

1. Executive Summary

Business Overview and Growth Amid Challenges

Laundry You Public Company Limited (the “Company”), an operator of a fully integrated laundromat business under the brand “WashXpress,” continues to demonstrate sustained growth potential in 2025, despite the economic slowdown and constrained consumer purchasing power. As of December 31, 2025, the Company had a total network of 591 branches (a net increase of 75 branches), covering 21 provinces nationwide. Such expansion reflects the demand for services characterized as essential services in daily life, which are resilient to economic volatility.

Operating Results and Profitability

In 2025, the Company achieved significant growth in revenue and profit, with details as follows:

Total revenue amounted to Baht 1,031.64 million, representing an increase of 25.26 percent, comprising revenue from sales and rendering of services of Baht 1,020.16 million and other income of Baht 11.48 million.

Same-store sales growth (SSSG) was 9.64 percent, reflecting customer confidence and continued repeat usage.

Net profit increased significantly to Baht 126.60 million, representing a growth of 51.65 percent.

Net profit margin improved to 12.27 percent, compared to 10.14 percent in the previous year, driven by effective cost management and the realization of economies of scale under the Company’s owned and operated branch model (“Owned Store Model”).

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)

Currently available at more than 224 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 currently operated under a pilot program and there are plans to expand to additional areas in the future.



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

To enhance customer comfort, the Company has renovated certain branches by installing air-conditioning within store premises. As of December 31, 2025, the Company had 17 air-conditioned branches out of a total of 512 owned branches. In 2026, the Company targets to renovate and launch an additional 100 air-conditioned branches to enhance customer experience and increase same-store sales growth (SSSG) potential.

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:

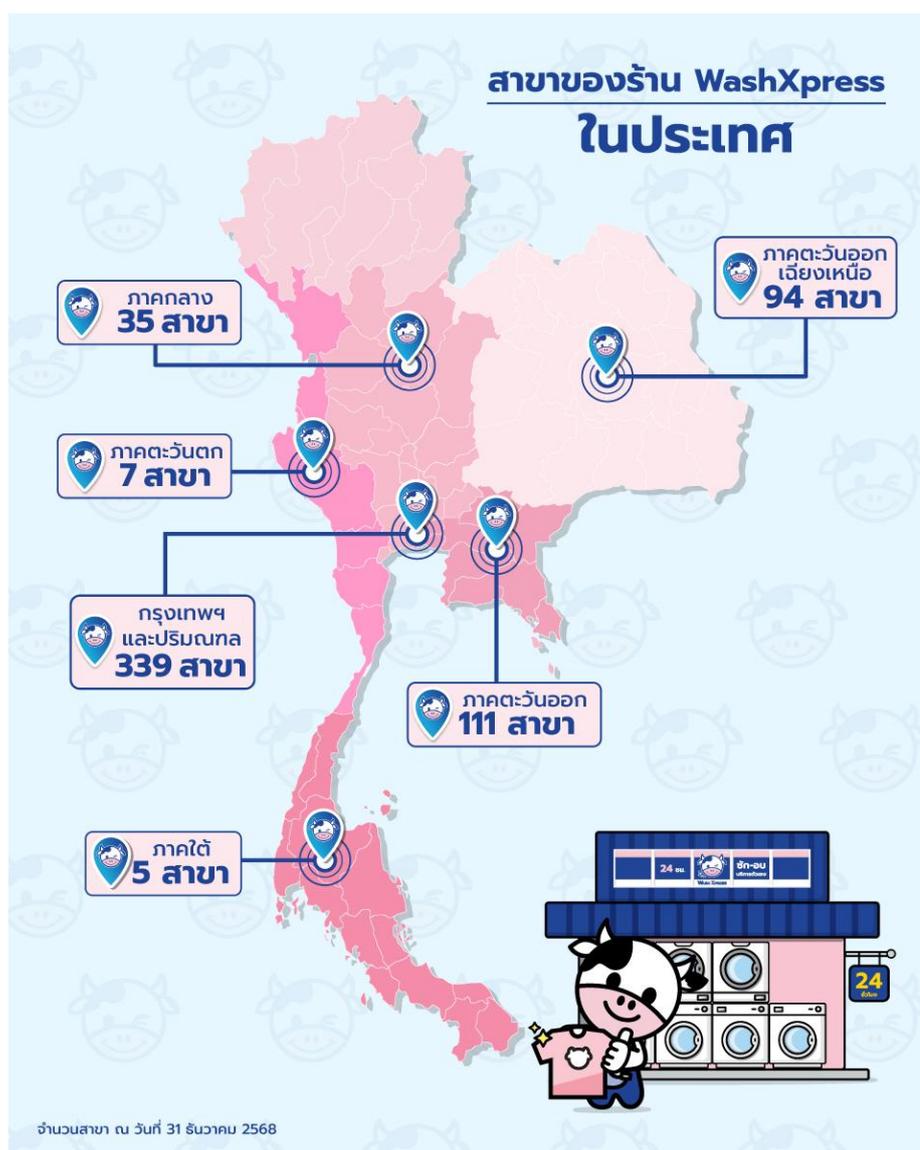
- Cleaning of store premises and surrounding areas at least twice daily
- Inspecting washing and drying machines to ensure readiness for use at all times
- Providing customer assistance and support throughout the service process; and
- Providing Call Center services and other communication channels for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

Direction and Targets for 2026

In 2026, the Company plans to expand by 100 new branches with an investment budget of approximately Baht 350 million under the Owned Store Model. In addition, the Company has prepared an additional investment budget of approximately Baht 150 million, partly for renovation of existing branches and partly for expanding the air-conditioned store format to another 100 branches. The Company aims to maintain its market leadership and generate consistent returns for shareholders under its dividend policy of not less than 50 percent of net profit.

Overall WashXpress Branches



As of 31 December 2025

Details of changes in the number of WashXpress laundromat branches, including company-owned branches and franchise branches, for 2024 and 2025 are presented as follows.

Branch Expansion	Q4 of the year		Fiscal Year Ended December 31	
	2024	2025	2024	2025
Number of Company-Owned WashXpress Branches				
Beginning of the period	393	469	357	436
Opened during the period	23	15	60	49
Closed during the period	-	(2)	(1)	(3)
End of the period	416	482	416	482

Branch Expansion	Q4 of the year		Fiscal Year Ended December 31	
	2024	2025	2024	2025
Number of Franchised WashXpress Branches				
Beginning of the period	80	79	80	80
Opened during the period	-	-	3	1
Closed during the period	-	-	(3)	(2)
End of the period	80	79	80	79

In 2025, the Company focused on expanding the number of WashXpress laundromat branches to capture market growth and strengthen its business foundation. The Company set a target to open a total of 80 new branches, all under the Owned Store Model. During the fourth quarter of 2025, the Company accelerated its expansion, opening 31 new branches, resulting in the successful completion of all 80 planned openings for the year. Changes in the number of franchise branches in 2025 resulted from branch closures for relocation to nearby areas and the termination of operations of one franchise branch.

2. Performance Overview

Statements of comprehensive income	Q4 of the year		Change		Fiscal year		Change	
	2024 Million Baht	2025 Million Baht	Million Baht	Percentage	2024 Million Baht	2025 Million Baht	Million Baht	Percentage
Revenue from rendering of services	220.06	273.94	53.88	24.48	784.54	987.68	203.14	25.89
Revenue from sales	6.03	7.35	1.32	21.89	33.57	32.48	(1.09)	(3.25)
Total revenues from rendering services and sales	226.09	281.29	55.20	24.42	818.11	1,020.16	202.05	24.70
Costs from rendering of services	143.71	175.85	32.14	22.36	524.40	646.51	122.11	23.29
Costs of sales	3.02	3.70	0.68	22.52	18.23	16.87	(1.36)	(7.46)
Total costs from rendering services and sales	146.73	179.55	32.82	22.37	542.63	663.38	120.75	22.25
Gross profit	79.36	101.74	22.38	28.20	275.48	356.78	81.30	29.51
Distribution costs	1.71	1.41	(0.30)	(17.54)	4.13	5.31	1.18	28.57
Administrative expenses	28.67	36.63	7.96	27.76	109.33	130.59	21.26	19.45
Total distribution costs and administrative expenses	30.38	38.04	7.66	25.21	113.46	135.90	22.44	19.78
Other income	(0.16)	4.52	4.68	(2,925.00)	5.47	11.48	6.01	109.87
Operating profit	48.82	68.22	19.40	39.74	167.49	232.36	64.87	38.73
Finance costs	17.42	18.68	1.26	7.23	62.33	73.40	11.07	17.76
Profit before income tax expense	31.40	49.54	18.14	57.77	105.16	158.96	53.80	51.16
Income tax expense	5.88	10.23	4.35	73.98	21.68	32.36	10.68	49.26
Net profit	25.52	39.31	13.79	54.04	83.48	126.60	43.12	51.65
Earnings before interest, taxes, depreciation and amortization (EBITDA)	129.98	160.40	30.42	23.40	447.69	565.23	117.54	26.25
Key Financial Ratio								
Gross profit margin ¹	35.10%	36.17%	1.07%		33.67%	34.97%	1.30%	
Operating profit margin ²	21.66%	22.65%	0.99%		19.80%	21.65%	1.85%	
Net profit margin ³	11.30%	13.75%	2.45%		10.14%	12.27%	2.13%	
EBITDA margin (EBITDA) ⁴	57.53%	56.12%	(1.41%)		54.36%	54.79%	0.43%	

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

The Company recognised revenues from rendering services and sales of Baht 281.29 million in the fourth quarter of 2025 and Baht 1,020.16 million for the year 2025, representing an increase of 24.42% and 24.70%, respectively, compared with the same periods of the previous year.

Such growth was primarily supported by the continuous expansion of new branches, as well as same-store sales growth (Same Store Sales Growth: SSSG). The SSSG was driven by customer acquisition, the expansion of wash–dry–fold services to cover more branches, and the renovation and upgrading of existing branches to enhance modernity and customer convenience. The fourth quarter marks the end of the rainy season continuing into the winter season in many areas, which remains supportive of demand for washing and drying machine usage, particularly in Bangkok and its metropolitan area. As a result, service volume per branch remained at a strong level.

In addition, the Company implemented proactive marketing strategies to increase brand awareness and expand its new customer base, leading to a continuous increase in the number of users and supporting revenue growth from services, particularly in branches owned and operated by the Company.

Such growth reflects the strength of the Company's Owned Store Model and its potential for sustainable long-term business expansion.

Growth of revenue from sales and services from existing branches	Unit	Q4 of the year		Fiscal year	
		2024	2025	2024	2025
Same-store sales growth (SSSG) ⁽¹⁾	Percentage	4.25	12.01	8.02	9.64
Number of branches used to calculate the SSSG ⁽¹⁾	Branch	341	412	268	352

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.

Analysis of Same-Store Sales Growth (Same Store Sales Growth: SSSG)

In 2025, the Company achieved strong success in driving continuous and significant growth in same-store sales (SSSG), reflecting the effectiveness of its operational strategies and the strength of its brand. The key driving factors were derived from three proactive strategic areas, as follows:

1) Brand Awareness and Customer Acquisition

The Company intensified its marketing activities to enhance brand awareness of "WashXpress," enabling it to effectively reach new target customer groups within existing service areas. The SSSG growth in 2025 was not driven solely by the existing customer base, but also by a significant increase in new customer acquisition within the same areas. This reflects the continued growth potential of the market.

2) Customer Retention through Standards and Experience (Retention & Customer Experience)

The Company places importance on retaining its existing customer base by consistently delivering high-quality service experiences, with emphasis on maintaining standards in all dimensions, including:

- Cleanliness of service areas
- readiness of washing and drying machines
- Comfort within branch premises
- Prompt customer assistance

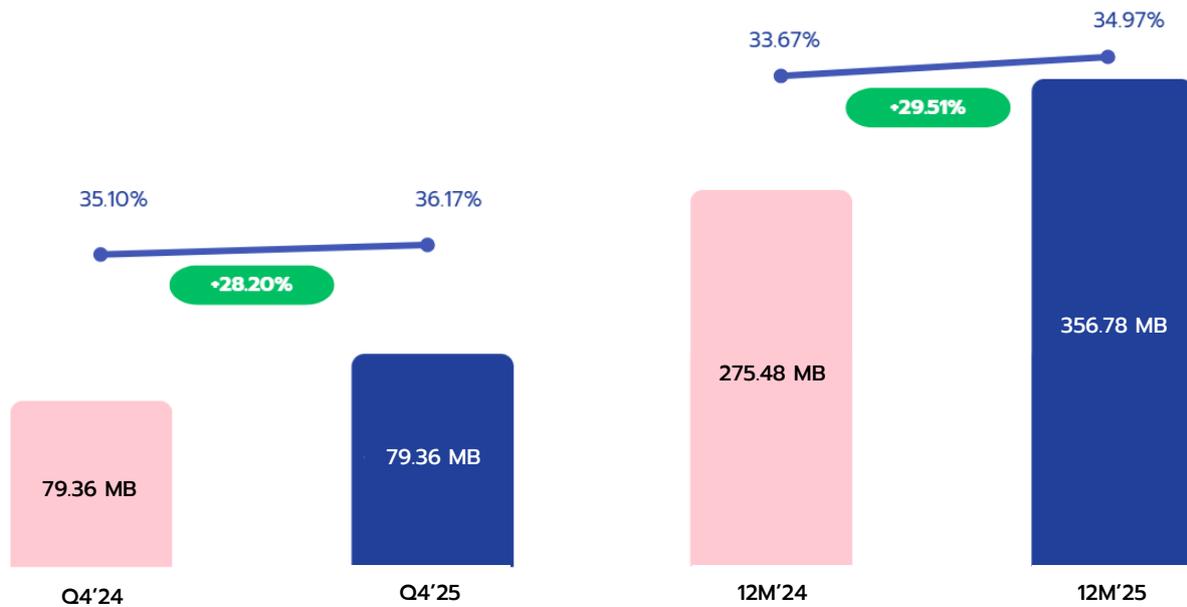
Such standardized operations have strengthened customer confidence and encouraged continuous repeat usage, leading to the development of loyal customers. This has been a key factor supporting sustainable SSSG growth.

3) Long-Term Growth Potential of Mature Stores

Another key factor reflecting the strength of the Company's business model is the performance of branches that have been in operation for more than 4–5 years, which, under typical retail business theory, would generally enter a saturation phase. However, the Company's branches continue to acquire new users on a monthly basis. This reflects a behavioral shift in consumer habits, transitioning from washing clothes at home to using professional laundromat services. Such a trend indicates that the market still has substantial growth potential, even in areas where the Company has operated for an extended period, and supports a positive outlook that the industry remains in a growth phase.

2.2 Gross profit and gross profit margin

Gross profit	Q4 of the year		Change		Fiscal year		Change	
	2024 Million Baht	2025 Million Baht	Million Baht	Percentage	2024 Million Baht	2025 Million Baht	Million Baht	Percentage
Revenue from sales and services generated by company-owned branches	223.07	277.82	54.75	24.54	795.57	1,003.86	208.29	26.18
Cost of sales and services generated by company-owned branches	(146.03)	(178.81)	(32.78)	22.45	(533.16)	(658.96)	(125.80)	23.60
Gross profit from sales and services generated by company-owned branches	77.04	99.01	21.97	28.52	262.41	344.90	82.49	31.44
Revenue from rendering of services to franchises	2.96	3.07	0.11	3.72	10.55	11.09	0.54	5.12
Cost of rendering services to franchises	(0.57)	(0.60)	(0.03)	5.26	(2.28)	(2.10)	0.18	(7.89)
Gross profit from rendering of services to franchises	2.39	2.47	0.08	3.35	8.27	8.99	0.72	8.71
Revenue from sales of washers, dryers, other products and related services	0.06	0.40	0.34	566.67	11.99	5.21	(6.78)	(56.55)
Cost of sales of washers, dryers, other products and related services	(0.13)	(0.14)	(0.01)	7.69	(7.19)	(2.32)	4.87	(67.73)
Gross profit from sales of washers, dryers, other products and related services	(0.07)	0.26	0.33	(471.43)	4.80	2.89	(1.91)	(39.79)
Total gross profit	79.36	101.74	22.38	28.20	275.48	356.78	81.30	29.51

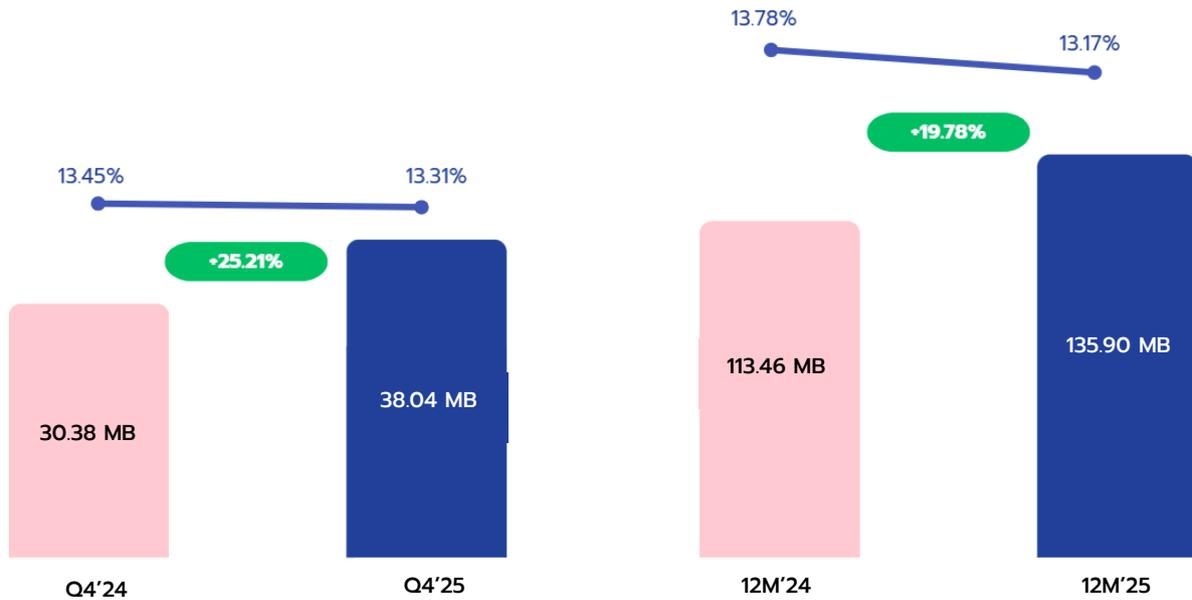


The Company recorded a total gross profit of Baht 101.74 million in the fourth quarter of 2025 and Baht 356.78 million for the year 2025, representing an increase of 28.20% and 29.51%, respectively, compared to the same periods of the previous year. This improvement was consistent with the growth in revenue from sales and services.

In the fourth quarter of 2025, the Company recorded a gross profit margin of 36.17 percent, and 34.97 percent for the full year 2025, representing an increase of 1.07 and 1.30 percentage points, respectively, compared to the same period of the previous year. The improvement in gross profit margin was attributable to effective cost management.

For the overall performance in 2025, the Company achieved same-store sales growth at a rate higher than the increase in fixed costs. Through additional new customer acquisition, the Company was able to maintain SSSG growth, which contributed to revenue expansion and resulted in an improvement in gross profit margin. The Company's laundromat business model has a significant proportion of fixed costs. As the number of branches increases and revenue per branch improves, the Company is therefore able to enhance its profitability at a rate exceeding revenue growth. Such a trend represents a key supporting factor for the continued expansion of net profit in the subsequent periods.

2.3 Distribution costs and administrative expenses



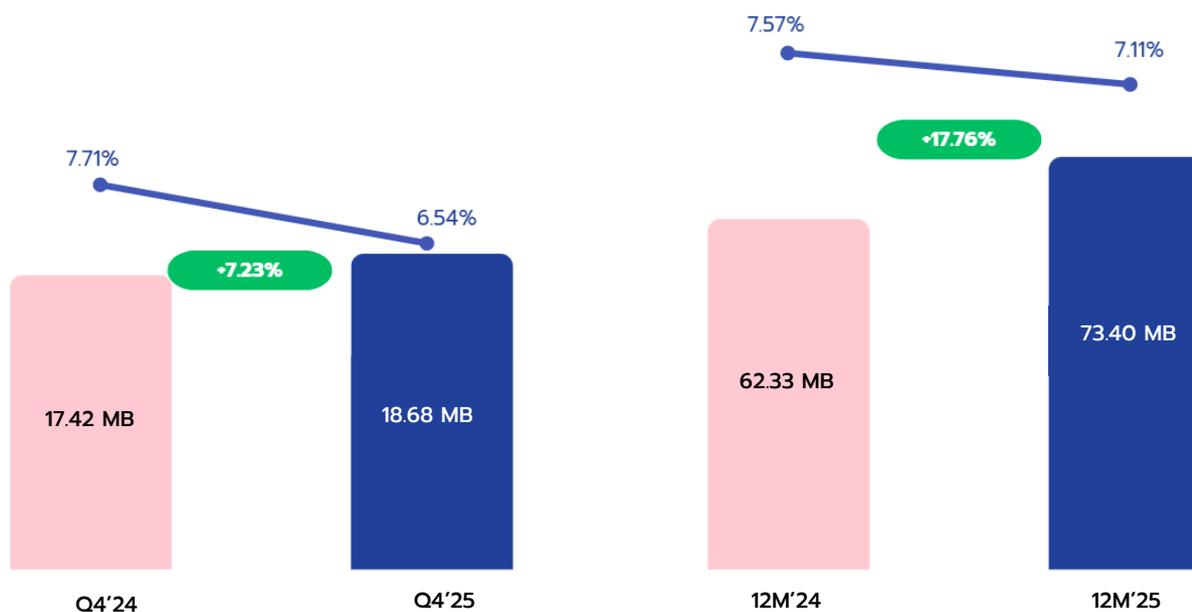
The Company has total distribution costs and administrative expenses (SG&A) of Baht 38.04 million in Q4 2025 and Baht 135.90 million for the year 2025, representing an increase of 25.21% and 19.78%, respectively, compared with the same periods of the previous year.

The ratio of SG&A to total revenue decreased from 13.45% to 13.31% in Q4 2025 compared to the same period of the previous year, This reflects improved efficiency in expense control and overall cost management, particularly administrative personnel expenses, which increased at a rate lower than the growth of total revenue.

Although such expenses increased in line with business expansion, the ratio of selling and administrative expenses to total revenue declined. In the fourth quarter of 2025, the ratio decreased from **13.45 percent to 13.31 percent**, and for the full year 2025, it decreased from **13.78 percent to 13.17 percent**, compared to the same period of the previous year. The reduction in the expense-to-revenue ratio reflects improved efficiency in cost control and overall expense management, particularly administrative personnel expenses, which increased at a rate lower than revenue growth. As the Company expanded its number of branches and increased revenue, it was able to allocate head office costs across a larger revenue base. Administrative personnel expenses increased at a rate lower than total revenue growth, reflecting effective workforce management. This improvement was further supported by prior investments in information systems, which helped reduce work redundancy and enhance cost control efficiency.

The decline in the ratio of selling and administrative expenses to revenue, despite being in an expansion phase, reflects disciplined expense control and the Company's capability in managing structural costs effectively.

2.4 Finance cost



Finance cost	Q4 of the year				Fiscal year			
	2024		2025		2024		2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Finance cost from long-term borrowings from financial institutions	2.25	12.92	2.61	13.97	6.55	10.51	10.28	14.01
Finance cost from long-term borrowings	3.63	20.84	3.21	17.18	12.87	20.65	13.39	18.24
Finance cost from lease liabilities	11.54	66.24	12.86	68.85	42.91	68.84	49.73	67.75
Total finance costs	17.42	100.00	18.68	100.00	62.33	100.00	73.40	100.00

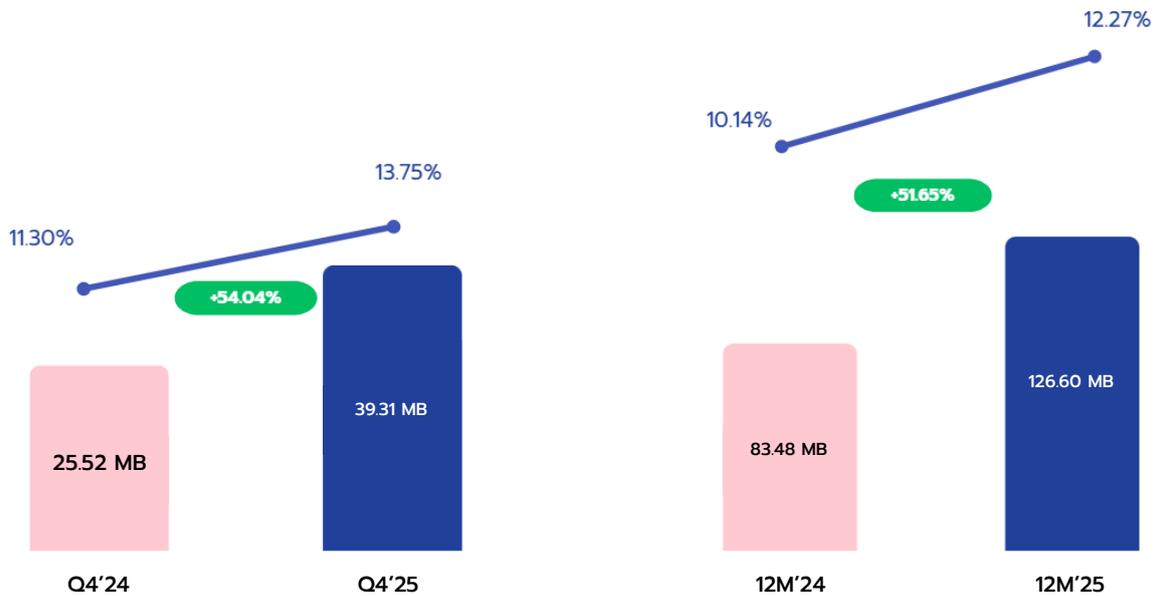
In Q4 2025, the Company recorded finance costs of Baht 18.68 million, and Baht 73.40 million for the year 2025, representing an increase of 7.23% and 17.76%, respectively, compared with the same periods of the previous year.

The increase in finance costs was primarily attributable to the additional drawdown of long-term loans from financial institutions to be used as working capital and to support the continuous expansion of new branches. This also included additional hire-purchase agreements for machinery used in operations and an increase in lease liabilities resulting from entering into additional lease agreements for new branch locations. Nevertheless, such increases remained at a level consistent with the expansion of the Company's asset base and revenue.

The additional debt incurred was for the purpose of supporting revenue-generating assets, including new branches, machinery, and right-of-use assets for leased premises, rather than to finance operating losses. The Company utilizes a capital structure comprising a combination of borrowings and cash flows from

operations to accelerate business expansion during a period when the market continues to present strong growth opportunities. This strategy aims to enhance growth potential rather than increase financial burden without corresponding returns.

2.5 Net profit and net profit margin



In Q4 2025, the Company reported a net profit of Baht 39.31 million, increasing by Baht 13.79 million, or 54.04% year-on-year. For the year 2025, the Company recorded a net profit of Baht 126.60 million, an increase of Baht 43.12 million, or 51.65% compared with the same period of the previous year.

The growth in net profit was driven by the continuous expansion of revenue from new branch openings, together with a significant increase in same-store sales growth, reflecting the strength of the Company's business model and its ability to generate sustainable revenue.

Net profit margin in the fourth quarter of 2025 increased from 11.30 percent to 13.75 percent, and for the full year 2025 increased from 10.14 percent to 12.27 percent, compared to the same period of the previous year. This improvement was supported by effective cost management and revenue growth at a rate higher than the increase in total costs.

For the full year 2025, net profit margin improved from 10.14 percent to 12.27 percent, reflecting positive structural improvements in profitability across multiple dimensions. The continuous opening of new branches over recent years has significantly expanded the Company's revenue base. All newly opened branches are Company-owned branches, which have strong profit-generating potential. The increase in SSSG contributed to higher revenue while fixed costs remained proportionally stable, resulting in net profit growing at a rate exceeding revenue growth. The improvement in gross profit margin, together with the reduction in the SG&A-to-revenue ratio, has continuously contributed positively to net profit.

3. Finance Position

Statements of financial position	As of		Change	
	Dec 31, 2024 Million Baht	Dec 31, 2025 Million Baht	Million Baht	Percentage
Total Assets	2,211.08	2,716.62	505.54	22.86
Cash and cash equivalent	108.02	226.88	118.86	110.04
Other current financial asset	-	190.00	190.00	100.00
Building and equipment	1,133.63	1,249.37	115.74	10.21
Right-of-use assets	884.73	936.56	51.83	5.86
Other assets	84.70	113.81	29.11	34.37
Total Liabilities	1,505.96	1,633.58	127.62	8.47
Borrowings	432.08	389.10	(42.98)	(9.95)
Lease liabilities	959.47	1,034.48	75.01	7.82
Other liabilities	114.41	210.00	95.59	83.55
Total Shareholders' Equity	705.12	1,083.04	377.92	53.60
Key financial ratios				
Debt-to-equity ratio	2.14	1.51	(0.63)	
Debt excluding lease liability-to-equity ratio	0.78	0.55	(0.23)	
Interest-bearing debt-to-equity ratio	1.97	1.31	(0.66)	
Interest-bearing debt excluding lease liability-to-equity ratio	0.61	0.36	(0.25)	

Total Assets

As of December 31, 2025, the Company reported total assets of Baht 2,716.62 million, an increase of Baht 505.54 million, or 22.86%, compared to total assets as of 31 December 2024. The increase was primarily attributable to the growth in buildings and equipment and right-of-use assets, resulting from the opening of new branches in the 2025, as well as the increase in cash and other current financial assets, which consisted of fixed deposits received from the initial public offering of shares (IPO).

Total Liabilities

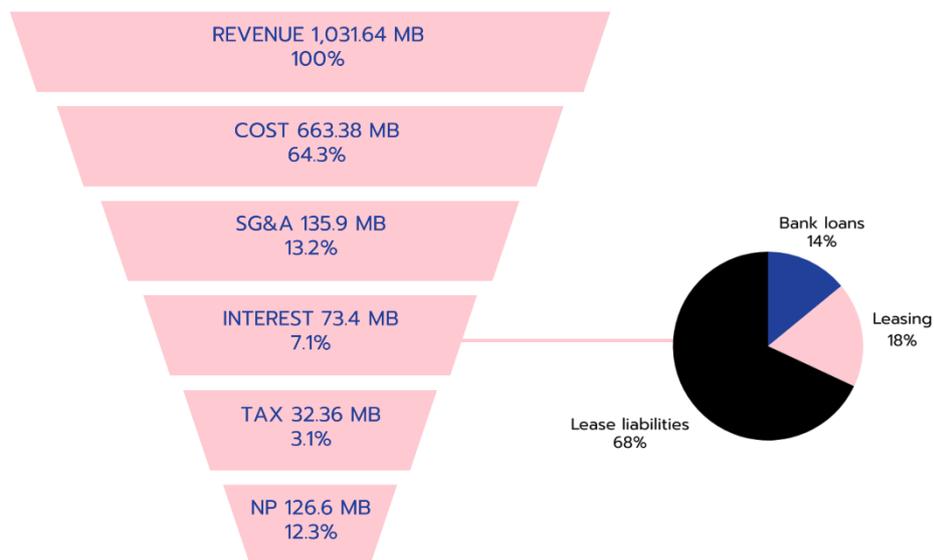
As of December 31, 2025, the Company reported total liabilities of Baht 1,633.58 million, an increase of Baht 127.62 million, or 8.47%, compared to total liabilities as of 31 December 2024. The increase was primarily due to higher accounts payable for the acquisition of property, plant, and equipment related to the expansion of Company-owned WashXpress branches, dividends payable from the approval of interim dividend payment in the fourth quarter, as well as an increase in lease liabilities arising from new lease agreements executed in 2025.

Total Shareholders' Equity

As of December 31, 2025, the Company's shareholders' equity amounted to Baht 1,083.04 million, increasing by Baht 377.92 million, or 53.60%, from that as of December 31, 2024. The primary factors were the increase in net profit and the IPO net of directly attributable transaction costs, in the amount of Baht 387.13 million.

Summary of Overall Operating Results

NET PROFIT



	Q4 of the year		Change		Fiscal year		Change	
	2024	2025			2024	2025		
	Million Baht	Million Baht	Million Baht	Percentage	Million Baht	Million Baht	Million Baht	Percentage
Revenue From Operations	226.09	281.29	55.20	24.42	818.11	1020.16	202.05	24.70
Gross Profit	79.36	101.74	22.38	28.20	275.48	356.78	81.30	29.51
Selling And Administrative Expenses	30.38	38.04	7.66	25.21	113.46	135.9	22.44	19.78
Net Profit	25.52	39.31	13.79	54.04	83.48	126.60	43.12	51.65
Gross Profit Margin	35.10%	36.17%	1.07%		33.67%	34.97%	1.30%	
Net Profit Margin	11.30%	13.75%	2.45%		10.14%	12.27%	2.13%	

Cash Flow Analysis

As of December 31, 2025, the Company had cash and cash equivalents of Baht 226.88 million, an increase of Baht 118.86 million, or 110.02 percent, from the previous year. In addition, the Company had other current financial assets in the form of fixed deposits amounting to Baht 190.00 million, reflecting a strong liquidity position and readiness to support upcoming business expansion plans.

Cash flows by major activities are as follows:

Cash flows from operating activities: Positive and aligned with net profit and business growth, with an EBITDA margin of 54.79 percent, reflecting the Company's ability to generate operating cash flows from its core business and the quality of revenue generated from branch operations.

Cash flows from investing activities: The Company invested approximately Baht 297.71 million in buildings and equipment.

Cash flows from financing activities: Cash flows from financing activities increased significantly, primarily from proceeds received from the initial public offering (IPO), resulting in a stronger capital structure and a reduction in the debt-to-equity (D/E) ratio to 1.51 times.

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. The Company invests in energy-efficient machinery to mitigate long-term cost impact.

Location Risk: Expanding 100 branches in 2026 may face challenges in rental costs and location suitability. The Company mitigates this risk by entering into advance lease agreements for high-potential locations to ensure branch openings align with expansion targets.

5. Significant Events

IPO Achievement: In 2025, the Company successfully completed its initial public offering (IPO), resulting in an increase in share capital of Baht 384.13 million and significantly strengthening its capital structure. The Company recorded IPO-related expenses as a one-off item under administrative expenses of

approximately Baht 3.7 million. The proceeds will be utilized for investment during 2026-2027. Despite this one-off expense, the Company maintained strong net profit growth of 51.65 percent, reflecting the strength of its core operations.

Flood Impact Management: During the fourth quarter, certain branches were affected by flooding in some areas. However, due to effective management and cross-functional coordination, affected branches were restored and resumed operations promptly. The impact was not material to total revenue for 2025. The Company maintains insurance coverage for such events and is assessing related impacts for recognition in the financial statements for the period ending March 31, 2026, which are expected not to materially affect the Company's financial position.

6. Management Outlook and Strategy for 2026

The Company expects service revenue in 2026 to grow in the range of 20-25 percent, focusing on customer base expansion, quality growth, and enhancement of customer experience.

Following the achievements in 2025, the Company has established clear operational standards for WashXpress and strengthened its position as one of the leaders in laundromat service standards in Thailand. The Company has developed a structured branch management network, supported by specialized technician teams capable of onsite repair within 48 hours under the concept "Store Ready, People Ready, Machines Ready," ensuring consistent service excellence.

WashXpress continues to lead in customer service standards, including store and machine cleanliness, uniform pricing for washing machines allowing customers to select water temperature (cold, warm, or hot) at the same price, free drum cleaning before use, a modern and user-friendly application system, and 24-hour Call Center support.

Future revenue growth will not rely solely on branch expansion but also on quality growth from:

- Increasing the proportion of revenue from value-added services (WDF, Iron, Delivery)
- Launching a Subscription Model with potential to generate recurring income

This structure enhances revenue stability and reduces long-term seasonality risk.

2026 Operating Plan

The Company plans to expand **100 new WashXpress branches** in 2026 and further elevate service standards by increasing the number of branches offering comprehensive Wash-Dry-Fold services to attract new customers and retain existing ones.

Additionally, the Company plans to install air-conditioning in at least 100 additional branches, aiming to enhance customer comfort. The Company expects upgraded branches to improve SSSG by approximately

10–15 percentage points. From these expansion and upgrade plans, the Company expects service revenue growth of 20–25 percent and overall SSSG of approximately 9–10 percent.

2026 Capital Expenditure Plan

The Company has set a total investment budget of approximately Baht 500 million to support future growth and strengthen its leadership in laundromat service standards.

1. New Branch Expansion

The Company targets expanding 100 new owned and operated WashXpress branches, with expected investment of approximately Baht 3–5 million per branch, totaling approximately Baht 350 million, compared to 80 new branches in 2025.

In 2025, Expansion will include existing provinces and entry into northern regions, particularly Chiang Mai.

2. Renovation and Upgrade of Existing Branches

The Company plans to renovate selected existing branches to enhance modern image and upgrade certain branches with air-conditioning installations, targeting a total of 100 upgraded branches. The total investment for renovation and upgrade is approximately Baht 150 million.

Dividend Policy: not less than 50 percent of net profit

The Company has a policy to pay dividends of not less than 50 percent of its net profit as per the Company's financial statements, after deducting corporate income tax and all types of reserves as required by law and as stipulated by the Company. The payment of dividends and the dividend rate may deviate from the stated policy, depending on the Company's operating results, financial position, liquidity, investment needs, additional investments, business expansion, retention of funds for loan repayment or as working capital within the Company, conditions and restrictions stipulated in loan agreements, and other relevant management factors as deemed appropriate by the Board of Directors and/or the Company's shareholders. Such dividend payments shall not exceed the retained earnings shown in the Company's financial statements and shall comply with relevant laws. Once the Board of Directors has resolved to approve the annual dividend payment, it must be submitted for approval at the Company's shareholders' meeting, unless it is an interim dividend payment, which the Board of Directors has the authority to approve and must report to the shareholders' meeting at the next subsequent meeting.