

Address from the President

11th May 2026

Dear Shareholders,

Attached to this letter are the Summary Accounts for the year 2025 and the Agenda for the General Meeting to be held on the 27th of May 2026 at 3pm at the Clubhouse.

The AGM is required to formally approve the 2025 Accounts and related technical matters.

A proxy form is also enclosed, which you may wish to complete and return if you are unable to attend.

The Annual Accounts, the audited statutory accounts in Spanish (and the translation in English) are available on the corporate web page www.lacalagolf.es.

I wish to comment briefly on our performance in 2025, an update for 2026 and other related matters.

Financial Results

I am very pleased to report excellent results for 2025.

EBITDA (earnings before interest, tax, management charge, rental, depreciation and exceptionals) was €3.294m versus €3.021m in 2024 – a positive variance of €274k (+9%).

Total revenues of €9.835m were generated during the year, an increase on 2024 of €785k (+9%).

The number of paid rounds played was 130.376 compared to a total of 133.964 in the previous year, with an average yield per golfer of €75.44, an increase of €7.88 per round (+11.7%) compared to 2024.

The Golf Hub (formerly Academy) revenues were €377k in 2025, an increase of €55k (+17%) compared with 2024.

The Golf Shop and Buggy Beverage revenues were €1.298m in 2025, an increase of €67k (+5%) compared with 2024.

Payroll and Other Costs totaled €5.945m, an increase of 8% on 2024 mainly due to staffing, energy costs and providing better quality golf experience. This is 60% of revenue in 2025 versus 61% of revenue in 2024. Expenditure to ensure good quality product is key in our business and despite increasing cost pressures, we continue to implement strategies to achieve these objectives.

The Company had bank debt of €2.857m at end of year 2025 compared to €756k at end of year 2024, an increase of €2.101m.

The Company's cash balances were €2.579m, compared to €1.326m at year end 2024.

Therefore, the Company was Net Cash negative, €278k at year end 2025 compared to net cash positive of €569k at year end 2024.

We continue to manage our cash and debt efficiently.

The company's main shareholder, Ranchos Reunidos S.A. and Group continues to provide financial support when required.

The Company approved 11 share transactions between individual active members during 2025 with an average price of €4,600.

Also, during 2025, the majority shareholder acquired 5 shares from non-active members. An initial 4 shares were acquired at a price of €3,000 each and the final share at a price of €4,000. The majority shareholder owned 81.25% of the Company at year end.

Resort Improvement, Investment & Change 2025 and Plans for 2026.

During 2025 the Company continued to invest in improving the product and golf experience. The investment spend was €1.480m.

The following is a summary of the major investments in 2025:

- General Course improvements - €394k. (This included €126k sustainable)
- Continued investment in golf machinery - €382k. (This included €185k of sustainable machinery)
- Infrastructure and Parking related - €704k.

We are planning to invest €2.040m in 2026. This will be focused on the following:

- Golf Hub (formerly Academy) Upgrade - €250k.
- General course improvements - €335k. (This includes €50k of sustainable)
- Buggies (60 EZGO Lithium) - €520k. (sustainable)
- Golf machinery/equipment - €215k. (This includes €115k of sustainable machinery).
- Infrastructure and Parking related - €720k.

The Resort Infrastructure and Parking project is due to be fully completed by June this year.

Some of the key features include:

- An expanded parking area surrounding the Clubhouse. (from 175 parking spaces before works increasing to 335 when completed).
- A new tunnel going from the buggy pick up area, taking golfers directly to the America and Europa courses.
- New road and roundabouts improving traffic flow from adjoining roads.

The total cost of this project is estimated to be €5.3m and the Company's share of this project is estimated at €1.8m.

La Cala continues to work on becoming one of the greenest golf resorts in Europe.

The investments in 2025 and in 2026 were and continue to be focused on being more environmentally friendly while using sustainable technology. ESG (Environmental, Social and Governance) is a key pillar of the Company's strategy.

General Outlook

There are still uncertainties due to the continuing conflicts in Ukraine and the Middle East. This is bringing more uncertainty to the global economy and is likely to impact economic growth in the foreseeable future.

Nevertheless, we are currently experiencing strong demand for our product to date. Advance green fee bookings for 2026 are up 6% on 2025. We are cautiously optimistic for this year.

We continue to invest in our sales and marketing, particularly on digital marketing, as well as working with key golf tour operators throughout Europe to diversify and grow the business.

Costs are closely controlled but without compromising on the quality of the courses and related facilities. Cost pressures continue throughout our business.

We wish to thank again our Board Colleagues, the Management and the Team, together with the Captains, Vice Captains and Committee Members for their hard work, assistance and dedication throughout the year. I would also like to acknowledge the support of our active membership base.

I would also like to pay tribute to Mr. Seamus Murphy who died earlier this year. Seamus was the first President of LaCala Golf and the pioneer of Ranchos' investment in LaCala. His vision for La Cala was key to where we are today.

In conclusion, the Company continues to make excellent progress and had a successful year in 2025 reporting an EBITDA of €3.294m.

Forward bookings and performance to date for 2026 are higher than same time last year. However, while we are still positive, we are mindful of the uncertainties as outlined above.

We are also proud to announce that we will be hosting the Ladies European Tour final at the end of November. This will showcase the excellent Golf Resort that La Cala is.

The Company's main priorities continue to be to maximize performance to ensure high standard product and service, allow key investments and at the same time continue to manage our capital efficiently. We are well placed to continue to progress into the future.

Yours sincerely,

David Kelly.
President.

LA CALA GOLF CLUB, S.L.
ACTUAL JANUARY/DECEMBER 2025 Vs 2024
PROFIT & LOSS ACCOUNT

DESCRIPTION	(Euros'000)	(Euros'000)	(Euros'000)	%
	ACTUAL 2025	ACTUAL 2024	VARIANCE	
GREEN FEES & BUGGY HIRE & OTHER	8.161	7.498	663	9%
GOLF HUB (FORMERLY ACADEMY)	377	322	55	17%
GOLF SHOP & BUGGY BEVERAGE	1.298	1.230	67	5%
TOTAL REVENUE	9.835	9.050	785	9%
PROSHOP MATERIAL COSTS	508	448		
BUGGY COST	45	41		
GOLF HUB (FORMERLY ACADEMY)	43	35		
TOTAL DIRECT COST OF SALES	596	524	(72)	-14%
GROSS PROFIT	9.239	8.526	713	8%
ENERGY COST	441	384		
PAYROLL COST	2.819	2.623		
SECURITY	129	118		
ADMIN. & GENERAL (*)	629	594		
MARKETING (**)	436	378		
MAINTENANCE & CAPITAL REPLACEMENT	1.492	1.408		
TOTAL PAYROLL AND OTHER COSTS	5.945	5.506	(439)	-8%
EARNINGS BEFORE INTEREST, TAXES, DEPREC. & OTHERS	3.294	3.021	274	9%
MANAGEMENT CHARGE	787	633		
NON RECURRENT EXPENSES (INCOME)	11	(13)		
RENTAL THIRD GOLF COURSE AND OTHERS	514	505		
NET FINANCIAL EXPENSES	7	(19)		
DEPRECIATION FIXED ASSETS	573	512		
CORPORATE TAX	353	352		
NET PROFIT	1.049	1.050		

(*) **ADMIN & GENERAL analysis**

Admin, HHRR, IT, Techn, Golf management & related supp services	131	131
TownHall local taxes	96	99
External services	402	364
	629	594

(**) **MARKETING analysis**

Intercompany marketing	343	302
External marketing	93	77
	436	378

LA CALA GOLF CLUB , S.L.**BALANCE SHEET AT 31st DECEMBER 2025 AND 2024**

	31/12/2025 (Euros'000)	31/12/2024 (Euros'000)
FIXED ASSETS	9.718	8.837
Deferred tax assets	0	175
CURRENT ASSETS:		
Stocks	292	288
Due from related companies	3.065	1.656
Trade debtors and other	130	206
Cash at Bank and in Hand	2.579	1.326
TOTAL CURRENT ASSETS	6.066	3.476
CURRENT LIABILITIES:		
Due to Ranchos Reunidos, S.A. & group	1.228	1.032
Creditors and Accruals	1.884	1.958
Bank Loan and credit facility	715	203
TOTAL CURRENT LIABILITIES	3.827	3.193
NET CURRENT ASSETS	2.239	283
NON - CURRENT LIABILITIES:		
Bank Loan and credit facility	2.142	553
Guarantee and deposits received	24	18
Deferred Tax liabilities	0	2
Provision for commitments with staff	322	302
TOTAL NON-CURRENT LIABILITIES	2.489	875
NET ASSETS	9.468	8.419
FINANCED BY:		
Share capital	6.945	6.945
Reserves / Results of prior years	1.474	424
Subsidies	0	0
Net Result for the year	1.049	1.050
SHAREHOLDERS' EQUITY	9.468	8.419