MANAGEMENT DISCUSSION AND ANALYSIS

Future City Leasehold Real Estate Investment Trust ("FUTURERT") was established on August 22, 2024 to accommodate the conversion of Future Park Leasehold Property Fund ("FUTUREPF") into a real estate investment trust. FUTURERT received the transfer of assets and obligations from FUTUREPF on October 1, 2024 and has recognized income from the transferred assets since that date, and was listed on the Stock Exchange of Thailand on October 7, 2024.

1. OVERVIEW OF BUSINESS OPERATIONS, ECONOMY AND INDUSTRY CONDITIONS AFFECTING OPERATIONS

In 2026, the retail space business in Bangkok and its vicinity remained continuously competitive amid an economy expanding at a limited rate and still-fragile consumer purchasing power. Demand for leased space varied by location, project quality and customer base. Retail operators remained cautious about branch expansion and focused on locations and store formats capable of generating sales and managing costs efficiently. In addition, the flood situation during September to October 2026 put further pressure on purchasing power. It is estimated that this year's floods will reduce Thailand's 2026 economic growth by approximately 0.1 percentage point, with the business sector affected through weaker purchasing power, disruptions to logistics and supply chains, and damage to property and inventory[1].

As of 2Q26, the Bangkok retail space market had an average occupancy rate of 84.57%[2], while the Grade A retail space market in central Bangkok continued to maintain a high occupancy rate. As of 3Q26, the occupancy rate was 96.37%, an increase from 96.02% in the previous quarter[3], reflecting demand for leased space that continues to differ between the overall market and quality space in prime locations.

On new retail supply, the estimate as of August 2026 indicated that net new retail space opening in 2026 would be approximately 170,000 sqm, revised downward from the previous estimate, as the postponed opening of certain projects helped ease pressure from new supply in the short term[4]. However, competition continues to arise from both newly opened projects and renovations of existing projects, with operators focusing on developing retail formats that combine goods, services, restaurants and lifestyle activities to respond to, and enhance their ability to attract, changing customers[5].

For the Future Park Rangsit project, where the assets invested in by FUTURERT are located, the management and operating approach therefore focuses on retaining existing tenants, adjusting the tenant mix to align with target customer groups, and using leasable space efficiently, including bringing renovated areas back to generate income, while monitoring retail competition in the surrounding area in order to maintain the occupancy rate and support long-term income generation.

Remark and Reference Sources

1. SCB EIC, Monthly Insight, October 2026
2. Colliers, Bangkok Retail Market Q2 2026
3. Cushman & Wakefield, Thailand MarketBeat Q3 2026
4. CBRE, Thailand 2026 Mid-Year Outlook
5. JLL, Bangkok Retail Market Dynamics Q2 2026

2. SUMMARY OF SIGNIFICANT EVENTS AND DEVELOPMENTS

INVESTMENT IN ADDITIONAL ASSETS

On September 1, 2026, FUTURERT invested in additional assets as approved by the Extraordinary General Meeting of Unitholders No. 1/2026 held on July 24, 2026, with details as follows:

- **Assets invested:** Leasehold rights over building space of approximately 19,460 sqm and the right to utilize common area of approximately 357 sqm, totaling approximately 19,817 sqm
- **Lease term:** From September 1, 2026 to December 31, 2041, totaling approximately 15 years and 4 months
- **Lease renewal right:** A further 3 years until December 31, 2044, subject to the specified conditions
- **Investment value:** THB 2,810mn, including value added tax but excluding other taxes and duties, registration fees and related expenses

BORROWING FOR INVESTMENT

On September 1, 2026, FUTURERT entered into a loan agreement with Bangkok Bank Public Company Limited for a facility of THB 2,810mn and provided collateral in accordance with the conditions of the loan agreement, for the purpose of investing in the aforementioned additional assets.

ASSET IMPROVEMENT

In 3Q26, the project continued the renovation of shop areas in the Fashion zone and the F-Runway zone on the 3rd floor, as well as the common area between the G floor and the 3rd floor in the Cascata zone. Such renovation required certain areas to be temporarily closed off, thereby affecting part of the rental income during the works.

FLOOD SITUATION

In late 3Q26, a flood situation occurred from September 23, 2026 through mid-October 2026, affecting shops, customers and the shopping center. Overall customer traffic declined during the period.

3. SUMMARY OF OPERATING RESULTS FOR 3Q26

AREA & OCCUPANCY RATE

Type [1]	Area [2] (sqm)	Average occupancy rate (%) [3]		QoQ (%)
		3Q26	2Q26	
Mini Anchor & Retail	74,441	96.6%	95.5%	1.1%
Common Area	12,378	79.0%	83.4%	(4.4%)

Remark

1. NLA of mini anchor and retail tenants and income-generating common area (excluding signage and advertising areas), as of September 30, 2026

2. As of September 30, 2026, following the investment in additional assets, the NLA of mini anchor and retail tenants was 74,441 sqm and the income-generating common area was 12,378 sqm, with average occupancy rates of 96.6% and 79.0%, respectively.

3. In 2026, certain areas within the shopping center were renovated in accordance with the annual plan, which affected the leasing of space during the works.

EFFECT OF FINANCIAL REPORTING STANDARDS

FUTURERT recognizes lease liabilities and the related finance costs in accordance with Thai Financial Reporting Standard No. 16 (TFRS 16), resulting in accounting profit differing from cash flow in each period, in particular the rental obligation for the existing assets, which is scheduled to begin being paid in cash in 2027, whereas it has already been gradually recognizing the related accounting costs in prior periods.

Since September 2026, FUTURERT has incurred finance costs from bank borrowing. As a result, its total finance costs comprise finance costs from lease liabilities and interest expense from borrowings.

FINANCIAL PERFORMANCE

Unit (THB mn)	3Q26[1]	3Q25	YoY (%)	2Q26	QoQ (%)
Total Income	**283.3**	**252.8**	**12.1%**	**260.9**	**8.6%**
Rental Income	279.6	248.0	12.7%	257.7	8.5%
Interest Income	2.3	3.3	(30.7%)	2.4	(6.1%)
Other Incomes	1.5	1.5	(2.7%)	0.9	75.1%
Total Expense	**169.4**	**134.0**	**26.4%**	**135.3**	**25.2%**
Expenses related to the asset	11.8	10.9	8.8%	6.8	74.2%
Fee and expenses for property management	41.9	26.2	59.9%	27.6	51.5%
Tax and insurance expenses	4.3	3.4	25.7%	3.4	26.9%
Other expenses	2.2	0.9	141.3%	0.8	155.9%
Interest expense	9.3	-	-	-	-
Finance cost[2]	99.9	92.6	7.9%	96.6	3.4%
Net profit on investment	**114.0**	**118.8**	**(4.0%)**	**125.6**	**(9.3%)**
Net gain (loss) on investment	(22.4)	(12.0)	85.9%	42.9	(152.1%)
Net increase (decrease) in net assets from operations	**91.6**	**106.8**	**(14.2%)**	**168.6**	**(45.7%)**

Remark

1. FUTURERT invested in additional assets on September 1, 2026 and began recognizing income from such assets in September 2026.

2. According to the TFRS 16 accounting standard for lease liabilities, finance costs of lease agreements that last longer than 12 months must be recorded in the profit and loss statement. These expenses are accounting-related and do not involve actual cash outflows.

TOTAL INCOME

Total income in 3Q26 was THB 283.3mn, an increase of 12.1% year-on-year (YoY) and 8.6% quarter-on-quarter (QoQ). The key factor was the investment in additional assets on September 1, 2026, which increased FUTURERT's income-generating area, with rental income recognized from the investment date onwards. Details are as follows:

- Rental income was THB 279.6mn, increasing 12.7% YoY and 8.5% QoQ, for the reason stated above.
- Interest income was THB 2.3mn, decreasing 30.7% YoY and 6.1% QoQ, consistent with the downward trend of deposit interest rates.
- Other incomes were THB 1.5mn, remaining close to the same quarter of the previous year but increasing 75.1% QoQ, due to penalty income from contract breaches.

TOTAL EXPENSE

Total expense for 3Q26 was THB 169.4mn, which increased 26.4% YoY and 25.2% QoQ, due to expenses related to the investment in additional assets on September 1, 2026. The details are as follows:

- Expenses related to the asset were THB 11.8mn, increasing 8.8% YoY and 74.2% QoQ, mainly due to higher seasonal marketing expenses.
- Fee and expenses for property management were THB 41.9mn, increasing 59.9% YoY and 51.5% QoQ, mainly due to expenses for the investment in additional assets and related advisory fees.
- Tax and insurance expenses were THB 4.3mn, increasing 25.7% YoY and 26.9% QoQ, mainly due to the recognition of sign tax expenses in this period and higher land and building tax and insurance expenses following the investment in additional assets.
- Other expenses were THB 2.2mn, increasing 141.3% YoY and 155.9% QoQ, mainly due to expenses related to the investment in additional assets in this period.
- Interest expense of THB 9.3mn was incurred for the first time in this quarter, arising from FUTURERT's borrowing to invest in additional assets on September 1, 2026.
- Finance costs were THB 99.9mn, increasing 7.9% YoY and 3.4% QoQ. These are non-cash accounting expenses under TFRS 16 (Leases) with no actual cash outflow, calculated from lease liabilities with terms exceeding 12 months, reflecting upcoming payment obligations for the lease period from 2027 to 2041, as well as the optional lease extension period from 2042 to 2044.

NET PROFIT ON INVESTMENT

In 3Q26, net profit on investment was THB 114.0mn, representing a decrease of 4.0% YoY and 9.3% QoQ, mainly due to advisory fees and other expenses related to the investment in additional assets, which are expenses recognized only once in this quarter.

Excluding the impact of TFRS16 accounting standard, the adjusted net profit on investment for 3Q26 would be THB 213.9mn.

TOTAL NET GAIN ON INVESTMENT

In this quarter, FUTURERT recognized a total net loss on investment of THB 22.4mn, primarily due to a loss from the change in the fair value of investments in leasehold properties. This loss resulted from the total investment in properties at fair value (the combined fair value determined by an independent appraiser and lease liabilities) after deducting capital expenditure of THB 51.8mn, compared against the fair value of property investments as of June 30, 2026. As of September 30, 2026, the fair value of investments in properties was THB 15,024.0mn, as detailed below:

- Fair value of investments in properties, by an independent appraiser, amounted to THB 7,439.0mn. This valuation was based on the partial leasehold rights of the Future Park Rangsit Shopping Center project, which expires on December 31, 2041 (approximately 15.25 years remaining), along with the right to extend the lease for an additional 3 years (January 1, 2042 – December 31, 2044). The

appraiser determined the valuation assumptions based on current market data and relevant factors, applying a discount rate of 9.75% for present value calculations.

- Lease liabilities amounted to THB 7,585.0mn, based on the same leasehold rights and lease extension right as described above.

NET INCREASE IN NET ASSETS FROM OPERATIONS

FUTURERT recognized a net increase in net assets from operations of THB 91.6mn, resulting from a net profit on investment of THB 114.0mn and a net loss on investment of THB 22.4mn.

GROSS PROFIT MARGIN

Item	3Q26	3Q25	2Q26
Gross profit margin [1]	85.1%	85.2%	86.9%

Remark

1. Gross profit margin is calculated from property-level net operating income after deducting the property management fee, divided by the sum of rental and service income and other incomes.

Gross profit margin in 3Q26 was 85.1%, remaining close to the same period of the previous year and the previous quarter, reflecting that FUTURERT has continued to maintain a high level of profitability from property-level operations.

4. SUMMARY OF FINANCIAL POSITION

Unit (THB mn)	30-Sep-26[1]	30-Sep-25	30-Jun-26
Total Assets	**16,430.7**	**12,407.6**	**12,672.5**
Investment in leasehold properties at fair value	15,024.0	11,420.4	11,602.2
Investment in securities and cash at financial institutions	1,344.0	928.2	1,035.3
Receivables on accrued rental income	55.7	47.4	28.1
Other assets	7.0	11.6	6.9
Total Liabilities	**11,168.1**	**7,085.9**	**7,360.8**
Lease Liabilities	7,585.0	6,618.4	6,904.2
Bank loan, outstanding principal	2,790.6	0.0	0.0
Trade payables and accrued expenses	90.8	65.0	59.8
Deposits from tenants	531.5	363.3	365.6
Other liabilities	170.2	39.1	31.1
Net asset value	**5,262.7**	**5,321.7**	**5,311.7**
Net asset value per unit (THB)	**9.9376**	**10.0491**	**10.0302**

Remark

1. FUTURERT invested in additional assets on September 1, 2026 and began recognizing income from such assets in September 2026.

ASSETS

As of September 30, 2026, the total assets of FUTURERT were THB 16,430.7mn, increasing THB 4,023.1mn YoY and THB 3,758.3mn QoQ. Material items consist of:

- Investment in leasehold properties at fair value of THB 15,024.0mn, consisting of the period-end fair value determined by the independent appraiser of THB 7,439.0mn and lease liabilities of THB 7,585.0mn added back in accordance with the accounting guidance.
- Investment in securities and cash at financial institutions of THB 1,344.0mn, increasing THB 415.8mn YoY and THB 308.7mn QoQ, mainly due to deposits received from tenants of the additional assets.
- Receivables on accrued rental income of THB 55.7mn, compared with THB 47.4mn in the same period of the previous year and THB 28.1mn in the previous quarter.
- FUTURERT has not set aside any allowance for doubtful accounts.

LIABILITIES AND BORROWINGS

Total liabilities were THB 11,168.1mn, increasing THB 4,082.2mn YoY and THB 3,807.3mn QoQ. These mainly consist of lease liabilities of THB 7,585.0mn and outstanding borrowings at the period end of THB 2,790.6mn.

NET ASSET VALUE

The net asset value (NAV) at the period end was THB 5,262.7mn, or THB 9.9376 per unit, compared with THB 10.0491 per unit in the same period of the previous year and THB 10.0302 per unit in the previous quarter.

KEY FINANCIAL RATIOS AS OF SEPTEMBER 30, 2026

Financial ratios	30-Sep-26	30-Sep-25 [8]	30-Jun-26 [8]
Debt to Equity Ratio (D/E) [1]	0.53	0.00	0.00
Interest Coverage Ratio (ICR) [2]	95.04 [6,7]	-	-
Debt Service Coverage Ratio (DSCR) [3]	40.58 [6,7]	-	-
Interest-bearing Debt to EBITDA Ratio (IBD/EBITDA) [4]	3.17	0.00	0.00
Interest-bearing Debt to Total Assets Ratio [5]	16.98%	0.00%	0.00%

Remark

1. D/E = Bank borrowings at book value at the period end ÷ Net asset value at the period end

2. ICR = EBITDA ÷ Finance costs, where EBITDA is earnings before interest expense, income tax, depreciation and amortization

3. DSCR = EBITDA ÷ (Finance costs + Loan principal)

4. IBD/EBITDA = Long-term borrowings at the period end ÷ EBITDA

5. Interest-bearing debt to total assets = Long-term borrowings ÷ Total assets at the period end

6. Earnings before finance costs for the trailing 1 year

7. FUTURERT began paying loan interest and repaying loan principal in September 2026.

8. The calculation uses bank borrowings only and excludes lease liabilities under TFRS 16. As there were no bank borrowings in the comparative periods as of September 30, 2025 and June 30, 2026, the ratios cannot be presented.

1.) **Bank Debt to Equity Ratio** was 0.53 times, an increase from 0.00 times in both comparative periods, as FUTURERT borrowed to invest in additional assets on September 1, 2026.

2.) **Interest Coverage Ratio (ICR)** was 95.04 times, using EBITDA for the trailing 12 months, whereas finance costs from the bank loan were incurred only in September 2026. The ratio is therefore high and does not yet reflect a full year of interest burden.

3.) **Debt Service Coverage Ratio (DSCR)** was 40.58 times, using EBITDA for the trailing 12 months compared with the finance costs and principal actually paid on the bank loan, which began in September 2026. It therefore does not yet reflect a full year of debt service burden.

4.) **IBD/EBITDA Ratio** was 3.17 times, an increase from 0.00 times in both comparative periods, as FUTURERT has recognized the borrowing for the investment in additional assets, whereas trailing 12-month earnings include only 1 month of operating results from the additional assets.

5.) **Interest-bearing Debt to Total Assets Ratio** was 16.98%, an increase from 0.00% in both comparative periods, as FUTURERT borrowed to invest in additional assets on September 1, 2026.

5. FACTORS THAT MAY AFFECT FUTURE OPERATIONS

SPACE RENTAL, EQUIPMENT RENTAL AND CONSIDERATION FOR THE GRANT OF RIGHTS PAYABLE BY FUTURERT

1) FUTURERT received the transfer of rights and obligations under the agreements from FUTUREPF, which carried out its first capital increase in 2012 to extend the term of the leasehold rights and the right to utilize part of the common area by a further 15 years. As a result, the expiry of the original agreements on December 31, 2026 was extended to December 31, 2041. From 2027 to 2041, FUTURERT (as transferee of the rights) is required to pay space rental, equipment rental and consideration for rights on a monthly basis as follows:

Details	Annual rent and consideration (including VAT)	Escalation rate
Initial investment assets Space rental, equipment rental and consideration for rights for 2027 - 2041	2027: approximately THB 506mn	3% per annum

2) In the event that FUTURERT exercises the right to extend the lease term after the lease expiry date of December 31, 2041 (extended term from January 1, 2042 to December 31, 2044), it is obliged to pay space rental, equipment rental and consideration for the grant of rights for such period on a monthly basis. The rates of consideration in 2042, 2043 and 2044 are summarized as follows:

Details	Annual rent and consideration (including VAT)	Escalation rate
Initial investment assets Space rental, equipment rental and consideration for rights (for the extension period 2042 - 2044)	2042: approximately THB 788mn	3% per annum
First additional investment assets Space rental, equipment rental and consideration for rights (for the extension period 2042 - 2044)	2042: approximately THB 366mn	3% per annum

6. DISTRIBUTION PAYMENT

DIVIDEND AND CAPITAL REDUCTION PAYMENT HISTORY OF FUTUREPF

Before FUTUREPF was converted to FUTURERT on October 1, 2024, FUTUREPF had paid a total distribution of THB 20.87900 per unit to unitholders as follows:

- Dividends paid: 72 times, totaling THB 20.09670 per unit
- Capital reduction paid: 5 times, totaling THB 0.78230 per unit

FUTURERT DIVIDEND POLICY

FUTURERT will distribute dividends of not less than 90% of the adjusted net profit per fiscal year, with at least 2 distributions annually, comprising a Year-End Distribution and, if applicable, an Interim Distribution.

SCHEDULE FOR DISTRIBUTION PAYMENT

At the meeting of the Real Estate Investment Committee held on November 16, 2026, the Committee passed the following resolutions:

- Approved the 8th distribution payment of THB 0.2656 per unit, totaling THB 140.7mn, derived from the operating results for the period from July 1 to September 30, 2026, and retained earnings. The book closing date is scheduled for November 30, 2026, and the payment date will be December 14, 2026.