OPERADORA HOTELERA NORTE 19

Promotora de Hoteles Norte 19 Announces Second Quarter 2026 Results

Mexico City, July 28, 2026 – Promotora de Hoteles Norte 19 S.A.B. de C.V. (BMV: HCITY) ("Norte 19" or "The Company"), releases its results for the second quarter of 2026 ("2Q26"). Accounting figures have been prepared in accordance with International Financial Reporting Standards ("IFRS") and are presented in Mexican Pesos ("$").

Financial and Operating Highlights (2Q26)

- At the portfolio level, the Average Daily Rate ("ADR") increased by 1.8% and the Revenue Per Available Room ("RevPAR") increased by 3.8%, compared to 2Q25, reaching $1,426 and $797 pesos, respectively. The occupancy rate was 55.9%.
- Total revenue reached $1,064.1 million, a 1.4% increase compared to the same quarter of 2025.
- Operating Income reached $205.8 million in 2Q26, a significant improvement compared to the $82.9 million reported in the same quarter of the previous year.
- EBITDA and Adjusted EBITDA were $301.4 million, in comparison to $184.1 million and $187.3 million, respectively, registered in 2Q25. This represented an increase of 63.7% in EBITDA and 60.9% in Adjusted EBITDA, with margins of 28.3% for both indicators in 2Q26, compared to margins of 17.5% and 17.9%, respectively, in the same period of the previous year. Adjusted EBITDA excludes the impact of non-recurring expenses to provide a more meaningful comparison of operating performance.
- During the quarter, Norte 19 registered Net Income of $85.0 million compared to an income of $22.4 million in the same quarter of the previous year.
- At the end of the quarter, the portfolio operated 141 hotels with 17,027 rooms in operation, as a result of the hotel portfolio optimization strategy.

HCITY

INVESTOR RELATIONS CONTACTS:

Tito Mendoza
Investor Relations Officer
Tel: +52 55-5249-8050
Email: tmendoza@norte19.com

Ana Lucía Sors
Miranda IR
Tel: +52 833 293-4232
Email: ana.sors@miranda-partners.com

Operating and Financial Summary	2Q26	2Q25	2Q26 vs 2Q25 % Variación
Portfolio Operating Statistics			
Number of Hotels at Period End	141	157	(10.2%)
Number of Rooms at Period End	17,027	18,292	(6.9%)
Available Room Nights	1,547,449	1,666,461	(7.14%)
Occupied Room Nights	873,181	912,411	(4.30%)
Average Occupancy (%)	55.9%	54.8%	1.1 pps
ADR ($)	1,426	1,401	1.8%
RevPAR ($)	797	768	3.8%
Consolidated Financial Information (Thousands of Pesos)			
Total Revenue	1,064,137	1,049,398	1.4%
Operating Income	205,842	82,913	148.3%
Operating Income Margin (%)	*19.3%*	*7.9%*	*11.4 pps*
Adjusted EBITDA	301,402	187,343	60.9%
Adjusted EBITDA Margin (%)	*28.3%*	*17.9%*	*10.4 pps*
EBITDA	301,402	184,102	63.7%
EBITDA Margin (%)	*28.3%*	*17.5%*	*10.8 pps*
Net Income	84,984	22,392	279.5%
Net Income Margin (%)	*8.0%*	*2.1%*	*5.9 pps*

Adjusted EBITDA = operating profit + depreciation + amortization + non-recurring expenses (pre-opening expenses for new hotels).

Note: The reduction in inventory is mainly explained by the exit of five Hotsson hotels and four additional properties from the portfolio.

Comments from Mr. Eduardo Ymay Seemann, CEO of Promotora de Hoteles Norte 19:

The second quarter of 2026 demonstrated Norte 19’s consistent execution and ongoing operational improvement. Compared to the same period last year, RevPAR increased 3.8%, and EBITDA grew 63.7%, driven by improved operating efficiency, disciplined execution, a strong focus on sustainable value creation, and the benefits of the restructuring initiatives announced previously.

This performance is particularly noteworthy given that the World Cup played out differently than initially expected. Early projections pointed to a significant influx of visitors across Mexico, the United States, and Canada; however, actual demand fell short of those expectations, limiting the event's impact on occupancy and rates. Even so, Norte 19 adapted quickly, remained focused on execution, and delivered another quarter of solid results.

These results demonstrate that our ability to create value extends beyond any single event or market environment. It is built on a strong operating platform, high service standards, financial discipline, and our teams’ ability to respond to changing market conditions.

At the same time, we continue to expand Norte 19's growth opportunities. Our relationship with Marriott remains a cornerstone of our strategy and an important platform for strengthening our presence across markets.

We are also pursuing opportunities with other operators and international brands in both Mexico and Latin America. This approach will diversify our commercial relationships, build on the capabilities we have developed over the years, and expand our presence through carefully selected projects that meet our standards for profitability, viability, and value creation.

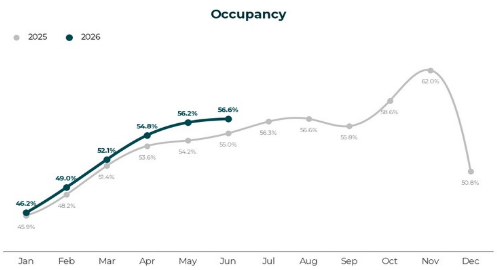
The operating environment shifted, conditions became more challenging, and expectations continued to evolve. Norte 19 responded as it always has: with discipline, determination, and strong execution. Rather than standing still in the face of uncertainty, we adapted, maintained our momentum, and emerged with a more solid operating foundation. Today, Norte 19 is more resilient, supported by a broader growth strategy and a clear vision for the future.

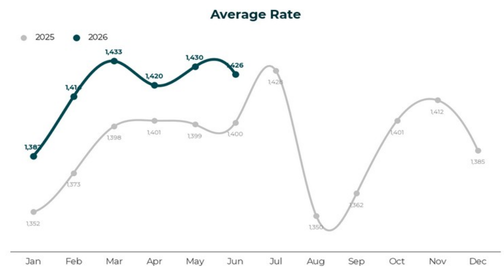
Eduardo Ymay Seemann

Operating Statistics: Hotel Portfolio

During the quarter, the portfolio registered increases of 1.1 percentage points in occupancy, 1.8% in ADR, and 3.8% in RevPAR compared to the same quarter of the previous year.

Monthly Indicators and Occupancy and Rate Recovery





**Occupancy rates are based on the total number of hotels open at the end of each period.*

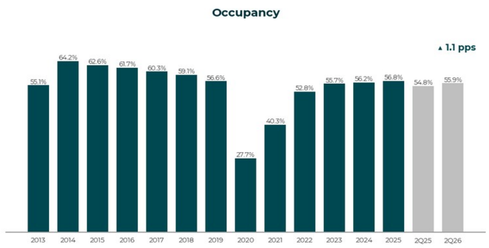
During the second quarter of 2026, revenue remained stable, supported by favorable trends across our key operating metrics. Occupancy increased versus the prior year, while the average daily rate improved modestly, resulting in continued growth in RevPAR. Performance varied across markets, leading management to maintain a market-by-market approach, with targeted commercial and operational initiatives focused on sustaining the business's momentum.

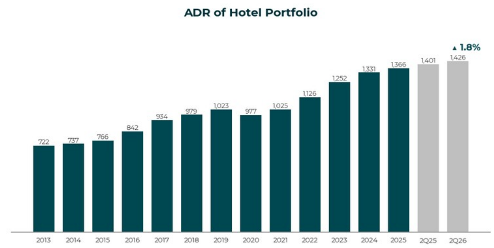
During the quarter, the Company remained focused on disciplined portfolio management, closely monitoring performance gaps and directing resources toward the properties with the greatest potential to generate value. This approach enhanced visibility into the drivers of each market and supported more effective decision-making across the portfolio.

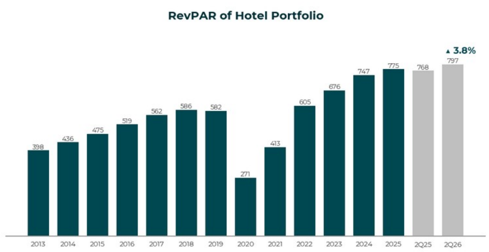
On the cost side, the Company continued to prioritize productivity initiatives, expense management, and hotel-level efficiency to protect profitability while reinforcing execution across the business.

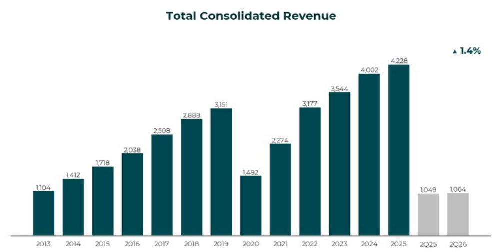
Looking ahead, Norte 19 will remain focused on commercial discipline, productivity, cost efficiency, and consistent execution, while continuing to evaluate growth opportunities and portfolio optimization initiatives based on their viability, profitability, and value creation.

Comparative Operating Statistics









Results by Business Segment (Non-IFRS figures)

Norte 19 reports under IFRS. Certain revenues and inter-company expenses are therefore eliminated during the consolidation process, primarily for owned, co-owned, and leased.

Revenue by Business Unit (Thousands of Pesos)	2Q26	2Q25	2Q26 vs 2Q25 % Variación
Hotels	1,026,518	1,007,904	1.8%
Operator	179,948	212,769	(15.4%)
Development	8,800	9,038	(2.6%)
Total	**1,215,266**	**1,229,711**	**(1.2%)**

In 2Q26, revenues by business unit delivered mixed results, with consolidated revenue (Non-IFRS) declining 1.2% versus 2Q25, driven mainly by a lower contribution from the Operator business.

The Hotels business remained the Company's primary source of revenue generation, with revenues of $1,026.5 million, up 1.8% year-over-year.

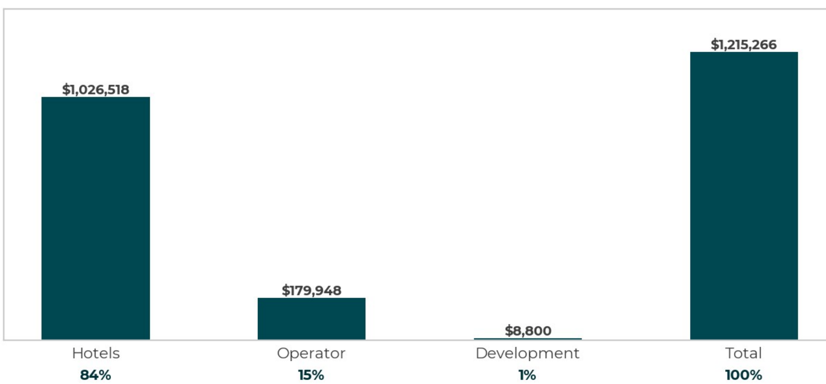
The Operator business generated revenues of $179.9 million, a 15.4% decline from $212.8 million in 2Q25, primarily due to the discontinuation of the Altabix division.

The Development business generated revenues of $8.8 million, down 2.6% year over year, and continued to account for only a small share of consolidated revenues.

Below is a breakdown of the results, starting from the aggregated figures (Non-IFRS) and transitioning to the IFRS figures, categorized by business segment:

Non-IFRS Financial Metrics Summary	Hotels	Operator	Development	Total Non-IFRS	IFRS Eliminations	Total IFRS
Total Revenue	1,026,518	179,948	8,800	1,215,266	(151,130)	1,064,136
General Costs and Expenses	784,903	131,401	8,165	924,469	(66,174)	858,295
Adjusted EBITDA	**241,616**	**48,547**	**635**	**290,797**	**10,605**	**301,402**
Margin	*23.5%*	*27.0%*	*7.2%*	*17.1%*		*24.0%*
EBITDA	**241,616**	**48,547**	**635**	**290,797**	**10,605**	**301,402**
Margin	*18.5%*	*10.0%*	*(7.6%)*	*17.1%*		*24.0%*
Depreciation	75,534	6,356	123	82,013	13,548	95,561
Operating Income	**166,082**	**42,191**	**512**	**208,785**	**(2,943)**	**205,842**

Revenue by Business Unit and % of Total Revenue (Non-IFRS)



During 2Q26, the Hotels business remained the Company's largest revenue contributor, generating $1,026.5 million and representing 84% of total revenues before eliminations. The Operator generated $179.9 million, accounting for 15% of the total, while the Development business contributed $8.8 million, representing the remaining 1%. Together, the three business units generated $1,215.3 million in revenues before eliminations.

The revenue mix for the quarter reflects a greater concentration in the Hotels business, which remains the Company's primary revenue generator. The Operator declined compared to the prior year, while the Development business continued to represent only a small portion of total revenues. The following section provides an overview of the performance of each business unit.

Hotels (Owned, Co-Invested, and Leased): The Company holds full or partial ownership of various hotels in its portfolio. At the end of 2Q26, the Company had 67 owned, 25 co-invested, and 35 leased hotels operating under five brands that are part of the Marriott International chain. The Company receives revenue from the hotel operations of these properties, which represent approximately 84% of its revenues (before intercompany eliminations). The consolidated portfolio has a presence in 30 of the 32 states in Mexico and in three countries in Latin America. In collaboration with its Hotel Operator, the Company has acted as an Asset Manager to maximize the performance of its properties.

Breakdown of Revenues and Costs for the Hotels unit (Non-IFRS)

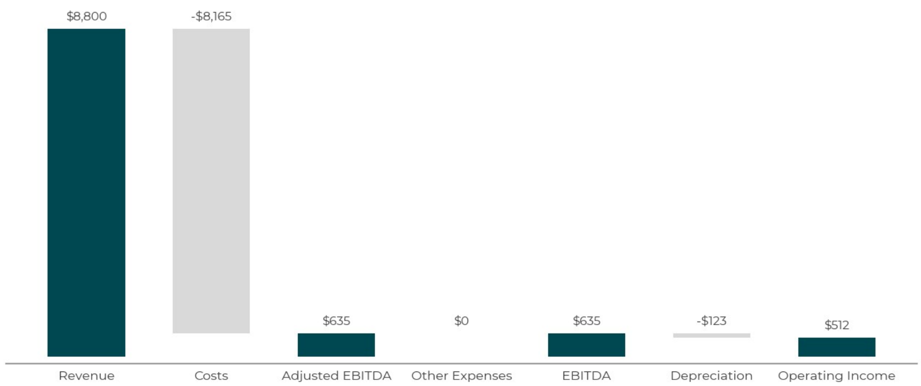
Hotel Operations (Operation & Management): At the end of 2Q26, the Company's Hotel Operator managed 141 hotels with a total of 17,027 rooms. This business unit has played a pivotal role in the Company's growth, developing management strategies for the five City Express brands and expanding its market by obtaining certifications to operate third-party brands, including hotels from chains such as IHG and Choice. Additionally, the Hotel Operator was recognized by Marriott International as a preferred operator for City Express hotels and similar brands in Mexico and Latin America. This segment generates revenue through hotel management fees, including base and incentive fees, among others, and represents approximately 15% of the Company's total revenue (before intercompany eliminations).

Breakdown of Revenues and Costs for the Hotel Operating Unit (Non-IFRS)

Hotel Development (Development): This business unit has served as a service provider for the hotels, overseeing the design, management, supervision, and development of City Express hotels, as well as other brands and segments. With a proven capacity to develop over 1,500 rooms per year, this unit offers services such as supervision, design, conceptual design, interior design, and consulting for third-party projects.

At the end of 2Q26, the Development unit represented 1% of the Company's total revenue. The revenue from this unit primarily comes from fees charged for development, supervision, management, construction, and project management for both the Company's hotels and third-party projects.

Breakdown of Revenues and Costs for the Hotel Development unit (Non-IFRS)

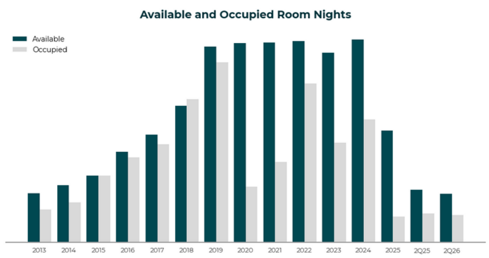


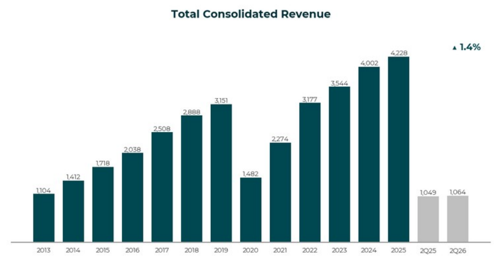
Consolidated Financial Results (IFRS Figures)

Income Statement Summary (Thousands of Pesos)	2Q26	2Q25	2Q26 vs 2Q25 % Variación
Rooms in Operation	17,027	18,292	(6.9%)
Available Room Nights	1,547,449	1,666,461	(7.14%)
Occupied Room Nights	873,181	912,411	(4.30%)
Hotel Operations Revenue	1,026,518	1,007,904	1.8%
Management Revenue	37,618	41,494	(9.3%)
Total Revenue	**1,064,137**	**1,049,398**	**1.4%**
Operating Income	205,842	82,913	148.3%
Operating Income Margin (%)	*19.3%*	*7.9%*	*11.4 pps*
Adjusted EBITDA	301,402	187,343	60.9%
Adjusted EBITDA Margin (%)	*28.3%*	*17.9%*	*10.4 pps*
EBITDA	301,402	184,102	63.7%
EBITDA Margin (%)	*28.3%*	*17.5%*	*10.8 pps*
Net Income	84,984	22,392	279.5%
Net Income Margin (%)	*8.0%*	*2.1%*	*5.9 pps*

Revenues

During 2Q26, Total Revenues stood at $1,064.1 million versus $1,049.4 million in 2Q25, a growth of 1.4%. The increase was driven by higher revenues from hotel operations, partially offset by a decline in management revenues.





Costs and Expenses

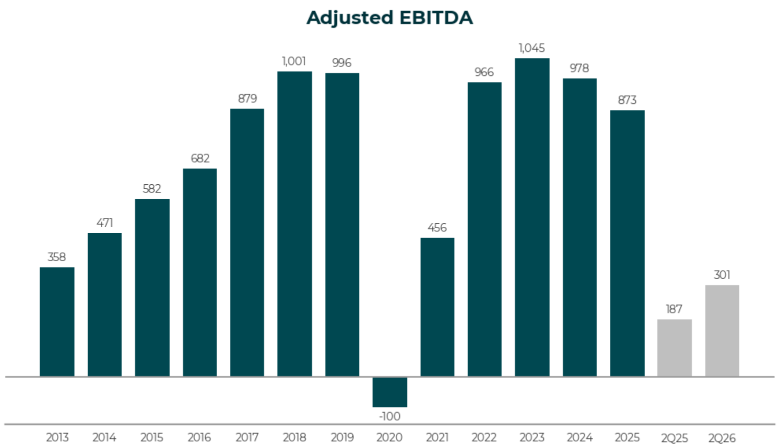
During 2Q26, Total Costs and Expenses stood at $858.3 million versus $963.2 million in 2Q25. This reflects a decrease in administrative and depreciation expenses, as well as a significant reduction in expenses associated with new hotel openings and impairment charges compared to the same period of the previous year.

Operating Income

Operating Income for 2Q26 amounted to $205.8 million, compared to $82.9 million in 2Q25, an improvement of 148.3%. The operating income margin rose from 7.9% to 19.3%, an increase of 11.4 percentage points.

EBITDA and Adjusted EBITDA

EBITDA and Adjusted EBITDA from 2Q26 were $301.4 million, representing a 63.7% and 60.9% increase, respectively, compared to the same quarter of 2025, with margins of 28.3% for both metrics. In 2Q25, EBITDA was $184.1 million, with a margin of 17.5%, while Adjusted EBITDA amounted to $187.3 million, with a margin of 17.9%. The variation reflects a significant improvement in operating profitability during the quarter, while non-recurring effects had a minimal impact.



Since adopting the IFRS 16 accounting rules in 1Q19, the Company's EBITDA and Adjusted EBITDA reflect the effect of capitalizing a portion of income as a cost-benefit and its corresponding depreciation increase. These effects are consolidated in the Hotel Operating Costs and Expense lines, and the Depreciation line, respectively. Norte 19 calculates Adjusted EBITDA by adding depreciation expenses and non-recurring expenses related to hotel openings and the cancellation of certain non-strategic technology projects to Operating Income. Adjusted EBITDA is a useful measure that Norte 19 uses to compare its performance against other companies. This facilitates analysis of its consolidated performance during different periods by eliminating the impact of non-recurring expenses related to hotel openings from its operating results.

Comprehensive Financing Result

The Comprehensive Financing Result decreased from $145.2 million in 2Q25 to $114.3 million in 2Q26, representing a 21.3% reduction. This variation is mainly explained by a decrease in interest paid, which fell from $147.3 million to $113.1 million, as well as by lower effects from the net foreign exchange result, which stood at $4.4 million compared to $3.6 million in the same period of the previous year. Likewise, the valuation effect of financial instruments went from $0.4 million in 2Q25 to $0.1 million in 2Q26.

On the other hand, interest income amounted to $3.3 million, compared to $6.0 million in 2Q25.

It is important to note that a significant portion of the Company's bank debt relates to its syndicated loan, which continued to be the primary driver of consolidated financial expense. Overall, the movements recorded during the quarter had a favorable impact on financial results compared to the same period of the previous year.

Net Income

Net Income for 2Q26 was $85.0 million, compared to $22.4 million in 2Q25. This mainly reflected better operating performance and lower pressure on the Comprehensive Financing Result.

Financial Position and Leverage

Financial Position Summary (Thousands of Pesos)	As of June 30, 2026	As of December 31, 2025	June 30, 2026 vs December 31, 2025 % Variación
Cash, Banks and Investments	442,931	538,253	(17.7%)
Financial Debt	3,973,086	4,072,386	(2.4%)
Net Debt	**3,530,155**	**3,534,133**	**(0.1%)**

At the end of 2Q26, the Company had $442.9 million in cash and cash equivalents, compared to $538.3 million as of December 31, 2025. Despite the decrease from year-end, the Company maintained sufficient liquidity to meet its operating and financial obligations.

Debt with financial institutions and interest payable stood at $3,973.1 million at the end of 2Q26, compared to $4,045.4 million at the end of the same period of the previous year, representing a decrease of 1.8%. Of this amount, $309.1 million corresponds to current liabilities, while $3,664.0 million was long-term. The syndicated loan continued to represent the largest component of the Company's debt portfolio, remaining a key element of its funding structure and maturity profile.

Net debt stood at $3,530.2 million as of June 30, 2026, compared to $3,547.4 million as of June 30, 2025, remaining essentially unchanged year over year, with a slight decrease of 0.5%.

Finally, total liabilities amounted to $5,361.4 million at the end of 1H26, compared to $5,217.2 million at the end of the same period of last year, while total equity stood at $7,996.5 million. As a result, the Total Liabilities-to-Total Assets ratio was 40.1% at quarter-end, reflecting a balanced capital structure supported by a solid equity base.

Breakdown of Productive Fixed Assets

As part of the process of managing and planning its growth for the coming years, the Company includes within its Total Assets different layers of assets, reflecting both its current operations and its long-term structure.

As of June 30, 2026, productive assets, or net fixed assets corresponding to property, plant, and equipment, reached $11,112.8 million, compared to $11,339.0 million as of June 30, 2025. This variation reflects the ongoing management, monetization, and optimization of the Company's hotel portfolio.

Cash Flow Generation and the Share Repurchase Program

For the first half of 2026, Norte 19 registered $273.8 million in Positive Net Cash Flow from Operating activities, compared to the $531.2 million generated in 1H25. Cash flow is presented on an accumulated basis for the half-year, in accordance with its accounting nature. This variation mainly reflects movements in working capital, particularly in prepayments, accounts receivable, accounts payable to suppliers, and taxes paid during the period.

Additionally, $103.8 million related to the acquisition of real estate, furniture, equipment, and property improvements, resulting in net cash flows from investing activities of negative $96.1 million, compared to an outflow of $110.8 million recorded in the same period of the previous year.

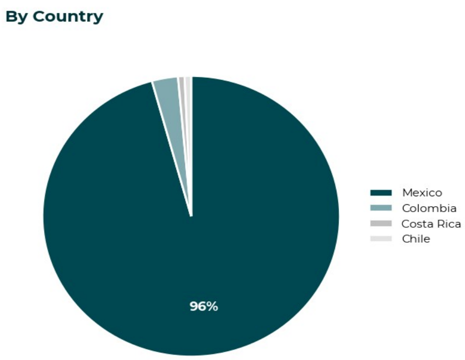
On the other hand, net cash flows from financing activities were negative at $334.9 million, compared to $486.7 million in 1H25. This behavior was mainly explained by interest payments of $213.7 million, prepayments and amortizations of bank loans of $46.8 million, as well as payments of lease liabilities related to right-of-use assets of $48.4 million. The Company will continue to prioritize an orderly management of its financial structure, including debt prepayments when cash flow conditions allow, with the objective of reducing financial costs.

As a result of the above, cash and cash equivalents decreased by $157.2 million during the period, closing at $442.9 million as of June 30, 2026, compared to $498.0 million as of June 30, 2025.

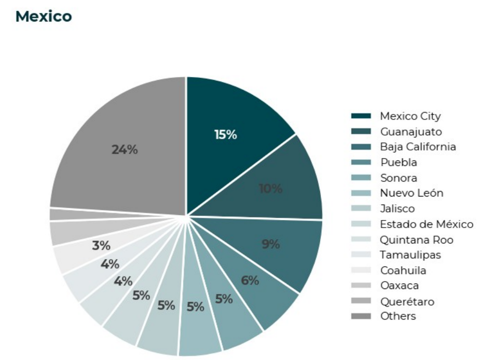
Portfolio of Hotel Assets

Norte 19 currently has an inventory of 141 hotels, of which 135 are in Mexico with a presence in 30 states and over 68 cities, as well as four hotels in Colombia, one in Costa Rica, and one in Chile. The composition of the hotel portfolio is presented below:

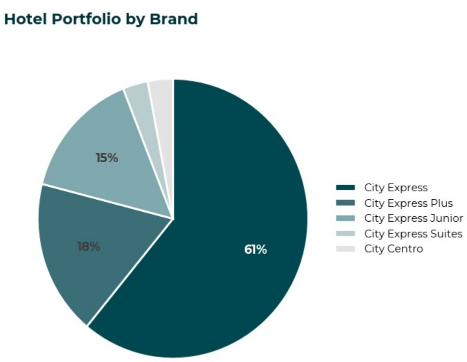
By Country



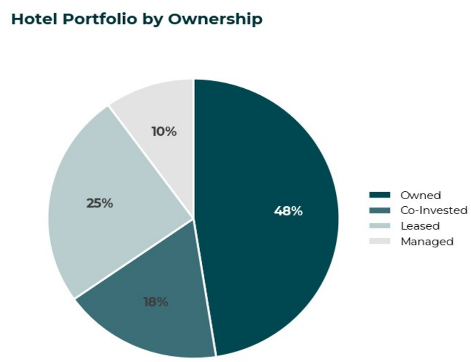
Mexico



Hotel Portfolio by Brand



Hotel Portfolio by Ownership



Environmental, Social, and Economic Sustainability

Promotora de Hoteles Norte 19 has the following Sustainability Policy:

> *"To be a catalyst for positive economic, social, and environmental impacts in each of the communities where we operate, incorporating innovation and comprehensive development through long-term value creation."*

All the Company's hotels have been built and managed using environmental, social welfare, and occupational security standards at a local and international level. The following are some of the most important sustainability and social responsibility certifications that have been awarded to Promotora de Hoteles Norte 19:

Socially Responsible Company Award: An award granted by the Mexican Center for Philanthropy, recognizing the Company for twelve consecutive years, as one of the best companies for corporate governance, quality of work life, environmental commitment, and social engagement.

Adherence to the UN Global Compact: For eleven consecutive years, the Company has joined a global effort committed to ten universally accepted principles in the areas of human rights, labor standards, environmental protection, and anti-corruption.

Adherence to the National Code of Conduct for the Protection of Children and Adolescents in the Travel and Tourism Sector: Currently, Promotora de Hoteles Norte 19 has 140 properties that have signed and implemented this code of conduct, committing to measures that prevent exploitation of children and adolescents in the tourism sector.

The Company participates in the CDP (Disclosure Insight Action) – Climate Change and Forests questionnaire, achieving a "C" level and continuing its management and awareness-raising process on climate change impacts. It also participates in the Water Security response with a rating of "B-," achieving above-average performance for the sector.

In addition, the Company is part of a group of pioneering Mexican companies that signed the Glasgow Declaration on Climate Action in Tourism, a global initiative committed to cutting emissions in half by 2030 and achieving net-zero emissions before 2050.

Norte 19 also has a dedicated platform, based on ESG standards, that brings together the Company's sustainability programs and initiatives aimed at protecting the environment, creating social value, and enhancing the economic well-being of the communities where it operates.

Regarding social initiatives, Promotora de Hoteles Norte 19 focuses on those with the highest impact, concentrating its efforts on supporting projects related to entrepreneurship and social engagement that generate sustainable long-term benefits. One initiative in this regard is the employment inclusion program for hiring individuals with hearing disabilities through the Aliados program, which began in the northern region of the country and is intended to reach all the properties in the portfolio.

In 2026, Promotora de Hoteles Norte 19 allocated $10 million pesos to various initiatives aligned with the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda. This investment also enabled the creation of strategic partnerships with organizations that support various communities and contribute to a global effort to combat poverty, protect the planet, and promote peace and prosperity for all.

During 1Q26, the Company, in partnership with CEMEFI (Mexican Center for Philanthropy), launched the "Huéspedes del Mundo 2026" initiative, with the objective of establishing more than 20 strategic alliances with civil society organizations to carry out environmental and social projects and benefit more than 150,000 people.

In 2Q26, as part of World Environment Day, Norte 19 launched its 2025 Sustainability Report, which highlighted its progress on environmental matters. Among the main results were a 4.9% reduction in electricity consumption, as well as a 4.5% decrease in Scope 1 and 2 emissions compared to 2024. Likewise, the Company continued to advance its energy transition through the use of LP gas at 49 properties and incorporated, for the first time, the measurement of Scope 3 emissions across value-chain, transportation, and waste categories.

As part of its social commitment, the Company collaborated with strategic partners that drive priority initiatives for local development and entrepreneurship, as well as conservation and biodiversity protection projects, benefiting more than 270,000 people.

In terms of governance, the Company recorded an 18% reduction in the total number of complaints received compared to 2024, as part of its ethical commitment.

Additionally, as part of our environmental pillar, the properties operated by Promotora de Hoteles Norte 19 participated in the "Earth Hour" initiative, implementing various actions to raise awareness about climate change, including a voluntary one-hour blackout.

For more information about the ESG sustainability strategy of Promotora de Hoteles Norte 19, please visit the following address:

https://norte19.com/investors

Conference Call Details:

Promotora de Hoteles Norte 19 cordially invites you to join its

2Q26 Earnings Conference Call

The Company will release its 2Q26 results on Tuesday, July 28, 2026, at market close.

Earnings Conference Call Details:

Wednesday, July 29th, 2026
12:00 PM ET
10:00 AM Mexico City

The call will be held in Spanish, with live English translation available on Zoom

To join the webinar by phone:

1. Dial one of the domestic or international numbers listed below.
2. Enter the webinar ID **(935 2229 9322)**, followed by **#**.
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-Financial Tables Below-

Consolidated Income Statement

Consolidated Income Statement (Thousands of Pesos)	2Q26	2Q25	2Q26 vs 2Q25
Total Revenue			
Hotel operations revenue	1,026,518	1,007,904	1.8%
Hotel management revenue	37,618	41,494	(9.3%)
Total Revenue	**1,064,136**	**1,049,398**	**1.4%**
Costs and expenses			
Hotel operating costs and expenses	653,990	691,274	(5.4%)
Administration and sales	108,744	170,780	(36.3%)
Depreciation and amortization	95,561	101,190	(5.6%)
Total Costs and Expenses	**858,295**	**963,244**	**(10.9%)**
New hotel pre-opening expenses	0	690	(100.0%)
Impairment	0	2,550	(100.0%)
Total	**0**	**3,240**	**(100.0%)**
Operating Income	**205,842**	**82,912**	**148.3%**
Operating Margin (%)	*19.3%*	*7.9%*	*+11.4 pps*
Adjusted EBITDA	**301,402**	**187,343**	**60.9%**
Adjusted EBITDA Margin (%)	*28.3%*	*17.9%*	*+10.4 pps*
EBITDA	**301,402**	**184,102**	**63.7%**
EBITDA Margin (%)	*28.3%*	*17.5%*	*+10.8 pps*
Interest income	(3,288)	(6,042)	45.6%
Interest paid	113,126	147,300	(23.2%)
Valuation effect of financial instruments	69	411	(83.2%)
Net foreign exchange result	4,432	3,552	24.8%
Comprehensive Financing Result	**114,339**	**145,222**	**(21.3%)**
Income Before Taxes	91,502	(62,309)	246.9%
Income taxes	14,551	(84,701)	117.2%
Income from discontinued operations	8,032	0	NM
Net Income for the Period	**84,984**	**22,392**	**279.5%**

Consolidated Balance Sheet

Consolidated Balance Sheet (Thousands of Pesos)	As of June 30, 2026	As of June 30, 2025	% Change
Assets			
Current Assets:			
Cash and cash equivalents	442,931	498,005	(11.1%)
Accounts receivable, net	261,547	204,636	27.8%
Recoverable taxes	178,856	180,096	(0.7%)
Prepaid expenses	149,786	142,666	5.0%
Derivative financial instruments	0	576	(100.0%)
Total Current Assets	**1,033,120**	**1,025,978**	**0.7%**
Property, Furniture, Equipment and Improvements, Net	11,112,789	11,338,966	(2.0%)
Right-of-use lease assets	248,919	277,099	(10.2%)
Other assets	68,231	107,803	(36.7%)
Deferred income taxes	894,874	572,357	56.3%
Derivative financial instruments	0	0	0.0%
Total Long-Term Assets	**12,324,813**	**12,296,225**	**0.2%**
Total Assets	**13,357,934**	**13,322,203**	**0.3%**
Liabilities and equity			
Current liabilities:			
Current portion of bank loans and interest payable	309,077	651,238	(52.5%)
Accounts payable to suppliers	211,051	186,237	13.3%
Other taxes and accrued expenses	414,650	426,953	(2.9%)
Income taxes payable	23,343	23,304	0.2%
Direct employee benefits	28,394	37,224	(23.7%)
Right-of-use liabilities	60,190	47,858	25.8%
Total Current Liabilities	**1,046,705**	**1,372,812**	**(23.8%)**
Bank loans	3,664,008	3,394,162	8.0%
Other liabilities	13,552	11,552	17.3%
Post-employment benefits	16,676	107,937	(84.6%)
Derivative financial instruments	50,264	36,190	38.9%
Deferred income taxes	327,058	8,284	3848.1%
Right-of-use liabilities	243,169	286,260	(15.1%)
Total Long-Term Liabilities	**4,314,727**	**3,844,385**	**12.2%**
Total Liabilities	**5,361,432**	**5,217,197**	**2.8%**
Equity			
Controlling Interest			
Capital stock	5,959,104	5,959,072	0.0%
Retained earnings	1,244,228	1,424,410	(12.6%)
Other comprehensive income	(257,042)	(353,780)	27.3%
Total Controlling Interest	**6,946,290**	**7,029,702**	**(1.2%)**
Non-controlling interest	1,050,211	1,075,303	(2.3%)
Total Equity	**7,996,502**	**8,105,005**	**(1.3%)**
Total Liabilities + Equity	**13,357,934**	**13,322,203**	**0.3%**

Consolidated Cash Flow Statement

Consolidated Cash Flow Statement (Thousands of Pesos) — 1H Accumulated	1H26	1H25
Income before income taxes	66,539	(122,706)
Operating Activities		
Depreciation	192,598	208,215
Loss on disposal of fixed assets	(921)	11,544
Interest income	(7,719)	(15,345)
Interest expense	235,108	281,175
Share-based payment expenses	0	(8,680)
Valuation of derivative financial instruments	262	23,128
Unrealized foreign exchange fluctuation	(45,847)	27,904
	440,021	**405,236**
Changes in Working Capital:		
Accounts receivable	(37,702)	10,001
Recoverable taxes	(11,622)	61,460
Prepaid expenses, net	(39,403)	(16,256)
Accounts payable to suppliers	(34,829)	16,784
Accrued expenses, other and taxes payable	26,108	72,630
Employee benefits	(53,963)	(5,891)
Income tax paid	(14,842)	(12,790)
Net Cash Flows from Operating Activities	**273,769**	**531,173**
Investing Activities:		
Acquisition of real estate, furniture, equipment and improvements	(103,782)	(129,763)
Other assets	0	3,599
Interest collected	7,719	15,345
Net Cash Flows from Investing Activities	**(96,063)**	**(110,820)**
Financing Activities:		
Increase in capital stock and share premium	6,054	9,325
Minority shareholder contributions	(31,964)	(16,399)
Purchase of minority interest	0	(30,000)
Share repurchase	0	(768)
Interest paid	(213,740)	(266,714)
Short-term bank loans and long-term prepayments paid	(46,796)	(133,225)
Payment of right-of-use lease liabilities	(48,442)	(48,922)
Net Cash Flows from Financing Activities	**(334,888)**	**(486,702)**
Net (decrease) increase in cash and equivalents	**(157,182)**	**(66,349)**
Cash at the beginning of the period	538,253	567,097
Foreign exchange effect on cash balances	61,861	(2,744)
Cash at the End of the Period	**442,931**	**498,005**

Hotel Inventory

As of the report date, the portfolio comprises 141 hotels and 17,027 rooms. The detailed inventory is presented below:

No.	Hotel	Number of Rooms
1	CP Medellín	141
2	CP Cali	127
3	CP Bogotá Aeropuerto	120
4	Cj Bogotá Aeropuerto	116
5	CS Querétaro (+ Torre 2)	89
6	Ce Saltillo Sur	107
7	Ce Lázaro Cárdenas	119
8	Ce Xalapa	126
9	Ce Salina Cruz	116
10	Ce Oaxaca	103
11	Cj Ciudad del Carmen Aeropuerto	109
12	Ce San José	134
13	Cj Mérida Altabrisa	106
14	CP Reforma El Ángel	137
15	Cj Aguascalientes Centro	66
16	Ce Apizaco	104
17	Cj San Luis Potosí Zona Industrial	122
18	Ce Tuxpan	108
19	CP Ensenada	134
20	Ce Mérida	166
21	Ce Ciudad Juárez	114
22	CS Puebla FINSA	72
23	CP Tijuana	156
24	CP Puerto Vallarta	126
25	CP Monterrey Nuevo Sur	138
26	Ce La Paz	124
27	Cj Tijuana Otay	134
28	Ce Tijuana Otay	120
29	Ce Ensenada	127
30	CP Tampico	122
31	Ce Tampico	124
32	Ce Cancún Aeropuerto	137
33	CC Oaxaca	103
34	CP Guadalajara Providencia	150
35	Cj Ciudad Juárez Consulado	128
36	Ce Tapachula	117
37	Ce San Luis Potosí Zona Industrial	120
38	Ce Guaymas	114
39	Ce Reynosa	104
40	CP Cabo San Lucas	135
41	CS Cabo San Lucas	28
42	Cj Villahermosa	136
43	Ce Villahermosa	155
44	Ce Querétaro	121
45	Ce Rosarito	113
46	Ce Reynosa Aeropuerto	113
47	Ce Puebla Centro	124
48	Ce Los Mochis	124

No.	Hotel	Number of Rooms
49	Ce Saltillo Norte	120
50	Ce Ciudad Obregón	120
51	Ce Nuevo Laredo	107
52	Ce Monterrey Universidad	147
53	Ce Monterrey Santa Catarina	105
54	Ce Monterrey Aeropuerto	166
55	Ce CDMX La Raza	127
56	Ce Minatitlán	109
57	Ce Toluca	141
58	CS Toluca	91
59	Ce Tijuana Insurgentes	127
60	CP Monterrey Galerías	149
61	Cj San Luis Potosí Carranza	128
62	Cj CDMX Sullivan	96
63	Ce León	120
64	Cj Ciudad del Carmen	124
65	CP Monterrey Centro	140
66	Cj Puebla Angelópolis	122
67	Ce Puebla Angelópolis	117
68	Ce Querétaro Jurica	135
69	Ce Tijuana El Florido	123
70	Ce Hermosillo	120
71	Ce San Luis Potosí Zona Universitaria	109
72	Ce Durango	120
73	Ce Chihuahua	104
74	CP Guadalajara Expo	145
75	Ce Campeche	110
76	Ce Aguascalientes Sur	123
77	Ce Paraíso	108
78	Ce Zacatecas	109
79	CP Mérida	135
80	Ce Ciudad del Carmen	129
81	CS CDMX Anzures	26
82	CP Mundo E	144
83	Cj Veracruz Aeropuerto	104
84	Cj Tuxtla Gutiérrez Poliforum	106
85	Cj Toluca Aeropuerto	106
86	Cj Guadalajara Periférico Sur	107
87	Cj Cancún	106
88	Ce Veracruz	124
89	Ce Tepotzotlán	109
90	Ce Plaza Central	135
91	Ce Chetumal	109
92	Ce Celaya	104
93	Ce Cancún	128
94	CC CDMX	44
95	Ce Cananea	98
96	CP Periférico Sur Tlalpan	137

No.	Hotel	Number of Rooms
97	Cj Mexicali	104
98	Ce Nogales	109
99	Ce Mexicali	117
100	CC San Luis Potosí	70
101	Ce Tampico Altamira	127
102	Ce Culiacán	133
103	CP Mexicali	146
104	CP Insurgentes Sur	159
105	CP Guadalajara Palomar	113
106	Ce Salamanca	113
107	Ce Manzanillo	116
108	Ce Irapuato Norte	122
109	Ce Tijuana Río	131
110	Ce Tehuacán	108
111	Ce Celaya Galerías	127
112	Ce Santiago Aeropuerto	142
113	Ce Guadalajara Aeropuerto	118
114	Ce Playa del Carmen	135
115	CS Playa del Carmen	56
116	Cj Puebla FINSA	113
117	Ce Puebla FINSA	108
118	CP Santa Fe	159
119	CS Santa Fe	39
120	CP Cancún Aeropuerto Riviera	120
121	CS Cancún Aeropuerto Riviera	63
122	CP León Centro de Convenciones	132
123	Cj León Centro de Convenciones	137
124	CP Interlomas	141
125	Ce EBC Reforma	70
126	Ce Silao Aeropuerto	121
127	CS Silao Aeropuerto	58
128	CP Patio Universidad	124
129	Ce Piedras Negras	113
130	Ce Matamoros	113
131	Ce Irapuato	104
132	Cj Toluca Zona Industrial	92
133	Ce Lagos de Moreno	121
134	Ce Hermosillo Expo	124
135	Ce Caborca	101
136	CS Tijuana Río	79
137	Cj Tuxtepec	105
138	Ce Tuxtla Gutiérrez	124
139	Ce Tula	103
140	Ce Tlalnepantla	125
141	Ce Tepic	125
	Total	**17,027**

Note: The portfolio comprises 141 hotels and 17,027 rooms. Some properties located in the same city are managed on a grouped basis (clusters), so the number of hotels may differ from the number of individual buildings.