MARELLI

<u>**Frequently Asked Questions for Marelli Customers**</u>

1. **Why is Marelli taking this action now? How did this come about?**
    - Marelli has been taking steps to strengthen our financial position as we navigate a challenging environment.
    - Market pressures impacting the entire industry have constrained our working capital, and we expect the broader economic uncertainty to persist in the near term.
    - Entering the Chapter 11 process is a strategic step forward that will help us build on our momentum and improve the health of our balance sheet by swapping debt for equity, while ensuring we continue operating as usual.

2. **What does it mean to file for Chapter 11?**
    - A company can voluntarily file for chapter 11 protection in the United States to restructure its long-term debt obligations through a court-supervised process while it continues to operate its business in the normal course.
    - Broadly, chapter 11 provides companies with a "breathing spell" and enables them to work with creditors and other stakeholders to agree on the terms of a financial restructuring and finalize a long-term business plan.
    - The primary goal of this process is to provide stability while the company takes the necessary time to explore operational or strategic paths forward for its business.
    - In other words, we expect business as usual to continue during this restructuring.

3. **Why did Marelli file for Chapter 11?**
    - Filing for chapter 11 affords Marelli the necessary court protection to continue operating our business in the normal course, including paying our employees and suppliers and serving our customers.
    - The court-supervised process will ultimately allow us to emerge with a sustainable capital structure and greater financial flexibility to continue investing in our innovation pipeline.

4. **Marelli is based in Japan and Italy. Why are you filing for bankruptcy in the U.S.?**
    - Marelli, while headquartered in Japan and Italy, is an international company with global operations which gives us the flexibility to work with the courts in the U.S. to restructure our debt.
    - The U.S. offers the most sophisticated and transparent restructuring framework in the world.
    - Filing for Chapter 11 in the U.S. provides critical legal and financial protections for all of our global entities as we complete the restructuring.
    - We are committed to staying in close coordination with public officials in every country in which we do business, and will remain compliant with all local regulations and processes.

5. **Which country operations are part of the filing?**
    - The full list of entities named as debtors in the filing can be found at: https://www.veritaglobal.net/marelli.
    - If you have a specific question beyond that, you may contact the Claims Agent at (877) 606-7509 (U.S./Canada) or +1 (310) 751-2626 (International), or click here to submit an email inquiry.

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6. **Who is SVP?**
   - Strategic Value Partners (SVP) is a global alternative investment firm and one of Marelli's largest lenders.
   - SVP and other lenders are providing the DIP financing that ensures we can continue to operate in the ordinary course of business through the completion of chapter 11.
   - They are supportive and confident in Marell's underlying business and believe in our long-term potential. We look forward to working with them to help chart the next step in Marelli's history.

7. **Does Marelli have sufficient capital to continue operating through this process?**
   - Yes. In connection with the court-supervised process, Marelli has received a commitment for approximately $1.1B in debtor-in-possession financing from its lenders.
   - This capital injection, in combination with cash generated from the Company's ongoing operations, is expected to provide us with sufficient liquidity to support all current business activities throughout the restructuring.
   - This additional capital from our lenders also underscores their continued support and confidence in our underlying business and our long-term potential.

8. **How long is the restructuring expected to take?**
   - The restructuring support agreement provides for a comprehensive deleveraging transaction through which our lenders most likely will take ownership of Marelli, subject to a 45-day overbid process.
   - We are taking all measures possible to expedite the process and all parties to the transaction are committed to a swift exit from the Chapter 11. We intend to keep you updated as we move forward.

9. **Will the current leadership team remain in place during this process?**
   - The company will continue under current leadership and you should not expect any changes to your relationship with Marelli.

10. **What does this mean for customers?**
    - This process will allow us to strengthen our business and be a better partner to you.
    - This filing has no impact on our business or how we serve our customers. Marelli will continue to fulfill orders as usual.
    - This process will not result in any changes to our relationship with you, including your contacts, billing or other support processes.
    - The court-supervised process will ultimately allow us to emerge with a sustainable capital structure and greater financial flexibility to continue investing in our innovation pipeline.

11. **Is Marelli still fulfilling orders?**
    - Yes. We expect to continue operating as normal throughout this process and fulfill orders under normal terms.
    - There are no changes to our relationship with you, including your contacts, billing or other support processes.

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12. Can I still place new orders?

- Yes. We are actively taking and fulfilling orders.
- There are no changes to our relationship with you, including your contacts, billing or other support processes.
- Our sales and customer service teams remain available to support your needs.

13. Should I be worried about disruptions in supply?

- No. We are working closely with our suppliers and expect to continue operating as normal throughout this process.
- Chapter 11 encourages daily business operations to continue as usual and this filing is not expected to disrupt how we work with you.

14. Will product availability or delivery timelines be affected?

- We are working to ensure that the filing does not temporarily disrupt how we work with you, including as it relates to timing of deliveries.
- Please reach out to your usual point of contact for information about specific orders.

15. Will customer service still be available? Who can I contact with questions?

- Absolutely. Our customer service team remains active and committed to assisting you with any inquiries or concerns throughout the restructuring process.
- Should you have any questions, please reach out to your usual point of contact.
- Additional information regarding the court-supervised process is available at MarelliForward.com.

16. Why should I keep doing business with you?

- It is important to understand that we fully expect to continue operating the business and serving our customers as normal throughout the Chapter 11 process, which will allow us to strengthen our business and better serve you going forward.
- There are no changes to our relationship with you, including your contacts, billing or other support processes. It is business as usual at Marelli.
- We value your relationship, and ongoing commitment, and are here to answer any questions that you may have.

17. I received legal documents in the mail called a Notice of Commencement. Why did I receive these, and is any action necessary on my part?

- Under the Chapter 11 process, the U.S. Court requires Marelli to send certain legal notices to a wide range of the company's stakeholders.
- This includes many different individuals and entities, including current and former employees, customers and suppliers, among other stakeholders.
- These mailings are customary notices and are for informational purposes to make parties aware of the chapter 11 case, and there is no action required on your part.