IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE

In re:	Chapter 11
SALT HOUSE, INC.[1]	Case No. 25-12277 (LSS)
Debtor.	

GLOBAL NOTES AND STATEMENT OF LIMITATIONS, METHODOLOGY, AND GENERAL DISCLAIMERS FOR THE DEBTOR'S MONTHLY OPERATING REPORT FOR THE PERIOD MAY 1, 2026 THROUGH MAY 21, 2026

On December 29, 2025 (the "**Petition Date**"), the above-captioned debtor and debtor in possession (the "**Debtor**") filed a voluntary petition in the United States Bankruptcy Court for the District of Delaware (the "**Court**") commencing a case for relief under chapter 11 of the Bankruptcy Code.

The factual background regarding the Debtor, including the Debtor's businesses, its capital structure, and the circumstances leading to the filing of the chapter 11 case is set forth in detail in the *Declaration of Erika Badan in Support of Chapter 11 Petition and First Day Motions* [Docket No. 2], which is fully incorporated herein by reference. Additional information about the chapter 11 case, court filings, and claims information is available at the website maintained by the Debtor's claims and noticing agent: https://www.veritaglobal.net/Food52.

The Debtor has prepared and filed the attached monthly operating report and the exhibits thereto (the "**MOR**") for the period including May 1, 2026 through May 21, 2026 (the "**Reporting Period**") with the assistance of its advisors solely for the purpose of complying with the monthly operating requirements applicable in chapter 11 cases and the instructions provided by the Office of the United Trustee for the District of Delaware (the "**U.S. Trustee**").

1. Basis of Presentation

The financial information contained in the MOR is limited in scope, covers a limited time period, and is presented on a preliminary and unaudited basis. The MOR should not be relied upon by any persons for information relating to current or future financial condition, events, or performance of the Debtor, as the results of operations contained herein are not necessarily indicative of results which may be expected from any other period or for the full year, and may

[1] The Debtor in this chapter 11 case is Salt House, Inc. (f/k/a Food52, Inc.) and the last four digits of the Debtor's federal tax identification number are 2738. For the purpose of this chapter 11 case, the Debtor's service address is 1 Dock 72 Way, 13th Floor, Brooklyn, New York 11205.



not necessarily reflect the combined results of operations, financial position, and schedule of receipts and disbursements in the future.

This MOR is unaudited and has not been prepared in accordance with accounting principles generally accepted in the United States of America ("**U.S. GAAP**") and does not include all the information and footnotes required by U.S. GAAP. The MOR is not intended to reconcile to any financial statements otherwise prepared or distributed by the Debtor.

The financial information contained herein is presented per the Debtor's books and records without, among other things, all adjustments or reclassifications that may be necessary or typical with respect to consolidating financial statements or in accordance with U.S. GAAP.

This information has not been subject to procedures that would typically be applied to financial information presented in accordance with U.S. GAAP or any other recognized financial reporting framework, and upon application of such procedures, the Debtor believes that the financial information could be subject to changes, and these changes could be material. The results of operations contained herein are not necessarily indicative of results that may be expected from any other period or for the full year and may not necessarily reflect the consolidated results of operations and financial position of the Debtor in the future.

For the reasons discussed above, there can be no assurance that the financial information presented herein is complete, and readers are strongly cautioned not to place undue reliance on the MOR.

2. Reporting Period.

Unless otherwise noted herein, the MOR generally reflects the Debtor's books and records and financial activity occurring during the Reporting Period. Except as otherwise noted, no adjustments have been made for activity occurring after the close of the reporting period.

3. Accounts Payable and Disbursement Systems

Cash is received and disbursed by the Debtor in a manner consistent with the Debtor's historical cash management practices, as described in the *Debtor's Motion for Entry of Interim and Final Orders (I) Authorizing and Approving Continued Use of Cash Management System, (II) Authorizing Use of Prepetition Bank Accounts and Business Forms, (III) Waiving Certain Operating Guidelines and Suspending the Time to Comply with Section 345(b) of the Bankruptcy Code, and (IV) Granting Certain Related Relief,* filed on the Petition Date [Docket No. 9].

4. Accuracy

The financial information disclosed herein was not prepared in accordance with federal or state securities laws or other applicable non-bankruptcy law or in lieu of complying with any periodic reporting requirements thereunder. Persons and entities trading in or otherwise purchasing, selling, or transferring the claims against or equity interests in the Debtor should evaluate this financial information considering the purposes for which it was prepared. The Debtor and its advisors are not liable for and undertake no responsibility to indicate variations from

securities laws herein or for any evaluations of the Debtor based on this financial information or any other information.

5. Payment of Prepetition Claims Pursuant to First Day Orders

In December 2025 and January 2026, the Bankruptcy Court entered orders (the "**First Day Orders**") authorizing, but not directing, the Debtor to pay certain prepetition (a) employee wages, salaries, other compensation, reimbursable expenses and payments to continue employee benefit programs; (b) trade claims; (c) taxes and fees; (e) insurance expenses and associated premiums; and (f) amounts to maintain and administer existing customer programs and honor certain prepetition obligations related thereto. To the extent any payments were made during the Reporting Period on account of prepetition claims following the commencement of the chapter 11 case pursuant to the authority granted to the Debtor by the Bankruptcy Court under the First Day Orders, such payments have been included in the MOR.

6. Reservation of Rights

The information furnished in this MOR includes normal recurring adjustments but does not include all of the adjustments that typically would be made for interim financial statements presented in accordance with U.S. GAAP. Although the Debtor made commercially reasonable efforts to ensure the accuracy and completeness of the MOR, inadvertent errors or omissions may exist. Accordingly, the Debtor hereby reserves all rights to dispute the validity, status, enforceability, or executory nature of any claim amount, agreement, representation, or other statement set forth in this MOR. Further, the Debtor reserves the right to amend or supplement this MOR in all respects, if necessary or appropriate, but undertakes no obligation to do so.

Nothing contained in this MOR shall constitute a waiver of the Debtor's rights or an admission with respect to the chapter 11 case or otherwise. For the reasons discussed above, there can be no assurance that the financial information presented herein is complete, and readers are cautioned not to rely on the MOR for any reason.

Unless otherwise indicated, all amounts in the MOR are reflected in U.S. dollars.

7. Specific MOR Disclosures

While the Debtor does not restate the above notes and reservations of rights in their entirety here, such notes and reservations apply to the entire MOR and each individual response or other item included in the MOR. In addition to such notes and reservations, the Debtor offers the following explanatory notes.

General: Given the layoff of all employees and limited number of independent contractors supporting the winddown of the Debtor's estate, the Debtor has prepared these disclosures using May 2026 data, augmented by available operational data and various adjustments to reflect the activity in May 2026. Although this is not the normal close process, the Debtor believes the numbers provided in the MOR adequately and accurately reflect the current status of the Debtor as of May 21, 2026. Additionally, the Debtor's cash flow, balance sheet, and income statement have been adjusted to reflect the asset sales of the Debtor's three businesses: Food52,

Schoolhouse, and Dansk [Docket No. 210, 211 & 212]. Each of the sales closed on February 13, 2026 [Docket No. 215].

On May 20, 2026, the Court entered an order [Docket No. 388] confirming the *Chapter 11 Plan of Liquidation for Salt House, Inc.* (the "**Plan**"). The Plan went effective on May 22, 2026 (the "**Effective Date**"). *See* Docket No. 391.

Supporting Documentation: By agreement with the U.S. Trustee, in lieu of providing bank statements, the Debtor has included a chart of its bank accounts.

Part 1: Cash Receipts and Disbursements. Balances shown on MOR Part 1 are pulled from Salt House, Inc.'s four different operating bank account statements. Beginning balances reflect estimated balances per these statements as of May 1, 2026 and ending on May 21, 2026. On the Effective Date, the Debtor transferred its remaining cash balance of $2,299,424.61 to the Liquidating Trustee.

Part 2: Asset and Liability Status.

- 2a. Accounts receivable balance (net of allowance) reflects the Debtor's estimated accounts receivable balance as of May 21, 2026 after the sale of all the Purchased 2025 Media Receivables (as defined in Docket No. 254), which closed on March 13, 2026 [Docket No. 268].

- 2c. Inventory was included as part of the sale of the Schoolhouse assets [Docket No. 211], which closed on February 13, 2026 [Docket No. 215]. As such, the inventory balance of $0 is intended to reflect the inventory on hand as of May 21, 2026.

- 2d. Current assets includes cash as of May 21, 2026. All other current assets related to the sale have been written off.

- 2e. Total assets includes only current assets. The Debtor's estimated balance of goodwill, intangibles, inventory, prepaids, and associated assets is $0.

- 2h. The $0 balance reflects the Debtor's estimate that no May sales taxes are outstanding as of May 21, 2026.

- 2k. Prepetition secured debt consists of $1,505,000 owed to TCG 2.0 Food52, LLC and TCG 3.0 Food52, LLC (together, the "**TCG Lender**"), pursuant to that certain *Secured Promissory Note*, dated December 22, 2025, by and between the Debtor and the TCG Lender, that was funded pre-filing.

- 2m. Prepetition unsecured debt includes that certain Loan Agreement, by and between the Debtor and Silicon Valley Bank, prepetition accounts payable balances, in addition to other estimated accruals on the Debtor's books as of May 21, 2026. Amounts shown exclude any potential contract or lease rejection claims. The total reflected in part 2m is not necessarily indicative or fully reflective of the total general unsecured claim pool of claims.

Part 4: Income Statement. As of February 13, 2026, the Debtor had sold substantially all its assets and no longer operated a go-forward business. Therefore the Debtor no longer recorded revenues and expenses after February 13, 2026 and the Debtor has not included an income statement because there is no income.

Part 5: Professional Fees and Expenses. The amounts listed in Part 5 were paid in accordance with the *Order Establishing Procedures for Interim Compensation and Reimbursement of Expenses for Professionals* [Docket No. 198] (the "**Interim Compensation Procedures Order**") or the *Order Authorizing the Debtor to Retain, Employ, and Compensate Certain Professionals Utilized by the Debtor in the Ordinary Course of Busisiness* [Docket No. 123].

- 5a. No payments for bankruptcy-related services were made during the Reporting Period.

- 5b. No payments for non-bankruptcy-related services were made during the Reporting Period.

- 5c. Pursuant to the Interim Compensation Procedures Order, payments were made the Official Committee of Unsecured Creditors' professionals in the amount of $91,385 during the Reporting Period.

Part 7(i): The Debtor had general liability insurance through May 15, 2026, but, as of the date hereof, no longer maintains such insurance coverage.

Part 7(g): In accordance with the *Final Order (I) Authorizing the Debtor to Obtain Postpetition Financing; (II) Granting Liens and Providing Superpriority Administrative Expense Status; (III) Authorizing Use of Cash Collateral; (IV) Granting Adequate Protection; (V) Modifying the Automatic Stay; and (VI) Granting Related Relief* [Docket No. 134], the Debtor received postpetition financing in the aggregate amount of $3,420,000. In accordance with the Food52 asset sale [Docket No. 210], which closed on February 13, 2026 [Docket No. 215], all postpetition financing has been satisfied in full.

UNITED STATES BANKRUPTCY COURT

FOR THE DISTRICT OF DELAWARE

In Re. SALT HOUSE, INC. f/k/a FOOD52, INC.

Debtor(s)

Case No. 25-12277

☐ Jointly Administered

Monthly Operating Report

Chapter 11

Reporting Period Ended: 05/22/2026

Petition Date: 12/29/2025

Months Pending: 5

Industry Classification: 4 4 9 1

Reporting Method: Accrual Basis ◉ Cash Basis ○

Debtor's Full-Time Employees (current): 0

Debtor's Full-Time Employees (as of date of order for relief): 20

Supporting Documentation (check all that are attached):

(For jointly administered debtors, any required schedules must be provided on a non-consolidated basis for each debtor)

- ☐ Statement of cash receipts and disbursements
- ☒ Balance sheet containing the summary and detail of the assets, liabilities and equity (net worth) or deficit
- ☐ Statement of operations (profit or loss statement)
- ☐ Accounts receivable aging
- ☐ Postpetition liabilities aging
- ☐ Statement of capital assets
- ☐ Schedule of payments to professionals
- ☐ Schedule of payments to insiders
- ☒ All bank statements and bank reconciliations for the reporting period
- ☐ Description of the assets sold or transferred and the terms of the sale or transfer

/s/ [name]
Signature of Responsible Party

07/21/2026
Date

[name]
Printed Name of Responsible Party

[address]
Address

STATEMENT: This Periodic Report is associated with an open bankruptcy case; therefore, Paperwork Reduction Act exemption 5 C.F.R. § 1320.4(a)(2) applies.

Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

Case No. 25-12277

Part 1: Cash Receipts and Disbursements		Current Month	Cumulative
a.	Cash balance beginning of month	$4,984,660	
b.	Total receipts (net of transfers between accounts)	$41,526	$22,695,366
c.	Total disbursements (net of transfers between accounts)	$555,212	$15,160,695
d.	Cash balance end of month (a+b-c)	$4,470,973	
e.	Disbursements made by third party for the benefit of the estate	$0	$3,917,254
f.	Total disbursements for quarterly fee calculation (c+e)	$555,212	$19,077,949

Part 2: Asset and Liability Status (Not generally applicable to Individual Debtors. See Instructions.)		Current Month
a.	Accounts receivable (total net of allowance)	$0
b.	Accounts receivable over 90 days outstanding (net of allowance)	$0
c.	Inventory (Book ◉ Market ○ Other ○ (attach explanation))	$0
d	Total current assets	$4,470,973
e.	Total assets	$4,470,973
f.	Postpetition payables (excluding taxes)	$31,265
g.	Postpetition payables past due (excluding taxes)	$31,265
h.	Postpetition taxes payable	$0
i.	Postpetition taxes past due	$0
j.	Total postpetition debt (f+h)	$31,265
k.	Prepetition secured debt	$1,505,000
l.	Prepetition priority debt	$0
m.	Prepetition unsecured debt	$23,939,997
n.	Total liabilities (debt) (j+k+l+m)	$25,476,262
o.	Ending equity/net worth (e-n)	$-21,005,289

Part 3: Assets Sold or Transferred		Current Month	Cumulative
a.	Total cash sales price for assets sold/transferred outside the ordinary course of business	$0	$13,375,000
b.	Total payments to third parties incident to assets being sold/transferred outside the ordinary course of business	$0	$3,917,254
c.	Net cash proceeds from assets sold/transferred outside the ordinary course of business (a-b)	$0	$9,457,746

Part 4: Income Statement (Statement of Operations) (Not generally applicable to Individual Debtors. See Instructions.)		Current Month	Cumulative
a.	Gross income/sales (net of returns and allowances)	$0	
b.	Cost of goods sold (inclusive of depreciation, if applicable)	$0	
c.	Gross profit (a-b)	$0	
d.	Selling expenses	$0	
e.	General and administrative expenses	$0	
f.	Other expenses	$0	
g.	Depreciation and/or amortization (not included in 4b)	$0	
h.	Interest	$0	
i.	Taxes (local, state, and federal)	$0	
j.	Reorganization items	$0	
k.	Profit (loss)	$0	$-84,732,636

Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

Case No. 25-12277

Part 5: Professional Fees and Expenses

				Approved Current Month	Approved Cumulative	Paid Current Month	Paid Cumulative
a.	Debtor's professional fees & expenses (bankruptcy) *Aggregate Total*			$0	$0	$0	$3,833,244
	Itemized Breakdown by Firm						
		Firm Name	Role				
	i	Core Advisors LLC	Other	$0	$0	$0	$1,354,511
	ii	Young Conaway Stargatt & Tay	Lead Counsel	$0	$0	$0	$1,199,413
	iii	MERU LLC	Financial Professional	$0	$0	$0	$944,535
	iv	KCC Parent LLC (Verita)	Other	$0	$0	$0	$334,784
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Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

Case No. 25-12277

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Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC. Case No. 25-12277

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				Approved Current Month	Approved Cumulative	Paid Current Month	Paid Cumulative
b.	Debtor's professional fees & expenses (nonbankruptcy) *Aggregate Total*			$0	$0	$0	$60,030
	Itemized Breakdown by Firm						
		Firm Name	Role				
	i	KPMG LLP	Other	$0	$0	$0	$3,986
	ii	Littler Mendelson	Other	$0	$0	$0	$13,211
	iii	Troutman Pepper Locke LLP	Other	$0	$0	$0	$42,833
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Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

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Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

Case No. 25-12277

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Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC. Case No. 25-12277

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c.	All professional fees and expenses (debtor & committees)			$0	$0	$91,385	$3,984,659

Part 6: Postpetition Taxes		Current Month	Cumulative
a.	Postpetition income taxes accrued (local, state, and federal)	$0	$0
b.	Postpetition income taxes paid (local, state, and federal)	$0	$0
c.	Postpetition employer payroll taxes accrued	$0	$45,546
d.	Postpetition employer payroll taxes paid	$0	$45,546
e.	Postpetition property taxes paid	$0	$0
f.	Postpetition other taxes accrued (local, state, and federal)	$0	$174,144
g.	Postpetition other taxes paid (local, state, and federal)	$0	$174,144

Part 7: Questionnaire - During this reporting period:

a.	Were any payments made on prepetition debt? (if yes, see Instructions)	Yes ○	No ◉
b.	Were any payments made outside the ordinary course of business without court approval? (if yes, see Instructions)	Yes ○	No ◉
c.	Were any payments made to or on behalf of insiders?	Yes ◉	No ○
d.	Are you current on postpetition tax return filings?	Yes ◉	No ○
e.	Are you current on postpetition estimated tax payments?	Yes ◉	No ○
f.	Were all trust fund taxes remitted on a current basis?	Yes ◉	No ○
g.	Was there any postpetition borrowing, other than trade credit? (if yes, see Instructions)	Yes ○	No ◉
h.	Were all payments made to or on behalf of professionals approved by the court?	Yes ◉	No ○ N/A ○
i.	Do you have: Worker's compensation insurance?	Yes ○	No ◉
	If yes, are your premiums current?	Yes ○	No ○ N/A ◉ (if no, see Instructions)
	Casualty/property insurance?	Yes ○	No ◉
	If yes, are your premiums current?	Yes ○	No ○ N/A ◉ (if no, see Instructions)
	General liability insurance?	Yes ○	No ◉
	If yes, are your premiums current?	Yes ○	No ○ N/A ◉ (if no, see Instructions)
j.	Has a plan of reorganization been filed with the court?	Yes ◉	No ○
k.	Has a disclosure statement been filed with the court?	Yes ◉	No ○
l.	Are you current with quarterly U.S. Trustee fees as set forth under 28 U.S.C. § 1930?	Yes ◉	No ○

Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

Case No. 25-12277

Part 8: Individual Chapter 11 Debtors (Only)

a.	Gross income (receipts) from salary and wages	$0
b.	Gross income (receipts) from self-employment	$0
c.	Gross income from all other sources	$0
d.	Total income in the reporting period (a+b+c)	$0
e.	Payroll deductions	$0
f.	Self-employment related expenses	$0
g.	Living expenses	$0
h.	All other expenses	$0
i.	Total expenses in the reporting period (e+f+g+h)	$0
j.	Difference between total income and total expenses (d-i)	$0
k.	List the total amount of all postpetition debts that are past due	$0
l.	Are you required to pay any Domestic Support Obligations as defined by 11 U.S.C § 101(14A)?	Yes ○ No ◉
m.	If yes, have you made all Domestic Support Obligation payments?	Yes ○ No ○ N/A ◉

Privacy Act Statement

28 U.S.C. § 589b authorizes the collection of this information, and provision of this information is mandatory under 11 U.S.C. §§ 704, 1106, and 1107. The United States Trustee will use this information to calculate statutory fee assessments under 28 U.S.C. § 1930(a)(6). The United States Trustee will also use this information to evaluate a chapter 11 debtor's progress through the bankruptcy system, including the likelihood of a plan of reorganization being confirmed and whether the case is being prosecuted in good faith. This information may be disclosed to a bankruptcy trustee or examiner when the information is needed to perform the trustee's or examiner's duties or to the appropriate federal, state, local, regulatory, tribal, or foreign law enforcement agency when the information indicates a violation or potential violation of law. Other disclosures may be made for routine purposes. For a discussion of the types of routine disclosures that may be made, you may consult the Executive Office for United States Trustee's systems of records notice, UST-001, "Bankruptcy Case Files and Associated Records." *See* 71 Fed. Reg. 59,818 et seq. (Oct. 11, 2006). A copy of the notice may be obtained at the following link: http://www.justice.gov/ust/eo/rules_regulations/index.htm. Failure to provide this information could result in the dismissal or conversion of your bankruptcy case or other action by the United States Trustee. 11 U.S.C. § 1112(b)(4)(F).

I declare under penalty of perjury that the foregoing Monthly Operating Report and its supporting documentation are true and correct and that I have been authorized to sign this report on behalf of the estate.

/s/ *Amanda (Demby) Swift*
Signature of Responsible Party

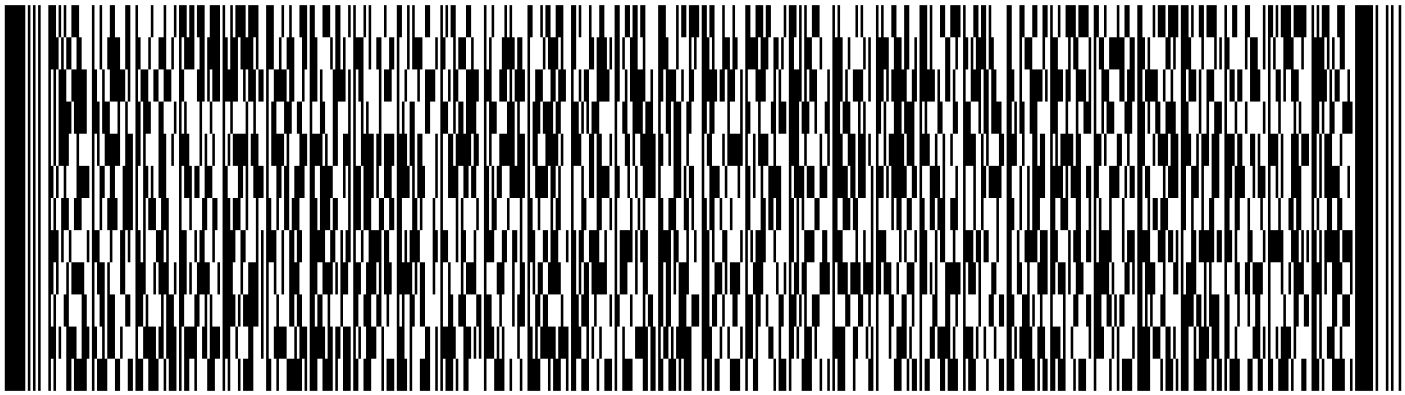
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Printed Name of Responsible Party

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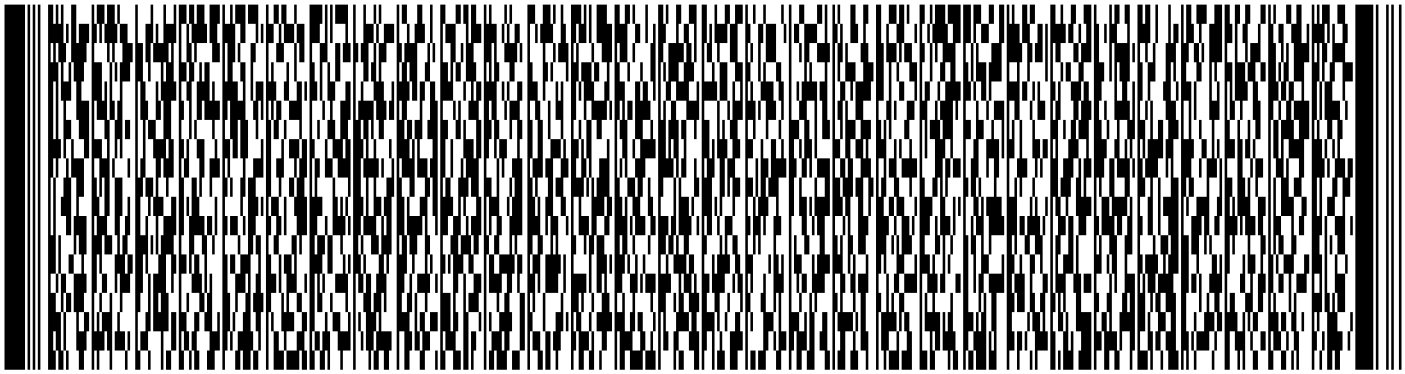
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Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

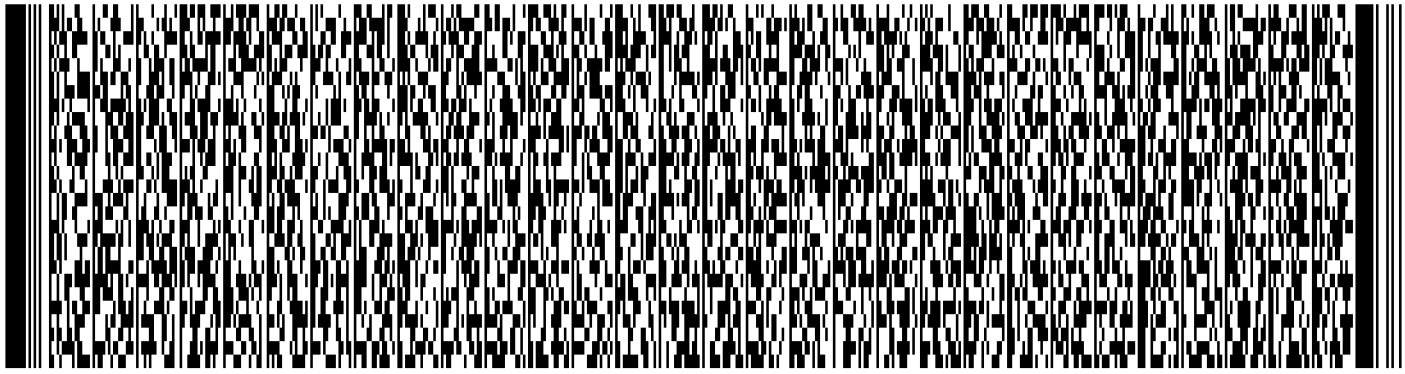
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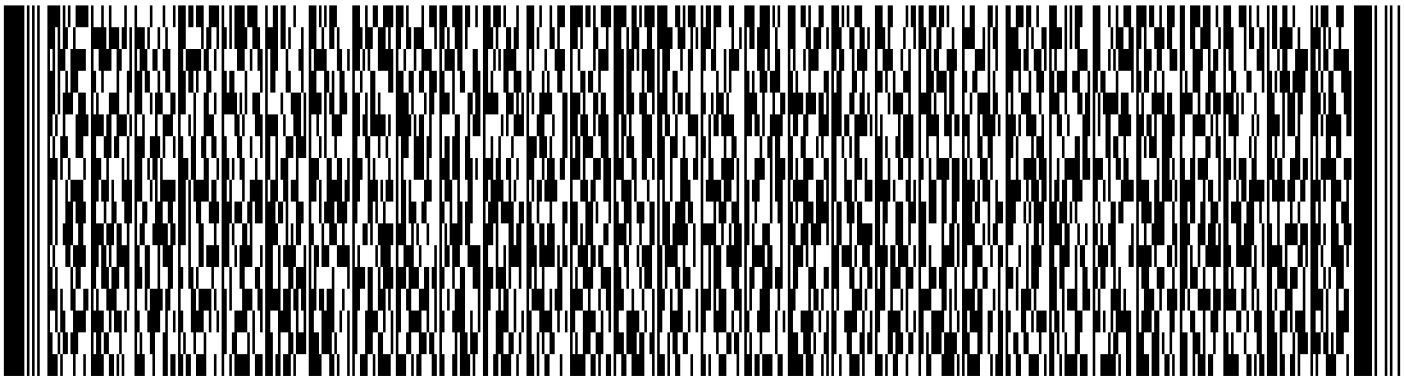
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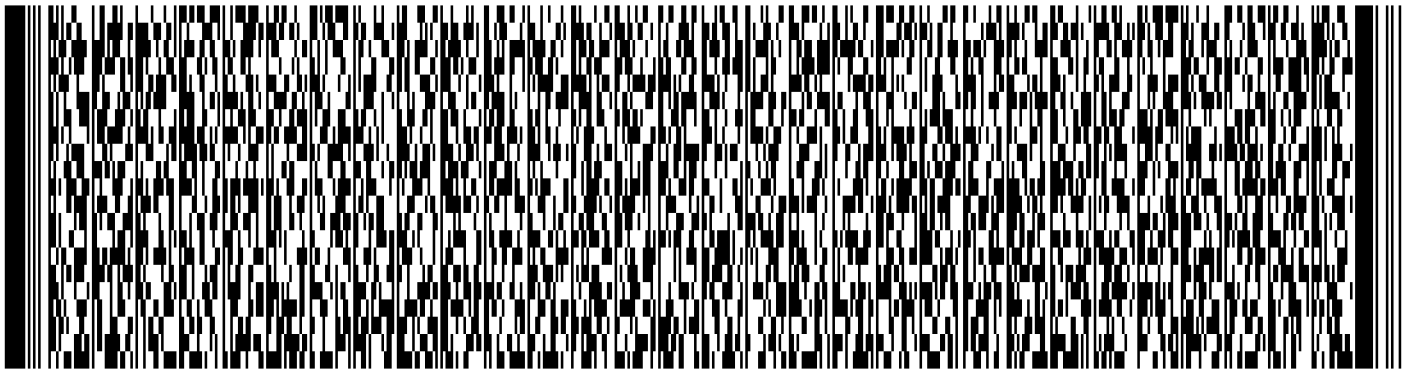
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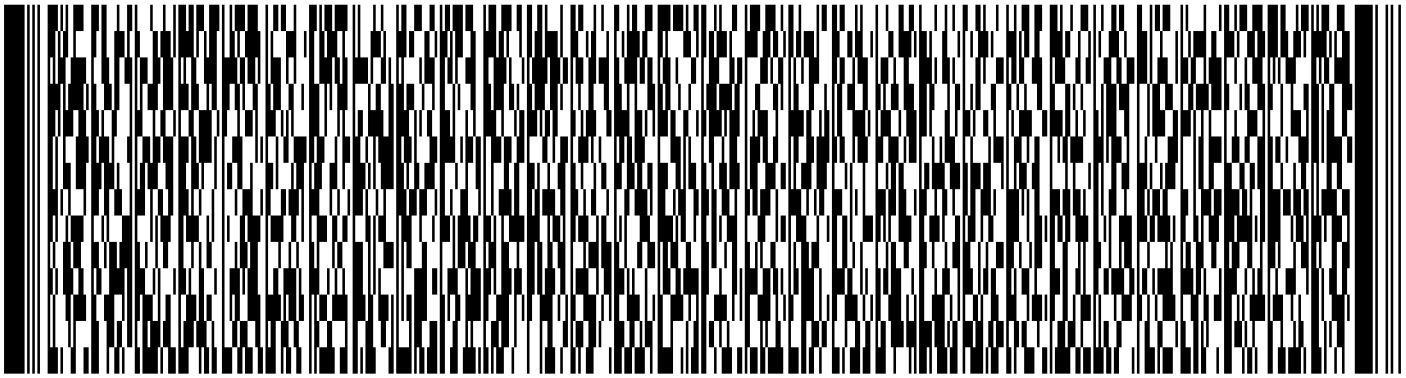
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Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

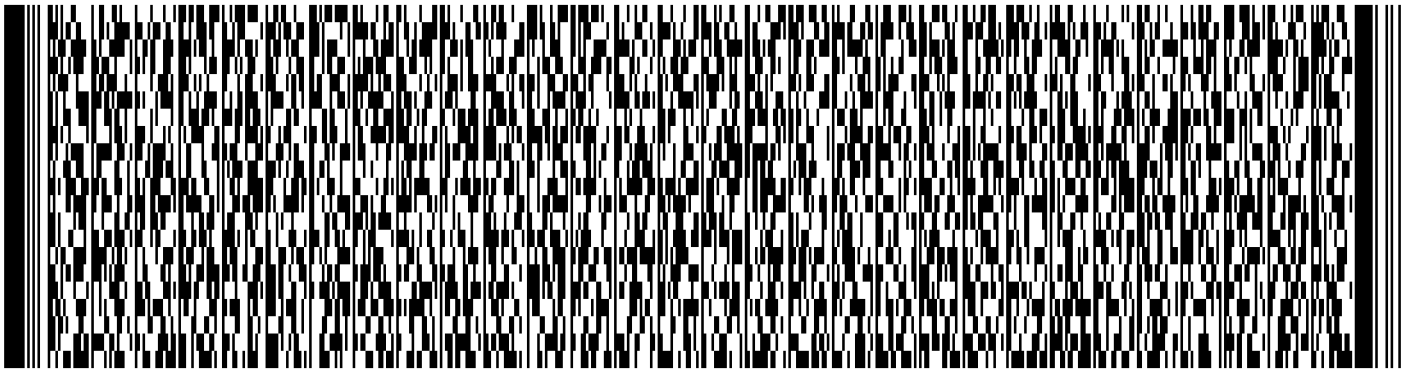
Case No. 25-12277



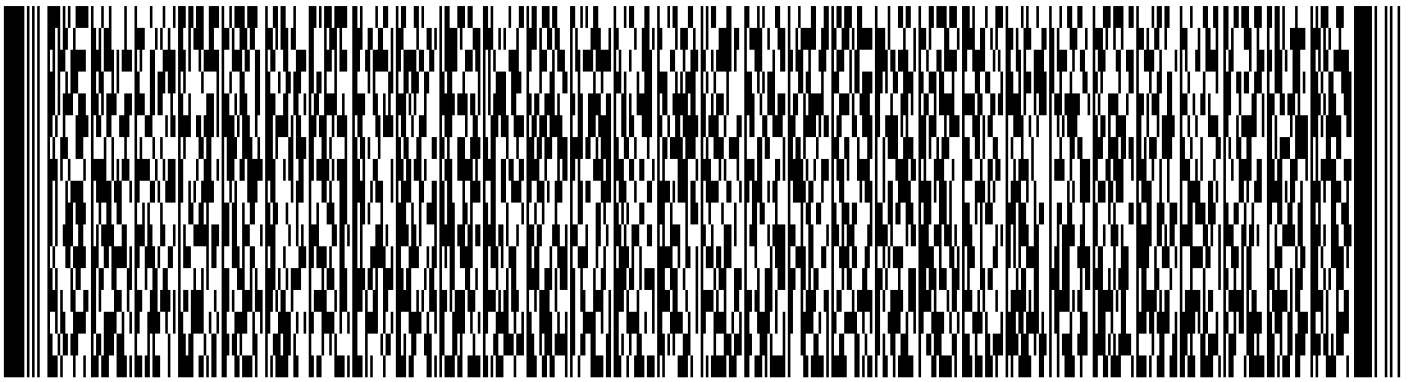
Bankruptcy1to50



Bankruptcy51to100



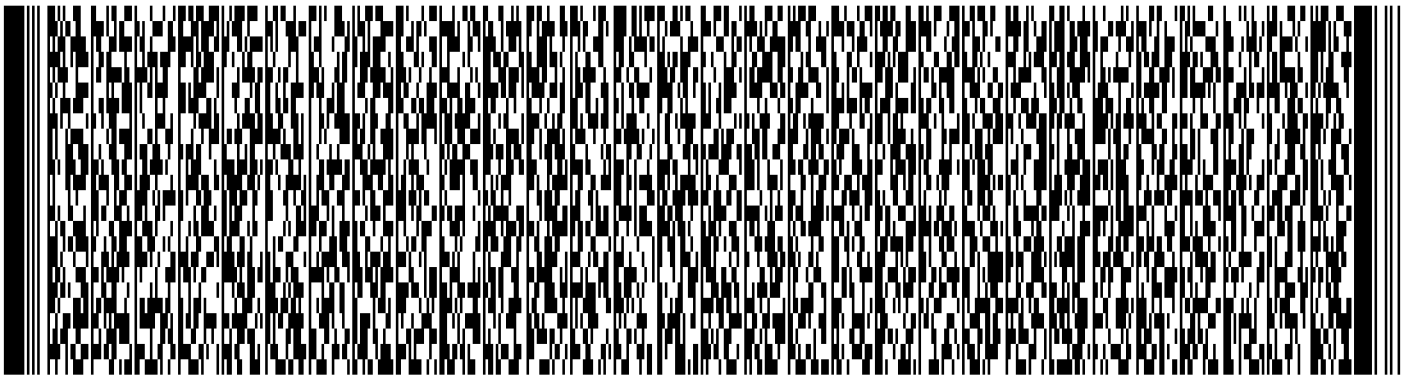
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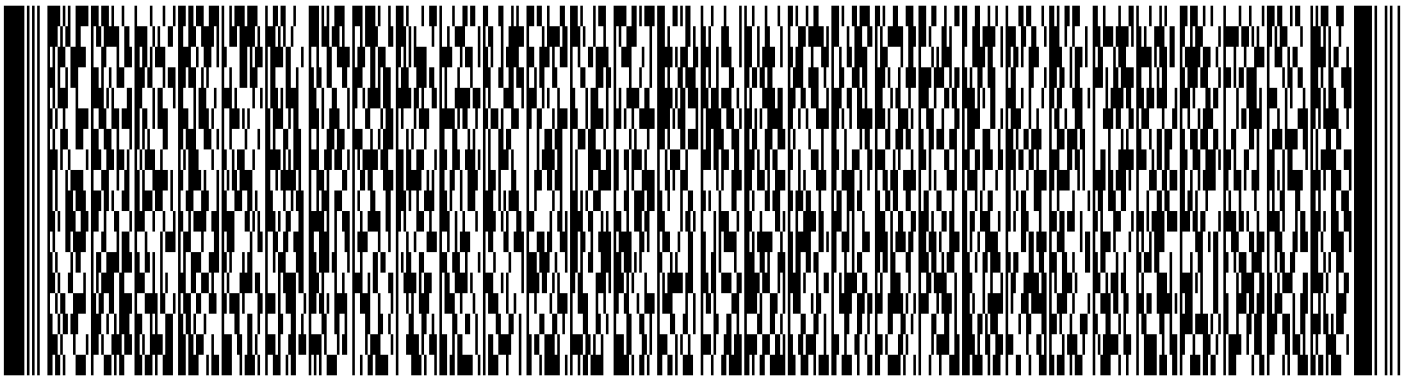
NonBankruptcy51to100

Debtor's Name SALT HOUSE, INC. f/k/a FOOD52, INC.

Case No. 25-12277



PageThree



PageFour

Food52, Inc.

Bank Balances

Bank Name	Last 4 Digits of Account Number	Balance as of 5/21/2026
Avidbank - 4116	4116	-
Avidbank - 5378	5378	-
Avidbank - 4538	4538	-
JP Morgan Chase - 3862	3862	-
Silicon Valley Bank - 4610	4610	$250,000
Silicon Valley Bank - 0261	0261	$4,220,973
Total		**$4,470,973**

Food52, Inc.

Part 2: Unaudited Balance Sheet
$'s in 000's

Food52, Inc.	May 2026
Assets	
Current Assets:	
Cash and Cash Equivalents	4,471
Accounts Receivable	-
Other Current Assets	-
Fixed Assets:	-
Other Assets:	
Other Assets	-
Prepaid Expenses	-
Goodwill	-
Intangibles (Contracts/Patient List/Trademark)	-
Total Assets	4,471
Liabilities and Stockholder's Equity	
Current Liabilities	
Accounts Payable	7,209
Accrued Expenses	1,762
Other Current Liabilities	-
Longterm Liabilities	16,505
Total Liabilities	25,476
Stockholder's Equity	
Paid in Capital	230,653
Retained Earnings	-
Net Income	(251,658)
Total Stockholders Equity	(21,005)
Total Liabilities and Stockholder's Equity	4,471