

EVOLUTION
WITH VISION



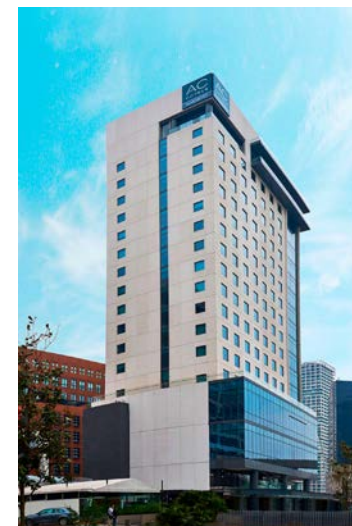
Santa Fe
grupo | hotelero

HOTEL 1Q20 Webcast

April 24, 2020



Today we announced that the shareholders represented in the Company's Board of Directors expressed their support to the company and the importance to be financially and operationally prepared for the recovery of tourism in the country. To this effect in yesterday's session, the Board unanimously agreed that if necessary, a Shareholders Meeting be convened to propose a capital increase. Conditions and details of the use of proceeds of the mentioned capital increase will be submitted if this Shareholders Meeting is convened.



AC by Marriott Santa Fe



Courtyard by Marriott Puebla

- We have 5 properties in operation representing 11% of rooms
- We hope recovery starts in 3Q20
- Cost reduction measures:
 1. Reduction of non-priority expenses
 2. Wage reductions at all levels of ~50%
 3. Lowering costs and expenses at properties that remain open
 4. Deferring all non-essential CAPEX
- We have been in close contact with our financial creditors, negotiating to obtain a period with no interest and amortization payments in order to protect our cash position

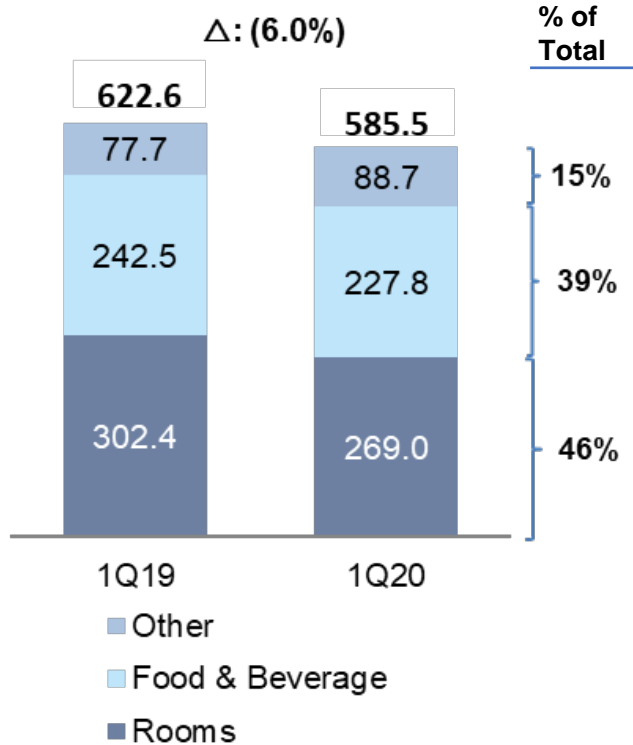


Krystal Satellite Maria Barbara



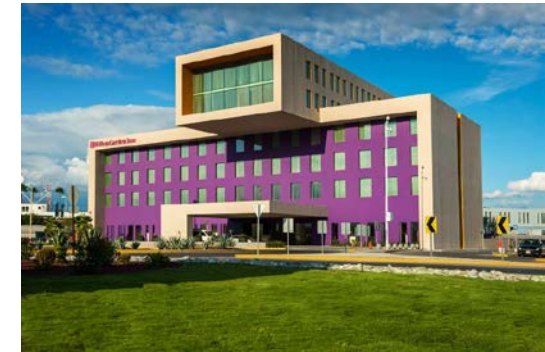
Krystal Urban Monterrey

millions of Mexican pesos



Revenue growth drivers:

- 6% Revenue decrease in the quarter.
- Room revenue decreased **11%** in the quarter
- F&B revenue decreased **6%** in the quarter
- Other revenue increased **14%** in the quarter

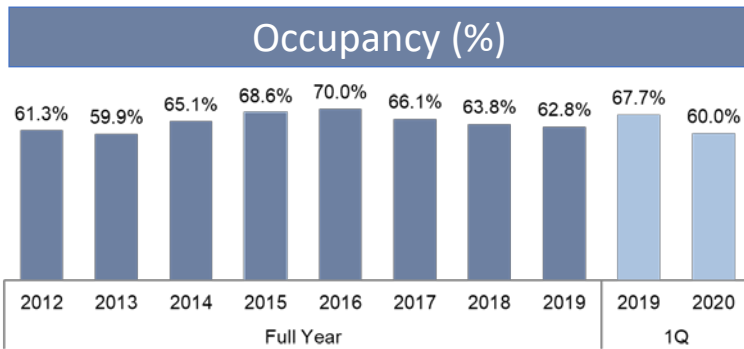


Hilton Garden Inn Monterrey Aeropuerto

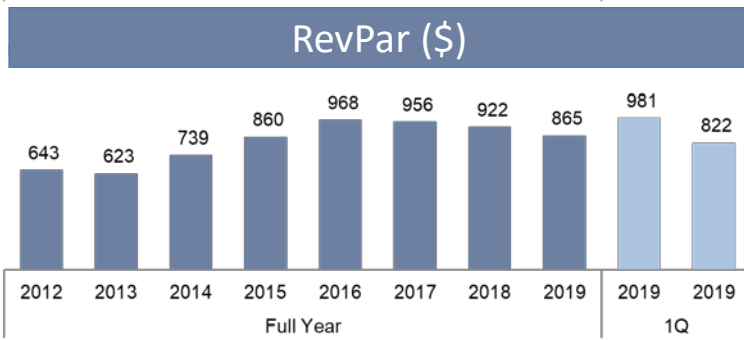


Krystal Urban Guadalajara

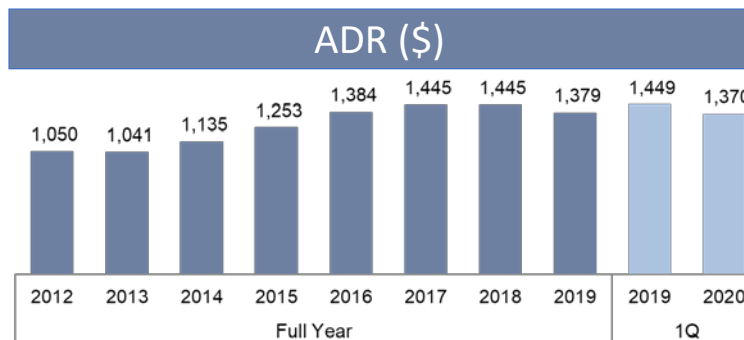
Operational Performance (Full Portfolio)



1Q20 vs 1Q19:
7.7 pp decrease



1Q20 vs 1Q19:
(16.3%) decrease



4Q19 vs 4Q19:
(5.4%) decrease



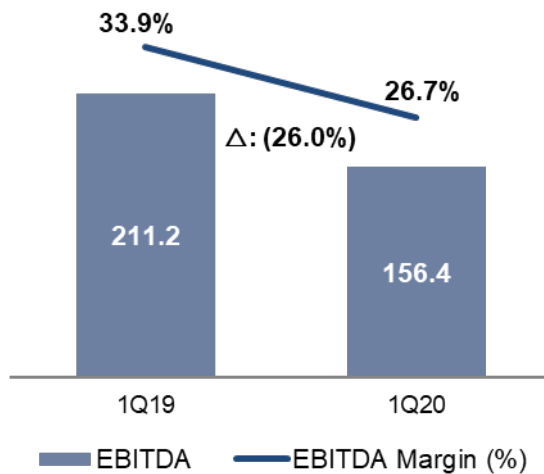
Krystal Grand Suites



Hyatt Regency Mexico City Insurgentes

EBITDA

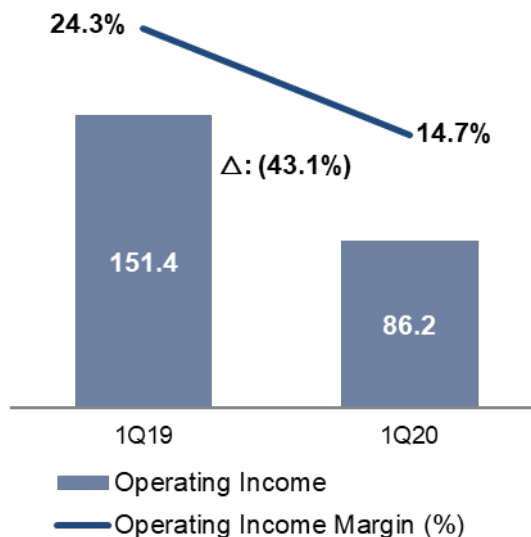
millions of Mexican pesos



- (26.0%) EBITDA decline in 1Q20

Operating Income

millions of Mexican pesos



- (43.1%) Operating Income decline in 1Q20



Krystal Grand Los Cabos



Krystal Grand Nuevo Vallarta

Figures in thousands of Mexican pesos

Debt*	Denominated in (currency):		
	Pesos	Dollars	Total
Short Term	13,266	295,337	308,603
Long Term	139,050	3,045,057	3,184,107
Total	152,316	3,340,394	3,492,710
% Total	4.4%	95.6%	100.0%
Average rate of financial liabilities	9.62%	4.55%	4.77%
Cash and equivalents	79,372	179,322	258,694
Restricted cash	6,477	163,748	170,225
Cash and cash equivalents**	85,849	343,070	428,919
Net Debt	66,467	2,997,324	3,063,791

Net Debt / LTM EBITDA (as of March 31, 2020) 5.2x

*Includes accrued interest and effect of financial instruments related to financial debt.

**Includes restricted cash related to bank debt.

- Peso devaluation in 1Q20 was of 29% and had a negative impact in Net financing cost; short in US dollars is approximately **US\$123** million or **Ps. 2,997** million.
- Net Debt for 4Q19 was Ps. **3,063** million, which represents Net Debt/ LTM EBITDA of **5.2x**.



Hilton Guadalajara

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Krystal Beach Acapulco



Krystal Urban Mexico City Airport



Krystal Resort Cancun