

LA CALA GOLF CLUB, S.L.

Management Report for the year ended 31st December 2025

The Directors of La Cala Golf Club, S.L. hereby submit their Management Report for the 2025 financial year.

Results and business development for 2025 and company situation

Revenue for the 2025 financial year and other income has increased by approximately 8.7% compared to the previous year, due to the increase in average revenue per player, while the number of players has slightly decreased, mainly due to the adverse weather conditions during the first quarter of the year.

On the other side, recurring operating costs and expenses, including personnel costs, have increased by approximately 9.9% compared to those incurred in 2024.

Consequently, the operating profit for 2025 was almost 2% higher than the previous year. Conversely, the net financial result experienced a negative trend, going from a positive result of €19,500 in 2024 to a negative result of €6,800 in 2025, basically due to the loans obtained to finance ongoing investments. In conclusion, in 2025 the Company achieved a profit before tax of €1,402,700, similar to the previous year.

Main risks and uncertainties associated with the business

The Company's activities and hence its operations and results are exposed to risks due to the environment in which they are carried out and also to outside factors, such as, in the case, the adverse climate conditions (drought, etc.), the health crisis, the political uncertainties, and the macroeconomic evolution including the general significant costs increase, the economic performance of the main tourism markets (UK, other European countries, etc.); the evolution of the sterling pound exchange rate and the competition of other touristic destinations can also have a negative impact on the Company's operations and results.

In general terms, the Company considers relevant those risks that could impact the profitability of its operations, the financial solvency, the corporate reputation or the integrity of its employees.

In managing and monitoring risks, the Company classifies its main exposures in the following categories: Strategic risks, Business processes risks, Risks relating to financial management, Technology risks, Risks arising from the reliability of financial and technical information.

The Company has put in place procedures and control systems conceived for the effective identification, measurement, evaluation and priority of the risks. These systems provide sufficient and accurate information to decide on an individual basis if such risks are assumed in controlled conditions or mitigated or avoided.

Future developments

The Company expects to increase its revenues and operating results by approximately 8% and 5% respectively in 2026 compared to 2025.

Our efforts continue to be focused on making the resort a success in its own right by enhancing our facilities and quality of services. We are committed to maintaining the resort to the standards expected in the industry and we are confident that this strategy will lead to increased profitability and cash flow in the future.



Four handwritten signatures in blue ink are located at the bottom of the page. From left to right, they appear to be: a stylized signature, a signature that looks like 'P. M.', a long, sweeping signature, and a signature that looks like 'S. J.' with a small '1' below it.

Use of financial instruments

The Company periodically analyses and considers the adequacy of entering into exchange rate hedging contracts in order to hedge exposure to fluctuations in exchange and interest rates where considered advisable in view of the performance of its operations and the market situation.

At 31st December 2025, the Company has not arranged any exchange nor interest rate hedging contracts.

Own shares, post-balance sheet events and other information

There have not been any important subsequent events for the Company after year-end.


During the year 2025 the Company has not carried out any research and development activities, nor has the Company acquired its own shares.

Actions that could have a significant impact on the Company's employees are not expected.

The Company continues developing an efficient plan for supplier payments with the objective of meeting the deadlines established in current legislation

La Cala de Mijas, 23 February, 2026

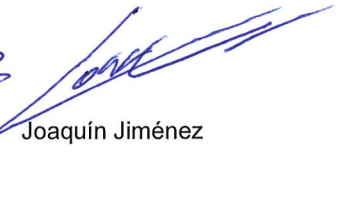

Directors:



David Kelly



Lars A. Granberg Per M. Börjesson



Sean Corte-Real Joaquín Jiménez