

IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE

In re:)	
)	Chapter 11
)	
MARELLI AUTOMOTIVE LIGHTING USA LLC,)	Case No. 25-11034 (CTG)
<i>et al.</i> , ¹)	
Debtors.)	(Jointly Administered)
)	
)	Obj Deadline: February 20, 2026 at 4:00 p.m. (ET)

SUMMARY COVER SHEET TO COMBINED
THIRD MONTHLY AND SECOND INTERIM FEE APPLICATION
OF PWC ADVISORY LLC AS ADVISORY SERVICES PROVIDER TO THE
DEBTORS FOR COMPENSATION AND REIMBURSEMENT OF EXPENSES
FOR THE PERIOD FROM OCTOBER 1, 2025 THROUGH DECEMBER 31, 2025

<u>Name of Applicant:</u>	PwC Advisory LLC
<u>Authorized to Provide Professional Services to:</u>	Debtors and Debtors in Possession
<u>Date of Retention:</u>	August 6, 2025, effective as of June 11, 2025
<u>Period for Which Compensation and Reimbursement Are Requested:</u>	October 1, 2025 through December 31, 2025 ²
<u>Total Amount of Compensation Sought as Actual, Reasonable and Necessary:</u>	JPY 17,500,000 ³
<u>Amount of Expense Reimbursement Requested:</u>	JPY 0

This is a(n): monthly x interim x final application

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 PwC Advisory LLC reserves the right to include any fees and expenses in the period indicated above in future application(s) if it is not included herein.

³ JPY 17,500,000 is equal to approximately USD 114,140 using the prevailing exchange rate on January 29, 2026 (in Japan). For the avoidance of doubt, JPY 17,500,000 is the sum of (i) JPY 12,500,000 (the fees requested for the period from December 1, 2025 to December 31, 2025) plus (ii) JPY 5,000,000 (the 20% holdback from the Second Monthly Fee Application).



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SUMMARY OF PREVIOUSLY FILED MONTHLY FEE APPLICATIONS:

Application No. / Date / Docket No.	Application Period	Fees Requested (80%/100%)	Expenses Requested (100%)	CNO Filed	20% Holdback	Fees and Expenses Paid to Date	Outstanding Fees and Expenses
Combined First Monthly and First Interim; Filed: 10/27/2025; Dkt. No. 1112	06/11/2025 – 09/30/2025	JPY 61,000,000 (100% of JPY 61,000,000)	\$0.00	November 20, 2025 [Docket No. 1227]	JPY 0	JPY 61,000,000	JPY 0
Second Monthly; Filed: 12/19/2025; Dkt. No. 1373	10/01/2025 – 11/30/2025	JPY 20,000,000 (80% of JPY 25,000,000)	\$0.00	January 21, 2026 [Docket No. 1520]	JPY 5,000,000	JPY 0	JPY 25,000,000
Totals:	06/11/2025 – 11/30/2025	JPY 81,000,000 (100% of JPY 61,000,000 + 80% of JPY 25,000,000)	\$0.00		JPY 5,000,000	JPY 61,000,000	JPY 25,000,000

SUMMARY OF PREVIOUSLY FILED INTERIM FEE APPLICATIONS

Application No. / Date / Docket No.	Application Period	Fees Requested (100%)	Expenses Requested (100%)	Interim Fee Order Entered	Fees and Expenses Paid to Date	Outstanding Fees and Expenses
Combined First Monthly and First Interim; Filed: 10/27/2025; Dkt. No. 1112	06/11/2025 – 09/30/2025	JPY 61,000,000 (100% of JPY 61,000,000)	JPY 0	December 18, 2025 [Docket No. 1366]	JPY 61,000,000	JPY 0
Totals:	06/11/2025 – 09/30/2025	JPY 61,000,000	JPY 0		JPY 61,000,000	JPY 0

SUMMARY OF FEES
For the Period from December 1, 2025 through December 31, 2025

Summary of Hours by Billing Category and Project Category

Billing Category and Project Category	Hours	Total Compensation
Fixed Fee Services		
Restructuring Advisory Services		
Lender Q&A	6.0	
Lender comm.(Tel)	4.5	
Lender comm.(mtg)	24.0	
Client/advisor comm.	0.0	
Internal Project Management and Documentation	68.0	
External Documentation and Correspondence Management	22.0	
Others	20.0	
Total-Hours and Compensation Sought	144.5	JPY 12,500,000

Summary of Hours by Professional and Billing Category

Billing Category and Professional	Position	Hours
Fixed Fee Services		
Restructuring Advisory Services		
Soichiro Oku	Director	4.0
Akira Nomoto	Partner	12.0
Shuhei Inoue	Director	14.0
Soon Park	Manager	26.5
Shiori Taniguchi	Manager	53.5
Nao Tanaka	Associate	0.0
Kakeru Takeda	Associate	34.5
Total Hours		144.5

Summary of Expenses by Category:

None requested during this application period.

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

In re:)	
)	Chapter 11
)	
MARELLI AUTOMOTIVE LIGHTING USA LLC,)	Case No. 25-11034 (CTG)
<i>et al.</i> , ¹)	
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Debtors.)	(Jointly Administered)
)	
)	Obj Deadline: February 20, 2026 at 4:00 p.m. (ET)

**COMBINED THIRD MONTHLY
AND SECOND INTERIM FEE APPLICATION OF
PWC ADVISORY LLC AS ADVISORY SERVICES PROVIDER TO THE
DEBTORS FOR COMPENSATION AND REIMBURSEMENT OF EXPENSES
FOR THE PERIOD FROM OCTOBER 1, 2025 THROUGH DECEMBER 31, 2025**

PwC Advisory LLC (“PwC LLC”), as advisory services provider to the debtors and debtors in possession (collectively, the “Debtors”) in the above-captioned chapter 11 cases, hereby submits its combined third monthly and second interim fee application (this “Application”), pursuant to sections 330(a) and 331 of title 11 of the United States Code, 11 U.S.C. §§ 101-1532 (as amended, the “Bankruptcy Code”), rule 2016 of the Federal Rules of Bankruptcy Procedure (the “Bankruptcy Rules”), rule 2016-2 of the Local Rules of Bankruptcy Practice and Procedure of the United States Bankruptcy Court for the District of Delaware (the “Local Rules”), the *U.S. Trustee Guidelines for Reviewing Applications for Compensation and Reimbursement of Expenses Filed under 11 U.S.C. § 330* (the “Guidelines”) and this Court’s *Order (I) Establishing Procedures for Interim Compensation and Reimbursement of Expenses for Retained Professionals and (II) Granting Related Relief* [Docket No. 477] (the “Interim Compensation Procedures Order”),

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.

entered August 5, 2025, requesting the entry of an order granting interim allowance and payment, to the extent not previously paid, in the amount of JPY 17,500,000², which is equal to the total compensation (including any holdbacks) earned by PwC LLC for its services to the Debtors during the period from October 1, 2025 through and including December 31, 2025 (the “Application Period”).³ In support of this Application, PwC LLC respectfully represents as follows:

JURISDICTION AND VENUE

1. The United States Bankruptcy Court for the District of Delaware (the “Court”) has jurisdiction over this matter pursuant to 28 U.S.C. § 1334 and the *Amended Standing Order of Reference* from the United States District Court for the District of Delaware, dated February 29, 2012. This matter is a core proceeding within the meaning of 28 U.S.C. § 157(b)(2). Venue is proper in this district pursuant to 28 U.S.C. §§ 1408 and 1409.

2. The statutory and other bases for the relief requested herein are sections 330 and 331 of the Bankruptcy Code, Bankruptcy Rule 2016, Local Rule 2016-2, the Guidelines, and the Interim Compensation Procedures Order.

BACKGROUND

3. On June 11, 2025 (the “Petition Date”), each of the Debtors filed a voluntary petition for relief under chapter 11 of the Bankruptcy Code. The Debtors are operating their businesses and managing their property as debtors in possession pursuant to sections 1107(a) and 1108 of the Bankruptcy Code.

² JPY 17,500,000 is the sum of (i) JPY 12,500,000 (the fees requested for the period from December 1, 2025 to December 31, 2025) plus (ii) JPY 5,000,000 (the 20% holdback from the Second Monthly Fee Application). JPY 17,500,000 is equal to approximately USD 114,140 using the prevailing exchange rate on January 29, 2026 (in Japan).

³ PwC LLC does not request any expense reimbursement during the Application Period.

4. On June 25, 2025, the United States Trustee for the District of Delaware appointed an official committee of unsecured creditors [Docket No. 184]. No request for the appointment of a trustee or examiner has been made in these chapter 11 cases.

5. On August 5, 2025, the Court entered the Interim Compensation Procedures Order [Docket No. 477]. The Interim Compensation Procedures Order provides, among other things, that each retained professional shall be entitled, on or after the fifth (5th) day of each calendar month for which compensation and/or expense reimbursement is sought, to file and serve a monthly fee statement for interim allowance of compensation for services rendered and reimbursement of expenses incurred during the preceding month (each a “Monthly Fee Application”). Parties shall have twenty-one (21) days after service of a Monthly Fee Application to file an objection to the compensation or expenses that are the subject thereof (the “Objection Deadline”). Upon the expiration of the Objection Deadline, the applicant may file a certificate of no objection (a “CNO”) with the Court with respect to the unopposed portion of the fees and/or expenses requested in the applicable Monthly Fee Application. After the filing of a CNO, the Debtors are authorized to and shall promptly pay the applicant an amount equal to 80% of the fees and 100% of the expenses requested in the applicable Monthly Fee Application not subject to an objection.

6. Further, pursuant to the Interim Compensation Procedures Order, beginning with the period ending on September 30, 2025, and at three-month intervals thereafter, certain professionals may file and serve an interim fee application for compensation and reimbursement of expenses sought in the Monthly Fee Applications served during such period (each an “Interim Fee Application”). The Court, in its discretion, may approve an uncontested Interim Fee Application without the need for a hearing upon the filing of a CNO. Upon allowance by the Court

of an Interim Fee Application, the Debtors are authorized to promptly pay all allowed fees and expenses not previously paid.

7. Additional information regarding the Debtors' organizational structure, business operations, historical revenues and liabilities, and a description of the events precipitating the filing of the Chapter 11 Cases, is set forth in the *Declaration of David Slump, Chief Executive Officer of Marelli Automotive Lighting USA, LLC, in Support of First Day Motions*, [Docket No. 20] (the "Slump Declaration") and the *Declaration of Tony Simion, Managing Director of Alvarez & Marsal North America, LLC, in Support of First Day Motions* [Docket No. 19] (the "Simion Declaration," and together with the Slump Declaration, the "First Day Declarations").

RETENTION AND EMPLOYMENT OF PWC LLC

8. On July 11, 2025, the Debtors filed the *Application of Debtors for Entry of an Order (I) Authorizing the Retention and Employment of PwC Advisory LLC Effective as of June 11, 2025 and (II) Granting Related Relief* [Docket No. 268] and on August 5, 2025, the Debtors filed the *Supplemental Declaration of Akira Nomoto in Support of Application of Debtors for Entry of an Order (I) Authorizing the Retention and Employment of PwC Advisory LLC Effective as of June 11, 2025 and (II) Granting Related Relief* [Docket No. 476] (together, the "PwC LLC Retention Application").⁴

9. On August 6, 2025, the Court entered the *Order (I) Authorizing the Retention and Employment of PwC Advisory LLC Effective as of June 11, 2025 and (II) Granting Related Relief* [Docket No. 486] (as amended, the "PwC LLC Retention Order"), approving the PwC LLC

⁴ Capitalized terms used in this Application but not otherwise defined herein shall have the meanings ascribed to such terms in the PwC LLC Retention Application.

Retention Application and authorizing the retention and employment of PwC LLC effective as of June 11, 2025, pursuant to the terms of the Engagement Letter.

RELIEF REQUESTED

10. By this Application, and in accordance with the Interim Compensation Procedures Order, PwC LLC requests the entry of an order granting interim allowance and payment, to the extent not previously paid, in the amount of JPY 17,500,000, which is equal to the total compensation (including any holdbacks) earned by PwC LLC for its services to the Debtors during the Application Period.

SUMMARY OF SERVICES RENDERED BY PWC LLC

11. The services rendered by PwC LLC during the period from December 1, 2025 to December 31, 2025 are categorized as set forth in **Exhibit A** and in the summary cover sheet submitted with this Application. The professionals who provided services to the Debtors during the period from December 1, 2025 to December 31, 2025 are also identified, by billing category, in **Exhibit B** and in the summary cover sheet submitted with this Application. Attached hereto as **Exhibit C** are detailed statements of the time expended by PwC LLC during the period from December 1, 2025 to December 31, 2025. PwC LLC professionals expended a total of 144.5 hours in connection with these chapter 11 cases during the period from December 1, 2025 to December 31, 2025. All services for which PwC LLC is requesting compensation were performed for or on behalf of the Debtors.

12. The following is an overview of the services that PwC LLC rendered as advisory services provider to the Debtors during the period from December 1, 2025 to December 31, 2025:

Restructuring Advisory Services. Hours: 144.5, Fees: JPY 12,500,000

(a) Lender Q&A. Hours: 6.0

During the Application Period, PwC LLC professionals provided the following services to the Debtors: Coordinated and managed queries from lenders. This required robust interaction with lenders and advisors to address inquiries on proposals, Restructuring Support Agreement terms, cash flow forecasts, and DIP budget intricacies. Facilitated document support and Q&A sessions, ensuring seamless communication and informed lender engagement. Collaborated with legal counsel to navigate Bankruptcy Code concepts and manage reporting activities for lenders to maintain clarity and compliance throughout the process.

(b) Lender Communications – Telephone. Hours: 4.5

During the Application Period, PwC LLC professionals provided the following services to the Debtors: Communicated with lenders during the chapter 11 process. This involved sharing filing notices that elucidated the rationale and projected steps, coupled with tracking of inquiries for effective follow-up. Managed communication frameworks, encompassing feedback integration, RSA negotiation insights. Shared strategic discussions around chapter 11 status and consent requests, and alignment on Restructuring Support Agreement execution strategies and next steps to lenders. Conducted preparatory calls to establish clear agendas, aligning expectations and strategies for cash meetings and consent-request procedures, ensuring informed and coordinated actions throughout the process.

(c) Lender Communications – Meeting. Hours: 24.0

During the Application Period, PwC LLC professionals provided the following services to the Debtors: Prepared for and participated in regular financial and strategic meetings with lenders, including weekly cash forecast meetings with Mizuho and monthly update meetings with all lenders. These involved video and teleconference calls to discuss the chapter 11 process, facilitate lender communication strategies, and assess the financial status with company management, legal counsel, and advisors. Engaged in coordination sessions to address lender inquiries, review consent request strategies, and capture critical action items, ensuring streamlined communication across all parties involved.

(d) Client/Advisor Communications. Hours: 0.0

During the Application Period, PwC LLC professionals provided the following services to the Debtors: Assisted the Debtor and other

advisors with lender communications and legal coordination related to the chapter 11 process. The Debtor is engaged with multiple legal and advisory entities across different regions, each involving distinct aspects of the chapter 11 proceedings, including compliance, retention applications, Restructuring Support Agreement negotiations, and lender communications. The Debtor and related counsels manage these engagements with both internal and external resources distributed globally. PwC LLC assistance under this project category focused on strategic meetings and coordination, involving scheduling and logistical support for lender interactions, and supplier update sessions in Japan. This included developing communication agendas, reviewing documentation, and providing translation services for seamless integration of lender communications. Additionally, efforts were concentrated on aligning legal counsel engagements for the non-consortium lenders, and supporting the planning of consent-request meetings and DIP budget discussions to ensure effective participation of involved lenders.

(e) Internal Project Management and Documentation. Hours: 68.0

During the Application Period, PwC LLC professionals provided the following services to the Debtors: Guided and supported internal PwC LLC teams in effectively managing the chapter 11 proceedings-related tasks. The process demanded seamless coordination among PwC LLC's business units, advisors, and support staff to ensure efficient alignment and execution. This involved strategic planning meetings and stand-ups to establish priorities and timelines for outreach, refining documentation pertaining to chapter 11 procedural submissions and retention applications.

(f) External Documentation and Correspondence Management. Hours: 22.0

During the Application Period, PwC LLC professionals provided the following services to the Debtors: Advised and assisted the Debtor on strategic communications with stakeholders and legal coordination throughout the chapter 11 process. The Debtor's complex stakeholder landscape across multiple regions required close coordination with advisory teams and legal counsel at local, regional, and international levels. This involved developing and managing detailed communication plans to effectively facilitate lender outreach, prepare comprehensive materials regarding the Restructuring Support Agreement and chapter 11 schedule. PwC LLC oversaw the translation of key documents to support lender engagement and alignment, coordinated meetings to clarify the financial situation of the company, and provided translation services necessary for smooth and clear communication with the company. Additionally, PwC LLC's work

involved organizing schedules, reviewing submissions related to the DIP budget and cash flow, and responding to inquiries to maintain administrative coherence and transparency.

(g) Other. Hours: 20.0

During the Application Period, PwC LLC professionals provided the following services to the Debtors: Extended search for media leaks focusing within the Japanese market regarding Debtor's chapter 11 announcement, focusing on industry impact reports.

13. As set forth above, detailed descriptions of these services, the amount of fees incurred, and the amount of hours spent providing such services throughout the period from December 1, 2025 to December 31, 2025 are provided in the attached exhibits. All entries itemized in PwC LLC's time records attached hereto as **Exhibit C** (i) are categorized in accordance with the appropriate project categories, (ii) include a description of each activity or service that each individual performed, and (iii) identify the number of hours (in increments of one-half of an hour) spent by each individual providing the services. However, in some instances, services may overlap between project categories. Thus, some services may appear under more than one project category; however, in no instance is a specific time entry recorded or charged more than once.

SUMMARY OF EXPENSES INCURRED

14. PwC LLC does not request reimbursement of any expenses during the Application Period.⁵

ALLOWANCE OF COMPENSATION

15. The professional time expended by PwC LLC, the value of said time in fees, and the value of the actual expenses incurred by the firm were actual, reasonable, and necessary. In

⁵ PwC LLC's standard practice is to treat certain expenses as having been incurred when such obligations are recorded and reflected as payable in PwC LLC's accounting system. Accordingly, reimbursement for certain disbursements incurred during the Application Period may still be pending submission and will be requested in a future fee application.

all respects, PwC LLC's fees and expenses meet the standards for allowance under Bankruptcy Code section 330, as well as the standards that govern the review and allowance of bankruptcy professionals' fees. *See, e.g., In re Busy Beaver Bldg. Ctrs., Inc.*, 19 F.3d 833 (3d Cir. 1994).

16. Bankruptcy Code section 331 provides for interim compensation of professionals and incorporates the substantive standards of Bankruptcy Code section 330 to govern the Court's award of such compensation. *See* 11 U.S.C. § 331. Bankruptcy Code section 330 provides that a court may award a professional employed under Bankruptcy Code section 327 the "reasonable compensation for actual, necessary services rendered . . . and reimbursement for actual, necessary expenses." 11 U.S.C. § 330(a)(1)(A)-(B). Bankruptcy Code section 330 also sets forth the criteria for the award of such compensation and reimbursement:

In determining the amount of reasonable compensation to be awarded . . . the court shall consider the nature, the extent, and the value of such services, taking into account all relevant factors, including –

- (A) the time spent on such services;
- (B) the rates charged for such services;
- (C) whether the services were necessary to the administration of, or beneficial at the time at which the service was rendered toward the completion of, a case under this title;
- (D) whether the services were performed within a reasonable amount of time commensurate with the complexity, importance, and nature of the problem, issue, or task addressed
- (E) with respect to a professional person, whether the person is board certified or otherwise has demonstrated skill and experience in the bankruptcy field; and
- (F) whether the compensation is reasonable based on the customary compensation charged by comparably skilled practitioners in cases other than cases under this title.

11 U.S.C. § 330(a)(3).

17. The reasonable value of the unpaid portion of the services rendered by PwC LLC for the Application Period as advisory services provider to the Debtors in these chapter 11 cases is JPY 17,500,000. The fixed fees reflected on the exhibits hereto are PwC LLC's customary fees for work of this nature. The professional services performed by PwC LLC were in the best interests of the Debtors and their estates and other parties in interest. Compensation for the foregoing services as requested is commensurate with the complexity, importance, and time-sensitive nature of the problems, issues, or tasks involved. The professional services were performed with expedition and in an efficient manner.

18. In accordance with section 330 of the Bankruptcy Code, the fees requested are reasonable in light of factors including, among other things, (a) the complexity of these chapter 11 cases, (b) the time expended, (c) the nature and extent of the services rendered, (d) the value of such services, and (e) the costs of comparable services other than in a case under this title. Accordingly, allowance and payment of the compensation for professional services and reimbursement of expenses sought herein is warranted.

RESERVATION OF RIGHTS

19. Although PwC LLC has made every effort to include all fees and expenses incurred during the Application Period in this Application, some fees and expenses may inadvertently be omitted from this Application, including as a result of accounting and processing delays in the Application Period. PwC LLC reserves the right to submit further applications to the Court for allowance of such fees and expenses not included herein. Subsequent fee applications will be filed in accordance with the requirements of the Bankruptcy Code, the Bankruptcy Rules, the Local Rules, and the Interim Compensation Procedures Order.

CERTIFICATION OF COMPLIANCE AND WAIVER

20. To the best of its knowledge, PwC LLC believes that this Application, together with the exhibits attached hereto, and the description of services set forth herein of work performed are in compliance with the requirements of the PwC LLC Retention Order. To the extent that this Application does not comply in all respects with those requirements, PwC LLC believes that such deviations are not material and respectfully requests that such requirements be waived.

NOTICE


21. In accordance with the Interim Compensation Procedures Order, this Application will be served upon the Application Recipients (as defined in the Interim Compensation Procedures Order). Notice of hearing on this Application will be served upon all parties that have requested notice in the chapter 11 cases pursuant to Bankruptcy Rule 2002. In light of the nature of the relief requested, PwC LLC submits that no other or further notice is necessary.

[Remainder of page intentionally left blank]

WHEREFORE, PwC LLC requests the entry of an order (i) approving interim allowance and payment, to the extent not previously paid, in the amount of JPY 17,500,000, which is equal to the total compensation (including all holdbacks) earned by PwC LLC during the Application Period for its services to the Debtors and (ii) such other and further relief as may be just and proper.

Dated: January 30, 2026

PWC ADVISORY LLC

By: 

Akira Nomoto, Partner
Otemachi Park Building,
1-1-1 Otemachi, Chiyoda-ku,
Tokyo 100-0004 Japan
Tel: +81 80-3094-8111
Email: akira.nomoto@pwc.com

*Advisory Services Provider to the Debtors and
Debtors in Possession*

Exhibit A

Summary of Fees for the Period from December 1, 2025 through December 31, 2025**Summary of Hours by Billing Category and Project Category**

Billing Category and Project Category	Hours	Total Compensation
Fixed Fee Services		
Restructuring Advisory Services		
Lender Q&A	6.0	
Lender comm.(Tel)	4.5	
Lender comm.(mtg)	24.0	
Client/advisor comm.	0.0	
Internal Project Management and Documentation	68.0	
External Documentation and Correspondence Management	22.0	
Others	20.0	
Total-Hours and Compensation Sought	144.5	JPY 12,500,000

Exhibit B

Summary of Hours by Professional and Billing Category

Billing Category and Professional		Position	Hours
Fixed Fee Services			
Restructuring Advisory Services	Soichiro Oku	Director	4.0
	Akira Nomoto	Partner	12.0
	Shuhei Inoue	Director	14.0
	Soon Park	Manager	26.5
	Shiori Taniguchi	Manager	53.5
	Nao Tanaka	Associate	0.0
	Kakeru Takeda	Associate	34.5
Total Hours			144.5

Exhibit C

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours		Performed work details
Soichiro Oku	12/03/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Soichiro Oku	12/04/25	1.0	Lender comm.(mtg)	Participated in Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS.
Soichiro Oku	12/10/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Soichiro Oku	12/17/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Akira Nomoto	12/01/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/03/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/03/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Akira Nomoto	12/04/25	1.0	Lender comm.(mtg)	Participated in Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS.
Akira Nomoto	12/05/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/08/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/10/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Akira Nomoto	12/10/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/12/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/15/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/16/25	0.5	Internal Project Management and Documentation	Internal session with S. Park to advance retention-extension and fee-application preparation; assembled required information and internal approvals.
Akira Nomoto	12/17/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/17/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Akira Nomoto	12/18/25	0.5	Internal Project Management and Documentation	Coordination meeting with S. Park to complete internal approvals, confirm retention-extension timeline, and advance fee-application drafting.
Akira Nomoto	12/18/25	0.5	Internal Project Management and Documentation	Continued work with S. Park on retention extension and fee application; reviewed draft narratives and supporting schedules.
Akira Nomoto	12/19/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/19/25	0.5	Internal Project Management and Documentation	Coordination meeting with S. Park to complete internal approvals, confirm retention-extension timeline, and advance fee-application drafting.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours	Performed work details	
Akira Nomoto	12/22/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/24/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Akira Nomoto	12/26/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with S. Park and S. Taniguchi (PwC) to plan internal project steps.
Shuhe Inoue	12/01/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/02/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/03/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Shuhe Inoue	12/03/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/04/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/04/25	1.0	Lender comm.(mtg)	Participated in Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS.
Shuhe Inoue	12/05/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/08/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/09/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/10/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/10/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Shuhe Inoue	12/11/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/12/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/15/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/16/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/17/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Shuhe Inoue	12/17/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhe Inoue	12/18/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours	Performed work details	
Shuhei Inoue	12/19/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhei Inoue	12/22/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhei Inoue	12/23/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhei Inoue	12/24/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhei Inoue	12/25/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Shuhei Inoue	12/26/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Park, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/01/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/01/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/02/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/02/25	0.5	Lender comm.(Tel)	Preparatory calls with Mizuho to set objectives for the weekly Company update; finalized agenda and clarified open diligence questions.
Soon Park	12/03/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/03/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Soon Park	12/03/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/04/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/04/25	1.0	Lender comm.(mtg)	Participated in Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS.
Soon Park	12/05/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/05/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/08/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/08/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/09/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/09/25	0.5	Lender comm.(Tel)	Individual calls with Mizuho to align expectations for the weekly Company call; confirmed agenda and open questions.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours	Performed work details	
Soon Park	12/10/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/10/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Soon Park	12/10/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/11/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/12/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/12/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/15/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/15/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/15/25	0.5	Lender comm.(Tel)	Alignment call with Mizuho to prepare for weekly Company call; addressed outstanding items and assigned owners.
Soon Park	12/16/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/16/25	0.5	Internal Project Management and Documentation	Internal session with A. Nomoto to advance retention-extension and fee-application preparation; assembled required information and internal approvals.
Soon Park	12/17/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/17/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Soon Park	12/17/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/18/25	0.5	Internal Project Management and Documentation	Coordination meeting with A. Nomoto to complete internal approvals, confirm retention-extension timeline, and advance fee-application drafting.
Soon Park	12/18/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/18/25	0.5	Internal Project Management and Documentation	Continued work with A. Nomoto on retention extension and fee application; reviewed draft narratives and supporting schedules.
Soon Park	12/19/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/19/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/19/25	0.5	Lender comm.(Tel)	Additional call with Mizuho to reconcile outstanding diligence points and finalize discussion topics for the weekly Company call.
Soon Park	12/19/25	0.5	Lender comm.(Tel)	Follow-up discussion with Mizuho to address outstanding information requests; updated diligence tracker and agreed on next steps.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours	Performed work details	
Soon Park	12/19/25	0.5	Lender comm.(Tel)	Follow-up discussion with Mizuho to address outstanding information requests; updated diligence tracker and agreed on next steps.
Soon Park	12/19/25	0.5	Internal Project Management and Documentation	Coordination meeting with A. Nomoto to complete internal approvals, confirm retention -extension timeline, and advance fee-application drafting.
Soon Park	12/20/25	0.5	Lender comm.(Tel)	Follow-up discussion with Mizuho to address outstanding information requests; updated diligence tracker and agreed on next steps.
Soon Park	12/22/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/22/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/23/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/24/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/24/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/24/25	0.5	Lender comm.(Tel)	Follow-up with Mizuho to respond to new requests; updated diligence tracker and confirmed next deliverables.
Soon Park	12/25/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/26/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Taniguchi, K. Takeda) to review to-dos and confirm next steps.
Soon Park	12/26/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Taniguchi (PwC) to plan internal project steps.
Soon Park	12/26/25	0.5	Lender comm.(Tel)	Year-end wrap-up call with Mizuho to reconcile remaining issues.
Shiori Taniguchi	12/01/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/01/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/01/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/02/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/02/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/02/25	0.5	External Documentation and Correspondence Management	Sent meeting related files to the translator via email for smooth facilitation
Shiori Taniguchi	12/03/25	0.5	External Documentation and Correspondence Management	Sent meeting related files to the translator via email for smooth facilitation
Shiori Taniguchi	12/03/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours	Performed work details	
Shiori Taniguchi	12/03/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/03/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/03/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Shiori Taniguchi	12/03/25	2.5	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Weekly Cash Meeting with Mizuho, Marelli, A&M, K&E regarding DIP Budget and forecast of cash flow) to communicate with lenders and internal members
Shiori Taniguchi	12/04/25	1.5	Lender Q&A	Provided document support for queries from Mizuho regarding Cash flow and other topics
Shiori Taniguchi	12/04/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/04/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/04/25	1.0	Lender comm.(mtg)	Participated in Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS.
Shiori Taniguchi	12/04/25	1.0	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS) to communicate with lenders and internal members
Shiori Taniguchi	12/05/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/05/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/05/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/08/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/08/25	1.0	Lender Q&A	Provided document support for queries from Japanese Bank
Shiori Taniguchi	12/08/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/08/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/08/25	3.0	Internal Project Management and Documentation	Prepared the monthly fee applications in accordance with Court guidelines.
Shiori Taniguchi	12/09/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/09/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/09/25	0.5	External Documentation and Correspondence Management	Sent meeting related files to the translator via email for smooth facilitation
Shiori Taniguchi	12/09/25	3.0	Internal Project Management and Documentation	Prepared the monthly fee applications in accordance with Court guidelines.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours	Performed work details	
Shiori Taniguchi	12/10/25	0.5	External Documentation and Correspondence Management	Sent meeting related files to the translator via email for smooth facilitation
Shiori Taniguchi	12/10/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/10/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/10/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/10/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Shiori Taniguchi	12/10/25	2.5	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Weekly Cash Meeting with Mizuho, Marelli, A&M, K&E regarding DIP Budget and forecast of cash flow) to communicate with lenders and internal members
Shiori Taniguchi	12/11/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/11/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/11/25	1.5	Lender Q&A	Provided document support for queries from Mizuho regarding Cash flow and other topics
Shiori Taniguchi	12/12/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/12/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/12/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/15/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/15/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/15/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/16/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/16/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/16/25	0.5	External Documentation and Correspondence Management	Sent meeting related files to the translator via email for smooth facilitation
Shiori Taniguchi	12/17/25	2.5	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Weekly Cash Meeting with Mizuho, Marelli, A&M, K&E regarding DIP Budget and forecast of cash flow) to communicate with lenders and internal members
Shiori Taniguchi	12/17/25	0.5	External Documentation and Correspondence Management	Sent meeting related files to the translator via email for smooth facilitation
Shiori Taniguchi	12/17/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours		Performed work details
Shiori Taniguchi	12/17/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/17/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Shiori Taniguchi	12/17/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/18/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/18/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/18/25	1.5	Lender Q&A	Provided document support for queries from Mizuho regarding Cash flow and other topics
Shiori Taniguchi	12/19/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/19/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/19/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/22/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/22/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/22/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/23/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/23/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/24/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/24/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/24/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/25/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.
Shiori Taniguchi	12/25/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/26/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Shiori Taniguchi	12/26/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, K. Takeda) to review to-dos and confirm next steps.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours		Performed work details
Shiori Taniguchi	12/26/25	0.5	Internal Project Management and Documentation	Internal alignment meeting with A. Nomoto and S. Park (PwC) to plan internal project steps.
Shiori Taniguchi	12/26/25	0.5	Lender Q&A	Provided debtor's responses for queries from Mizuho during the weekly meeting
Kakeru Takeda	12/01/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/01/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/02/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/02/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/03/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/03/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/03/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Kakeru Takeda	12/03/25	2.5	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Weekly Cash Meeting with Mizuho, Marelli, A&M, K&E regarding DIP Budget and forecast of cash flow) to communicate with lenders and internal members
Kakeru Takeda	12/04/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/04/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/04/25	1.0	Lender comm.(mtg)	Participated in Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS.
Kakeru Takeda	12/04/25	3.0	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Monthly Bank Meeting regarding Marelli's cash forecast with Marelli, SVP Cons, Japanese banks, DBS) to communicate with lenders and internal members
Kakeru Takeda	12/05/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/05/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/08/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/08/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/09/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/09/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/10/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours		Performed work details
Kakeru Takeda	12/10/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/10/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Kakeru Takeda	12/10/25	2.5	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Weekly Cash Meeting with Mizuho, Marelli, A&M, K&E regarding DIP Budget and forecast of cash flow) to communicate with lenders and internal members
Kakeru Takeda	12/11/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/11/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/12/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/12/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/15/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/15/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/16/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/16/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/17/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/17/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/17/25	1.0	Lender comm.(mtg)	Participated in weekly cash meetings with Mizuho, Marelli, A&M, and K&E to discuss the DIP budget and forecast cash flow
Kakeru Takeda	12/18/25	2.5	External Documentation and Correspondence Management	Compiled meeting notes of meeting (Weekly Cash Meeting with Mizuho, Marelli, A&M, K&E regarding DIP Budget and forecast of cash flow) to communicate with lenders and internal members
Kakeru Takeda	12/18/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/18/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/19/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/19/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/22/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/22/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry

Professional Services by Project Category, Professional, and Date

Professional	Date	Hours	Performed work details	
Kakeru Takeda	12/23/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/23/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/24/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/24/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/25/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/25/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Kakeru Takeda	12/26/25	0.5	Internal Project Management and Documentation	Internal team stand-up (S. Inoue, S. Park, S. Taniguchi) to review to-dos and confirm next steps.
Kakeru Takeda	12/26/25	0.5	Others	Extended search for media leaks about Marelli and articles related to OEM and automotive industry
Total		144.5		