NOT FOR RELEASE, PUBLICATION OR DISTRIBUTION TO ANY PERSON LOCATED OR RESIDENT IN ANY JURISDICTION WHERE IT IS UNLAWFUL TO DISTRIBUTE THIS ANNOUNCEMENT.

LA FINANCIÈRE ATALIAN S.A.S.

("LFA")

and

AURORA TOPCO S.A.

("NewCo")

8.50% Senior Secured PIK Notes due 2028

Rule 144A Notes (ISIN: XS2783772531, Common Code: 278377253)
Regulation S Notes (ISIN: XS2783772374, Common Code: 278377237)
IAI Notes (ISIN: XS2783773000, Common Code: 278377300)

(the "2028 Notes")

ANNOUNCEMENT OF COMPLETION OF THE RECAPITALISATION AND CHANGE OF OWNERSHIP OF THE ATALIAN GROUP

23 September 2026 – Following its announcement on 1 June 2026 of the agreement on the comprehensive recapitalisation and consensual change of ownership of the Atalian Group (the "**Group**") and the launch on 29 July 2026 of the exchange offer, consent solicitation and pro rata offer described in the exchange offer and consent solicitation memorandum dated 29 July 2026 (the "**Exchange Offer Memorandum**"), La Financière Atalian S.A.S. ("**LFA**") and Aurora Topco S.A. ("**NewCo**") are pleased to announce the successful completion of the transactions contemplated by the Exchange Offer Memorandum on 22 September 2026 (the "**Settlement Date**"). Capitalised terms used but not defined in this announcement have the meanings given to them in the Exchange Offer Memorandum unless otherwise indicated.

Key highlights of the Transaction:

- Completion of the comprehensive recapitalisation of the Atalian Group, significantly strengthening the Group's balance sheet through the conversion of c.66% of the Group's existing debt into equity, with the maturities of the remaining debt securities extended to the second half of 2031, providing a sustainable solution to accelerate the implementation of the Group's strategic plan and support its long-term development;
- €100 million of New Super Senior Notes issued on the Settlement Date, refinancing existing super senior indebtedness and providing additional liquidity to support the Group's operations and strategic plan, with up to an additional €40 million of New Super Senior Notes available in future tranches subject to the conditions set out in the New Super Senior Notes Indenture;
- Ownership of the Group transferred to NewCo, with the Group's former senior bondholders becoming NewCo's new shareholders, and new governance arrangements established under the leadership of a new and experienced board of directors of LFA (*Conseil d'administration*), chaired by Bernard Gault.

With effect from the Settlement Date, in accordance with the Restructuring Implementation Deed:

- The ICA Enforcement occurred;
- LFA accepted all valid tenders of 2028 Notes not validly withdrawn;
- The Supplemental 90% Indenture and the Proposed 90% Amendments became effective and operative;
- LFA issued the Reinstated Notes and NewCo issued the NewCo Shares, with Participating Noteholders receiving their Reinstated Notes and NewCo Shares, and the entitlements of Non-Tendering Noteholders having been delivered to the Holding Period Trustee in accordance with the Holding Period Trust Deed;
- LFA issued the Original New Super Senior Notes to the NSSF Providers, with the proceeds used to redeem the NSS Notes in full and to (i) pay transaction fees and expenses incurred in connection with the Transactions, and (ii) for general corporate purposes;
- The Intercreditor Agreement was amended and restated pursuant to the A&R Intercreditor Agreement; and
- All other ancillary steps, actions and documents required to implement the Transactions were taken, performed or executed in accordance with the Restructuring Implementation Deed.

Following completion of the Transactions on the Settlement Date, no 2028 Notes or NSS Notes remain outstanding.

The completion of the Transaction marks a decisive step for the Atalian Group. With a significantly de-leveraged balance sheet, new ownership and governance, and enhanced liquidity, the Group is well-positioned to accelerate its transformation and pursue the Stellar strategic plan, focused on returning to profitable growth.

NewCo Share entitlements

Pursuant to certain Luxembourg law requirements and to facilitate completion, the total quantum of NewCo Shares issued pursuant to the Transaction will be 4,200,000, instead of 100,000,000. This reduction has been applied pro rata across all Noteholders' entitlements. There is no change to the proportion of NewCo Shares that Noteholders are entitled to following completion of the Transaction (subject to allocations being rounded up or down to the nearest NewCo Share to address fractional entitlements). The Exchange and Tabulation Agent will update Noteholders of their NewCo Share allocation in updated Entitlement Notices in due course.

Upcoming results and strategic update

The Company expects to update investors regarding the Group's financial results for the period ending 30 September 2026 and on the status of the Group's strategic plan on or around the end of November 2026.

Additional Information

The full details, including terms and conditions, of the Exchange Offer, Consent Solicitation and Pro Rata Offer are provided in the Exchange Offer Memorandum.

Kroll Issuer Services Limited
Address: The News Building, 3 London Bridge Street, London SE1 9SG, United Kingdom
Email: atalian@is.kroll.com
Telephone: +44 207 089 0909
Website: https://deals.is.kroll.com/atalian
Attention: Oliver Slyfield

If you have any questions on financial matters relating to the Exchange Offer, Consent Solicitation and Pro Rata Offer, you should contact:

Rothschild & Co
Vincent Danjoux
Email: vincent.danjoux@rothschildandco.com

Antoine Decas
Email: antoine.decas@rothschildandco.com

Perella Weinberg
Romain Lanier
Email: rlanier@pwpartners.com
Telephone: +44 7810 139406

Medhy Ould-Said
Email: mould-said@pwpartners.com
Telephone: +44 7833 782962

For other information, please contact:

La Financière Atalian S.A.S.
Alexandra Fichelson
Email: investorcontact.fr.ags@atalianworld.com

About Atalian

With a turnover of approximately €2 billion, more than 63,000 employees and a presence in 15 countries, Atalian is a leading independent European provider of outsourced business services. The Group has over 20,000 customers in the tertiary sector and industries. Its services are organized around several business lines: Facility Management, Cleaning, Security & Safety, Multi-Technical Maintenance & Energy Management, and Hospitality.

For more information, please visit www.atalian.com.

Important notice

This document is not an offer of securities to U.S. Persons or in the United States. The securities referred to herein have not been and will not be registered under the U.S. Securities Act and may not be offered or sold within the United States or to, or for the account or benefit of, U.S. persons, except pursuant to an applicable exemption from registration. No public offering of securities is being made in the United States.

This announcement, the Exchange Offer Memorandum and any other documents or materials relating to the Exchange Offer are not being made, and such documents and/or materials have not been approved, by an authorized person for the purposes of section 21 of the Financial Services and Markets Act 2000, as amended (the "**FSMA**"). Accordingly, such documents and/or materials are not being distributed to, and must not be passed on to, the general public in the United Kingdom. The communication of such documents and/or materials is exempt from the restriction on financial promotions under section 21 of the FSMA on the basis that it is only directed at and may only be communicated to (1) persons who have professional experience in matters relating to investments, being "investment professionals" as defined in Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the "**Order**"); (2) persons who fall within Article 43(2) of the Order; (3) high net worth companies, and other persons to whom it may lawfully be communicated, falling within Article 49(2)(a) to (d) of the Order; or (4) any other persons to whom these documents and/or materials may lawfully be communicated. Any investment or investment activity to which the Exchange

Offer Memorandum relates is available only to such persons or will be engaged in only with such persons and other persons should not rely on it.

In addition, if and to the extent that this announcement is communicated in, or the offer of securities to which it relates is made in any EEA member state, this announcement and the offering of any securities described herein are only addressed to and directed at persons in that member state of the EEA who are "qualified investors" within the meaning of the EU Prospectus Regulation (or who are other persons to whom the offer may lawfully be addressed) and must not be acted on or relied on by other persons in that member state of the EEA. The offer and sale of the Securities will be made pursuant to an exception under the EU Prospectus Regulation from the requirement to produce a prospectus for offers of securities. This announcement does not constitute a prospectus within the meaning of the EU Prospectus Regulation or an offer to the public.

If and to the extent that this announcement is communicated in, or the offer of securities to which it relates is made in the United Kingdom, this announcement and the offering of any securities described herein are only addressed to and directed at persons in the United Kingdom who are "qualified investors" as defined in paragraph 15 of Schedule 1 to the POATRs (or who are other persons to whom the offer may lawfully be addressed) and must not be acted on or relied on by other persons in the United Kingdom. The offer and sale of the Securities will be made pursuant to an exception under the POATRs and the Prospectus Rules: Admission to Trading on a Regulated Market sourcebook of the FCA Handbook (the "**PRM Rules**") from the requirement to produce a prospectus for offers of securities. This announcement does not constitute a prospectus for the purpose of the POATRs or PRM Rules or an offer to the public.

The distribution of the Exchange Offer Memorandum in certain jurisdictions may be restricted by law. Persons into whose possession the Exchange Offer Memorandum comes are required by LFA, NewCo and the Trustee to inform themselves about, and to observe, any such restrictions.

Forward-looking statements

This announcement may include "forward-looking statements" which involve risks and uncertainties. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms "believe", "expect", "may", "assume", "should", "seek", "approximately", "intend", "plan", "estimate" or "anticipate" or similar expressions and/or, in each case, their negative, or other variations or comparable terminology that relate to Atalian's strategy, plans or intentions. 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. Although Atalian has based these forward-looking statements on its current views and assumptions about future events, Atalian's actual results may differ materially from those that it expected. While Atalian believes that these assumptions are reasonable, Atalian cautions that it is difficult to accurately predict the impact of known factors and that undue reliance should not be placed on these forward-looking statements, which speak only as at the date hereof. The forward-looking statements included in this announcement should not be regarded as a representation by Atalian that its plans and objectives will be achieved nor as guarantees of Atalian's future performance. In addition, even if Atalian's future performance, results of operation, financial condition and liquidity are consistent with the forward-looking statements contained in this announcement, those results or developments may not be indicative of results or developments in subsequent periods. Atalian undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information or future events or otherwise.