



Veranda Resort

Public Company Limited

Management Discussion & Analysis

Q3/2025

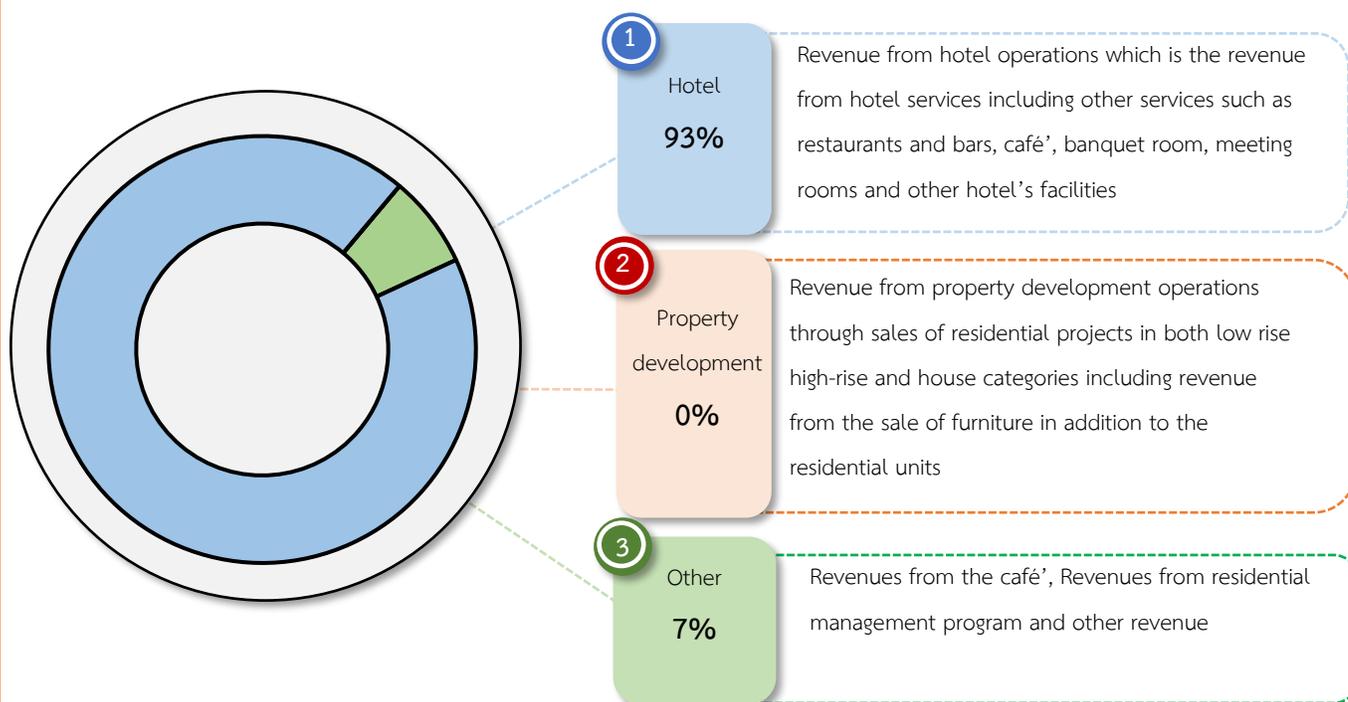


Revenue Structure

In Q3/2025, the Group reported total revenue of THB 362 million, with 93% derived from hotel operations. The table below summarizes the consolidated revenue structure for the three-month and nine-month period ending September 30, 2025:

	Q3/25	%	Q3/24	%	YoY	9m25	%	9m24	%	YoY
Revenue from hotel operations	337	93	283	73	+19%	1,051	95	894	77	+17%
Revenue from property development operations	-	-	97	25	-100%	15	1	220	19	-93%
Other income	25	7	10	2	+155%	37	4	45	4	-17%
Total revenue	362	100	390	100	-7%	1,103	100	1,159	100	-5%

* The rate of change calculations in this document are based on the unit digits.



For the three-month period ending September 30, 2025, the Group's reported a total revenue decrease of 28 THB mm, or 7% compared to the same period of the previous year. This decrease was mainly due there is no revenue from properties development in this quarter, whereas revenue from hotel operations increased by 19%

For the nine-month period ending September 30, 2025, the Group's reported a total revenue decrease of 56 THB mm, or 5% compared to the same period of the previous year. This decrease was mainly due to 93 % decreased in revenue from properties development, whereas revenue from hotel operations increased by 17%

Revenues and gross profit from hotel operations

	Unit	For three-month ended September 30			For nine-month ended September 30		
		2025	2024	YoY	2025	2024	YoY
The number of operating hotels	Hotel	7	6		7	6	
The number of rooms	Room	860	681	+26%	860	681	+26%
Occupancy rate	%	59	64	-5%	60	66	-9%
Average daily room rate	Baht/Room/ Night	4,453	4,074	+9%	4,605	4,193	+10%
REVPAR	Baht/Room/ Night	2,646	2,627	+1%	2,746	2,751	-2%
Room revenues	THB mm	210	165	+27%	645	515	+25%
Food and beverage revenues	THB mm	83	77	+9%	265	247	+7%
Revenues from other service	THB mm	44	41	+7%	141	132	+6%
Total revenues from hotel operations	THB mm	337	283	+19%	1,051	894	+17%

For the three-month period ending September 30, 2025, the Group reported an increase of 54 THB mm, or 19% in revenue from hotel operations, compared to the same period of the previous year. mainly due to the start operations of Veranda Resort Phuket Autograph collection and the room expansion of Veranda collection Samui - Rocky Resort, which opened in Dec 2024. This resulted 9% increase in the average room rate compared to the same period of the previous year. Meanwhile, the occupancy rate decreased by 5% to 59% compared to the same period of the previous year, as Veranda Resort Phuket, Autograph Collection was in buildup period.

For the nine-month period ended September 30, 2025, the Group's hotel revenue increased by 157 THB mm, or 17%, compared to the same period last year.

	Unit	For three-month ended September 30			For nine-month ended September 30		
		2025	2024	YoY	2025	2024	YoY
Revenues from hotel operations	THB mm	337	283	+19%	1,051	894	+17%
Cost from hotel operations	THB mm	152	132	+15%	456	403	+13%
Gross profit from hotel operations	THB mm	185	151	+23%	595	491	+21%
Gross profit margin from hotel operations	%	55	53	+2%	57	55	+2%
Gross profit from hotel operations after depreciation	THB mm	125	104	+20%	422	352	+20%

For the three-month period ended September 30, 2025, the Group's gross profit from the hotel operations increased by 34 THB mm, or 23%, compared to the same period of the previous year. The gross profit margin from the hotel operations was 55%. For the nine-month period ended September 30, 2025, the Group's gross profit from the hotel operations increased by 104 THB mm, or 21%, compared to the same period of the previous year. The gross profit margin from the hotel operations was 57%. mainly due to an increase in hotel revenues and effective cost control.

Earnings before interest tax depreciation and amortization (EBITDA) from hotel operations

	Unit	For three-month ended September 30			For nine-month ended September 30		
		2025	2024	YoY	2025	2024	YoY
EBITDA	THB mm	97	79	+23%	331	275	+20%
EBITDA Margin	%	29	28	+1%	32	31	+1%

For the three-month period ended September 30, 2025, the Group's EBITDA from the hotel operations increased by 18 THB mm, or 23% compared to the same period of the previous year due to increase in gross profit from hotel operations, The EBITDA margin was at 29%

For the nine-month period ended September 30, 2025, the Group's EBITDA from the hotel operations increased by 56 THB mm, or 20%, compared to the same period of the previous year due to increase in gross profit from hotel operations, The EBITDA margin was at 32%.

Revenue and gross profit from property development operations

Residential projects	Project Value	Transfer value					
		For three-month ended September 30			For nine-month ended September 30		
		2025	2024	YoY	2025	2024	YoY
Veranda Hi Residence Chiang Mai	198	-	9	-100%	-	9	-100%
Veranda Residence Hua-Hin	2,326	-	58	-100%	15	108	-86%
Veranda pool villas Hua-Hin Cha-am	293	-	30	-100%	-	103	-100%
Total	2,817	-	97	-100%	15	220	-93%

For the three-month period ended September 30, 2025, the Group's revenue from property development operations decreased by 97 THB mm, or 100%, compared to the same period of the previous year, due to there was no transfer of ownership condominium and villas in q3/2025.

For the nine-month period ended September 30, 2025, the Group's revenue from property development operations decreased by 205 THB mm, or 93%, compared to the same period of the previous year.

	Unit	For three-month ended September 30			For nine-month ended September 30		
		2025	2024	YoY	2024	2025	YoY
Revenues from property development operations	THB mm	-	97	-100%	15	220	-93%
Cost from property development operations	THB mm	-	78	-100%	13	168	-92%
Gross profit from property development operations	THB mm	-	19	-100%	2	52	-97%
Gross profit margin from property development operations	%	-	20	-	10	24	-14%

For the three-month period ended September 30, 2025, the Group's gross profit from property development operations decreased by 19 THB mm, or 100%, compared to the same period of the previous year, due to there was no transfer of ownership condominium and villas.

For the nine-month period ended September 30, 2025, the Group's gross profit from property development operations decreased by 50 THB mm, or 97%, compared to the same period of the previous year, due to decreased in property development operations revenue.

Selling expenses and administrative expenses

	For three-month ended September 30			For nine-month ended September 30		
	2025	2024	YoY	2025	2024	YoY
	THB mm	THB mm	%	THB mm	THB mm	%
Revenues from property development operations	44	43	+2%	138	131	+5%
Cost from property development operations	12	11	+1%	12	11	+1%
Gross profit from property development operations	65	62	+6%	196	198	-1%
Gross profit margin from property development operations	18	16	+2%	18	17	+1%

For the three-month period ended September 30, 2025, the Group's selling expenses increased by 1 THB mm, or 2%, compared to the same period of the previous year and administrative expenses increased by 3 THB mm, or 6%, mainly due to start operate at Veranda resort Phuket Autograph collection.

For the nine-month period ended September 30, 2025, the Group's selling expenses increased by 7 THB mm, or 5%, compared to the same period of the previous year while administrative expenses decreased by 2 THB mm, or 1%.

Earnings before interest tax depreciation and amortization (EBITDA)

	Unit	For three-month ended September 30			For nine-month ended September 30		
		2025	2024	YoY	2025	2024	YoY
EBITDA	THB mm	106	80	+33%	317	277	+14%
EBITDA Margin	%	29	21	+8%	29	24	+5%

For the three-month period ended September 30, 2025 the Group's earnings before interest, tax, depreciation, and amortization (EBITDA) increased by 26 THB mm, or 33% to the same period of the previous year, mainly due to increase in gross profit from hotel operations. The EBITDA margin was at 29%.

For the nine-month period ended September 30, 2025 the Group's earnings before interest, tax, depreciation, and amortization (EBITDA) increased by 40 THB mm, or 14% to the same period of the previous year, mainly due to increase in gross profit from hotel operations. The EBITDA margin was at 29%.

Depreciation and amortization

For the three-month period ended September 30, 2025 the Group's reported depreciation and amortization expenses of 65 THB mm, an increase of 13 THB mm, or 26%, compared to the same period of the previous year and for the nine-month period ended September 30, 2025 the Group's reported depreciation and amortization expenses of 190 THB mm, an increase of 32 THB mm, or 20%, compared to the same period of the previous year mainly due to the start operate of Veranda Resort Phuket Autograph collection and the room expansion of Veranda collection Samui - Rocky Resort, which opened in Dec 2024.

Financial expenses

For the three-month period ended September 30, 2025, the Group reported interest expense 40 THB mm, increase by 17 THB mm or 72% compared to the same period of the previous year and for the nine-month period ended September 30, 2025, the Group reported interest expense 111 THB mm, increase by 40 THB mm or 57% compared to the same period of the previous year mainly due to loan interest from the Veranda Resort Phuket Autograph Collection project.

Net profit

	Unit	For three-month ended September 30			For nine-month ended September 30		
		2025	2024	YoY	2025	2024	YoY
Net profit	THB mm	2	5	-64%	57	42	+35%
Net profit margin	%	1	1	-	5	4	+1%

For the three-month period ended September 30, 2025, the Group recorded a net profit of 2 THB mm decreased by 3 THB mm or 64% due to there was no transfer of ownership in this period.

For the nine-month period ended September 30, 2025, the Group recorded a net profit of 57 THB mm increased by 15 THB mm or 38% compared to the same period of the previous year. The net profit margin was 5% due to financial income and increased in EBITDA from hotel operations.

Financial Statement

	Unit	September 30, 2025	December 31, 2025	Change
Total assets	THB mm	5,766	5,615	+3%
Total liabilities	THB mm	3,910	3,776	+4%
Total equity	THB mm	1,856	1,839	+1%
Interest bearing debt	THB mm	2,946	2,791	+6%
D/E	times	2.11	2.05	
IBD/E	times	1.59	1.52	

As of September 30, 2025, the Group's total assets amounted to 5,766 THB mm, an increase of 151 THB mm, or 3%, compared to December 31, 2024. The increase was mainly due to the cost of properties developed for sale from Veranda Villas & Suites Phuket project.

As of September 30, 2025, the Group's total liabilities amounted to 3,910 THB mm, an increase of 134 THB mm, or 4%, compared to December 31, 2024. This was mainly due to an increase in overdrafts and short-term loans for assets under construction payment and advances received from customers for The Veranda Villa & Suites Phuket project.

As of September 30, 2025, the Group's total shareholders' equity amounted to 1,856 THB mm, an increase of 17 THB mm from December 31, 2024, due to net profit for nine-month period ended September 30, 2025 netted against the annual dividend payment for the year 2024, in May 2025, totaling 40 THB mm.

As of September 30, 2025, the Group's debt-to-equity (D/E) ratio stood at 2.11x, while the interest-bearing debt-to-equity (IBD/E) ratio was 1.59x both ratios are same level compared to previous year with complied the financial covenants set by bond and commercial banks.