

Grupo Hotelero Santa Fe reports its results of 4Q14



During December 2014, the Company announced the acquisition of a 212-room full service hotel under the name “Krystal Urban Cancún Centro”, the first hotel operated under the Krystal Urban brand.



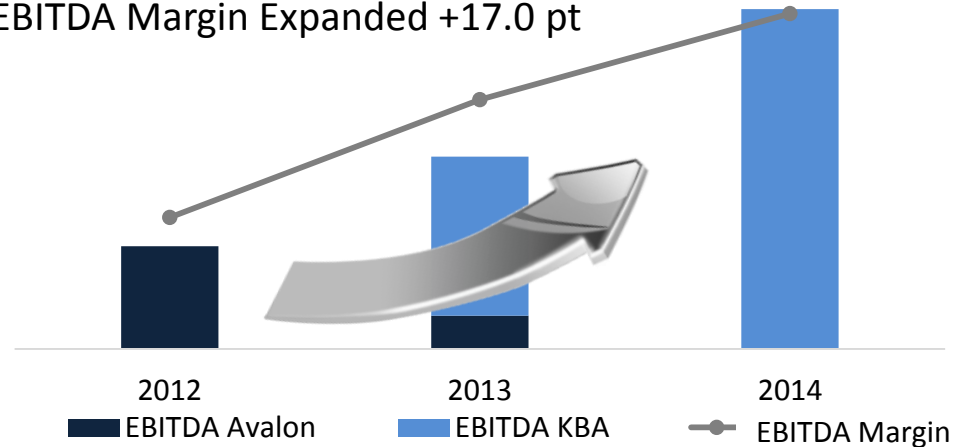


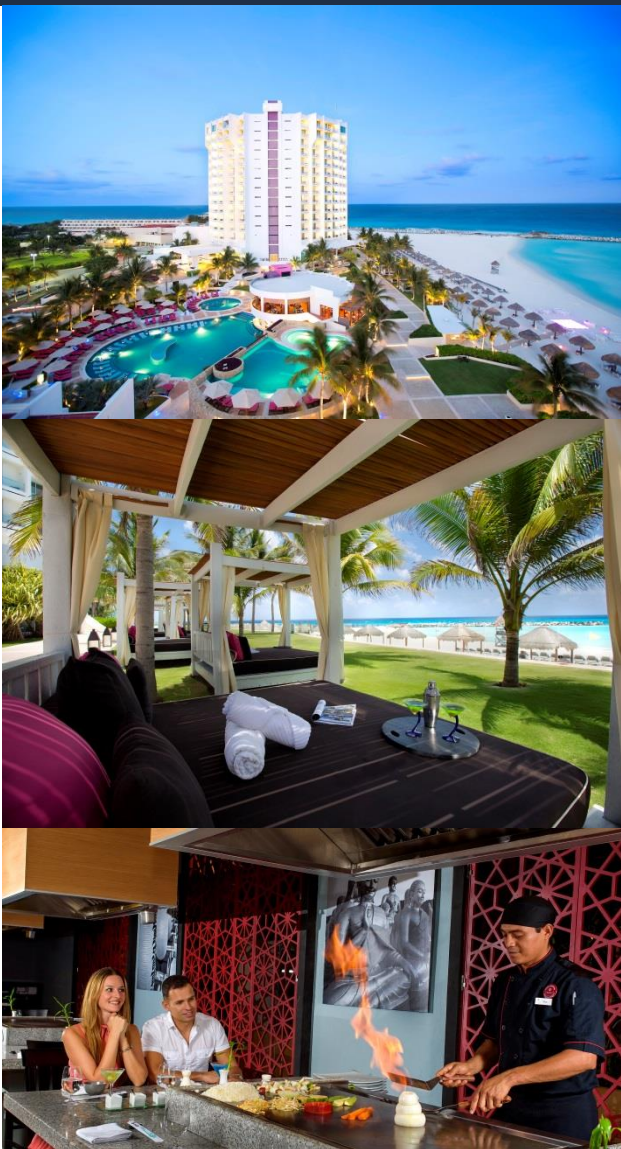
- Acquired in April 2013
- Rebranded as Krystal Beach Acapulco (formerly the Avalon Hotel)
- Action Plan
 1. Product Improvement
 2. Sales & Marketing Plan
 3. Reengineering Process

In a 20 month period:

EBITDA Increased 3.3x

EBITDA Margin Expanded +17.0 pt



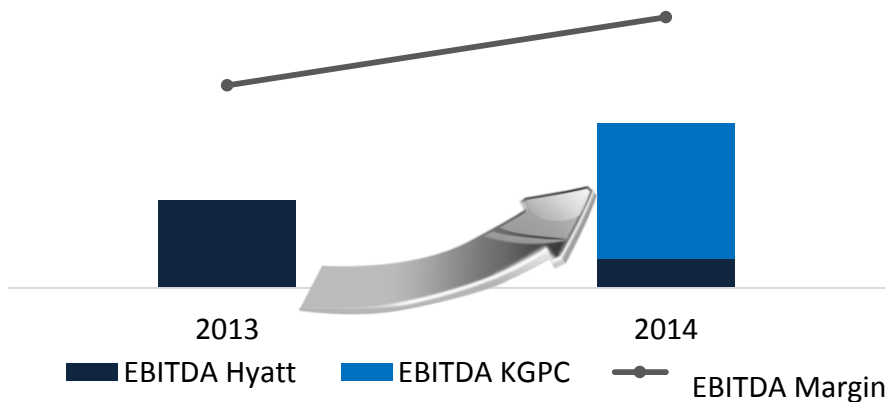


- Hyatt Cancún acquired in September 2013
- Early terminated Hyatt's operating contract and rebranded as Krystal Grand
- Action Plan
 1. Product Improvement
 2. Sales & Marketing Plan
 3. Reengineering Process

In an 8 month period:

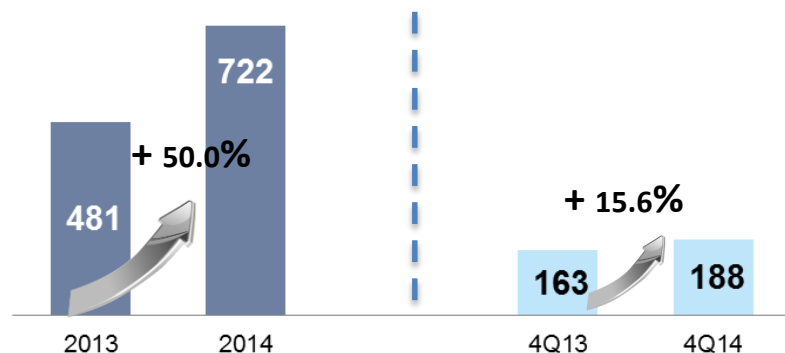
EBITDA Increased 42%

EBITDA Margin Expanded +7.0 pt



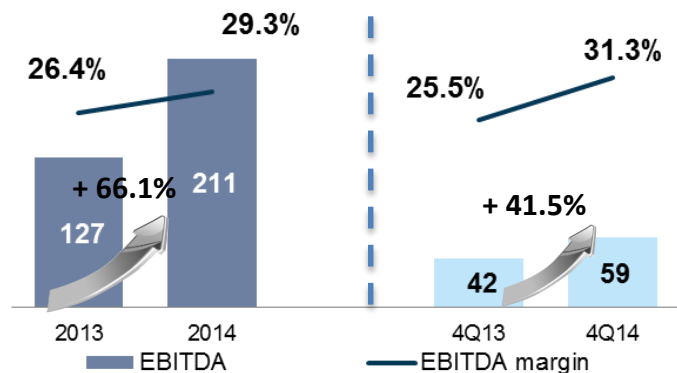
Total Revenue

Million Pesos



Adjusted EBITDA

Million Pesos



Revenue growth drivers:

- Increase in both Occupancy and ADR
- Stabilization process of hotels
- Optimization of sales channels

EBITDA growth drivers:

- Top line growth
- Operating model efficiencies

- Outstanding year for the touristic industry in Mexico. Historic record of over 29 million international visitors representing an increase of 20.5% versus 2013.
- Domestic activity has reached a five-year high, reaching 57.2% in occupancy for the 70 key destinations in the country.
- Domestic tourism activity represents 76.3% of the tourist activity in the country.
- Our brand's targets the largest component of the market.

Q&A Session