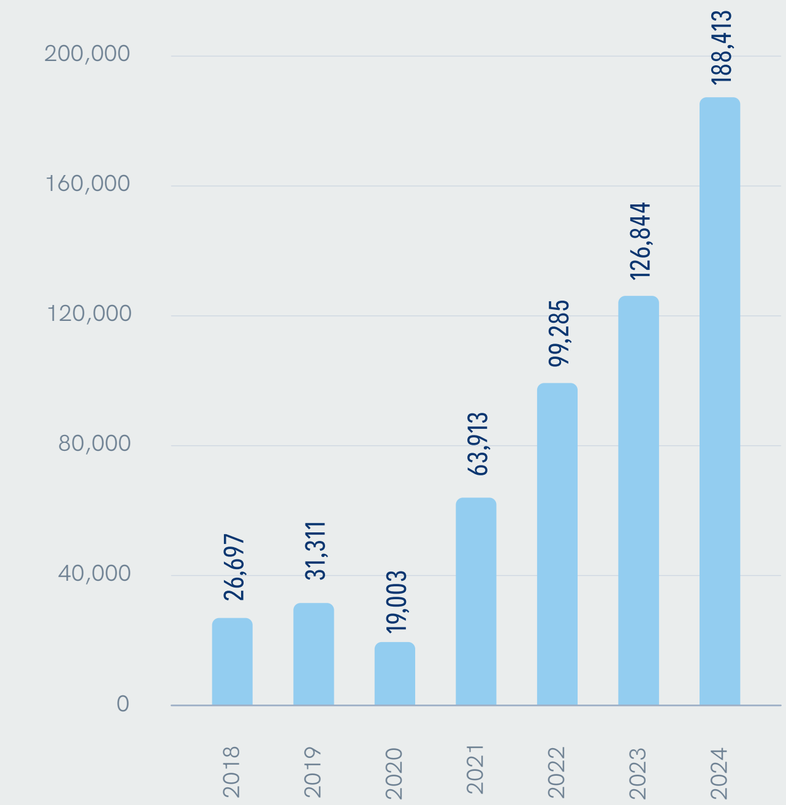
During the 2024-2025 school year, 69 special education services were reported, of which 23 are Multiple Attention Centers (CAM, by its acronym in Spanish) and 46 are Regular Education Support Service Units (USAER, by its acronym in Spanish).

Special education schools in the different municipalities (2024-2025) School Cycle

MUNICIPALITY	CAM	USAER
Amealco de Bonfil	1	1
Cadereyta de Montes	1	1
Colón	1	1
Corregidora	2	-
Ezequiel Montes	1	1
Jalpan de Serra	1	4
Pedro Escobedo	1	1
Peñamiller	-	1
Querétaro	12	29
San Juan del Río	2	6
Tequisquiapan	1	-
Tolimán	-	1
Total	23	46

Source: Prepared by the authors with data from the Unit of Services for Basic Education in the State of Querétaro (F911 SEP System), 2025.
Note: The municipalities of Arroyo Seco, El Marqués, Huimilpan, Landa de Matamoros, Pinal de Amoles and San Joaquín do not have any special education services located in their territory.

People with disabilities served through SEDIF Querétaro (2018-2024)



Source: Prepared by the authors with data from the State System for the Integral Development of the Family of the State of Querétaro, 2025.

Care for vulnerable individuals

In 2024, the State System for Integral Development of the Family of the State (SEDIF, by its acronym in Spanish) in Querétaro served 188,413 people with disabilities, a figure that represents a 32.7% increase compared to 2023.

To improve the welfare of families in Querétaro and help reduce vulnerability, in 2023 the DIF Querétaro carried out various programs and actions in the sphere of transportation, health, and nutrition, among others. The most important achievements during 2024 are:

- Follow-up on the program "Food parcels for people receiving social assistance who are in a state of extreme vulnerability," benefiting 7,822 people with the delivery of 19,462 food supplies.
- "Riding Together," Metropolitan Area 2024 (comprehensive equine therapy service), benefiting 497 people with 7,600 services.
- Follow-up on "Riding Together," Semidesert Zone of the State of Querétaro (comprehensive equine therapy service), benefiting 146 people with 3,600 services

Specialized Transportation

DIF Querétaro has 11 buses (lines) that transport people with disabilities and senior citizens, and three vans that facilitate the transport of equine therapy patients. During 2024, 135,286 trips were made, benefiting 30,064 people.

Office of the Attorney General for the Integral Care and Protection of Senior Citizens

On March 10th, 2022, a specialized area was set up for the comprehensive protection of senior citizens.

To strengthen the system for protecting senior citizens, the Consuelo Martínez De Gómez Regional Center for Human Development for Senior Citizens was inaugurated. Its purpose is to provide comprehensive care to senior citizens in the central and semidesert regions, offering classes and workshops to promote their human development, as well as medical, dental, legal, and psychological care, to promote dignified and fulfilling aging.

From October to December 2024, the center provided 102,914 services, held 16 workshops, and offered comprehensive care, benefiting 9,145 people.



Community Development

- Women's House Coordination. In 2024, assistance was provided to 2,188 users through 50 productive training workshops and 40 human development workshops. The reported figure shows an increase of 195 women treated, compared to 2023.

- Coordination of Mobile Health Services. 110 seminars were held, benefiting 20,390 people. In addition, 39,070 preventive medical consultations were carried out at home and 2,479 women were transported to their mammography appointments.

- Community Participation Coordination. In 2024, it served 494 members of 26 development groups through 37 training activities and the delivery of supplies for 25 community investment strategy projects.

- The Querétaro DIF provided 38,760 medical and paramedical consultations at the Querétaro Integral Rehabilitation Center (CRIQ, by its acronym in Spanish), while at the Cadereyta Regional Integral Rehabilitation Center (CIRR, by its acronym in Spanish), it provided 1,576 throughout 2024.

- In terms of rehabilitation therapies, the Querétaro Integral Rehabilitation Center (CRIQ, by its acronym in Spanish) provided 251,030, while the Cadereyta Regional Integral Rehabilitation Center (CIRR, by its acronym in Spanish) provided 6,375.

Office of the Attorney General for the Protection of Children and Adolescents in the State of Querétaro

The Office of the Attorney General specializes in protecting and restoring the rights of children and adolescents by identifying violations of rights, providing comprehensive follow-up, legal representation, and other actions.

Actions carried out through the Office of the Attorney General (2023-2024)

CATEGORY	2023	2024
Reports of child abuse	1,202	1,430
Intervening representations in family court proceedings	4,918	4,743
Intervening representations in criminal proceedings	655	1,173
Representations in amparo trials	1,522	1,197
Girls, boys and adolescents reintegrated into their family nucleus	392	411
Trials initiated for loss of parental authority	23	24
Procedures for the restitution of the rights of girls, boys and adolescents		305
Adoption processes	248	30

Source: Prepared by the authors with data from the State System for the Integral Development of the Family of the State of Querétaro, 2025.

Nutrition

In 2024, children, adolescents, pregnant women, breastfeeding women, people with disabilities, older adults, and homeless people received support in the state's 18 municipalities through various programs:

- School meals: hot and cold system school breakfasts. 90,579 School-based children and adolescents benefited from 17,632,740 breakfasts in 1,867 schools in 886 locations across the state's 18 municipalities.
- Nutrition care in the first thousand days. A total of 2,766 children under the age of 2, pregnant women, nursing mothers, and individuals in vulnerable situations benefited from 33,162 food parcels distributed throughout all districts of the state.
- Food assistance for priority groups. Assistance was provided to 7,107 children, adolescents, persons with disabilities, and senior citizens in vulnerable situations, with 46,620 aid packages and 616,720 food rations distributed across the state's 18 municipalities.
- Food assistance for people in emergency and disaster situations. 111,600 food rations were delivered in the municipality of Querétaro, benefiting 548 minors and adults living on the streets and homeless.
- Mobile Kitchen Program. Eight thousand children, adolescents, adults, and senior citizens in vulnerable situations benefited from 156,000 food rations in the state's 18 municipalities.

Child Care Assistance Center 1 and 2

Results of Childcare Centers 1 and 2 (2022-2024)

YEAR	MEALS AND BREAKFASTS PROVIDED, AS WELL AS EDUCATIONAL SERVICES	BENEFICIARIES BETWEEN 1 AND 5 YEARS
2022	357	139,448
2023	144,476	363
2024	146,354	360

Source: Prepared by the authors with data from the State System for the Integral Development of the Family of the State of Querétaro, 2025.

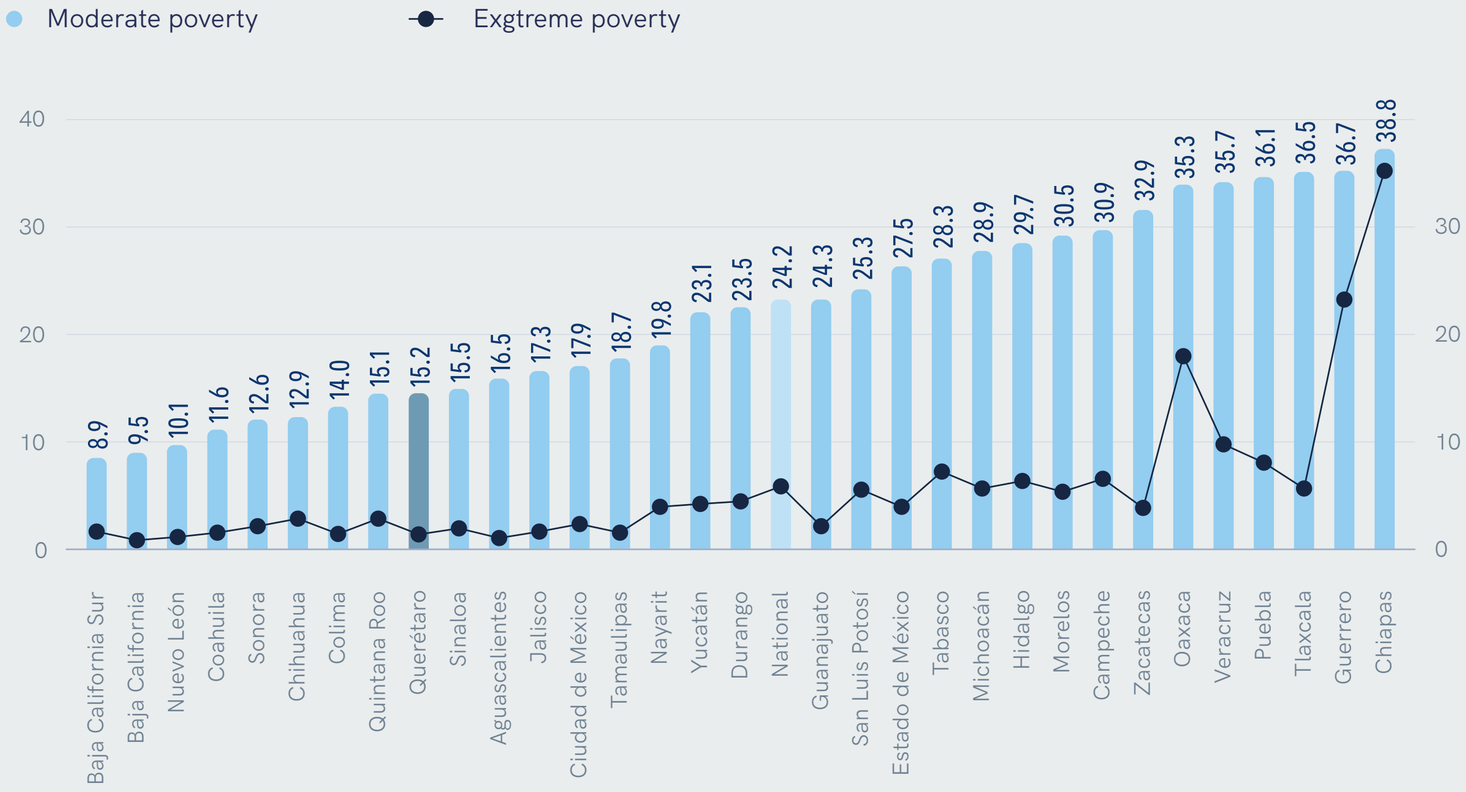
3.3.3

Poverty and Inequality

In 2024, the percentage of the population living in poverty decreased by 6.8 percentage points nationwide compared to 2022. That is, based on the latest results, 29.6% of the population is in this condition.

Querétaro ranked ninth among the states with the lowest poverty levels. According to figures from 2024, 16.3% of the population in the state lives in poverty, of which 1.1% live in extreme poverty. The values are lower by 5.4 and 0.6 percentage points, respectively, compared to the values recorded for 2022.

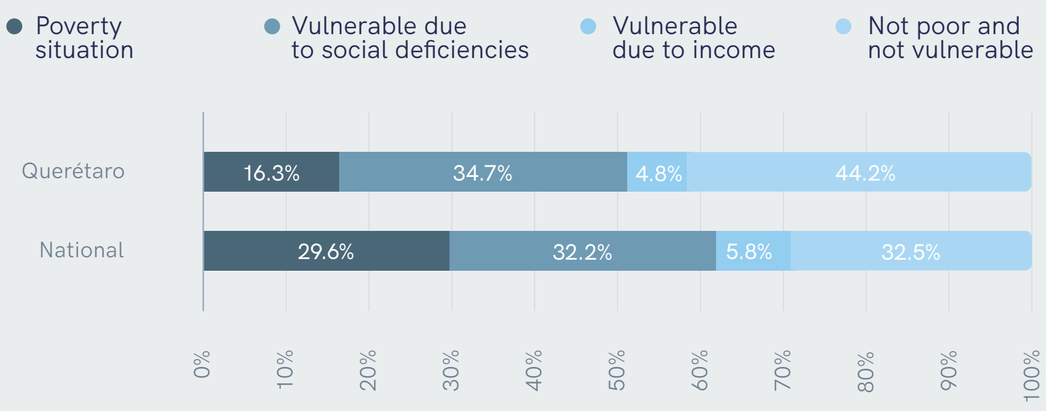
Percentage of the population living in poverty and extreme poverty by federal entity (2024)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Multidimensional Poverty), 2025.
Note: Values are expressed as a percentage.

In addition to the population living in poverty, 34.7% of the state's population is vulnerable due to social deprivation, while nationwide, this figure ranked at 32.2%.

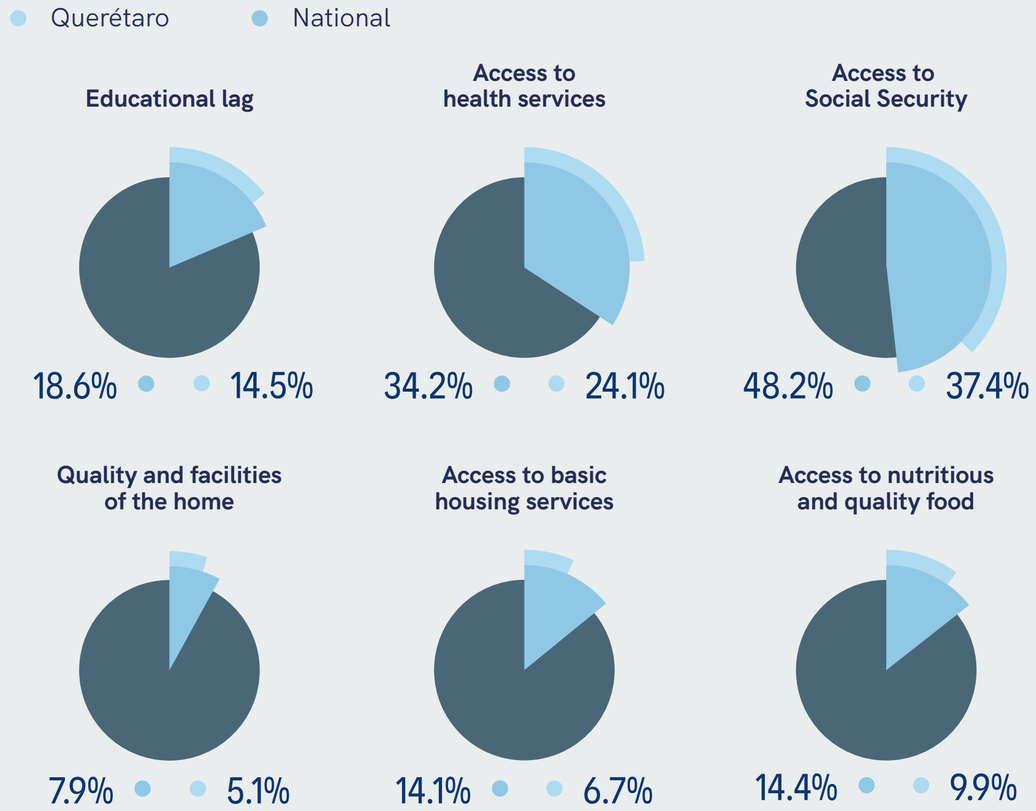
Distribution of the population living in poverty and non-poverty in Querétaro and nationwide (2024)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Multidimensional Poverty), 2025.

Of the total population at the state level, 51% reported having at least one social deprivation, and only 11.2% reported having at least three deprivations. Nationwide, the values are 61.7% and 20.8 respectively.

Proportion of the population by social deprivation in Querétaro and nationwide (2024)



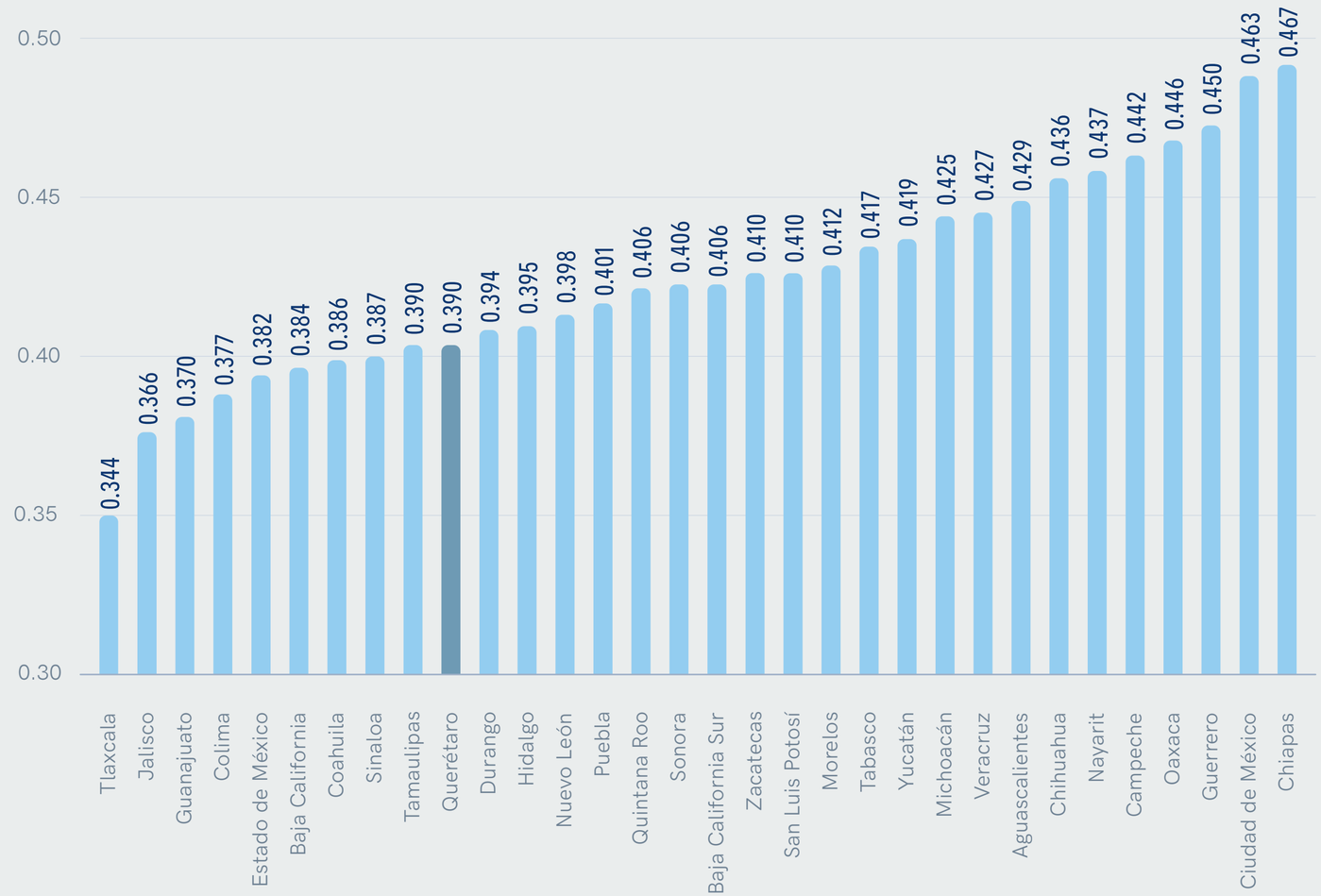
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (Multidimensional Poverty), 2025.

Gini Coefficient

It is an indicator that shows the degree of inequality that exists in the distribution of income in different countries or states. The coefficient is measured between values of 0 and 1; the closer the value is to 1, the greater the inequality.

In 2022, Querétaro ranked as the 10th least unequal state, according to the Gini coefficient, with a value of 0.390. This means that the state moved up four places compared to 2020, when it ranked 14th.

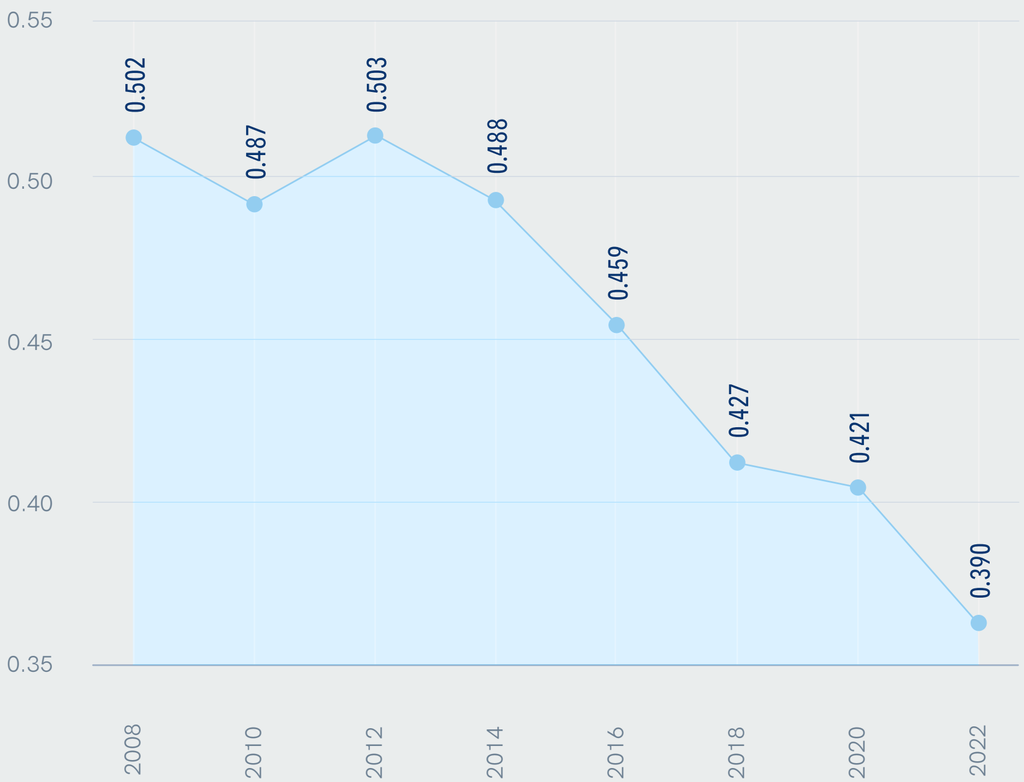
Gini coefficient by federal state (2022)



Source: Prepared by the authors with data from the National Council for the Evaluation of Social Development Policy (Measuring poverty), 2025.

The coefficient reported for Querétaro in 2022 decreased by 7.5% compared to 2020, suggesting that, over time, citizens are living in a more equitable state.

Evolution of the Gini coefficient in Querétaro (2008-2022)



Source: Prepared by the authors with data from the National Council for the Evaluation of Social Development Policy (Measuring poverty), 2025.

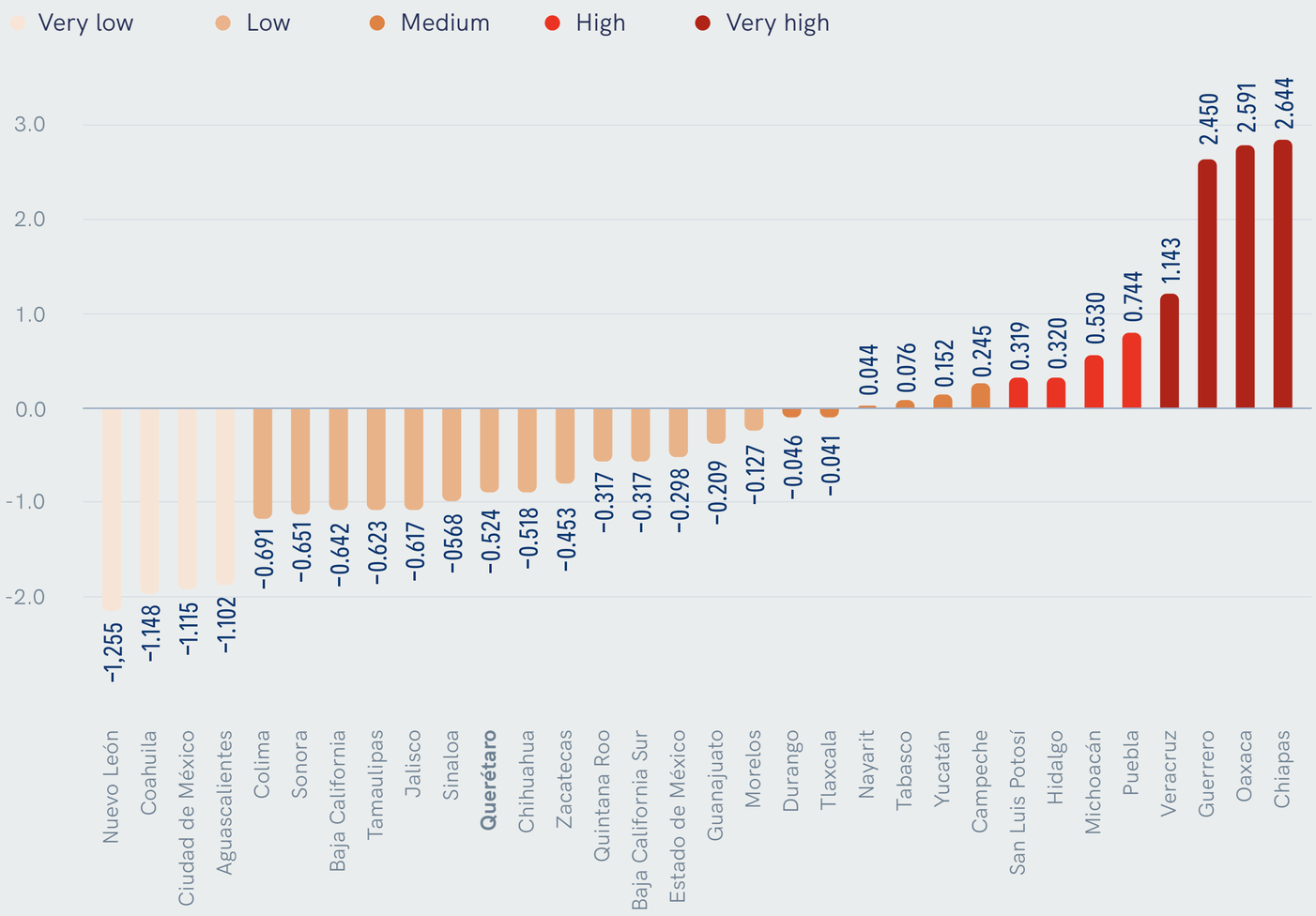


Social Gap

The Social Gap Index, calculated by the National Council for the Evaluation of Social Development Policy (CONEVAL), provides information on individual's access to social rights and household assets, with the aim of identifying priority areas for social development in public policy. The index is calculated and published every 5 years.

In 2020 Querétaro registered a value of -0.524, which shows a small social gap.

Social Lag Index by federal state (2020)

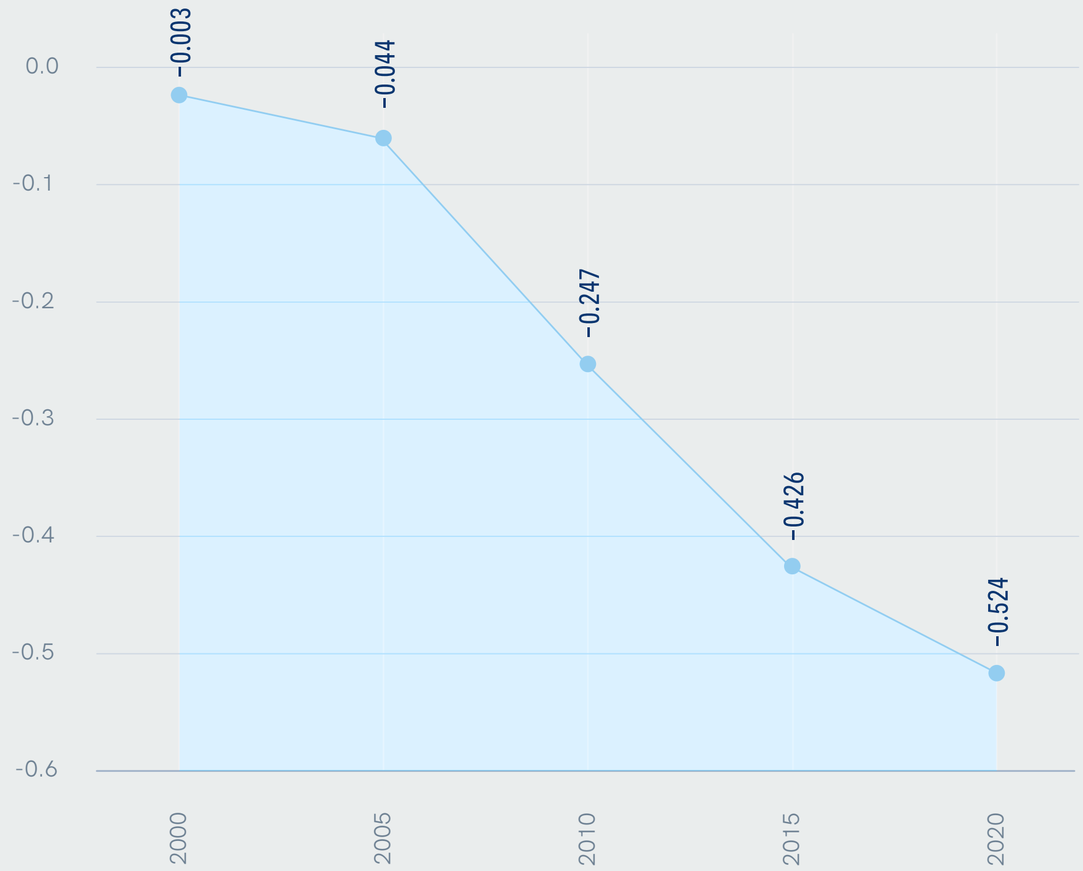


Source: Prepared by the authors with data from the National Council for the Evaluation of Social Development Policy (index of Social lag), 2025.

Over time, the trend of the index in the state is negative, a situation that indicates that the social gap is closing.

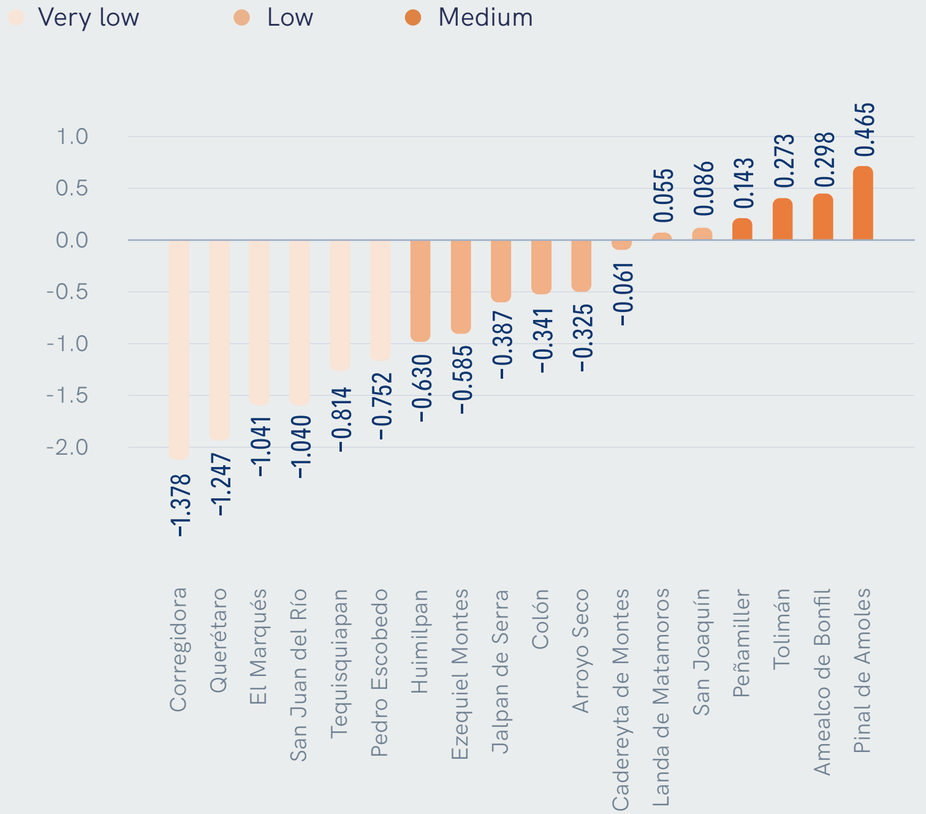
Of the 18 municipalities in the state, Corregidora stands out as the municipality with the smallest social gap, followed by Querétaro.

Evolution of the Social Lag Index in Querétaro (2000-2020)



Source: Prepared by the authors with data from the National Council for the Evaluation of Social Development Policy (index of Social lag), 2025.

Social Lag Index by municipality (2020)



Source: Prepared by the authors with data from the National Council for the Evaluation of Social Development Policy (index of Social lag), 2025.

3.3.4

Regional Development Programs

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

Subprogram: Regional Strengthening Program

In 2024, the Ministry of Sustainable Development implemented the Regional Strengthening Program (PROFORE, by its acronym in Spanish) unit, covering 16 municipalities. This strategy aimed to promote self-employment, foster productive inclusion, and strengthen local business development.

As a result, a total of 269 financial grants were awarded, directly benefiting 448 people. Of this total, 293 were women and 155 were men, reflecting a 75% female participation in the supported projects.

The state investment allocated to the unit was $7,325,869.20 M MXN, with an average support per project of $27,233.71 pesos. These resources made it possible to significantly expand the program's coverage, achieving a 61.3% increase over the previous year.

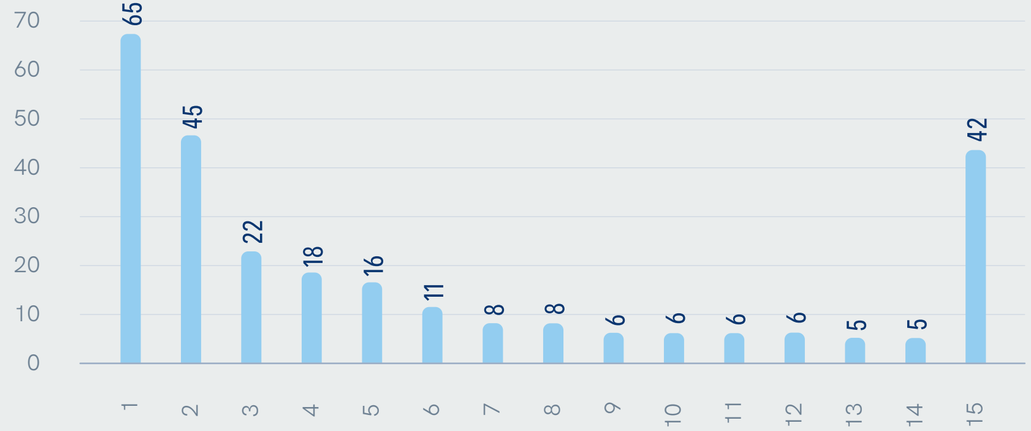
Municipalities with the greatest participation through the Regional Strengthening Subprogramme (2024)

MUNICIPALITY	BENEFICIARIES	SUPPORTS	STATE CONTRIBUTION
Querétaro	190	99	$2,748,678.2
Corregidora	63	26	$668,017.0
San Juan del Río	43	24	$657,051.7
Arroyo Seco	30	26	$594,948.5
El Marqués	22	16	$506,038.2

Source: Prepared by the authors with data from the Undersecretary of Economic development (Regional Development Department [SEDESU]), 2025.

A total of 269 grants were awarded for various productive activities. The most supported were food and beverages (65), retail trade (45), bakery and pastry (22), beauty services (18), and hand crafts (16). The rest was distributed among areas such as physical conditioning, printing, repair, health, textiles, metalwork, natural products, stationery, and other lines of business.

Support provided by sector through the Regional Strengthening Program (2024)



Source: Prepared by the authors with data from the Undersecretary of Economic development (Regional Development Department) (SEDESU), 2024.



1. Food and/or beverages
2. Retail trade
3. Bakery and pastry
4. Beauty and other beauty services
5. Handicrafts and/or crafts
6. Fitness
7. Design and printing
8. Repair services
9. Services to industry
10. Textile
11. Health services
12. Blacksmithing and metal derivatives
13. Pharmaceutical and natural products
14. Stationery and photocopying
15. Others

Economic Sector Support Unit (PASE, by its acronym in Spanish)

Its objective is to promote the economic development of the state by promoting mining, artisanal, agro-industrial, commercial, and service activities that, due to extraordinary circumstances, fortuitous events, contingencies, or force majeure, see their economic activity, facilities, machinery, or equipment affected and require support to continue or avoid losing their operations.

From January to December 2024, 46 projects were supported, directly benefiting 4,661 people in 6 municipalities.

Beneficiaries and support granted through the PASE (2024)

CATEGORY	BENEFICIARIES		PROJECTS	GEQ CONTRIBUTION [1]
	MEN	WOMEN		
Support for flea market equipment	1,639	2,361	4	$15,560,783.40
Support for flea market equipment	17	25	36	$1,712,166.93
Any other determined by the Evaluation Committee	262	357	6	$10,720,985.18
Total general	1,918	2,743	46	$27,993,935.51

Source: Prepared by the authors with data from the Undersecretary of Economic development (Regional Development Department [SEDESU]), 2025.
Note: [1] State Government of Querétaro.

3.3.5

Social Development Programs

According to the World Bank, social development focuses on the need to put people first, thereby promoting the inclusion of vulnerable populations and creating cohesive and resilient societies.

Through the Ministry of Social Development of the State of Querétaro (SEDESOQ, by its acronym in Spanish), the implementation of policies, programs, and actions that ensure the prosperity and dignity of individuals is coordinated and guaranteed.

To achieve this goal, in 2024 SEDESOQ carried out various support programs aimed at improving people's living conditions in terms of housing, food, strengthening education, and school transportation.

To improve opportunities, reduce gender inequality, empower women's talents, and enhance their quality of life, the current administration directs 39.6% of its programs toward women.

Beneficiaries of Social Development Programs in Querétaro (2024)

PROGRAM	BENEFICIARIES	DISTRIBUTION
Food program	46,915	37.0%
With You Card	27,916	22.0%
School transportation	10,608	8.4%
Women with You Workshops	8,149	6.4%
Technological supports	479	0.4%
Pensioners and retirees	5,047	4.0%
Strengthening education for new income students, improving grade point averages, and support for transportation expenses	4,559	3.6%
Housing Basic Services System	4,955	3.9%
Ecological stoves	522	10.5%
Solar heaters	2,560	51.7%
Biodigesters	17	0.3%
Water tanks	1,856	37.5%
Housing System-home Improvement	500	0.4%
Child care support	2,316	1.8%
Social Environment	629	0.5%
Strengthening organized social participation	38	0.0%
Scholarships for Women's University	173	0.1%
Social sector of the economy	2,467	1.9%
Territorial Regularization	307	0.2%
Topographic surveys	104	34%
Writing agency	203	66%
Dignified Menstruation	11,812	9.3%
Total	126,870	100%

Source: Prepared by the Ministry of Social Development (Undersecretary of Planning, Evaluation and Linkage), 2025.



Primary sector

4

The stability of nations' food supplies depends to a large scale on the activities of this sector, since it comprises the production and administration of natural resources and their optimization for consumption for the benefit of the population.

The diversity of climates in Querétaro allows the countryside to provide a wide variety of agricultural and livestock products that drive the region's economic development.

4

Primary sector

4.1 Evolution of the primary sector

4.1.1 Gross Domestic Product (GDP)

4.1.2 Employment in the primary sector

4.2 Activities of the primary sector

4.2.1 Agriculture

4.2.2 Agricultural resources

4.3 Livestock

4.3.1 Livestock production

4.4 2022 Agricultural Census

4.5 Aquaculture and fishing

4.5.1 Aquaculture and fishery production

4.5.2 Aquaculture and fishery resources

4.6 Forestry

4.6.1 Forestry production

4.7 Mining

4.7.1 Mineral extraction

4.7.2 Mineral resources

4.8 Inhabitants living in rural areas

Primary sector

$13,338M
PRIMARY SECTOR GDP (2023)

2.1M TONS
AGRICULTURAL PRODUCTION

3RD
NATIONAL PRODUCER OF CARCASS MEAT

21,976
PEOPLE WORKING IN THIS SECTOR (2024)

428M
LITERS IN MILK PRODUCTION

498K
PEOPLE LIVE IN RURAL AREAS

4.1

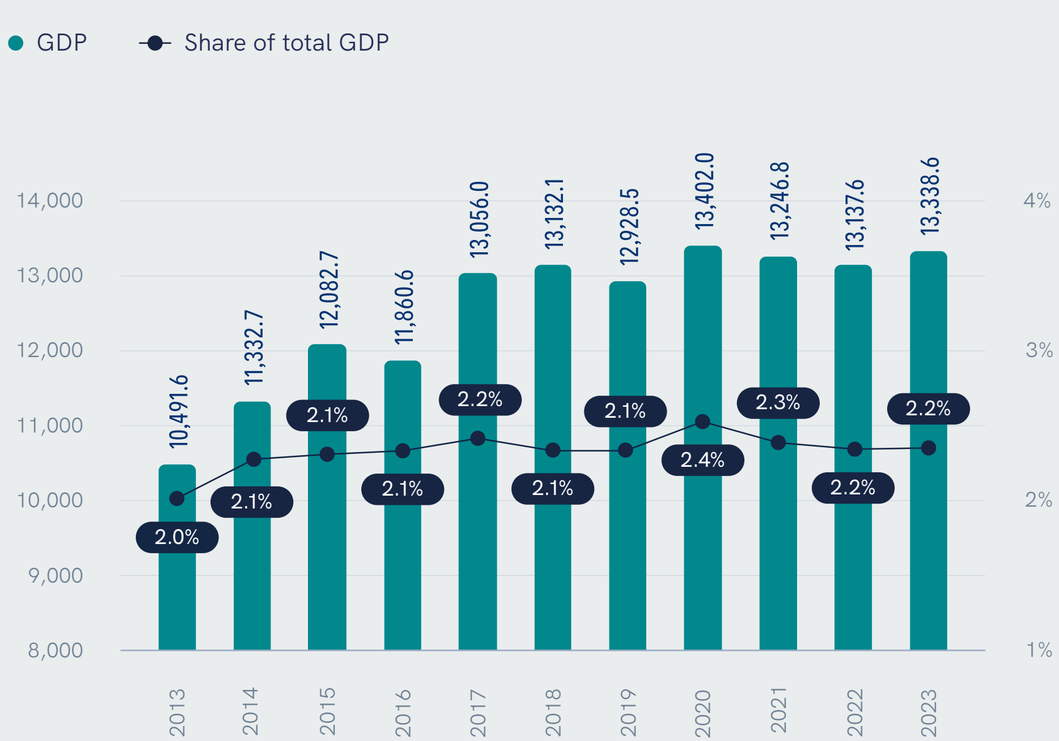
Evolution of the primary sector

4.1.1 Gross Domestic Product (GDP)

In Querétaro during 2023, the primary sector reported 13,338.6 million pesos at 2018 prices, representing 2.2% of the total. The amount maintained an annual variation of 1.53%. Regarding the sector's GDP at the nationwide, the state's share is equivalent to 1.6%.

The sector's GDP was distributed as follows: animal breeding and exploitation 9,761.3 million pesos (73.2%); agriculture 3,504.2 million pesos (0.6%); and forest harvesting, services related to agricultural and forestry activities 73.1 million pesos (0.01%).

Evolution of the Gross Domestic Product of the primary sector (2013-2023)



Source: Prepared internally using data from the National Institute of Statistics and Geography (GDP by Federal Entity [PIBE]). Base 2018), 2025.
Note: Figures are expressed in millions of pesos at 2018 prices.



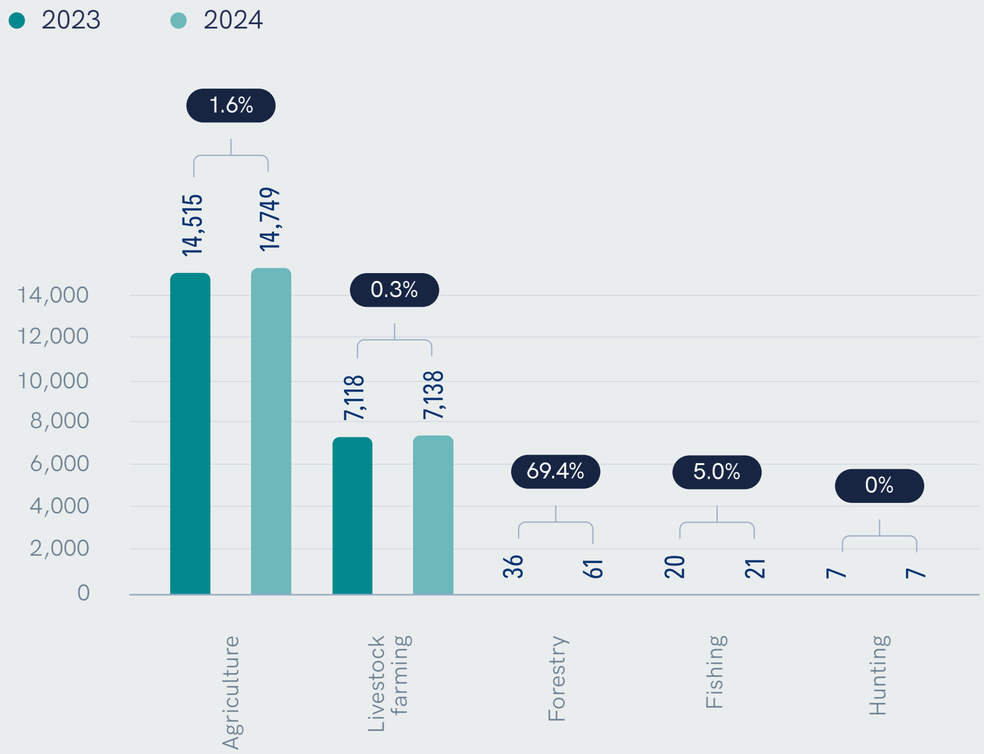
4.1.2

Employment in the primary sector

In December 2024, the Mexican Social Security Institute (IMSS) recorded 21,976 people formally employed in the primary sector, 1.3% higher than in 2023, with 37.7% being women and 62.3% men. The average wage remained at $574.69 for women and $680.51 for men.

Of the total number of jobs in this sector nationwide (730,431), Querétaro accounted for 3.0%.

Jobs in the primary sector (December 2023-2024)



Source: Prepared internally using data from the Mexican Social Security Institute (Dynamic Consultation, jobs by economic sector), 2024.

4.2

Activities of the primary sector

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

Through the Ministry of Agricultural Development (SEDEA, by its acronym in Spanish), the aim is to generate sufficient food and raw material production to meet producers, income needs, while preserving sustainable development and the proper use of the state's natural resources.

During 2024, SEDEA provided support to combat drought and strengthen production, including:

- The Institutional Program “With You in Competition for Rural Productivity”; through the combination of resources from producers, the Executive Branch of the State of Querétaro, and 9 municipalities, the development of the Querétaro countryside was promoted with the delivery of financial support for productive projects focused on the agri-food, rural, and forestry sectors, benefiting 1,577 producers in the municipalities of Jalpan de Serra, Landa de Matamoros, Pinal de Amoles, San Joaquín, Peñamiller, Colón, San Juan del Río, Amealco de Bonfil y Huimilpan.
- Through the Institutional Program for Risk Management, attention was given to the damage caused by weather-related contingencies, mainly drought, benefiting around 19,000 men and women engaged in or related to agri-food production. This was achieved through the delivery of more than 5,500 tons of white corn for human consumption. Additionally, to contribute to the improvement of livestock production parameters and increase the inventory of cattle, sheep, and goat herds in the state, 1,104 grants were awarded for cisterns and water transport for livestock use, and 549 tons of seed for forage crops were distributed in more than 3,800 grants to the same number of beneficiaries in the 18 municipalities of Querétaro. Finally, 70 tons of mineral supplements for livestock species were delivered, as well as 4,700 kg of concentrated feed for tilapia and trout production. The municipalities served were Cadereyta de Montes, Colón, Ezequiel Montes, Peñamiller, Pinal de Amoles, San Joaquín, San Juan del Río, and Tolimán, benefiting 623 producers.

- With an investment fund formed between the state government and producers from the state's 18 municipalities, through the Institutional Program for Rural Productive Development, 1,760 financial grants were awarded to agricultural, livestock, and aquaculture producers for the development of projects that promote the strengthening of production processes and also promote the mechanization of the countryside and the sustainable use of natural resources for agricultural use in primary production units. In addition, to help increase their productivity and profitability, support was provided to 62 production units for the construction and renovation of water storage and pipeline infrastructure, improving their capacity to store the vital liquid used for their agricultural activities. The municipalities served were Amealco de Bonfil, Arroyo Seco, Cadereyta de Montes, Colón, Corregidora, El Marqués, Ezequiel Montes, Huimilpan, Jalpan de Serra, Landa de Matamoros, Peñamiller, Querétaro y San Juan del Río. Finally, irrigation technology was implemented on 1,147.93 hectares, contributing to increased crop production and responsible water management in the agri-food sector, benefiting 120 producers in the following municipalities: Amealco de Bonfil, Arroyo Seco, Corregidora, El Marqués, Ezequiel Montes, Huimilpan, Jalpan de Serra, Pedro Escobedo, San Juan del Río, and Tequisquiapan.



- Through the specialized technical assistance, the promotion of agri-food was boosted, benefiting 720 producers with counseling services to improve their productive capacities in agricultural activities through the assistance chains in “High yield of basic grains”, “Productive conversion for nopal and agave cultivation”, “Sustainable livestock farming”, and “Corn and alfalfa cultivation.” Training and technical assistance were provided by a total of 24 specialized technicians who assisted in the state's 18 municipalities.

PRIMARY SECTOR



- Agri-food, rural, and forestry marketing was enhanced through the provision of financial support for the organization of agribusiness events, for the dissemination of technological innovations to improve production processes, and with the aim of facilitating the marketing of agri-food products. Support was also provided to projects that generate statistical information and thus contribute to the development of strategies for the conservation of water resources related to the sector, or that contribute to the achievement of the goals and objectives of the Ministry of Agricultural Development for the benefit of the Querétaro countryside. These actions benefited just over 700 direct beneficiaries and around 7,400 indirect beneficiaries.

- The Executive Branch of the State of Querétaro, through the Ministry of Agricultural Development and in conjunction with the State Committees on Plant Health, Aquaculture, and Livestock Promotion and Protection in the State, continued to promote agri-food health and safety through prevention and control measures for pests and diseases in animals, fish, and crops, ensuring the production of healthy and safe food for the population and benefiting 4,930 agricultural, aquaculture, and fishing producers.

4.2.1

Agriculture

In 2024, Querétaro recorded 2,125,596.41 tons of agricultural products, with a production value of 5,480.7 million pesos.

Agricultural production

According to the 2024 Agrifood panorama, published by the Agri-Food and Fisheries Information Service (SIAP, by its acronym in Spanish), México ranked 11th in terms of both global food production and agricultural crop production. As a result, it moved up one position from its previous ranking.

During 2024, agricultural production of the top 10 products in the state accounted for 92.7% of total production volume and 86.6% of total production value. Production was led by green forage corn, reaching 856,159.15 tons with a value of 776,470.41 pesos.

Main agricultural products produced in Querétaro (2023-2024)

PRODUCT	VOLUME		VAR. % 2023-2024	PRODUCTION VALUE 2024
	2023	2024		
Green forage corn	644,452.1	856,159.2	32.9%	776,470.4
Green alfalfa	571,795.5	568,719.0	-0.5%	511,330.1
Corn grain	206,628.6	260,306.2	26.0%	1,238,215.7
Rose	570,930.0	577,061.7	1.1%	175,091.1
Green forage oats	119,934.5	119,085.6	-0.7%	76,428.2
Green tomato	99,277.9	84,905.0	-14%	854,258.8
Green chili	30,402.8	39,352.5	29.4%	626,243.3
Lettuce	19,637.0	21,130.0	7.6%	111,939.0
Barley grain	21,412.4	14,341.1	-33.0%	87,240.6
Asparagus	6,073,358.9	5,848.9	-99.9%	286,453.0

Source: Prepared internally using data from the Agri-Food and Fisheries Information Service (2025). Agricultural Production Yearbook 2024. DGSIAP.
Note: Volume figures are expressed in tons, except for roses, whose volume is expressed in bunches. Production value figures are expressed in thousands of pesos.



The contribution to national production of the main agricultural products produced in the state is less than 10%. Roses haave the highest contribution, ranking 4° among the states with respect to the largest contribution to national production.

Contribution to national production of the main agricultural products in Querétaro (2024)



Source: Prepared internally using data from the Agri-Food and Fisheries Information Service (2025). Agricultural Production Yearbook 2024. DGSIAP.
Note: Volume figures are expressed in tons, except for roses, whose volume is expressed in bunches.
The numbers in parentheses refer to Querétaro's position among the states that contribute most to national production.



Viticultural state

México is a country where high-quality wine is sold, drunk, and produced, as its soils and micro-climates are conducive to growing grapes.

Wine production, marketing, and tourism are mainly concentrated in the north and center of the country, with Baja California, Coahuila, and Querétaro being the largest wine-producing states in terms of production and commercialization.

Relevant data:

- Currently, 17 states in the country produce wine.
- 53% of the states have an industrial production of 9,430 hectares.
- Per capita consumption increased from 1.3 to 1.5 liters in 2024.
- 39 out of every 100 uncorked bottles are Mexican.
- The Mexican wine have won 873 medals up to 2024.
- The sector supports more than 500,000 jobs in the primary sector.

Querétaro is ranked 3rd nationwide in terms of wine production, with 600 hectares under cultivation. There are currently 8 municipalities that comprise the wine region.

The state remains the country's main wine tourism destination, receiving approximately 1 million wine tourists annually, who can enjoy a variety of experiences, from a traditional tour, staying at a vineyard, horseback riding, or flying over a vineyard.

Industrial grape production

The industrial grapes are employed to elaborate juices, jams and mainly wine. According to the Agrifood Panorama, national production in 2023 amounted to 77,107 tons, a volume 1.3% lower than the previous year. This fruit accounted for 0.3% of national fruit production. August, September, and October were the months with the highest availability.

Querétaro was the 6th largest producer of industrial grapes nationwide, accounting for 5.03% of the total. Production volume ranked at 3,876 tons, a figure that maintains an annual variation of 1.0%. This latter value places the state as the 5th fastest growing annually, with respect to the 10 entities with the highest industrial grape production.

Agricultural cycles

In Querétaro, there are three distinct agricultural cycles: 1) spring-summer; 2) fall-winter; and 3) perennial crops, which are grown using two systems: irrigation and rainfed.

In 2024, the agricultural cycle with the highest production was spring-summer, accounting for 58% of total production. 96.5% of crops were irrigated system and only 3.5% were rainfed.

Agricultural production by cycle and type in Querétaro (2024)

AGRICULTURAL CYCLE	MODALITY	PLANTED AREA (HA)	HARVESTED AREA (HA)	PRODUCTION (TONS)	PRODUCTION VALUE (THOUSANDS OF PESOS)
Spring-summer	Irrigation	37,878.0	37,846.0	1,165,083.7	2,770,965.9
	Rainfed	54,126.8	49,344.8	63,357.7	194,439.3
Total spring-summer cycle		92,004.8	87,190.8	1,228,441.4	2,965,405.2
Autumn-winter	Irrigation	10,660	10,660	300,483.9	1,389,665.6
	Rainfed	59	59	62.4	218.5
Total autumn-winter cycle		10,719	10,719	300,546	1,389,884.1
Perennial crops	Irrigation	9,609.0	9,575.3	586,570.5	1,089,930
	Rainfed	1,346	1,345	10,038.2	35,528.9
Total prennial crops		10,955.0	10,920.3	596,608.7	1,125,458.9
Total agricultural production		113,678.5	108,829.8	2,125,596.4	5,480,748

Source: Prepared internally using data from the Agri-Food and Fisheries Information Service (2025). Agricultural Production Yearbook 2024. DGSIAP.

Main products by cycle

In Querétaro during 2024, the production of the top 10 products in the spring-summer cycle accounted for 97.8% of the total. In fall-winter, participation was 94.5%, while in perennials it was 99.9%.

Main products by cycle in Querétaro (2024)

Increased production · Decreased production · It was added to the list in 2024

SPRING-SUMMER	PRODUCTION	AUTUMN-WINTER	PRODUCTION	PERENNIALS	PRODUCTION
Green forage corn	854,967.2	Green forage oats	116,187.6	Alfalfa	568,719.0
Corn grain	260,060.3	Red tomato	65,415.5	Pastures and meadows	11,201.5
Green chili	26,373.8	Green forage triticale	42,616	Asparagus	5,848.9
Red Tomato	19,489.4	Barley grain	14,341.1	Grape	4,386.2
Lettuce	11,325.9	Cucumber	11,463	Orange	2,128.7
Green Tomato	9,006.3	Lettuce	9,804.1	Nopalitos	1,359.8
Green forage sorghum	6,360.9	Green chili	9,783	Apple	800.9
Broccoli	5,277.8	Broccoli	5,091.9	Avocado	583.1
Pastures and meadows	4,907.0	Onion	4,661	Tuna	408.6
Corn	3,668.1	Pastures and meadows	4,557.2	Mango	377.9

Source: Prepared internally using data from the Agri-Food and Fisheries Information Service (2025). Agricultural Production Yearbook 2024. DGSIAP.

Productive diversity

During 2024, agricultural production in Querétaro maintained the cultivation of 48 products, which were divided between open-air and greenhouse crops. These products were distributed as follows: 31.3% vegetables; 25% fruit trees; 16.7% fodder crops; 6.3% cereals; 6.3% dried pulses; 6.3% industrial crops; and 8.3% oilseeds, tubers, ornamentals, and others.

Productive diversity in Querétaro (2024)

GREENHOUSES	
Vegetables	Green chili Cucumber Red tomato
Ornaments	Rose
Other	Fungus and mushrooms

Productive diversity in Querétaro (2024)

OPEN-AIR	
Cereals	Barley grain Corn grain Wheat grain
Fodders	Green alfalfa Green forage oats Green forage chickpeas Green forage corn Pastures and meadows Green forage sorghum Sorghum grain Green forage triticale
Fruits	Avocado Peach Pomegranate Guava Lemon Mango Apple Orange Nut Pear Tuna Blackberry

OPEN-AIR	
Vegetables	Garlic Broccoli Zucchini Onion Green chili Couliflower Corn Asparagus Jícama Lettuce Nopalitos Red tomato Green tomato Carrot
Industrials	Cherry coffee Grape Pulque maguey
Drieg legumes	Peas Beans Chickpeas grain
Oilseeds	Peanut
Tubers	Sweet potato

Source: Prepared internally using data from the Agri-Food and Fisheries Information Service (2025). Agricultural Production Yearbook 2024. DGSIAP.

Planted and harvest area

In 2024, 113,678.5 hectares of land were registered as cultivated in the state—51.2% irrigated and 48.8% rainfed—, a figure that represents an annual variation of -1.5%. Regarding the harvested area, 108,829.8 hectares were reported—53.4% irrigated and 46.6% rainfed—maintaining an annual variation of 20.4%.

Planted and harvested area in Querétaro (2019-2024)

YEAR	PLANTED AREA			HARVESTED AREA		
	INRRIGATION	RAINFED	TOTAL	IRRIGATION	RAINFED	TOTAL
2019	61,568.1	75,399.1	136,967.2	60,777.1	53,052.9	113,830
2020	62,554.4	77,568.6	140,123.0	59,705.9	58,895.6	118,601.5
2021	60,351	83,063.6	143,414.6	55,872	77,270.6	133,142.6
2022	57,925.4	50,393.7	108,319.0	57,830.1	34,312.7	92,142.8
2023	56,540.1	58,844.4	115,384.5	56,397.9	33,985.4	90,383.2
2024	58,146.7	55,531.8	113,678.5	58,081.0	50,748.8	108,829.8

Source: Prepared internally using data from the Agri-Food and Fisheries Information Service, 2025.
Note: figures are expressed in hectares.

4.2.2

Agricultural resources

Agriculture plays a fundamental role in the development and welfare of the population, which is why fertile soil, water, and the work of farmers are so important for the production of agricultural resources that meet people's needs, mainly food.

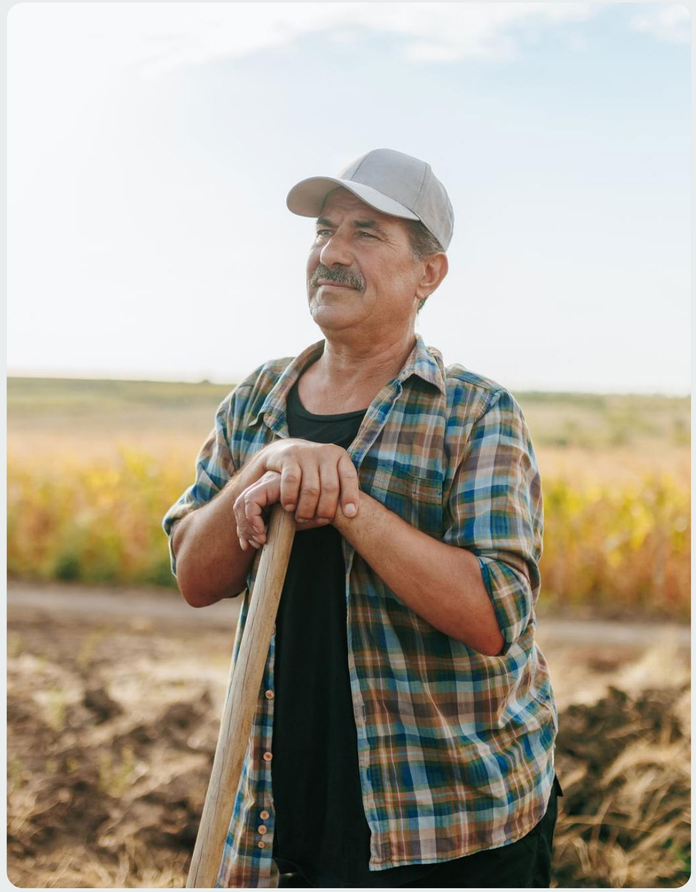
Field infrastructure

According to the latest Agricultural Census (2022) published by INEGI, Querétaro has 159,072 hectares of agricultural land in its 18 municipalities. Approximately 66% of the agricultural land is rainfed and 34% is irrigated.

Technified agricultural area in Querétaro (2024)

IRRIGATION METHOD	BENEFITED PRODUCERS	TECHNIFIED IRRIGATED AGRICULTURAL AREA (HECTARES)
Multi-gates	1	16
Sprying	1	23
Conduction line	258	265
Drip	100	1,104.0
Total	360	1,408.0

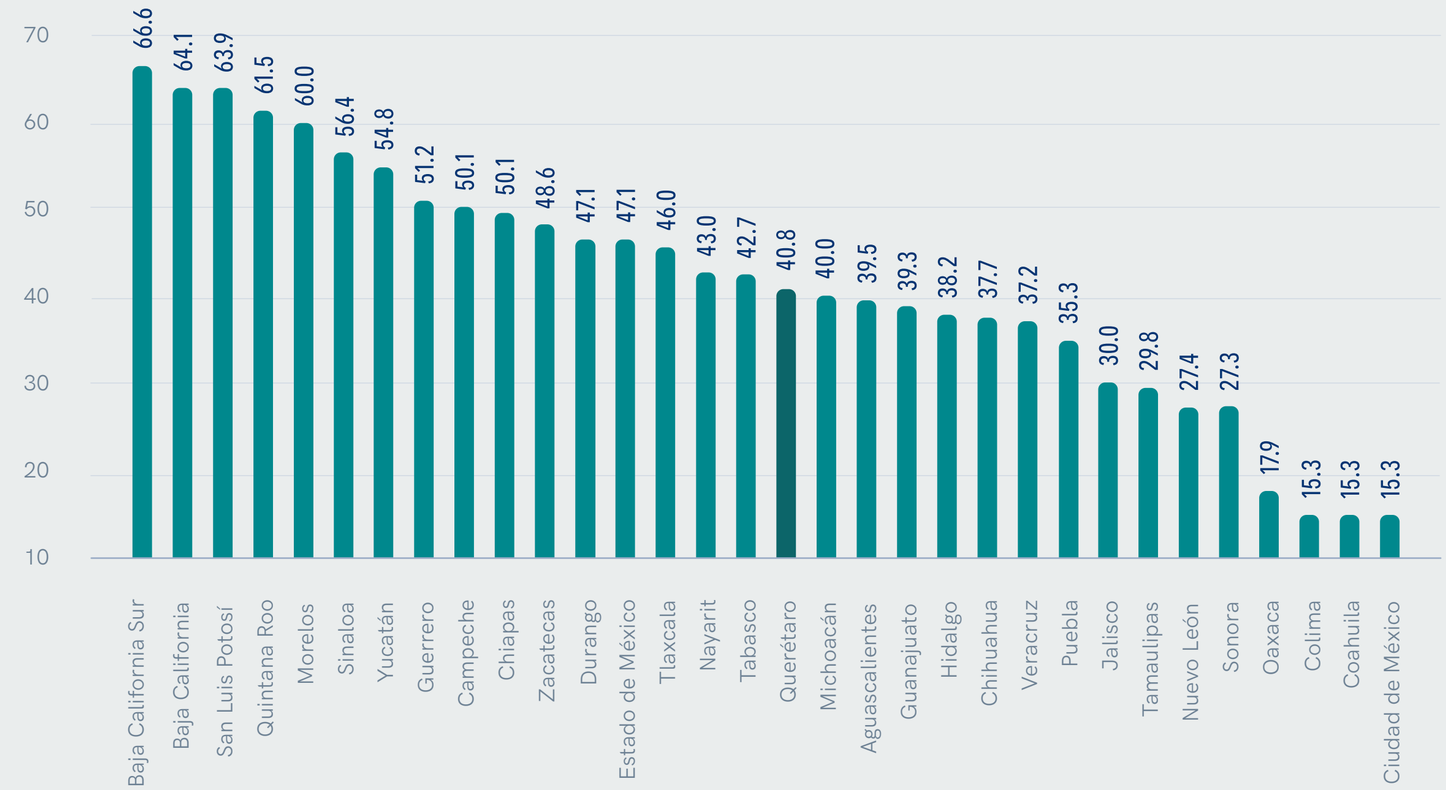
Source: Prepared by the Secretariat of Agricultural Development using data from the Directorate of Hydro-Agricultural Infrastructure for fiscal year 2024.



Communal lands and communities

In 2024, a total of 82,215,583.2 hectares nationwide were ejido land, representing 41.9% of the territory. Querétaro ranked 17th among the states with the highest proportion of ejido land.

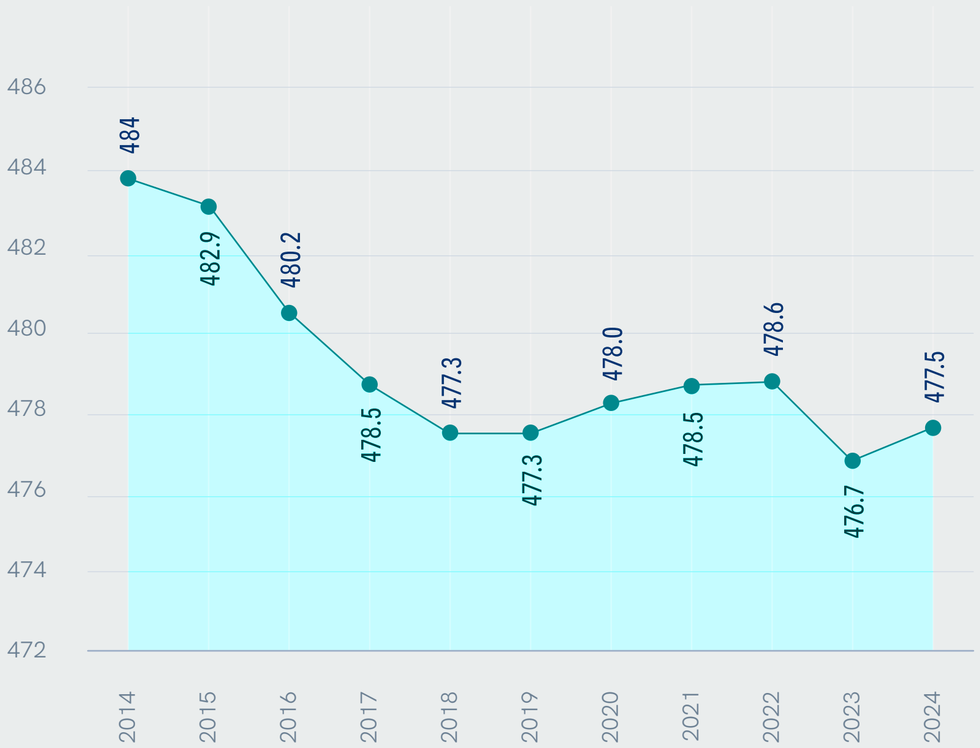
Proportion of communal land relative to total land area by federa state (2024)



Source: Prepared internally using data from the National Agricultural Registry (registered communal land area by state), 2025.
Note: Figures are expressed as percentages.
The calculation was based on the communal land area and the total area per state.

In 2024, the ejido land area in Querétaro totaled 477,455.2 hectares, a figure that maintains a variation of 0.2% compared to 2023 and -1.3% compared to 2014.

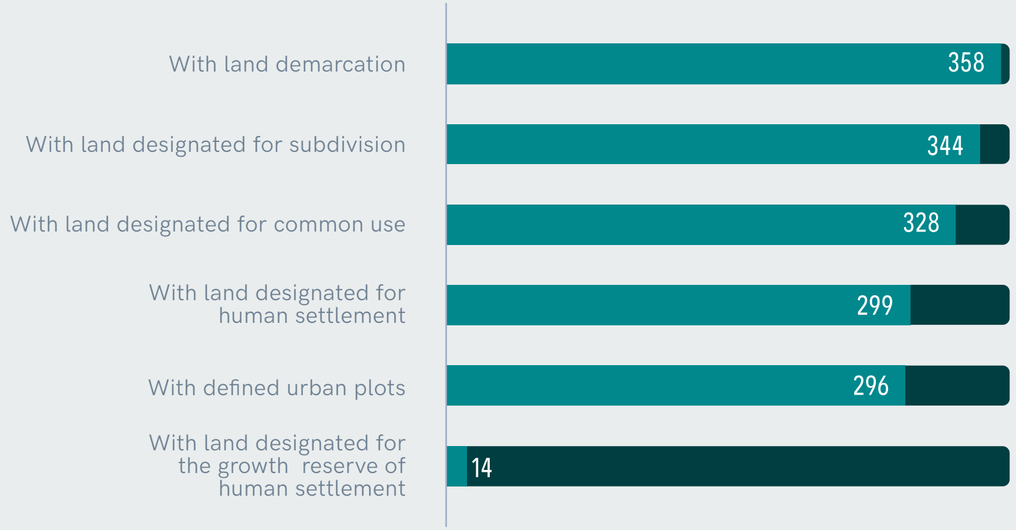
Registered ejido area in Querétaro



Source: Prepared internally using data from the National Agricultural Registry (Key Indicators on Social Property), 2025.
Note: Figures are expressed in thousands of hectares.

Nationwide, there are 29,836 registered ejidos. Querétaro accounted for 1.2%, or 363 ejidos, of which 358 have defined land boundaries.

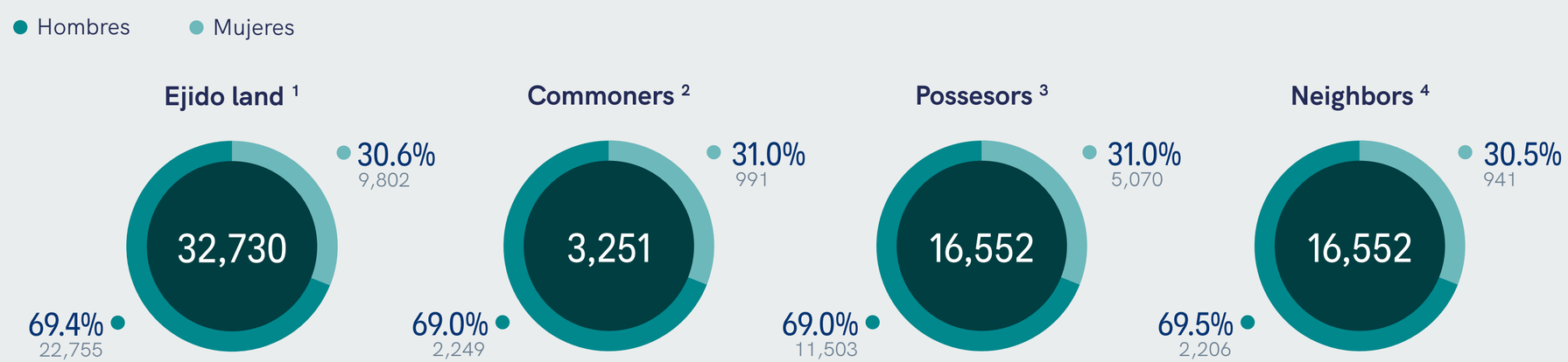
Characteristics of registered ejidos in Querétaro (2024)



Source: Prepared internally using data from the National Agricultural Registry (Key Indicators on Social Property), 2025.

Within the state 56,001 agricultural subjects in certified agrarian communities were registered, of which 58.4% were owners of ejidos, 29.6% were occuparies, 5.8% were community members, and 6.2% were incoming residents.

Subjects by agricultural quality in Querétaro (2024)



Source: Prepared internally using data from the National Agrarian Registry (Key Indicators on Social Property), 2025.
Note: [1] Number of individuals with ejido member status who have at least one valid parcel or common use certificate, or those who have ejido member status even though they have not been issued documents.
[2] Number of individuals with communal landholder status who have at least one valid parcel or common use certificate, or those who have communal landholder status even though they have not been issued documents.
[3] Number of individuals with ejido possessory status who have at least one valid parcel or common use certificate.
[4] Number of individuals with resident status in communities who have at least one valid parcel or common use certificate.

Price of the agricultural inputs

In Querétaro, according to the National Market Information and Integration System (SNIIM, for its initials in Spanish), prices per ton of the main agricultural inputs during the second half of December 2024 showed considerable decreases compared to the previous year, with the exception of phosphonitrate, diammonium phosphate, and urea, which showed increases.

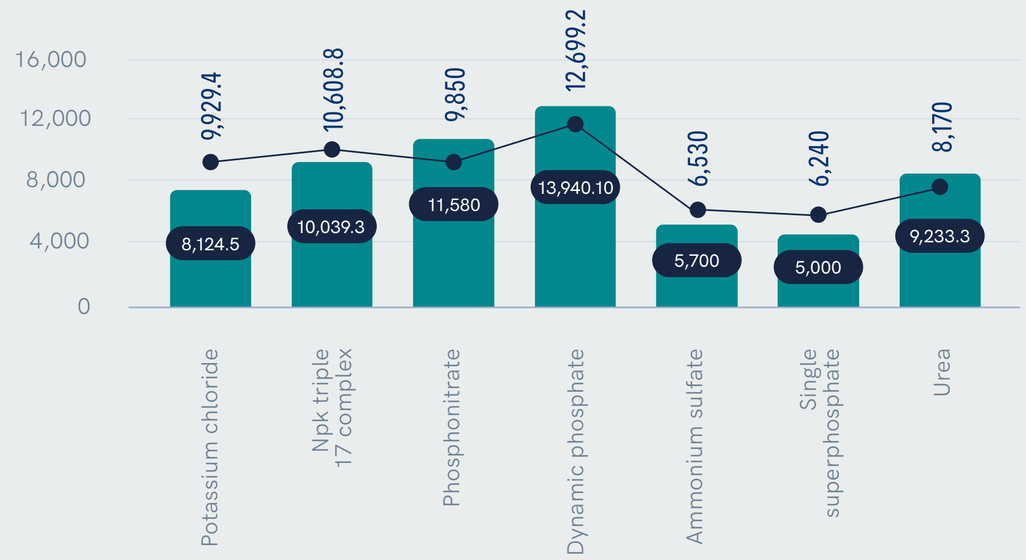
Price[1] of agricultural inputs by commercial presentation in Querétaro (2024)

PRODUCT	CONSENTRATION	SOURCE	MUNICIPALITY	FREQUENT PRICE
Potassium chloride	00-00-60	Manufacture	Querétaro	8,124.5
Npk triple 17 complex	17-17-17	Manufacture	Querétaro	10,039.3
Phosphonitrate	31-04-00	Manufacture	Pedro Escobedo	11,580
Dynamic phosphate	18-46-00	Manufacture	Querétaro	13,940.10
Ammonium sulfate	20.5-00-00	Manufacture	Querétaro	5,700
Single superphosphate	00-20-00	Manufacture	Querétaro	5,000
Urea	46-00-00	Manufacture	Querétaro	9,233.3

Source: Prepared by the Secretariat of Agricultural Development using data from the Secretariat of Economy (National Market Information and Integration System), accessed in May 2025.
Note: Figures refer to the second half of December 2024.
[1] Price per ton.

In 2024, the frequent prices of the seven products listed showed decreases of more than 20%, compared to those reported in 2023.

Comparison of the average price of agricultural inputs in Querétaro (2023-2024)

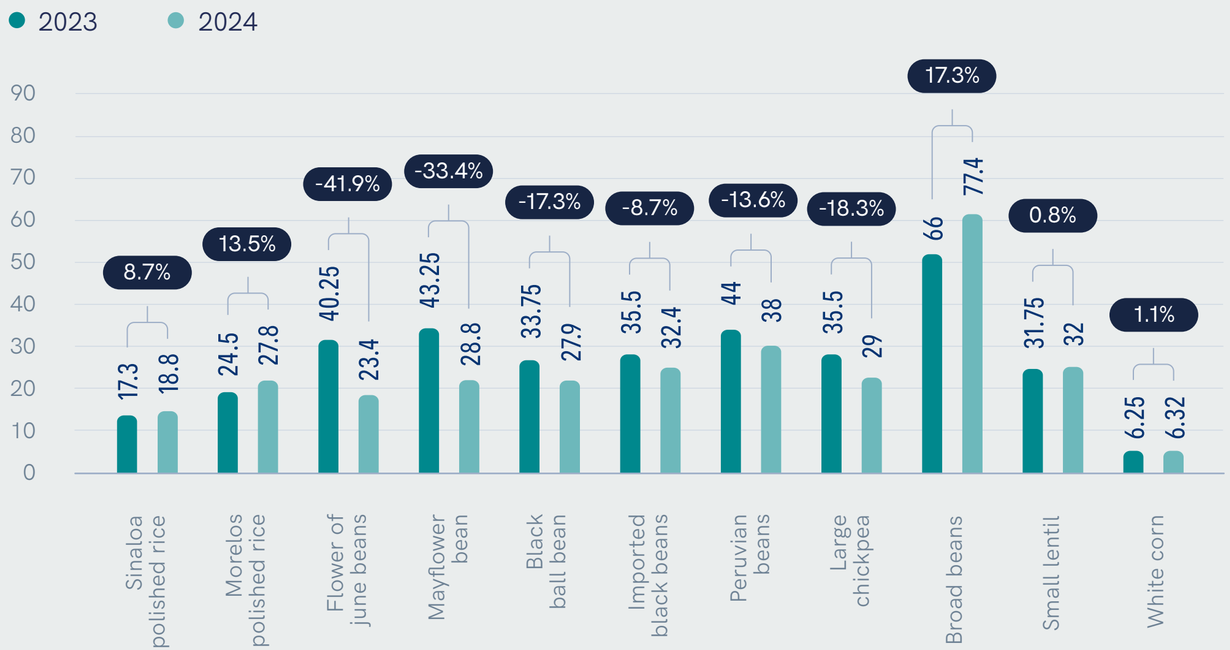


Source: Prepared by SEDEA using data from the Ministry of Economy (National Market Information and Integration System) as of May 2025.
Note: The figures refer to the second half of December 2023 and 2024.
[1] Price per ton.

Price of the agricultural inputs

At the end of 2024, prices for basic grains were lower than in the same period in 2023, except for Sinaloa polished rice, which rose by 8.7%; Morelos polished rice, which rose by 13.5%; small lentils, which rose by 0.8%; and white corn, which rose by 1.1%.

Wholesale price[1] of basic grains at the Querétaro Supply Market (December 2023 and December 2024)



Source: Prepared by SEDEA using data from the Ministry of Economy (National Market Information and Integration System), accessed in May 2025.

Note: [1]Average price per kilogram sold in 50 kg bags.

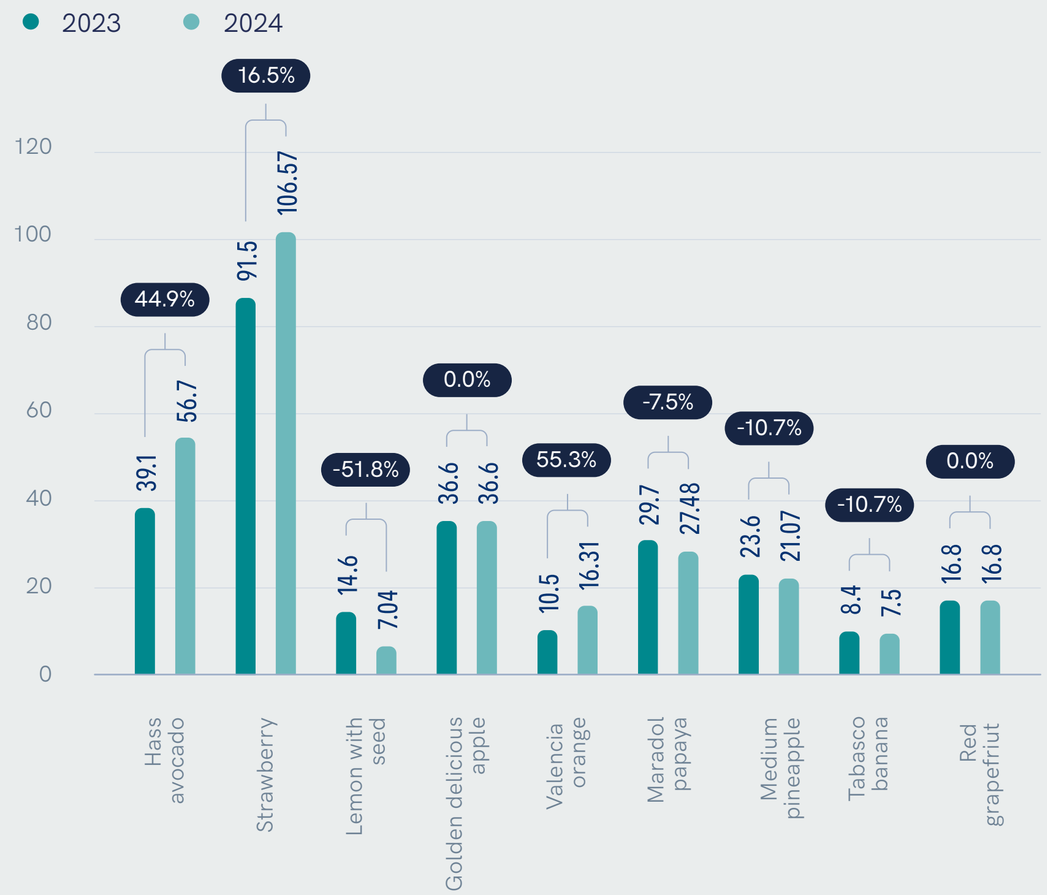
[1]Monthly average of the most frequent prices reported from the first working day to the last day of the month.



On the other hand, fruit prices rose significantly, with Valencia oranges increasing by 55.3% and hass avocados by 44.9%. However, lemons with seeds fell by 51.8%.



Wholesale fruit [1] prices at the Querétaro Food Market (December 2023 and December 2024)

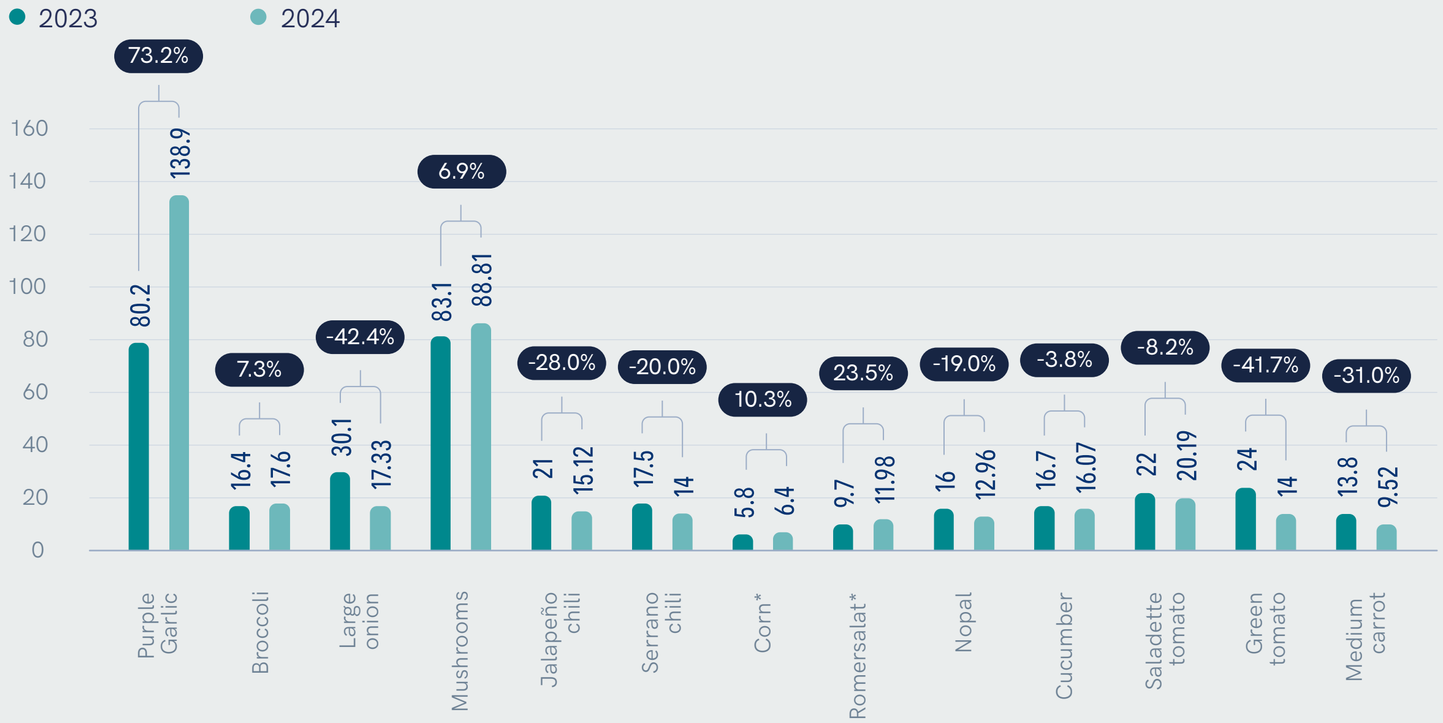


Source: Prepared internally using data from the Ministry of Economy (National Market Information and Integration System).
Note: [1]Monthly average of frequent prices reported from the first business day to the last day of the month.
[1] The average price is in pesos ($) per kilogram.

PRIMARY SECTOR

Vegetables experienced both positive and negative fluctuations, with large onions seeing the biggest price reduction, while purple garlic saw the biggest increase, up 73.2% compared to last year.

Wholesale [1] price of vegetables at the Querétaro Food Market (December 2023 and December 2024)



Source: Prepared by SEDEA using data from the Ministry of Economy (National Market Information and Integration System), accessed in May 2025.
Note: 1Monthly average of the most frequent prices reported from the first working day to the last day of the month.
[1] The average price is in pesos ($) per kilogram.
* The average price is in pesos ($) per piece."



4.3

Livestock



4.3.1

Livestock production

The livestock sub-sector represents a significant part of the primary sector in the state. Various municipalities play a key role in strengthening production and, in doing so, ensuring that Querétaro stands out nationwide in this category.

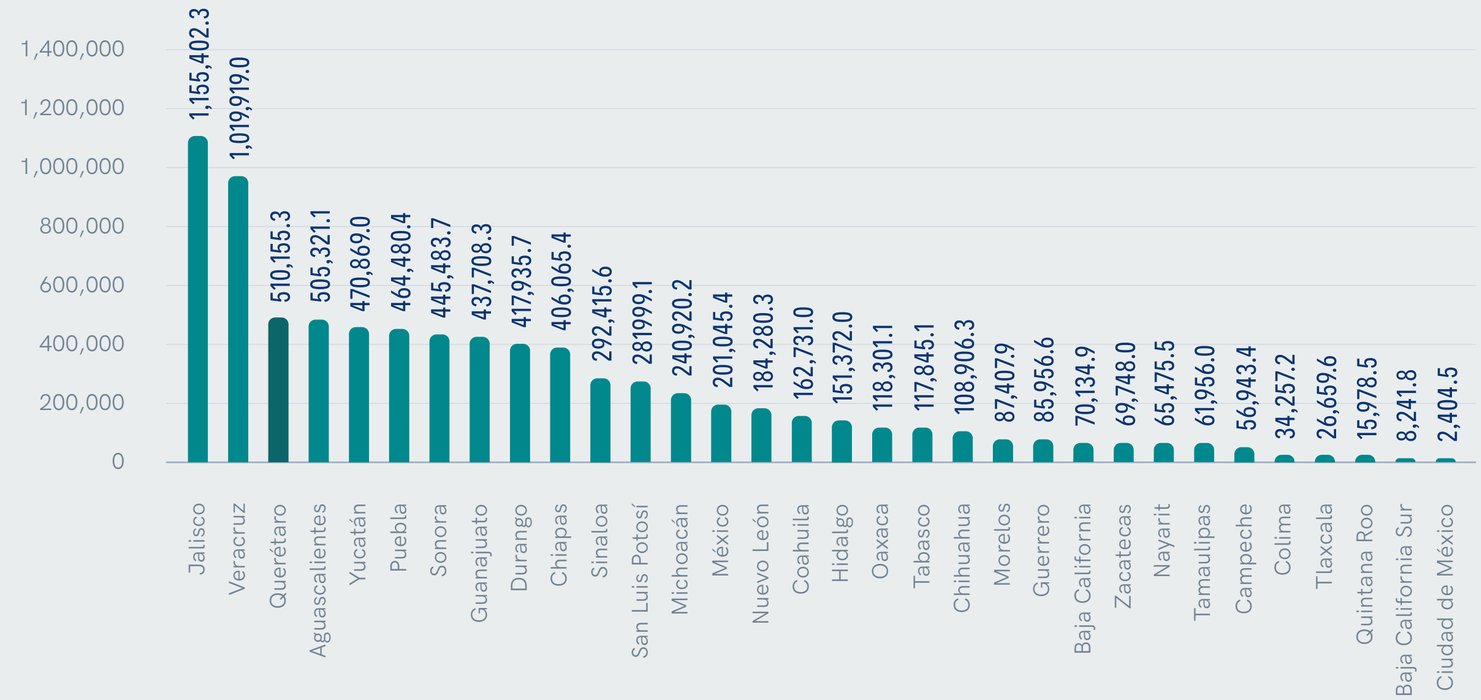




Production capacity

During 2024, nationwide carcass meat production totaled 8,278,321.7 tons, a figure that maintained an annual variation of 3.5%. Querétaro ranked as the 3rd state in terms of production, accounting for 6.2% of the total.

Carcass meat production by federa state (2024)



Source: Prepared internally using data from the Agri-Food and Fisheries Information Service, 2024.
Note: Figures are expressed in tons.

The value of carcass meat production in Querétaro amounted to 510,155.4 tons, which is 13.7% higher than the figure reported in 2023. 77.1% were birds.

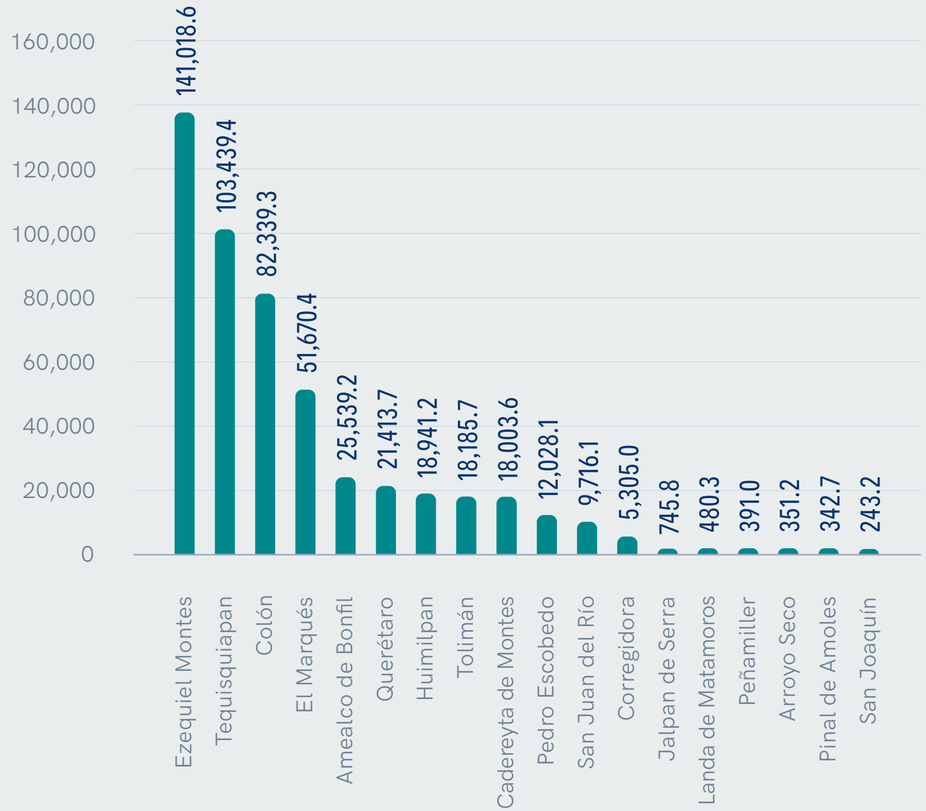
Slaughtered meat production volume by species in Querétaro (2023-2024)

PRODUCT	PRODUCTION VOLUME		VAR. %	DISTRIBUTION
	2023	2024		
Bird	382,439.4	393,543.3	2.9%	77.1%
Cattle	37,176	87,142.7	134.4%	17.1%
Pork	27,676.5	28,090.7	1.5%	5.5%
Sheep	1,112	1,125.4	1.2%	0.2%
Goat	176.8	175.9	-0.5%	0.0%
Turkey	75.7	77.4	2.3%	0.0%
Total	448,656.1	510,155.4	13.7%	100.0%

Source: Prepared internally using data from the Agricultural and Fisheries Information Service, SIAP 2024.
Note: Figures are expressed in tons.
Due to rounding, the partial figures may or may not add up to the total.

The municipality with the highest production value was Ezequiel Montes, accounting for 31.4% of total state production, followed by Tequisquiapan with 23.1% and Colón with 18.4%.

Slaughtered meat production volume by municipality in Querétaro (2024)



Source: Prepared internally using data from the Agri-Food and Fisheries Information Service, SIAP 2024.
Note: Figures are expressed in tons.

Livestock production also includes products such as, milk, eggs, honey or wax. In Querétaro, milk production reached high levels, producing a total of 427,887.1 thousand liters in 2024—with bovine milk accounting for the largest share of production—a figure that maintained an annual variation of 1.9%.

Production volume of other livestock products (2023-2024)

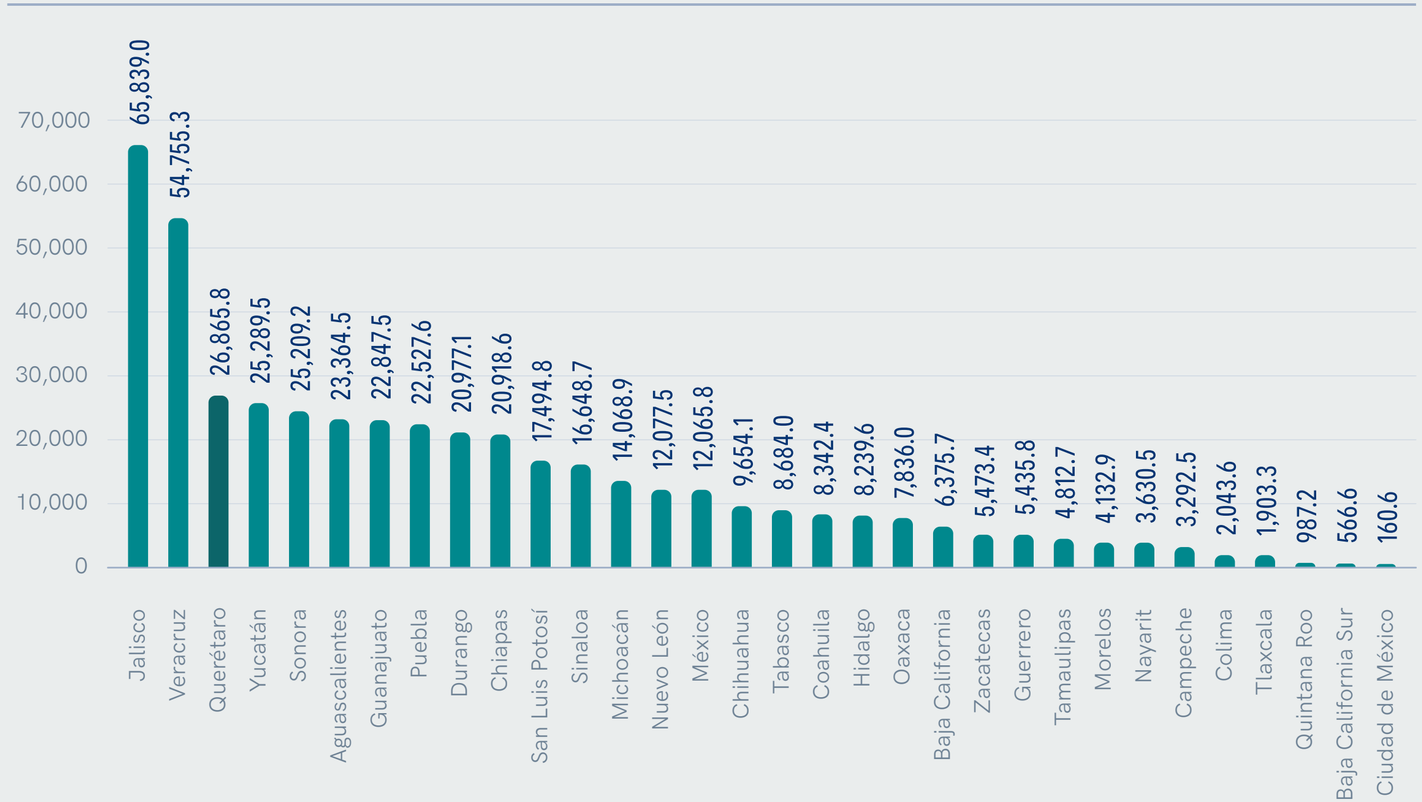
PRODUCT	PRODUCTION VOLUME		
	2023	2024	
Milk*	422,770.5	430,847.6	1.9%
Cattle*	419,821.7	427,887.1	1.9%
Goats	2,948.7	2,960.5	0.4%
Eggs for consuption	19,701.0	20,226.2	2.7%
Honey	42.9	38.4	-10.5%
Wax	1.3	0.9	-35%

Source: Prepared internally using data from the Agricultural and Fisheries Information Service, SIAP 2024.
Note: Figures are expressed in tons.
* Figures are expressed in thousands of liters.

Production value

During 2024, the nationwide production value of carcass meat was $462,522.3 M MXN, a figure that maintained an annual variation of 9.7%. Querétaro ranked third in terms of production, accounting for 5.8% of the total.

Carcass meat production by federal state (2024)



Source: Prepared internally using data from the Agri-Food and Fisheries Information Service, 2024.
Note: Figures are expressed in tons.

The value of carcass meat production in Querétaro amounted to $26,865.8 M MXN, 32.2% higher than in 2023. 66% were birds.

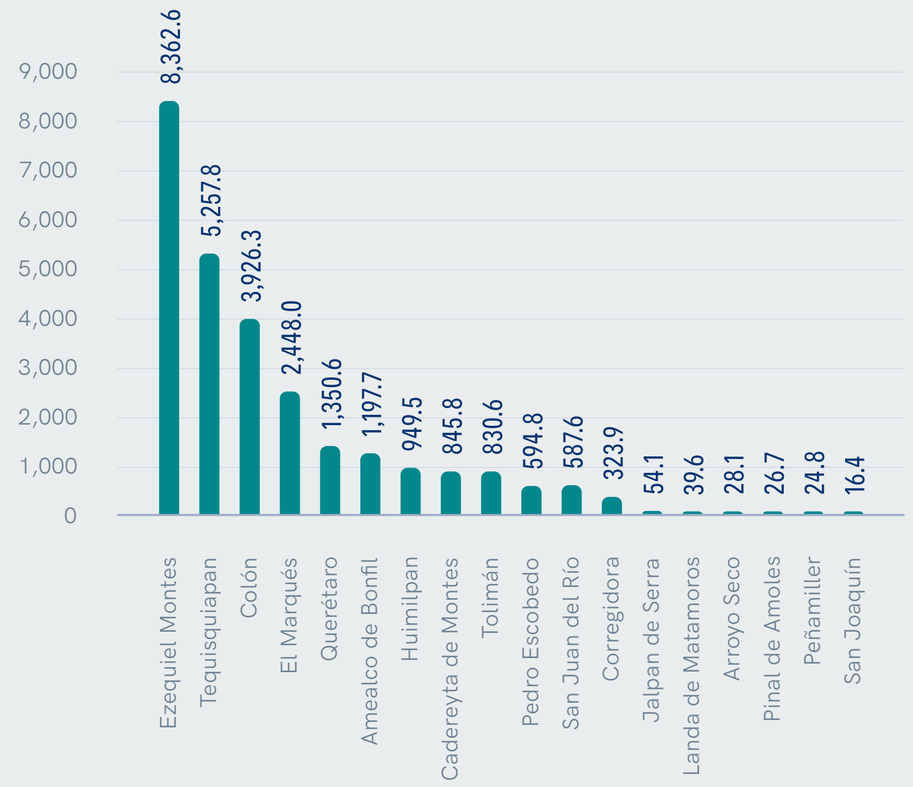
Value of carcass meat production by species in Querétaro (2023-2024)

SPECIES	PRODUCTION VALUE		VAR. %	DISTRIBUTION
	2023	2024		
Bird	15,633.5	17,768.5	13.7%	66%
Cattle	3,062.8	7,421	142.3%	27.6%
Pigs	1,487.4	1,536.4	3.3%	5.7%
Sheep	114.2	121.0	6.0%	0.5%
Goats	14.1	14.4	2.3%	0.1%
Turkey	3.6	4.2	15.9%	0.02%
Total	20,315.6	26,865.8	32.2%	100%

Source: Prepared internally using data from the Agricultural and Fisheries Information Service, SIAP 2024.
Note: Figures are expressed in millions of pesos.

The municipality with the highest production value was Ezequiel Montes, accounting for 31.1% of total state production, followed by Tequisquiapan with 19.6% and Colón with 14.6%.

Value of carcass meat production by municipality in Querétaro (2024)



Source: Prepared internally using data from the Agri-Food and Fisheries Information Service, SIAP 2024.
Note: Figures are expressed in millions of pesos.

In Querétaro, the value of milk production was high, generating a total of 4.094 billion pesos in 2024, with bovine milk generating the most economic value, a figure that maintained an annual variation of 12%.

Value of production of other livestock products (2023-2024)

PRODUCT	PRODUCTION VALUE		VAR. %
	2023	2024	
Milk	3,654	4,094	12.0%
Bovine	3,630.1	4,069.2	12.1%
Goat	23.9	25.1	4.8%
Eggs for consumption	569.5	621.8	9.2%
Honey	2.1	1.9	-8.5%
Wax	0.1	0.1	-29.2%

Source: Prepared internally using data from the Agricultural and Fisheries Information Service, SIAP 2024.
Note: Figures are expressed in millions of pesos.

Livestock inventory

Livestock inventory in Querétaro (2022-2023)

SPECIES-PRODUCT	INVENTORY BY NUMBER OF HEADS OR HIVES		
	2022	2023P	VAR. %
Bee[1]	4,010	3,595	-10.3%
Poultry for meat	42,356,185	42,708,714	0.8%
Bird for egg dish	1,567,163	1,578,833	0.7%
Cattle for meat	237,656	240,055	1.0%
Cattle for milk	118,322	119,940	1.4%
Goat	88,921	90,084	1.3%
Turkey	21,153	21,379	1.1%
Sheep	150,035	150,616	0.4%
Pig	355,284	357,512	0.6%

Source: Prepared internally using data from the Agri-Food and Fisheries Information Service, 2023.
Note:[1] For bees, the inventory is reported in hives.
p=Preliminary figures.
Date of consultation: July 2025.
* At the time of reviewing the information, data for 2024 were not available.

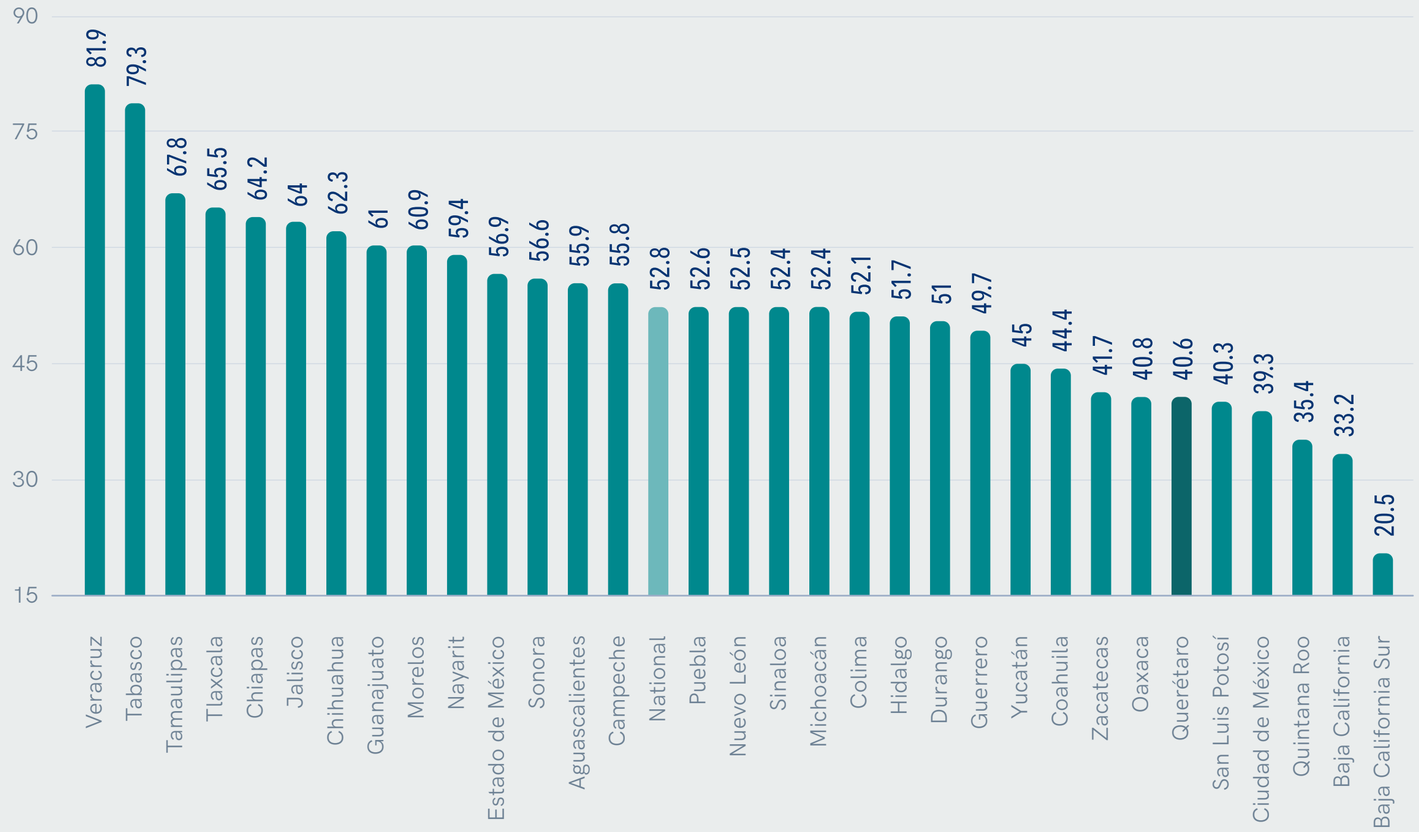
4.4

2022 Agricultural Census

Surface

In 2022, according to INEGI's Agricultural Census, at the nationwide, 103,590,781.3 hectares were used for agriculture, livestock, and forest harvesting. Querétaro accounted for 0.5% of these, or 475,155 hectares.

Area used for agriculture, livestock, and forestry as a percentage of total area by federa state (2022)



Source: Prepared internally using data from the National Institute of Statistics and Geography (Agricultural Census 2022) 2025.

PRIMARY SECTOR

At the state level, of the total rural area (1,109,340.9 hectares), 36.8% (408,388) was land used for agriculture or livestock farming, 6% (66,767) was land used for forest harvesting, and 57.2% (634,185.9) was land not used for agriculture, livestock farming, or forest harvesting.

Distribution of land in rural areas by municipality (2022)

MUNICIPALITY	AGRICULTURAL	FORESTRY	LAND NOT USED FOR AGRICULTURE OR FORESTRY
Amealco de Bonfil	39,293.6	8,447.6	20,605.5
Pinal de Amoles	22,913.4	4,808.5	43,089.6
Arroyo Seco	16,267	4	56,076.5
Cadereyta de Montes	33,865	9,286	89,091.7
Colón	28,431	9,114.7	41,131
Corregidora	8,487.9	62.3	10,321.8
Ezequiel Montes	15,999.8	0	12,238.2
Huimilpan	18,827.6	1,729.3	17,045.7
Jalpan de Serra	44,377.6	0	73,701.9
Landa de Matamoros	24,598.9	3,784.8	43,438.6
El Marqués	29,835.8	0	38,945
Pedro Escobedo	18,126.7	656.6	11,018.3
Peñamiller	8,081.3	14,389.1	46,586.8
Querétaro	21,138.7	752.8	27,115.9
San Joaquín	4,716.4	12,567.5	10,290.1
San Juan del Río	35,607	330.4	30,896
Tequisquiapan	16,737.8	509.7	16,698.2
Tolimán	21,082.5	323.8	45,895

Source: Prepared internally using data from the National Institute of Statistics and Geography (Agricultural Census 2022), 2025.

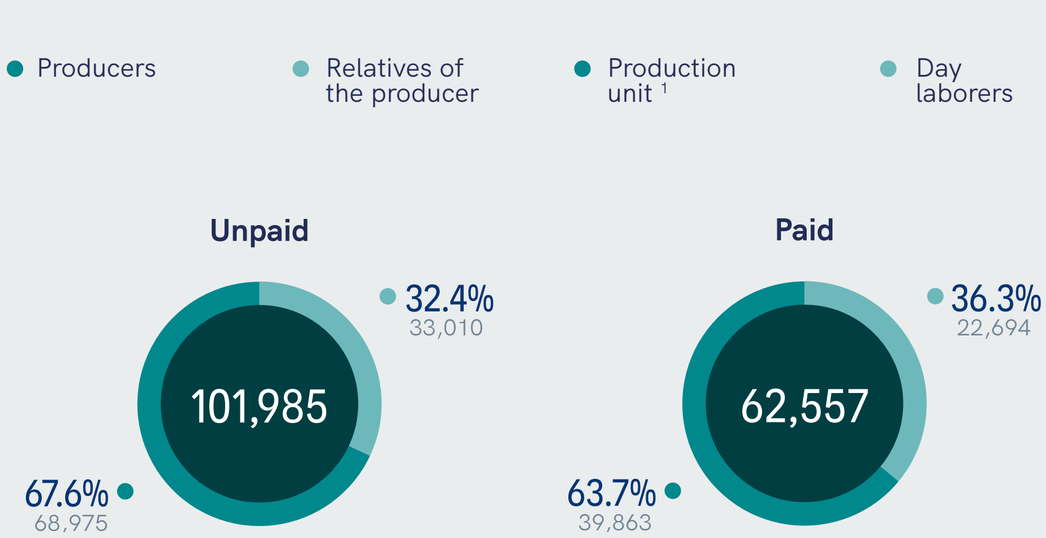


Labor

During 2022, nationwide, 26,984,247 people participated in agricultural activities. Querétaro accounted for 0.6% of these, or 164,542 people, of whom 29.2% were women and 70.8% were men. Of the total in the state, 62% was unpaid labor and 38% was paid labor.

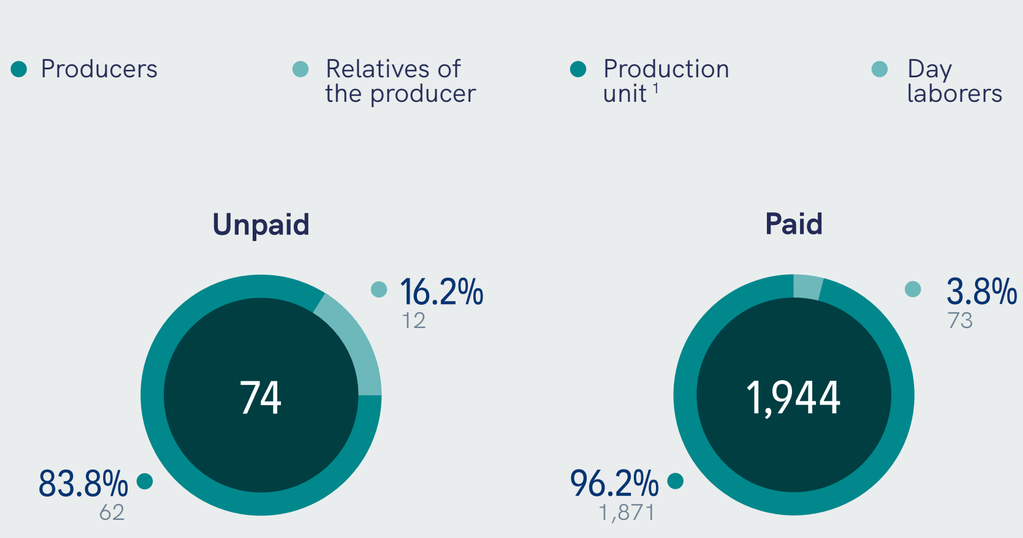
With respect to labor in forestry activities, 92,551 people were involved in these activities nationwide. In Querétaro, the figure was 2,018 people—that is, 2.2% of the national total—36.1% of whom were women and 63.9% men. Of the total in the state, 3.7% was unpaid labor and 96.3% was paid labor.

Labor in agricultural activities in Querétaro (2022)



Source: Prepared internally using data from the National Institute of Statistics and Geography (2022 Agricultural Census and National Occupation and Employment Survey), 2025.
Note: [1] Dependent on the production unit.

Labor in forestry activities in Querétaro (2022)



Source: Prepared internally using data from the National Institute of Statistics and Geography (2022 Agricultural Census and National Occupation and Employment Survey), 2025.
Note: [1] Dependent on the production unit.

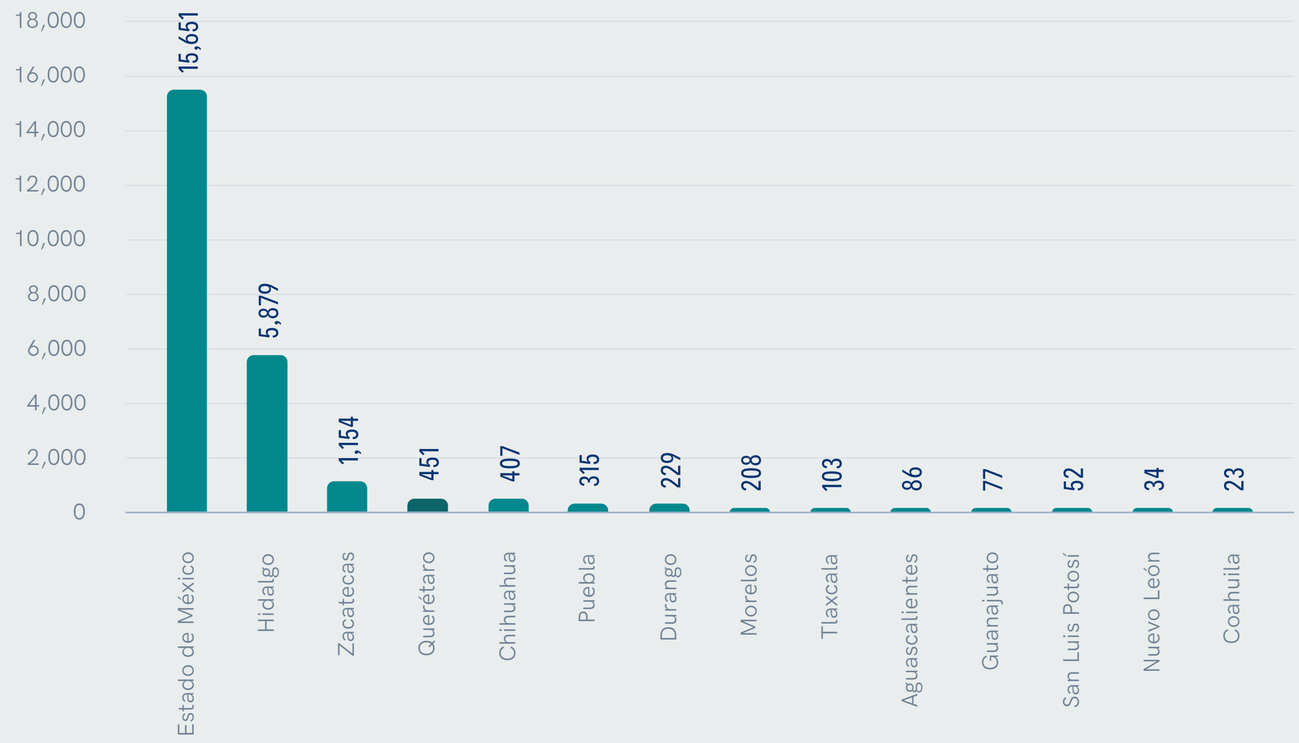
4.5

Aquaculture and fishing

Production volume

During 2024, the volume of nationwide fishery production amounted to 2,194,586 tons, a figure that maintains an annual variation of 2.1%. Querétaro contributed 0.02% of the total and ranked fourth among landlocked states with the highest production.

Production volume of landlocked entities (2024)



Source: Prepared internally using data from the National Aquaculture and Fisheries Commission (Economic Yearbook 2024), 2025.
Note: The unit of measurement is live weight in tons.

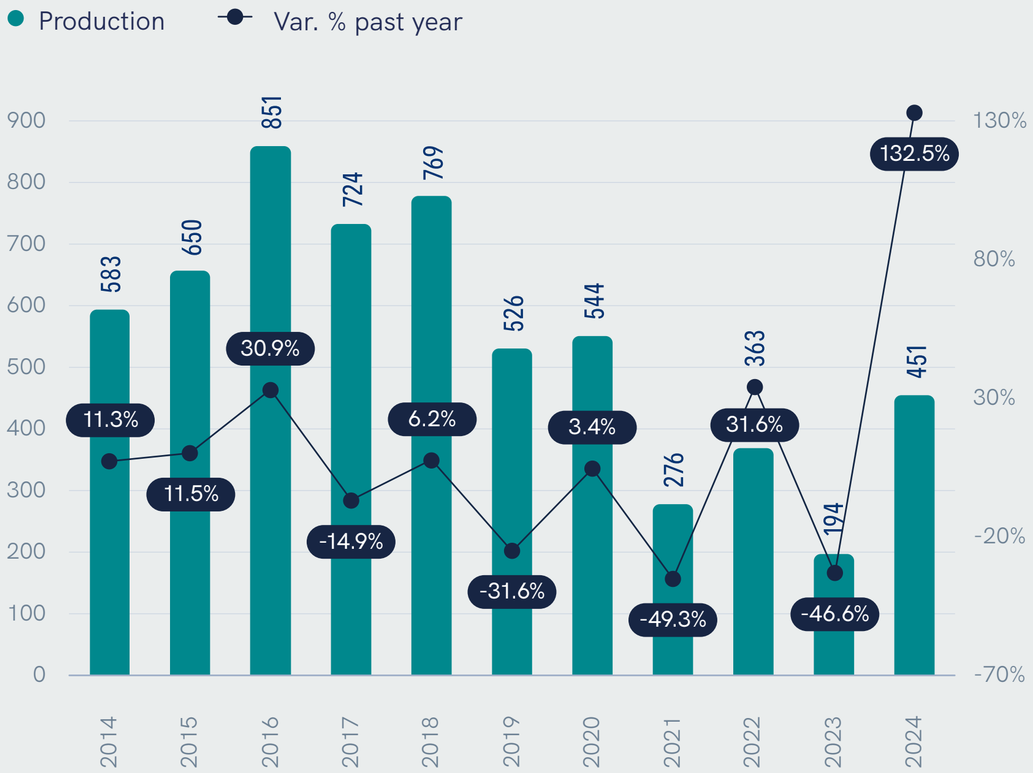
4.5.1

Aquaculture and fishery production

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

In the state, fishing activity produced a total of 451 tons, an increase of 132.5% compared to 2023.

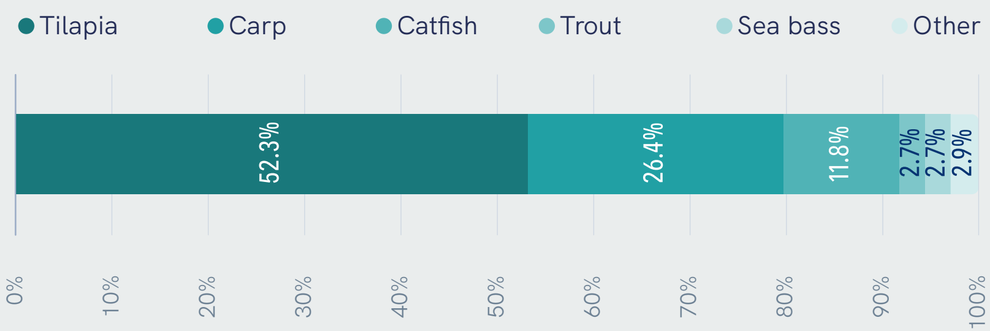
Fishery Production in Querétaro (2014-2024)



Source: Prepared internally using data from the National Aquaculture and Fisheries Commission (Economic Yearbook 2024), 2025.

Tilapia was the species with the highest production, with 236 tons, followed by carp with 119 tons, catfish with 53 tons, trout with 18 tons, and bass with 12 tons. The remaining species totaled 13 tons.

Distribution of production volume by species in Querétaro



Source: Prepared internally using data from the National Aquaculture and Fisheries Commission (Economic Yearbook 2024), 2025.

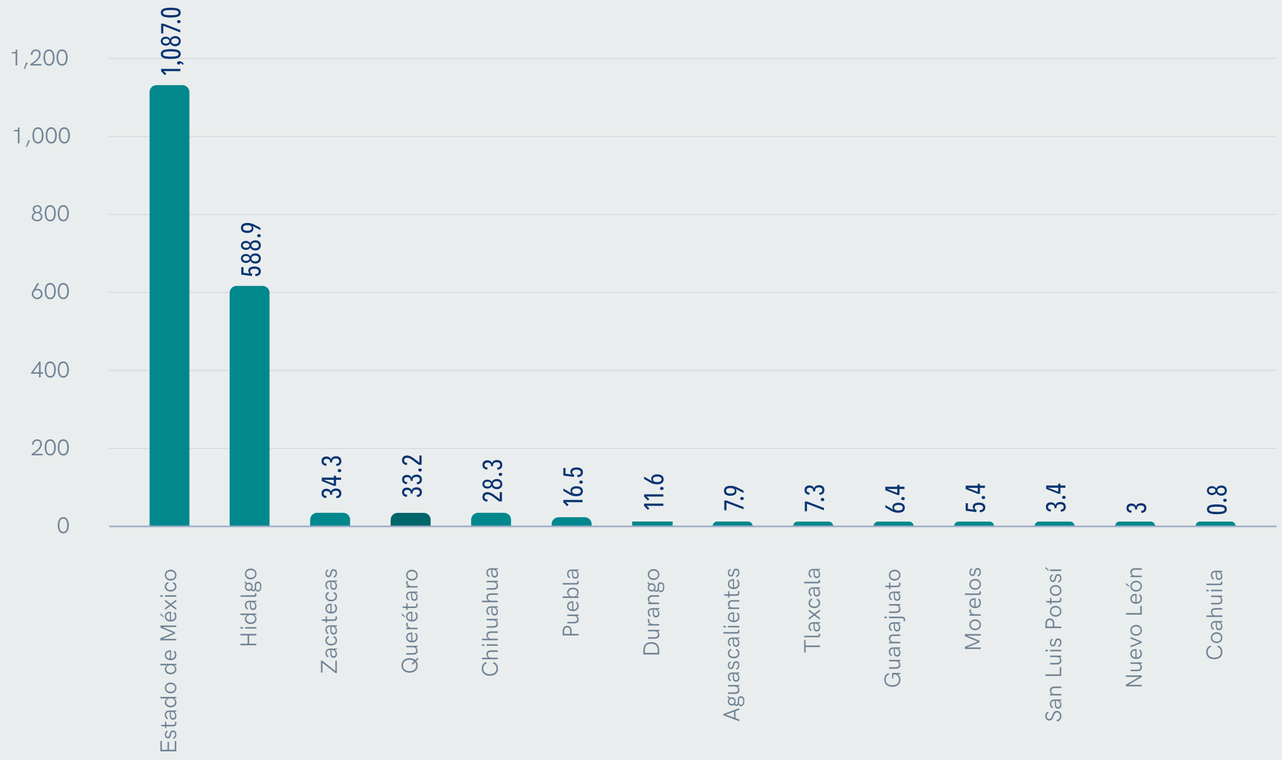




Production value

In 2024, the value of nationwide fishery production decreased to $47,228.29 M MXN, a figure that maintains an annual variation of -3.6%. Querétaro contributed 0.07% of the total and ranked fourth among landlocked states with the highest production value.

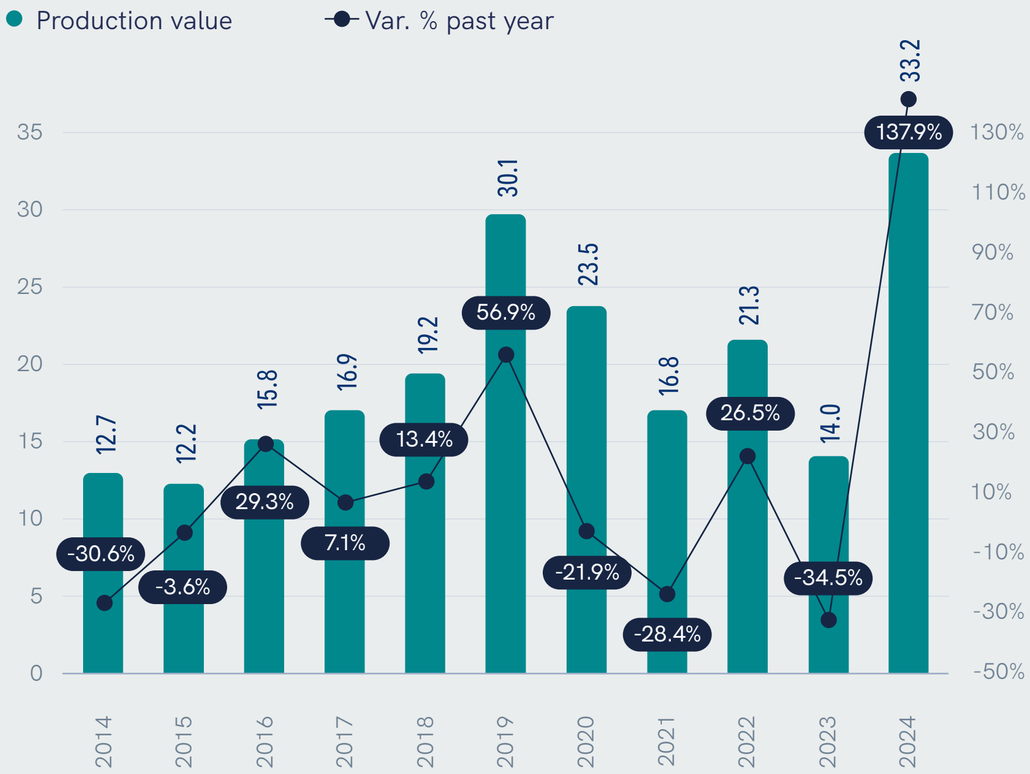
Value of production of landlocked federal states



Source: Prepared internally using data from the National Aquaculture and Fisheries Commission (Economic Yearbook 2024), 2025.
Note: Figures are expressed in millions of pesosNota: Las cifras son expresadas en millones de pesos.

In Querétaro, fishing activities in 2024 reached 33.2 million pesos, an increase of 137.9% compared to 2023.

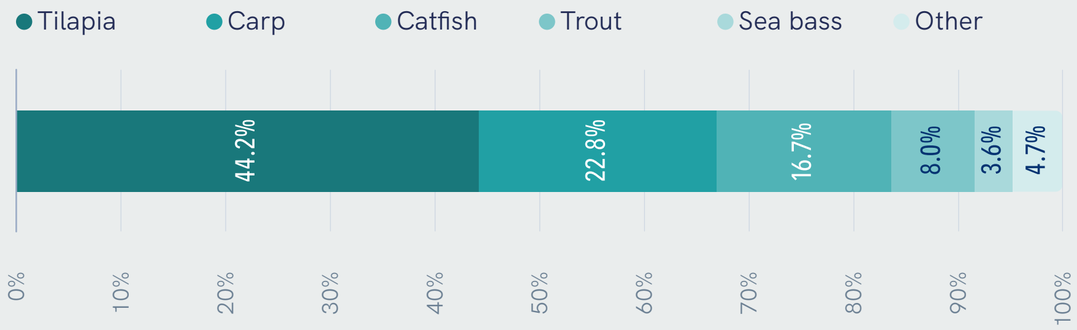
Value of fishery production in Querétaro (2014-2024)



Source: Prepared internally using data from the National Aquaculture and Fisheries Commission (Economic Yearbook 2024), 2025.
Note: Figures are expressed in millions of pesos.

Tilapia was the species that contributed most to production value, with 14.7 million pesos, followed by carp with 7.6 million pesos, catfish with 5.5 million pesos, trout with 2.7 million pesos, and bass with 1.2 million pesos. The remaining species totaled 1.6 million pesos.

Distribution of production value by species in Querétaro (2024)



Fuente: Elaboración propia con datos de la Comisión Nacional de Acuacultura y Pesca (Anuario Económico 2024), 2025.

4.5.2

Aquaculture and fishery resources

Querétaro, being a state located in the continental interior, carries out its fishing activity in the main water storages of its 18 municipalities.

Fishing companies

According to the 2024 edition of the Aquaculture and Fisheries Statistical Yearbook, Querétaro is home to 175 companies engaged in fishing activities in various sectors, of which 58.7% are involved in aquaculture.

Registered fishing companies by type of activity in Querétaro (2024)

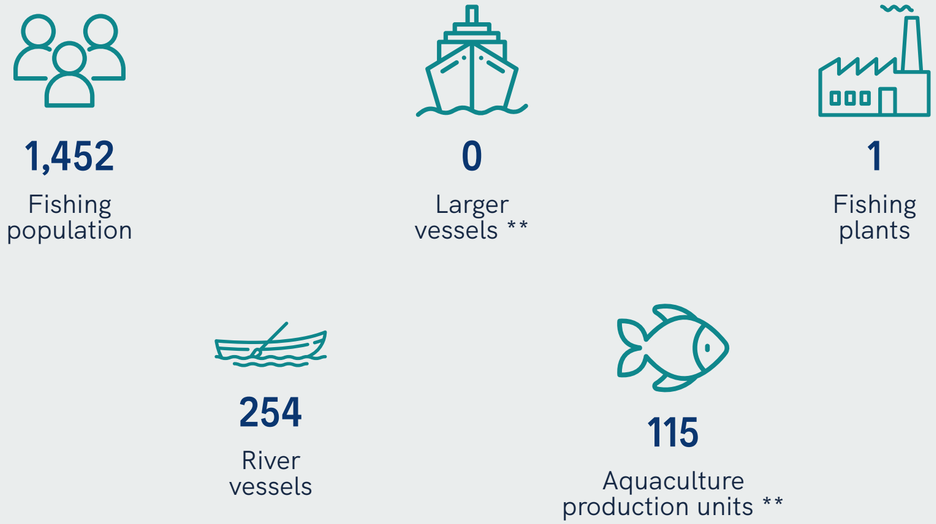
CAPTURE	AQUACULTURE[1]	INDUSTRIALIZATION	CAPTURE-AQUACULTURE	COMERCIALIZATION	TOTAL
18	44	1	0	112	175

Source: Prepared by the Secretariat of Agricultural Development using data from the National Aquaculture and Fisheries Commission (Statistical Yearbook of Aquaculture and Fisheries 2024), 2025.
Note: [1]Economic units registered in the National Aquaculture and Fisheries Registry (RNP).

Population, vessels, plants, and production units in the fishing sector in Querétaro (2024)

Fishing Village	Aquaculure capture and fishery	762
	Controlled systems	690
	Totals	1,452
Registered vessels	Deep-sea fishing[1]	0
	Inshore fishing[2]	254
Fishing Plants		1
Units of agricultural production		115

Source: Prepared internally using data from the National Aquaculture and Fisheries Commission (Statistical Yearbook of Aquaculture and Fisheries 2024), 2025.
Note: [1] Active vessels listed in the national fishing and aquaculture registry.
[2] Vessels with a length of 10 meters or less whose main activity is commercial fishing."



** Vessels and production units active within the national register of fishing and aquaculture

4.6

Forestry

4.6.1

Forestry production

The use of forestry resources contributes to promotion local economies and generates sources of jobs, which is why it is utmost importance that this is carried out legally, orderly, and sustainably.

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

Productive diversity

It is divided into two groups:

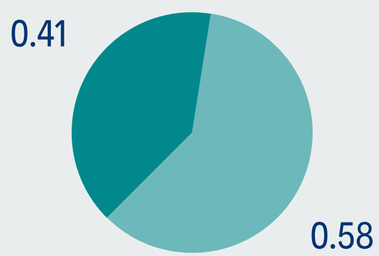
- Timber: Produces roundwood in long and short dimensions, firewood, charcoal, among others, mainly from the genera (Pinus) pine and (Quercus) coast oak or valley oak.
- Non-timber: Produces aromatic plant leaves from the semidesert, predominantly Mexican oregano (Lippia graveolens) and damiana (Turnera diffusa).

Volume of timber production

The Ministry of Environment and Natural Resources (SEMARNAT, by its acronym in Spanish) reported that during 2024, total forestry timber production in the state of Querétaro was 1,759,169 m 3, of which 58.8% was coast oak and 41.2% was pine.

Likewise, the production of 300 Christmas trees from the municipality of Amealco, Querétaro, was reported.

Distribution of wood production in Querétaro (2024)



Source: Prepared internally with information from the Ministry of the Environment and Natural Resources (SEMARNAT), 2024.

In terms of product groups, 76% of the total is roundwood intended for sawmills (long and short roundwood), 14% is for firewood, 9% is for coast oak charcoal, and the rest is for posts and stakes.

Volume of non-timber production

On the other hand, in 2024 there was no reported production of non-timber forestry resources.

Authorizations and utilization volume

During 2024, one timber harvesting authorization was granted, with its first annual payment adjusted to be exercised in 2025 and reported in 2025, remaining in force in 2024. Seven forest timber harvesting permits were granted, with a total of 15,986.46 m 3 of Total Tree Volume (TTV) authorized for 2024, of which 56.8% corresponds to coast oak, 40.5% to pine, 2.4% to other hardwoods, and 0.2% to other conifers.

In 2024, there were only four properties with current use in the state, where 174,594 tons were authorized for that year, distributed as follows: 40% dried mexican oregano leaves (*Lippia graveolens*), 38.8% pine nuts (Pinus cembroiodes), 15.7% dried damiana leaves (*Turnera diffusa*) and 5.5% dried governor leaves (*Larrea tridentata*).



4.7

Mining

4.7.1

Mineral extraction

At the nationwide, mining continues to be an important sector, as it supplies 70 productive sectors and is a source of income for 690 communities. In recent years, the sector has been affected by the global economic slowdown and uncertainty with respect to mining policies, which to have caused concern among investors.

In 2023, 71.9% of the value of nationwide mining production was generated by Sonora, Zacatecas, Chihuahua, Guerrero and Colima. Querétaro contributes with 0.06% of the value, placing it in 23rd among the states that contributed most to the total.

Mineral diversity

During 2023, México positioned itself as one of the most important countries in the mining sector, ranking as the world's leading producer of silver and ranked among the top 10 countries in global production of 15 minerals.

Mining in Querétaro focuses on metallic minerals such as gold and silver, and non-metallic minerals, notably stone aggregates, sand, and gravel for construction, such as limestone, quarry stone, kaolin, dimensional rock, and tepetate.



Production capacity

In 2023, mining production in Querétaro reached 58,652,254.8 tons, a figure that represents an annual variation of -36.4%.



Mining production volume in Querétaro (2022-2023)

PRODUCT	2022	2023 P/	VAR. %
Metallic	2,450.0	1,741	-28.9%
Gold	300	278	-7%
Silver	2,150	1,463	-31.9%
Copper	0.0	0	-
Lead	0	0	-
Zinc	0.0	0	-
Non metallic	58,649,803.8	37,324,375.1	-36.4%
Stone aggregates	53,724,591.4	36,558,756.4	-32.0%
Sand[1]	1,139	1,139	0%
Basalt	480,000	-	-
Calcite[2]	377,110	-	-
Limestone	2,873,455	764,477	-73.4%
Kaolin	135,000	-	-
Gravel	356,000	-	-
Semi-precious stones	0.4	2.4	450.0%
Dimensionable rocks[1]	293,308	-	-
Tepetate	409,200	-	-

Source: Prepared internally using data from the Mexican Geological Service (Statistical Yearbook of Mexican Mining 2024), 2025.
p/ Preliminary figures
Note: Figures are expressed in tons.
[1] Mineral for construction. Figures calculated based on cement and lime consumption.
[2] Calcium carbonate.

Production value

In 2023, mining production in Querétaro reached $11,156.5 M MXN, a figure that represents an annual variation of -38.9%.

Mining production value in Querétaro (2022-2023)

PRODUCT	2022	2023 P/	VAR. %
Metallic	378.5	358.6	-5.3%
Gold	349.3	337.2	-3.5%
Silver	29.2	21.4	-26.7%
Copper	0	0	-
Lead	0	0	-
Zinc	0.0	0	-
Non metallic	10,777.9	6,461.7	-40%
Stone aggregates	8,773.8	6,248.7	-28.8%
Sand[1]	0.1	0.2	4.7%
Basalt	169.5	-	-
Calcite[2]	100.3	-	-
Limestone	764	212.9	-72.2%
Kaolin	441.3	-	-
Gravel	36.5	-	-
Dimensionable rocks	463	-	-
Tepetate	29.0	-	-

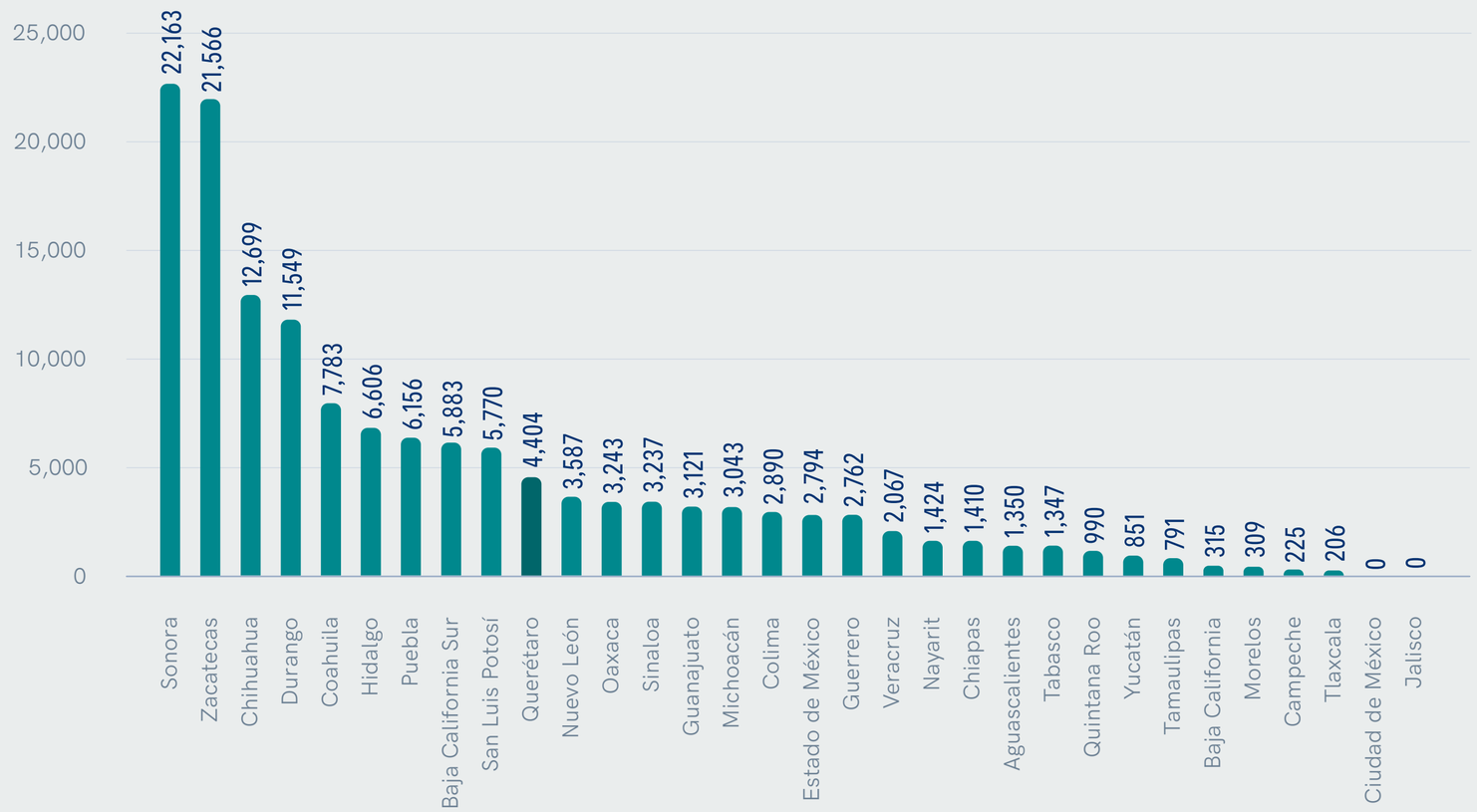
Source: Prepared internally using data from the Mexican Geological Service (Statistical Yearbook of Mexican Mining 2022), 2024.
p/ Preliminary figures.
Note: Figures are expressed in millions of current pesos.



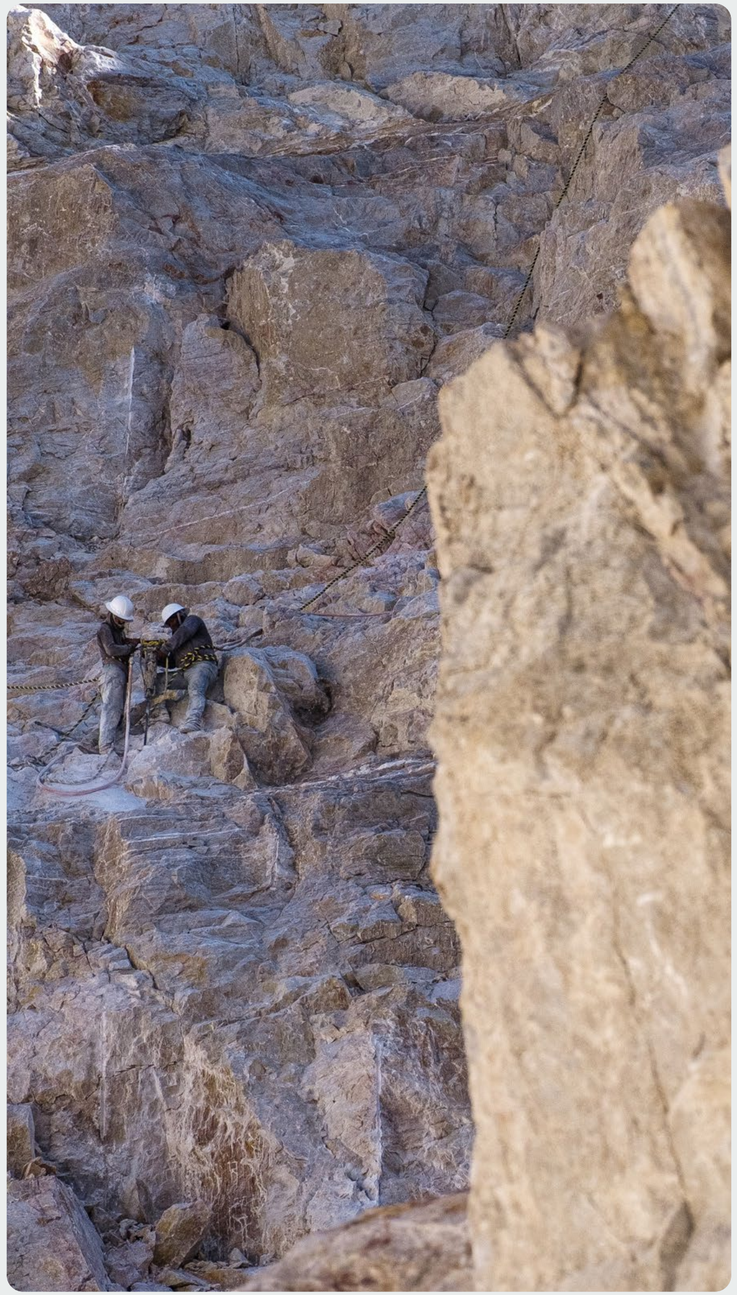
Jobs

By the fourth quarter of 2024, jobs in the mining sector had risen to 140,541 people nationwide. Querétaro ranked 10th among the states with the highest concentration of jobs in the sector.

Jobs in the mining sector by federal federa state (4Q 2024)

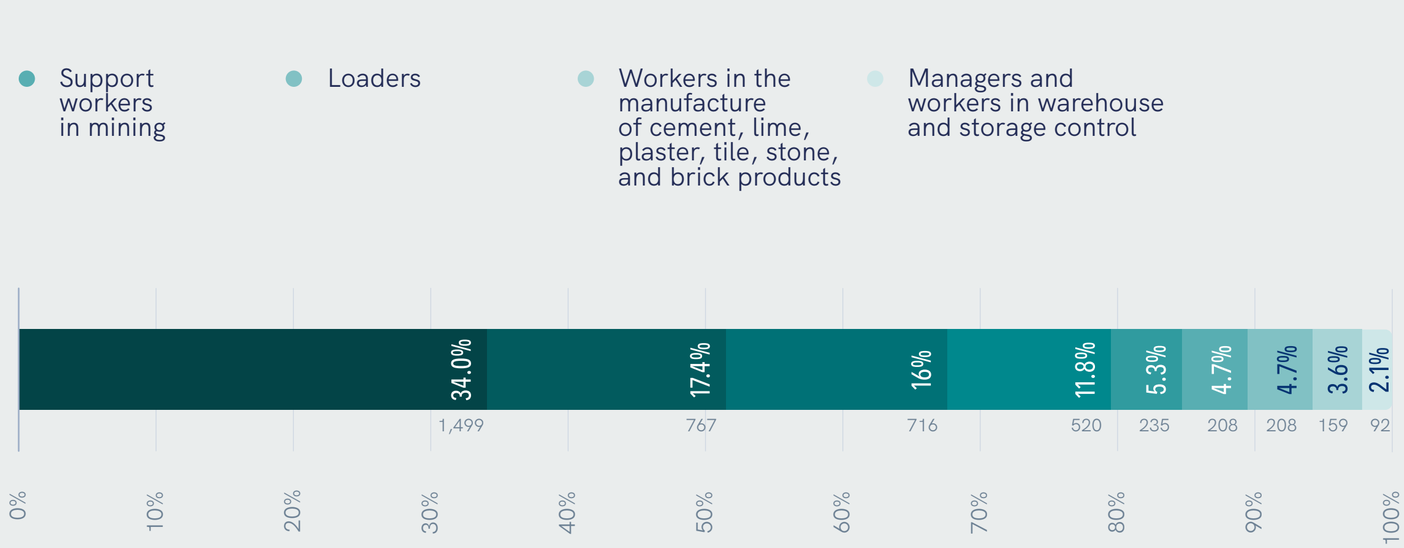


Source: Prepared internally using data from the Ministry of Economy (DataMéxico), 2024.



At the state level, 4,404 people worked in the sector, with more than 30% employed in mineral metal extraction.

Distribution of jobs by occupation in Querétaro (4Q 2024)



Source: Prepared internally using data from the Ministry of Economy (DataMéxico), 2024.



4.7.2

Mineral resources

Querétaro carefully regulates the exploitation of the products that make up this sector. Given the limited amount of these resources, their use must be strictly controlled.

Mineral regions

Querétaro has 7 mining regions, which are grouped according to the type of mineralization.

Regions of metallic minerals in Querétaro (2020)

REGION	AREA OR DISTRICT	SUBSTANCE	TYPE OF DEPOSIT
I. Pinal de Amoles	1. Ánimas 2. Río Blanco 3. El Soyatal 4. Plazuela 5. Bucareli	Gold, silver, lead, zinc, mercury and antimony	Mantles, chimneys, skarn zones and veins
II. San Joaquín	6. Maconí 7. Santo Entierro 8. San Juan Nepomuceno 9. Calabacillas	Gold, silver, lead, zinc, copper and mercury	Chimneys, skarn and scattered cloaks
III. Bernal	10. San Martín 11. San Antonio	Gold and silver	Chimneys, veins and mantles
IV. Querétaro	12. San Pedrito	Gold and silver	Veins and massive

Source: Prepared internally using data from the Mexican Geological Service (Mining Overview of the State of Querétaro, 2021 Edition), 2025.

Regions of non-metallic minerals in Querétaro (2020)

REGION	AREA OR DISTRICT	SUBSTANCE
V. Cadereyta	1. Marble: Vizarrón	Marble, calcium carbonate
VI. Bernal	2. Lime quarries and rocks that can be cut to zise	Limestone
VII. Colón	3. Opaliferus: Tequisquiapan 4. Kaolin: Ezequiel Montes	Opal, kaolin, ashlar
VIII. Querétaro	5. Decorative materials 6. La cañada	Quarries
IX. Amealco	7. Amealco	Dimensionable rock and ashlar

Source: Prepared internally using data from the Mexican Geological Service (Mining Overview of the State of Querétaro, 2021 Edition), 2025



Main mining operations

Main metallic mineral mines in operation in Querétaro (2020)

MINE	MUNICIPALITY	MINERAL
San Martín	Colón	Gold, silver
La Negra	Cadereyta	Silver, lead, zinc
San Miguel Antimonio	Cadereyta	Antimony, gold, silver
Soyatal	Cadereyta	Antimony, silver

Source: Prepared internally using data from the Mexican Geological Service (Mining Overview of the State of Querétaro, 2021 Edition), 2025.

Main mines operating in non-metallic minerals in Querétaro (2020)

MINE	MUNICIPALITY	SUBSTANCE
Charco Frío	Tolimán	Limestone
N/A	El Marqués	Stone aggregates
	Tolimán	Limestone
	Tequisquiapan	Calcite[1]
	Tolimán	Limestone
	Cadereyta de Montes	Calcite[1]
	Cadereyta de Montes	Calcite[1]
	Cadereyta de Montes	Calcite[1]
	Cadereyta de Montes	Limestone
	Cadereyta de Montes	Calcite[1]
	Cadereyta de Montes	Calcite[1]
	Querétaro	Stone aggregates
	El Marqués	Stone aggregates
	Vizarrón	Calcite[1]
	El Marqués	Stone aggregates
	Pedro Escobedo	Toba
	Colón	Ashlar
	Colón	Ashlar
	Cadereyta de Montes	Calcite[1]
	Vizarrón	Marble
	Vizarrón	Marble
	Vizarrón	Marble dust and limestone
	Vizarrón	Marble
	San Juan del Río	Opal

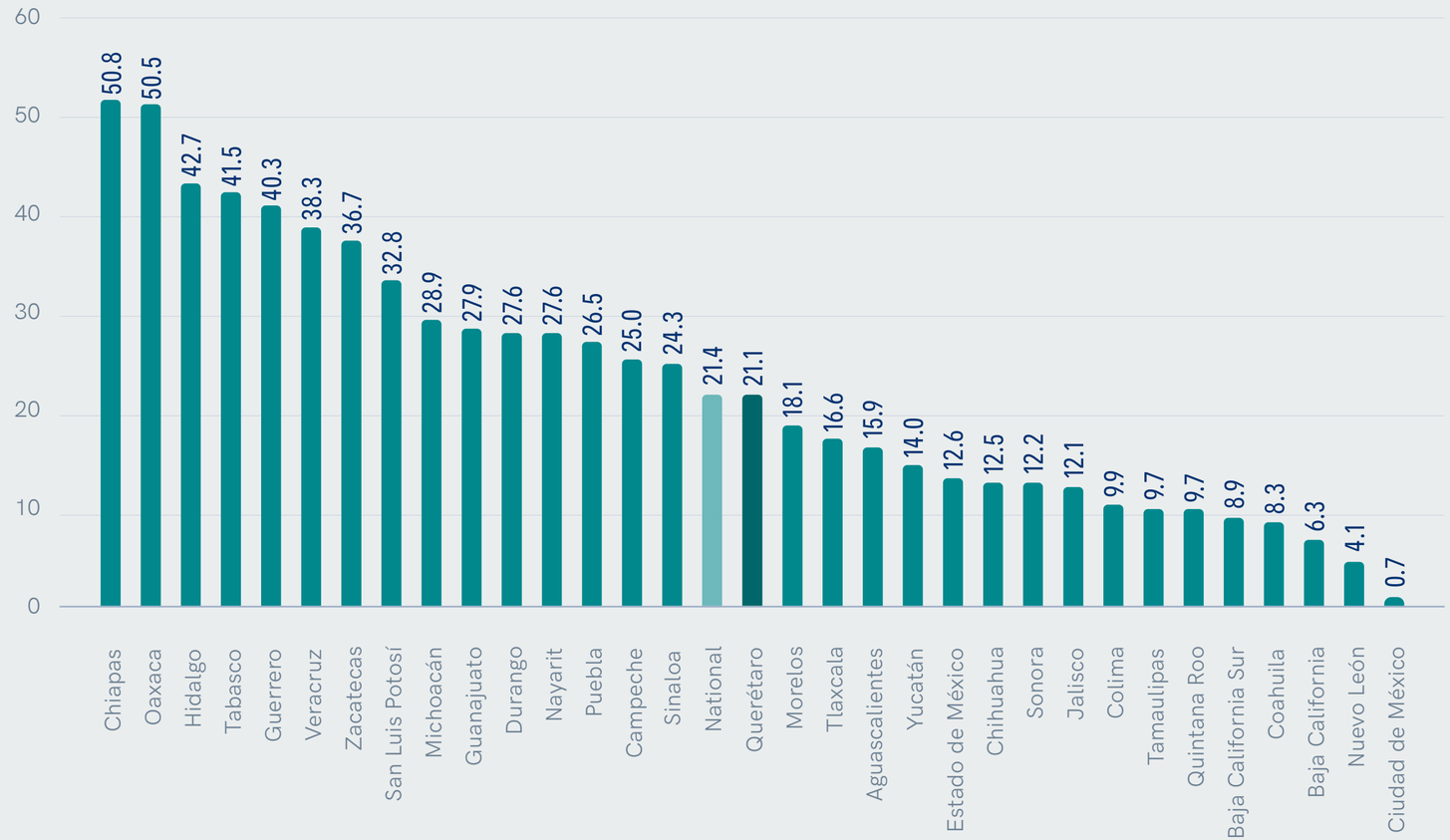
Source: Prepared internally using data from the Mexican Geological Service (Mining Overview of the State of Querétaro, 2021 Edition), 2025.
Note: N/A Not available.
[1] Calcium carbonate.

4.8

Inhabitants living in rural areas

According to the National Institute of Statistics and Geography (INEGI), a population is considered rural when it has fewer than 2,500 inhabitants. According to the 2020 Population and Housing Census, at the nationwide level, 21.4% of the population lived in rural areas, i.e., 26,983,528 people. Querétaro ranks 16th among the states with the highest proportion of the population living in this environment.

Proportion of the total population living in rural areas by federa state (2020)



Source: Prepared internally using data from the National Institute of Statistics and Geography (2020 Population and Housing Census), 2025.

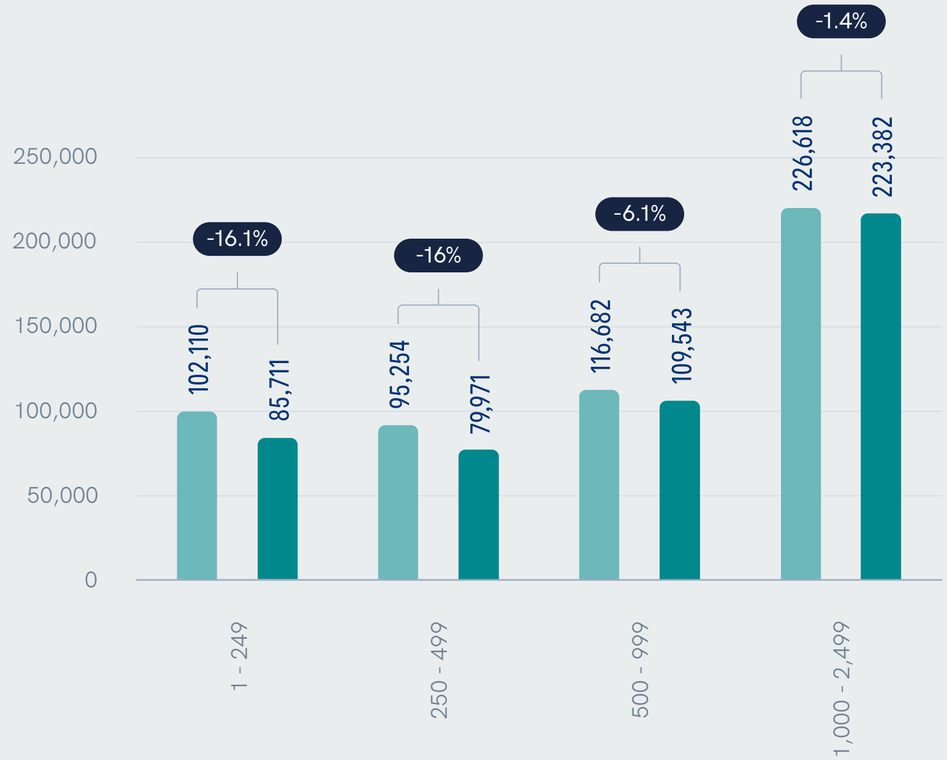


In Querétaro, the rural population totals 498,607 people, or 21.1% of the total population. According to the 2010 Population and Housing Census, 29.6% were living in these conditions.

Of the total rural population, 44.8% (223,382) lived in towns with between 1,000 and 2,499 inhabitants.

Over the years, the rural population has declined significantly, while the urban population reported a 45.3% increase from 2010 to 2020.

Population distribution by rural settlement size in Querétaro (2020)



Source: Prepared internally using data from the National Institute of Statistics and Geography (2020 Population and Housing Census), 2025.
Note: The categories refer to inhabitants. E.g., 1-249 inhabitants.



Secondary sector

5

The sector stands out for its great importance to the state, as it accounts for 41% of the Gross Domestic Product and employs 36.3% of the working population. It integrates economic activities related to mining; construction; generation, transmission, and distribution of electricity, water, and gas through pipelines to the end consumer; and manufacturing industries.

5

Secondary sector

5.1 Economic development

5.1.1 Economic dynamics

5.2 Industrial sector

5.2.1 Industry production structure

5.2.2 Employment in the secondary sector

5.2.3 Manufacturing industry

5.2.4 Construction industry

5.3 Triple helix

5.3.1 Education

5.3.2 Job training

5.3.3 Research, science and technology

5.3.4 Clusters

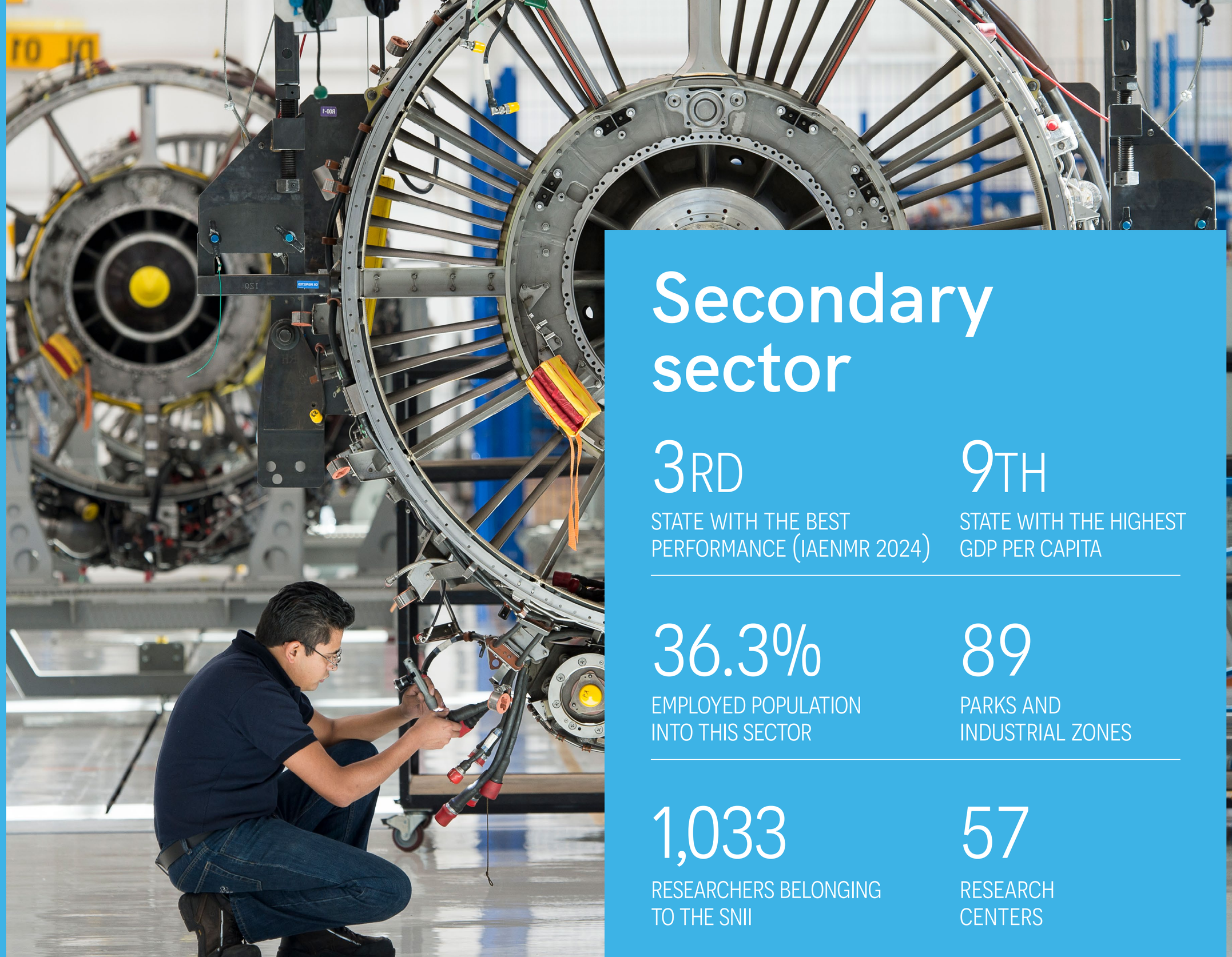
5.4 Industrial parks and zones

5.5 Environmental impact

5.5.1 Environmental impact assessment

5.6 Regulatory Improvement

5.7 Moody's and S&P credit ratings



Secondary sector

3RD
STATE WITH THE BEST PERFORMANCE (IAENMR 2024)

9TH
STATE WITH THE HIGHEST GDP PER CAPITA

36.3%
EMPLOYED POPULATION INTO THIS SECTOR

89
PARKS AND INDUSTRIAL ZONES

1,033
RESEARCHERS BELONGING TO THE SNII

57
RESEARCH CENTERS

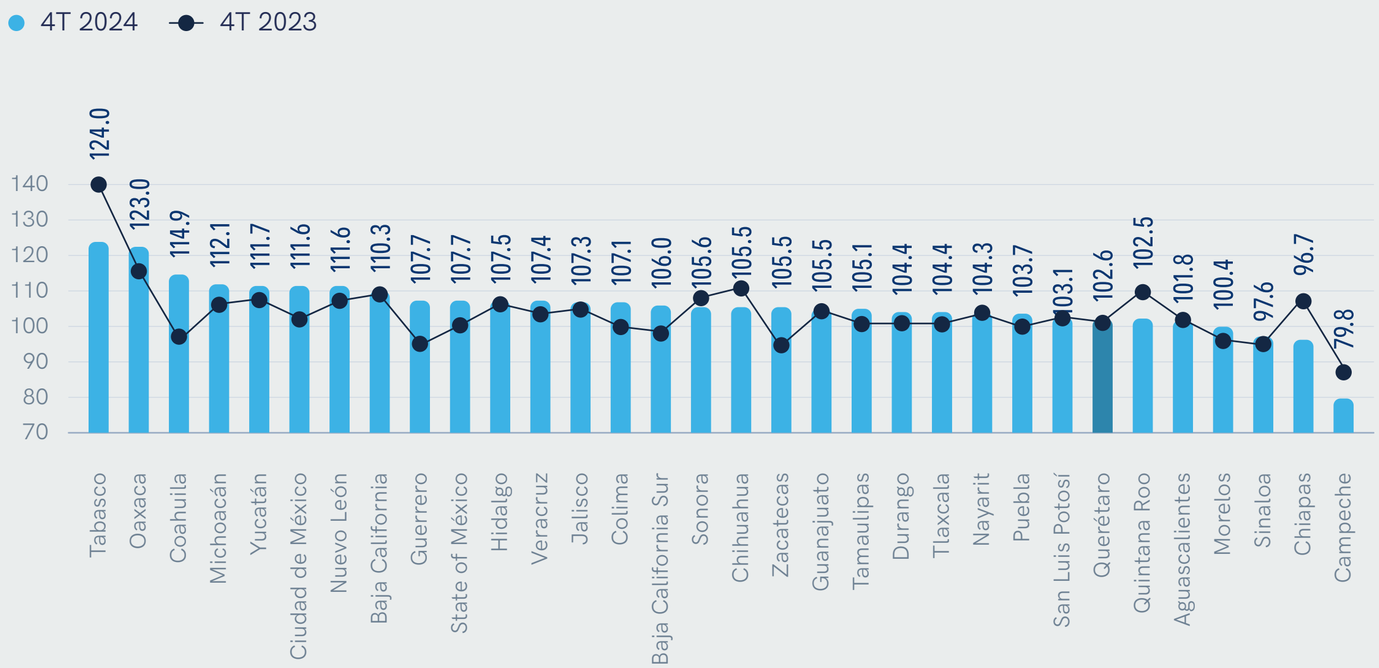
5.1

Economic development

Quarterly Indicator of State Economic Activity (ITAEE, by its acronym in Spanish)

In the fourth quarter of 2024, Querétaro reported an index of 102.6, ranking 26th in terms of the highest value. However, the figure reported in the state maintained an annual variation of 0.9%, making it the 20th state with the highest growth.

Quarterly Indicator of State Economic Activity by Federal Entity (Q4 2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI, 2018 base), 2025.
Note: The figures used to create the graph are based on seasonally adjusted data.

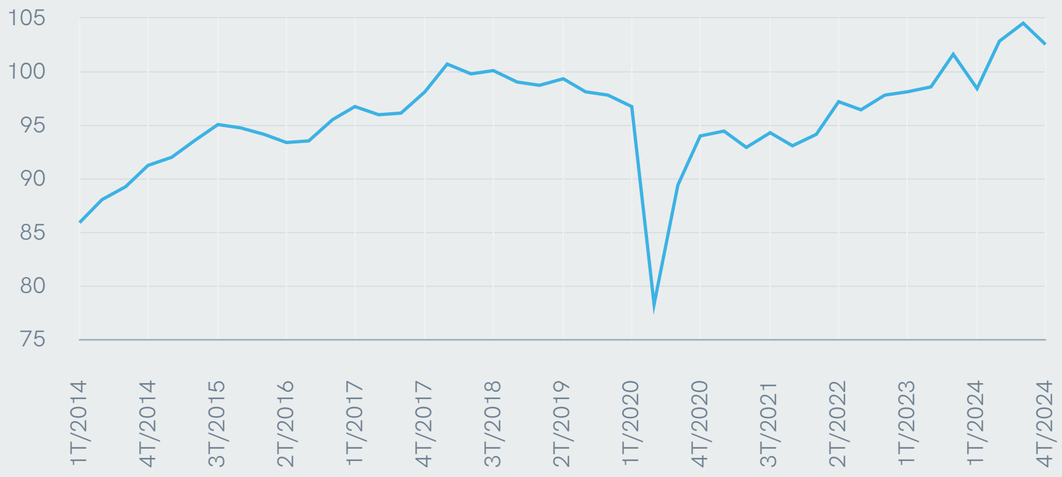
5.1.1

Economic dynamics

Strengthening the state economy is one of the main objectives of the current government, which, together with various institutions, companies, and citizens, is collaborating on actions to raise the economic level, a key element in positioning the state as one of the most competitive nationwide.

The evolution of the Quarterly Indicator of State Economic Activity in Querétaro has fluctuated over time; however, in recent periods it has shown a more stable trend.

Evolution of the Quarterly Indicator of State Economic Activity in Querétaro (2014-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI, 2018 base), 2025.
Note: The figures used to create the graph are based on seasonally adjusted data.

The annual variations reported by the entity during 2024 were: first quarter, 0.3%; second quarter, 4.4%; third quarter, 3.7%; fourth quarter, 0.8%.

ITAEE statistics in Querétaro (2024)

QUARTER	ITAEE	QUARTERLY VARIATION	YEARLY VARIATION
First	98.5	-5%	0.3%
Second	103.0	4.6%	4.4%
Third	104.6	1.6%	3.7%
Fourth	102.6	-1.9%	0.8%

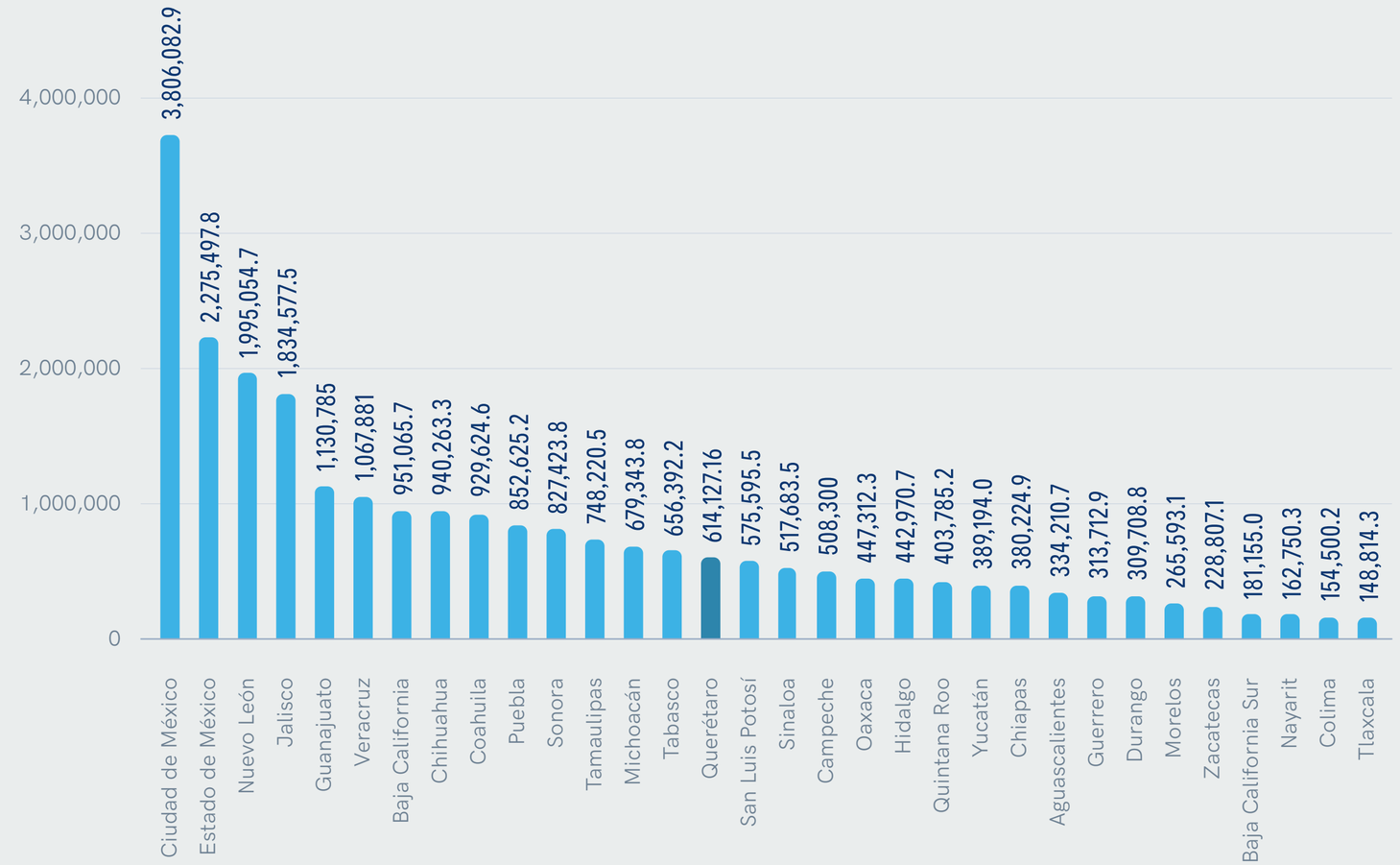
Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI, 2018 base), 2025.
Note: The figures used to create the graph are based on seasonally adjusted data.



Gross Domestic Product (GDP)

In 2023, the national GDP totaled $25,073,284.63 M MXN at 2018 prices, a figure that maintains an annual variation of 3.3%. Querétaro contributed 2.4% to the national GDP, or 614.127 billion pesos, maintaining a growth rate of 4.2% compared to 2022.

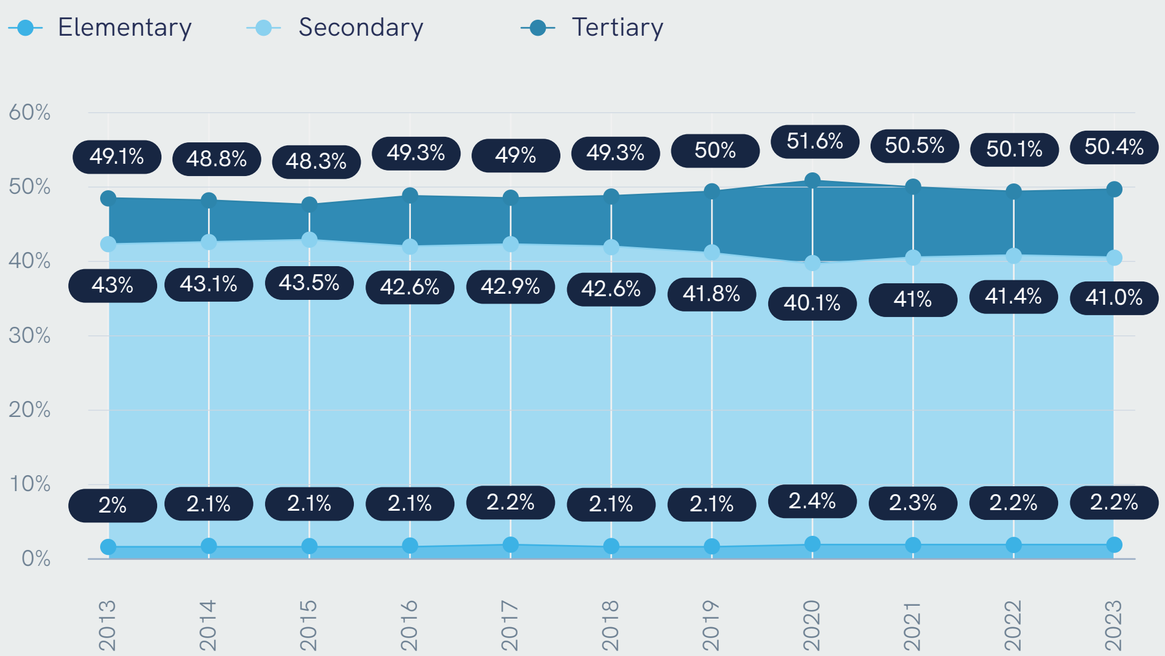
Gross Domestic Product by federal state (2023)



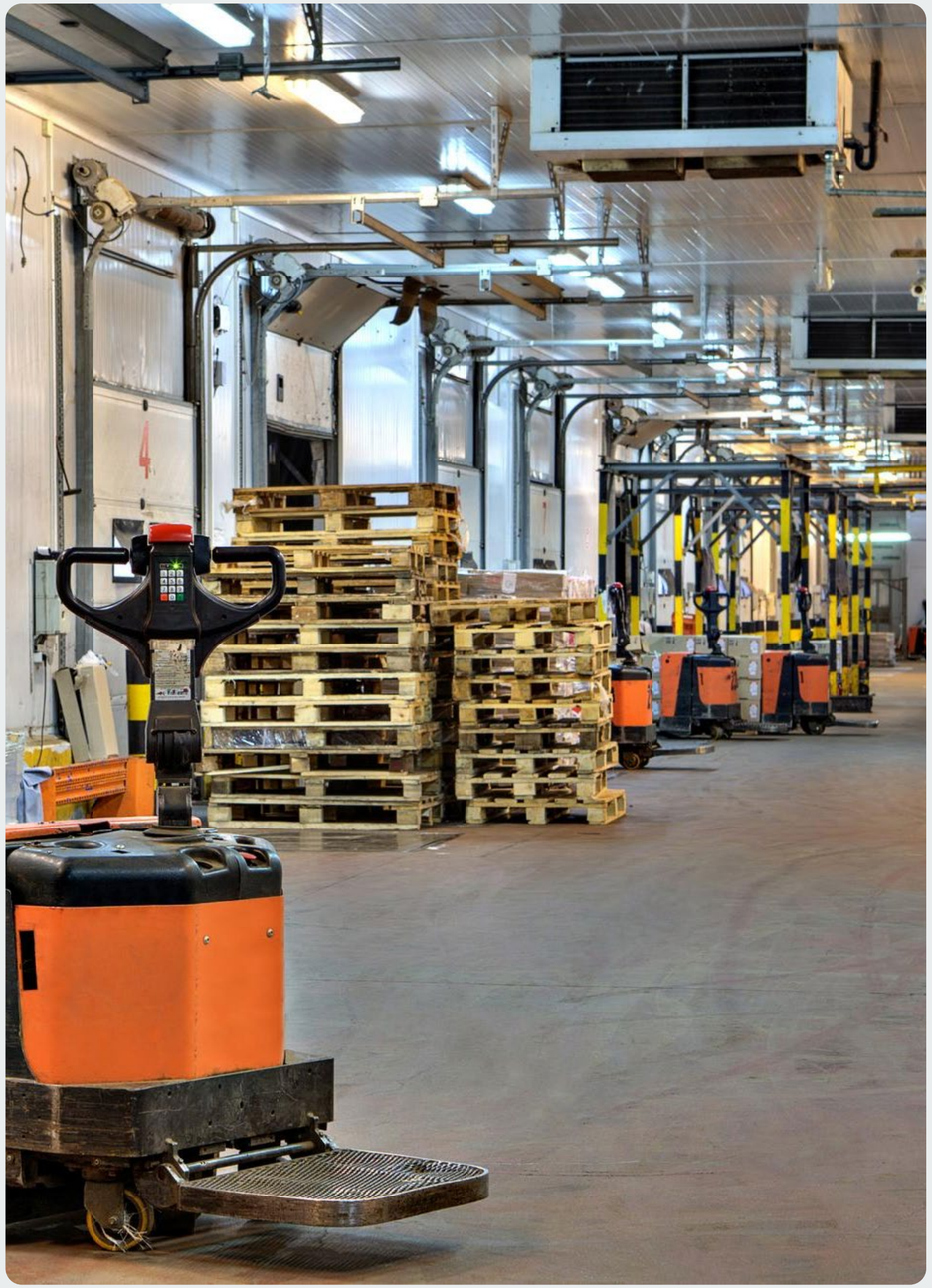
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (GDP by State [PIBE, by its acronym in Spanish]; 2018 base year), 2025.
Figures are expressed in constant pesos.

Regarding the composition of state GDP, secondary and tertiary activities have generated almost all of the GDP value. In 2023, primary activity showed an annual variation of 1.5%, secondary activity of 3.3%, and tertiary activity of 4.8%.

Evolution of the distribution by economic activity in Querétaro (2013-2023)



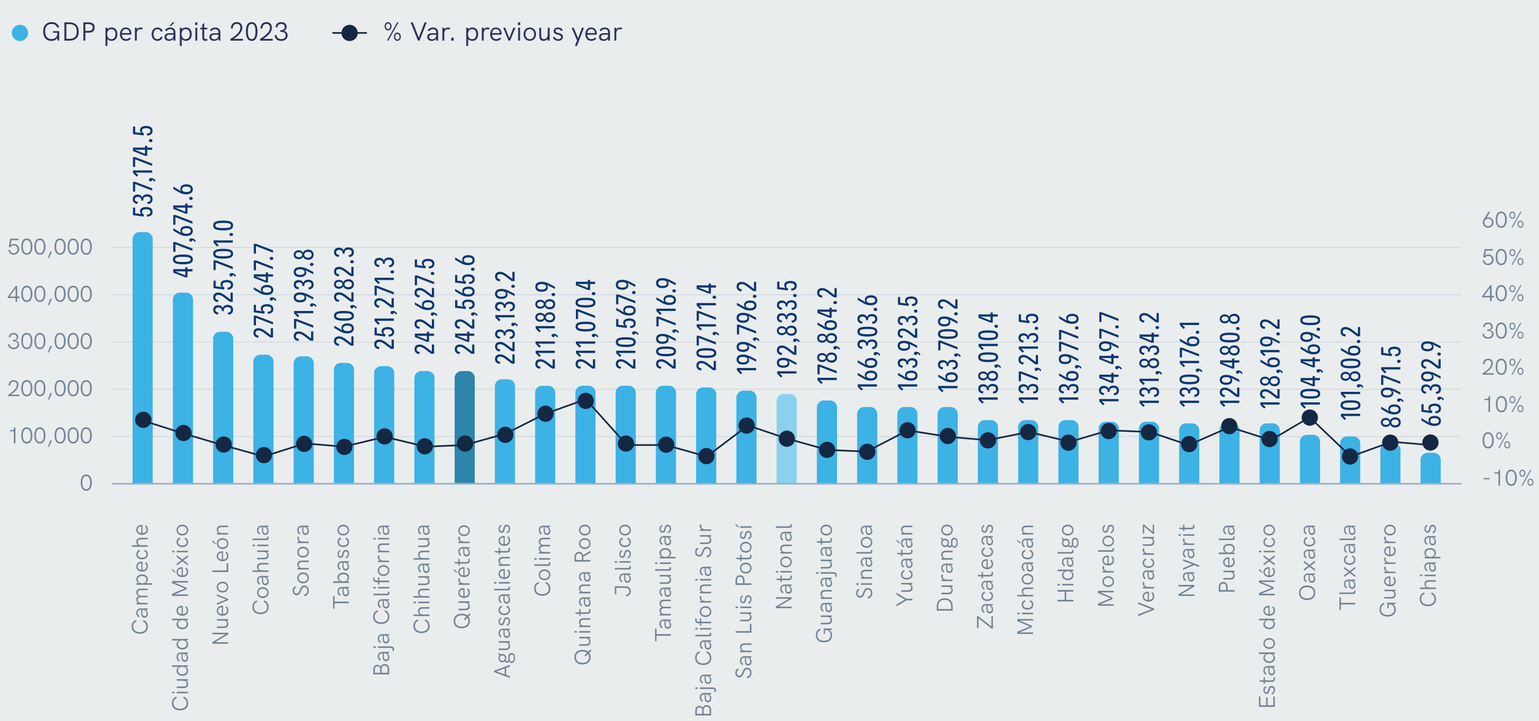
Source: Own calculations based on data from the National Institute of Statistics and Geography (GDP by State [PIBE]; 2018 base year), 2025.
Note: The values for each activity do not add up to 100% because the final GDP figure also includes "Net taxes on products."



Gross Domestic Product (GDP) per capita

In 2023, Querétaro's GDP per capita reached 242,565.6 pesos, a figure that represents a 1.0% increase compared to 2022. This value places Querétaro in 9th position among the states with the highest GDP per capita.

GDP per capita by federal federal state (2023)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (GDP per Federal State [PIBE]; 2018 base year) and the National Employment and Occupation Survey, 2025.
Note: For calculating GDP per capita, the average population figure from the ENOE survey was used.
Figures are expressed in constant pesos.

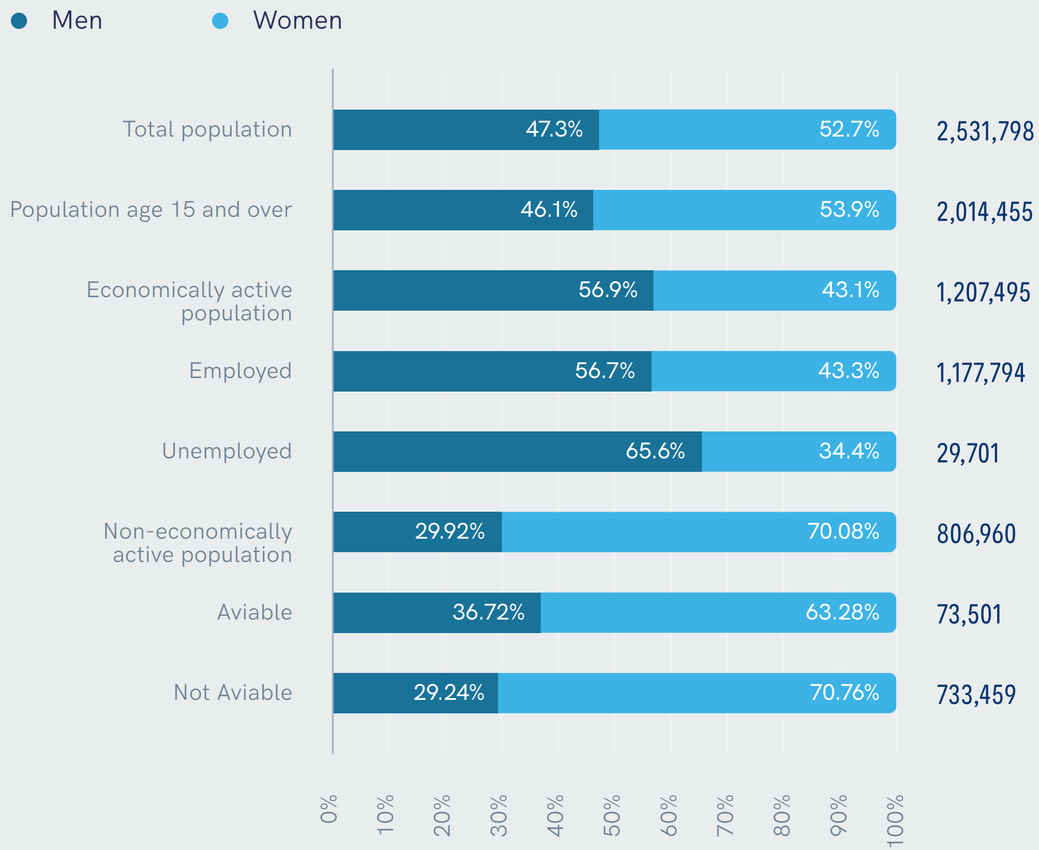
Economically Active Population (EAP) and Non-Economically Active Population (NEAP)

The EAP represents residents aged 15 and over who are employed (employed population) or seeking employment (unemployed population).

The NEAP refers to inhabitants who do not have a job and are not looking for one (unavailable population). However, it also considers the population that, although not actively looking for work, would do so if given the opportunity (available population).

According to the National Occupation and Employment Survey (ENOE, by its acronym in Spanish), in Querétaro in 2024, 59.94% (1,207,495) of the population aged 15 and over was part of the economically active population (EAP), with 56.9% being men and 43.1% women. Regarding the NEAP, this represented 40.06% (806,960), of which 29.92% were men and 70.08% were women.

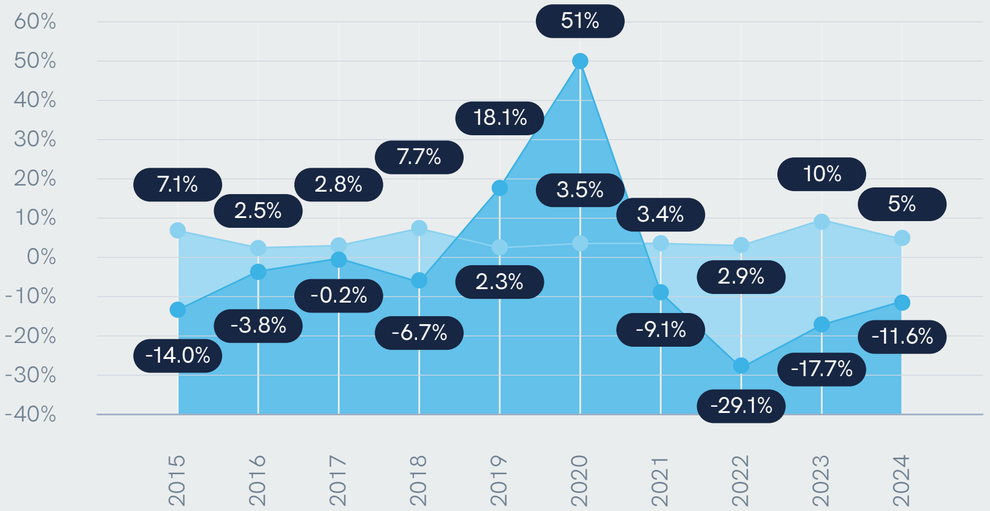
Key indicators from the National Employment and Labor Force Survey in Querétaro (2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Employment and Occupation Survey 2024), 2025.
Note: The figures were obtained by averaging the data from the four quarters of each year. The economically active population includes both the employed and unemployed; while the economically inactive population includes those who are "available" and "not available" for work.

The employed population represented 97.5% of the EAP, maintaining an annual variation of 4.6%, while the unemployed population represented the remaining 2.5%, with an annual variation of -11.6%.

Annual changes in the employed and unemployed population in Querétaro (2015-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Employment and Occupation Survey 2024), 2025.
Note: The figures were obtained by averaging the data from all four quarters of each year.

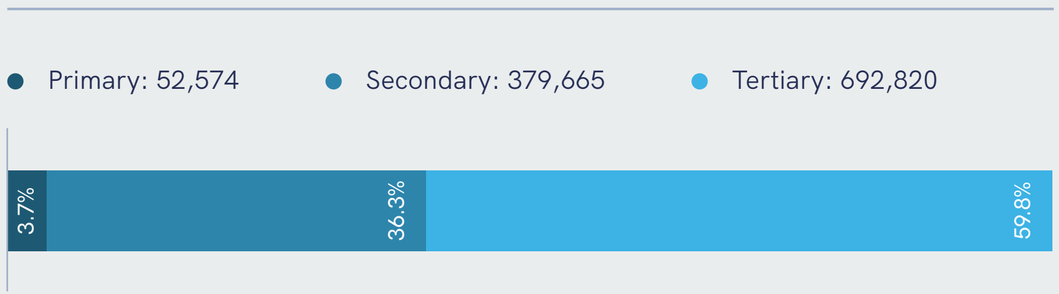
In Querétaro, between 2023 and 2024, a total of 64,367 people entered the employed population, while 5,593 left the unemployed population.

The NEAP reported a total of 806,960 people, a figure that maintains an annual variation of -1.5%, with 90.9% consisting of the unavailable population and 9.1% of the available population.

Employed population

Of the 1,177,794 people employed in the state, 3.7% work in the primary sector, 36.3% in the secondary sector, and 59.8% in the tertiary sector.

Distribution of the employed population by economic activity in Querétaro (2024)

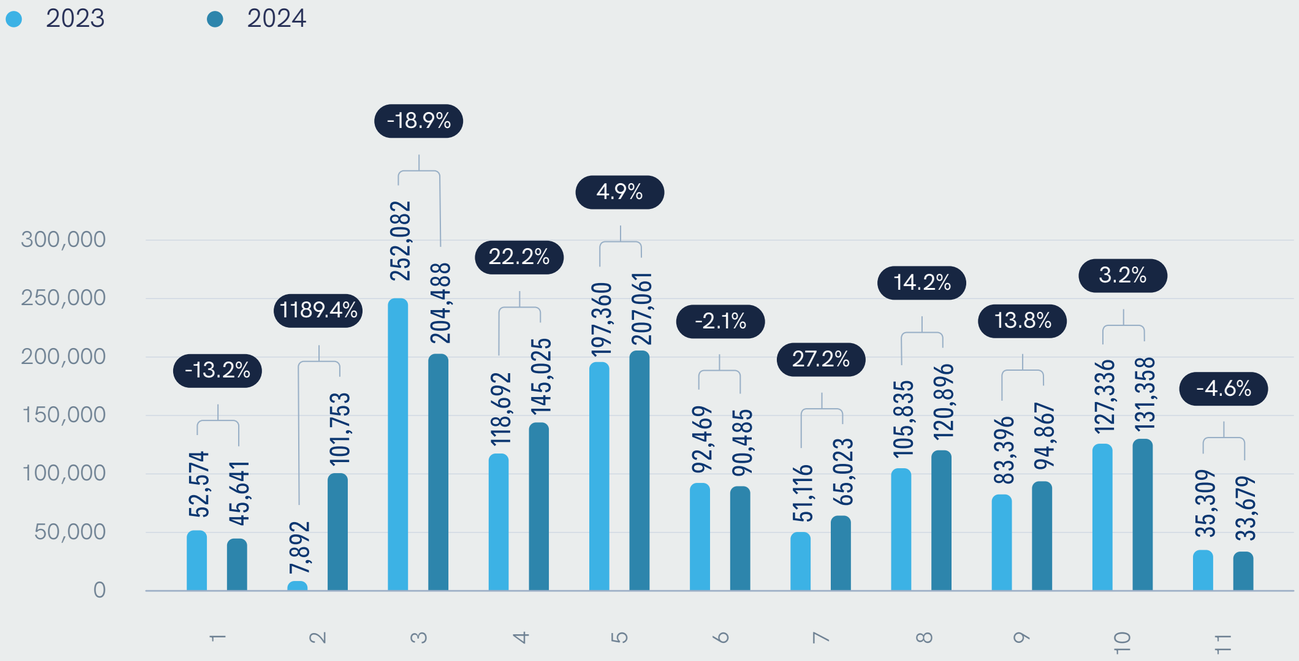


Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Employment and Occupation Survey 2024), 2025.
Note: The figures were obtained by averaging the data from all four quarters of each year.

Regarding the sectors where the employed population is concentrated, commerce stood out, accounting for 16.7% of the total, followed by manufacturing with 16.5%.



Distribution of the employed population by sector in Querétaro (2022-2023)



1. Agriculture, livestock, forestry, hunting, and fishing
2. Mining and electricity industries
3. Manufacturing
4. Construction
5. Trade
6. Restaurants and accommodation services
7. Transportation, communications, postal services, and storage
8. Professional, financial, and corporate services
9. Social services
10. Miscellaneous services
11. Government and international organizations

Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Employment and Occupation Survey 2023), 2024.
Nota: The figures were obtained by averaging the data from the four quarters of each year.

ENOE rates

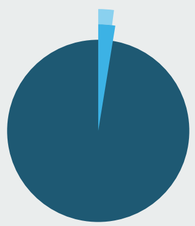
During Q4 2023, Querétaro reported lower rates than those reported nationally.



Key statistics reported in the National Employment and Unemployment Survey for Querétaro and the country as a whole (Q4 2024)

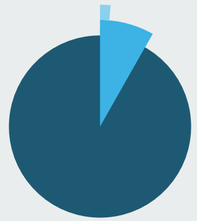
Querétaro · National

Unemployme



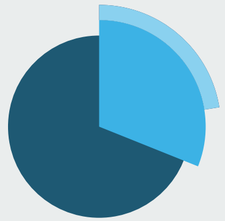
- 2.6%
- 2.1%

Underemploy



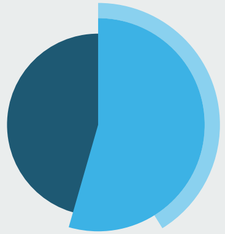
- 8.2%
- 1.4%

Critical employment conditions



- 31%
- 22.5%

Informal



- 54.5%
- 41.2%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Employment and Occupation Survey 2024), 2025.

5.2

Industrial sector

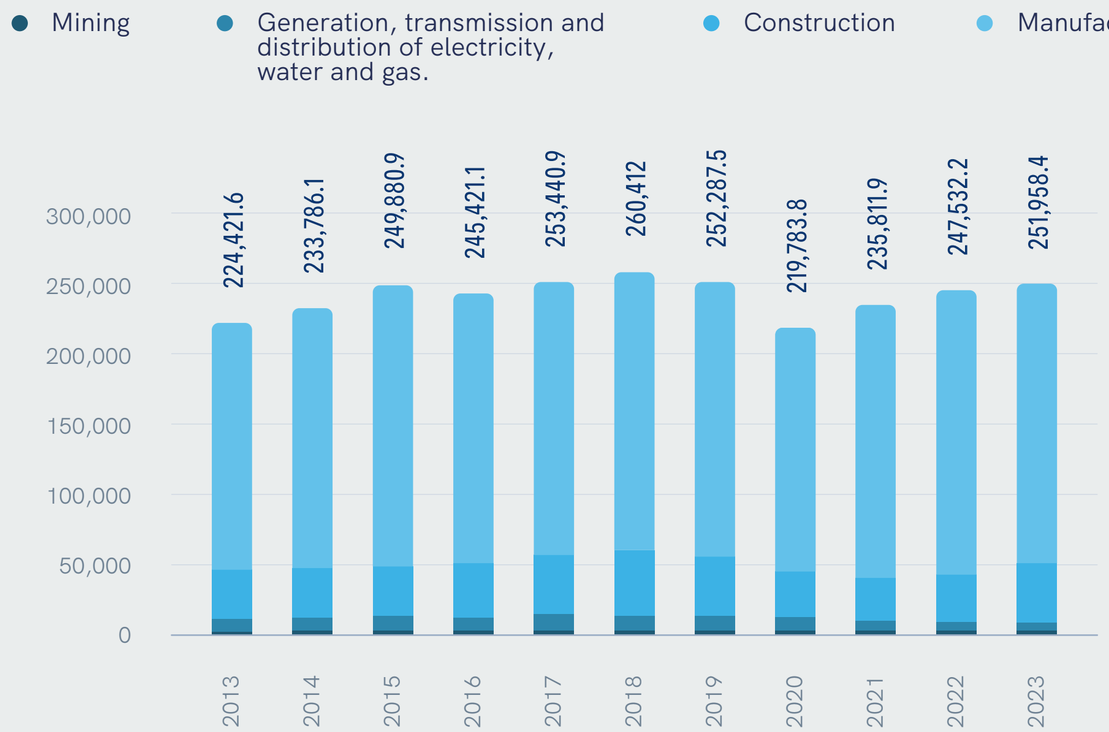
5.2.1

Industry production structure

During 2023, the industrial sector contributed $251,958.5 M MXN at 2018 prices to GDP, representing 41% of the total. The amount maintained an annual variation of 1.8%.

Of the total, 80.6% is contributed by the manufacturing industry ($199,399.1 M MXN), followed by the construction sector with 17.1% ($42,404.92 M MXN), the generation, transmission, and distribution of electricity, water, and gas with 2.6% ($6,316.7 M MXN), and mining with 1.6% ($3,837.71 M MXN).

Gross Domestic Product of the secondary sector by subsectors in Querétaro (2013-2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (GDP by State [PIBE]; 2018 base year), 2025.
Note: Figures are expressed in millions of pesos at 2018 prices.

Economic units in the manufacturing industry

According to the National Statistical Directory of Economic Units (DENUE, by its acronym in Spanish), there are 9,638 economic units dedicated to manufacturing in the state, representing 8.94% of all establishments in the state and 1.37% of establishments dedicated to manufacturing nationwide.

Distribution of economic units in the manufacturing industry by size in Querétaro (2024)

SIZE	ESTABLISHMENTS	DISTRIBUTION
Micro	7,913	82%
Small	965	10%
Medium	497	5.2%
Large	263	2.7%
Total	9,638	100%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Statistical Directory of Economic Units), 2025.

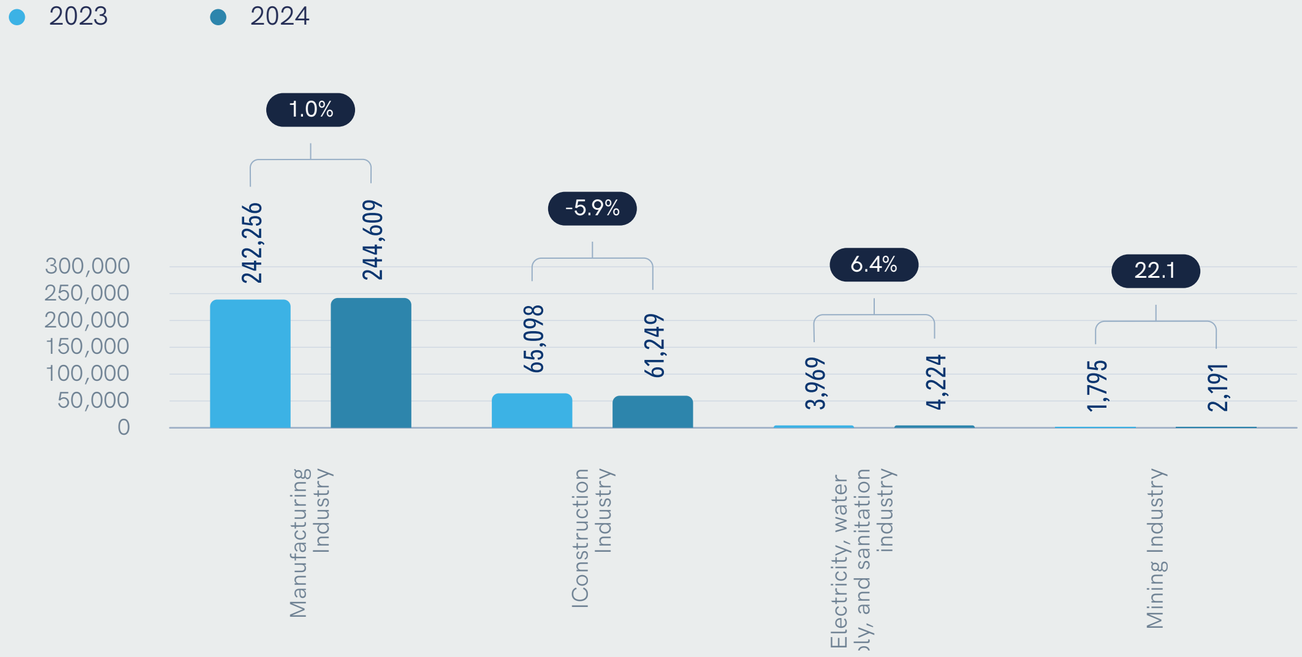
5.2.2

Employment in the secondary sector

In December 2024, the Mexican Social Security Institute (IMSS by its acronym in Spanish) recorded 312,273 people formally employed in the secondary sector, a figure that was 0.3% lower than that reported in 2023, with 36.6% being women and 63.4% men. The average salary remained at $566.15 for women and $683.36 for men.

Of the total number of jobs in the secondary sector nationwide (7,967,725), Querétaro accounted for 3.9%.

Job openings in the secondary sector (December 2023-2024)



Source: Prepared by the authors with data from the Mexican Institute of Social Security (Interactive query, jobs by economic sector), 2025.

5.2.3

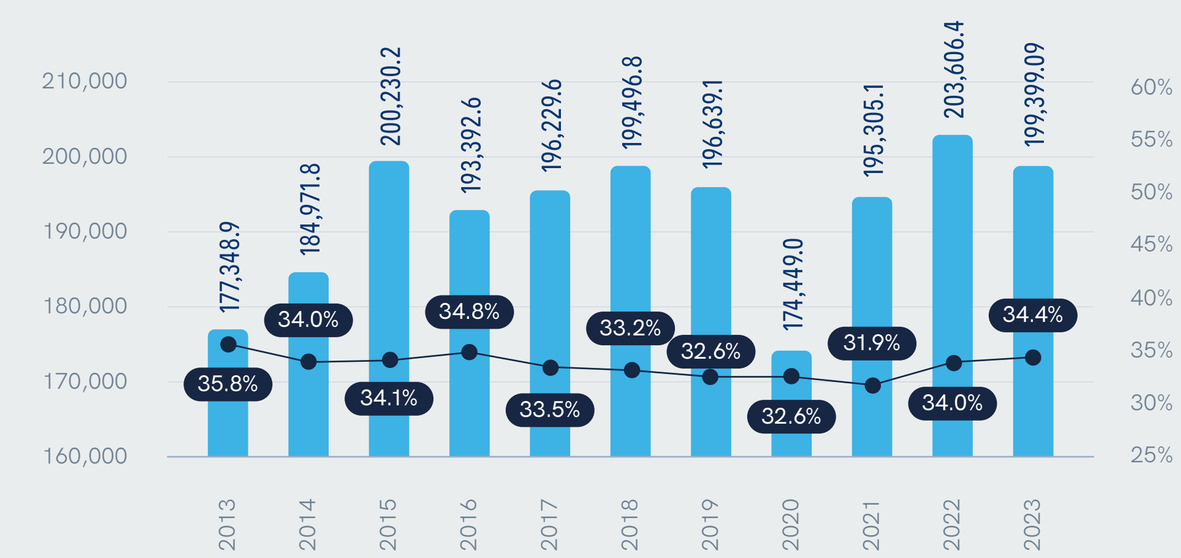
Manufacturing industry

At the state level, manufacturing is one of the most important sectors, producing a wide range of products that improve citizens' quality of life. It comprises economic units primarily engaged in the food industry, chemical industry, transportation equipment manufacturing, among others.

Gross Domestic Product (GDP) in the manufacturing industry

In Querétaro during 2023, the manufacturing industry reported $199,399.09 M MXN at 2018 prices, representing 32.5% of the total. The amount maintained an annual variation of -2.1%. Regarding the GDP of the manufacturing industry at the national level, the state's share is equivalent to 3.8%.

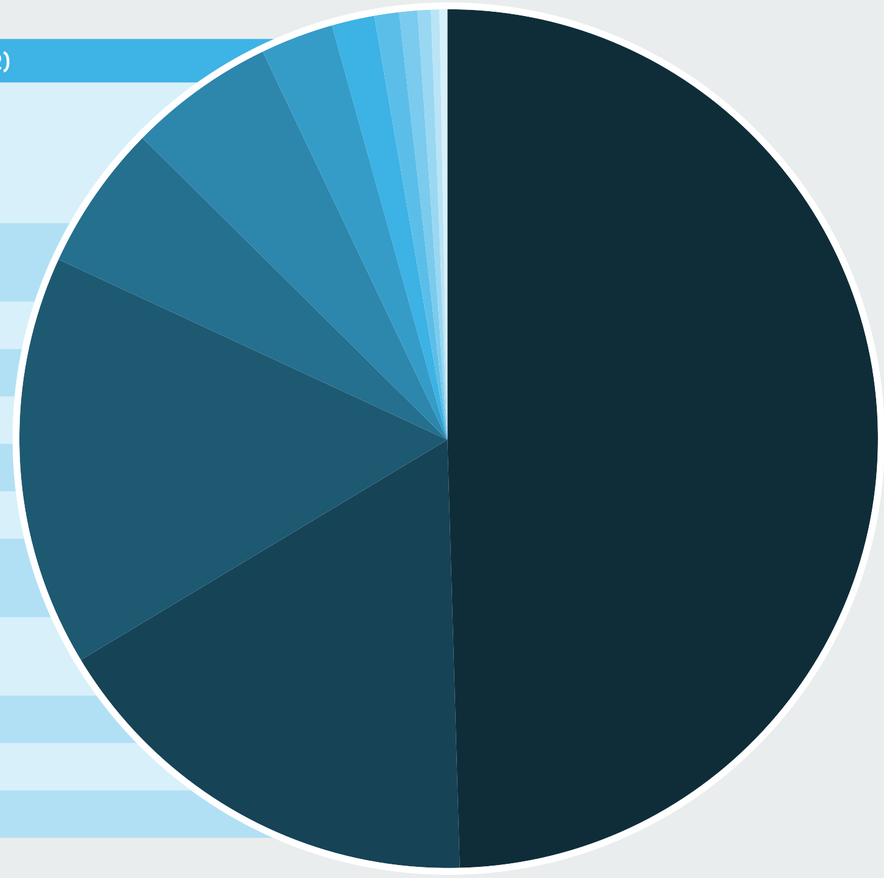
Gross Domestic Product of the Manufacturing Industry in Querétaro (2013-2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (GDP by State [PIBE]; 2018 base year), 2025.
Note: Figures are expressed in millions of pesos at 2018 prices.

Distribution of GDP by sector within the manufacturing industry in Querétaro (2023)

SECTOR	DISTRIBUTION	VAR. % (2023 - 2022)
Manuf. of machinery and equipment; manuf. of computer, communication, and measurement equipment, and other electronic components and accessories; manuf. of electrical appliances, equipment, and power generation systems; manuf. of transport equipment.	49.5%	1.5%
Manufacturing of petroleum and coal products; Chemical industry; Plastics and rubber industry	16.9%	-4.5%
Food industry	15.5%	-5.1%
Basic metal industries; manufacturing of metal products	5.5%	-8.5%
Paper and printing industry and related industries	5.5%	-0.8%
Beverage and tobacco industry	2.7%	0.8%
Manufacturing of products based on non-metallic minerals	1.6%	-29.2%
Manufacturing of clothing; Tanning and finishing of leather and hides, and manufacturing of leather, hide and substitute material products	0.9%	8.0%
Manufacturing of textile materials and finishing of textiles; manufacturing of textile products, except clothing	0.7%	-5.6%
Other manufacturing industries	0.5%	0.7%
Furniture, mattress and blinds manufacturer	0.3%	-6.8%
Wood industry	0.3%	-3.9%



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (GDP by Federal State [PIBE]; 2018 base year), 2025.

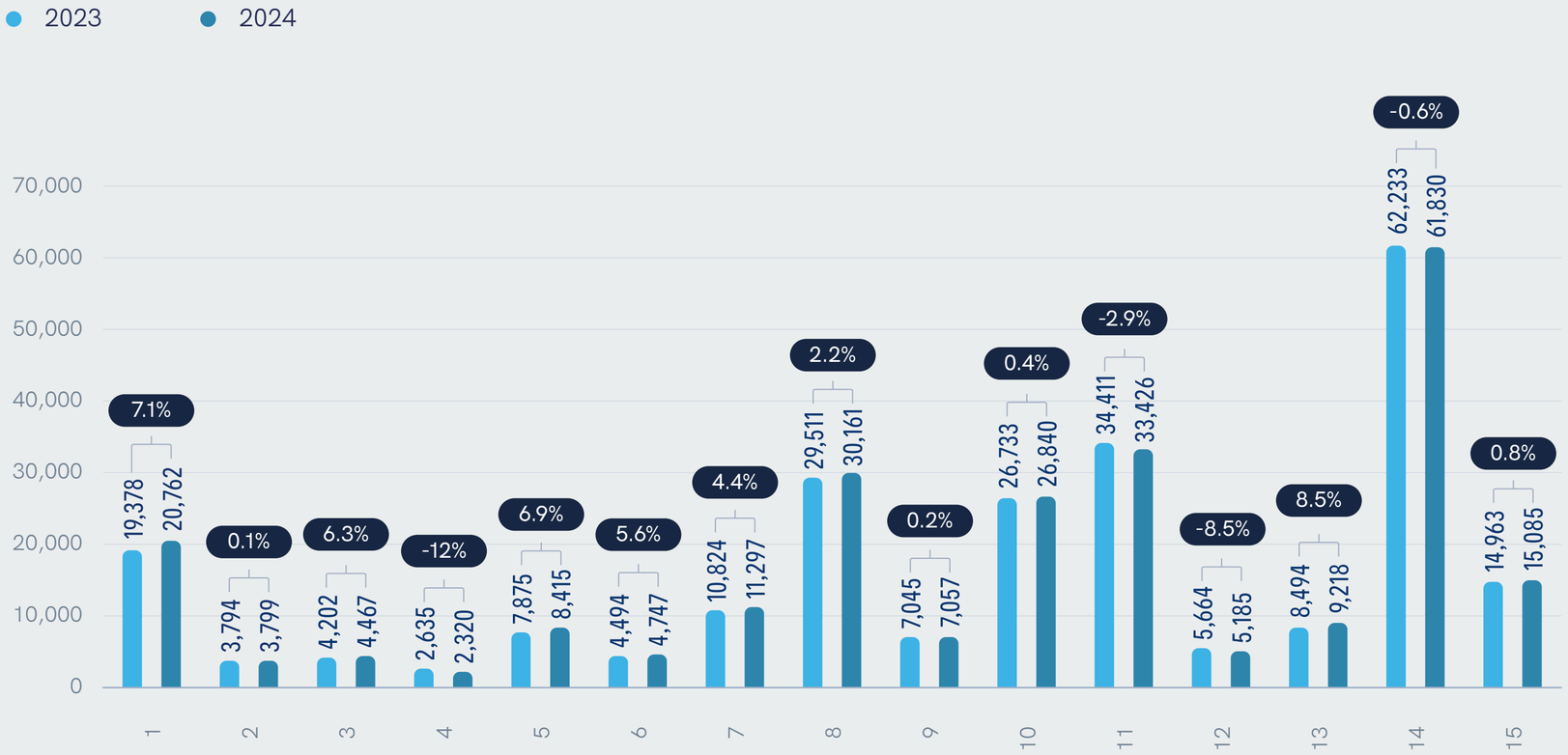
Employment in the manufacturing industry

In December 2024, IMSS recorded 244,609 people formally employed in the manufacturing industry—1% more than in 2023—with 41.12% being women and 58.88% men. The average salary remained at $572.40 for women and $768.20 for men.

Of the total number of jobs in the manufacturing industry nationwide (5,979,616), Querétaro accounted for 4.1%.

Transportation equipment manufacturing accounted for 25.3% of total workers, followed by machinery and equipment manufacturing with 13.7% and the plastics and rubber industry with 12.3%.

Manufacturing industry job openings by sector in Querétaro (December 2023-2024)



1. Food industry
2. Beverages and tobacco industry
3. Apparel manufacturing
4. Textile industry
5. Paper industry
6. Printing and related industries
7. Chemical industry
8. Plastics and rubber industry
9. Manufacturing of non-metallic mineral products
10. Metal products manufacturing
11. Machinery and equipment manufacturing
12. Basic metals industry
13. Manufacturing and assembly of electrical, electronic equipment, appliances, accessories, and parts
14. Transportation equipment manufacturing
15. Other subsectors

Source: Prepared by the authors with data from the Mexican Institute of Social Security (Interactive database, employment by economic sector), 2025.

Economic units in the manufacturing industry

According to the National Statistical Directory of Economic Units (DENUE), there are 8,748 economic units dedicated to manufacturing in the state, representing 8.1% of all establishments in the state and 1.3% of establishments dedicated to manufacturing nationwide.

Distribution of manufacturing industry businesses by size in Querétaro (2024)

SIZE	ESTABLISHMENT	DISTRIBUTION
Micro	7,366	84.2%
Small	744	8.5%
Medium	392	4.5%
Large	246	2.8%
Total	8,748	100%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Statistical Directory of Economic Units), 2025.



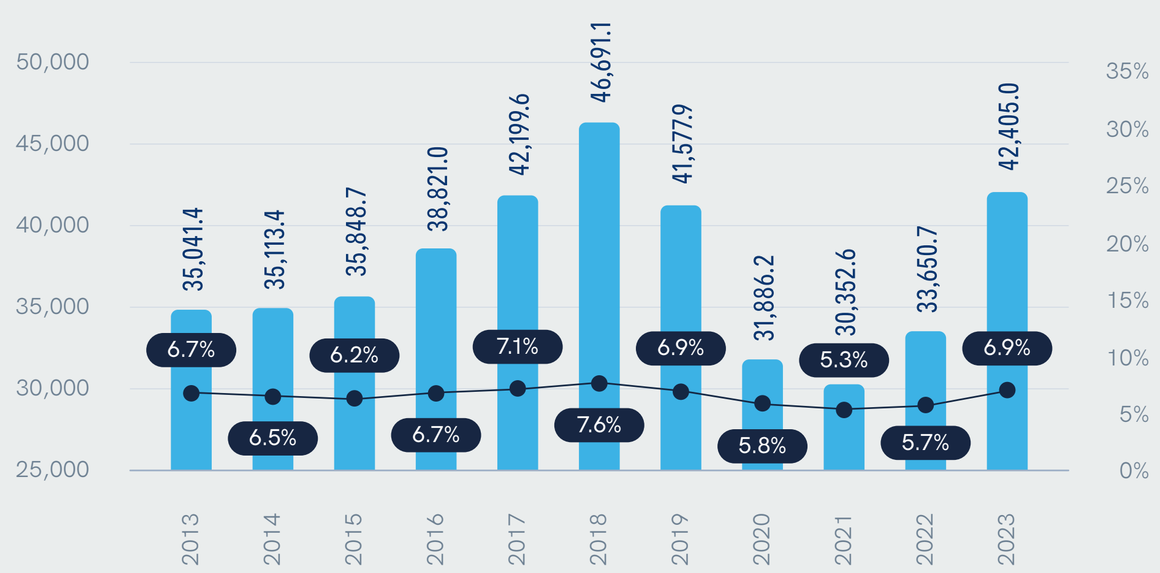
5.2.4

Construction industry

It comprises economic units primarily engaged in building construction; civil engineering construction; specialized construction work such as site preparation; and construction supervision.

During 2023, the construction industry contributed 42.405 billion pesos to GDP at 2018 prices, representing 6.9% of the total. The amount maintained an annual variation of 26%. With regard to the GDP of the construction industry at the national level, the state's share is equivalent to 2.8%.

Gross Domestic Product of the Construction Sector in Querétaro (2013-2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (GDP by State [PIBE]; 2018 base year), 2025.
Note: Figures are expressed in millions of pesos at 2018 values.



In December 2024, IMSS recorded 61,249 people formally employed in the sector, a decrease of 6% compared to the figure reported in 2023, with 20% being women and 80% men. The average salary remained at $476.07 for women and $417.27 for men.

According to the National Statistical Directory of Economic Units (DENUE), there are 548 economic units dedicated to this sector in the state—49.5% of which are micro-enterprises—representing 0.51% of all establishments in the state and 2.6% of establishments dedicated to this sector nationwide.

Distribution of economic units in the construction industry by size in Querétaro (2024)

SIZE	ESTABLISHMENT	DISTRIBUTION
Micro	271	49.5%
Small	173	31.6%
Medium	91	16.6%
Large	13	2%
Total	548	100%

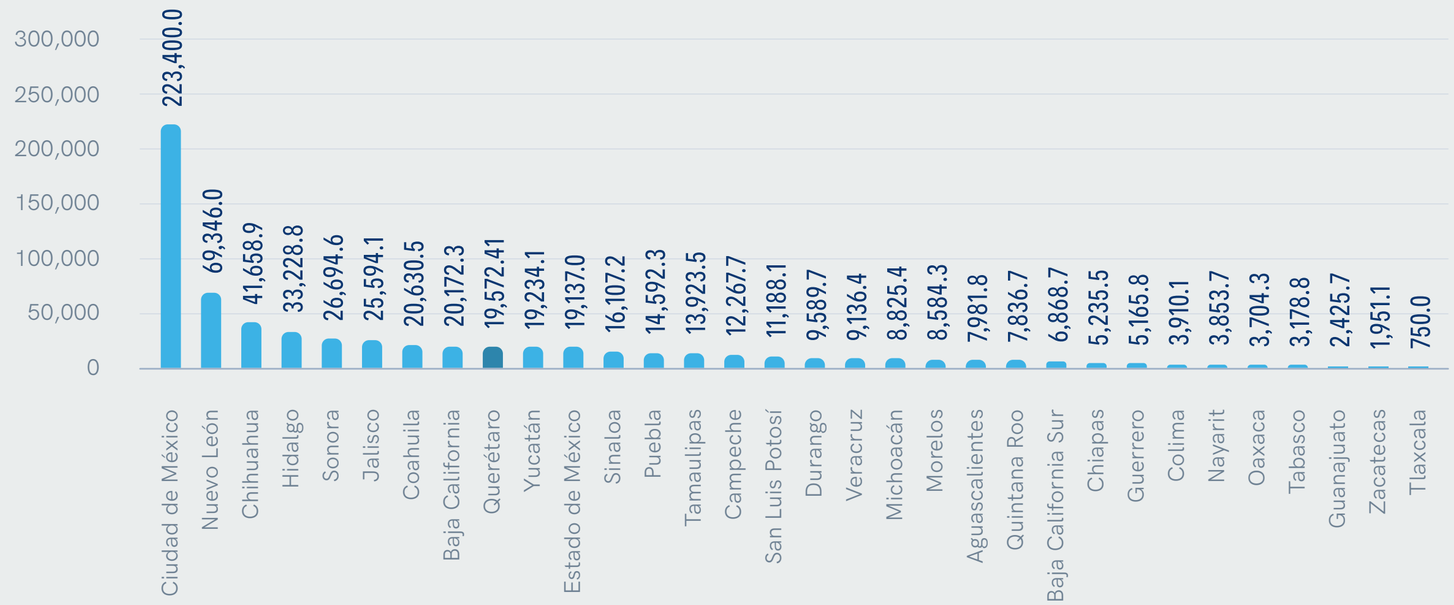
Source: Prepared by the authors with data from the National Institute of Statistics and Geography (GDP by State [PIBE]; 2018 base year), 2025.
Note: Figures are expressed in millions of pesos at 2018 values.

National Survey of Construction Companies (ENEC, by its acronym in Spanish)

During 2024, the value of construction output according to the location of companies nationwide stood at $675,744.94 M MXN in current values, with Querétaro accounting for 2.9%, or $19,572.41 M MXN.

The value reported at the state level in 2024 maintained an annual variation of 16%, making it the 9th fastest-growing entity.

Value of production by sector, based on company location by federal state (2024)



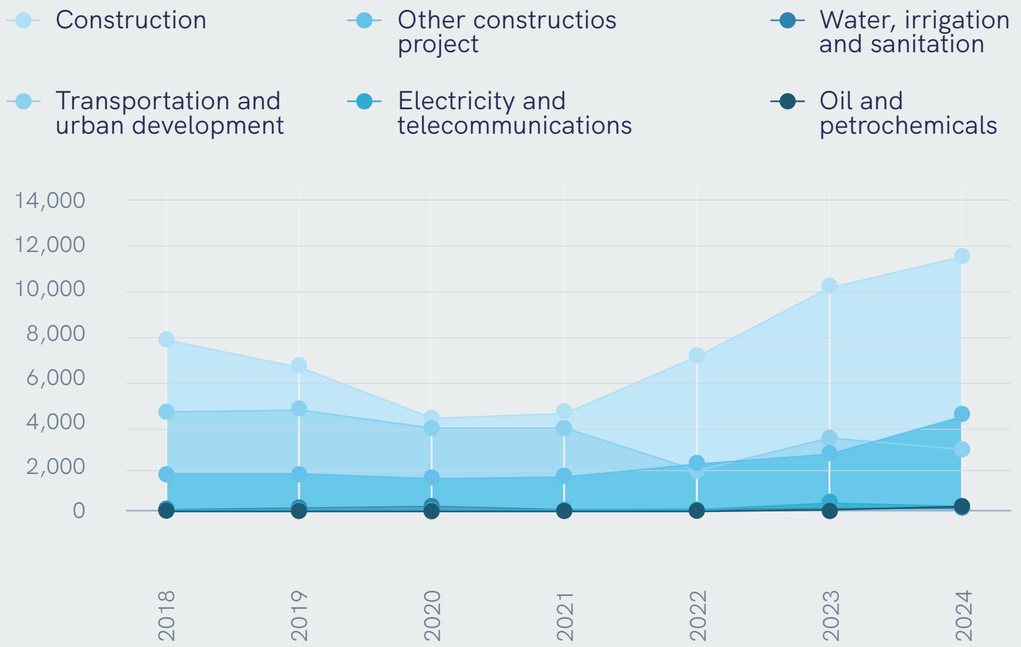
Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI), 2025.
Note: The figures are expressed in millions of pesos at current prices.



Production value by construction sector

In 2024, 60.5% of the value of production was generated by the building sector, i.e., $11,842.7 M MXN, followed by other construction (22.3%; $4,356.5 M MXN), transportation and urbanization (14.8%; $2,892 M MXN), electricity and telecommunications (1%; $201.49 M MXN), and oil and petrochemicals (0.9%; $170.57 M MXN).

Value of production by location of companies in the construction sector in Querétaro (2018-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Survey of Construction Companies), 2025.
Note: The figures are expressed in millions of pesos at current prices.
In previous years, the figures were reported at constant prices; currently, they are reported at current prices and are only available starting from 2018.

5.3

Triple helix



The 2021-2027 State Development Plan emphasizes the link between academia and productive sectors with the aim of increasing the relevance of educational offerings in the state. To this end, it establishes as strategic lines the increase in research, technological development, and innovation products linked to the problems of Querétaro and the needs of different work environments.

5.3.1

Education

Education is a fundamental right that guarantees the population the development of the knowledge and skills necessary for their adaptation and social progress. The education system is structured in four stages: basic (early childhood, preschool, elementary, and secondary school), high school, and senior high school. In addition, special education is provided for both students with outstanding abilities and those with disabilities.

Unit of Services for Basic Education in the State (USEBEQ, by its acronym in Spanish)

With the aim of strengthening educational quality and ensuring equity in access to educational services, the Unit of Services for Basic Education in the State of Querétaro (USEBEQ) implemented various actions during the period, highlighting the following achievements:

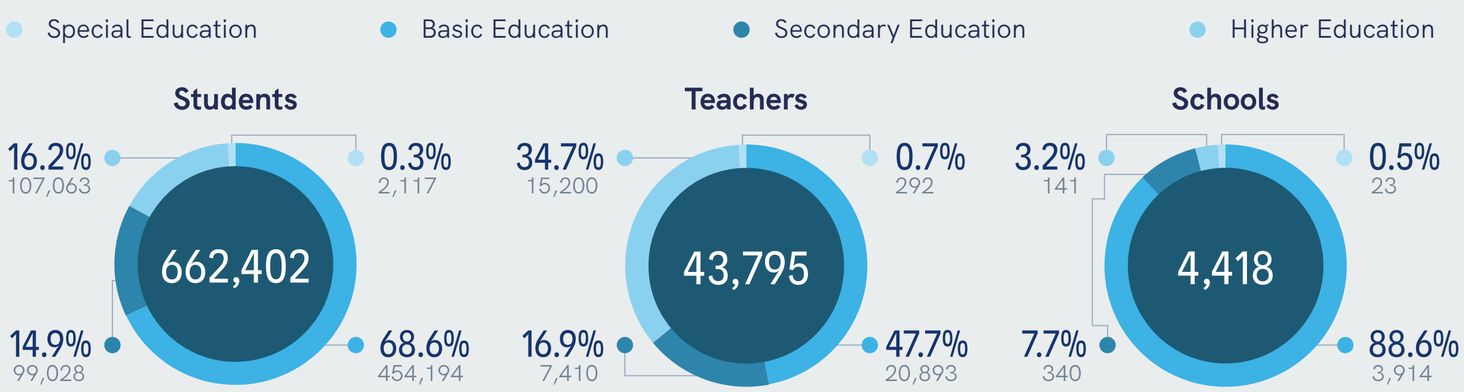


- Full-time schools: 327 schools and 25,780 students participated. Although there was a decrease in the number of schools and students benefiting from the program, it remained in operation in all 18 municipalities, with an emphasis on areas with the greatest educational backwardness, such as Landa de Matamoros, Peñamiller, Huimilpan, Amealco, Jalpan, and Pinal de Amoles.
- Delivery of school supplies: $181,543,267.31 was allocated to provide supplies to 368,401 students in public elementary education, ensuring 100% coverage of enrollment in the state's 2,086 educational institutions.
- School uniforms: With an investment of $187,644,264.12, uniforms were provided to 308,689 students in public elementary education, reaching all schools and students registered in the system.
- Eye care: Through the *Ver bien para aprender mejor* (See Well to Learn Better) program, $1,499,958.00 was allocated to the purchase of eyeglasses for 3,564 students with visual acuity problems in elementary schools in five municipalities, maintaining a level of investment equivalent to that of the previous year.
- Promotion of reading and cultural roots: packages of 12 books were delivered to 203,623 students from 1,095 primary schools, distributed across the 18 municipalities. This initiative helped strengthen Querétaro's identity, promote social cohesion, and encourage reading habits in schools and families.

In the 2024-2025 school year, the number of students enrolled in Querétaro was 662,402, an increase of 0.2% compared to the 2023-2024 school year. In absolute terms, the figure represented an increase of 1,148 students.

During the same period, the number of teachers increased by 18.7% to 6,889. The number of schools increased by 39, representing a 0.9% increase compared to the previous school year.

Statistics in Querétaro (school year 2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.

[1] In addition, special education services are provided to 8,043 students enrolled at various educational levels through the Regular Education Support Service Units (USAER). These students are not included in the total enrollment figures. The data in this table pertains only to students served by the Multidisciplinary Support Center (CAM).

[2] In May 2019, with the amendment to Article 3 of the Mexican Constitution, Early Childhood Education was incorporated into Basic Education.

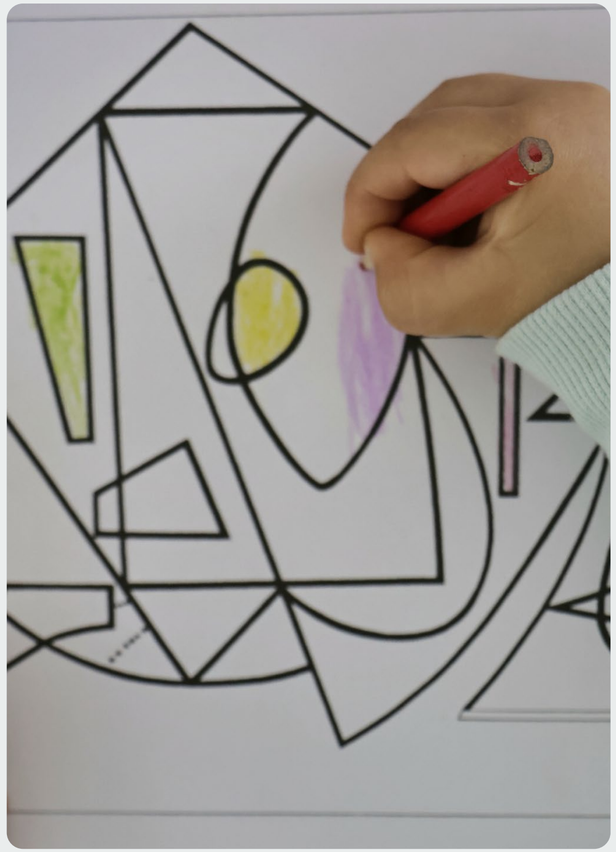
Of the total number of students enrolled in the state, 74.9% were concentrated in public institutions and 25.1% in private institutions. In the case of teachers, the distribution was 58.9% and 41.1%, while for schools it was 73.5% and 26.5%, respectively.

Statistics by type of school funding in Querétaro (school year 2024-2025)

LEVEL	PUBLIC FUNDING[3]			PRIVATE FUNDING		
	STUDENTS	TEACHERS	SCHOOLS	STUDENTS	TEACHERS	SCHOOLS
Special education[1]	2,096	285	22	21	7	1
Basic education[2]	365,582	14,913	3,003	88,612	5,980	911
Secondary education	73,130	4,479	176	25,898	2,931	164
Higher education	55,361	6,113	45	51,702	9,087	96
Total	496,169	25,790	3,246	166,233	18,005	1,172

Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
[1] Additionally, special education services are provided to 8,043 students enrolled at various educational levels through the Special Education Support Units (USAER), and these students are not included in the total enrollment figures. The data in this table pertains only to students served by the Multi-Disciplinary Support Center (CAM).
[2] In May 2019, with the amendment to Article 3 of the Mexican Constitution, Early Childhood Education was incorporated into Basic Education.
[3] Public funding includes federal, state, transferred federal, and autonomous funding.

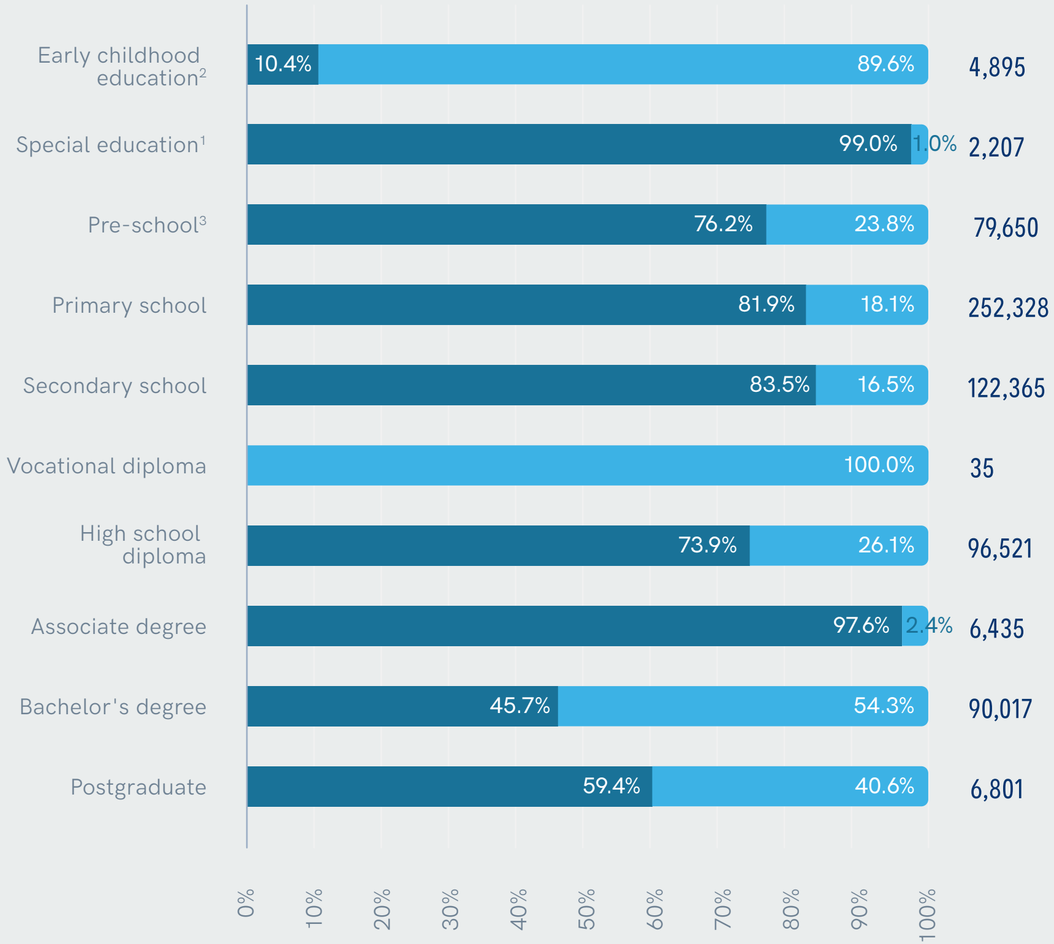




Instruction Level

During the 2024-2025 school year, elementary education accounted for 248,687 students, or 37.5% of the total student population in the state, followed by secondary education with 124,117 (18.7%) and high school with 99,020 (14.9%).

Distribution of students by type of funding, by educational level (school year 2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025

[1] Additionally, 8,043 students with special needs enrolled in primary and secondary schools are served through the Special Education Support Units (USAER), and are therefore not included in the total enrollment figures. The data in this table pertains only to students served by the Multi-Disciplinary Support Centers (CAM).

[2] Data includes only students in the traditional, in-person school program.

[3] Includes 863 students and 47 teachers in the first year of preschool (early childhood education).

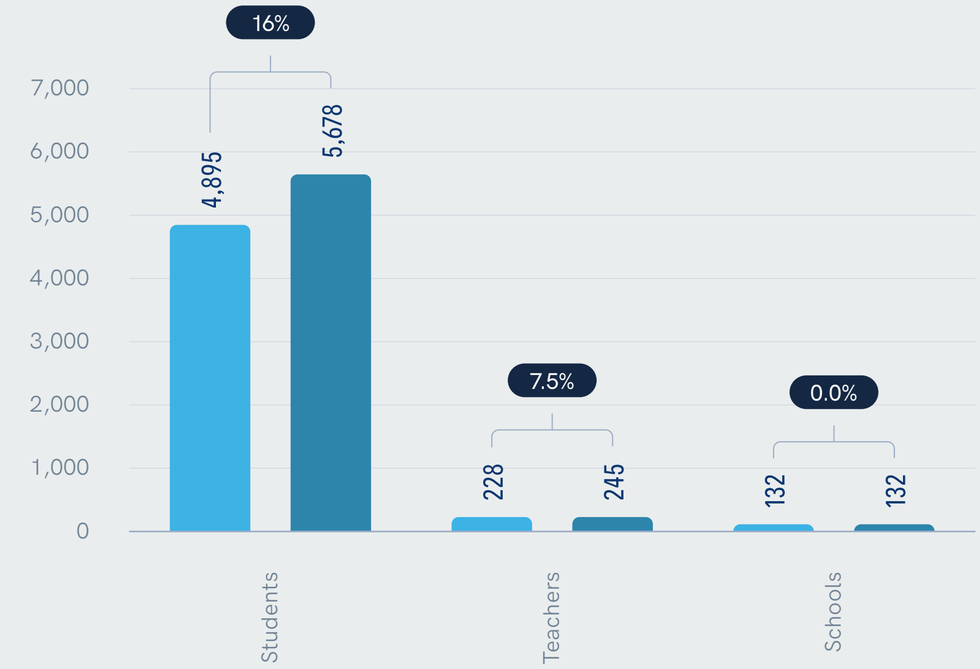
Early education

Early education is the first education provided to children with the aim of promoting their comprehensive and harmonious development, enabling them to acquire the skills, habits, values, autonomy, creativity, and attitudes that will be necessary for their personal and social development.

In the 2024-2025 school year, 5,678 students were enrolled, representing a 16.0% increase over the 2023-2024 period.

Of the total number of students at the state level, only 0.9% are enrolled in early childhood education. Regarding the total number of teachers and schools in early education, the former represented 0.6% and the latter 3.0%, respectively.

Enrollment in early childhood education in Querétaro (school years 2023-2024/2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025
Note: [1] Refers to the traditional, in-person school model.

Basic education

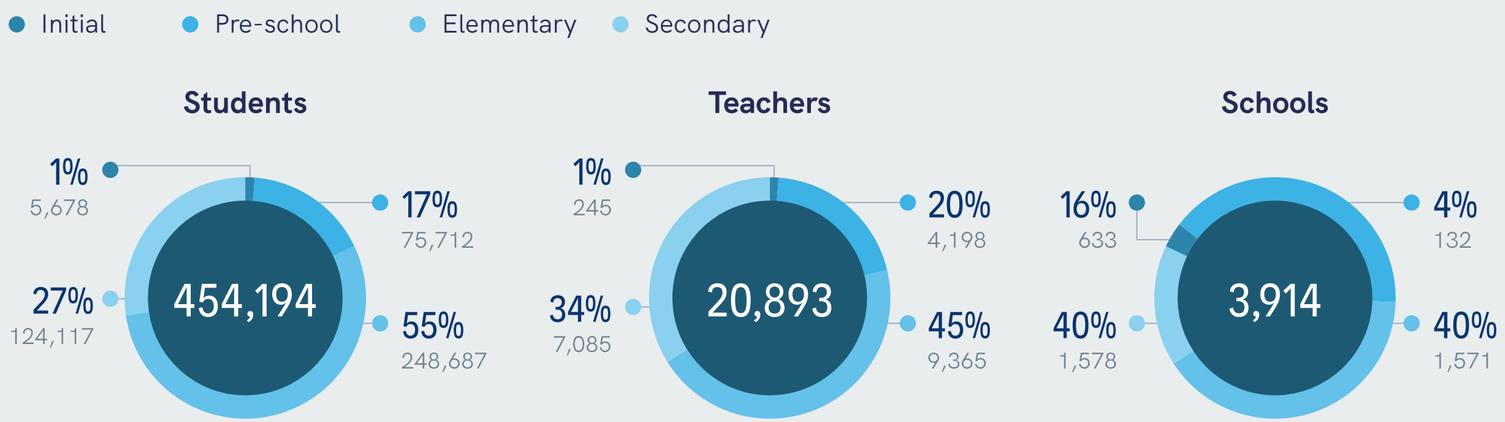
In May 2019, with the reform of the Mexican Constitution in Article 3, Early Childhood Education was incorporated into Basic Education, that is, it was integrated with preschool, elementary school, and secondary school.

In the 2024-2025 school year, 454,194 students were enrolled, which is 1.1% lower than the number enrolled in the 2023-2024 period. Of the total, 54.8% belong to primary school, 27.3% to secondary school, 16.7% to preschool, and 1.3% to early education.

There were 20,893 teachers, most of whom (44.8%) teach elementary school. The total number of registered schools is 3,914, with preschool and elementary schools accounting for 40.1% and 40.3%, respectively.



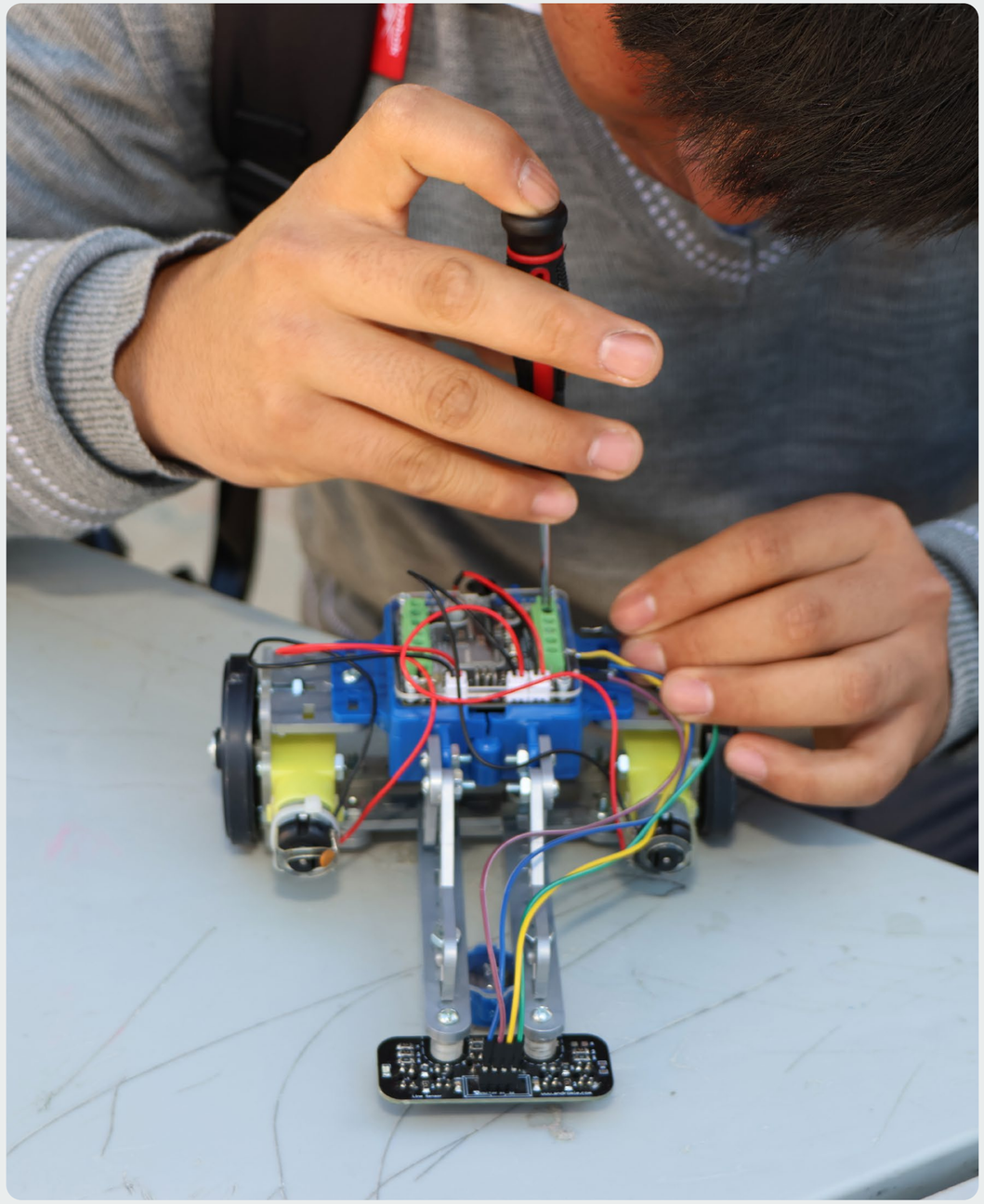
Basic education enrollment in Querétaro (school year 2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.

[1] School-based program.

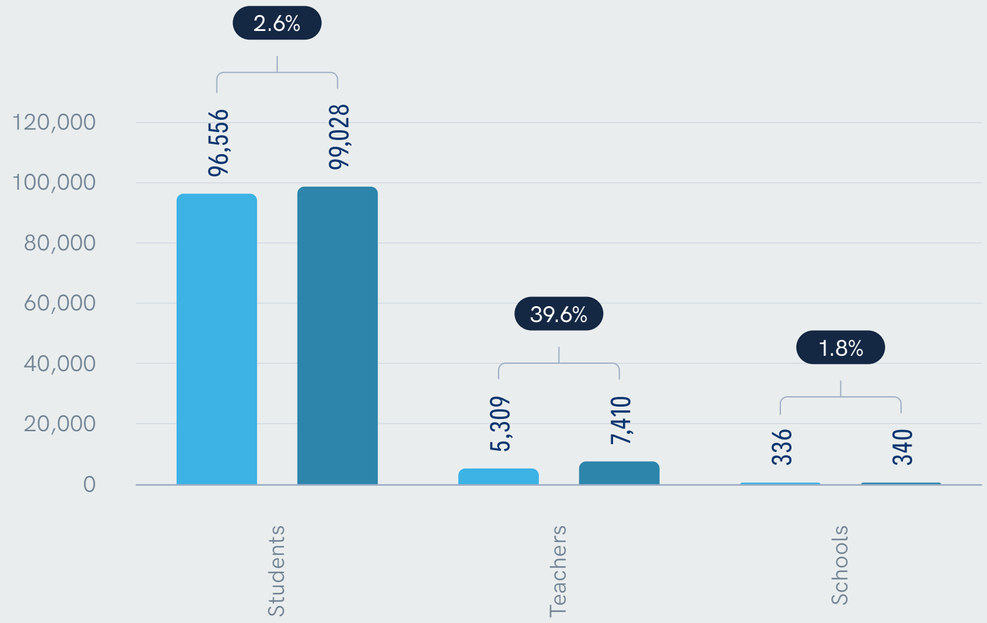
[2] Includes 863 students and 47 teachers in the first year of preschool, who are served within the early childhood education program.



Higher secondary education

This educational level accounted for 14.9% of the total number of students in the state during the 2024-2025 school year, or 99,028 students, representing an increase of 2.6% over the 2023-2024 period.

Statistics on secondary education in Querétaro (school years 2023-2024/2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025



Of the total number of students enrolled, 68.9% are in general high school, 31.1% are in technical high school, and only 0.01% are in vocational high school.

The municipality of Querétaro had the highest enrollment, representing 46.6% of the total, followed by San Juan del Río with 13.2% and Corregidora with 10.1%.

Enrollment in secondary education by municipality and type of school (school year 2024-2025)

MUNICIPALITY	GENERAL HIGH SCHOOL	TECHNOLOGICAL HIGH SCHOOL	MID-LEVEL PROFESSIONAL	TOTAL
Amealco de Bonfil	1,884	482	-	2,366
Arroyo Seco	710	-	-	710
Cadereyta de Montes	2,769	-	-	2,769
Colón	622	1,418	-	2,040
Corregidora	5,292	4,739	-	10,031
El Marqués	5,106	1,204	-	6,310
Ezequiel Montes	2,067	39	-	2,106
Huimilpan	266	734	-	1,000
Jalpan de Serra	1,115	-	-	1,115
Landa de Matamoros	930	-	-	930
Pedro Escobedo	551	2,744	-	3,295
Peñamiller	517	281	-	798
Pinal de Amoles	725	240	-	965
Querétaro	33,465	12,628	8	46,101
San Joaquín	562	-	-	562
San Juan del Río	8,454	4,573	-	13,027
Tequisquiapan	1,885	1,688	-	3,573
Tolimán	1,330	-	-	1,330
Total	68,250	30,770	8	99,028

Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: Starting with the 2019-2020 academic year, for the Technological Education Centers for Inland Waters, the basic program is the Technical High School (Vocational High School) program. The term "mid-level professional" is defined as "Technical Professional (terminal level)" in the SEP F911 questionnaire.

SECONDARY SECTOR

Higher Education

In 2024, Querétaro had 141 schools divided into five categories: advanced technical degrees, bachelor's degrees, specializations, master's degrees, and doctorates, of which 31.9% are publicly funded and 68.1% are privately funded.

During the 2024-2025 school year, enrollment in schools offering higher education was 107,063 students, which is 3.7% higher than enrollment for the 2023-2024 school year.

The 83.6% of students concentrated on bachelor's degree programs, followed by 9.8% in Higher University Technical; 3.8% in master's programs, 1.7% in specialization programs, and 1.1% in doctoral programs.



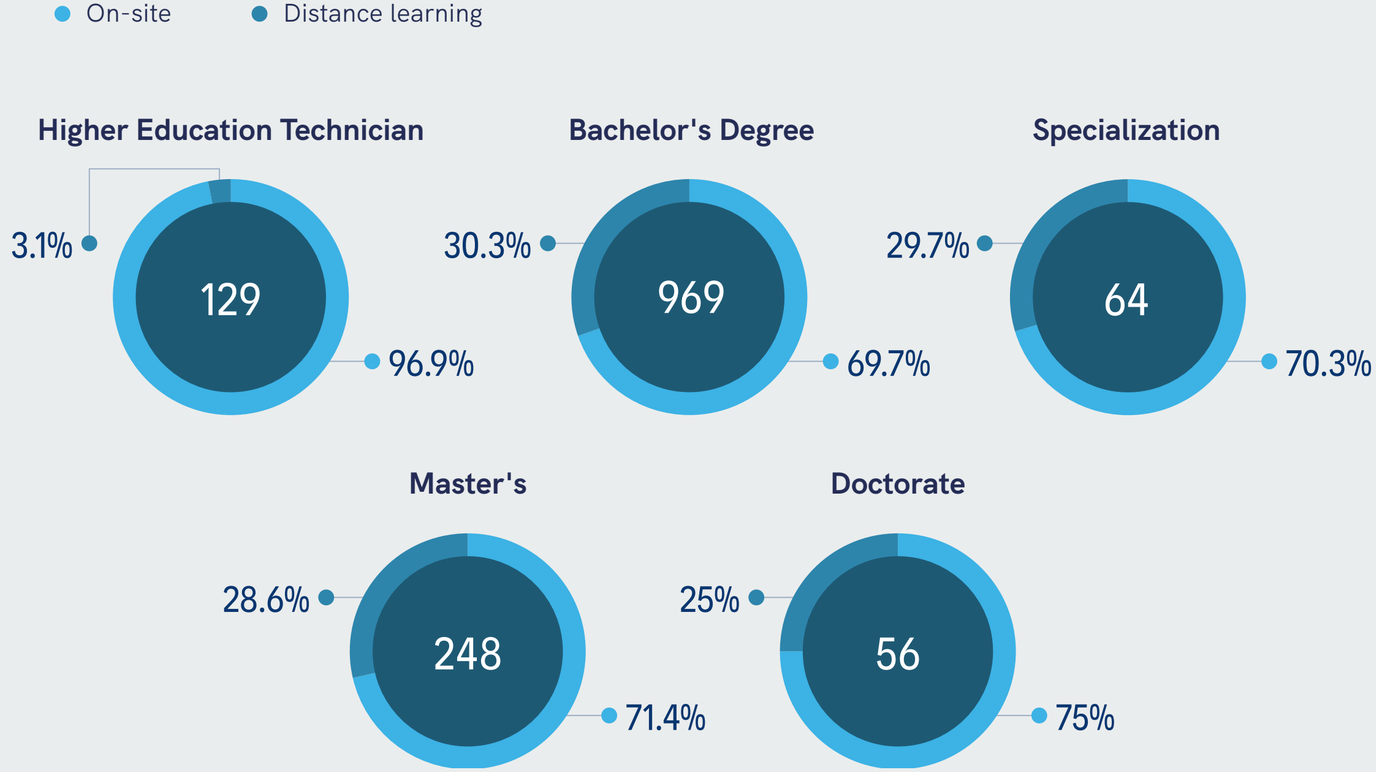
Students enrolled in various educational programs (school years 2018-2019 to 2024-2025)

EDUCATION LEVEL	SCHOOL TERMS						
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Higher Education Technician	6,694	7,025	6,723	6,086	6,064	6,435	10,540
Bachelor's Degree	76,705	82,718	84,379	86,610	88,231	90,017	89,515
Specialization	797	830	865	1,246	1,599	1,737	1,857
Master's Degree	4,398	4,586	4,156	4,326	4,094	4,081	4,022
Doctorate	585	659	817	935	990	983	1,129
Total	89,179	95,818	96,940	99,203	100,978	103,253	107,063

Source: Compiled by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 system), 2018 to 2025.

In 2024, 148 new degree programs were created, reaching a total of 1,466, with 72.6% being school-based and 27.4% non-school-based. These courses were taught by 15,200 teachers.

Academic programs by type of educational service, according to modality (academic year 2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.

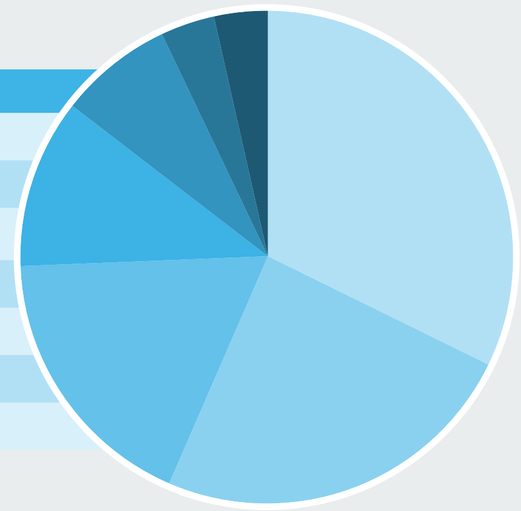
University Graduate

Through the Higher University Technician (TSU, by its acronym in Spanish) program, students have the opportunity to enter the job market more quickly, as they complete their training in less time.

At the state level, there are 18 schools registered as offering TSU services, which accounted for 9.8% of all higher education students in the state during the 2024-2025 academic year. Of the total student body, 32.3% belonged to the Technological University of Querétaro and 17.8% to the Technological University of San Juan del Río, corresponding to more than 50% between the two.

Distribution of enrollment in the Higher Vocational Studies program by Higher Education Institutions (academic year 2024-2025)

INSTITUTE	STUDENTS	DISTRIBUTION
Technological University of Querétaro	3,401	32.3%
Polytechnic University of Querétaro	2,557	24.3%
Technological University of San Juan del Río	1,880	17.8%
Aeronautical University of Querétaro	1,167	11.1%
Polytechnic University of Santa Rosa Jáuregui	788	7.5%
Technological University of Corregidora	375	3.6%
Others[1]	372	3.5%



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: [1] This refers to universities with the smallest student enrollment, which are listed below: 1) Atenas, Higher Education; 2) Institute for Professional Career Development; 3) Universidad de Londres; 4) CEICKOR University Center; 5) Cuauhtémoc University, Querétaro Campus; 6) Nuevo Siglo School of Podiatry; 7) Querétaro Rehabilitation Institute; 8) Emprende Institute of Development and Innovation; 9) Mexican College of Aviation Pilot Training; 10) Autonomous University of Querétaro; 11) Mexican Intercultural School; 12) Valle de México University.

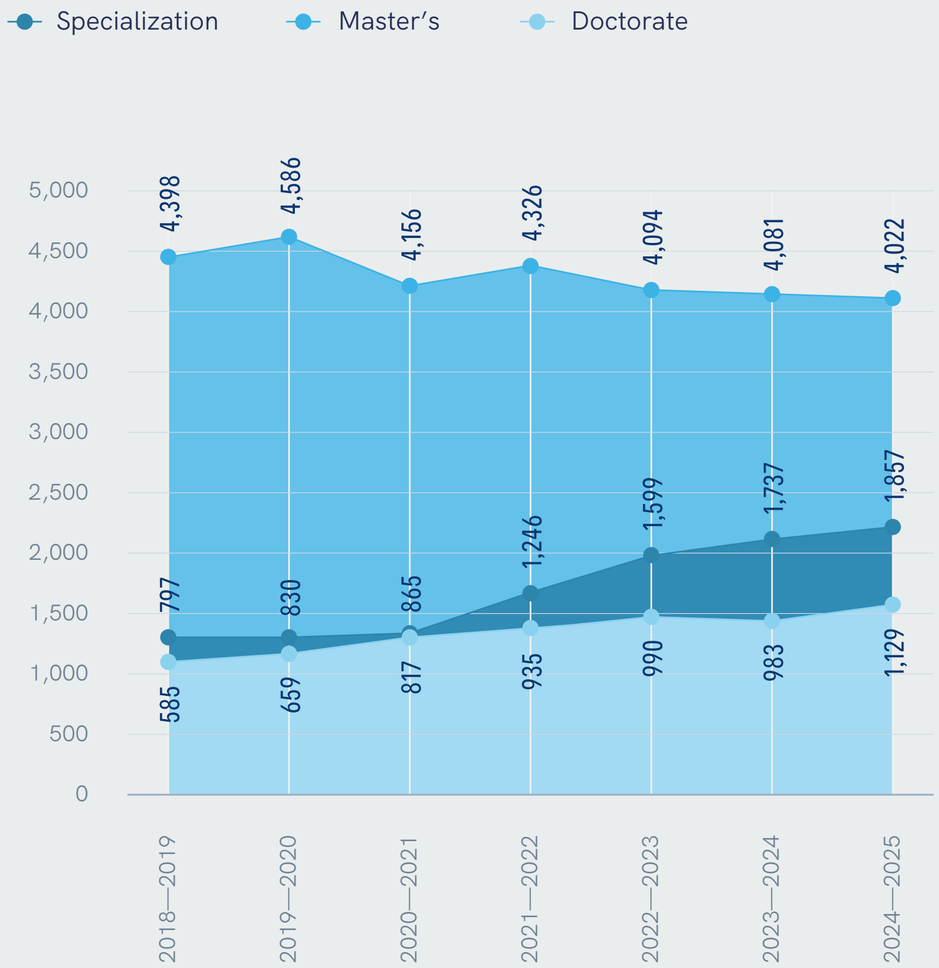


Postgraduate

During the 2024-2025 school year, 7,008 students enrolled in graduate programs—74.2% were in classroom-based programs and 25.8% were in non-classroom-based programs—a figure 3% higher than that reported during the 2023-2024 school year. 57.4% were enrolled in master's programs, 26.5% in specialization programs, and 16.1% in doctoral programs.

Specialty and doctoral programs reported growth of 6.9% and 14.9% in enrollment, respectively, while master's programs saw a decline of 1.4%.

Graduate student enrollment in Higher Education Institutions (academic years 2018-2019/2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.



Formation Areas

At the state level, there are 10 training areas for advanced technical, undergraduate, and postgraduate services, offering a total of 1,098 degree programs.

Of the total number of students in higher education during the 2024-2025 school year, 50.6% were concentrated in the areas of Business Administration and Engineering, Manufacturing, and Construction. Compared to the previous school year, the highest growth was seen in the area of services, with 11.1%, followed by information and communication technologies with 10.7%, agronomy and veterinary science with 8.1%, and social sciences and law with 4.5%.

Students, graduates and degree programs by field of study (academic year 2024-2025)

KNOWLEDGE AREA	BACHELOR'S DEGREE AND ASSOCIATE DEGREE			POST-GRADUATE		
	STUDENTS	GRADUATED	DEGREES	STUDENTS	GRADUATED	DEGREES
Business and Management	22,952	5,183	280	1,229	569	77
Agriculture and Veterinary Science	1,038	226	10	22	8	2
Arts and Humanities	5,314	1,185	84	216	50	20
Health Sciences	12,011	1,850	72	1,715	419	43
Natural Sciences, Mathematics and Statistics	2,372	698	27	350	138	18
Social Sciences and Law	14,108	2,712	156	1,373	621	88
Education	7,548	1,676	115	1,158	659	57
Engineering, Manufacturing and Construction	26,257	6,391	252	719	229	45
Services	2,601	448	36	52	17	5
Information and Communication Technologies	5,854	1,329	66	174	46	13
Total	100,055	21,698	1,098	7,008	2,756	368

Fuente: Elaboración propia con datos de la Unidad de Servicios para la Educación Básica en el Estado de Querétaro (Sistema F911 de la SEP), 2025.

Indigenous Schools

The state of Querétaro has Indigenous preschools in the municipalities of Amealco de Bonfil, Cadereyta de Montes, Colón, Ezequiel Montes, San Joaquín, and Tolimán; and elementary schools in Amealco de Bonfil, Cadereyta de Montes, Ezequiel Montes, and Tolimán.

According to statistics from the Unit of Services for Basic Education in the State of Querétaro (USEBEQ), during the 2023-2024 school year, indigenous preschool schools had a total of 2,882 students. There has been a 2.1% increase in existing enrollment, which represents those who are completing the school year.

Number of enrolled, current, and graduating students, teaching staff, and schools in indigenous preschool education, by municipality (school year 2023-2024)

MUNICIPALITY	ENROLLED STUDENTS[2]	STUDENTS IN EXISTENCE[1]	GRADUATES[1]	TEACHERS[2]	SCHOOLS[2,3]
Amealco de Bonfil	1,199	1,204	566	57	28
Cadereyta de Montes	548	515	185	33	23
Colón	26	25	11	2	1
Ezequiel Montes	210	210	87	11	7
San Joaquín		33	18		
Tolimán	899	902	298	44	25
Total	2,882	2,989	1,165	147	84

Source: Prepared by the authors with data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: Indigenous preschool education is an educational service provided to indigenous children aged three to five to teach them Spanish before they enter primary school. It serves as an alternative to regular preschool education offered in traditional kindergartens.
[1] Number of students enrolled and graduates reported in the F911 statistical data collection at the end of the 2023-2024 school year (October 2024).
[2] Number of enrolled students, teachers, and schools reported in the F911 statistical data collection at the beginning of the 2023-2024 school year (October 2023).
[3] The number of schools is based on the number of shifts offered by each school, not on the number of physical school buildings.

At the indigenous elementary school level, the number of students reached 5,753 in the 2023-2024 school year, of which 5,706 remained enrolled and 992 graduated. The terminal efficiency in the cycle was 98.71%.

Number of enrolled, current, and graduating students, teaching staff, and schools in indigenous primary education, by municipality (school year 2023-2024)

MUNICIPIO	ENROLLED STUDENTS[2]	STUDENTS IN EXISTENCE[1]	GRADUATES[1]	TEACHERS[2]	SCHOOLS[2,3]
Amealco de Bonfil	3,482	3,441	572	157	24
Cadereyta de Montes	1314	1308	247	74	35
Ezequiel Montes	418	419	81	21	8
Tolimán	539	538	92	28	7
Total	5,753	5,706	992	280	74

Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: Indigenous primary education is the educational service provided to indigenous children aged six to eleven to teach them the Spanish language before they enter secondary school.
[1] Number of students enrolled and graduates reported in the F911 statistical data collection at the end of the 2023-2024 school year (October 2024).
[2] Number of enrolled students, teachers, and schools reported in the F911 statistical data collection at the beginning of the 2023-2024 school year (October 2023).
[3] The number of schools is based on the number of shifts offered by each school, not on the number of physical school buildings.



Students who speak an indigenous language, served at different educational levels (school year 2023-2024)

MUNICIPALITY	PRE-SCHOOL	ELEMENTARY	SECONDARY	HIGH SCHOOL	HIGHER
Amealco de Bonfil	372	2,122	480	199	2
Arroyo Seco	-	-	-	2	-
Cadereyta de Montes	219	876	68	16	6
Colón	-	73	4	2	23
Corregidora	-	-	-	6	3
El Marqués	2	6	4	7	-
Ezequiel Montes	9	169	-	11	-
Huimilpan	-	-	-	3	-
Jalpan de Serra	-	7	1	4	9
Landa de Matamoros	-	1	-	-	-
Pedro Escobedo	-	-	-	-	2
Peñamiller	-	-	-	1	-
Pinal de Amoles	-	-	-	3	-
Querétaro	22	860	-	58	699
San Joaquín	3	68	-	2	-
San Juan del Río	-	3	-	13	33
Tequisquiapan	-	1	-	5	-
Tolimán	244	842	434	183	-
Total	871	5,028	991	515	777

Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025

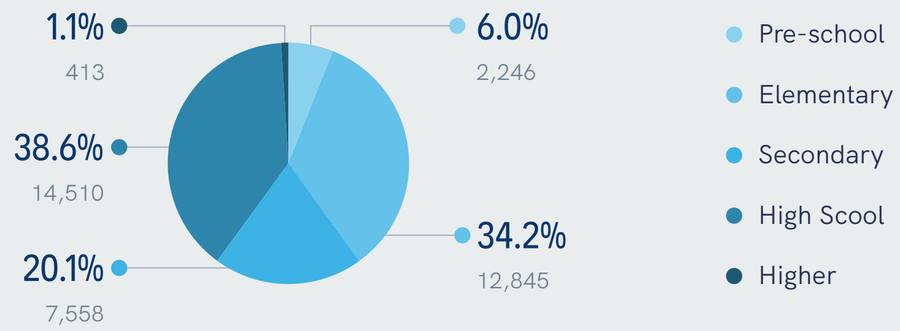
In the 2023-2024 academic year, 8,182 indigenous language speakers enrolled in elementary, secondary, and higher education. The municipality of Amealco de Bonfil had the highest number of students with 38.80%, followed by Tolimán with 20.81%. Elementary education accounted for 61.45% of enrollment, followed by secondary education with 12.11%.

Compared to the previous school year, the highest growth was in the municipality of San Joaquín with 7,200%, followed by Querétaro with 102%, Tequisquiapan with 20%, Cadereyta de Montes with 14%, and Colón with 13%.

Education for people with disabilities

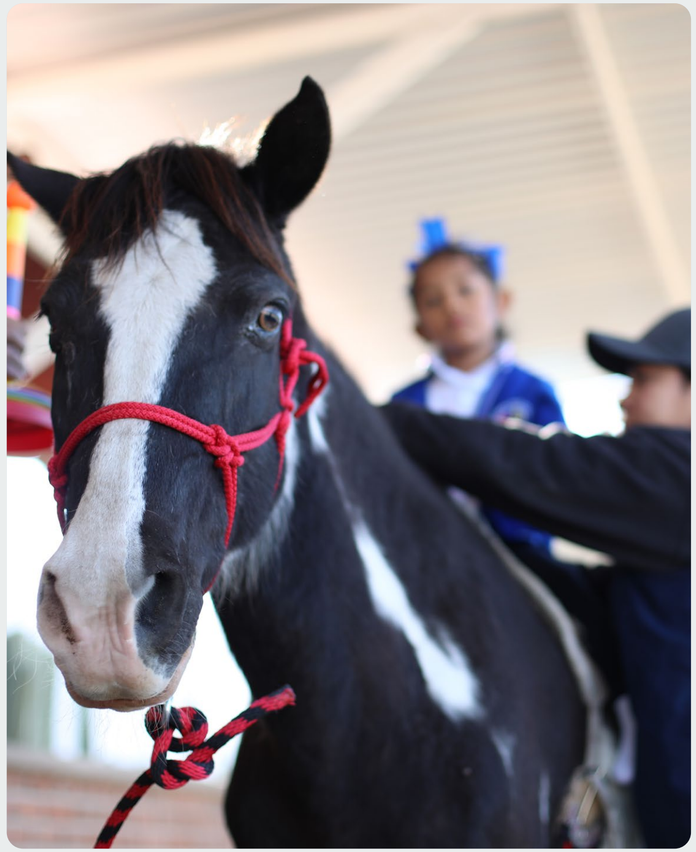
During the 2024-2025 school year, a total of 37,572 students with disabilities were served across different educational levels. Regarding the 2023-2024 school year, students enrolled in different educational levels showed the following variations: preschool 5.9%; elementary school 14.5%; middle school 11.3%; high school -6.1%; and senior high education -21.0%.

Distribution of students with disabilities served by educational level in Querétaro (school year 2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: This includes students with disabilities, learning difficulties, other special needs, and those with exceptional abilities.





During the 2024-2025 school year, 69 special education services were reported, of which 23 are Multiple Attention Centers (CAM, by its acronym in Spanish) and 46 are Regular Education Support Service Units (USAER, by its acronym in Spanish).

Distribution of students with disabilities served by educational level, by municipality (school year 2024-2025)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: This includes students with disabilities, learning difficulties, other special needs, and those with exceptional abilities.



Accessibility in the education sector

During the 2024-2025 school year, 69 special education services were reported, of which 23 are Multiple Attention Centers (CAM, by its acronym in Spanish) and 46 are Regular Education Support Service Units (USAER, by its acronym in Spanish).

Special education schools in the different municipalities school year (2024-2025)

MUNICIPALITY	CAM	USAER
Amealco de Bonfil	1	1
Cadereyta de Montes	1	1
Colón	1	1
Corregidora	2	-
Ezequiel Montes	1	1
Jalpan de Serra	1	4
Pedro Escobedo	1	1
Peñamiller	-	1
Querétaro	12	29
San Juan del Río	2	6
Tequisquiapan	1	-
Tolimán	-	1
Total	23	46

Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: The municipalities of Arroyo Seco, El Marqués, Huimilpan, Landa de Matamoros, Pinal de Amoles, and San Joaquín do not have any special education services located within their territory.

Aeronautical University of Querétaro (UNAQ, by its acronym in Spanish)

Its mission is to be an international benchmark in aerospace training and innovation. It covers an area of 20 hectares within Querétaro International Airport (AIQ, by its acronym in Spanish) and is located just a few kilometers from the most important companies in the sector.

TSU's Maintenance programs are authorized by the Federal Civil Aviation Agency (AFAC, by its acronym in Spanish), so upon graduation, students can obtain a Class I Maintenance Technician license with Engine and Glider capabilities or a Class II Maintenance Technician license with Aircraft Electronic Systems capabilities.

UNAQ educational offer

HIGHER UNIVERSITY TECHNICAL (TSU)
TSU in Aircraft Maintenance
Fixed-Wing Aircraft and Engines Section (In Liquidation)
Avionics Department (In Liquidation)
Precision Machining Area (In Liquidation)
ENGINEERING
Bachelor's Degree in Aeronautical Engineering with a specialization in Manufacturing (IAM), leading to a Higher Technical Diploma in Aeronautical Manufacturing.
Bachelor's Degree in Aeronautical Mechanical Design Engineering (IDMA) with specialization in Higher Education Technician in Aeronautical Mechanical Component Modeling.
Bachelor's Degree in Electronics and Aircraft Systems Control Engineering (IECSA) with specialization in Higher Education Technician in Programming and Aircraft Systems.
Bachelor of Science in Aeronautical Maintenance Engineering (IMA) program, leading to a higher-level technical degree in: • Fixed-wing aircraft and engine maintenance • Aircraft electronic systems maintenance
POST-GRADUATES
Specialization in Aviation Asset Valuation (EVBA, by its acronym in Spanish)
Master of Science in Aerospace Engineering (MIA, by its acronym in Spanish)

Source: Prepared by the authors using data from the Querétaro Aeronautical University, 2025.



Infrastructure

UNAQ is unique in México in that it has highly specialized infrastructure and equipment:

- An 18,500 m^2 warehouse.
- Eleven workshops, including: CNC machining, composite materials, electrical assemblies, structural assemblies, sheet metal forming, among others.
- A Franco-Mexican platform comprising 15 laboratories, including: coordinate measuring machines, aeronautical parts warehouse, aircraft systems, electricity and batteries, avionics, material resistance, thermal machines, engines, thermal processes and welding, penetrating liquids, chemical treatments, electronics, surface treatments, aerodynamics, and metallography.
- Sixteen aircraft that serve as laboratories for training senior professionals and one more for historical and museum purposes.
- Two academic buildings, sports and recreational areas with a total surface area of 3,981.7 m^2 and 2,407.5 m^2 of leisure spaces.
- A total of 69 academic classrooms with a capacity for more than 1,800 students (per shift).
- UNAQ-GE Component Test Facility Laboratory.
- Aerospace Systems Electrification Laboratory.
- Three information centers (libraries), as well as computer, English, physics, chemistry, and simulation labs.
- Infrastructure for information technologies, with certified cabling guaranteed for 20 years.
- An A320 fuselage used for emergency drills for flight attendants and as a lamination for maintenance.to.

Training

It also has a Training Center authorized by the Federal Civil Aviation Agency (AFAC, by its acronym in Spanish), offering more than 700 training courses, job training, and continuing education. In 2024, 21,537 hours of training were provided through 755 courses, which trained 4,665 people. The main companies that received technical training for on-the-job training in 2024 were: TechOps, Viva Aerobus, EDAE, Airbus, Volaris, Bombardier, AIQ, SAFRAN, and TESTIA.

The courses offered to the public are in aviation purser and operations officer training.



Academic and institutional results

- The first Aerospace Innovation and Entrepreneurship Congress was held, with more than 2,500 attendees, positioning Querétaro as a national leader in this field.
- The educational program for the Higher University Technical in Aircraft Maintenance, Avionics Area, obtained certification, guaranteeing international quality standards in professional training.
- Enrollment at UNAQ grew, reaching a total of 2,127 students.
- In the field of university representation, the institution distinguished itself in national and international competitions: it won the gold medal in judo during the CONDE National University Games, while its technological innovation teams achieved second place in autonomous drone competitions and in the *advanced* class category in Brazil.

Strategic projects that strengthen the triple helix

- The link with industry was strengthened by attracting business projects with Diehl Aviation, Safran, and Volaris, reinforcing academic-business cooperation.
- The first cohort of the Cranfield-UNAQ dual degree Master's in Aerospace Engineering began, expanding the institution's international reach.
- In collaboration with General Electric, a one-of-a-kind laboratory was built for aeronautical component research.
- Through the Contigo Educational Intervention Program of the State Department of Education, funding was obtained for the creation of an aerospace 4.0 laboratory, as well as a laboratory for intelligent aerospace materials and structures.
- An agreement was signed with Grupo Aeroportuario de México, designating UNAQ as its aerospace training entity

Technological University of Querétaro (UTEQ, by its Spanish acronym)

UTEQ celebrated its 30th anniversary in 2024, and since its founding to date, it has contributed more than 40,000 graduates from all its educational programs to Querétaro and México.

At the start of the 2024-2025 school year, enrollment at UTEQ stood at 5,410 students.

With the adaptation of the New Educational Model, the University offered bachelor's degree programs with their respective lateral exits. This allows the university to offer 13 bachelor's degrees in the areas of economics and administration, industry, technology, environmental issues, and education, with 28 side options:

Educational offer 2024

BACHELOR'S DEGREE	HIGHER UNIVERSITY TECHNICIAN
Bachelor's Degree in Mechatronics Engineering	Higher University Technician in Automation
Bachelor's Degree in Energy and Sustainable Development Engineering	Técnico Superior Universitario en Energía Solar Higher University Technician in Solar Turbo Energy
Bachelor's Degree in Business Administration	Higher University Technician in Human Capital Management
Bachelor's Degree in Logistics Engineering	Higher University Technician in Supply Chain
Bachelor's Degree in Industrial Maintenance Engineering	Higher University Technician in Industrial Manteinance
Bachelor's Degree in Industrial Engineering	Higher University Technician in Plastic Molding Higher University Technician in Productive Processes
Bachelor's Degree in Information Technology and Digital Innovation Engineering	Higher University Technician in Multiplatform Software Development Higher Technician in Digital Network Infrastructure
Bachelor's Degree in Environmental Engineering and Sustainability	Higher University Technician in Environmental Management
Bachelor's Degree in Business and Marketing	Advanced Technician in Marketing Advanced Technician in Automotive After-Sales Service
Bachelor's Degree in Education	Higher University Technician in English Language Teaching
Bachelor's Degree in Nanotechnology Engineering	Higher University Technician in Nanotechnología
Bachelor's Degree in Mechanical Engineering	Higher University Technician in Automotive Mechanics Higher Technician in Mechanics in Molds and Dies
Bachelor's Degree in Sustainable and Protected Agriculture Engineering	Higher University Technician in Sustainable and Protected Agriculture
POST-GRADUATES	
Master's Degree in Circular Economy	
Master's Degree in Engineering for Smart Manufacturing	
Master's Degree in Sustainable Logistics and Supply Chain Management	

Source: Prepared by the authors using data from the Technological University of Querétaro (UTEQ), 2025.

Quality of Educational Programs

During 2024, there were 13 Higher University Technician (TSU) programs accredited by agencies recognized by the Council for Higher Education Accreditation. At the undergraduate level, 11 educational programs were accredited.

The TSU programs in Logistics, Supply Chain area, TSU in Administration, Human Capital area, TSU in Business Development, Marketing area, as well as the Bachelor's Degree in Logistics Network Design and Management, Bachelor's Degree in Human Capital Management, and Bachelor's Degree in Business Innovation and Marketing have obtained dual accreditation, both nationally and internationally.

Accreditation of educational programs (2024)

ACADEMIC PROGRAM	ACCREDITING BODY	VALIDITY
Higher University Technician in Administration, Human Resources specialization	CACECA/AICE	09/06/29
Higher University Technician in Business Development, Marketing specialization	CACECA/AICE	09/06/29
Higher University Technician in Business Development, Automotive Aftersales Services specialization	CACECA	08/01/26
Higher University Technician in Logistics, Supply Chain Management specialization	CACECA/AICE	12/31/2027
Higher University Technician in Maintenance, Industrial Maintenance specialization	CACEI	05/11/25
Higher University Technician in Industrial Processes, Manufacturing specialization	CACEI	05/11/25
Higher University Technician in Industrial Processes, Plastics specialization	CACEI	05/11/25
Higher University Technician in Mechatronics, Automation specialization	CACEI	12/08/26
Higher University Technician in Chemistry, Environmental Technology specialization	CACEI	12/08/26
Higher University Technician in Renewable Energy, Solar Energy specialization	CACEI	12/04/24
Bachelor of Engineering in Industrial Maintenance	CACEI	05/15/2025
Bachelor of Engineering in Industrial Engineering	CACEI	05/15/2025
Bachelor of Engineering in Environmental Engineering	CACEI	08/31/2025
Bachelor of Engineering in Renewable Energy	CACEI	08/31/2025
Bachelor of Engineering in Software Development and Management	CONAIC	02/18/2026
Bachelor's Degree in Logistics Network Design and Management	CACECA/AICE	12/31/2027
Bachelor's Degree in Human Resource Management	CACECA/AICE	09/06/29
Bachelor's Degree in Business Innovation and Marketing	CACECA/AICE	09/06/29

Source: Prepared by the Technological University of Querétaro using data from the Academic Programs Division, 2025.

Certifications

UTEQ maintained its certification of the Educational Management System (SGE, by its acronym in Spanish) under the ISO 21001:2018 standard "Management Systems for Educational Organizations," awarded by the certifying body COMPECER. This certification validates that UTEQ has the capacity to support skills development through teaching, learning, and research, and reflects its commitment to increasing the satisfaction of students, other beneficiaries, and staff through effective management, which includes continuous improvement of the system and compliance with established requirements.

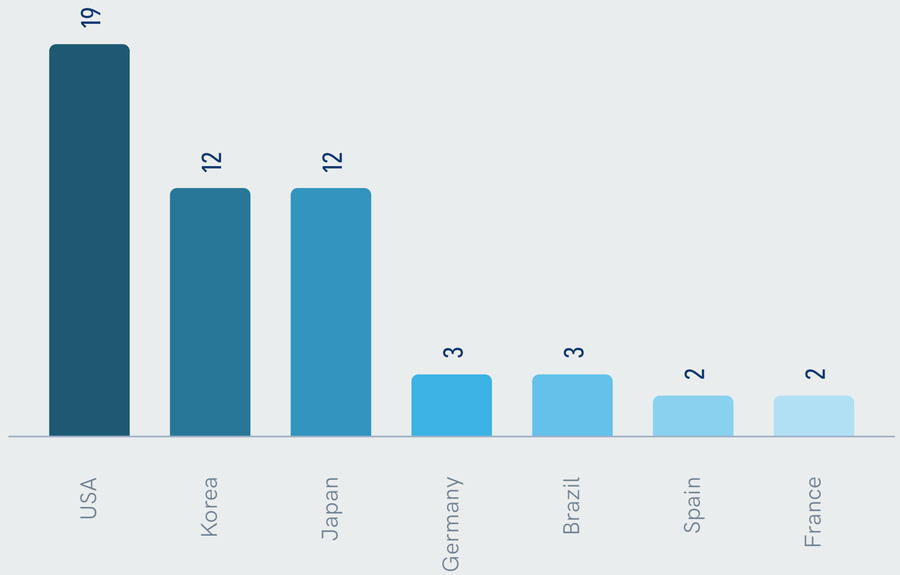
National and International Mobility

During 2024, 53 students from the Technological University of Querétaro participated in international mobility programs. Of these, 42 did so through calls for applications such as Contigo, Beca Embajadores, and Beca Embajadores Bicentenario. In addition, three students completed their professional internship in the EmFuTech program, one of them at the Mirai Innovation Research Institute with support from ANUIES4MX. Another five students participated in the IENA program in the United States, and three students attended the Shell Eco-marathon Brazil 2024.

In terms of incoming mobility, UTEQ welcomed one student from Pai Chai University (Korea) and 16 students from SENA (Colombia), who participated in the program "Integrated Logistics: Fundamentals, Strategies, and Current Trends," designed by faculty from the Economic-Administrative Division.

In terms of faculty mobility, thanks to the Ambassadors Scholarship, two professors from the Economic-Administrative Division spent time in Japan. Likewise, three teachers from the Automation and Information Technologies Division participated in international mobility programs: two to Peru and one to Colombia.

UTEQ International Mobility 2024



Source: Prepared by the authors using data from the Technological University of Querétaro (UTEQ), 2025.

SECONDARY SECTOR

The Technological University of Querétaro (UTEQ) has a modern and specialized infrastructure that supports its educational and research mission. The following are its main facilities::

- 6 two-story teaching buildings.
- 3 heavy laboratories with 7 axles.
- 1 additional heavy laboratory with 4 axles.
- The STELLANTIS National Training Center (CCNS, by its acronym in Spanish), which serves 172 points of sale nationwide and where university students complete their internships and work placements.
- The Center for Creativity and Innovation 4.0 (CIC, by its acronym in Spanish), through the Subdirectorate for Industry 4.0 Solutions, continues to strengthen the innovation ecosystem in Industry 4.0 within our institution, as well as in the state and the Bajío region. This work is carried out in conjunction with strategic alliances that enable the incorporation of new technologies and mechanisms for the transfer of scientific and technological knowledge.
- The Center for Research, Graduate Studies, and Technological Entrepreneurship (PIDET, by its acronym in Spanish).
- A library.
- A Center for Languages and Foreign Communities.



UTEQ 2024 activities and awards

1. Certifications and environmental sustainability: UTEQ, in collaboration with the Municipality of Querétaro, certified 16 hotels in efficient water management practices, promoting responsible use of water resources and generating significant environmental and economic benefits.
2. International recognition and leadership in innovation: The University received important distinctions in 2024, notably fourth place in the category 'Emerging Innovation and Entrepreneurship Activators of the Year' and first place in the International Community vote in the ACEEU Triple E Awards. Likewise, it also received the Siemens Software for Digital Industries Assembly 2024 Award for its leadership in digital innovation and the creation of the National Network of Creativity and Innovation 4.0 Centers (CIC) with 15 Mexican universities.
3. Talent development and continuing education: UTEQ was recognized as a national training institution by the Ministry of Public Education, designing and delivering three online courses that trained 3,250 participants in active methodologies to strengthen mathematical thinking, establishing itself as a benchmark in continuing education for upper secondary school teaching staff.
4. Innovation and technology linkage projects: Multiple initiatives under the Triple Helix model stood out, such as the development of prototypes for water treatment, electric vehicles, robotics, applied artificial intelligence, renewable energy, and smart agribusiness. Among these, participation in the International Entrepreneurship Lab Smart Money stands out, connecting universities and companies in Europe, Africa, Latin America, and México, promoting the internationalization of projects and ventures.

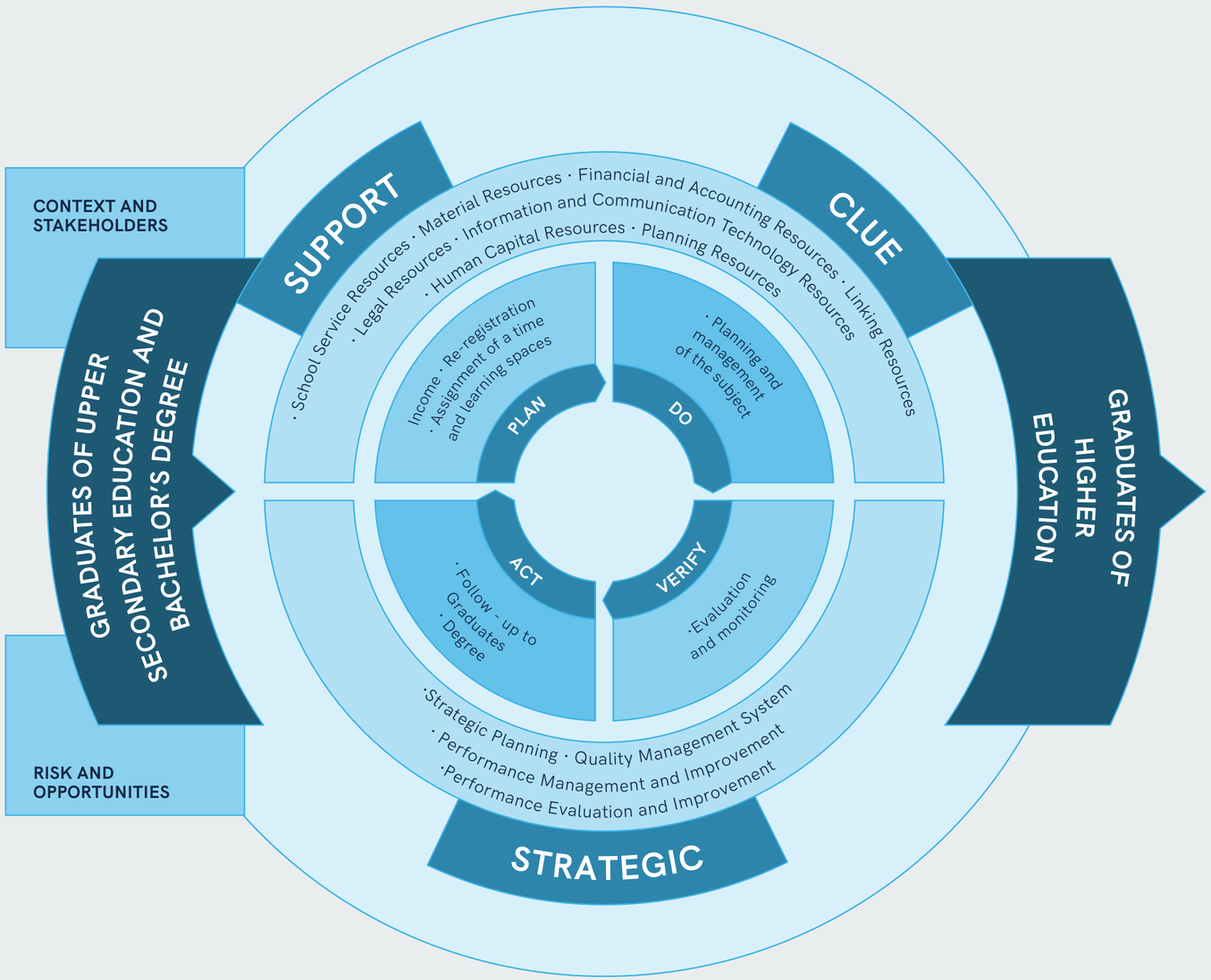


5. Strategic alliances and technological infrastructure: Agreements with companies such as GE Vernova and QSM Semiconductors were strengthened, promoting high-tech laboratories, specialized training, and business incubation projects. UTEQ also consolidated spaces such as the UTEQ-WOLFRAM-UNAM-RED CIC Advanced Digital Computing Intelligence Center, promoting research, the development of expert talent, and regional competitiveness in science, technology, and innovation.

Polytechnic University of Querétaro (UPQ, by its Spanish acronym)

The Polytechnic University of Querétaro (UPQ, by its acronym in Spanish) establishes in its Quality Policy a commitment to support its mission and vision, guide its academic operations and school administration, fulfill its social responsibility, and manage intellectual property in order to provide higher education services that consistently meet the requirements of our students and stakeholders with a focus on continuous improvement based on the implementation, operation, and effectiveness of a Quality Management System.

Quality Management System



UPQ Education offer

ENGINEERING
Mechatronics Engineering
Advanced Manufacturing Engineering
Automotive Technology Engineering
Information Technology and Digital Innovation Engineering
Data and Artificial Intelligence Engineering
BACHELOR'S DEGREE
Bachelor's Degree in International Trade and Customs
Bachelor's Degree in Administration
POST-GRADUATES
Master's Degree in Engineering of Production Systems and Industry 4.0
Master's degree in Administrative Engineering
Master's degree in Senior Management and Digital Strategies

Source: Polytechnic University of Querétaro (UPQ), 2025.

During 2024, the Polytechnic University of Querétaro experienced sustained growth and consolidated significant advances in various academic, infrastructure, and outreach areas. From 2023 to 2024, enrollment increased by 3.94%, from 4,517 to 4,695 students, of whom 4,610 are undergraduate students and 85 are graduate students. As for graduates, a total of 513 were reached, which is 49 more than the previous year.

That same year, the academic offering was expanded with the launch of the Master's Degree in Senior Management and the Master's Degree in Data Engineering and Artificial Intelligence, programs that began with a combined total of 56 students. Similarly, starting in the 2024-2025 academic year, a new educational model was implemented that grants graduates a double degree, thereby strengthening their professional and competitive profile.

In terms of infrastructure, key spaces for practical training were consolidated, including CIDEA (Center for Automotive Innovation and Development), CAPTA (Center for Automotive Talent Learning and Professionalization), and LT1 laboratories and workshops. In addition, with the support of SEDESU and SEDEQ, an electromobility laboratory equipped with a 100% electric car was inaugurated, bringing students closer to emerging trends in the sector. A new wastewater treatment plant was also built, with the capacity to provide this service for the next 30 years, in response to the growth of the university community.

At the institutional level, the university reaffirmed its commitment to equality by recertifying itself under the NMX-R-025 Standard on Workplace Equality and Non-Discrimination, achieving the gold level. Similarly, educational quality was reinforced through external accreditation of all academic programs.

Meanwhile, within the framework of the Triple Helix Model, ties with Eurotranciatura México were strengthened through a dual training scheme that will enable workers to obtain a degree in Advanced Manufacturing Technologies Engineering.

Certifications and accreditations of the Polytechnic University of Querétaro

NAME OF THE CERTIFICATION/ACCREDITATION	DATE OF ACQUISITION	VALIDITY
ISO 21001:2018 certification for Management Systems in Educational Organizations (to be reviewed in 2025)	2021	2024
Certification to the Mexican Standard NMX-R-025-SCFI-2015 on Labor Equality and Non-Discrimination	Mar-24	Mar-27
CIEES accreditation for the Computer Systems Engineering program	Feb-23	Mar-28
CIEES accreditation for the Network and Telecommunications Engineering program	Feb-23	Mar-28
CIEES accreditation for the Bachelor of Business Administration and Management program	Dec-23	Jan-29
CIEES accreditation for the Bachelor of International Business program	Dec-23	Jan-29
CIEES accreditation for the Mechatronics Engineering program	Jul-21	Aug-26
CIEES accreditation for the Automotive Technology Engineering program	Aug-20	Sep-25
CIEES accreditation for the Manufacturing Technology Engineering program	Oct-24	Nov-29

Source: Polytechnic University of Querétaro (UPQ), 2025.



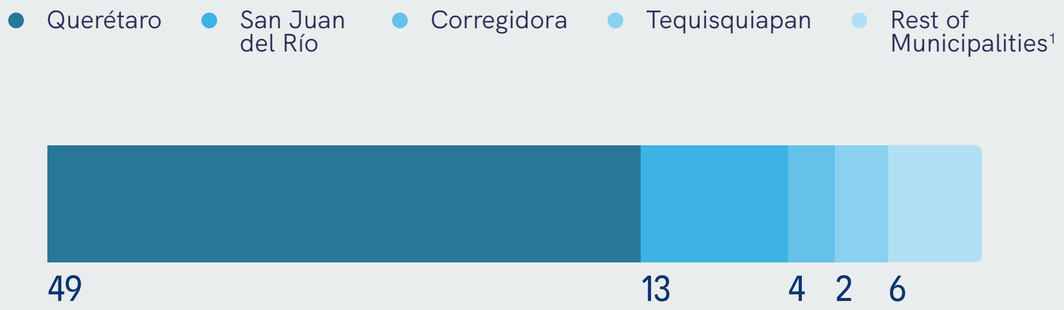


5.3.2

Job training

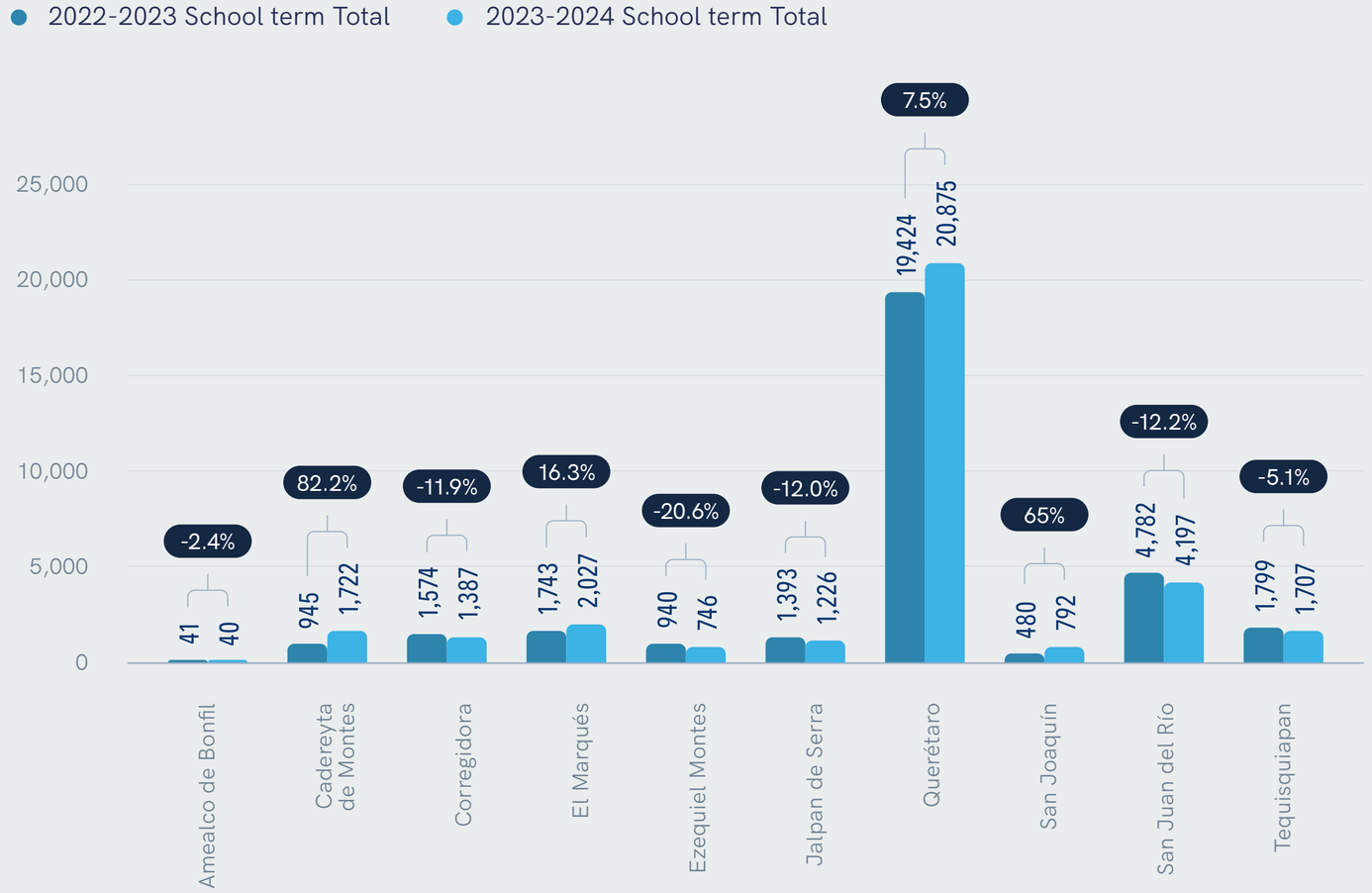
At the end of the 2023-2024 school year, there were 74 training centers located in 10 of the state's 18 municipalities

Distribution of training centers by municipality (school year 2023-2024)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.
Note: [1] This includes the municipalities of Amealco de Bonfil, Cadereyta de Montes, El Marqués, Ezequiel Montes, Jalpan de Serra, and San Joaquín, each of which has a training center.

Enrollment figures for vocational training centers (school years 2022-2023/2023-2024)



Source: Prepared by the authors using data from the Basic Education Services Unit of the State of Querétaro (SEP F911 System), 2025.

Total enrollment reached 34,719 students, representing a 4.8% increase over the previous school year. Of those registered, 63.8% were women (22,137) and 36.2% were men (12,582).

In municipalities such as Amealco, Cadereyta de Montes, San Joaquín, and Jalpan de Serra, women's participation is very high compared to that of men, reaching 100%, 85.8%, 81.3%, and 74.4%, respectively. The only municipality with a higher participation rate among men was El Marqués, with 66.8%.

5.3.3

Research, science and technology

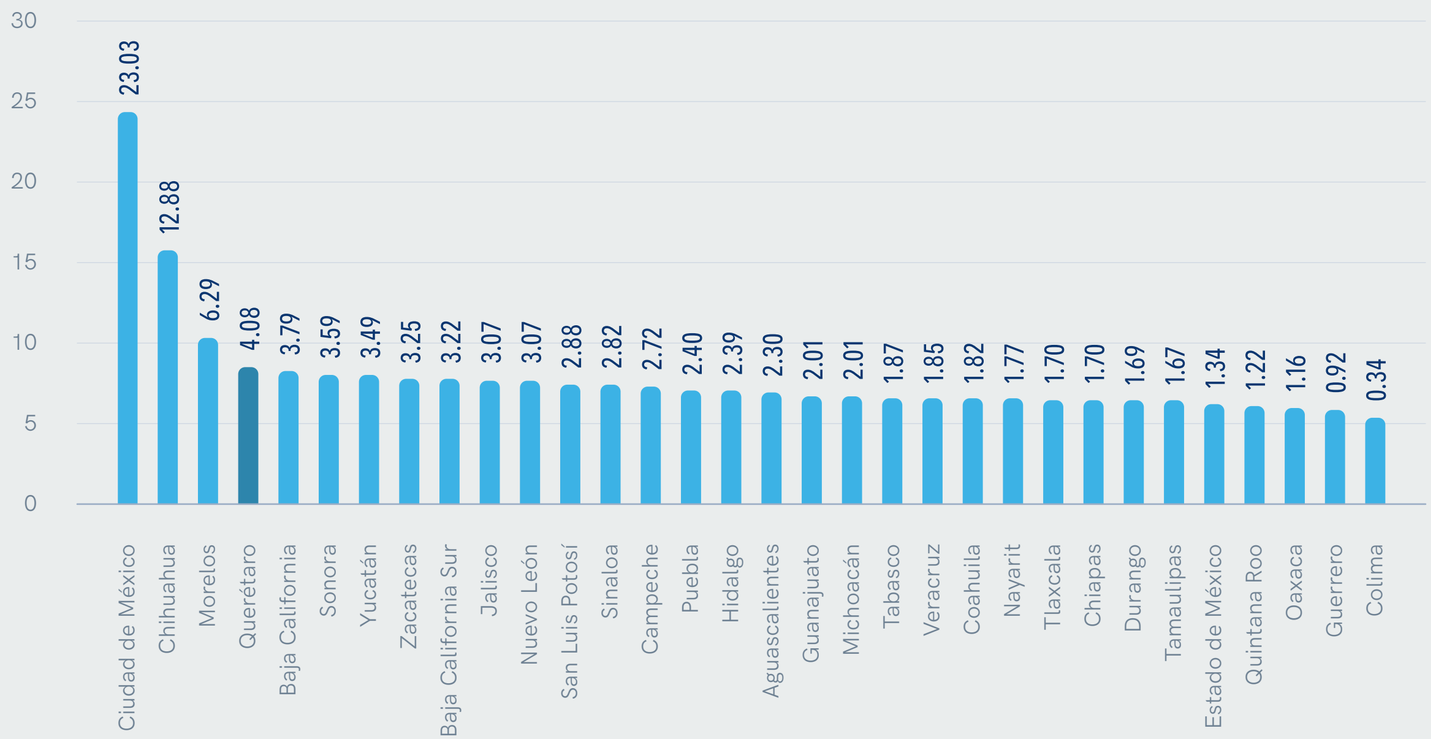
According to the National Council for Humanities, Sciences, and Technology (CONAHCYT), science, technology, and innovation are fundamental factors for a country's economic and social growth, as they develop the elements necessary to increase productivity, competitiveness, and prosperity.

In México, CONAHCYT is the entity responsible for establishing public policies on the humanities, science, technology, and innovation, with the aim of strengthening scientific sovereignty and technological independence. It is part of the National System of Researchers (SNII, by its acronym in Spanish), which recognizes the work of people dedicated to research, with the aim of promoting and strengthening the quality of scientific and technological research.

During 2024, México had 43,923 researchers belonging to the SNII, of whom 1,033 were registered in the state, equivalent to 2.35%. Querétaro ranked among the top four states with the highest number of SNII researchers per 10,000 inhabitants.



SNII[1] members per 10,000 inhabitants by federal state (2024)



Source: Prepared by the authors using data from the National Council for Humanities, Sciences and Technologies (General Report on the State of Science, Technology and Innovation), 2025.
Note: [1] SNII: National System of Researchers of CONACYT.

According to the area of knowledge, SNII researchers are distributed as follows: 18.5% social sciences; 15.4% biology and chemistry; 13.3% physical-mathematical and earth sciences; 12.5% agricultural, agrarian, and forestry sciences; 11.5% engineering and technological development; 11.3% humanities; 10.8% medicine and health sciences; 4.1% behavioral sciences and education; and 2.5% interdisciplinary subjects.

In order to promote research, CONAHCYT awards scholarships to postgraduate students. In 2024, 43,923 national scholarships were administered, of which 7,418 were new scholarships. In Querétaro, 1,033 scholarships were recorded, which means that for every 100,000 inhabitants, 7.11 scholarships are awarded in the state.

In Querétaro, the Querétaro State Council for Science and Technology (CONCYTEQ) is responsible for promoting and coordinating activities within the innovation, science, and technology ecosystem for the sustainable development of the state, fostering multidisciplinary and inter-institutional work between the productive and social sectors.

During 2024, CONCYTEQ carried out various actions with the aim of meeting its objectives and strengthening innovation in the state, including:

Actions and programs carried out by CONCYTEQ (2024)

PROGRAM	NUMBER OF ACTIONS	BENEFICIARIES	PARTICIPATING INSTITUTIONS	BUDGET SPENT
Formalized agreements	98	55,301	29	$21,321,245.04
Science fair	45	13,678	44	$1,598,430.59
Exchange programs	9	30	9	$600,000.00
Emerging Scientific Talents	16	616	16	$1,773,087.00
Academic mobility support	3	3	2	$480,000.00
CACTI project support	5	1,369	5	$6,837,600.00
Science outreach support	24	39.391	23	$3,668,550.88
New Scientists	4	4	4	$70,000.00
Querétaro Science, Technology and Innovation Award	48	145	13	$462,000.00

Source: Prepared by the Querétaro State Council for Science and Technology (CONCYTEQ), 2025.

Scientific and technological research is a fundamental driver of economic, social, and environmental development in any country. In Querétaro, this work focuses on strategic areas such as aerospace engineering, automotive engineering, and advanced manufacturing. Likewise, fields such as nanotechnology, automated and microelectronic systems, metrology, and information technologies are being promoted. In the environmental and agricultural fields, research in soil management, sustainable agriculture, and environmental geosystems stands out. Studies in epidemiology, combustion, hydraulics, biotechnology, and robotics are also key. These areas not only strengthen regional competitiveness but also contribute to improving quality of life and building a more sustainable future.

Research centers and researcherss

According to CONCYTEQ, in 2024, Querétaro had 57 research centers involving 4,232 experts, of whom 1,069 were part of the National System of Researchers (SNII).

With regard to the figures reported in 2024, the total number of researchers increased by 2.1%, while those belonging to the SNII increased by 9.9%.

Throughout 2024, CONCYTEQ published eight editions of Nthe magazine, featuring a total of 85 articles, with the participation of 15 educational institutions or research centers. In addition, three books were published, containing a total of 43 articles, with the participation of three educational institutions or research centers.

Of all the institutions that have researchers on their staff, the Autonomous University of Querétaro (UAQ) ranks as the second largest research center and the leading educational institution with the highest number of researchers in the state.

The different faculties at UAQ carry out multiple lines of research. The Faculty of Engineering accounts for 25.8% of registered researchers, followed by the Faculty of Natural Sciences with 14.1%.

S.N.I.I members affiliated with institutions not classified as research centers (2024)

INSTITUTION	RESEARCHERS FROM THE S.N.I.I.[1] 2024
Escuela Normal Superior de Querétaro	2
Health Services of the State of Querétaro	2
Querétaro State Energy Agency	1
Querétaro State Science and Technology Council	1
Total	6

Source: Prepared by the Querétaro State Council for Science and Technology (CONCYTEQ), 2025.

Research centers and researchers in the SNII[1] system at the Autonomous University of Querétaro (December 2024)

SCHOOL	TYPE	RESEARCHERS FROM THE S.N.I.I.[1] 2024	2024 RESEARCHERS
Engineering	Higher Education	144	160
Natural Sciences	Higher Education	75	88
Chemistry	Higher Education	69	76
Political and Social Sciences	Higher Education	23	28
Philosophy	Higher Education	31	33
Law	Higher Education	31	40
Psychology	Higher Education	27	36
School of Fine Arts	Higher Education	22	29
Accounting and Administration	Higher Education	26	38
Medicine	Higher Education	22	26
Languages and Literature	Higher Education	19	22
Computer Science	Higher Education	17	22
Nursing	Higher Education	4	12
High School Diploma Programs	High school education	9	10
Total		519	620

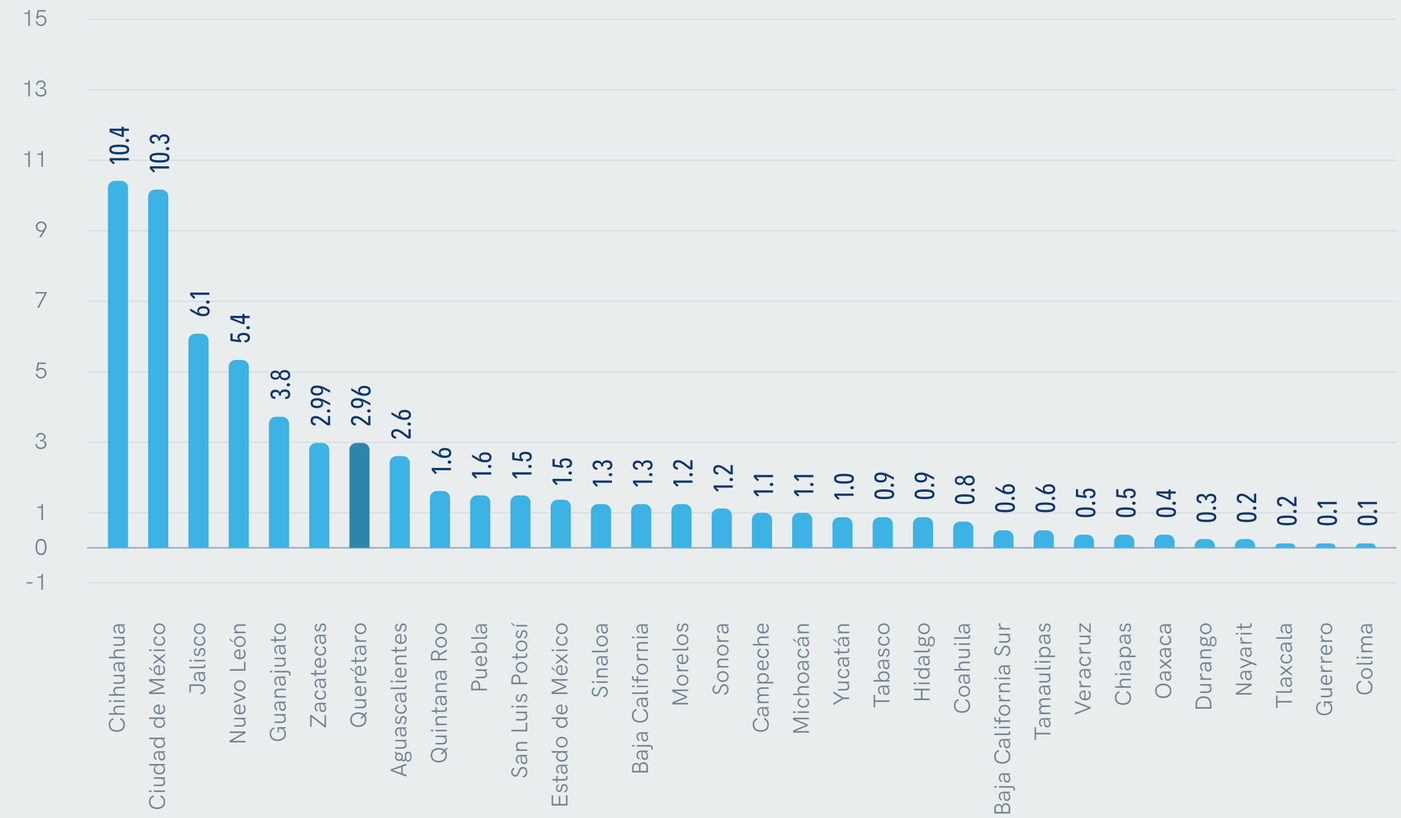
Source: Prepared by the Querétaro State Council of Science and Technology (CONCYTEQ), 2025.
Note: [1] SNII: National System of Researchers of the SECIHTI.

Invention applications (IMPI)

In 2024, the Mexican Institute of Industrial Property (IMPI, by its acronym in Spanish) reported a total of 2,825 invention applications nationwide, a figure that maintains an annual variation of 9%. Querétaro registered 75 invention applications, a figure equivalent to 2.7% of the national total. However, it ranks among the top ten in terms of the number of invention applications per 100,000 inhabitants.

Of the total number of invention applications registered with the entity, 44% correspond to industrial designs, 32% to patents, and 24% to utility models.

Patent application requests per 100,000 inhabitants by federal state (2024)



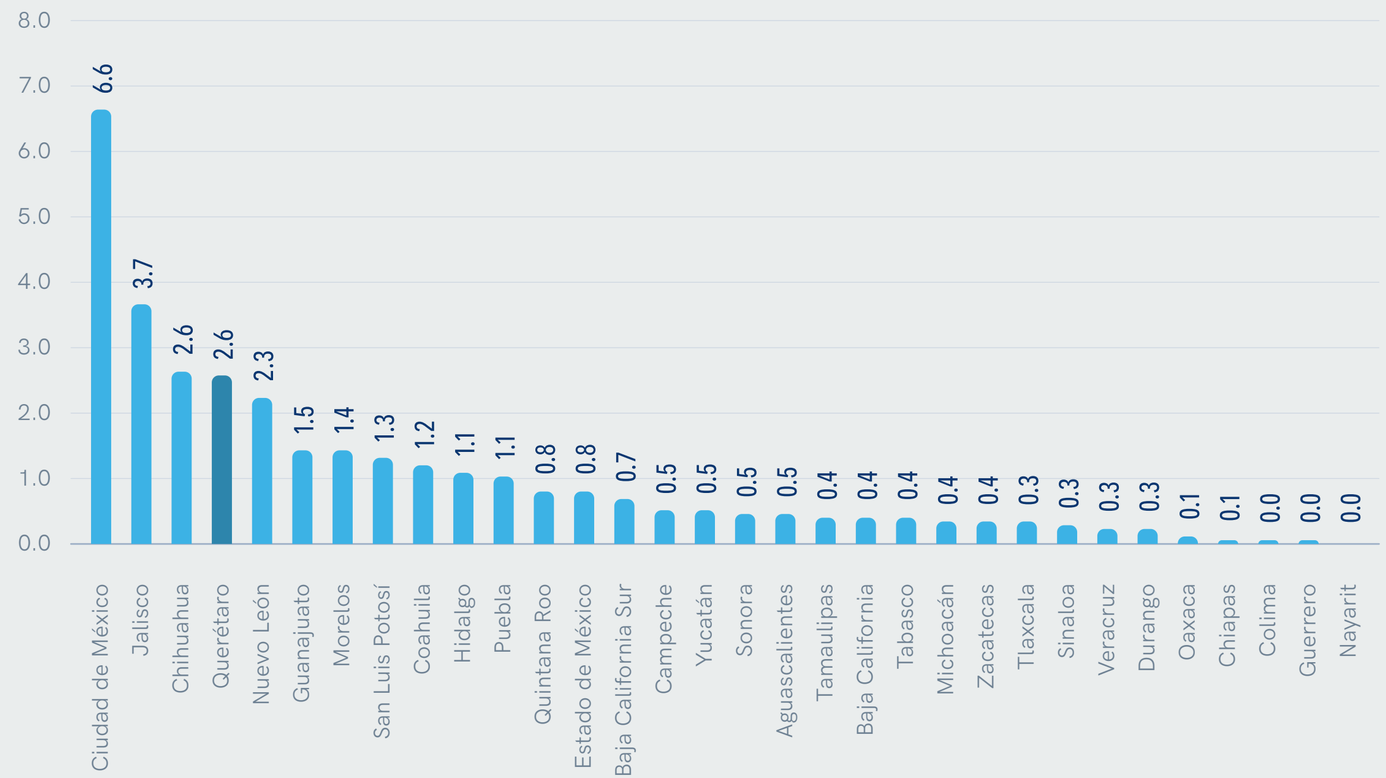
Source: Prepared by the authors using data from the Mexican Institute of Industrial Property (IMPI in figures), 2025.

Titles and registrations granted (IMPI)

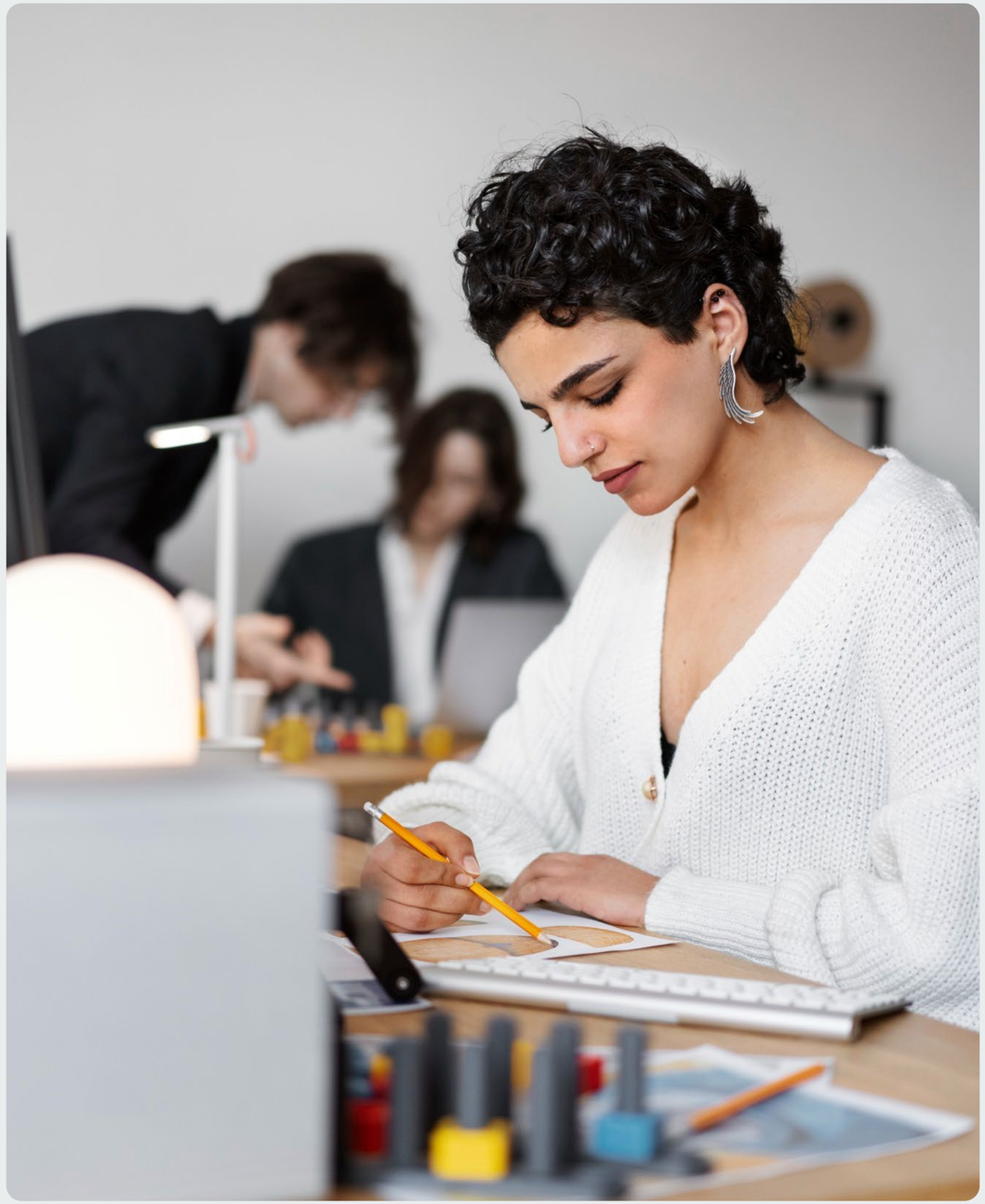
At the national level, IMPI registered 1,569 titles and registrations granted to Mexicans, a figure that maintains an annual variation of 8.4%. In Querétaro, the figure is 66, representing an annual growth rate of 26.9%. When evaluating the data per 100,000 inhabitants, the state ranks fourth.

Of the total number of titles and registrations granted by the entity, 43.9% correspond to industrial designs, 30.3% to patents, and 25.8% to utility models.

Number of titles and registrations granted to Mexicans per 100,000 inhabitants by federal state (2024)



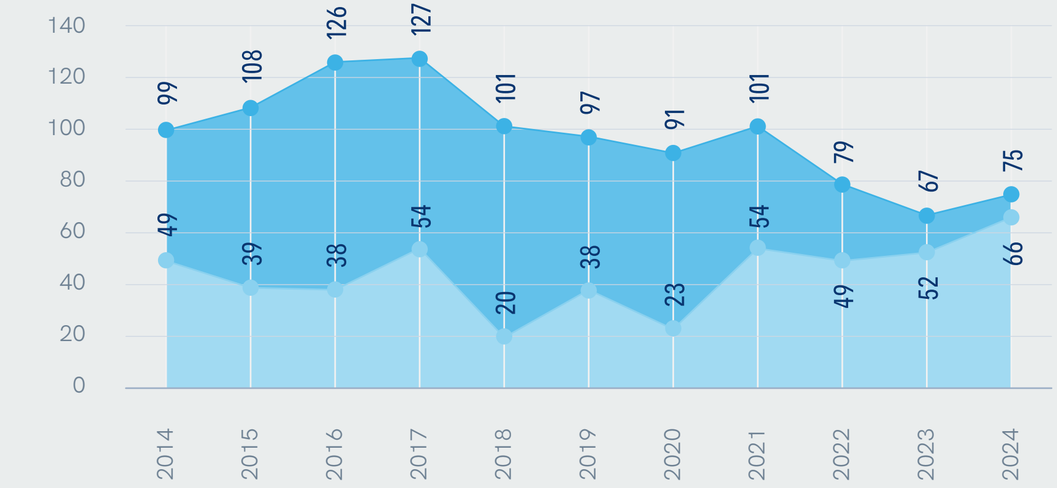
Source: Prepared by the authors using data from the Mexican Institute of Industrial Property (IMPI in figures), 2025.



IMPI registration trends

From 2014 to 2024, invention applications have decreased by 24.2%; in the last two years, an upward trend can be observed. With regard to titles and registrations granted, for the same period, these maintain a growth rate of 34.7%.

Evolution of invention applications and patents/registrations granted in Querétaro (2014-2024)



Source: Prepared by the authors using data from the Mexican Institute of Industrial Property (IMPI in figures), 2025.

5.3.4

Clusters

The existence of clusters enables economic growth, as it promotes the joint development of the various companies located within them by creating an environment of innovation, specialization in various sectors, and modernization of industries. These actions result in job creation and improved practices within the clusters themselves.

Querétaro has a solid state network of clusters, made up of aeronautical, automotive, energy, medical, plastics, logistics, and wine sectors, which work together with the Secretariat of Sustainable Development to strengthen the different sectors and thereby boost the state economy.





Querétaro Aerocluster

At the end of 2024, the Querétaro Aerocluster consolidated its position as a key player in the development of the national aerospace industry, with more than 60 active members. Of these, 75% are companies in the aeronautical sector, complemented by four research centers, eight educational institutions, and three public or private organizations. Most of the members (58) are located in Querétaro, while the rest are distributed in neighboring states such as Guanajuato, the State of México, and México City.

During 2021, the cluster generated 8,732 jobs, 27% of which were filled by women, and provided training opportunities to 403 interns. Sales in the sector reached a record high of $1.43 trillion, with the maintenance, repair, and operations (MRO) segment accounting for the largest share, at 34.6% of the total, followed by aerostructures, at 28.1%.

In terms of foreign trade, North America remained the main trading partner for affiliated companies, accounting for 72% of exports and 37% of imports. Europe accounted for 22% of exports and 9% of imports, while Brazil stood out with 1.5% and 29%, respectively.

The Aerocluster's strategic initiatives are focused on strengthening the sustainability of the aerospace industry, developing the supply chain by integrating large companies with *startups* and SMEs, consolidating links between actors in the regional and national aerospace ecosystem, fostering research and technological development, and promoting specialized training programs and sectoral studies that boost the sector's competitiveness.

Main achievements of the Querétaro Aerocluster in 2024

1. Institutional recognition and consolidation of the ecosystem. The Querétaro Aerocluster was recognized by the Querétaro State Secretariat of Sustainable Development as a strategic player in promoting the aerospace sector, in line with economic and sustainable development policies. Likewise, a solid structure was consolidated with more than 60 active members—including 4 research centers, 8 educational institutions, and 3 public or private organizations—of which 75% are companies in the aeronautical sector. 90% of the members have a direct presence in the state of Querétaro.
2. International projection of the aerospace sector. During 2024, the cluster strengthened its global positioning through its participation in strategic platforms such as the Farnborough International Airshow, the Seattle Aerospace Talks, and the TCI Global Conference, consolidating an international collaboration network. Through the Global Aerospace Cluster Partnership (GACP), alliances were established with aerospace clusters in various regions around the world. Also noteworthy is the strengthening of relations with the government of San Antonio, Texas, as part of a binational cooperation agenda for industrial capacity building.
3. Strengthening the supply chain and sustainability. Strategic projects were promoted to integrate SMEs and startups into the aerospace ecosystem, facilitating their links with large driving companies. Within this framework, Aerospace Supplier Talks was held, a key event that addressed topics such as supply chain, sustainability, talent development, and business networking, promoting a collaborative and competitive environment for aerospace suppliers in the region.
4. Development of specialized talent. Partnerships were established with educational institutions and research centers for the design and implementation of programs focused on training specialized human capital. Through internships, professional placements, and dual training schemes, students were incorporated into companies within the cluster, creating an effective link between academia and industry.
5. Promoting female participation in the aerospace industry. As part of their commitment to inclusion and equity, the companies and institutions of the Aerocluster organized the initiatives “Nosotras en la Ciencia” (Women in Science) and “Women in the Sky,” focused on promoting women's leadership and participation in science, technology, and the aerospace sector. These activities served as spaces for multisectoral collaboration within the Triple Helix model, aimed at building a more diverse, equitable, and innovative industry.



Automotive Cluster

It is headquartered in the Technology Park of the Monterrey Institute of Technology and Higher Education, Querétaro Campus. It has nine committees, which are designed to identify the main needs of the automotive industry and seek solutions through collaborative schemes and triple helix partnerships. The committees are: 1) Supplier Development; 2) Environmental Sustainability; 3) Operational Excellence; 4) Human Capital; 5) Industrial Safety; 6) Asset Security; 7) Tier 2 (TR2); 8) Training; 9) Innovation.

The cluster comprises 123 companies, of which 2 are original equipment manufacturers (OEMs), 55 are Tier 1 (TR1) suppliers, and 39 are Tier 2 suppliers. It also includes eight research and development centers, seven companies that provide support to the automotive industry, two government partners (SEDESU and the Municipality of Querétaro), and ten academic institutions, including universities and higher technical institutions.

The cluster's role is to boost the automotive sector in Querétaro, with the aim of creating a sustainable environment and promoting the development of local suppliers through committee sessions that foster a networking ecosystem, B2B (business-to-business) meetings, and opportunities for growth for local companies.

The cluster houses the state's Circular Economy Office, which plays a key role in implementing the Circular Economy System in the region, working together with the private sector and the state government and generating more than 370 circular economy initiatives with measurable impacts on emissions, water, energy, and waste.

It is important to note that there are more than 350 companies in this sector in the state, which together account for 80,000 direct jobs, positioning Querétaro as the 5th largest producer in the country.

Activities in 2024

1. First edition of the Querétaro Automotive Summit: Although we were focused on the automotive sector, our three-day agenda included meetings, business events, B2B networking sessions, and plant tours. More than 1,800 B2B meetings were scheduled, and 1,993 business opportunities were generated (July 2024).
2. 3rd Rubber Technology Symposium: Organized in collaboration with the Latin American Rubber Society, this event lasted three days: it began with a pre-symposium course, followed by two days of conferences and an exhibition. It brought together more than 150 specialized professionals to learn about technological innovations and sustainable approaches in rubber processing (August 2024).
3. 6th Human Resources Symposium: This event was dedicated to bringing together over 100 professionals in the field, who attended high-level presentations and participated in practical activities focused on new techniques to strengthen teamwork and organizational leadership (November 2024).
4. First edition of the CO_2 & Circular Economy Business Summit: This event focused on sustainability and decarbonization, featuring three days of activities including panels, conferences, a trade show, B2B networking sessions, and site visits to facilities implementing circular economy models. More than 160 business meetings were held, with the participation of over 20 potential buyers (November 2024).
5. Regional business meetings: During the year, numerous business networking events were organized for the benefit of member companies and their affiliated businesses, with the aim of promoting business activity within the region. These meetings were a resounding success, generating valuable opportunities for large companies and new suppliers.

Promoting the triple helix model during 2024

Throughout 2024, the implementation of the Triple Helix model was strengthened, promoting collaboration between government, academia, and the business sector, with the aim of generating tangible benefits for all stakeholders involved.

A prime example was their participation in the "Women in Science" event, where, in support of this initiative, the cluster encouraged member companies to open their doors to high school girls, allowing them to see the operations within the plants firsthand and explore the various professional careers available there. This experience aimed to inspire them to pursue academic careers in science, technology, and engineering.

Another noteworthy example was the "Talent on Wheels" event, held in collaboration with CONALEP Automotive, which kindly opened its doors to host a talent fair. During the event, participating companies presented their current job openings and shared information about employment opportunities for graduates. In addition, presentations were given by human resources professionals, who provided guidance to students on how to enhance their resumes, what skills the job market demands, and what future career paths are available in the industry.



Medical Cluster

The *Clúster Queretano Médico y de la Salud, A.C.* was founded in June 2014 with the mission of contributing to the well-being of society through service, innovation, quality, the adoption of best practices, recruitment, training, and coordination among all its members.

The cluster brings together healthcare organizations with the aim of strengthening and developing the healthcare sector in the state, thereby improving the quality of medical care, patient safety, and the overall patient experience.

2024 Activity report

During the period from January to December 2024, the Querétaro Medical and Health Cluster implemented a series of actions aimed at strengthening governance, networking, advisory services, diagnostics, training, and participation in strategic events. Within this framework, special emphasis was placed on consolidating health tourism, wellness, and bioethics as key areas of focus, positioning Querétaro as a national and international leader in these fields.

More relevant activities:

- Consolidation of the Querétaro Global Health Care Program
  - Integration of hospitals, clinics, and complementary services into the wellness tourism and health tourism model.
  - Presentation of the Certified Cardioprotected Site program at meetings with the Querétaro Hotel Association and the State Cluster Network, with the aim of strengthening patient safety.
- Academic and training development
  - Over 20 training programs, courses, and certificate programs on topics such as hospital quality, patient safety, pharmacovigilance, basic life support (BLS), and health tourism.
  - Best practices sessions and academic collaborations with SESEQ and partner universities.

- Creation and publication of the Cluster's Code of Ethics
  - Development of the first code of ethics of its kind at the national level, positioning the Querétaro Medical and Health Cluster as a pioneer in establishing ethical guidelines for professional practice, governance, and intersectoral collaboration.
- Strategic collaboration under the triple helix model
  - Establishing partnerships with universities (UVM, Anáhuac University, Cuauhtémoc University), research centers, businesses, and government.
  - Development of joint projects in biomedical innovation, hospital management, and overall well-being.

2024 projects that strengthen the triple helix model

AREA	PROJECTS/ACTIVITIES
Education and training	Agreements with universities (UVM, Anáhuac University, Cuauhtémoc University) for postgraduate programs in health tourism, wellness, and hospital management
Applied research	Collaboration with hospitals and research centers on patient safety, bioethics, and hospital management
Collaboration with the private sector	Integration of tour operators, clinics, hotels, and suppliers into wellness and medical tourism projects; launch of the "Cardio-Protected Site" program
Cooperation with government	Participation in state health committees, support for civil society organizations, and promotion of public policies for health tourism and wellness
Innovation	Medical Tourism and Wellness certifications, training courses, and participation in international forums to strengthen the sector's competitiveness; launch of the "Cardio-Protected Site" certification program

Prepared by: Clúster Queretano Médico y de la Salud, A.C. 2025.

- Participation in national and international forums and congresses
  - Representation of Querétaro in panels and meetings on wellness tourism, bioethics, and holistic health.
  - Outstanding international participation in Rome, Italy.

Institutional and Collaborative Results

The internal strengthening of the cluster was reflected in over 50 governance meetings held between the steering committee and the internal committees, which allowed for collaborative decision-making focused on achieving strategic objectives.

Regarding training, more than 20 courses and academic sessions were held, which strengthened the technical and professional skills of the members, thus raising the quality standards in the sector.

Furthermore, partnerships were strengthened through the signing of more than 10 national and international collaboration agreements, which broadened the scope of joint projects.

These agreements covered topics such as biomedical innovation, patient safety, and health tourism.

Active participation in state and national forums related to quality, bioethics, and wellness tourism also helped to increase the visibility of the cluster's work. Finally, the expansion of the Medical Tourism and Wellness Accreditation Program was promoted, with accreditations being awarded to members as recognition of their commitment to excellence and continuous improvement.



Energy Cluster

The *Clúster Energético de Querétaro, A.C.* (CEQ, by its acronym in Spanish) is a non-profit civil association organized under the triple helix model (government, industry, and academia). Its mission is to boost the competitiveness of the state's energy sector by promoting value chains among companies, research centers, and authorities, through innovation strategies that benefit society. By the end of 2024, CEQ had over 65 members and strategic partnerships, including companies from the energy sector; numerous academic institutions, such as UTEQ, UTSJR, Mondragón University México, and ITQ; research centers like CIDESI and CIDETEQ; as well as entrepreneurs and government representatives, such as SEDESU. In this regard, CEQ continued to strengthen its position as a regional leader, coordinating its partners and promoting technological development and the growth of skilled human capital in Querétaro.

Main activities in 2024

- Leadership in the State Cluster Network: The cluster actively participated in the launch of the State Cluster Network (January 2024), organized by the Secretariat of Sustainable Development of Querétaro, where its essential contribution to promoting investment in the sector was recognized. Furthermore, during the first operational planning meeting (February 2024), co-chaired by SEDESU, the Energy Cluster presented the challenges and opportunities within the sector, thus contributing to defining the strategic priorities and vision of the State Network.
- Organization of the Bajío Energy Expo 2024: In August 2024, the cluster director, an engineer, will... Alma Delia Domínguez inaugurated the Bajío Energy Expo 2024 (August 29-30) in Querétaro. The event brought together 15 leading companies (such as Siemens and Energy Service), academic institutions, and research centers, fostering an ecosystem of knowledge and innovation in clean energy. This achievement strengthens Querétaro's position as a regional energy hub.
- State Energy and Sustainability Forum 2024: In October, the cluster co-organized the "Empowering the Future 2024" forum with Tecnológico de Monterrey (Querétaro Campus). This information-sharing event featured experts from the energy sector and aimed to share strategies for increasing competitiveness and promoting sustainable energy use in the Querétaro industry.

The forum fostered important connections between business leaders, academics, and government officials (triple helix model).

- Promoting talent development: Initiatives to link education and industry were implemented. For example, the Querétaro Energy Teens program—aimed at young people aged 13 and older—was organized by the cluster in collaboration with Siemens México and the State Energy Agency. At this interactive event, Siemens dual-training program students gained firsthand experience of the energy industry, demonstrating the cluster's commitment to professional development of its workforce.
- Strengthening the academic-industry link: Throughout the year, ties with universities and technology institutes were expanded. The cluster strengthened its collaboration with higher education institutions (for example, Tecnológico de Monterrey, UTEQ, Mondragón University, CIDESI, and others) to involve students and academics in energy projects. This effort was reflected in their joint participation in forums and in the promotion of dual education programs in Querétaro.

Strengthening the triple helix model

The Energy Cluster acted as a bridge between government, industry, and academia to accelerate energy innovation. At the government level, SEDESU promoted the State Cluster Network, and the Energy Cluster played a key role in its launch and planning. In the academic sector, Tecnológico de Monterrey (Querétaro Campus) collaborated with the cluster by organizing the State Energy Forum, and the cluster facilitated the participation of several universities in clean energy events.

From the industry sector, leading companies such as Siemens joined dual training programs and events organized by the Cluster, thus strengthening the collaboration between businesses and universities. For example, the Bajío Energy Expo included suppliers and research centers, and the Querétaro Energy Teens program involved students in practical activities within the sector. These joint initiatives demonstrate the collaborative efforts in Querétaro: the government provides platforms for collaboration, academia contributes with research and talent, and businesses provide technology and resources.





Plastics cluster

During 2024, the Querétaro Plastics Cluster reached 121 active members, focusing its efforts on the development and strengthening of its members, as well as on fostering interactions with affiliated companies. Through programs such as human capital development, mapping of manufacturing companies in the region—identifying suppliers, processors, end users, and institutional partners—and highlighting the benefits of belonging to the cluster, a solid foundation was established to boost the sector's competitiveness.

The plastics and petrochemical processing sector in Querétaro encompasses processes such as injection molding, blow molding, rotational molding, extrusion, elastomer production, and mold manufacturing. According to data from the Secretariat of Sustainable Development (SEDESU), there are 235 legally established plastics companies in the state—excluding family-run businesses—which generate formal employment and strengthen an industry that is particularly strong in automotive parts, household appliance components, and its growing presence in the agribusiness sector.

Querétaro is home to approximately 40 companies specializing in molds and dies, which generate 25% of the value of the national industry, with a total output of around 150 million US dollars. In the injection molding sector, it produces approximately 35% of the volume and 40% of the value nationally, equivalent to more than $240 million dollars (AMMMT, 2024).

In this context, the strategic actions implemented in 2024 stand out:

- The cluster was integrated into the Querétaro State Cluster Network on January 17th, strengthening collaboration between key sectors and identifying opportunities for cross-sectoral projects.
- We signed more than ten agreements with universities and research centers, which established frameworks for human resource development, joint projects, information exchange, and dual education programs..

- Promotion of professional internship programs with institutions such as UVM, integrating students into innovation and technological development projects within the sector.
- The ISTMA AMERICAS Meetings 2024 will be held in Querétaro on October 8th and 9th, bringing together leaders from the mold and die industry in countries such as the United States, Portugal, South Africa, Argentina, Mexico, and Brazil. The event included visits to companies such as Mabe, Safran, and Schunk, and established itself as a forum for innovation and international networking.
- Participation in Meximold 2024, held on October 9th and 10th in Querétaro, featuring over 142 exhibitors, 80 technological equipment providers, and attracting 3,280 visitors. As a key partner, the cluster helped strengthen the leading trade show for molds and advanced manufacturing in Mexico, positioning the state as a strategic hub for nearshoring.
- This involved developing projects in circular economy, operational excellence, and strengthening human capital, with the Laboratory Network playing a key role, organizing 45 meetings between companies, research centers, and laboratories.

The Laboratory Network, launched on October 23, 2024, aimed to ensure that participating laboratories met international quality standards (ISO/IEC 17025). This project facilitated progress in accreditation processes, established strategic collaborations with institutions such as CIDESI and IQH, and fostered connections with international consultants.

With an estimated market of over 1.2 billion pesos annually in Querétaro and 80 accredited laboratories, the initiative aims to capture up to 10% of this market in the next five years, with projected annual revenue of $12 M MXN. In addition to strengthening technical competitiveness, the project positions Querétaro as a national leader in certification and technical testing, creating an ecosystem for innovation and sustainable development.

In terms of economic impact, the sector showed an approximate growth of 8% during the first half of the year, a figure lower than the 10–15% range recorded in 2023. Although the cluster's target was to achieve double-digit growth for the year, projections indicated that the final result would be between 8% and 10%, driven mainly by demand from the automotive and home appliance sectors, but limited by the slowdown in some automotive projects and currency exchange rate volatility.

This structural strengthening was supported by the Network of Laboratories, the implementation of long-term strategies in automation, circular economy, decarbonization, and dual education, as well as the cluster's integration into the State Network of Clusters, which allowed for stronger synergies with the automotive, aerospace, medical, and logistics sectors. Among the identified risks are the vulnerability of the automotive sector, the effects of exchange rate fluctuations, and the impact of US tariff policies, while emerging opportunities include nearshoring and the growing interest in foreign investment, particularly from European, Asian, and American companies.

At the end of 2024, the outlook for the plastics sector in Querétaro is cautious but encouraging. The estimated growth rate is between 8% and 10%, accompanied by progress in competitiveness, innovation, circular economy, and strengthening human capital. Although external risks persist, nearshoring and attracting international investment are key factors for consolidating the industry in 2025 and beyond, positioning Querétaro as a strategic hub for advanced manufacturing in the country.



Logistics Innovation Cluster (CILQRO, by its acronym in Spanish)

Founded in February 2018, its mission is to promote and develop the state's logistics sector through strategic alliances, research, innovation, and the dissemination of key sector activities and services, as well as fostering synergy and collaboration among its members.

The cluster comprises 91 members, with a strong focus on logistics services: national logistics operators (17 members); institutions (17); national transport companies (9); consulting firms (8); and customs agencies (7).

It offers a variety of benefits to its members, including certification programs; logistics research; logistics training and development; business networking opportunities; business project development; and automation of logistics performance indicators.

In 2024, several key activities were carried out that strengthened the profile of the logistics sector in Querétaro and the region. Among them, the following stand out:

- The presentation of Employability Certificates and the graduation ceremony for the first cohort of the CILQRO 2024 executive program in logistics.
- Participation in strategic forums and summits such as the Bajío Automotive Summit, the 26th International Trade and Logistics Forum, and The Logistics World Summit & Expo 2025.
- The efforts to strengthen partnerships included meetings with SEDESU and the Port of Pharr, Texas, as well as participation in the first meeting of the UTEQ's 2025 Partnership and Relevance Council.
- The collaboration with COPARMEX and Clever Storage during the discussion on clustering and logistics.
- Our presence at the launch of the Logistics Innovation and Competitiveness Cluster of Coahuila.

Wine industry cluster

The *Asociación de Vitivinicultores de Querétaro A.C.* was formed in 2010 with the aim of promoting and disseminating wines from the state of Querétaro. After a long journey, the Querétaro Wine Cluster (CVQ, by its acronym in Spanish) was officially established on April 27, 2022, becoming the first of its kind in México. The CVQ is part of the network of clusters recognized by the State Government.

The CVQ aims to coordinate all institutional stakeholders involved in the Querétaro wine industry, thus promoting greater dynamism throughout the entire sector.

Of the 70 total wine-related projects identified in the state, the Querétaro wine industry cluster comprises 32 of them, representing approximately 85% of the state's production. These projects are distinguished by their strong collaborative efforts, high-quality wines, participation in promotional projects and programs, and involvement in national and international events.

Since 2018, the CVQ has been creating a signature wine for the state, without any single winery taking the lead. This wine, now known as Vino Q, is currently in its 5th edition. This important initiative led to the creation of a technical committee comprising winemakers, agronomists, and technicians from all the wineries.

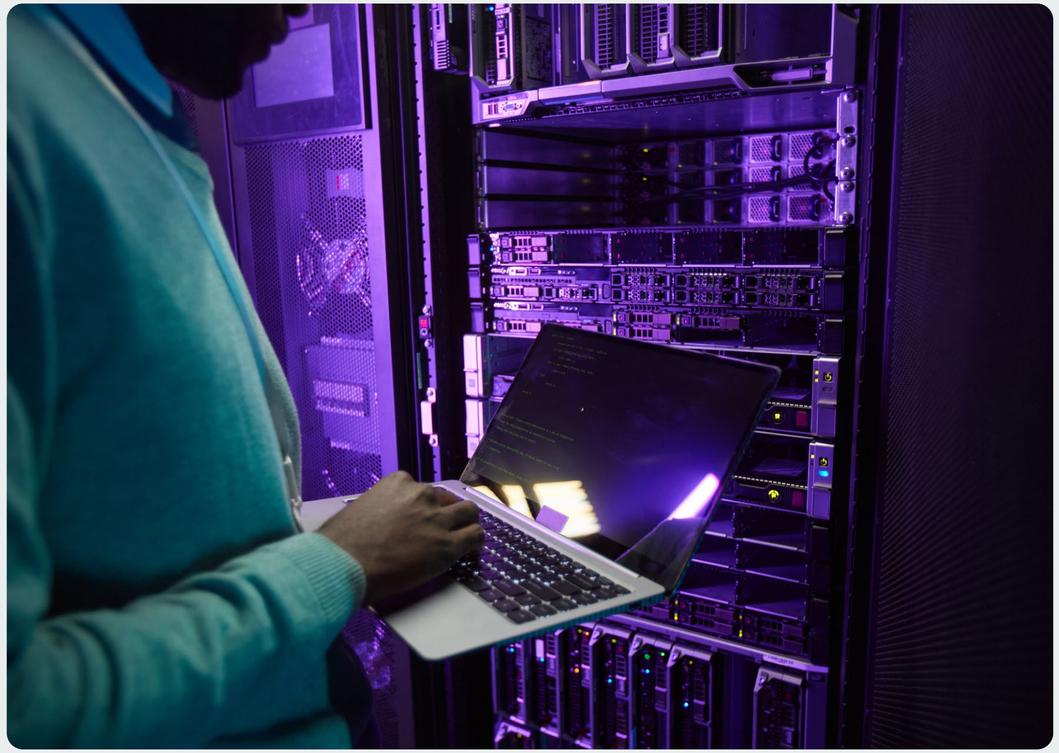
During 2024, the formal procedures were initiated with the Mexican Institute of Industrial Property (IMPI, by its acronym in Spanish) to obtain the first Geographical Indication for wine in México.

The CVQ maintains close ties with both state universities and government institutions, with the aim of carrying out projects that benefit the state.



CVQ's most important achievements in 2024:

- Submission of the zoning project and required documentation to the Mexican Institute of Intellectual Property, with the aim of obtaining the first Protected Geographical Indication for wine in México.
- The use of land for agri-tourism activities was managed, allowing for the development of vineyards and tourism experiences in harmony with agricultural production.
- Work began with the State Congress on the development of the Wine Industry Promotion Law.



Querétaro Digital Technology Cluster

The Digital Technology Cluster (DT) was established over 20 years ago, being the first cluster model in the state. Previously known as Vórtice IT, its name will change to "Querétaro Digital Technology Cluster" in 2024. It has four working committees, designed to identify the main needs of the technology industry and to find solutions through collaborative approaches and partnerships involving academia, industry, and government. The committees are: 1) Public Policy and Outreach; 2) Artificial Intelligence (AI); 3) Human Resources and Inclusion; 4) Infrastructure & Smart City.

The cluster has supported over 150 companies throughout its history, including research centers, universities, and a wide variety of other members, ranging from small and medium-sized enterprises (SMEs) such as ICorp, OneData, VE Mobile, OperGob, SVAM International, and Open Source, to collaborations with large-scale companies like Continental R&D, IENTC, AWS, and Google. It is considered important to explore collaboration opportunities in supply chain management and regional development, particularly in relation to strategic investment projects in the state (such as data centers).

The cluster's role is to promote the digital technology sector in Querétaro, with the aim of building an innovative ecosystem that fosters collaboration, develops specialized talent, and promotes the adoption of high-impact technological solutions. Through its working groups, the organization promotes networking, collaborative meetings, and the development of strategic projects for the benefit of both the local and global industry.

Among the most important achievements of 2024 are:

1. Integration of the new board of directors.
2. Signing of an agreement with Red OTT (technology transfer and protection for industrial applications).
3. Shifting the strategic focus from IT to Digital Technology (DT).
4. Participation in promoting the Querétaro industry through the MxTi Council.
5. Strengthening collaboration with universities and research centers for the development of projects in AI and *Smart Cities.*

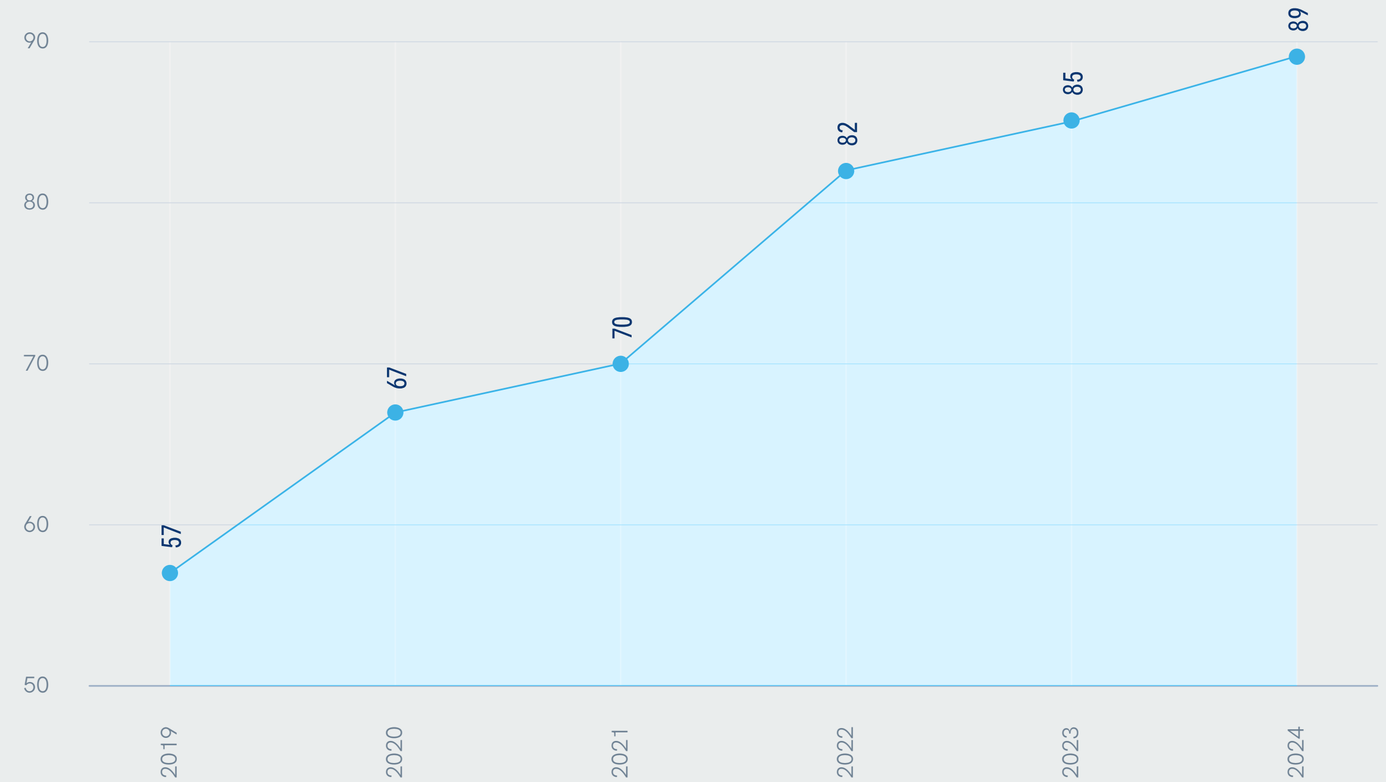
SECONDARY SECTOR

5.4

Industrial parks and zones

Their presence and development in the region promotes the growth of industrial activity, which is of great importance for the economic development of the area. In 2024, the Secretariat of Sustainable Development, through its Environmental Control Division, registered a total of 89 industrial parks and zones, a figure that represented an increase of 4.71% compared to 2023.

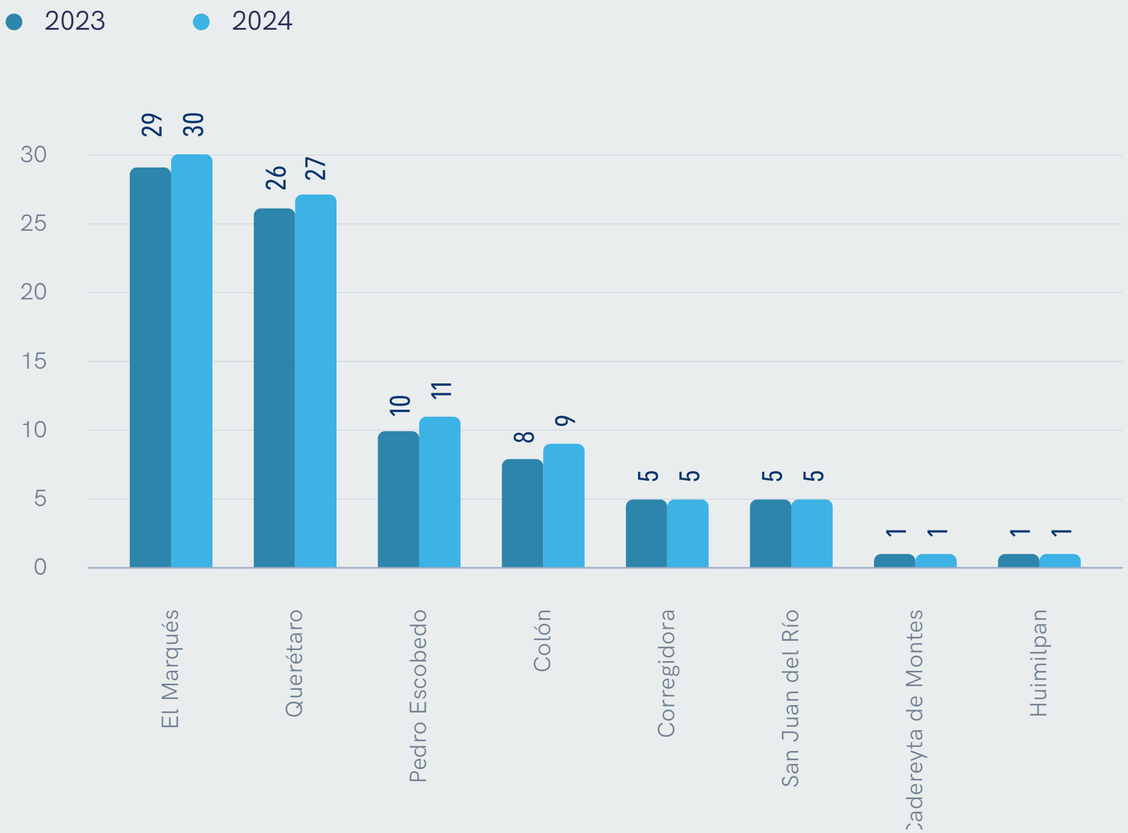
Evolution of the number of industrial parks or zones in Querétaro (2019-2024)



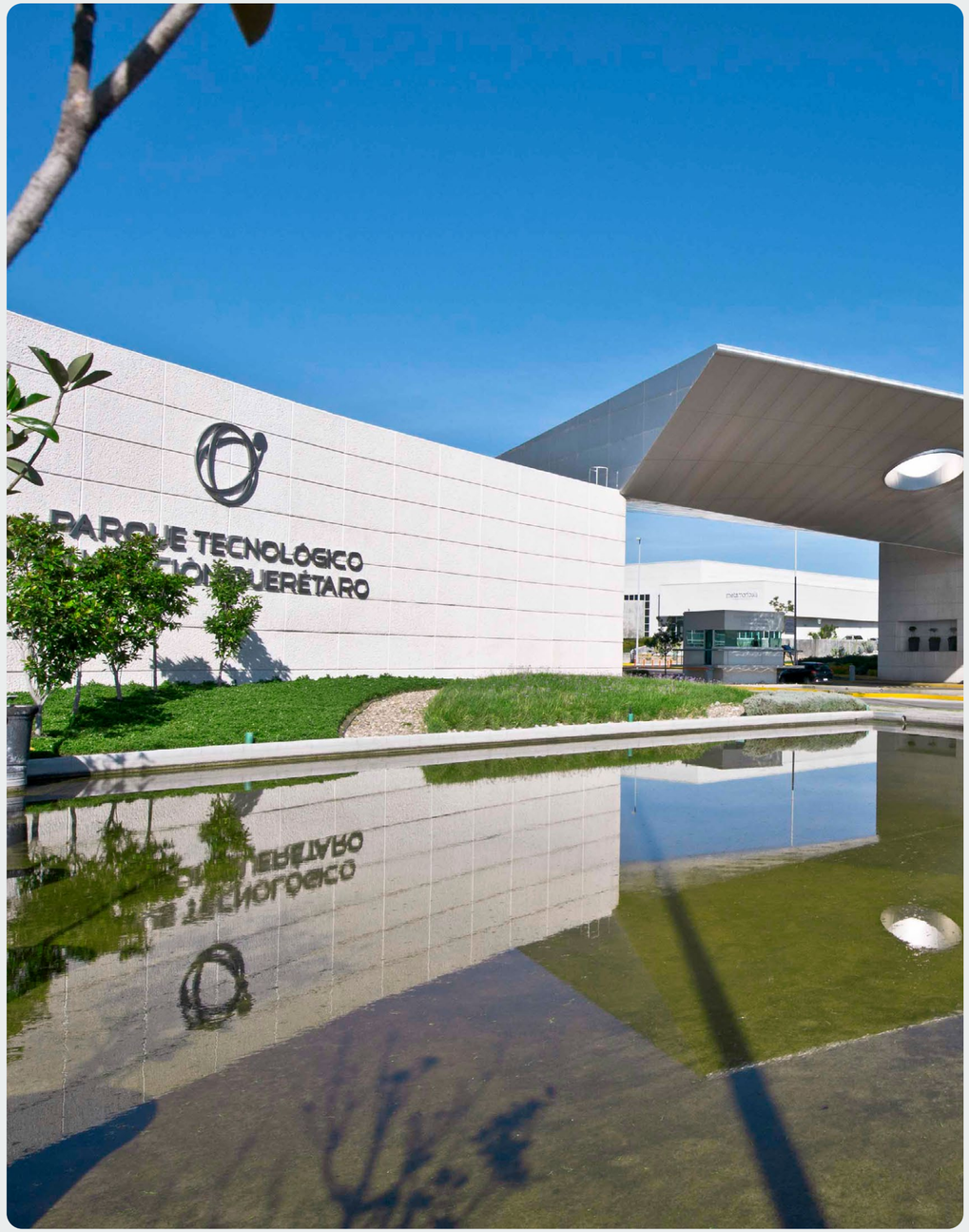
Source: Prepared by the authors using data from the Environmental Control Directorate (Secretariat of Sustainable Development), 2025.

More than 64% of industrial parks or zones were concentrated in the municipalities of El Marqués and Querétaro, while new industrial parks or zones were opened in the municipalities of Colón, El Marqués, Querétaro, and Pedro Escobedo.

Authorized industrial parks or zones in Querétaro (2023-2024)



Source: Prepared by the authors using data from the Environmental Control Directorate (Secretariat of Sustainable Development), 2025.



Industrial Park Directory

Authorized industrial parks in the state of Querétaro (2024)

NO.	PARK	MUNICIPALITY
1	Cadereyta Industrial Park	Cadereyta de Montes
2	Vesta Park Querétaro	Colón
3	Agropark	
4	Aerotech Industrial Park	
5	Querétaro Aerospace Park	
6	Ferroparque	
7	Industrial Point	
8	Novotech Aeropuerto	
9	Aeropuerto Querétaro Industrial Park (PIA, by its acronym in Spanish)	
10	VYNMSA PARK stage 2	
11	Zulú Aeropark Industrial Park	
12	Industrial Park Aeropark	
13	Balvanera Industrial complex	Corregidora
14	El Pueblito Industrial Park	
15	Industrialix Industrial Park	
16	Balvanera Business Park	
17	Balvanera Warehouses	
18	El Marqués Industrial Park	El Marqués
19	Finsa Querétaro	
20	La Noria MicroIndustrial Park	
21	O´Donnell Airport Industrial Park	
22	Airport Industrial Park	
23	Advance Qro. Industrial Park	
24	La Bomba Industrial Park	El Marqués
25	P.K.Co Industrial Complex	
26	Global Park Querétaro	
27	Ciudad Maderas Industrial Park	
28	SMEs Industrial Park	
29	Calamanda Industrial Park	
30	Arso Park	
31	VYNMSA	
32	Villa del Marqués	
33	Just In Time Prime Park	
34	Quadrum Industrial Park	
35	Terra Park Centenario	
36	Euro Park	
37	Puerta Querétaro	
38	FRISA	
39	Querétaro Technology Innovation Park	
40	Conin Advance Industrial Park	
41	Guadalupe La Venta Industrial Complex	
42	Las Palmas II Industrial Complex	
43	Bluhen Business Park	
44	Spartek II Warehouses	
45	Tecnopark	
46	Nowus Park	

NO.	PARK	MUNICIPALITY
47	NBP Calmanda	El Marqués
48	SMEs Industrial Park	Huimilpan
49	Sotavento Industrial Complex	Querétaro
50	San Pedrito Peñuelas Industrial Zone	
51	Vía Verte Park	
52	Benito Juárez Industrial Park	
53	Jurica Industrial Park	
54	Querétaro Industrial Park	
55	Santa Rosa Business Park	
56	San Isidro Industrial Park	
57	Micropark P88	
58	Miqro1 Park	
59	Jofre Park MicroIndustrial Park	
60	NAVEX Park	
61	SPM Industrial Condominium	
62	Buena Vista business park	
63	Dynamik Park	
64	Eqropak	
65	Born-Makro Micropark	
66	Vie Verte Querétaro II Industrial Park	
67	Santa Rosa Navetec	
68	Terrakia	
69	Querétaro Sur Industrial Park	
70	Practipark Industrial and Commercial Park	Querétaro
71	Acupark Industrial Complex	
72	Querétaro II Micropark	
73	Sendero BP	
74	Concordia Park	
75	Norponiente Industrial Complex	
76	Valle de Oro Industrial Park	San Juan del Río
77	Tierras Coloradas	
78	New Industrial Park	
79	SJR Advance Industrial Park	
80	Bodegas Azeropark	
81	Las Palmas Industrial Complex	Pedro Escobedo
82	Elysium Industrial Park	
83	Exeter Cantera Industrial Park	
84	Finka San Antonio Agropark	
85	Q2 Industrial Park	
86	Saloro Business Park	
87	Q3 Industrial Park	
88	Pedro Escobedo Navetec Business Park	
89	Querétaro Central Industrial Park	

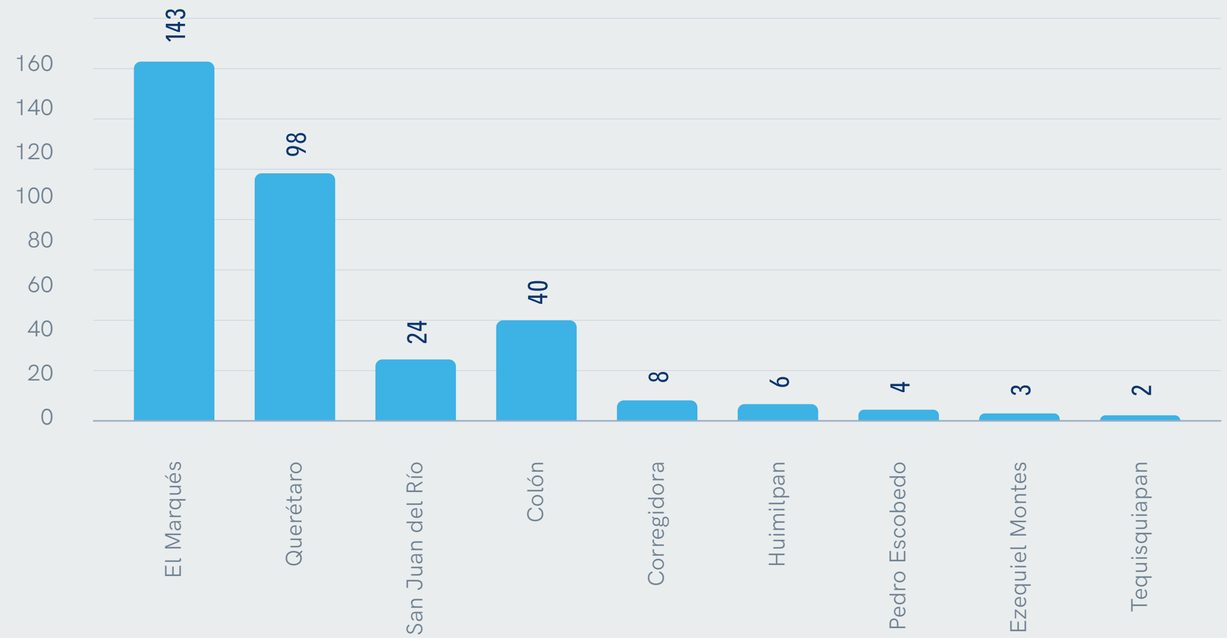
Source: Prepared by the authors using data from the Environmental Control Directorate (Secretariat of Sustainable Development), 2025.

5.5

Environmental impact

In 2024, 328 applications related to the Induction Form were reviewed, of which 245 were approved (granted) in 9 of the 18 municipalities in the state of Querétaro. This represented a 34.62% increase compared to 2023.

Orientation forms issued by municipality (2024)



Source: Prepared by the authors using data from the Sub-Secretariat of the Environment (Environmental Control Directorate, SEDESU), 2025.

5.5.1

Environmental impact assessment

It is the responsibility of the Secretariat of Sustainable Development, through the Environmental Control Directorate, to evaluate and, if necessary, reject projects that could cause ecological imbalances by exceeding the limits and conditions specified in applicable regulations, resulting from the construction, suspension, expansion, modification, demolition, or dismantling of projects or activities.

Environmental procedures

In addition to conducting environmental impact assessments, the Environmental Control Division handles various administrative procedures through the Online Procedures Platform. This digital tool facilitates access to information for users and streamlines the process for obtaining environmental impact permits.

During 2024, a total of 28,793 procedures were carried out, a figure that represents a 0.13% increase compared to the number reported in 2023. Vehicle inspection authorizations accounted for 73.1% of all procedures.

Number of procedures handled by the Environmental Control Department (2024)

TYPE OF PROCEDURE	PROCEDURES COMPLETED
Vehicle inspection authorizations	21,045
Certificate of issuance of the vehicle inspection certificate	4,962
Annual report on emissions and pollutant transfer	772
Registration, modification, and renewal of the registry of environmental service providers for waste management	548
Authorization for industrial facilities	221
Issuance of replacement vehicle inspection certificate and hologram	213
Registration or, as applicable, update of the Special Waste Management Plan	152
State environmental license	168
License for the operation of a material extraction site	157
Environmental impact assessment authorization	148
Authorization for the integrated management of special waste	112
Registration or renewal in the registry of environmental service providers	110
License for controlled blasting sites	85
Open-air combustion permit	75
Registration or renewal in the registry of environmental service providers for vehicle inspection	15
Vehicle inspection extension	6
Environmental risk assessment	4
Total	28,793

Source: Prepared by the authors using data from the Environmental Control Directorate (Secretariat of Sustainable Development), 2025.

Main emission categories by pollutant (base year 2021)

POLLUTANTS[1]	SUBCATEGORY
PM_{10}	Agricultural burns (21.2%)
	Domestic combustion (14.7%)
	Till (11.7%)
	Forestry Wildfires (8.9%)
	Tract Trucks (7.8%)
	Electric power generation (6.3%)
	Other subcategories (29.5%)
$PM_{2.5}$	Agricultural burns (29.3%)
	Domestic combustion (20.4%)
	Forestry Wildfires (10.8%)
	Tract Trucks (8.6%)
	Glass Production (4.8)
	Other subcategories (26%)
SO_2	Cement and lime industry (34.7%)
	Glass Production (19.4%)
	Chemical Industry (13.7%)
	Food and Beverage Industry (7.9%)
	Agricultural machinery (7.1%)
	Other subcategories (17.5%)
CO	Private cars (23.7%)
	Motorcycles (19.1%)
	SUVs (14.0%)
	Pick Up (13.7%)
	Agricultural burns (8.6%)
	Other subcategories (20.9%)
NO_x	Tract Trucks (23.4%)
	Private cars (12.5%)
	Biogenic (12.1%)
	SUVs (14.0%)
	Pick Up (7.8%)
	Other subcategories (36.3%)
VOC	Biogenic (29%)
	LP gas handling and distribution (22.3%)
	Cleaning of industrial surfaces (9.1%)
	Domestic combustion (5.2%)
	Private cars (5%)
	Other subcategories (29.4%)
NH_3	Livestock emissions (83.1%)
	Household ammonia emissions (7.7%)
	Fertilizer application (5.4%)
	Agricultural burns (1.3%)
	Other subcategories (2.4%)
CN	Tract Trucks (40.2%)
	Agricultural burns (23.6%)
	Buses (8.6%)
	Domestic combustion (8.4%)
	Other subcategories (19.2%)

Source: Prepared by the authors with information from the Environmental Control Division (Ministry of Sustainable Development), 2025.
Note: [1] PM_{10} - particles in atmospheric suspension with an aerodynamic diameter equal to or less than 10 µm ; $PM_{2.5}$ - particles in atmospheric suspension with an aerodynamic diameter whose diameter is less than 2.5 microns; SO_2 - sulfur dioxide; CO - carbon monoxide; NO_x - nitrogen oxides; VOC - volatile organic compounds; NH3 - ammonia; CN - cyanide.

Pollutant emissions

The state inventory of pollutant emissions criteria of Querétaro is a strategic instrument to monitor air quality, because through knowledge of the type and quantity of pollutants emitted by the different sectors or categories, it allows implementing and evaluating actions and control measures.

5.6

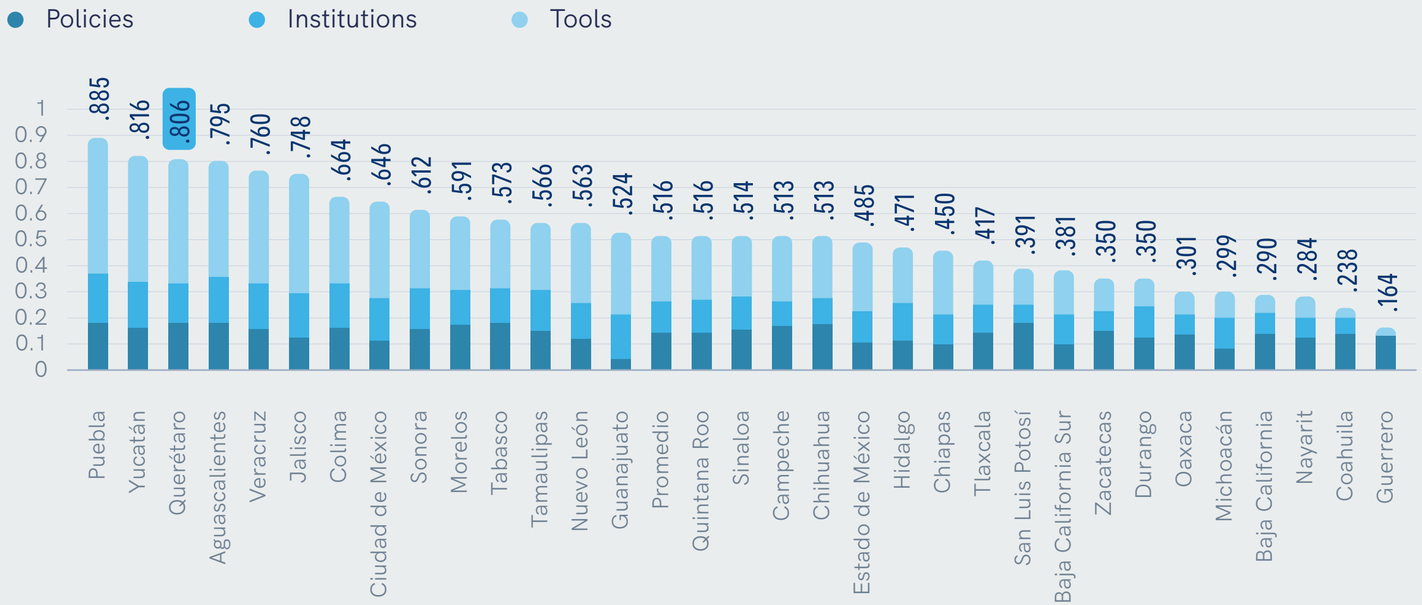
Regulatory Improvement

The regulatory reform policy was implemented in the state eleven years ago, and it currently focuses on placing citizens at the center of public administration by establishing clear regulations, streamlined procedures, and efficient services, aiming to maximize the value of available resources, and thereby stimulating investment, innovation, economic confidence, productivity, and efficiency, all in support of overall social growth and well-being.

The Regulatory Improvement Tools demonstrate the effectiveness of public policies within the entity, generating a direct impact on the well-being of citizens.

Through the Regulatory Improvement National Strategy Progress Indicator (IAENMR, by its acronym in Spanish), in 2024 Querétaro ranked as the third-best performing state, thus ensuring the achievement of the goals, objectives, and action plans established in the strategy issued by the National Regulatory Improvement Commission.

Results of the Progress Indicator for the National Regulatory Improvement Strategy (2024)



Source: Prepared by the authors with data from the National Regulatory Improvement System, 2025.

5.7

Moody's and S&P credit ratings

Moody´s

According to the latest report published by Moody's Local on May 16, 2024, Querétaro maintains an "AAA.mx" credit rating (the strongest credit quality compared to other local entities and transactions), demonstrating strong management and governance practices, low levels of debt, and a high level of liquidity.

Credit strengths:

- High own-source revenues supported by a dynamic regional economy.
- Strong governance practices and solid operational performance.
- Low level of debt and strong liquidity.

Credit challenges:

- High capital expenditure requirements.
- High pension liabilities.

Because the state's outlook is stable, a downgrade of the current rating is not expected.

Standard and Poor´s (S&P)

According to a report published on September 17, 2024, by the rating agency Standard & Poor's, the long-term national-scale credit rating assigned to Querétaro was raised from "mxAA+" to "mxAAA," making it the first Mexican state to achieve the highest national-scale rating. Furthermore, the entity's global issuer credit rating was confirmed at "BBB".

The report highlights the state's highly dynamic and diversified economy, along with its experienced financial administration across different administrations, consistently strong fiscal performance, and significant measures taken to boost tax revenue in recent years.

Furthermore, it is proposed that the state economy will be driven by private investment and benefit from *nearshoring* trends.



Tertiary sector

6

The tertiary sector - which includes trade, education, health, banking and financial services, as well as transport and communications - represents the main source of contribution to the state's GDP (Gross Domestic Product). Besides, it's an important generator of jobs, concentrating more than half of the secured employees.

6

Tertiary sector

6.1 Development of business and services

6.1.1 Gross Domestic Product of the tertiary sector

6.1.2 Employment in the tertiary sector

6.2 Trade in Querétaro

6.2.1 Domestic commerce

6.2.2 Foreign trade

6.3 Foreign Direct Investment (FDI)

6.3.1 Foreign Investments in México

6.3.2 Foreign investments in the state

6.4 Services

6.4.1 Monthly Survey of Services (EMS, by its initials in Spanish)

6.4.2 Transportation, post and storage

6.4.3 Financial services and insurance

6.4.4 Real estate and rental services

6.5 Micro, small, and medium-sized enterprises (MSMEs)

6.6 Support and promotion to companies

6.6.1 SMEs Support Office

6.7 Directory of chambers and associations of the sector

Tertiary sector

309,277
MILLIONS OF PESOS

50.4%
OF THE STATE GDP

372,902
JOBS IN THE TERTIARY SECTOR

106,089
MSMES REGISTERED BY THE DENEUE

1,056.4
MILLION USD FDI

USA
MAIN IVESTOR



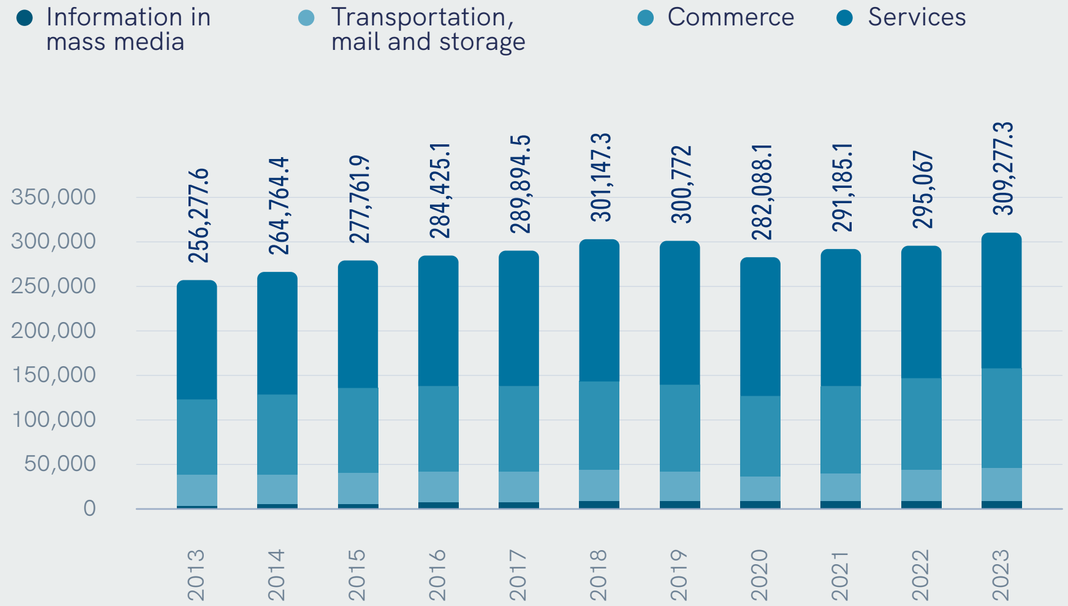
6.1

Development of business and services

6.1.1 Gross Domestic Product of the tertiary sector

In 2023, this industry reported $309,277.3 M MXN at prices of 2018 in GDP, representing 50.4% of the total. The amount kept an annual variation of 4.8%

Gross Domestic Product (GDP) of tertiary activity by sector in Querétaro (2013-2023)

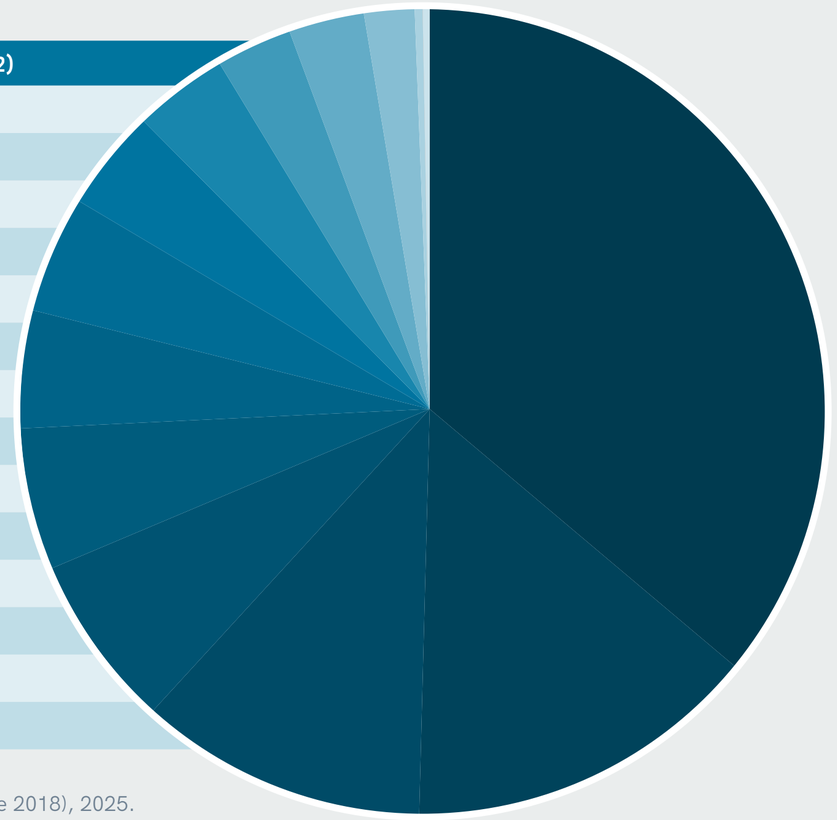


Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (GDP by State (PIBE). Base index 2018), 2025.
Note: Values are expressed in millions of pesos at 2018 prices.

Of the total value of tertiary activity, the services accounted for 49.4% ($152,853.5 M MXN), followed by commerce with 36.1% ($111,795 M MXN), transportation, post, and storage with 11.4% $35,256 M MXN) and information in mass media with 3% ($9,372.8 M MXN).

Distribution of GDP from tertiary activity by sector in Querétaro (2023)

SECTOR	DISTRIBUTION	VAR. % (2023 - 2022)
Commerce	36.1%	8%
Real estate services and leasing of movable and intangible assets	14.3%	3.6%
Transportation, mail and storage	11.4%	1.7%
Financial and insurance services	6.8%	8.1%
Education services	5.6%	-0.6%
Temporary accommodation and food and beverage preparation services	4.6%	18%
Legislative, governmental, law enforcement and international organization activities	4.6%	-6.1%
Professional, scientific and technical services	4.0%	-0.2%
Health and social assistance services	3.8%	-3.3%
Information in massive media	3.0%	11.6%
Other services except government activities	3.0%	10.2%
Business support services, waste and debris management, and remediation services	2.0%	-4.3%
Cultural and sports leisure services, and other recreational services	0.3%	6.9%
Corporate	0.3%	0.6%



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (GDP by Federal Entity (GDPE). Base 2018), 2025.

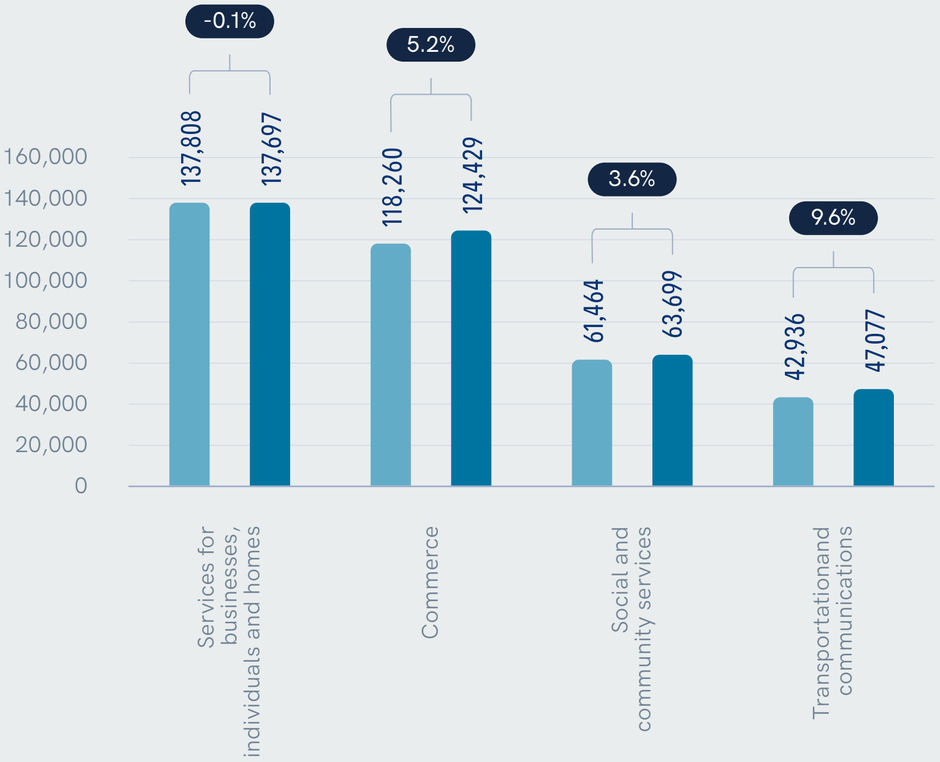
6.1.2

Employment in the tertiary sector

In December 2024, the Mexican Social Security Institute (or IMSS by its initials in Spanish) accounted 372,902 people formally working in the tertiary sector, 3.4% higher than reported in 2023, 44.5% being women and 55.5% men. The average wage was $587.99 pesos for women and $690.13 for men.

Of the total number of jobs in this sector nationwide (13,540,223), Querétaro represented 2.8%.

Jobs in the tertiary sector (December 2023-2024)



Source: Prepared by the authors using data from the Mexican Social Security Institute (Dynamic query, jobs by economic sector), 2025.

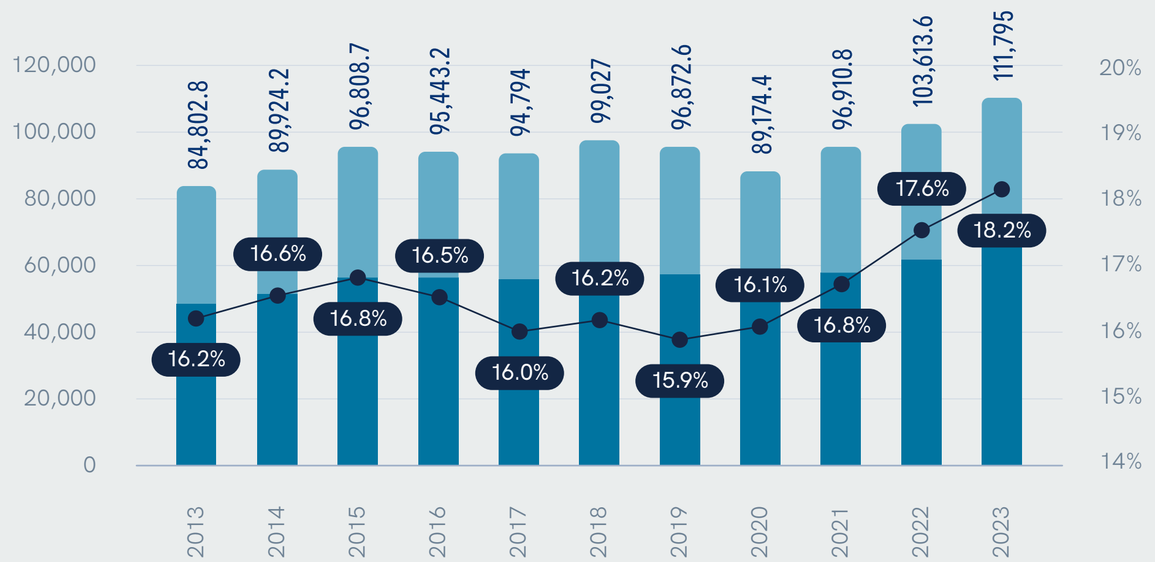
6.2

Trade in Querétaro

6.2.1 Domestic commerce

In 2023, trading reported 111,795 million pesos at prices of 2018 in GDP, representing 18.2% of the total and 36.1% of the reported by the tertiary sector. The amount kept an annual variation of 7.9%.

Gross Domestic Product of Trade in Querétaro (2013-2023)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (GDP by State (PIBE). Base 2018), 2025.
Note: Figures are expressed in millions of pesos at 2018 prices.

TERTIARY SECTOR



In December 2024, IMSS accounted 124,429 people formally working in the tertiary sector, 5.2% higher than reported in 2023, 42.3% being women and 57.7% men. The average wage was $496.37 pesos for women and $612.51 for men. Of the total number of jobs in this sector nationwide (4,746,217), Querétaro represented 2.6%.

According to the National Statistical Directory of Economic Units (DENUE, by its initials in Spanish), the state has 47,581 economic units dedicated to trade (95.5% of which are for micro-enterprises). The unities of this area represent 44.1% of the total of establishments in the state and 1.8% of the establishments targeted to commerce nationwide.

Distribution of economic units dedicated to commerce by size in Querétaro (2024)

SIZE	COMMERCIAL ESTABLISHMENTS	DISTRIBUTION
Micro	45,443	95.5%
Small	1,463	3.1%
Medium	504	1.1%
Large	171	0.4%
Total	47,581	100%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Statistical Directory of Economic Units), 2025.



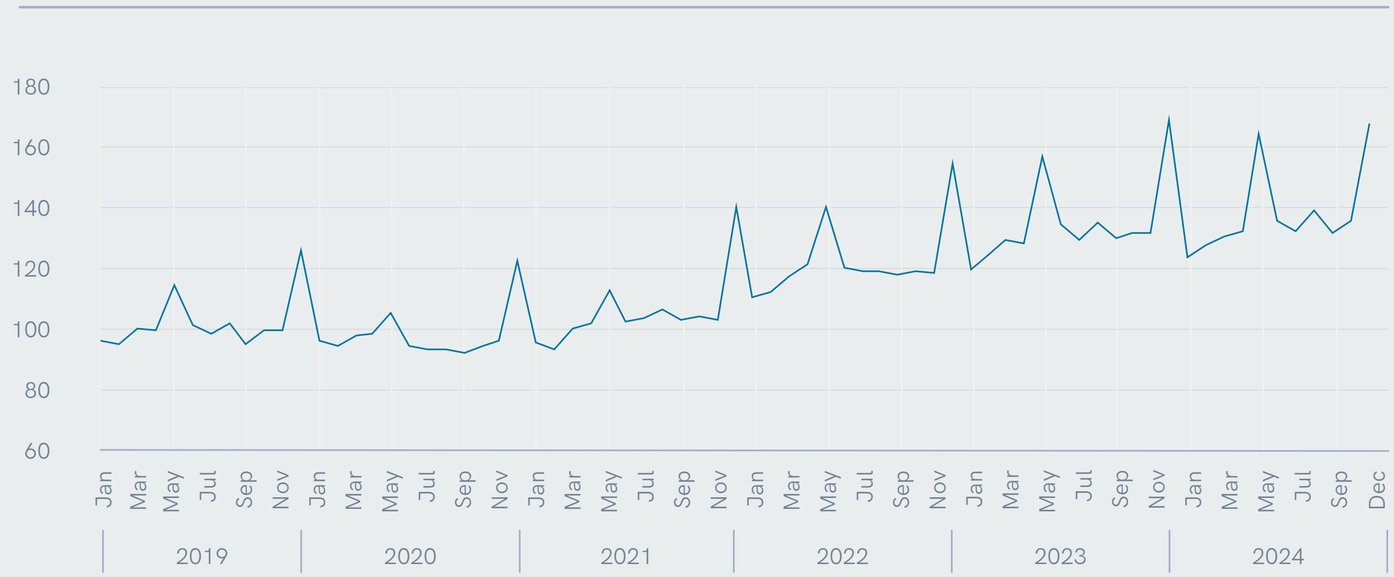
Wholesale trade

In 2023, wholesale trade contributed 60.1% ($67,234 M MXN) to total trade GDP, an amount that reported an annual variation of 7.2%.

The Monthly Survey of Commercial Companies (EMEC, by its initials in Spanish) shows the dynamic and evolution in the short period of domestic commerce of México. The total compensations are an indicator reported in the survey and expressed as an index.

In December 2024, the total compensation reported an index of 168, a value that keeps an annual variation of -0.9%.

Total remuneration of wholesale trade in Querétaro (2019-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (Monthly Survey on Commercial Enterprises. 2018 Series), 2025.
Note: Base index 2018 = 100.

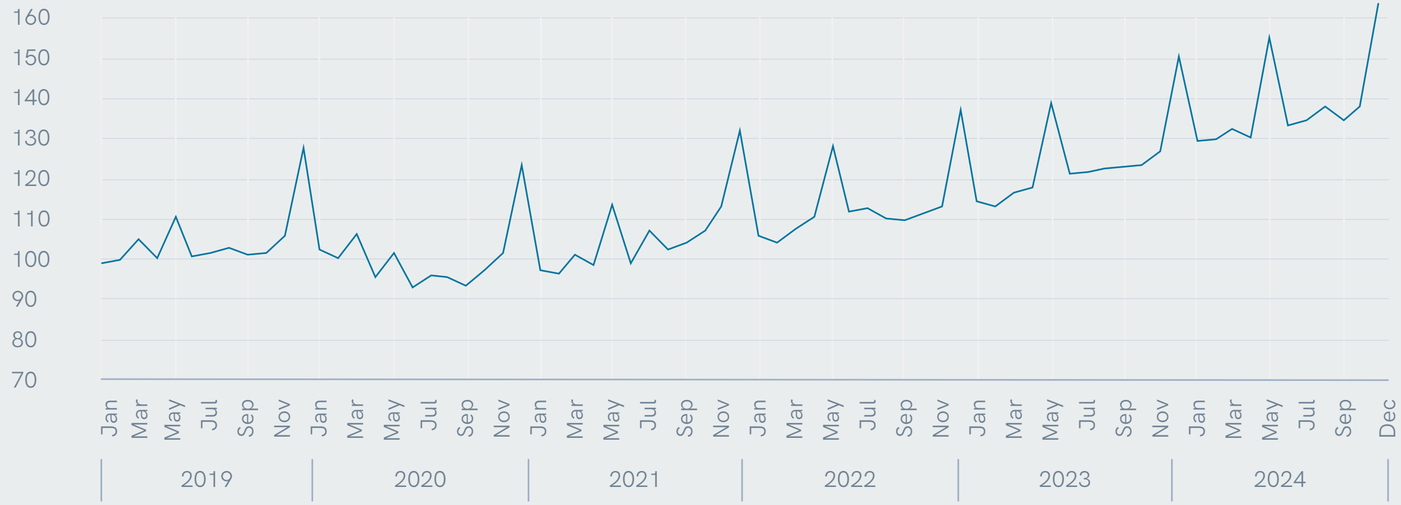


Retail trade

In 2023, retail trade contributed 39.9% ($44,561 M MXN) to total trade GDP, an amount that reported an annual variation of 9%.

With respect to total compensations, in December 2024, was reported an index of 163.7, value that keeps an annual variation of 8.7%

Total Retail Trade Salaries in Querétaro (2019-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (Monthly Survey on Commercial Enterprises. 2018 Series), 2025.
Note: Base index 2018 = 100.



6.2.2

Foreign trade

Makes reference to the exchange of goods and services made between at least two countries, these can be imports or exports; with the objective of providing a country with commodities they may lack in exchange for those they produce in abundance, with the purpose of improving the standard of living of its citizens.

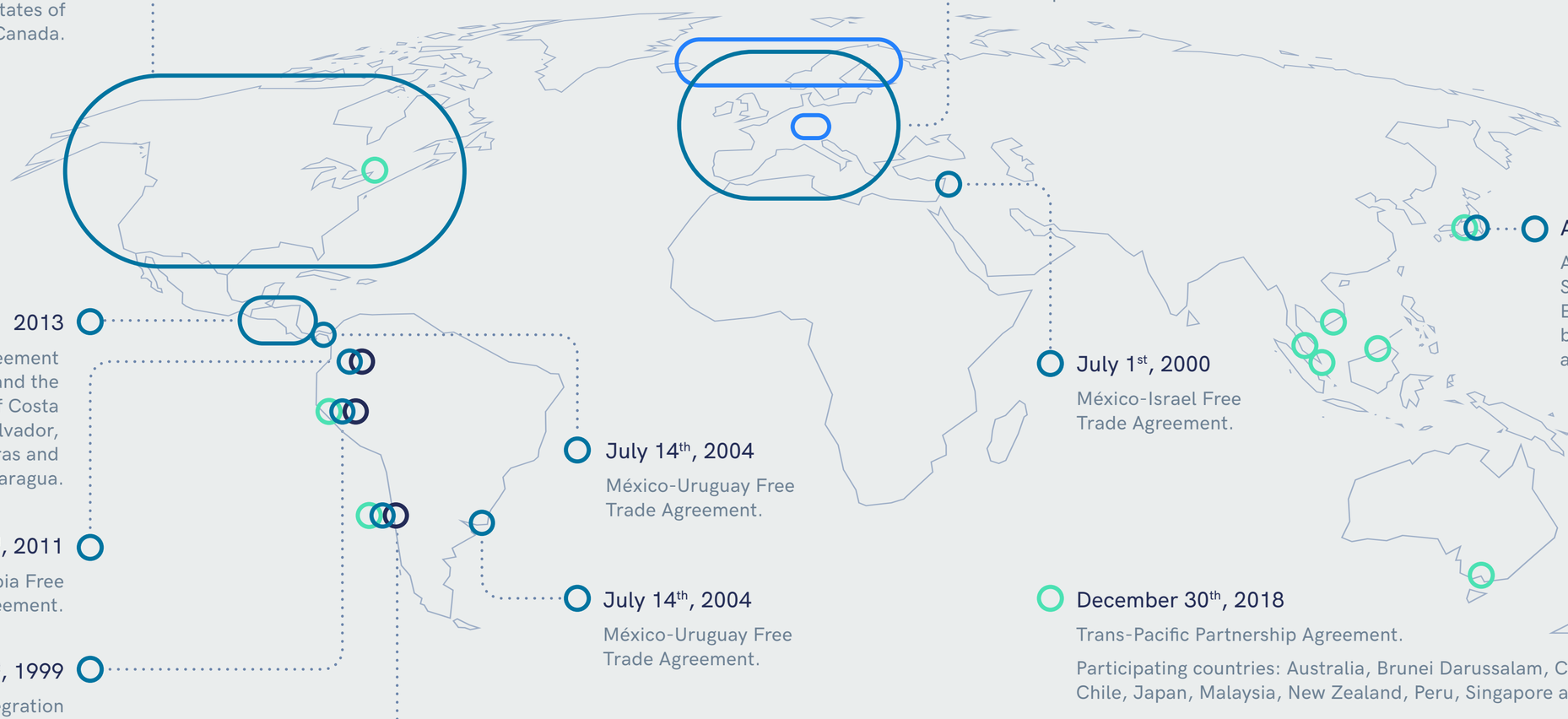
Nationwide, promoting foreign trade is of great importance, the objective of consolidating México as an export powerhouse, facilitating trade, reducing costs and increasing competitiveness.

Foreign trade promotion programs

Their purpose is to boost productivity and quality of companies' processes to improve their competitiveness and enable them to enter the global market.

- Assembling Manufacturing Industry and Export Services Program (IMMEX, by its initials in Spanish): Offers the possibility of import commodities on a temporary basis, deferring the payment of the general import tax, from the value added tax and, in their case, from countervailing duties, as long as they undergo an industrial or service process for the purpose of manufacturing, transforming, or repairing and/or providing export services.
- Tax Refund Program for Exporters (DRAWBACK): it is an import tax refund scheme for exporters, that allows the beneficiaries to request the general import tax (fee) paid on the importation of inputs, raw materials, parts and components, packaging and containers, fuels, lubricants, and other materials incorporated into the exported product, or that are returned in the same condition.

TERTIARY SECTOR



January 1st, 1994
Treaty between México, the United States of America and Canada.

November 1st, 2001
Free Trade Agreement between México and the States of the European Free Trade Association.

Participating countries: Iceland, Liechtenstein, Norway, Switzerland.

July 1st, 2000
Free Trade Agreement (USA-México FTA) between México and the European Union.

Participating countries: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden, United Kingdom..

April 1st, 2005
Agreement for the Strengthening of the Economic Partnership between México and Japan.

2013
Free Trade Agreement between México and the Republics of Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua.

August 2nd, 2011
México-Colombia Free Trade Agreement.

August 1st, 1999
Commercial Integration Agreement between México and Peru.

August 1st, 1999
Free Trade Agreement between the Republic of Chile and México.

April 28th, 2011
Additional Protocol to the Pacific Alliance Framework Agreement.
Participating countries: Colombia, Chile and Peru.

July 14th, 2004
México-Uruguay Free Trade Agreement.

July 14th, 2004
México-Uruguay Free Trade Agreement.

July 1st, 2000
México-Israel Free Trade Agreement.

December 30th, 2018
Trans-Pacific Partnership Agreement.
Participating countries: Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, New Zealand, Peru, Singapore and Vietnam.

Trade agreements signed by México

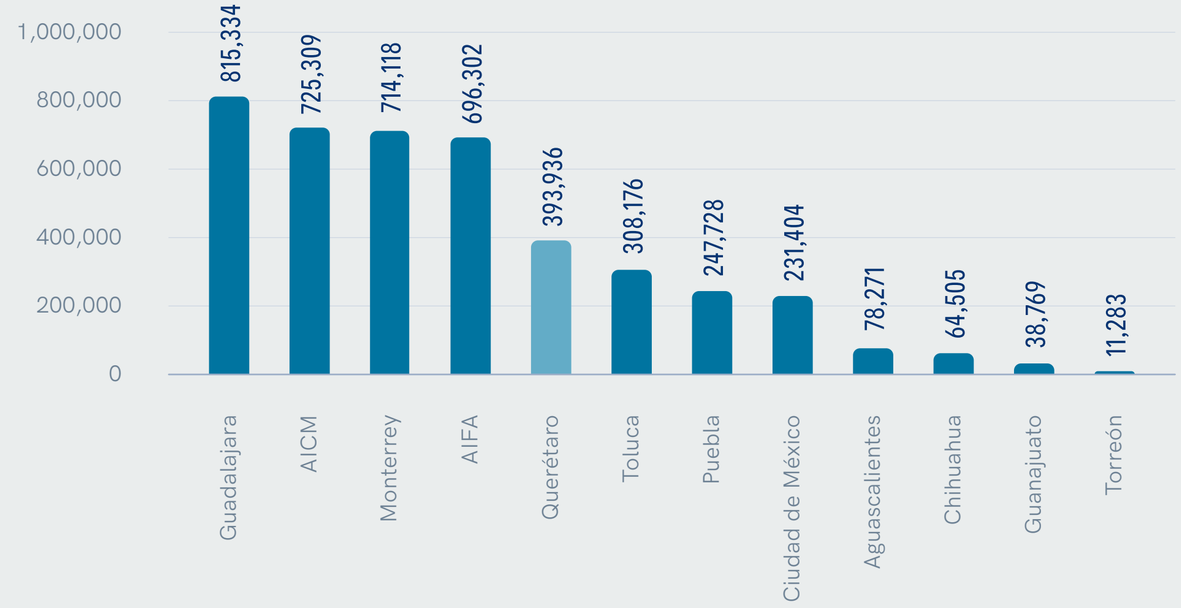
The Ministry of Economy reports that México currently has 13 Free Trade Agreements signed with 50 countries; 30 agreements for the Reciprocal Promotion and Protection of Investments with 31 countries or administrative regions; 9 limited-scope agreements within the framework of Latin American Association of Integration.

Customs of Querétaro

Founded in July 22nd, 1983, its headquarters are currently located on the State Highway number 200, Querétaro-Tequisquiapan 22.5 km, in the municipality of Colón, Qro. The body belongs to the territorial constituency of the states of Querétaro, Hidalgo and 88 municipalities of Michoacán.

México has a total of 50 customs, 12 of which are internal customs. Of the latter, from January to December 2024, Querétaro ranked fifth with the higher number of operations, collecting a total of 393,936.

Inland Customs Operations (2024)



Source: Prepared by te authors using data from the Mexican National Customs Agency (Foreign Trade Figures), 2025.

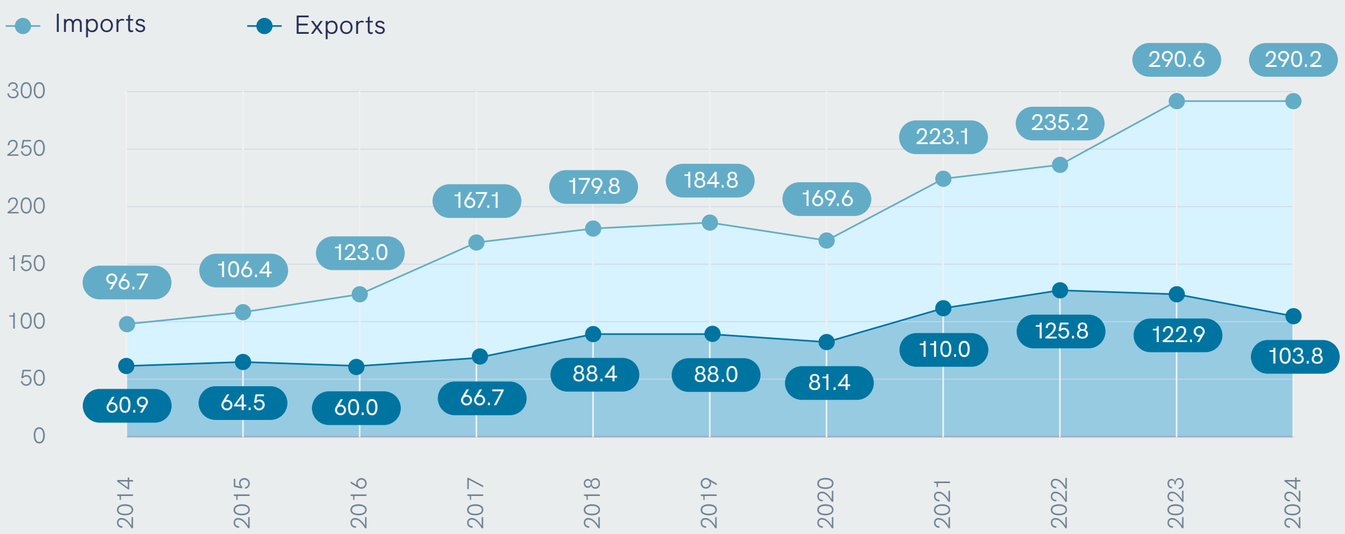
World Trade Organization

Established on January 1st, 1995 in Geneva, Switzerland, the WTO deals with the worldwide regulations governing trade between its members. Its principal function is to ensure that commercial exchanges among countries go as smooth, predictable and freely as possible.

Until August 2024, the organization had 166 members. México is member of the WTO since January 1 of 1995. In 2024 the country contributed with 4,155,426 swiss francs, meaning, the 2% of the contributions of the members



Operations registered at the Querétaro Customs (2014-2024)



Source: Prepared by the authors using data from the Mexican National Customs Agency (Foreign Trade Figures), 2025.
Note: Figures are expressed in thousands.

Of the total of registered operations at Querétaro Customs from January to December 2024, 73.7% (290,172) were imports and 26.3% (103,764) were exports, which kept an annual variation of -0.2% and -15.6%, respectively.

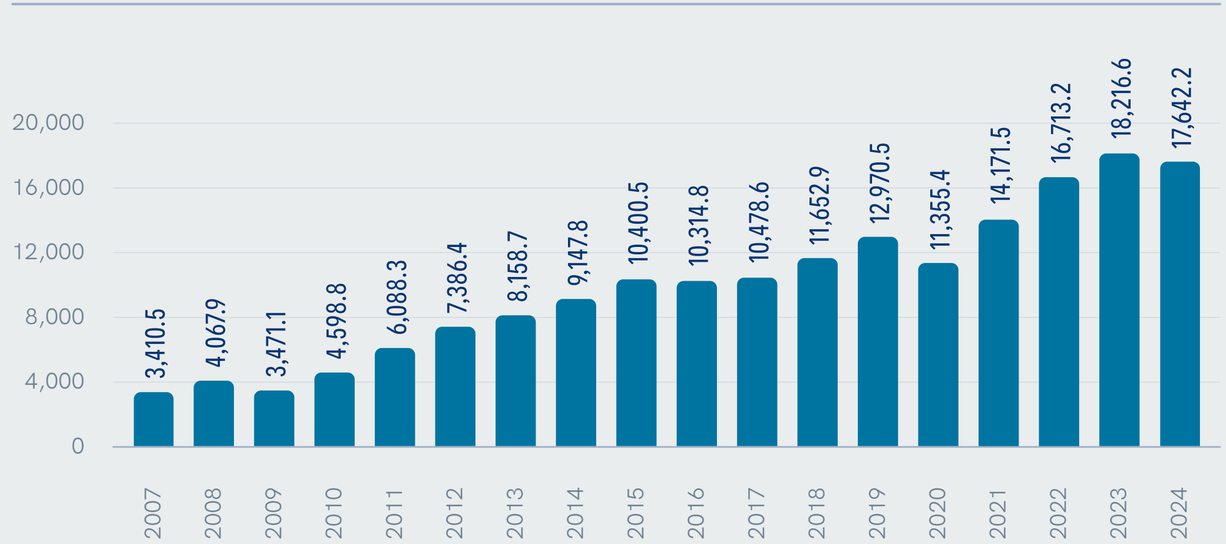


Exports from the state of Querétaro

In 2024, the value of exports nationwide amounted to 552,724 million dollars ($M), amount that keeps an annual variation of 3.6% States like Chihuahua, Coahuila, Nuevo León, Baja California and Tamaulipas, collected 53% of the value of exports. Querétaro accounted for 3.4% of the national total and kept the 12th place in terms of higher volume of exports.

The levels of exports in the state keep constant fluctuations. In 2024 the value of exports stood at 17,642.2 $M, representing an annual variation of -3.2%.

Exports registered in Querétaro (2007-2024)



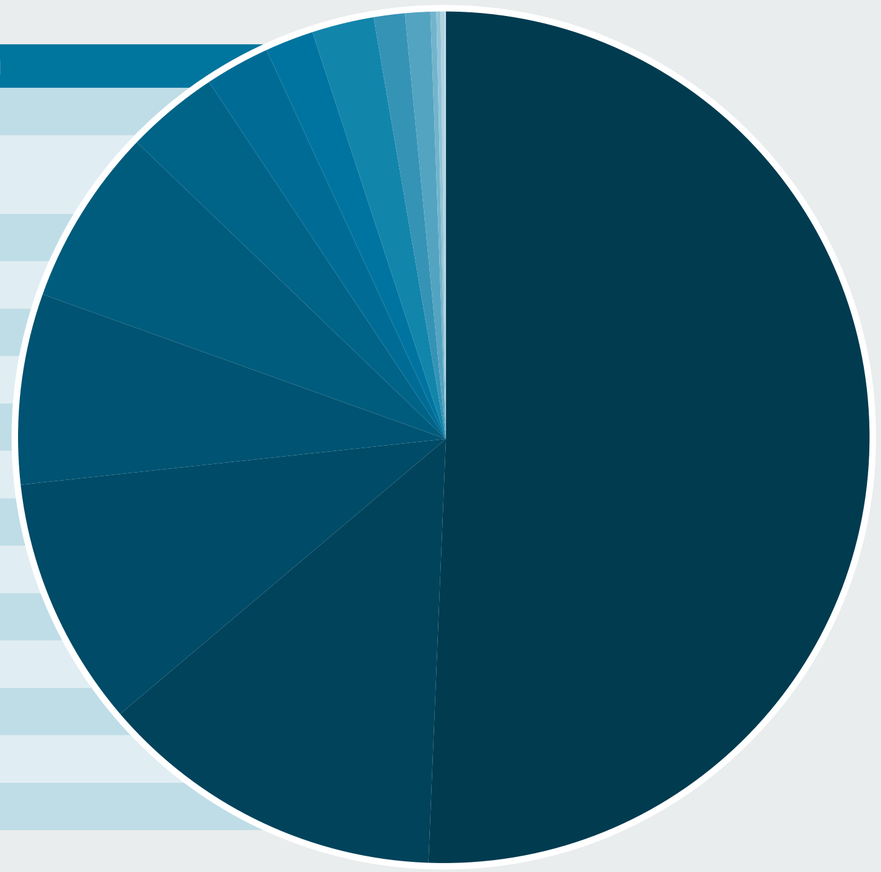
Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (Quarterly Exports by State), 2025.
Note: Figures are expressed in millions of dollars.

Exports from Querétaro by NAICS sub-sector

In 2024, more than 50% of the exports were registered in the sub-sector of *manufacture of transport equipment*, which showed a growth of 1.1%. The sector with the highest growth was the paper industry with 15.7%.

Querétaro's exports by subsector of activity (2024)

	EXPORTS	VAR. % (2024 - 2023)	DISTRIBUTION
Manufacturing of transportation equipment	8,885.8	1.1%	50.4%
Manufacturing of electrical accessories, appliances and power generation equipment	2,313.0	-22.2%	13.1%
Manufacturing of machinery and equipment	1,657.5	-3.0%	9.4%
Manufacturing of computing, communication and measurement equipment	1,260.7	-9.2%	7.1%
Plastics and rubber industry	1,174.5	8.3%	6.7%
Manufacturing of metal products	613.7	2.1%	3.5%
Chemical industry	429.7	9.0%	2.4%
Food industry	321.4	-14.7%	1.8%
Paper industry	410.7	15.7%	2.3%
Agriculture	206.2	7.2%	1.2%
Manufacturing of products based on non-metallic minerals	166.8	8.3%	0.9%
Printing and related industries	39.0	-4.7%	0.2%
Beverages and Tobacco Industries	27.8	-7.4%	0.2%
Garment manufacturing	26.8	3.9%	0.2%
Basic metal industries	8.1	-55.1%	0.05%



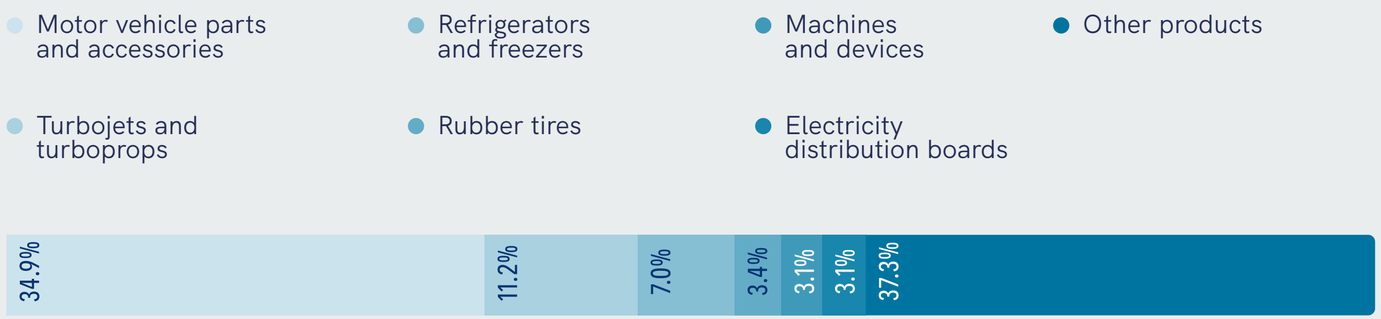
Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (Quarterly Exports by State), 2025.
Note: Export figures are expressed in millions of dollars.

International sales of Querétaro

In 2024, according to *DataMéxico*, in Querétaro, 403 products were commercialized through international sales reaching a total of 14,431.6 million dollars ($M). Six products accounted for 62.6% of sales, reaching a total of 9,040.6 $M.

The main destinations of the products were: United States (80.5%), Canada (5.4%), United Kingdom (2%), France (1.5%), Brazil (1.3%), and Panama (0.9%). Altogether, the value of sales from these countries amounted to 15,214.1 $M.

Main products in international sales* in Querétaro (2024)



Source: Prepared by the authors using data from the Ministry of Economy (DataMéxico), 2025.
Note: *International sales in DataMéxico refer to the total sales made abroad by legal entities whose tax domicile is registered in a particular state. Thus, International Sales by State represent a different concept than Exports by State.



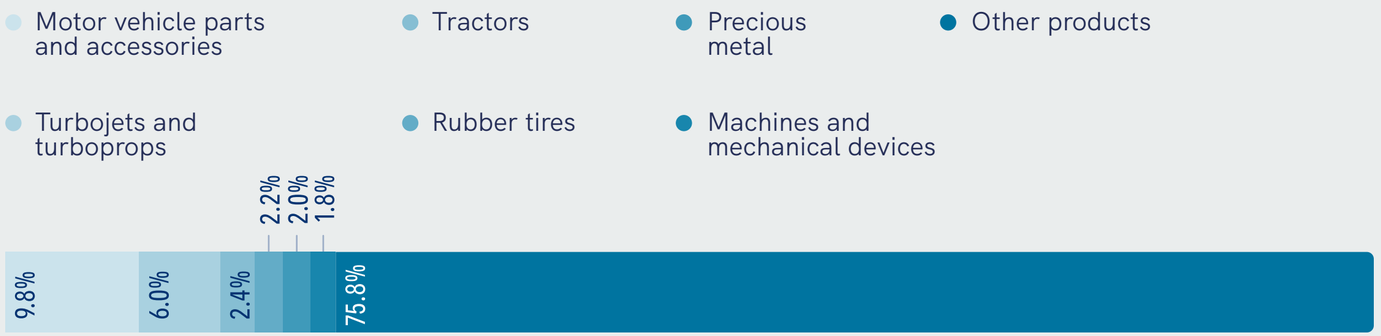


International purchases of Querétaro

With respect to international purchases, according to DataMéxico, during 2024 in Querétaro 728 products entered through international purchases, reaching a total amount of 18,689.6 million dollars ($M).

The main importing countries were: United States (39%), China (13.7%), Germany (6.6%), Japan (4.5%), and South Korea (4.1%). Altogether, the value of imports of these countries amounted to 14,754.6 $M.

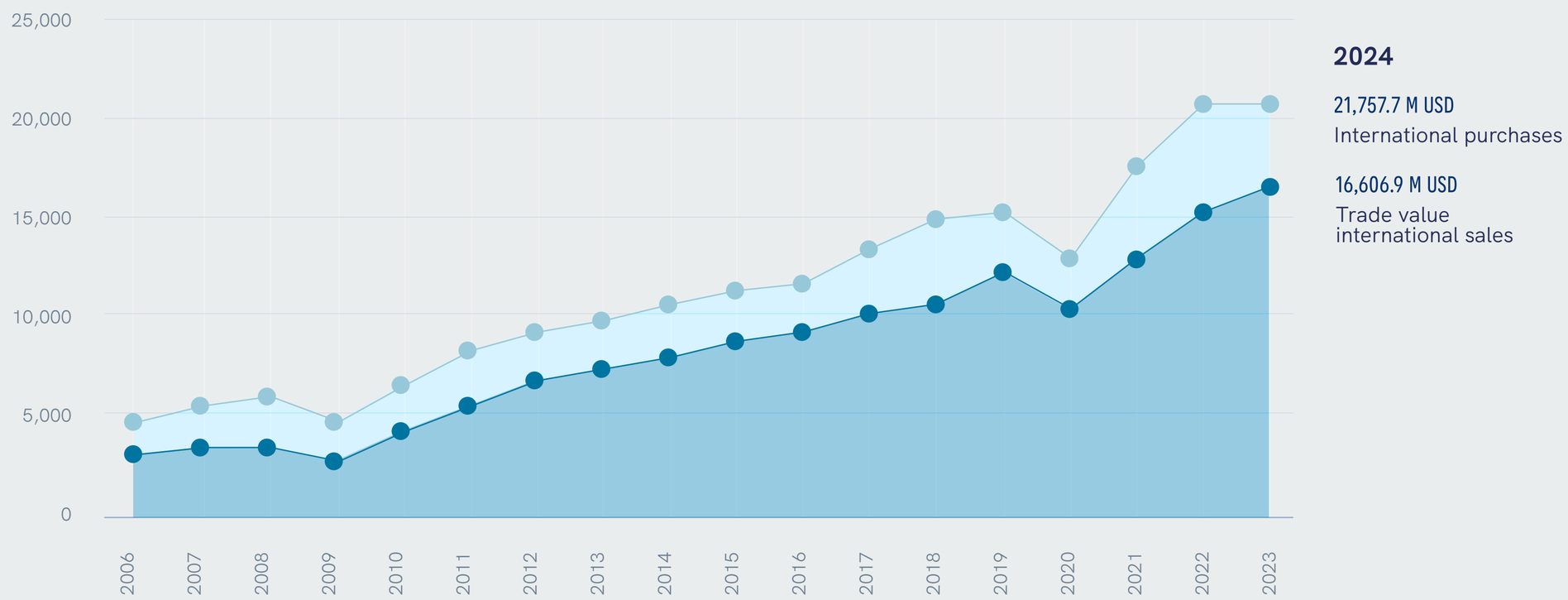
Main products in international purchases in Querétaro (2024)



Source: Prepared by the authors using data from the Ministry of Economy (DataMéxico), 2025.

International trade

Querétaro's net international trade (2006-2024)



Source: Prepared by the authors using data from DataMéxico (Net international trade), 2025.

PODER EJECUTIVO DEL ESTADO DE QUERÉTARO

QUERÉTARO GOBIERNO DEL ESTADO Juntos, Adelante.

6.3

Foreign Direct Investment (FDI)



Nowadays, the FDI is considered the engine of economic growth in destination countries, as it facilitates job creation, increases productivity, boosts competitiveness, and promotes international trade.

Different governments have set in motion policies to encourage more companies to establish themselves in their countries, facilitating access to processes and offering incentives.

Through the years, Querétaro has stood out for being a state that brings an important number of companies from foreign countries, through the Ministry of Sustainable Development.

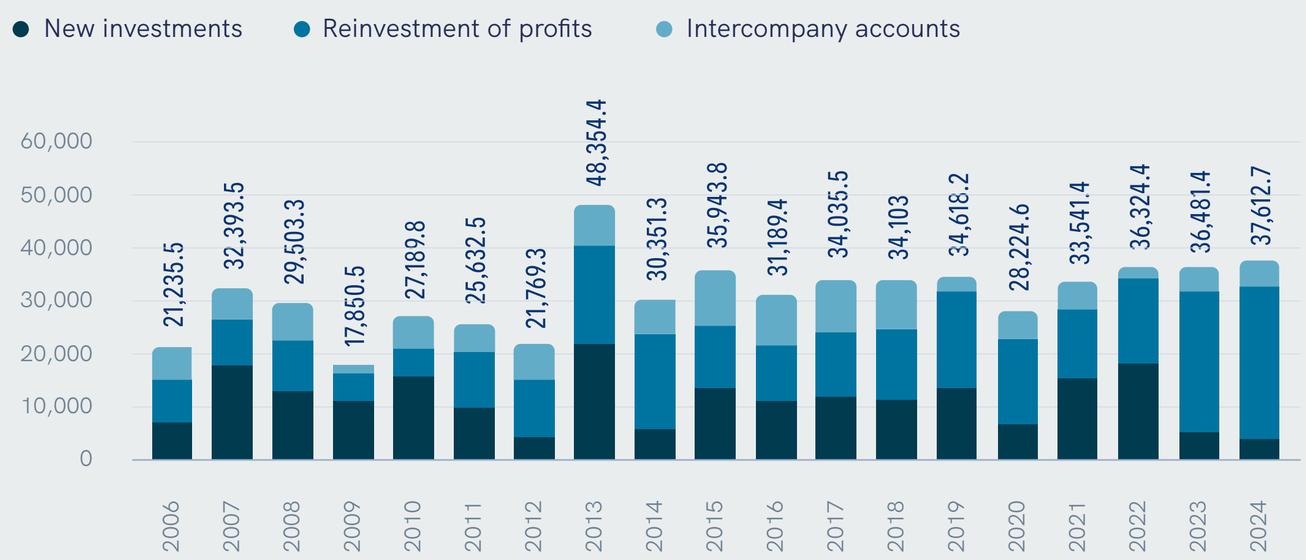
6.3.1

Foreign Investments in México

In 2024, nationwide were registered 37,612.7 million dollars ($M) in investment flows, amount that keeps an annual variation of 3.1%.

From the total of FDI, 76.3% was reinvestment of profits, 13.3% accounts between companies and 10.4% of new investments.

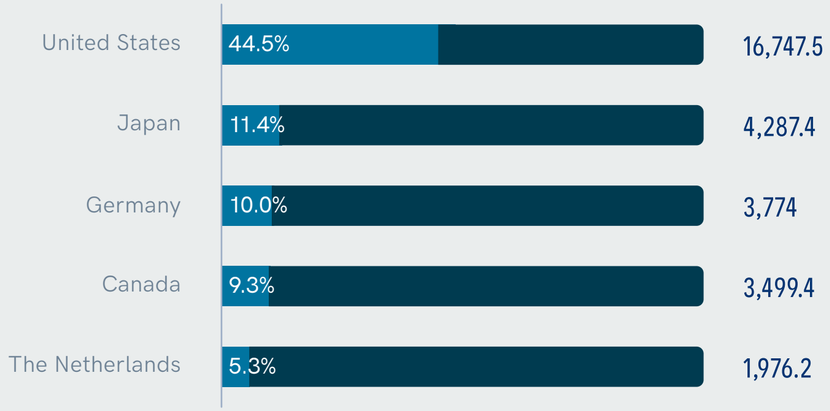
FDI flows by type of investment in México (2006-2024)



Source: Prepared by the authors using data from the Ministry of Economy (Foreign Direct Investment), 2025.
Note: Figures are expressed in millions of dollars.

The United States continues to play an important leadership in the FDI received by the country, in 2024, contributed 44.5% of the total FDI nationwide.

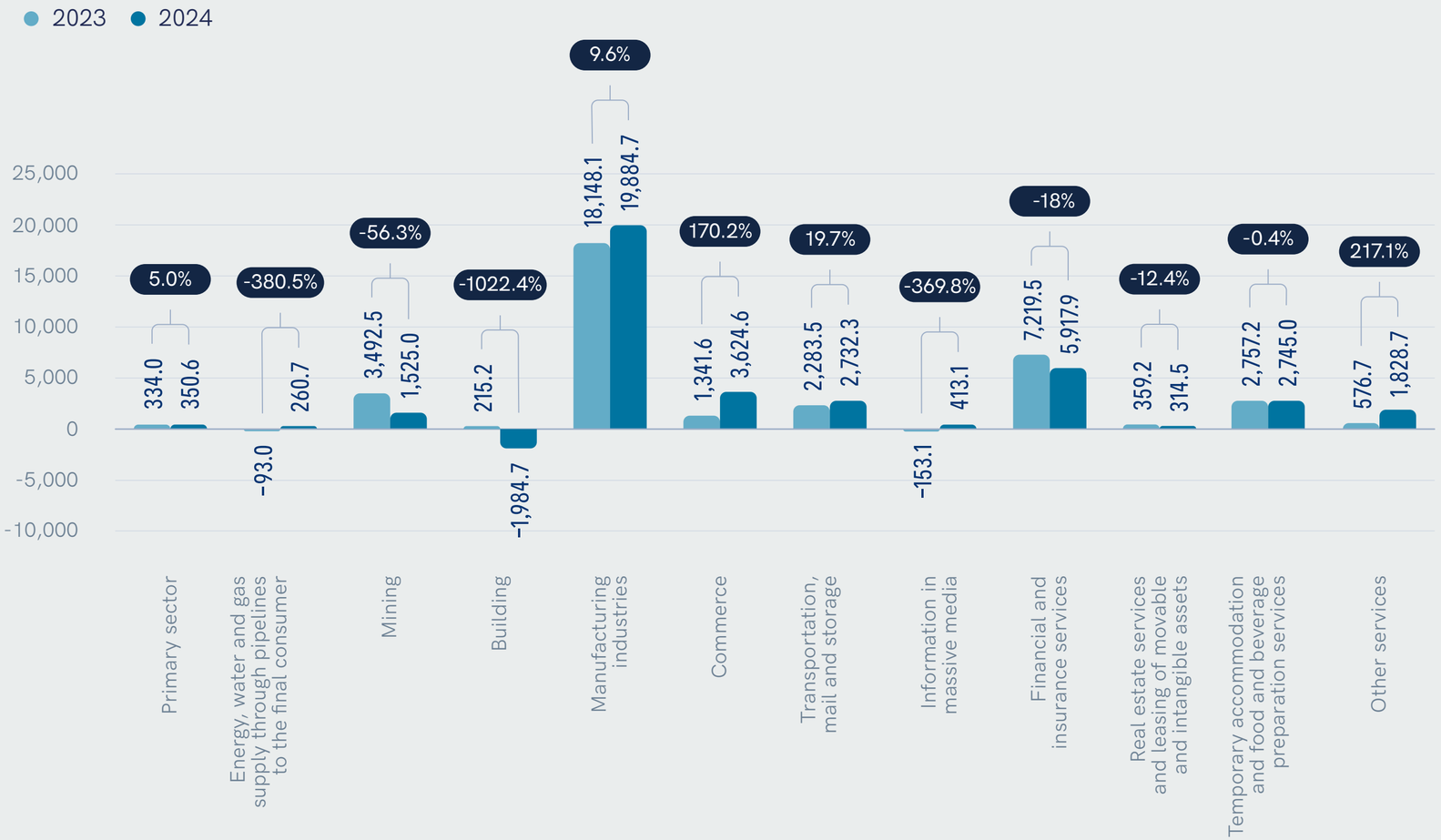
FDI flows from México's main trading partners (2024)



Source: Prepared by the authors using data from the Ministry of Economy (Foreign Direct Investment), 2025.
Note: Figures are expressed in millions of dollars.

In 2024, 0.9% of the FDI was ranked within the primary sector, 52.3% in the secondary and 46.7% in the tertiary.

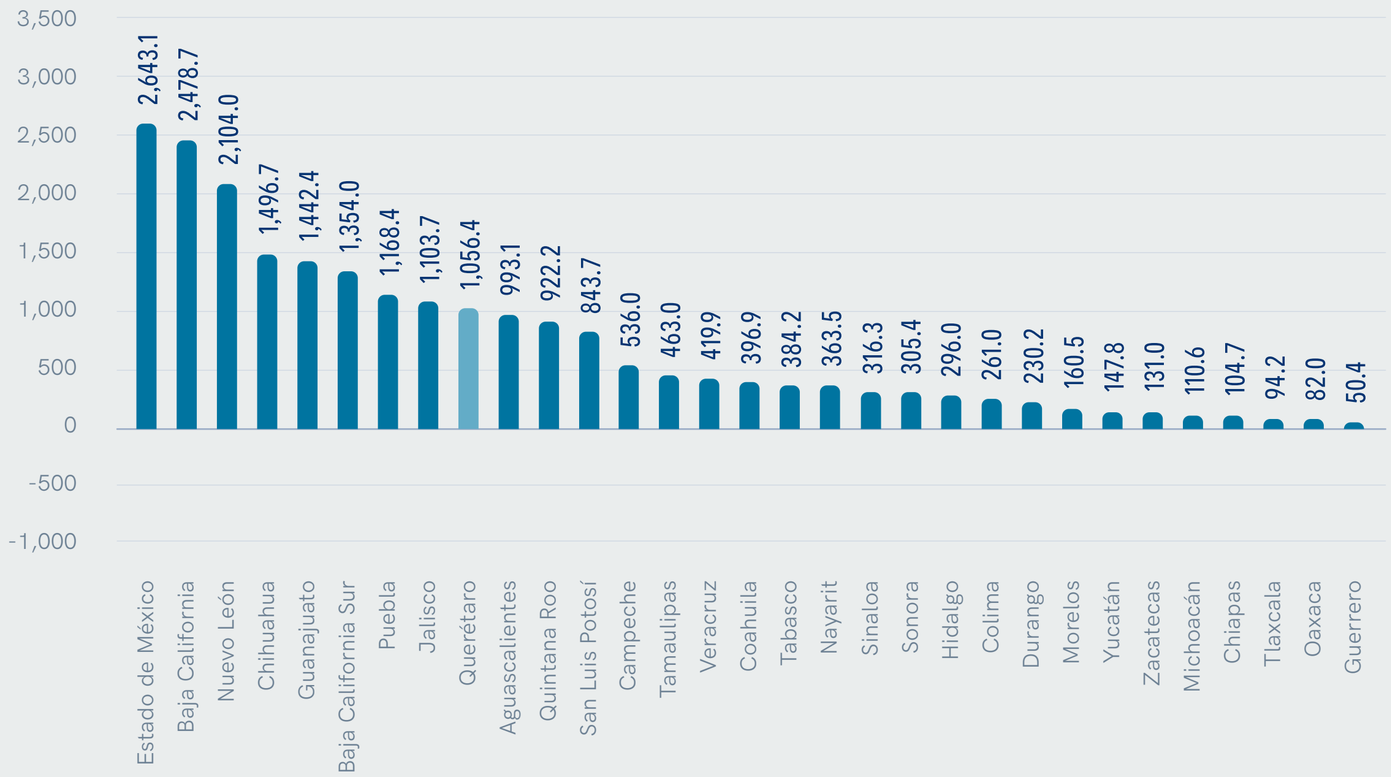
FDI flows in México by sector (2023-2024)



Source: Prepared by the authors using data from the Ministry of Economy (Foreign Direct Investment), 2025.
Note: Figures are expressed in millions of dollars.
The primary sector includes: agriculture, animal husbandry and exploitation, forestry, fishing, and hunting.
Other services include: professional, scientific, and technical services; business support services, waste and residue management, and remediation services; educational services; health and social assistance services; cultural and sports recreation services; and other recreational services; other services except government activities.

In 2024, Querétaro contributed 2.8% to investment flows recorded nationwide, meaning, 1,056.6 $M. This placed it in 10th place with respect of the states that contributed the highest volume of investment.

FDI flows by state (2024)



Source: Prepared by the authors using data from the Ministry of Economy (Foreign Direct Investment), 2025.
Note: Figures are expressed in millions of dollars.

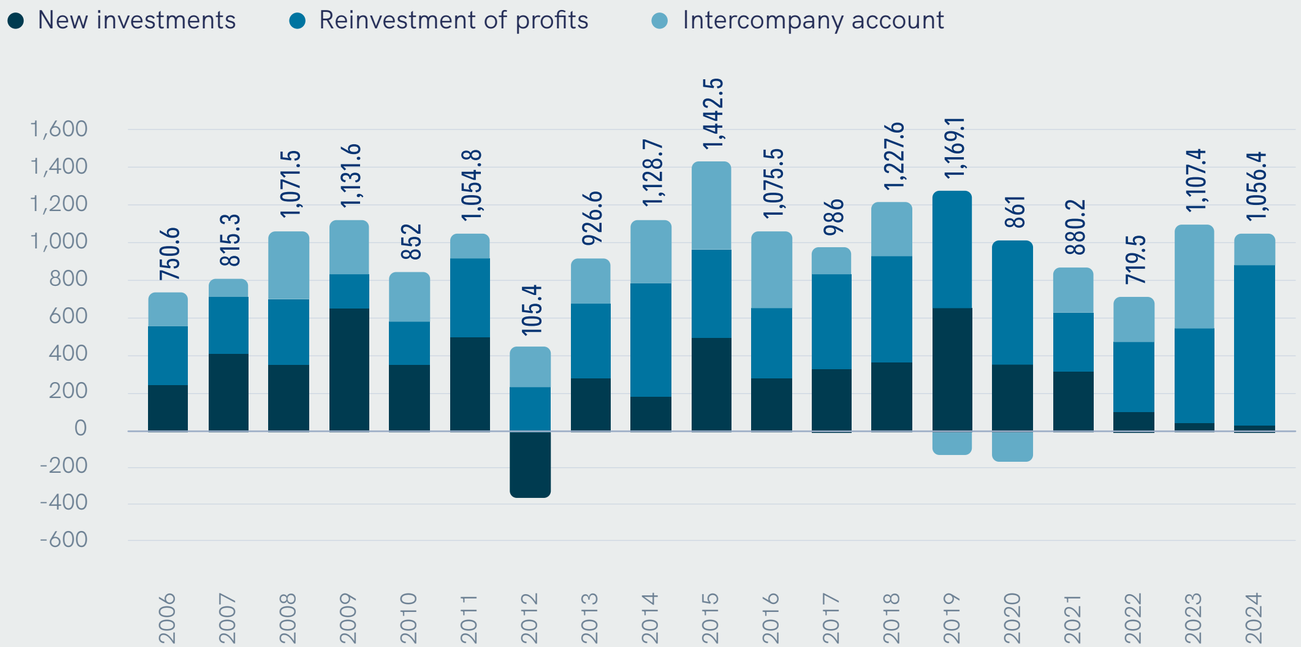
6.3.2

Foreign investments in the state

In 2024, the investment flows in Querétaro amounted to 1,056.4 $M, number that keeps an annual variation of -4.6%. The amount is the ninth highest registered in the state from 2006 to date.

Regarding the value reported for 2024, 2.4% were new investments, 81.5% were reinvestments of profits, and 16% were accounts between companies.

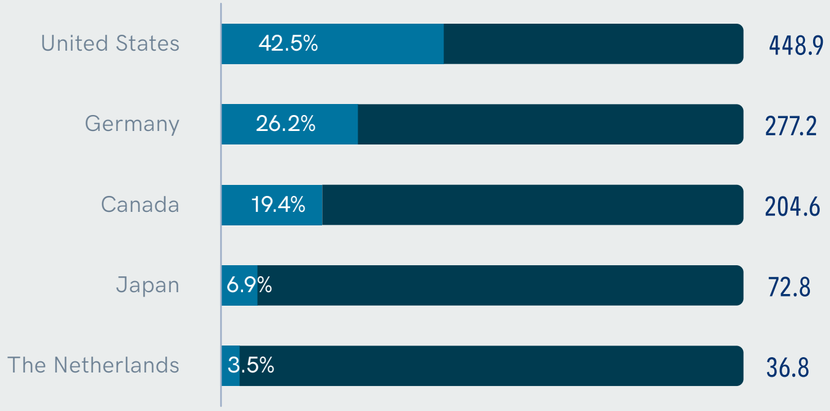
FDI flows by type of investment in Querétaro (2006 - 2024)



Source: Prepared by the authors using data from the Ministry of Economy (Foreign Direct Investment), 2025.
Note: Figures are expressed in millions of dollars.
As of 2023, the Ministry of Economy will only publish data from 2006 to the present.

In 2024, 98.5% of flow investments that entered the state came from United States -being the main trading partner in 2024—Germany, Canada, Japan, and the Netherlands.

FDI flows from Querétaro's main trading partners (2024)



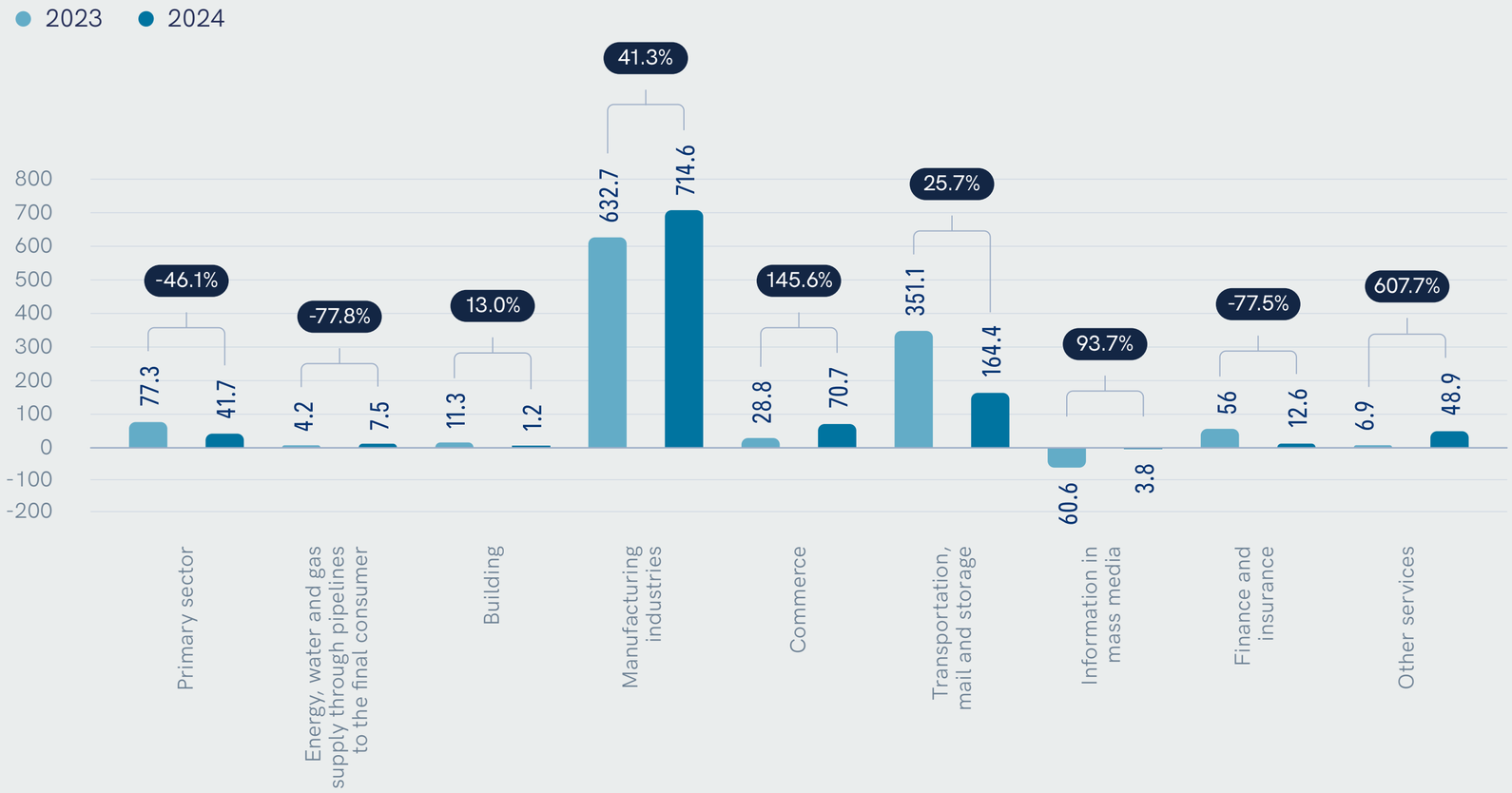
Source: Prepared by the authors using data from the Ministry of Economy (Foreign Direct Investment), 2025.
Note: Figures are expressed in millions of dollars.



TERTIARY SECTOR

3.9% of the FDI was placed in the primary sector, 68.5% in the secondary and 27.7% in the tertiary.

FDI flows in Querétaro by sector (2023-2024)



Source: Prepared by the authors using data from the Ministry of Economy (Foreign Direct Investment), 2025.
Note: Figures are expressed in millions of dollars. The primary sector includes: agriculture, animal husbandry and exploitation, forestry, fishing, and hunting. Other services include: professional, scientific, and technical services; business support services, waste and residue management, and remediation services; educational services; health and social assistance services; cultural and sports entertainment services; and other recreational services; real estate services and leasing of movable and intangible property; and other services except government activities.

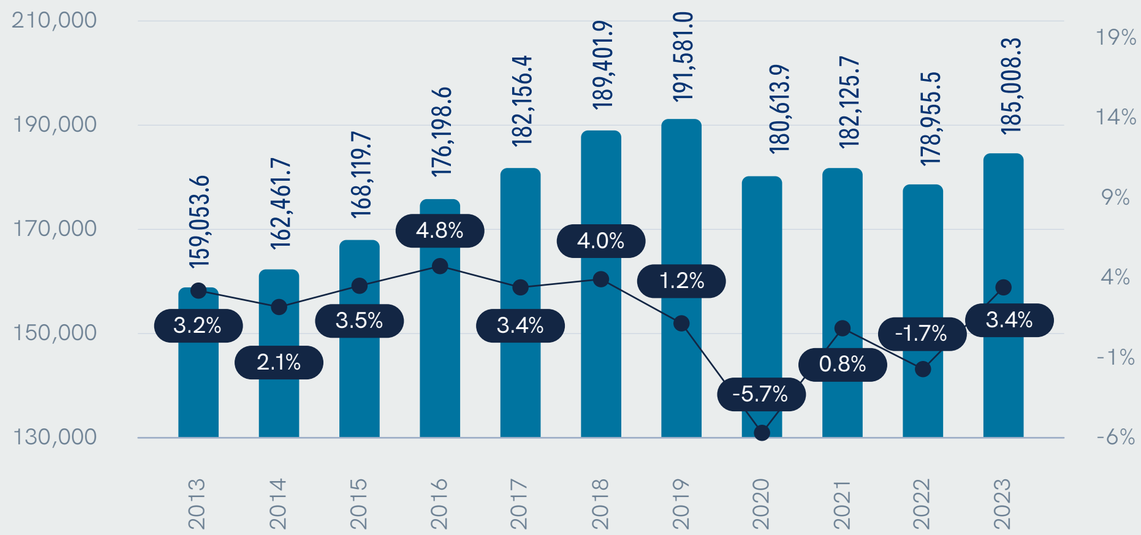
6.4

Services

Gross Domestic Product (GDP) of services

In 2023 the services registered 185,008.3 million pesos at 2018 prices within the state's GDP, amount that represents 30.1% of the total and 59.8% of reported by the tertiary sector. The amount kept an annual variation of 3.4%. Regarding the GDP of the nationwide sector, the state's amount is equivalent to 2%.

Gross Domestic Product of Services in Querétaro (2013-2023)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (GDP by State (PIBE). Base 2018), 2025.
Note: Figures are expressed in millions of pesos in constant values.



Employment in Services

In December 2024, IMSS accounted 248,473 people formally working in services activities, 2.6% higher than reported in 2023, 45.6% being women and 54.4% men. The average wage was $630.39 Mexican pesos for women and $731.28 for men.

Of the total number of jobs in services nationwide (8,794.006), the ones in Querétaro represented 2.8%.

Economic units in services

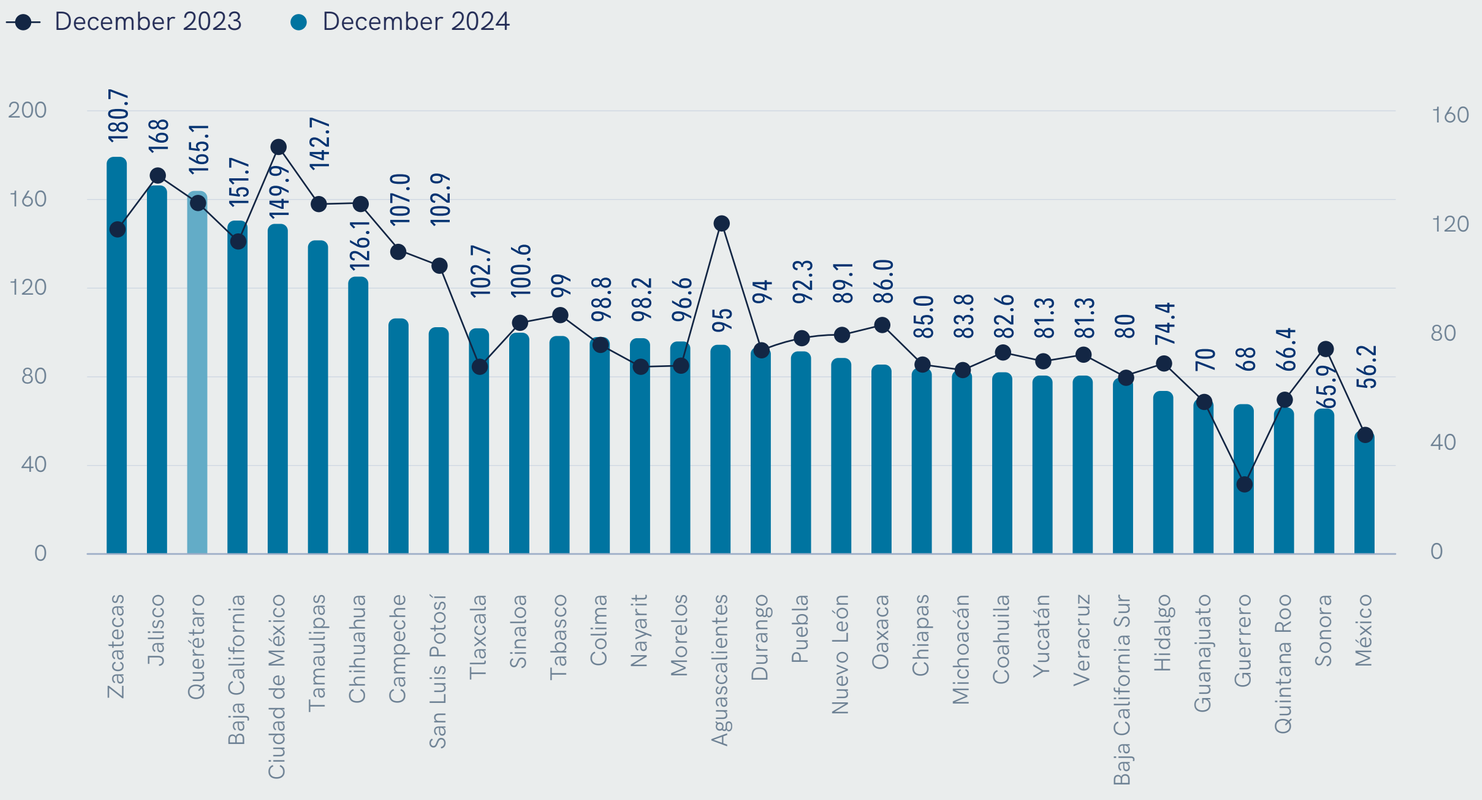
According to DENUE the state has 50,624 economic units dedicated to services (91.1% of which are micro-enterprises) number that represents 46.9% of the total of establishments in the state and 1.9% of establishments dedicated to services nationwide.

Distribution of economic units in the Services in Querétaro (2024)

SIZE	ESTABLISHMENT	DISTRIBUTION
Micro	46,124	91.1%
Small	3,727	7%
Medium	389	0.8%
Large	384	0.8%
Total	50,624	100%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (National Statistical Directory of Economic Units), 2025.

Index of total revenue from the supply of goods and services in the mass media information sector by federal entity (December 2023-2024)



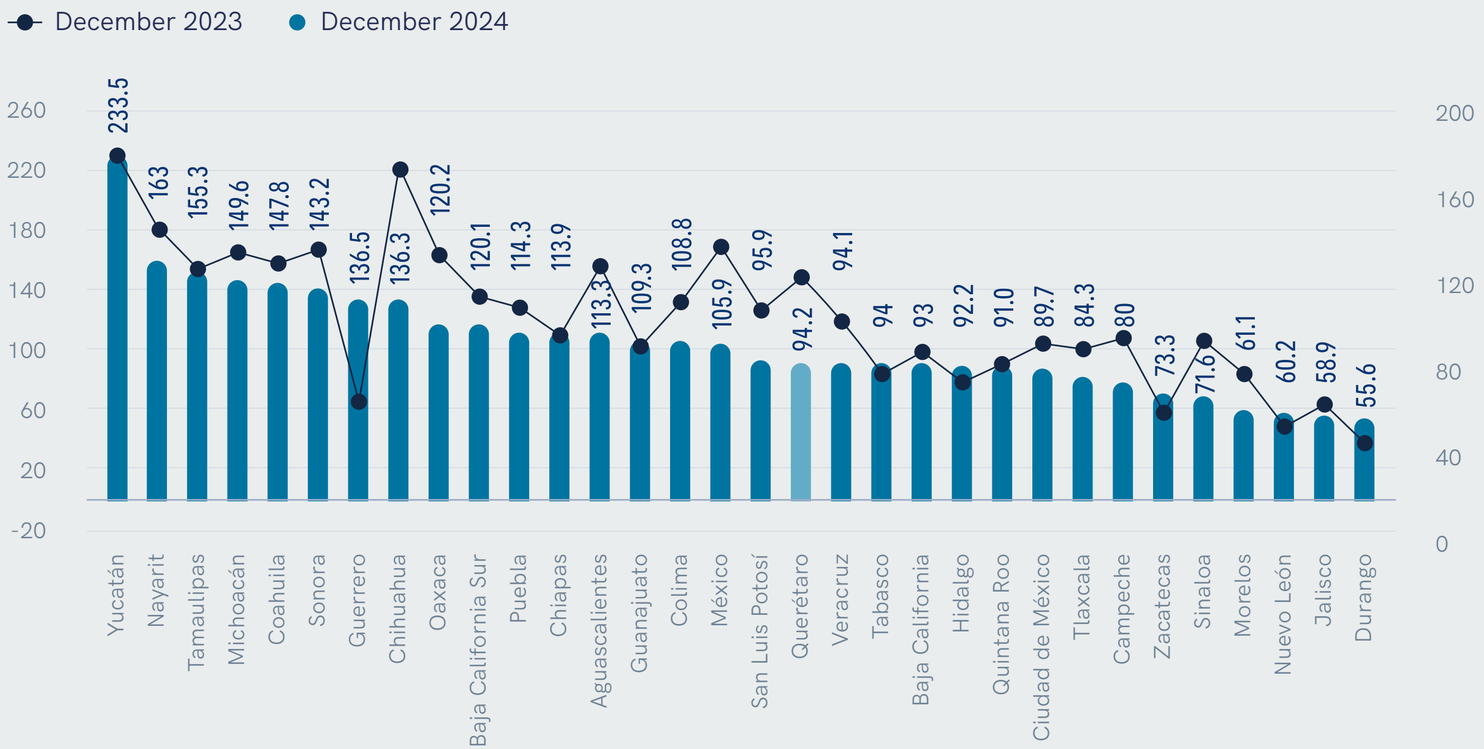
Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (Monthly Survey of Services. Base 2018.), 2025.

6.4.1

Monthly Survey of Services (EMS, by its acronym in Spanish)

The EMS shows the behavior of the main activities of Private Non-Financial Services In december 2024, Querétaro ranked third in terms of total revenue from the supply of goods in the mass media sector, with an annual variation of 29.3%. In line with this data, Querétaro ranked as the ninth state with biggest growth.

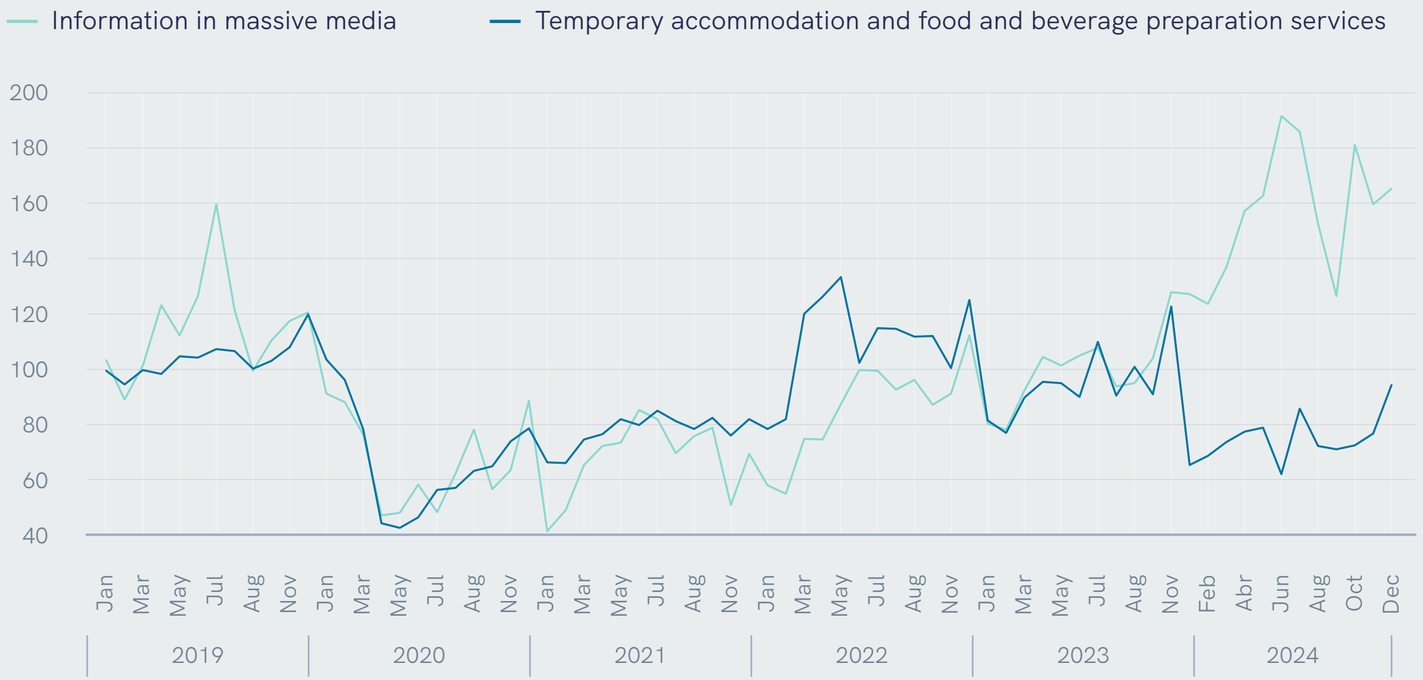
Index of total revenue from the provision of goods and services in the temporary accommodation and food and beverage preparation sector by state (December 2023-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (Monthly Survey of Services. Base 2018.), 2025.

Regarding the total income index for the supply of goods in the temporary accommodation and food and beverage preparation sector, the state ranked 18th.

Index of total income from the supply of goods and services in Querétaro (2019-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (Monthly Survey of Services. Base 2018), 2025.
Note: The index considers the following private non-financial services: 1) Mass media information; 2) Real estate and rental services for movable and intangible property; 3) Professional, scientific, and technical services; 4) Business support services, waste management, and remediation services; 5) Educational services; 6) Cultural and sports recreation services, and other recreational services; 7) Temporary accommodation and food and beverage preparation services. However, only two of these are considered because the information for the rest appears as "N/A - not available."

In 2024, the index for the mass media information sector ranged between 123.4 and 191.6, while for the temporary accommodation and food and beverage preparation services sector, it ranged between 62 and 94.2.

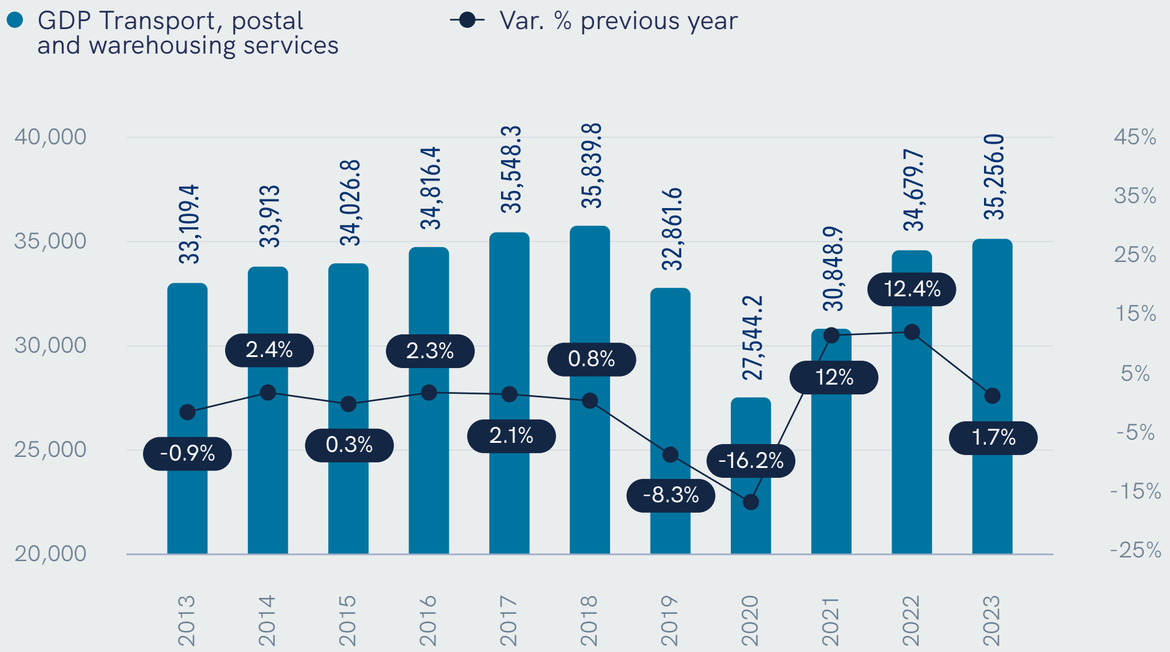
6.4.2

Transportation, post and storage

Comprises the economic units mostly destined to transportation of passengers and cargo. It also provides specialized services, including those related to the transportation and storage of goods.

In 2023, transportation services, post and storage reported 35,256 million pesos at 2018 prices within the state's GDP, amount that represents 5.7% of the total and 11.4% of reported by the tertiary sector. The amount kept an annual variation of 1.7%. Regarding the GDP of the nationwide sector, the state's amount is equivalent to 1.9%.

Gross Domestic Product of the sector* in Querétaro (2013 - 2023)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (GDP by State (PIBE). Base 2018), 2025.
Note: Figures are expressed in millions of pesos at constant values.
* Refers to the transportation, postal, and warehousing sectors.



In December 2024, IMSS accounted 47,077 people formally working in services activities, 9.6% higher than reported in 2023, 24.3% being women and 75.7% men. The average wage was $642.72 pesos for women and $602.30 for men.

According to DENUE the state has 830 economic units dedicated to services (59.4% of which are micro-enterprises) number that represents 0.8% of the total of establishments in the state and 2.1% of establishments dedicated to services nationwide.

Distribution of economic units in transportation, postal and storage services in Querétaro (2024)

SIZE	ESTABLISHMENTS	DISTRIBUTION
Micro	493	59.4%
Small	228	27.5%
Medium	50	6%
Large	59	7.1%
Total	830	100%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (National Statistical Directory of Economic Units), 2025.

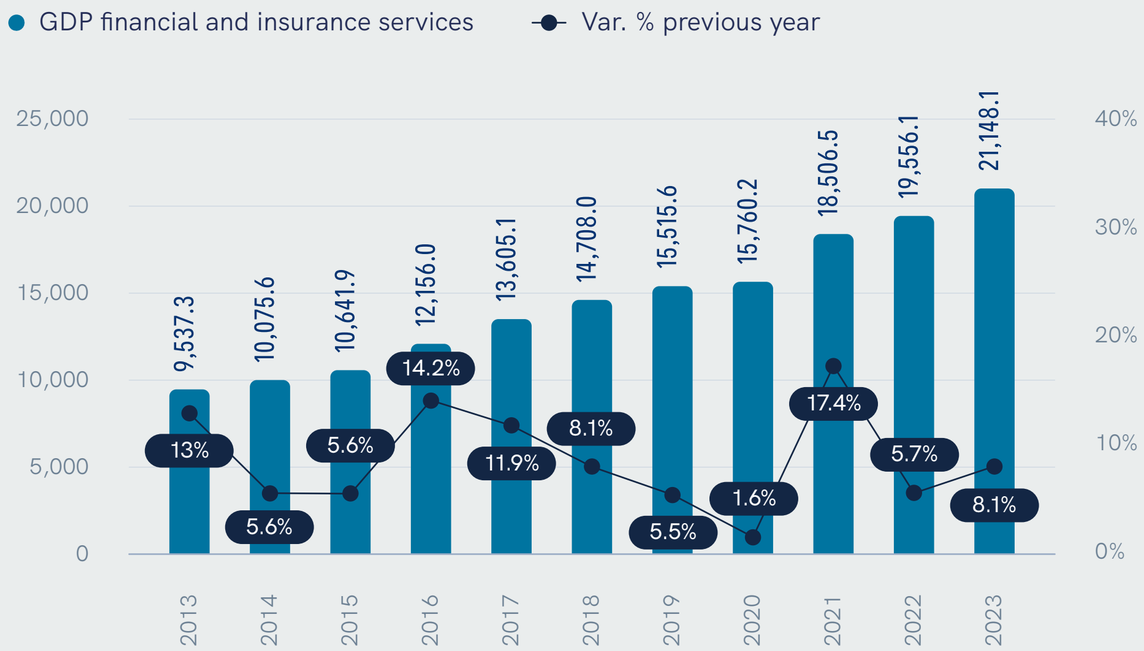
6.4.3

Financial services and insurance

Comprises economic units dedicated to regulating the issuance and circulation of currency; securities, exchange, and financial investment activities; institutions providing services related to insurance, surety bonds, and retirement funds.

In 2023, financial services and insurance reported $21,148.1 M MXN within the state's Gross Domestic Product (GDP), amount that represents 3.4% of the total and 6.8% of reported by the tertiary sector. The amount kept an annual variation of 8.1%. Regarding the GDP of the nationwide sector, the state's amount is equivalent to 2.1%.

Gross Domestic Product of the sector* in Querétaro (2013 - 2023)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (GDP by State (PIBE). Base 2018), 2025.
Note: Figures are expressed in millions of pesos at constant values.
* Refers to the financial services and insurance sector

In December 2024, IMSS accounted 13,409 people formally working in services activities, -5% lower than reported in 2023, 57.5% being women and 42.5% men. The average wage was $809.65 pesos for women and $991.20 for men.

According to DENUE the state has 1,994 economic units dedicated to services (90% of which are micro-enterprises) number that represents 1.8% of the total of establishments in the state and 2.2% of establishments dedicated to services nationwide.

Distribution of economic units in financial and insurance services in Querétaro (2024)

SIZE	ESTABLISHMENTS	DISTRIBUTION
Micro	1,794	90.0%
Small	161	8.1%
Medium	9	0.5%
Large	30	1.5%
Total	1,994	100%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (National Statistical Directory of Economic Units), 2025.

Financial Inclusion

Promotes access and use of financial services in order to generate social and financial benefits for the population, such as coping with unforeseen events or economic shocks, taking advantage of opportunities, and investing in assets.

Financial infrastructure in Querétaro

During the third quarter of 2024, Querétaro reported a greater financial infrastructure coverage per 10,000 adults, compared to the figures reported nationwide.

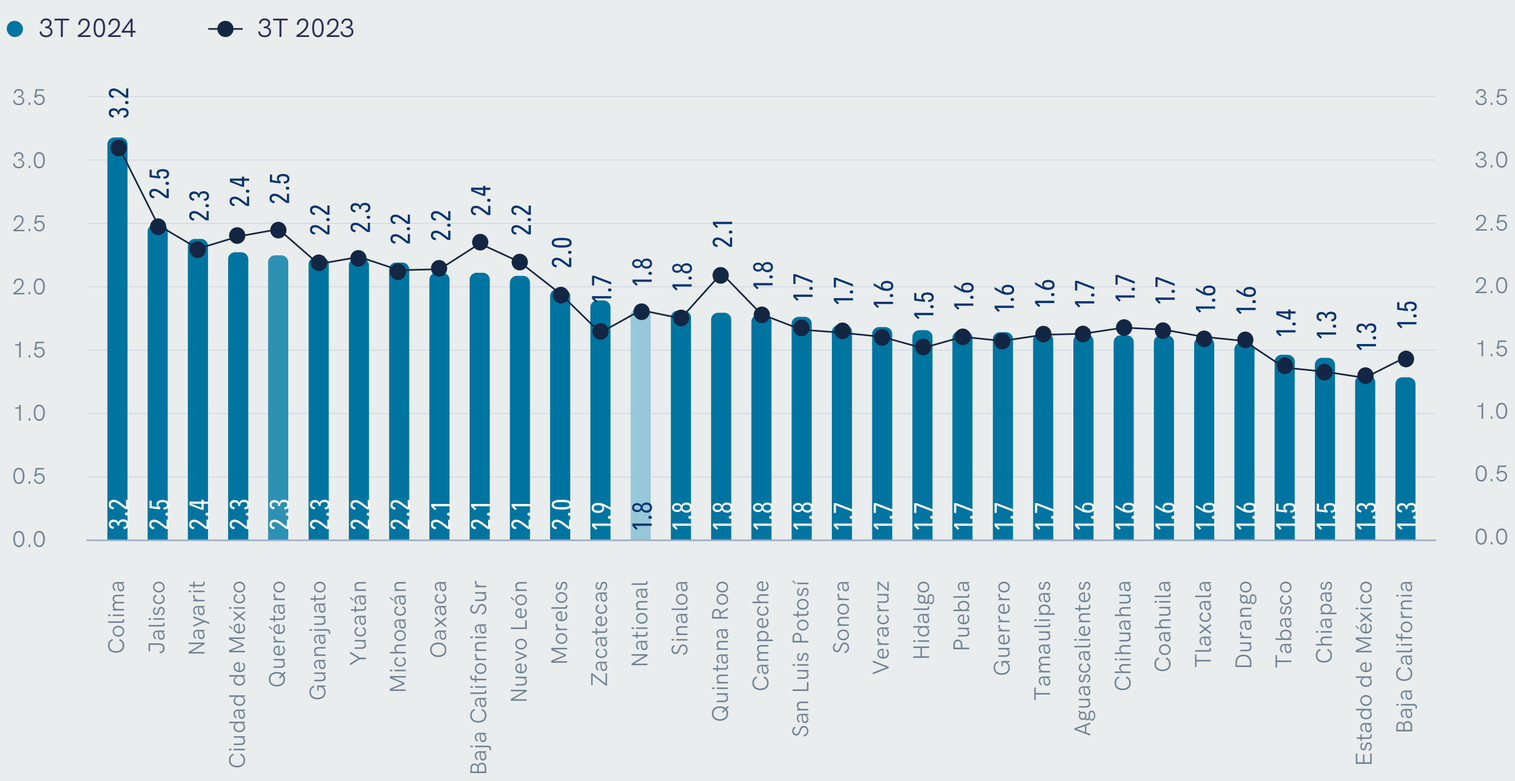
Total access channels per 10,000 adults (Q3 2024)

ACCESS CHANNELS	NATIONAL		QUERÉTARO	
	ABSOLUTE VALUES	PER 10,000 ADULTS	ABSOLUTE VALUES	PER 10,000 ADULTS
Branches	18,409	1.8	447	4.6
Correspondents	56,990	5.7	1,344	13.8
ATMs	68,726	6.9	1,630	16.8
Point of sale terminals	1,393,391	140.0	31,402	323.1
PoS Terminal Establishments	767,076	77.1	22,799	234.6

Source: Prepared by the authors using data from the National Banking and Securities Commission (Financial Inclusion Database), 2025.
Note: 1 PoS refers to "Point of Sale".

Nationwide, there were 18,409 financial branches, or 1.8 branches per 10,000 adults. In the case of Querétaro, the number rose to 2.3 branches, placing it as the fifth state with the highest availability of such facilities.

Branches per 10,000 adults per federal entity (3Q 2023-2024)

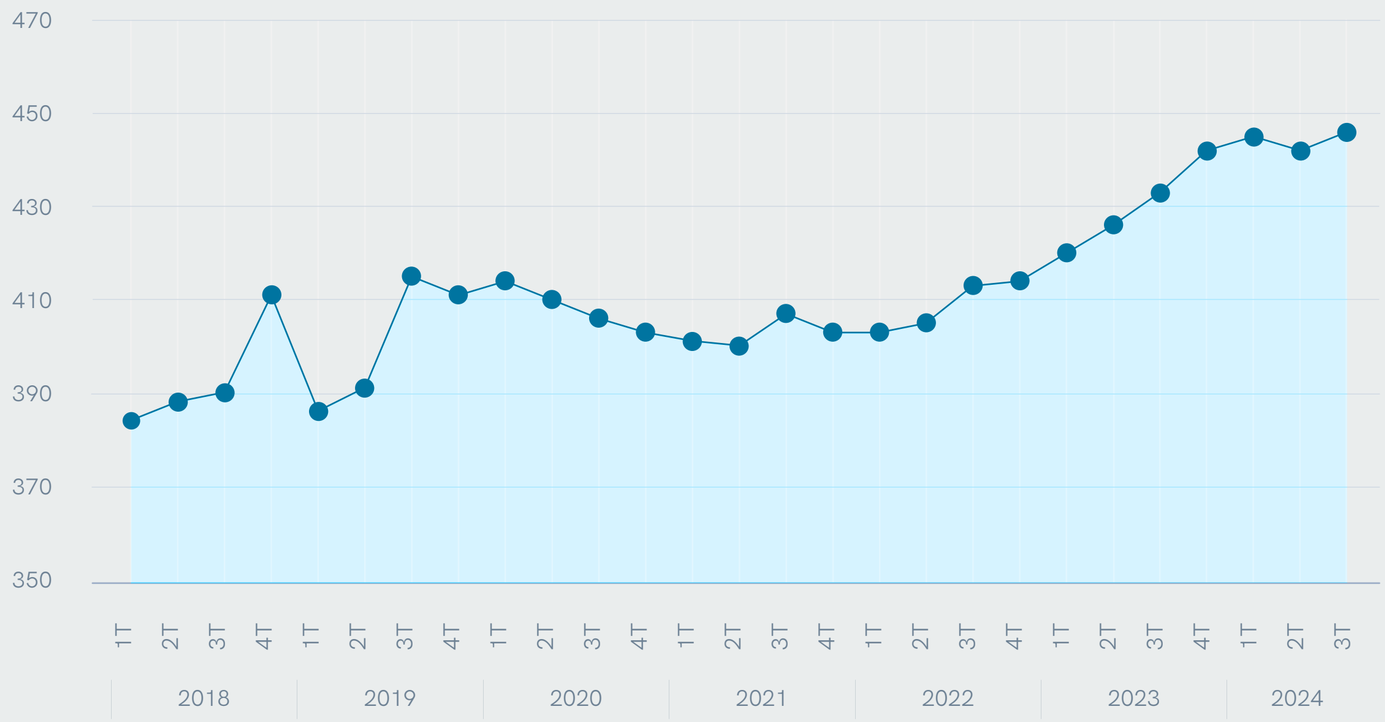


Source: Prepared by the authors using data from the National Banking and Securities Commission (Financial Inclusion Database), 2025.

From the total of financial branches in the state (447), 54.1% were multiple banking branches, 27.5% were savings and loan cooperatives; 11.4% were financial cooperative associations; and 6.9% were development banking.

The evolution of financial branches has been increasing. In the first quarter of 2018, the state had 385 financial branches, while by the third quarter of 2024 the figure had risen to 447—0.9% higher than the previous quarter and 3% higher than the same quarter of the previous year.

Evolution of financial branches in Querétaro (Q1 2018-Q3 2024)

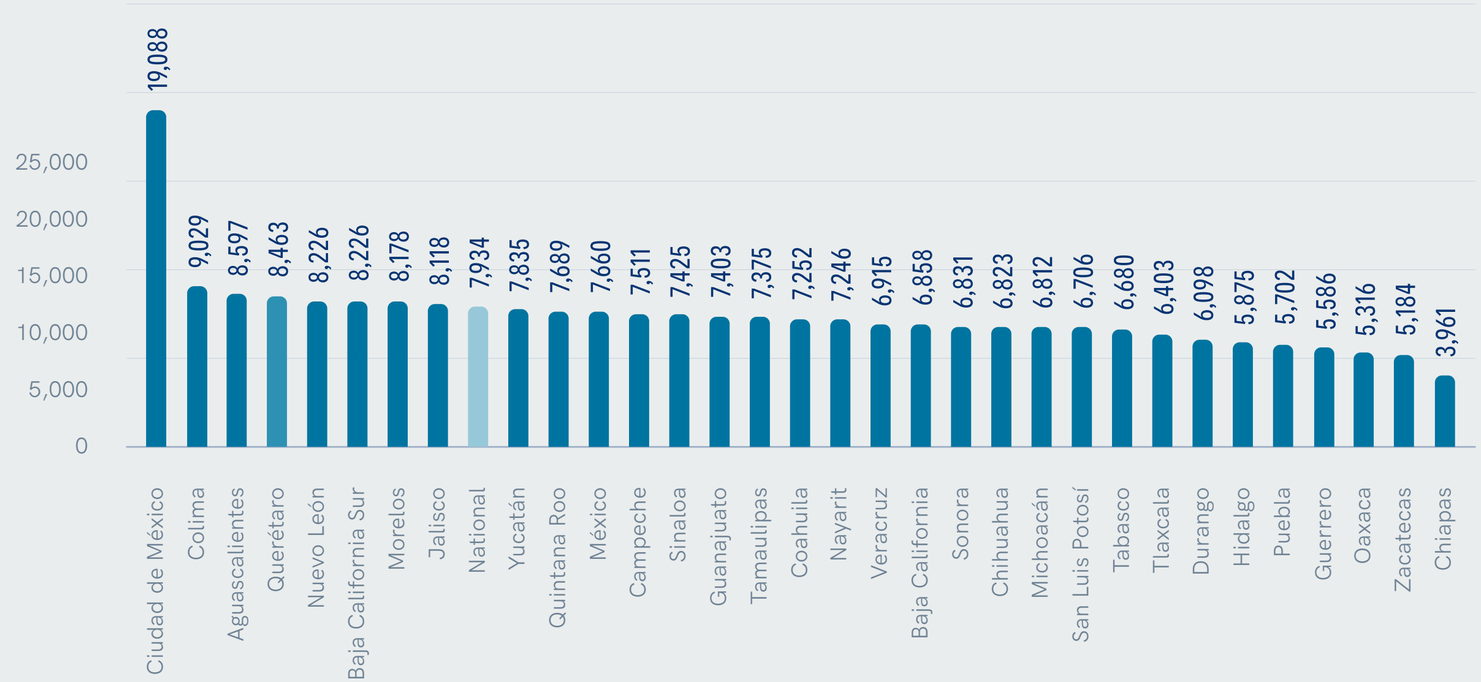


Source: Prepared by the authors using data from the National Banking and Securities Commission (Financial Inclusion Database), 2025.

Reported loans in Querétaro

In the third quarter of 2024, 78,963,423 loans were reported nationwide, representing, 7,934 loans per 10,000 adults. In the case of Querétaro, 1,662,988 were registered, representing, 8,463 loans per every 10,000 adults.

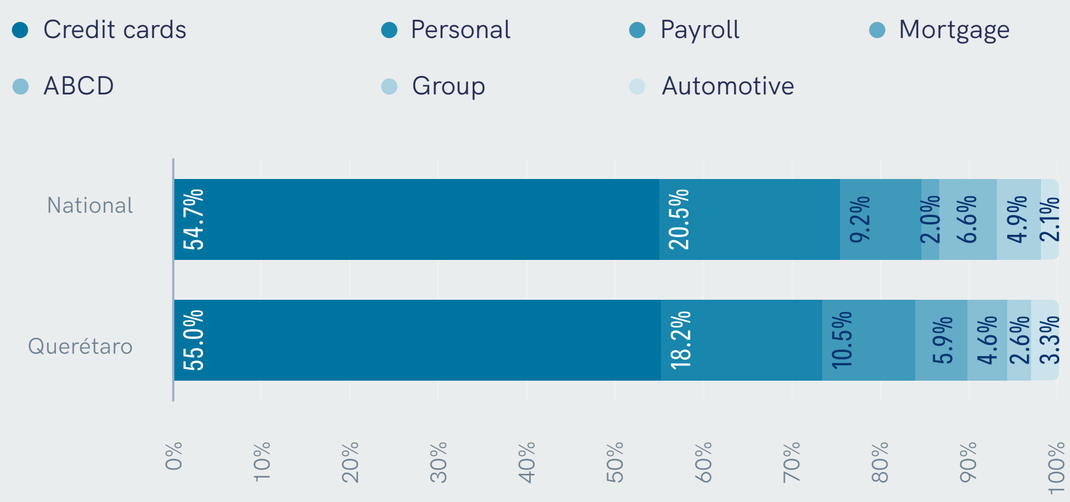
Credits per 10,000 adults per federal entity (4Q 2024)



Source: Prepared by the authors using data from the National Banking and Securities Commission (Financial Inclusion Database), 2025.

In regard to the loans granted by the banking institutions, both nationwide and at state level, the credit cards represented more than 50% of the total.

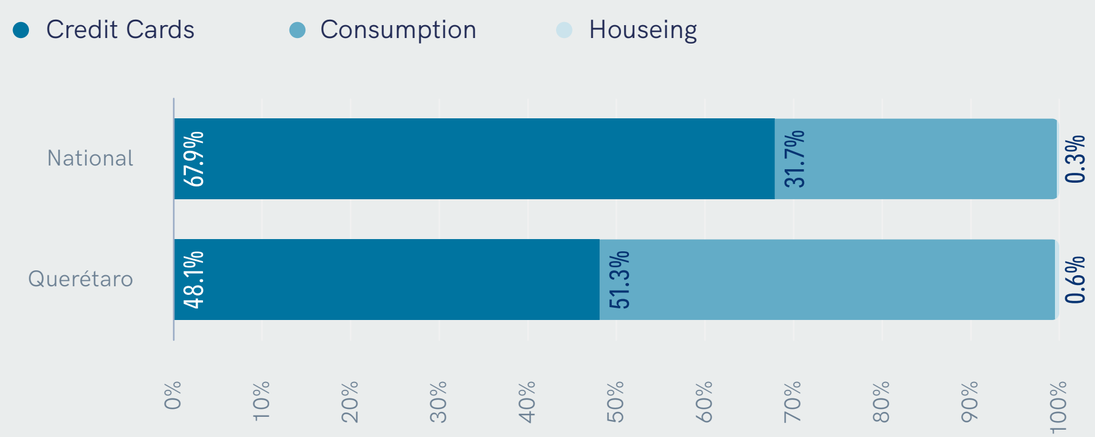
Distribution of bank credits in Querétaro and the National Bank (3Q 2024)



Source: Prepared by the authors using data from the National Banking and Securities Commission (Financial Inclusion Database), 2025.

In Public Savings and Loan institutions, nationwide, more than 50% were granted through credit cards, at state level consumer credit was the one in highest demand.

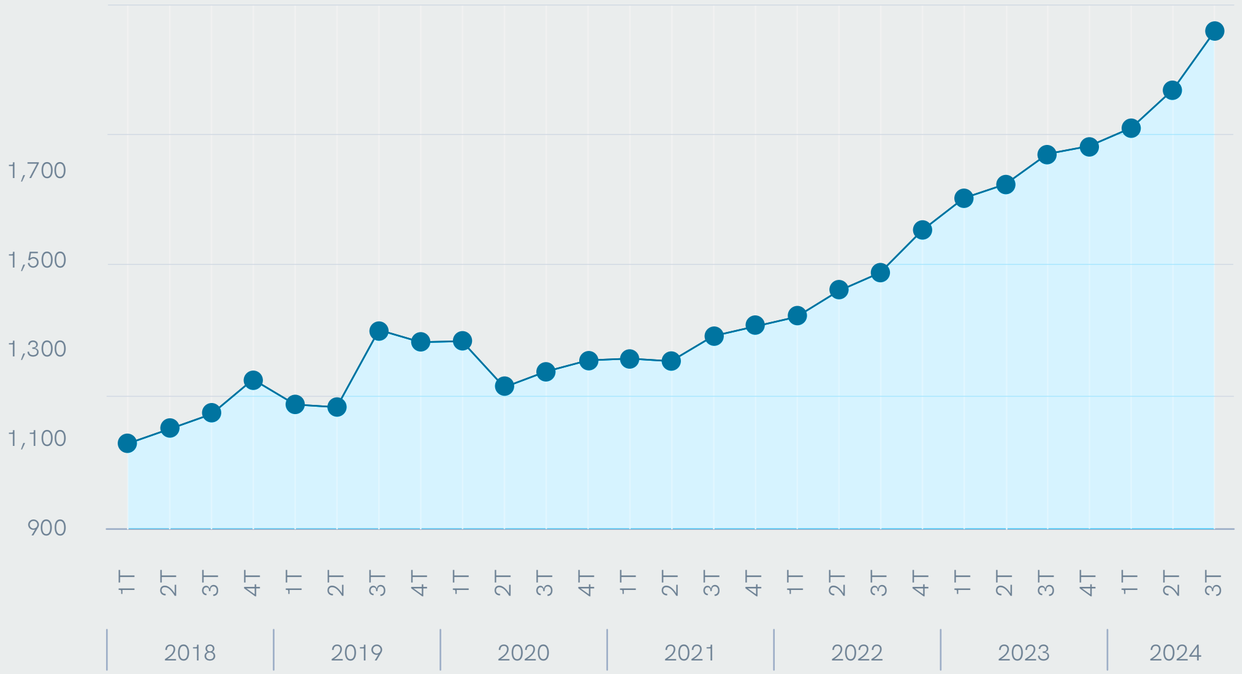
Credit distribution in the EACP[1] in Querétaro and Nacional (3Q 2024)



Source: Prepared by the authors using data from the National Banking and Securities Commission (Financial Inclusion Database), 2025.
Note: 1 Refers to Popular Savings and Credit Institutions.

The evolution of the registered loans has been increasing. In the first quarter of 2018, 1,030,486 loans were registered in the state, while by the third quarter of 2024 the figure had risen to 1,662,988—5.7% higher than the previous quarter and 12.8% higher than the same quarter of the previous year-.

Evolution of the number of credits registered in Querétaro (Q1 2018-Q3 2024)



Source: Prepared by the authors using data from the National Banking and Securities Commission (Financial Inclusion Database), 2025.



Development Banking

These entities in the Federal Public Administration are important because they have been a vehicle for promoting economic growth and social welfare by financing the creation and expansion of productive companies with socially profitable projects.

At critical stages, where the economic conditions aren't optimal or market volatility increases credit risk, development banking plays a fundamental role, as they become a tool that temporarily operates countercyclically, mitigating the effects of reduced private credit.

Development Banking Institutions

ENTITY	OBJECTIVE
Banco Nacional de Comercio Exterior (BANCOMEXT)	Contribute to development and job creation in México through foreign trade financing.
Banco Nacional de Obras y Servicios Públicos (BANOBRAS)	Contribute to the country's sustainable development by promoting investment in infrastructure and public services and by strengthening the financial and institutional capacities of subnational entities.
Banco Nacional del Ejército Aérea y Armada (BANJERCITO)	Provide banking and credit services to members of the Mexican Army, Air Force, and Navy, and to the general public.
Nacional Financiera (NAFIN)	Contribute to the country's economic development by facilitating access to financing and other business development services for MSMEs, entrepreneurs, and priority investment projects.
Sociedad Hipotecaria Federal (SHF)	Promote the development of primary and secondary housing markets through guarantees or various financial instruments for the construction, acquisition, and improvement of housing.
Banco del Bienestar	Promote and facilitate savings among mexicans, both at home and abroad, as well as equitable access to first- and second-tier financing, thus fostering financial inclusion.

Source: Prepared by the authors using data from the aforementioned institutions, 2025.



Mexican Financial System

The Financial System is a set of institutions, means and markets where financial activity, like savings and loans are organized. Good management of the system allows to create opportunities for economic growth.

It is considered a stable financial system, when the financial institutions and markets provide the exchange of funds between savers, debtors and investors. Stability also takes into account the financial system's ability to withstand shocks while contributing to maintaining an environment of macroeconomic stability and growth.

The Mexican Financial System is a group of institutions that organize financial activity. Each of these institutions that constitute the system have their own specific goals:

According to the Report of Financial Stability published by the Bank of México, in the second half of 2024, the mexican financial system kept a strong and resilient position, despite an international environment with low growth and rising geopolitical tensions.

Among the main macro-financial risks that could break the stability of the financial system are: 1) surprises in global financial conditions relative to expectations, 2) the rising of geopolitical tensions or trade conflicts, 3) the materialization of a systemic event with implications for the global financial system, 4) further weakening of the national economy, and 5) unanticipated adjustments in the credit ratings of relevant domestic issuers.

Structure of the Mexican Financial System

Ministry of Finance and Public Credit

Proposes, directs, and oversees the Federal Government's financial, fiscal, expenditure, revenue, and public debt policies.

Bank of México

It provides the country's economy with national currency, ensures the stability of its purchasing power, promotes the healthy development of the financial system, and fosters the proper functioning of payment systems.

Institute for the Protection of Bank Savings

Administers Bank Deposit Insurance for the benefit and protection of savers, guarantees bank deposits, and resolves banks with financial problems at the lowest possible cost.

National Commission for the Protection and Defense of Financial Services Users

Promotes and disseminates financial education and transparency in the Mexican Financial System and protects interests through the supervision and regulation of financial institutions.

National Banking and Securities Commission

Supervises and regulates the entities comprising the Mexican Financial System and individuals and legal entities, in order to ensure its stability and proper functioning.

National Commission for Retirement Savings Systems

Regulates the Retirement Savings System, ensures that workers' funds are adequately safeguarded, and supervises that they are invested according to established parameters.

National Insurance and Finance Commission

Oversees that the operations of the insurance and surety sectors adhere to the regulatory framework, preserving the solvency and financial stability of insurance and surety institutions.



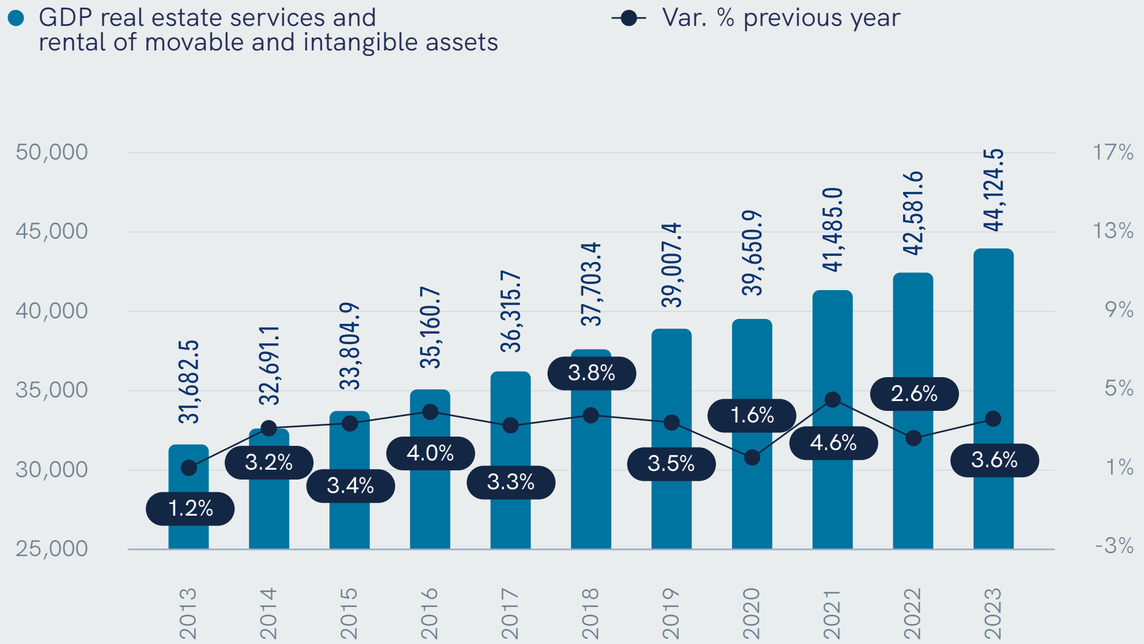
6.4.4

Real estate and rental services

Comprises the economic units dedicated to real estate and rental services of personal property and intangibles.

In 2022, real estate and rental services reported 44,124.5 million pesos to 2018 prices within the state's GDP, amount that represents 7.2% of the total and 14.3% of reported by the tertiary sector. The amount kept an annual variation of 3.6%. Regarding the GDP of the nationwide sector, the state's amount is equivalent to 1.9%.

Gross Domestic Product of the sector* in Querétaro (2013-2023)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (GDP by State (PIBE). Base 2018), 2025.
Note: Figures are expressed in millions of pesos at constant values.
*Refers to the real estate services and rental of movable and intangible assets sector.

In December 2024, the IMSS accounted 1.783 people formally working in services activities, 51.8% lower than reported in 2023, 51.9% being women and 48.1% men. The average wage was $515.76 pesos for women and $548.81 for men.

According to the DENUE the state has 1,676 economic units dedicated to that sector (93.7% of which are micro-enterprises) number that represents 1.6% of the total of establishments in the state and 2.1% of establishments dedicated to services nationwide.

Distribution of economic units in real estate and personal property rental services in Querétaro (2024)

SIZE	ESTABLISHMENTS	DISTRIBUTION
Micro	1,571	93.7%
Small	91	5.4%
Medium	8	0%
Large	6	0.4%
Total	1,676	100%

Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (National Statistical Directory of Economic Units), 2025.

Registration of real estate agents and companies

Published in *La Sombra de Arteaga* on December 6th, 2024, the objective of this regulation is to stablish the fundamentals for the certification and updating of the real state agents and companies and its registry in the state.

Licenses and permits granted (2017-2024)

YEAR	LICENSES GRANTED TO REAL ESTATE AGENTS	PERMITS GRANTED TO REAL ESTATE COMPANIES
2017	157	6
2018	542	23
2019	507	5
2020	133	10
2021	209	8
2022	14	3
2023	112	9
2024	96	2

Source: Prepared by the Secretariat of Urban Development and Public Works, 2025.

Furthermore, in 2024, 71 real estate agent licenses and 2 permits of real estate companies were renovated.

In 2024, training courses on urban development were given to three municipalities.

Training courses (2024)

MUNICIPALITIES	HOURS
Amealco de Bonfil	12
Ezequiel Montes	12
Huimilpan	4
Total	28

Source: Prepared by the Secretariat of Urban Development and Public Works, 2025.

6.5

Micro, small, and medium-sized enterprises (MSMEs)



Nationwide, the MSMEs are the engine of economic growth, sources of job creation and development. According to the Economic Census of 2024, nationwide 5,441,376 companies were MSMEs, number that represents 99.8% of the total.

Classification criteria for MSMEs in México

In México companies are classified in accordance to the established by the *Law for Developing Competitiveness among Microenterprises, and Small and Medium-Sized Businesses* and the *Agreement establishing the stratification of Microenterprises, and Small and Medium-Sized Businesses.* For the stratification of the MSMEs the law only takes into account the number of employees.

Stratification of companies in México according to the Law

SIZE	SECTOR		
	INDUSTRY	COMMERCE	SERVICES
Micro	From 0 to 10	From 0 to 10	From 0 to 10
Small	From 11 to 50	From 11 to 50	From 11 to 50
Medium	From 51 to 250	From 31 to 250	From 51 to 250

Source: Prepared by the authors using data from the Official Gazette of the Federation (latest reform published on August 13, 2019. Law for the Development of the Competitiveness of Micro, Small and Medium-Sized Enterprises), 2025.



The agreement establishes stratification based on both the number of employees and the amount of annual sales, as well as the combined maximum limit, i.e. *"combined maximum limit=(Employees) X 10% + (annual sales) X 90%".*

Stratification of companies in México, according to the Agreement.

SIZE	SECTOR	NUMBER OF WORKERS	RANGE OF ANNUAL SALES AMOUNT (M MXN)	MAXIMUM COMBINED CAP
Micro	All	0 - 10 people	Up to $4	4.6
Small	Commerce	11 - 30 people	From $4.01 to $100	93
	Industry and Services	11 - 50 people		95
Medium	Commerce	31 - 100 people	From $100.01 to $250	235
	Services	51 - 100 people		
	Industry	51 - 250 people		250

Source: Prepared by the authors using data from the Official Gazette of the Federation (June 30, 2009. Agreement establishing the stratification of micro, small and medium-sized enterprises), 2025.

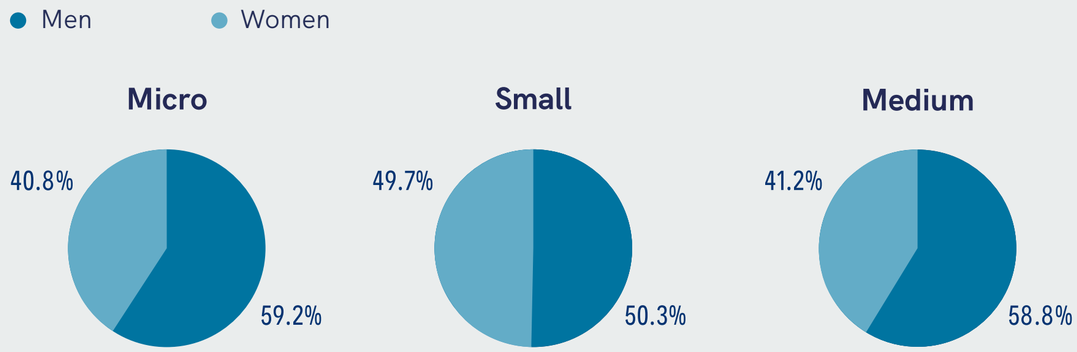
Working population

According to the National Occupation and Employment Survey (ENOE, by its initials in Spanish), in Querétaro 2024, 683,536 people worked in MSMEs -meaning, 58% of the state's working population-, a figure 3.7% higher that reported in 2023.

Of the working population in MSMEs, 42.6% were women and 57.4% were men, the trend is similar when analyzing the participation of women and men by establishment size.

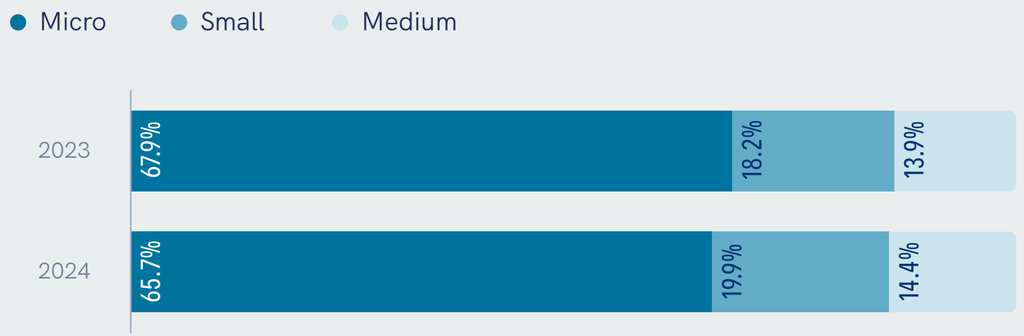
By establishment size, 448,754 were concentrated in micro enterprises, 136,213 in small enterprises, and 98,570 in medium-sized enterprises.

Distribution of the employed population in MSMEs by sex in Querétaro (2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (National Survey of Occupation and Employment), 2025.

Distribution of the employed population in MSMEs in Querétaro (2023-2024)



Source: Prepared by the authors using data from the National Institute of Statistics and Geography (INEGI) (National Survey of Occupation and Employment), 2025.

Workstations

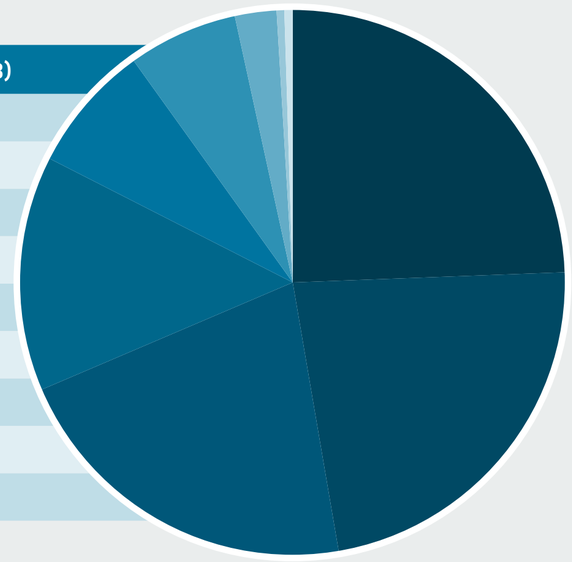
IMSS classifies the establishments according to the size of the employer registration number, for the current fiscal year, the classification of MSMEs considered employer registrations of 1 to 250 employees.

In December 2024, accounted 373,429 people formally working in MSMEs in the state, 38% were women and 62% men. The average wage was $482.81 pesos for women and $546.26 for men.

Of the total number of jobs, the largest number are concentrated in the sectors of services for businesses, individuals, and households; manufacturing industries; and commerce.

Distribution of jobs in MSMEs by sector in Querétaro (December 2024)

SECTOR	DISTRIBUTION	VAR. % (2024-2023)
Services for businesses, individuals and homes	24.4%	-4.5%
Processing industries	22.9%	5.0%
Commerce	21.3%	1.9%
Construction industry	13.9%	-4.2%
Transport and communications	7.6%	8.5%
Social and community services	6.5%	5.0%
Agriculture, livestock, forestry, fishing and hunting	2.5%	3.4%
Extractive industries	0.5%	-0.3%
Electrical industry and collection and supply of drinking water	0.5%	14.2%



Source: Prepared by the authors using data from the Mexican Social Security Institute, 2025.

Micro, Small and Medium Enterprises (MSMEs) by sector in Querétaro (2024)

ACTIVITY	SECTOR	ESTABLISHMENTS	ESTABLISHMENTS BY ACTIVITY
Primary	Agriculture	64	64
Secondary	Mining	190	9,311
	Generation, transmission and distribution of electrical energy, water and gas supply through pipelines to the final consumer	84	
	Construction	535	
	Manufacturing industries	8,502	
Tertiary	Wholesale trade	3,971	96,714
	Retail trade	43,439	
	Transport, mail and storage	771	
	Information in mass media	319	
	Financial and insurance services	1,964	
	Real estate services and leasing of movable and intangible assets	1,670	
	Professional, scientific and technical services	2,707	
	Corporate	9	
	Business support services and waste management and remediation services	1,163	
	Education services	2,481	
	Health and social assistance services	5,993	
	Leisure, cultural and other recreational services	1,104	
	Temporary accommodation and food and beverage preparation services	15,475	
	Other services, except government activities	15,648	
Total		106,089	

Source: Prepared by the authors using data from the National Statistical Directory of Economic Units, 2025.



Economic units

According to the DENUE in Querétaro the MSMEs represented 98.4% of the total of establishments. 44.7% of these were in the commerce sector and 46.5% in the services sector.

Micro-establishments accounted for 91.7% of all establishments in the state, followed by small establishments with 5.4% and medium-sized establishments with 1.2%.

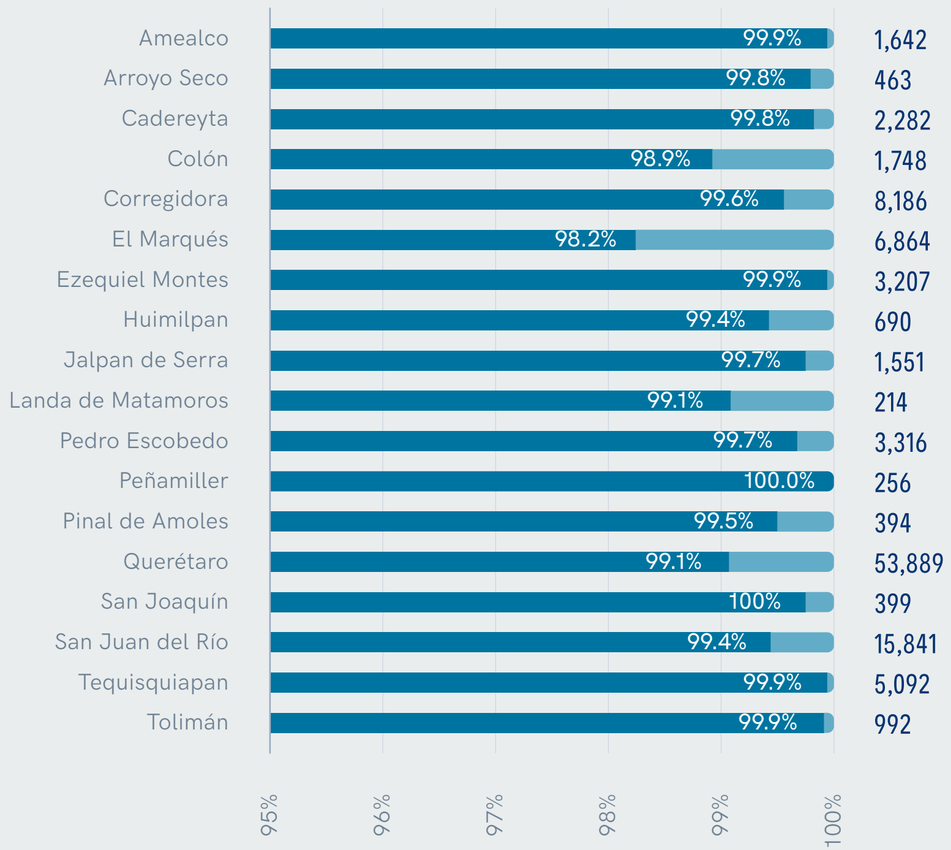
Establishments in accordance with the stratification of the Law for the Development of the Competitiveness of Micro, Small and Medium Enterprises

SIZE OF ESTABLISHMENT	NUMBER OF ESTABLISHMENTS				PARTICIPATION BY ESTABLISHMENT SIZE
	INDUSTRY	COMMERCE	SERVICES	TOTAL	
Micro	7,913	45,443	45,537	98,893	91.7%
Small	965	1,464	3,434	5,863	5.4%
Medium	497	503	333	1,333	1.3%

Source: Prepared by the authors using data from the National Statistical Directory of Economic Units, 2025.
Note: Agricultural activities were considered in the industry category.

Throughout the municipalities of the state, more than 95% of the establishments were MSMEs. In San Joaquín and Peñamiller, 100% of its establishments were in this category, meanwhile El Marqués, reported the lowest proportion.

Proportion of SMEs to total establishments by municipality in Querétaro (2024)



Source: Prepared by the authors using data from the National Statistical Directory of Economic Units, 2025.

6.6

Support and promotion to companies



Both nationwide and at the state level, MSMEs have a widespread presence and therefore have a significant impact on the number of working people, as well as on formal jobs and economic units. Despite their relevance to the economy, they remain highly vulnerable to unstable conditions, therefore, the creation of policies that reduce economic disturbances, thereby ensuring their continued presence in the market, must be taken into consideration.



6.6.1

SMEs Support Office

The Ministry of Sustainable Development (SEDESU by its initials in Spanish) throughout the SMEs Support Office aims to directly influence the development of MSMEs, from the stage of entrepreneurial ideas to the acceleration of projects, professionalization of companies, training, and export of goods, in conjunction with chambers, associations, universities, and research centers.

In order to achieve the previously mentioned objectives, the Office provides the citizens temporary support programs, which are listed below:

Competitiveness program

Provides full care to entrepreneurs aiming to raise their productivity and competitiveness through training support, consulting and advisory services, with the objective of developing their skills and competences.

2024 results:

- Promotion of 37 projects.
- Benefiting 999 people.

Business Achievement Award

The award recognizes organizations, companies, and institutions that have distinguished themselves throughout the year for their actions in foreign trade, competitiveness, sustainability and the environment, social responsibility, as well as science and technology.

The Winners of the Business Achievement Award and Honourable Mentions 2024:

Winners of the Business Merit Award and honorable mentions (2024)

CATEGORY	WINNER OF THE PRIZE	WINNER OF HONORABLE MENTION
Foreign Trade Category	Eurotranciatura México S.A de C.V.	Martinrea Honsel México S.A. de C.V.
Competitiveness Category	Danfoss Power Solutions S. de R.L. de C.V.	Ingredion México S.A. de C.V.
Social Responsibility Category	Desierta	Danfoss Power Solutions S.de R.L. de C.V.
Sustainability and Environmental Responsibility Category	Ingredion México S.A. de C.V.	Danfoss Power Solutions S. de R.L. de C.V.
Science and Technology Category	Dr. Germán Buitrón Méndez UNAM Campus Juriquilla	Universidad Tecnológica de SJR
		Jesús Antonio Terrazas Reséndiz
		José Alberto López López
		Guillermo Trejo Badillo
		Colegio de Estudios Científicos y Tecnológicos del Estado de Querétaro
		Zahira Belén Estrella Galván
		Tamara Moya Ramírez
		Diana Karen Gomes Moya
		Paola Jazmín Estrella Reséndiz

Source: Prepared by the SME Directorate, 2025.



Additionally, three special awards are given:

Special awards (2024)

ENTREPRENEUR OF THE YEAR	EXECUTIVE OF THE YEAR	ENTREPRENEUR OF THE YEAR
Carlos Arguimbau Romo IENTC General Manager	Verónica Méndez Magaña GE9X, LEAP and CFM GE Aerospace Engineering Manager	Luz del Carmen Santos Negrete El Sabor de la Huasteca General Manager

Source: Prepared by the SME Directorate, 2025.

Disexport Program

The Disexport Program, in collaboration with students from the Universidad del Valle de México, Anáhuac, UAQ, and UNITEC, provided the following support to entrepreneurs and MSMEs in the state:

- Design of logo, packaging, labeling
- Corporate image
- Digital marketing and advertising
- Web page
- Design, animation, and digital art
- Social media generation and design applied to publications
- Stand design
- Business optimization

2024 results:

In 2024, it celebrated 25 years of operation, and until December of that year, the total number of entrepreneurs and companies participating was 644.

Courses and forums

In order to provide information and training to micro, small, and medium-sized entrepreneurs, conferences, courses, and virtual workshops are held in the areas of foreign trade, sales, information technology, intellectual property, administration, among others.

2024 results:

- Participation of people (1494)
- 53 courses and lectures given
- 2 logistics forums with assistants (425)

Program for the professional development of companies (PRO-EMPRESA)

It consists of providing support to SMEs in the form of a partial reimbursement, with the objective of increasing their competitiveness and fulfilling the requirements demanded by large purchasing companies.

A total of 45 requests for reimbursement support were processed for certifications, bar-codes, nutritional tables, websites, etc.

Business meetings

With the goal of enabling Querétaro companies to join the supply chains and increase or diversify their sales, the Government of Querétaro organises business meetings directed to the commerce, services, and agribusiness sectors.

In 2024, two business meetings were held with a total participation of 57 national and state buyers, as well as 510 suppliers from Querétaro, resulting in 1,008 business appointments, promoting the tourism sector, buyers from the Querétaro State Government Sector, and large automotive companies.

6.7

Directory of chambers and associations of the sector

SEDESU works in cooperation with the Chambers and Associations to strengthen the development of Querétaro's companies and with that, boost the economic growth The following table provides data on chambers of commerce and associations related to the tertiary sector in Querétaro:

CHAMBER OR ASSOCIATION	ACRONYM	ADDRESS	WEB PAGE	PHONE
Asociación de Ejecutivos de Relaciones Industriales, A.C.	AERI	Av. Antea 1130 Int. 1610, Level, Juriquilla, Querétaro, Qro. C.P. 76230	www.aeri.com.mx	442 644 0235
Asociación de MIPyMES Industriales de Querétaro, A.C.	AMIQRO	Paseo Constituyentes 1150, Col. Unión Magisterial, CP 76180, Querétaro, Qro.	www.amiqro.com	442 448 0367
Asociación Mexicana de Profesionales Inmobiliarios del Estado de Querétaro, A.C.	AMPI QRO	P.° Cta. Bonita 315 B, Cuesta Bonita, 76063 Santiago de Querétaro, Qro.	www.ampiseccionqueretaro.com	442 790 0916
Asociación Queretana de Hoteleros, A.C.	AQH	N.D.	www.aqh.org.mx	442 248 5303
Cámara Mexicana de la Industria de la Construcción, Delegación Querétaro	CMIC QRO	Calle Río Yaqui No. 101. Colonia Lomas de San Pablo. Querétaro, Qro. C.P. 76125	www.cmicqro.org	442 206 375

TERTIARY SECTOR

CHAMBER OR ASSOCIATION	ACRONYM	ADDRESS	WEB PAGE	PHONE
Cámara Nacional de Comercio en Pequeño de Querétaro	CANACOPE QRO	Calzada de los Arcos No. 160. Colonia Loma Dorada. Querétaro, Qro. C.P. 76060	www.canacope.mx	442 223 2803
Cámara Nacional de Comercio, Servicios y Turismo de Querétaro	CANACO QRO	Av. Luis Vega y Monroy No. 405. Colonia Quinta Balaustradas. Querétaro, Qro. C.P. 76079	www.camaradecomercioqro.mx	442 537 5301
Cámara Nacional de Comercio, Servicios y Turismo de San Juan del Río	CANACO SJR	Francisco Javier Mina #72, Col. Centro, San Juan del Rio, Qro, C.P. 76800	canacosjr.com	427 129 9995
Cámara Nacional de Empresas de Consultoría en Querétaro	CNEC QRO	N.D.	www.cnec.org.mx	55 9000 0522
Cámara Nacional de la Industria de Desarrollo y Promoción de Vivienda, Delegación Querétaro	CANADEVI QRO	Manuel Gómez Morín 3970 Int.200, Centro Sur, 76090, Querétaro, Qro.	www.canadevi.com.mx	442 595 3243
Cámara Nacional de la Industria de Restaurantes y Alimentos Condimentados del Estado de Querétaro	CANIRAC QRO	Av. Luis Vega y Monroy No. 405. Colonia Quinta Balaustradas. Querétaro, Qro. C.P. 76079	www.caniracqueretaro.org	442 109 3093
Cámara Nacional de la Industria de la Transformación, Delegación Querétaro	CANACINTRA QRO	Av. 5 de Febrero No. 308 Nte. Colonia Parque Industrial Jurica. Querétaro, Qro. C.P. 76120	www.canacintraqro.org.mx	442 108 9650
Cámara Nacional de la Industria de la Transformación, Delegación San Juan del Río	CANACINTRA SJR	Eje Nte Sur esq ote 6, Nuevo Parque Industrial San Juan del Rio, Qro.	https://canacintrasjr.org.mx/	427 1011003
Club de Industriales de Querétaro, A.C.	CIQ	Calle Estadio No. 113. Fraccionamiento Colinas del Cimatario. Querétaro, Qro. C.P. 76090	www.ciq.com.mx	442 368 0300
Colegio de Corredores Públicos de la Plaza del Estado de Querétaro, A.C.	N.A.	Av. Ignacio Zaragoza No. 330 Pte. Colonia Niños Héroes. Querétaro, Qro. C.P. 76010	www.corredorespublicosmx.org	442 215 1825 442 215 18 29
442 215 18 29 "	COPARMEX QRO	Av. Fray Luis de León No. 1501. Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76090	www.coparmexqro.org	442 248 2150
Centro Empresarial del Estado de Querétaro, S.P.	COPARMEX QRO	Av. Fray Luis de León No. 1501. Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76090	www.coparmexqro.org	442 248 2150
Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología, A.C.	COMCE QRO	Circuito el Marqués Sur No. 1-A, Parque Industrial El Marqués, 76246, El Colorado, Querétaro	www.comcequeretaro.org.mx	427 152 0237
Federación de Colegios y Asociaciones de Profesionistas del Estado de Querétaro, A.C.	FECAPEQ	Calle Estadio No. 114. Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76069	www.fecapeq.org.mx	442 229 0619
Unión Ganadera Regional de Querétaro	UGRQ	Antiguo Camino a México km 1.9 Col. Cumbres de Conin. El Marqués, Qro.	www.ugrq.org.mx"	442 277 4663

Sources: Prepared by the SME Support Directorate, 2025.



7

Tourism and Culture

Querétaro stands out as a tourist destination due to its rich history, architectural, and natural beauty, as well as its cultural diversity, artisanal production, and quality services.

7

Tourism and Culture

7.1 Tourism

7.1.1. Tourism Development

7.1.2. Hotel Industry

7.1.3. Tourist services

7.2 Culture

7.2.1. Cultural infrastructure

7.2.2. Cultural Heritage

7.2.3. Cultural identity

7.2.4. Cultural and artistic offerings



Tourism and Culture

7
MAGICAL TOWNS

440
CULTURAL VENUES

2,689,133
TOURISTS DURING 2024

1,707
LODGING ESTABLISHMENTS

4,724
HISTORICAL MONUMENTS

$9.3
MILLION MXN IN HANDICRAFT SALES

7.1

Tourism

7.1.1.

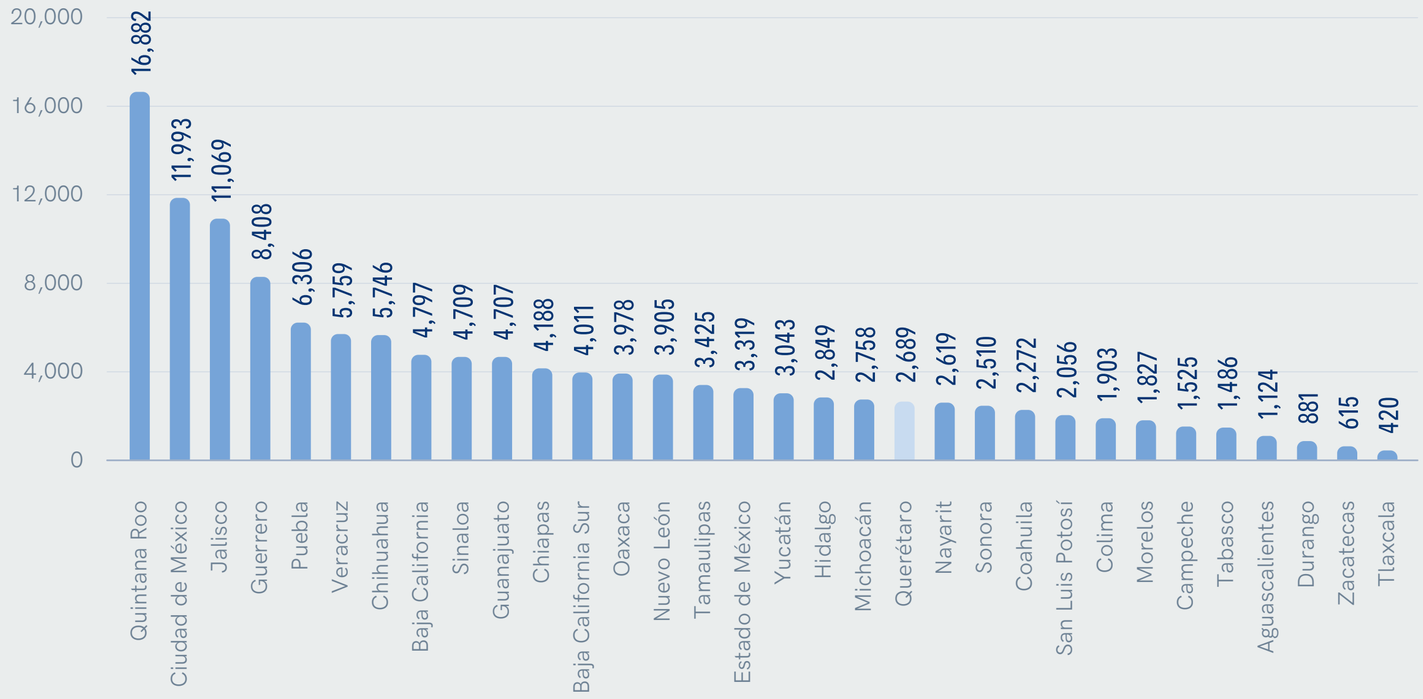
Tourism Development

One of the main objectives of the 2021-2027 State Development Plan is to position to Querétaro among the top tourist destinations without beach. The actions that stand out to achieve this objective are:

1. Innovate in the range of tourist attractions on offer.
2. Promote sustainable tourism.
3. Link tourist routes with regional vocations.

During 2024, 133,779,779 tourists arrived to the country, a figure 6.3% higher than that reported during 2022. Querétaro registered 2,689,133 tourists who visited the state, a figure that represents 2% of the national total.

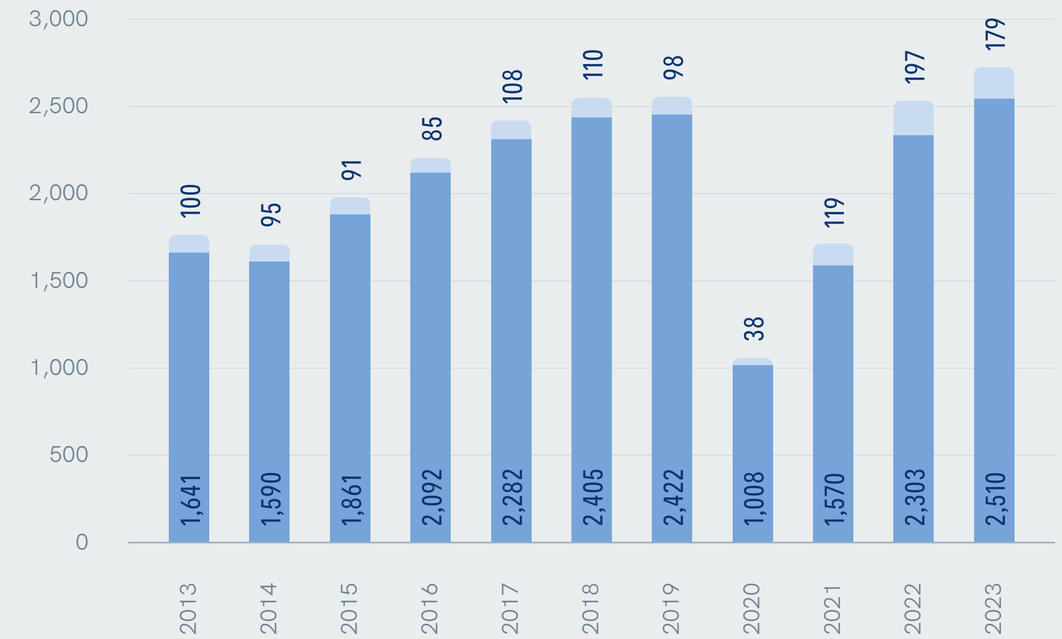
Tourist arrivals by federal state (2023)



Reference: Prepared by the authors with data from the Ministry of Tourism (Statistical Compendium of Tourism in México 2023), 2025.
Note: Figures are expressed in thousands of tourists.

Of the total number of tourists in the state in 2023, 93.3% was domestic tourism and 6.7% was foreign tourism.

Arrivals of national and foreign tourists in Querétaro (2013-2023)



Reference: Prepared by the authors with data from the Ministry of Tourism (Statistical Compendium of Tourism in México 2023), 2025.
Note: Figures are expressed in thousands of tourists.



Tourist destinations and attractions

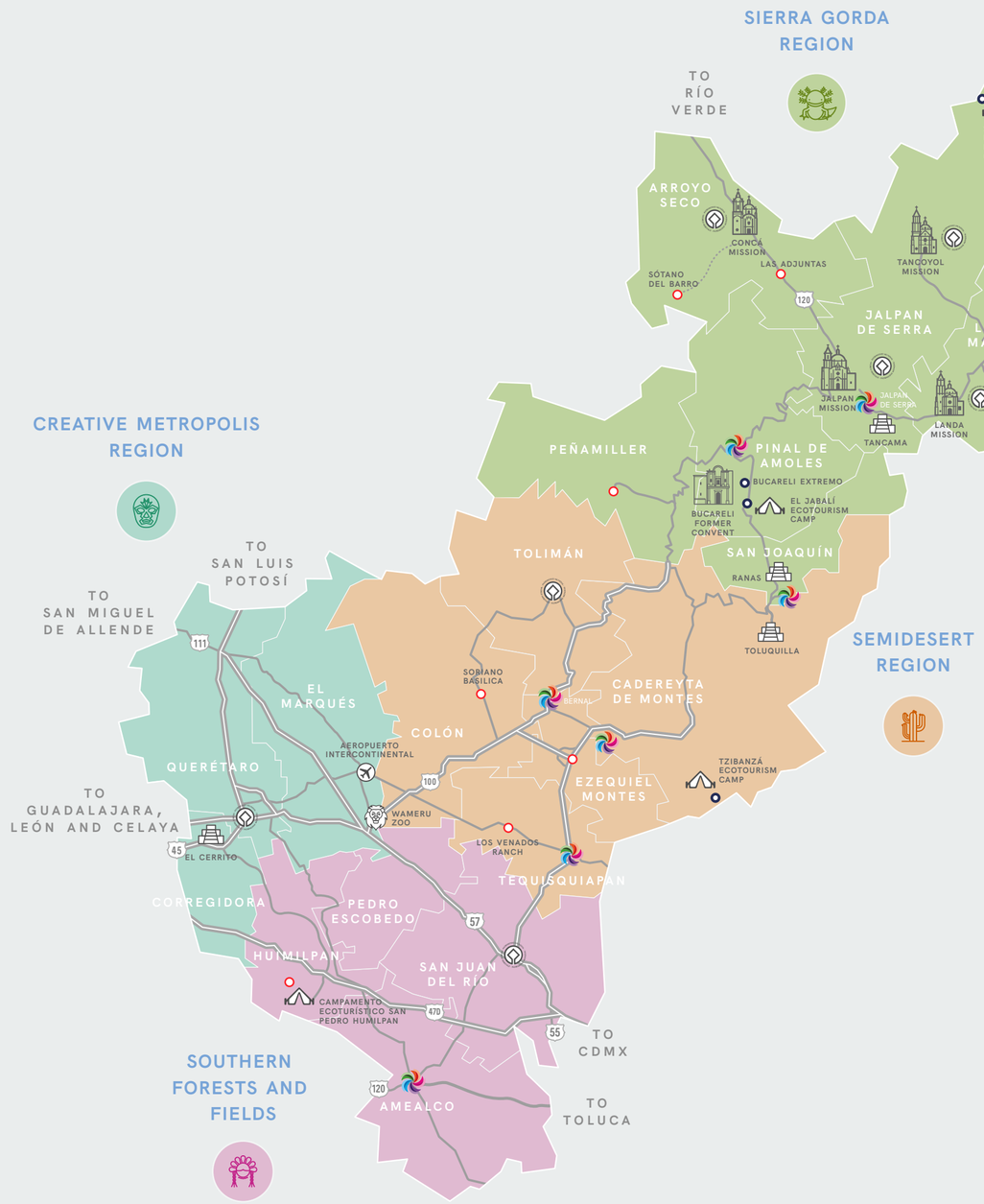
Querétaro has four regions that offer a mix of attractions:

Creative metropolis: The historic center of the city of Querétaro is the birthplace of Mexican independence and has been a UNESCO Cultural Heritage Site since 1996. Modernity and cultural heritage converge here.

Semidesert: Home to the production of a wide variety of wines and cheeses, many of which have won international awards. Among its attractions are the beauty of the vineyards and the charm of the Pueblos Mágicos.

Southern Forests and Fields: Located in the municipalities of Huimilpan and Amealco de Bonfil, these areas offer unique natural landscapes that are ideal for activities such as hiking and cabin stays

Sierra Gorda: Ideal for ecotourism thanks to its natural attractions, such as the Puente de Dios on the Escanela River or the Chuveje Waterfall, not to mention the architectural gems of the Franciscan Missions. The Sierra Gorda Biosphere Reserve, one of México's great green lungs, is located within the region.





Pueblos Mágicos of Querétaro

These are places that have a wide variety of symbolic attributes, legends, history, significant events, and everyday life, from which each of their sociocultural manifestations emanate, representing a great opportunity for tourism development.

The program that recognizes *Pueblos Mágicos* was founded in 2001 with the aim of promoting tourism in regions and localities throughout México. Nationwide, there are 122 towns registered, 7 of which are in the state.

The *Pueblos Mágicos l*ocated in the state are: Amealco de Bonfil, Cadereyta de Montes, Jalpan de Cerra, San Joaquín, Tequisquiapan, and in 2023, Pinal de Amoles was added to the list. All these towns boast unique historic sites and stunning natural areas.

Bernal

Located in the municipality of Ezequiel Montes, it was the first Pueblo Mágico in Querétaro, joining the program in 2005. It is home to Peña de Bernal, a monolith over 280 meters high, which was added to UNESCO's Intangible Cultural Heritage list in 2009.

Festivities:

- Festivities in honor of San Sebastian, patron Saint of Bernal; January.
- Spring Equinox; March.
- Festivities of the Santa Cruz; May..

Attractions:

- Las Ánimas Chapel.
- Masks Museum
- Peña de Bernal.
- Church of San Sebastián Mártir.



Jalpan de Serra

Recognized as a *Pueblo Mágico* in 2010, it is in the heart of the Sierra Gorda Queretana. Jalpan is home to two of the five Franciscan missions, declared Cultural Heritage Sites by UNESCO in 2003: the Jalpan Mission (located in front of the main square) and the Tancoyol Mission, which has a facade that stands out for its complexity and detail.

Festivities:

- Festivities of Santo Niño of Jalpan; January.
- Regional Fair of the Sierra; April.
- Patron Saint's Day of Señor Santiago; July.
- Festivities of San Francisco de Asís; October.

Attractions:

- Jalpan Dam.
- Tancama Archaeological Site.



Cadereyta de Montes

It has been a *Pueblo Mágico* since 2011. It was founded in 1640 as the town of Cadereyta and was a strategic point for the Spanish during their conquest of the region. It is currently considered the land of barbacoa and pulque.

Festivities:

- Festivities of San Gaspar; February.
- Barbacoa and Pulque Fair; June.
- Festivities of Nuestra Señora del Refugio; July.
- Annual fair; September.

Attractions:

- Caracol Canyon.
- Tzibanzá Island.
- Botanical gardens.
- El Aguacate Springs
- Parish of San Pedro and San Pablo.



Tequisquiapan

Founded in 1551 and named a *Pueblo Mágico* in 2012, it stands out for its picturesque historic center and for being part of the Art, Cheese, and Wine Route. Every year in May and June, the iconic Cheese and Wine Fair is held.

Festivities:

- Festivities of the Santa Cruz; May.
- Founding of Tequisquiapan; June.
- Festivities of Santa María de la Asunción; August.
- Fiesta en el Aire, Cantolla Balloon Festivities; December.

Attractions:

- Geographic center of the country.
- La Pila Recreation Park.
- Miguel Hidalgo Square.
- Church of Santa María de la Asunción



San Joaquín

Named a *Pueblo Mágico* in 2015, it was founded in 1724 and is known for its mining history and as the home of huapango music. Its natural beauty stands out, full of pine, cedar, valley oak, coast oak and ash trees.

Festivities:

- National Huapango Dance Competition; April.
- Patron Saint Festivities of San Joaquín; July.
- Largest picnic in Latin America; August.

Attractions:

- Las Maravillas Waterfall.
- Los Herrera Grotto.
- San Joaquin Parish.
- Campo Alegre National Park.
- Ranas and Toluquilla archaeological sites.



Amealco de Bonfil

Located in the southern part of the state, it was designated a *Pueblo Mágico* in 2018. That same year, the Lele doll was designated a national heritage. Originally crafted in Santiago Mexquititlán, a town located in Amealco de Bonfil, now recognized worldwide.

Festivities:

- Fair in honor of the founding of the municipality; April.
- National Artisanal Doll Fair; November.

Attractions:

- Old Temple of San Ildefonso Tultepec.
- La Piedad Waterfall.
- Hacienda La Muralla Hotel.
- Servín Lagoon.
- Artisanal Doll Museum.



Pinal de Amoles

Founded in 1606 with an important mining history, it was declared a *Pueblo Mágico* in June 2023. It boasts unique landscapes and nature, as well as picturesque houses with striking red roofs.

Festivities:

- National Huapango Dance Competition; March.
- Annual fair; March.

Attractions:

- El Chuveje Waterfall.
- Cave of the Cliffs.
- Former Convent of Bucareli.
- Cuatro Palos Viewpoint.
- Puerta del Cielo Viewpoint.

Art, Cheese, and Wine Route

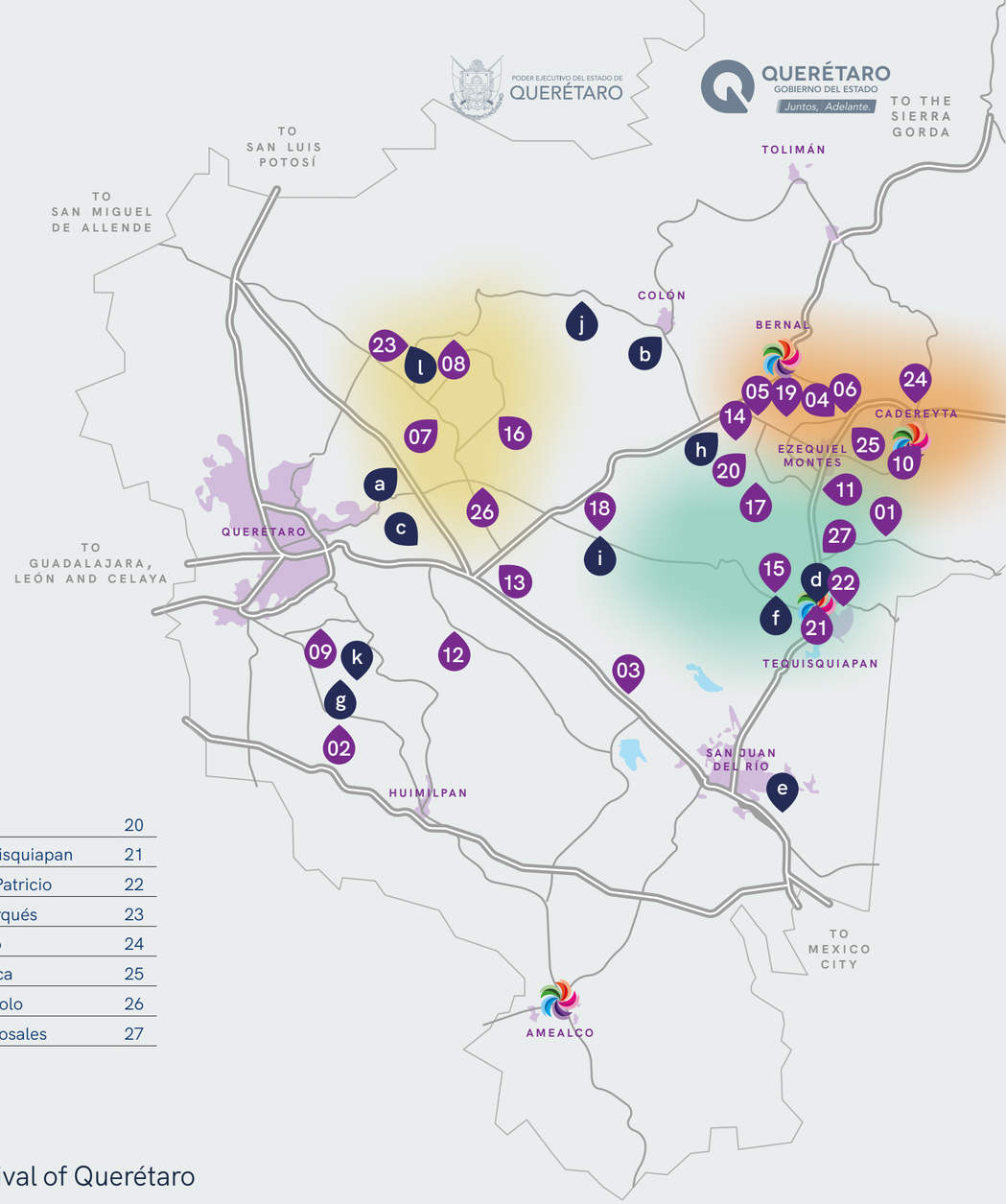
In recent years, México has positioned itself as an international tourist benchmark, promoting the 6 wine routes located in Aguascalientes, Baja California, Coahuila, Guanajuato, Querétaro, and Zacatecas gaining momentum.

In Querétaro, visitors can get a taste of local flavors, as vineyard products are combined with exquisite cuisine on the Art, Cheese, and Wine Route, one of the most renowned wine tourism routes in the country, which is open all year round.

The route showcases the beauty of the historical and cultural heritage of the municipalities that comprise it, with the production of numerous varieties of artisanal cheeses, as well as red, white, rosé, and orange wines, and above all, sparkling wines, of which Querétaro is the leading national producer. During the harvest season, between June and September, thousands of people are drawn to the region each year.

Art, Cheese, and Wine Route

- Cadereyta zonne
- El Marqués zone
- Tequisquiapan zone



Vineyards

Bodegas Vaivén	01
Casa Vegil	02
Cava 57	03
De Cote	04
Donato	05
Finca Sala Vivé by Freixenet México	06
Hacienda Amazcala	07
Hacienda Atongo	08
Hacienda La Solariega	09
Hacienda Tovares	10
La Redonda	11
La Terquedad	12
María y Bernardo	13
Paso de Serra	14
Norte B	15
Puerta del Lobo	16
San Juanito Vitivinícola	17
Tierra de Alonso	18
Tierra de Peña	19
Vinaltura	20
Vínícola Tequisquiapan	21
Vinícola San Patricio	22
Vinos del Marqués	23
Viña del Cielo	24
Viñedos Azteca	25
Viñedos del Polo	26
Viñedos los Rosales	27

In October 2024, the 4th Wine Festival of Querétaro was held, an event that contributes to positioning the state as a generator of knowledge, culture, and economic and tourist revitalization around wine. It takes place on the weekend closest to October 7th, which is Mexican Wine Day and marks the end of the harvest season in the state.

Cheese factories

Chévre	a
Flor de Alfalfa	b
Granja La Serpentina	c
La Biquette	d
La Gastoreña	e
Neolé Cava Bocanegra	f
Pradales	g
Quesos del Rebaño	h
Quesos Vai	i
Rancho La Hondonada	j
Rancho San Josemaría	k
Rancho Santa Marina	l





7.1.2.

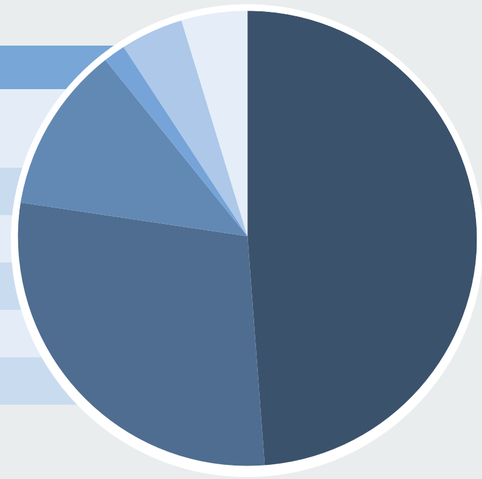
Hotel Industry

Hotel offer

During 2024, 1,707 lodging establishments were registered in the 18 municipalities of the state, 48.8% of which were apartments and furnished houses with hotel services.

Distribution of lodging establishments by type of lodging in Querétaro (2024)

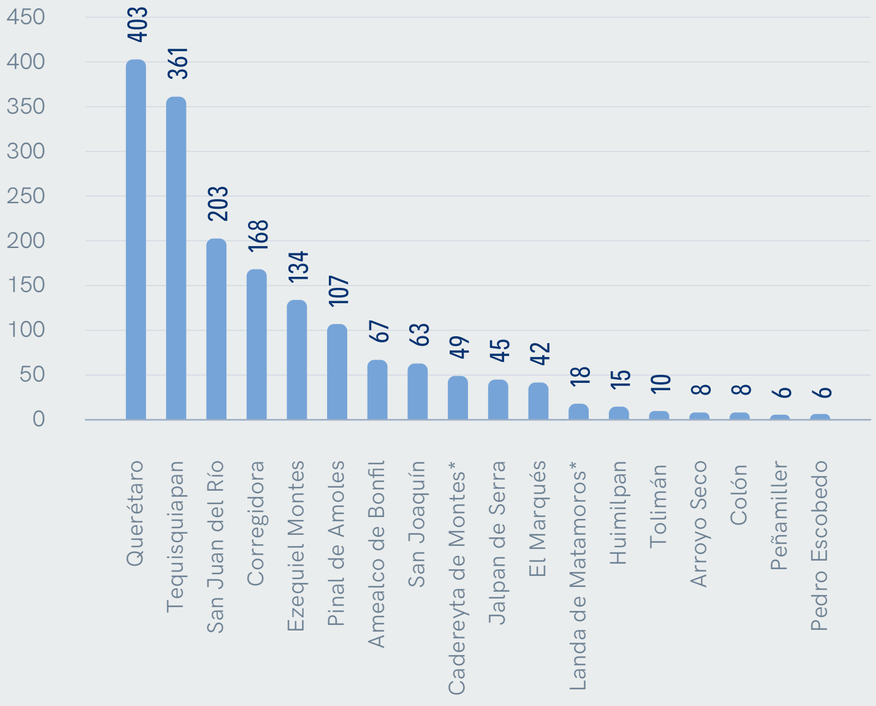
TYPE OF ESTABLISHMENT	NUMBER	DISTRIBUTION
Furnished apartments and houses with hotel services	836	48.8%
Hotels	489	28.5%
Cabins, villas, and similar accommodations	203	11.9%
Camps and recreational hostels	27	1.6%
Motels	77	4.5%
Pensions and guest houses	81	4.7%



Reference: Prepared by the authors with data from municipal tourism departments, 2024.
Note: This list does not include the municipalities of Cadereyta de Montes and Landa de Matamoros, as these municipalities did not provide updated information.

The municipality of Querétaro accounted for 23.5% of all lodging establishments, reflecting its appeal to tourists, followed by the municipality of Tequisquiapan, with 21.1%.

Accommodation establishments by municipality in Querétaro (2024)



Reference: Prepared by the authors with data from municipal tourism departments, 2024.
* Corresponds to 2023, as municipalities did not provide updated information.



7.1.3.

Tourist services

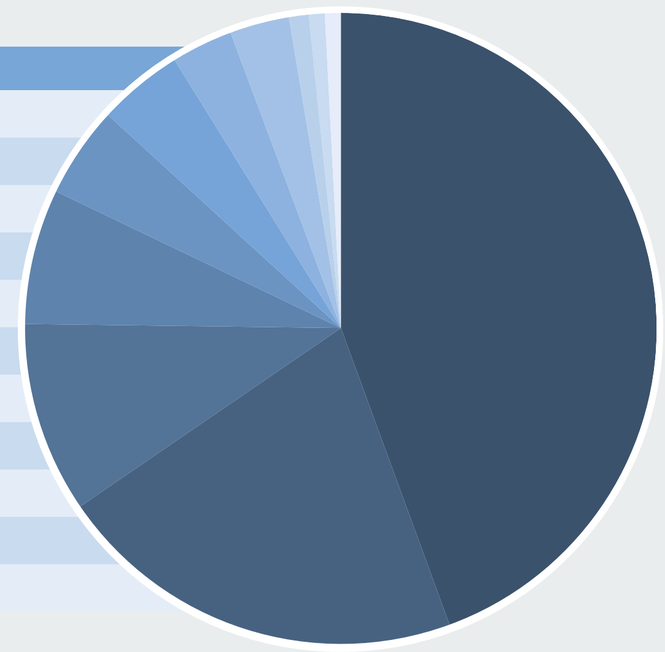
Tourism services offered

The sector's activities are complemented by the services provided by food and beverage establishments, travel agencies, tourist transport companies, rental companies, and tourist guide companies.

In 2024, 1,226 tourist service establishments were reported in the 18 municipalities of the state, with craft shops being the most prevalent.

Distribution of tourist service establishments in Querétaro (2024)

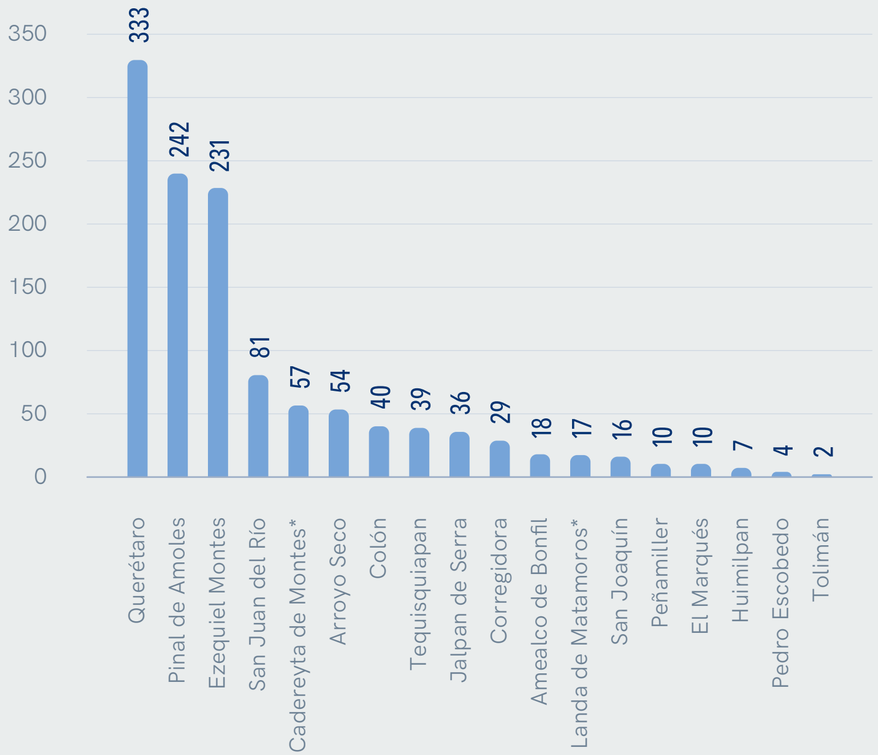
TYPE OF ESTABLISHMENT	NUMBER	DISTRIBUTION
Craft stores	407	44.4%
Travel agencies	258	21%
Tourist guides	312	9.8%
Tourist transportation	73	6.9%
Car rental	47	4.7%
Other recreational services	44	4.4%
Water parks	33	3.2%
Tourist relief modules	26	3%
Tourism education centers	12	1%
Convention center	7	0.8%
Golf courses	7	0.8%



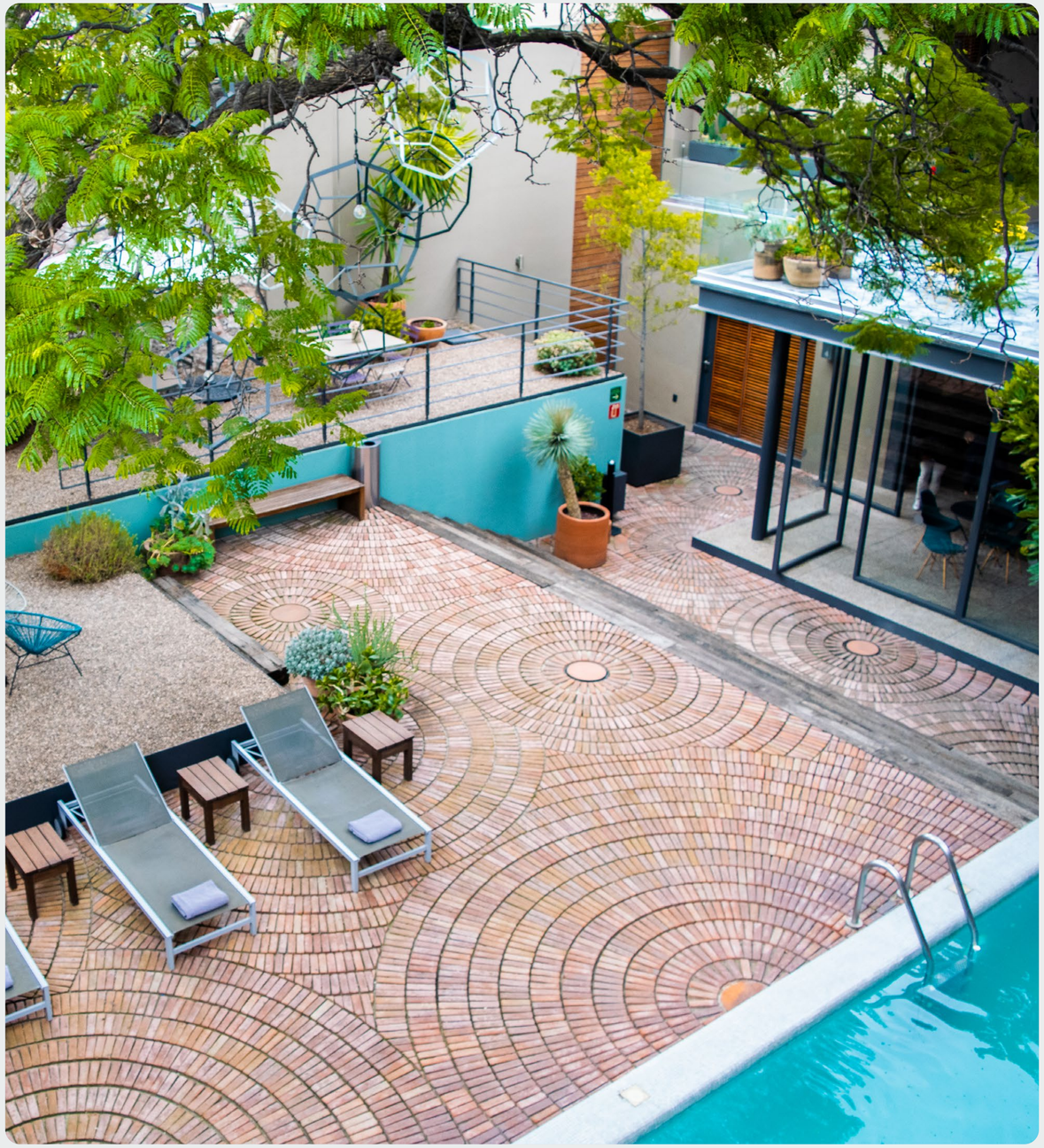
Reference: Prepared by the authors with data from municipal tourism departments, 2024.
Note: This list does not include the municipalities of Cadereyta de Montes and El Marqués, as these municipalities did not provide updated information.

Querétaro was the municipality with the highest number of tourist service establishments, accounting for 27.2% of the total, followed by Pinal de Amoles with 19.7%.

Tourist service establishments by municipality in Querétaro (2024)



Reference: Prepared by the authors with data from municipal tourism departments, 2024.
* Corresponds to 2023, as the municipalities of El Marqués and Landa de Matamoros did not provide updated information.



7.2

Culture

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), culture is defined as the distinctive spiritual, material, intellectual, and emotional features that characterize a society. Through this, the population is enriched, helping to build inclusive, innovative, and resilient communities.

Recent events such as the pandemic, climate change, technological advances, and disputes are factors that undermine the preservation of culture. Hence the importance of safeguarding historic sites, conserving diversity through living heritage, supporting artistic innovation, among other elements.

7.2.1.

Cultural infrastructure

Querétaro is a state that stands out for its cultural offer and promotion. It has a multitude of facilities dedicated to the preservation and development of its activities, guaranteeing effective access to the population.

According to the Cultural Information System of the Federal Ministry of Culture, the state's cultural spaces consist of museums, theaters, bookstores, libraries, cultural centers, galleries, and auditoriums, which together total 440 spaces.

Cultural infrastructure in Querétaro (2024)

INFRASTRUCTURE	NUMBER OF VENUES	NATIONWIDE POSITION
Museums	55	12
Theaters	23	11
Bookstores	30	11
Galleries	39	7
Auditoriums	39	8

'Reference: Prepared by the authors with information from the Ministry of Culture (Cultural Information System), 2025. Note: The nationwide ranking refers to Querétaro's position with respect to the states with the highest number of venues in each category.

Museums

UNESCO recognizes its role in the development of the local and regional creative economy, as well as the importance of its presence in society as facilities for the exchange of opinions and citizen participation.

Nationwide, there are 1,675 registered venues, with Querétaro being home of the 3.3%, that is to say 55 museums, with the municipality of Querétaro concentrating most of them.

State-run museums in Querétaro (2024)

MUNICIPALITIES	CENSUS
Jalpan de Serra	Sierra Gorda Historic Museum
Pinal de Amoles	Pinal de Amoles Community Museum “General Tomás Mejía”
Querétaro	Art Museum
	Museum of Contemporary Art
	City Museum
	Museum of the Restoration
	Museum of the Conspirators

Reference: Prepared by the Ministry of Culture (own sources), 2025.

Municipal Administration Museums in Querétaro (2024)

MUNICIPALITIES	CENSUS
Amealco	Amealco Artisanal Doll Museum
Colón	Sarape Museum
	Colón Community Museum
Corregidora	Anbanica History Museum
	Community Museum "Severiano Hernández González"
	Rubén González Museum “Art, Tradition, and Faith”
Ezequiel Montes	Masks' Museum
	Souls' Museum
	"Rosalío Solano" National Film Museum
Huimilpan	Huimilpan Community Museum in San Pedro
Jalpan de Serra	Pame Xi'oi Community Museum
	Museum of Nuestra Señora del Mar de Herrera in Saucillo
Landa de Matamoros	Community Museum of Treasures from Our History in Landa de Matamoros
	Community Museum of History and Agricultural Art of the Sierra Gorda in Agua Zarca
	Lucio Balderas Márquez Community Museum in Tilaco
Pinal de Amoles	Bucareli Former Convent Community Museum
	Royal Community Museum and Mines of Las Escanelas
Querétaro	Querétaro Railway Museum
	Cerro de las Campanas Museum
San Joaquín	San Joaquín Huapango Museum
	San Joaquín Mineral Community Museum
San Juan del Río	Santa Veracruz museum-mausoleum
Tolimán	Museum of Hñöhñö Culture in San Miguel Tolimán

Reference: Prepared by the Ministry of Culture (Cultural Information System), 2025.
Note: The municipalities of Arroyo Seco, Cadereyta de Montes, Tequisquiapan, Peñamiller, Pedro Escobedo, and El Marqués do not have municipal administration museums.



Theaters

There are 724 theaters in the country, 23 of which are in the state. The municipality of Querétaro accounts for 87% of them, while Corregidora, San Juan del Río, and Tequisquiapan make up the remaining 13% with one facility each.

Bookstores

There are 1,404 bookstores in México, 30 of which are in the state. The municipality of Querétaro has 28, while Jalpan de Serra and San Juan del Río have one each.



Libraries

México has 8,791 libraries. At the state level, there are 87 registered libraries, 67 of which belong to the State Public Library Network. They are distributed throughout the municipalities as follows: Querétaro with 28; Pedro Escobedo with 11; San Juan del Río with 8; Tequisquiapan and San Joaquín with 6 each; Amealco with 5; Cadereyta de Montes with 4; El Marqués and Landa de Matamoros with 3 each; Colón, Corregidora, Ezequiel Montes, Jalpan de Serra, and Tolimán with 2 each; and Arroyo Seco, Huimilpan, Peñamiller, and Pinal de Amoles with one each.

Galleries

There are 1,013 galleries nationwide. The state has 39 galleries, 31 of which are located in the municipality of Querétaro. The remaining galleries are in: San Juan del Río (2); Tequisquiapan (2); Corregidora (1); El Marqués (1); Cadereyta (1); and Amealco de Bonfil (1).

Auditoriums

There are 941 auditoriums in the country, and the state has 39 public or private auditoriums located in the municipalities of Querétaro (31); Jalpan de Serra (2); Cadereyta de Montes (1); Corregidora (1); El Marqués (1); Ezequiel Montes (1); Huimilpan (1); and San Juan del Río (1).



7.2.2.

Cultural Heritage

UNESCO recognizes it as a driving force for development in contemporary societies, contributing to the ongoing revaluation of customs, traditions, and identities, transmitting experiences, skills, and knowledge between generations, and inspiring creativity and innovation that create future cultural products.

Querétaro is rich in public spaces, archaeological sites, monuments, and countless other invaluable elements that enrich the lives of citizens and foster innovation through personal contact with these spaces.

Cultural heritage of the state of Querétaro registered with the National Council for Culture and the Arts (2024)

MUNICIPALITY	WORLD HERITAGE SITES	UNESCO DECLARATIONS	ARCHAEOLOGICAL SITES	INAH HISTORICAL MONUMENTS	RAILWAY HERITAGE
Amealco de Bonfil	-	1	-	262	-
Pinal de Amoles	-	-	-	52	-
Arroyo Seco	1	-	-	46	-
Cadereyta de Montes	-	1	1	369	-
Colón	-	1	-	80	-
Corregidora	-	-	1	136	-
Ezequiel Montes	-	1	-	117	-
Huimilpan	-	-	-	46	-
Jalpan de Serra	1	-	1	79	-
Landa de Matamoros	1	-	-	39	-
El Marqués	1	-	-	119	-
Pedro Escobedo	-	-	-	73	-
Peñamiller	-	-	-	61	-
Querétaro	2	-	-	2,198	3
San Joaquín	-	-	1	55	-
San Juan del Río	1	-	-	673	-
Tequisquiapan	-	-	-	123	2
Tolimán	-	1	-	376	-
Total	7	5	4	4,904	5

'Reference: Prepared by the Ministry of Culture, 2025.



World Heritage Sites

The UNESCO list records those monuments and sites that, due to their great natural and cultural wealth, are the property of humanity. Only countries that have signed the World Heritage Convention may submit proposals for properties within their territories to be considered for inclusion in the inventory.

In 2024, the World Heritage Committee 2024 was held, in which 24 sites were added to the list, reaching a total of 1,223 sites, of which 952 are cultural, 231 are natural, and 40 are mixed. These sites become symbols of the peoples who inhabit them, as well as transmitting history and cultural identity to future generations.

México contributes 35 sites to the list, of which 6 are natural properties, 27 are cultural properties, and 2 are mixed properties. Querétaro comprises three sites on the list:

- Querétaro's Historic Monuments Zone (recognized in 1996 as a World Heritage Site): notable for having preserved the geometric layout done by the Spanish conquistadors alongside the winding alleys of the indigenous neighborhoods. It features numerous ornate Baroque civil and religious monuments.
- Franciscan missions of the Sierra Gorda of Querétaro (2003): these comprise five missions built in the 18th century during the evangelization of the interior of México. 1) Santiago de Jalpan; 2) Nuestra Señora de la Luz de Tancoyol; 3) Santa María del Agua de Landa; 4) San Francisco del Valle de Tilaco; and 5) San Miguel Concá.
- Camino Real de Tierra Adentro (2010): also known as the "Camino de Plata", it comprises five sites already inscribed on the World Heritage List. It was used between the 16th and 19th centuries as a trade route for 300 years to transport silver extracted from the mines of Zacatecas, Guanajuato, and San Luis Potosí, as well as mercury imported from Europe.

Archaeological sites

In what is now Mexican territory, a wide variety of cultures developed, leaving material evidence of their existence at sites that form part of the national archaeological heritage.

In Querétaro, there are four archaeological sites registered in the Cultural Information System of the Federal Ministry of Culture: El Cerrito, in the municipality of Corregidora; Ranas, in San Joaquín; Tancama, in Jalpan de Serra; and Toluquilla, in Cadereyta de Montes.

El Cerrito, also known as the Pyramid of El Pueblito, is located 7 km from Querétaro. Its name comes from the resemblance of its base and main structure to a protrusion of natural formation resembling a small hill. Archaeological evidence suggests that this site was influenced by different cultures over time, including the Chupícuaro, Teotihuacan, Toltec, Chichimeca, Purépecha, and Otomí cultures.

Ranas is located 154 km northwest of the city of Querétaro. This archaeological site, together with Toluquilla, are the most important examples of Serrana cultural expression, widespread in the southern region of the Sierra Gorda. It is a site associated with the largest mining operation in the mountain range.

Tancama is in the heart of the Sierra Gorda, just a few minutes from the municipal capital of Jalpan de Serra, and was once a settlement of the Huasteca culture. Its name means “hill of fire” in the Huasteca language. There are 42 structures of

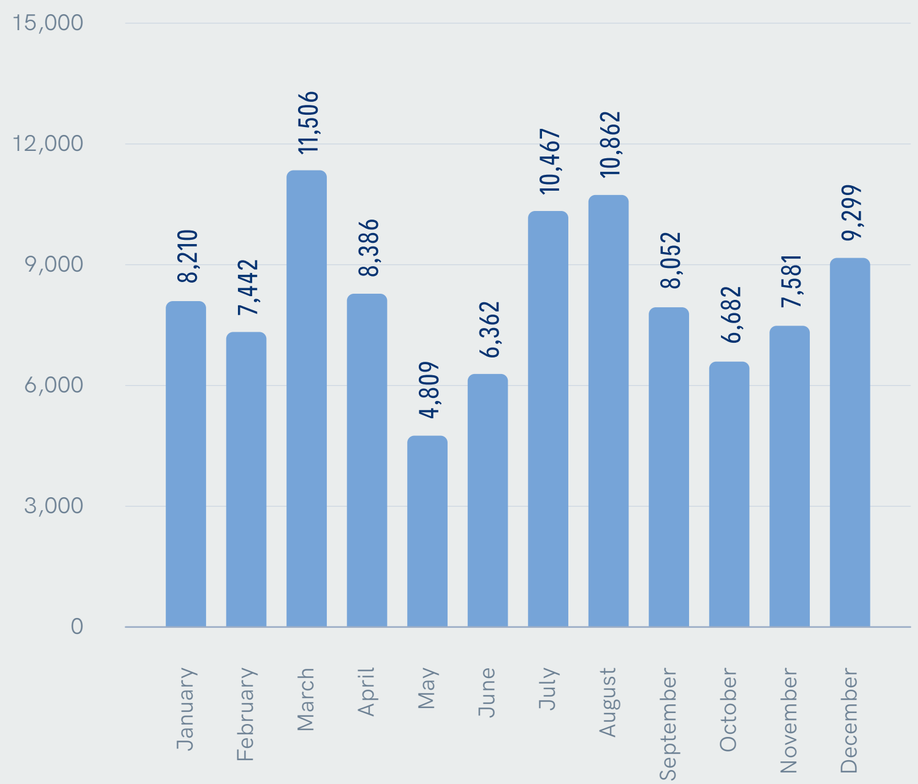


different sizes and shapes on the site, as well as an 18-meter-long ball court. It is integrated into three large plazas on different levels called: El Mirador, Santiago, and La Promesa.

Toluquilla is located 110 km northeast of San Juan del Río. It is a group of 120 buildings constructed on a plateau whose surface was modified to enable the construction areas. Its name means humpbacked hill or humpback. It is exceptionally state of preservation, with stairways, alleys, streets, doorways, and walls over 2 m high still visible. Priests and people involved in worship lived on this site, specializing in obtaining mineral pigments such as cinnabar and garnet.

During 2024, 99,658 people visited the archaeological sites in the state. March is the month that accounting for the highest number of visitors, followed by August and July.

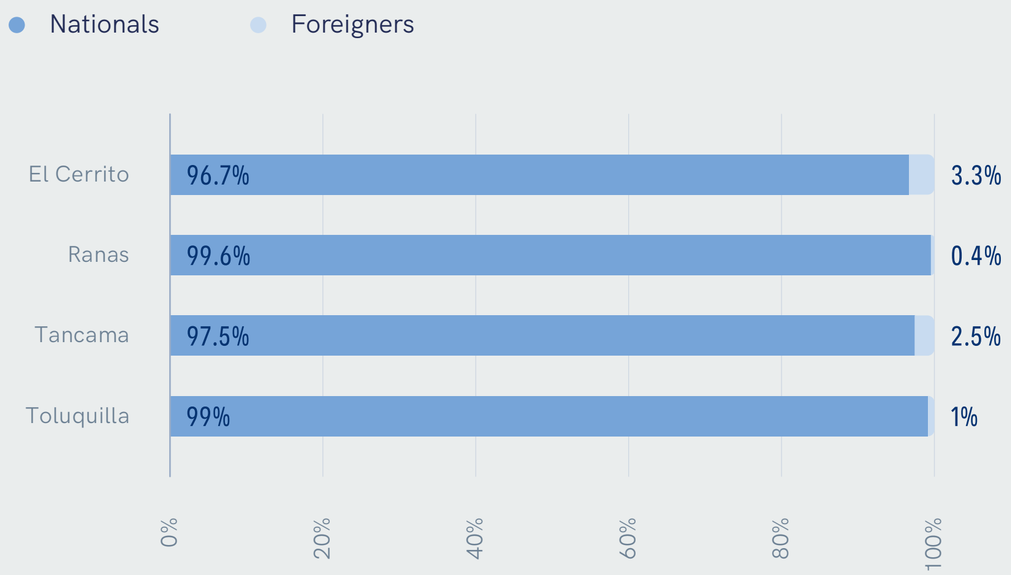
Visitors to archaeological sites per month in Querétaro (2024)



Reference: Prepared by the authors with data from the Ministry of Culture (Statistics from the National Institute of Anthropology and History), 2025.

El Cerrito archaeological site recorded a total of 75,093 visitors, Ranas 17,795, Tancama 4,086, and Toluquillas 2,684. Of the total number of visitors, 97.3% were domestic and 2.7% were foreign.

Distribution of domestic and foreign visitors by archaeological site in Querétaro (2024)



Reference: Prepared by the authors with data from the Ministry of Culture (Statistics from the National Institute of Anthropology and History), 2025.

Historical monuments

These are assets linked to the nation's history, dating back to the establishment of Hispanic culture in the country, built between the 16th and 19th centuries. A group of various historical monuments may be declared a historical monument zone.

The National Institute of Anthropology and History (INAH), through the National Coordination of Historic Monuments, is responsible for the surveillance, conservation, and restoration of monuments.

The collection consists of temples, parishes, cloisters, fountains, and other buildings representative of the state. Some of these are the Aqueduct, Alameda Hidalgo, the Chapel of Maximilian of Habsburg, the Corregidora's House, the Marquise' s House, Guerrero Garden, Zenea Garden, the Legislative Palace, the Plaza de Armas, the Theater of the Republic, and the Temple of San Francisco.

Querétaro has 4,724 historical monuments, with 45.2% concentrated in the municipality of Querétaro.

Historical monuments in Querétaro (2024)

REGION	MUNICIPALITY	HISTORICAL MONUMENTS	
Querétaro	Querétaro	2,137	2,137
Valleys and South	Amealco	262	1,427
	Corregidora	131	
	El Marqués	119	
	Huimilpan	46	
	Pedro Escobedo	73	
	San Juan del Río	673	
	Tequisquiapan	123	
Sierra Gorda and Semidesert	Arroyo Seco	46	1,160
	Cadereyta	254	
	Colón	80	
	Ezequiel Montes	118	
	Jalpan de Serra	79	
	Landa de Matamoros	39	
	Peñamiller	61	
	Pinal de Amoles	52	
	San Joaquín	55	
	Tolimán	376	

Prepared by the authors with data from the National Institute of Anthropology and History (Coordination of Historical Monuments Querétaro), 2025.



Photo libraries

Photography has great testimonial and artistic importance. It represents a cultural heritage that must be protected, studied, and disseminated, as it allows us to learn about other places and perspectives of everyday life in the past.

There are two photo libraries in the state, located in the Historic Center of the capital

- Photographic Archive of the Regional Museum of Querétaro: collection from the late 19th century to the present day, showing the activities carried out by the INAH Querétaro, with 18,000 items.
- Historical Archive of the State of Querétaro: a collection that shows the history of the state between 1800 and 1900, with 1,586 items.

Railway heritage

Of the 504 railway stations registered nationwide, 5 are in the state of Querétaro, all of which are registered with the INAH:

1. Bernal Station. Built on the México-Nuevo Laredo line of the former Mexican National Railroad.
2. Hércules Station. Located on the main line from México City to Nuevo Laredo, Tamaulipas. Its construction was carried out by the Mexican National Construction Company.
3. Noria Station. Built on the main line of the former Mexican National Railway.
4. Querétaro Station. It was part of both the old Central Railway and the Mexican National Railway and at one time served the route from México City to Querétaro. It was inaugurated in 1903.
5. San Nicolás Station. It covered the route from México City to Nuevo Laredo and was a passenger and freight station with telegraph, offices, and tracks.



Intangible Cultural Heritage

UNESCO maintains that current cultural diversity is affected by increasing globalization. That is why it is so important to preserve the wealth of knowledge and techniques that are passed down from generation to generation.

This type of heritage manifests itself in oral traditions, performing arts, social practices, rituals, festive events, knowledge, and practices, all related to nature, the universe, and knowledge and techniques linked to traditional crafts.

There are currently 788 elements on the Intangible Cultural Heritage Representative List , of which 66 were added to the list in 2024. México has 12 cultural expressions registered, representing 1.5% of the global total.

Of the 12 Mexican cultural expressions, one has been part of the cultural heritage of the state of Querétaro since 2009 and is called “Places of memory and living traditions of the Otomí-Chichimeca peoples of Tolimán. La Peña de Bernal, guardian of a sacred territory.”

This is because the Otomí-Chichimeca people have preserved a set of traditions that bear witness to their exceptional relationship with the topography and the environment. Throughout the year, various community festivities take place, filling the calendar with celebrations centered around water and extolling the resilience of the people.

7.2.3.

Cultural identity

It manifests itself through a sense of belonging to a social group with which cultural traits such as customs, values, and beliefs are shared.

Querétaro is a fascinating, colorful, and culturally rich state, as evidenced by its unparalleled crafts, music, cuisine, and traditional celebrations and festivities.

Craft

The mission of the Querétaro House of Handicrafts (CQA, for its initials in Spanish) is to raise the profile of Querétaro artisans by rescuing and preserving their identity, strengthening craftsmanship, incorporating design as a key tool for creating valuable products, promoting marketing, and opening new markets for the Querétaro craft sector.

For 21 years, the CQA has promoted artisans, making Querétaro crafts a benchmark both nationwide and internationally.

Commercialization of artisanal products

One of CQA's priorities is to promote and commercialize Querétaro's handicrafts, which is why it has three points of sale that promote and market Querétaro's crafts. These are in Tequisquiapan, Querétaro International Airport, and the Historic Center of Querétaro, the latter being the main point of sale.

Following the renovation of the branch at Querétaro Airport, in 2024 the store located in the municipality of Tequisquiapan was renovated, resulting in a 5% increase in sales.

Likewise, at the request of the Municipality of Querétaro and the State Ministry of Social Development, a Museum Room was created in the CEDAI Artisan Market, continuing the promotion of Querétaro's crafts within the state.



In 2024, sales reported at the three CQA points of sale amounted to $9,318,885.3, a figure 22.5% higher than the previous year.

Throughout 2024, two commercial agreements were signed with the Ministry of Tourism for the purchase of crafts for a total amount of $2,454,513.99

Social programs

The production of crafts in Querétaro not only preserves a traditional activity but is also a source of income and social development for communities.

Through the Social Development Program for the Promotion of the Social Sector of the Economy in the state of Querétaro, the aim is to improve the lives of artisans by providing comprehensive support for production processes through training, equipment, the provision of raw materials, payment for labor, and the purchase of handicrafts, as well as support for participation in events, fairs, and exhibitions.

Through the program, in 2024, 10 artisan workshops in the communities of Villa Progreso and Santiago Mezquititlan benefited from support to improve the conditions of their work facilities, as well as the acquisition of furniture to improve the display of crafts.

In addition, support was provided to 18 beneficiaries for participation in trade fairs and exhibitions, which are listed below: Tourism Market Acapulco 2024, Longines Global Champions Tour 2024, and México Week in Chicago.



A collaboration agreement was signed for the first time with the Institute for the Care of Indigenous Peoples and Communities of the state of Querétaro to carry out the program “With You for a Development with Identity,” this included support in the form of raw materials, training, technical assistance, tools for Querétaro artisans, and marketing support through the purchase of artisanal products, the latter specifically for artisan merchants at the CEDAI Artisan Market.

To meet the objectives of these programs, in 2024, the government invested $3,850,000, benefiting a total of 407 artisans, of whom 307 were women and 100 were men.

Contests

In 2024, the CQA held 4 craft competitions in collaboration with the municipalities of Amealco de Bonfil and Pedro Escobedo, attracting 467 artisans and offering a total prize pool of $1,461,000.00. The 10th State Craft Competition and the 12th National Artisanal Doll Competition in Amealco were held in collaboration with the National Fund for the Promotion of Crafts FONART.

Artisanal competitions at the Querétaro House of Handicrafts (2024)

CONTEST NAME	PARTICIPANTS	AWARDS PRESENTED	TOTAL PRIZE FUND
Quarry carved and Textile Competition 2024	46	20	$306,000
Quarry Competition at the Grain and Quarry Fair 2024	50	20	$340,000
10th State Craft Award Competition 2024	246	30	$440,000
12th National Artisanal Doll Contest 2024	125	19	$375,000

Reference: Prepared by Querétaro House of Handicrafts (CQA), 2025

Training

To support the formation of artisans to improve their production and the commercialization of their products, in 2024, training and technical assistance were provided aimed specifically at supporting indigenous artisans and artisans whose workshops are part of Querétaro's artisan corridors.

- Training in waist loom weaving: aimed at indigenous women from the González community, with the goal of continuing to promote this ancestral artisanal technique in Tolimán.
- Management training: aimed at women in Santiago Mexquititlán, to improve the marketing of their products.
- Tool implementation workshop: aimed at artisans whose workshops are part of the artisan corridors in the communities of Santiago Mexquititlán and Villa Progreso, to strengthen their capacities and their links with tourism value chains.

Training for artisans in Querétaro (2024)

COURSE NAME	NUMBER OF ARTISANS	MUNICIPALITY
Training and implementation of tools for workshops in Santiago Mexquititlán's Artisanal Corridors	8	Ezequiel Montes / Amealco de Bonfil
Basic Management Training	32	Amealco de Bonfil
Training in waist loom technique	9	Tolimán

Reference: Prepared by Querétaro House of Handicrafts (CQA), 2025.

Fairs, exhibitions, and special events

During 2024, the CQA was present at national and international trade events, with direct sales by artisans or personnel from the state representing Querétaro artisans. The participation in the Touristic Market in Acapulco, the International Market of *Pueblos Mágicos*, and the Day of the Dead Festival, both in San Antonio, Texas, and México Fest in Chicago, USA were highly distinguished. These events generated an economic impact of around $1,200,000.00 for the invited artisans.

Nine artisanal markets were held, with the aim of enabling artisans using different techniques to sell their wares directly and without intermediaries at the organization's premises, as a strategic point for promotion and sales in the historic center. The markets took place in March, June, August, November, and December, benefiting a total of 36 artisans.



Artisanal production

In 2024, through the Program to Promote Artisanal Production, 50 artisans from the municipalities of Amealco de Bonfil (20 artisans), Tolimán (10), Tequisquiapan (15), and Colón (5) directly obtained financial resources totaling $200,000 through the National Fund for the Promotion of Crafts (FONART) to strengthen the acquisition of fixed assets or supplies for artisanal production.

Artisanal Route

Through the National Fund for the Promotion of Crafts (FONART), a total of $400,000.00 was awarded to four artisans from the municipality of Cadereyta, with the aim of supporting them in improving their economic situation by developing artisan facilities in tourist destinations. The support funds were used for the following items: payment for tourism service training, remodeling of workshop facilities, and signage for the route.



Music

UNESCO considers music to be a language accessible to all, a means of artistic expression capable of conveying a universal message. Querétaro has a wide variety of musical rhythms and traditions characteristic of its different regions.

South of the municipality of Amealco de Bonfil and in the Central Semidesert, the multiple melodic expressions have their origin in the Otomí settlements. Native melodies are commonly performed by trios consisting of two flutes or two violins and a drum, are invariably present at community festivities, almost always linked to the predominant religion. In the Otomí region of Tolimán, there is a variant called viñuetes, which is performed with drums, small drums, and violins.

In the Sierra Gorda and the Central Semidesert, the predominant cultural expression is huapango. The rhythm of the instruments, the colorful costumes, and the grandeur of the customs that characterize it make this one of the most beautiful traditions of the country and of Mexican culture. Music and zapateado dancing bring together the different identities and customs that coexist in the Huasteca region.

In the city of Querétaro, the pre-Hispanic cultural expression of the Concheros' Dance is particularly noteworthy. Their performers use instruments made from armadillo shells, the huéhuetl and the teponaxtle, as well as rattles and accessories made from large seeds commonly called monk's bones, which produce a rattle-like sound.

Gastronomy

Since 2010, Mexican culinary art has been recognized as Intangible Cultural Heritage by UNESCO. It comprises agricultural activities, ancient practical knowledge, and culinary techniques, with corn, beans, and chili peppers as the basic ingredients.

Querétaro's cuisine stands out with many dishes that refer to different periods in history. The state has three areas with well-defined traditional cuisines: the Bajío of Querétaro, the Semidesert, and the Sierra Gorda.

In the Bajío region, recipes spread throughout its towns and municipalities predominate. The city of Querétaro stands out, where its culinary origins date back to the viceroyalty era, being a mixture of Spanish and indigenous cuisine, including ingredients such as chilies and tomatoes, even olives and capers. Today, it has become a cosmopolitan city, with haute cuisine gaining importance.

The semidesert is characterized by its arid land, which is why its dishes are distinguished by the use of local flora and fauna, such as nopales, chilies, prickly pears, huamishe, among others. Pulque is also a feature of the local cuisine.



Finally, the Sierra Gorda offers a blend of recipes, flavors, and native and mestizo traditions. In the area, you can sample dried meats, cheeses, cured beef, crayfish, chilies, and other delicacies.

The state's gastronomy has promoted wine culture, leading to the development and strengthening of Querétaro's vineyards and high-quality artisanal culinary products prepared by companies dedicated to the production, thus encouraging the creation of new ones.





Traditional Festivities and celebrations

Querétaro stands out for being a state with a rich cultural heritage, featuring various festivities that highlight customs and beliefs that have remained unchanged over the years.

Within the 18 municipalities of the state, traditional festivities and celebrations are held that distinguish each region and even each locality. Some of the most representative ones are:

- Procession of Silence; Good Friday. A procession that begins in the courtyard of the Convent of Santa Cruz de los Milagros and continues through the main streets of the historic center, expressing mourning, respect, and repentance.
- Foundation Day; July 25th. It celebrates the founding of the city in 1531, as well as the apostle Santiago, who was responsible for uniting the Spanish and indigenous peoples in the Querétaro region.
- Festivities of the Santa Cruz; September 12th to the 16th. It begins with a large gathering of Concheros who dance Chichimeca rituals, climbing Cerro de Sangremal and reaching the Templo de la Cruz.
- Day of the Dead; November 1st and 2nd. It is an emblematic celebration, which over the years has become a festivity. Traditional altars are set up in the main gardens, decorated with marigolds, cut paper banners, and candles.

7.2.4.

Cultural and artistic offerings

Querétaro has played a key role in Mexican history. It is a state that promotes culture through a wide range of options for artistic development, appreciation of the fine arts, recreation, and family coexistence.

Its cultural and artistic offerings, together with its tourist attractions, make the state a unique place for visitors and inhabitants alike.

Cultural and artistic education

Institutions that provide educational opportunities in this sector are extremely important, as they encourage learning about different cultural aspects and, in doing so, help to preserve them. High schools and bachelor's degrees are primarily those that include classes and workshops that stimulate artistic learning and entertainment. Disciplines such as dance, plastic and visual arts, music, literature, and theater, among others, stand out.



In Querétaro, according to records from the Cultural Information System of the Federal Tourism Secretariat for 2024, there are 93 cultural and artistic education centers, a figure higher than that reported in 2023, which was 88. Of the total, 50.5% are in the municipality of Querétaro, followed by 11.8% in Corregidora and 7.5% in San Juan del Río.

Cultural and artistic education centers in Querétaro registered in the Cultural Information System (2024)

MUNICIPALITIES	CENTERS
Amealco	Amealco Cultural Center
Arroyo Seco	Arroyo Seco Municipal Culture House
Cadereyta de Montes	Cadereyta Cultural Center
Colón	Arnulfo Cabrera Molina Culture House
	Don Benito Juárez García Cultural Center
Corregidora	El Pueblito Culture House
	Sta. Bárbara Culture House
	Candiles' Culture House
	Tejeda Cultural Center
	Joaquín Herrera Human Development Center
	Lomas de Balvanera Human Development Center
	Los Ángeles Human Development Center
	Charco Blanco Cultural Development Center
	La Negreta Cultural Development Center
	Los Olvera Human Development Center
	TecMilenio University, Querétaro Campus
Ezequiel Montes	Bernal Montes Culture House
	Villas Progreso's Culture House
	Ezequiel Montes Municipal Culture House
Huimilpan	J. Guadalupe Velázquez Culture House
Jalpan de Serra	Tacoyol's Culture House
	Jalpan de Serra Municipal Culture House
	Jalpan de Serra Cultural Center

MUNICIPIOS	CENTROS
Landa de Matamoros	Tilaco Culture House
	Landa de Matamoros' Culture House
	Agua Zarca Municipal Culture House General Porfirio Rubio Rubio
	La Lagunita Community Development Center
El Marqués	La Cañada Culture House
	Ciudad Maderas Cultural Center
	Anáhuac University Querétaro
Pedro Escobedo	Pedro Escobedo Municipal Culture House
Peñamiller	Peñamiller Municipal Culture House
Pinal de Amoles	Pinal de Amoles Culture House
	Ahuacatlán de Guadalupe Cultural Development Center
Querétaro	BEMA Cultural Center
	Bicentenario Melchor Ocampo Culture House
	Cayetano Rubio Culture House
	Dr. Félix Osores Sotomayor Culture House
	Epigmenio González Culture House
	Felipe Carrillo Puerto Culture House
	Ignacio Padilla Culture House
	Josefa Vergara y Hernández Culture House
	La Vía Héroe de Nacozari Culture House
	Dr. Ignacio Mena Rosales' Culture House
	Academic Cultural Center (CAC), Juriquilla Campus, National Autonomous University of México (UNAM)
	Casa del Faldón Cultural Center
	Epigmenio González Community Cultural Center

MUNICIPIOS	CENTROS
Querétaro	Casa del Faldón Cultural Center
	Epigmenio González Community Cultural Center
	Felipe Carrillo Puerto Cultural Community Center
	La Antigua Estación del Ferrocarril Cultural Center
	La Lagartija Cultural Center
	Mtro. Enrique Burgos Mondragón Cultural Center
	Sol y Luna Cultural Center
	Tinta Creativa Cultural Center
	UNAM Querétaro Cultural Center (CCU)
	Bernardo Quintana Art Center
	Emerging Art Center
	Proart Dance and Art Center
	Ignacio Mariano de las Casas Center for Artistic Education (CEDART)
	Querétaro Arts Center (Royal College of Santa Rosa de Viterbo)
	State of Querétaro Manuel Gómez Morín Education Cente
	National Center for Contemporary Dance
	Querétaro Image Center
	Andamaxei University Center
	La Fábrica Forum
	Querétaro Active Photography School
	School of Artistic Initiation Associated with the Bicentenario Culture House
	Luthier School
	School-Ballet Company of the International Academic Council of Art and Dance
	School of Fine Arts (UAQ)
	Felva Mosso Fashion Technological University
	Music City College
	Monterrey Institute of Technology and Higher Education, Querétaro Campus
	Cuauhtémoc University, Querétaro Campus
	University of León, Querétaro Campus
	Universidad de Londres, Estado de Querétaro
	University of Professional Development (UNIDEP), Querétaro Campus
	Valle de Atemajac University (UNIVA, by its acronym in Spanish), Querétaro Campus
	Humanitas University, Querétaro Campus
	Marist University of Querétaro, A. C.
	Mondragón University
	Unea University
San Joaquín	San Joaquín Municipal Culture House
San Juan del Río	San Juan del Río Municipal Culture House
	José María Morelos y Pavón Cultural and Convention Center
	Historic and Cultural Center
	Ciudad Vive Oriente Cultural and Artistic Center
	Associated Artistic Initiation School (EIAA)
	School of Fine Arts, San Juan del Río Campus
	Mesoamerican University, San Juan Campus, S. C.
Tequisquiapan	Gloria Michaus Fernández Cultural Center
	San Nicolás Culture House
Tolimán	Tolimán Municipal Culture House
	Carrizalillo Community Cultural Center

'Reference: Prepared by the authors with information from the Ministry of Culture (Cultural Information System), 2025.



Querétaro With Good Government

8

Government Services

The current administration is operating in strict adherence to the Querétaro State Development Plan 2021-2027 and the sixth guiding principle of Citizen Government to establish policies aimed at the development and well-being of the population. Therefore, it focuses its actions in a rational and transparent manner, listening to the voice of citizens, optimizing resources, and implementing new public policies for state governance and thus achieving the well-being of its people.

8

Querétaro With Good Government

8.1 Powers in the State

8.1.1 Executive Power

8.1.2 Legislative Power

8.1.3 Judicial Power

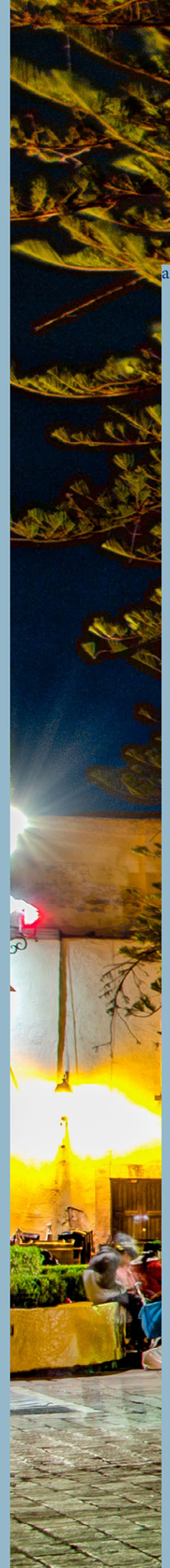
8.2 Government efficiency

8.2.1 Administrative Quality

8.2.2 Government procedures and services

8.2.3 Access to information

8.3 Municipal governments



Querétaro With Good Government

THE CURRENT ADMINISTRATION ESTABLISHES POLICIES AIMED AT THE DEVELOPMENT AND WELL-BEING OF THE POPULATION

1,357
ACCESS TO INFORMATION REQUESTS DURING 2024

290
TRAINING EVENTS FOR PUBLIC SERVANTS

26.1%
OF THE EXPENDITURE BUDGET WAS ALLOCATED TO WORKS AND ACTIONS

3,360
PUBLIC SERVANTS TRAINED



8.1

Powers in the State

The government of the entity subscribes to the principle of distribution of functions in accordance with the provisions of article 49 of the Political Constitution of the United Mexican States and article 23 of the Constitution of the Free and Sovereign State of Querétaro, which literally states: "The public power of the state is divided, for its exercise, into Legislative, Executive and Judicial".

8.1.1

Executive Power

The Executive Power of the State has the legal capacity and own assets. It will have the human, financial and material resources to efficiently and correctly perform its duties.

It is headed by the citizen called the Governor of the State, who legally represents the state from October 1st of the year of his election. His term lasts six years and, once completed, he may not hold office again. In carrying out his functions, he will have the following auxiliaries: departments, agencies and municipalities.

The agencies of the Executive Power of the State will conduct their activities in a planned and scheduled manner, based on the policies, priorities, and restrictions established by the Governor of the State, with the goal of meeting the established goals and objectives.





Departments and functions

1. Department of Government. It leads by delegation of the Governor of the State, the internal policy and governance of the State.
2. Ministry of Finance. It exercises financial and tax administration of the public treasury of Querétaro.
3. Ministry of Planning and Citizen Participation. It studies and formulates projects in the areas of planning, programming, and evaluation, as well as public policies and their evaluation.
4. Office of the Comptroller General. It promotes actions for prevention, control, evaluation, continuous improvement, and citizen participation. It promotes a culture of transparency and accountability, combats corruption, and sanctions administrative offenses.
5. Ministry of Sustainable Development. Empowered to regulate, promote, and encourage the industrial, commercial, mining, agro-industrial, and artisanal development of the State; also to enforce regulations regarding the preservation and restoration of ecological balance and environmental protection.
6. Ministry of Agricultural Development. It promotes an economic model within the agricultural sector, aimed at increasing the production of food and raw materials and raising producers' incomes.
7. Ministry of Urban Development and Public Works. Responsible for organizing human settlements, regulating urban development, and designing and executing public works for the State.
8. Ministry of Education. It guarantees quality, equitable education with a sense of belonging for the entire population, contributing to harmonious education within a framework of universal values.
9. Ministry of Labor. It seeks and maintains balance and closeness between the factors of production, as well as job stability with social justice in the state.
10. Ministry of Tourism. It formulates and leads the policy for the development and promotion of state tourism activities.

11. Ministry of Health. It implements health policy and coordinates the health system, in accordance with federal guidelines and the entity's development conditions.
12. General Counsel. It provides the administrative support required by the centralized public administration of the state. It provides material and technical resources.
13. Ministry of Citizen Security. Responsible for preserving the safety and coexistence of citizens in spaces intended for public use and enjoyment. It prevents crimes and infractions with the committed participation of citizens.
14. Ministry of Youth. It plans, formulates, implements, coordinates, and evaluates cross-cutting public policies aimed at the harmonious development of youth, within a framework of inclusion and equity of social, economic, and cultural opportunities.
15. Ministry of Social Development. It coordinates policies, programs, and actions that promote social development and the dignity of people.
16. Board Headquarters. It provides direct support services to meet the requirements of the head of the Executive Power of the State.
17. Ministry of Culture. It promotes and encourages artistic and cultural development, promoting equity and equal opportunities among the population of Querétaro.



Directory of the Executive Branch of the State of Querétaro

Central dependencies

General Counsel

Calle Paseo del Prado No. 114.
Col. El Prado. Querétaro, Qro.
C.P. 76030
P. (442) 238 5000 · Ext. 1650, 1685

Office of the Governor

Calle 5 de Mayo esquina Calle Pasteur. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 211 7070

Ministry of Agricultural Development

Calle Ignacio Zaragoza No. 334.
Pte. Col. Niños Héroes. Querétaro, Qro. C.P. 76010
P. (442) 192 6600

Ministry of Sustainable Development

Blvd. Bernardo Quintana No. 204.
Col. Carretas. Querétaro, Qro.
C.P. 76050
P. (442) 211 6800 · Ext. 2000

Ministry of Urban Development and Public Works

Calle Francisco I. Madero No. 72 Pte. Col. Centro. Querétaro, Qro.
C.P. 76000
P. (442) 227 1800

Ministry of Education

Av. Luis Pasteur No. 23 Sur. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 238 5114

Department of Government

Calle 5 de Mayo No. 45. Colonia Centro. C.P. 76000
P. (442) 238 5000 · Ext. 5040

Comptroller's Office

Calle 5 de Mayo esquina Calle Pasteur. Col. Centro. Querétaro, Qro.
C.P. 76000
P. (442) 238 5000 · Ext. 5012

Ministry of Social Development

Cto. Moisés Solana No. 171.
Col. Balaustradas. Querétaro, Qro. C.P. 76079
P. (442) 238 5220 · Ext. 5402, 5412, 5220

Ministry of Youth

Blvd. Bernardo Quintana s/n.
Col. Villas del Parque Querétaro 2000. Querétaro, Qro. C.P. 76159
P. (442) 224 2254 | (442) 224 2626
(442) 212 0293

Ministry of Finance

Calle 5 de Mayo esquina Calle Luis Pasteur, Col. Centro. Querétaro, Qro. C.P. 76000
(442) 238 5000 · Ext. 5049

Ministry of Planning and Citizen Participation

Calle Luis Pasteur No. 45 Nte.
Col. Centro. C.P. 76000
P. (442) 238 5000 · Ext. 0000

Ministry of Health

Privada Circunvalación No. 6. Col. Jardines de Querétaro. Querétaro, Qro. C.P. 76020
P. (442) 251 9000

Ministry of Citizen Security

Av. 5 de Febrero No. 35. Col. San Antonio de la Punta. Querétaro, Qro. C.P. 76179
P. (442) 309 1400 | (442) 309 1413

Ministry of Tourism

Calle Luis Pasteur No. 4. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 238 5033

Ministry of Labor

Calle Francisco I. Madero No. 70. Planta alta. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 227 1800 · Ext. 1800

Private Secretary

Calle 5 de Mayo esquina Calle Pasteur. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 238 5000 · Ext. 5007

Ministry of Culture

Calle José María Arteaga No. 89. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 251 9850 · Ext. 1025, 1026

Decentralized bodies

Educational and Cultural Center of the State of Querétaro "Manuel Gómez Morín" (CECEQ, by its Spanish acronym)

Av. Constituyentes esquina Av. Luis Pasteur s/n. Col. Villas del Sur. Querétaro, Qro. C.P. 76000
P. (442) 251 9600 · Ext. 9613

National Center of Contemporary Dance (CENADAC, by its Spanish acronym)

Calle Sierra de Tilaco No. 201. Col. Villas del Sol. Querétaro, Qro. C.P. 76046
P. (442) 213 8795

Medical Arbitration Commission of the State of Querétaro (CAMEQ, by its Spanish acronym)

Calle Corregidora No. 55 Nte Despachos 101. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 214 4819 | (442) 224 1094
(442) 224 1095

State Council against Addictions (CECA, by its Spanish acronym)

Calle Independencia No. 97. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 212 0236 | (442) 212 0408

State Population Council (COESPO, by its Spanish acronym)

Calle Benito Juárez No. 68C. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 240 1361 | (442) 224 8873

Entities

Consejo Estatal de Seguridad Pública (CESP)

Calle Río Tuxpan No. 107. Col. Desarrollo San Pablo. Querétaro, Qro. C.P. 76130
P. (442) 309 1400

Civil Protection Coordination of the State of Querétaro

Camino a Quintanares Km. 0+500 Cuerpo B. Pedro Escobedo, Qro. C.P. 76724
P. (448) 275 1496

Teachers College of the State of Querétaro

Calle San Mateo s/n. Col. Vista Alegre. Querétaro, Qro. C.P. 76090
P. (442) 213 1131 · Ext. 100

Institute of Constitutional Studies of the State of Querétaro (IECEQ, by its Spanish acronym)

Calle Miguel Hidalgo No. 2. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 212 0619

Institute of Sports and Recreation of the State of Querétaro (INDEREQ, by its Spanish acronym)

Blvd. Bernardo Quintana No. 95. Col. Villas del Parque. Querétaro, Qro. C.P. 76140
P. (442) 246 2403 | (442) 246 3368

State Energy Agency

Blvd. Bernardo Quintana No. 526. 1er Piso. Col. Arboledas. Querétaro, Qro. C.P. 76140
P. (442) 888 0756

Querétaro International Airport (AIQ, by its Spanish acronym)

Carretera Estatal 200 Qro-Tequisquiapan No. 22500. Colón, Qro. C.P. 76270
P. (442) 192 5500

Querétaro House of Handicrafts (CQA, by its Spanish acronym)

Andador Libertad No. 52. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 214 1235

Querétaro State Transplant Center (CETQRO, by its Spanish acronym)

Calle Prol. Ignacio Zaragoza No. 58. Col. La Capilla. Querétaro, Qro. C.P. 76170
P. (442) 222 6553 | (442) 222 6654

High School College of the State of Querétaro (COBAQ, by its Spanish acronym)

Av. Constituyentes No. 35 Ote 2do piso. Col. San Francisquito. Querétaro, Qro. C.P. 76058
P. (442) 291 9400 · Ext. 2000

College of Professional Technical Education of the State of Querétaro (CONALEP, by its Spanish acronym [Querétaro])

Calle Fray Juan de Zumárraga No. 42. Col. Cimatario. Querétaro, Qro. C.P. 76030
P. (442) 216 2663 | (442) 215 6221
(442) 242 3049

School of Scientific and Technological Studies of the State of Querétaro (CECYTEQ, by its Spanish acronym)

Lic. Zacarías Oñate No.13, Col. Cimatario. Querétaro, Qro. C.P. 76030
P. (442) 216 3202 | (442) 260 0443

State Water Commission (CEA, by its Spanish acronym)

Prol. Zaragoza No. 10 local 12. Col. Villas Campestre. Corregidora, Qro. C.P. 76902
P. (442) 211 0600

State Infrastructure Commission (CEI, by its Spanish acronym)

Av. Luis Pasteur No. 27 Nte. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 689 0042 | (442) 689 0665

Science and Technology Council of the State of Querétaro (CONCyTEQ, by its Spanish acronym)

Av. Luis Pasteur No. 36 Sur. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 212 7266 | (442)214 3685
(442) 224 3218

Institute of Arts and Crafts of Querétaro (IAOQ, by its Spanish acronym)

Calle Emeterio González No. 60. Col. Hércules. Querétaro, Qro. C.P. 76069
P. (442) 234 6844 · Ext. 101, 103, 106

Querétaro State Institute for Job Training (ICATEQ, by its Spanish acronym)

Calle Fray Pedro de Gante No. 10. Col. Cimatario. Querétaro, Qro. C.P. 76030
P. (442) 348 1100

Institute of Physical Educational Infrastructure of the State of Querétaro (IIFEQ, by its Spanish acronym)

Calle Guatemala No. 2-A. Col. Lomas de Querétaro. Querétaro, Qro. C.P. 76190
P. (442) 216 2353 | (442) 216 2665
(442) 216 1276 · Ext. 101

Housing Institute of the State of Querétaro (IVEQ, by its Spanish acronym)

Av. Pie de la Cuesta No. 2121 Int. 18. Col. Lomas de San Pedrito Peñuelas. Querétaro, Qro. C.P. 76148
P. (442) 192 9200

Querétaro Women's Institute (IQM, by its Spanish acronym)

Calle José María Pino Suárez No. 229. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 215 3404 | (442) 212 5500 (442) 216 4757

Women's Justice Center

Av. Luis Pasteur No. 997. Col. Villas del Cimatario, Claustros del Sur. Querétaro, Qro. C.P. 76085
P. (442) 215 7684 | (442) 303 2261 (442) 303 2262 · Ext. 215, 226

Patronage of the Festivals of the State of Querétaro (PFQ, by its Spanish acronym)

Acceso 1, Nave 12 int. 112. Fraccionamiento Industrial La Montaña. Querétaro, Qro. C.P. 76150
P. (442) 214 1289

State Attorney General's Office for Environmental Protection and Urban Development (PEPMADU, by its Spanish acronym)

Prol. Corregidora Sur No. 25 int.101. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 215 7660 · Ext. 101

System for the Comprehensive Development of the Family of the State of Querétaro (DIF, by its Spanish acronym)

Av. Luis Pasteur No. 6A. Col. Centro. Querétaro, Qro. C.P. 76000
P. (442) 238 5108 | (442) 238 5109

Unit of Services for Basic Education in the State (USEBEQ, by its Spanish acronym)

Av. Magisterio No. 1000. Col. Colinas del Cimatario. Querétaro, Qro. C.P. 76090
P. (442) 238 6000

Technological University of Querétaro (UTEQ, by its Spanish acronym)

Av. Pie de la Cuesta No. 2501. Col. Unidad Nacional. Querétaro, Qro. C.P. 76148
P. (442) 209 6100

Aeronautical University in Querétaro (UNAQ, by its Spanish acronym)

Carretera Estatal 200 Qro-Tequisquiapan No. 22154. Parque Aeroespacial. Colón, Qro. C.P. 76278
P. (442) 101 6600

Polytechnic University of Querétaro (UPQ, by its Spanish acronym)

Carretera Estatal 420 s/n. El Marqués, Qro. C.P. 76240
P. (442) 101 9000

Technological University of Corregidora (UTC, by its Spanish acronym)

Carretera Santa Barbara - Coroneo, km 11.2. Corregidora, Qro. C.P. 76900
P. (442) 483 0070

Polytechnic University of Santa Rosa Jáuregui (UPSRJ, by its Spanish acronym)

Carretera Federal 57 Qro-SLP, km 31+150. Parque Industrial Querétaro, Santa Rosa Jáuregui. C.P. 76220
P. (442) 196 1300 · Ext. 111

Technological University of San Juan del Río (UTSJR, by its Spanish acronym)

Av. La Palma No. 125. Col. Vista Hermosa. San Juan del Río, Qro. C.P. 76800
P. (427) 129 2000

Source: Prepared by the authors with data from the Querétaro State Government website, 2025.
Note: N.A. Does not Apply.

8.1.2

Legislative Power

The legislative power of the State of Querétaro is vested in an assembly called the "State Legislature," which has its own legal personality and assets. It will have the human, financial and material resources necessary for the efficient and correct performance of its duties.

The legislature is made up of popular representatives, who are called “deputies.” They remain in office for three years with the possibility of repeating the subsequent term in accordance with the legal provisions applicable to the principle of re-election.

For the Legislature to function, the attendance of at least thirteen deputies at plenary sessions and a simple majority of the members in other bodies is required.

Structure and functions

At the beginning of the Legislature, all elected Deputies will form legislative groups or factions, comprised of each political party, coalition, or independent deputies represented in the Legislature.

- Legislative Groups. Made up of representatives who share the same party affiliation in order to coordinate politically and achieve better internal organization.
- Legislative Fractions. Made up of popular representatives from the political parties that won a single seat in the electoral process.
- Board of Directors. It is composed of a president, a vice president, two secretaries, and three alternates: one in the absence of the vice president and two in the absence of the secretaries. Its main function is to lead and regulate the work and performance of the Legislative Power under the principles of impartiality and objectivity.
- Political Coordination Board. It is the body responsible for ensuring the political decision-making of the State Legislature. It is integrated with the coordinators of the legislative groups and factions.
- Ordinary Committees. They are permanent legislative bodies that rule on and submit for resolution initiatives and issues that must be considered by the Full Legislature. It integrates committees and presents official publication dates for agreements and decrees.
- Special Committees. They are responsible for carrying out specific tasks assigned by the full Legislature at the time of their creation. They form temporary committees and establish dates for the official publication of agreements and decrees.
- Transparency Committee of the State Legislative Power. It is responsible for monitoring, instructing, and coordinating actions and procedures for the dissemination of information of public interest.
- Departments. They are administrative units that provide support to legislators and legislative bodies.

Legislative committees

They are permanent bodies responsible for issuing opinions and submitting resolutions to initiatives and other matters that concern the Plenary Session of the State Legislature in accordance with the specialized jurisdiction of the subject matter.

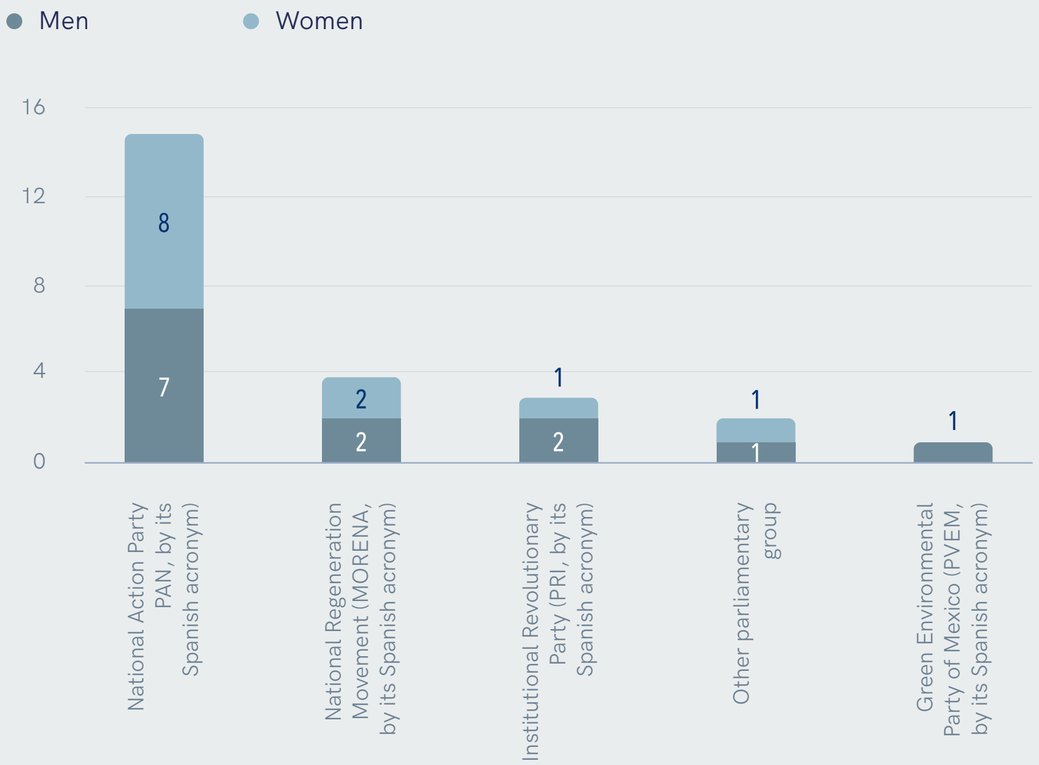
There are a total of 25 Ordinary Committees with 3 members each from a different legislative group or faction. Each deputy may belong to more than one of the following committees:



- Access to Information and Accountability.
- Administration and Prosecution of Justice.
- Attention to migration.
- Indigenous Matters.
- Municipal Matters.
- Science, Technology and Innovation.
- Sustainable Agricultural and Rural Development.
- Sustainable Economic Development, Entrepreneurship and Commerce.
- Social Development, Vulnerable Groups and Housing.
- Urban Development, Public Works and Communications.
- Education and Culture.
- Family and the Rights of Girls, Boys and Adolescents.
- Government, Public Administration and Electoral Affairs.
- Gender Equality and Human Rights.
- Instructor.
- Youth and Sport.
- Environment and Climate Change.
- Sustainable Mobility and Traffic.
- Citizen Participation.
- Planning and Budgeting.
- Constitutional Points.
- Health.
- Public Safety and Civil Protection.
- 2030 Agenda Follow-up.
- Tourism.

In 2023, according to the National Census of State Legislative Power, México registered 1,043 legislators in Congress. In Querétaro, 2.4% of these were concentrated, corresponding to 25 legislators, 13 of whom were men and 12 women.

Congressional members by type of affiliation in Querétaro (2023)



Source: Prepared by the authors with data from the National Institute of Statistics and Geography (National Census of State Legislative Branch 2023), 2025.

Of the total number of legislators in the entity, 60% were by relative majority and 40% by proportional representation.

On the part of Querétaro, 372 initiatives were presented to Congress during this period, 226 of which were legislative initiatives and 33 decree initiatives







8.1.3

Judicial Power

The exercise of the judicial function is vested in a Superior Court of Justice and in the judges and other bodies. The Judiciary is responsible for applying the laws in civil, criminal, and electoral matters of common jurisdiction, as well as in federal matters when the laws so authorize.

The Judicia Power shall have a person who will preside over it, who will be called the President of the Judicial Power of the State of Querétaro. The chairman will remain in office for three years and may not be re-elected for the immediately following period.

The State is divided into judicial districts, the first of which is its capital:

I. Querétaro: Querétaro, El Marqués and Corregidora.

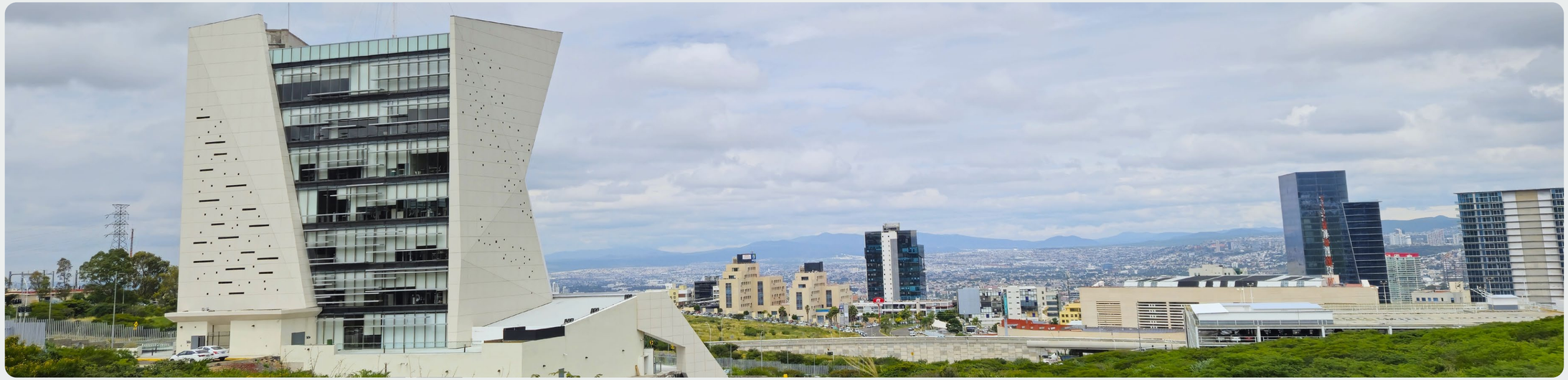
II. San Juan del Río: San Juan del Río, Tequisquiapan and Pedro Escobedo.

III. Cadereyta de Montes: Cadereyta de Montes, Ezequiel Montes and San Joaquín.

IV. Tolimán: Tolimán, Colón and Peñamiller.

V. Jalpan de Serra: Jalpan de Serra, Pinal de Amoles, Landa de Matamoros and Arroyo Seco.

VI. Amealco de Bonfil: Amealco de Bonfil and Huimilpan.



Structure and functions

- Superior Court of Justice. The Court will operate in plenary session or in collegiate or unitary chambers. It will be composed of thirteen regular magistrates and eight supernumerary magistrates, who will remain in office for up to three years and may be re-elected.
- Council of the Judiciary. An organ of the Judiciary with technical and managerial independence and the right to issue its resolutions. Responsible for the administration, oversight, discipline, and judicial career of the Judiciary, with the exception of magistrates and the second-instance staff that make up the Superior Court of Justice. The Council of the Judiciary will operate in plenary session or in committees.
- First Instance Courts. They will be First Instance Courts: 1) civil courts; 2) specialized commercial oral proceedings; 3) family courts; 4) traditional criminal system and accusatory criminal system courts; 5) courts for the enforcement of criminal sanctions; 6) mixed courts; 7) specialized in criminal justice for adolescents. First-instance judges will serve for six years and may be reappointed for another nine years, depending on their performance evaluation.
- Juvenile Courts. In the state, there will be Juvenile Courts in each of the towns that are municipal capitals and in the delegations that warrant them. Juvenile judges will hold office for six years and may be reappointed for another nine years, based on performance evaluations.

Activity report

For the 2023-2024 fiscal year, the budget allocated to the Judiciary was 1,396,520,723 pesos.

8.2

Government efficiency

8.2.1

Administrative Quality

One of the main responsibilities of public administration is to provide optimal responses to the needs of citizens. To this end, it promotes quality services consistent with the human and socioeconomic development of Querétaro.

Trained public servants

With the goal of providing quality citizen service and improving management, efficiency, and service-mindedness—elements stipulated in the 2021-2027 Development Plan—the state government places special emphasis on training all public servants. In pursuit of this objective, various certifications were issued, both in formal education (High-school and Bachelor's degrees) and in Competency Standards endorsed by CONOCER (National Council for the Standardization and Certification of Labor Competencies, by its Spanish acronym).

Through training, public servants are expected to contribute to strengthening the operational and technical capacity of government agencies through knowledge, skill development, and improved performance.

Therefore, during 2024, the state government carried out training programs, which focused mainly on the following topics:

- Code of Ethics and Administrative Responsibilities
- Human Rights and Gender Perspective
- Customer Service, Communication and Assertiveness
- Technical courses on digital tools

In 2024, 290 training events were held with 3,360 public servants, achieving coverage of 69.9% of total payroll personnel. Among the most important achievements in the area of training are:

- Accreditation of 36 people for the High school level.
- Certification in Competency Standards for: 40 people in EC105. Citizen Services in the Public Sector; 29 people in EC217. Delivering face-to-face group human capital training courses; 8 people in EC0076. Assessment of candidate competency based on Competency Standards.
- Collaboration in strategies to promote non-discrimination, human rights, and regulatory compliance.

Declaration of assets of public servants

According to the 2021-2027 State Development Plan, the current government's mission is to "Increase the institutional and service levels through an efficient, sufficient, and transparent public administration." In the area of transparency, several factors are taken into account, one of which is the obligation to file a Declaration of Assets and Interests.

In order to comply with the provisions of Articles 108, last paragraph, of the Constitution, and Articles 32, 33, 46, and 49, Section IV, of the General Law on Administrative Responsibilities, public servants are required to submit their asset and interest declarations on the DeclaraNet platform, an electronic tool administered by the Ministry of Public Service.

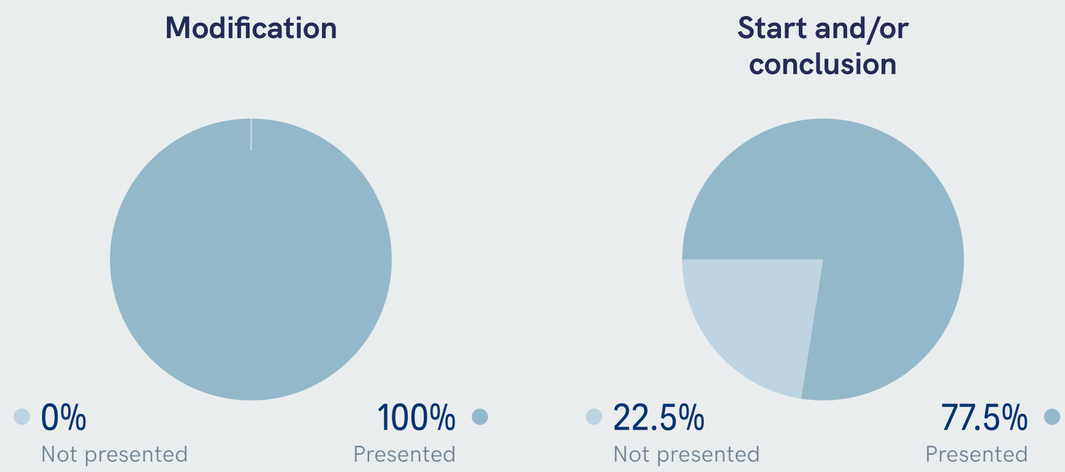
The declaration can be filed in three different ways:

1. Initial: Submitted within 60 calendar days following taking office due to:
   a. Entering public service for the first time.
   b. Return to public service after 60 calendar days from the completion of the last assignment.
2. Change in assets: Submitted during the month of May of each year.
3. Conclusion: Submitted within 60 calendar days following conclusion.

In 2024, 40,742 public servants were required to file a revised asset declaration, of which 100 percent complied on time.

Regarding the initial or final declaration, 9,087 public servants were required to submit it, however, only 7,043 did so, a figure equivalent to 77.5%. Despite not fully completing the requirement, there is a 9.7 percentage point increase compared to 2023, when only 67.8% of servers completed it.

Filing by type of declaration for public servants in Querétaro (2024)



Source: Prepared by the authors with data from the Office of the Comptroller General, 2024.

State budget

Revenue Law of the State of Querétaro for Fiscal Year 2024

The income in a state constitutes the support for the State Executive Power deciding with criteria of rationality, feasibility and priority, about the works and actions that meet the requirements that society demands and that the planning and development of the state demand, for the permanent benefit of the population.

According to the Revenue Law of the State of Querétaro for Fiscal Year 2024, the state of Querétaro estimated to receive the following revenues in 2024:

Revenue Law of the State of Querétaro (2024)

CONCEPT	AMOUNT	TOTAL	DISTRIBUTION
Taxes	6,861,598,457		
Social security contributions and fees	0		
Special contributions	0		
Rights	2,385,795,160		
Products	671,937,651		
Benefits	2,517,452,150		
Income from the sale of goods, provision of services and other income	0		
Total own income		12,436,783,418	22%
Shares	20,950,968,609		
Contributions	16,633,525,043		
Agreements	3,600,634,589		
Incentives derived from tax collaboration	2,144,861,208		
Non-contributory funds	0		
Shares, contributions, agreements, incentives derived from tax collaboration and funds other than contributions		43,329,989,449	75%
Transfers, allocations, subsidies, grants, pensions and retirements	0		
Extraordinary income	1,706,076,090		
Total income		57,472,848,957	93.0%
Total own financing		4,348,403,246	7.0%
Total revenue for fiscal year 2024		61,821,252,203	

Source: Prepared by the authors with data from the Revenue Law of the State of Querétaro for the fiscal year (2024), 2025.



Pursuant to Article 16 of the Querétaro State Revenue Law, the own financing of the Executive Power of the State of Querétaro, planned for the beginning of fiscal year 2024, was structured as follows:

Own financing of the State of Querétaro (2024)

CONCEPT	AMOUNT	TOTAL
Labeled federal transfers	309,451,615	
Availability in terms of the Law of Financial Discipline of the Federative Entities and Municipalities	4,038,951,631	
Own financing		4,348,403,246

Source: Prepared by the authors with data from the Revenue Law of the State of Querétaro for the fiscal year (2024), 2025.

Decree on the budget of the State of Querétaro for fiscal year 2024

It is the financial instrument through which the State Government expresses its management priorities to respond to the demands of society and the needs of Querétaro families.

The objective of the Public Expenditure Policy of the State of Querétaro is:

- To redistribute income.
- To make public resources more efficient.
- To prioritize the needs of the population.
- To encourage productive public investment.
- To promote economic, social and sectoral development.
- Inclusion of vulnerable groups.

Within the State of Querétaro's expenditure budget for fiscal year 2024, transfers from parastatal entities accounted for the largest portion of the budget, accounting for 40%. The amount awarded for public works and projects saw the largest increase compared to 2023, at 48.7%.

State Expenditure Budget (2024)

CONCEPT	AMOUNT	DISTRIBUTION
Transfers to municipalities	$8,951,684,091	14.5%
Transfers the Legislative Branch	$401,457,124	0.6%
Transfers to the Legal Branch	$1,396,520,723	2.3%
Transfers to autonomous bodies and administrative courts	$1,957,787,261	3.2%
Total transfers to parastatal entities	$24,722,611,451	40.0%
Dependencies of the central sector and auxiliary bodies	$5,614,173,244	9.1%
Public debt	$1,202,612,345	1.9%
Retirements and pensions	$1,415,998,966	2.3%
Works and actions	$16,158,406,998	26.1%
State Expenditure Budget	**$61,821,252,203**	**100%**

Source: Prepared by the authors with data from the Decree on the budget of the State of Querétaro for the fiscal year (2024), 2025.



The budget is primarily allocated to state security, through the Ministry of Citizen Security. The largest annual increase in the budget allocated was reported for the Ministry of Social Development with 51.1%, followed by the Ministry of Planning and Citizen Participation (18%) and the Ministry of Tourism (12.8%).

Budget allocated to central sector dependencies and auxiliary bodies (2024)

CONCEPT	AMOUNT	DISTRIBUTION
Governorship	$7,815,383	0.1%
Board Headquarters	$525,502,562	9.4%
Government Sector	$629,541,141	11.2%
Citizen Safety Sector	$905,533,601	16.1%
Finance Sector	$693,780,401	12.4%
Comptroller's Sector	$162,322,964	2.9%
Sustainable Development Sector	$162,534,152	2.9%
Agricultural Development Sector	$185,022,397	3.3%
Urban Development and Public Works Sector	$250,050,305	4.5%
Education Sector	$486,787,233	8.7%
Youth Sector	$51,253,604	0.9%
Social Development Sector	$153,961,661	2.7%
Labor Sector	$189,348,371	3.4%
Tourism Sector	$162,211,402	2.9%
Health Sector	$35,599,026	0.6%
General Counsel Sector	$756,196,919	13.5%
Planning and Citizen Participation Sector	$58,824,473	1.0%
Culture Sector	$197,887,649	3.5%
Total	$5,614,173,244	100%

Source: Prepared by the authors with data from the Decree on the budget of the State of Querétaro for the fiscal year (2024), 2025.

8.2.2

Government procedures and services

The State Public Administration provides citizens with the tools to spend as little time as possible on paperwork and, in turn, ensure that these procedures are managed in a timely and quality manner.

To achieve this goal, the Regulatory Improvement Commission is leading a project called the "Comprehensive Platform for the Digitalization of Procedures and Services", which aims to create and establish a single access point to all procedures and services in the State of Querétaro via the website queretaro.gob.mx. This will allow both citizens and businesses to submit requests for procedures and services and receive resolutions, in cases where partial or full digitalization is possible, with the same legal validity as requests submitted physically to government offices.

The strategy for digitizing procedures and services in the state of Querétaro includes three types of integration: referenced procedures, one-stop integration, and end-to-end digitized procedures.



- Referenced procedures: These are procedures that only have a technical sheet within the platform, providing citizens with information on the requirements, deadlines, and formats necessary to access them in accordance with the regulations that govern them, but which, due to specific characteristics, cannot be managed digitally.
- Over-the-counter integration procedures: These are hosted and operated on an external platform belonging to the Obligated Subject, but are integrated with the platform through interoperability mechanisms.
- End-to-end digitalized procedures: They can be fully managed through the Integrated Platform, from submitting the application, submitting and validating requirements, conducting inspections if applicable, paying fees or permits, and obtaining a resolution.

State Registry of Procedures and Services (RETS, by its Spanish acronym)

The Regulatory Improvement Commission of the State of Querétaro is responsible to manage the State Registry of Procedures and Services of the Executive Power in the State of Querétaro, with the aim of providing legal security to individuals, promoting transparency in public management, facilitating regulatory compliance, and similarly encouraging the use of information technologies.

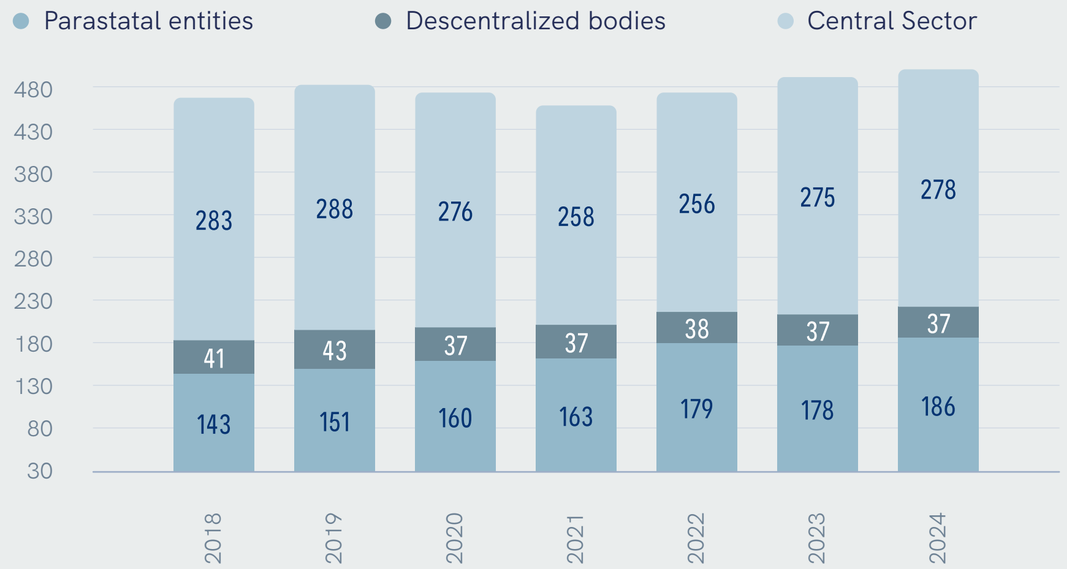
For the procedures and services to be applicable, it is essential that they be duly registered in said registry. By the end of 2024, this tool had concentrated a total of 501 procedures and services, a figure that maintains a 2.2% growth compared to 2023.

Procedures and services of the Executive Branch of the State of Querétaro (2024)

DEPENDENCY	NUMBER OF PROCEDURES AND SERVICES	DISTRIBUTION
Parastatal entities	186	37.1%
Descentralized bodies	37	7.4%
Central Sector	278	55.5%
Total	501	100%

Source: Prepared by the authors with information from the Regulatory Improvement Commission, 2025.

Evolution of the procedures and services of the Executive Branch of the State of Querétaro (2018-2024)



Source: Prepared by the authors with information from the Regulatory Improvement Commission, 2025.

During fiscal year 2024, the state was one of 11 states that continued implementing the Regulatory Impact Analysis tool, which allowed for the analysis of regulatory proposals from the outset, formulating recommendations to ensure their benefits outweighed the obligations or burdens imposed on individuals.

As a result, 165 observations were made regarding the structure of the regulatory proposals, excessive requirements, and a lack of consistency with the current regulatory framework, of which 77.6% were addressed.

8.2.3

Access to information

The axis: Querétaro with Good Government of the 2016-2021 State Development Plan establishes strengthening transparent and accountable management as one of its strategies. Based on this, the course of action adopted was to facilitate citizens' access to government information.

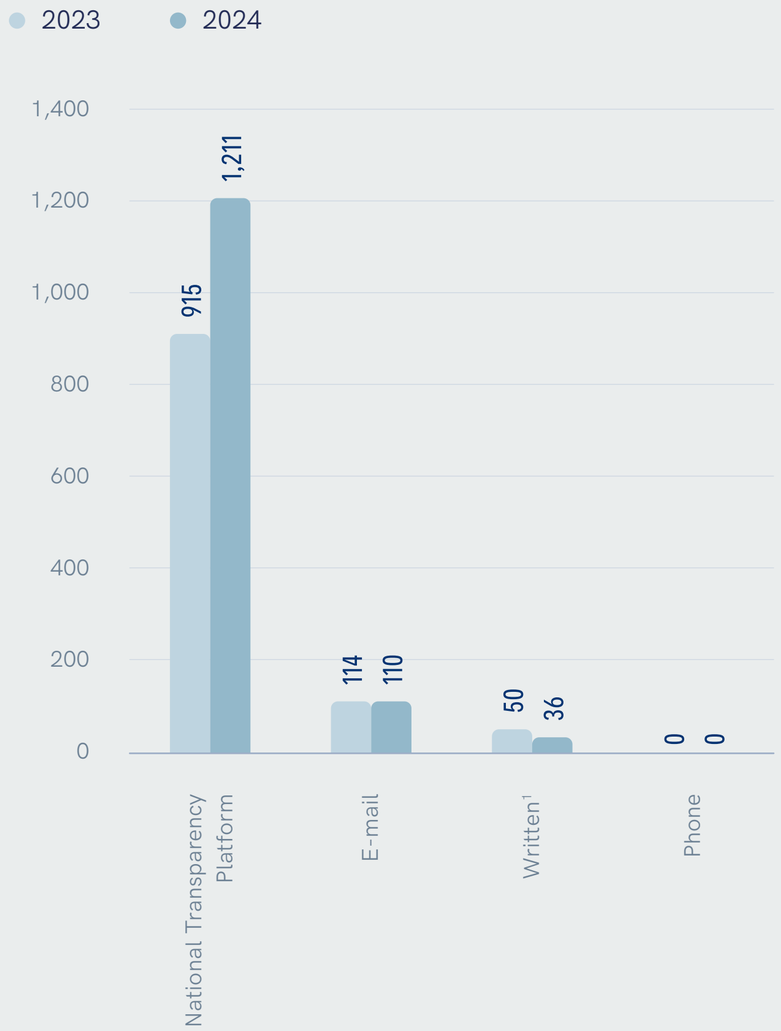
Access to government information

During the 2024 fiscal year, the Transparency Unit of the Executive Power of the State of Querétaro received and recorded a total of 1,357 requests for access to information, all of which were addressed in a timely manner.

These requests were submitted through four means:

1. Systems: National Transparency Platform (www.plataformadetransparencia.org.mx/web/guest/inicio)
2. E-mail: utpe@queretaro.gob.mx
3. Written:delivered personally to the office of the Transparency Unit, currently located at Luis Pasteur Street no. 5, col. Centro, Querétaro, Qro. C.P. 76000 and/or mail box placed at the counter.
4. Phone: registering the applicant's request in the Transparency Unit at telephone number (442) 238 5000 ext. 5187, 5543 or 5544.

Methods for receiving information requests (2023 - 2024)



Source: Prepared by the authors with data from the Transparency Unit, 2025.
[1]Including those received in the mailbox designated by the UTPE for such cases where required.

8.3

Municipal governments

According to the Political Constitution of the State of Querétaro, the state is divided into 18 municipalities, each of them being autonomous in its ability to organize municipal public administration, with its own authorities, specific functions, and free administration.

Each municipality will be governed by a city council composed of a mayor, trustees, and councilors. The City Council's purpose will be to meet and address collective and social needs within its respective jurisdictions.

Under current regulations, municipalities are empowered to formulate, approve, and administer municipal zoning and urban development plans; participate in the creation and administration of their territorial reserves; control and monitor land use within their territorial jurisdictions; intervene in the regularization of urban land tenure; issue construction licenses and permits; participate in the creation and administration of ecological reserve zones; and approve and exercise their powers regarding the preservation and restoration of ecological balance and environmental protection.

City Councils are empowered to create municipal departments responsible for implementing public policies in areas such as public safety, social development, health, education, and the environment, in order to ensure balanced development.





Directory of municipal governments of the state of Querétaro



Amealco de Bonfil

Plaza de la Constitución No. 20. Col. Centro.
Amealco de Bonfil, Qro. C.P. 76850
P. (448) 278 0101
www.amealco.gob.mx/portal/



Arroyo Seco

Plaza Principal s/n. Col. Centro.
Arroyo Seco, Qro. C.P. 76400
P. (487) 874 2110 | (487) 874 2111
www.arroyoseco.gob.mx



Cadereyta de Montes

Calle Benito Juárez No. 10. Col. Centro.
Cadereyta de Montes, Qro. C.P. 76500
P. (441) 276 0180
www.cadereytademontes.gob.mx



Colón

Jardín Héroes de la Revolución No. 1. Col. Centro.
Colón, Qro. C.P. 76270
P. (419) 234 3700
www.colon.gob.mx/inicio/



Corregidora

Calle Ex Hacienda El Cerrito No. 100. Col. El Pueblito.
Corregidora, Qro. C.P. 76900
P. (442) 209 6000 | (442) 384 5500
www.corregidora.gob.mx/portal/



El Marqués

Calle Venustiano Carranza No. 2. Col. La Cañada.
El Marqués, Qro. C.P. 76240
P. (442) 238 8400 | (442) 238 8066
www.elmarques.gob.mx



Ezequiel Montes

Calle Belisario Domínguez No. 104. Col. Centro.
Ezequiel Montes, Qro. C.P. 76650
P. (441) 277 0707 | (441) 277 5231
www.ezequielmontes.gob.mx



Huimilpan

Calle Reforma No. 158 Ote. Col. Centro.
Huimilpan, Qro. C.P. 76950
P. (448) 278 5047
www.huimilpan.gob.mx



Jalpan de Serra

Calle Independencia No. 12. Col. Centro.
Jalpan de Serra, Qro. C.P. 76340
P. (441) 296 0243 | (441) 296 0285 | (441) 296 0344
www.jalpan.gob.mx/



Landa de Matamoros

Calle Constitución s/n. Col. Centro.
Landa de Matamoros, Qro. C.P. 76360
P. (441) 292 5207 | (441) 292 5208 | (441) 292 5209
www.landadematamorosqro.gob.mx



Pedro Escobedo

Calle Panamericana No. 2. Col. Centro.
Pedro Escobedo, Qro. C.P. 76700
P. (442) 628 7749
www.pedroescobedo.gob.mx



Peñamiller

Plaza Principal s/n. Col. Centro.
Peñamiller, Qro. C.P. 76450
P. (441) 296 6052
www.penamiller.gob.mx



Pinal de Amoles

Calle Benito Juárez No. 4. Col. Centro,
Pinal de Amoles, Qro. C.P. 76300
P. (441) 292 5030 | (441) 292 5018
www.pinaldeamoles.gob.mx



Querétaro

Blvd. Bernardo Quintana No.10000. Col. Centro Sur. Querétaro, Qro. C.P. 76090
P. (442) 238 7700
www.municipiodequeretaro.gob.mx



San Joaquín

Palacio Municipal s/n. Col. Centro.
San Joaquín, Qro. C.P. 76550
P. (441) 293 5000
www.sanjoaquin.gob.mx



San Juan del Río

Blvd. Paso de los Guzmán No. 24, Col. Barrio de la Concepción. San Juan del Río, Qro. C.P. 76803
P. (427) 268 1000 | (427) 689 0012
www.sanjuandelrio.gob.mx



Tequisquiapan

Calle Primer Rnto. De Palmas No. 5. Col. Los Sabinos.
Tequisquiapan, Qro. C.P. 76750
P. (414) 273 2327
www.municipiodetequisquiapan.gob.mx



Tolimán

Calle Benito Juárez No. 3. Col. Centro.
Tolimán, Qro. C.P. 76600
P. (441) 296 7206
www.toliman.gob.mx

Source: Prepared by the authors with information from the Municipal Presidency website of the State of Querétaro, 2025.



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On behalf of the Ministry of Sustainable Development, we appreciate the commitment of each of its employees, who, with their dedication and commitment, contributed to the publication of this document, which provides insight into the state's evolution and growth.

Thank you!

Simplified privacy notice

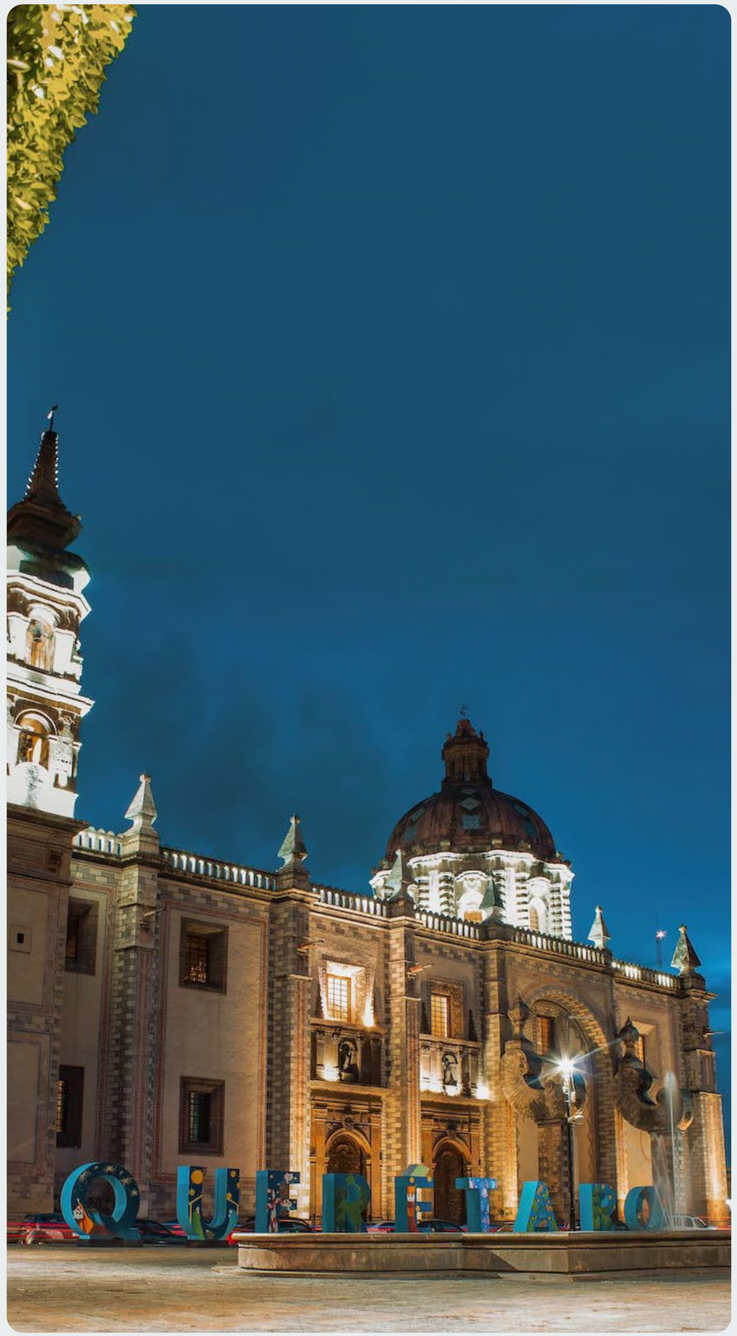
The **Ministry of Sustainable Development of the Executive Branch of the State,** through the **Environmental Control Division,** is responsible for the processing of the personal data provided to us for **updating and consulting the database of the Records of Special Waste Management Plans, Authorizations for the Comprehensive Management of Special Waste Management, and Manifests for the Delivery, Transportation, and Receipt of Special Waste Management.**

It will be understood that you give your tacit consent for the transfer of personal data collected in terms of Section 3 subsection XXVIII of the Law on the Protection of Personal Data Held by Obligated Subjects of the State of Querétaro, to the Ministry of Environment and Natural Resources, to the Federal Office of the Attorney General for Environmental Protection and/or to the State Attorney's Office for Environmental Protection and Urban Development, in order to assist them in the performance of their functions, specifically with regard to actions arising from the attention of complaints and reports initiated ex officio or presented by citizens for non-compliance with applicable regulations; attending to the assumptions enshrined in Section 16 subsection II, 59, 61, 64 subsection II of the Law on the Protection of Personal Data Held by Obligated Subjects of the State of Querétaro.

The personal data collected is not transferred to any other agency, except for those necessary to respond to requests from a competent authority that are duly substantiated and justified.

If you refuse to allow the processing of your personal data for this purpose, you may submit your request to exercise your ARCO rights through the National Transparency Platform or to the Transparency Unit of the Executive Branch of the State of Querétaro.

Should you wish to view our full privacy notice, you can find it at http://bit.ly/2zqyiGf or on the website http://www.queretaro.gob.mx/sedesu/ or at this Ministry of Sustainable Development of the Executive Branch.



Directory

Ministry of Sustainable Development of the Executive Branch of the State of Querétaro (SEDESU, by its acronym in Spanish)

Blvd. Bernardo Quintana No. 204. Querétaro, Qro.
C.P. 76050. Colonia Carretas.
P. (442) 211 6800
www.queretaro.gob.mx/sedesu
sedesu@queretaro.gob.mx

Sub-Ministry of Economic Development

Directorate of Support of SMEs
Directorate of Business Development
Directorate of Regional Development
Directorate of Industrial Development
P. (442) 211 6814

Sub-Ministry of the Environment

Directorate of Environmental Control
Directorate of Environmental Planning
Ecology and Climate Change Center
P. (442) 211 6801

Querétaro International Airport (AIQ, by its acronym in Spanish)

Carretera Estatal 200 Qro-Tequisquiapan No. 22500
Colonia Galeras. Colón, Qro. C.P. 76270.
P. (442) 192 5500

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ECONOMIC YEARBOOK 2025

PODER EJECUTIVO DEL ESTADO DE QUERÉTARO

QUERÉTARO
GOBIERNO DEL ESTADO
Juntos, Adelante.

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