Focus on Restructuring & Turnaround Management

Bringing Clarity to Complex Business Challenges

GlassRatner Advisory & Capital Group, LLC is a North American financial advisory services firm providing clarity to complex business challenges and board level agenda items.

GlassRatner provides a unique combination of high value financial advisory services to attorneys and their clients, lenders, private equity investors, and companies of all types—across the US, Canada, and Mexico on a unified, one firm platform.

Our team of seasoned professionals, with deep industry expertise, provide sophisticated solutions in a transparent, independent and collegial manner, putting clients and their success first.

Our advisory services are a unique mix of professional services including restructuring & turnaround management; forensic accounting, litigation support, and expert witness services; valuation advisory services; engineering & construction consulting; transaction support services including due diligence and quality of earnings reviews; executive search & interim management; and real estate services.

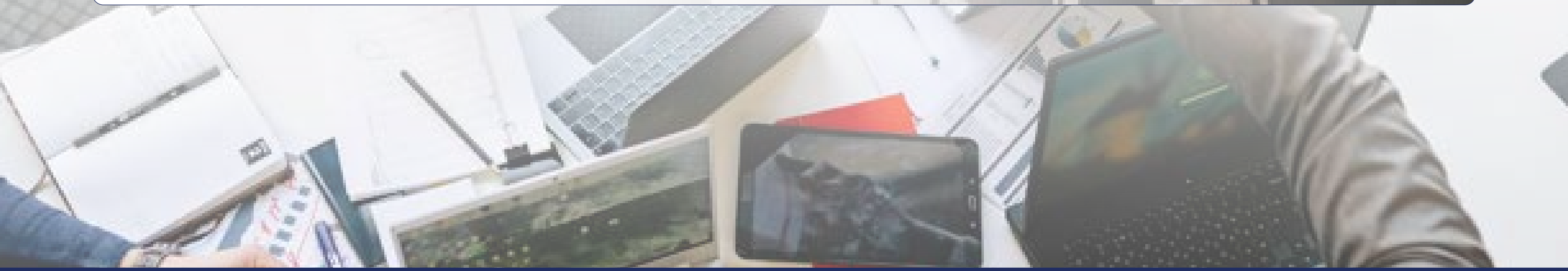
Providing exceptional service since 2001

$700M+
In Professional Services Provided

5,000+
Successfully Executed Matters*

250+
Team Members Across North America

**As of July 1, 2026, more than 500 active matters.*



GlassRatner
Services Overview

GlassRatner provides specialty financial advisory services for complex business problems and board-level priorities. Our platform combines a broad set of capabilities with an experienced team whose deep industry knowledge makes us a trusted partner at every stage of a company's life cycle.

Restructuring & Turnaround Management — 01

One of the most active Restructuring, Turnaround Management, and Bankruptcy consulting firms in North America—with decades of successful case execution. We are active along the entire bankruptcy-restructuring continuum including turnaround management, out-of-court restructuring, and formal bankruptcy court proceedings.

Forensic Accounting, Litigation Support, & Expert Witness Services — 02

Our experienced team is a trusted resource to some of the country's largest and most successful law firms. There is no case type or matter in the Forensic Accounting & Litigation Support area that we have not been involved with, including IP damages, post-acquisition litigation, earnout disputes, and internal investigations to mention a few.

Engineering & Construction Consulting — 03

Our clients have relied on our diverse engineering & construction experience to assist them in major construction disputes and development projects. Our experience spans a wide variety of industries from Oil & Gas to chemical manufacturing and major infrastructure projects.

Deals, Due Diligence & Transaction Support — 04

We are a trusted partner in developing strategies to maximize value and minimize loss. Our team has decades of experience specializing in valuation opinions, due diligence, quality of earnings reviews, financial planning, capital markets, and all financial aspects of a transaction.

Valuation Advisory Services — 05

Our valuation services cover all asset classes such as real estate, machinery and equipment, other tangible assets, and all forms of intangibles such as goodwill and trade names.

Executive Search & Interim Management — 06

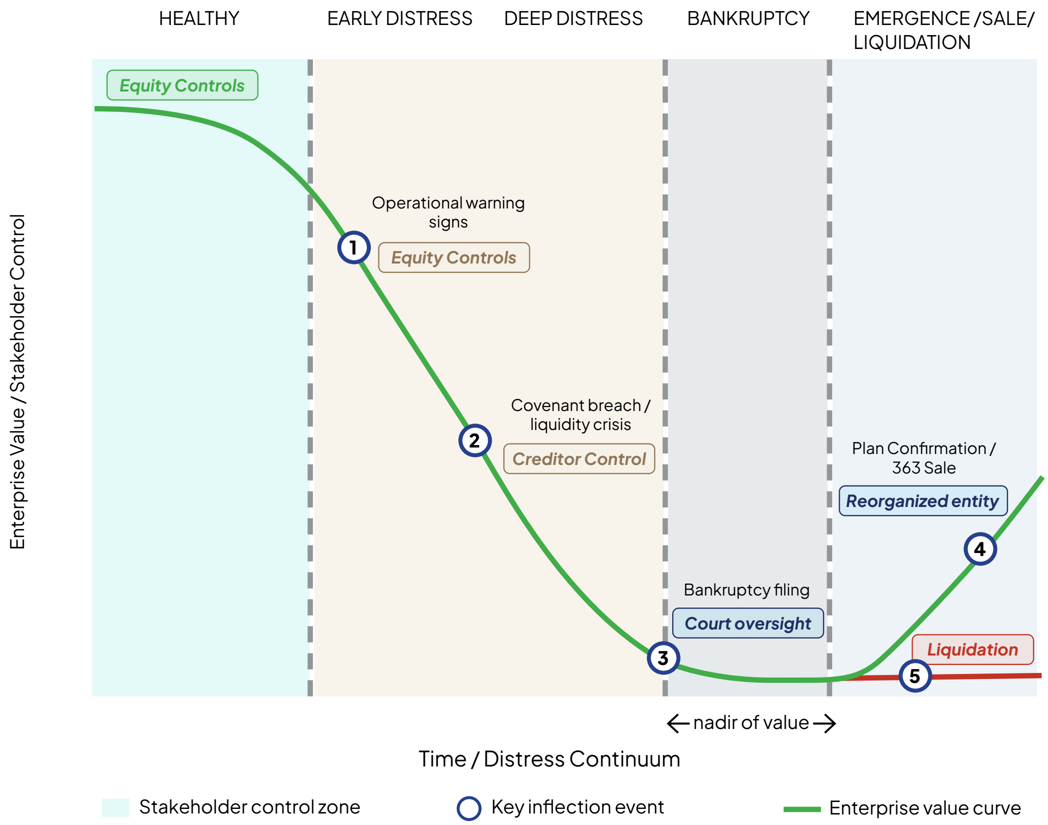
We engage where strategy meets search; we are not transactional, and we see ourselves as an extension of our clients' executive team. We take the time to understand our clients and their business, and to get to know what it takes to identify and attract talent with the right fit and capabilities.

Real Estate Services — 07

We have unparalleled experience in every facet of real estate. By combining deep expertise in real estate restructuring with extensive knowledge of fiduciary services, we've built one of the country's leading practices in real estate receivership and distressed property management.

Restructuring Focus

WE ARE ACTIVE ALONG THE ENTIRE DISTRESSED COMPANY CURVE



What Sets Us Apart:

Since 2001, GlassRatner has been one of the most active restructuring, turnaround management, and bankruptcy advisors in North America. We work along the entire continuum: turnaround management, out-of-court restructuring, formal bankruptcy proceedings, and court-appointed fiduciary and trustee roles. We work for debtors, creditors, and everything in between.

- **One platform across North America**: American, Canadian, and Mexican professionals work hand in hand as one integrated firm, not a referral network
- **International reach:** Our partnership with BTG Global Advisory extends our footprint to 35+ countries
- **An integrated forensic accounting practice:** Our award-winning forensic accountants and expert witnesses are frequently called on to assist in complex restructuring matters
- **Senior attention, start to finish:** Senior Managing Directors and Managing Directors stay on the file, not just the pitch
- **Mid-market focus, large-case capability:** Although we are focused on the mid-market, we bring big case talent to every single matter

CONSISTENTLY RANKED AS A TOP TIER PROVIDER

Range of Capabilities in the Distressed Market

Underperforming Companies & Acquisition Targets

01

Business & Operational Assessments

- Business model viability
- Operating plan & risk mitigation
- Cash control analysis
- Due diligence

Troubled Companies

02

Restructuring Plans and Turnaround Execution

- Restructuring & crisis management
- Operational turnaround & organizational re-alignment
- Cash management
- Debt & equity
- Balance sheet restructuring

Companies with Leadership Challenges

03

Interim Management

- Fiduciary roles: CRO, CEO, CFO, COO
- Receivers & Trustees
- Single or multiple positions
- Broad industry experience

Companies Facing Liquidity & Insolvency

04

Bankruptcy & Divestiture

- Wind-down services
- Bankruptcy planning & preparation
- Forensic accounting & due diligence services
- Asset disposal & divestiture
- Balance sheet restructuring

Companies on the Path to Stabilization & Recovery

05

Monitoring, Operational Support, M&A

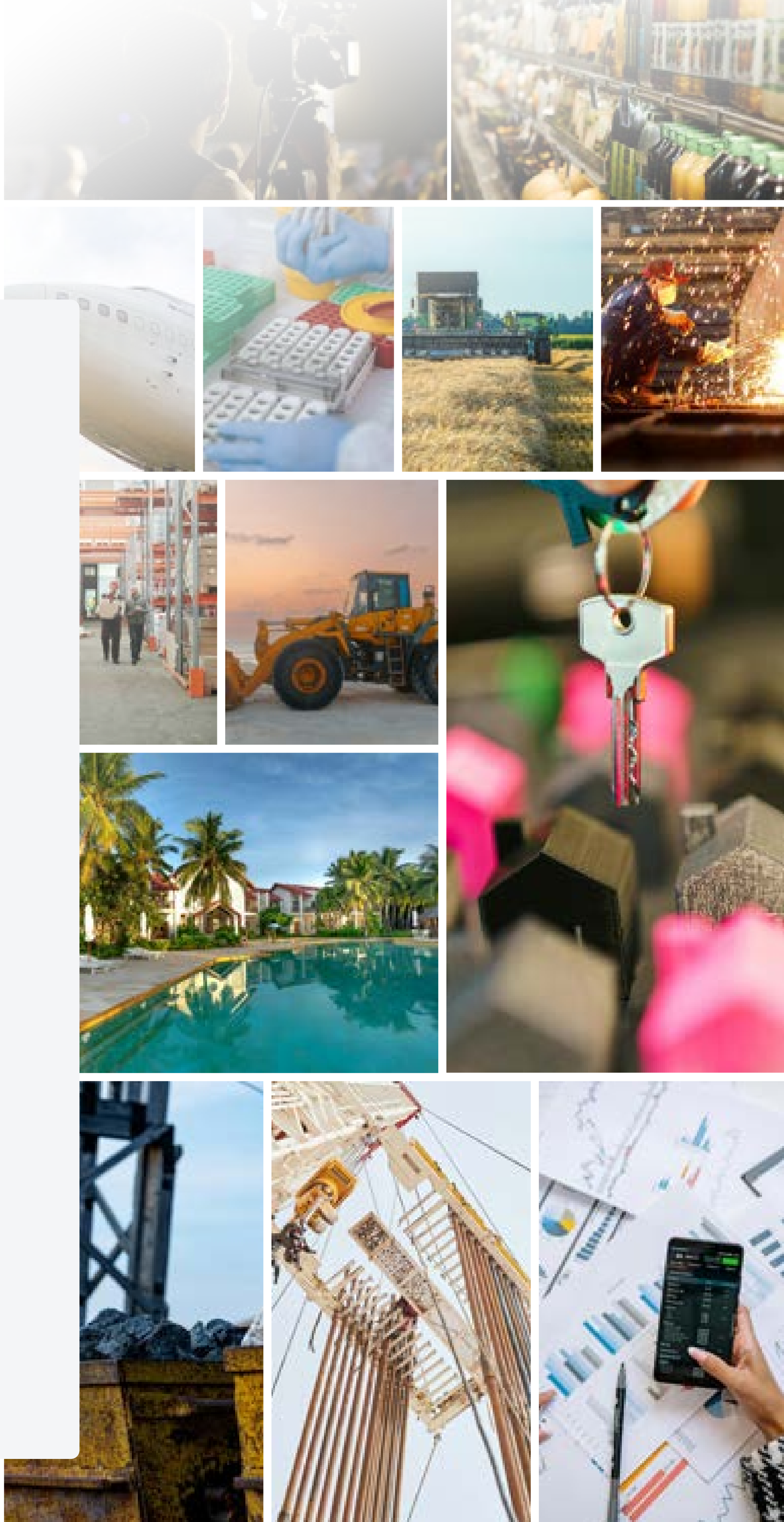
- Recovery plan & progress reporting
- Cash plan/working capital validation
- Acquisition advisory
- Board of Director membership

GlassRatner provides services to companies throughout the distressed market.

Industries

GlassRatner has been involved in matters spanning every type of business and industry, including:

- Aerospace
- Automotive
- Building Products & Construction
- Chemicals & Plastics
- Consumer Products
- Energy & Oilfield Services
- Financial Institutions
- Food, Beverage & Agribusiness
- Healthcare & Biotechnology
- Heavy Mobile Equipment
- Government Services
- Hotels & Resorts
- International
- Logistics & Wholesale
- Manufacturing & Fabrication
- Media
- Metals & Mining
- Real Estate
- Retail & Restaurants
- Telecom & Technology
- Textiles
- Transportation
- Wine & Spirits



Restructuring At A Glance

GlassRatner is fully immersed in the restructuring industry and mobilizes teams of professionals on every type of assignment in all regions of North America and internationally. Our firm's acknowledged reputation as a leading bankruptcy and restructuring advisor was built on the foundation of sophisticated financial analysis, senior-level experienced practitioners, reliable expert reports, and strong in-court presence.

The Deal's Bankruptcy Restructuring Advisers Power Rankings

Q2 2024

#17 (of 47)
Restructuring Adviser
BANKRUPTCY

#8 (of 37)
Restructuring Adviser to Distressed Companies
OUT-OF-COURT

Q3 2024

#18 (of 46)
Restructuring Adviser
BANKRUPTCY

#8 (of 34)
Restructuring Adviser to Distressed Companies
OUT-OF-COURT

Q4 2024

#17 (of 43)
Restructuring Adviser
BANKRUPTCY

#8 (of 34)
Restructuring Adviser to Distressed Companies
OUT-OF-COURT

Q1 2025

#26 (of 37)
Restructuring Adviser
BANKRUPTCY

#6 (of 32)
Restructuring Adviser to Distressed Companies
OUT-OF-COURT

Rankings reflect GlassRatner data available from The Deal through Q1 2025.

BankruptcyData's FY25 Advisory Mandates & Group Involvement Report

Financial Debtor Side Rankings:

GlassRatner

#1
of Financial Advisors

#4
of Restructuring Advisors

Across Chapters 11, 7, and 15 cases

GlassRatner is consistently ranked as a leading financial and restructuring advisor in U.S. bankruptcy proceedings, placing in the top teir of debtor-side mandates.

Restructuring Services

- Chief Restructuring Officer (CRO) Services
- Financial Restructuring
- Turnaround & Interim Management
- Fiduciary, ABC & Receivership Services
- Real Estate Receivership
- Restructuring (Canada)

Chief Restructuring Officer (CRO) Services

Providing Strategic and Operational Advisory and Interim Management Services to Companies that are Experiencing Financial or Operational Difficulty or are Involved in a Bank Workout Situation

We help companies develop and execute a turnaround strategy and focus on fundamental business practices that may have been deferred or ignored. We assist management in:

- Reducing losses
- Controlling expenses
- Increasing liquidity
- Improving business processes
- Divesting non-core businesses
- Coordinating communications between lenders and creditors
- Acting as a sounding board for management
- Taking on interim management level responsibilities, including Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Treasurer and Chief Restructuring Officer

Filling a Void

We are regularly engaged to fill a void in a management team following a change of control in ownership, departure of a key employee, or during an acquisition, sale or divestiture of a business. When a client is looking for situational expertise or specialized skills to guide it through a restructuring or to restore credibility with key stakeholders, we provide the temporary leadership and independent voice required until a permanent replacement can be found. Our leadership skills — along with our fair and even approach — are unmatched in the industry and a key to our long-term success.

We have successfully managed and completed turnaround management assignments lasting from several months to years. Our presence serves as a catalyst for change and facilitates the actions needed to address difficult choices and building consensus for going-forward business and capital plans.

Financial Restructuring

A Leading Resource in Both Out-of-Court and Court Restructuring

Many out-of-court restructurings include raising additional capital and arranging workouts with lenders and creditors, selling non-core assets, and a variety of other options. The goal of restructuring is to develop a capital structure for the business that is supported by its operating ability and asset mix. We also ensure that the financial structure supports the future goals of management and other stakeholders.

Our Approach

We approach every restructuring opportunity by applying our practical experience and conducting a sophisticated financial analysis. We also recommend and execute specific procedures that will reduce risks for creditors and support the success of restructuring plans. Additionally, our numerous debtor clients are always well-served by our cooperative approach with lenders. Typical steps employed while advising borrowers and lenders in out-of-court restructuring assignments include:

- Analyzing the borrower's business plan
- Reviewing historical financial and operational information
- Analyzing the borrower's cash flow projections
- Developing required financial reporting tools
- Monitoring results daily, weekly and monthly
- Comparing results to prior performance
- Comparing results to projections
- Investigating and assessing the value of critical collateral and other assets
- Preparing detailed financial analysis reports
- Preparing proposed restructuring plans
- Negotiating and executing restructured agreements with lenders
- Raising additional capital as required
- Selling non-core assets

We apply the same detailed and sophisticated financial analysis in our restructuring assignments as applied in our expert opinions and court reports. Our goals are to restore management's credibility, develop attainable targets and deliver measurable results to all parties.

Leader in Advising Various Parties During the Bankruptcy Process

Over the years, we have compiled an impressive track record of debtor and creditor advisory assignments—working for both individual creditors and creditor committees in formal bankruptcy proceedings.

Representing Debtors

We take on a wide variety of roles, including:

- Pre-petition business assessment
- Recovery planning and development
- Budgeting and cash flow forecasts
- Developing 13-week cash flow models
- DIP financing and/or exit financing, including negotiations with lenders
- Operating metric reports and tracking systems
- Developing plans of reorganization (POR), including negotiations with lenders, creditors and other parties-in-interest
- Financial performance monitoring
- Liquidation of non-core business assets
- Sale of part, or all, of a company as a going concern in a Section 363 Sale
- Ongoing consulting services
- Assuming interim management level responsibilities, including Chief Restructuring Officer, Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and Treasurer

Turnaround & Interim Management

Seasoned Professionals Helping Companies in the Time of Crisis

We are a leading provider of Turnaround and Interim Management Advisory Services. From revenue growth, revenue decline, global competition, or disintermediation, we help troubled companies stabilize their operations, identify and implement performance improvements, and re-position the business for short- and long-term competitiveness.

Whether retained as a financial advisor to support existing management or stepping into a management void through interim management/CRO roles, we help distressed companies in times of crisis to build transparency and trust with internal constituents, key stakeholders and other parties of interest.

Our seasoned professionals can bring leadership and timely decision making to organizations that have become paralyzed from distress.

Liquidity Stabilization

Liquidity management is imperative in distressed situations. In conjunction with management, we will quickly develop bottoms up liquidity projections and work with the company to identify short- and long-term working capital enhancements, as well as help the company develop core cash management disciplines and best practices. Sound liquidity management and related projections are critical in engaging with lenders and negotiating forbearances and over-advances.

Strategic Assessment/Diagnosis

In parallel to stabilizing the liquidity, we will work with the company to assess the underlying strategic, financial, and operational issues confronting the business. Through a collaborative assessment, we will help management develop monthly, multi-year integrated financial projections and assess the strategic alternatives available under the specific circumstances. Such options may include a robust turnaround implementation, which may include non-core asset divestitures, sale scenarios, and court proceeding options.

Engagement and Implementation

Our team works with management to engage with the board, lenders, employees and other key stakeholders to review the strategic options of the business and to develop stakeholder consensus in identifying the value-maximizing path (in many circumstances pursuing dual paths in parallel makes the most sense due to uncertainty and protecting varied stakeholder interests). We will develop detailed short- and long-term execution plans and related dashboards to drive implementation, as well as provide timely updates and reporting to key constituents. Communication is critical in setting expectations across the stakeholder spectrum.

Our professionals have decades of experience helping companies in transition implement organizational changes that lead to lasting financial and operational improvement.

Key Services

- Financial Advisor and Interim Management solutions
- Crisis Communications
- Liquidity Management/Enhancement
- Multi-Year Integrated Financial Models and Strategic Restructuring Plans
- Key Stakeholder Negotiations
- Re-Financings
- Enterprise Improvement
- Merger Integration Support
- Formal Court Proceedings (Bankruptcy Administration)

Fiduciary, ABC & Receivership Services

Maximizing the Return on the Debtor's Estate or Assets as Receiver, Trustee or Responsible Party

In our capacity as fiduciary, we leverage the range of our firms' resources to effectively and efficiently resolve the issues unique to each estate. All of our primary service lines can be brought to bear in an integrated and seamless fashion for the benefit of the estate. We are regularly appointed by the Court as Receiver, Trustee, Liquidating Agent, Plan Administrator or in some other fiduciary capacity. In other situations, we are often retained by a court-appointed trustee to execute specific tasks, such as liquidating real estate holdings, handling forensic accounting services or providing litigation support services. Outside of court, we serve as Assignees in Assignments for the Benefit of Creditors (ABCs).

Our overriding goal, while acting independently for the parties involved on behalf of the court, is to marshal funds and develop and execute a strategic plan to maximize the return on the debtor's or estate's assets. As fiduciary, we are often charged with:

- Assessing the value of assets
- Developing reorganization or liquidation plans
- Winding down business affairs
- Selling orphan assets
- Negotiating with claim holders, such as taxing authorities
- Investigating actions of prior management
- Monitoring long-standing litigation
- Pursuing litigation and causes of action
- Pursuing recovery activities and resolving claims
- Arranging for distributions
- Preparing financial reports and tax information for the estate

Our role as a fiduciary has always been a cornerstone of our business. We have sold unusual and difficult-to-liquidate assets, such as pollution credits, collected on foreign receivables and disassembled plants for sale in Asia.

In-Depth & National Experience When it Comes To Receivership Services

A receiver is a person or company appointed to act as a neutral third party to preserve, protect and, if possible, enhance an entity's tangible and intangible assets when there is a dispute between parties. Receivers are commonly used for real estate, which often is the collateral for a defaulted loan, however, receivers can also be appointed for operating businesses and, in some cases, both (e.g. hotels). We have been Receivers for a wide variety of real estate assets and businesses. The receiver can be appointed by a government regulator, a court or can be agreed to privately.

Once the receiver has been appointed, the receiver typically takes control of the underlying asset and steps into the proverbial shoes of the owner(s) as it relates to operating the asset(s). The receiver typically performs the necessary inspections to identify critical physical, environmental, legal and economic issues and liabilities. The receiver will determine the most appropriate management, leasing structure, accounting and reporting platform and, in some cases, the disposition strategy to maximize collateral value.

Assignment for the Benefit of Creditors (ABC)

In cases where a client is considering an Assignment for the Benefit of Creditors (ABC) option, we are uniquely qualified to assess the viability of an ABC and execute the plan. We have been the assignee for both private and public companies and are well-known and respected as one of the top assignees in the US. In a typical ABC we are responsible for:

- Notifying, updating, and maintaining open communication with secured creditors
- Returning facilities to landlords
- Managing a claims process
- Conducting an accelerated going concern, specified asset, or piecemeal liquidation process
- Collecting accounts receivable
- Completing final tax returns
- Closing accounts with state and local taxing authorities
- Storing company records in compliance with regulations
- Winding down a 401K plan

Real Estate Receivership

Experienced Professionals Who Have Managed Billions of Dollars in Real Estate

GlassRatner has one of the Country's leading receivership and fiduciary management practices with expertise in disputed, distressed or difficult-to-manage properties. Our professionals have acted as Receiver, Trustee, Asset Manager, Property Manager, or Broker for troubled real estate development projects where "parachute-style" management is required. We have managed billions of dollars in real estate and operating businesses across a broad spectrum of asset classes including multifamily, student housing, single-family portfolios, office, retail, industrial, mobile home and RV parks, hotel and resort, golf communities, mixed-use projects, and fractured condominium projects. Our team has managed or acted as fiduciary for 37.4K multifamily and single-family units across the country and in excess of six million square feet of retail, office and industrial space in 31 states.

Stats (as of July 1, 2025):

575
Assignments

6.36M SQFT
of Commercial Space

31
States

37.4K
Multifamily Units

Restructuring (Canada)

One of Canada's Largest and Most Respected Independent Restructuring Firms

With over 40 years of experience, GlassRatner acts as a trusted advisor in both court-appointed insolvency proceedings under the Companies' Creditors Arrangement Act (CCAA) and the Bankruptcy and Insolvency Act (BIA) as well as advising in informal restructurings.

We leverage our wide range of integrated practice areas to deliver collaborative and creative solutions with a human touch.

Restructuring Assistance for Business Owners and Boards of Directors

We take the time to understand your challenges with empathy, and provide practical solutions to help you regain control, maintain credibility and rebuild trust with stakeholders and key customers. GlassRatner will work with you to develop a thorough restructuring plan and help manage relationships to ensure a successful outcome.

Helping Your Clients With Financial Distress

We have a long and successful track record for over 40 years of assisting banks, law firms, accounting firms and regulators with restructuring and insolvency solutions across Canada, USA and internationally to accomplish their strategic business objectives.

Formal Insolvency Roles

As court-appointed fiduciaries or advisors, we expertly assist with formal restructuring mandates under the CCAA, BIA, and other statutes. Our roles in formal engagements include:

- CCAA Monitor
- Receiverships
- Cross-border restructuring
- Financial advisory roles to the company or stakeholders
- BIA Proposals
- Trustee in Bankruptcy
- Interim Receiver
- Liquidator under Federal & Provincial corporate statutes
- Estate Trustee During Litigation

Informal Restructuring

We always encourage our clients to act early and be proactive in addressing problems. Early engagement of legal and financial professionals can avoid contested and costly court-ordered restructurings. We assist with:

- Out-of-Court restructurings
- Chapter 11 & 15 advisory
- Stressed & distressed debt restructurings, including a broad range of M&A and refinancing solutions
- Chief Restructuring Officer (CRO) roles
- Sales and Investor Solicitation Processes
- Secured creditor representation "look-see" and monitoring engagements
- Identify and address operational & financial challenges
- Formulate and lead the restructuring process

Financial & Business Advisory Services

Early engagement always leads to the best outcomes. Our collaborative team delivers a broad range of expertise to address business, financial and human capital needs, including:

- Assess and resolve liquidity issues
- Develop business plans, cash flows and financial forecasts
- Source DIP financing
- Stakeholder negotiations
- Proactive communication and resolution with stakeholders
- Turnaround & interim management, including interim C-Suite and CRO roles
- Forensic investigations, litigation support & dispute resolution, and asset tracing

Recently Recognized

The M&A Advisor's Annual "Turnaround Awards"

2025

Restructuring of the Year ($100MM – $250MM)

2024

Chapter 11 Reorganization of the Year (Under $100MM)

Restructuring of the Year ($250MM – $500MM)

2022

Distressed M&A Deal of the Year ($25MM – $50MM)

2023

M&A Deal of the Year ($10MM – $25MM)

Restructuring Deal of the Year ($100MM – $250MM)

Section 363 Sale of the Year ($50MM – $100MM)

2019

Consumer Staples Deal of the Year (Under $500MM)

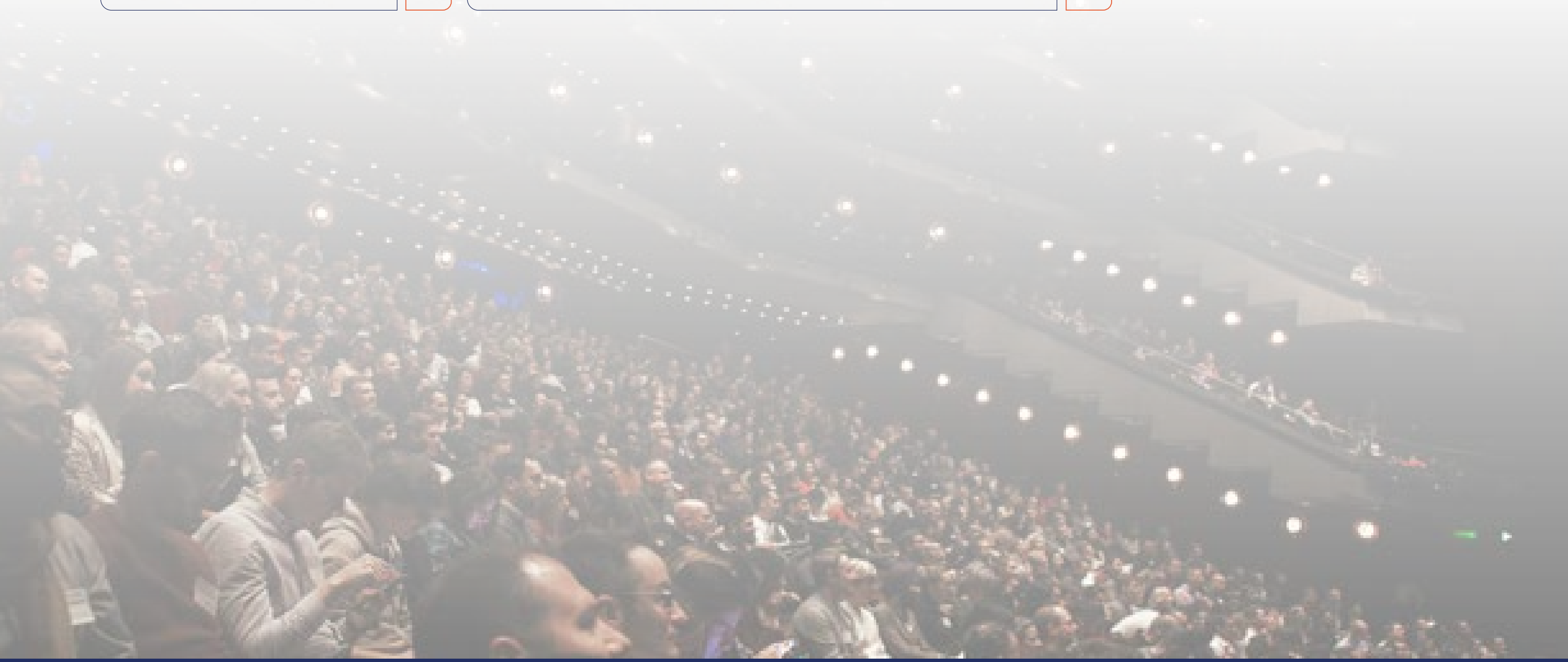
2015

Restructuring Community Impact Award

2014

Restructuring of the Year ($10MM – $50MM)

Retail Manufacturing/ Distribution Deal of the Year



Recently Recognized

Global M&A Network's Turnaround Atlas Awards

2025

Restructuring of the Year (Middle Market)

2024

Health Services Restructuring of the Year

2023

Americas Restructuring of the Year (Middle Market)

Special Situation M&A Deal of the Year

2022

Energy Restructuring of the Year

Corporate Turnaround of the Year (Small/Mid-Markets)

Healthcare Restructuring of the Year

Cross-Border Special Situation M&A Deal of the Year (Mid-Market)

2021

Corporate Turnaround of the Year (Mid-Market)

Special Situation M&A Deal of the Year (Mid-Market)

Private Equity Turnaround of the Year (Small Markets)

Healthcare Restructuring of the Year (Mid-Markets)

Consumer Services Restructuring of the Year (Mid-Markets)

Cross-Border Turnaround of the Year (Small Markets)

Complex Liquidation of the Year

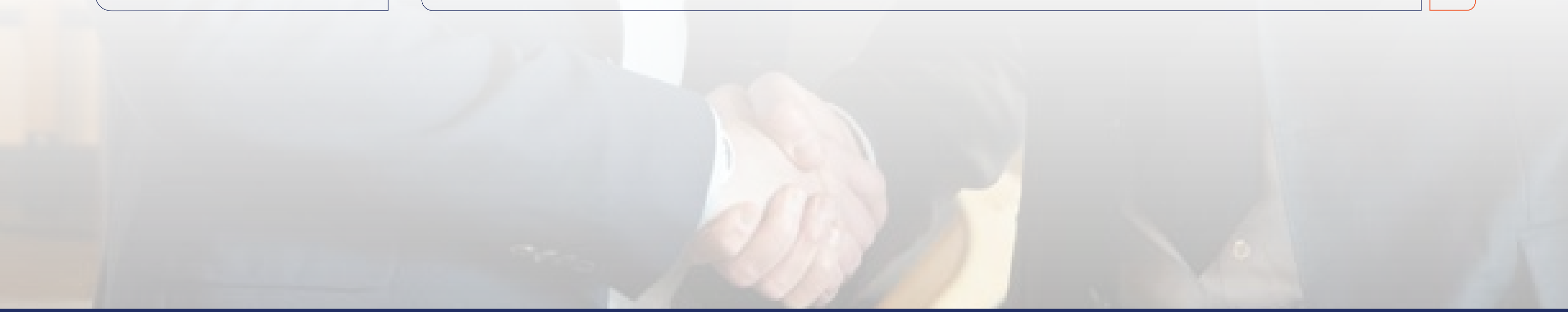
2020

Middle Market Turnaround Consulting Firm of the Year

Power & Utilities Restructuring of the Year (Mid-Market)

Special Situation M&A Deal of the Year (Mid-Market)

Energy Services Restructuring of the Year (Mid-Market)



Recently Recognized

Global M&A Network's Turnaround Atlas Awards

2019

Cross-Border Special Situation M&A Deal of the Year (Small-Mid Markets)

2017

Restructuring & Turnaround Professionals Global Top 100

Manufacturing & Services Restructuring of the Year

Media & Marketing Restructuring of the Year

2018

Valuation Service Provider of the Year

Refinancing Deal of the Year

2016

Restructuring & Turnaround Professionals Global Top 100

Retail & Services Restructuring of the Year

Small Middle Markets Restructuring of the Year

2015

Insolvency of the Year

Corporate Turnaround of the Year

Consumer Services Turnaround of the Year

Consumer Products & Services Restructuring of the Year

Middle Markets Turnaround Consultant of the Year

International Reach

Member of BTG Global Advisory

GlassRatner is a founding member of BTG Global Advisory (BTG GA), which is one of the world's largest, specialist independent financial advisory alliances.

BTG GA covers all continents, as well as multiple offshore centers, and is a trusted advisor to many leading banks, law firms, private equity and other funds, bankruptcy debtors and creditor committees, operating companies, and other parties affected by distress.

BTG GA is multidisciplinary, offering a broad range of professional services necessary to provide solutions to business problems. Its members include restructuring advisors and insolvency specialists; turnaround directors, workout and profit improvement consultants; forensics investigators and other litigation support professionals; and investment banking/M&A transaction advisors, among other specialists.

Our members are leading players in their markets and have an international outlook, which reflects the increasingly global nature of business.

Core Members

Our specialists work seamlessly to provide clients with true multidisciplinary advice across multiple geographies. The expertise of our alliance members, combined with their detailed knowledge of local legislation, business practices and cultures provides our clients with access to relevant advice tailored to local market conditions.

Why work with BTG GA?

- Genuine partner led advice
- A focus on Insolvency & Restructuring advisory
- In-depth sector knowledge
- Global coverage combined with local knowledge
- Trusted and approved by the World's leading financial institutions and law firms
- Many of our alliance firms are market leaders within their regions
- Over a decade of experience working together and serving clients in an integrated way

Our Core Members Who Manage Key Assignments:

GlassRatner | US, Canada, Mexico

Begbies Traynor Group | UK, Ireland

Integrated Capital Services Limited | India

Matuson & Associates | South Africa

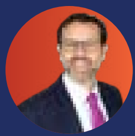
PLUTA Rechtsanwalts GmbH | Germany, Italy, Poland, Spain

TCP Latam | Brazil

Rodgers Reidy | Australia, Hong Kong, Malaysia, Singapore, New Zealand

Zalis SAS | France

Senior Leadership



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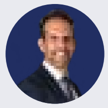

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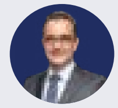

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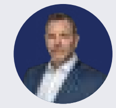

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