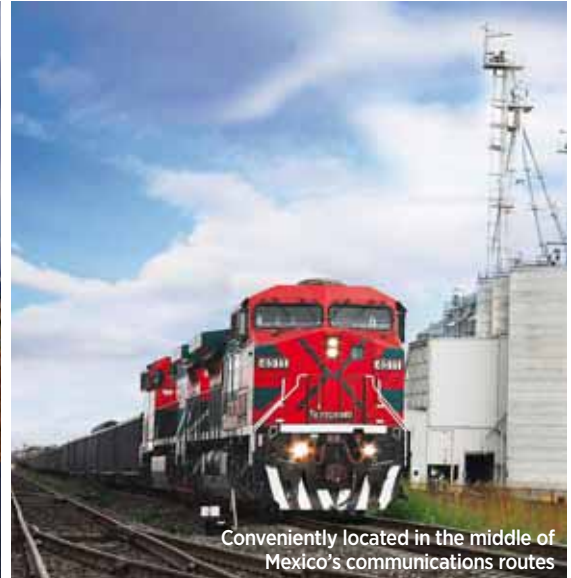


QUERÉTARO, MEXICO

SMALL STATE, BIG BUSINESS



Querétaro's Intercontinental Airport



Conveniently located in the middle of Mexico's communications routes

Safe and strategically located,
Querétaro is attracting investment and creating jobs.

Nestled in Mexico's heartland, Querétaro may be one of the country's smallest states, but it possesses enormously varied landscapes, great universities and a reputation as one of the safest places in Mexico. It has a growing population of more than 1.6 million and is fast becoming a mecca for families and students from all over the country and beyond. With over 10,000 foreign residents, it ranks fifth nationwide in terms of overseas residents.

Its capital, Santiago de Querétaro, was founded in 1531. Today it is the cultural hub and houses almost half the state's population. It is conveniently located 130 miles northwest of Mexico City and 60 miles from San Miguel de Allende. Its pedestrian-friendly streets are filled with monuments and museums, and every Easter thousands flock to the city for the annual arts and culture festival.

In addition to its colonial capital, Querétaro has three other UNESCO World Heritage sites: the richly ornamented 18th-century Franciscan missions of the

Sierra Gorda; the Camino Real de Tierra Adentro, also known as the "Camino de la Plata," in reference to the old silver route from Mexico to the United States; and the human heritage and traditions of the Otomí-Chichimeca people in Tolimán, including the iconic Peña de Bernal peak.

A GREAT PLACE TO LIVE AND WORK

Querétaro has long been a great place to do business. Leveraging its strategic location as a commercial crossroads, the state prospered in the past from trade in agriculture and livestock, textiles and minerals. Since the mid-20th century, the pace of development has increased with the creation of vast industrial parks north of the capital drawing companies and workers to the state and fueling one of the highest per-capita incomes nationwide.

The state's central location is critical, enabling access to a potential domestic market of more than 48 million people within a 200-mile radius. It has first-class road and rail networks and is only

300 to 400 miles from major ports on both the Pacific and Gulf of Mexico. The Intercontinental Airport of Querétaro has grown to become Mexico's fourth-largest cargo-handling facility, thanks to ongoing investment in infrastructure.

Today there are 21 industrial parks in operation across the state, providing a base for more than 800,000 national and overseas companies. Querétaro boasts one of Mexico's most vibrant export-oriented economies, which is well represented through the presence of multinationals, including: Spain's Irizar; Germany's MAN from the auto and truck industry; Korean home appliances manufacturers like Daewoo and Mabe; and household names in the food and beverage sector, including Switzerland's Nestlé and the U.S.'s Kellogg's.

The state has also developed Mexico's fastest-growing aerospace industry, with more than 50 companies currently active in the sector. These include big names like Canada's Bombardier Aerospace, the world's third-largest airplane manufacturer; Safran, France's aerospace, defense

and security giant; and Eurocopter, the civilian and military helicopter division of EADS (European Aeronautic Defense and Space Company).

ATTRACTING INVESTMENT, CREATING JOBS

SEDESU, Querétaro's Secretariat for Sustainable Development, is the public body responsible for ensuring that the state's growth stays on track, taking into account the need to preserve natural resources while driving economic growth. Its goal is to foster an equitable, sustainable, competitive and innovative state via four strategic actions: promoting investment, contributing to regional development, providing support to business, and balancing bio-capacity against the ecological footprint of any activity.

In terms of investment, SEDESU has had remarkable success over the past two years, with almost 90 new companies established since October 2009, 23 undergoing expansion and another 24 planning to launch over the next six months. The value of investment totals some \$380 million, and there are

another 67 projects in the pipeline.

Many are taking off in the aerospace sector, such as Canada's Héroux-Devtek, which opened a \$90 million factory that will create 150 new jobs. The industry already employs more than 3,650 people, and by 2012 that number is expected to grow to almost 9,000. Stimulating employment is vital today, and Querétaro is again bucking the trend, with 4,400 new jobs in 2010. This took the number of new jobs per day to 87 for the last two years.

HELPING TRANSFORM OUTPUT INTO EXPORTS

At the "External Trade Day, Querétaro" held in October, SEDESU announced that more than 700 companies in the state currently send part or all of their production overseas. Exports are now returning to 2008 levels, despite the uncertain economic climate in major markets like the U.S.

"We witnessed a significant rise in exports of 37.7% in 2010," said Tonatiuh Salinas Muñoz, Querétaro's secretary of sustainable development,



Querétaro offers job opportunities and a safe, high-quality business environment.

said, "and estimate that, for 2011, there will be growth of 14%, which not only constitutes a recovery but also shows real growth compared to what we had before the financial crisis."

That's not just good news for exporters, but for Querétaro as a whole. Export-oriented companies reportedly pay 12% to 23% more to the state than those that serve the national market. SEDESU announced at the same event that the state has earmarked over \$3 million in credit lines and spending through a number of agencies and institutions to boost exports in 2012. ❖

Querétaro Aerospace Valley, leading Mexico's aerospace investment attraction.

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VALLEY

www.queretaro.gob.mx



Zirándaro in San Miguel de Allende

SUPERLATIVE AND SUSTAINABLE

One of central Mexico’s leading real-estate players is constructing the future for families and businesses alike.

Focusing on world-class developments in desirable locations, Desarrollos Residenciales Turísticos (DRT) has built over 30,000 homes and developed more than 10,000 acres of residential property. DRT constructed one of the best industrial parks in Latin America, and devised a unique land bank business model to acquire large pieces of land and turn them into master-planned communities.

Established in 1993, DRT started out building high-quality, low-income homes and hotels, but it has branched out into the construction of housing and industrial parks. Today, it ranks among the biggest real estate names in central Mexico with a market-leading presence in the residential and industrial sectors.

ZIBATÁ: MAKING THE IMPOSSIBLE POSSIBLE

Zibatá, meaning “place at the top of the valley” in the indigenous Otomi language, is one of DRT’s flagship residential projects. In partnership with Pangea, IMDI, Morgan Stanley Real Estate and Anida Inmobiliaria, DRT has designed Zibatá to be a fully integrated, world-class, sustainable urban community in the capital of Querétaro state.

The 2,500-acre development is built around a lake and features plenty of green space with bike lanes and botanical gardens, as well as the first Morrish Alarcón-designed public golf course in Mexico outside a beach resort. With a range of dining, entertainment and shopping options, Zibatá is set to become a destination in its own right.

Zibatá includes everything modern families need. The mixed-use master plan places public space at the heart of the community. The town center, designed by OBM International, which is well known for its work in Barcelona, features commercial spaces and cafés conveniently situated close to a choice of residential plots.

Environmental considerations have been at the forefront of DRT’s vision from the start, and the layout and services of Zibatá have been conceived to conserve natural resources and preserve the area’s original habitat.

At Zibatá, design is at the heart of each detail. The community has been crafted to meet residents’ needs and surpass

their expectations in every way, offering living standards on par with those of the very best urban developments world-wide. Take a closer look at what Zibatá has to offer and come find the home of your dreams.

ZIRÁNDARO: THE PLACE OF TREES

In the neighboring state of Guanajuato, on the very doorstep of the charming cultural hub of San Miguel de Allende—long a favorite with artists and affluent Americans—lies Zirándaro, which means “place of trees” in the local Purépecha language. Just ten minutes from the historic downtown, DRT is developing another



Zibatá: DRT’s first planned community

exclusive community in collaboration with Guanajuato's own Nieto Group and Singapore's Temasek.

Zirándaro was planned and landscaped by Michael McKay's Design Studio, which has over three decades' worth of experience in 23 countries around the world, including France's Euro Disney and Dubai's World Trade Centre. The master-planned Zirándaro has both residential and developer-ready plots. Its spacious public areas are connected by open boulevards and beautiful gardens that can be explored on foot, by bike or on horseback.

Park (PIQ) the place to do business for more than 100 domestic and overseas companies that have set up shop there since 1998. In fact, PIQ today accounts for around 60% of all business transactions in the country's heartland.

Strategically located just 120 miles from Mexico City and San Luis Potosí, and with direct connections to Highway 57—the major trucking route that runs from the capital to the U.S. border at Nuevo Laredo—PIQ occupies an area covering nearly 1,200 acres. With most of the plots for the first three phases already sold, PIQ is now developing a



Aerial view of Parque Industrial Querétaro

Throughout Zirándaro, traditional Mexican-inspired design cues—the signature of the Artigas architecture studio—mirror the baroque detailing found in the façades of UNESCO World Heritage-listed San Miguel de Allende. Meanwhile, a wealth of world-class amenities—including a Rafael Alarcón golf academy and nine-hole course, boutique hotel, villas and country club—guarantee that residents will never be at a loss for ways to spend their leisure time.

Zirándaro is easily reached via the main highway to Querétaro and its Intercontinental Airport, which is less than 40 miles away, and Mexico City, which lies 160 miles to the southeast. Its prime location makes it perfect for weekend getaways and vacations for those who work in the central region's business hubs.

QUERÉTARO INDUSTRIAL PARK: MEXICO'S LEADING BUSINESS HUB

Ease of access—in this case to a market of 48 million people within a 200-mile radius—is just one of the selling points that has made DRT's Querétaro Industrial

150-acre extension and has another 246 acres in reserve for future growth.

With its own electricity substation, gas supply, and water and waste networks, PIQ provides all the basic infrastructure owners and investors need to get units up and running. Professional management, maintenance, safety, security, and fiber-optic data and telecommunications services mean everything is in place for businesses to stay connected.

All internal roads have been built to handle heavy traffic loads, which helps keep companies moving; and frequently serviced public-transportation links to the state capital connect companies to Querétaro's well-trained and cost-effective workforce.

DRT sets new standards for residential and industrial projects, delivering developments that are the perfect places for contemporary communities to live and work. Whether you are looking for a new home for a growing family or a new location to grow a business, come see Zibatá, Zirándaro and PIQ for yourself and discover how DRT is turning vision into reality. ❖

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