

10 November 2025

Subject: Management Discussion and Analysis for the period ended 30 September 2025

To: President, The Stock Exchange of Thailand

Index Living Mall Public Company Limited (“the Company”), are pleased to provide you our management discussion and analysis for the period ended 30 September 2025 of the Company and the subsidiaries as follow:

Overview of the Thai economy and the Company's performance in the third quarter of 2025

In the third quarter of 2025, the Thai economy continued to recover slowly and unevenly, facing challenges from both domestic and international factors, high living costs and rising household debt continued to limit consumers' spending power. At the same time, export growth began to slow following the implementation of new tariff measures under President Trump's administration in August. The global economic slowdown and fluctuations in the Thai Baht also affected the competitiveness of Thai exporters. The tourism sector continued to recover, though at a slower pace. Tourist arrivals from China and Europe had not yet fully returned, mainly due to economic pressures and higher travel costs. However, an increase in visitors from ASEAN and Middle Eastern countries helped support overall tourism growth. Private investment remained cautious from weak economic conditions and uncertainty over fiscal and tax policies. As a result, most businesses focused on managing costs and improving operational efficiency, rather than expanding new investments.

The furniture retail sector continued to face a slowdown, pressured by weak consumer purchasing power and a sluggish housing market. Condominium and housing project transfers declined compared with the previous year, reflecting a softer demand environment. Consumer behavior has also shifted noticeably, with greater emphasis on value-for-money and functionality suited for limited living spaces. As a result, demand for decorative home furnishings has declined. At the same time, market competition has intensified due to the growing presence of low-priced imported products entering through e-commerce and social commerce platforms. On the cost side, while prices of certain raw materials have begun to stabilize, rising labor costs remain a key factor putting pressure on the profit margins of industry players.

Among these challenging conditions, the Company continued to adapt swiftly and strategically, focusing on comprehensive improvements across all areas of operation. Key initiatives included developing products that align more closely with market needs, enhancing product value and affordability, and implementing effective cost control measures to maintain profitability. In the third quarter of 2025, the Company recorded a net profit of Baht 182.2 million, representing a 6.0% decline compared with the same period last year. For the first nine months of the year, net profit stood at Baht 573.3 million, remaining broadly in line with the prior-year period. The details are as follows:

Summary of Operating Results

	Q3/2025	Q2/2025	Q3/2024	% Change		9M/2025	9M/2024	% Change
(Unit: THB million)				QoQ	YoY			YoY
Revenue from sale of goods	2,269.4	2,089.2	2,229.9	8.6%	1.8%	6,647.3	6,628.9	0.3%
Revenue from rental and rendering of services	202.1	199.6	189.1	1.3%	6.9%	592.8	563.4	5.2%
Operating revenue	2,471.5	2,288.8	2,419.0	8.0%	2.2%	7,240.1	7,192.3	0.7%
Cost of sale of goods	1,196.0	1,096.2	1,197.2	9.1%	-0.1%	3,521.9	3,583.3	-1.7%
Cost of rental and rendering of services	98.7	96.1	90.3	2.7%	9.3%	286.0	268.8	6.4%
Cost of sales and services	1,294.7	1,192.3	1,287.5	8.6%	0.6%	3,807.9	3,852.1	-1.1%
Gross profit	1,176.8	1,096.5	1,131.5	7.3%	4.0%	3,432.2	3,340.2	2.8%
Other income	25.5	28.6	28.1	-10.8%	-9.3%	96.2	80.8	19.1%
Selling and Administrative expenses	922.3	853.5	870.7	8.1%	5.9%	2,670.6	2,560.4	4.3%
Finance costs	53.5	53.3	54.9	0.4%	-2.6%	159.9	159.0	0.6%
Profit before income tax expenses	226.6	218.3	234.0	3.8%	-3.2%	697.9	701.6	-0.5%
Tax expenses	44.4	42.6	40.9	4.2%	8.6%	125.4	130.3	-3.8%
Profit for the period	182.1	175.7	193.1	3.6%	-5.7%	572.5	571.3	0.2%
Profit for the Company	182.2	175.7	193.8	3.7%	-6.0%	573.3	573.6	-0.1%

Revenue from sale of goods

	Q3/2025	Q2/2025	Q3/2024	% Change		9M/2025	9M/2024	% Change
(Unit: THB million)				QoQ	YoY			
Domestic sales								
1.1 Retail stores	1,764.2	1,596.4	1,663.3	10.5%	6.1%	5,108.1	5,113.6	-0.1%
1.2 Projects	114.2	103.0	169.6	10.9%	-32.7%	338.0	417.3	-19.0%
1.3 Dealers	16.0	15.7	20.6	2.0%	-22.3%	51.1	57.0	-10.4%
1.4 Online	355.5	317.1	341.1	12.1%	4.2%	1,001.6	958.2	4.5%
Total revenue from domestic sales	2,249.9	2,032.2	2,194.6	10.7%	2.5%	6,498.8	6,546.1	-0.7%
Overseas sales	19.5	57.0	35.3	-65.8%	-44.8%	148.5	82.8	79.3%
Total revenue from sale of goods	2,269.4	2,089.2	2,229.9	8.6%	1.8%	6,647.3	6,628.9	0.3%
Cost of sales of goods	1,196.0	1,096.2	1,197.2	9.1%	-0.1%	3,521.9	3,583.3	-1.7%
Gross profit from sale of goods	1,073.4	993.0	1,032.7	8.1%	3.9%	3,125.4	3,045.6	2.6%
Gross profit margin from sale	47.3%	47.5%	46.3%			47.0%	45.9%	

Revenue from sale of goods

In Q3/2025, the Company reported revenue from sales of Baht 2,269.4 million.

- **YoY:** Revenue from sales decreased by Baht 39.5 million, or +1.8%, mainly driven by higher retail store sales following the addition of new branches opened during the past year, including Saraburi, Rattana Thibet, and Chiang Rai. Online sales also continued to grow steadily. However, project-based

sales declined due to delays in project deliveries. In addition, sales from overseas OEM contracts and dealer channels also decreased during the quarter.

- **QoQ:** Revenue from sales of goods decreased by Baht 180.2 million or +8.6%, domestic sales increased across all channels, supported by the opening of the new Chiang Rai branch during the quarter. Online sales continued to perform well, maintaining solid growth momentum. In addition, project-based sales and sales through dealer channels also improved. However, overseas revenue declined due to lower orders from OEM contracts.

For 9M/2025, The Company reported sales revenue of Baht 6,647.3 million, an increase of Baht 18.4 million or +0.3% compared to the same nine-month period in 2024. Despite the slowdown economic environment, the Company managed to achieve sales growth, driven primarily by the continued expansion of online sales and the solid performance of its overseas OEM business.

Gross profit and gross profit margin from sales

In 3Q/2025, the Company reported a gross profit from sales of Baht 1,073.4 million.

- **YoY:** Gross profit from sales increased by Baht 40.7 million or +3.9%, in line with higher sales revenue. In addition, effective discount management and an increased proportion of sales from retail stores, which have higher gross profit margins, contributed to an improvement in the overall gross profit margin from sales compared with the previous year.
- **QoQ:** Gross profit from sales increased by Baht 80.4 million or +8.1%, in line with the increase in sales revenue. However, the gross profit margin slightly declined due to a lower proportion of sales from retail stores.

For 9M/2025, the Company reported gross profit from sales of Baht 3,125.4 million, an increase of Baht 79.8 million or +2.6% compared to the same nine-month period in 2024. The increase was partly attributable to effective discount management and a lower proportion of project sales, which typically have lower gross profit margins, resulting in an improvement in the overall gross profit margin.

Revenue from rental and rendering of services

	Q3/2025	Q2/2025	Q3/2024	% Change		9M/2025	9M/2024	% Change
(Unit: THB million)				QoQ	YoY			
Revenue from rental and services	202.1	199.6	189.1	1.3%	6.9%	592.8	563.4	5.2%
Cost of rental and services	98.7	96.1	90.3	2.7%	9.3%	286.0	268.8	6.4%
Gross Profit from rental and services	103.4	103.5	98.8	-0.1%	4.6%	306.8	294.6	4.1%
Gross Profit Margin from rental and services	51.2%	51.9%	52.2%			51.8%	52.3%	

Revenue from rental and rendering of services

In 3Q/2025, the Company reported revenue from rental and rendering of services of Baht 202.1 million.

- **YoY:** Revenue from rental and rendering of services increased by Baht 13.0 million or +6.9%, revenue from rentals and services continued to grow steadily, partly driven by the expansion of

rental space at the Chiang Mai branch after renovation, as well as new rental areas added at Little Walk Rattanathibet and Little Walk Ramkhamhaeng.

- **QoQ:** Revenue from rental and rendering of services increased by Baht 2.5 million or +1.3%, partly due to the opening of the new Little Walk Ramkhamhaeng branch.

For 9M/2025, the Company reported revenue from rental and rendering of services of Baht 592.8 million, an increase of Baht 29.4 million, or +5.2%, compared to the same nine-month period in 2024. This growth was mainly driven by the expanded rental space at the renovated Chiang Mai branch and the new branches opened during the year, as mentioned above.

Gross profit and gross profit margin from rental and services

In Q3/2025, the Company reported gross profit from rental and services of Baht 103.4 million.

- **YoY:** Gross profit from rental and services increased by Baht 4.6 million or +4.6%, in line with higher rental revenue. However, the gross profit margin slightly declined due to a decrease in the average occupancy rate compared with the previous year, partly as a result of the economic slowdown and the opening of new branches toward the end of the quarter, which required time for tenants to complete their space decoration.
- **QoQ:** Gross profit from rental and services remained relatively stable, while the gross profit margin slightly decreased. This was mainly due to a marginal drop in the average occupancy rate and additional expenses related to the opening of the new Little Walk Ramkhamhaeng branch.

For 9M/2025, the Company reported gross profit from rental and services of Baht 306.8 million, an increase of Baht 12.2 million, or +4.1%, compared to the same nine-month period in 2024. The increase was primarily driven by higher revenue from newly opened branches. However, the gross profit margin slightly declined due to a lower average occupancy rate, partly resulting from newly opened branches toward the end of the quarter, which some tenants had not yet fully occupied their spaces.

Selling and Distribution Expenses and Administrative Expenses

	Q3/2025	Q2/2025	Q3/2024	% Change		9M/2025	9M/2024	% Change
(Unit: THB million)				QoQ	YoY			
Selling and Administrative Expenses	922.3	853.5	870.7	8.1%	5.9%	2,670.7	2,560.4	4.3%
Percentage to Operating Revenue	37.3%	37.3%	36.0%			36.9%	35.6%	

Selling and Administrative Expenses

In Q3/2025, the Company reported selling and administrative expenses of Baht 922.3 million

- **YoY:** Selling and administrative expenses increased by Baht 51.6 million or +5.9%, partly due to an increase in the number of branches, higher promotional and delivery costs in line with rising sales, and higher platform fees on several online marketplace platforms that were gradually adjusted upward during the year. In addition, expenses related to information technology systems also increased, resulting in a higher ratio of selling and administrative expenses to operating revenue.

- **QoQ:** Selling and administrative expenses decreased by Baht 68.8 million or +8.1%, primarily due to the increase in the number of branches, higher promotional expenses, online platform fees, and delivery costs associated with higher sales. However, the ratio of selling and administrative expenses to total revenue remained unchanged from the previous quarter.

For 9M/2025, the Company reported Selling and administrative expenses Baht 2,670.6 million, an increase of Baht 110.2 million or +4.3%, compared to the same nine-month period in 2024. The increase was partly due to the higher number of branches, increased promotional expenses, higher online sales commission fees following adjustments made by marketplace platforms during the year, and higher expenses related to information technology systems. As a result, the ratio of selling and administrative expenses to operating revenue rose accordingly.

Finance Costs and Tax Expenses

	Q3/2025	Q2/2025	Q3/2024	% Change		9M/2025	9M/2024	% Change
(Unit: THB million)				QoQ	YoY			
Finance Costs	53.5	53.3	54.9	0.4%	-2.6%	159.9	159.0	0.6%
Tax Expenses	44.5	42.6	40.9	4.5%	8.8%	125.4	130.3	-3.8%

Finance Costs

In **Q3/2025**, the Company reported finance costs of Baht 53.5 million.

- **YoY:** Finance costs decreased Baht 1.4 million or -2.6%, consisting of the financial costs from lease liabilities increased by Baht 1.2 million and financial costs from loans decreased by Baht 2.6 million due to the lower of net short-term loans.
- **QoQ:** Finance costs slightly increased Baht 0.2 million or +0.4%, consisting of the financial costs from lease liabilities slightly increased, while financial costs from loans remained relatively stable.

For 9M/2025, the Company reported finance costs of Baht 159.9 million, an increase of Baht 0.9 million or +0.6%, compared to the same nine-month period in 2024. Finance costs from loans decreased by Baht 4.4 million due to the lower average of short-term loans outstanding. Finance cost from lease liabilities increased by Baht 5.3 million YoY.

Tax Expenses

In **Q3/2025** the Company reported tax expenses of Baht 44.5 million

- **YoY:** Tax expenses increased Baht 3.6 million or +8.8%, mainly because the Company received BOI tax privileges amounting to Baht 4.0 million in the previous year, while no such benefit was granted this year.
- **QoQ:** Tax expenses increased Baht 1.9 million or +4.5%, due to higher profit before tax, while no tax privileges were received in this quarter either.

For 9M/2025, the Company reported tax expenses of Baht 125.4 million, a decrease of Baht 4.9 million or -3.8%, compared to the same nine-month period in 2024. The decrease was partly due to tax privileges granted by the Board of Investment (BOI), totaling Baht 7.9 million in this year, compared with Baht 4.0 million in the same period last year.

Profit for the Company and Net Profit Margin

	Q3/2025	Q2/2025	Q3/2024	% Change		9M/2025	9M/2024	% Change
(Unit: THB million)				QoQ	YoY			
Profit for the Company	182.2	175.7	193.8	3.7%	-6.0%	573.3	573.6	-0.1%
Net Profit Margin	7.3%	7.6%	7.9%			7.8%	7.9%	

In Q3/2025, the Company reported the profit attributable to the equity holders of Baht 182.2 million

- **YoY:** Profit attributable to owners of the parent and net profit margin declined, partly due to expenses related to the opening of new branches and the absence of BOI tax privileges.
- **QoQ:** Profit attributable to owners of the parent increased driven by higher revenue, while the net profit margin slightly decreased compared to the previous quarter, mainly due to a small decline in gross profit margin from operations.

For 9M/2025, The Company recorded a net profit attributable to owners of the parent of 573.3 million baht, maintaining profit levels and net profit margin close to the previous year despite the economic slowdown. The Company's strong revenue structure supported growth in both sales and rental income, although higher branch expansion and administrative expenses exerted some pressure on overall performance.

Statement of Financial Position

	30 Sep 2025	Proportion	31 Dec 2024	Proportion	Change	% Change
(Unit: THB million)						
Cash and cash equivalents	119.3	0.9%	210.6	1.7%	-91.3	-43.4%
Trade accounts receivable	248.5	1.9%	258.7	2.1%	-10.2	-3.9%
Other current receivables	369.4	2.9%	390.8	3.1%	-21.3	-5.5%
Inventories	1,836.2	14.2%	1,694.1	13.5%	142.1	8.4%
Other current assets	14.8	0.1%	15.6	0.1%	-0.8	-5.1%
Total current assets	2,588.2	20.0%	2,569.7	20.4%	18.5	0.7%
Other non-current financial assets	23.5	0.2%	22.1	0.2%	1.4	6.4%
Investment properties	2,293.6	17.7%	1,876.6	14.9%	417.0	22.2%
Property, plant and equipment	4,899.4	37.9%	4,943.5	39.3%	-44.2	-0.9%
Right-of-use assets	2,740.2	21.2%	2,827.9	22.5%	-87.7	-3.1%
Intangible assets	72.9	0.6%	50.2	0.4%	22.7	45.2%
Deferred tax assets	223.2	1.7%	201.3	1.6%	21.9	10.9%
Other non-current assets	97.3	0.8%	93.7	0.7%	3.6	3.9%
Total non-current assets	10,350.0	80.0%	10,015.2	79.6%	334.8	3.3%
Total assets	12,938.1	100.0%	12,584.9	100.0%	353.3	2.8%
Short-term borrowings from financial institutions	245.0	1.9%	632.0	5.0%	-387.0	-61.2%
Trade accounts payables	730.8	5.6%	602.9	4.8%	127.9	21.2%
Deposit for purchase of inventory	470.5	3.6%	381.7	3.0%	88.8	23.3%
Accrued expenses	249.2	1.9%	297.9	2.4%	-48.7	-16.3%
Other current payables	156.0	1.2%	375.0	3.0%	-219.1	-58.4%
Current portion of lease liabilities	48.1	0.4%	58.0	0.5%	-9.9	-17.0%
ST loans from and interest payable from related parties	495.0	3.8%	125.0	1.0%	370.0	295.9%
Corporate income tax payable	44.5	0.3%	67.9	0.5%	-23.4	-34.4%
Other current liabilities	73.1	0.6%	75.1	0.6%	-2.1	-2.8%
Total current liabilities	2,690.1	20.8%	2,615.6	20.8%	74.5	2.8%
Lease liabilities	3,219.3	24.9%	3,048.3	24.2%	171.0	5.6%
Non-current provisions for employee benefits	366.3	2.8%	342.6	2.7%	23.7	6.9%
Other non-current liabilities	426.7	3.3%	400.0	3.2%	26.7	6.7%
Total non-current liabilities	4,012.4	31.0%	3,791.0	30.1%	221.4	5.8%
Total liabilities	6,702.5	51.8%	6,406.6	50.9%	296.0	4.6%
Issued and paid-up share capital	2,525.0	19.5%	2,525.0	20.1%	-	0.0%
Share premium on ordinary shares	1,741.1	13.5%	1,741.1	13.8%	-	0.0%
Retained earnings	1,969.5	15.2%	1,901.2	15.1%	68.3	3.6%
Equity attributable to owners of the parent	6,235.6	48.2%	6,167.3	49.0%	68.3	1.1%
Non-controlling interests	12.0	0.1%	11.0	0.1%	1.0	9.5%
Total equity	6,235.6	48.2%	6,178.3	49.1%	57.3	0.9%
Total liabilities and equity	12,938.1	100.0%	12,584.9	100.0%	353.3	2.8%

Assets

As of 30 September 2025, the Company reported total assets of Baht 12,938.1 million, an increase of Baht 353.3 million or +2.8% from Baht 12,584.9 million at the end of 2024. Key changes included 1) Inventories increased by 142.1 million baht, mainly due to new additional product series prepared for sale and certain products awaiting delivery to project customers. 2) Investment properties increased by Baht 417.0 million as a result of (1) new projects under construction and (2) the transfer of leased areas from "Little Walk Rattanathibet" and "Décor Scape Thonglor" projects from buildings and equipment, and right-of-use assets. Meanwhile Cash and cash equivalents decreased by Baht 91.3 million compared to the end of 2024, partly due to the repayment of short-term loans from financial institutions. Trade receivables decreased by Baht 10.2 million following collections from domestic project customers.

Liabilities

As of 30 September 2025, the Company reported total liabilities of Baht 6,702.5 million, an increase of Baht 296.0 million or +4.6% from Baht 6,406.6 million at the end of 2024. The key movement included an increase in trade payables of Baht 127.9 million, mainly due to purchases of raw materials in preparation for product manufacturing and an increase in short-term loans from related parties of Baht 370.0 million to support working capital requirements. These were partly offset by a decrease in short-term borrowings from financial institutions of Baht 387.0 million.

Equity

As of 30 September 2025, the Company reported total equity of Baht 6,235.6 million, an increase of Baht 57.3 million from the end of 2024, resulting from the Company's profits for the first nine-month period, netting off with the Dividend payments.

Future Business Outlook

The overall domestic furniture retail business continues to face pressure from the slow recovery in consumer purchasing power. Although the government has introduced certain economic and consumption stimulus measures toward the end of the year, high household debt and higher living costs remain key factors limiting consumer spending. Meanwhile, the global economic environment remains weak, particularly due to the impact of monetary and trade policies in major economies, which be able to dictate the industry's overall direction.

In terms of market competition, the business environment remains highly intense, especially with the increase of imported products via international e-commerce platforms. This push local players to adjust their strategies — focusing on competitive pricing, innovative product design, and enhancing the shopping experience to retain existing customers and capture new segments. Additionally, geopolitical uncertainty in Southeast Asia and the slowdown in the domestic real estate market may also affect consumer decisions regarding furniture and home décor purchases.

The Company is fully aware of these points and has adapted its strategies in several key areas. These include enhancing product quality to meet the expectations of modern consumers; selecting products that be able to balance between function, design, & price; and also implementing the technology to improve cost efficiency and

supply chain management. The Company also utilizes consumer insights to adapt promotions and marketing communications more effectively, while striving to enhance organizational productivity and drive sustainable growth.

Key Business Developments

The Company continues to drive business development with the goal of strengthening its retail network in the furniture and home décor segment, while also expanding into new lifestyle business portfolios to support sustainable long-term growth. During Q3/2025, the Company opened Index Living Mall Chiang Rai, aiming to meet the needs of customers in the northern region and the growing tourism market. It also launched Little Walk Ramkhamhaeng, a new community mall on Ramkhamhaeng Road featuring a variety of leading retail stores.

In addition, as part of its new business expansion, the Company initiates operations under a partnership with Flying Tiger Copenhagen, a well-known lifestyle retail brand from Denmark. The Company plans to open six stores within 2025, located at Emsphere, Index Pattaya, Fashion Island, The Mall Bangkok, Seacon Square Srinakarin, and The Platinum Fashion Mall. This initiative aims to reach younger consumers seeking creatively designed, affordable, and uniquely Scandinavian-style products.

The Company's proactive investments, both in business expansion and in strengthening its internal infrastructure, reflect its strong commitment to driving growth and delivering new engaging shopping experiences to our consumers.

Key Sustainability Developments

The Company continues to drive its sustainability initiatives through a range of projects and activities across multiple dimensions. On the environmental aspect, the Company organized a "Carbon Footprint Organization" training course to enhance employee understanding and prepare the organization for future carbon footprint reporting and certification. It also launched the "Bring Your Cup, Bring Your Bottle" campaign to reduce single-use plastics, encouraging environmentally responsible behavior and minimizing plastic waste within the organization.

In the social dimension, the Company created a flood relief project in Nan Province, providing assistance and encouraging donations from employees and partners to help restore schools affected by the disaster. The Company also organized blood donation activities in collaboration with the Thai Red Cross Society, reinforcing a culture of volunteerism and compassion. In addition, the Company places strong emphasis on employee well-being, promoting both physical and mental health through continuous initiatives under the "Refresh Life, Restart Happiness" program. The Company also partnered with "Naluri" to conduct heart health awareness training, supporting a healthier and more engaged workforce.

In terms of governance dimension, the Company received a "Excellent (5-Star)" rating in the 2025 Corporate Governance Report (CGR) assessment by the Thai Institute of Directors (IOD), placing it in the Top Quartile of listed companies on the Stock Exchange of Thailand. This recognition reflects the Company's commitment to transparency, good governance, and sustainable value creation for all stakeholders.

All of these activities show the Company's commitment to doing business responsibly for society and the environment, as it moves steadily toward the goal of "Sustainable Living for Future Lifestyle."