

**ALBION HOLDCO ANNOUNCES
CERTAIN RECENT DEVELOPMENTS AND UPDATES**

May 12, 2025

Current Trading

We report our financial results on a consolidated basis for Albion JVCo Limited, a parent of Albion Holdco Limited, and its subsidiaries (together, the “Group”). Based on our preliminary financial results for the 13 weeks ended March 29, 2025, our business is continuing to perform in line with our expectations and, we believe, consistent with the trading performance trends during the final quarter of 2024. Our preliminary financial results indicate that during the 13 weeks ended March 29, 2025, our revenue was approximately \$713 million, compared to \$606 million for the prior corresponding period in 2024, primarily as a result of revenue growth in our North America and Europe segments. Based on our preliminary financial results, we estimate that our Adjusted EBITDA for the 13 weeks ended March 29, 2025 was approximately \$266 million, compared to \$243 million for the prior corresponding period in 2024.

These above preliminary results for the 13 weeks ended March 29, 2025 have been prepared by, and are the responsibility of, our management and are based solely on preliminary internal information. During the course of our financial statement closing process, we could identify items that would require us to make adjustments that could affect the results discussed above. As these results are preliminary, they could change significantly, and may not be indicative of the financial quarter or any other period.

This preliminary information has not been audited and/or reviewed by our independent auditors.

Capital Expenditure

In the 53 weeks ending January 3, 2026, we expect to incur capital expenditure of approximately \$1,100 million, comprising approximately \$800 million of growth capital expenditure and \$300 million on maintenance capital expenditure (which includes approximately \$50 million of non-fleet maintenance capital expenditure), which will be greater than our capital expenditure in the 52 weeks ended December 28, 2024, to facilitate revenue growth. Our estimated growth capital expenditure of \$800 million for the 53 weeks ending January 3, 2026 includes \$300 million from the drawdown of our incremental term loan facilities on February 4, 2025.

Cautionary Statement

This announcement constitutes inside information or material non-public information (as those terms are under applicable securities laws) in respect of the Group.

This announcement does not constitute an offer of securities to the public in the United States, the United Kingdom, the European Economic Area or any other jurisdiction where it is unlawful to do so. The distribution of this announcement into certain jurisdictions may be restricted by law. Persons into whose possession this announcement comes should inform themselves about and observe any such restrictions. Any failure to comply with these restrictions may constitute a violation of the securities laws of any such jurisdiction.

Forward-Looking Statements

This press release may include forward-looking statements. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms “believes”, “estimates”, “anticipates”, “expects”, “intends”, “may”, “will” or “should” or, in each case, their negative, or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts and include statements regarding the Group’s or its affiliates’ intentions, beliefs or current expectations concerning, among other things, the Group’s or its affiliates’ results of operations, financial condition, liquidity, prospects, growth, strategies and the industries in which they operate. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Readers are cautioned that forward-looking statements are not guarantees of future performance and that the Group’s or its affiliates’ actual results of operations, financial condition and liquidity, and the development of the industries in which they operate may differ materially from those made in or suggested by the forward-looking statements contained in this press release. In addition, even if the Group’s or its affiliates’ results of operations, financial condition and liquidity, and the development of the industries in which they operate are consistent with the forward-looking statements contained in this press release, those results or developments may not be indicative of results or developments in subsequent periods.

The forward-looking statements and information contained in this announcement are made as of the date hereof and neither the Group nor any of its affiliates undertakes any obligation to update publicly or revise any forward-looking statements or information, whether as a result of new information, future events or otherwise, unless so required by applicable securities laws.