



Santa Fe
grupo | hotelero

2015 Annual Report

ALWAYS MORE





*Krystal Grand Punta Cancún,
Cancún, Quintana Roo*



WE

OPERATE

4,125

ROOMS IN **15** HOTELS

THROUGHOUT

LEADING LOCATIONS

IN MEXICO



WE ARE THE
OWNERS OF THE
RENOWNED HOTEL BRAND

KRYSTAL

AND ALSO OPERATE
OTHER WIDELY KNOWN
INTERNATIONAL HOTEL
BRANDS



*Krystal Grand Reforma Uno,
Mexico City*



*Hilton Guadalajara,
Guadalajara, Jalisco*



OUR HUMAN
CAPITAL TOTALS **OVER**
2,500
EMPLOYEES, FULLY TRAINED
AND COMPLETELY
FOCUSED ON WORKING
MULTI FUNCTIONAL



WE PROVIDE
A WIDELY APPEALING
GASTRONOMIC EXPERIENCE

WITH **OVER**

6,300

SEATS FOR
OUR GUESTS
AND VISITORS



*Krystal Grand Punta Cancún,
Cancún, Quintana Roo*

GRUPO HOTELERO SANTA FE, A MODEL OFFERING GREATER VALUE

We are one of Mexico's leading companies in the hotel industry, with a focus on hotel acquisition, development, and operations. We provide a singular hotel operations model, one that is unique in terms of flexibility and adaptability. Our experience enables us to operate under different brands, domestically and internationally, and in different market segments.

We maintain a strong focus on strengthening and positioning our Krystal® brand, which is widely known throughout the Mexican market. This strategy enables us to provide a variety of different experiences, specifically tailored to each market we serve, seeking to maximize profitability for our investments.

Our operations model is best known for our staff's multifunctional efficiency and our strict cost control approach, aspects that enable us to quickly readapt and anticipate the ever changing needs of the industry. We have the necessary capabilities to add hotels to our existing operations portfolio, be it through acquisitions, development, or conversion of properties, or through third party operations agreements. We believe that our diversified portfolio of hotels, our profit centered management capabilities, and our ownership of a widely respected and well known brand portfolio in the market, are all factors that contribute to our securing contracts to operate third party hotels.



Our company is listed as HOTEL in the Mexican Stock Exchange, we are featured in the "Súper Empresas Expansión 2015" ranking, and employ over 2,500 people throughout Mexico.





*Krystal Urban Aeropuerto,
Mexico City*

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MISSION

To deliver pleasant and unforgettable experiences to our guests and clients through a team of staffers who feel passionately about high quality service, which added to solid management practices, enables us to generate the profit that our partners, shareholders, and investors expect.

VISION

To be recognized as one of the best hotel companies in the industry, as a result of our high profitability, professional ethics and reliability, and product and services quality, with staffers who feel proud to belong to the group.



*Krystal Urban Cancún Down Town,
Cancún, Quintana Roo*

WE HAVE AN INSTALLED CAPACITY FOR
BANQUETS AND CONVENTIONS TO
SIMULTANEOUSLY HOST OVER **16,500**
PEOPLE PER DAY.



MORE ROOMS

WE HAVE A SIGNIFICANT PRESENCE IN **DIFFERENT STRATEGIC LOCATIONS** **THROUGHOUT THE COUNTRY**, OFFERING URBAN AND BEACH HOTELS, PURSUING A CLEAR OBJECTIVE OF ONGOING EXPANSION.



■ CIUDAD JUÁREZ

- Krystal Urban
Ciudad Juárez, Chihuahua

■ CDMX

- Krystal Grand Reforma Uno
CDMX
- Krystal Urban Aeropuerto
CDMX
- Krystal Grand Insurgentes
MEXICO CITY

■ MONTERREY

- Hilton Garden Inn
Monterrey, Nuevo León
- Hilton Garden Inn
Monterrey, Nuevo León, Airport

○ Hotels in Development

■ ESTADO DE MÉXICO

- Krystal Satélite María Bárbara
Estado de México

NO. OF HOTEL ROOMS OPERATING
AT CLOSING OF 2015:

4,125

■ PUERTO VALLARTA

- Krystal Resort Puerto Vallarta
Puerto Vallarta, Jalisco
- Hilton Puerto Vallarta
Puerto Vallarta, Jalisco

■ IXTAPA

- Krystal Resort Ixtapa
Ixtapa, Guerrero

■ ACAPULCO

- Krystal Beach Acapulco
Acapulco, Guerrero

■ GUADALAJARA

- Hilton Guadalajara
Guadalajara, Jalisco
- Krystal Urban Guadalajara
Guadalajara, Jalisco
(Opening 2016)

■ TABASCO

- Hampton Inn & Suites
Paraíso, Tabasco

■ CANCÚN

- Krystal Resort Cancún
Cancún, Quintana Roo
- Krystal Grand Punta Cancún
Cancún, Quintana Roo
- Krystal Urban Cancún
Cancún, Quintana Roo

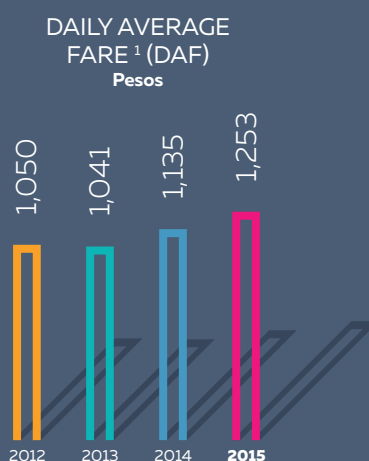
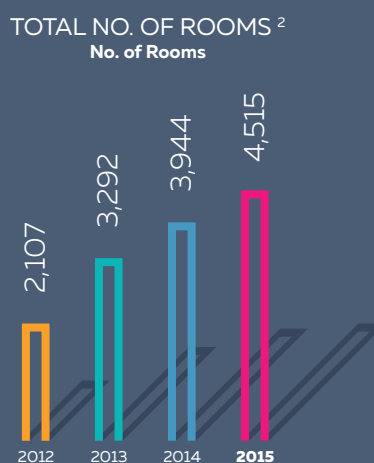
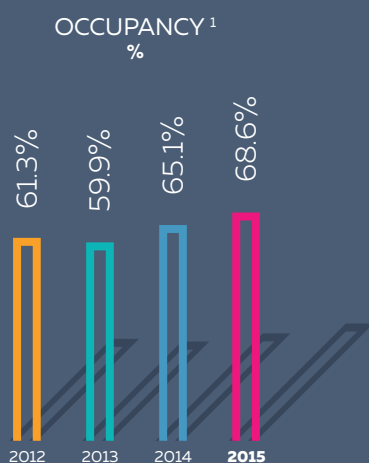
GREATER EFFICIENCY, HIGHER GROWTH, BETTER RESULTS

IMPORTANT FACTS AND FIGURES

Amounts in thousands of pesos

INCOME STATEMENT	2015	2014	% VAR.
Revenue per Room	555,730	407,030	36.5
Revenue from Food and Beverage Services	268,851	202,456	32.8
Other Hotel Revenues	84,940	71,007	19.6
Management Fees for Third Party Hotels	50,599	41,469	22.0
Total Revenue	960,119	721,962	33.0
Costs and Operational Expenses	384,230	314,498	22.2
Management and Sales	242,568	183,061	32.5
Other Expenses	14,508	13,047	11.2
Depreciation	87,670	80,384	9.1
Total Costs and Expenses	728,977	590,990	23.3
New Hotels Expansion and Opening Expenses	13,166	5,058	160.3
Other Non-Recurring Costs	9,019	1,677	437.8
Total Non-Recurring Costs	22,185	6,735	229.4
EBITDA	318,813	211,357	50.8
EBITDA Margin (%)	33.2%	29.3%	3.9 pt
Operating Income	208,958	124,238	68.2
Operating Income Margin (%)	21.8%	17.2%	4.6 pt
Interest Expense, net	(31,764)	(25,377)	25.2
Loss on exchanges, net	(158,021)	(102,779)	53.7
Other Financial Costs	(780)	(2,717)	(71.3)
Financial Cost, net	(190,565)	(130,873)	45.6
Share in Results of Permanent Investments	48	362	NA
Income Before Taxes	18,441	(6,273)	(394.0)
Income Taxes	8,415	4,262	97.5
Net Income	10,026	(10,535)	(195.2)
Net Income Margin (%)	1.0%	(1.5%)	2.5 pt

- TOTAL REVENUES FOR 2015 REACHED 960.1 MILLION PESOS, **33.0% GREATER THAN IN 2014.**
- EBITDA WAS 318.8 MILLION PESOS, REPRESENTING **50.8% GROWTH COMPARED TO THE PREVIOUS YEAR.**
- OPERATIONS FLOW FOR 2015 AMOUNTED TO 319.1 MILLION PESOS, EQUIVALENT TO 1.16 PESOS PER SHARE, **REPRESENTING A 54.3% INCREASE** OVER 206.8 MILLION PESOS IN 2014.



1) Including proprietary hotels and third party hotels managed by the company.

2) Includes rooms in operations and being developed.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



The travel and tourism sector has experienced historical growth, demonstrating solid foundations and projections for this to continue; this sector contributes 8.5% to Mexico's GDP and generates over 9 million jobs.

Dear Shareholders:

2015 was a very important year for Grupo Hotelero Santa Fe (GHSF), having celebrated our first year of going public on the Mexican Stock Exchange. This is a year in which we continue to consolidate our growth.

The tourism sector has experienced significant historical and ongoing growth, demonstrating that a solid foundation is set in place, and forecasts point to continued performance as such, contributing 8.5% to the country's GDP and generating over 9 million jobs. International tourism has been very relevant for the market, and in fact, a historical milestone was reached for Mexico, upon reaching a total of 32.1 million international tourists – 9.5% growth – and therefore placing Mexico as one of the top ten most visited destinations in the world.

Throughout 2015, and in line with what we set forth as our objective after the Company went public, we added 5 hotels to our portfolio, three of which are proprietary and another two are part of third party agreements we entered into. The addition of these properties is fully in line with the profile of hotels we are seeking, in terms of unparalleled locations and high quality products, all of them falling under the urban hotel segment. Over this fiscal period, the number of hotel rooms operating under our Krystal brand increased 21%, representing 606 rooms, and therefore reaching a total of 4,515 rooms in operation or under development.

As a result of the great work and commitment of our staffers, we were able to achieve significant results, and our Group has exceeded all set out expectations. We shared with the market results guidance for our 2015 EBITDA, which we exceeded by 12.5% and went from a margin of 29.5% to 33.2%.

Dear Shareholders, we truly appreciate your participation in our business and the trust you've shared in us. We remain fully convinced that we will meet our goals to become the country's leading hotel company. This aim is something we will achieve together, working on behalf of the Group, with a clear mission to continue delivering unforgettable experiences to our guests. We believe this is the clear path to gaining greater profitability for the benefit of our shareholders.

Kind regards,



Carlos Gerardo Ancira Elizondo

Chairman of the Board of Directors

MESSAGE FROM THE CEO

Grupo Hotelero Santa Fe has achieved truly extraordinary results in 2015.

**Dear Shareholders:**

2015 has once again become an extraordinary year for the travel and tourism sector, and particularly for the hotel sector. Just as in 2014, this is a year in which we have experienced growth on practically all fronts and indexes. To this end, it is especially important to highlight the increase of international tourism into our country, an amount representing nearly 15 billion dollars, an 8.4% increase over the prior year. In addition, the domestic travel market has also garnered considerable traction, as the country's connectivity by air also jumped by 22% compared to 2014. The number of domestic travelers with hotel stays increased 6% reaching a total of 52.5 million. This represented 76.5% of all total hotel stays -- with foreign travelers accounting for the remaining 23.5%.

Grupo Hotelero Santa Fe has known how to leverage these great market circumstances to achieve results for 2015 considered as quite extraordinary. Moreover, we registered a 33% increase in sales which translated into a 51% increase in EBITDA. As for Revenue per Available Room (RevPAR), we experienced strong growth throughout our entire portfolio of 14.2% where the average price per hotel room contributed to almost 60% of total. habitación contribuyo con un casi un 60% del total.

With regards to growth of our operating hotels portfolio, we increased the number of rooms by 23%. Noteworthy, this has also been a relevant year for entering into hotel operations contracts with third parties, in fact, of the total number of hotel rooms that entered into operations during 2015, 65% of these were under this mode of operations, such was the case for properties like Krystal Urban Aeropuerto CDMEX, the extensions to Krystal Cancún hotel, and the openings of Hilton Garden Inn Monterrey Aeropuerto and Hampton Inn & Suites Paraíso Tabasco.

In the case of the hotels we acquired, we have also achieved strong performance, and a clear example of this is the Krystal Grand Punta Cancún, a property that in only 18 months of featuring the brand and operating as part of our group has actually increased EBITDA in 128%. In the case of Krystal Urban Cancún, room sales have jumped 69% in barely over a year, after having entered into our brand portfolio and as part of our operations.

The Krystal brand is growing its share in terms of total number of rooms, from 72% to 75% of this portfolio total, a fact that is fully in line with our strategy to grow our own brand, and one that in the past 30 months has received proprietary investments as well as third party investments totaling 2,800 million pesos.

The above represents strong growth of our network added to permanent efforts on behalf of our sales team, which have driven direct sales channels to register quite favorable growth, as is the case of our website and our Krystal Rewards Program. Nearing its one-year anniversary, this program has also had very positive results, in line with our expectations.

Clearly, our achievements this year are the result of great efforts from every single one of our over 2,500 employees, at all of our properties and corporate offices. Our teams make these results a reality, and I truly appreciate their dedication. As part of these results, in 2015 we received an important award, from Súper Empresas, which we are proud to share.

Dear Shareholders, we very much appreciate your trust and confidence in us, we appreciate your participating with us in this great corporation, you can be certain that we are very determined to meet our objectives of delivering pleasant and unforgettable experiences to our guests through our dedicated team of staffers, so that our company can continue to grow in terms of size and profitability.

Kind regards,



Francisco Zinser Cieslik
CEO

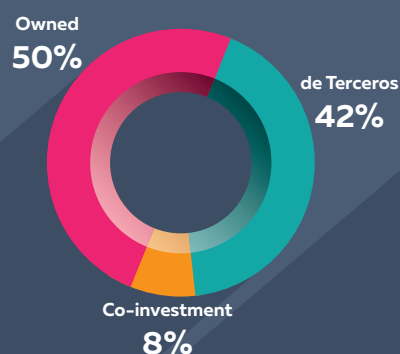
(1) Source: the statistical data referenced comes from the Annual DATATUR report.

HOTELS PORTFOLIO

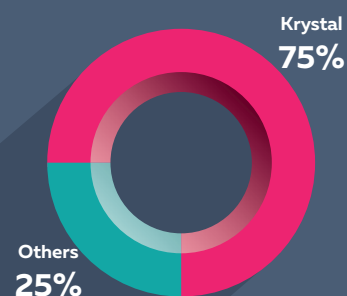
NO.	HOTEL NAME	TOTAL ROOMS	PROPERTY	TYPE
1	Hilton Guadalajara	450	100%	Urban
2	Hilton Garden Inn Monterrey	150	100%	Urban
3	Krystal Urban Ciudad Juárez	120	100%	Urban
4	Krystal Grand Reforma Uno	500	-	Urban
5	Krystal Urban Cancún Centro	212	100%	Urban
6	Krystal Satélite María Bárbara	215	100%	Urban
7	Hilton Garden Inn Monterrey Aeropuerto	134	15%	Urban
8	Hampton Inn & Suites Paraíso Tabasco	117	-	Urban
9	Krystal Urban Aeropuerto Ciudad de México	96	-	Urban
Urban Sub Total		1,994		1,994
10	Krystal Resort Cancún	502	-	Beach
11	Krystal Resort Ixtapa	255	-	Beach
12	Krystal Resort Puerto Vallarta	420	-	Beach
13	Hilton Puerto Vallarta Resort	259	100%	Beach
14	Krystal Beach Acapulco	400	100%	Beach
15	Krystal Grand Punta Cancún	295	100%	Beach
Beach Sub Total		2,131		
TOTAL IN OPERATION		4,125		
16	Krystal Urban Guadalajara	140	100%	Urban
17	Krystal Grand Insurgentes	250	50%	Urban
Total Under Development		390		
TOTAL		4,515		

**BREAKDOWN OF THE
HOTEL PORTFOLIO
IN TERMS OF ROOMS
OPERATED AND UNDER
DEVELOPMENT,**

OWNERSHIP



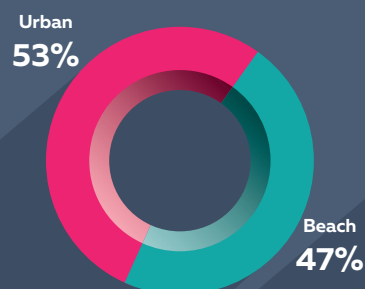
BRAND



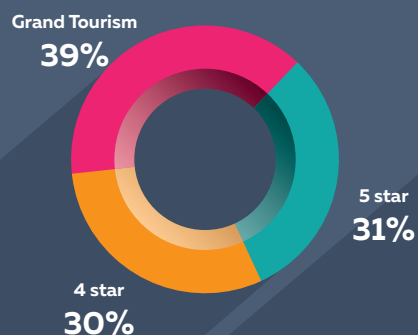
WE HAVE A TOTAL OF **15 HOTELS IN OPERATION**, OF THESE **8 ARE OWNED BY THE COMPANY** AND **7 ARE OWNED BY THIRD PARTIES**. THIS REPRESENTS A **GROWTH OF 4 NEW UNITS** WITH RESPECT TO THE 11 HOTELS THAT WERE OPERATED BY THE END OF 2014.

CATEGORY	MONTHS IN OPERATIONS	STABILIZED	CITY	STATE
Grand Tourism	>36	Yes	Guadalajara	Jalisco
4 star	>36	Yes	Monterrey	Nuevo León
4 star	>36	Yes	Ciudad Juárez	Chihuahua
Grand Tourism	25	In Process	Mexico City	Mexico City
4 star	12	In Process	Cancún	Quintana Roo
5 star	8	In Process	Tlalnepantla	Estado de México
4 star	4	In Process	Monterrey	Nuevo León
4 star	3	In Process	Paraíso	Tabasco
4 star	0	In Process	Mexico City	Mexico City
5 star	>36	Yes	Cancún	Quintana Roo
5 star	>36	Yes	Ixtapa	Guerrero
5 star	>36	Yes	Puerto Vallarta	Jalisco
Grand Tourism	>36	Yes	Puerto Vallarta	Jalisco
4 star	>36	Yes	Acapulco	Guerrero
Gran Turismo	28	In Process	Cancún	Quintana Roo
4 star	Estimated Opening 1T-16		Guadalajara	Jalisco
Grand Tourism	Estimated Opening 4T-18		Mexico City	Mexico City

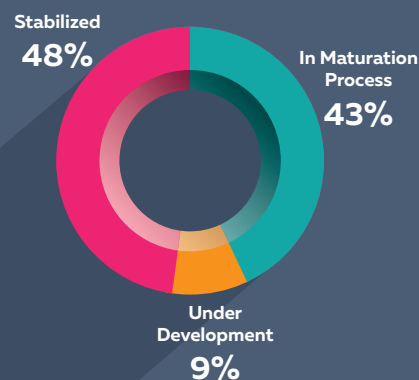
SEGMENT



CATEGORY



STABILIZATION



BRAND SEGMENTATION



OUR HIGHEST RANGE OF HOTELS

Our highest range hotels are located in the leading cities and top tourism destinations of Mexico. We provide a Grand Tourism experience, that is to say, the highest quality of products and services for high expectations travelers. These properties are a benchmark at each and every one of the locations where we have a presence.



TRADITIONAL KRYSTAL QUALITY

As 5-star category hotels, Krystal is located in the country's leading destinations. Over the past 35 years of history, the Krystal brand has consolidated and become positioned as a favorite among domestic and international travelers alike, seeking to find more about local character. Krystal Hotels offer a wide range of alternatives for leisure, fun, and business.



THE NEWEST EVOLUTION OF THE KRYSTAL FAMILY

Targeted to the ever demanding and always productive business traveler segment. Guests seek a modern experience in optimal locations and a highly personalized service. For this purpose, we offer a comfortable and highly functional products, to help our guests best take advantage of their time.



RECENTLY CREATED

This is our brand particularly targeted to families and family living. The brand is focused on providing unforgettable experiences to the youngest family members. Within the 4-star segment, this is an extraordinary alternative located specifically in beach destinations.



KRYSTAL GRAND

"Siéntete Especial"
(Feel Special)

KRYSTAL hotels and resorts

"Viajes con Sentido"
(Travel that makes sense)



KRYSTAL URBAN

"Redefine los Negocios"
(Redefine business)



KRYSTAL BEACH

"Escapada Familiar"
(A Family Escapade)



Krystal Urban Guadalajara,
Guadalajara, Jalisco



KRISTAL URBAN



The Krystal Rewards Loyalty Program was first introduced in early 2015 and has performed way beyond our expectations, given its wide acceptance among our guests.

**KRISTAL
REWARDS®**



OVER THE PAST
30 MONTHS WE HAVE
INVESTED, BETWEEN OUR
OWN RESOURCES AND
THIRD PARTY RESOURCES,
**OVER 2,700 MILLION
PESOS IN THE KRYSTAL
BRAND**

The Krystal brand continues to grow and strengthen its presence throughout the country. In 2015 the number of rooms under this brand increased 22% reaching 75% of the portfolio.

In 2015 the company started construction on the Krystal Grand Insurgentes, in front of the World Trade Center Ciudad de México, one of the most iconic and strategic locations for leisure and business travelers alike.



KRYSTAL SATÉLITE MARÍA BÁRBARA NOW JOINS THE PORTFOLIO OF GRUPO HOTELERO SANTA FE

As part of the Group's ongoing expansion, in May 2015, we acquired Hotel KRYSTAL Satélite María Bárbara, a 5-star hotel offering 215 rooms.

The property is located in northern Mexico City, right on the metropolitan area's Periférico Norte roadway, and is one of the city's most vibrant commercial and industrial locations. In addition, the hotel offers a singular offering, as a result of its location, common hotel grounds, garden areas, and especially, a long-standing tradition.



Krystal Satélite María Bárbara
Satélite, Estado de México



Krystal Urban Aeropuerto
Mexico City

MORE HOTELS UNDER ADMINISTRATION

Over the course of 2015, we added 3 third-party hotels under the management contract approach: Hilton Garden Inn Aeropuerto Monterrey, Hampton Inn & Suites Paraíso Tabasco, and Krystal Urban Aeropuerto Ciudad de México, for a total of 347 rooms.

GREATER VALUE

In 2015, we also conducted important acquisitions of new hotels, and carried out the routine renovations to our fixed assets. Particularly, we worked on Krystal Satélite María Bárbara and Krystal Urban Cancún Centro, as well as new consumption centers at Hilton Guadalajara and product improvements to our portfolio of our owned hotels.



TOTAL INVESTMENTS
DURING 2015 AMOUNTED
TO OVER

544
MILLION PESOS





OVER **2,500 EMPLOYEES** FULLY COMMITTED AND WHO REALLY MAKE A DIFFERENCE

Our group's human capital, which now amounts to over 2,500 employees, is our main asset. We maintain and strengthen our talent development program, as well as implement integrated training efforts primarily focused on employee multifunctionality, providing them with solid career and growth plans within the company.



At the end of 2015, our ratio was an average 0.58 employees per room. In the month of April, and as a result of surveys submitted by our staffers, we received the 2015 Súper Empresas Expansión Award.



*Krystal Resort Puerto Vallarta,
Puerto Vallarta, Jalisco*



WE KNOW **THAT SOCIAL RESPONSIBILITY IS AN ESSENTIAL ASPECT** FOR THE SUSTAINABILITY OF OUR COMPANY.

Being a socially responsible corporation doesn't only position us as a more attractive option for investors, but it also supports our commitment towards our communities and our environment. From being mindful of the natural resources we employ -- including our use of water and our responsible handling of all wastes -- to generating direct and indirect employment, or the development programs we set in place for our human capital, these are just some of the examples of the different areas we continue to prioritize and develop even further.



*Hilton Guadalajara,
Guadalajara, Jalisco*

AWARDS AND RECOGNITIONS

EXCELLENCE IN SERVICE, OUR TOP QUALITY FACILITIES, AND THE COMFORT WE PROVIDE OUR GUESTS, ARE ALL PART OF THE **HIGH STANDARDS WE HAVE SET FORTH FOR OUR ORGANIZATION** FROM THE START OF OUR OPERATIONS.



*Krystal Urban Guadalajara,
Guadalajara, Jalisco*



HIGH TECHNOLOGY

A recognition to a commitment towards offering all guests cutting edge communications technology and connectivity.

THE FOLLOWING HOTELS RECEIVED THIS AWARD:

- Hilton Puerto Vallarta
- Krystal Ixtapa
- Krystal Grand Cancún
- Krystal Puerto Vallarta
- Hilton Guadalajara



AAA 3 DIAMOND AWARD AND AAA 4 DIAMOND AWARD

Presented by the American Automobile Association (AAA) to hotels and restaurants located in the US, Canada, Mexico, and the Caribbean. An AAA Diamond Award Certification guarantees that the property adheres to the highest standards of luxury, quality, and top level service.

THE FOLLOWING HOTELS RECEIVED THE AWARDS:

- Krystal Puerto Vallarta
- Hilton Puerto Vallarta
- Krystal Grand Punta Cancún



GOLD CROWN RCI

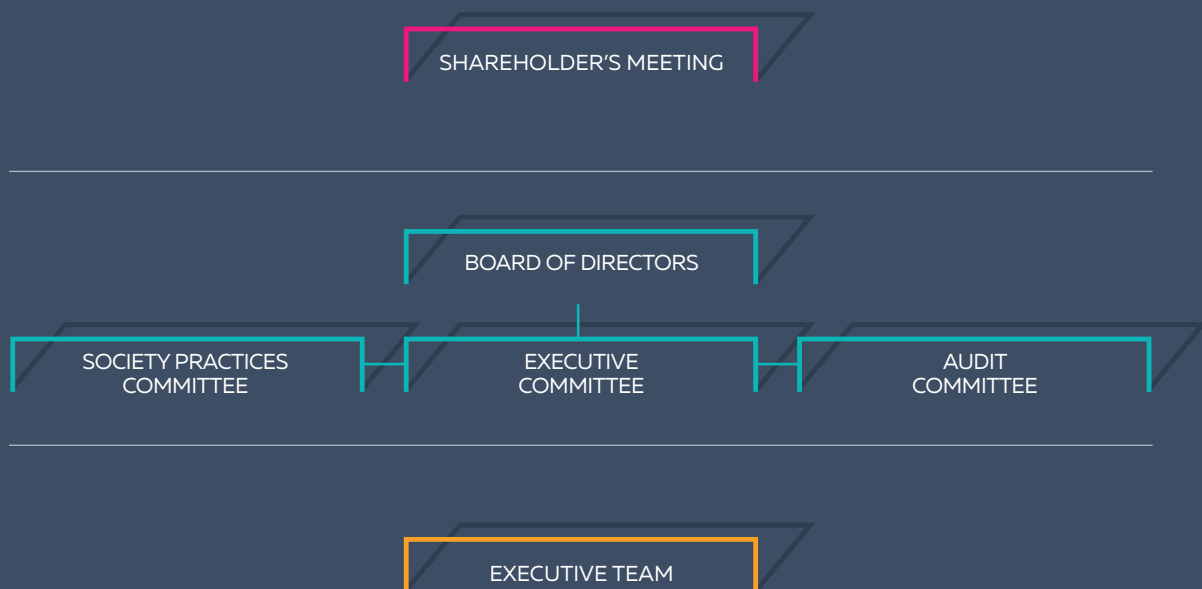
A designation to those developments which have fulfilled or exceeded standards in specific areas and procedures, such as check in, check out, hospitality services, development maintenance, cleanliness and upkeep, and a comprehensive assessment of the facilities if the complex.

THE FOLLOWING HOTELS RECEIVED THE AWARD:

- Krystal Puerto Vallarta
- Krystal Cancún

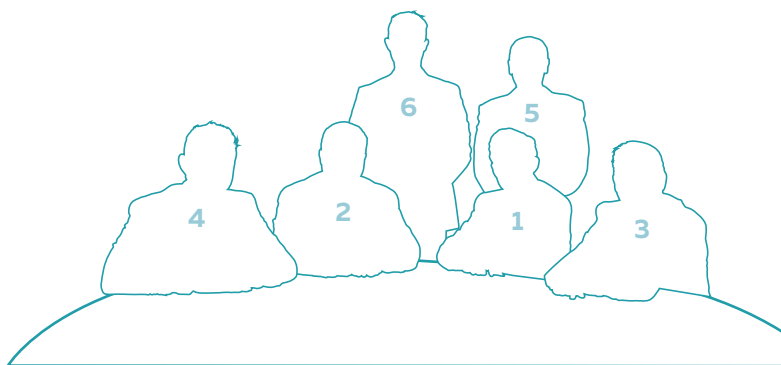
CORPORATE GOVERNANCE

SINCE THE TIME OF THE COMPANY'S INTRODUCTION, THE ORGANIZATION'S INSTITUTIONALIZATION HAS BEEN A DECISIVE STEP TO MAKE ROOM FOR AMBITIOUS EXPANSION AND GROWTH PLANS. **TRANSPARENCY, SOLIDITY, AND STABILITY** ARE ALL DETERMINING FACTORS FOR OUR GROWTH.



EXECUTIVE TEAM

- 1 CARLOS GERARDO ANCIRA ELIZONDO
Chairman of the Board of Directors
- 2 FRANCISCO ZINSER CIESLIK
CEO
- 3 FRANCISCO MEDINA ELIZALDE
General Manager
- 4 ENRIQUE MARTÍNEZ GUERRERO
Chief Financial Officer
- 5 RENÉ DELGADO CHAPMAN
Legal Affairs Director
- 6 MIGUEL BORNACINI REYNOSO
Investor Relations Director



Corporate Offices, Grupo Hotelero Santa Fe
Mexico City

*Krystal Grand Reforma,
Mexico City*



BOARD OF DIRECTORS

CARLOS GERARDO ANCIRA ELIZONDO
President

GUILLERMO ANCIRA ELIZONDO
Board Member

LUIS ALBERTO HARVEY MACKISSACK
Board Member

ARTURO J. SAVAL PÉREZ
Board Member

ROBERTO LANGENAUER NEUMAN
Board Member

FEDERICO MARTÍN DEL CAMPO FLORES
Board Member

DIEGO GUTIÉRREZ AGUAYO
Board Member

WILFRIDO CASTILLO SÁNCHEZ MEJORADA
Independent Board Member

JERÓNIMO MARCOS GERARD RIVERO
Independent Board Member

ALEJANDRO ALLENDE COS
Independent Board Member



AUDIT COMMITTEE

WILFRIDO CASTILLO SÁNCHEZ MEJORADA
President

ALEJANDRO ALLENDE COS
Member

JERÓNIMO MARCOS GERARD RIVERO
Member

SOCIETY PRACTICES COMMITTEE

ARTURO J. SAVAL PÉREZ
President

ALEJANDRO ALLENDE COS
Member

JERÓNIMO MARCOS GERARD RIVERO
Member

ONE MORE YEAR OF GROWTH, GREATER EFFICIENCY, AND OUTSTANDING RESULTS

CONSOLIDATED FINANCIAL RESULTS

Amounts specified in thousands of pesos accrued January–December

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EBITDA Margin (%)	33.2%	29.3%	3.9 pt
Operating Income	208,958	124,238	68.2
Operating Income Margin (%)	21.8%	17.2%	4.6 pt
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Net Income Margin (%)	1.0%	(1.5%)	2.5 pt

REVENUES

In 2015, Total Revenues increased 33.0%, from 721.9 million pesos in 2014, to 960.1 million, driven by a 36.5% growth in Revenues per Room, 32.8% in Revenues from Food and Beverage Services, and 20.5% from Other Revenue.

Growth in Total Revenues was driven primarily by: i) performance of hotel properties including Krystal Grand Punta Cancún, Hilton Puerto Vallarta, and Krystal Beach Acapulco, all in maturation stage; ii) a full year effect from Krystal Urban Cancún which was acquired in December 2014; iii) the acquisition of Krystal Satélite María Bárbara which was not part of the portfolio in 2014; iv) adding hotel properties including Hilton Garden Inn Aeropuerto Monterrey, Hampton Inn & Suites Paraíso, Tabasco, and Krystal Urban Aeropuerto Ciudad de México under a management contract and that were not part of the hotel portfolio in 2014; v) solid performance of stabilized hotels.

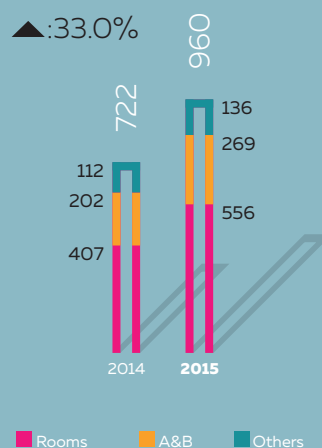
The increase in the number of hotel rooms is a result of the 36-months of operation milestone reached by Hilton Puerto Vallarta in October 2015, and as per hotel classifications established by the company, whereby the property went from a maturity stage to a stabilized hotel stage. Excluding the reclassification effect of Hilton Puerto Vallarta, growth in Revenue per Rooms of the company's owned stabilized hotels is at 21.1%, in turn made up of an increase of 9.2% in ADR and 6.7 percentage points in terms of occupation.

Separately, owned hotels in the maturation stage registered a 32.0% growth in terms of Revenue per Rooms, as a result of an 18.9% increase in RevPAR and an 11.1% increase in the number of rooms due to the difference of the reclassification of Hilton

Puerto Vallarta to a stabilized hotel, in addition to the inclusion of Krystal Satélite María Bárbara since its acquisition this past May 2015, and the full year effect registered by Krystal Urban Cancún Centro. Excluding the reclassification effect of Hilton Puerto Vallarta, growth in Revenue per Rooms of the company's owned hotels in maturation stage is 60.7%, in turn made up of an increase of 38.7% in the number of rooms, 4.4% in ADR, and 6.2 percentage points in terms of occupation.

The Company observes an opportunity to continue with growth plans through third party operation contracts especially with the Krystal® brand, without significantly impacting the operational structure.

TOTAL REVENUE
Million Pesos



COSTS AND EXPENSES

Costos y Gastos Operativos: increased 22.2% from 314.5 million pesos in 2014 to 384.2 million in 2015. The increase was largely due to direct costs which are proportional to the increase in revenues, as well as an increase in department related costs due to the maturity curve of properties including Krystal Grand Punta Cancún and Krystal Beach Acapulco, plus the addition of Krystal Urban Cancún Centro and Krystal Satélite María Bárbara to the portfolio of hotels. However, important operational efficiencies were achieved, at 3.6 percentage points, because in 2015 costs and operational expenses accounted for 40.0% of total revenue compared to 43.6% in 2014.

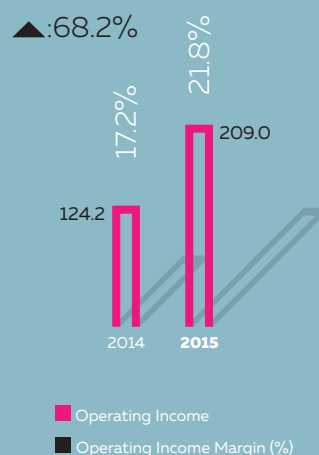
Costos y Gastos de Administración y Ventas: increased 32.5%, from 183.1 million pesos in 2014 to 242.6 million in 2015. A non-comparable effect exists, because approximately 30.7% of said increase results from expenses related to being a publicly traded company and solidifying management, and these did not reflect its full effect in 2014 because the company's public offering was carried out in September 2014.

Quitando el efecto no comparable, el incremento en Costos y Gastos de Administración y Ventas es del 21.5%, principalmente debido a los gastos inherentes a los hoteles Krystal Urban Cancún Centro y Krystal Satélite María Bárbara que no tuvieron efecto año completo o no formaban parte del portafolio en el 2014 y que al ser de reciente adquisición continúan encaminados en lograr las eficiencias operativas del portafolio de hoteles en maduración.

OPERATING INCOME

In 2015, Operating Income increased from 68.2% from 124.4 million pesos to 209.0 million. As a result of sales and operational leverage reached during the year, operations margins increased 4.6 percentage points from 17.2% in 2014 to 21.8%.

OPERATING INCOME Million Pesos



EBITDA

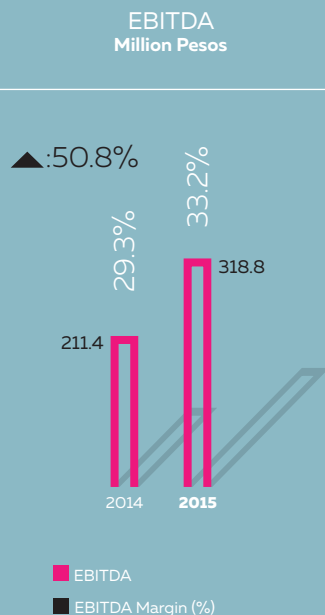
In 2015, EBITDA reached 318.8 million pesos compared to 211.4 million pesos in 2014, representing a 50.8% growth. EBITDA margin increased 3.9 percentage points, and moved from 29.3% in 2014 to 33.2% in 2015. 2015 EBITDA of HOTEL is 12.1% greater than the average point

NET FINANCIAL COST

expected in accordance with Company Guidance Results and EBITDA margin is 3.7 points above the 29.5% expected accordingly.

In 2015, Net Financial Cost moved from 130.8 million pesos in 2014 to 190.6 million pesos. The difference is primarily derived from an increase in exchange rate losses, which went from 102.8 million pesos in 2014 to 158.0 million in 2015. The above is a result of the peso depreciation against the US dollar, which during the year was registered at 17.7%, from 14.73 pesos on December 31, 2014 to 17.33 pesos on December 31, 2015, and because the company's financial debt is contracted in US dollars.

Moreover, net interests expenses increased 25.4 million pesos in 2014 to 31.8 million in 2015 due primarily to the previously described exchange rate devaluation. The Company's generation of cash in dollars was enough to service the financial debt both in terms of interests and capital at a ratio of 1.5x, confirming Company expectations regarding benefits from lower cost of financing, because those properties that contracted said debt, are located in markets that obtain foreign currency earnings, and therefore have a natural hedge against volatility scenarios. In 2015, nearly 26.2% of the Company's Total Revenues were designated in US dollars.



Amounts in thousands of pesos

Integration of EBITDA	2015	2014	% Var.
Operating Income	208,958	124,238	68.2
(+) Depreciation	87,670	80,384	9.1
(+) New Hotels Expansion and Opening Expenses ¹	13,166	5,058	160.3
(+) Other Non-Recurring Costs ²	9,019	1,677	437.8
EBITDA	318,813	211,357	50.8
EBITDA Margin (%)	33.2%	29.3%	3.9 pt

1) Expenses related to new hotel expansions and openings include expenses incurred by the division responsible for new developments and are directly related to the acquisition and search of opportunities.

2) Other non recurring expenses include expenses resulting from settlements and counsel related to taking possession of acquired hotels.

NET INCOME

In 2015, Net Income went from a loss registered at 10.5 million pesos in 2014 to profits of 10.0 million pesos. The increase is largely due to an increase in sales and an improvement in operation margins achieved in 2015 and that resulted in growth of 68.2% in terms of operating income.

SUMMARY OF CASH FLOW

Operations cash flow in 2015 amounted to 319.1 million pesos, equal to 1.16 pesos per share, compared to 206.8 million pesos in 2014, representing a 54.3% growth. Growth is largely due to an increase EBITDA generation and greater efficiencies managing working capital.

Amounts in thousands of pesos			
Cash Flow	2015	2014	% Var.
Cash flow from operating activities			
(Net Income)	10,026	(10,535)	(195.2)
Depreciation and amortization	87,670	80,384	9.1
Income Taxes	48,415	4,261.9	7.5
Unrealized loss (gain) in changes	156,413	105,430	48.4
Interest Expense, net	731,764	25,377	25.2
Other Financial Costs	1,927	3,651	(47.2)
Flow before variations to working capital	296,216	208,568	42.0
Working Capital	22,905	(1,755)	(1404.9)
Net cash flows from operating activities	319,120	206,813	54.3
Non-recurring Items	19,344	(135,347)	(114.3)
Net cash flow from non-recurring items	338,465	71,466	373.6
Investment Activities	(357,354)	(663,286)	(46.1)
Financing Activities	(232,611)	904,958	(125.7)
(Net reduction) net increase of cash and equivalents	(251,501)	313,138	(180.3)
Cash and equivalents at the beginning of	348,133	34,995	894.8
Cash and equivalents at the end of period	96,632	348,133	(72.2)
Cash in business acquisition	097	-	NA
Total end of period cash)	97,729	348,133	(71.9)

BALANCE SHEET SUMMARY

Amounts in thousands of pesos

Balance Sheet Summary	Dic-15	Dic-14	Var \$	Var %
Cash and cash equivalents	97,729	535,633	(437,903)	(81.8%)
Accounts receivable and other current assets	101,750	82,247	19,503	23.7%
Accruable tax	113,291	143,961	(30,669)	(21.3%)
Deposit held in trust hotel acquisition	14,660	-	14,660	NA
Total current assets	327,430	761,840	(434,410)	(57.0%)
Restricted cash	56,792	40,661	16,130	39.7%
Property, furniture, and equipment	2,830,696	2,373,876	456,820	19.2%
Other items non-current assets	294,986	189,271	105,715	55.9%
Total non-current assets	3,182,474	2,603,808	578,666	22.2%
Total Assets	3,509,904	3,365,648	144,256	4.3%
Current maturities of debt	91,726	254,356	(162,630)	(63.9%)
Other current liabilities	163,713	102,917	60,796	59.1%
Total current liabilities	255,439	357,273	(101,834)	(28.5%)
Long-term debt	1,023,284	849,231	174,053	20.5%
Other non-current liabilities	90,830	31,441	59,389	188.9%
Total non-current liabilities	1,114,114	880,672	233,443	26.5%
Total stockholders' equity	2,140,351	2,127,703	12,647	0.6%
Total liabilities and capital	3,509,904	3,365,648	144,256	4.3%

CASH AND CASH EQUIVALENTS

At the end of 2015, the Company's cash and banks position amounted to 154.5 million pesos and is composed of 97.7 million in cash and equivalents and 56.8 million in restricted cash related to debt. 37.2% of said position is in US dollars.

The 576.3 million in cash and equivalents at closing 2014 included resources from the public offering issued by the Company in September 2014.

DEPOSIT HELD IN TRUST RELATED TO HOTEL ACQUISITION

As part of the work related to seeking and assessing investment opportunities in hotels and other properties as part of the expansion plan, during 2Q 2015, the Company announced the acquisition of Krystal Satélite María Bárbara. As part of said acquisition, the Company agreed with the seller to retain 31.8 million pesos of the price of the acquisition as a guarantee deposit destined to cover any liabilities or contingencies. To date, liabilities related to said acquisition have been covered in the amount of 17.1 million pesos and the remaining trust at the end of 2015 stands at 14.7 million pesos.

PROPERTY, FURNITURE, AND EQUIPMENT

This concept registered 2,830 million pesos at closing 2015, a 19.2% increase compared to 2,374 million pesos at closing 2014. The increase was primarily a result of the Krystal Satélite María Bárbara acquisition in the amount of 266.0 million in May 2015 and the remodeling projects the Company has taken on at Krystal Urban Guadalajara, scheduled to open 1Q 16. In addition, the Company is also conducting important routing remodeling and renovations work of current fixed assets, particularly on Krystal Satélite María Bárbara and Krystal Urban Cancún Centro, as well as new consumption centers at Hilton Guadalajara and product improvements to our portfolio of proprietary hotels.

Amounts in thousands of pesos		
Capex FY 2015	Amount	% Total
Hotel acquisition	266,000	48.9
Usage conversion	109,745	20.2
Improvements and modifications to proprietary hotels ordinary Capex	37,664	6.9
New consumer centers	29,846	5.5
Other remodeling and construction projects	36,102	6.6
Total Capex 2015	544,490	100.0

NET DEBT AND MATURITIES

At closing 2015, the Company's net debt totaled 960.5 million pesos. Of the Company's total debt, 89.3% is in US dollars at an average financial cost of 3.71%, and the remaining 10.7% is in pesos, at an average cost of 6.53%. During 4Q 15 and to pursue growth plans, the Company secured a loan in pesos in the amount of 120.0 million. 92% of debt maturity is long-term (see maturity graph).

Furthermore, and given the Company's US dollar generating capabilities, 37.2% of its position in Cash and Banks is in a US dollar denomination. The following breakdown includes a detail of debt and cash position for the Company, as well as a chart detailing debt maturities.

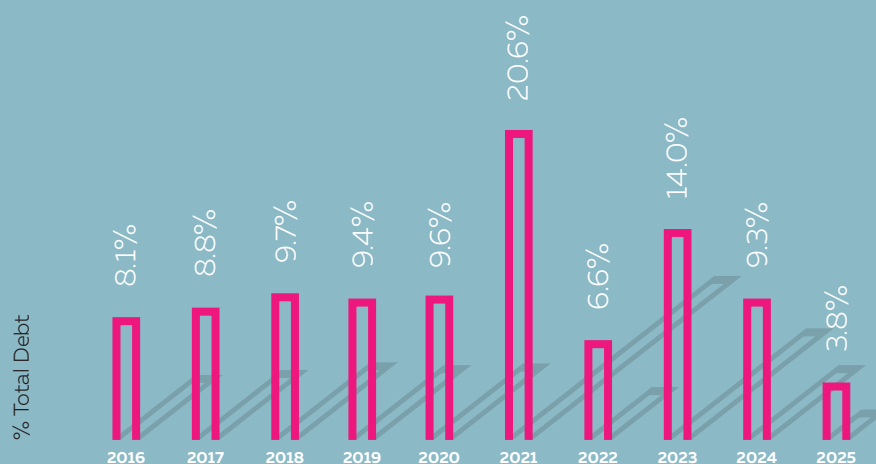
Amounts in thousands of pesos			
Debt*	Pesos	Dollars	Total
Short Term	8,615	83,111	91,726
Long Term	111,385	911,899	1,023,284
Total	120,000	995,010	1,115,010
Average rate financial liability	6.5%	3.7%	4.0%
Cash and banks**	97,031	57,489	154,521
Net Debt	22,969	937,521	960,490
Net Debt / EBITDA (past 12 months through 4Q 15)			3.0x

*Including accrued interest for payment and the effect of financial instruments related to bank liabilities.

**Includes restricted cash related to bank debt.

MATURITIES GRUPO HOTELERO SANTA FE

To December 31, 2015



Hereinafter, the Company will continue to balance its pesos and dollar debt in accordance to the portfolio's currency generation.

The debt in pesos and US dollars has a coverage over increases in the reference rate (TIIE and LI-BOR) for a value of the fiscal year at 5.0% and 2.0%, respectively.

Pursuant to IFRS, dollar amounts were converted to pesos using the exchange rate published by the Official Journal of the Federation on December 31, 2015, which was 17.3398 pesos to the dollar.

*Krystal Urban Cancún Down Town,
Cancún, Quintana Roo*



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The information provided in this document contains certain forward looking statements and information related to Grupo Hotelero Santa Fe, S.A.B. de C.V. and its subsidiaries (hereinafter "HOTEL" or the "Company") based on the understanding of the organization's managers, as well as on assumptions and information currently available to the Company. Such statements reflect the current vision of the HOTEL regarding events in the future and are subject to certain risks, uncertainties, and presumptions. Many factors could in fact cause current Company results, performance, or achievements to materially differ from any result, performance, or achievement in the future which can include, expressly or implicitly as part of these Forward-Looking Statements, including among others: changes in general economic and/or political conditions, changes in government and commercial situations globally and in the countries where the Company does business, changes in interest rates and inflation, exchange rate volatility, changes in demand patterns and the regulation of products sold by the Company, as well as modifications in the raw materials and other inputs, changes in business strategy and several other factors. Should one or more of the aforementioned uncertain factors were to materialize, or if the assumptions turn out to be incorrect, real results could vary materially from those described herein as anticipated, believed in, projected, or expected. The HOTEL assumes no responsibility for updating these Forward-Looking Statements.

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