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I, Larnyce Tabron, in my capacity as a Principal Clerk of the Publisher of The New York Times, a daily newspaper of general circulation printed and published in the City, County, and State of New York, hereby certify that the advertisement annexed hereto was published in the editions of The New York Times on the following date or dates, to wit on.

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Larnyce Tabron

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AUTOMOTIVE | BANKING



MIKE BLAKE/REUTERS

Tesla is still dependent on the Model Y and Model 3 for much of its revenue.

Tesla's Profit Falls as Musk Pours Money Into New Tech

By JACK EWING

Tesla on Wednesday reported a second consecutive quarterly decline in profit as the company poured resources into self-driving cars, humanoid robots and other new technologies.

Net profit fell to $787 million in the third quarter from $1.4 billion a year earlier, the company said. Sales were $28 billion, little changed from a year earlier. Wall Street analysts had expected net profit of $815 million and sales of $28.3 billion, according to the average of estimates compiled by Tesla.

The company released its earnings report a day after its chief executive, Elon Musk, said Tesla and SpaceX, another company Mr. Musk controls, were exploring a merger that would create a supersize conglomerate that was deeply involved in cars, robots, rockets, satellite internet service and artificial intelligence.

Mr. Musk declined to discuss the merger during a conference call with investors and analysts Wednesday.

The prospect of a merger comes at a critical moment for Tesla. Mr. Musk had warned that profit would suffer at the automaker as it devoted resources to autonomous driving technology and humanoid robots that are being developed with A.I. The company brings in very little revenue from those new lines of business.

Tesla this year began producing the Semi, an electric heavy duty truck, and the Cybercab, a car that drives itself and does not have a steering wheel. But Tesla is only beginning to deliver the Semi in significant numbers and is not yet selling the Cybercab.

Still, Mr. Musk said that someday the Cybercab "will end up being a majority of all passenger-miles on Earth in any country where it is allowed to operate freely."

Optimus, as Tesla calls its robots, "will be the biggest product on Earth," he said during the conference call. But he acknowledged that Tesla was having trouble making robot hands that are as sensitive and dexterous as human hands.

This month, Tesla also unveiled the Roadster, a sports car. An edition of the vehicle will be capable of flying for short distances. But the Roadster will not go into production until 2028, and with a price tag in the hundreds of thousands of dollars even for a version that cannot leave the ground, it is unlikely to sell in large numbers.

"In its current form, it's a distraction — not a meaningful contribution to the Tesla product portfolio," Paul Miller, a principal analyst at Forrester, a research firm, said in a statement.

Tesla remains dependent on the Model Y sport utility vehicle and Model 3 sedan for much of its revenue. Both are older designs. Still, their advanced driver-assistance software appears to be fueling sales, analysts said, allowing Tesla to sell more electric vehicles in Europe and the United States.

Tesla had 54 percent of the U.S. market for new electric vehicles in the third quarter, according to Cox Automotive. It had slipped below 50 percent in 2024 as established car companies like Hyundai and General Motors began selling more electric vehicles.

It is not clear how much importance a combined SpaceX and Tesla would place on car sales relative to other areas, like A.I, robots and self-driving taxis, that Mr. Musk has described as central to the company's future.

Many established U.S. automakers, including G.M. and Ford, have dialed back their push into electric vehicles, which has been a drain on profits for them.

G.M., the largest auto manufacturer in the United States, said Tuesday that it earned $3.3 billion in the third quarter, more than double its profit a year earlier, as it finished recording more than $11 billion in losses from electric vehicle investments.

The company attributed the increase to sales of large pickups and sport utility vehicles with internal combustion engines. But those vehicles could be vulnerable to high prices for gas and diesel.

At an event in New York on Wednesday, G.M. executives made the case that the company remains committed to electric vehicles. They announced a plan to make G.M. more competitive with fast-moving Chinese companies, in part by producing electric vehicles equipped with batteries that are significantly less expensive to make than the ones commonly in use.

Europe's Love-Hate Take on China's Cars

FROM FIRST BUSINESS PAGE

the pain for European carmakers, though much about implementation remains unclear. Cheaper imports from China are threatening the industry, which contributes about 7 percent of the E.U.'s economic output. The E.U. industry chief, Stéphane Séjourné, has warned that the sector is in "mortal danger." Germany's auto industry group has predicted the loss of up to 225,000 jobs by 2035.

The E.U. has faced pressure to impose tougher measures to shield industries from what companies see as unfair competition. Left unchecked, Chinese carmakers could triple their share of the European auto market to as much as 30 percent by 2035, said Harald Hendrikse, a managing director at Citi Research.

In taking on China, Europe faces a conundrum: How can the region protect its industries while keeping prices affordable? Efforts to insulate the sector would come with a cost.

"There's no free lunch in protectionism," said David Bailey, a professor and industrial policy expert at University of Birmingham. "European and British automakers may gain some breathing room, but consumers could face higher prices and less choice, especially at the lower end of the market."

For example, one proposal being considered would steer public spending toward European companies, prioritizing battery cells made in the region. But such a rule could raise the price of an electric car by 2,100 euros, or more than $2,300, said researchers at Bruegel, a think tank in Brussels.

"Who will potentially lose from all of this?" asked Simone Tagliapietra, a deputy director at Bruegel. "I would say the middle class. They need to buy cars, right? And pushing up the cost with such provisions might be costly and even prevent them from accessing technology that, given the current energy crisis, is existentially important for Europeans."

In 2024, the European Union imposed tariffs as high as 45 percent on Chinese electric cars to try to counter Beijing's subsidies. But the bloc spared hybrid vehicles, which were then still a small segment of the market. Chinese manufacturers pivoted, boosting exports of hybrids, which are subject to only a 10 percent tariff.

Chinese hybrids have since poured into Europe, accounting for more than a fifth of the category's total sales and pushing policymakers to consider wider trade restrictions. In Poland, Hungary and Romania, Chinese companies have gained over half of the plug-in hybrid market, said Dataforce, which tracks the auto sector.

History shows restricting supplies of those Chinese cars would probably increase prices, which over time could benefit the country's manufacturers in Europe. In 2013, China agreed to reduce the number of solar panels that it shipped to Europe. In turn, Chinese manufacturers raised prices, pulling in larger profits that they could invest in research.

Today China dominates the world's solar industry.

Chinese companies have their eye on the long term, seeing this period as a "bridge" toward making cars on European soil, said Matthias Schmidt, an industry analyst in Germany. He pointed to Leapmotor's production partnership with Stellantis and BYD's plan to produce cars in Hungary.

Policymakers seek to slow buyer interest in the vehicles.

Chinese companies still see significant opportunity in Europe, even if new trade measures slow their advance. Spain is among the countries where they have seen strong demand and taken advantage of an increasing appetite for electric and hybrid vehicles. Electric cars have caught up with gas-powered vehicles, and electrics and hybrids together make up more than two thirds of the European market.

At the end of last year, Spain had about 600 dealerships selling Chinese brands. By the end of 2026, that number will likely grow to 1,000, according to Faconauto, a dealership association in Madrid. The market share of Chinese brands in Spain has risen fivefold in three years to about 15 percent, led by BYD and MG, the iconic British automaker now owned by a Chinese state-run company.

"For the Spanish people, this is very good," said Marta Blázquez, Faconauto's president.

Chinese brands have retained a significant edge on price compared with their European peers, though the gap has narrowed from a discount of as much as 30 percent in recent years, she said. The Center for European Policy Analysis in February estimated that the average starting price for a BYD electric vehicle in Europe ranged from €30,000 to €45,000, compared with prices closer to €50,000 for European E.V.s.

In Germany, even though Chinese car brands remain smaller players, they're growing quickly. BYD said it planned to expand to as many as 300 dealerships by the end of the year. After more than doubling in 2025, sales of Chinese cars in Germany have continued to surge this year, according to Inovev, a consulting firm in Paris.

Stefan Bratzel, director of the Center of Automotive Management in Germany, invoked Frank Sinatra in explaining the importance of the country for Chinese car companies. The way they see it, "if you can make it there, you can make it anywhere."

Barclays Says It Will Cut 5,000 Jobs In A.I. Push

By JAMES PATON



SAM BUSH FOR THE NEW YORK TIMES

Barclays is cutting 5 percent of its work force as banks feel pressure to prove the technology can bolster productivity and profits.

LONDON — Barclays said Thursday that it would cut about 5,000 jobs as the British bank and its competitors rely more heavily on artificial intelligence to increase efficiency and lower costs.

The company, based in London, is the latest to announce job cuts linked to its use of artificial intelligence. Standard Chartered set off a debate in May when it said it would eliminate more than 7,000 jobs.

The layoffs, which account for 5 percent of the work force, come as investors and economists look for evidence that A.I. can raise profits and productivity. Anxiety is widespread that the technology could lead to job losses in banking, law and similar fields. Britain has a large finance industry and is seen as particularly exposed to disruption by artificial intelligence.

About 60 percent of the job cuts at Barclays will affect employees with support roles, including software developers, the company said Thursday after reporting a 12 percent increase in quarterly profit that fell short of analysts' forecasts. Barclays cited "organizational simplification and technology change efficiency" from its use of artificial intelligence.

C.S. Venkatakrishnan, the chief executive of Barclays, told reporters on a call that the company plans to employ A.I. "at scale," but added that A.I. is "the icing on the cake, not the cake."

In May, Bill Winters, the head of London-based Standard Chartered, sought to reassure workers after the lender announced plans to cut thousands of support jobs over four years. Mr. Winter raised an outcry in describing the cuts as "replacing in some cases lower-value human capital with the financial capital and the investment capital we're putting in."

In the United States, artificial intelligence is the main reason cited by employers to reduce their work forces, with A.I. highlighted by companies more than 120,000 times this year, or more than a fifth of all the cuts announced, according to Challenger, Gray & Christmas, a research firm.

Barclays, which expects its efficiency measures to deliver savings of more than 1.1 billion pounds, or $1.5 billion, next year, said it had already cut 1,000 of the roles. The company added in a statement that it was "building the work force and skills needed to deliver our strategy and meet the evolving needs of our customers and clients."

UCC PUBLIC SALE NOTICE

PLEASE TAKE NOTICE THAT, pursuant to the Uniform Commercial Code, ACORE CAPITAL MORTGAGE, LP, a Delaware limited partnership, as administrative agent for and on behalf of the lenders from time to time party to the applicable mezzanine loan agreements (together with its successors and assigns, the "Secured Party"), will offer for sale, at public auction to be held at 1:30 P.M. (prevailing Eastern time) on January 20, 2027, conducted in front of the New York Supreme Court, New York County Courthouse, located at 60 Centre Street, New York, New York 10007, with qualified bidders having the option to participate virtually via Zoom (or a similar videoconference platform), all right, title and interest of (i) AJ GCOH MEZZ LLC; (ii) AJ GCOH TRS MEZZ LLC; (iii) AJ PROVIDENCE MEZZ LLC; and (iv) AJ PROVIDENCE TRS MEZZ LLC; each a Delaware limited liability company (each, a "Debtor" and collectively, the "Debtors"), as applicable, to: (a) all limited liability company interests in GCOH Owner LLC and certain related collateral; (b) all limited liability company interests in GCOH Lessee LLC and certain related collateral; (c) all limited liability company interests in Biltmore Providence Owner LLC and certain related collateral; and (d) all limited liability company interests in Biltmore Providence Lessee LLC and certain related collateral (items (a) and (b), collectively, the "Cincinnati Collateral"; items (c) and (d), collectively, the "Providence Collateral"; and all of the foregoing, collectively, the "Collateral"). The Collateral will first be offered in two separate lots, one consisting of the Cincinnati Collateral and the other consisting of the Providence Collateral, with bids being taken for each lot. The Collateral next will be offered as a single lot consisting of all of the Collateral. Whichever method of sale results in the highest aggregate bid from qualified bidder(s) will be utilized. Copies of the applicable pledge agreements are available for inspection as hereinafter described. The Secured Party was granted a security interest in the Collateral to secure certain indebtedness (the "Indebtedness") of the Debtors. All interested prospective purchasers that meet the qualifications for bidding are invited to attend and bid at the auction and will have the option to attend either virtually or in-person.

PLEASE TAKE FURTHER NOTICE THAT, based upon information available to Secured Party, including information provided by the Debtors, the pledged entities and/or certain other persons and entities affiliated therewith, it is the understanding of the Secured Party (but without any warranty or representation by the Secured Party as to the accuracy or completeness of the following matters) that: (i) AJ GCOH MEZZ LLC owns all limited liability company interests in GCOH Owner LLC; AJ GCOH TRS MEZZ LLC owns all limited liability company interests in GCOH Lessee LLC; AJ PROVIDENCE MEZZ LLC owns all limited liability company interests in Biltmore Providence Owner LLC; and AJ PROVIDENCE TRS MEZZ LLC owns all limited liability company interests in Biltmore Providence Lessee LLC; (ii) GCOH Owner LLC holds the ground leasehold interest in the real property commonly known as Graduate by Hilton Cincinnati, located at 151 Goodman Street, Cincinnati, Ohio (the "Cincinnati Property"); GCOH Lessee LLC holds the subleasehold interest in the Cincinnati Property; Biltmore Providence Owner LLC holds the fee interest in the real property commonly known as Graduate by Hilton Providence, located at 11 Dorrance Street, Providence, Rhode Island (the "Providence Property"); and Biltmore Providence Lessee LLC holds the leasehold interest in the Providence Property; and (iii) the Cincinnati Property is subject to a first priority mortgage loan securing indebtedness in the original principal amount of $26,213,000.00, with an unpaid principal balance of $21,953,989 as of September 1, 2026, and the Providence Property is subject to a first priority mortgage loan securing indebtedness in the original principal amount of $43,192,500.00, with an unpaid principal balance of $36,348,298 as of September 1, 2026.

PLEASE TAKE FURTHER NOTICE THAT the Secured Party reserves the right to accept or reject any bid and shall not be obligated to make any sale pursuant to this notice. The Secured Party reserves the right to bid and to become a purchaser at the sale to be made pursuant to this notice and to credit against the purchase price of the Collateral any and all of the Indebtedness.

PLEASE TAKE FURTHER NOTICE THAT the Collateral will be sold pursuant to appropriate transfer documents on an "**AS IS, WHERE IS**" basis, with all faults, and without any guarantees, representations or warranties of any kind or nature whatsoever.

PLEASE TAKE FURTHER NOTICE THAT the limited liability company interests being sold may be considered unregistered securities under the Securities Act of 1933, as amended (the "Securities Act"). Bidders for the Collateral will be required to represent in writing to the Secured Party (the "Bidding Certificate") that such bidder (i) is acquiring the Collateral for investment purposes, solely for the bidder's own account and not with a view to distribution or resale within the meaning of Section 2(a)(11) of the Securities Act of 1933, as amended (the "Securities Act"); (ii) is an accredited investor within the meaning of the applicable securities laws; (iii) has sufficient knowledge and experience in financial and business matters so as to be capable of evaluating the merits and risks of investment and has sufficient financial means to afford the risk of investment in the Collateral; (iv) will not resell or otherwise hypothecate the Collateral without a valid registration under applicable federal or state laws, including, without limitation, the Securities Act, or an available exemption therefrom; (v) will purchase the Collateral in compliance with all applicable federal and state laws; (vi) will be able to satisfy and will satisfy all of the requirements of the Intercreditor Agreement (available for inspection as hereinafter described); (vii) in the event such bidder bids on the Cincinnati Collateral, will be able to satisfy and will satisfy the requirements under that certain Ground Lease dated as of March 13, 2019, by and between The University of Cincinnati, as landlord, and GCOH Owner LLC, as tenant, with respect to being a Qualified Transferee (as defined therein) or otherwise satisfying the requirements thereunder for becoming an indirect owner of the Cincinnati Property; and (viii) intends to submit and, if the successful bidder, will submit to Hilton Franchise Holding LLC within seven (7) days of being declared the successful bidder, a change of ownership transfer application for operation of a Graduate by Hilton Hotel; and (ix) will indemnify the Secured Party with respect to any claim based on any misrepresentation or inaccuracy contained in such Bidding Certificate. **Meeting any requirements of the foregoing shall be at the sole risk, cost and expense of a prospective bidder.**

PLEASE TAKE FURTHER NOTICE that the following will apply with respect to the sale herein described. The Collateral will be sold for cash at such price and on such other commercially reasonable terms as the Secured Party may determine. In order for a prospective bidder (other than the Secured Party or its designee) to be a "qualified bidder" and eligible to bid at the public auction, each such prospective bidder must, unless otherwise agreed in writing by the Secured Party: (a) register with Cushman & Wakefield U.S., Inc. (the "Broker") and execute and deliver to the Broker a Bidding Certificate and an Internal Revenue Service Form W-9, in each case (i) by email to Jp.Leveque@cushwake.com, provided receipt is confirmed by response email, or (ii) by hand, certified mail (return receipt requested), or overnight delivery by a nationally recognized courier service, with a courtesy copy sent by email to Jp.Leveque@cushwake.com, **so as to be actually received on or prior to 5:00 P.M. (prevailing Eastern time) on the date that is seven (7) calendar days prior to the date of public sale**; (b) demonstrate to the Secured Party's satisfaction in advance of bidding its financial ability to tender payment for the Collateral; (c) demonstrate, to the Secured Party's satisfaction, that the certifications set forth in its Bidding Certificate are true and correct; and (d) at least two (2) business days prior to the start of the auction, provide an initial deposit to the title company or other agent designated by the Secured Party, by wire transfer of immediately available funds from a U.S. commercial bank that is a member of the Federal Reserve System, in an amount equal to $25,000.00. A further deposit may be required from each successful bidder within twenty-four (24) hours of completion of the public auction, and the balance due from each will be paid in accordance with the terms and conditions of the sale, which may be obtained by contacting the Broker at the address below. Each successful bidder may be required to execute a memorandum of sale and such other documents as may be required in accordance with the terms and conditions of the sale at the time the bid is accepted. **Prospective bidders are encouraged to perform such due diligence as they deem necessary.**

PLEASE TAKE FURTHER NOTICE that the full terms and conditions of sale, copies of the relevant agreements, information for attending the auction, and other information may be obtained by contacting JP LeVeque of Cushman & Wakefield U.S., Inc., 425 Market Street, San Francisco, California 94105, Telephone No.: (310) 363-5911, Email: Jp.Leveque@cushwake.com. In the event of any conflict between the terms herein and the full terms of public sale, the full terms of public sale shall govern. For further information please visit the following website: https://platform.reverecre.com/project/05007522-1c9c-45c2-a797-a6eebc8f9466.

IN THE UNITED STATES BANKRUPTCY COURT FOR THE DISTRICT OF DELAWARE

In re:	) Chapter 11
MARELLI AUTOMOTIVE LIGHTING USA LLC, *et al.*,[1]	) Case No. 25-11034 (CTG)
Debtors.	) (Jointly Administered)

NOTICE OF HEARING TO CONSIDER CONFIRMATION OF THE CHAPTER 11 PLAN FILED BY THE DEBTORS AND RELATED VOTING AND OBJECTION DEADLINE

PLEASE TAKE NOTICE THAT on October 20, 2026, the United States Bankruptcy Court for the District of Delaware (the "Court") entered an order [Docket No. 2870] (the "Disclosure Statement Order") (a) authorizing Marelli Automotive Lighting USA LLC and its affiliated debtors and debtors in possession (collectively, the "Debtors") to solicit acceptances for the *Amended Joint Plan of Reorganization of Marelli Automotive Lighting USA LLC and Its Debtor Affiliates Pursuant to Chapter 11 of the Bankruptcy Code* [Docket No. 2851] (as modified, amended, or supplemented from time to time, the "Plan");[2] (b) approving the *Disclosure Statement for the Amended Joint Plan of Reorganization of Marelli Automotive Lighting USA LLC and Its Debtor Affiliates Pursuant to Chapter 11 of the Bankruptcy Code* [Docket No. 2852] (as modified, amended, or supplemented from time to time, the "Disclosure Statement") as containing "adequate information" pursuant to section 1125 of the Bankruptcy Code; (c) approving the solicitation materials and documents to be included in the solicitation packages (the "Solicitation Packages"); and (d) approving procedures for soliciting, receiving, and tabulating votes on the Plan and for filing objections to the Plan.

PLEASE TAKE FURTHER NOTICE THAT the hearing at which the Court will consider Confirmation of the Plan will commence on **December 8, 2026 at 10:00 a.m. (prevailing Eastern Time)**, or as soon thereafter as counsel may be heard (the "Confirmation Hearing") before the Honorable Craig T. Goldblatt, United States Bankruptcy Judge, 824 Market Street N., Third Floor, Wilmington, DE 19801. The Plan may be amended, modified, or supplemented at any time prior to or at the Confirmation Hearing, and the Confirmation Hearing may be adjourned from time to time without further notice, except for the announcement of the adjourned date(s) through the agenda for the Confirmation Hearing, through a notice of adjournment filed with the Bankruptcy Court, and/or at the Confirmation Hearing or any continued hearing(s). For the avoidance of doubt, the Confirmation Hearing may be adjourned by the Debtors without further notice other than by notice served on all parties who have entered an appearance and/or filed an objection.

Voting Record Date. The voting record date (the "Voting Record Date") for purposes of determining (a) which Holders of Claims are entitled to vote on the Plan and (b) whether Claims have been properly transferred to an assignee pursuant to Bankruptcy Rule 3001(e) such that the assignee can vote as the Holder of the Claim is **October 14, 2026**.

Voting Deadline. If you held a Claim against the Debtors as of the Voting Record Date and are entitled to vote on the Plan, you have received a Ballot and voting instructions appropriate for your Claim(s). For your vote to be counted in connection with Confirmation of the Plan, you must follow the appropriate voting instructions, complete all required information on the Ballot, as applicable, and execute and return the completed Ballot so that it is actually received by the Claims, Noticing, and Solicitation Agent in accordance with the voting instructions by **November 23, 2026 at 4:00 p.m. (prevailing Eastern Time)** (the "Voting Deadline"). Any failure to follow the voting instructions included with the Ballot may disqualify your Ballot and your vote on the Plan.

Objection Deadline. The Court has established **November 23, 2026 at 4:00 p.m. (prevailing Eastern Time)**, as the deadline for filing and serving objections to the Confirmation of the Plan (the "Plan Objection Deadline"). Any objection to the Plan must: (a) be in writing; (b) conform to the Bankruptcy Rules, the Local Rules, and any orders of the Court; (c) state, with particularity, the legal and factual basis for and nature of any objection to the Plan and, if practicable, a proposed modification to the Plan that would resolve such objection; and (d) be filed with the Court (contemporaneously with a proof of service) and served upon the following parties so as to be **actually received** on or before the Plan Objection Deadline: (i) ***Co-Counsel to the Debtors:*** **Kirkland & Ellis LLP,** 601 Lexington Avenue, New York, New York 10022, Attn: Joshua A. Sussberg, Nicholas M. Adzima, and Evan Swager -and- 333 West Wolf Point Plaza, Chicago, Illinois 60654, Attn: Ross M. Kwasteniet and Spencer A. Winters -and- **Pachulski Stang Ziehl & Jones LLP,** 919 North Market Street, 17th Floor, P.O. Box 8705, Wilmington, Delaware 19899 (Courier 19801), Attn: Laura Davis Jones, Timothy P. Cairns, and Edward A. Corma; (ii) ***Co-Counsel to the Ad Hoc Group of Senior Lenders:*** **Akin Gump Strauss Hauer & Feld LLP,** 2001 K Street NW, Washington, D.C., 20006, Attn: Scott Alberino, Kate Doorley, and Alexander F. Antypas -and- One Bryant Park, New York, New York 10036, Attn: Ira S. Dizengoff and Anna Kordas -and- **Cole Schotz P.C.,** 500 Delaware Avenue, Suite 600, Wilmington, Delaware 19801, Attn: Justin R. Alberto and Stacy L. Newman; (iii) ***United States Trustee:*** **Office of the United States Trustee for the District of Delaware,** 844 King Street, Suite 2207, Lockbox 35, Wilmington, Delaware 19801, Attn: Jane Leamy; (iv) ***Counsel to Mizuho Bank, Ltd, in all capacities other than as Administrative Agent and Prepetition Emergency Loan Agent:*** **Davis Polk & Wardwell LLP,** 450 Lexington Avenue, New York, NY 10017, Attn: Timothy Graulich, Richard J. Steinberg, and Kevin L. Winiarski; (v) ***Counsel to Mizuho Bank, Ltd., in its capacity as the Administrative Agent and Prepetition Emergency Loan Agent:*** **Young Conaway Stargatt & Taylor, LLP,** 1000 North King Street, Wilmington, Delaware 19801, Attn: Robert S. Brady and Andrew L. Magaziner; (vi) ***Counsel to the DIP Agent:*** **Mayer Brown LLP,** 1221 Avenue of the Americas, New York, New York 10020-1001, Attn: Jason Elder; (vii) ***Co-Counsel to the Committee:*** **Paul Hastings LLP,** 200 Park Avenue, New York, New York 10166, Attn: Kristopher M. Hansen, Gabriel E. Sasson, and Daniel Ginsberg -and- **Morris James LLP,** 3205 Avenue North Blvd., Suite 100, Wilmington, Delaware 19803, Attn: Eric J. Monzo and Jason S. Levin; (viii) ***Counsel to the Sponsors:*** **Paul, Weiss, Rifkind, Wharton & Garrison LLP,** 1285 Avenue of the Americas, New York, New York 10019-6064, Attn: Brian S. Hermann and Jacob A. Adlerstein.

Plan Supplement. The Debtors intend to file a Plan Supplement on or before **November 16, 2026**. The Debtors do not intend to serve copies of the Plan Supplement on all parties-in-interest in these chapter 11 cases; the Plan Supplement, however, may be obtained from the Claims, Noticing, and Solicitation Agent.

Rejection Notices. The Debtors intend to file **on or before November 16, 2026**, the list of Executory Contracts and Unexpired Leases to be rejected consistent with Article V of the Plan.[3] The Debtors do not intend to serve copies of the list of Executory Contracts and Unexpired Leases to be rejected on all parties-in-interest in these chapter 11 cases; the list, however, may be obtained from the Claims, Noticing, and Solicitation Agent. The Debtors will send a separate notice advising applicable counterparties to Executory Contracts and Unexpired Leases that their respective contracts or leases are being rejected under the Plan. Any objection by a counterparty to an Executory Contract(s) or Unexpired Lease(s) and/or related rejection damages proposed in connection with the Plan must be filed with the Court no later than **fourteen (14) days after service of the Rejection Notice**.

Plan, Disclosure Statement, and Disclosure Statement Order. Copies of the Plan, Disclosure Statement, and Disclosure Statement Order may be obtained, free of charge, on the website maintained by the Claims, Noticing, and Solicitation Agent at https://www.veritaglobal.net/marelli. You can obtain additional hard or electronic copies of the Plan, Disclosure Statement, and Disclosure Statement Order free of charge, upon request to the Claims, Noticing, and Solicitation Agent by (a) calling 877-606-7509 (USA or Canada) or +1 310-751-2626 (International) and asking for a member of the Solicitation Team; (b) submitting an inquiry to www.veritaglobal.net/Marelli/inquiry; or (c) writing to Marelli Ballot Processing Center c/o KCC dba Verita, 100 N. Pacific Coast Highway, Suite 100, El Segundo, CA 90245. Copies of the Plan, Disclosure Statement, and Disclosure Statement Order are also on file with the Clerk of the Court and may be reviewed during the regular hours of the Court or online through the Court's internet website at http://www.deb.uscourts.gov.

Obtaining Solicitation Materials. Holders of Claims that are entitled to vote on the Plan will receive a Solicitation Package. Further copies of the Solicitation Package may be obtained by: (a) calling 877-606-7509 (USA or Canada) or +1 310-751-2626 (International) and asking for a member of the Solicitation Team; (b) submitting an inquiry to www.veritaglobal.net/Marelli/inquiry; or (c) writing to Marelli Ballot Processing Center c/o KCC dba Verita, 100 N. Pacific Coast Highway, Suite 100, El Segundo, CA 90245. You may also obtain copies of any pleadings filed with the Court for free by visiting the Debtors' restructuring website, www.veritaglobal.net/Marelli, or the Court's website at https://www.deb.uscourts.gov/ in accordance with the procedures and fees set forth therein. Please be advised that the Claims, Noticing, and Solicitation Agent is authorized to answer questions about, and provide additional copies of, solicitation materials, but may **not** advise you as to whether you should vote to accept or reject the Plan.

CRITICAL INFORMATION REGARDING OBJECTING TO THE PLAN

ARTICLE VIII OF THE PLAN CONTAINS RELEASE, EXCULPATION, AND INJUNCTION PROVISIONS, AND RELEASES OF LIENS AND GUARANTEES, ATTACHED HERETO AS ANNEX I, AND ARTICLE VIII.F CONTAINS A THIRD-PARTY RELEASE. THUS, YOU ARE ADVISED TO REVIEW AND CONSIDER THE PLAN CAREFULLY BECAUSE YOUR RIGHTS MIGHT BE AFFECTED THEREUNDER.

You may also find out more information at https://www.veritaglobal.net/Marelli.

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https://www.veritaglobal.net/Marelli.

La traduzione italiana di questo avviso è disponibile qui:
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A tradução em português deste aviso está disponível aqui:
https://www.veritaglobal.net/Marelli.

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Die deutsche Übersetzung dieses Hinweises ist hier verfügbar:
https://www.veritaglobal.net/Marelli.

Dated: October 20, 2026, Wilmington, Delaware, /s/ Laura Davis Jones, **PACHULSKI STANG ZIEHL & JONES LLP,** Laura Davis Jones (DE Bar No. 2436), Timothy P. Cairns (DE Bar No. 4228), Edward A. Corma (DE Bar No. 6718), 919 North Market Street, 17th Floor, P.O. Box 8705, Wilmington, Delaware 19899 (Courier 19801), Telephone: (302) 652-4100, Facsimile: (302) 652-4400, Email: ljones@pszjlaw.com, tcairns@pszjlaw.com, ecorma@pszjlaw.com, *Co-Counsel for the Debtors and Debtors in Possession* -and- **KIRKLAND & ELLIS LLP, KIRKLAND & ELLIS INTERNATIONAL LLP,** Joshua A. Sussberg, P.C. (admitted *pro hac vice*), Nicholas M. Adzima (admitted *pro hac vice*), Evan Swager (admitted *pro hac vice*), 601 Lexington Avenue, New York, New York 10022, Telephone: (212) 446-4800, Facsimile: (212) 446-4900, Email: joshua.sussberg@kirkland.com, nicholas.adzima@kirkland.com, evan.swager@kirkland.com -and- Ross M. Kwasteniet, P.C. (admitted *pro hac vice*), Spencer A. Winters, P.C. (admitted *pro hac vice*), 333 West Wolf Point Plaza, Chicago, Illinois 60654, Telephone: (312) 862-2000, Facsimile: (312) 862-2200, Email: ross.kwasteniet@kirkland.com, spencer.winters@kirkland.com, *Co-Counsel for the Debtors and Debtors in Possession*

[1] A complete list of each of the Debtors in these chapter 11 cases may be obtained on the website of the Debtors' Claims, Noticing, and Solicitation 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 not otherwise defined herein shall have the same meanings ascribed to them in the Plan, Disclosure Statement, or Disclosure Statement Order, as applicable.

[3] The Debtors or the Reorganized Debtors, as applicable, reserve the right to alter, amend, modify, or supplement the Schedule of Rejected Executory Contracts and Unexpired Leases at any time through and including the Effective Date pursuant to the Plan.

IF YOU HAVE ANY QUESTIONS REGARDING THIS NOTICE, PLEASE CALL 877-606-7509 (USA OR CANADA) OR +1 310-751-2626 (INTERNATIONAL), OR SUBMIT AN INQUIRY VIA WWW.VERITAGLOBAL.NET/MARELLI/INQUIRY.

Annex I: Discharge, Injunctions, Exculpation, and Releases

Please be advised that Article VIII of the Plan contains certain release, exculpation, and injunction provisions as follows:

Relevant Definitions

(1) "**Exculpated Parties**" means, collectively, and in each case in its capacity as such: (a) each Debtor; (b) the Committee and each of its respective members in their capacity as such; and (c) with respect to each of the foregoing Entities in clauses (a) through (b), their respective current and former (i) officers, directors, and limited liability company managers, who served in such capacity at any time between the Petition Date and the Effective Date and (ii) attorneys, financial advisors, or other professionals that were retained with Bankruptcy Court approval during any portion of the Chapter 11 Cases.

(2) "**Related Party**" means, with respect to any Entity, in each case in its capacity as such with respect to such Entity, such Entity's current and former directors, managers, officers, committee members, members of any governing body, equity holders (regardless of whether such interests are held directly or indirectly), affiliated investment funds or investment vehicles, managed accounts or funds, predecessors, participants, successors, assigns, subsidiaries, Affiliates, partners, limited partners, general partners, principals, members, management companies, fund advisors or managers, employees, agents, trustees, advisory board members, financial advisors, attorneys (including any other attorneys or professionals retained by any current or former director or manager in his or her capacity as director or manager of an Entity), accountants, investment bankers, consultants, representatives, and other professionals and advisors and any such Person's or Entity's respective heirs, executors, estates, and nominees.

(3) "**Released Party**" means, collectively, and in each case in its capacity as such: (a) each Debtor; (b) each Reorganized Debtor; (c) the Consenting Stakeholders; (d) the DIP Agent and the DIP Lenders; (e) the Initial Tranche A Lender; (f) the Plan Sponsors; (g) the Prepetition Agents; (h) the Ad Hoc Group of Senior Lenders' Professionals; (i) the Consenting Senior Bank Lenders' Professionals; (j) the Committee; (k) each member of the Committee (solely in their capacities as such); (l) with respect to each of the Entities in foregoing clause (a) through the following clause (m), each such Entity's current and former predecessors, successors, Affiliates (regardless of whether such interests are held directly or indirectly), subsidiaries, direct and indirect equity holders, and funds; and (m) with respect to each of the Entities in foregoing clause (a) through this clause (m), each of their Related Parties; provided, however, that any Holder of a Claim or Interest that objects to the releases in the Plan or elects to opt out of, or not opt in to, as applicable, the releases provided by the Plan shall not be a "Released Party."

(4) "**Releasing Parties**" means, collectively, and in each case in its capacity as such: (a) each Debtor; (b) each Reorganized Debtor; (c) the Consenting Stakeholders; (d) the DIP Agent and the DIP Lenders; (e) the Initial Tranche A Lender; (f) the Plan Sponsors; (g) the Prepetition Agents; (h) the Ad Hoc Group of Senior Lenders' Professionals; (i) the Consenting Senior Bank Lenders' Professionals; (j) the Committee; (k) each member of the Committee (solely in their capacities as such); (l) Holders of Claims or Interests who vote to accept the Plan; (m) Holders of Claims or Interests who vote to reject the Plan and are provided with the opportunity to opt out of the releases set forth therein and do not affirmatively opt out of the releases set forth therein; (n) Holders of Claims or Interests that are deemed to accept or deemed to reject the Plan and that affirmatively opt in to the releases set forth therein; (o) Holders of Claims or Interests who abstain from voting on the Plan and that affirmatively opt in to the releases set forth therein; (p) with respect to each of the Entities in the foregoing clauses (a) through the following clause (q), each such Entity's current and former predecessors, successors, Affiliates (regardless of whether such interests are held directly or indirectly), subsidiaries, direct and indirect equity holders, and funds; and (q) with respect to each of the Entities in foregoing clause (a) through this clause (q), each of their Related Parties; provided, however, that any Holder of a Claim or Interest that (1) elects to opt out of, or not opt in to, as applicable, the releases provided by the Plan or (2) objects to the releases in the Plan, shall not be a "Releasing Party" for purposes of the Plan.

Debtor Release. Except as otherwise specifically provided in the Plan or the Confirmation Order, pursuant to section 1123(b) of the Bankruptcy Code, for good and valuable consideration, the adequacy and sufficiency of which is hereby confirmed, on and after the Effective Date, each Released Party is deemed to be conclusively, absolutely, unconditionally, irrevocably, and forever released and discharged by each and all of the Debtors, the Reorganized Debtors, and their Estates, in each case to the maximum extent permitted by Law, from any and all Claims and Causes of Action, whether known or unknown, foreseen or unforeseen, including any derivative claims asserted or assertable on behalf of any of the Debtors, that the Debtors, the Reorganized Debtors, or their Estates would have been legally entitled to assert in their own right (whether individually or collectively) or on behalf of any Holder of any Claim or Interest, or that any Holder of any Claim or Interest could have asserted on behalf of the Debtors, based on or relating to, or in any manner arising from, in whole or in part: (i) the Debtors (including the management, ownership, or operation thereof), the business or contractual arrangement between the Debtors and any Released Party, any Securities issued by the Debtors and the ownership thereof, the Debtors' restructuring efforts, intercompany transactions, the formulation, preparation, dissemination, negotiation, or filing of the Restructuring Support Agreement; (ii) any Restructuring Transaction, contract, instrument, release, or other agreement or document (including providing any legal opinion requested by any Entity regarding any transaction, contract, instrument, document, or other agreement contemplated by the Plan or the reliance by any Released Party on the Plan or the Confirmation Order in lieu of such legal opinion) created or entered into in connection with the Restructuring Support Agreement, the Restructuring Transactions, the Disclosure Statement, the Plan (including the Plan Supplement), the Definitive Documents, the DIP Facilities, the DIP Documents, the Exit Facility Documents, or the negotiation, preparation, formulation or implementation of the foregoing; (iii) the Chapter 11 Cases, the Disclosure Statement, the Plan, the filing of the Chapter 11 Cases, the negotiation of and entry into the OEM Accommodation Agreements, the pursuit of Confirmation, the pursuit of Consummation, the administration and implementation of the Plan, including the issuance or distribution of Securities pursuant to the Plan, or the distribution of property under the Plan or any other related agreement; or (iv) any other act or omission, transaction, agreement, event, or other occurrence, in each case relating to any of the foregoing, taking place on or before the Effective Date. Notwithstanding anything to the contrary in the foregoing, the releases set forth above do not release (i) any post-Effective Date obligations of any party or Entity under the Plan, any Restructuring Transaction, or any document, instrument, or agreement (including those set forth in the Plan Supplement) executed to implement the Plan, (ii) any Causes of Action specifically retained by the Debtors pursuant to the Retained Causes of Action List to be attached as an exhibit to the Plan Supplement, or (iii) Claims or Causes of Action arising from any act or omission determined by a Final Order to have constituted actual fraud.

Release by Holders of Claims and Interests. Except as otherwise specifically provided in the Plan or the Confirmation Order, on and after the Effective Date, in exchange for good and valuable consideration, the adequacy and sufficiency of which is hereby confirmed, each Released Party is deemed to be conclusively, absolutely, unconditionally, irrevocably, and forever released and discharged by each Releasing Party to the maximum extent permitted by Law from any and all Claims and Causes of Action, whether known or unknown, foreseen or unforeseen, including any derivative Claims asserted or assertable on behalf of any of the Debtors, that the Debtors, the Reorganized Debtors, or their Estates would have been legally entitled to assert in their own right (whether individually or collectively) or on behalf of any Holder of any Claim or Interest, or that such Releasing Party could have asserted on behalf of the Debtors, based on or relating to, or in any manner arising from, in whole or in part: (i) the Debtors (including the management, ownership, or operation thereof), the business or contractual arrangement between the Debtors and any Released Party, any Securities issued by the Debtors and the ownership thereof, the Debtors' restructuring efforts, intercompany transactions, the formulation, preparation, dissemination, negotiation, or filing of the Restructuring Support Agreement; (ii) any Restructuring Transaction, contract, instrument, release, or other agreement or document (including providing any legal opinion requested by any Entity regarding any transaction, contract, instrument, document, or other agreement contemplated by the Plan or the reliance by any Released Party on the Plan or the Confirmation Order in lieu of such legal opinion) created or entered into in connection with the Restructuring Support Agreement, the Restructuring Transactions, the Disclosure Statement, the Plan (including the Plan Supplement), the Definitive Documents, the DIP Facilities, the DIP Documents, the Exit Facility Documents, or the negotiation, preparation, formulation or implementation of the foregoing; (iii) the Chapter 11 Cases, the Disclosure Statement, the Plan, the filing of the Chapter 11 Cases, the negotiation of and entry into the OEM Accommodation Agreements, the pursuit of Confirmation, the pursuit of Consummation, the administration and implementation of the Plan, including the issuance or distribution of Securities pursuant to the Plan, or the distribution of property under the Plan or any other related agreement; or (iv) any other act or omission, transaction, agreement, event, or other occurrence, in each case relating to any of the foregoing, taking place on or before the Effective Date. Notwithstanding anything to the contrary in the foregoing, the releases set forth above do not release (i) any commercial Claims arising between two non-Debtor parties in the ordinary course of business, such as accounts receivable and accounts payable on account of goods and services being performed, (ii) any post-Effective Date obligations of any party or Entity under the Plan, any Restructuring Transaction, or any document, instrument, or agreement (including those set forth in the Plan Supplement) executed to implement the Plan, (iii) any Causes of Action specifically retained by the Debtors pursuant to the Retained Causes of Action List to be attached as an exhibit to the Plan Supplement, or (iv) Claims or Causes of Action arising from any act or omission determined by a Final Order to have constituted actual fraud, gross negligence, or willful misconduct.

Exculpation. Except as otherwise specifically provided in the Plan, no Exculpated Party shall have or incur, and each Exculpated Party is hereby exculpated from any Cause of Action for any claim related to any act or omission arising between Petition Date and prior to the Effective Date in connection with, relating to, or arising out of, the Chapter 11 Cases, the formulation, preparation, dissemination, negotiation, filing, or termination of the Restructuring Support Agreement, and related prepetition transactions, the Disclosure Statement, the Plan, or any Restructuring Transaction, contract, instrument, release or other agreement or document (including providing any legal opinion requested by any Entity regarding any transaction, contract, instrument, document, or other agreement contemplated by the Plan or the reliance by any Exculpated Party on the Plan or the Confirmation Order in lieu of such legal opinion) created or entered into in connection with the Disclosure Statement, the Plan, the Independent Investigation, the filing of the Chapter 11 Cases, the pursuit of Confirmation, the pursuit of Consummation, the administration and implementation of the Plan, including the issuance of Securities pursuant to the Plan, or the distribution of property under the Plan or any other related agreement, except for claims related to any act or omission that is determined in a Final Order to have constituted actual fraud, but in all respects such Entities shall be entitled to reasonably rely upon the advice of counsel with respect to their duties and responsibilities pursuant to the Plan. The Exculpated Parties have, and, upon completion of the Plan, shall be deemed to have participated in good faith and in compliance with the applicable laws with regard to the solicitation of votes and distribution of consideration pursuant to the Plan and, therefore, are not, and on account of such distributions shall not be, liable at any time for the violation of any applicable law, rule, or regulation governing the solicitation of acceptances or rejections of the Plan or such distributions made pursuant to the Plan.

Injunction. Except as otherwise expressly provided in the Plan or the Confirmation Order, all Entities that have held, hold, or may hold Claims, Causes of Action, or Interests that have been discharged or released pursuant to the Plan, or are subject to exculpation pursuant to the Plan, are conclusively, absolutely, unconditionally, irrevocably, and forever enjoined, from and after the Effective Date, to the maximum extent permitted by Law, from taking any of the following actions against, as applicable, the Debtors, the Reorganized Debtors, the Released Parties, or the Exculpated Parties: (i) commencing or continuing in any manner any action or other proceeding of any kind on account of or in connection with or with respect to any such Claims, Causes of Action, or Interest; (ii) enforcing, attaching, collecting, or recovering by any manner or means any judgment, award, decree, or order against such Entities on account of or in connection with or with respect to any such Claims, Causes of Action, or Interest; (iii) creating, perfecting, or enforcing any Lien or encumbrance of any kind against such Entities or the property or the Estates of such Entities on account of or in connection with or with respect to any such Claims, Causes of Action, or Interests; (iv) asserting any right of setoff, subrogation, or recoupment of any kind against any obligation due from such Entities or against the property of such Entities on account of or in connection with or with respect to any such Claims, Causes of Action, or Interests unless such Entity has timely asserted such setoff right in a document Filed with the Court explicitly preserving such setoff, and notwithstanding an indication of a Claim, Cause of Action, or Interest or otherwise that such Entity asserts, has, or intends to preserve any right of setoff pursuant to applicable law or otherwise; and (v) commencing or continuing in any manner any action or other proceeding of any kind on account of or in connection with or with respect to any such Claims, Causes of Action, or Interest released or settled pursuant to the Plan.