1. Executive Summary

Business Overview

Laundry You Public Company Limited (the "Company"), an operator of a fully integrated laundromat business under the brand "WashXpress," continued to expand its business in the third quarter of 2026. The Company opened 18 new branches, compared to 15 new branches during the same period of the previous year, and successfully implemented its business expansion plan in line with the targets set.

Management assesses that seasonal weather conditions in the third quarter of 2026 supported demand for self-service laundromat services, particularly drying services and other services that help customers overcome the limitations of air-drying clothes. These factors contributed positively to the recovery in revenue compared to the previous quarter, alongside revenue contributions from new branches opened in 2025 and 2026.

Although weather conditions were favorable for the use of laundromat services, rising living costs reduced the disposable income of certain consumer groups. Management therefore assesses that the recovery in service usage volume remains constrained by consumers' purchasing power, highlighting the continued importance of maintaining service value, quality, and convenience. This assessment is consistent with the Bank of Thailand's press release on the results of the Monetary Policy Committee Meeting No. 5/2026, dated October 28, 2026, which indicated that private consumption continued to face pressure from elevated household debt, fragile labor market conditions, and weak purchasing power, while economic growth momentum remained concentrated in certain business sectors.

As of the end of the third quarter of 2026, the Company operated a total of 662 branches, representing a net increase of 18 branches, across 23 provinces nationwide. This network expansion aims to meet growing demand for laundromat services, which are considered an essential part of daily life (Essential Service), while supporting the Company's long-term growth potential.

Operating Results and Profitability for the Third Quarter of 2026

The Company continued to achieve revenue growth and remained profitable in the third quarter of 2026, with details as follows:

Total Revenue amounted to Baht 315.38 million, representing an increase of 16.07 percent compared to the same period of the previous year, comprising revenue from sales and services of Baht 312.88 million and other income of Baht 2.50 million.

The increase in revenue was primarily attributable to favorable seasonal business conditions, promotional activities held in celebration of the Company's 8th anniversary to encourage service usage, and revenue contributions from new branches opened in 2025.

Same-store sales growth (SSSG) was **2.37 percent** in the third quarter of 2026, remaining positive and reflecting a recovery in revenue from existing branches. However, the growth rate was lower than the 6.03 percent recorded in the same period of the previous year.

In the third quarter of 2026, the Company experienced both supportive factors and challenges that should be considered together. Seasonal weather conditions supported demand for laundromat services during the quarter, with rainfall levels comparable to those recorded in the same period of 2025. Meanwhile, Management anticipated that rising living costs could lead some customers to become more cautious in their spending. Accordingly, the Company's operating performance reflected both favorable demand conditions and constraints on consumer purchasing power, rather than a uniform recovery across all branches and customer segments.

In addition, branch expansion contributed to an increase in total revenue, despite negative cumulative SSSG for the nine-month period. Therefore, assessing the quality of the Company's revenue growth requires consideration of revenue from existing branches alongside revenue contributions from new branches, their operating periods, and actual costs incurred.

Net profit amounted to Baht 40.06 million, representing an increase of 10.12 percent compared to the same period of the previous year. This growth was primarily attributable to a 16.46 percent increase in revenue from sales and services, driven by revenue contributions from both existing and new branches, enabling the Company to achieve growth in net profit.

Net Profit Margin was 12.70 percent, decreasing from the same period of the previous year, primarily due to an increase in the proportion of fixed costs relative to revenue. Nevertheless, the Company remains committed to effectively managing other costs and expenses to maintain profitability at an appropriate level.

Value Creation Strategy and Differentiation

The Company focuses on increasing revenue from its existing customer base through the "Convenient Lifestyle" concept.

Under the Company's vision, "Making laundry easy for every community," the Company has developed its service model in alignment with the Convenient Lifestyle concept in order to enhance the customer experience beyond traditional laundry services. The Company has expanded its services into three main categories and introduced one additional convenience format within branches, as follows:



1) Wash–Dry–Fold Service (WDF)

As of September 30, 2026, the service was available at more than 269 branches, providing a comprehensive service whereby customers can drop off their laundry and collect it ready for use, enhancing convenience and saving time.



2) Iron Service

The Company has introduced ironing services as an additional service option, currently available at **9 branches**, with emphasis on neatness standards and meticulous attention at every stage of the process.



3) Delivery Service

Laundry pick-up and delivery service to customers' homes or designated locations to maximize convenience. The service is now fully operational across 166 branches as of September 30, 2026, covering Bangkok and the surrounding metropolitan area.

4) Air-Conditioned Stores (A/C Store)



To enhance customer comfort and convenience, the Company has undertaken renovations at selected branches by installing air-conditioning systems within the stores. As of December 31, 2025, the Company had 17 air-conditioned branches, with an additional 100 branches upgraded during the first nine months of 2026. These improvements aim to enhance the customer experience and strengthen the potential for same-store sales growth (SSSG).

Branch Management: The Core of Differentiation and Leadership Standards

WashXpress differentiates itself through its “Owned Store” operating model, which differs from most competitors in the market. A key element of this model is the assignment of at least one Store Assistant per branch to ensure quality control in accordance with the Company’s highest standards.

The Company’s operating standards include:

- Cleaning of store premises and surrounding areas at least twice daily
- Inspecting washing and drying machines to ensure readiness for use at all times
- Providing customer assistance and support throughout the service process; and
- Providing Call Center services and other communication channels for receiving issue reports 24 hours a day

WashXpress delivers consistent service standards nationwide through an intensive employee training system, enabling every branch to provide a reliable customer experience and reinforcing its position as the number one brand in consumers’ minds.

Growth Supporting Factors

Throughout the past periods, the Company has continuously implemented plans that support sustainable growth, enabling the Company to maintain long-term business expansion. Key factors supporting growth in 2026 include the continued expansion of new branches, particularly branches opened in 2025 that remain in the accelerated revenue ramp-up phase; expansion of value-added services such as Wash–Dry–Fold (WDF); maintenance of service standards and customer experience; and implementation of marketing strategies to increase brand awareness and expand the new customer base.

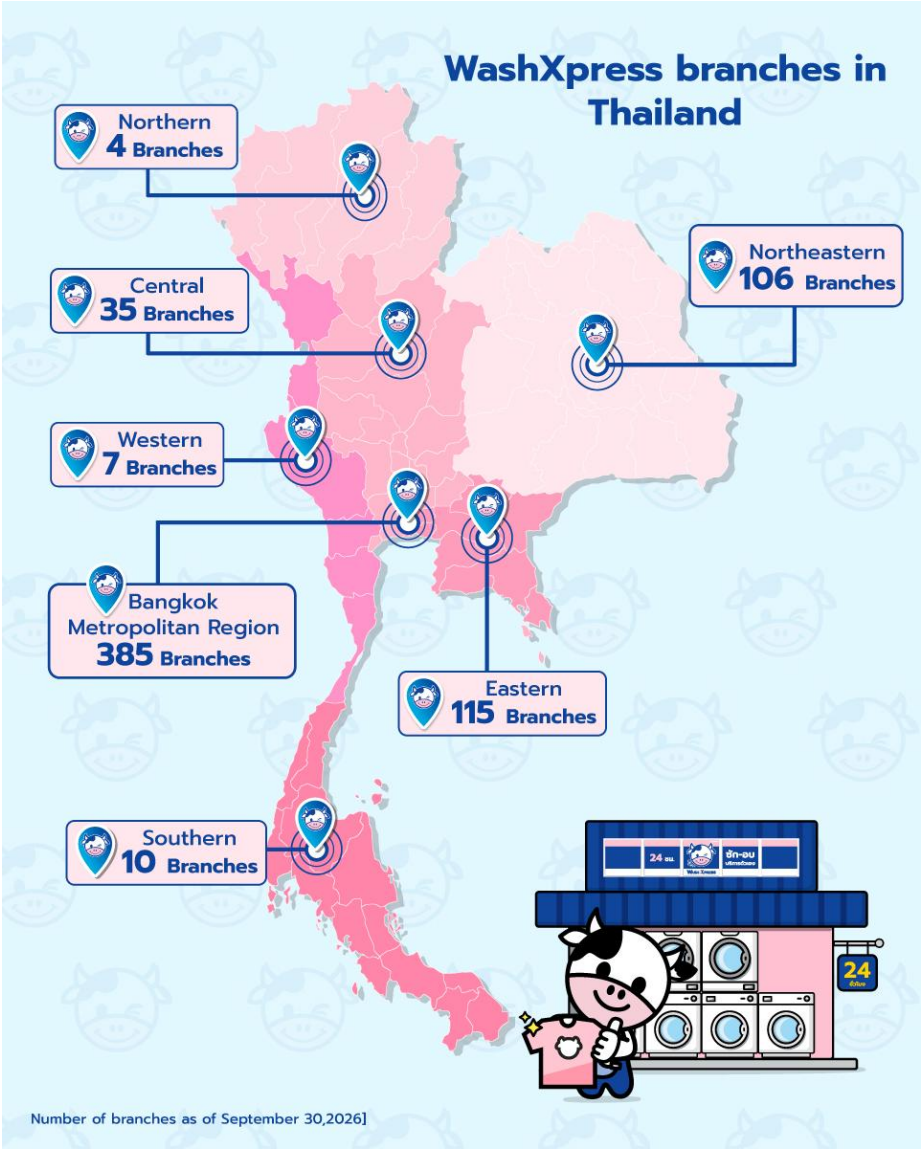
However, during the third quarter of 2026, the Company was impacted by certain one-time items, including:

- Temporary closures of certain WashXpress branches for renovation and air-conditioner installation, with an estimated impact on net profit of Baht 0.17 million

In addition, certain expenses increased in line with the Company’s business plans compared to the previous year, including:

- Marketing and promotional expenses, which began increasing from the first quarter of 2026 onward.

Overall WashXpress Branches



Details of the changes in the number of Company-owned and franchise WashXpress laundromat branches for the third quarters of 2025 and 2026 are as follows:

Branch Expansion	Q3 of the year		For the 9 months of the year	
	2025	2026	2025	2026
Number of Company-Owned WashXpress Branches				
Beginning of the period	469	565	436	512
Opened during the period	15	18	49	71
Closed during the period	(2)	-	(3)	-
End of the period	**482**	**583**	**482**	**583**

Branch Expansion	ไตรมาส 3 สำหรับปี		สำหรับงวดเก้าเดือนสิ้นสุด 30 กันยายน	
	2568	2569	2568	2569
Number of Franchised WashXpress Branches				
Beginning of the period	79	79	79	79
Opened during the period	1	-	1	1
Closed during the period	(1)	-	(2)	(1)
Number of Franchised WashXpress Branches	**79**	**79**	**79**	**79**
Number of WashXpress	**561**	**662**	**561**	**662**

In 2026, the Company continued to focus on expanding its WashXpress self-service laundromat network to capitalize on market growth opportunities and strengthen its business position. All new branches operate under the Company-owned and operated model (Owned Store Model). During the first nine months of 2026, the Company opened 71 new branches, in line with its expansion plan.

2. Performance Overview

Statements of comprehensive income	Q3 of the year		Change		For the 9 months of the year		Change	
	2025 Million Baht	2026 Million Baht	Million Baht	Percentage	2025 Million Baht	2026 Million Baht	Million Baht	Percentage
Revenue from rendering of services	260.20	304.66	44.46	17.09	713.74	799.51	85.77	12.02
Revenue from sales	8.45	8.22	(0.23)	(2.72)	25.13	29.61	4.48	17.83
Total revenues from rendering services and sales	**268.65**	**312.88**	**44.23**	**16.46**	**738.87**	**829.12**	**90.25**	**12.21**
Costs from rendering of services	166.51	202.01	35.50	21.32	470.66	563.25	92.59	19.67
Costs of sales	3.94	4.24	0.30	7.61	13.17	16.31	3.14	23.84
Total costs from rendering services and sales	170.45	206.25	35.80	21.00	483.83	579.56	95.73	19.79
Gross profit	**98.20**	**106.63**	**8.43**	**8.58**	**255.04**	**249.56**	**(5.48)**	**(2.15)**
Distribution costs	1.84	3.99	2.15	116.85	3.90	9.84	5.94	152.31
Administrative expenses	34.17	34.35	0.18	0.53	93.95	101.04	7.09	7.55
Total distribution costs and administrative expenses	**36.01**	**38.34**	**2.33**	**6.47**	97.85	110.88	13.03	13.32
Other income	3.06	2.50	(0.56)	(18.30)	6.96	10.83	3.87	55.60
Operating profit	**65.25**	**70.79**	**5.54**	**8.49**	**164.15**	**149.51**	**(14.64)**	**(8.92)**
Finance costs	19.16	19.86	0.70	3.65	54.72	57.90	3.18	5.81
Profit before income tax expense	46.09	50.93	4.84	10.50	109.43	91.61	(17.82)	(16.28)
Income tax expense	9.71	10.87	1.16	11.95	22.13	19.23	(2.90)	(13.10)
Net profit	**36.38**	**40.06**	**3.68**	**10.12**	**87.30**	**72.38**	**(14.92)**	**(17.09)**
Earnings before interest, taxes, depreciation and amortization (EBITDA)	**148.94**	**175.26**	**26.32**	**17.67**	**404.84**	**444.38**	**39.54**	**9.77**
Gross profit margin [/1]	36.55%	34.08%	(2.47%)		34.52%	30.10%	(4.42%)	
Operating profit margin [/2]	23.15%	21.83%	(1.32%)		21.27%	16.73%	(4.55%)	
Net profit margin [/3]	13.39%	12.70%	(0.69%)		11.71%	8.62%	(3.09%)	
EBITDA margin [/4]	54.82%	55.57%	0.76%		54.28%	52.91%	(1.37%)	

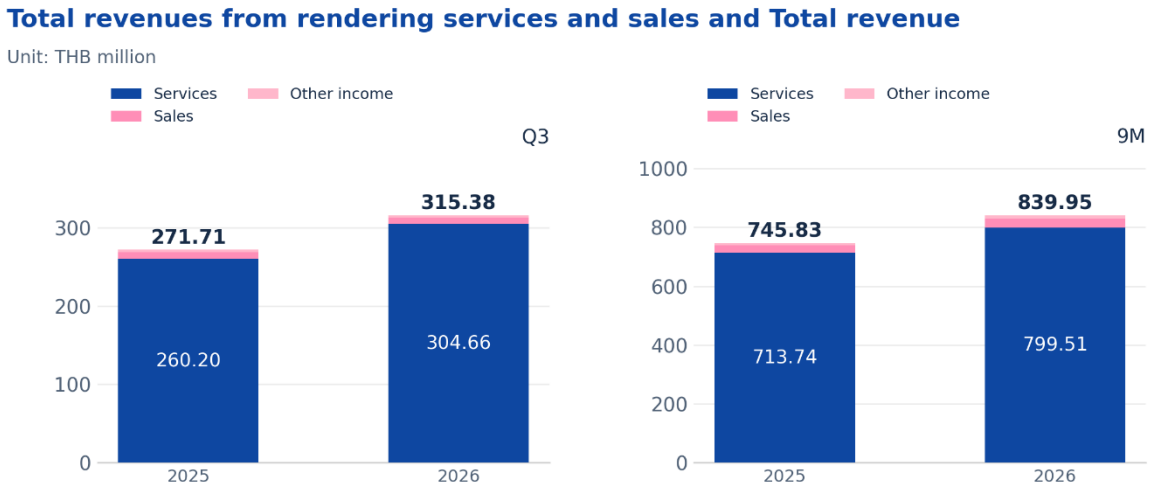
[/1] Gross profit margin is calculated as gross profit divided by revenue from sales and services, where gross profit is derived from revenue from sales and services less cost of sales and services.

[/2] Operating profit margin is calculated as operating profit divided by revenue from sales and services, where operating profit is derived from revenue from sales and services less total selling and administrative expenses plus other income.

[/3] Net profit margin is calculated as net profit divided by total revenue.

[/4] EBITDA margin is calculated as profit before interest and tax plus depreciation and amortization divided by total revenue.

2.1 Revenues from rendering services and sales



In the third quarter of 2026, The Company recorded total revenue of Baht 315.38 million, representing an increase of Baht 43.67 million, or 16.07 percent, compared to the same period of the previous year. The Company's primary revenue source continued to be revenue from services, amounting to Baht 304.66 million, accounting for 96.60 percent of total revenue.

For the nine-month period ended September 30, 2026, the Company recorded total revenue of Baht 839.95 million, representing an increase of Baht 94.12 million, or 12.62 percent, compared to the same period of the previous year.

Such growth was supported by the following factors:

1) Retention of existing customers and continued customer acquisition: The Company maintained its existing customer base at branches opened between 2018 and 2025, while continuously attracting new customers through marketing campaigns.
2) The maintenance of service standards in terms of cleanliness, machine readiness, and customer convenience, resulting in customers continuing to regularly use the Company's services
3) Continuous branch expansion during 2025, with branches opened in 2025 remaining in the customer ramp-up phase and continuing to generate high revenue growth rates
4) Favorable seasonal factors.

The third quarter typically marks the beginning of the high season for the self-service laundromat business. Although rainfall conditions in the third quarter of 2026 were less favorable than those in the same period of the previous year, the rainy season continued to support demand for both washing and drying services. Combined with the expansion of the Company's branch network, these factors enabled the Company to achieve a new record high in revenue.

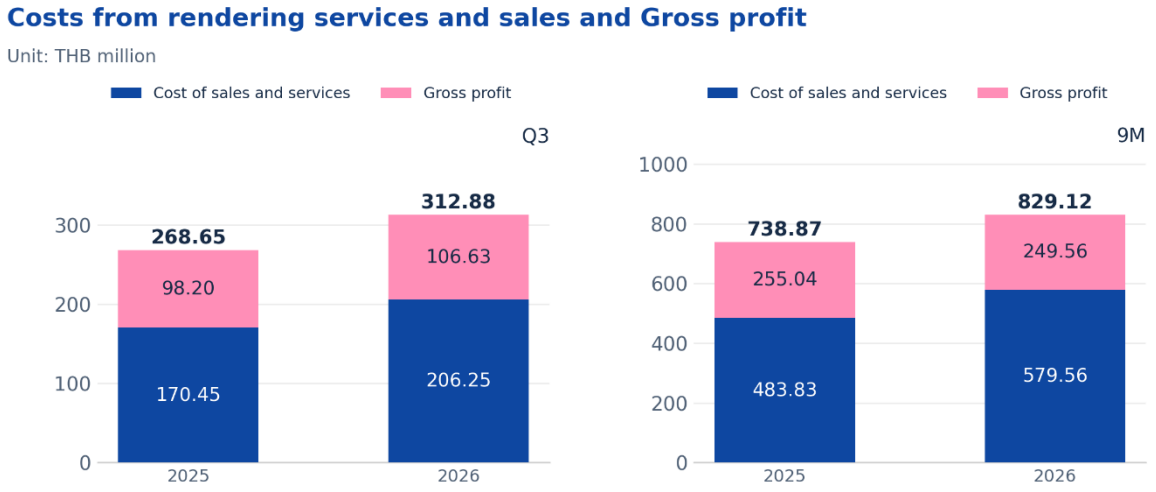
Revenue growth during the quarter was primarily driven by the Company's ability to restore positive Same-Store Sales Growth (SSSG), supported by its loyal customer base, which plays a significant role in sustaining service revenue. Additional contributions came from new branches opened in 2025, particularly those that commenced operations in early 2025, whose revenue levels have approached the Company's average revenue per branch. This performance was achieved despite intensifying industry competition and external challenges, including rising living costs, which directly affect customers' use of laundromat services.

The Company remains committed to continuously enhancing its WashXpress branches to improve the customer experience and encourage repeat visits. The Company has now completed the installation of air-conditioning systems at its branches in accordance with its planned target.

Growth of revenue from sales and services from existing branches	Unit	Q3 of the year		For the 9 months of the year	
		2025	2026	2025	2026
Same-store sales growth (SSSG) [1]	Percentage	6.03	2.37	9.74	(2.00)

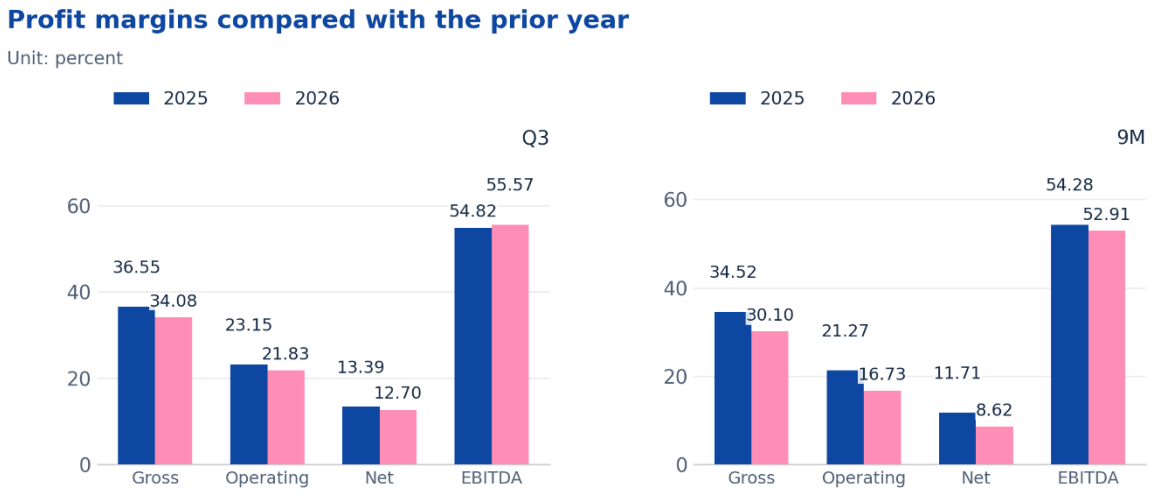
Note: [1] Calculated from company-owned branches that have been in operation for at least 12 months since the beginning of the previous period and have remained open throughout the relevant period.

2.2 Gross profit and gross profit margin



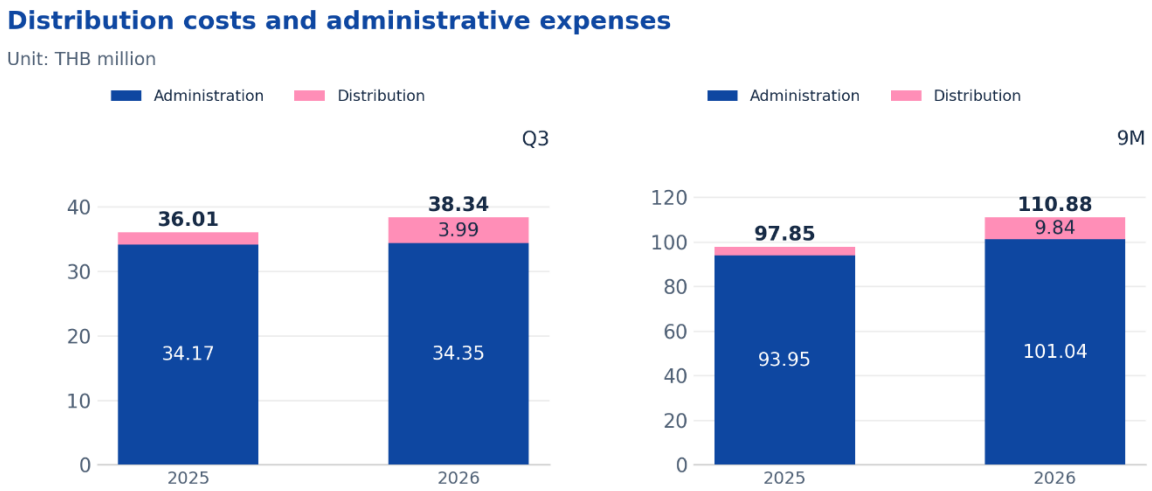
In the third quarter of 2026, the Company recorded gross profit of Baht 106.63 million, representing an increase of Baht 8.43 million, or 8.58 percent, compared to the same period of the previous year. For the nine-month period ended September 30, 2026, the Company recorded gross profit of Baht 249.56 million, representing a decrease of Baht 5.48 million, or 2.15 percent, compared to the same period of the previous year. The decrease in gross profit for the nine-month period was primarily attributable to the Company's continued investments in new branch expansion and the enhancement of existing branches since the beginning of the year, aimed at strengthening service capacity and supporting long-term growth. As a result, operating costs, particularly fixed costs related to depreciation of right-of-use assets and depreciation of property, plant

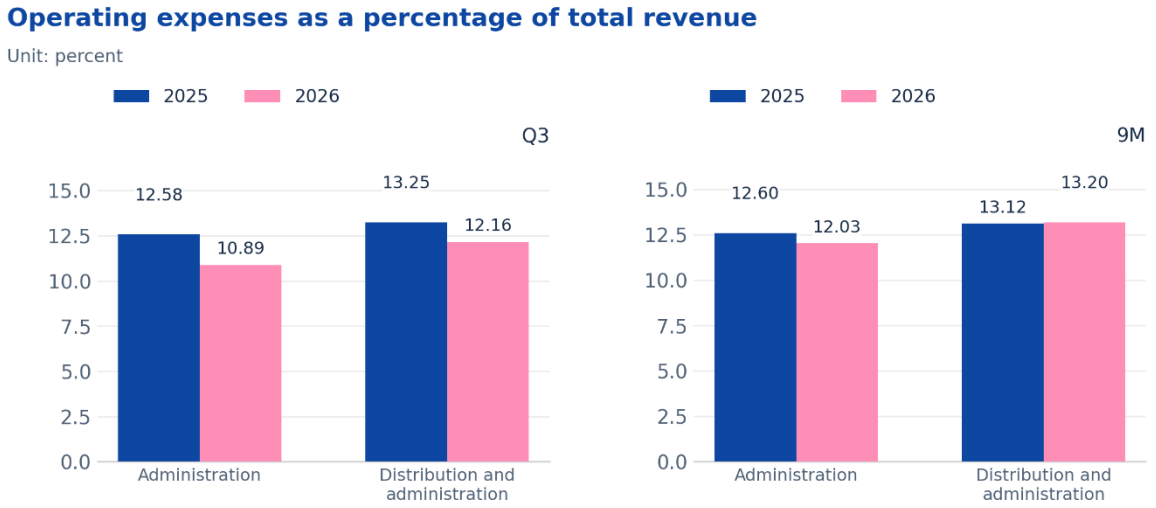
and equipment, increased at a higher rate than revenue growth during the first six months of 2026. This led to a decline in both gross profit and gross profit margin during the first half of the year, with the impact carrying over into the nine-month results. Nevertheless, in the third quarter of 2026, revenue from both new and existing branches increased, enabling the Company to achieve greater operating efficiency through improved utilization of its fixed-cost structure.



The Company's gross profit margin for the third quarter of 2026 and the nine-month period ended September 30, 2026 stood at 34.08 percent and 30.10 percent, respectively, representing decreases compared to the corresponding periods of the previous year.

2.3 Distribution costs and administrative expenses





In the third quarter of 2026, the Company recorded distribution costs and administrative expenses totaling Baht 38.34 million, representing an increase of Baht 2.33 million, or 6.47 percent, compared to the same period of the previous year. For the nine-month period ended September 30, 2026, the Company recorded distribution costs and administrative expenses totaling Baht 110.88 million, representing an increase of Baht 13.03 million, or 13.32 percent, compared to the same period of the previous year.

The increase in expenses was in line with the Company's business expansion plan, reflecting both the growing number of branches and increased marketing investments to support long-term growth. Nevertheless, the Company continues to manage its expenses efficiently, with a focus on maintaining the ratio of distribution costs and administrative expenses to revenue from sales and services at an appropriate level over the long term.

In the third quarter of 2026, the Company's distribution costs increased by approximately Baht 2.15 million, or approximately 1.16 times compared to the same period of the previous year. The Company continued to enhance its marketing strategies and brand awareness initiatives to expand its customer base and support sustainable growth, while maintaining its service standards.

2.4 Finance cost

In the third quarter of 2026, the Company recorded finance costs of Baht 19.86 million, representing an increase of Baht 0.70 million, or 3.65 percent, compared to the same period of the previous year. For the nine-month period ended September 30, 2026, the Company recorded finance costs of Baht 57.90 million, representing an increase of Baht 3.18 million, or 5.81 percent, compared to the same period of the previous year.

The increase in finance costs during the third quarter of 2026 was in line with the Company's branch expansion, primarily attributable to machinery hire-purchase arrangements, borrowings from financial

institutions, and additional lease agreements for new branch locations. Nevertheless, the increase in finance costs remained proportionate to the growth in the Company's asset base and overall business scale.

Key factors contributing to finance costs during this quarter included:

2.4.1 Investment to Support Branch Expansion

The Company continued to invest in machinery, equipment, and leased premises for new branches, resulting in higher interest expenses from hire-purchase agreements and lease liabilities in line with the business expansion plan.

2.4.2 Utilization of Borrowings to Support Growth

The Company utilizes borrowings from financial institutions to support investment in revenue-generating assets, which helps support long-term revenue growth.

2.4.3 Capital Structure Remaining at an Appropriate Level

Following the IPO, the Company's capital base strengthened, enabling the Company to appropriately manage its debt proportion and finance costs despite being in a period of accelerated business expansion.

2.5 Net profit and net profit margin

In the third quarter of 2026, the Company recorded net profit of Baht 40.06 million, representing an increase of Baht 3.68 million, or 10.12 percent, compared to the same period of the previous year. For the nine-month period ended September 30, 2026, the Company recorded net profit of Baht 72.38 million, representing a decrease of Baht 14.92 million, or 17.09 percent, compared to the same period of the previous year.

The Company's net profit margin for the third quarter of 2026 stood at 12.70 percent, decreasing from 13.39 percent in the same period of the previous year. This decline was primarily attributable to the Company's continued investments in new branch expansion and the enhancement of existing branches since the first half of the year, aimed at strengthening service capacity and supporting long-term growth. As a result, operating costs, particularly fixed costs related to depreciation of right-of-use assets and depreciation of property, plant and equipment, increased at a higher rate than revenue growth during the period. This led to a decline in gross profit margin, which directly affected both net profit and net profit margin. Nevertheless, as revenue from both new and existing branches increases, the Company expects to achieve greater efficiency in utilizing its fixed-cost structure.

In addition, during the period, the Company temporarily closed certain WashXpress branches to undertake renovations and install air-conditioning systems as part of its branch enhancement plan to improve customer comfort and service experience. These temporary closures resulted in revenue losses during the renovation periods, with an estimated impact on net profit of Baht 0.17 million.

3. Finance Position

Statements of financial position	As of		Change	
	Dec 31, 2025 Million Baht	September 30, 2026 Million Baht	Million Baht	Percentage
Total Assets	**2,716.62**	**2,805.43**	**88.81**	**3.27**
Cash and cash equivalent	226.88	105.30	(121.58)	(53.59)
Other current financial asset	190.00	80.00	(110.00)	(57.89)
Building and equipment	1,249.37	1,432.59	183.22	14.66
Right-of-use assets	936.56	1,046.63	110.07	11.75
Other assets	113.81	140.91	27.10	23.81
Total Liabilities	**1,633.58**	**1,687.64**	**54.06**	**3.31**
Borrowings	389.10	352.90	(36.20)	(9.30)
Lease liabilities	1,034.48	1,161.97	127.49	12.32
Other liabilities	210.00	172.77	(37.23)	(17.73)
Total Shareholders' Equity	**1,083.04**	**1,117.79**	**34.75**	**3.21**
Key financial ratios				
Debt-to-equity ratio	1.51	1.51	-	
Debt excluding lease liability-to-equity ratio	0.55	0.47	(0.08)	
Interest-bearing debt-to-equity ratio	1.31	1.36	0.05	
Interest-bearing debt excluding lease liability-to-equity ratio	0.36	0.32	(0.04)	

Total Assets

As of September 30, 2026, the Company reported total assets of Baht 2,805.43 million, representing an increase of Baht 88.81 million, or 3.27 percent, compared to December 31, 2025.

The increase in total assets was primarily attributable to increases in property, plant and equipment and right-of-use assets, in line with the Company's planned branch expansion for 2026. The Company continued to invest in expanding its business operations and enhancing its service capacity to support long-term growth.

Property, plant and equipment increased by Baht 183.22 million, or 14.66 percent, reflecting investments in machinery, equipment, and new branch openings. Meanwhile, right-of-use assets increased by Baht 110.07 million, or 11.75 percent, primarily due to additional lease agreements entered into for new branch locations.

Cash and cash equivalents decreased by Baht 121.58 million, or 53.59 percent, mainly due to cash utilized for branch expansion investments, loan repayments, and funding business operations in accordance

with the Company's business plan. Nevertheless, the Company continues to maintain sufficient liquidity to support its ongoing operations and future investments.

Total Liabilities

As of September 30, 2026, the Company reported total liabilities of Baht 1,687.64 million, representing an increase of Baht 54.06 million, or 3.31 percent, compared to December 31, 2025.

The change in total liabilities was primarily attributable to an increase in lease liabilities of Baht 127.49 million, or 12.32 percent, resulting from additional lease agreements entered into for new branch locations, in line with the Company's business expansion plan. Meanwhile, during the third quarter of 2026, the Company recorded a net decrease in borrowings of Baht 36.20 million and a net decrease in other liabilities of Baht 37.23 million.

Total Shareholders' Equity

As of September 30, 2026, the Company reported total shareholders' equity of Baht 1,117.79 million, representing an increase of Baht 34.75 million, or 3.21 percent, compared to December 31, 2025. The increase was primarily attributable to net profits accumulated over the respective quarters, partially offset by the dividend payment for the 2025 operating results, as approved by the shareholders at the Annual General Meeting of Shareholders held in the second quarter of 2026.

4. Risk Factors and Risk Management

The Company recognizes risks that may affect business operations and has established appropriate risk management approaches as follows:

Competition Risk: The laundromat industry is experiencing increasing competition. The Company focuses on differentiation through the "Convenient Lifestyle" strategy by offering value-added services such as Wash–Dry–Fold (WDF) and installing air-conditioning in branches to enhance customer experience and retain users.

Utility Cost Risk: Electricity, water, and gas expenses are key operating costs of the business. The Company therefore invests in energy-efficient machinery to reduce long-term cost impact and continuously seeks ways to improve operational processes and enhance utility efficiency. The Company also closely monitors potential impacts arising from developments in the Middle East region.

Location Acquisition Risk: The Company's ability to achieve its branch expansion targets for 2026 may face challenges related to rental costs and the suitability of potential locations. To mitigate these risks, the Company has adopted a strategy of entering into lease agreements in advance for locations with strong business potential, thereby increasing certainty in executing its branch expansion plan. The Company has currently secured sufficient lease locations to meet its 2026 expansion target.

5. Significant Events

Branch Renovation and Air-Conditioner Installation

The Company renovated certain branches by installing air-conditioning systems within branch premises to enhance customer experience and comfort. As of December 31, 2025, the Company had 17 air-conditioned branches.

Under the Company's plan to install air-conditioning systems at an additional 100 branches in 2026, the Company successfully completed installations at all 100 branches by the third quarter of 2026, including 30 branches upgraded during the third quarter. These improvements required temporary closures of certain branches during the renovation periods, resulting in an estimated impact on net profit of approximately Baht 0.17 million for the third quarter of 2026.

The Company expects these investments to enhance service quality, strengthen competitiveness, and support long-term Same-Store Sales Growth (SSSG) by attracting more customers and encouraging them to spend more time at its branches. For branches where air-conditioning systems have been installed since January 2026, the Company has closely monitored their SSSG performance and found that these branches achieved higher SSSG than the Company's overall average, with the difference reaching up to approximately 15 percentage points.

6. Management's Outlook and Strategy for 2026

For the remainder of 2026, the Company will continue to pursue its business strategy with a focus on expanding its customer base, achieving quality growth, and enhancing customer experience. In addition, the Company continues to strengthen its branch management network to enable prompt responses to operational issues. The Company has a team of skilled technicians capable of providing on-site repair services within 48 hours, under the concept of "Store Ready, People Ready, Machines Ready," to consistently deliver a positive and satisfying customer experience.