



Veranda Resort Public Company Limited

Management Discussion & Analysis

(MD&A)

Q1/2026

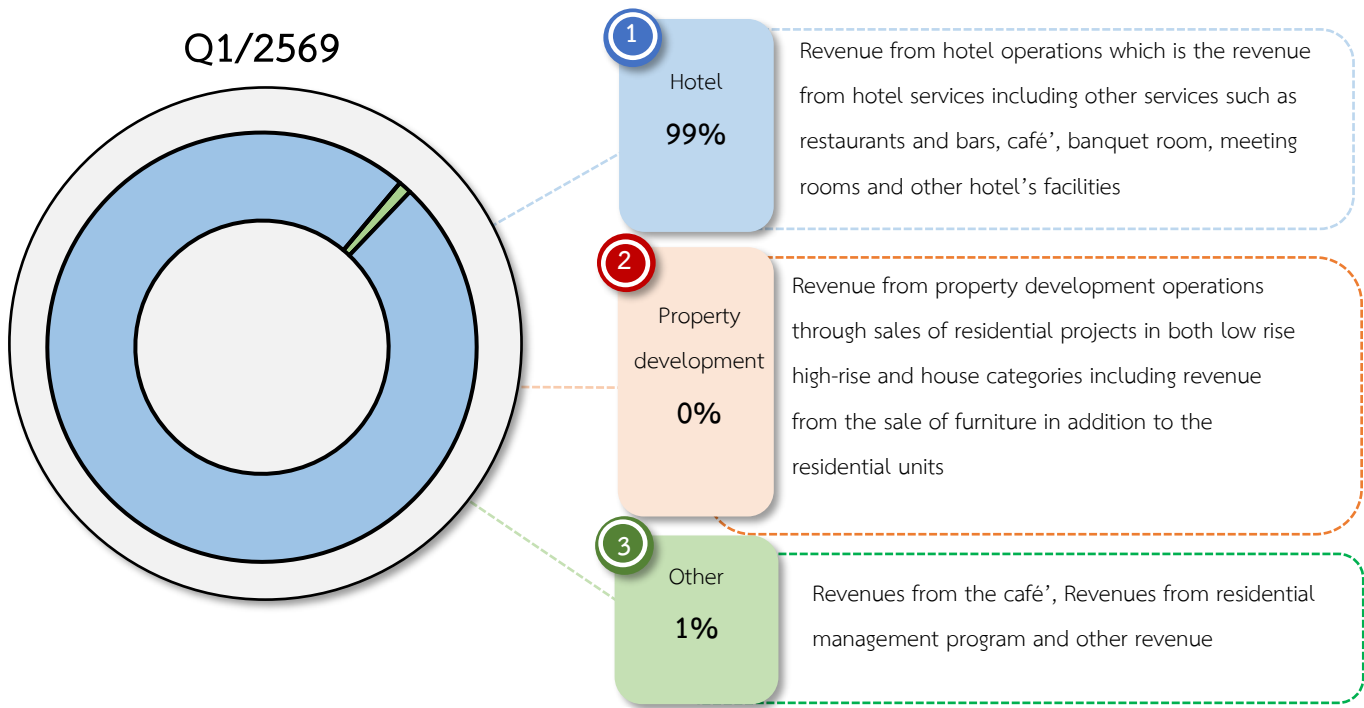


Revenue Structure

In the Q1/2026, the Group reported total revenue of 521 THB mm, with 99% derived from hotel operations. The table below summarizes the consolidated revenue structure for the three-month period ending March 31, 2026

	Q1/26	%	Q1/25	%	YoY
Revenue from hotel operations	515	99%	418	98%	+23%
Other income	6	1%	8	2%	-29%
Total revenue	521	100%	426	100%	+22%

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



For the three-month period ending March 31, 2026, the Group reported a total revenue increase of 95 THB mm, or 22% compared to the same period of the previous year. This was mainly due to an increase of 97 THB mm, or 23%, in hotel operations revenue, while there was no revenue from property development operations in this quarter.

Revenues and gross profit from hotel operations

	unit	For three-month ended March 31		
		2026	2025	YoY
The number of operating hotels	Hotel	7	7	
The number of rooms	Room	860	860	
Occupancy rate	%	76	67	+9%
Average daily room rate	Baht/Room/ Night	5,586	4,865	+15%
RevPar	Baht/Room/ Night	4,255	3,274	+30%
Room revenues	THB mm	331	253	+30%
Food and beverage revenues	THB mm	121	109	+11%
Revenues from other service	THB mm	63	56	+14%
Total revenues from hotel operations	THB mm	515	418	+23%

For the three-month period ending March 31, 2026, the Group reported an increase of 97 THB mm, or 23% in revenue from hotel operations, compared to the same period of the previous year. The growth was mainly due to Veranda Resort Phuket, which began soft opening in late December 2024 and reached full operation in the second quarter of 2025. Additionally, the Group stimulated sales through various domestic and international channels, resulting in an overall increase in the hotel group's RevPar.

	unit	For three-month ended March 31		
		2026	2025	YoY
Revenues from hotel operations	THB mm	515	418	+23%
Cost from hotel operations	THB mm	183	163	+12%
Gross profit from hotel operations	THB mm	332	255	+30%
Gross profit margin from hotel operations	%	64%	61%	+3%
Gross profit from hotel operations after depreciation	THB mm	273	200	+37%

For the three-month period ended March 31, 2026, the Group's gross profit from the hotel operations increased by 77 THB mm, or 30%, compared to the same period of the previous year, driven by higher REVPAR across all hotels in the Group. The gross profit margin from the hotel operations was 64%.

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

	unit	For three-month ended March 31		
		2026	2025	YoY
EBITDA	THB mm	214	161	+33%
EBITDA Margin	%	42%	39%	+3%

For the three-month period ended March 31, 2026, the Group's EBITDA from the hotel operations increased by 53 THB mm, or 33% compared to the same period of the previous year due to increase in gross profit from hotel operations, The EBITDA margin was at 42%

Selling expenses and administrative expenses

	unit	For three-month ended March 31		
		2026	2025	YoY
Selling expenses	THB mm	65	50	+31%
Selling expenses margin	%	13%	12%	+1%
Administrative expenses	THB mm	78	70	+11%
Administrative expenses margin	%	15%	16%	-1%

For the three-month period ended March 31, 2026, the Group's selling expenses increased by 15 THB mm, or 31% and administrative expenses increased by 8 THB mm, or 11% compared to the same period of the previous year. The increase in expenses in line with the growth of hotel operations revenue.

Earnings before interest tax depreciation and amortization (EBITDA)

	unit	For three-month ended March 31		
		2026	2025	YoY
EBITDA	THB mm	198	149	+33%
EBITDA Margin	%	38%	35%	+3%

For the three-month period ended March 31, 2026 the Group's earnings before interest, tax, depreciation, and amortization (EBITDA) increased by 49 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 38%.

Depreciation and amortization

For the three-month period ended March 31, 2026, the Group reported depreciation and amortization of 62 THB mm, an increase of 1 THB mm or 2% compared to the same period of the previous year. This was primarily due to the increase in recognized depreciation following the full operation of Veranda Resort Phuket, Autograph Collection, which was partially offset by a decrease in depreciation from assets that have reached the end of their useful lives in other hotels of the Group.

Financial expenses

For the three-month period ended March 31, 2026, the Group reported financial expenses of 38 THB mm, an increase of 9 THB mm or 29% compared to the same period of the previous year. This was primarily due to interest on loans from commercial banks for Veranda Resort Phuket, Autograph Collection. However, the Group has continuously made repayments of long-term loans for other projects in accordance with the repayment schedule.

Net profit

	unit	For three-month ended March 31		
		2026	2025	YoY
Net profit	THB mm	77	43	+80%
Net profit margin	%	15%	10%	+5%

For the three-month period ended March 31, 2026, the Group recorded a net profit of 77 THB mm increased by 34 THB mm or 80%. The net profit margin was at 15%.

Financial Statement

	Unit	March 31, 2026	December 31, 2025	Change
Total assets	THB mm	5,733	5,770	-1%
Total liabilities	THB mm	3,762	3,876	-3%
Total equity	THB mm	1,971	1,894	+4%
Interest bearing debt	THB mm	2,851	2,881	-1%
D/E	times	1.91	2.05	
IBD/E	times	1.45	1.52	

As of March 31, 2026, the Group reported total assets of 5,733 THB mm, a decrease of 37 THB mm or 1% compared to December 31, 2025. This was primarily due to a decrease in Property, Plant and Equipment (PPE) from depreciation.

As of March 31, 2026, the Group reported total liabilities of 3,762 THB mm, a decrease of 114 THB mm or 3% compared to December 31, 2025. This was mainly due to the recognition of advance payments for hotel rooms as revenue during the period and a decrease in interest-bearing debt.

As of March 31, 2026, the Group reported total shareholders' equity of 1,971 THB mm, an increase of 77 THB mm from December 31, 2025, resulting from the net profit for the three-month period ended March 31, 2026.

As of March 31, 2026, the Group's debt-to-equity (D/E) ratio was 1.91 times and the interest-bearing debt-to-equity (IBD/E) ratio was 1.45 times, both of which decreased from the end of the previous year. These ratios remain in compliance with the covenants of debentures and commercial banks.