
Mexico City, October 23, 2025 – 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 ("3Q25") ended September 30, 2025. Figures are expressed in Mexican pesos, unaudited, in accordance with International Financial Reporting Standards, ("IFRS") and may vary due to rounding.

**Highlights**

- 3Q25 EBITDA[1] was Ps. 157.8 million, compared to Ps. 143.6 million in 3Q24, a 9.8% increase driven by higher revenues.
- 3Q25 Total Revenues were Ps. 737.0 million, compared to Ps. 678.2 million in 3Q24, an 8.7% increase due to the growth in Room Revenue, Food and Beverages Revenue and Vacation Club Revenue which more than offset decreases in Other Revenue from Hotels and Third-Party Hotels Management Fees.
- In 3Q25, HOTEL posted a Net Income of Ps. 31.2 million, compared to Net Loss of Ps. 86.3 million in 3Q24. This was driven by an FX gain in the quarter.
- 3Q25 Net Operating Cash Flow was Ps. 145.0 million, compared to Ps. 183.4 million reported in 3Q24.
- At the end of 3Q25, the Net Debt/LTM EBITDA ratio was 2.1x.
- HOTEL's total portfolio at the end of 3Q25 was 6,215 rooms in operation, a 0.7% decrease compared to 6,258 rooms in operation reported in 3Q24.
- RevPAR[2] for Company-owned hotels increased from Ps. 1,001 in 3Q24 to Ps. 1,034 in 3Q25, a 3.3% increase due to a 4.1% increase in ADR[2] which more than offset a 0.5 percentage point decrease in Occupancy.

| | Third Quarter | | | | 9 months ended September 30 | | | |
|---|---|---|---|---|---|---|---|---|
| *Figures in thousands of Mexican pesos* | 2025 | 2024 | Var. | % Var. | 2025 | 2024 | Var. | % Var. |
| Total Revenue | 736,997 | 678,234 | 58,763 | *8.7* | 2,515,049 | 2,116,393 | 398,656 | *18.8* |
| EBITDA | 157,784 | 143,643 | 14,141 | *9.8* | 669,606 | 543,454 | 126,152 | *23.2* |
| *EBITDA Margin* | *21.4%* | *21.2%* | *0.2 pt* | *0.2 pt* | *26.6%* | *25.7%* | *0.9 pt* | *0.9 pt* |
| Operating Income | 26,027 | 72,429 | (46,402) | *(64.1)* | 357,680 | 331,567 | 26,113 | *7.9* |
| Net Income | 31,207 | (86,308) | 117,515 | *NA* | 407,992 | (120,674) | 528,665 | *NA* |
| *Net Income Margin* | *4.2%* | *(12.7%)* | *17.0 pt* | *17.0 pt* | *16.2%* | *(5.7%)* | *21.9 pt* | *21.9 pt* |
| Operating Cash Flow | 144,952 | 183,434 | (38,482) | *(21.0)* | 613,612 | 567,945 | 45,666 | *8.0* |
| Occupancy | 60.5% | 61.0% | *(0.5 pt)* | *(0.5 pt)* | 65.4% | 64.7% | *0.7 pt* | *0.7 pt* |
| ADR | 1,709 | 1,641 | 67 | *4.1* | 1,824 | 1,680 | 144 | *8.6* |
| RevPAR | 1,034 | 1,001 | 33 | *3.3* | 1,193 | 1,086 | 106 | *9.8* |

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

[1] *EBITDA is calculated by adding together Operating Income, Depreciation and Total Non-Recurring Expenses.*
[2] *Revenue Per Available Room ("RevPAR") and Average Daily Rate ("ADR").*

**Comments from the Executive Vice President**

Mr. Francisco Zinser, stated:

In the first nine months of 2025 we posted a 66.3% occupancy in our portfolio combined with a 23.2% EBITDA growth. Additionally, we posted a 26.6% EBITDA Margin in the same period.

In terms of operating indicators of Company-owned hotels, in 3Q25 we increased our RevPAR by 3.3%, as we increased our ADR by 4.1%, which more than compensated for a 0.5 percentage point decrease in occupancy. Revenue totaled Ps. 737.0 million for 3Q25, up 8.7% compared to 3Q24. EBITDA was Ps. 157.8 million for the quarter, up 9.8% compared to 3Q24.

Also, I would like to mention that none of our achievements would be 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 | City | State |
|---|---|---|---|---|---|---|---|
| 1 | Krystal Urban Monterrey | 150 | 100% | Urban | 4 stars | Monterrey | Nuevo Leon |
| 2 | Krystal Urban Cd. Juarez | 120 | 100% | Urban | 4 stars | Ciudad Juarez | Chihuahua |
| 3 | Krystal Urban Cancun & Beach Club | 246 | 100% | Urban | 4 stars | Cancun | Quintana Roo |
| 4 | Krystal Satelite Maria Barbara | 215 | 100% | Urban | 5 stars | State of Mexico | State of Mexico |
| 5 | Hilton Garden Inn Monterrey Aeropuerto | 134 | 15% | Urban | 4 stars | Monterrey | Nuevo Leon |
| 6 | Hampton Inn & Suites Paraiso Tabasco | 117 | - | Urban | 4 stars | Paraiso | Tabasco |
| 7 | Krystal Urban Aeropuerto Mexico City | 96 | - | Urban | 4 stars | Mexico City | Mexico City |
| 8 | Krystal Urban Guadalajara | 140 | 100% | Urban | 4 stars | Guadalajara | Jalisco |
| 9 | Krystal Monterrey | 207 | - | Urban | 5 stars | Monterrey | Nuevo Leon |
| 10 | Ibis Irapuato | 140 | - | Urban | 3 stars | Irapuato | Guanajuato |
| 11 | Krystal Grand Suites Insurgentes | 150 | 50% | Urban | Grand Tourism | Mexico City | Mexico City |
| 12 | Hyatt Place Aguascalientes | 144 | - | Urban | 4 stars | Aguascalientes | Aguascalientes |
| 13 | Hyatt Centric Campestre Leon | 140 | 50% | Urban | Grand Tourism | Leon | Guanajuato |
| 14 | Hyatt Regency Mexico City Insurgentes & Residences | 201 | 50% | Urban | Grand Tourism | Mexico City | Mexico City |
| 15 | Krystal Grand San Miguel de Allende | 22 | 100% | Urban | Grand Tourism | San Miguel de Allende | Guanajuato |
| **Subtotal Urban** | | **2,222** | | | | | |
| 16 | Krystal Resort Cancun | 502 | - | Resort | 5 stars | Cancun | Quintana Roo |
| 17 | Krystal Resort Ixtapa | 255 | - | Resort | 5 stars | Ixtapa | Guerrero |
| 18 | Krystal Resort Puerto Vallarta | 530 | - | Resort | 5 stars | Puerto Vallarta | Jalisco |
| 19 | Krystal Grand Puerto Vallarta | 451 | 100% | Resort | Grand Tourism | Puerto Vallarta | Jalisco |
| 20 | Krystal Beach Acapulco | 400 | 100% | Resort | 4 stars | Acapulco | Guerrero |
| 21 | Krystal Grand Cancun | 400 | 100% | Resort | Grand Tourism | Cancun | Quintana Roo |
| 22 | Krystal Grand Los Cabos | 454 | 50% | Resort | Grand Tourism | Los Cabos | Baja California Sur |
| 23 | Krystal Grand Nuevo Vallarta | 480 | 50% | Resort | Grand Tourism | Nuevo Vallarta | Nayarit |
| 24 | Mahekal Beach Resort | 195 | 50% | Resort | 4 stars | Playa del Carmen | Quintana Roo |
| 25 | Secrets Tulum Resort & Spa | 326 | 25% | Resort | Grand Tourism | Tulum | Quintana Roo |
| **Subtotal Resort** | | **3,993** | | | | | |
| **Total** | | **6,215** | | | | | |

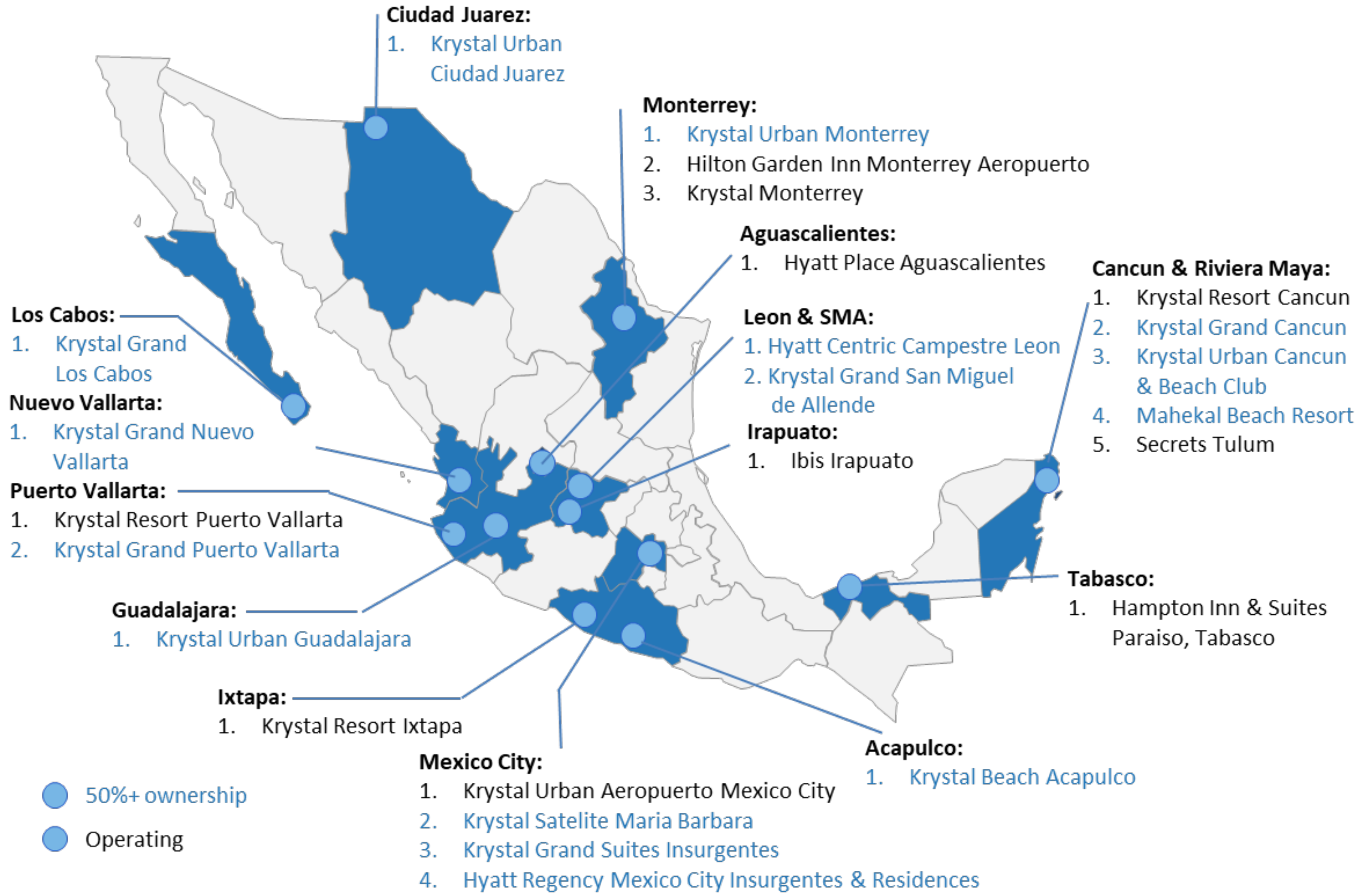
At the end of 3Q25, HOTEL recorded a total of 25 properties in operation, of which 15 are Company-owned,[3] and the remaining 10 are third-party owned.[4]

The number of rooms in operation at the end of 3Q25 was 6,215, 0.7% less than the rooms in operation for the same period last year.

[3] *The Company operates Krystal Grand Los Cabos, Krystal Grand Nuevo Vallarta, Krystal Grand Suites Insurgentes, Mahekal Beach Resort, Hyatt Regency Mexico City Insurgentes & Residences and Hyatt Centric Campestre Leon, in which it also has a 50% ownership position. According to IFRS, the results of these properties are consolidated in the Company's financial statements.*

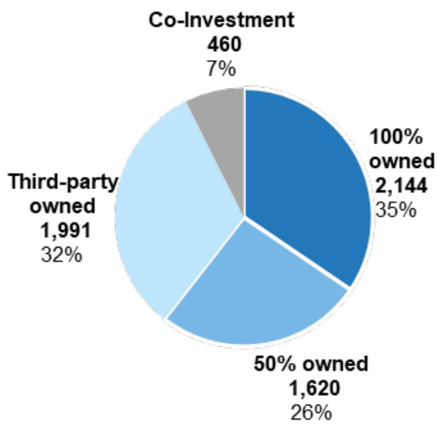
[4] *The Company operates Hilton Garden Inn Monterrey Aeropuerto hotel, in which it has a 15% ownership position and operates Secrets Tulum Resort & Spa in which it also has a 25% ownership position. According to IFRS, although the results of these properties are not consolidated in the Company's financial statements, third-party hotel management fees are included as "Other Revenues", given that the properties are considered a third-party hotels under management.*

The hotel portfolio is geographically distributed as follows:

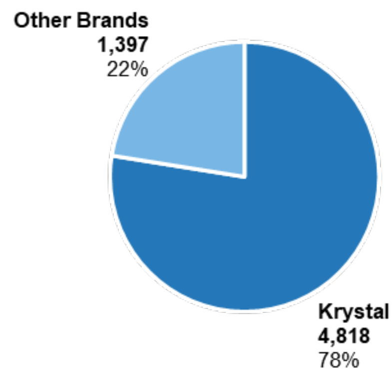


Rooms in operation in the hotel portfolio during 3Q25 were as follows:

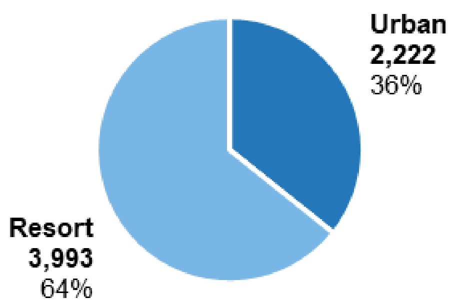
**Ownership (number of rooms)**



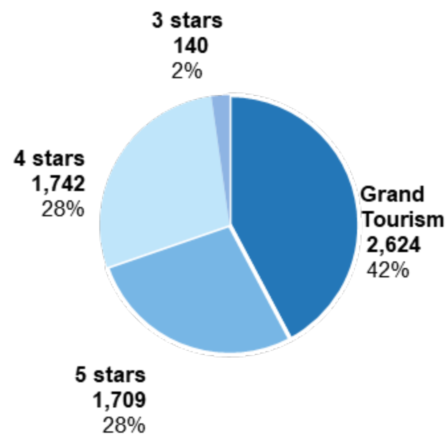

**Brand (number of rooms)**




**Segment (number of rooms)**




**Category (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 to 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.

Of a total of 6,215 hotel rooms in operation, the operating indicators for 3Q25 include 5,943 rooms, 263 rooms from the Vacation Club, and 9 unavailable rooms are excluded from this analysis. They are detailed at the end of this report in Appendix 1. The following table is a summary of 3Q25 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** | **2025** | **2024** | **Var.** | **% Var.** | **2025** | **2024** | **Var.** | **% Var.** |
| **Total Hotels in Operation** | **25** | **25** | **-** | **-** | **25** | **25** | **-** | **-** |
| Number of rooms | 5,943 | 5,781 | 162 | *2.8* | 5,943 | 5,652 | 291 | *5.1* |
| Occupancy | 62.2% | 63.8% | *(1.6 pt)* | *(1.6 pt)* | 66.3% | 66.6% | *(0.3 pt)* | *(0.3 pt)* |
| ADR | 1,840 | 1,819 | 22 | *1.2* | 1,985 | 1,859 | 125 | *6.7* |
| RevPAR | 1,144 | 1,161 | (17) | *(1.5)* | 1,316 | 1,238 | 78 | *6.3* |
| **1 Total Owned Hotels (50%+ ownership)(1)** | **15** | **15** | **-** | **-** | **15** | **15** | **-** | **-** |
| Number of rooms | 3,754 | 3,541 | 213 | *6.0* | 3,754 | 3,424 | 330 | *9.6* |
| Occupancy | 60.5% | 61.0% | *(0.5 pt)* | *(0.5 pt)* | 65.4% | 64.7% | *0.7 pt* | *0.7 pt* |
| ADR | 1,709 | 1,641 | 67 | *4.1* | 1,824 | 1,680 | 144 | *8.6* |
| RevPAR | 1,034 | 1,001 | 33 | *3.3* | 1,193 | 1,086 | 106 | *9.8* |
| **2 Third-party Hotels Under Management(2)** | **10** | **10** | **-** | **-** | **10** | **10** | **-** | **-** |
| Number of rooms | 2,189 | 2,240 | (51) | *(2.3)* | 2,189 | 2,228 | (39) | *(1.8)* |
| Occupancy | 64.9% | 68.3% | *(3.4 pt)* | *(3.4 pt)* | 67.8% | 69.5% | *(1.7 pt)* | *(1.7 pt)* |
| ADR | 2,048 | 2,069 | (21) | *(1.0)* | 2,244 | 2,116 | 128 | *6.0* |
| RevPAR | 1,330 | 1,414 | (84) | *(6.0)* | 1,522 | 1,472 | 51 | *3.4* |

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

*(1) The increase in number of rooms is due to the reentry of the Krystal Beach Acapulco*

*(2) The decrease in number of rooms is due to the exit of the Hampton Inn & Suites Paraiso Tabasco*

## Consolidated Financial Results

| *Figures in thousands of Mexican pesos* | Third Quarter | | | | 9 months ended September 30 | | | |
|---|---|---|---|---|---|---|---|---|
| **Income Statement** | **2025** | **2024** | **Var.** | **%Var.** | **2025** | **2024** | **Var.** | **%Var.** |
| Room Revenue | 353,324 | 326,161 | 27,163 | *8.3* | 1,208,652 | 1,018,893 | 189,759 | *18.6* |
| Food and Beverage Revenue | 310,698 | 274,098 | 36,600 | *13.4* | 1,059,827 | 879,919 | 179,909 | *20.4* |
| Other Revenue from Hotels | 37,493 | 43,489 | (5,996) | *(13.8)* | 129,118 | 110,964 | 18,154 | *16.4* |
| Vacation Club Revenue | 14,359 | 10,930 | 3,429 | *31.4* | 39,492 | 29,827 | 9,665 | *32.4* |
| Third-Party Hotels' Management Fees | 21,122 | 23,556 | (2,434) | *(10.3)* | 77,959 | 76,790 | 1,169 | *1.5* |
| **Total Revenue** | **736,997** | **678,234** | **58,763** | ***8.7*** | **2,515,049** | **2,116,393** | **398,656** | ***18.8*** |
| Cost and Operating Expenses | 407,403 | 354,240 | 53,162 | *15.0* | 1,259,264 | 1,036,949 | 222,315 | *21.4* |
| Sales and Administrative | 148,035 | 161,288 | (13,253) | *(8.2)* | 518,503 | 481,887 | 36,616 | *7.6* |
| Other Expenses | 15,496 | 12,735 | 2,760 | *21.7* | 44,587 | 37,126 | 7,461 | *20.1* |
| Vacation Club Cost | 8,280 | 6,328 | 1,952 | *30.8* | 23,090 | 16,977 | 6,113 | *36.0* |
| Depreciation | 94,518 | 82,935 | 11,583 | *14.0* | 262,918 | 244,419 | 18,500 | *7.6* |
| **Total Costs and Expenses** | **673,732** | **617,526** | **56,205** | ***9.1*** | **2,108,361** | **1,817,358** | **291,004** | ***16.0*** |
| **Total Non Recurring Expenses** | **37,238** | **(11,721)** | **48,959** | ***NA*** | **49,007** | **(32,532)** | **81,539** | ***NA*** |
| **EBITDA** | **157,784** | **143,643** | **14,141** | ***9.8*** | **669,606** | **543,454** | **126,152** | ***23.2*** |
| *EBITDA Margin(%)* | *21.4%* | *21.2%* | *0.2 pt* | *0.2 pt* | *26.6%* | *25.7%* | *0.9 pt* | *0.9 pt* |
| **Operating Income** | **26,027** | **72,429** | **(46,402)** | ***(64.1)*** | **357,680** | **331,567** | **26,113** | ***7.9*** |
| *Operating Income Margin (%)* | *3.5%* | *10.7%* | *(7.1 pt)* | *(7.1 pt)* | *14.2%* | *15.7%* | *(1.4 pt)* | *(1.4 pt)* |
| Net interest expenses | (43,372) | (49,416) | 6,044 | *(12.2)* | (139,975) | (167,560) | 27,585 | *(16.5)* |
| Net foreign currency exchange loss | 52,014 | (107,378) | 159,392 | *NA* | 236,916 | (277,518) | 514,434 | *NA* |
| Other financial costs | (1,300) | (3,134) | 1,834 | *(58.5)* | (5,113) | (10,748) | 5,635 | *(52.4)* |
| **Net Financing Result** | **7,342** | **(159,929)** | **167,271** | ***NA*** | **91,828** | **(455,826)** | **547,654** | ***NA*** |
| Total income taxes | 3,467 | 1,192 | 2,275 | *NA* | 45,358 | 3,585 | 41,773 | *NA* |
| **Net Income** | **31,207** | **(86,308)** | **117,515** | ***NA*** | **407,992** | **(120,674)** | **528,665** | ***NA*** |
| *Net Income Margin (%)* | *4.2%* | *(12.7%)* | *17.0 pt* | *17.0 pt* | *16.2%* | *(5.7%)* | *21.9 pt* | *21.9 pt* |
| **Income attributable to:** | | | | | | | | |
| Controlling Interest | 20,578 | (7,055) | 27,633 | *NA* | 261,968 | 49,050 | 212,918 | *NA* |
| Non-controlling Interest | 10,629 | (79,253) | 89,882 | *NA* | 146,024 | (169,724) | 315,748 | *NA* |

### Total Revenue

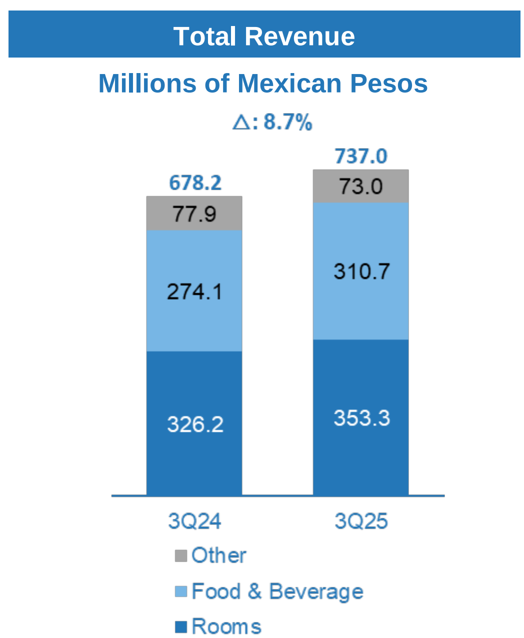
Total Revenue increased 8.7% to Ps. 737.0 million in 3Q25, compared to Ps. 678.2 million in 3Q24, due to growth in Room Revenue, Food and Beverages Revenue and Vacation Club Revenue which more than offset decreases in Other Revenue from Hotels and Third-Party Hotels Management Fees.

During 3Q25, Room Revenue was Ps. 353.3 million compared to Ps. 326.2 million in 3Q24 which represents an 8.3% growth due to the incorporation of Krystal Beach Acapulco combined with a 3.3% increase in RevPAR, comprised of a 4.1% increase in ADR combined with a 0.5 percentage point decrease in Occupancy.

Food and Beverage Revenue increased 13.4% from Ps. 274.1 million in 3Q24 to Ps. 310.7 million in 3Q25.

Other Revenue from Hotels, which includes, among other items, event room rentals, parking, laundry, telephone, and leasing of commercial spaces, decreased 13.8% from Ps. 43.5 million in 3Q24 to Ps. 37.5 million in 3Q25.

Vacation Club Revenues increased 31.4% from Ps. 10.9 million in 3Q24 to Ps. 14.4 million in 3Q25.



Third-Party Hotels Management Fees decreased 10.3% from Ps. 23.6 million in 3Q24 to Ps. 21.1 million in 3Q25. This segment posted a 6.0% decrease in RevPAR, driven by a reduction of 3.4 percentage points in occupancy combined with a 1.0% decrease in ADR. 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 on its operating structure.

**Costs and Expenses**

Operating Costs and Operating Expenses increased 15.0% from Ps. 354.2 million in 3Q24 to Ps. 407.4 million in 3Q25. This increase was driven by higher revenues.

Administrative and Sales Expenses decreased 8.2% from Ps. 161.3 million in 3Q24 to Ps. 148.0 million in 3Q25, due to operating efficiencies.

### Operating Income

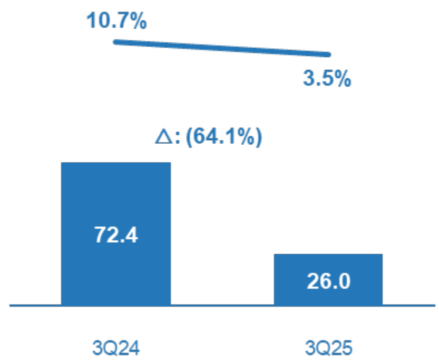
Operating Income decreased 64.1% from Ps. 72.4 million in 3Q24 to Ps. 26.0 million in 3Q25. This result was driven by non-recurring expenses.

### EBITDA

EBITDA increased 9.8% from Ps. 143.6 million in 3Q24 to Ps. 157.8 million in 3Q25, driven by higher revenues.

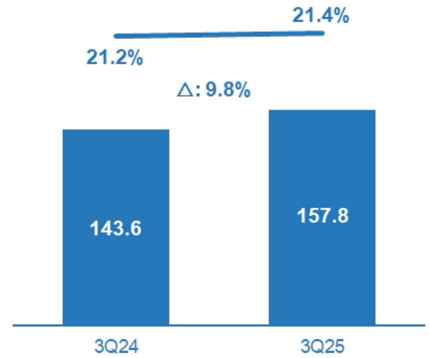
**Operating Income**

Millions of Mexican Pesos




**EBITDA**

Millions of Mexican Pesos




| *(Figures in thousands of Mexican pesos)* | 3Q25 | 3Q24 | % Var. | YTD 2025 | YTD 2024 | % Var. |
|---|---|---|---|---|---|---|
| Operating Income | 26,027 | 72,429 | *(64.1)* | 357,680 | 331,567 | *7.9* |
| (+) Depreciation | 94,518 | 82,935 | *14.0* | 262,918 | 244,419 | *7.6* |
| (+) Development and hotel opening expenses[5] | 2,567 | 3,790 | *(32.3)* | 8,190 | 9,473 | *(13.5)* |
| (+) Other non-recurring expenses[6] | 34,671 | (15,511) | *NA* | 40,817 | (42,005) | *NA* |
| EBITDA | 157,784 | 143,643 | *9.8* | 669,606 | 543,454 | *23.2* |
| *EBITDA Margin* | *21.4%* | *21.2%* | *0.2 pt* | *26.6%* | *25.7%* | *0.9 pt* |

### Net Financing Result

For 3Q25, the Net Financing Result went from a Ps. 159.9 million loss in 3Q24 to a Ps. 7.3 million gain in 3Q25. This result was driven by a larger FX gain generated by the impact from the mark-to-market valuation due to a lower USD/MXN exchange rate applied to our dollar-denominated debt.

### Net Income

Net Income went from a Ps. 86.3 million loss in 3Q24 to a Ps. 31.2 million gain in 3Q25, explained by the previously mentioned factors.

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[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* | Third Quarter | | | | 9 months ended September 30 | | | |
|---|---|---|---|---|---|---|---|---|
| **Cash Flow Statement** | **2025** | **2024** | **Var.** | **% Var.** | **2025** | **2024** | **Var.** | **% Var.** |
| **Cash flow from operating activities** | | | | | | | | |
| Net income | 31,207 | (86,308) | 117,515 | *NA* | 407,992 | (120,674) | 528,665 | *NA* |
| Depreciation and amortization | 94,518 | 82,935 | 11,583 | *14.0* | 262,918 | 244,419 | 18,500 | *7.6* |
| Income taxes | 3,467 | - | 3,467 | *NA* | 45,358 | - | 45,358 | *NA* |
| Unrealized loss (gain) in foreign currency exchange | (69,241) | 168,141 | (237,382) | *NA* | (310,058) | 363,390 | (673,448) | *NA* |
| Net interest expense | 43,372 | 49,416 | (6,044) | *(12.2)* | 139,975 | 167,560 | (27,585) | *(16.5)* |
| Other financial costs | 1,300 | 3,134 | (1,834) | *(58.5)* | 5,113 | 10,748 | (5,635) | *(52.4)* |
| Insurance recovery | - | (15,000) | 15,000 | *NA* | (7,309) | (50,323) | 43,014 | *(85.5)* |
| Minority interest | (1,305) | (1,192) | (113) | *9.5* | (3,842) | (3,585) | (257) | *7.2* |
| Income from Dividends of subsidiary | - | (5,100) | 5,100 | *NA* | - | (5,100) | 5,100 | *NA* |
| **Cash flow before working capital variations** | **103,319** | **196,026** | **(92,708)** | ***(47.3)*** | **540,147** | **606,435** | **(66,288)** | ***(10.9)*** |
| Working Capital | 41,634 | (12,592) | 54,226 | *NA* | 73,465 | (38,490) | 111,954 | *NA* |
| **Net operating cash flow** | **144,952** | **183,434** | **(38,482)** | ***(21.0)*** | **613,612** | **567,945** | **45,666** | ***8.0*** |
| Non-recurring items | (7,129) | 30,965 | (38,093) | *NA* | (27,583) | 6,444 | (34,026) | *NA* |
| **Cash flow net from non-recurring items** | **137,824** | **214,399** | **(76,575)** | ***(35.7)*** | **586,029** | **574,389** | **11,640** | ***2.0*** |
| Investment activities | (38,677) | (115,641) | 76,964 | *(66.6)* | (99,135) | (233,983) | 134,848 | *(57.6)* |
| Financing activities | (125,526) | (97,288) | (28,238) | *29.0* | (332,493) | (359,598) | 27,105 | *(7.5)* |
| **Net (decrease) increase in cash and cash equivalents** | **(26,379)** | **1,470** | **(27,848)** | ***NA*** | **154,401** | **(19,192)** | **173,593** | ***NA*** |
| Cash and cash equivalents at the beginning of the period | 460,195 | 181,081 | 279,114 | *NA* | 279,416 | 201,743 | 77,672 | *38.5* |
| **Cash and cash equivalents at the end of the period** | **433,817** | **182,551** | **251,265** | ***NA*** | **433,817** | **182,551** | **251,265** | ***NA*** |
| **Total Cash at the end of the period** | **433,817** | **182,551** | **251,265** | ***NA*** | **433,817** | **182,551** | **251,265** | ***NA*** |

By the end of 3Q25, operating cash flow decreased 21.0% from Ps. 183.4 million in 3Q24, to Ps. 145.0 million, mainly attributed to higher Net Income.

Balance Sheet Summary

*Figures in thousands of Mexican pesos*

| Balance Sheet Summary | Sep-25 | Sep-24 | Var. | Var % |
|---|---|---|---|---|
| Cash and cash equivalents | 433,817 | 182,551 | 251,266 | NA |
| Accounts receivables and other current assets | 241,661 | 269,524 | (27,863) | (10.3%) |
| Creditable taxes | 347,242 | 390,046 | (42,804) | (11.0%) |
| Accounts receivables and Deferred cost Vacation Club ST | 46,314 | 41,588 | 4,726 | 11.4% |
| Apartment Inventory | 489,921 | 491,507 | (1,586) | (0.3%) |
| **Total current assets** | **1,558,954** | **1,375,216** | **183,738** | **13.4%** |
| Restricted cash | 107,493 | 147,416 | (39,923) | (27.1%) |
| Property, furniture and equipment | 8,470,407 | 8,594,042 | (123,636) | (1.4%) |
| Accounts receivables and Deferred cost Vacation Club LT | 408,981 | 369,786 | 39,195 | 10.6% |
| Other fixed assets | 1,133,272 | 1,142,872 | (9,600) | (0.8%) |
| **Total non-current assets** | **10,120,153** | **10,254,116** | **(133,963)** | **(1.3%)** |
| **Total Assets** | **11,679,107** | **11,629,332** | **49,775** | **0.4%** |
| Current installments of long-term debt | 284,727 | 445,064 | (160,337) | (36.0%) |
| Deferred Income Vacation Club ST | 41,605 | 49,802 | (8,197) | (16.5%) |
| Other current liabilities | 629,346 | 630,440 | (1,094) | (0.2%) |
| **Total current liabilities** | **955,679** | **1,125,307** | **(169,628)** | **(15.1%)** |
| Long-term debt | 2,239,532 | 2,489,308 | (249,776) | (10.0%) |
| Other non-current liabilities | 1,211,769 | 1,207,429 | 4,340 | 0.4% |
| **Total non-current liabilities** | **3,451,301** | **3,696,737** | **(245,436)** | **(6.6%)** |
| **Total Equity** | **7,272,127** | **6,807,289** | **464,838** | **6.8%** |
| **Total Liabilities and Equity** | **11,679,107** | **11,629,333** | **49,774** | **0.4%** |

**Cash and Cash Equivalents**
By the end of 3Q25, the Company's cash and cash equivalents were Ps. 433.8 million. Of this figure, Ps. 242.2 million is peso-denominated, and Ps. 191.7 million is US dollar-denominated.

**Accounts Receivable and Other Current Assets**
This line item decreased 10.3%, from Ps. 269.5 million in 3Q24 to Ps. 241.7 million in 3Q25.

**Property, Furniture & Equipment**
This line item was equal to Ps. 8,470.4 million at the end of 3Q25, a 1.4% decrease compared to Ps. 8,594.0 million at the end of 3Q24. CAPEX in 3Q25 was Ps. 52.0 million, compared to Ps. 84.2 million in 3Q24.

| *Figures in thousand Mexican Pesos* | 3Q25 | | YTD September 2025 | |
|---|---|---|---|---|
| CAPEX for the period | | % Total | | % Total |
| Improvements in owned hotels | 5,993 | 11.5% | 35,577 | 24.7% |
| Ordinary CAPEX | 45,997 | 88.5% | 108,336 | 75.3% |
| **Total CAPEX** | **51,990** | **100.0%** | **143,912** | **100.0%** |

## Net Debt and Maturity

Total Debt was Ps. 2,524.3 million at the end of 3Q25, which represented a Net Debt / LTM EBITDA ratio equal to 2.1x. Of the Total Debt, 100% is US dollar-denominated and has an average cost of 7.37%.

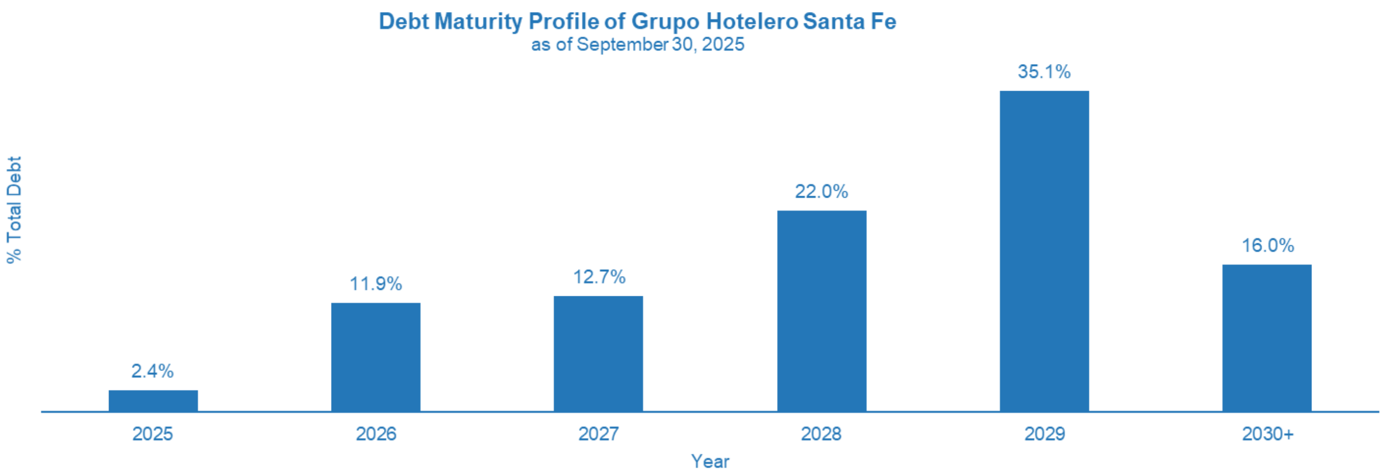
During 3Q25, the Mexican peso appreciated 2.6% against the US dollar, from Ps. 18.8483 on June 30, 2025, to Ps. 18.3507 on September 30, 2025, positively impacting the Company's financial costs. The Company's short US dollar position by the end of 3Q25 was US$121.3 million, equal to Ps. 2,225.2 million.

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): | | |
|---|---|---|---|
| **Debt*** | **Pesos** | **Dollars** | **Total** |
| Short Term | - | 284,727 | 284,727 |
| Long Term | - | 2,239,532 | 2,239,532 |
| **Total** | **-** | **2,524,260** | **2,524,260** |
| *% Total* | - | *100.0%* | *100.0%* |
| *Average rate of financial liabilities* | | *7.37%* | *7.37%* |
| Cash and cash equivalents | 242,157 | 191,660 | 433,817 |
| Restricted cash | 59 | 107,434 | 107,493 |
| **Cash and cash equivalents**** | **242,215** | **299,094** | **541,310** |
| **Net Debt** | **(242,215)** | **2,225,165** | **1,982,950** |
| Net Debt / LTM EBITDA (as of September 30, 2025) | | | 2.1x |

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

***Includes restricted cash related to bank debt.*




To continue with its growth plans, the Company will continue to balance its debt between pesos and dollars. Dollar-denominated debt is hedged over reference rates (SOFR), with a strike price of 7.5%.

According to IFRS, the exchange rate used was Ps. 18.3507 / US$ as of September 30, 2025, as published in Mexico's *Official Federal Gazette*.

## Currency Hedging Analysis

| Figures in thousands of Mexican pesos | Third Quarter 2025 | | | YTD September 2025 | | |
|---|---|---|---|---|---|---|
| **Currency Hedging Analysis** | **Denominated in Pesos** | **Denominated in USD** | **Total in Pesos** | **Denominated in Pesos** | **Denominated in USD** | **Total in Pesos** |
| Total Revenue | 586,103 | 150,894 | **736,997** | 1,688,100 | 826,949 | **2,515,049** |
| *% of Total Revenue* | *79.5%* | *20.5%* | ***100.0%*** | *67.1%* | *32.9%* | ***100.0%*** |
| ( - ) Total Costs and Expenses | 617,106 | 56,626 | **673,732** | 1,870,850 | 237,511 | **2,108,361** |
| ( - ) Non-recurring Expenses | 37,238 | - | **37,238** | 49,007 | - | **49,007** |
| **Operating Income** | **(68,241)** | **94,268** | **26,028** | **(231,757)** | **589,438** | **357,681** |
| ( + ) Depreciation | 94,518 | - | **94,518** | 262,918 | - | **262,918** |
| **Operating Cash Flow** | **26,277** | **94,268** | **120,546** | **31,161** | **589,438** | **620,599** |
| *% of Operating Cash Flow* | *21.8%* | *78.2%* | ***100.0%*** | *5.0%* | *95.0%* | ***100.0%*** |
| Interest | - | 50,519 | **50,519** | - | 157,335 | **157,335** |
| Principal | - | 71,212 | **71,212** | - | 234,935 | **234,935** |
| **Total Debt Service** | **-** | **121,731** | **121,731** | **-** | **392,270** | **392,270** |
| Interest Coverage Ratio 1 | - | 1.9x | **2.4x** | - | 3.7x | **3.9x** |
| Debt Service Coverage Ratio 2 | - | 0.8x | **1.0x** | - | 1.5x | **1.6x** |

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

During the first nine months of the year, approximately 32.9% of revenue and 95.0% of cash flow were denominated in US dollars.

At the end of the first nine months of the year, the Company's debt coverage ratio was 1.6x, mainly due to higher revenues and profitability. In addition, HOTEL had a US dollar-denominated cash balance of Ps. 191.7 million at the end of 3Q25, decreasing its total exposure to currency risks.

**Recent Events**

- As of September 15, we no longer operate the Hampton Garden Inn & Suites Paraiso Tabasco, and it will exit the portfolio in the fourth quarter of 2025.

**3Q25 Conference Call Details:**

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

**Date**: Friday, October 24, 2025

**Time**: 12:00 p.m. Mexico City Time
2:00 p.m. New York Time

To participate in the Zoom conference call and Q&A please use the following link
**https://webcast.investorcloud.net/hotel/index.html**

Or please dial:

**Telephone:** US: +1 929 205 6099
Mexico: +52 558 659 6002

**Other numbers:** **https://us02web.zoom.us/u/kc8tRcQr3B**

**Zoom Webinar ID:** 880 2541 4162

**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. As of year-end 2024, the Company employed over 4,600 people and generated revenues of Ps. 2,985 million. For more information, please visit www.gsf-hotels.com

**Contact Information**

**Enrique Martínez Guerrero**
Chief Financial Officer
inversionistas@gsf-hotels.com

**Maximilian Zimmermann**
Investor Relations & ESG Director
mzimmermann@gsf-hotels.com

**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 of these 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 three and nine -month periods ended September 30, 2025 and 2024*

*(Figures in thousands of Mexican pesos)*

| | Third Quarter | | | | 9 months ended September 30 | | | |
|---|---|---|---|---|---|---|---|---|
| | 2025 | 2024 | Var. | %Var. | 2025 | 2024 | Var. | %Var. |
| **Revenue** | | | | | | | | |
| Room Revenue | 353,324 | 326,161 | 27,163 | *8.3* | 1,208,652 | 1,018,893 | 189,759 | *18.6* |
| Food and Beverage Revenue | 310,698 | 274,098 | 36,600 | *13.4* | 1,059,827 | 879,919 | 179,909 | *20.4* |
| Other Revenue from Hotels | 37,493 | 43,489 | (5,996) | *(13.8)* | 129,118 | 110,964 | 18,155 | *16.4* |
| Vacation Club | 14,359 | 10,930 | 3,429 | *31.4* | 39,492 | 29,827 | 9,665 | *32.4* |
| Third-party Hotels' Management Fees | 21,122 | 23,556 | (2,433) | *(10.3)* | 77,959 | 76,790 | 1,169 | *1.5* |
| **TOTAL REVENUE** | **736,997** | **678,234** | **58,763** | ***8.7*** | **2,515,049** | **2,116,393** | **398,656** | ***18.8*** |
| **COSTS AND EXPENSES** | | | | | | | | |
| Operating Costs and Expenses | 407,403 | 354,240 | 53,162 | *15.0* | 1,259,264 | 1,036,949 | 222,315 | *21.4* |
| Sales and Administration | 148,035 | 161,288 | (13,253) | *(8.2)* | 518,503 | 481,887 | 36,616 | *7.6* |
| Property Expenses | 15,496 | 12,735 | 2,760 | *21.7* | 44,587 | 37,126 | 7,461 | *20.1* |
| Vacation Club Cost | 8,280 | 6,328 | 1,952 | *30.8* | 23,090 | 16,977 | 6,113 | *36.0* |
| Depreciation and Amortization | 94,518 | 82,935 | 11,583 | *14.0* | 262,918 | 244,419 | 18,500 | *7.6* |
| **TOTAL COSTS AND EXPENSES** | **673,732** | **617,526** | **56,205** | ***9.1*** | **2,108,361** | **1,817,358** | **291,004** | ***16.0*** |
| Development and hotel opening expenses | 2,567 | 3,790 | (1,223) | *(32.3)* | 8,190 | 9,473 | (1,283) | *(13.5)* |
| Other non-recurring expenses | 34,671 | (15,511) | 50,182 | *NA* | 40,817 | (42,005) | 82,822 | *NA* |
| **TOTAL** | **37,238** | **(11,721)** | **48,959** | ***NA*** | **49,007** | **(32,532)** | **81,539** | ***NA*** |
| **ADJUSTED EBITDA** | **157,784** | **143,643** | **14,141** | ***9.8*** | **669,606** | **543,454** | **126,152** | ***23.2*** |
| *ADJUSTED EBITDA Margin (%)* | *21.4%* | *21.2%* | *0.2 pt* | *0.2 pt* | *26.6%* | *25.7%* | *0.9 pt* | *0.9 pt* |
| **OPERATING INCOME** | **26,027** | **72,429** | **(46,402)** | ***(64.1)*** | **357,680** | **331,567** | **26,113** | ***7.9*** |
| *Operating Income Margin (%)* | *3.5%* | *10.7%* | *(7.1 pt)* | *(7.1 pt)* | *14.2%* | *15.7%* | *(1.4 pt)* | *(1.4 pt)* |
| Net interest expenses | (43,372) | (49,416) | 6,044 | *(12.2)* | (139,975) | (167,560) | 27,585 | *(16.5)* |
| Net foreign currency exchange loss | 52,014 | (107,378) | 159,392 | *NA* | 236,916 | (277,518) | 514,434 | *NA* |
| Other financial costs | (1,300) | (3,134) | 1,834 | *(58.5)* | (5,113) | (10,748) | 5,635 | *(52.4)* |
| **Net Financing Result** | **7,342** | **(159,929)** | **167,271** | ***NA*** | **91,828** | **(455,826)** | **547,654** | ***NA*** |
| Undistributed income from subsidiaries, net | 1,305 | 1,192 | 113 | *9.5* | 3,842 | 3,585 | 257 | *7.2* |
| Income before taxes | 34,674 | (86,308) | 120,982 | *NA* | 453,350 | (120,674) | 574,023 | *NA* |
| Total income taxes | 3,467 | - | 3,467 | *NA* | 45,358 | - | 45,358 | *NA* |
| **Net Income** | **31,207** | **(86,308)** | **117,515** | ***NA*** | **407,992** | **(120,674)** | **528,665** | ***NA*** |
| *Net Income Margin (%)* | *4.2%* | *(12.7%)* | *17.0 pt* | *17.0 pt* | *16.2%* | *(5.7%)* | *21.9 pt* | *21.9 pt* |
| **Income attributable to:** | | | | | | | | |
| Controlling Interest | 20,578 | (7,055) | 27,633 | *NA* | 261,968 | 49,050 | 212,918 | *NA* |
| Non-controlling Interest | 10,629 | (79,253) | 89,882 | *NA* | 146,024 | (169,724) | 315,748 | *NA* |

## Balance Sheet

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

*Consolidated Balance Sheet*

***As of September 30, 2025 and 2024***

*(Figures in thousands of Mexican pesos)*

| *(Figures in thousands of Mexican pesos)* | 2025 | 2024 | Var $ | Var % |
|---|---|---|---|---|
| **ASSETS** | | | | |
| **Current Assets** | | | | |
| Cash and cash equivalents | 433,817 | 182,551 | 251,266 | NA |
| Accounts receivables from clients | 81,863 | 92,326 | (10,463) | (11.3%) |
| Accounts receivables Vacaction Club ST | 21,352 | 19,587 | 1,765 | 9.0% |
| Accounts receivables from related parties | 33,215 | 23,338 | 9,877 | 42.3% |
| Creditable taxes | 347,242 | 390,046 | (42,804) | (11.0%) |
| Other current assets | 126,583 | 153,860 | (27,277) | (17.7%) |
| Deferred cost Vacation Club ST | 24,962 | 22,001 | 2,961 | 13.5% |
| Apartment Inventory | 489,921 | 491,507 | (1,586) | (0.3%) |
| **Total current assets** | **1,558,954** | **1,375,216** | **183,738** | **13.4%** |
| **Non-current Assets** | | | | |
| Restricted cash | 107,493 | 147,416 | (39,923) | (27.1%) |
| Accounts receivables Vacation Club LT | 209,599 | 202,575 | 7,025 | 3.5% |
| Property, furniture and equipment | 8,470,407 | 8,594,042 | (123,636) | (1.4%) |
| Other assets | 129,224 | 132,401 | (3,177) | (2.4%) |
| Investment in subsidiaries | 388,145 | 382,874 | 5,271 | 1.4% |
| Deferred income taxes | 270,286 | 281,980 | (11,693) | (4.1%) |
| Deferred cost Vacation Club LT | 199,382 | 167,212 | 32,170 | 19.2% |
| Goodwiil | 345,617 | 345,617 | - | (0.0%) |
| **Total non-current assets** | **10,120,153** | **10,254,116** | **(133,963)** | **(1.3%)** |
| **Total assets** | **11,679,107** | **11,629,332** | **49,775** | **0.4%** |
| **LIABILITIES AND SHAREHOLDERS EQUITY** | | | | |
| **Current liabilities** | | | | |
| Current installments of long-term debt | 284,727 | 445,064 | (160,337) | (36.0%) |
| Suppliers | 183,965 | 216,023 | (32,058) | (14.8%) |
| Accrued liabilities | 143,246 | 157,179 | (13,933) | (8.9%) |
| Accounts payable to related parties | 1,132 | 9,881 | (8,749) | (88.5%) |
| Payable taxes | 40,000 | 40,036 | (36) | (0.1%) |
| Guarantee deposits | 60,513 | 47,180 | 13,333 | 28.3% |
| Client advanced payments | 200,491 | 160,141 | 40,349 | 25.2% |
| Deferral Income Vacation Club ST | 41,605 | 49,802 | (8,197) | (16.5%) |
| **Total current liabilities** | **955,679** | **1,125,307** | **(169,628)** | **(15.1%)** |
| **Non-current liabilities** | | | | |
| Long-term debt | 2,239,532 | 2,489,308 | (249,776) | (10.0%) |
| Other non-current liabilities | 384,908 | 333,429 | 51,479 | 15.4% |
| Employee Benefits | 18,481 | 23,630 | (5,148) | (21.8%) |
| Deferred income taxes | 808,379 | 850,370 | (41,990) | (4.9%) |
| **Total non-current liabilities** | **3,451,301** | **3,696,736** | **(245,435)** | **(6.6%)** |
| **Total liabilities** | **4,406,980** | **4,822,043** | **(415,063)** | **(8.6%)** |
| **Equity** | | | | |
| Capital stock | 3,617,389 | 3,618,394 | (1,005) | (0.0%) |
| Legal reserve | 190,493 | 190,493 | - | 0.0% |
| Premium on subscription of shares | 80,000 | 80,000 | - | 0.0% |
| Net income | 261,968 | 49,050 | 212,918 | NA |
| Retained earnings | 1,410,216 | 1,329,351 | 80,865 | 6.1% |
| **Shareholder's Equity** | **5,560,067** | **5,267,288** | **292,778** | **5.6%** |
| Non-controlling interest | 1,712,061 | 1,540,001 | 172,060 | 11.2% |
| **Total Equity** | **7,272,127** | **6,807,289** | **464,838** | **6.8%** |
| **Total liabilities and equity** | **11,679,107** | **11,629,332** | **49,775** | **0.4%** |

## Cash Flow Statement

**Grupo Hotelero Santa Fe, S.A.B. de C. V.**
Consolidated Cash Flow
For the three and nine-month period ended September 30, 2025 and 2024

| *Figures in thousands of Mexican pesos* | Third Quarter | | 9 months ended September 30 | |
|---|---|---|---|---|
| **Cash Flow Statement** | **2025** | **2024** | **2025** | **2024** |
| **Cash flow from operating activities** | | | | |
| Net income | 31,207 | (86,308) | 407,992 | (120,674) |
| Depreciation and amortization | 94,518 | 82,935 | 262,918 | 244,419 |
| Income taxes | 3,467 | - | 45,358 | - |
| Unrealized loss (gain) in foreign currency exchange | (69,241) | 168,141 | (310,058) | 363,390 |
| Net interest expense | 43,372 | 49,416 | 139,975 | 167,560 |
| Other financial costs | 1,300 | 3,134 | 5,113 | 10,748 |
| Minority interest | (1,305) | (1,192) | (3,842) | (3,585) |
| Income from Dividends of subsidiary | - | (5,100) | - | (5,100) |
| Insurance recovery | - | (15,000) | (7,309) | (50,323) |
| **Cash flow before working capital variations** | **103,319** | **196,026** | **540,147** | **606,435** |
| Accounts receivable from clients | 27,264 | 7,436 | 94,113 | 86,595 |
| Accounts receivable from related parties | 3,892 | 11,132 | (19,680) | 10,272 |
| Other current assets | (3,835) | (40,218) | (58,606) | (77,219) |
| Creditable taxes | 1,029 | (32,406) | 24,895 | (66,849) |
| Suppliers | (5,559) | 26,931 | (39,159) | (18,153) |
| Accrued liabilities | (12,430) | (6,402) | 27,112 | 55,133 |
| Accounts payable to related parties | 375 | 1,555 | (466) | 9,324 |
| Downpayments from clients | 50,522 | 9,485 | 77,233 | 16,158 |
| Payable taxes | (19,624) | 9,895 | (31,979) | (53,751) |
| **Net operating cash flow** | **144,952** | **183,434** | **613,612** | **567,945** |
| **Non-recurring items** | | | | |
| Accrued liabilities and others | - | 33,973 | 7,309 | 58,647 |
| Receivable and Payable taxes | (7,129) | (3,009) | (34,892) | (52,203) |
| **Cash flow net from non-recurring items** | **137,824** | **214,399** | **586,029** | **574,389** |
| **Investment activities** | | | | |
| Change in restricted cash | 3,077 | (4,550) | 37,814 | (9,714) |
| Acquisition of property, furniture and equipment | (51,990) | (84,198) | (143,912) | (204,361) |
| Net effect on apartment inventory and deposits by sales | 15,005 | 4,737 | 17,354 | 56,812 |
| Investment in subsidiary | (2,905) | (3,806) | (234) | (65,600) |
| Income from Dividends of subsidiary | - | 5,100 | - | 5,100 |
| Other net assets and labilities | (5,512) | (41,917) | (25,063) | (40,301) |
| Interest gained | 3,649 | 8,993 | 14,907 | 24,082 |
| **Cash flow from investment activities** | **(38,677)** | **(115,641)** | **(99,135)** | **(233,983)** |
| **Financing activities** | | | | |
| Net increase in paid-in capital from non-controlling company | (4,779) | 7,656 | (29,650) | 97,456 |
| Repurchase of shares | 2,121 | 3,310 | (2,468) | 8,935 |
| Obtained loans | (1,136) | 107,704 | 407,956 | 322,654 |
| Loan to shareholder of non-controlling company | - | (1,364) | - | (5,097) |
| Payment of interest and loan amortization | (121,732) | (214,594) | (708,331) | (783,545) |
| **Cash flow from financing activities** | **(125,526)** | **(97,288)** | **(332,493)** | **(359,598)** |
| **Net (decrease) increase in cash and cash equivalents** | **(26,379)** | **1,470** | **154,401** | **(19,192)** |
| Cash and cash equivalents at the beginning of the period | 460,195 | 181,081 | 279,416 | 201,743 |
| **Cash and cash equivalents at the end of the period** | **433,817** | **182,551** | **433,817** | **182,551** |
| **Total Cash at the end of the period** | **433,817** | **182,551** | **433,817** | **182,551** |

## Appendix 1: Integration of Rooms under Operation

Operating indicators for 3Q25 consider 5,943 hotel rooms under operation out of 6,215. The integration of 272 rooms excluded is detailed as follows:

i) 263 rooms are part of the Vacation Club[7].
ii) 9 unavailable rooms from the *Krystal Puerto Vallarta.*

Operating indicators for the first nine months of 2025 consider 5,943 hotel rooms under operation out of 6,215. The integration of 272 rooms excluded is detailed as follows:

i) 263 rooms are part of the Vacation Club[7].
ii) 9 unavailable rooms from the *Krystal Puerto Vallarta.*

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

| Rooms 3Q25 | Owned Hotels | Third-Party Owned Hotels | Total Rooms |
|---|---|---|---|
| In Operation | 3,754 | 2,189 | **5,943** |
| Vacational Club | 53 | 210 | **263** |
| In Renovation | - | - | **-** |
| Not Available | - | 9 | **9** |
| **Total Rooms** | **3,807** | **2,408** | **6,215** |

| Rooms YTD September 2025 | Owned Hotels | Third-Party Owned Hotels | Total Rooms |
|---|---|---|---|
| In Operation | 3,754 | 2,189 | **5,943** |
| Vacational Club | 53 | 210 | **263** |
| In Renovation | - | - | **-** |
| Not Available | - | 9 | **9** |
| **Total Rooms** | **3,807** | **2,408** | **6,215** |

*[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.*