

Business Description

- Headquartered in West Lafayette, IN, Inotiv, Inc. ("Inotiv"; Nasdaq: NOTV), along with its Debtor⁽¹⁾ and non-Debtor affiliates (collectively, the "Company"), is a leading contract research organization ("CRO") that specializes in nonclinical and analytical drug discovery and development services for the pharmaceutical and medical device industries. The Company also sells a range of research-quality animals to pharmaceutical and medical device companies, other CROs, and academic and governmental organizations.
- The Company operates two reportable segments:
 - **Discovery and Safety Assessment ("DSA"):** Discovery, translational-sciences and safety-assessment services—toxicology, pathology, in vivo pharmacology, pharmacokinetics and bioanalysis—on Good Laboratory Practice ("GLP") and non-GLP bases for small molecules, biotherapeutics and biomedical devices.
 - **Research Models and Services ("RMS"):** A wide range of purpose-bred research models essential to basic research and drug discovery, including specialized disease- and therapeutic-area models, plus diet, bedding and enrichment products; also genetically engineered models and services, client-owned animal colony management, and health monitoring and diagnostics services.
- As of the Petition Date, the Debtors employed approximately 1,756 people (1,710 full-time and 46 part-time), all based in the United States.

1) Inotiv and certain affiliates filed for Chapter 11 on June 3, 2026 (the "Petition Date") in the U.S. Bankruptcy Court for the Southern District of Texas, reporting approximately \$702.4 million in assets and \$625.3 million in liabilities. For a complete list of Debtor entities, see organizational structure chart below.

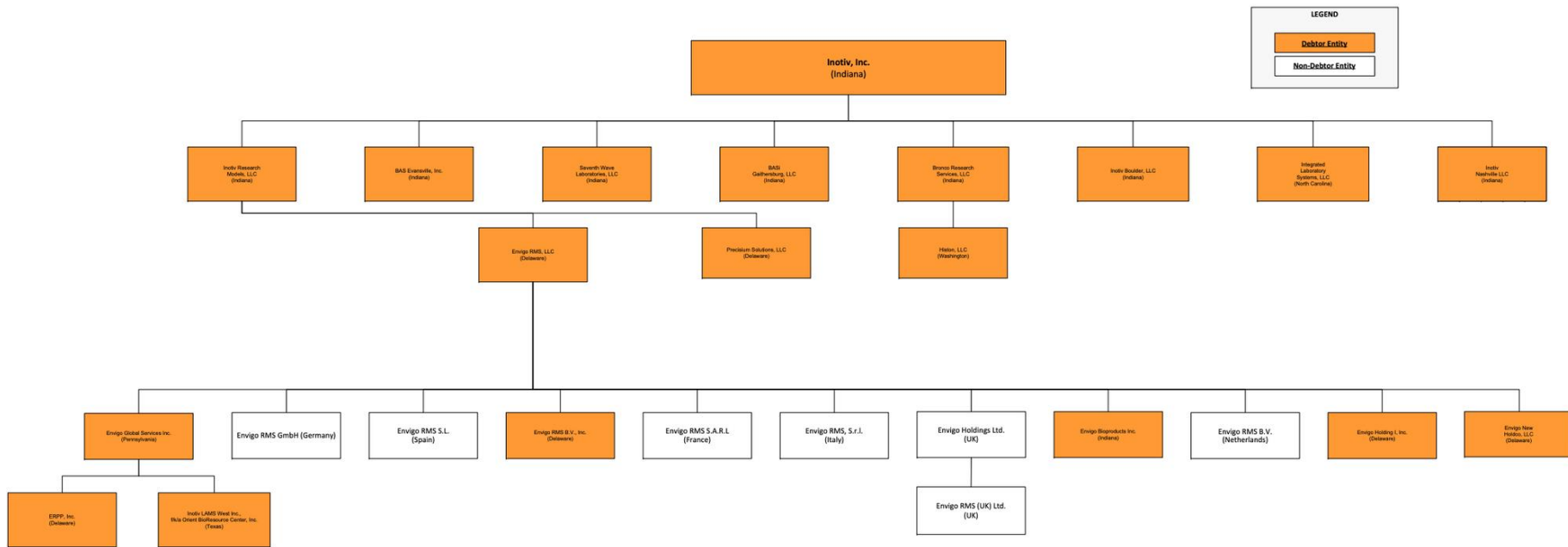
Corporate History

- Inotiv began operations in 1975 as Bioanalytical Systems, Inc., a single-site analytical services provider, completing its IPO in 1997. On March 18, 2021, it changed its corporate name to Inotiv, Inc., ratifying a strategic repositioning to become a vertically integrated, full-service CRO spanning the preclinical drug-development continuum.
- Acquisition-Driven Transformation:
 - Between July 2018 and July 2022, Inotiv executed 14 strategic acquisitions, transforming into a scaled, two-segment platform; DSA and platform deals added toxicology, pathology, in vivo pharmacology, bioanalysis and surgical-modeling capabilities.
 - In July 2018, Inotiv acquired Seventh Wave Laboratories (an asset purchase in which Seventh Wave received 1,500,000 then-Bioanalytical Systems common shares and approximately \$7 million in cash), adding DSA capabilities; it later acquired Plato BioPharma (Colorado in vivo pharmacology) in October 2021 for \$15 million and Protypia (protein/peptide bioanalytical) in July 2022 for \$11 million.
 - Other DSA-related deals included Integrated Laboratory Systems, Histion, Bolder BioPATH, HistoTox Labs, Gateway Pharmacology, Pre-Clinical Research Services, and certain assets from BioReliance and the Gaithersburg, Maryland operations of Smithers Avanza.
 - The Company established its RMS segment by acquiring Envigo RMS Holding Corp. (a leader in breeding, supply and distribution of purpose-bred laboratory animals) in November 2021 for approximately \$545 million, financed with \$215 million of First Lien Term Loans and \$140 million of Unsecured Convertible Notes due 2027.
 - It subsequently acquired Robinson Services, Inc. (a rabbit breeding and supply business) in December 2021 and Orient BioResource Center (a primate quarantine and holding facility near Alice, Texas) in January 2022 to further strengthen RMS.

Corporate History (cont'd)

- Pivot From Expansion to Consolidation:
 - Since 2023, the Company has shifted from acquiring assets to rationalizing them, focusing on optimization, consolidation and integration—reducing its RMS footprint from 23 facilities to 11 through site closures, consolidations into the U.K. and Netherlands, and the Q4 fiscal 2023 sale of its Israeli businesses—to improve efficiency, revenue per facility, service quality and animal welfare.
- Corporate and Debtor Structure:
 - All 19 Debtors are U.S. entities organized in Indiana, Delaware, Texas, Pennsylvania, North Carolina and Washington.
 - The Company's European RMS operations are conducted through non-Debtor foreign affiliates excluded from the filing—Envigo RMS GmbH (Germany), Envigo RMS S.L. (Spain), Envigo RMS S.r.l. (Italy), Envigo Holdings Ltd. and Envigo RMS (UK) Ltd. (U.K.), Envigo RMS B.V. (Netherlands) and Envigo RMS S.A.R.L. (France).
 - Texas Debtor Inotiv LAMS West Inc. is the former Orient BioResource Center, Inc.

Corporate Organizational Structures



Source: Court Filings

Operating Facilities

- Inotiv operates across 22 sites encompassing 24 owned or leased facilities in four countries—approximately 86% of them in the United States, with the remainder across Europe and the Middle East—and maintains 11 distribution hubs and warehouse facilities supporting its Research Model and non-human primate (“NHP”) logistics operations.

Discovery and Safety Assessment (DSA)

- The DSA segment is organized into two service areas:
 - **Discovery and Translational Sciences** — Supports early-stage drug development through bioanalytical method development and validation, preclinical in vivo pharmacology (supported by genetically modified rodent production and advanced proteomics), and exploratory pharmacokinetics and toxicology studies that evaluate initial candidate safety and guide downstream pivotal study design.
 - **Safety Assessment** — Covers the full nonclinical safety-testing continuum, from acute drug and medical device evaluation through chronic multi-year oncogenicity studies, including toxicologic pathology, developmental and reproductive toxicology, cardiovascular safety evaluation, surgical modeling, dosing-formulation stability testing, drug metabolism and pharmacokinetics across in vitro and in vivo samples, and climate-controlled archiving of client data, samples and specimens.

Research Models and Services (RMS)

- The RMS segment operates across three areas:
 - **Research Models** — Produces and sells purpose-bred small animal models (primarily mice and rats) and large animal models (NHPs and rabbits) to pharmaceutical companies, CROs, academic institutions and government agencies worldwide; small animal models span outbred, inbred, spontaneous mutant, hybrid and genetically engineered strains, including proprietary disease-specific models for diabetes, obesity, cardiovascular and kidney disease research, while large animal models include NHPs (imported from Asia and Africa and processed through three U.S. quarantine facilities) used primarily for biological-therapy safety testing, and rabbits bred in the U.K. and U.S. for reproductive safety testing.
 - **Diet, Bedding and Enrichment** — Produces and sells laboratory animal diet, bedding and enrichment products under the Teklad brand, offering both standard off-the-shelf and custom formulations developed by an in-house nutritionist team; manufacturing facilities are ISO 9001:2015 certified, with distribution across the U.S., U.K. and Europe and a contract manufacturing relationship in Italy.
 - **Research Model Services** — Provides surgical modifications (cannulation, implants, disease-state models), contract breeding, colony management, health monitoring, transgenic model creation, quarantine, cryopreservation, rederivation, antibody development and production, and transportation services.

Prepetition Obligations

Debtors' Prepetition Obligations

USD in Millions

As of June 03, 2026

Debt Instrument	Agent / Lender	Rate	Maturity	Borrowers	Guarantors / Obligors	Security	Amount Outstanding
Secured Debt:							
Bridge Facility Delayed Draw Term Loans (\$40.5 million)	Acquiom Agency Services LLC (Agent) ⁽¹⁾	Adj. SOFR + 1.50% + 6.25% PIK	10/15/2026	Inotiv, Inc.	Subsidiary Guarantors ⁽²⁾	First lien on substantially all of the Company's and its domestic subsidiaries' assets ⁽³⁾⁽⁴⁾	\$ 40.5
First Lien Term Loans ⁽⁵⁾⁽⁶⁾ (\$275.5 million)	Acquiom Agency Services LLC (Agent) ⁽¹⁾	Adj. SOFR + 6.50% + 0.25% PIK	11/05/2026	Inotiv, Inc.	Subsidiary Guarantors ⁽²⁾	First lien on substantially all of the Company's and its domestic subsidiaries' assets ⁽⁴⁾	274.9
Second Lien PIK Notes ⁽⁷⁾ (\$22.6 million)	U.S. Bank Trust Company, N.A. (Trustee & Agent)	15.0% PIK	02/04/2027	Inotiv, Inc.	Subsidiary Guarantors ⁽²⁾	Second lien on substantially all of the Company's and its domestic subsidiaries' assets ⁽⁴⁾	28.3
DOJ Settlement Fine	United States Department of Justice (Secured Creditor)	4.18%	06/03/2028	N/A	Inotiv, Inc., Envigo Global Services, Inc., Envigo RMS, LLC	Third lien on substantially all assets of the DOJ Settlement Parties	13.3 ⁽⁸⁾
Total Secured Debt							\$ 357.0
Other Obligations:							
Unsecured Convertible Notes (\$140 million)	U.S. Bank National Association (Trustee)	3.25%	10/15/2027	Inotiv, Inc.	BAS Evansville, Inc.	Unsecured	131.7
General Unsecured Claims	General Unsecured Creditors	N/A	N/A	The Debtors	N/A	Unsecured	21.9 ⁽⁹⁾
Total Other Obligations							\$ 153.6
Total Debt							\$ 510.6

1) Acquiom Agency Services LLC succeeded Jefferies Finance LLC as administrative agent and collateral agent under the Prepetition First Lien Credit Agreement.

2) BAS Evansville, Inc., BASi Gaithersburg, LLC, Bronco Research Services, LLC, Envigo Bioproducts, Inc., Envigo Global Services, Inc., Envigo Holding I, Inc., Envigo New Holdco, LLC, Envigo RMS, LLC, Envigo RMS B.V., Inc., ERPP, Inc., Histon, LLC, Inotiv Boulder, LLC, Inotiv LAMS West, Inc., Inotiv Nashville, LLC, Inotiv Research Models, LLC, Integrated Laboratory Systems, LLC, and Seventh Wave Laboratories, LLC. The Ninth Amendment (May 14, 2026) also required Precision Solutions, LLC to join the Prepetition First Lien Credit Agreement as a guarantor.

3) Bridge Facility Delayed Draw Term Loans have payment priority over the other Prepetition Secured Loans (First Lien Term Loans) per the Prepetition Secured Loan Credit Agreement.

4) Collateral under the first and second lien packages extends to substantially all domestic assets and owned real property of the Company and its domestic subsidiaries. Foreign operating affiliates conducting the European RMS business are outside the U.S. collateral package.

5) The \$15M Initial Revolving Facility under the Prepetition First Lien Credit Agreement was terminated in full pursuant to the Ninth Amendment (May 14, 2026).

6) First Lien Term Loans comprise: \$165M Initial Term Loan Facility, \$35M Initial Delayed Draw Term Loan Facility, \$40.5M 2022 Incremental Term Loan Facility, and \$35M 2022 Incremental Delayed Draw Term Loan Facility. The 2022 Incremental Term Loan funded the acquisition of Orient BioResource Center, Inc.

7) In September 2024, the Company issued \$22.6 million in aggregate principal amount of 15.00% Senior Secured Second Lien PIK Notes due 2027 in exchange for \$17.0 million in cash and the cancellation of approximately \$8.3 million of Unsecured Convertible Notes due 2027, with \$0.6 million issued to the structuring agent as a fee.

8) Original DOJ Fine was \$22.0 million, payable in annual installments of \$5.0 million on or before each of June 3, 2025, June 3, 2026, and June 3, 2027, and \$7.0 million on or before June 3, 2028. Interest at 4.18% (the weekly average 1-year constant maturity Treasury yield for the calendar week preceding sentencing) accrues on the unpaid balance and is payable in a lump sum on June 3, 2028. An additional \$6.5 million was required to be paid to third parties (Virginia Animal Fighting Task Force: \$1.1 million; Humane Society of the United States: \$1.9 million; National Fish and Wildlife Foundation: \$3.5 million) on or before June 3, 2024.

9) General Unsecured Claims of approximately \$21.9 million represent accounts payable to vendors, suppliers, and trade counterparties, before application of setoffs, credits, or deductions. Under the Plan, General Unsecured Creditors are unimpaired.

Source: Bondoro, Court Filings

Top Unsecured Claims

30 Largest Unsecured Creditors

USD in Thousands

As of June 03, 2026

	Creditor	Nature of Claims	Amount of Claim		Creditor	Nature of Claims	Amount of Claim
1	U.S. Bank National Association	UNSECURED DEBT	\$ 131,667.0	16	Name on File	TRADE	248.8
2	Orient Bio, Inc.	UNSECURED DEBT	3,235.0	17	Name on File	TRADE	227.9
3	Covington and Burling LLP	PROFESSIONAL SERVICES	2,731.3	18	Name on File	TRADE	202.3
4	Name on File	TRADE	927.4	19	Faegre Drinker Biddle & Reath LLP	PROFESSIONAL SERVICES	196.5
5	Proskauer Rose LLP	PROFESSIONAL SERVICES	837.2	20	Name on File	TRADE	190.1
6	Name on File	TRADE	811.9	21	AssuredPartners NL, LLC	INSURANCE	184.3
7	Name on File	TRADE	800.1	22	Name on File	TRADE	181.5
8	Name on File	TRADE	761.9	23	Name on File	TRADE	180.5
9	McGuireWoods LLP	PROFESSIONAL SERVICES	726.0	24	Microsoft Corporation	PROFESSIONAL SERVICES	167.7
10	Name on File	TRADE	686.8	25	Corcentric Inc	PROFESSIONAL SERVICES	166.8
11	Name on File	TRADE	501.4	26	Name on File	TRADE	161.6
12	Name on File	TRADE	300.2	27	Name on File	TRADE	158.8
13	Google LLC	OTHER	300.0	28	Softchoice Corporation	PROFESSIONAL SERVICES	156.4
14	Name on File	TRADE	285.5	29	Name on File	TRADE	138.5
15	Cohen & Malad, LLP	LITIGATION	275.0	30	Name on File	TRADE	134.2
30 Largest Unsecured Claims							\$ 147,542.6

Source: Bondoro, Court Filings

Overview

- Inotiv entered Chapter 11 carrying approximately \$488.7 million of funded debt it could no longer service.
- For the first half of fiscal 2026 alone, the Company incurred approximately \$27.5 million of interest expense at a weighted-average term-loan rate exceeding 11.6%, which it warned could eventually divert capital away from operational investments and growth initiatives.
- With first lien maturities looming in October and November 2026 and substantial going-concern doubt flagged across two consecutive quarters, the over-leveraged balance sheet left no viable path outside a formal restructuring process.

Market Competition

- The CRO and research-model industries are highly competitive and have undergone significant consolidation, intensifying pressure on domestic providers like Inotiv.
 - Inotiv competes against clients' internal R&D departments, offshore CROs in lower-cost and less-regulated markets, and—in DSA specifically—two U.S. and three Chinese public-company competitors.
 - In RMS, competitors range from large biopharma companies maintaining their own rodent colonies to one U.S. public company, four privately held domestic firms, a government-funded not-for-profit, and one privately held European company.
- While RMS benefits from significant barriers to entry, the expanding footprint of lower-cost international competitors has nonetheless eroded Inotiv's competitive position.

Regulatory Environment and Industry Headwinds

- Inotiv operates in a heavily regulated environment spanning multiple federal agencies: animal research facilities under the Animal Welfare Act (USDA/APHIS), DSA laboratories under FDA and EPA Good Laboratory Practice regulations, and certain controlled-substance operations under DEA oversight, while NHP imports and exports are governed by the U.S. Fish and Wildlife Service and applicable international conventions. Noncompliance can result in fines, license suspension or revocation, disqualification of study data, or criminal prosecution.
- **Animal Testing Regulatory Changes:**
 - The FDA Modernization Act 2.0 (December 2022) removed certain mandatory animal-testing references from the Federal Food, Drug, and Cosmetic Act, and in April 2025 the FDA published a roadmap to reduce animal testing through New Approach Methodologies (NAMs)—including a framework allowing well-characterized therapeutics such as monoclonal antibodies to seek expedited review based on NAMs data in lieu of traditional animal studies—introducing structural uncertainty over long-term demand for the Company's core services.
- **Government Funding Reductions:**
 - The Company's client base is partly dependent on government-funded research, particularly NIH grants; the Administration has proposed a ~40% reduction to the NIH's ~\$47.2 billion annual budget, a cap on indirect cost reimbursements at 15% (down from ~27%), and a consolidation of 27 federal health agencies.
 - These pressures contributed to measurable deterioration: for the six months ended March 31, 2026, RMS revenue fell ~\$12.6 million (8.0%) year-over-year on lower NHP volumes, total revenue declined ~\$5.7 million (2.3%), and the operating loss widened from ~\$18.4 million to ~\$35.6 million—compounded by an overleveraged capital structure.
- **NHP Supply Chain Disruptions:**
 - The global NHP supply chain has been severely strained since China ceased cynomolgus macaque exports in 2020, forcing a shift to higher-priced suppliers in Vietnam and Mauritius; imported NHPs were also subject to 10%–20% tariffs during fiscal 2025 and the first half of fiscal 2026, payable within ~30 days of import—far shorter than the average NHP inventory turnover period—creating acute working-capital pressure.

Events Leading to Bankruptcy (cont'd)

DOJ Settlement and Compliance Costs

- On June 3, 2024, Inotiv entered into a Resolution Agreement and Plea Agreement with the DOJ relating to a canine breeding facility in Cumberland, Virginia.
 - Under the agreement, the Company must (a) pay \$22.0 million in fines; (b) pay \$6.5 million in community and environmental support; (c) spend at least \$7.0 million on animal welfare facility and personnel improvements; and (d) maintain a compliance monitor through at least January 20, 2028 to evaluate compliance and establish industry-leading standards.
- The compliance burden has directly pressured liquidity: for the six months ended March 31, 2026, the Company incurred approximately \$5.3 million in third-party and legal costs (monitor fees and a nationwide compliance plan), and approximately \$13.3 million in total liabilities remain outstanding as of the Petition Date, accruing interest at 4.18% per annum with a balloon payment due June 3, 2028.

Liquidity Crisis

- By early 2026, liquidity had deteriorated sharply: cash fell from \$21.7 million at September 30, 2025 to \$12.7 million and then \$15.2 million over the following two quarters, while revolver borrowings climbed from \$3 million to \$6 million to \$13 million against a \$15 million facility—leaving approximately \$2 million of availability as of March 31, 2026, with the revolver effectively fully drawn.
- The quarterly report for the period ended March 31, 2026 concluded that existing cash and operating cash flow would not be sufficient to fund operations and obligations over the next 12 months absent a liquidity-enhancing, debt-reducing transaction, and disclosed that the Company was exploring recapitalization, reorganization, refinancing, restructuring, or other strategic alternatives.
- The Company skipped its approximately \$2.139 million interest payment due April 15, 2026 on the Convertible Notes; noteholders extended the grace period to May 29, 2026 and then to June 5, 2026, while the Prepetition First Lien Lenders granted a temporary cross-default waiver through June 3, 2026 to prevent an immediate acceleration event.

Prepetition Restructuring Efforts

- Before filing, the Company undertook operational initiatives to strengthen its financial position, including facility and system integrations, cost reductions, strategic site consolidations, workforce optimization, investment in technology and NAMs, and engagement with existing lenders on potential recapitalization and refinancing transactions.
- The Company retained Ropes & Gray as legal counsel, Perella Weinberg Partners (“PWP”) as investment banker, and FTI Consulting as financial advisor to explore strategic and financial alternatives.
- The Company pursued three primary capital-structure alternatives: (i) refinancing the Prepetition Secured Loans; (ii) equitizing the PIK Notes and Convertible Notes in conjunction with a broader refinancing; and (iii) a Prepetition Secured Loans extension coupled with equitization of the PIK Notes and Convertible Notes.
- Beginning in July 2025, PWP led a comprehensive financing outreach, contacting 87 potential financing parties; 64 executed non-disclosure agreements and five submitted proposals—four of which fell significantly short, with commitments ranging from approximately \$175 million to \$215 million, less than half of outstanding funded indebtedness.
- The Company executed a binding term sheet with the sole party to submit a proposal of sufficient size, which committed to provide up to \$300 million of new first lien capital via a senior secured term loan, and reached an agreement in principle with the Prepetition Secured Lenders and Ad Hoc Noteholder Group to equitize their respective claims in connection with the refinancing.
 - However, after approximately eight weeks of due diligence—including on-site visits and negotiation of a new first lien credit agreement—the third-party financing source materially reduced its commitment from \$300 million to a range of \$125 million to \$150 million on March 10, 2026, an amount insufficient to effectuate the transaction.
 - Having exhausted viable refinancing alternatives, the Company secured interim financing from the Prepetition Secured Lenders via the Bridge Facility Delayed Draw Term Loans to fund continued operations while negotiations toward a longer-term solution continued.

Prepetition Restructuring Efforts (cont'd)

- The Company simultaneously explored a formal sale process but ultimately declined to pursue one, concluding that the nature of its business severely restricts the universe of potential buyers and that a sale would not succeed absent meaningful balance-sheet deleveraging.
 - The Company's advisors engaged select strategic acquirors, but these parties were unwilling to acquire the Company with its existing capital structure; inbound interest in select business units was also deemed insufficient, as any piecemeal transaction would destroy synergies between business units without raising compensatory funds.
- On May 14, 2026, the Company established a Special Committee comprising two newly appointed independent directors—Eugene I. Davis and John T. Young, Jr.—alongside existing independent director Michael J. Harrington, with exclusive authority to negotiate and approve restructuring transactions.

The RSA and Prepackaged Plan

- On June 2, 2026, Inotiv executed a restructuring support agreement (RSA) with its first lien lenders, second lien PIK noteholders and convertible noteholders—each consenting class holding more than two-thirds of its tranche—and filed for Chapter 11 the next day already carrying votes from holders of greater than 99% of first lien loans, 85% of PIK notes and 80% of convertible notes.
- The plan cuts funded debt by approximately \$325.4 million (about 66.6%), to roughly \$163.3 million post-emergence (a \$150 million exit term loan plus the reinstated \$13.3 million DOJ claim), with new equity carried at approximately \$84 million in the illustrative post-emergence capital structure.

Treatment of Claims

- **First Lien Claims (~\$315.4 million):** Conversion to 93% of new equity, subject to warrant and management-incentive-plan (MIP) dilution, plus the remaining exit term loans.
- **PIK Notes (~\$28.3 million) and Convertible Notes (~\$131.7 million):** 21% and 79%, respectively, of a shared “notes recovery” pool of 7% of new equity plus 100% of the new warrants (representing 11% of reorganized equity on a fully diluted basis), subject to MIP dilution.
- **DOJ Claims:** Allowed and reinstated.
- **General Unsecured Claims:** Unimpaired, 100% recovery, with the Debtors anticipating assumption of all executory contracts and unexpired leases.
- **Section 510(b) Claims and Existing Equity:** Discharged and cancelled for no recovery; the MIP covers up to 10% of new equity.

DIP Financing, Exit and Path Forward

- The cases are funded by a \$65.5 million DIP facility provided by the Prepetition First Lien Lenders, with Acquiom Agency Services LLC serving as DIP agent.
 - The facility consists of \$25.0 million in new-money senior secured superpriority term loans (\$16.0 million available on entry of the interim order and \$9.0 million on a delayed-draw basis) plus a \$40.5 million dollar-for-dollar roll-up of the prepetition Bridge Facility loans on entry of the interim order.
 - It bears interest at Adjusted Term SOFR (2.50% floor) plus 11.50%, payable in kind, with a 4.50% upfront fee on new-money commitments, a 3.50% upfront fee on the roll-up, and a 4.50% exit premium, each capitalized into the exit facility, and matures 60 days from the Petition Date, subject to a single 30-day extension with required-lender consent.
- Upon the Plan effective date, all DIP obligations convert dollar-for-dollar into an exit term loan facility of up to \$150.0 million, priced at SOFR plus 7.50% (1.00% floor) with a five-year maturity and a projected all-in cash cost of approximately 11.00%, alongside a potential approximately \$25.0 million working capital facility.
- Milestones are tight: interim DIP and scheduling orders within three days; final DIP and confirmation orders within 45 days; the effective date within 50 days; and a Consenting Noteholder right to terminate the RSA (subject to good-faith waiver negotiation) if the Plan Effective Date does not occur within 75 days of the Petition Date.
 - The confirmation schedule sets a voting, objection and opt-out deadline of July 6, 2026 and a requested combined hearing on July 14, 2026; the Company expects to emerge as a private company within roughly 50 days.

Illustrative Post-Emergence Capital Structure

Capital Structure as of the Petition Date	
Instrument	Approx. Amount Outstanding (mm)
<i>Bridge Facility Delayed Draw Term Loans</i>	\$40.5
<i>First Lien Claims</i>	\$274.9
<i>Prepetition PIK Notes</i>	\$28.3
<i>DOJ Settlement Payments</i>	13.3
<i>Unsecured Convertible Notes</i>	\$131.7
Total Debt⁴	\$488.7
Common Stock ⁶	\$10.5
Total	\$499.2

Structure Post-Emergence	
Instrument	Approx. Amount Outstanding (mm)
<i>Exit Facility</i>	\$150 ³
<i>DOJ Settlement Payments</i>	\$13.3
Total Debt⁵	\$163.3
New Equity Interests	\$84
Total	\$247.3

³ To include Exit and Upfront Fees paid-in-kind.

⁴ “Total Debt” reflects the funded debt instruments and does not reflect general unsecured claims—including, approximately \$550,000 on account of a PPP Loan (as further detailed in the First Day Declaration).

⁵ “Total Debt” reflects the funded debt instruments and does not reflect general unsecured claims—including, approximately \$550,000 on account of a PPP Loan (as further detailed in the First Day Declaration).

⁶ The Common Stock market capitalization is as of April 16, 2026.

Claims Recovery – Hypothetical Chapter 7 Comparison

Class Name	Class	Plan	Chapter 7 Recovery		Pass / Fail
		Recovery	Low	High	
Administrative Claims	Unclassified	100.0%	n/a	n/a	n/a
Bridge Claims	Unclassified	100.0%	100.0%	100.0%	Pass
Non-Bridge Prepetition First Lien Claims	Class 3	54.4%	5.3%	23.7%	Pass
Prepetition PIK Notes Claims	Class 5	3.5%	0.0%	0.0%	Pass
DOJ Claims	Class 4	100.0%	0.0%	0.0%	Pass
Other Priority Claims	Class 1	100.0%	0.0%	0.0%	Pass
Prepetition Unsecured Convertible Notes Claims	Class 6	3.5%	0.0%	0.0%	Pass
General Unsecured Claims	Class 7	100.0%	0.0%	0.0%	Pass
Other Secured Claims	Class 2	n/a	n/a	n/a	n/a
Intercompany Claims	Class 8	n/a	n/a	n/a	n/a
Intercompany Interests	Class 9	n/a	n/a	n/a	n/a
Section 510(b) Claims	Class 10	n/a	n/a	n/a	n/a
Existing Equity Interests	Class 11	n/a	n/a	n/a	n/a

Source: Court Filings

DIP Budget

Liquidity Forecast (\$ in 000s) Week Ending (Friday)	POST Week 1 6/12/2026	POST Week 2 6/19/2026	POST Week 3 6/26/2026	POST Week 4 7/3/2026	POST Week 5 7/10/2026	5 Weeks Total
<u>Net Operating Cash Flow:</u>						
Operating Receipts	\$ 13,602	\$ 9,318	\$ 10,629	\$ 11,407	\$ 6,043	\$ 50,998
Operating Disbursements	(16,061)	(4,812)	(9,646)	(6,007)	(8,970)	(45,497)
Net Operating Cash Flow	\$ (2,458)	\$ 4,505	\$ 983	\$ 5,399	\$ (2,928)	\$ 5,501
<u>Non-Operating Disbursements:</u>						
Capex	\$ (590)	\$ (377)	\$ (377)	\$ (377)	\$ (185)	\$ (1,906)
Debt Service	-	-	-	-	-	-
Intercompany	(1,920)	(840)	1,065	(180)	(180)	(2,055)
Total Non-Operating Disbursements	\$ (2,510)	\$ (1,217)	\$ 688	\$ (557)	\$ (365)	\$ (3,961)
Net Cash Flow	\$ (4,968)	\$ 3,288	\$ 1,671	\$ 4,842	\$ (3,293)	\$ 1,540
<u>Non-Recurring Costs:</u>						
Professional Fees	\$ (4,276)	\$ (1,394)	\$ (1,274)	\$ (1,386)	\$ (5,550)	\$ (13,879)
Other Non-Recurring Costs	(3,565)	-	(1,033)	(165)	(41)	(4,804)
Total Non-Recurring Costs	\$ (7,841)	\$ (1,394)	\$ (2,307)	\$ (1,551)	\$ (5,591)	\$ (18,684)
Adj. Net Cash Flow	\$ (12,809)	\$ 1,894	\$ (636)	\$ 3,292	\$ (8,883)	\$ (17,143)
North America – Beginning Book Cash	\$ 2,719	\$ 5,910	\$ 11,804	\$ 11,168	\$ 14,460	\$ 2,719
Adj. Net Cash Flow	(12,809)	1,894	(636)	3,292	(8,883)	(17,143)
Revolver Funding / (Paydown)	-	-	-	-	-	-
Bridge Funding / (Paydown)	-	-	-	-	-	-
DIP Funding / (Paydown)	16,000	4,000	-	-	-	20,000
North America – Ending Book Cash	\$ 5,910	\$ 11,804	\$ 11,168	\$ 14,460	\$ 5,576	\$ 5,576

Source: Court Filings