General

1. **What did United Site Services announce?**
   On December 29, 2025, United Site Services announced that it will implement a restructuring transaction with the support of an ad hoc group of our existing lenders to invest additional money into our business, strengthen our balance sheet, and protect our financial health for the long term. To implement this comprehensive restructuring transaction, we have filed for voluntary protection under Chapter 11 of the U.S. Bankruptcy Code.

   Throughout this process, the Company will maintain normal operations without disruption and will continue to deliver high-quality site services to customers.

2. **Why is United Site Services taking this action? What does this announcement mean for United Site Services?**
   We've been transforming how site services are performed by setting best practice standards for over 25 years. However, like many companies in the industry, our debt has become unsustainable as the economy, interest rates, and spending patterns have evolved over the past few years. We expect this process will address our financial challenges and enable the business to return to profitable growth.

3. **Does this mean the Company is going out of business?**
   No. This is not a liquidation, or what you might think when you hear the word "bankruptcy." The Chapter 11 process will enable us to strengthen our financial foundation while we maintain normal operations without disruption.

4. **What is Chapter 11? How will the Chapter 11 process impact day-to-day operations?**
   "Chapter 11" refers to the chapter of the U.S. Bankruptcy Code that outlines a process for businesses to reorganize and address financial challenges while continuing to operate—it does not mean the company is liquidating or ceasing to operate. Importantly, the Chapter 11 process allows companies to maintain normal operations without disruption.

5. **What is a "pre-packaged" plan of reorganization?**
   A "pre-packaged" plan of reorganization is a Chapter 11 bankruptcy plan that is pre-negotiated and fully agreed to by creditors prior to the bankruptcy filing. This enables the Company to move through this process efficiently and with minimal disruptions to our operations.

6. **What are the immediate next steps in the process?**
   As an immediate step and as is typical in Chapter 11 processes, we have filed a series of motions—known as "First Day" motions—with the Court, seeking approval to continue certain normal operational actions. We expect that these motions will be approved by the Court and we will be permitted to continue our normal business operations throughout the duration of the case. These requests are typical of the Chapter 11 process and are expected to be heard by the Court within the first few days of the case, with Court approval soon thereafter.

7. **How long will the process take?**
   While several factors could impact the timeline, we expect to move through this process efficiently and emerge from Chapter 11 in a timely manner.

8. **Does United Site Services have enough liquidity to continue operating through the process?**
   Yes—United Site Services has sufficient liquidity to operate in the normal course of business throughout this process. We have also received commitments for $120 million in financing from an ad hoc group of our existing lenders, which augments our normal cash flows and will enable us to successfully execute the Chapter 11 process.

9. **Will United Site Services' existing leadership team stay in place?**

There are no changes to our leadership team at this time. Bobby Creason will remain Chief Executive Officer, and our leadership team is committed to seeing us through this process and beyond.

Employees

10. **What does this announcement mean for employees? Will there be changes to my day-to-day role or responsibilities? Will my reporting structure change?**
    We are operating our business and serving our customers just as we always have. The most important thing you can do is continue showing up and diligently performing your typical responsibilities, doing a great job, and making every service count.

11. **Will there be changes to my compensation or benefits? What about my 401(k) / retirement programs?**
    You can feel confident you will continue to be paid as usual. Your pay and benefits will remain in place, including your health insurance and 401(k).

12. **Why should I stay with United Site Services throughout this process?**
    We are confident this process will reduce our debt level and provide the needed cash and liquidity to the business so we can continue to drive innovation and growth and to ensure that United Site Services remains a great place to work for many years to come. It is critical that we continue to drive success for each other, our customers, and the communities they serve as we navigate this process.

13. **Have our customers and vendors been notified? What should I say if an external stakeholder contacts me regarding the announcement?**
    We will notify external stakeholder groups of this announcement in due course. For those of you who interact with our customers and vendors, you will receive materials to ensure you feel confident in conversations with these groups.

    It is more important than ever that we speak with a unified voice as a company—please ensure that your communications are consistent with the messaging in the materials and do not speculate or otherwise respond to inquiries without the benefit of reviewing these materials first. If you do not feel equipped to answer a specific question, you can direct customers or vendors to our claims agent website at www.veritaglobal.net/USS for additional information.

14. **What should I say if a member of the media contacts me regarding this announcement?**
    If you receive any media inquiries about this announcement, please escalate to USSCommunications@fticonsulting.com.

15. **How will I be kept informed? Who should I contact if I have additional questions?**
    We are committed to providing updates as there is additional information to share. If you have any questions, please reach out to your direct leader, HR Business Partner, or check our intranet site for the most up-to-date information. You can also visit our claims agent website at www.veritaglobal.net/USS for additional information.

Customers

16. **How does this announcement impact customers?**
    We will maintain normal operations without disruption and will continue to deliver high-quality site services to customers.

17. **How does this announcement impact United Site Services products and services? Should I be concerned about impacts to product availability, quality, or pricing?**
    We plan to fulfill all service obligations to our customers as expected. Rest assured, there will be no impact to the quality, support, or pricing of our services and solutions.

18. **Why should I continue doing business with United Site Services?**
    For over 25 years, we have been transforming how site services are performed by setting best practice standards, and the steps we are taking now are intended to ensure we can continue to do so for many more years to come. Our aim is to continue being the best site solutions partner for all of your needs, now and in the future. We look forward to emerging from this process as a stronger partner to you.

19. **How will I be kept informed? Who should I contact if I have additional questions?**
    We are committed to transparent communication and will provide updates as there is additional information to share. If you have any questions, please reach out to your usual company contact. You can also visit our claims agent website at www.veritaglobal.net/USS for additional information.

Vendors

20. **How does this announcement impact vendors?**
    We will maintain normal operations without disruption and will continue to deliver high-quality site services to customers. You play a key role in helping us provide for our customers, and we are relying on you to continue providing the products and services we need under normal operating terms.

21. **How can I ensure I will be paid for goods and services delivered to United Site Services?**
    In our Chapter 11 case we filed an "all trade" motion, which means we intend to pay our vendors for all goods and service that were provided in the ordinary course of business both before and after our Chapter 11 filing. Additionally, we have received commitments for $120 million in financing from an ad hoc group of our existing lenders to support payments to our vendors.

22. **Why should I continue doing business with United Site Services?**
    We are committed to working with our vendors during this process, and we are relying on you to continue providing the products and services that allow our company to operate under normal operating terms. You play a key role in our operations, and your continued cooperation will promote our mutual success. We value our relationship and look forward to emerging from this process as a stronger partner to you.

23. **How does this announcement affect my contract with United Site Services? Can I change the terms of my current contract?**
    This process has no impact on your current contract and we will continue to operate under its terms. Furthermore, you are not permitted to terminate or modify your contract as a result of the commencement of Company's bankruptcy proceedings.

24. **How will I be kept informed? Who can I contact if I have additional questions?**
    We are committed to transparent communication and will provide updates as there is additional information to share. If you have any questions, please reach out to your usual company contact.

    You can also always contact our claims agent, Verita, by emailing Verita_Call_Center@veritaglobal.com or calling 877-634-7164 (for toll-free U.S. and Canada calls) or 424-236-7220 (for tolled international calls). You can also visit www.veritaglobal.net/USS for more information on the Chapter 11 process and instructions for filing a claim.