

Processes and Measures Taken in Response to the Coronavirus (COVID-19)

1

Guest and Employees

- Constant training and information on the health and safety protocols implemented by the chain, as well
 as on prevention and personal health care procedures
- Increased the frequency of cleaning in public spaces using hospital-grade cleaning agents
- We maintain a close collaboration with local, state and federal authorities to keep both our guests and employees properly informed about everything related to
- Changes to loyalty program and reservation policies, providing more flexibility to our guests

2

Financial Situation

- We withdraw 1-billion-peso from our available revolving facilities. This has the objective of guaranteeing liquidity during the most restrictive phase of the health emergency. This measure is solely and exclusively a preventive move
- Over 97% of our debt matures in 2023 or later
- As a measure to provide liquidity to the equity market, we have closed an Equity Forward contract with a maximum notional of \$ 100 hundred million pesos. As usual with these instruments, at maturity we will settle the contract by differences

3

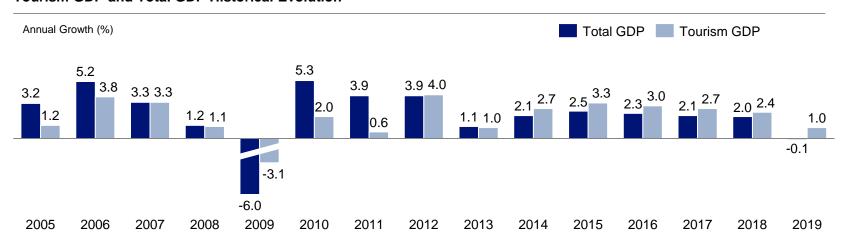
Possible Strategies

- Asset recycling strategies, including land, finished hotels, co-owned hotels, or even hotels in South America
- Diversify our risk by increasing the number of co-investments with strategic partners in assets that today are 100% owned by the Company
- Growth strategy bases on an asset light structure by growing through management and franchise contracts and reduce the company's leverage
- Strict feasibility evaluation to stop projects that are under construction until we have more visibility on the current macroeconomic situation
- Close contact with our corporate accounts in order to capture as much demand as possible once the current situation stabilizes



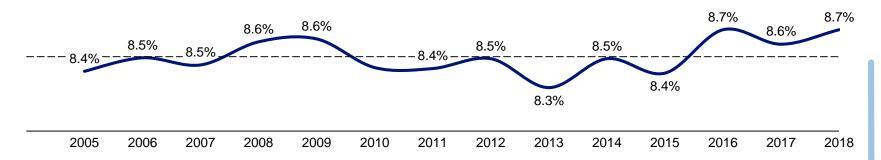
Tourism Contributes with 9% of Mexico's GDP

Tourism GDP and Total GDP Historical Evolution



Tourism Expenditure as Percentage of Total GDP

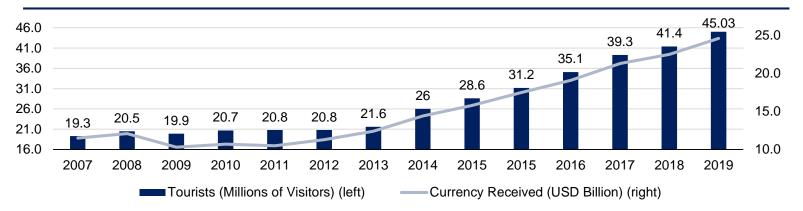
% of Total GDP



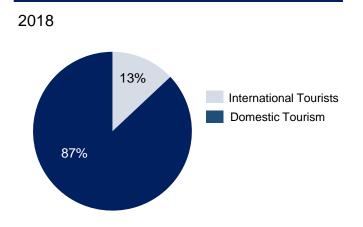


Tourism Strength Derived From Both Domestic Momentum and International Visitors

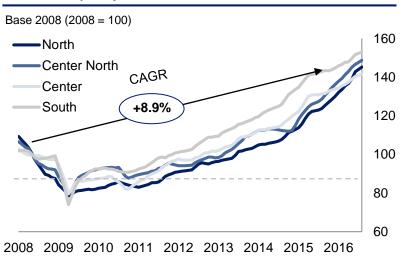
International Tourist Arrivals and Currency Surplus



Tourism Expenditure by Origin



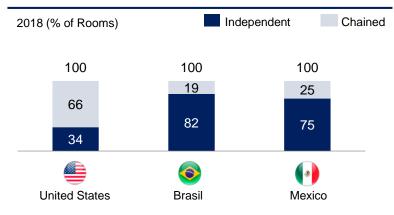
Hotel Occupancy Index





Hospitality Industry with Consolidation Opportunities Due to Fragmentation

Breakdown of Independent and Chained Hotels



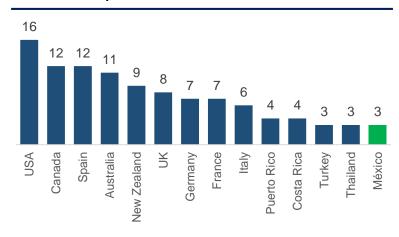
Hotel Rooms in Mexico by Number of Stars



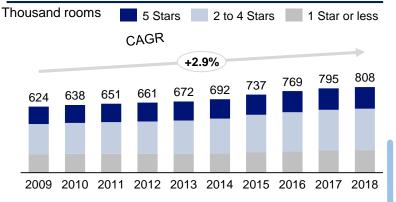
48% of Total Rooms in Mexico

Source: INEGI, Ministry of Tourism, Ministry of Communications and Transportation, JLL, PwC, Euromonitor.

Hotel Rooms per Thousand Inhabitants

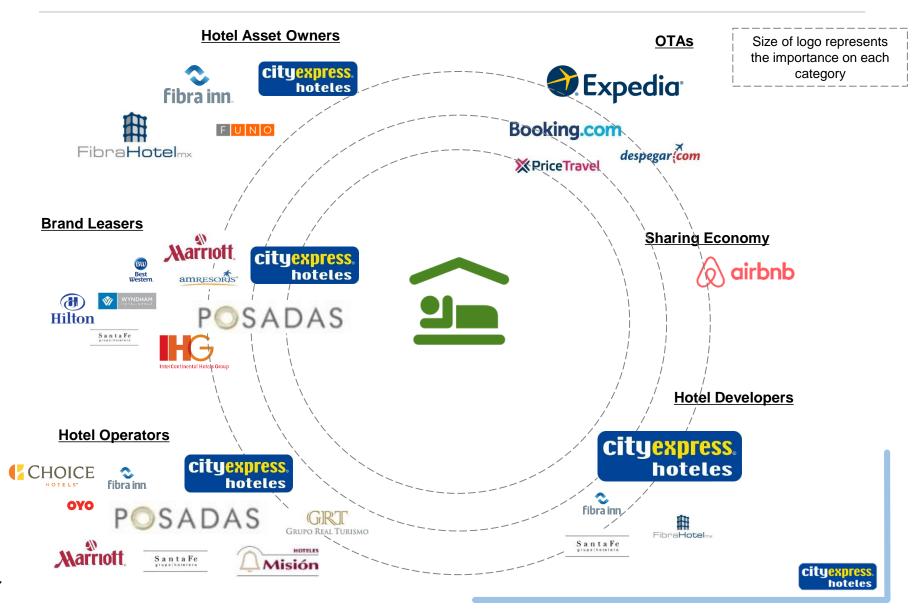


Hotel Supply Growth



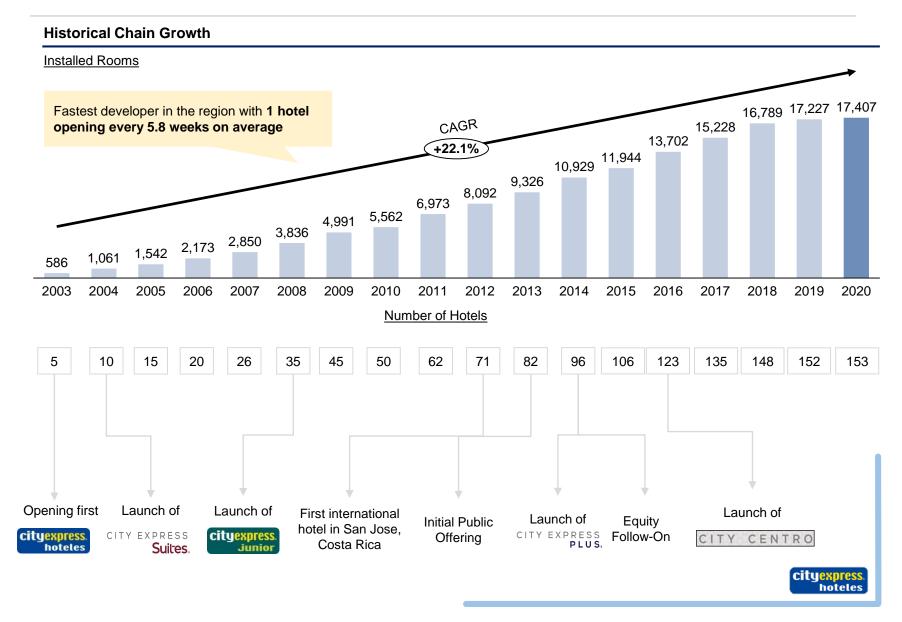


Hospitality Market Players in Mexico



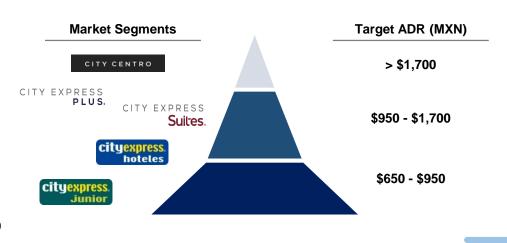


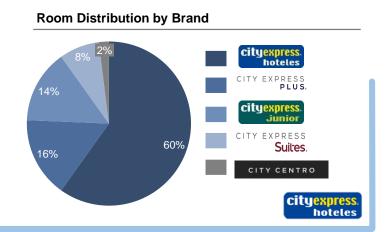
We Are the Fastest Growing Hotel Chain in Mexico...



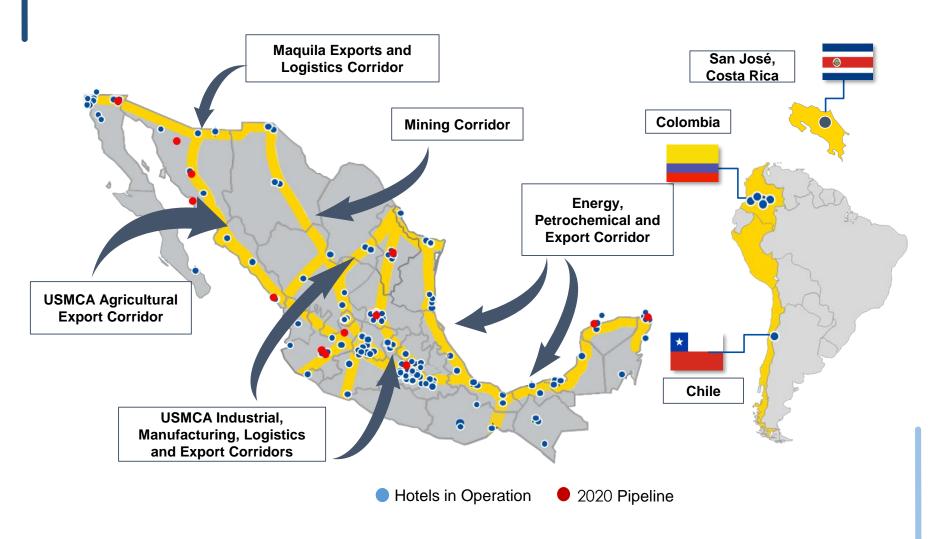
With One Brand and Five Successful Products to Serve our Market Segment

| | cityexpress. hoteles | CITY EXPRESS PLUS, | cityexpress. Junior | city express Suites , | CITY CENTRO |
|--------------------------|--|---|--|--|--|
| Description | Flagship BrandEssential amenitiesEconomy segment | City Express product located in Premium locations | Budget segment brandSame quality within smaller rooms | Extended stay brandApartment-style layout | City Express product within city downtowns with Premium decor |
| Average Room Size | 23 m ² (248 ft ²) | 23 m2 (248 ft2) | 17 m ² (183 ft ²) | 30 m ² (323 ft ²) | 23 m ² (248 ft ²) |
| Average Daily Rate (ADR) | MXN \$650 - \$1,750 | MXN \$950 – \$2,900 | MXN \$550 – \$1,100 | MXN \$950 - \$2,400 | MXN \$ 1,600 – \$3,000 |
| Rooms per Hotel | 100 – 150 | 70 – 150 | 105 – 134 | 26 – 120 | 35 – 80 |
| # of Hotels | 91 | 25 | 22 | 12 | 3 |
| # of Rooms | 10,651 | 3,351 | 2,467 | 721 | 217 |





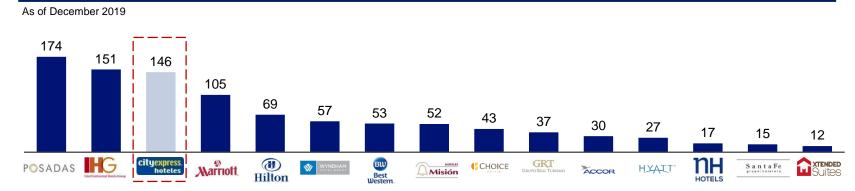
...And Significant Diversification Across Geographies and Countries



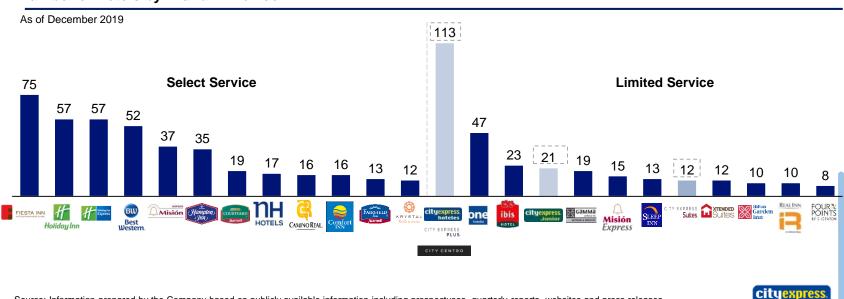


Reflected in the Build Up of the Largest Branded **Inventory in Mexico**

Number of Hotels by Chain in Mexico



Number of Hotels by Brand in Mexico

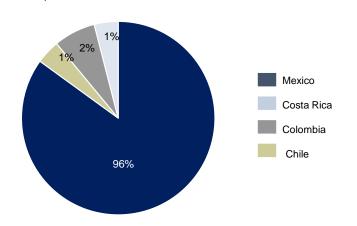


hoteles

...And Favoured by Exposure to Different Economic Activities, Brands and Ownership Structures

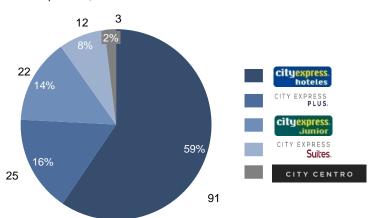
Geographic Coverage by Country

As of April 2020



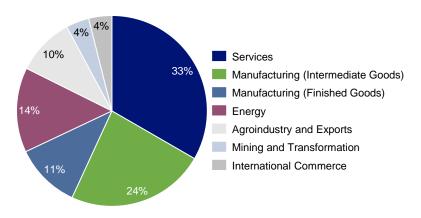
Hotel Portfolio by Brand

As of April 2020, # of Hotels and % of Total Portfolio



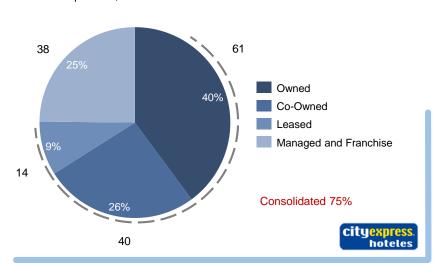
Presence in Mexico by Economic Activity

As of April 2020, % of Total Portfolio based on Number of Hotels



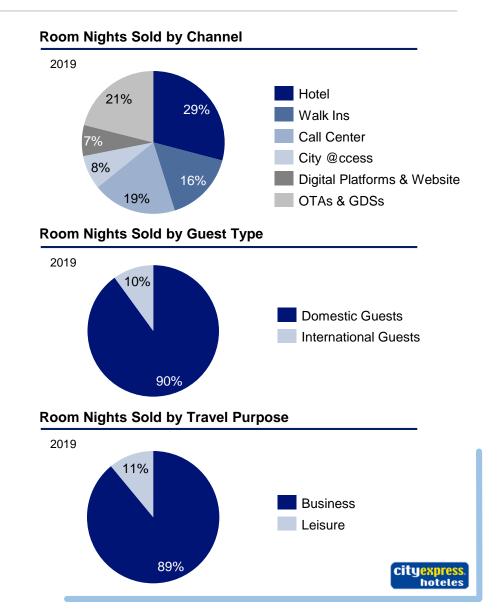
Hotel Portfolio by Ownership

As of April 2020, # of Hotels and % of total Portfolio



Coupled With an Innovative and Disruptive Room Operation and Distribution Platform

- Innovative technological platform receiving more than
 80% of reservations through own channels
- Optimized Yield Management System executed in real time focused on maximizing RevPAR
- City Premios Loyalty
 program with over 1,000,000
 active members accountable
 for 29% of total occupied room
 nights
- More than 8,000 corporate agreements that account for approximately 40% of total occupied room nights
- Solid commercial agreements and partnerships that turn into sales



...And Supported by Best in Class Environmental Social and Corporate Governance Practices

Strong Institutional Sponsors that Fueled Growth

Morgan Stanley



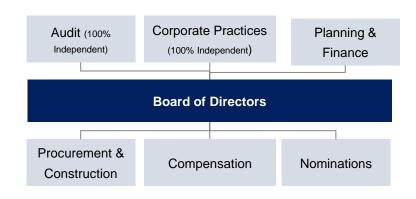
- Practices aligned to protect monirity interests
- Cero corruption tolerance
- Corporate Governance Manuals and Policies effectively implemented: https://goo.gl/vFvNOV
- Mainly independent Board of Directors 10 out of 11 members are independent

Sustainability Strategy that Generates Results

- Sustainability policy and committee effectively implemented.
- Top environmental practices and international certifications for hotels.
- Catalyst of positive social, economic and environmental impacts in all our locations.
- Deeply committed with UN's 2030 Goalds for Sustainable Development.

Committed and Capable Board of Directors

Board Committees

















Strategic Pillars and Initiatives

Economic

Entrepreneurship program, committed to growing employment opportunities

Environmental

Resource optimization and minimization of Carbon Footprint iniciatives

Social

Labor Inclusion and' welfare programs for employees



Download our 2018 Sustainability Report

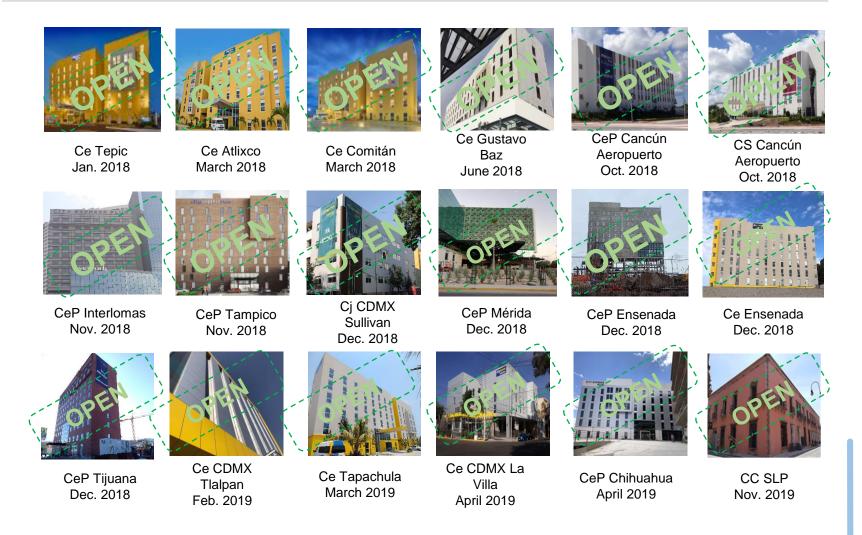
http://cityexpress.com/ sustainability





Hotel Development and Inventory Expansion

Hotel Openings In the Last 24 Months





Hotel Development and Inventory Expansion

2020 - 2021 Development Pipeline



Ce Guaymas Jan. 2020



CP Mexicali Feb. 2020



CP Gdl. Prov 3Q 2020



CP San Luis 3Q 2020



CP Mérida Siglo XXI 3Q 2020



CP Hermosillo Expo 3Q 2020



Ce Cuautitlán 3Q 2020



Ce Caborca 3Q 2020



Ce Monterrey San Nicolás 3Q 2020



Ce Gdl. Galerías 3Q 2020



Ce Lagos de Moreno 3Q 2020



CP Mazatlán 4Q 2020



Ce Delicias 4Q 2020



Ce Cancún Aeropuerto 1Q 2021



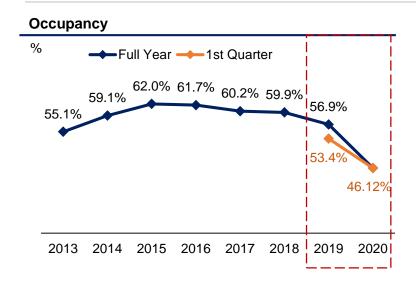
Ce CDMX Anzures 4Q 2021



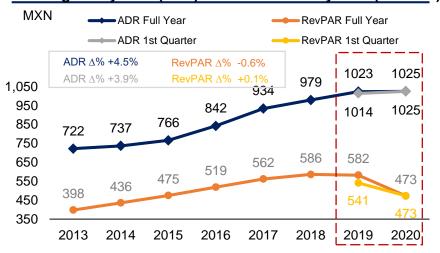
CP CDMX Per Sur Cuicuilco 3Q 2022



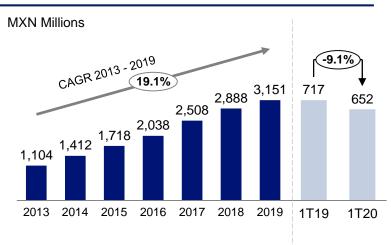
Operating And Financial Summary



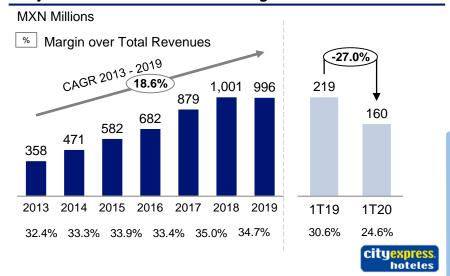
Average Daily Rate (ADR) and Effective Daily Rate (RevPAR)



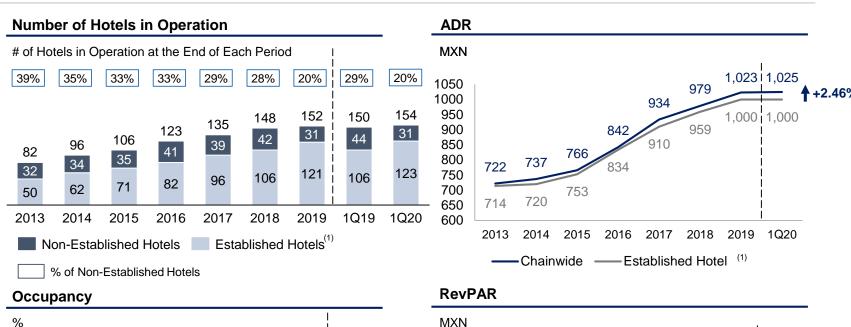
Total Revenues

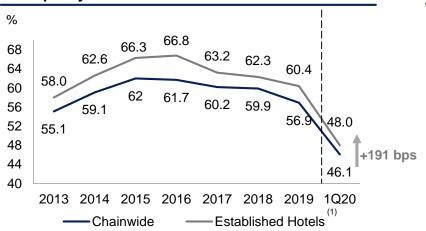


Adjusted EBITDA and EBITDA Margin

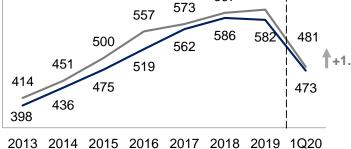


Established Hotels Metrics





Chainwide

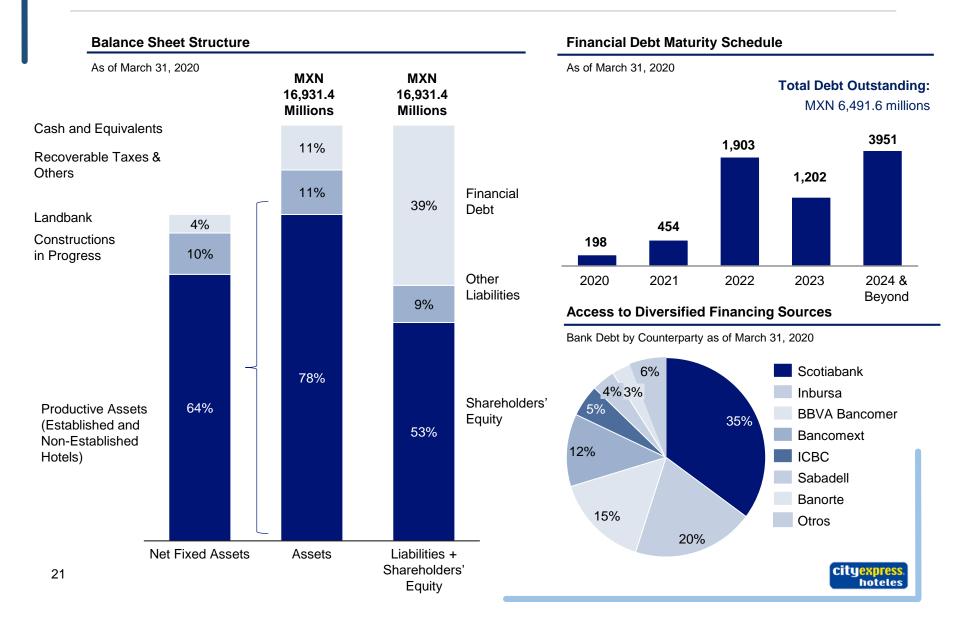




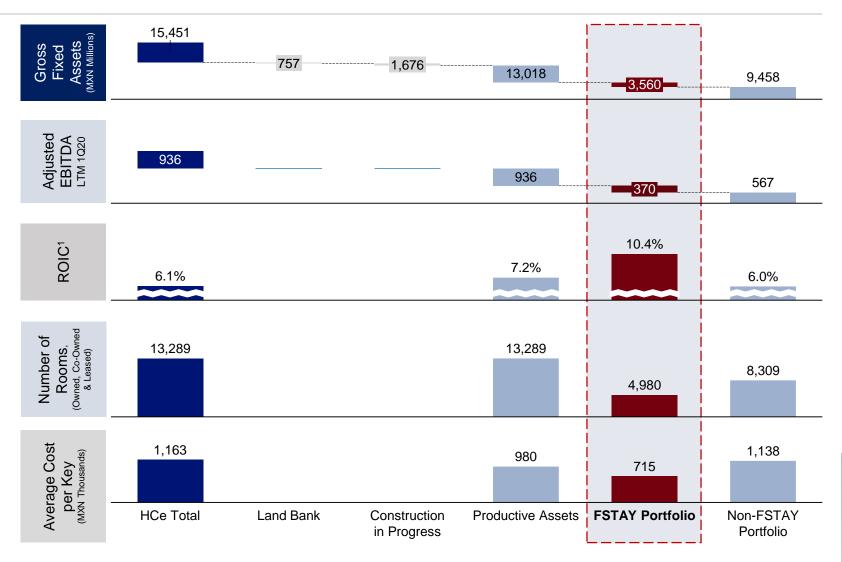
Established Hotels

⁽¹⁾ Defined as the hotels with at least 36 months of operation

Capital Structure and Financial Position



Return On Invested Capital





Pristine Execution Characterized by Robust Performance on All Fronts

| | | Initial Public Offering (November 2013) | 1st Quarter 2020 | |
|-----------------------------------|---|--|------------------|---------|
| Hotel | Hotels / Rooms in Operation | 72 / 8,201 | 154 / 17,487 | 113.2% |
| Platform | Development Pipeline (Projects in Process) | 13 | 30 | 130.8% |
| Operating Metrics ¹ | Occupancy | 55.1% | 46.1% | 900 bps |
| | Average Daily Rate (ADR) | \$722 | \$1,025 | 41.9% |
| | Revenue per Available Room (RevPAR) \$398 \$473 | \$473 | 18.8% | |
| Financial | Total Revenues | \$968 MM | \$3,085 MM | 218.7% |
| Performance ¹ | Adjusted EBITDA / Margin | \$311 MM / 30.5% | \$936 MM / 30.3% | 200.9% |

⁽¹⁾ Operating metrics calculated as of 3Q19 and financial performance calculated considering last 12 months





Fibra STAY Objectives

1

Enhance transparency, capture and take advantage of the market value of HCF's real estate assets





2

Generate liquidity to support the growth in hotel units for the 2020 – 2022 period



3

Establish a sustainable asset recycling mechanism allowing continuous growth without diluting shareholders



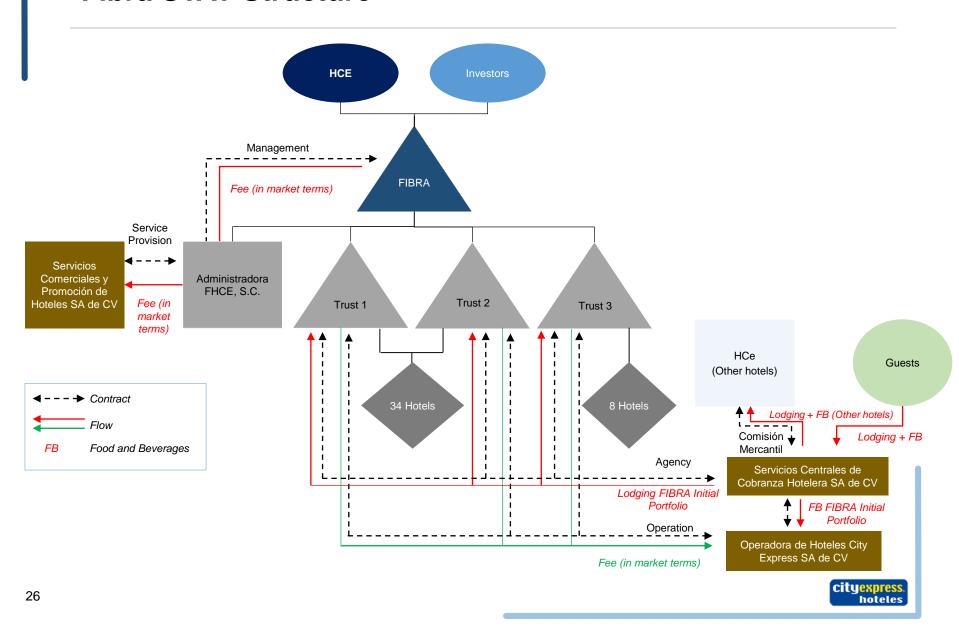
4

Generate transparency on performance and profitability HCE key business segments

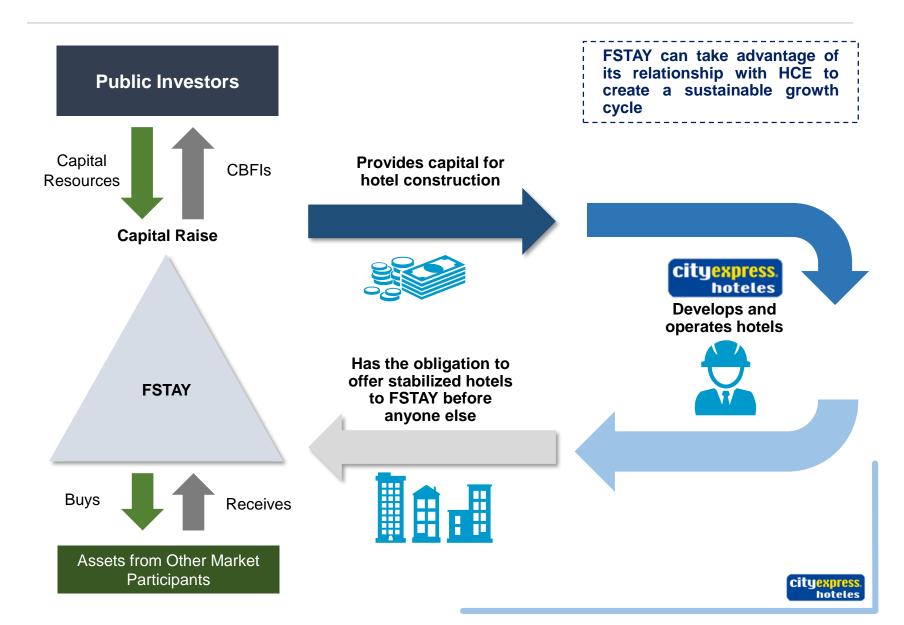




Fibra STAY Structure

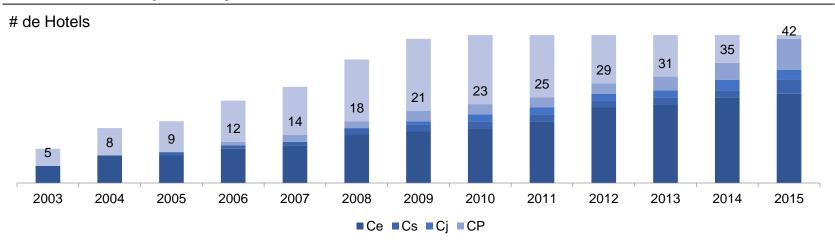


Sustainable Recycling Capital Vehicle



Best in Class Diversified and Established Portfolio

Portfolio Development by Brand



Key Points

- Hotels developed and operated by Hoteles City Express under the highest quality standards.
- Assets strategically located in regions with high demand for lodging by business travelers and with growth potential.
- Established Portfolio of hotels All the assets have at least 24 months in operation, and 83% has 36 months or more. No discrimination criteria in addition to compliance with the average stabilization period.

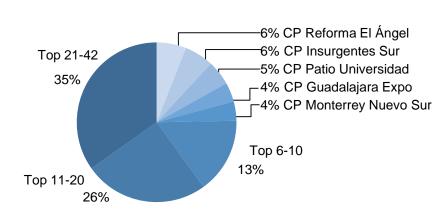




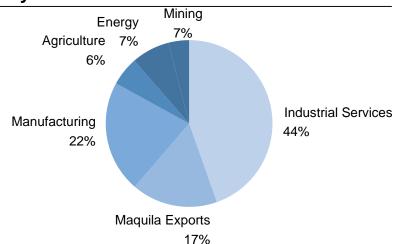
Diversified Portfolio with Exposure to Different Industrial Regions

Sales Distribution 4Q 2019 - % of Total

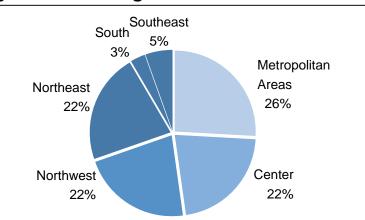
By Hotel



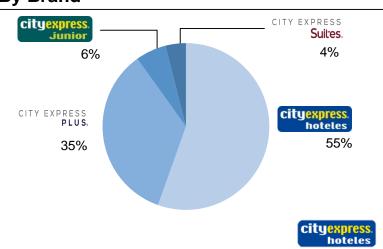
By Economic Corridor



By Economic Region

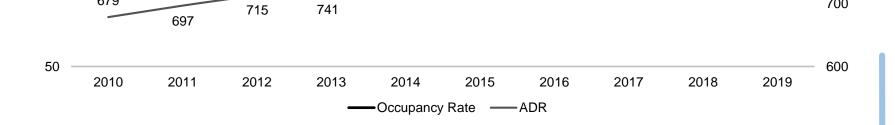


By Brand



ADR and Occupancy Rates Growing Even with Hotel Development

% MXN \$ 70 1,100 1,053 1,018 1,000 969 65 63.8 63.0 61.5 61.2 61.9 61.8 900 879 60 58.7 58.6 58.4 57.6



759

795



800

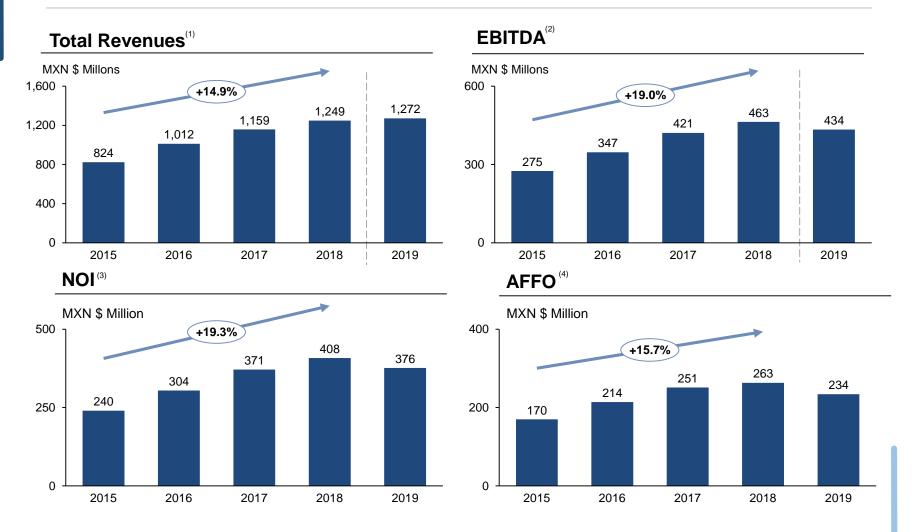
700

55

679

Occupancy Rate

Robust Operating and Financial Performance



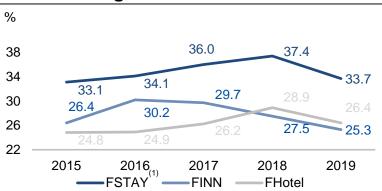
Notes

- 1. Total Revenues considers Room revenues and other incomes
- 2. Does not consider Ps\$15.5MM, Ps\$15.9MM and Ps\$16.4MM of SG&A for 2015, 2016 y 2017, respectively
- 3. Calculated as EBITDA FF&E
- 4. Net Income + Income Taxes + D&A FF&E



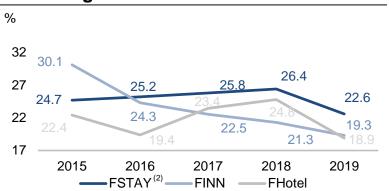
Robust Operating and Financial Performance

EBITDA Margin

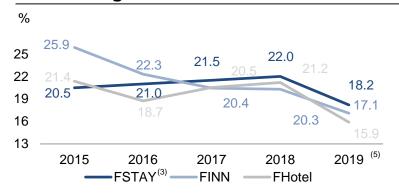


^{*} Peers's figures are calculated as LTM

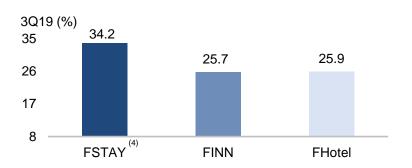
FFO Margin



AFFO Margin



LTV



Notes

- 1. Does not consider Ps\$15.5MM, Ps\$15.9MM y Ps\$16.4MM of SG&A for 2015, 2016 y 2017, respectively
- 2. FFO calculated as Net Income + Income Taxes + D&A
- 3. AFFO calculated as Net Income + Income Taxes + D&A FF&E
- 4. Taking Ps\$1.9Bn of debt and Ps\$5.7Bn of fixed assets, according to last appraisal

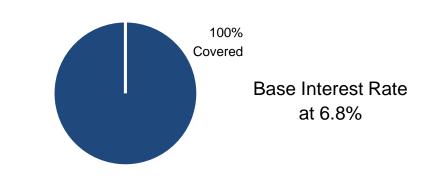


Conservative Capital Structure and Debt Profile

Leverage Considerations

- Maintain levels of debt / Fixed Assets lowers than 50% (34% initially)
- Actual cost of debt TIIE + 180 bps contemplating hedges of TIIE at 6.8% already signed
- Migrate to a unsecure debt structure with a balloon payment once the issuance of the vehicle has been made

Hedges over Cost of Debt



Main Debt Indicators

% Guaranteed

2019

Total Debt MXN \$ 1.9 Bn LTV (1) 34% DSCR (2) 2.2x Net Debt/ LTM EBITDA 4.3x 100%

Debt Amortization Schedule

MXN \$ Million 1,600 1,440 Average Weighted Life: 4.0 years 1,200 800 400 160 160 160 0 2021 2022 2020 2023

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Notes

- 1. Total Debt / Value of the Properties according to last appraisal
- 2. NTM EBITDA / (Interests+ Amortization + FF&E)

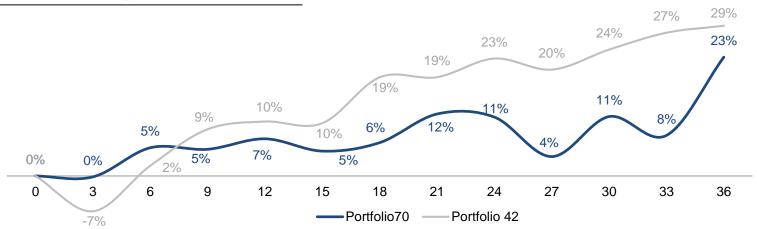
FSTAY Re-launching

| | Initial Portfolio | Co-investment and M&F Hotels | FSTAY Relaunching Portfolio |
|--|---|---|---|
| FSTAY re-launching could be activated as soon as market window opens | 42 properties | 28 properties | 70 properties |
| | 100% owned | JV and 100% owned hotels | JV and 100% owned hotels |
| Investment trust structure created, shareholders' approval set and communication model implemented | Asset Valuation: MXN \$5.7 billion Debt: | Asset Valuation: MXN \$3.1 billion Debt: | Asset Valuation: MXN \$8.8 billion Debt: |
| | MXN \$1.9 billion | MXN \$1.1 billion | MXN \$3.0 billion |
| Re-launching of vehicle bigger in size (\$8.8 billion vs \$5.7 billion) including JVs | Equity: MXN \$3.8 billion | Equity: MXN \$2.0 billion | Equity: MXN \$5.8 billion |
| | Free float: | Free float: | Free float: |
| | 1.9 billion | \$1.0 billion | \$2.9 billion |
| | (50%) | (50%) | (50%) |

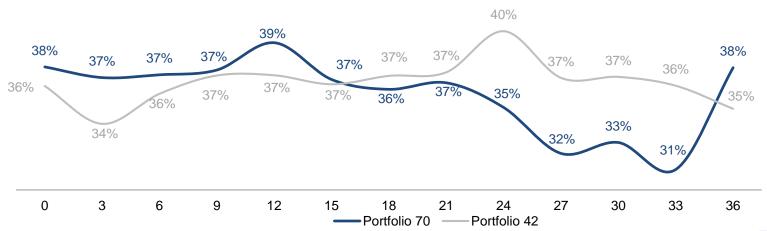


Portfolios Comparison

RevPar Change%



EBITDA Margin





Transparent Operating Contract in Line with Industry

Fees of Operating Contract

- Fee of Administration
 - A percentage is charged on Total Revenues
- Fee of Operating Incentive
 - A percentage is charged over Gross Operating Profit
- Fee on Reservations
 - A percentage is charged on Room Revenues
- Fee on Royalties
 - A percentage is charged on Total Revenues
- Advances of commissions are contemplated for other income that is not lodging

Other Considerations

- Contract length
 - Renewable every 25 years
- Operating Contracts in line with industry standards
- All our hotels have contracts with similar and consistent terms
- Mechanisms of alignment of operational interests
- No hidden fees



Growth Potential with a Disciplined Acquisition Strategy

1

Strengthen Operational Indicators of hotels Recently Opened

Non Established Hotels

- Option to acquire hotels from HCEs portfolio when they are established
 - 5 established hotels and 2 more to be established in 2020 with 792 rooms
 - This acquisitions will represent an increase of 16.0% in available rooms for our portfolio

Co-Owned Hotels

- Possibility to acquire the hotels of HCE under the investment scheme of Co-Owned
 - 23 established hotels and 6 more to be established in 2020 with 3,341 rooms
 - This acquisitions will represent an increase of 67.6% in available rooms for our portfolio

4 Hotels in Development Pipeline

- Option to acquire the hotels that are planned to be developed between 2020 and 2022
- 29 potential properties to be developed
- ~65% will be Owned and Co-Owned hotels

Reinvest in our Hotels

- Reinvestment opportunities will be considered within the FIBRA portfolio
- Will seek to remodel and relocate the hotels
- Objective Profitability will be between 12% and 14%



External Opportunities different to Hoteles City Express



FSTAY Internally Managed Without Fees for Administration

Management Characteristics

- FSTAY Subsidiary
- Relationship between FSTAY and Management through a contract of reimbursement for expenses
 - Maximum budget established from which no surplus will be refunded
- An estimated of administrative expenses of FSTAY will be approximately, Ps\$17.5 Mn a year⁽¹⁾. This will include:
 - Fixed and variable compensation of the management team
 - Office rent
 - Appraisals and auditing
 - Fees of Bolsa Mexicana de Valores (BMV)
 - Other minor expenses



Corporate Governance Aligned with Investors

Structure that Mitigates Conflicts of Interest

Committees

Technical Committee

- Designate (initially) / approve members of the committees
- Discuss and approve any asset acquisition that represents between 5-20% of the equity value
- Approve and remove the third party appraiser
- Approve accounting policies and financial statements, with prior recommendation of the audit committee
- · Approve dividends and repurchases

Audit Committee

- · Approve and remove external auditor
- Discuss Financial Statements
- Recommend accounting policies

Conflicts Committee

- Approve any operation with related parties
- Call the Shareholders Assembly to discuss any issue that may create a conflict of interests

Practices Committee

 Supports the Technical Committee in making decisions on corporate governance and best practices

Leverage Committee

 Ensure that the mechanisms and controls are established to verify that any leverage comfortably complies with the Fibra's indebtedness policies

Shareholders Assembly

- Shareholders have the right to name one member of the Technical Committee for every 10% of CBFIs they own
- Shareholders that represent 10% or more of the CBFIs can call an assembly
- Ordinary Assembly

(Quorum 50% / Approval 50% of the CBFIs represented)

- Will be able to solve any matter that requires the approval of the Shareholders Assembly that is not reserved for an Extraordinary Assembly
- Extraordinary Assembly (Quorum 75% / Approval with simple majority of CBFIs represented)
 - May replace the Common Representative,
 Management and Trustee
 - Dissolve or delist the FIBRA
 - Remove members of the Technical Committee
- Shareholders with conflict of interests will not have a right to vote



Transparent Acquisition Mechanism from HCE

Possible Portfolio to Contribute

- HCE has the obligation to offer a ROFR over the portfolios developed and stabilized to FSTAY of which HCE owns 100%
- Stabilized HCE hotels based on any of the following two metrics:
 - Hotels that have more than 36 months in operation
 - Hotels based on their financial metrics have a calculated ROIC (1) of 12% or higher

Valuation Mechanism

- The Technical Committee will have the right to choose an independent appraiser (with the majority vote of the independent members)
- The seller will have the right to choose a different independent appraiser
- In the event that the prices differ by less than 10% the price will be the average of the two
- If the price of the appraisers exceeds a 10% difference, a third appraiser must be chosen and the average of the 3 appraiser will be taken

Approval Process

- Any acquisition of Assets owned by HCE, will require the approval of:
 - Technical Committee
 - Vote in favor of the Shareholders Assembly (related parties in the sale of the assets will not have a right to vote)



100% Independent Technical Committee

Changes to the Technical Committee to be discussed with Investors

Jorge García Segovia - President

- Mr. García Segovia has served as Deputy Director of the Northern Zone in Operadora de Bolsa, S.A. de C.V., Director of following áreas International, Fiduciary, Mortage, Credit Cards in the Northern área of the country in Banca Serfin, S.A.
- He has been a member of the of the Board of Directors of Cemex México, Maxcom and Compañía Minera Autlan, among other organizations
- Graduate from I.T.E.S.M. of the Bioquimical Engineering career and has a Diploma in Finance

Carlos Bracho González

- Mr. Bracho has been a member of the of the Board of Directors of many companies such as: Banca Serfín, Compañía Hulera Euzkadi, Grupo Petroquímico Beta, Financiamiento Progresemos, and Fibra VIA, among others
- He is a Public Accountant at the Universidad Iberoamericana with a Master's Degree in Finance from the University of Rhode Island

Harald Feldhaus Herrmann

- Mr. Feldhaus serves as advisor to several companies in Mexico such as Quálitas Compañía de Seguros and Safe-Data Resources
- Member of the Patronato of Hospital ABC (English Hospital) and from Consejo Fondo para la Paz
- President of the Mexican-German Chamber of Commerce and Industry, and formed as a member of the Comision México – Alemania 2000
- He was chariman for Latam of Marsh McLennan Co.
- Actuary graduated from UNAM

Sergio del Valle Cantú

- Mr. Del Valle is partner of WAMEX Private Equity since 2001, mexican firm that manages private equity funds
- Currently a member of the Board of Directors and Committees of KUA Mex Foods and Productos Medix and has been member of the Board of several companies promoted by WAMEX funds
- Industrial Engineer graduated from UP with postgraduate studies at IPADE



100% Independent Technical Committee

Changes to the Technical Committee to be discussed with Investors

Orlando Loera

- Mr. Loera worked in different executive positions for Bank of America Merrill Lynch for more than 39 years
- During his career at BofAML he was Country Executive for the bank in México and chief of the investment banking, institutional sales and trading unit.
- His last position was Chief Risk Officer for Latin America of BofAML
- Likewise, Mr. Loera was the restructuring director for Casas GEO and Controladora Comercial Mexicana

Eduardo Güemez

- Mr. Güemez currently holds the position of CFO in Mexico Retail Properties (MRP), company focused in Real Estate development and Real Estate related to retail in Mexico
- Before MRP held the position of CEO at LaSalle Investment Management where he managed an industrial portfolio of US\$ 400 millon
- Prior to LaSalle, he served as Managing Director of GE Real Estate and Risk Manager at the company
- Bachelor's degree in Mechanical Engineering from I.T.E.S.M. and Master's degree in operational research at the University of Stanford

Flor Unda Carbot

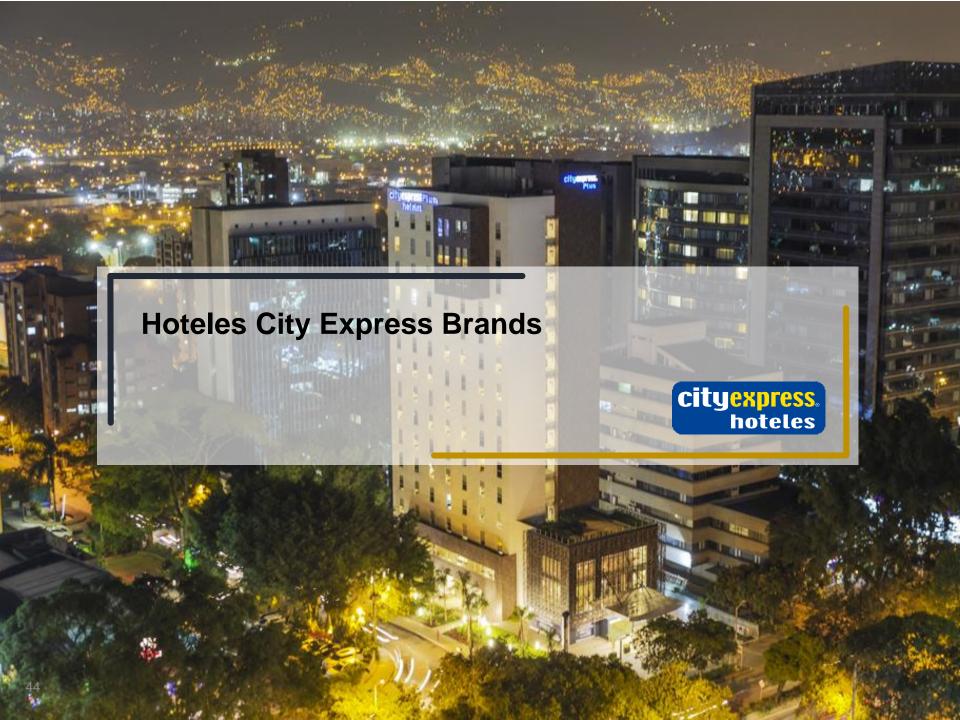
- Mrs. Unda held senior positions in the financial sector for more than 15 years
- She has been a commissioner of Banks, companies and auxiliary services with a market expertise in marketing
- Currently, she is an independent director in different industries and is a member of the Audit Committee of the Banco Nacional de Comercio Exterior
- Mrs. Unda was president of the Comité Técnico Nacional de Gobierno Corporativo of IMEF
- She has a Bachelor's degree in Mexico and a Masters degree in philosophy in the United States



Tax Implications for Foreign Investors

| | | C-Corp | Fibra |
|---|----------------------------------|--|---------------------------------------|
| Foreign Pension Fund | Corporate Income Tax | Exempt or 30% | 0% |
| | WHT on dividend distributions | 0% based no certain treaties | Exempt |
| | Capital gains (via private sale) | Either: Exempt 25% on gross sale amount 35% on net gain (certain requirements must be comply) | Exempt |
| | Capital gains (via stock market) | N.A. | Exempt |
| | | | |
| Foreign Investor (Corporate or Individual) | Corporate income tax | 30% | N.A. |
| | WHT on dividend distributions | 10% (can be reduced to 0% depending on certain treaties) | 30% |
| | Capital gains (via private sale) | Either: 25% on gross sale amount 35% on net gain (certain requirements must be comply) | 35% on net gain and 10% on gross sale |
| | Capital gains (via stock market) | N.A. | Exempt |





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