

Mexico City, October 21, 2021 – Grupo Hotelero Santa Fe S.A.B. de C.V. (BMV: HOTEL) (the “HOTEL” or the “Company”), announced its consolidated results for the third quarter (“3Q21”) ended September 30, 2021. Figures are expressed in Mexican pesos, are unaudited and are in accordance with International Financial Reporting Standards (“IFRS”) and may vary due to rounding.

Highlights

- 3Q21 EBITDA¹ was Ps. 103.3 million, compared to Ps. (-28.5) million in 3Q20, driven by higher revenues.
- 3Q21 Total Revenues were Ps. 462.8 million, compared to Ps. 179.1 million in 3Q20, due to strong increases in Room Revenue, Food and Beverages Revenue, Other Hotel Revenue, and Third-Party Hotels' Management Fees.
- In 3Q21, HOTEL posted a Net Loss of Ps. (-62.0) million, compared to a Net Loss of Ps. (-32.0) million in 3Q20. The lower result was driven by a foreign exchange rate loss.
- 3Q21 Net Operating Cash Flow was Ps. 143.0 million, compared to Ps. 10.2 million reported in 3Q20.
- At the end of 3Q21, the Net Debt/LTM EBITDA ratio was 10.4x.
- HOTEL's total portfolio at the end of 3Q21 was 5,964 rooms in operation, a 4.4% decrease compared to the 6,237 rooms in operation at the end of 3Q20.
- RevPAR² for Company-owned hotels increased from Ps. 257 in 3Q20 to Ps. 692 in 3Q21, driven by a 28.5 percentage point increase in Occupancy combined with a 19.5% increase in ADR².

<i>Figures in thousands of Mexican pesos</i>	Third Quarter				9 months ended September 30			
	2021	2020	Var.	% Var.	2021	2020	Var.	% Var.
Total Revenue	462,811	179,143	283,668	NA	1,214,283	780,178	434,105	55.6
EBITDA	103,257	(28,527)	131,785	NA	235,673	41,093	194,580	NA
EBITDA Margin	22.3%	(15.9%)	38.2 pt	38.2 pt	19.4%	5.3%	14.1 pt	14.1 pt
Operating Income	43,286	(89,830)	133,116	NA	40,730	(155,570)	196,299	NA
Net Income	(61,986)	(31,986)	(30,000)	93.8	(107,294)	(681,123)	573,829	(84.2)
Net Income Margin	(13.4%)	(17.9%)	(25.0 pt)	(25.0 pt)	(8.8%)	(87.3%)	78.5 pt	78.5 pt
Operating Cash Flow	143,027	10,165	132,861	NA	281,935	77,826	204,109	NA
Occupancy	51.2%	22.7%	28.5 pt	28.5 pt	45.1%	28.2%	16.9 pt	16.9 pt
ADR	1,352	1,131	221	19.5	1,275	1,266	9	0.7
RevPAR	692	257	435	NA	575	357	218	61.0

Note: operating figures include hotels with 50%+ ownership.

¹EBITDA is calculated by adding together Operating Income, Depreciation and Total Non-Recurring Expenses.

²Revenue Per Available Room (“RevPAR”) and Average Daily Rate (“ADR”).



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Comments from the Executive Vice-President

Mr. Francisco Zinser, stated:

In 3Q21 our occupancies continued to trend upward in the quarter, which was the underlying factor for our strong EBITDA generation in the period.

Occupancy for the 3Q21 was 52.2%, driven by resort hotels that have recovered at a faster pace than urban hotels. We were able to increase our ADR by 24.3% compared to 3Q20. During the quarter, our portfolio exceeded its operational breakeven point and generated strong EBITDA growth, continuing the trend of the last three quarters.

Turning to our quarterly results, revenue totaled Ps. 462.8 million. EBITDA was Ps. 103.3 million in the quarter, a consequence of higher revenues. Regarding Company-owned hotels, RevPAR posted a strong increase, driven by a 28.5 percentage point growth in Occupancy, combined with a 19.5% increase in ADR.

I would like to reiterate that we will remain focused on prudently navigating through the continuing unprecedented environment posed by the pandemic, which means: i) monitoring full implementation of the health and safety measures against COVID-19 at our properties, ii) complimentary COVID-19 antigen tests at all our resort hotels, iii) keeping tight control of expenses to preserve liquidity levels, and iv) continuing the search for operational and financial opportunities to ensure the long-term sustainability of our business.

To wrap up, I would like to mention that none of these achievements would have been possible without the support of our dedicated employees, experienced management team, and the confidence that you, our investors, have placed in us.



Portfolio of Properties

No.	Property	Total Rooms	Ownership	Type	Category	Months in Operation	Stabilized	City	State
1	Hilton Guadalajara	450	100%	Urban	Grand Tourism	>36	Yes	Guadalajara	Jalisco
2	Krystal Urban Monterrey	150	100%	Urban	4 stars	>36	Yes	Monterrey	Nuevo Leon
3	Krystal Urban Cd. Juarez	120	100%	Urban	4 stars	>36	Yes	Ciudad Juarez	Chihuahua
4	Krystal Urban Cancun	246	100%	Urban	4 stars	>36	Yes	Cancun	Quintana Roo
5	Krystal Satellite Maria Barbara	215	100%	Urban	5 stars	>36	Yes	State of Mexico	State of Mexico
6	Hilton Garden Inn Monterrey Aeropuerto	134	15%	Urban	4 stars	>36	Yes	Monterrey	Nuevo Leon
7	Hampton Inn & Suites Paraiso Tabasco	117	-	Urban	4 stars	>36	Yes	Paraiso	Tabasco
8	Krystal Urban Aeropuerto Mexico City	96	-	Urban	4 stars	>36	Yes	Mexico City	Mexico City
9	Krystal Urban Guadalajara	140	100%	Urban	4 stars	>36	Yes	Guadalajara	Jalisco
10	Krystal Monterrey	207	-	Urban	5 stars	>36	Yes	Monterrey	Nuevo Leon
11	Ibis Irapuato	140	-	Urban	3 stars	>36	Yes	Irapuato	Guanajuato
12	Krystal Grand Suites Insurgentes	150	50%	Urban	Grand Tourism	>36	Yes	Mexico City	Mexico City
13	Hyatt Centric Campestre Leon	140	50%	Urban	Grand Tourism	36	In Process	Leon	Guanajuato
14	Hyatt Place Aguascalientes	144	-	Urban	4 stars	31	In Process	Aguascalientes	Aguascalientes
Subtotal Urban		2,449							
15	Krystal Resort Cancun	502	-	Resort	5 stars	>36	Yes	Cancun	Quintana Roo
16	Krystal Resort Ixtapa	255	-	Resort	5 stars	>36	Yes	Ixtapa	Guerrero
17	Krystal Resort Puerto Vallarta	530	-	Resort	5 stars	>36	Yes	Puerto Vallarta	Jalisco
18	Hilton Puerto Vallarta Resort	451	100%	Resort	Grand Tourism	>36	Yes	Puerto Vallarta	Jalisco
19	Krystal Beach Acapulco	400	100%	Resort	4 stars	>36	Yes	Acapulco	Guerrero
20	Krystal Grand Punta Cancun	398	100%	Resort	Grand Tourism	>36	Yes	Cancun	Quintana Roo
21	Krystal Grand Los Cabos	454	50%	Resort	Grand Tourism	>36	Yes	Los Cabos	Baja California Sur
22	Krystal Grand Nuevo Vallarta	480	50%	Resort	Grand Tourism	>36	Yes	Nuevo Vallarta	Nayarit
23	SLS Cancun	45	-	Resort	Luxury	8	In Process	Cancun	Quintana Roo
Subtotal Resort		3,515							
Total in Operation		5,964							
24	Hyatt Regency Insurgentes Mexico City	250	50%	Urban	Grand Tourism			Mexico City	Mexico City
25	AC by Marriott Distrito Armida	168	-	Urban	4 stars			Monterrey	Nuevo Leon
26	Curio Collection Zacatecas	32	-	Urban	Luxury			Zacatecas	Zacatecas
27	Secrets Tulum Resort & Spa	300	-	Resort	Grand Tourism			Tulum	Quintana Roo
Total in Construction		750							
Total		6,714							

At the end of 3Q21, HOTEL recorded a total of 23 properties in operation, of which 13 are Company-owned,³ and the remaining 10 are third-party owned.⁴

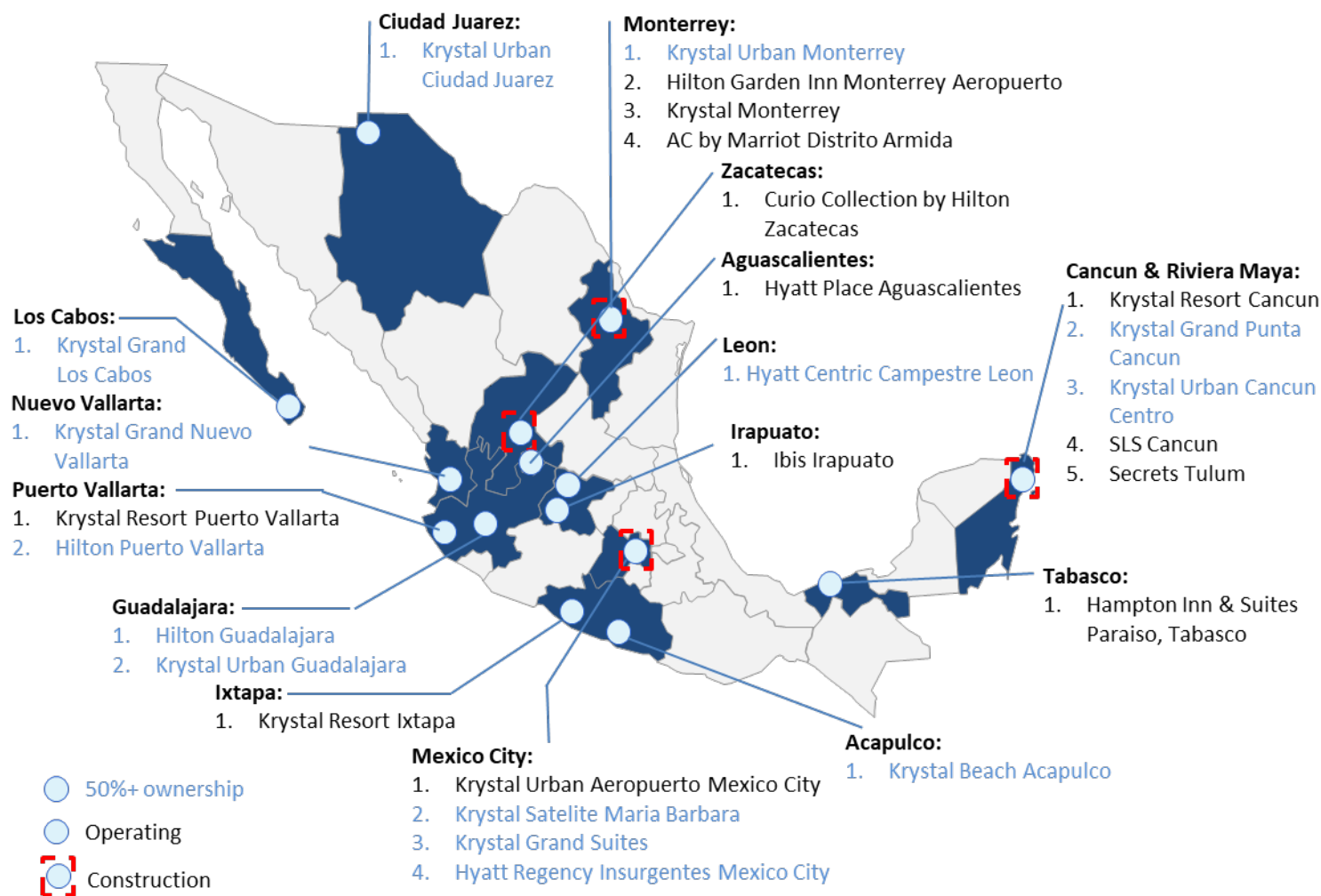
The number of rooms in operation at the end of 3Q21 was 5,964, a 4.4% decrease compared to 6,237 under operation for the same period last year. Of the 273 net rooms, 45 were added and 318 were subtracted due to removal of the *AC Hotel by Marriott Santa Fe* and the *Courtyard by Marriott Puebla* from the portfolio. The 45 rooms we added are from the operation of the *SLS Cancun*.

Additionally, HOTEL has 750 rooms under construction (owned and third-party), including 250 at *Hyatt Regency Insurgentes Mexico City*, 168 rooms at *AC by Marriott Distrito Armida*, 32 rooms at *Curio Collection Zacatecas*, and 300 at *Secrets Tulum Resort & Spa*, for a total portfolio of 27 hotels and 6,714 rooms.

³ The Company operates *Reflect Krystal Grand Los Cabos*, *Reflect Krystal Grand Nuevo Vallarta*, *Krystal Grand Suites Insurgentes* and *Hyatt Centric Campestre Leon*, in which it also has a 50% stake. According to IFRS, the results of these properties are consolidated in the Company's financial statements.

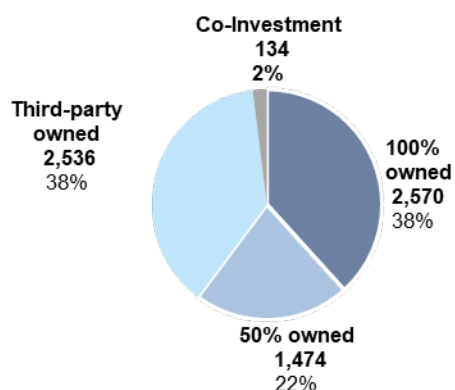
⁴ The Company operates *Hilton Garden Inn Monterrey Aeropuerto* hotel, in which it has a 15% stake. According to IFRS, although the results of this property are not consolidated in the Company's financial statements. Third-party hotels management fees are included as "Other Revenues," given that the property is considered to be a third-party hotel under management.

The hotel portfolio is geographically distributed as follows:

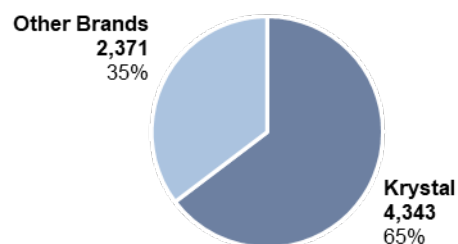


In rooms in operation and rooms under development (including rooms under construction and conversion), in 3Q21 the hotel portfolio was as follows:

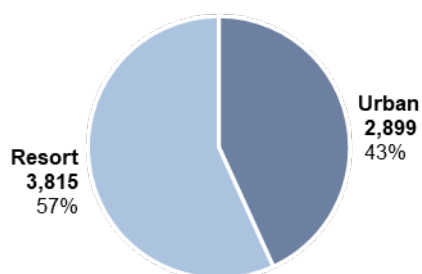
Ownership (number of rooms)



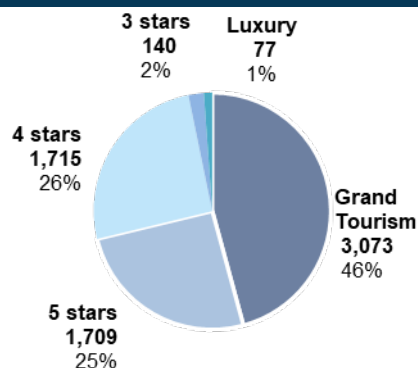
Brand (number of rooms)



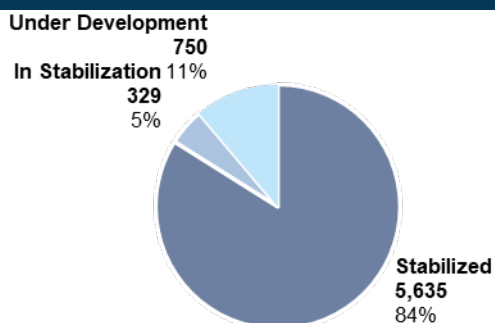
Segment (number of rooms)



Category (number of rooms)



Stabilization Stage (number of rooms)



Hotel Classification

For comparison purposes, the hotel portfolio is classified by: (i) Company-owned hotels and (ii) those owned by third parties that are managed by HOTEL. The rationale for this classification is that the largest portion of revenue is provided by Company-owned hotels. While commercially relevant for the hotel platform, hotels under management only generate management fees for the Company, which are shown in the P&L statement under Third-Party Hotels' Management Fees.

Company-owned hotels are classified according to the stage in the stabilization cycle for each hotel. As a result of this classification, hotels that have been in operation for at least 36 months are considered to be mature or stabilized, while hotels that have been in operation for less than 36 months are considered to be in their stabilization stage or in their maturation period. At the end of 3Q21, HOTEL had 13 Company-owned hotels in operation and 10 third-party owned hotels under management in operation.

Of a total of 5,964 hotel rooms in operation, the operating indicators for 3Q21 include 5,701 rooms, as 263 rooms are part of the Vacation Club and are excluded from this analysis. They are detailed at the end of this report in Appendix 1. The following table is a summary of 3Q21 key operating metrics compared to the same period of last year, based on the classification. The methodology used to determine the number of rooms considers the number of available rooms divided by the corresponding number of days in each period.

Figures in Mexican pesos		Third Quarter				9 months ended September 30			
Hotel Classification		2021	2020	Var.	% Var.	2021	2020	Var.	% Var.
Total Hotels in Operation		23	24	(1)	(4.2)	25	25	-	0.0
Number of rooms		5,701	5,974	(273)	(4.6)	5,762	6,021	(259)	(4.3)
Occupancy		52.2%	26.2%	26.0 pt	26.0 pt	47.1%	30.3%	16.8 pt	16.8 pt
ADR		1,451	1,168	283	24.3	1,356	1,298	58	4.4
RevPAR		757	307	450	NA	638	393	245	62.3
1 Total Owned Hotels (50%+ ownership)		13	13	-	0.0	13	13	-	0.0
Number of rooms		3,741	3,741	-	0.0	3,741	3,739	2	0.1
Occupancy		51.2%	22.7%	28.5 pt	28.5 pt	45.1%	28.2%	16.9 pt	16.9 pt
ADR		1,352	1,131	221	19.5	1,275	1,266	9	0.7
RevPAR		692	257	435	NA	575	357	218	60.9
1.1 Stabilized Owned Hotels		12	9	3	33.3	12	9	3	33.3
Number of rooms		3,601	2,517	1,084	43.1	3,601	2,517	1,084	43.1
Occupancy		51.9%	23.4%	28.5 pt	28.5 pt	45.8%	29.1%	16.7 pt	16.7 pt
ADR		1,349	1,136	213	18.7	1,271	1,249	22	1.7
RevPAR		700	266	434	NA	582	363	219	60.2
1.2 Owned Hotels in Stabilization Stage		1	4	(3)	(75.0)	1	4	(3)	(75.0)
Number of rooms		140	1,224	(1,084)	(88.6)	140	1,224	(1,084)	(88.6)
Occupancy		33.1%	21.3%	11.8 pt	11.8 pt	27.2%	26.3%	0.9 pt	0.9 pt
ADR		1,471	1,119	352	31.4	1,454	1,303	151	11.6
RevPAR		487	239	248	NA	395	343	52	15.2
2 Third-party Hotels Under Management⁽¹⁾		10	11	(1)	(9.1)	12	12	-	0.0
Number of rooms		1,960	2,233	(273)	(12.2)	2,021	2,280	(259)	(11.4)
Occupancy		54.1%	32.1%	22.0 pt	22.0 pt	50.7%	33.8%	16.9 pt	16.9 pt
ADR		1,630	1,213	417	34.4	1,488	1,343	145	10.8
RevPAR		882	390	492	NA	755	454	301	66.3

Note: The variation in number of rooms in the portfolio due to renovations, acquisitions or recent openings in each period.

(1) The decrease in number of rooms is due to the exit of the AC Hotel by Marriott Santa Fe and the Courtyard by Marriott Puebla from our portfolio.

Consolidated Financial Results

Figures in thousands of Mexican pesos

Income Statement	Third Quarter				9 months ended September 30			
	2021	2020	Var.	% Var.	2021	2020	Var.	% Var.
Room Revenue	238,093	88,524	149,570	NA	586,771	365,737	221,034	60.4
Food and Beverage Revenue	185,444	74,816	110,628	NA	445,690	305,814	139,876	45.7
Other Revenue from Hotels	25,216	12,731	12,485	98.1	144,492	86,490	58,002	67.1
Third-Party Hotels' Management Fees	14,057	3,072	10,985	NA	37,330	22,138	15,192	68.6
Total Revenue	462,811	179,143	283,668	NA	1,214,283	780,178	434,105	55.6
Cost and Operating Expenses	230,904	124,320	106,584	85.7	627,452	444,955	182,497	41.0
Sales and Administrative	120,047	70,886	49,161	69.4	324,983	267,697	57,285	21.4
Other Expenses	8,602	12,464	(3,863)	(31.0)	26,175	26,433	(258)	(1.0)
Depreciation	57,503	59,779	(2,276)	(3.8)	174,321	179,051	(4,730)	(2.6)
Total Costs and Expenses	417,057	267,449	149,607	55.9	1,152,931	918,136	234,795	25.6
Total Non Recurring Expenses	2,468	1,524	944	62.0	20,623	17,612	3,011	17.1
EBITDA	103,257	(28,527)	131,785	NA	235,673	41,093	194,580	NA
EBITDA Margin(%)	22.3%	(15.9%)	38.2 pt	38.2 pt	19.4%	5.3%	14.1 pt	14.1 pt
Operating Income	43,286	(89,830)	133,116	NA	40,730	(155,570)	196,299	NA
Operating Income Margin (%)	9.4%	(50.1%)	59.5 pt	59.5 pt	3.4%	(19.9%)	23.3 pt	23.3 pt
Net Financing Result	(105,639)	59,725	(165,364)	NA	(148,710)	(525,076)	376,366	(71.7)
Total income taxes	-	-	-	NA	(0)	0	(0)	NA
Net Income	(61,986)	(31,986)	(30,000)	93.8	(107,294)	(681,123)	573,829	(84.2)
Net Income Margin (%)	(13.4%)	(17.9%)	4.5 pt	4.5 pt	(8.8%)	(87.3%)	78.5 pt	78.5 pt
Income attributable to:								
Controlling Interest	(38,231)	(45,433)	7,202	(15.9)	(71,308)	(495,367)	424,058	(85.6)
Non-controlling Interest	(23,755)	13,447	(37,202)	NA	(35,985)	(185,756)	149,771	(80.6)

Total Revenue

Total Revenue increased from Ps. 179.1 million in 3Q20 to Ps. 462.8 million in 3Q21, with strong increases in Room Revenue, Food and Beverage Revenue, Other Revenue, and Third-Party Hotels' Management Fees.

The increase in Room Revenue was due to higher occupancies, combined with higher ADR across the board.

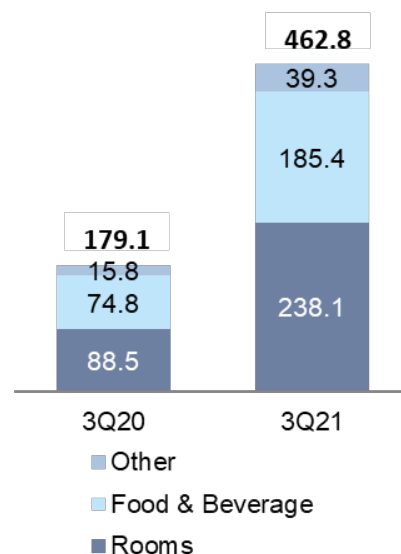
During 3Q21, Room Revenue was Ps. 238.1 million compared to Ps. 88.5 million in 3Q20, due to the increase in RevPAR, comprised of a 28.5 percentage point growth in Occupancy and a 19.5% increase in ADR.

The portfolio of stabilized Company-owned hotels posted a strong increase in RevPAR, derived from a 28.5 percentage point growth in Occupancy and a 18.7% increase in ADR.

Company-owned hotels in the stabilization stage posted a strong RevPAR increase, driven by a 11.8 percentage point increase in Occupancy and a 31.4% increase in ADR.

Total Revenue

millions of Mexican pesos



Food and Beverage Revenue increased from Ps. 74.8 million in 3Q20 to Ps. 185.4 million in 3Q21.

Other Income, which includes, among other items, event room rentals, parking, laundry, telephone, and leasing of commercial spaces, increased from Ps. 12.7 million in 3Q20 to Ps. 25.2 million in 3Q21.

Management Fees related to third-party owned hotels increased from Ps. 3.1 million in 3Q20 to Ps. 14.1 million in 3Q21. This segment posted a strong RevPAR increase driven by a 22.0 percentage point increase in Occupancy and a 34.4% increase in ADR. The number of rooms in operation decreased upon the exit of the *AC by Marriott Santa Fe* and the *Courtyard by Marriott Puebla*. The Company sees an opportunity to continue its expansion plans by means of third-party operating contracts, mainly with the Krystal® brand, without significantly impacting its operating structure.

Costs and Expenses

Operating Costs and Operating Expenses increased from Ps. 124.3 million in 3Q20 to Ps. 230.9 million in 3Q21. This increase was driven by higher revenues and hotel activity.

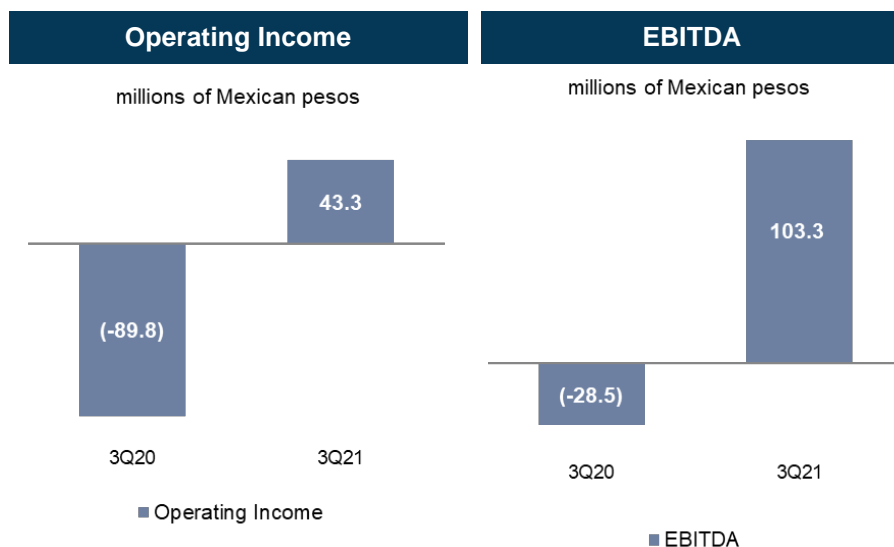
Administrative and Sales Expenses increased from Ps. 70.9 million in 3Q20 to Ps. 120.0 million in 3Q21 due to the above-mentioned factors.

Operating Income

During 3Q21, HOTEL recorded an operating income of Ps. 43.3 million compared to a Ps. 89.8 million loss in 3Q20. This result was a consequence of higher revenues combined with operational leverage.

EBITDA

3Q21 EBITDA was Ps. 103.3 million, compared to Ps. (-28.5) million in 3Q20, reflecting the already-mentioned positive effects.



(Figures in thousands of Mexican pesos)	3Q21	3Q20	% Var.	2021	2020	% Var.
Operating Income	43,286	(89,830)	NA	40,730	(155,570)	NA
(+) Depreciation	57,503	59,779	(3.8)	174,321	179,051	(2.6)
(+) Development and hotel opening expenses ⁵	2,825	5,392	(47.6)	4,792	9,987	(52.0)
(+) Other non-recurring expenses ⁶	(357)	(3,869)	(90.8)	15,830	7,625	NA
EBITDA	103,257	(28,527)	NA	235,673	41,093	NA
EBITDA Margin	22.3%	(15.8%)	38.1 pt	19.4%	5.3%	14.1 pt

Net Financing Result

For 3Q21, the Net Financing Result went from a Ps. 59.7 million gain in 3Q20 to a Ps. 105.6 million loss in 3Q21. This result was driven by an FX loss generated by the impact from the mark-to-market valuation due to a higher USD/MXN exchange rate applied to our dollar-denominated debt.

Net Income

Net Income went from a Ps. 32.0 million loss in 3Q20 to a Ps. 62.0 million loss in 3Q21, explained by the previously mentioned factors.

⁵ Expenses incurred in hotel expansions and openings, including new developments, which are related to researching and acquiring investment opportunities.

⁶ Other non-recurring expenses, including settlement expenses and consulting fees related to the takeover of hotels acquired.

Cash Flow Summary

Figures in thousands of Mexican pesos

Cash Flow Statement	Third Quarter				9 months ended September 30			
	2021	2020	Var.	% Var.	2021	2020	Var.	% Var.
Cash flow from operating activities								
Net income	(61,986)	(31,986)	(30,000)	93.8	(107,294)	(681,123)	573,829	(84.2)
Depreciation and amortization	57,503	59,779	(2,276)	(3.8)	174,321	179,051	(4,730)	(2.6)
Income taxes	0	(0)	0	NA	0	(0)	0	NA
Unrealized loss (gain) in foreign currency exchange	91,927	(89,922)	181,849	NA	69,486	447,244	(377,757)	(84.5)
Net interest expense	19,180	34,730	(15,551)	(44.8)	68,154	103,006	(34,852)	(33.8)
Other financial costs	1,177	1,323	(146)	(11.0)	4,927	3,703	1,224	33.0
Minority interest	367	1,881	(1,514)	(80.5)	686	477	210	44.0
Income from sale of shares	-	-	-	0.0	-	-	-	NA
Cash flow before working capital variations	108,168	(24,194)	132,363	NA	210,280	52,357	157,923	NA
Working Capital	34,858	34,360	499	1.5	71,655	25,469	46,186	NA
Net operating cash flow	143,027	10,165	132,861	NA	281,935	77,826	204,109	NA
Non-recurring items	4,088	(2,388)	6,476	NA	(14,680)	11,950	(26,630)	NA
Cash flow net from non-recurring items	147,115	7,777	139,338	NA	267,256	89,777	177,479	NA
Investment activities	(271,856)	(2,572)	(269,284)	NA	(359,164)	(24,288)	(334,875)	NA
Financing activities	(70,215)	(13,570)	(56,645)	NA	83,538	(128,960)	212,497	NA
Net (decrease) increase in cash and cash equivalents	(194,956)	(8,366)	(186,591)	NA	(8,370)	(63,472)	55,101	(86.8)
Cash and cash equivalents at the beginning of the period	727,011	146,389	580,622	NA	539,133	179,884	359,249	NA
Cash and cash equivalents at the end of the period	532,054	138,023	394,031	NA	530,763	116,413	414,350	NA
Effects from cash value changes	(149)	(7,420)	7,271	(98.0)	1,143	14,191	(13,048)	(91.9)
Total Cash at the end of the period	531,905	130,603	401,302	NA	531,905	130,603	401,302	NA

By the end of 3Q21, operating cash flow was Ps. 143.0 million, compared to Ps. 10.2 million reported in 3Q20, mainly attributed to the operating income generated in the quarter.

Balance Sheet Summary

Figures in thousands of Mexican pesos

Balance Sheet Summary	Sep-21	Sep-20	Var.	Var %
Cash and cash equivalents	531,905	130,603	401,302	NA
Accounts receivables and other current assets	141,017	215,385	(74,368)	(34.5%)
Creditable taxes	420,939	376,308	44,630	11.9%
Total current assets	1,093,861	722,296	371,564	51.4%
Restricted cash	100,342	126,790	(26,447)	(20.9%)
Property, furniture and equipment	7,644,018	7,903,260	(259,242)	(3.3%)
Non-productive fixed assets (under development)□	939,532	651,370	288,163	44.2%
Other fixed assets	757,374	555,858	201,515	36.3%
Total non-current assets	9,441,267	9,237,277	203,989	2.2%
Total Assets	10,535,128	9,959,574	575,554	5.8%
Current installments of long-term debt	235,247	255,167	(19,921)	(7.8%)
Other current liabilities	572,453	503,699	68,754	13.6%
Total current liabilities	807,700	758,867	48,833	6.4%
Long-term debt	2,898,259	2,986,617	(88,358)	(3.0%)
Other non-current liabilities	942,763	883,548	59,215	6.7%
Total non-current liabilities	3,841,022	3,870,165	(29,143)	(0.8%)
Total Equity	5,886,405	5,330,542	555,863	10.4%
Total Liabilities and Equity	10,535,127	9,959,574	575,554	5.8%

Cash and Cash Equivalents

By the end of 3Q21, the Company's cash and cash equivalents were Ps. 531.9 million. Of this figure, Ps. 417.1 million is peso-denominated, and Ps. 114.8 million is U.S. dollar-denominated.

Accounts Receivable and Other Current Assets

This line item decreased 34.5%, from Ps. 215.4 million in 3Q20 to Ps. 141.0 million in 3Q21.

Property, Furniture & Equipment

This line item was equal to Ps. 7,644.0 million at the end of 3Q21, a 3.3% decrease compared to Ps. 7,903.3 million at the end of 3Q20. CAPEX in 3Q21 was Ps. 150.0 million, compared to Ps. 15.2 million in 3Q20.

Figures in thousands of Mexican Pesos	3Q21		YTD September 2021	
CAPEX for the period	% Total		% Total	
Hotels in development	129,222	86.4%	219,939	85.8%
Improvements in owned hotels	6,660	4.5%	13,754	5.4%
Ordinary capex	13,677	9.1%	22,594	8.8%
Total CAPEX	149,559	100.0%	256,287	100.0%

Net Debt and Maturity

Total Debt was Ps. 3,133.5 million at the end of 3Q21, which represented a Total Debt / LTM EBITDA ratio equal to 10.4x. Of Total Debt, 87.2% is U.S. dollar-denominated and has an average cost of 3.23%. The remaining 12.8% is peso-denominated, with an average cost of 7.84%. In addition, over 92% of debt maturities are long term.

During 3Q21, the Mexican peso depreciated 3.3% against the U.S. dollar, from Ps. 19.8157 on June 30, 2021, to Ps. 20.4977 on September 30, 2021, negatively impacting the Company's financial costs. The Company's short U.S. dollar position by the end of 3Q21 was US\$125.5 million, equal to Ps. 2,521.8 million.

The following graphs show the Company's debt and cash position, as well as debt maturity.

Figures in thousands of Mexican pesos	Denominated in (currency):		
	Pesos	Dollars	Total
Debt*			
Short Term	29,328	205,919	235,247
Long Term	372,812	2,525,447	2,898,259
Total	402,139	2,731,366	3,133,506
% Total	12.8%	87.2%	100.0%
Average rate of financial liabilities	7.84%	3.23%	3.82%
Cash and cash equivalents	417,101	114,804	531,905
Restricted cash	5,611	94,731	100,342
Cash and cash equivalents**	422,712	209,535	632,247
Net Debt	(20,573)	2,521,831	2,501,258

Net Debt / LTM EBITDA (as of September 30, 2021) 10.4x

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

**Includes restricted cash related to bank debt.



To keep moving forward with its growth plans, the Company will continue to balance its debt between Mexican pesos and U.S. dollars. Both peso- and dollar-denominated debt are hedged over reference rates (TIIE and LIBOR), with a strike price at 8.5% and 2.5%, respectively.

According to IFRS, the exchange rate used was Ps. 20.4977 / US\$ as of September 30, 2021, as published in Mexico's Official Federal Gazette.

Currency Hedging Analysis

Figures in thousands of Mexican pesos

Currency Hedging Analysis	Third Quarter 2021			YTD September 30, 2021		
	Denominated in Pesos	Denominated in USD	Total in Pesos	Denominated in Pesos	Denominated in USD	Total in Pesos
Total Revenue	298,636	164,175	462,811	842,247	372,036	1,214,283
% of Total Revenue	64.5%	35.5%	100.0%	69.4%	30.6%	100.0%
(-) Total Costs and Expenses	333,170	83,887	417,057	995,877	157,054	1,152,931
(-) Non-recurring Expenses	2,468	-	2,468	20,623	-	20,623
Operating Income	(37,001)	80,288	43,287	(174,252)	214,982	40,730
(+) Depreciation	57,503	-	57,503	174,321	-	174,321
Operating Cash Flow	20,502	80,288	100,790	68	214,982	215,050
% of Operating Cash Flow	20.3%	79.7%	100.0%	0.0%	100.0%	100.0%
Interest	7,377	22,054	29,431	14,501	80,660	95,161
Principal	2,288	37,017	39,305	12,992	76,438	89,430
Total Debt Service	9,665	59,071	68,736	27,493	157,098	184,591
Interest Coverage Ratio 1	2.8x	3.6x	3.4x	0.0x	2.7x	2.3x
Debt Service Coverage Ratio 2	2.1x	1.4x	1.5x	0.0x	1.4x	1.2x

1) Operating Cash Flow / Interest; 2) Operating Cash Flow / Total Debt Service

In the first nine months of the year, approximately 30.6% of revenue and 100% of cash flow was denominated in U.S. dollars.

At the end the first nine months of the year, the Company's debt coverage ratio was 1.2x due to lower revenues. In addition, HOTEL had a U.S. dollar-denominated cash balance of Ps. 209.5 million at the end of 3Q21, decreasing its total exposure to currency risks.

3Q21 Conference Call Details:

HOTEL will host its earnings webcast (audio + presentation) to discuss results:

Date: Friday, October 22, 2021

Time: 12:00 p.m. Mexico City Time

1:00 p.m. New York Time

To participate in the conference call and Q&A session please dial:

Telephone: U.S.: 1 877 271 1828

International: +1 334 323 9871

Mexico: 01 800 847 7666

Conference password: 34879910#

Webcast: The webcast will be in English. To follow the Power Point presentation and the audio of the call, please visit our website <https://gsf-hotels.com/eng/inversionistas#>

About Grupo Hotelero Santa Fe

HOTEL is a leading company in the Mexican hotel industry, focused on acquiring, converting, developing and operating its own hotels as well as third-party owned hotels. The Company focuses on strategic hotel location and quality, a unique hotel management model, strict expense control and the proprietary Krystal® brand, as well as other international brands. At year-end 2020, the Company employed over 2,800 people and generated revenues of Ps. 1,071 million. For more information, please visit www.gsf-hotels.com

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Legal Note on Forward Looking Statements:

The information provided in this report contains certain forward-looking statements and information related to Grupo Hotelero Santa Fe, S.A.B. de C.V. and its subsidiaries (jointly "Grupo Hotelero Santa Fe", "HOTEL", or the "Company") which are based in the understanding of its managers, as well as in assumptions and information currently available for the Company. Such statements reflect the current view of Grupo Hotelero Santa Fe in regard to future events subject to a number of risks, uncertainties and assumptions. Several features may cause that the results, performance or current achievements of the Company may differ materially with respect to future results, performance or attainments of Grupo Hotelero Santa Fe that may be included, expressly or implied within such statements in regard to the future, including among others, alterations in the economic general conditions and/or politics, governmental and commercial changes globally or within the countries in which the Company has any business interests, changes in the interests rates and inflation, exchange rates volatility, changes in the demand and regulations of the products marketed by the Company, changes in the price of raw materials and other goods, changes in the business strategies and several other features. If one or more these of risks or uncertainties are materialized, or if the assumptions used result to be incorrect, the real results may materially differ from those described herein as anticipated, believed, expected or envisioned. Grupo Hotelero Santa Fe undertakes no obligation to update or revise any forward-looking statements.

Income Statement

GRUPO HOTELERO SANTA FE, S.A.B. de C.V.
Consolidated Income Statement
For the nine-month periods ended September 30, 2021 and 2020
(Figures in thousands of Mexican pesos)

	Third Quarter				9 months ended September 30			
	2021	2020	Var.	% Var.	2021	2020	Var.	% Var.
Revenue								
Room Revenue	238,093	88,524	149,570	NA	586,771	365,737	221,034	60.4
Food and Beverage Revenue	185,444	74,816	110,628	NA	445,690	305,814	139,876	45.7
Other Revenue from Hotels	25,216	12,731	12,485	98.1	144,492	86,490	58,002	67.1
Third-party Hotels' Management Fees	14,057	3,072	10,985	NA	37,330	22,138	15,192	68.6
TOTAL REVENUE	462,811	179,143	283,668	NA	1,214,283	780,178	434,105	55.6
COSTS AND EXPENSES								
Operating Costs and Expenses	230,904	124,320	106,584	85.7	627,452	444,955	182,497	41.0
Sales and Administration	120,047	70,886	49,161	69.4	324,983	267,697	57,285	21.4
Property Expenses	8,602	12,464	(3,863)	(31.0)	26,175	26,433	(258)	(1.0)
Depreciation and Amortization	57,503	59,779	(2,276)	(3.8)	174,321	179,051	(4,730)	(2.6)
TOTAL COSTS AND EXPENSES	417,057	267,449	149,607	55.9	1,152,931	918,136	234,795	25.6
Development and hotel opening expenses	2,825	5,392	(2,567)	(47.6)	4,792	9,987	(5,194)	(52.0)
Other non-recurring expenses	(357)	(3,869)	3,512	(90.8)	15,830	7,625	8,205	NA
EBITDA	103,257	(28,527)	131,785	NA	235,673	41,093	194,580	NA
<i>EBITDA Margin (%)</i>	<i>22.3%</i>	<i>(15.9%)</i>	<i>38.2 pt</i>	<i>38.2 pt</i>	<i>19.4%</i>	<i>5.3%</i>	<i>14.1 pt</i>	<i>14.1 pt</i>
OPERATING INCOME	43,286	(89,830)	133,116	NA	40,730	(155,570)	196,299	NA
<i>Operating Income Margin (%)</i>	<i>9.4%</i>	<i>(50.1%)</i>	<i>59.5 pt</i>	<i>59.5 pt</i>	<i>3.4%</i>	<i>(19.9%)</i>	<i>23.3 pt</i>	<i>23.3 pt</i>
Net interest expenses	(19,180)	(34,730)	15,551	(44.8)	(68,154)	(103,006)	34,852	(33.8)
Net foreign currency exchange loss	(85,282)	95,779	(181,060)	NA	(75,629)	(418,367)	342,738	(81.9)
Other financial costs	(1,177)	(1,323)	146	(11.0)	(4,927)	(3,703)	(1,224)	33.0
Net Financing Result	(105,639)	59,725	(165,364)	NA	(148,710)	(525,076)	376,366	(71.7)
Undistributed income from subsidiaries, net	367	(1,881)	2,247	NA	686	(477)	1,163	NA
Income before taxes	(61,986)	(31,986)	(30,000)	93.8	(107,294)	(681,123)	573,829	(84.2)
Total income taxes	-	-	-	NA	(0)	0	(0)	NA
Net Income	(61,986)	(31,986)	(30,000)	93.8	(107,294)	(681,123)	573,829	(84.2)
<i>Net Income Margin (%)</i>	<i>(13.4%)</i>	<i>(17.9%)</i>	<i>4.5 pt</i>	<i>4.5 pt</i>	<i>(8.8%)</i>	<i>(87.3%)</i>	<i>78.5 pt</i>	<i>78.5 pt</i>
Income attributable to:								
Controlling Interest	(38,231)	(45,433)	7,202	(15.9)	(71,308)	(495,367)	424,058	(85.6)
Non-controlling Interest	(23,755)	13,447	(37,202)	NA	(35,985)	(185,756)	149,771	(80.6)

Balance Sheet

Grupo Hotelero Santa Fe, S.A.B. de C.V.

Consolidated Balance Sheet

As of September 30, 2021 and 2020

(Figures in thousands of Mexican pesos)

(Figures in thousands of Mexican pesos)	2021	2020	Var \$	Var %
ASSETS				
Current Assets				
Cash and cash equivalents	531,905	130,603	401,302	NA
Restricted cash	-	-	-	NA
Accounts receivables from clients	70,907	137,947	(67,040)	(48.6%)
Accounts receivables from related parties	8,518	11,141	(2,623)	(23.5%)
Creditable taxes	420,939	376,308	44,630	11.9%
Other current assets	61,592	66,297	(4,705)	(7.1%)
Escrow deposit for hotel acquisition	-	-	-	0.0%
Total current assets	1,093,861	722,296	371,564	51.4%
Non-current Assets				
Restricted cash	100,342	126,790	(26,447)	(20.9%)
Property, furniture and equipment	7,644,018	7,903,260	(259,242)	(3.3%)
Non-productive fixed assets (under development) □	939,532	651,370	288,163	44.2%
Other assets	172,184	29,627	142,557	NA
Investment in subsidiaries	88,583	38,162	50,421	NA
Deferred income taxes	150,990	133,255	17,735	13.3%
Goodwill	345,617	354,815	(9,198)	(2.6%)
Total non-current assets	9,441,267	9,237,277	203,989	2.2%
Total assets	10,535,128	9,959,574	575,554	5.8%
LIABILITIES AND SHAREHOLDERS EQUITY				
Current liabilities				
Current installments of long-term debt	235,247	255,167	(19,921)	(7.8%)
Suppliers	138,734	159,023	(20,289)	(12.8%)
Accrued liabilities	151,839	119,708	32,132	26.8%
Accounts payable to related parties	14,178	14,132	45	0.3%
Payable taxes	154,948	129,998	24,950	19.2%
Client advanced payments	112,754	80,838	31,916	39.5%
Total current liabilities	807,700	758,867	48,833	6.4%
Non-current liabilities				
Long-term debt	2,898,259	2,986,617	(88,358)	(3.0%)
Other non-current liabilities	80,490	9,944	70,546	NA
Deferred income taxes	862,273	873,604	(11,331)	(1.3%)
Total non-current liabilities	3,841,022	3,870,165	(29,143)	(0.8%)
Total liabilities	4,648,722	4,629,032	19,691	0.4%
Equity				
Capital stock	3,913,136	3,417,196	495,940	14.5%
Legal reserve	190,493	190,493	-	0.0%
Premium on subscription of shares	80,000	80,000	-	0.0%
Net income	(71,310)	(495,367)	424,057	(85.6%)
Retained earnings	645,355	1,044,267	(398,912)	(38.2%)
Shareholder's Equity	4,757,674	4,236,590	521,085	12.3%
Non-controlling interest	1,128,731	1,093,952	34,779	3.2%
Total Equity	5,886,405	5,330,542	555,863	10.4%
Total liabilities and equity	10,535,127	9,959,574	575,554	5.8%

Cash Flow Statement

Grupo Hotelero Santa Fe, S.A.B. de C. V.
Consolidated Cash Flow
For the nine month periods ended September 30, 2021 and 2020

Figures in thousands of Mexican pesos

Cash Flow Statement	Third Quarter		9 months ended September 30	
	2021	2020	2021	2020
Cash flow from operating activities				
Net income	(61,986)	(31,986)	(107,294)	(681,123)
Depreciation and amortization	57,503	59,779	174,321	179,051
Income taxes	0	(0)	0	(0)
Unrealized loss (gain) in foreign currency exchange	91,927	(89,922)	69,486	447,244
Net interest expense	19,180	34,730	68,154	103,006
Other financial costs	1,177	1,323	4,927	3,703
Minority interest	367	1,881	686	477
Cash flow before working capital variations	108,168	(24,194)	210,280	52,357
Accounts receivable from clients	65,611	39,032	21,500	99,311
Accounts receivable from related parties	2,219	1,629	1,822	(4,503)
Other current assets	14,197	3,733	(5,464)	(2,211)
Creditable taxes	3,216	(5,836)	10,529	(48,920)
Suppliers	(13,866)	(21,158)	(24,059)	(14,871)
Accrued liabilities	(14,534)	1,074	51,571	13,036
Accounts payable to related parties	(5,439)	944	(4,543)	3,231
Downpayments from clients	(10,408)	3,840	29,491	19,766
Payable taxes	(6,139)	11,101	(9,192)	(39,370)
Net operating cash flow	143,027	10,165	281,935	77,826
Non-recurring items				
Accrued liabilities	26,039	-	26,039	-
Receivable and Payable taxes	(21,950)	(2,388)	(40,718)	11,950
Cash flow net from non-recurring items	147,115	7,777	267,256	89,777
Investment activities				
Change in restricted cash	(3,952)	11,744	6,914	23,745
Acquisition of property, furniture and equipment	(149,559)	(15,154)	(256,287)	(47,194)
Acquisition of ongoing business	-	-	-	-
Escrow deposit for hotel acquisition	-	-	-	-
Sale of shares of subsidiaries	-	-	-	3,000
Investment in subsidiary	(50,733)	(0)	(51,372)	101
Distribution effect of capitalized premium	-	-	-	-
Other net assets and liabilities	(70,549)	(335)	(70,572)	(3,180)
Interest gained	2,938	1,173	12,153	(760)
Cash flow from investment activities	(271,856)	(2,572)	(359,164)	(24,288)
Financing activities				
Net increase in paid-in capital	-	-	-	-
Net increase in paid-in capital from non-controlling company	1,750	260	5,966	(12,931)
Repurchase of shares	(4,021)	(3,384)	(4,033)	(4,672)
Obtained loans	-	1,984	263,421	10,102
Loan to shareholder of non-controlling company	792	2,352	2,775	19,645
Payment of interest and loan amortization	(68,737)	(14,781)	(184,593)	(141,104)
Loans obtained from shareholders	-	-	-	-
Effect from non-controlling interest merger	-	-	-	-
Cash flow from financing activities	(70,215)	(13,570)	83,538	(128,960)
Net (decrease) increase in cash and cash equivalents	(194,956)	(8,366)	(8,370)	(63,472)
Cash and cash equivalents at the beginning of the period	727,011	146,389	539,133	179,884
Cash and cash equivalents at the end of the period	532,054	138,023	530,763	116,413
Cash in business acquisition	-	-	-	-
Effects from cash value changes	(149)	(7,420)	1,143	14,191
Total Cash at the end of the period	531,905	130,603	531,905	130,603

Appendix 1: Integration of Rooms under Operation

Operating indicators for 3Q21 consider 5,701 hotel rooms in operation out of 5,964. The inclusion of 263 excluded rooms is detailed as follows:

- i) 263 rooms are part of the Vacation Club⁷ and are therefore not available for regular room rental

Operating indicators for the nine-month period ended September 30, 2021, include 5,762 hotel rooms in operation out of 6,025. The inclusion of 263 excluded rooms is detailed below:

- i) 263 rooms are part of the Vacation Club⁸ and are therefore not available for regular room rental

The following table summarizes the total number of rooms in the Company's portfolio:

Rooms 3Q21	Owned Hotels	Third-Party Owned Hotels	Total Rooms	Rooms YTD Sep 2019	Owned Hotels	Third-Party Owned Hotels	Total Rooms
In Operation	3,741	1,960	5,701	In Operation	3,741	2,021	5,762
Vacation Club	53	210	263	Vacation Club	53	210	263
Unavailable	-	-	-	Unavailable	-	-	-
Under Renovation	-	-	-	Under Renovation	-	-	-
Total Rooms	3,794	2,170	5,964	Total Rooms	3,794	2,231	6,025

⁷ 263 rooms are part of Vacation Club, of which 53 rooms are Company owned, and 210 rooms are third-party owned under the Company's management. Vacation Club revenue is included in the P&L under Other Income, and is, therefore, excluded from this analysis.

⁸ 263 rooms are part of Vacation Club, of which 53 rooms are Company owned, and 210 rooms are third-party owned under the Company's management. Vacation Club revenue is included in the P&L under Other Income, and is, therefore, excluded from this analysis.