CODE OF BUSINESS CONDUCT AND ETHICS

The following code of business conduct and ethics was adopted by the board of directors (the "Board") of K-Bro Linen Inc. ("K-Bro") effective as of March 19, 2026.

This Code of Business Conduct and Ethics (the "**Code**") covers a wide range of business practices and procedures. K-Bro and its subsidiaries and affiliates (collectively, the "**Corporation**" or "**Group**"), including, but not limited to, Aeroserve, CM, Fishers, Grosvenor Contracts, HMR, Shortridge, and Synergy LMS, are strongly committed to conducting their business in a lawful and ethical manner. This Code does not cover every issue that may arise, but sets out basic principles to guide all directors, officers and employees of the Corporation (Group) (collectively, "**Corporation Personnel**" or "**Group Employees**"). All Corporation Personnel (Group Employees) must conduct themselves accordingly and seek to avoid even the appearance of impropriety.

If a law conflicts with a policy in this Code, Corporation Personnel (Group Employees) must comply with the law. If a local custom or policy conflicts with this Code, Corporation Personnel (Group Employees) must comply with this Code. If you have any questions about these conflicts, you should ask a senior officer of the Corporation (Group) how to handle the situation. **The Board is responsible for monitoring compliance with the Code and management is responsible for administering the Code. The Chief Executive Officer of K-Bro is the contact person for any questions regarding the Code (phone: +1 780-453-5218 (Canada and UK)).**

Corporation Personnel (Group Employees) who violate the standards in this Code will be subject to disciplinary action, up to and including termination of their employment or other relationship with the Corporation (Group). If you are in a situation that you believe may violate or lead to a violation of this Code, follow the guidelines described below under "Compliance Procedures".

THE CODE

Compliance with Laws, Rules and Regulations

Obeying the law, both in letter and in spirit, is the foundation on which the Corporation's (Group's) ethical standards are built and is critical to our reputation and continued success. All Corporation Personnel (Group Employees) must respect and obey the laws, rules and regulations of the various jurisdictions where they carry out their duties to the Corporation (Group) and in which the Corporation (Group) operates and avoid even the appearance of impropriety. Although not all Corporation Personnel (Group Employees) are expected to know the details of these laws, rules and regulations, it is important that all Corporation Personnel (Group Employees) know enough to determine when to seek advice from appropriate personnel.

The Corporation (Group) seeks to comply with all applicable securities laws and regulations to ensure that non-public material information is disclosed in accordance with the law. This includes implementation of policies and procedures to protect against the improper use or disclosure of non-public material information, including improper trading of securities while in possession of non-public material information.

The Chief Executive Officer of K-Bro is available to assist Corporation Personnel (Group Employees) in determining applicable legal requirements and seeking advice of legal counsel where appropriate.

Conflicts of Interest

A "conflict of interest" exists when a person's private interests (including personal, family or business interests) interfere in any way with the interests of the Corporation (Group) or impair the person's judgment to act honestly and with integrity. A conflict of interest can arise when Corporation Personnel (Group Employees) take actions or have interests that may make it difficult for them to perform their work for the Corporation (Group) objectively and effectively. Conflicts of interest also may arise when Corporation Personnel (Group Employees) or members of their families receive improper personal benefits as a result of their positions with the Corporation (Group).

Conflicts of interest are prohibited as a matter of policy, except as may be approved by the Board. Corporation Personnel (Group Employees) shall perform their duties and arrange their personal affairs in a manner that does not interfere with their independent exercise of judgment and shall promptly disclose any conflict of interest, or potential conflict of interest, to the Corporation (Group).

Conflicts of interest may not always be clear-cut. If you have a question, you should consult with your supervisor or department head. Any Corporation Personnel (Group Employees) who become aware of a conflict or potential conflict should immediately bring it to the attention of a supervisor or department head and consult the procedures described below under "Compliance Procedures".

Confidentiality

Corporation Personnel (Group Employees) must maintain the confidentiality of Confidential Information (as defined below) entrusted to them by the Corporation (Group) and persons with whom the Corporation (Group) does business, and conduct themselves in accordance with applicable laws, regulations, policies of securities regulators, and stock exchange rules. "Confidential Information" is all non-public information about the Corporation (Group). This includes, but is not limited to, the Corporation's (Group's) business, marketing and service plans, designs, databases, salary information, any unpublished financial data and reports, and other information that could be of use to our competitors, or which could be harmful to the Corporation (Group) or to the person(s) to whom the information relates, if it were disclosed. The obligation of Corporation Personnel (Group Employees) to maintain the confidentiality of Confidential Information continues even after Corporation Personnel (Group Employees) cease to have a relationship with the Corporation (Group) regardless of the reason.

Corporation Personnel (Group Employees) who have access to Confidential Information are not permitted to use or share that information for any purpose other than the conduct of the Corporation's (Group's) business. All Corporation Personnel (Group Employees) should read and abide by the Disclosure Policy.

Corporate Opportunities

Corporation Personnel (Group Employees) are prohibited from taking for themselves personally opportunities that are discovered through the use of Corporation (Group) property, information or positions without the written consent of the Board. No Corporation Personnel (Group Employees) may compete with the Corporation (Group) directly or indirectly. Corporation Personnel (Group

Employees) owe a duty to the Corporation (Group) to, among other things, advance its legitimate interests.

Protection and Proper Use of Corporation (Group) Assets

All Corporation Personnel (Group Employees) should endeavour to protect the Corporation's (Group's) assets (including, but not limited to, data, information, records, materials, facilities, supplies and equipment) and ensure their efficient use. Theft, carelessness, and waste have a direct impact on the profitability of the Corporation (Group). Any suspected incident of fraud or theft should be reported immediately to your department head for investigation. It is the policy of the Corporation (Group) to protect its assets and promote their efficient use for legitimate business purposes. The Corporation's (Group's) assets should not be wasted through carelessness or neglect nor appropriated for improper use. Proper care, discretion and restraint should always govern the personal use of the Corporation's (Group's) assets.

The obligation of Corporation Personnel (Group Employees) to protect the assets of the Corporation (Group) includes an obligation to protect the Corporation's (Group's) proprietary information. Proprietary information includes any information that is not known generally to the public or that may be helpful to competitors of the Corporation (Group). Examples of proprietary information include, but are not limited to, intellectual property (such as trade secrets, patents, trademarks, and copyrights), business, marketing and service plans, designs, databases, salary information and any unpublished financial data and reports. Unauthorized use or distribution of this information would violate this Code and may be illegal and result in civil or criminal penalties. The obligation to preserve the confidentiality of proprietary information continues even after Corporation Personnel (Group Employees) cease to have a relationship with the Corporation (Group) regardless of the reason.

Corporation (Group) assets may never be used for illegal purposes.

Competition and Fair Dealing

The Corporation (Group) seeks to excel and outperform any competitors fairly and honestly through superior performance and not through unethical or illegal business practices. Taking proprietary information without the owner's consent, inducing past or present employees of the owner to disclose proprietary information, and using proprietary information that was improperly obtained are each prohibited by this Code. Corporation Personnel (Group Employees) should respect the rights of, and deal fairly with, the Corporation's (Group's) competitors and persons with whom the Corporation (Group) has a business relationship, including, but not limited to securityholders, customers, suppliers, competitors and other Corporation Personnel (Group Employees). Corporation Personnel (Group Employees) should not take unfair advantage of anyone through illegal conduct, manipulation, concealment, abuse of proprietary information, misrepresentation of material facts, or any other intentional unfair-dealing practice. Corporation Personnel (Group Employees) should also not act in a manner that may be anti-competitive under applicable anti-trust laws. The Chief Executive Officer of K-Bro is available to assist Corporation Personnel (Group Employees) in determining applicable legal requirements and seeking advice of legal counsel where appropriate.

Corporation Personnel (Group Employees) must comply at all times with all applicable laws designed to prevent unfair business arrangements and practices. The Corporation (Group) does not seek competitive advantages through illegal or unethical business practices. As such, the Corporation (Group) and Corporation Personnel (Group Employees) may not discuss, agree (orally or otherwise), or coordinate with any competitor with regard to prices, profit margins, terms or

conditions of sale, marketing arrangements, number and types of product, production, distribution, territories, customers, suppliers or any other competitive information. Failure to comply with these restrictions may create criminal and civil liability for both the Corporation (Group) and the Corporation Personnel (Group Employees), and may result in the Corporation (Group) taking disciplinary action against the Corporation Personnel (Group Employees), up to and including termination without notice. Corporation Personnel (Group Employees) must consult with the Chief Executive Officer of K-Bro regarding conduct which may give rise to anti-trust concerns.

Gifts, Gratuity, and Entertainment

Gifts, gratuity and entertainment are customary courtesies designed to build goodwill and constructive relationships among business partners. These courtesies may include such things as meals and beverages, tickets to sporting or cultural events, discounts not available to the general public, accommodation and other goods and services. In some cultures, gifts and entertainment play an important role in business relationships. However, problems may arise when these courtesies are provided in an attempt to gain an unfair advantage with a business partner. Problems may also arise when these courtesies compromise, or appear to compromise, the Corporation's (Group's) ability to make fair and objective business decisions. Offering or receiving any gift, gratuity or entertainment that might be perceived to unfairly influence a business relationship should be avoided. These guidelines apply at all times and do not change during traditional gift-giving seasons.

No gift, gratuity, or entertainment should ever be offered, given, provided, authorized or accepted by any Corporation Personnel (Group Employees) or their family members unless it is not a cash gift, is consistent with customary business practices, is not excessive in value, cannot be construed as a bribe or payoff, and does not violate any applicable laws. Strict rules apply when the Corporation (Group) does business with governmental agencies and officials, as discussed in more detail below. Corporation Personnel (Group Employees) should discuss with their department head any gifts or proposed gifts about which they have any questions.

Payments to Government Personnel

All Corporation Personnel (Group Employees) must comply with all applicable laws prohibiting improper payments to domestic and foreign officials. Governments have laws regarding business gifts that may be accepted by government personnel. The promise, offer or delivery to an official or employee of various governments of a gift, favour or other gratuity in violation of these laws would not only violate this Code but could also be a criminal offense. Illegal payments should not be made to government officials of any country. The Chief Executive Officer of K-Bro can provide guidance to Corporation Personnel (Group Employees) in this area.

Discrimination and Harassment

The diversity of Corporation Personnel (Group Employees) is a tremendous asset. All persons, including customers, suppliers, and fellow Corporation Personnel (Group Employees), must be treated in a dignified, fair and respectful manner at all times, valuing the talents, experiences and strengths of our diverse workforce and customer base. The Corporation (Group) is firmly committed to providing equal opportunity in all aspects of employment and will not tolerate any discrimination or harassment of any kind. Harassment is defined as any unwanted conduct or comment that is intimidating, hostile or offensive in the work environment. Examples include, but are not limited to, derogatory comments and unwelcome sexual advances. Violence and threatening behaviour are not permitted. Corporation Personnel (Group Employees) are encouraged to speak with the Chief Executive Officer of K-Bro when a co-worker's conduct makes

them uncomfortable and to report harassment when it occurs. The Corporation (Group) will not tolerate retaliation against any person for raising, in good faith, concerns about adherence to these policies or any anti-discrimination/human rights laws and regulations.

Health and Safety

The Corporation (Group) strives to provide all Corporation Personnel (Group Employees) with a safe and healthy work environment. All Corporation Personnel (Group Employees) are responsible for maintaining a safe and healthy workplace, following safety and health rules and practices, and reporting accidents, injuries and unsafe equipment, practices or conditions to a supervisor or department head. Being under the influence of or in the possession of illegal drugs, and the misuse of alcohol or legal drugs (prescribed or unprescribed) in the workplace, will not be tolerated. Corporation Personnel (Group Employees) must report to work in a condition to perform their duties, free from the influence of drugs or alcohol.

Accuracy of Records and Reporting

The Corporation (Group) requires honest and accurate recording and reporting of information to make responsible business decisions. The Corporation's (Group's) accounting records are relied upon to produce reports for our management, directors, officers, employees, shareholders, governmental agencies and persons with whom the Corporation (Group) does business. All of the Corporation's (Group's) financial statements and the books, records and accounts on which they are based must appropriately reflect such Corporation's (Group's) activities and conform to applicable legal and accounting requirements and to the Corporation's (Group's) system of internal controls. Unrecorded or "off the books" corporations or assets shall not be maintained unless required by applicable law or regulation.

All Corporation Personnel (Group Employees) have a responsibility, within the scope of their positions, to ensure that the Corporation's (Group's) accounting records do not contain any false or intentionally misleading entries. The Corporation (Group) does not permit intentional misclassification of transactions as to accounts, departments or accounting records. All transactions must be supported by accurate documentation in reasonable detail and recorded in the proper accounts and in the proper accounting period.

Many Corporation Personnel (Group Employees) use business expense accounts, which must be documented and recorded accurately. If Corporation Personnel (Group Employees) are not sure whether a certain expense is legitimate, a supervisor or department head can provide advice. General rules and guidelines are available from the Chief Executive Officer of K-Bro.

Business records and communications often become public through legal or regulatory proceedings or the media. Corporation Personnel (Group Employees) should avoid exaggeration, derogatory remarks, guesswork or inappropriate characterizations that can be misunderstood. This requirement applies equally to communications of all kinds, including e-mail, informal notes, internal memos, and formal reports.

Training

The Corporation (Group) strives to provide all Corporation Personnel (Group Employees) with job-related training that will enhance skills, knowledge and job performance. The Corporation's (Group's) training programs allow Corporation Personnel (Group Employees) to stay informed about, and ensure adherence with, various requirements. All Corporation Personnel (Group Employees) are responsible for completing any assigned training within the allotted timeframes. Persistent non-compliance in completing assigned training will be subject to disciplinary action, up to and including termination of employment.

Computer, E-mail, Internet and Artificial Intelligence Policies

Corporation Personnel (Group Employees) are responsible for using the Corporation's (Group's) computer system, including e-mail, the internet, and artificial intelligence applications approved for use by the Corporation (Group), properly and in accordance with the Corporation's (Group's) policies. Any questions about these policies should be addressed to the Corporation Personnel's (Group Employees') immediate supervisor.

The computers and e-mail system that Corporation Personnel (Group Employees) have access to for work are the property of the Corporation (Group) and have been provided for use in conducting Corporation (Group) business. All communications and information transmitted by, received from, or created or stored in the Corporation's (Group's) computer system (whether through word processing programs, e-mail, the internet or otherwise) are Corporation (Group) records and property of the Corporation (Group). Corporation Personnel (Group Employees) must not bypass security constraints placed on computer systems by the Corporation (Group) or divert Corporation (Group) e-mails or information to personal accounts.

The Corporation (Group) has the right, but not the duty, for any reason and without the permission of any Corporation Personnel (Group Employees), to monitor any and all aspects of its computer system, including, without limitation, reviewing documents created and stored on its computer system, deleting any matter stored in its system, monitoring sites visited by employees on the internet, monitoring chat and news groups, reviewing material downloaded or uploaded by users from the internet, and reviewing e-mails sent or received by users. Corporation Personnel (Group Employees) should not have an expectation of privacy in anything they create, store, send or receive on the Corporation's (Group's) computer system.

Corporation Personnel (Group Employees) are reminded to be courteous to other users of the Corporation's (Group's) computer system and always conduct themselves in a professional manner. The Corporation's (Group's) policies against discrimination and harassment apply fully to the Corporation's (Group's) computer system, and any violation of such policies is grounds for discipline up to and including termination of employment.

Corporation (Group) policies prohibit using the Corporation's (Group's) computer system to send or receive messages or files that are illegal, sexually explicit, abusive, offensive or profane. The Corporation's (Group's) computer system cannot be used to access restricted copyrighted materials, trade secrets, proprietary financial information, or similar materials nor shall the system be used to access restricted information or systems (e.g. via hacking, password stealing, etc.).

WAIVERS OF THE CODE

Any waiver of this Code for executive officers or directors may be made only by the Board (or a committee of the Board to whom that authority has been delegated) and will be promptly disclosed as required by applicable law, regulation, or stock exchange rule.

REPORTING ANY ILLEGAL OR UNETHICAL BEHAVIOUR

The Corporation (Group) is strongly committed to conducting its business in a lawful and ethical manner. Corporation Personnel (Group Employees) are encouraged to talk to executive officers or other appropriate personnel about observed illegal or unethical behaviour or breaches of this Code, including when they are in doubt about the best course of action in a particular situation.

WHISTLEBLOWER POLICY

The Corporation (Group) has adopted a Whistleblower Policy which provides procedures for reporting any breach or suspected breach of applicable law, this Code, or any of the Corporation's (Group's) policies. A copy of the Whistleblower Policy can be found on K-Bro's website at https://www.k-brolinen.com/company/#governance-documents.

Any Corporation Personnel (Group Employee) filing a complaint under the Whistleblower Policy must be acting in good faith and have an honest belief that the complaint is well-founded. Any Corporation Personnel (Group Employee) who files a complaint based on allegations that are without reasonable factual basis or that is proven to be intentionally misleading or malicious may be subject to disciplinary or rehabilitative action.

The Corporation (Group) will not discharge, dismiss, demote, suspend, threaten, harass or in any manner discriminate against any Corporation Personnel (Group Employee) who has filed a complaint in accordance with the terms of the Whistleblower Policy. Corporation Personnel (Group Employees) shall be protected from retaliation, including any threats of discipline, reprisal, or intimidation or any other form of retaliation, for participating in any activity protected by law. Corporation Personnel (Group Employees) who are found to have engaged in retaliation or retribution in connection with a good faith report under this policy may be subject to disciplinary or rehabilitative action.

COMPLIANCE PROCEDURES

All Corporation Personnel (Group Employees) must comply with this Code. If you are in a situation that you believe may violate or lead to a violation of this Code, steps you should consider include:

- Make sure you have all the facts.
- Ask yourself: What specifically am I being asked to do? Does it seem unethical or improper? If something seems like it might possibly be unethical or improper, it probably is.
- Clarify your responsibility and role. In many situations, responsibility is shared among colleagues. It may help to discuss the issue with your colleagues and clarify your responsibility and role in solving the issue.
- Discuss the issue with your manager. This is basic guidance for all situations. In many cases, your manager will be more knowledgeable about the issue, and will

appreciate being brought into the decision-making process. Remember that it is your manager's responsibility to help solve problems.

- Seek help from the Corporation (Group). Where it may not be appropriate to discuss an issue with your manager, or where you do not feel comfortable approaching your manager with your question, discuss the issue with your "two-up" manager. If that is not appropriate for any reason, contact the Chief Executive Officer of K-Bro.
- You may report ethical violations in confidence and without fear of retaliation. If your situation requires that your identity be kept secret, your anonymity will be protected. The Corporation (Group) does not permit retaliation of any kind against employees for good faith reports of ethical violations.
- Ask first, act later: If you are unsure of what to do in any situation, seek guidance before you act.