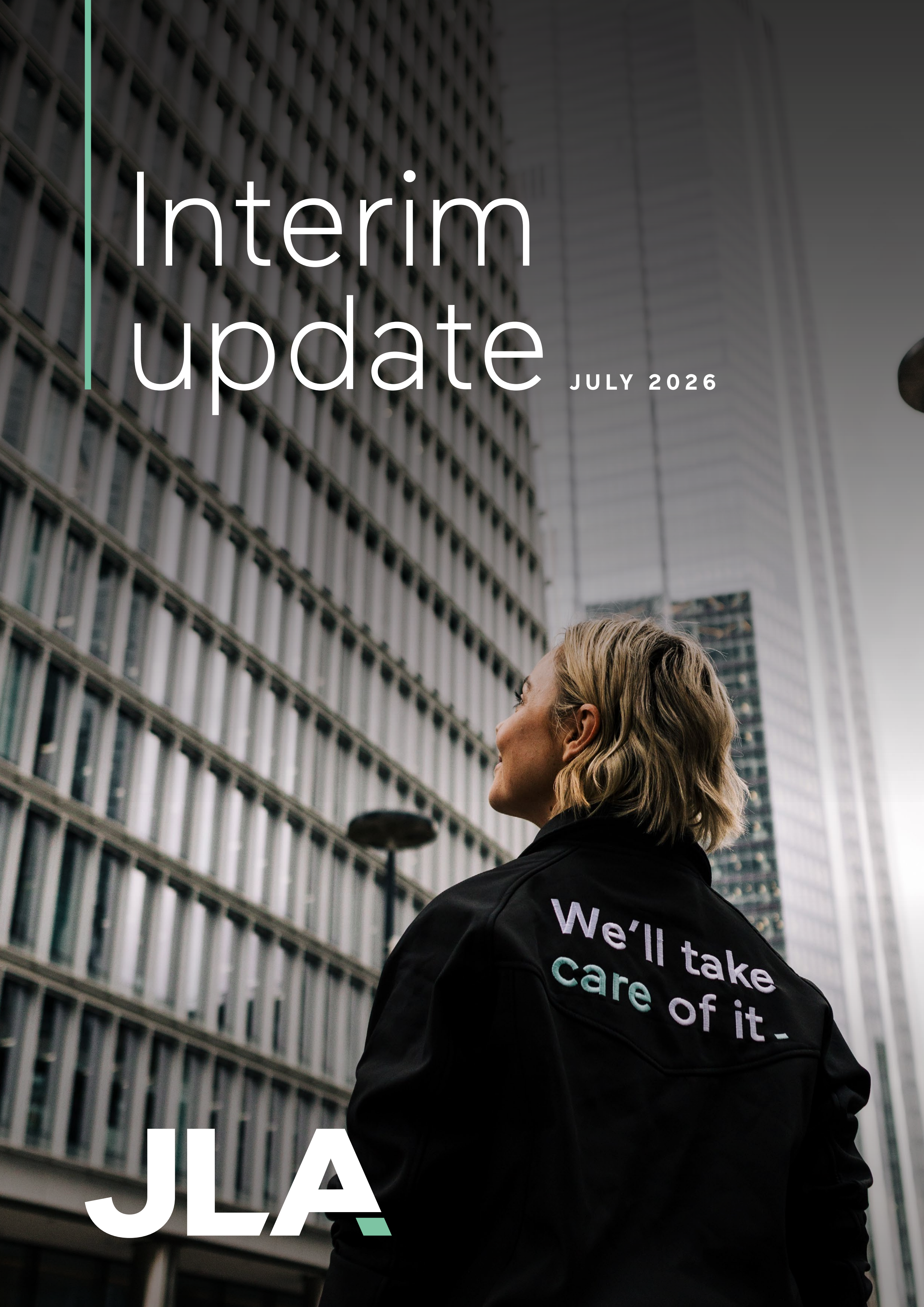
Interim update

JULY 2026



JLA

Contents

Important notice

This interim update (this "Document") is provided in accordance with Part V of the Guidelines for Disclosure and Transparency in Private Equity in relation to the JLA group of companies (comprising JLA Acquisitions Topco Limited (the "Company") together with its subsidiaries and subsidiary undertakings (the "Group").

All financial information contained in this Document relates to the consolidated financial results of the Company. The financial information contained in this document has not been audited or verified by any independent accounting firm. All non-financial information contained in this Document relates to the business, assets, and operations of the Group.

This Document may contain forward-looking statements. All statements other than statements of historical fact included in this Document are forward-looking statements.

Forward-looking statements express the Company's current expectations and projections relating to their financial condition, results of operations, plans, objectives, future performance and business.

These statements may include, without limitation, any statements preceded by, followed by or including words such as "aim," "anticipate," "believe," "can have," "could," "estimate," "expect," "intend," "likely," "may," "plan," "project," "should," "target," "will," "would" and other words and terms of similar meaning or the negative thereof.

Such forward looking statements involve known and unknown risks, uncertainties and other important factors beyond the Company's control that could cause the Company's actual results, performance or achievements to be materially different from the expected results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which it will operate in the future. You acknowledge that circumstances may change and the contents of this Document may become outdated as a result.

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The information contained in this Document should be considered in the context of the circumstances prevailing at the time and will not be updated to reflect material developments that may occur after the date of this Document. The information and opinions in this Document are provided as at the date of this Document and are subject to change without notice.

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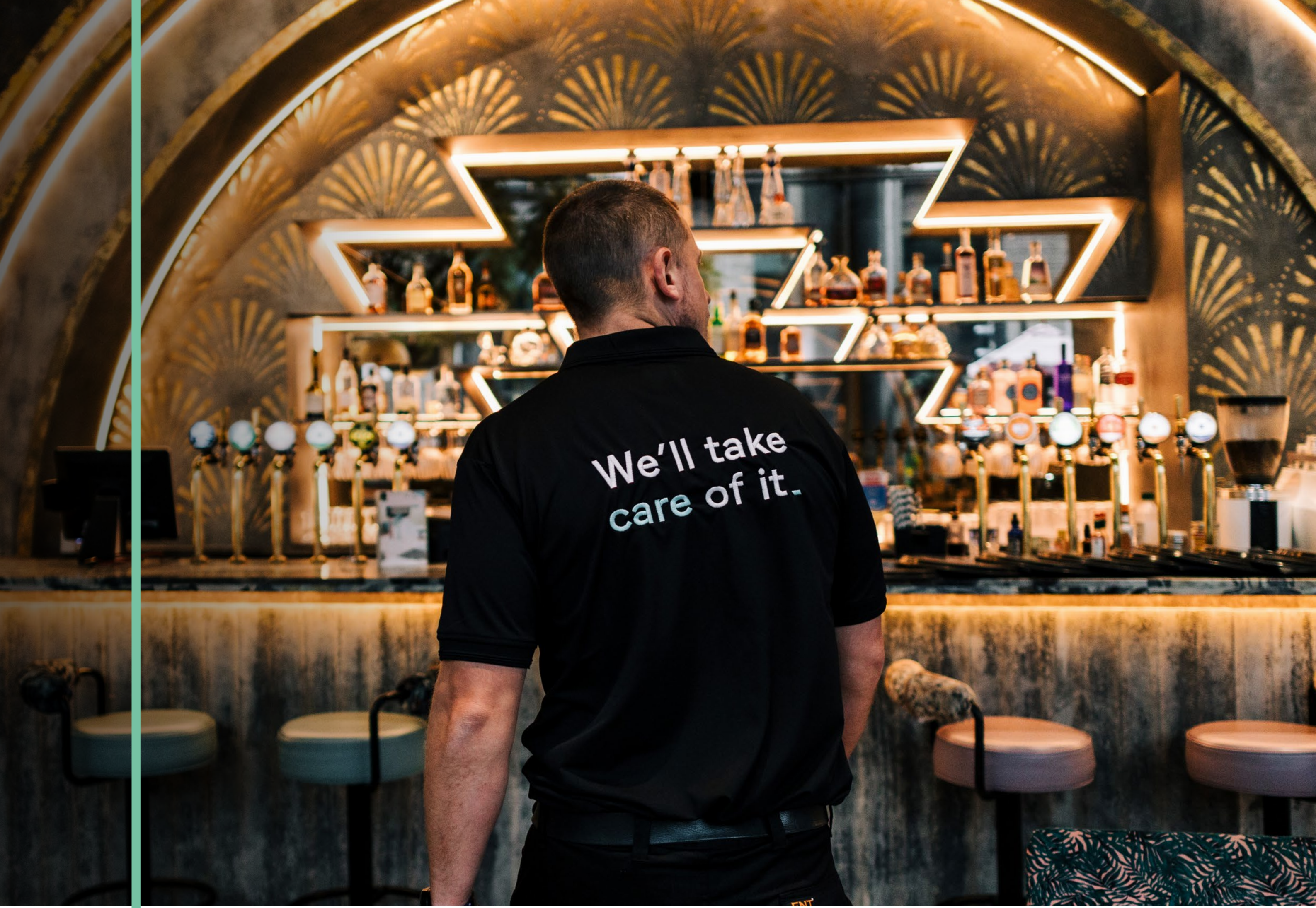

Who we are

Whatever the challenge, we'll take care of it.

Our vision is to be the most trusted commercial equipment brand in our chosen markets.

JLA was founded in 1973 as a family-run company in West Yorkshire. Five decades on, we supply, install and maintain critical equipment for more than 25,000 customers across 50,000 sites across the UK, Ireland, and Benelux.

We specialise in commercial laundry, catering, fire safety, and infection control. Following acquisitions and organic growth, our group of companies now employs over 1,100 people, including 430 engineers.

A brief history

1973

JLA opens for business

John Laithwaite Associates opens its first office in Ripponden, a village in West Yorkshire. Over 50 years later, we're still here!

1984

JLA moves into HQ and launches Total Care

As we expand to meet rising demand, we move into our current head office (still in Ripponden) and open our first contact centre. Building on our existing rental solution, we're the first to bring together great machines and ongoing maintenance for simple monthly payments and no repair bills – ever. We call this package Total Care.

2002

JLA acquires Circuit

JLA teams up with Circuit Managed Laundries to establish an unrivalled presence in the managed laundries market, pooling resources and expanding operations in universities, holiday parks and key worker sites.

2004

OTEX Ozone disinfection system launches

We introduce the ground-breaking OTEX ozone disinfection system, completely changing the way healthcare businesses, the NHS and care homes tackle the difficult task of infection control. To date, it's the only ozone-based laundry solution to receive RRP1 status.

2010

Backing from HG Capital and launch of JLA Clean

We receive financial backing from Europe's fastest-growing private equity group to drive further expansion of our product ranges and our business. We also launch our innovative detergent range, specifically designed to maximise the performance of our machines and deliver even better wash quality.

2012

Launch of Catering & Infection Control division

We use our expertise in commercial laundry to establish a warewashing division, bringing top-tier dishwashers, glasswashers and utensil washers to market. Following a successful launch, we expand into dedicated, professional kitchen solutions encompassing cooking, refrigeration, cooling and cleaning. Shortly afterwards, we launch our medical division to develop sluice room and infection control solutions for the health and social care sectors.

JLA

2016

Manchester contact centre opens

We open a new contact centre in Salford Quays, Manchester, to accommodate our growing workforce.

2017

Launch of JLA Heating division

We launch our heating division, covering boilers, water heaters and hot water cylinders, and begin to deliver energy-efficient heating solutions to a variety of markets.

2018

Backed by Cinven and launch of Fire Safety Division

We receive financial backing from Cinven, a global Private Equity firm founded in 1977. Cinven's investment helps us continue to grow and expand our product offering. The launch of JLA fire safety solutions complements our existing heating, laundry and catering services, and allows customers to benefit from a single supply and service partner looking after all areas of their organisation.

2019

JLA Group growth continues

To increase the scope and support nationwide of our heating and fire safety verticals, we acquire a number of companies. Through the expertise of these acquisitions, we're now able to provide customers with support for their most critical assets.

2020

JLA leads the fight against Coronavirus

An in-depth study carried out at De Montfort University in Leicester finds that JLA's OTEX washing system, which uses ozone to kill bacteria even at low temperatures, completely removes all traces of coronavirus (OC43), a model virus for SARS-CoV-2.

2021

Rebrand. Integration of Fire and HVAC

Following the acquisitions of multiple independent HVAC and fire safety businesses, JLA establishes JLA HVAC and JLA Fire & Security. To mark our new standing as a national provider of laundry, catering, infection control, HVAC and fire and security, we rebrand and launch new company values of care, commitment and collaboration.

2022

JLA goes digital

To enhance the customer experience and better support our colleagues, JLA launches a new customer portal and app to improve service delivery and save our customers more time.

2023

JLA acquires Reliance

JLA acquires Irish laundry specialist Reliance to further enhance local service, support and sustainability standards across the Republic.
JLA also opens a new centralised state of the art, 100,000 square foot warehouse in Sheffield.

2024

JLA goes international

JLA acquires Brodericks Bros (Ireland) and Laundry Total (Netherlands), strengthening international presence. We continue to expand our digital platforms, connecting our customers and giving them valuable insight to critical data to operate their business effectively.

2025

Investment in a new international digital platform for Circuit

Roll out of Circuit Go, a new digital platform to 2600 customer sites, covering 95%+ of the Circuit estate!

2026

International expansion

JLA acquires LDL Group, the market leaders of laundry, catering, meditech, and heating and boiler services across Belgium and Netherlands. This provides JLA with a strong foothold in Europe to grow and build their presence further.

What we do

Across laundry, catering, infection control, fire safety and security, heating and air conditioning, JLA delivers market-leading equipment backed by the UK's largest network of expert engineers.

We provide 24/7 support throughout the year, keeping businesses and their critical assets running smoothly. More importantly, we deliver peace of mind – minimising disruption so our customers can focus on what's important.

Everything we do is underpinned by our unique, all-inclusive Total Care equipment-and-care proposition, which offers a powerful alternative to buying outright and continues to power our growth in the UK's social sectors.

Our investors

JLA is indirectly majority-owned by funds advised by Cinven Partners LLC. Cinven is a leading international private equity firm, founded in 1977, with offices in London, Frankfurt, Guernsey, Hong Kong, Luxembourg, Madrid, Milan, New York and Paris.

Cinven uses a matrix of sector and local country expertise to target companies where Cinven can help to drive revenue growth, both in Europe and globally.

Cinven's Portfolio team helps its portfolio companies take advantage of international best practices and growth in global markets, including those in Asia and the Americas.

Sector focus: our plan

JLA proudly delivers essential services to thousands of the organisations that make up the UK's social infrastructure. Every day, our state-of-the-art equipment, 24/7 support and expert advice are helping to keep our customers safe, clean, and warm, all over the country.

Underpinning these sectors are significant regulatory requirements and a culture of compliance. Here, we're able to act as a trusted partner, helping customers stay safe and compliant.

We also provide critical services to other sectors in the government, facilities management, sport and leisure, leisure parks and hospitality markets.

130,000+ residents

across 4,000 care facilities

160,000+ housing association residents

across 3,000 sites

770,000+ university students

across 3,000 sites

Key statistics

25,000 customers

430 engineers

60,000 machines
covered by Total Care

Over 1,100 employees
across 17 sites

Over 23,000
connected assets

Over 5,400 myJLA users

Over 2000 machines
serviced each day

4.5 excellent Truspilot rating

During our first half year, we have continued to deliver double digit growth compared with the prior year.

Our vision is to be the most trusted commercial equipment brand in our chosen markets. We have further invested in the customer experience, and I am pleased to report that we delivered 'Excellent' Trustpilot scores in the first half of this year.

UK & International growth is a core part of our strategy. Acquiring LDL Group during the first half of FY26 expands our international presence and means that we are perfectly placed to meet the commercial equipment needs of laundry customers throughout the Benelux region.

These strategic investments create a platform for further, sustainable, growth.

BEN GUJRAL
CEO

Trading report

EBITDA and Revenue* growth was strong for the six months ending 30th April 2026, up 7% and 11% respectively.

This solid growth demonstrates our ongoing resilience in an otherwise challenging economic environment. With unique propositions in our marketplace, we are well positioned for further growth through both current and new customers, with our social sector-focused growth strategy in support.

Group revenue for the half year exceeding **£125m**

Welcomed **LDL colleagues** into the group, as we expand our international presence and capabilities

Continued to invest in the customer experience, growing our **Trustpilot score to 'Excellent' 4.5** as a result

Demonstrated our Cyber Security and Information Management by obtaining externally recognised **Cyber Essentials Plus and ISO27001 accreditations**

Improved colleague engagement by 500% through an enhanced communications strategy

Accelerated our digital offerings with 23,000 connected assets and 5,400 portal users

11%

on the same period last year

*EBITDA and Revenue growth does not include the recently acquired LDL Group

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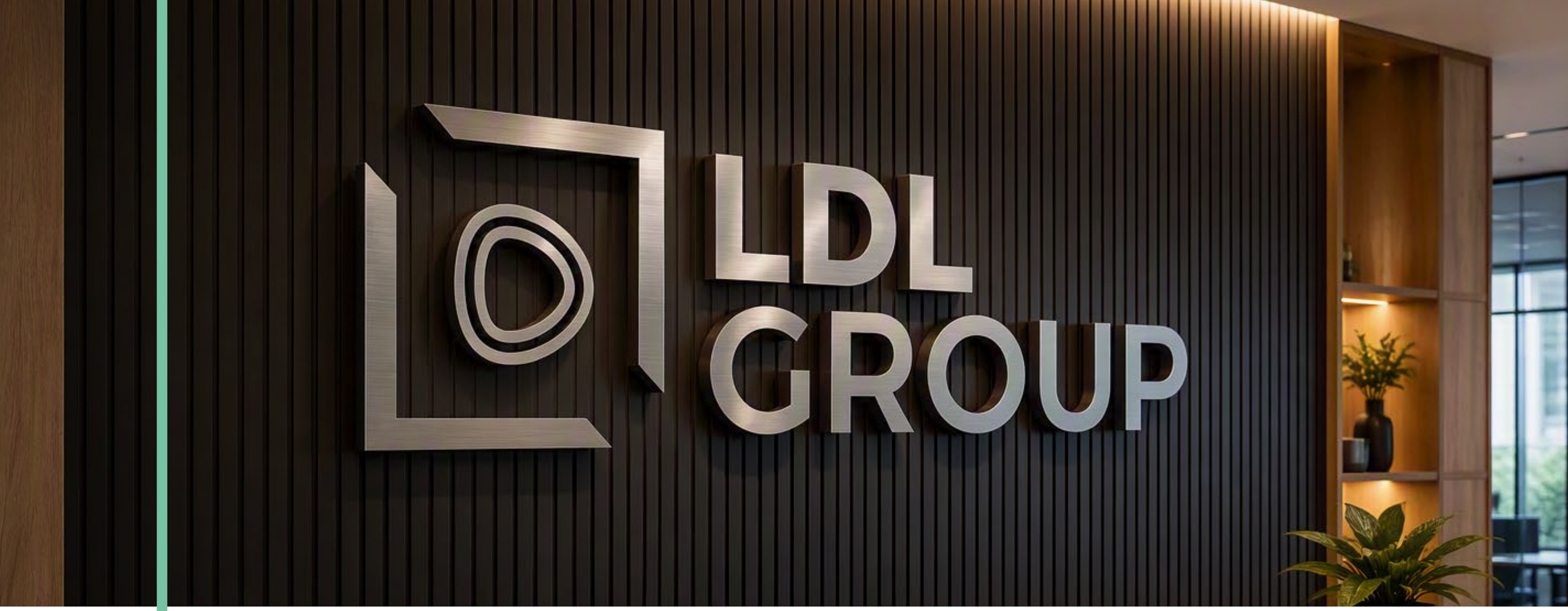


International expansion

During the first half of the year, JLA acquired LDL Group.

This marked another exciting milestone in JLA's history and extended its footprint in Europe. This is a significant and long-term strategic investment that creates a platform for further international growth.

With over 50 years of heritage, LDL are known for their partnership approach and being market leaders of laundry, catering, meditech, and heating and boiler services across Belgium and the Netherlands offering mission critical services to Care, Housing, Government and Leisure facilities.

With almost 50,000 assets in use, LDL have strong customer relationships and an excellent reputation for their laundry expertise and customer service.

The acquisition of LDL Group complements JLA's commitment to the UK and underscores the strength of the business and its ambition for future growth.

50 years of heritage

100+ colleagues

50,000 assets

Keeping our customers at the heart

JLA has made targeted investments in the customer experience during the first half of the year, enhancing its market leading standard of customer support.

Activity & website management

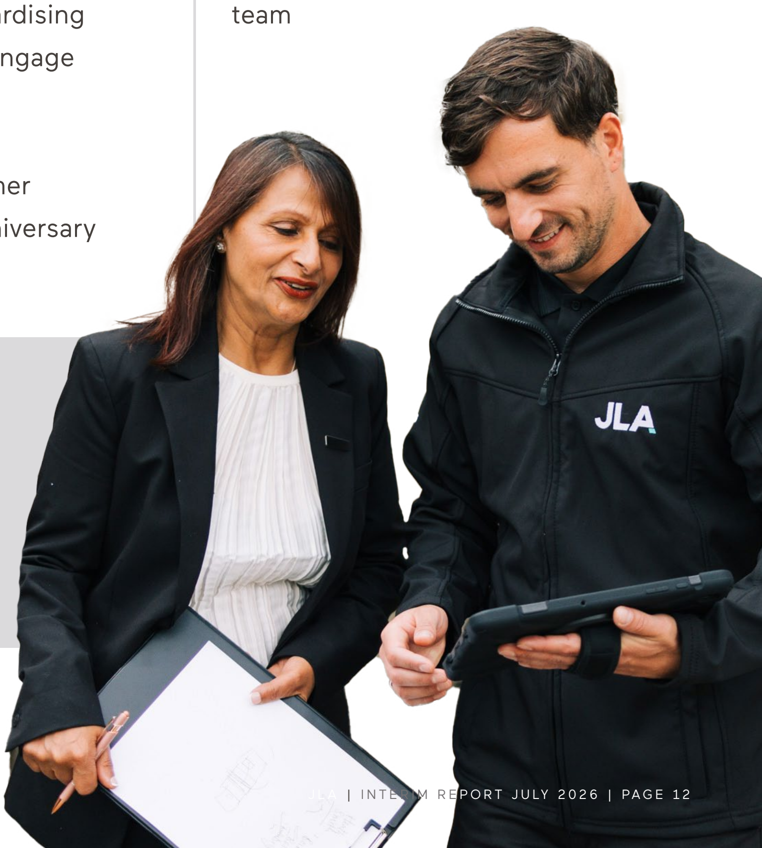
- Continued to improve the website experience for our customers, making it easier to find what they are looking for

Enhanced how, what, and when we communicate

- Introduced a new communications framework
- Launched CARE customer principles, standardising how colleagues engage with customers
- Enhanced customer welcome and anniversary experiences

Focused on operational excellence

- Accelerated customer support times by creating a new centralised customer relationship management team



The results

- Customer tickets resolved: **Increased by 132%**
- Average resolution time: **60% faster**
- Trustpilot: **4.6 stars**

Our people

The wellbeing and development of our colleagues is key to our success. Our business is powered by people, and so it's in our best interests to ensure we take care of them and provide an environment in which they can thrive and give their best to our customers.

Our approach to colleague wellbeing is multi-faceted, with a focus on financial, mental and physical wellbeing.

We continue to enhance the support we offer across these areas. Our Financial Wellbeing provision includes access to our 'Benefit Hub', financial guides, advice and tools, as well as support with pensions and life assurance. In the past year, we have expanded our benefits package further to better support colleagues at different life stages, introducing a Holiday Purchase Scheme, a Dental Cash Plan and access to free mortgage advice.

Our Mental Wellbeing support includes our Employee Assistance Programme (EAP) and a network of Mental Health First Aiders across the business. The EAP continues to provide valuable support to colleagues, offering services ranging from GP appointments to physiotherapy and counselling. We also marked key moments in the wellbeing calendar, including Mental Health Awareness Week, helping to raise awareness and encourage open conversations.

Our Physical Wellbeing offering remains strong, including our cycle to work scheme, eyecare vouchers and gym access, with a free on-site gym at Ripponden and discounted memberships nationwide.

Alongside wellbeing, we are committed to developing our people and enabling them to grow their careers with us. We have a comprehensive onboarding programme to give new colleagues the best possible start, and we continue to invest in early careers and skills development. This includes 19 colleagues currently in apprenticeship training programmes across the business, with 9 apprentices successfully completing their programmes so far in FY26.

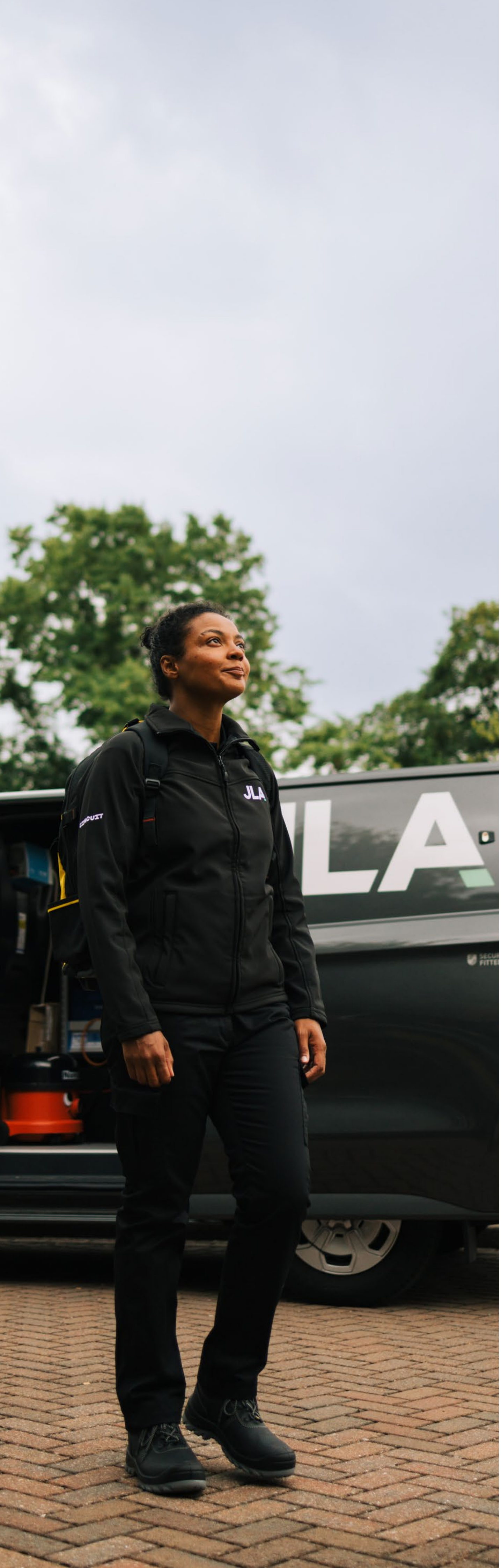
Internal progression remains a priority, with 35 roles filled through internal promotion during the year.

We have also continued to invest in leadership capability through our "Manager Development Training" programme. This provides targeted support for our managers across core people management activities, with modules covering topics from onboarding through to employee wellbeing, performance management and bullying and harassment.

Listening to our colleagues is critical to ensuring we continue to improve. Through our colleague feedback survey, we gather insights on what matters most to our people and take action in response, helping to shape our priorities and enhance the overall colleague experience.

We are also committed to creating an inclusive workplace where everyone feels they belong. Over the past year, we have supported a range of Equity, Diversity and Inclusion (EDI) initiatives and awareness events, including International Women's Day, Pride and activities to mark Mental Health Awareness Week. We have also introduced Neurodiversity in the Workplace training for line managers, helping to build understanding and ensure colleagues are supported to perform at their best.

Finally, we recognise the importance of giving back to the communities we serve, and volunteering initiatives continue to provide colleagues with opportunities to make a difference.



Governance

Board of directors

Our Board oversees all JLA activities. Directors are kept up to date with, debate and challenge our operational performance metrics, risk matters, customer and conduct-related matters, and receive reports on current strategic initiatives.

Risk management

Managing risk effectively remains critical for us – it's fundamental to the way we oversee and run our business. Our risk management framework and principal risks overview were detailed in our 2024 Annual Report. Our principal risks and uncertainties remain largely unchanged from those disclosed in the Annual Report.

JLA

We'll take care of it.