

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

MARELLI AUTOMOTIVE LIGHTING
USA LLC., *et al.*,¹

Debtors.

Chapter 11

Case No. 25-11034 (CTG)

(Jointly Administered)

Obj. Deadline: August 7, 2025 at 4:00 p.m. (ET)

Hearing Date: August 25, 2025 at 1:00 p.m. (ET)

**APPLICATION FOR AN ORDER AUTHORIZING THE
RETENTION AND EMPLOYMENT OF FTI CONSULTING, INC.
AS FINANCIAL ADVISOR TO THE OFFICIAL COMMITTEE
OF UNSECURED CREDITORS EFFECTIVE AS OF JUNE 27, 2025**

The Official Committee of Unsecured Creditors (the “Committee”) of the above-captioned debtors and debtors in possession (collectively, the “Debtors”) hereby moves the Court for entry of an order under section 1103 of chapter 11 of title 11 of the United States Code (the “Bankruptcy Code”) approving this application (the “Application”) and authorizing the employment and retention of FTI Consulting, Inc. (together with its wholly owned subsidiaries, “FTI”) as financial advisors for the Committee. In support of this Application, the Committee relies on the Declaration of Matthew Diaz (the “Diaz Declaration”), filed contemporaneously herewith and attached hereto as **Exhibit B**, and respectfully states as follows:

Jurisdiction and Venue

1. This Court has jurisdiction over this Application pursuant to 28 U.S.C. §§ 157 and 1334. This matter is a core proceeding pursuant to 28 U.S.C. § 157(b).
2. Venue of these proceedings and this Application is proper in this district pursuant to 28 U.S.C. § 1408.

¹ A complete list of each of the Debtors in these chapter 11 cases may be obtained on the website of the Debtors’ claims and noticing agent at <https://www.veritaglobal.net/Marelli>. The location of Marelli Automotive Lighting USA LLC’s principal place of business and the Debtors’ service address in these chapter 11 cases is 26555 Northwestern Highway, Southfield, Michigan 48033.



3. The predicates for the relief sought herein are Bankruptcy Code sections 328(a) and 1103(a), Rules 2014(a) and 2016(a) of the Federal Rules of Bankruptcy Procedure (the “Bankruptcy Rules”), and Local Rules of Bankruptcy Practice and Procedure for the United States Bankruptcy Court for the District of Delaware (the “Local Rules”).

Background

A. General Background

4. On June 11, 2025 (the “Petition Date”), each of the Debtors filed a voluntary petition for relief under chapter 11 of the Bankruptcy Code in this Court. The Debtors continue to operate their businesses and manage their assets as debtors in possession pursuant to Bankruptcy Code sections 1107(a) and 1108. No request for appointment of a trustee or examiner has been made in these chapter 11 cases.

5. On June 25, 2025, the Office of the United States Trustee for Region 3 (the “U.S. Trustee”) filed the Notice of Appointment of Committee of Unsecured Creditors [Docket No. 184]. On July 2, 2025, the Office of the United States Trustee filed an Amended Notice of Appointment of Committee of Unsecured Creditors [Docket No. 230]. The Committee members are: Nissan North America, Inc., Robert Bosch LLC, Mazda North American Operations, Tesla, Inc., Avnet, Inc., and Johnson Matthey Plc.

6. On June 26, 2025, the Committee selected Paul Hastings LLP and Morris James LLP as Co-Counsel. On June 27, 2025, the Committee selected FTI as its financial advisor.

B. FTI’s Qualifications

7. FTI provides services in areas ranging from corporate finance and interim management to economic consulting, forensic and litigation consulting, strategic communications, and technology. FTI’s clients include many of the world’s largest public companies and majorities of the twenty-five largest banks and one-hundred largest law firms in the world. FTI’s expertise

includes liquidity and capital structure assessment, debt and equity restructuring advice, and identification of reorganization alternatives.

8. The Committee is familiar with FTI's professional standing and reputation. FTI has considerable experience in providing financial advisory services in restructurings and reorganizations and enjoys an excellent reputation for the results it has obtained for debtors and creditors in chapter 11 cases throughout the United States. The Committee requires FTI's services to enable it to assess and monitor the efforts of the Debtors and their professional advisors to maximize the value of their estates and to reorganize successfully. Finally, FTI is well qualified and able to represent the Committee in a cost-effective, efficient, and timely manner.

C. Services to be Rendered

9. FTI will provide such financial advisory services to the Committee and its legal advisor as they deem appropriate and feasible to advise the Committee in the course of these chapter 11 cases, including, but not limited to, the following:

- Assistance in the review of financial related disclosures required by the Court, including the Schedules of Assets and Liabilities, the Statement of Financial Affairs and Monthly Operating Reports;
- Assistance in the evaluation of any proposed debt or equity financing of the Debtors, including assistance in the preparation of analyses required to assess any proposed Debtor-In-Possession ("DIP") financing or use of cash collateral;
- Assistance with the assessment and monitoring of the Debtors' short term cash flow, liquidity, and operating results;
- Assistance with the review of the Debtors' proposed employee compensation and benefits programs;
- Assistance with the review of the Debtors' potential disposition or liquidation of both core and non-core assets;
- Assistance with the review of the Debtors' cost/benefit analysis with respect to the affirmation or rejection of various executory contracts and leases;

- Assistance with the review of the Debtors' identification of potential cost savings, including overhead and operating expense reductions and efficiency improvements;
- Assistance in the review and monitoring of the asset sale process, including, but not limited to an assessment of the adequacy of the marketing process, completeness of any buyer lists, review and quantifications of any bids;
- Assistance with analysis of the Debtors' debt capacity and alternative capital structures for ongoing operations;
- Assistance with review of any tax issues associated with, but not limited to, claims/stock trading, preservation of net operating losses, refunds due to the Debtors, plans of reorganization, and asset sales;
- Assistance in the review of the claims reconciliation and estimation process;
- Assistance in the review of other financial information prepared by the Debtors, including, but not limited to, cash flow projections and budgets, business plans, cash receipts and disbursement analysis, asset and liability analysis, and the economic analysis of proposed transactions for which Court approval is sought;
- Attendance at meetings and assistance in discussions with the Debtors, potential investors, banks, other secured lenders, the Committee and any other official committees organized in these chapter 11 proceedings, the U.S. Trustee, other parties in interest and professionals hired by the same, as requested;
- Assistance in the review and/or preparation of information and analysis necessary for the confirmation of a plan and related disclosure statement in these chapter 11 proceedings, including assistance in the evaluation of total enterprise value and the value of any securities, if any, that may be issued under a plan of reorganization;
- Assistance in the evaluation and analysis of avoidance actions, including fraudulent conveyances and preferential transfers;
- Assistance in the prosecution of Committee responses/objections to the Debtors' motions, including attendance at depositions and provision of expert reports/testimony on case issues as required by the Committee; and
- Render such other general business consulting or such other assistance as the Committee or its counsel may deem necessary that are consistent with the role of a financial advisor and not duplicative of services provided by other professionals in this proceeding.

D. FTI's Eligibility for Employment

10. FTI has informed the Committee that, to the best of FTI's knowledge, information, and belief, other than as set forth in the Diaz Declaration, FTI: (a) has no connection with the Debtors, their creditors, their equity security holders, or other parties in interest or their respective attorneys or accountants, the U.S. Trustee, any person employed in the office of the U.S. Trustee, or any United States district judge or bankruptcy judge in this district in any matter related to the Debtors or their estates; (b) does not hold any interest adverse to the Debtors' estates; and (c) believes that it is a "disinterested person" as that term is defined in Bankruptcy Code section 101(14). FTI has not provided, and will not provide, any professional services to the Debtors, any of the creditors, other parties-in-interest, or their respective attorneys and accountants with regard to any matter related to these chapter 11 cases. If any new material facts or relationships are discovered or arise, FTI will inform the Court as required by Bankruptcy Rule 2014(a).

11. FTI has agreed not to share with any person or firm the compensation to be paid for professional services rendered in connection with these cases.

E. Terms of Retention

12. FTI is not owed any amounts with respect to pre-petition fees and expenses.

13. The Committee understands that FTI intends to apply to the Court for allowances of compensation and reimbursement of expenses for its financial advisory services in accordance with the applicable provisions of the Bankruptcy Code, the Bankruptcy Rules, the Local Rules, orders of this Court, and guidelines established by the United States Trustee.

14. FTI seeks to be compensated on an hourly-fee basis, plus reimbursement of actual and necessary expenses incurred by FTI. Actual and necessary expenses would include any reasonable legal fees incurred by FTI related to FTI's retention or preparation of fee applications

in these cases, subject to Court approval. FTI understands that interim and final fee awards are subject to approval by this Court.

15. The customary hourly rates, subject to periodic adjustments, charged by FTI professionals anticipated to be assigned to this case are as follows:

<u>United States</u>	<u>Per Hour (USD)</u>
Senior Managing Directors	\$1,185 – 1,525
Directors / Senior Directors / Managing Directors	\$700 – 1,155
Consultants/Senior Consultants	\$485 – 820
Administrative / Paraprofessionals	\$190 – 385

16. FTI will maintain records in support of any actual, necessary costs and expenses incurred in connection with the rendering of its services in these chapter 11 cases. In the event FTI seeks reimbursement for attorneys' fees during the term of the Debtors' chapter 11 cases, FTI will include the applicable invoices and supporting time records from such attorneys (in summary form and redacted for privilege and work product). Such attorneys do not need to have been retained under Bankruptcy Code section 327.

17. FTI also seeks to use an independent contractor, Shota Kubo, in connection with these chapter 11 cases. Mr. Kubo will be charged at an hourly rate of \$520. FTI seeks to pass through all fees and costs of Mr. Kubo, such that there will be no markup charged in connection with these services. See Exhibit C for the declaration of Shota Kubo ("Kubo Declaration").

18. FTI believes that the foregoing fee structure and terms are reasonable and comparable to those generally charged by financial advisors and consultants of similar stature to FTI for comparable engagements, both in and out of chapter 11.

F. Indemnification

19. In addition to the foregoing, and as a material part of the consideration for the agreement of FTI to furnish services to the Committee pursuant to the terms of this Application, FTI believes that the following indemnification terms are customary and reasonable for financial advisors in chapter 11 cases:

- a. subject to the provisions of subparagraphs (b) and (c) below and approval of the Court, the Debtors are authorized to indemnify, and shall indemnify, FTI for any claims arising from, related to, or in connection with FTI's engagement under this Application, but not for any claim arising from, related to, or in connection with FTI's performance of any other services other than those in connection with the engagement, unless such services and indemnification therefor are approved by this Court; and
- b. the Debtors shall have no obligation to indemnify FTI for any claim or expense that is either (i) judicially determined (the determination having become final) to have arisen primarily from FTI's gross negligence, willful misconduct, breach of fiduciary duty (if any), bad faith, or fraud, unless the Court determines that indemnification would be permissible pursuant to applicable law, or (ii) settled prior to a judicial determination as to FTI's gross negligence, willful misconduct, breach of fiduciary duty (if any), bad faith, or fraud, but determined by this Court, after notice and a hearing, to be a claim or expense for which FTI is not entitled to receive indemnity under the terms of this Application; and
- c. if, before the earlier of (i) the entry of an order confirming a chapter 11 plan in these cases (that order having become a final order no longer subject to appeal), and (ii) the entry of an order closing these chapter 11 cases, FTI believes that it is entitled to the payment of any amounts by the Debtors on account of the Debtors' indemnification obligations under the Application, including, without limitation, the advancement of defense costs, FTI must file an application in this Court, and the Debtors may not pay any such amounts to FTI before the entry of an order by this Court approving the payment. This subparagraph (c) is intended only to specify the period of time under which the Court shall have jurisdiction over any request for fees and expenses by FTI for indemnification, and not as a provision limiting the duration of the Debtors' obligation to indemnify FTI.

The Committee believes that indemnification is customary and reasonable for financial advisors in chapter 11 proceedings. *See In re Joan & David Halpern, Inc.*, 248 B.R. 43 (Bankr. S.D.N.Y. 2000).

Relief Requested

20. By this Application, the Committee seeks entry of an order, substantially in the form attached hereto as **Exhibit A**, authorizing the Committee to employ and retain FTI as its financial advisor pursuant to Bankruptcy Code section 1103.

Basis for Relief Requested

21. The Committee seeks approval of the Application pursuant to Bankruptcy Code section 1103. Bankruptcy Code section 1103(a) provides, in relevant part, that a creditors' committee, with the Court's approval, "may select and authorize the employment by such committee of one or more attorneys, accountants, or other agents, to represent or perform services for such committee." 11 U.S.C. § 1103(a). The employment of FTI and its professionals by the Committee are reasonable and in line with the terms and conditions typical for engagements of this size and character. Because the Committee will require substantial assistance with these chapter 11 cases, it is reasonable for the Committee to seek to employ and retain FTI to serve as its financial advisor on the terms and conditions in this Application.

22. Bankruptcy Code section 328(a) provides, in relevant part, that the Committee "with the court's approval, may employ or authorize the employment of a professional person under section 327 or 1103 . . . on any reasonable terms and conditions of employment, including on a retainer, on an hourly basis, on a fixed or percentage fee basis, or on a contingent fee basis." 11 U.S.C. § 328(a).

23. FTI's fee structure is fair and reasonable in light of the services being provided and commensurate with the fee structures generally offered by firms of similar stature to FTI for comparable engagements. In addition, given the numerous issues FTI may need to address during these chapter 11 cases, FTI's commitment to the variable level of time and effort necessary to

address all such related issues as they arise, and the market prices for FTI's services for engagements of this nature in an out-of-court context, the Committee has determined that the FTI fee arrangement is fair and reasonable.

24. Finally, to the best of the Committee's knowledge, information, and belief, FTI does not have any interest materially adverse to the Debtors' estates or any class of creditors or equity security holders, by reason of any direct or indirect relationship to, connection with, or interest in, the Debtors, or for any other reason. Further, the Committee understands that FTI believes it is disinterested because, to the best of FTI's knowledge, information, and belief, FTI has no connection with the Debtors, their creditors, or any other party-in-interest, except as disclosed in the Diaz Declaration.

No Duplication of Services

25. The services that FTI will provide to the Committee will be appropriately directed by the Committee and its counsel so as to avoid duplication of efforts among the other professionals retained in these chapter 11 cases and performed in accordance with applicable standards of the profession. FTI will work collaboratively with the Committee and other professionals employed by the Committee to avoid duplication of services. The Committee believes that the services to be provided by FTI will complement and will not be duplicative of any services of the Committee's other professionals.

No Prior Request

26. No prior Application for the relief requested herein has been made to this or any other Court.

Notice

27. Notice of this Application has been given to Counsel to the (a) the U.S. Trustee; (b) counsel to the Debtors; (c) the Internal Revenue Service; (d) the Securities and Exchange Commission; (e) the United States Attorney's Office for the District of Delaware; (f) the state attorneys general and all other states in which the Debtors conduct business; and (g) any party that has requested notice pursuant to Bankruptcy Rule 2002 as of the filing of this Application. In light of the nature of the relief requested, the Committee submits that no further notice is required.

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WHEREFORE, the Committee respectfully requests that the Court enter an order, substantially in the form attached hereto, authorizing the Committee to employ and retain FTI as financial advisors for the Committee for the purposes set forth above, effective as of June 27, 2025, and grant such further relief as is just and proper.

Dated: July 24, 2025

**OFFICIAL COMMITTEE OF UNSECURED
CREDITORS OF MARELLI AUTOMOTIVE
LIGHTING LLC, ET AL.**

/s/ Amy Donohue-Babiak

By: Amy Donohue-Babiak of Johnson Matthey Plc, solely
in her capacity as the chair of the Official Committee of
Unsecured Creditors²

² Except as otherwise provided in this Application, I have made the statements herein on information and belief and in reliance on statements made to me by the Committee and its professionals.

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

MARELLI AUTOMOTIVE LIGHTING
USA LLC., *et al.*,¹

Debtors.

Chapter 11

Case No. 25-11034 (CTG)

(Jointly Administered)

Obj. Deadline: August 7, 2025 at 4:00 p.m. (ET)

Hearing Date: August 25, 2025 at 1:00 p.m. (ET)

**NOTICE OF APPLICATION FOR AN ORDER AUTHORIZING
THE RETENTION AND EMPLOYMENT OF FTI CONSULTING, INC. AS FINANCIAL
ADVISOR TO THE OFFICIAL COMMITTEE OF UNSECURED CREDITORS
EFFECTIVE AS OF JUNE 27, 2025**

PLEASE TAKE NOTICE that on July 24, 2025, the Official Committee of Unsecured Creditors (the “Committee”) of Marelli Automotive Lighting USA LLC, *et al.* filed with the United States Bankruptcy Court for the District of Delaware (the “Court”) the *Application for an Order Authorizing the Retention and Employment of FTI Consulting, Inc. as Financial Advisor to the Official Committee of Unsecured Creditors Effective as of June 27, 2025* (the “Application”).

PLEASE TAKE FURTHER NOTICE that, objections, if any, to the Application or the relief requested therein must be filed with the United States Bankruptcy Court for the District of Delaware, 824 North Market Street, 3rd Floor, Wilmington, Delaware 19801 on or before **August 7, 2025 at 4:00 p.m. (ET)**. At the same time, you must serve a copy of the objection so as to be received on or before the Objection Deadline upon the proposed undersigned counsel to the Committee.

PLEASE TAKE FURTHER NOTICE THAT A HEARING TO CONSIDER THE APPLICATION WILL BE HELD ON AUGUST 25, 2025 AT 1:00 P.M. (ET) BEFORE THE HONORABLE CRAIG T. GOLDBLATT, IN THE UNITED STATES BANKRUPTCY COURT FOR THE DISTRICT OF DELAWARE, 824 N. MARKET STREET, 3RD FLOOR, COURTROOM NO. 7, WILMINGTON, DELAWARE 19801.

¹ A complete list of each of the Debtors in these chapter 11 cases may be obtained on the website of the Debtors’ claims and noticing agent at <https://www.veritaglobal.net/Marelli>. The location of Marelli Automotive Lighting USA LLC’s principal place of business and the Debtors’ service address in these chapter 11 cases is 26555 Northwestern Highway, Southfield, Michigan 48033.

PLEASE TAKE FURTHER NOTICE THAT, IF NO OBJECTIONS OR RESPONSES TO THE APPLICATION ARE TIMELY FILED, SERVED, AND RECEIVED IN ACCORDANCE WITH THIS NOTICE, THE COURT MAY GRANT THE RELIEF REQUESTED THEREIN WITHOUT FURTHER NOTICE OR HEARING.

Dated: July 24, 2025
Wilmington, Delaware

MORRIS JAMES LLP

/s/ Eric J. Monzo

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*Proposed Counsel to the Official Committee of
Unsecured Creditors*

EXHIBIT A

Proposed Order

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

MARELLI AUTOMOTIVE LIGHTING
USA LLC., *et al.*,¹

Debtors.

Chapter 11

Case No. 25-11034 (CTG)

(Jointly Administered)

Re: Docket No. ____

**ORDER AUTHORIZING RETENTION OF
FTI CONSULTING, INC. AS FINANCIAL ADVISOR
FOR THE OFFICIAL COMMITTEE OF UNSECURED CREDITORS**

Upon the application (the “Application”) of the Official Committee of Unsecured Creditors (the “Committee”) of the above-captioned debtors and debtors in possession (collectively, the “Debtors”), for an order under Bankruptcy Code section 1103 authorizing the Committee to retain FTI Consulting, Inc. (together with its wholly owned subsidiaries, “FTI”), as financial advisors; and upon the Diaz Declaration² in support of the Application; and due and adequate notice of the Application having been given; and it appearing that no other notice need be given; and it appearing that FTI neither holds nor represents any interest adverse to the Debtors’ estates; and it appearing that FTI is “disinterested,” as that term is defined in Bankruptcy Code section 101(14); and it appearing that the relief requested in the Application is in the best interest of the Committee and the Debtors’ estates, after due deliberation and sufficient cause appearing therefor, it is hereby ORDERED:

1. The Application is granted as set forth herein.
2. In accordance with Bankruptcy Code section 1103, the Committee is authorized to

¹ A complete list of each of the Debtors in these chapter 11 cases may be obtained on the website of the Debtors’ claims and noticing agent at <https://www.veritaglobal.net/Marelli>. The location of Marelli Automotive Lighting USA LLC’s principal place of business and the Debtors’ service address in these chapter 11 cases is 26555 Northwestern Highway, Southfield, Michigan 48033.

² Capitalized terms used in this order not otherwise defined have the meaning given to them in the Application.

employ and retain FTI as its financial advisor as of June 27, 2025 on the terms set forth in the Application.

3. FTI shall be compensated in accordance with the procedures set forth in Bankruptcy Code sections 330 and 331, Bankruptcy Rule 2016, and any applicable orders entered by the Court.

4. FTI is entitled to reimbursement of actual and necessary expenses, including legal fees related to the Application and future fee applications as approved by the Court.

5. The following indemnification provisions are approved:

- a. subject to the provisions of subparagraphs (b) and (c) below, the Debtors are authorized to indemnify, and shall indemnify, FTI for any claims arising from, related to, or in connection with the services to be provided by FTI as specified in the Application, but not for any claim arising from, related to, or in connection with FTI's performance of any other services other than those in connection with the engagement, unless such services and indemnification therefor are approved by this Court; and
- b. the Debtors shall have no obligation to indemnify FTI for any claim or expense that is either (i) judicially determined (the determination having become final) to have arisen primarily from FTI's gross negligence, willful misconduct, breach of fiduciary duty (if any), bad faith, or fraud, unless the Court determines that indemnification would be permissible pursuant to applicable law, or (ii) settled prior to a judicial determination as to FTI's gross negligence, willful misconduct, breach of fiduciary duty (if any), bad faith, or fraud, but determined by this Court, after notice and a hearing, to be a claim or expense for which FTI is not entitled to receive indemnity under the terms of this Order; and
- c. if, before the earlier of (i) the entry of an order confirming a chapter 11 plan in these cases (that order having become a final order no longer subject to appeal), and (ii) the entry of an order closing this chapter 11 case, FTI believes that it is entitled to the payment of any amounts by the Debtors on account of the Debtors' indemnification obligations under the Application, including, without limitation, the advancement of defense costs, FTI must file an application in this Court, and the Debtors may not pay any such amounts to FTI before the entry of an order by this Court approving the payment. This subparagraph (c) is intended only to specify the period of time under which the Court shall have jurisdiction over any request for fees and expenses by FTI for indemnification, and not as a provision limiting the duration of the Debtors' obligation to indemnify FTI.

6. FTI shall provide ten (10) days' notice to the Debtors, the U.S. Trustee, and the Committee in connection with any increase in the hourly rates listed in the Application.

7. To the extent that FTI uses the services of independent or third-party contractors or subcontractors (the "Contractors") in these chapter 11 cases and FTI seeks to pass through the fees and costs of the Contractors, FTI shall (i) pass through the fees of such Contractors at the same rate that FTI pays the Contractors and (ii) seek reimbursement for actual costs of the Contractors only. In addition, FTI shall ensure that the Contractors perform the conflicts checks and file such disclosures as required by the Bankruptcy Code and Bankruptcy Rules.

8. FTI shall use its reasonable efforts to avoid any duplication of services provided by any of the Committee's other retained professionals.

9. If there is any inconsistency between the terms of the Application, the Diaz Declaration, and this Order, this Order shall govern.

10. This Court shall retain jurisdiction with respect to all matters arising or related to the implementation of this Order.

EXHIBIT B

Diaz Declaration

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

MARELLI AUTOMOTIVE LIGHTING
USA LLC., *et al.*,¹

Debtors.

Chapter 11

Case No. 25-11034 (CTG)

(Jointly Administered)

**DECLARATION OF MATTHEW DIAZ IN SUPPORT OF THE
APPLICATION FOR AN ORDER AUTHORIZING THE RETENTION
AND EMPLOYMENT OF FTI CONSULTING, INC. AS FINANCIAL
ADVISOR TO THE OFFICIAL COMMITTEE OF UNSECURED CREDITORS**

Pursuant to 28 U.S.C. section 1746, Matthew Diaz, declares as follows:

1. I am a Senior Managing Director with FTI Consulting, Inc. (“FTI”), an international consulting firm. I submit this declaration (the “Declaration”) on behalf of FTI in support of the application (the “Application”) of the Official Committee of Unsecured Creditors (the “Committee”) of the above-captioned debtors and debtors-in-possession (collectively, the “Debtors”), for entry of an order authorizing the employment and retention of FTI as financial advisor to the Committee under the terms and conditions set forth in the Application. I am generally familiar with the Bankruptcy Code and the Bankruptcy Rules. Except as otherwise noted, I have personal knowledge of the matters set forth herein, and, if called as a witness, I would testify thereto.²

¹ A complete list of each of the Debtors in these chapter 11 cases may be obtained on the website of the Debtors’ claims and noticing agent at <https://www.veritaglobal.net/Marelli>. The location of Marelli Automotive Lighting USA LLC’s principal place of business and the Debtors’ service address in these chapter 11 cases is 26555 Northwestern Highway, Southfield, Michigan 48033.

² Certain of the disclosures herein relate to matters within the personal knowledge of other professionals at FTI and are based on information provided by them.

Disinterestedness and Eligibility

2. In connection with the preparation of this Declaration, FTI conducted a review of its contacts with the Debtors, their affiliates, and certain entities holding large claims against, or equity interests in, the Debtors that were made reasonably known to FTI. A listing of the parties reviewed is reflected on **Exhibit A** to this Declaration. FTI's review, completed under my supervision, consisted of a query of the Exhibit A parties within an internal computer database³ containing names of individuals and entities that are present or recent former clients of FTI. A listing of such relationships that FTI identified during this process is set forth on **Exhibit B** to this Declaration.

3. Based on the results of its review, except as otherwise discussed herein, FTI does not have a relationship with any of the parties on Exhibit A in matters related to the Debtors or these proceedings. FTI has provided, and could reasonably expect to continue to provide, services unrelated to the Debtors' cases for the various entities shown on Exhibit B. FTI's assistance to these parties has been related to providing various financial restructuring, litigation support, technology, strategic communications, and economic consulting services. To the best of my knowledge and except as otherwise disclosed herein, no services have been provided to these parties in interest that involve their rights in the Debtors' cases, nor does FTI's involvement in these cases compromise its ability to continue such consulting services.

4. In addition to the relationships disclosed on Exhibit B, FTI discloses the following:

- Prior to the Petition Date, FTI was engaged to provide financial advisory services to Apollo Capital Management L.P. ("Apollo") in connection with providing financing to the Debtors (the "Apollo Engagement"). Under the Apollo Engagement, FTI received \$500,000 as a retainer from the Debtors pursuant to an agreement between Apollo and the Debtors. Upon conclusion of the Apollo Engagement on June 10, 2025, FTI applied the retainer to the

³ For the avoidance of doubt, FTI's computer database covers FTI Consulting, Inc. and its wholly owned subsidiaries globally.

amounts owed, \$104,935.14 and returned the remaining portion of the retainer to the Debtors. FTI believes that its work on this matter does not (x) compromise its ability to provide services to the Committee in these Chapter 11 Cases or (y) represent an adverse interest with respect to the Debtors' estates.

- Compass Lexecon LLC, a wholly owned subsidiary of FTI, is engaged to provide a damages report and serve as a damages expert for First Brands Group LLC in connection with arbitration against Debtor Marelli Europe S.p.A. This matter has been inactive since May 2025 and is stayed by the automatic stay. This matter is otherwise unrelated to the Debtors or their Chapter 11 Cases. FTI believes that its work on this matter does not (x) compromise its ability to provide services to the Committee in these Chapter 11 Cases or (y) represent an adverse interest with respect to the Debtors' estates.
- FTI is currently engaged by LeddarTech Holdings Inc. to provide a short-term cash flow review and other financial advisory services. Debtor Marelli Europe S.p.A. has been identified as an investor in LeddarTech Holdings Inc. This matter is otherwise unrelated to the Debtors or their Chapter 11 Cases. FTI believes that its work on this matter does not (x) compromise its ability to provide services to the Committee in these Chapter 11 Cases or (y) represent an adverse interest with respect to the Debtors' estates.

5. As part of its diverse practice, FTI appears in numerous cases, proceedings, and transactions that involve many different professionals, including attorneys, accountants, and financial consultants, who may represent claimants and parties-in-interest in the Debtors' chapter 11 cases. Also, FTI has performed in the past, and may perform in the future, advisory consulting services for various attorneys and law firms, and has been represented by several attorneys and law firms, some of whom may be involved in these proceedings. In addition, FTI has in the past, may currently, and will likely in the future be working with or against other professionals involved in these chapter 11 cases in matters unrelated to the Debtors and these cases. Based on our current knowledge of the professionals involved, and to the best of my knowledge, none of these relationships create interests adverse to the Debtors' estates and none are in connection with the Debtors' chapter 11 cases.

6. FTI is not a "creditor" of any of the Debtors within the meaning of Bankruptcy Code section 101(10). Further, neither I, nor any other member of the FTI engagement team

serving the Committee, to the best of my knowledge, (a) is a creditor, equity security holder, or insider of the Debtors; (b) is or has been within two years before the Petition Date, a director, officer, or employee of the Debtors; or (c) has any interest materially adverse to the interests of the Debtors' estates or of any class of creditors or equity security holders, by reason of any direct or indirect relationship to, connection with, or interest in, the Debtors, or for any other reason. As such, to the best of my knowledge, and based upon the results of the relationship search described above and disclosed herein, FTI (i) is a "disinterested person" as defined in Bankruptcy Code section 101(14) and (ii) does not hold or represent any interest adverse to the Debtors' estates. Therefore, FTI believes it is eligible to represent the Committee under Bankruptcy Code section 1103(b).

7. It is FTI's policy and intent to update and expand its ongoing relationship search for additional parties in interest in an expedient manner. If any new material relevant facts or relationships are discovered or arise, FTI will file a supplemental declaration pursuant to Bankruptcy Rule 2014(a).

Professional Compensation

8. Subject to Court approval and in accordance with the applicable provisions of the Bankruptcy Code, Bankruptcy Rules, the local rules of this District, orders of this Court, and applicable U.S. Trustee guidelines, FTI will seek payment for compensation on an hourly basis, plus reimbursement of actual and necessary expenses incurred by FTI, including legal fees related to the preparation of the Application (if any), as approved by the Court. FTI's customary hourly rates as charged in bankruptcy and non-bankruptcy matters of this type by the professionals assigned to this engagement are outlined in the Application. These hourly rates are adjusted periodically, typically on an annual basis. I believe that the fee structure as set forth in the

Application is reasonable and comparable to those generally charged by financial advisors and consultants of similar stature to FTI for comparable engagements, both in and out of chapter 11.

9. FTI also seeks to use an independent contractor, Shota Kubo, in connection with these chapter 11 cases. Mr. Kubo will be charged at an hourly rate of \$520. FTI seeks to pass through all fees and costs of Mr. Kubo. A separate declaration, attached as **Exhibit C** to the Application has been filed evidencing its disinterestedness in these chapter 11 cases as required by the Bankruptcy Code and Bankruptcy Rules.

10. To the extent FTI utilizes other independent or third party contractors or subcontractors (the “Additional Contractors”) in the provision of services to the Committee, FTI will (i) pass through the fees of such Additional Contractors at the same rate that FTI pays the Additional Contractors and (ii) seek reimbursement for actual costs of the Additional Contractors only. In addition, FTI will ensure that each Additional Contractor will file a separate declaration evidencing its disinterestedness in these chapter 11 cases as required by the Bankruptcy Code and Bankruptcy Rules.

11. Except as otherwise disclosed in paragraph 4 above, according to FTI’s books and records, during the ninety days before the Petition Date, FTI did not receive any payments from the Debtors.

12. To the best of my knowledge, (a) no commitments have been made or received by FTI with respect to compensation or payment in connection with these cases other than in accordance with the provisions of the Bankruptcy Code and (b) FTI has no agreement with any other entity to share with such entity any compensation received by FTI in connection with these chapter 11 cases.

No Duplication of Services

13. The Committee and FTI intend that FTI's services will be appropriately directed by the Committee so as to avoid duplication of efforts among the other professionals retained by the Committee in these chapter 11 cases and performed in accordance with applicable standards of the profession. FTI will work collaboratively with the Committee's other professionals to avoid duplication of services among professionals. I believe that the services to be provided by FTI will complement and will not be duplicative of any services of the Committee's other professionals.

I declare under penalty of perjury that the foregoing is true and correct.

Executed on July 24, 2025.

/s/ Matthew Diaz
MATTHEW DIAZ

EXHIBIT A

Parties-in-Interest Reviewed for Current and Recent Former Relationships

Debtors

Marelli Automotive Lighting USA LLC
Automotive Lighting UK Ltd.
Calsonic Kansei (Shanghai) Corp.
Changchun Marelli Automotive Lighting
System Co. Ltd.
CK Trading De Mexico S De RL De CV
Magneti Marelli Do Brasil Industria E Comercio
Ltda
Marelli (China) Co. Ltd.
Marelli (Guangzhou) Corp.
Marelli (India) Private Ltd.
Marelli (Thailand) Co. Ltd.
Marelli (Xiang Yang) Corp.
Marelli Aftermarket Germany GmbH
Marelli Aftermarket Italy SPA
Marelli Aftermarket Poland SP ZOO
Marelli Aftermarket Spain SLU
Marelli Aftersales Co. Ltd.
Marelli Argentan France SAS
Marelli Automotive Chassis System
(Guangzhou) Co. Ltd.
Marelli Automotive Components (Changsha)
Co. Ltd.
Marelli Automotive Components (Guangzhou)
Corp.
Marelli Automotive Components (Wuhu) Co.
Ltd.
Marelli Automotive Components (Wuxi) Corp.
Marelli Automotive Electronics (Guangzhou)
Co. Ltd.
Marelli Automotive Lighting (Foshan) Co. Ltd.
Marelli Automotive Lighting (Thailand) Co.
Ltd.
Marelli Automotive Lighting France SAS
Marelli Automotive Lighting Italy SPA
Marelli Automotive Lighting Jihlava (Czech
Republic) SRO
Marelli Automotive Lighting Juarez Mexico SA
De CV
Marelli Automotive Lighting Tepotzotlan
Mexico S.De RL De CV
Marelli Automotive Lighting USA LLC
Marelli Automotive Systems Europe Plc.

Marelli Automotive Systems UK Ltd.
Marelli Bielsko-Biala Poland Sp. ZOO
Marelli Business Service (Dalian) Co. Ltd.
Marelli Business Service Corp.
Marelli Cabin Comfort Mexicana SA De CV
Marelli Cabin Comfort Trading De Mexico
Marelli China Holding Co.
Marelli Cluj Romania SRL
Marelli Cofap Do Brasil Ltda
Marelli Corp.
Marelli Do Brasil Industria E Comercio Ltda
Marelli Eaxle Torino SRL
Marelli Engineering (Shanghai) Co. Ltd.
Marelli Ept Strasbourg (France) SAS
Marelli España SA
Marelli Europe SPA
Marelli France SAS
Marelli Fukushima Corp.
Marelli Germany GmbH
Marelli Global Business Services America
Marelli Global Business Services Europe
Marelli Holding USA LLC
Marelli Holdings Co. Ltd.
Marelli Industria E Comercio De Componentes
Automotivos Brasil Ltda
Marelli International Trading (Shanghai) Co.
Ltd.
Marelli Iwashiro Corp.
Marelli Kechnec Slovakia SRO
Marelli Kyushu Corp.
Marelli Machine Works Corp.
Marelli Mako Turkey Elektrik Sanayi Ve Ticaret
Anonim Sirketi
Marelli Mexicana SA De CV
Marelli Morocco LLC
Marelli North America Inc.
Marelli North Carolina USA LLC
Marelli Ploiesti Romania SRL
Marelli Powertrain (Hefei) Co. Ltd.
Marelli R&D Co. Ltd.
Marelli Ride Dynamics Mexico
Marelli Sistemas Automotivos Industria E
Comercio Brasil Ltda
Marelli Smart Me Up SAS

Marelli Sophia Antipolis France SAS
 Marelli Sosnowiec Poland Sp ZOO
 Marelli Suspension Systems Italy SPA
 Marelli Tennessee USA LLC
 Marelli Toluca Mexico S De RL De CV
 Marelli Tooling (Guangzhou) Corp.
 Marelli Turkey Suspansiyon Sistemleri Ticaret
 Ltd.
 Marelli Yokohama KK

Known Affiliates - JV

ANFIA Automotive SCRL
 Calsonic Kansei Korea Corp.
 Changchun Marelli Powertrain Components Co.
 Ltd.
 CK Adjustments
 CoFap Fabricadora De Pecas Ltda
 Components Adjustments
 CRF SCPA
 FCA Security SCPA
 Hefei Marelli Exhaust Systems Co. Ltd.
 Highly Marelli (Nantong) Car Air-Conditioning
 Compressor Co. Ltd.
 Highly Marelli (Wuxi) Climate & Thermal
 Control System Co. Ltd.
 Highly Marelli Holdings Co. Ltd.
 HMC MM Auto Ltd.
 Hubei Huazhong Marelli Automotive Lighting
 Co. Ltd.
 Leddartech Inc.
 Magneti Marelli Argentina SA
 Magneti Marelli Conjuntos De Escape SA
 Magneti Marelli Repuestos SA
 Magneti Marelli South Africa (Proprietary) Ltd.
 Marelli Adjustments
 Marelli Automotive Components (Changsha)
 Co. Ltd. Labor Union
 Marelli Automotive Doo Kragujevac
 Marelli Automotive Lighting Brotterode
 (Germany) GmbH
 Marelli Automotive Lighting Malaysia Sdn.
 Bhd.
 Marelli Automotive Lighting Rus OOO
 Marelli Barcelona Espana S.A.U.
 Marelli Electric Powertrain Cologne (Germany)
 GmbH
 Marelli Engineering Yangon Co. Ltd.
 Marelli Motherson Auto Suspension Parts
 Private Ltd.
 Marelli Motherson Automotive Lighting India
 Private Ltd.

Marelli Powertrain India Private Ltd.
 Marelli PWT Kechne Slovakia SRO
 Marelli Rus LLC
 Marelli Skh Exhaust Systems Private Ltd.
 Marelli Stuttgart (Germany) GmbH
 Marelli Sweden AB
 Marelli Talbros Chassis Systems Private Ltd.
 Marelli Tepotzotlan Mexico SA De CV
 Marelli Um Electronic Systems Private Ltd.
 Mars Seal Private Ltd.
 Matay Otomotiv Sanayi Ve Ticaret AS
 Mew
 Nissin Kogyo Co. Ltd.
 PT Kansei Indonesia Manufacturing
 SAIC Marelli Powertrain Co. Ltd.
 Shanghai Highly New Energy Technology Co.
 Ltd.
 Siam Calsonic Co. Ltd.
 SKH Marelli Exhaust Systems Private Ltd.
 Statutory Adjustments
 Techalliance GmbH
 Tokyo Radiator Manufacturing Co. Ltd.
 Total Group Elimination
 Total Group Manual Journals
 Uni-Calsonic Corp.
 Yue Ki Industrial Co. Ltd.
 Zhejiang Wanxiang Marelli Shock Absorbers
 Co. Ltd

Director/Officer

Abrahamson, Alanna
 Alvarez, Arturo
 Duckwitz, Samantha
 Ferrara, Andrea Cesare
 Fetzer, Joachim
 Fujii, Takeshi
 Hirano, Hirofumi
 Huber, Frank
 Iasenza, Marisa
 Iijima, Hisao
 Kakizawa, Seichii
 Kobayashi, Shinji
 Kumar-Sinha, Punita
 Meltzer, Roger
 Mollá, Jose
 Paliwal, Dinesh
 Quek, Bin Hwee
 Rossi, Giorgio
 Salame, Serena
 Sancassani, Stefano
 Santana, Shellene

Selig, Stefan M.
 Shen, Kenny
 Slump, David
 Snow, Karen
 Tallapragada, Ravi
 Vasa, Sherry
 Vivanco, Fernando
 Yamamoto, Noboru

Debtor Restructuring Professionals

Alvarez & Marsal Holdings LLC
 Collected Strategies LLC
 Kirkland & Ellis LLP
 Mori Hamada & Matsumoto LPC
 Nishimura & Asahi LLP
 Pachulski Stang Ziehl & Jones LLP
 PJT Partners Inc

Bankruptcy Judges for the District of Delaware

Dorsey, John T.
 Goldblatt, Craig T.
 Horan, Thomas M.
 Owens, Karen B.
 Selber Silverstein, Laurie
 Shannon, Brendan L.
 Stickles, J. Kate
 Walrath, Mary F.

Banks-Lender-UCC Lien Parties-Administrative Agents

Altai Gate Sarl
 Aozora Bank Ltd.
 Aozora Loan Services Co. Ltd.
 Ashton Gate Sarl
 Burdock
 Deutsche Bank AG
 Development Bank of Japan Inc.
 Development Bank of Singapore
 Fortress Credit Advisors, LLC
 Green Pasture Sarl
 Gunma Bank Ltd., The
 Japan Bank for International Cooperation
 Kellynch Park SARL
 Maserati SS II LP
 MBK Partners
 Mizuho Financial Group Inc.
 Norinchukin Bank, The
 Polus Capital Management Limited
 Strategic Value Partners

Customers

[Confidential]
 [Confidential]
 BMW Group
 BMW Group International
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 Honda (Acura)
 Honda Motor Co. Ltd.
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 Mercedes-Benz Group AG
 [Confidential]
 Nissan Mexicana
 Nissan Motor Co. Ltd.
 Nissan Shatai Co. Ltd.
 Nissan USA
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 Stellantis Group
 [Confidential]
 [Confidential]
 [Confidential]
 Tesla Motors Inc.
 Volkswagen AG
 [Confidential]

Factoring Counterparties

[Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]

Insurance

Ace American Insurance Co.

Ace Property & Casualty Insurance Co.
 AIG
 Allianz Global Corporate & Specialty SE
 Allianz Global Risks US Insurance Co.
 Allianz Insurance PLC
 Allianz SE
 Aon SpA
 Berjaya Sompo Insurance Berhad
 Chubb European Group
 Chubb Ltd.
 Dialog Axiata plc
 Endurance Assurance Corp.
 Ergo Hestia
 Farmington Casualty Co.
 Federal Insurance Co.
 Generali Italia SpA
 HDI Global SE
 Huatai Insurance Group Co. Ltd.
 Illinois Union Insurance Co.
 Markel American Insurance Co.
 MS&AD Insurance Group Holdings Inc.
 National Union Fire Ins. Co. of Pittsburgh PA
 Ping An Insurance Group Co. of China Ltd.
 Protector Forsikring ASA
 Protector Insurance UK
 SI Insurance Europe SA
 Sompo America Insurance Co.
 Sompo Guangzhou /Ping An Shanghai
 Starr Indemnity & Liability Co.
 Swiss Reinsurance Group
 Syndicate 2623/623 At Lloyd's
 VHV Group
 Zurich American Insurance Co.
 Zurich Insurance Co. Ltd.

Litigation

AMD Inc.
 Automotive Amiens SAS
 Beacon
 Beacon Navigation GmbH
 Bell Northern Research
 BMW Group
 Broadcom Inc.
 CNC Logistics Co. Ltd.
 Daimler AG
 Damatic
 Environmental Control Agency of Sao Paulo
 State
 Ford Motor Co.
 GAC Fiat Chrysler Automobiles Co. Ltd.
 General Motors Co.

Guangzhou Tax Administration
 HiPhi
 Huawei Technologies Co. Ltd.
 Inmobiliaria Rocal
 Malikie Innovations Ltd.
 Mercedes-Benz Group AG
 Neo Wireless LLC
 Palmira Wireless AG
 Product Data Management BV
 Promed
 Renault Group BV
 SI Express
 Signify NV
 Stellantis Group
 Suzuki Motor Corp.
 Torchlight
 VIA Optronics GmbH
 Volkswagen AG

Material Contract Counterparties

Covestro S.r.L.
 Integrated Micro-Electronics Inc.
 Lacroix Electronics SAS
 Lite-On Automotive Corp.
 OSRAM GmbH
 Qualcomm Technologies International Ltd.
 Texas Instruments Inc.
 Zollner Elektronik AG

Official Creditors' Committee Attorneys

Morris James LLP
 Paul Hastings LLP

Official Creditors' Committee Members

Avnet, Inc.
 Covestro LLC
 Johnson Matthey Plc
 Mazda North American Operations
 Nissan North America, Inc.
 Robert Bosch LLC
 Tesla, Inc.

Official Creditors' Committee Members' Attorneys

Burr & Forman
 Dykema Law Offices, PC
 Foley & Lardner LLP
 Saul Ewing LLC

Top Unsecured Creditors

AMS-Osram AG

Arrow Electronics
 Avnet, Inc.
 BASF
 Bitron
 Bosch Group
 BTV Technologies GmbH
 Covestro
 Granges
 Integrated Micro-Electronics
 Macnica
 Mazda
 Mitsuba Corporation
 Mitsubishi
 Nissan
 Nissin Kogyo Co. Ltd.
 Pension Benefit Guaranty Corporation
 Pension Protection Fund
 Qualcomm Technologies Inc.
 Renesas Electronics
 Stellantis
 Suzuki Motor Corporation
 Teksid
 Tesla
 Tiberina Group
 Unipres Corporation
 Valeo
 Visteon
 Wipro Limited
 Wuhu Foresight Technology Co. Ltd.

Ordinary Course Professionals

PricewaterhouseCoopers LLP

Potential M&A Counterparties

[Confidential]

Significant Equity Holder

KKR CK Investment LP

Surety & Letters of Credit-Issuers

Aon plc
 Assicuratrice Milanese
 Atradius Credito Y Caucion SA de Seguros y
 Reaseguros
 COFACE SA
 Compagnie Francaise D'Assurance Pour Le
 Commerce Exteriorur SA
 Generali Italia SpA
 Intact Services USA LLC
 Junto Seguros SA
 Pottencial Seguradora SA

Revo SpA
 S2C SpA
 Tokio Marine Europe SA
 TUA Assicurazioni SpA
 V. Alexander & Co. Inc

Third Party Professionals

Akin Gump Strauss Hauer & Feld LLP
 AlixPartners LLP
 Anderson Mori & Tomotsune
 Baker McKenzie
 Cole Schotz P.C.
 Davis Polk & Wardwell LLP
 Hogan Lovells LLP
 Houlihan Lokey Inc.
 Mayer Brown
 Morris James LLP
 Morris Nichols, Arsht & Tunnell LLP
 Nagashima Ohno & Tsunematsu
 Paul Hastings LLP
 Paul, Weiss, Rifkind, Wharton & Garrison
 Richards, Layton & Finger, PA
 Wilkie Farr & Gallagher LLP
 Young Conaway Stargatt & Taylor LL

U.S Trustee Office for the District of Delaware

Attix, Lauren
 Bates, Malcolm M.
 Casey, Linda
 Cudia, Joseph
 Dice, Holly
 Dortch, Shakima L.
 Fox, Timothy J., Jr.
 Girello, Michael
 Green, Christine
 Hackman, Benjamin
 Jones, Nyanquoi
 Konde, Hawa
 Leamy, Jane
 Lipshie, Jonathan
 McCollum, Hannah M.
 McMahon, Joseph
 Nyaku, Jonathan
 O'Malley, James R.
 Richenderfer, Linda
 Schepacarter, Richard
 Serrano, Edith A.
 Sierra-Fox, Rosa
 Thomas, Elizabeth
 Vara, Andrew R.

Wynn, Dion

U.S. Utilities

Atmos Energy Corp.
Bowling Green, City of (OH)
Columbia Gas of Ohio Inc.
Consumers Energy
DTE Energy Co.
GFL Environmental Inc.
Lewisburg Electric System (TN)
Lewisburg Water & Wastewater (TN)
Lewisburg, City of (TN), Gas Department
PES Energize
Pulaski Natural Gas (TN)
Shelbyville Power System
Southfield, City of (MI)
United Communications
Waste Management Inc.

Unions

Associazione Quadri e Capi FIAT Rinati
Barberà Del Valles
Changchun Marelli Automotive Lighting
System Co. Ltd. Labor Union
Comisiones Obreras Palencia
Comisiones Obreras Santpedor
Confederación De Trabajadores De México
(CTM)
Confederación Revolucionaria De Obreros Y
Campesinos (CROC)
Confederation Francaise de l'Encadrement -
CFE-CGC
Confederation Francaise Democratique du
Travail
Confederation Francaise des Travailleurs
Chretiens
Confederation Generale du Travail
Federazione Impiegati Operai Metallurgici -
CGIL
Federazione Italiana Metalmeccanici - CISL
Federazione Italiana Sindacati Metalmeccanici e
Industrie Collegate - CONFISAL
Federazione Nazionale Dirigenti Aziende
Industriali
GMB - Britain's General Union
Industriegewerkschaft Metall
Labour Union of Marelli (Thailand) Co. Ltd.
Llinars Del Valles
Marelli (Guangzhou) Corporation Dalian Branch
Labor Union
Marelli (Guangzhou) Corporation Labor Union

Marelli (Guangzhou) Corporation Zhengzhou
Branch Labor Union
Marelli (Xiangyang) Corporation Labor Union
Marelli Aftermarket Spain S.L.U.
Marelli Automotive Chassis System
(Guangzhou) Co. Ltd. Labor Union
Marelli Automotive Components (Wuhu) Co.
Ltd. Labor Union
Marelli Automotive Components (Wuxi)
Corporation Labor Union
Marelli Automotive Electronics (Guangzhou)
Co. Ltd. Labor Union
Marelli Automotive Lighting (Foshan) Co. Ltd.
Labor Union
Marelli China Holding Company Labor Union
Marelli Engineering (Shanghai) Co. Labor
Union
Marelli Fukushima Corp.
Marelli Global Business Services Europe s.r.o.
Marelli Iwashiro K.K.
Marelli Kechnec Slovakia s.r.o.
Marelli Kyushu K.K.
Marelli Powertrain India Pvt. Ltd. Works
Committee
Marelli Powertrain Slovakia s.r.o.
Marelli R&D Co. Labor Union
Marelli UM Electronic Systems Pvt. Ltd.
Marelli Workers Union
Miedzynakladowa Organizacja Związkowa
NSZZ "Solidarnosc"-80 w Sosnowcu
Miedzynakladowa Organizacja Związkowa
NSZZ Pracownikow FCA Poland SA i Spolek
Miedzynakladowa Organizacja Związkowa
NSZZ Solidarnosc FCA Poland SA
Miedzynakladowy Związek Zawodowy "Auto"
National Union of Transport Equipment &
Allied Industries Workers
NSZZ Solidarnosc – Biuro Terenowe Zarządu
Regionu Slasko-Dabrowskiego
Odborova organizacia Magneti Marelli
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Betim
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Bh E Contagem
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Campinas, Hortolândia E Região

Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Jaguaríuna, Amparo E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Lavras E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Mauá, Santo André E Ribeirão Pires
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Resende E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Varginha E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico No
Estado De Pernambuco
Sindicatul IT Timișoara (SITT)
Smata - Sindicato De Mecânicos Y Afines Del
Transporte Automotor De La República
Argentina
Turk Metal Sendikası
Unione Generale del Lavoro Metalmeccanici
Unione Italiana Lavoratori Metalmeccanici -
UIL
Unite the Union Llanelli
Zakladna organizacia OZ KOVO KOSIT
Zakladní organizace Odboroveho svazu KOVO
AL Jihlava
Zakladní organizace Pro Libertate - DPMLJ
Związek Zawodowy "Metalowcy" Marelli
Sosnowiec Poland
Związek Zawodowy GT 20&21

Vendors

09 Solutions
3M Poland Sp Z O.O.
A Benevenuta Spa
A. Agrati SpA
Action Agenc Cargas Ltda.
Adecco France SAS
Adecco Spol. SRO
AEA SRL
Agenzia Delle Dogane
Air Liquide Italia Service SRL
Airgas USA LLC
Alfa Plastik AS
Alicon Castalloy Ltd.
Alimaq SA De CV
AlixPartners LLP

Allworks SRO
Alpha Corp.
Alten Italia SpA
American Mitsuba CME Corp.
AML Automotive Active Modules
AMS
AMS Technologies AG
AMS D Enterprise
AMS Instrumentacion y Control
AMS Factory Automation de Mexico
Anaqua Services Inc.
Anchor Bay Packaging De Mexico S de RI de
CV
Antala Industria SL
Aon Advisory & Solutions SRL
Aon SpA Insurance & Reinsurance Brokers SB
Aptiv Manufatura e Servicos De Distribuicao
Ltda. (Brazil)
Aptiv Services Italia SRL
Arcese Trasporti SpA
Arias Logistics Inc.
Arriva Italia Srl
Artax Srl
Artron Suzhou Co. Ltd.
Arup Alu-Rohr Und Profil Gmbh
Arvedi Metalfer do Brasil SA
Arvin Sango Inc.
Asia Shipping Transportes
Associated Spring Brl Ltda.
Associated Spring Mexico SA
AU Optronics Corp.
Aubay Italia SpA
Aures Sp. ZOO
Autocam Do Brasil Usinagem Ltda.
Automotive L. Malaysia Sdn. Bhd.
Avnet Co. Ltd.
Avnet Europe Comm. VA
Avnet KK
Avnet Technology Hong Kong Ltd.
Avon TSA Ltd.
Åžengãœzel Tur Otomotã°V Tã°C.San.Ltd.Åž
Baier & Michels Srl
Baker & Mckenzie Abogados SC
Banco Santander Brasil SA
Bandeirantes Deimar Logística Integrada SA
Baolong Salzgitter (Anhui) Hydroforming
Basell Poliolefinas Ltda.
BASF Corp.
BASF Maroc SA
BASF Spol. SRO
BBP Kunststoffwerk

Behr Hella Thermocontrol (Shanghai)
 Beijing Zhongyong Auto Parts Co. Ltd.
 Ber-Nak Turä°Zm Teks. Nak.Gida San.T
 Bestex Kyoei Corp.
 Bianchin e Poli SRL
 Bielsko Logistics Sp. Z O.O.
 Biesterfeld Plastik Ticaret AS
 Bifrangi SpA
 Bilplast SA
 Bizlink Tech Inc.
 BMW AG
 BOC Ltd.
 Boellhoff Verbindungstechnik GmbH
 Bollhoff Inc.
 Bollhoff SA De CV
 Borromini Srl
 Bosch Automotive Parts (Changsha) Co. Ltd.
 Bose Automotive LLC
 Bouverat Industries SA
 Brovedani SpA
 Bulk Molding Compounds Do Brasil Industria
 de Plasticos Reforcados Ltda.
 Buzz Oates Management Services
 C&J Tech Alabama Inc.
 C.H. Robinson Global Forwarding
 C.H. Robinson Worldwide Inc.
 Cadence Design Systems Srl
 Caixa Economica Federal
 Capgemini Italia SpA
 Caproni Joint Stock Co.
 Capstone Fabrication LLC
 Care Insumos Industriales SA De CV
 Celanese Sales Germany GmbH
 CEMIG Distribuição SA
 Cemm Thome SK S.R.O.
 Cesta Basica Brasil Comercio De Alimentos
 Ltda.
 Ceva Ground Logistics Poland Sp. Zoo
 Ceva Ground Logistics Slovakia SR
 Ceva Logistics Espana SLU
 Changchun Century Square
 Changchun Faway Gaoxinautomotive
 Changchun Lihe New Material Co. Ltd.
 Changchun Tianlong
 Chep Italia Srl
 Chien Tai Industry Co. Ltd.
 Chin Poon (Changshu) Electronics Co.
 China Circuit Technology (Europe) GmbH
 China Post Express & Logistics Co.
 China Tool JV IMS LLC
 Chin-Poon (Changshu) Electronics Co. Ltd.

Chin-Poon Industrial Co. Ltd.
 Chongqing Chaoli Electric Appliance Co. Ltd.
 Chongqing Chaoli Electric Co. Ltd.
 Chrono Express Srl
 Cia Paulista Forca
 CIE Compiegne SAS
 CIE Plasty CZ SRO
 CIE Unitools Press AS
 Clamason Slovakia SRO
 Clydesdale Engineering Ltd.
 CMC SRL
 CMK Corp.
 CMS SpA
 CoFap Cia Fabricadora De Pecas Ltda.
 Cogeme Precision Parts India Pvt. Ltd.
 Coko-Werk Polska Sp. ZOO
 Comau SpA
 Comec Italia Srl
 Costantin Innovation SRL
 Covestro GmbH
 Covestro International SA
 Cowwin Tech Co. Ltd.
 CRF Soc. Consortile Per Azioni
 CTC Externalizacion SLU
 Dafen Warehousing Solutions Ltd.
 Dalian Demaisi Precision Technology Co. Ltd.
 Dalian Handao Crescent Precision Machinery
 Co. Ltd.
 Danyang Tianchen Automotive Parts
 Dbm Reflex Enterprises Inc.
 Debony Usinagem De Precisaio Ltda.
 Delphi Packard Electrical Electronic
 Architecture
 Delta Electronics (Thailand Pcl.)
 Delta Electronics (Thailand) Public
 Demgy Fagaras Srl
 Demoautoplast SRO
 DHL Express (Italy) Srl
 DHL Express (Slovakia) Spol. SRO
 DHL Global Forwarding Sp. Zoo
 DHL Metropolitan Logistics SC Mexico SA de
 CV
 Diamond (Beijing) Machinery Co. Ltd.
 Diodes Zetex GmbH
 Dioma SRL Soc. Unipersonale
 Discharge Precision Processing Laboratory
 DM Control SA De CV
 DN Automotive Italy Srl Unipersonal
 DN Automotive Poland Sp. Z O.O.
 Doduco Technical Solutions GmbH

Dongguan Zhusheng Precision Metal
 Technology Co. Ltd.
 DS Schiavetto & CIA Ltda.
 Dumarey Powerglide Strasbourg
 Easy Solution Logistica Ltda.
 Easyflyers Logistics Ltd.
 Easyflyers Logistics Ltd. (Sin R)
 EBS Elettronica Srl
 Eccim Metalurgica Ltda.
 Edenred Mexico SA De CV
 EDF Entreprises
 Edison Next Poland Sp. Zoo
 EDM S de RL de CV
 Ehlebracht Slowakei SRO Michalovce
 Eion Srl
 Ejot Gmbh & Co. KG Kunststofftechnik
 Verwaltungsgesellschaft Mbh
 Ekol Transport AS
 Elektromet Makä°Na San.Tä°C.Ltd.Åžtä°.
 Elin Electronics Ltd.
 Elmos Semiconductor AG
 ELNA Co. Ltd.
 Eloy Coguetto Usinagem de Precisão
 ELTEK SpA
 Elvac AS
 Elvac USA LLC
 Embalatec Industrial Ltda.
 EMCN (Shanghai) Co. Ltd.
 Enfu Commercial (Shanghai) Co. Ltd.
 Engineering D.Hub SpA
 Ennovi Advanced Mobility Solutions New
 Jersey Inc.
 Eptix Electronics Inc.
 Equipements Scientifiques SA
 Essex Srl
 Essex Germany Gmbh
 ETAS Gmbh Branch In Italy
 E-Tooling Ltd.
 Eurocir SA Euro
 Europartners Mexico SA de CV
 Euroscatola SpA
 EVCO Plastics de Mexico S de RL De CV
 Everbrite Technology Co. Ltd.
 Evolution Logistics Corp.
 Exel Inc.
 Exel Inc. DbA DHL Supply Chain Us
 Exzone Precision Engineering Sdn. Bhd.
 FA Krosno SA
 Fagor Ederlan S. Coop.
 Faist Componenti SpA
 FAM Srl

Faurecia Sistemas De Escape Portugal Lda.
 FCA Partecipazioni SpA
 FCA Poland Sp. Z O.O.
 Fergusons Transport Ltd.
 Fideicomiso Maestro Irrevocable De
 Administracion CIB/4254
 Filostamp SRL
 Fischer Stainless Steel Tubing Uruguay SA
 Fischer Tubtech SA de CV
 Fitech Sp. Zoo
 Flash BV
 Fleetwood Metal Industries Inc.
 Flexfab LLC
 Flexible And Green Mechatronics Solutions Srl
 Flexider Automotive Brasil Ltda.
 Flexider Poland Spolka Zoo
 Florence Consulting Group Srl
 Fluortech Industria e Comercio Ltda.
 FM Coatings Ltd.
 Ford-Werke Gmbh
 Foresight Mexico Co. Ltd. S de RL de CV
 Formula Plastics Ltd.
 Foshan Dongyang Automotive Parts Co. Ltd.
 Foshan Rike Heat Resistant Materials Co. Ltd.
 Foundry Alfe Chem Srl
 Fu Yu Corp. Ltd.
 Fuji Press Corp.
 Fujichem Sonneborn Ltd.
 Fukuai Technology Co. Ltd.
 Futaba Corp.
 Future Electronics Corp.
 Future Electronics Inc.
 Galvanoplast Bohemia SRO
 Galvanotechnik SpA
 Gebruder Weiss Sdn. Bhd.
 General Auto SRL
 Gentherm (Dalian) Co. Ltd.
 Gerdau SA
 Gervasoni SpA
 GGB Brasil Industria de Mancais e
 Componentes Ltd.
 GI Group SpA
 GK 108 Industrial de Partes de Auto
 GLM Components Mexico SA de CV
 Globkon CZ SRO
 Gotec Plastics Gmbh
 Governo do Parana Secretaria De Estado Da
 Fazenda
 Gran Sapore Br Brl SA
 Grifal SpA
 Guangdong East-Asia Co. Ltd.

Guangdong Johnson Electric Co. Ltd.
 Guangdong Kaidaxing Plastic Mold Co. Ltd.
 Guangdong Senxia Automotive Technology Co. Ltd.
 Guangzhou Haitian Plastics Co. Ltd.
 Guangzhou Hengshang Property Co. Ltd.
 Guangzhou Hongli Display Electronics Co. Ltd.
 Guangzhou Inabata Trading Co. Ltd.
 Guangzhou Iwatani Trading Co. Ltd.
 Guangzhou Nagase Trading Co. Ltd.
 Guangzhou Nansha Pingdai Automobile Industry Park Co. Ltd.
 Guangzhou Youcheng Co. Ltd.
 Guarnizioni Industriali Srl
 Gultech Wuxi Electronics Co. (HK) Ltd.
 GVA Grimley Ltd.
 GVS BRL Ltda.
 HAC Packaging LLC
 Hairam Industria e Comercio Auto Pecas Ltda.
 Hangzhou Yusei Import & Export Co.
 Harison Toshiba Lighting (USA) Inc.
 HB Fuller Austria Gesmbh
 Hefei High-Tech Co. Ltd.
 Hella Do Brasil Automotive
 Hella Kgaa Hueck & Co.
 Helvoet Rubber & Plastic
 Henderson Stamping & Production Inc.
 Henkel (China) Investment Co. Ltd.
 Henkel AG & Co. Kgaa
 Henkel Belgium NV
 Henkel Ltda.
 Heritage Products Inc.
 Hirosawa Automotive Trim USA Co.
 Hirose Electric Co. Ltd.
 Hirose Electric Europe BV
 Hitachi Astemo Co. Ltd.
 Hoe Corp.
 Hofmann Maschinen- Und Anlagenbau
 Hollen SRO
 Honda Trading Brasil Ltda.
 Hosiden Besson Ltd.
 HPFS
 Huafeng Aluminum Japan Co., Ltd.
 Huanuowei Automotive Parts (Dalian) Co., Ltd.
 Hubei Huazhong Changjiang Photoelectric Technology Co. Ltd.
 Hubei Liangcheng Auto Parts Co. Ltd.
 Hubei Xinhe Bell New Materials Co. Ltd.
 Idemia France SAS
 IDI Composites International Europa
 IDI Composites Internazionale

IHS Markit Global SARL
 IMI China (Jiaxing) Co. Ltd.
 Industria e Comercio de Produtos Industria Mecanica e Plasticos Gabb
 Industria Metalurgica Max Del Ltda.
 Inevo Srl
 Infineon Technologies Asia Pacific
 Inova Industria De Matrizes Ltda.
 Integral Accumulator KG
 Integrated Micro-Electronics Bulgaria
 Integrity Tool & Mold Inc.
 Intesa Sanpaolo SpA
 Invenio Sp. ZOO
 IPE Precision Machinery Ltd.
 Irfan Plastic & Mold Industry Trade Inc.
 Iscot Italia SpA
 Ishihara Mfg Co. Ltd.
 Iskra Mehanizmi DOO
 Italmetal Sp. ZOO
 ITD Solutions SpA
 ITW Fastener Products GmbH
 Ivict Europe GmbH
 Iwata Bolt Co. Ltd.
 Izcan Automotive Import Export Industry Trade
 Japan Molex LLC
 JAS Forwarding (USA) Inc.
 JAS Forwarding De Mexico (Sin Ret)
 JAS Worldwide Poland Sp. ZOO
 Jenks & Cattell Engineering Ltd.
 JFC Packaging de Mexico S de RL De CV
 Jiangsu Guangqian Electronics Ltd.
 Jiangsu Jiazhirui Electronic Technology Co. Ltd.
 Jiangsu Runhong Precision Plastic Machinery Technology Co. Ltd.
 Jiangsu Xingke Precise Modeling
 Jiazheng Construction Technology
 John McGavigan Ltd.
 Johnson Electric North America Inc.
 Johnson Matthey (China) Trading Co. Ltd.
 Johnson Matthey Dooel Skopje
 Jones Day
 Jotaeme Fitafer I Met Ltda.
 Junior Flex Industria e Participaco
 Kaifeng Guangjia Automotive Trim Co. Ltd.
 Kartesis Slovakia
 KDF Distribution (Shanghai) Co. Ltd.
 Keboda Technology Corp.
 Kensetsu Rubber Co. Ltd.
 Kingfa Sci. & Tech. Co. Ltd.
 Kintetsu World Express UK Ltd.
 Koller-Craft South

Konig Metall GT SRL
 Kostal Kontakt Systeme Gmbh & Co. KG
 Kravsovo AP CZ SRO
 Kromberg & Schubert Mexico LE S de RL de CV
 Kumpulan Wang Simpanan Pekerja
 Kunshan Jinyun New Materials Technology Co. Ltd.
 Kunshan Kersen Science & Technology Co. Ltd.
 Lacks Exterior Trim Systems LLC
 Lacroix Electronics Poland Sp.Zoo
 Lahser Holdings LLC
 Lane Clark & Peacock LLP
 Lanzi Srl
 Launch Italy Srl
 Lear Corp. Gmbh & Co. KG
 Leoni Wiring Systems Inc.
 Lewisburg Electric System
 Lexington Realty Trust
 LG Display America Inc.
 LG Innotek Co. Ltd.
 Lim Otomotiv Ticaret Ltd. STI
 Lloyd & Jones Engineering TA Proctor
 Logi Service SCRL
 Logistica Arrendamiento DMT SA De CV
 Lorenz Kunststofftechnik Gmbh
 Lotes Co. Ltd.
 Lotte Chemical Magyarorsz g Kft.
 LPR Srl
 LS Automotive Qingdao Corp.
 LS Technology SRO
 Lubricantes De America SA de CV
 Lumileds Hong Kong Co. Ltd.
 Lumileds Italy SRL
 M&G Assessoria Logistica Aduaneira
 M&T Insieme SRO
 MA Srl
 Mahle Aftermarket Gmbh
 Mahle Aftermarket Italy Srl
 Manage Now Gmbh
 Manaut Design SRO
 Mandrion SL
 Mankun Technology Ltd. Co.
 Manpower
 Maosen Precision Metal (Suzhou) Co. Ltd.
 Maosheng Automotive Parts (Dalian) Co. Ltd.
 Mapal Italia Srl
 Mapal Narzedzia Precyzyjne Spolka zoo
 Marcegaglia Carbon Steel SRL
 Marcegaglia SpA
 Marquardt Gmbh

Marubun Corp.
 Mascarin Stampi SRL
 Materials Group LLC, The
 MAX-MAR Marcin Burzynski
 MCE SRL
 MD Group SA
 Melexis Technologies NV
 Melton Machine & Control Co.
 Mercomolas Industria De Molas Ltda.
 Mespro SRO
 Metal Stamp Industria e Comercio Ltd.
 Metalgavano Plastics Finishing Srl
 Metalsolution Sp. Zoo.
 Metalurgica Formigari Ltda.
 Metaseval
 Metlife M  Mexico SA de CV
 Metlife Mexico SA
 Metokote de M  Mexico SA de CV
 Meunidec
 Mevis Slovakia SRO
 MGM Robotics Srl
 Mi- King Ltd. (CES)
 Mi- King Ltd. (CP)
 Micro Mega Elettronica SRL
 Microchip Technology Inc.
 Microchip Technology Ireland Ltd.
 Minebea Mitsumi Shanghai Trading Ltd.
 Mininni SRL
 Minth Asia Pacific Co. Ltd.
 Mitsubishi Chemical Corp.
 Modellbau Robert Hofmann GmbH
 Moduli Elettronici e Componenti SpA
 Molex (China) Investment Co. Ltd.
 Molex Interconnect GmbH
 Mollificio ISB SRL
 Momentive Performance Materials GmbH
 Mondragon Assembly Do Brasil
 Mopla SRL
 Motherson Sumi Systems Ltd.
 Motherson Sumi Wiring India Ltd.
 Movincar SpA
 MPE Srl
 MS Ambrogio SpA
 Mside SRO
 Mubea De M  Mexico S de RL de CV
 Murata Co. Ltd.
 Murata Electronics North America Inc.
 Murata Electronics Trading (Shanghai)
 Murata Manufacturing Corp.
 Mytex Polymers US Corp.
 Nakamura Industries Co. Ltd.

Nakashin Co. Ltd.
 Nantong Docharm Amphenol
 NASG Mexico LLC
 NASG Tennessee South LLC
 NDK Europe Ltd.
 NDR SRL
 Neaton Rome Inc.
 Neko Klima
 Nexion SpA
 Nexperia BV
 Nexty Electronics Corp.
 NGK Europe GmbH
 Nichia America Corp.
 Nicma Facility SpA
 Nidec Corp.
 Nifco Corp.
 Ningbo Advancing Mechanical Parts Co. Ltd.
 Ningbo Asiaway Automotive Components Co. Ltd.
 Ningbo Huaxiang Imp.& Exp. Co. Ltd.
 Ningbo Jinghua Electronics Technology Co. Ltd.
 Ningbo Longyuan Co. Ltd.
 Ningbo Xusheng Auto Technology Co. Ltd.
 Nishi Shoji Co. Ltd.
 Nissan Trading Co. Ltd. (Steel Division)
 NMB Italia Srl
 Nok Corp.
 Northgearinso Brazil Informatica
 Novaerum Automotive Sarl
 Novalux Europe GmbH
 Novametal Brl Ltda.
 Novatec Diseã±O E Industrializaciã³N
 Novatec Leon SA de CV
 NPO Sistemi Srl
 NTT Data Italia SpA
 Nuvia A.S
 OCS Moulds SRL
 Ompak Oluklu Muk.Ambalaj Ltd.Åžtã°.
 OneStream Inc.
 Optoflux GmbH
 Orora Packaging Solutions
 Oskar Ruegg AG
 Oskar Ruegg Mexico Srl de CV
 Osram Comercio De Soluã±.Ã•Es De Ilumi
 Pacific Rim Capital Inc.
 Panasonic Automotive & Industrial Systems Europe GmbH, Organizacna Zlozka
 Panasonic Industrial Marketing & Sales Co. Ltd.
 Panmeccanica SRL
 Pantel-Elektronik AG

Parker Hannifin Industria e Comercio Ltda.
 Patrone e Mongiello SpA
 Patrone e Mongiello Srl
 Pecha, Zdenek
 Perbadanan Pembangunan Pulau Pinang
 Perfiles De La Rioja SA
 Performance Solutions Do Brasil Comercio de Polimeros Ltda.
 Petex Jihlava SRO
 Petronas Lubricants (India) Pvt. Ltd.
 Petronas Lubricants Italy SpA
 Petronas Lubricants Poland Sp.
 Petronas Lubrificantes Brasil SA
 PGL Prime Agenciamento De Carga Ltd.
 PGNiG Obrot Detaliczny Sp. Zoo
 Pialex Corp.
 Piemonte Locativa SA
 Piolax Corp.
 Piovan Mexico SA de CV
 PJT Partners LP
 Plast Met Automotive Systems Sp. Zoo
 Plastika AS
 PMP Srl
 Politecnico Di Torino, Dipartimento di Ingegneria Meccanica e Aerospaziale
 Polplastic SpA
 Posco AAPC LLC
 Posco MPPC SA De CV
 PRD Inc.
 Present SpA
 Pricewaterhousecoopers Business Services
 Pro-Cars Sp. Zoo SK
 Proma Industries Ltd.
 Proteccion Tecnica Premier SC
 Provisiontrade-kovo SRO
 Public Packages (NT) Sdn Bhd
 Pucktechnik Srl
 Pulaski Electric Water & Gas
 PwC Advisory LLC
 PXI Auto Components (Suzhou) Co. Ltd.
 Qualcomm Technologies Inc.
 Quaser Srl
 Raben Logistics Polska Sp. Zoo
 Rabyte Pte. Ltd.
 Radici Novacips SpA
 Radici Plastics Ltda.
 Rahm GmbH
 Randstad NV
 Rayben Technologies (Zhuhai) Ltd.
 Raytech Industria E Comercio De Maq
 Red Spot de Mexico SA de CV

Remarkplast SRO
 Renesas Electronics America Inc.
 Reply SpA
 Rheteck LLC
 Ri.Co. Srl
 Ricor North East Ltd.
 Robert Bosch Gmbh
 Robert Bosch Ltda.
 Rohm Gmbh Sucursal En Espana
 Romwell Gmbh & Co. KG
 Rosenberger Asia Pacific Electronic Co. Ltd.
 RSD Pressings Ltd.
 RTR LLC
 Saber Foundation Innovation Plastic
 Sabic Innovative Plastics US LLC
 SADA Transportes Armazenagens Ltda.
 Sakaiya Corp.
 Salesforce.com Italy SRL
 Salzgitter Hydroforming Gmbh
 Samsung Electro-Mechanics (Shenzhen) Co. Ltd.
 San Hua Development Co. Ltd.
 Sandhar Technologies Barcelona SL
 Sanpou Seiko Co. Ltd.
 Sansin Manufacturing of Tennessee Inc.
 Santomas Sdn Bhd
 Santos Brasil Participacoes SA
 Sanyo Denki (Wuhan) Co. Ltd.
 Sasano Max Co. Ltd.
 SBE Varvit SpA
 Schenker Deutschland AG
 Scheuermann + H Brasil Tec Pec Est Dob Mol Ltd.
 Sea Link Die Casting (Kunshan) Co. Ltd.
 Secretaria De Finanzas Y Administracion Del Estado de Chihuahua
 Senai
 Senior UK Ltd. T/A Senior Flexonics
 Sernet SpA
 Service Key SpA
 SFC Koenig Gmbh
 SGF Süddeutsche Gelenkscheibenfabrik GmbH & Co. KG
 Shandong Nexteer Automotive Lubricants Co. Ltd.
 Shandong Goldencell Electronics Technology Co. Ltd.
 Shanghai Huafeng Aluminum Co. Ltd.
 Shanghai Lian Nan Auto Accessories
 Shanghai Xiudro Automation Equipment Co. Ltd.

Shantou Goworld Technology Co. Ltd.
 Shelbyville Power Water & Sewerage Systems
 Shell Italia Oil Products SRL
 Shenzhen Acuway Molds Ltd.
 Shenzhen Heshenghang New Material Technology Co. Ltd.
 Shenzhen Minsheng Gefco Logistics
 Shenzhen Poleda Investment Co. Ltd.
 Shenzhen Yiqun New Material Co. Ltd.
 Shin-Etsu Polymer Europe BV (Shin-E)
 Shinko Shoji Co. Ltd.
 Shoji Manufacturing Corp.
 SI Express Servizi Integrati SRL
 Si Vale Mexico SA de CV
 Siam Calsonic Co. Ltd.
 Siemens Industry Software Gmbh
 Siemens Industry Software Inc.
 Simpson Thacher & Bartlett LLC
 Siram SpA
 Sirion SRL
 SJM Flex SA (Pty) Ltd.
 Sjmflex De Mexico S de RL de CV
 SKF USA Inc.
 Slotter Industria de Embalagem Ltda.
 Smart Automotive SRO
 Smart Manufacturing Solutions Ltd.
 Snop Automotive Italy Srl
 Sofra Yemek Üretim ve Hizmet
 Sogo SpA
 Solero Technologies Prostejov SRO
 Solvera Gawel Technology SA
 SPEA SpA
 SPJ Espejos y Cables Para Automocio
 SPP CZ AS
 Springfix Hungary Kft
 SSI Schaefer Systems International Pte Ltd.
 Stamplavras Industria e Comercio de Pecas Metalicas e Plasticas Ltda.
 Stamptec Industria e Comercio De Pecas Estampadas Ltda.
 Starteam Global Germany Gmbh
 State Grid Jiangsu Electric Power Co. Ltd. Wuxi Power Supply Branch
 STMicroelectronics Asia Pacific Pte. Ltd.
 Sunlit Industries Co. Ltd.
 Suzhou Industrial Park
 Suzhou Lingfu Aluminum Co. Ltd.
 SZP Plast Industries Sp. Zoo Sp.K
 TA America Corp.
 Tadesan SL
 Taes Sro

Taiyo Yuden Co. Ltd.
 Taizhou Xinteng Oil Pump Co. Ltd.
 Talent Solutions SRO
 Tangerang Automotive City
 Tata Elxsi Ltd.
 Tata Technologies Inc.
 Tatsuta Chemical Co. Ltd.
 Tauron Dystrybucja Spolka Akcyjna
 Tauw Italia Srl
 TE Connectivity Electronics Spain S
 TE Connectivity Italia Distribution
 TE Connectivity Solutions GmbH
 Technical Sealing System Poland Sp. Zoo
 Tekmart Integrated Manufacturing Services
 Teknia Kalisz Sp. Zoo
 Telecom Italia SpA
 Tenaga Nasional Berhad
 Tenneco Sistemas Automotivos Ltda.
 Termaco Terminais Mar de Containers e Serv
 Aces Ltda.
 Termaco Terminais Marítimos de Containers e
 Serviços Acessórios Ltda.
 Tesoreria De La Federacion
 Tex Fibras Industria e Comercio de
 Componentes Para Escapamento Automotivo
 Ltda.
 Texas Instruments Southeast Asia Pte Ltd.
 Thyssenkrupp Brasil Ltda.
 Thyssenkrupp Presta Chemnitz GmbH
 Tianjin Sanhuan Lucky New Materials Inc.
 Tianma Micro-Electronics Co. Ltd.
 TMW Corp.
 Tokai Kogyo Co. Ltd.
 Toledo Tool & Die Co. Inc.
 Tomihisa Wireless Electric Co. Ltd.
 Torneria Serra SRL
 Toshin Corp.
 To-Top Electronics (Shenzhen) Co. Ltd.
 Tottser Tool & Manufacturing Inc.
 Tottser-Iroquois Industries LLC
 Toyota Motor Corp.
 TPM Srl
 TR Fastenings Ltd.
 TR Italy SpA
 TRA Technology Robot Automation
 Trafime SpA
 Transfer International Staff KS
 Transmec de Bortoli Group
 Transportadora Norte De Chihuahua SA
 Transportation Solutions Group LLC

Transporte Empresarial, Escolar y Empresarial
 Toluca
 Transportes Translovato Ltda.
 Trend Kurumsal Hizmetler AS
 Trinity Mfg S de RL de CV
 Tubopartes Conformacao De Metais Ltda.
 Tugcelik Aluminyum Ve Metal Mamulleri
 Sanayi Ve Ticaret AS
 Tyco Electronics (Shanghai) Co. Ltd.
 UACJ Extrusion Czech SRO
 Unicorn Electronic (Shenzhen) Co. Ltd.
 Unifrax Brl Ltda.
 Unifrax Emission Control
 Unifrax I LLC
 Unigel Plasts SA
 Unimed Campinas Cooperativa De Trabalho
 Medico
 Unimed Lavras Cooperativa Trabalho Medico
 Universal Scientific Industrial Co. Ltd.
 Universal Wuhu Industrial Co. Ltd.
 Used Car Locadora De Veiculos Ltda.
 Usinas Siderurgicas De Minas Gerais SA
 Vacuum Process Material LLC
 Valeo Comfort Driving Assistance Systems
 (Guangzhou) Co. Ltd.
 Valeo Sc2N
 Vector Italia Srl
 Verlan SA
 VIA Optronics GmbH
 Vibe Recruit Ltd.
 Vibracoustic Spain Sau
 Vishay Americas Inc.
 Vishay Intertechnology Asia Pte. Ltd.
 Vitesco Automotive Changchun Co. Ltd.
 Vitesco Technologies (Changchun) Co. Ltd.
 Vitesco Technologies Czech Republic
 VSP-KOVO SRO
 Wai Chi Opto Technology (Shenzhen) Ltd.
 Wenton Industrial Equipment (Jiangsu) Co. Ltd.
 Wetzel SA
 WeWork Italy SRL
 White Martins Gases Industriais Ltda.
 Wilhelm Plastic GmbH & Co. KG
 Wintech Inc.
 Witzemann Brl Ltd.
 Woodpel Industria De Embalagens Ltda.
 Wuhan Guangjia Automotive Trim Co. Ltd.
 Wuhan Kotei Informatics Co. Ltd.
 Wuhan Mingke Precision Automotive Parts Co.
 Ltd.
 Wuhu Changxiang Rubber & Plastic Co. Ltd.

Wuhu Haoxin Auto Parts Co. Ltd.
Wuhu Jinyi Machinery Co. Ltd.
Wuhu Pengxiang Packaging Material
Wuxi Gongxin Human Resources Service Co.
Ltd.
Wuxi Kede Packaging Co. Ltd.
Wuxi Luhang Shitong Supply Chain
Management Co. Ltd.
Wuxi Norman Automotive Electronics
Technology Co. Ltd.
Xiangyang Baojinshan Hardware Products Co.
Ltd.
Xinglu International Trade (Shanghai) Co. Ltd.
Xiuzhuo Automation Equipment (Hubei)
XPO Transport Solutions Italy SRL
Yantai Shijie Automotive Parts Co. Ltd.
Yantai SJM Co. Ltd.
Yazaki Corp.
Yazaki North America Inc.
Yijin Xiangyang Industrial Co. Ltd.

YSP Corp.
Zannini Poland Sp. Zoo
Zeibina Kunststoff-Technik
ZF Automotive Italia SRL
ZF Chassis Technology Sa De CV
ZF Friedrichshafen AG
ZF Lemforder TLM Dis Ticaret Ltd. St.
ZF Sachs Italia SpA
Zhejiang Century Huatong Automotive Parts
Co. Ltd.
Zhejiang Saihao Industrial Trade Co. Ltd.
Zhejiang Simtek Auto Electronic Co. Ltd.
Zhengzhou Zhuoda Automotive Parts
Manufacturing Co. Ltd.
Zhongli North America Inc.
Zhuhai Xinhao Precision Engineering
ZKH Industrial Supply Co. Ltd.
ZKW Lichtsysteme GmbH
Zollner Elektronik Gyártó és Szolgáltató
Korlátolt Felelősségű Társaság

EXHIBIT B

Parties-in-Interest Noted for Court Disclosure

Relationships in Matters Related to These Proceedings

None

Relationships in Unrelated Matters - Current

Debtor Restructuring Professionals

Kirkland & Ellis LLP
Nishimura & Asahi LLP
Pachulski Stang Ziehl & Jones LLP

[Confidential]

[Confidential]

Known Affiliates - JV

Leddartech Inc.

Insurance

Ace American Insurance Co.
Ace Property & Casualty Insurance Co.
AIG
Allianz Global Corporate & Specialty SE
Allianz Global Risks US Insurance Co.
Allianz Insurance PLC
Allianz SE
Aon SpA
Chubb European Group
Chubb Ltd.
Endurance Assurance Corp.
Federal Insurance Co.
HDI Global SE
Illinois Union Insurance Co.
National Union Fire Ins. Co. of Pittsburgh PA
Starr Indemnity & Liability Co.
Zurich American Insurance Co.
Zurich Insurance Co. Ltd.

**Banks-Lender-UCC Lien Parties-
Administrative Agents**

Aozora Bank Ltd.
Aozora Loan Services Co. Ltd.
Deutsche Bank AG
MBK Partners
Mizuho Financial Group Inc.
Norinchukin Bank, The
Polus Capital Management Limited
Strategic Value Partners

Customers

BMW Group
BMW Group International
[Confidential]
Honda Motor Co. Ltd.
Mercedes-Benz Group AG
[Confidential]
Nissan Motor Co. Ltd.
Nissan USA
[Confidential]
[Confidential]
Stellantis Group
[Confidential]
[Confidential]
Tesla Motors Inc.
Volkswagen AG
[Confidential]

Litigation

AMD Inc.
BMW Group
Broadcom Inc.
Daimler AG
Ford Motor Co.
General Motors Co.
Huawei Technologies Co. Ltd.
Malikie Innovations Ltd.
Mercedes-Benz Group AG
Neo Wireless LLC
Renault Group BV
Stellantis Group
Suzuki Motor Corp.
Volkswagen AG

Factoring Counterparties

[Confidential]
[Confidential]

Material Contract Counterparties

Qualcomm Technologies International Ltd.

Official Creditors' Committee Attorneys

Morris James LLP

Paul Hastings LLP

Official Creditors' Committee Members

Covestro LLC

Johnson Matthey Plc

Nissan North America, Inc.

Robert Bosch LLC

Official Creditors' Committee Members' Attorneys

Foley & Lardner LLP

Saul Ewing LLC

Ordinary Course Professionals

PricewaterhouseCoopers LLP

Surety & Letters of Credit-Issuers

Aon plc

COFACE SA

Third Party Professionals

Akin Gump Strauss Hauer & Feld LLP

Anderson Mori & Tomotsune

Baker McKenzie

Cole Schotz P.C.

Davis Polk & Wardwell LLP

Hogan Lovells LLP

Houlihan Lokey Inc.

Mayer Brown

Morris James LLP

Morris Nichols, Arsht & Tunnell LLP

Nagashima Ohno & Tsunematsu

Paul Hastings LLP

Paul, Weiss, Rifkind, Wharton & Garrison

Richards, Layton & Finger, PA

Wilkie Farr & Gallagher LLP

Top Unsecured Creditors

Arrow Electronics

BASF

Covestro

Mitsubishi

Nissan

Qualcomm Technologies Inc.

Stellantis

Tesla

Valeo

Wipro Limited

U.S. Utilities

Atmos Energy Corp.

GFL Environmental Inc.

Vendors

Alpha Corp.

Banco Santander Brasil SA

BASF Corp.

BMW AG

Cadence Design Systems Srl

Caixa Economica Federal

CMS SpA

Delta Electronics (Thailand Pcl.)

Delta Electronics (Thailand) Public

Gerda SA

Henkel AG & Co. Kgaa

Intesa Sanpaolo SpA

JAS Forwarding (USA) Inc.

Jones Day

Momentive Performance Materials GmbH

Nidec Corp.

Qualcomm Technologies Inc.

Randstad NV

Robert Bosch GmbH

Robert Bosch Ltda.

Rosenberger Asia Pacific Electronic Co. Ltd.

Schenker Deutschland AG

Simpson Thacher & Bartlett LLC

TE Connectivity Solutions GmbH

Telecom Italia SpA

Toyota Motor Corp.

Vishay Intertechnology Asia Pte. Ltd.

White Martins Gases Industriais Ltda.

Relationships in Unrelated Matters – Former

Customers

[Confidential]

Factoring Counterparties

[Confidential]

Insurance

Ping An Insurance Group Co. of China Ltd.

Litigation

Bell Northern Research

Top Unsecured Creditors

Renesas Electronics

U.S. Utilities

DTE Energy Co.

Vendors

BOC Ltd.

Renesas Electronics America Inc.

Unifrax I LLC

ZF Friedrichshafen AG

EXHIBIT C

Kubo Declaration

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

MARELLI AUTOMOTIVE LIGHTING
USA LLC., *et al.*,¹

Debtors.

Chapter 11

Case No. 25-11034 (CTG)

(Jointly Administered)

**DECLARATION OF SHOTA KUBO IN SUPPORT OF THE APPLICATION
AUTHORIZING THE EMPLOYMENT AND RETENTION OF FTI CONSULTING,
INC. AS FINANCIAL ADVISOR TO THE OFFICIAL COMMITTEE OF UNSECURED
CREDITORS EFFECTIVE AS OF JUNE 27, 2025**

Pursuant to 28 USC Section 1746, Shota Kubo declares as follows:

1. I am Shota Kubo with Tarix Advisory Co., Ltd. I submit this declaration (the “Declaration”) in connection with FTI’s retention in these Chapter 11 cases. Unless otherwise noted, I have personal knowledge of the facts set forth herein.

2. On June 11, 2025, the Debtors commenced these cases by filing voluntary petitions for relief under Chapter 11 of the United States Bankruptcy Code.

3. On July 24, 2025, the Committee filed an application to retain FTI as its Financial Advisor (the “Application”). In support of the Application, FTI filed a declaration (the “Original Declaration”) executed by Mathew Diaz on behalf of FTI in accordance with the applicable sections of the Bankruptcy Code.

4. As set forth in proposed order annexed to the Application, FTI is required to ensure that any independent or third-party contractors perform conflict check and file disclosures as required by the Bankruptcy Code and Bankruptcy Rules.

¹ A complete list of each of the Debtors in these chapter 11 cases may be obtained on the website of the Debtors’ claims and noticing agent at <https://www.veritaglobal.net/Marelli>. The location of Marelli Automotive Lighting USA LLC’s principal place of business and the Debtors’ service address in these chapter 11 cases is 26555 Northwestern Highway, Southfield, Michigan 48033.

5. In connection with the preparation of this Declaration, I conducted a review of my contacts with the Debtors, their affiliates, and certain entities holding large claims against, or equity interests in, the Debtors that were made reasonably known to FTI. A listing of the parties reviewed is reflected on **Exhibit A** to this Declaration. My review consisted of a thorough manual examination of all names listed in Exhibit A. Upon my review, I identified no relationships with any of the relevant parties.

6. Based on the results of its review, except as otherwise discussed herein, I do not have a relationship with any of the parties on Exhibit A in matters related to the Debtors or these proceedings. To the best of my knowledge and except as otherwise disclosed herein, I have not provided services to the parties in interest that involve their rights in the Debtors' cases, nor does my involvement in these cases compromise my ability to continue such services.

7. My hourly rate in this case is: \$520. To the extent I incur any expenses in connection with my work on this engagement, I will seek reimbursement of the actual expenses incurred without markup.

8. As such, to the best of my knowledge, I do not hold or represent any interest adverse to the estate, and therefore I believe I am eligible to assist the Committee under Bankruptcy Code section 1103(b).

I declare under penalty of perjury that the foregoing is true and correct

Executed on July 24, 2025

/s/ Shota Kubo
Shota Kubo

EXHIBIT A

Parties-in-Interest Reviewed for Current and Recent Former Relationships

Debtors

Marelli Automotive Lighting USA LLC
Automotive Lighting UK Ltd.
Calsonic Kansei (Shanghai) Corp.
Changchun Marelli Automotive Lighting
System Co. Ltd.
CK Trading De Mexico S De RL De CV
Magneti Marelli Do Brasil Industria E Comercio
Ltda
Marelli (China) Co. Ltd.
Marelli (Guangzhou) Corp.
Marelli (India) Private Ltd.
Marelli (Thailand) Co. Ltd.
Marelli (Xiang Yang) Corp.
Marelli Aftermarket Germany GmbH
Marelli Aftermarket Italy SPA
Marelli Aftermarket Poland SP ZOO
Marelli Aftermarket Spain SLU
Marelli Aftersales Co. Ltd.
Marelli Argentan France SAS
Marelli Automotive Chassis System
(Guangzhou) Co. Ltd.
Marelli Automotive Components (Changsha)
Co. Ltd.
Marelli Automotive Components (Guangzhou)
Corp.
Marelli Automotive Components (Wuhu) Co.
Ltd.
Marelli Automotive Components (Wuxi) Corp.
Marelli Automotive Electronics (Guangzhou)
Co. Ltd.
Marelli Automotive Lighting (Foshan) Co. Ltd.
Marelli Automotive Lighting (Thailand) Co.
Ltd.
Marelli Automotive Lighting France SAS
Marelli Automotive Lighting Italy SPA
Marelli Automotive Lighting Jihlava (Czech
Republic) SRO
Marelli Automotive Lighting Juarez Mexico SA
De CV
Marelli Automotive Lighting Tepotzotlan
Mexico S.De RL De CV
Marelli Automotive Lighting USA LLC
Marelli Automotive Systems Europe Plc.

Marelli Automotive Systems UK Ltd.
Marelli Bielsko-Biala Poland Sp. ZOO
Marelli Business Service (Dalian) Co. Ltd.
Marelli Business Service Corp.
Marelli Cabin Comfort Mexicana SA De CV
Marelli Cabin Comfort Trading De Mexico
Marelli China Holding Co.
Marelli Cluj Romania SRL
Marelli Cofap Do Brasil Ltda
Marelli Corp.
Marelli Do Brasil Industria E Comercio Ltda
Marelli Eaxle Torino SRL
Marelli Engineering (Shanghai) Co. Ltd.
Marelli Ept Strasbourg (France) SAS
Marelli España SA
Marelli Europe SPA
Marelli France SAS
Marelli Fukushima Corp.
Marelli Germany GmbH
Marelli Global Business Services America
Marelli Global Business Services Europe
Marelli Holding USA LLC
Marelli Holdings Co. Ltd.
Marelli Industria E Comercio De Componentes
Automotivos Brasil Ltda
Marelli International Trading (Shanghai) Co.
Ltd.
Marelli Iwashiro Corp.
Marelli Kechnec Slovakia SRO
Marelli Kyushu Corp.
Marelli Machine Works Corp.
Marelli Mako Turkey Elektrik Sanayi Ve Ticaret
Anonim Sirketi
Marelli Mexicana SA De CV
Marelli Morocco LLC
Marelli North America Inc.
Marelli North Carolina USA LLC
Marelli Ploiesti Romania SRL
Marelli Powertrain (Hefei) Co. Ltd.
Marelli R&D Co. Ltd.
Marelli Ride Dynamics Mexico
Marelli Sistemas Automotivos Industria E
Comercio Brasil Ltda
Marelli Smart Me Up SAS

Marelli Sophia Antipolis France SAS
 Marelli Sosnowiec Poland Sp ZOO
 Marelli Suspension Systems Italy SPA
 Marelli Tennessee USA LLC
 Marelli Toluca Mexico S De RL De CV
 Marelli Tooling (Guangzhou) Corp.
 Marelli Turkey Suspansiyon Sistemleri Ticaret Ltd.
 Marelli Yokohama KK

Known Affiliates - JV

ANFIA Automotive SCRL
 Calsonic Kansei Korea Corp.
 Changchun Marelli Powertrain Components Co. Ltd.
 CK Adjustments
 CoFap Fabricadora De Pecas Ltda
 Components Adjustments
 CRF SCPA
 FCA Security SCPA
 Hefei Marelli Exhaust Systems Co. Ltd.
 Highly Marelli (Nantong) Car Air-Conditioning Compressor Co. Ltd.
 Highly Marelli (Wuxi) Climate & Thermal Control System Co. Ltd.
 Highly Marelli Holdings Co. Ltd.
 HMC MM Auto Ltd.
 Hubei Huazhong Marelli Automotive Lighting Co. Ltd.
 Leddartech Inc.
 Magneti Marelli Argentina SA
 Magneti Marelli Conjuntos De Escape SA
 Magneti Marelli Repuestos SA
 Magneti Marelli South Africa (Proprietary) Ltd.
 Marelli Adjustments
 Marelli Automotive Components (Changsha) Co. Ltd. Labor Union
 Marelli Automotive Doo Kragujevac
 Marelli Automotive Lighting Brotterode (Germany) GmbH
 Marelli Automotive Lighting Malaysia Sdn. Bhd.
 Marelli Automotive Lighting Rus OOO
 Marelli Barcelona Espana S.A.U.
 Marelli Electric Powertrain Cologne (Germany) GmbH
 Marelli Engineering Yangon Co. Ltd.
 Marelli Motherson Auto Suspension Parts Private Ltd.
 Marelli Motherson Automotive Lighting India Private Ltd.

Marelli Powertrain India Private Ltd.
 Marelli PWT Kechne Slovakia SRO
 Marelli Rus LLC
 Marelli Skh Exhaust Systems Private Ltd.
 Marelli Stuttgart (Germany) GmbH
 Marelli Sweden AB
 Marelli Talbros Chassis Systems Private Ltd.
 Marelli Tepotzotlan Mexico SA De CV
 Marelli Um Electronic Systems Private Ltd.
 Mars Seal Private Ltd.
 Matay Otomotiv Sanayi Ve Ticaret AS
 Mew
 Nissin Kogyo Co. Ltd.
 PT Kansei Indonesia Manufacturing
 SAIC Marelli Powertrain Co. Ltd.
 Shanghai Highly New Energy Technology Co. Ltd.
 Siam Calsonic Co. Ltd.
 SKH Marelli Exhaust Systems Private Ltd.
 Statutory Adjustments
 Techalliance GmbH
 Tokyo Radiator Manufacturing Co. Ltd.
 Total Group Elimination
 Total Group Manual Journals
 Uni-Calsonic Corp.
 Yue Ki Industrial Co. Ltd.
 Zhejiang Wanxiang Marelli Shock Absorbers Co. Ltd

Director/Officer

Abrahamson, Alanna
 Alvarez, Arturo
 Duckwitz, Samantha
 Ferrara, Andrea Cesare
 Fetzer, Joachim
 Fujii, Takeshi
 Hirano, Hirofumi
 Huber, Frank
 Iasenza, Marisa
 Iijima, Hisao
 Kakizawa, Seichii
 Kobayashi, Shinji
 Kumar-Sinha, Punita
 Meltzer, Roger
 Mollá, Jose
 Paliwal, Dinesh
 Quek, Bin Hwee
 Rossi, Giorgio
 Salame, Serena
 Sancassani, Stefano
 Santana, Shellene

Selig, Stefan M.
 Shen, Kenny
 Slump, David
 Snow, Karen
 Tallapragada, Ravi
 Vasa, Sherry
 Vivanco, Fernando
 Yamamoto, Noboru

Debtor Restructuring Professionals

Alvarez & Marsal Holdings LLC
 Collected Strategies LLC
 Kirkland & Ellis LLP
 Mori Hamada & Matsumoto LPC
 Nishimura & Asahi LLP
 Pachulski Stang Ziehl & Jones LLP
 PJT Partners Inc

Bankruptcy Judges for the District of Delaware

Dorsey, John T.
 Goldblatt, Craig T.
 Horan, Thomas M.
 Owens, Karen B.
 Selber Silverstein, Laurie
 Shannon, Brendan L.
 Stickles, J. Kate
 Walrath, Mary F.

Banks-Lender-UCC Lien Parties-Administrative Agents

Altai Gate Sarl
 Aozora Bank Ltd.
 Aozora Loan Services Co. Ltd.
 Ashton Gate Sarl
 Burdock
 Deutsche Bank AG
 Development Bank of Japan Inc.
 Development Bank of Singapore
 Fortress Credit Advisors, LLC
 Green Pasture Sarl
 Gunma Bank Ltd., The
 Japan Bank for International Cooperation
 Kellynch Park SARL
 Maserati SS II LP
 MBK Partners
 Mizuho Financial Group Inc.
 Norinchukin Bank, The
 Polus Capital Management Limited
 Strategic Value Partners

Customers

[Confidential]
 [Confidential]
 BMW Group
 BMW Group International
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 Honda (Acura)
 Honda Motor Co. Ltd.
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 Mercedes-Benz Group AG
 [Confidential]
 Nissan Mexicana
 Nissan Motor Co. Ltd.
 Nissan Shatai Co. Ltd.
 Nissan USA
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 Stellantis Group
 [Confidential]
 [Confidential]
 [Confidential]
 Tesla Motors Inc.
 Volkswagen AG
 [Confidential]

Factoring Counterparties

[Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]
 [Confidential]

Insurance

Ace American Insurance Co.

Ace Property & Casualty Insurance Co.
 AIG
 Allianz Global Corporate & Specialty SE
 Allianz Global Risks US Insurance Co.
 Allianz Insurance PLC
 Allianz SE
 Aon SpA
 Berjaya Sompo Insurance Berhad
 Chubb European Group
 Chubb Ltd.
 Dialog Axiata plc
 Endurance Assurance Corp.
 Ergo Hestia
 Farmington Casualty Co.
 Federal Insurance Co.
 Generali Italia SpA
 HDI Global SE
 Huatai Insurance Group Co. Ltd.
 Illinois Union Insurance Co.
 Markel American Insurance Co.
 MS&AD Insurance Group Holdings Inc.
 National Union Fire Ins. Co. of Pittsburgh PA
 Ping An Insurance Group Co. of China Ltd.
 Protector Forsikring ASA
 Protector Insurance UK
 SI Insurance Europe SA
 Sompo America Insurance Co.
 Sompo Guangzhou /Ping An Shanghai
 Starr Indemnity & Liability Co.
 Swiss Reinsurance Group
 Syndicate 2623/623 At Lloyd's
 VHV Group
 Zurich American Insurance Co.
 Zurich Insurance Co. Ltd.

Litigation

AMD Inc.
 Automotive Amiens SAS
 Beacon
 Beacon Navigation GmbH
 Bell Northern Research
 BMW Group
 Broadcom Inc.
 CNC Logistics Co. Ltd.
 Daimler AG
 Damatic
 Environmental Control Agency of Sao Paulo
 State
 Ford Motor Co.
 GAC Fiat Chrysler Automobiles Co. Ltd.
 General Motors Co.

Guangzhou Tax Administration
 HiPhi
 Huawei Technologies Co. Ltd.
 Inmobiliaria Rocal
 Malikie Innovations Ltd.
 Mercedes-Benz Group AG
 Neo Wireless LLC
 Palmira Wireless AG
 Product Data Management BV
 Promed
 Renault Group BV
 SI Express
 Signify NV
 Stellantis Group
 Suzuki Motor Corp.
 Torchlight
 VIA Optronics GmbH
 Volkswagen AG

Material Contract Counterparties

Covestro S.r.L.
 Integrated Micro-Electronics Inc.
 Lacroix Electronics SAS
 Lite-On Automotive Corp.
 OSRAM GmbH
 Qualcomm Technologies International Ltd.
 Texas Instruments Inc.
 Zollner Elektronik AG

Official Creditors' Committee Attorneys

Morris James LLP
 Paul Hastings LLP

Official Creditors' Committee Members

Avnet, Inc.
 Covestro LLC
 Johnson Matthey Plc
 Mazda North American Operations
 Nissan North America, Inc.
 Robert Bosch LLC
 Tesla, Inc.

Official Creditors' Committee Members' Attorneys

Burr & Forman
 Dykema Law Offices, PC
 Foley & Lardner LLP
 Saul Ewing LLC

Top Unsecured Creditors

AMS-Osram AG

Arrow Electronics
 Avnet, Inc.
 BASF
 Bitron
 Bosch Group
 BTV Technologies GmbH
 Covestro
 Granges
 Integrated Micro-Electronics
 Macnica
 Mazda
 Mitsuba Corporation
 Mitsubishi
 Nissan
 Nissin Kogyo Co. Ltd.
 Pension Benefit Guaranty Corporation
 Pension Protection Fund
 Qualcomm Technologies Inc.
 Renesas Electronics
 Stellantis
 Suzuki Motor Corporation
 Teksid
 Tesla
 Tiberina Group
 Unipres Corporation
 Valeo
 Visteon
 Wipro Limited
 Wuhu Foresight Technology Co. Ltd.

Ordinary Course Professionals

PricewaterhouseCoopers LLP

Potential M&A Counterparties

[Confidential]

Significant Equity Holder

KKR CK Investment LP

Surety & Letters of Credit-Issuers

Aon plc
 Assicuratrice Milanese
 Atradius Credito Y Caucion SA de Seguros y
 Reaseguros
 COFACE SA
 Compagnie Francaise D'Assurance Pour Le
 Commerce Exteriorur SA
 Generali Italia SpA
 Intact Services USA LLC
 Junto Seguros SA
 Pottencial Seguradora SA

Revo SpA
 S2C SpA
 Tokio Marine Europe SA
 TUA Assicurazioni SpA
 V. Alexander & Co. Inc

Third Party Professionals

Akin Gump Strauss Hauer & Feld LLP
 AlixPartners LLP
 Anderson Mori & Tomotsune
 Baker McKenzie
 Cole Schotz P.C.
 Davis Polk & Wardwell LLP
 Hogan Lovells LLP
 Houlihan Lokey Inc.
 Mayer Brown
 Morris James LLP
 Morris Nichols, Arsht & Tunnell LLP
 Nagashima Ohno & Tsunematsu
 Paul Hastings LLP
 Paul, Weiss, Rifkind, Wharton & Garrison
 Richards, Layton & Finger, PA
 Wilkie Farr & Gallagher LLP
 Young Conaway Stargatt & Taylor LL

U.S Trustee Office for the District of Delaware

Attix, Lauren
 Bates, Malcolm M.
 Casey, Linda
 Cudia, Joseph
 Dice, Holly
 Dortch, Shakima L.
 Fox, Timothy J., Jr.
 Girello, Michael
 Green, Christine
 Hackman, Benjamin
 Jones, Nyanquoi
 Konde, Hawa
 Leamy, Jane
 Lipshie, Jonathan
 McCollum, Hannah M.
 McMahon, Joseph
 Nyaku, Jonathan
 O'Malley, James R.
 Richenderfer, Linda
 Schepacarter, Richard
 Serrano, Edith A.
 Sierra-Fox, Rosa
 Thomas, Elizabeth
 Vara, Andrew R.

Wynn, Dion

U.S. Utilities

Atmos Energy Corp.
Bowling Green, City of (OH)
Columbia Gas of Ohio Inc.
Consumers Energy
DTE Energy Co.
GFL Environmental Inc.
Lewisburg Electric System (TN)
Lewisburg Water & Wastewater (TN)
Lewisburg, City of (TN), Gas Department
PES Energize
Pulaski Natural Gas (TN)
Shelbyville Power System
Southfield, City of (MI)
United Communications
Waste Management Inc.

Unions

Associazione Quadri e Capi FIAT Rinati
Barberà Del Valles
Changchun Marelli Automotive Lighting
System Co. Ltd. Labor Union
Comisiones Obreras Palencia
Comisiones Obreras Santpedor
Confederación De Trabajadores De México
(CTM)
Confederación Revolucionaria De Obreros Y
Campesinos (CROC)
Confederation Francaise de l'Encadrement -
CFE-CGC
Confederation Francaise Democratique du
Travail
Confederation Francaise des Travailleurs
Chretiens
Confederation Generale du Travail
Federazione Impiegati Operai Metallurgici -
CGIL
Federazione Italiana Metalmeccanici - CISL
Federazione Italiana Sindacati Metalmeccanici e
Industrie Collegate - CONFISAL
Federazione Nazionale Dirigenti Aziende
Industriali
GMB - Britain's General Union
Industriegewerkschaft Metall
Labour Union of Marelli (Thailand) Co. Ltd.
Llinars Del Valles
Marelli (Guangzhou) Corporation Dalian Branch
Labor Union
Marelli (Guangzhou) Corporation Labor Union

Marelli (Guangzhou) Corporation Zhengzhou
Branch Labor Union
Marelli (Xiangyang) Corporation Labor Union
Marelli Aftermarket Spain S.L.U.
Marelli Automotive Chassis System
(Guangzhou) Co. Ltd. Labor Union
Marelli Automotive Components (Wuhu) Co.
Ltd. Labor Union
Marelli Automotive Components (Wuxi)
Corporation Labor Union
Marelli Automotive Electronics (Guangzhou)
Co. Ltd. Labor Union
Marelli Automotive Lighting (Foshan) Co. Ltd.
Labor Union
Marelli China Holding Company Labor Union
Marelli Engineering (Shanghai) Co. Labor
Union
Marelli Fukushima Corp.
Marelli Global Business Services Europe s.r.o.
Marelli Iwashiro K.K.
Marelli Kechnec Slovakia s.r.o.
Marelli Kyushu K.K.
Marelli Powertrain India Pvt. Ltd. Works
Committee
Marelli Powertrain Slovakia s.r.o.
Marelli R&D Co. Labor Union
Marelli UM Electronic Systems Pvt. Ltd.
Marelli Workers Union
Miedzynakladowa Organizacja Związkowa
NSZZ "Solidarnosc"-80 w Sosnowcu
Miedzynakladowa Organizacja Związkowa
NSZZ Pracownikow FCA Poland SA i Spolek
Miedzynakladowa Organizacja Związkowa
NSZZ Solidarnosc FCA Poland SA
Miedzynakladowy Związek Zawodowy "Auto"
National Union of Transport Equipment &
Allied Industries Workers
NSZZ Solidarnosc – Biuro Terenowe Zarządu
Regionu Slasko-Dabrowskiego
Odborova organizacia Magneti Marelli
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Betim
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Bh E Contagem
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Campinas, Hortolândia E Região

Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Jaguaríuna, Amparo E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Lavras E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Mauá, Santo André E Ribeirão Pires
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Resende E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico De
Varginha E Região
Sindicato Dos Trabalhadores Nas Indústrias
Metalúrgicas, Mecânicas E Material Elétrico No
Estado De Pernambuco
Sindicatul IT Timișoara (SITT)
Smata - Sindicato De Mecânicos Y Afines Del
Transporte Automotor De La República
Argentina
Turk Metal Sendikası
Unione Generale del Lavoro Metalmeccanici
Unione Italiana Lavoratori Metalmeccanici -
UIL
Unite the Union Llanelli
Zakladna organizacia OZ KOVO KOSIT
Zakladní organizace Odboroveho svazu KOVO
AL Jihlava
Zakladní organizace Pro Libertate - DPMLJ
Związek Zawodowy "Metalowcy" Marelli
Sosnowiec Poland
Związek Zawodowy GT 20&21

Vendors

09 Solutions
3M Poland Sp Z O.O.
A Benevenuta Spa
A. Agrati SpA
Action Agenc Cargas Ltda.
Adecco France SAS
Adecco Spol. SRO
AEA SRL
Agenzia Delle Dogane
Air Liquide Italia Service SRL
Airgas USA LLC
Alfa Plastik AS
Alicon Castalloy Ltd.
Alimaq SA De CV
AlixPartners LLP

Allworks SRO
Alpha Corp.
Alten Italia SpA
American Mitsuba CME Corp.
AML Automotive Active Modules
AMS
AMS Technologies AG
AMS D Enterprise
AMS Instrumentacion y Control
AMS Factory Automation de Mexico
Anaqua Services Inc.
Anchor Bay Packaging De Mexico S de RI de
CV
Antala Industria SL
Aon Advisory & Solutions SRL
Aon SpA Insurance & Reinsurance Brokers SB
Aptiv Manufatura e Servicos De Distribuicao
Ltda. (Brazil)
Aptiv Services Italia SRL
Arcese Trasporti SpA
Arias Logistics Inc.
Arriva Italia Srl
Artax Srl
Artron Suzhou Co. Ltd.
Arup Alu-Rohr Und Profil Gmbh
Arvedi Metalfer do Brasil SA
Arvin Sango Inc.
Asia Shipping Transportes
Associated Spring Brl Ltda.
Associated Spring Mexico SA
AU Optronics Corp.
Aubay Italia SpA
Aures Sp. ZOO
Autocam Do Brasil Usinagem Ltda.
Automotive L. Malaysia Sdn. Bhd.
Avnet Co. Ltd.
Avnet Europe Comm. VA
Avnet KK
Avnet Technology Hong Kong Ltd.
Avon TSA Ltd.
Åžengãœzel Tur Otomotã°V Tã°C.San.Ltd.Åž
Baier & Michels Srl
Baker & Mckenzie Abogados SC
Banco Santander Brasil SA
Bandeirantes Deimar Logística Integrada SA
Baolong Salzgitter (Anhui) Hydroforming
Basell Poliolefinas Ltda.
BASF Corp.
BASF Maroc SA
BASF Spol. SRO
BBP Kunststoffwerk

Behr Hella Thermocontrol (Shanghai)
 Beijing Zhongyong Auto Parts Co. Ltd.
 Ber-Nak Turä°Zm Teks. Nak.Gida San.T
 Bestex Kyoei Corp.
 Bianchin e Poli SRL
 Bielsko Logistics Sp. Z O.O.
 Biesterfeld Plastik Ticaret AS
 Bifrangi SpA
 Bilplast SA
 Bizlink Tech Inc.
 BMW AG
 BOC Ltd.
 Boellhoff Verbindungstechnik GmbH
 Bollhoff Inc.
 Bollhoff SA De CV
 Borromini Srl
 Bosch Automotive Parts (Changsha) Co. Ltd.
 Bose Automotive LLC
 Bouverat Industries SA
 Brovedani SpA
 Bulk Molding Compounds Do Brasil Industria
 de Plasticos Reforcados Ltda.
 Buzz Oates Management Services
 C&J Tech Alabama Inc.
 C.H. Robinson Global Forwarding
 C.H. Robinson Worldwide Inc.
 Cadence Design Systems Srl
 Caixa Economica Federal
 Capgemini Italia SpA
 Caproni Joint Stock Co.
 Capstone Fabrication LLC
 Care Insumos Industriales SA De CV
 Celanese Sales Germany GmbH
 CEMIG Distribuição SA
 Cemm Thome SK S.R.O.
 Cesta Basica Brasil Comercio De Alimentos
 Ltda.
 Ceva Ground Logistics Poland Sp. Zoo
 Ceva Ground Logistics Slovakia SR
 Ceva Logistics Espana SLU
 Changchun Century Square
 Changchun Faway Gaoxinautomotive
 Changchun Lihe New Material Co. Ltd.
 Changchun Tianlong
 Chep Italia Srl
 Chien Tai Industry Co. Ltd.
 Chin Poon (Changshu) Electronics Co.
 China Circuit Technology (Europe) GmbH
 China Post Express & Logistics Co.
 China Tool JV IMS LLC
 Chin-Poon (Changshu) Electronics Co. Ltd.

Chin-Poon Industrial Co. Ltd.
 Chongqing Chaoli Electric Appliance Co. Ltd.
 Chongqing Chaoli Electric Co. Ltd.
 Chrono Express Srl
 Cia Paulista Forca
 CIE Compiegne SAS
 CIE Plasty CZ SRO
 CIE Unitools Press AS
 Clamason Slovakia SRO
 Clydesdale Engineering Ltd.
 CMC SRL
 CMK Corp.
 CMS SpA
 CoFap Cia Fabricadora De Pecas Ltda.
 Cogeme Precision Parts India Pvt. Ltd.
 Coko-Werk Polska Sp. ZOO
 Comau SpA
 Comec Italia Srl
 Costantin Innovation SRL
 Covestro GmbH
 Covestro International SA
 Cowwin Tech Co. Ltd.
 CRF Soc. Consortile Per Azioni
 CTC Externalizacion SLU
 Dafen Warehousing Solutions Ltd.
 Dalian Demaisi Precision Technology Co. Ltd.
 Dalian Handao Crescent Precision Machinery
 Co. Ltd.
 Danyang Tianchen Automotive Parts
 Dbm Reflex Enterprises Inc.
 Debony Usinagem De Precisaio Ltda.
 Delphi Packard Electrical Electronic
 Architecture
 Delta Electronics (Thailand Pcl.)
 Delta Electronics (Thailand) Public
 Demgy Fagaras Srl
 Demoautoplast SRO
 DHL Express (Italy) Srl
 DHL Express (Slovakia) Spol. SRO
 DHL Global Forwarding Sp. Zoo
 DHL Metropolitan Logistics SC Mexico SA de
 CV
 Diamond (Beijing) Machinery Co. Ltd.
 Diodes Zetex GmbH
 Dioma SRL Soc. Unipersonale
 Discharge Precision Processing Laboratory
 DM Control SA De CV
 DN Automotive Italy Srl Unipersonal
 DN Automotive Poland Sp. Z O.O.
 Doduco Technical Solutions GmbH

Dongguan Zhusheng Precision Metal
 Technology Co. Ltd.
 DS Schiavetto & CIA Ltda.
 Dumarey Powerglide Strasbourg
 Easy Solution Logistica Ltda.
 Easyflyers Logistics Ltd.
 Easyflyers Logistics Ltd. (Sin R)
 EBS Elettronica Srl
 Eccim Metalurgica Ltda.
 Edenred Mexico SA De CV
 EDF Entreprises
 Edison Next Poland Sp. Zoo
 EDM S de RL de CV
 Ehlebracht Slowakei SRO Michalovce
 Eion Srl
 Ejot Gmbh & Co. KG Kunststofftechnik
 Verwaltungsgesellschaft Mbh
 Ekol Transport AS
 Elektromet Makä°Na San.Tä°C.Ltd.Åžtä°.
 Elin Electronics Ltd.
 Elmos Semiconductor AG
 ELNA Co. Ltd.
 Eloy Coguetto Usinagem de Precisão
 ELTEK SpA
 Elvac AS
 Elvac USA LLC
 Embalatec Industrial Ltda.
 EMCN (Shanghai) Co. Ltd.
 Enfu Commercial (Shanghai) Co. Ltd.
 Engineering D.Hub SpA
 Ennovi Advanced Mobility Solutions New
 Jersey Inc.
 Eptix Electronics Inc.
 Equipements Scientifiques SA
 Essex Srl
 Essex Germany Gmbh
 ETAS Gmbh Branch In Italy
 E-Tooling Ltd.
 Eurocir SA Euro
 Europartners Mexico SA de CV
 Euroscatola SpA
 EVCO Plastics de Mexico S de RL De CV
 Everbrite Technology Co. Ltd.
 Evolution Logistics Corp.
 Exel Inc.
 Exel Inc. DbA DHL Supply Chain Us
 Exzone Precision Engineering Sdn. Bhd.
 FA Krosno SA
 Fagor Ederlan S. Coop.
 Faist Componenti SpA
 FAM Srl

Faurecia Sistemas De Escape Portugal Lda.
 FCA Partecipazioni SpA
 FCA Poland Sp. Z O.O.
 Fergusons Transport Ltd.
 Fideicomiso Maestro Irrevocable De
 Administracion CIB/4254
 Filostamp SRL
 Fischer Stainless Steel Tubing Uruguay SA
 Fischer Tubtech SA de CV
 Fitech Sp. Zoo
 Flash BV
 Fleetwood Metal Industries Inc.
 Flexfab LLC
 Flexible And Green Mechatronics Solutions Srl
 Flexider Automotive Brasil Ltda.
 Flexider Poland Spolka Zoo
 Florence Consulting Group Srl
 Fluortech Industria e Comercio Ltda.
 FM Coatings Ltd.
 Ford-Werke Gmbh
 Foresight Mexico Co. Ltd. S de RL de CV
 Formula Plastics Ltd.
 Foshan Dongyang Automotive Parts Co. Ltd.
 Foshan Rike Heat Resistant Materials Co. Ltd.
 Foundry Alfe Chem Srl
 Fu Yu Corp. Ltd.
 Fuji Press Corp.
 Fujichem Sonneborn Ltd.
 Fukuai Technology Co. Ltd.
 Futaba Corp.
 Future Electronics Corp.
 Future Electronics Inc.
 Galvanoplast Bohemia SRO
 Galvanotechnik SpA
 Gebruder Weiss Sdn. Bhd.
 General Auto SRL
 Gentherm (Dalian) Co. Ltd.
 Gerdau SA
 Gervasoni SpA
 GGB Brasil Industria de Mancais e
 Componentes Ltd.
 GI Group SpA
 GK 108 Industrial de Partes de Auto
 GLM Components Mexico SA de CV
 Globkon CZ SRO
 Gotec Plastics Gmbh
 Governo do Parana Secretaria De Estado Da
 Fazenda
 Gran Sapore Br Brl SA
 Grifal SpA
 Guangdong East-Asia Co. Ltd.

Guangdong Johnson Electric Co. Ltd.
 Guangdong Kaidaxing Plastic Mold Co. Ltd.
 Guangdong Senxia Automotive Technology Co. Ltd.
 Guangzhou Haitian Plastics Co. Ltd.
 Guangzhou Hengshang Property Co. Ltd.
 Guangzhou Hongli Display Electronics Co. Ltd.
 Guangzhou Inabata Trading Co. Ltd.
 Guangzhou Iwatani Trading Co. Ltd.
 Guangzhou Nagase Trading Co. Ltd.
 Guangzhou Nansha Pingdai Automobile Industry Park Co. Ltd.
 Guangzhou Youcheng Co. Ltd.
 Guarnizioni Industriali Srl
 Gultech Wuxi Electronics Co. (HK) Ltd.
 GVA Grimley Ltd.
 GVS BRL Ltda.
 HAC Packaging LLC
 Hairam Industria e Comercio Auto Pecas Ltda.
 Hangzhou Yusei Import & Export Co.
 Harison Toshiba Lighting (USA) Inc.
 HB Fuller Austria Gesmbh
 Hefei High-Tech Co. Ltd.
 Hella Do Brasil Automotive
 Hella Kgaa Hueck & Co.
 Helvoet Rubber & Plastic
 Henderson Stamping & Production Inc.
 Henkel (China) Investment Co. Ltd.
 Henkel AG & Co. Kgaa
 Henkel Belgium NV
 Henkel Ltda.
 Heritage Products Inc.
 Hirosawa Automotive Trim USA Co.
 Hirose Electric Co. Ltd.
 Hirose Electric Europe BV
 Hitachi Astemo Co. Ltd.
 Hoe Corp.
 Hofmann Maschinen- Und Anlagenbau
 Hollen SRO
 Honda Trading Brasil Ltda.
 Hosiden Besson Ltd.
 HPFS
 Huafeng Aluminum Japan Co., Ltd.
 Huanuowei Automotive Parts (Dalian) Co., Ltd.
 Hubei Huazhong Changjiang Photoelectric Technology Co. Ltd.
 Hubei Liangcheng Auto Parts Co. Ltd.
 Hubei Xinhe Bell New Materials Co. Ltd.
 Idemia France SAS
 IDI Composites International Europa
 IDI Composites Internazionale

IHS Markit Global SARL
 IMI China (Jiaxing) Co. Ltd.
 Industria e Comercio de Produtos Industria Mecanica e Plasticos Gabb
 Industria Metalurgica Max Del Ltda.
 Inevo Srl
 Infineon Technologies Asia Pacific
 Inova Industria De Matrizes Ltda.
 Integral Accumulator KG
 Integrated Micro-Electronics Bulgaria
 Integrity Tool & Mold Inc.
 Intesa Sanpaolo SpA
 Invenio Sp. ZOO
 IPE Precision Machinery Ltd.
 Irfan Plastic & Mold Industry Trade Inc.
 Iscot Italia SpA
 Ishihara Mfg Co. Ltd.
 Iskra Mehanizmi DOO
 Italmetal Sp. ZOO
 ITD Solutions SpA
 ITW Fastener Products GmbH
 Ivict Europe GmbH
 Iwata Bolt Co. Ltd.
 Izcan Automotive Import Export Industry Trade
 Japan Molex LLC
 JAS Forwarding (USA) Inc.
 JAS Forwarding De Mexico (Sin Ret)
 JAS Worldwide Poland Sp. ZOO
 Jenks & Cattell Engineering Ltd.
 JFC Packaging de Mexico S de RL De CV
 Jiangsu Guangqian Electronics Ltd.
 Jiangsu Jiazhirui Electronic Technology Co. Ltd.
 Jiangsu Runhong Precision Plastic Machinery Technology Co. Ltd.
 Jiangsu Xingke Precise Modeling
 Jiazheng Construction Technology
 John McGavigan Ltd.
 Johnson Electric North America Inc.
 Johnson Matthey (China) Trading Co. Ltd.
 Johnson Matthey Dooel Skopje
 Jones Day
 Jotaeme Fitafer I Met Ltda.
 Junior Flex Industria e Participaco
 Kaifeng Guangjia Automotive Trim Co. Ltd.
 Kartesis Slovakia
 KDF Distribution (Shanghai) Co. Ltd.
 Keboda Technology Corp.
 Kensetsu Rubber Co. Ltd.
 Kingfa Sci. & Tech. Co. Ltd.
 Kintetsu World Express UK Ltd.
 Koller-Craft South

Konig Metall GT SRL	Marubun Corp.
Kostal Kontakt Systeme Gmbh & Co. KG	Mascarin Stampi SRL
Kravsovo AP CZ SRO	Materials Group LLC, The
Kromberg & Schubert Mexico LE S de RL de CV	MAX-MAR Marcin Burzynski
Kumpulan Wang Simpanan Pekerja	MCE SRL
Kunshan Jinyun New Materials Technology Co. Ltd.	MD Group SA
Kunshan Kersen Science & Technology Co. Ltd.	Melexis Technologies NV
Lacks Exterior Trim Systems LLC	Melton Machine & Control Co.
Lacroix Electronics Poland Sp.Zoo	Mercomolas Industria De Molas Ltda.
Lahser Holdings LLC	Mespro SRO
Lane Clark & Peacock LLP	Metal Stamp Industria e Comercio Ltd.
Lanzi Srl	Metalgavano Plastics Finishing Srl
Launch Italy Srl	Metalsolution Sp. Zoo.
Lear Corp. Gmbh & Co. KG	Metalurgica Formigari Ltda.
Leoni Wiring Systems Inc.	Metaseval
Lewisburg Electric System	Metlife Mã Mexico SA de CV
Lexington Realty Trust	Metlife Mexico SA
LG Display America Inc.	Metokote de Mã Mexico SA de CV
LG Innotek Co. Ltd.	Meunidec
Lim Otomotiv Ticaret Ltd. STI	Mevis Slovakia SRO
Lloyd & Jones Engineering TA Proctor	MGM Robotics Srl
Logi Service SCRL	Mi- King Ltd. (CES)
Logistica Arrendamiento DMT SA De CV	Mi- King Ltd. (CP)
Lorenz Kunststofftechnik Gmbh	Micro Mega Elettronica SRL
Lotes Co. Ltd.	Microchip Technology Inc.
Lotte Chemical Magyarorszãg Kft.	Microchip Technology Ireland Ltd.
LPR Srl	Minebea Mitsumi Shanghai Trading Ltd.
LS Automotive Qingdao Corp.	Mininni SRL
LS Technology SRO	Minth Asia Pacific Co. Ltd.
Lubricantes De America SA de CV	Mitsubishi Chemical Corp.
Lumileds Hong Kong Co. Ltd.	Modellbau Robert Hofmann GmbH
Lumileds Italy SRL	Moduli Elettronici e Componenti SpA
M&G Assessoria Logistica Aduaneira	Molex (China) Investment Co. Ltd.
M&T Insieme SRO	Molex Interconnect GmbH
MA Srl	Mollificio ISB SRL
Mahle Aftermarket GmbH	Momentive Performance Materials GmbH
Mahle Aftermarket Italy Srl	Mondragon Assembly Do Brasil
Manage Now GmbH	Mopla SRL
Manaut Design SRO	Motherson Sumi Systems Ltd.
Mandrion SL	Motherson Sumi Wiring India Ltd.
Mankun Technology Ltd. Co.	Movincar SpA
Manpower	MPE Srl
Maosen Precision Metal (Suzhou) Co. Ltd.	MS Ambrogio SpA
Maosheng Automotive Parts (Dalian) Co. Ltd.	Mside SRO
Mapal Italia Srl	Mubea De Mã Mexico S de RL de CV
Mapal Narzedzia Precyzyjne Spolka zoo	Murata Co. Ltd.
Marcegaglia Carbon Steel SRL	Murata Electronics North America Inc.
Marcegaglia SpA	Murata Electronics Trading (Shanghai)
Marquardt GmbH	Murata Manufacturing Corp.
	Mytex Polymers US Corp.
	Nakamura Industries Co. Ltd.

Nakashin Co. Ltd.
 Nantong Docharm Amphenol
 NASG Mexico LLC
 NASG Tennessee South LLC
 NDK Europe Ltd.
 NDR SRL
 Neaton Rome Inc.
 Neko Klima
 Nexion SpA
 Nexperia BV
 Nexty Electronics Corp.
 NGK Europe GmbH
 Nichia America Corp.
 Nicma Facility SpA
 Nidec Corp.
 Nifco Corp.
 Ningbo Advancing Mechanical Parts Co. Ltd.
 Ningbo Asiaway Automotive Components Co. Ltd.
 Ningbo Huaxiang Imp.& Exp. Co. Ltd.
 Ningbo Jinghua Electronics Technology Co. Ltd.
 Ningbo Longyuan Co. Ltd.
 Ningbo Xusheng Auto Technology Co. Ltd.
 Nishi Shoji Co. Ltd.
 Nissan Trading Co. Ltd. (Steel Division)
 NMB Italia Srl
 Nok Corp.
 Northgearinso Brazil Informatica
 Novaerum Automotive Sarl
 Novalux Europe GmbH
 Novametal Brl Ltda.
 Novatec Diseã±O E Industrializaciã³N
 Novatec Leon SA de CV
 NPO Sistemi Srl
 NTT Data Italia SpA
 Nuvia A.S
 OCS Moulds SRL
 Ompak Oluklu Muk.Ambalaj Ltd.Åžtä°.
 OneStream Inc.
 Optoflux GmbH
 Orora Packaging Solutions
 Oskar Ruegg AG
 Oskar Ruegg Mexico Srl de CV
 Osram Comercio De Soluã±.Ã•Es De Ilumi
 Pacific Rim Capital Inc.
 Panasonic Automotive & Industrial Systems Europe GmbH, Organizacna Zlozka
 Panasonic Industrial Marketing & Sales Co. Ltd.
 Panmeccanica SRL
 Pantel-Elektronik AG

Parker Hannifin Industria e Comercio Ltda.
 Patrone e Mongiello SpA
 Patrone e Mongiello Srl
 Pecha, Zdenek
 Perbadanan Pembangunan Pulau Pinang
 Perfiles De La Rioja SA
 Performance Solutions Do Brasil Comercio de Polimeros Ltda.
 Petex Jihlava SRO
 Petronas Lubricants (India) Pvt. Ltd.
 Petronas Lubricants Italy SpA
 Petronas Lubricants Poland Sp.
 Petronas Lubrificantes Brasil SA
 PGL Prime Agenciamento De Carga Ltd.
 PGNiG Obrot Detaliczny Sp. Zoo
 Pialex Corp.
 Piemonte Locativa SA
 Piolax Corp.
 Piovan Mexico SA de CV
 PJT Partners LP
 Plast Met Automotive Systems Sp. Zoo
 Plastika AS
 PMP Srl
 Politecnico Di Torino, Dipartimento di Ingegneria Meccanica e Aerospaziale
 Polplastic SpA
 Posco AAPC LLC
 Posco MPPC SA De CV
 PRD Inc.
 Present SpA
 Pricewaterhousecoopers Business Services
 Pro-Cars Sp. Zoo SK
 Proma Industries Ltd.
 Proteccion Tecnica Premier SC
 Provisiontrade-kovo SRO
 Public Packages (NT) Sdn Bhd
 Pucktechnik Srl
 Pulaski Electric Water & Gas
 PwC Advisory LLC
 PXI Auto Components (Suzhou) Co. Ltd.
 Qualcomm Technologies Inc.
 Quaser Srl
 Raben Logistics Polska Sp. Zoo
 Rabyte Pte. Ltd.
 Radici Novacips SpA
 Radici Plastics Ltda.
 Rahm GmbH
 Randstad NV
 Rayben Technologies (Zhuhai) Ltd.
 Raytech Industria E Comercio De Maq
 Red Spot de Mexico SA de CV

Remarkplast SRO
 Renesas Electronics America Inc.
 Reply SpA
 Rheteck LLC
 Ri.Co. Srl
 Ricor North East Ltd.
 Robert Bosch Gmbh
 Robert Bosch Ltda.
 Rohm Gmbh Sucursal En Espana
 Romwell Gmbh & Co. KG
 Rosenberger Asia Pacific Electronic Co. Ltd.
 RSD Pressings Ltd.
 RTR LLC
 Saber Foundation Innovation Plastic
 Sabic Innovative Plastics US LLC
 SADA Transportes Armazenagens Ltda.
 Sakaiya Corp.
 Salesforce.com Italy SRL
 Salzgitter Hydroforming Gmbh
 Samsung Electro-Mechanics (Shenzhen) Co. Ltd.
 San Hua Development Co. Ltd.
 Sandhar Technologies Barcelona SL
 Sanpou Seiko Co. Ltd.
 Sansin Manufacturing of Tennessee Inc.
 Santomas Sdn Bhd
 Santos Brasil Participacoes SA
 Sanyo Denki (Wuhan) Co. Ltd.
 Sasano Max Co. Ltd.
 SBE Varvit SpA
 Schenker Deutschland AG
 Scheuermann + H Brasil Tec Pec Est Dob Mol Ltd.
 Sea Link Die Casting (Kunshan) Co. Ltd.
 Secretaria De Finanzas Y Administracion Del Estado de Chihuahua
 Senai
 Senior UK Ltd. T/A Senior Flexonics
 Sernet SpA
 Service Key SpA
 SFC Koenig Gmbh
 SGF Süddeutsche Gelenkscheibenfabrik GmbH & Co. KG
 Shandong Nexteer Automotive Lubricants Co. Ltd.
 Shandong Goldencell Electronics Technology Co. Ltd.
 Shanghai Huafeng Aluminum Co. Ltd.
 Shanghai Lian Nan Auto Accessories
 Shanghai Xiudro Automation Equipment Co. Ltd.

Shantou Goworld Technology Co. Ltd.
 Shelbyville Power Water & Sewerage Systems
 Shell Italia Oil Products SRL
 Shenzhen Acuway Molds Ltd.
 Shenzhen Heshenghang New Material Technology Co. Ltd.
 Shenzhen Minsheng Gefco Logistics
 Shenzhen Poleda Investment Co. Ltd.
 Shenzhen Yiqun New Material Co. Ltd.
 Shin-Etsu Polymer Europe BV (Shin-E)
 Shinko Shoji Co. Ltd.
 Shoji Manufacturing Corp.
 SI Express Servizi Integrati SRL
 Si Vale Mexico SA de CV
 Siam Calsonic Co. Ltd.
 Siemens Industry Software Gmbh
 Siemens Industry Software Inc.
 Simpson Thacher & Bartlett LLC
 Siram SpA
 Sirion SRL
 SJM Flex SA (Pty) Ltd.
 Sjmflex De Mexico S de RL de CV
 SKF USA Inc.
 Slotter Industria de Embalagem Ltda.
 Smart Automotive SRO
 Smart Manufacturing Solutions Ltd.
 Snop Automotive Italy Srl
 Sofra Yemek Üretim ve Hizmet
 Sogo SpA
 Solero Technologies Prostejov SRO
 Solvera Gawel Technology SA
 SPEA SpA
 SPJ Espejos y Cables Para Automocio
 SPP CZ AS
 Springfix Hungary Kft
 SSI Schaefer Systems International Pte Ltd.
 Stamplavras Industria e Comercio de Pecas Metalicas e Plasticas Ltda.
 Stamptec Industria e Comercio De Pecas Estampadas Ltda.
 Starteam Global Germany Gmbh
 State Grid Jiangsu Electric Power Co. Ltd. Wuxi Power Supply Branch
 STMicroelectronics Asia Pacific Pte. Ltd.
 Sunlit Industries Co. Ltd.
 Suzhou Industrial Park
 Suzhou Lingfu Aluminum Co. Ltd.
 SZP Plast Industries Sp. Zoo Sp.K
 TA America Corp.
 Tadesan SL
 Taes Sro

Taiyo Yuden Co. Ltd.	Transporte Empresarial, Escolar y Empresarial Toluca
Taizhou Xinteng Oil Pump Co. Ltd.	Transportes Translovato Ltda.
Talent Solutions SRO	Trend Kurumsal Hizmetler AS
Tanger Automotive City	Trinity Mfg S de RL de CV
Tata Elxsi Ltd.	Tubopartes Conformacao De Metais Ltda.
Tata Technologies Inc.	Tugcelik Aluminyum Ve Metal Mamulleri
Tatsuta Chemical Co. Ltd.	Sanayi Ve Ticaret AS
Tauron Dystrybucja Spolka Akcyjna	Tyco Electronics (Shanghai) Co. Ltd.
Tauw Italia Srl	UACJ Extrusion Czech SRO
TE Connectivity Electronics Spain S	Unicorn Electronic (Shenzhen) Co. Ltd.
TE Connectivity Italia Distribution	Unifrax Brl Ltda.
TE Connectivity Solutions Gmbh	Unifrax Emission Control
Technical Sealing System Poland Sp. Zoo	Unifrax I LLC
Tekmart Integrated Manufacturing Services	Unigel Plasts SA
Teknia Kalisz Sp. Zoo	Unimed Campinas Cooperativa De Trabalho Medico
Telecom Italia SpA	Unimed Lavras Cooperativa Trabalho Medico
Tenaga Nasional Berhad	Universal Scientific Industrial Co. Ltd.
Tenneco Sistemas Automotivos Ltda.	Universal Wuhu Industrial Co. Ltd.
Termaco Terminais Mar de Containers e Serv	Used Car Locadora De Veiculos Ltda.
Aces Ltda.	Usinas Siderurgicas De Minas Gerais SA
Termaco Terminais Marítimos de Containers e	Vacuum Process Material LLC
Serviços Acessórios Ltda.	Valeo Comfort Driving Assistance Systems
Tesoreria De La Federacion	(Guangzhou) Co. Ltd.
Tex Fibras Industria e Comercio de	Valeo Sc2N
Componentes Para Escapamento Automotivo	Vector Italia Srl
Ltda.	Verlan SA
Texas Instruments Southeast Asia Pte Ltd.	VIA Optronics GmbH
Thyssenkrupp Brasil Ltda.	Vibe Recruit Ltd.
Thyssenkrupp Presta Chemnitz Gmbh	Vibracoustic Spain Sau
Tianjin Sanhuan Lucky New Materials Inc.	Vishay Americas Inc.
Tianma Micro-Electronics Co. Ltd.	Vishay Intertechnology Asia Pte. Ltd.
TMW Corp.	Vitesco Automotive Changchun Co. Ltd.
Tokai Kogyo Co. Ltd.	Vitesco Technologies (Changchun) Co. Ltd.
Toledo Tool & Die Co. Inc.	Vitesco Technologies Czech Republic
Tomihisa Wireless Electric Co. Ltd.	VSP-KOVO SRO
Torneria Serra SRL	Wai Chi Opto Technology (Shenzhen) Ltd.
Toshin Corp.	Wenton Industrial Equipment (Jiangsu) Co. Ltd.
To-Top Electronics (Shenzhen) Co. Ltd.	Wetzel SA
Tottser Tool & Manufacturing Inc.	WeWork Italy SRL
Tottser-Iroquois Industries LLC	White Martins Gases Industriais Ltda.
Toyota Motor Corp.	Wilhelm Plastic Gmbh & Co. KG
TPM Srl	Wintech Inc.
TR Fastenings Ltd.	Witzenmann Brl Ltd.
TR Italy SpA	Woodpel Industria De Embalagens Ltd.
TRA Technology Robot Automation	Wuhan Guangjia Automotive Trim Co. Ltd.
Trafime SpA	Wuhan Kotei Informatics Co. Ltd.
Transfer International Staff KS	Wuhan Mingke Precision Automotive Parts Co.
Transmec de Bortoli Group	Ltd.
Transportadora Norte De Chihuahua SA	Wuhu Changxiang Rubber & Plastic Co. Ltd.
Transportation Solutions Group LLC	

Wuhu Haoxin Auto Parts Co. Ltd.
Wuhu Jinyi Machinery Co. Ltd.
Wuhu Pengxiang Packaging Material
Wuxi Gongxin Human Resources Service Co.
Ltd.
Wuxi Kede Packaging Co. Ltd.
Wuxi Luhang Shitong Supply Chain
Management Co. Ltd.
Wuxi Norman Automotive Electronics
Technology Co. Ltd.
Xiangyang Baojinshan Hardware Products Co.
Ltd.
Xinglu International Trade (Shanghai) Co. Ltd.
Xiuzhuo Automation Equipment (Hubei)
XPO Transport Solutions Italy SRL
Yantai Shijie Automotive Parts Co. Ltd.
Yantai SJM Co. Ltd.
Yazaki Corp.
Yazaki North America Inc.
Yijin Xiangyang Industrial Co. Ltd.
YSP Corp.
Zannini Poland Sp. Zoo
Zeibina Kunststoff-Technik
ZF Automotive Italia SRL
ZF Chassis Technology Sa De CV
ZF Friedrichshafen AG
ZF Lemforder TLM Dis Ticaret Ltd. St.
ZF Sachs Italia SpA
Zhejiang Century Huatong Automotive Parts
Co. Ltd.
Zhejiang Saihao Industrial Trade Co. Ltd.
Zhejiang Simtek Auto Electronic Co. Ltd.
Zhengzhou Zhuoda Automotive Parts
Manufacturing Co. Ltd.
Zhongli North America Inc.
Zhuhai Xinhao Precision Engineering
ZKH Industrial Supply Co. Ltd.
ZKW Lichtsysteme GmbH
Zollner Elektronik Gyártó és Szolgáltató
Korlátolt Felelősségű Társaság