

February 18, 2025

Ms. Danica S. Irvine
Alternate Designated Agency Ethics Official
Office of the General Counsel
Department of Defense
Washington, DC 20310

Dear Ms. Irvine:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Deputy Secretary of Defense. It is my responsibility to understand and comply with commitments outlined in this agreement.

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the particular matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me:

- Any spouse or minor child of mine;
- Any general partner of a partnership in which I am a limited or general partner;
- Any organization in which I serve as an officer, director, trustee, general partner, or employee, even if uncompensated; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

In the event that an actual or potential conflict of interest arises during my appointment, I will consult with an agency ethics official and take the measures necessary to resolve the conflict, such as recusal from the particular matter or divestiture of an asset.

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the regulatory exemption for diversified mutual funds and unit investment trusts at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.

If I rely on a de minimis exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests in securities, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the de minimis threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a

direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

I will receive a live ethics briefing from a member of the ethics office after my confirmation but not later than 7 days after my appointment pursuant to the ethics program regulation at 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

I will not modify this ethics agreement without your approval and the approval of the U.S. Office of Government Ethics (OGE) pursuant to the ethics agreement requirements contained in the financial disclosure regulation at 5 C.F.R. § 2634.803(a)(4).

SECTION 2 - CERBERUS CAPITAL MANAGEMENT L.P. AND RELATED ENTITIES

I am the Chief Executive Officer and principal equity owner of Cerberus Capital Management, L.P., and affiliated investment management companies (collectively, "CCM"). CCM manages a large number of investment funds and accounts (collectively, "Cerberus Funds"), which predominately are organized as limited partnerships. For ease of reference, I will refer in this ethics agreement to CCM, the Cerberus Funds, and related entities as "Cerberus," and the businesses in which Cerberus Funds have invested (debt and/or equity, including passive investments) as "Portfolio Companies." Neither in connection with, nor after my separation from Cerberus will I receive any severance or bonus payment.

Upon confirmation, I will resign from my positions with Cerberus Capital Management, L.P. and related Cerberus entities designated in Appendix A.

Prior to assuming the duties of the position of Deputy Secretary, I will divest all of my interests in Cerberus including, but not limited to, my equity interest, carried interest, incentive fees/allocations, and capital commitments that are set forth in Appendix B. Such divestiture may include a gift to one or more irrevocable trusts established for the benefit of my adult children, in which neither my wife nor I have any financial interest, and/or for the benefit of one or more public charities. I will not be the trustee for any of these trusts. The trustees of these trusts will be solely responsible for their administration, including any distributions either to my children or to charity. The trusts will pay all income tax on its earnings on my behalf and will pay any taxes that result from making the tax payment on my behalf. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of any trust to pay the taxes on my behalf, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I have verified that I will be able to carry out the divestitures within the timeframe described above.

Consistent with routine industry practice, each Cerberus Fund extends customary indemnity protections and Directors and Officers insurance to all current and former Cerberus Fund managers for their actions performed in connection with their positions in the funds. Consistent with the Funds' current policies and practice, after my resignation I will continue to be covered indefinitely by such indemnity protections from the Cerberus Funds and by Directors and Officers insurance that extend to both current and former Cerberus Fund managers. In addition, at the time of my resignation, I may enter a written contract with CCM for the

provision of certain administrative services that Cerberus previously has provided me (e.g., accounting and tax-related services) through April 15, 2026. Cerberus routinely provides tax compliance and accounting services to Cerberus executives, and it has provided me, as founder, with particularly extensive such services for more than 25 years. In order to enable an orderly transition to outside providers, Cerberus will continue to provide these services to me, for which I will pay customary and reasonable fees. I also will enter into an agreement with CCM under which I will pay the full cost of continuing participation by my wife and me in CCM's health care benefit plan.

I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of CCM to provide these services or benefits to me, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). In addition, pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation from Cerberus and its related entities, or for as long as these services or benefits are being provided to me, whichever is later, I will not participate personally and substantially in any particular matter involving specific parties in which I know that Cerberus or a related entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). I also will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my position with Albertsons Companies Inc. I own unvested restricted stock units ("RSUs") which will vest on February 22, 2025, with a corresponding distribution of common stock to me. Prior to assuming the duties of the position of Deputy Secretary, I will divest all of my Albertsons stock to CCM.

Other than Albertsons, I do not hold any positions with Portfolio Companies and I do not hold stock options, restricted stock, or RSUs issued by Cerberus or any Portfolio Company.

SECTION 3 – FAMILY INVESTMENT ENTITIES

Upon confirmation, I will resign my position with the following entities:

- Tracker Capital Management, LLC
- Feinberg Family GP, L.P.
- Feinberg Family, LLC

Prior to assuming the duties of the position of Deputy Secretary, I will divest all of my interests in these entities and my financial interest in Feinberg Family Institutional LLC. Such divestiture may include a gift to one or more irrevocable trusts established for the benefit of my adult children, in which neither my wife nor I have any financial interest, and/or for the benefit of one or more public charities. I will not be the trustee for any of these trusts. The trustees of these trusts will be solely responsible for their administration, including any distributions either to my children or to charity. The trusts will pay all income tax on its earnings on my behalf and will pay any taxes that result from making the tax payment on my behalf. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and

predictable effect on the ability or willingness of any trust to pay the taxes on my behalf, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I have verified that I will be able to carry out the divestitures within the timeframe described above. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 4 – FAMILY TRUSTS

Prior to assuming the duties of the position of Deputy Secretary, I will divest all of my interests in Family Trusts #1-5. Such divestiture may include a gift to one or more irrevocable trusts established for the benefit of my adult children, in which neither my wife nor I have any financial interest, and/or for the benefit of one or more public charities. I will not be the trustee for any of these trusts. The trustees of these trusts will be solely responsible for their administration, including any distributions either to my children or to charity. The trusts will pay all income tax on its earnings on my behalf and will pay any taxes that result from making the tax payment on my behalf. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of any trust to pay the taxes on my behalf, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I have verified that I will be able to carry out the divestitures within the timeframe described above.

SECTION 5 – ADDITIONAL DIVESTITURES

Prior to assuming the duties of the position of Deputy Secretary, I will divest my interest in the entities listed in Appendix C. Such divestiture may include a gift to one or more irrevocable trusts established for the benefit of my adult children, in which neither my wife nor I have any financial interest, and/or for the benefit of one or more public charities. I will not be the trustee for any of these trusts. The trustees of these trusts will be solely responsible for their administration, including any distributions either to my children or to charity. The trusts will pay all income tax on its earnings on my behalf and will pay any taxes that result from making the tax payment on my behalf. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of any trust to pay the taxes on my behalf, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I have verified that I will be able to carry out the divestitures within the timeframe described above.

I (including my spouse and minor children if applicable) will not repurchase any asset I was required to divest without consulting with my agency ethics official and the U.S. Office of Government Ethics.

SECTION 6 – RETAINED POSITIONS

I will retain my position with the following entities:

- Albany Ranch LLC
- Kidney Creek Farms LLC
- NYC 67th Street LLC
- October Farms Properties, LLC

I will not at any time receive compensation for services that I perform during my Federal appointment. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of any of these entities or their underlying holdings, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

SECTION 7 – BUFFALO HORN PROPERTIES LLC

My wife and I own Buffalo Horn Properties, LLC. Upon confirmation, I will resign from my position with Buffalo Horn Properties, LLC. I will continue to have a financial interest in this entity, but I will not provide services material to the production of income. Instead, I will receive only passive investment income from it. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Buffalo Horn Properties, LLC, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1).

SECTION 8 – OTHER POSITIONS

Upon confirmation, I will resign from my positions with the entities designated in Appendix D “Other Positions.” Prior to assuming the duties of the position of Deputy Secretary, I will divest my interest in these entities. Such divestiture may include a gift to one or more irrevocable trusts established for the benefit of my adult children, in which neither my wife nor I have any financial interest, and/or for the benefit of one or more public charities. I will not be the trustee for any of these trusts. The trustees of these trusts will be solely responsible for their administration, including any distributions either to my children or to charity. The trusts will pay all income tax on its earnings on my behalf and will pay any taxes that result from making the tax payment on my behalf. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of any trust to pay the taxes on my behalf, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I have verified that I will be able to carry out the divestitures within the timeframe described above. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 9 - OTHER COMMITMENTS

In addition to the impartiality regulation at 5 C.F.R. § 2635.502, I understand that as an employee of the Department of Defense I will be required to comply with Section 1117 of the National Defense Authorization Act for Fiscal Year 2022. Therefore, for a period of two years after my resignation from any organization, including a trade organization, for which I served as an employee, officer, director, trustee, or general partner, I will not knowingly participate personally and substantially in any particular matter involving specific parties in which that organization is a party or represents a party to the matter, unless I am authorized to participate, pursuant to Section 1117(b).

SECTION 10 – PUBLIC POSTING

I have been advised that this ethics agreement and the Certification of Ethics Agreement Compliance will be posted publicly, consistent with the public information law at 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other presidential nominees who file public financial disclosure reports.

Sincerely,



Stephen A. Feinberg

APPENDIX A: CERBERUS POSITIONS

- 299 Credit Finance Holdings LLC
- A4 Fund Management Inc.
- Cerberus Executive Cayman GP, LLC
- Cerberus Executive, LLC
- Cerberus Frontier Holdings LLC
- Cerberus Frontier Private Equity Associates L.L.C.
- Cerberus FS Partners GP, L.L.C.
- Cerberus FSBA Corporate Credit Fund SPV, LLC
- Cerberus FSBA Corporate Credit GP, LLC
- Cerberus FSBA Holdings LLC
- Cerberus FSBA Levered LLC
- Cerberus FSBA Levered Opportunities GP, LLC
- Cerberus Global Investment Advisors, LLC
- Cerberus Global Investments, LLC
- Cerberus Global Multi Strategy Residential GP, L.L.C.
- Cerberus Global Multi Strategy Residential Institutional, Inc.
- Cerberus Global Multi Strategy Residential Overseas, Inc.
- Cerberus Global NPL AIV Associates, L.L.C.
- Cerberus Global NPL Associates II, L.L.C.
- Cerberus Global NPL Associates, L.L.C.
- Cerberus Global Private Equity Associates, L.L.C.
- Cerberus Global Residential Credit GP, L.L.C.
- Cerberus Global Residential Loan Strategy GP, L.L.C.
- Cerberus Global Residential Loan Strategy Institutional, Inc.
- Cerberus Global Residential Loan Strategy Overseas, Inc.
- Cerberus Global Residential Loan Strategy Overseas, Inc. - 2019
- Cerberus Global Residential Mortgage Associates, Ltd.
- Cerberus Global Residential Multi-Strategy GP, L.L.C.
- Cerberus GOHL GP, LLC
- Cerberus Global Servicing Holdings, Ltd.
- Cerberus GSI Europe SPV, LLC
- Cerberus HH SPV, LLC
- Cerberus Homes Fund GP, L.L.C.
- Cerberus IC NPL Associates, L.L.C.
- Cerberus ICQ GP LLC
- Cerberus ICQ Holdings GP LLC
- Cerberus ICQ Offshore GP LLC
- Cerberus ICQ Offshore Levered GP, LLC
- Cerberus Income Levered GP, LLC
- Cerberus Income Levered Holdings GP, LLC
- Cerberus Income Levered Opportunities GP, LLC
- Cerberus Institutional AIV Associates AEN, L.L.C.

- Cerberus Institutional AIV Associates CAL II, L.L.C.
- Cerberus Institutional AIV Associates GSI, L.L.C.
- Cerberus Institutional AIV Associates III, L.L.C.
- Cerberus Institutional AIV Associates VII, L.L.C.
- Cerberus Institutional Associates (America), L.L.C.
- Cerberus Institutional Associates ACDC II, L.L.C.
- Cerberus Institutional Associates ACDC, L.L.C.
- Cerberus Institutional Associates AD, L.L.C.
- Cerberus Institutional Associates AEN, Ltd.
- Cerberus Institutional Associates AN, L.L.C.
- Cerberus Institutional Associates CAL II, Ltd.
- Cerberus Institutional Associates CDP IC, L.L.C.
- Cerberus Institutional Associates CP, L.L.C.
- Cerberus Institutional Associates CT II, Ltd.
- Cerberus Institutional Associates CT, L.L.C.
- Cerberus Institutional Associates DH, L.L.C.
- Cerberus Institutional Associates GSI, Ltd.
- Cerberus Institutional Associates HH, L.L.C.
- Cerberus Institutional Associates II, L.L.C.
- Cerberus Institutional Associates II, Ltd.
- Cerberus Institutional Associates III, Ltd.
- Cerberus Institutional Associates MA, L.L.C.
- Cerberus Institutional Associates OT, L.L.C.
- Cerberus Institutional Associates PW, L.L.C.
- Cerberus Institutional Associates SC II AIV, L.L.C.
- Cerberus Institutional Associates SC II, Ltd.
- Cerberus Institutional Associates SC III AIV, L.L.C.
- Cerberus Institutional Associates SC III, L.L.C.
- Cerberus Institutional Associates SC, L.L.C.
- Cerberus Institutional Associates SMRS, L.L.C.
- Cerberus Institutional Associates VII, L.L.C.
- Cerberus Institutional Associates, L.L.C.
- Cerberus Institutional Associates, Ltd.
- Cerberus Institutional International Associates, L.L.C.
- Cerberus Institutional International Management Company, LLC
- Cerberus Institutional Management II, LLC
- Cerberus Institutional Overseas IV, Ltd.
- Cerberus Institutional SP IV, Inc.
- Cerberus Institutional SP V-II, Inc.
- Cerberus Iron Horse Holdings, LLC
- Cerberus Japan Advisors, Inc.
- Cerberus Japan Investments LLC
- Cerberus Japan K.K.
- Cerberus JL Limited

- Cerberus KBS GP, L.L.C.
- Cerberus Kingston Infrastructure Partners I GP Investments LLC
- Cerberus Kingston Infrastructure Partners Management Investments LLC
- Cerberus Komagata LDC
- Cerberus KRS Levered LLC
- Cerberus KRS Levered Opportunities GP, LLC
- Cerberus Levered IV Holdings LLC
- Cerberus Levered Opportunities GP, LLC
- Cerberus Levered Opportunities II GP, LLC
- Cerberus Levered Opportunities III GP, LLC
- Cerberus Levered Opportunities Master Fund II GP, LLC
- Cerberus Levered Opportunities V GP, LLC
- Cerberus Levered V Holdings LLC
- Cerberus LF XVII LLC
- Cerberus LFGP XIX, LLC
- Cerberus LFGP XVIII, LLC
- Cerberus LFGP XX, LLC
- Cerberus LFGP XXI, LLC
- Cerberus LFGP XXII, LLC
- Cerberus LFGP XXIII, LLC
- Cerberus LFGP XXIV, LLC
- Cerberus LFGP XXIX, LLC
- Cerberus LFGP XXV, LLC
- Cerberus LFGP XXVI, LLC
- Cerberus LFGP XXVII, LLC
- Cerberus LFGP XXVIII, LLC
- Cerberus LFGP XXX, LLC
- Cerberus LFGP XXXI, LLC
- Cerberus LFGP XXXII, LLC
- Cerberus LFGP XXXIII, LLC
- Cerberus LFGP XXXIV, LLC
- Cerberus LFGP XXXIX, LLC
- Cerberus LFGP XXXV, LLC
- Cerberus LFGP XXXVI, LLC
- Cerberus LFGP XXXVIII, LLC
- Cerberus Loan Funding XL, LLC
- Cerberus Loan Funding XLI, LLC
- Cerberus Loan Funding XLII, LLC
- Cerberus Loan Funding XLIII, LLC
- Cerberus Loan Funding XLIX, LLC
- Cerberus Loan Funding XLV, LLC
- Cerberus Loan Funding XLVII, LLC
- Cerberus Loan Funding XLVIII, LLC

- Cerberus Management GP, Ltd.
- Cerberus Manitou Residential Loan Fund GP, L.L.C.
- Cerberus MG GP, LLC
- Cerberus MLE GP, L.L.C.
- Cerberus MN GP, L.L.C.
- Cerberus N-1 Funding LLC
- Cerberus NB Levered I LLC
- Cerberus NB Levered Opportunities I GP, LLC
- Cerberus ND Credit Holdings LLC
- Cerberus ND Credit Manager, LLC
- Cerberus ND Levered LLC
- Cerberus NJ Credit Opportunities GP, LLC
- Cerberus NJ Credit Opportunities II-X GP, LLC
- Cerberus North Partners Advisory GP, LLC
- Cerberus Offshore Levered IV Holdings GP LLC
- Cerberus Offshore Levered IV Holdings LP
- Cerberus Offshore Levered IV LLC
- Cerberus Offshore Levered Opportunities III GP, LLC
- A4 Funding Corp
- CAL I GP Holdings LLC
- CAL I GP LLC
- CAL II GP LLC
- CB Aggregator LLC
- CBF GP Holdings, LLC
- CBF Manager, L.P.
- CBF Offshore GP Holdings, LLC
- CBF Senior Loan Fund A GP, LLC
- CBF-D Manager, LLC
- CC Overseas SP, Inc.
- CC Solutions II US, Inc.
- CC Solutions Overseas II SP Extension, Inc.
- CC Solutions Overseas II SP, Inc.
- CC Solutions Overseas SP, Inc.
- CC Solutions US, Inc.
- CC US, Inc.
- CCFK Holdings, LLC
- CCRESP GP, L.L.C.
- Cerberus Offshore Levered Opportunities IV GP, LLC
- Cerberus Offshore Levered Opportunities V GP, LLC
- Cerberus Offshore Levered V Holdings GPLLC
- Cerberus Offshore Levered V LLC
- Cerberus Offshore Unlevered Opportunities IV GP, LLC
- Cerberus Offshore Unlevered Opportunities V GP, LLC
- Cerberus Onshore II CLO LLC

- Cerberus Onshore II CLO-2 LLC
- Cerberus Onshore Levered II LLC
- Cerberus Onshore Levered III LLC
- Cerberus Onshore Levered IV LLC
- Cerberus Onshore Levered V LLC
- Cerberus OT Partners II Associates, L.L.C.
- Cerberus OT Partners II SPV, LLC
- Cerberus PEM GP, LLC
- Cerberus PEM SPV, LLC
- Cerberus PNC Funding LLC
- Cerberus PSERS GP, LLC
- Cerberus PSERS Levered LLC
- Cerberus PSERS Levered Opportunities GP, LLC
- Cerberus PSL GP, LLC
- Cerberus PSL Manager, LLC
- Cerberus PW SPV, LLC
- Cerberus Real Estate Capital Management, LLC
- Cerberus Real Estate Debt Fund AIV GP, L.L.C.
- Cerberus Real Estate Debt Fund GP, L.L.C.
- Cerberus Real Estate Debt Fund GP, Ltd.
- Cerberus Real Estate Debt Fund II GP, L.L.C.
- Cerberus Real Estate Debt, Ltd.
- Cerberus Real Estate GP III, L.L.C.
- Cerberus Real Estate GP IV, L.L.C.
- Cerberus Real Estate GP V, L.L.C.
- Cerberus Real Estate GP VI, L.L.C.
- Cerberus Real Estate GP, L.L.C.
- Cerberus Redwood Levered A II LLC
- Cerberus Redwood Levered A LLC
- Cerberus Redwood Levered B II LLC
- Cerberus Redwood Levered B LLC
- Cerberus Redwood Levered Opportunities GP A, LLC
- Cerberus Redwood Levered Opportunities GP B, LLC
- Cerberus Residential Income Associates, L.L.C.
- Cerberus Residential Opportunity GP, Ltd.
- Cerberus Residential Opportunity Institutional, Inc.
- Cerberus Residential Opportunity Overseas, Inc.
- Cerberus RM Associates, Ltd.
- Cerberus RMBS Associates II, L.L.C.
- Cerberus RMBS Associates II, Ltd.
- Cerberus RMBS Associates III, L.L.C.
- Cerberus RMBS Associates, L.L.C.
- Cerberus RMBS Employees, LLC
- Cerberus RMBS Management, LLC

- Cerberus RPL FoO GP, L.L.C.
- Cerberus RR Levered LLC
- Cerberus RR Levered Opportunities GP, LLC
- Cerberus SC II SPV, LLC
- Cerberus SC SPV, LLC
- Cerberus SFR FoO GP, L.L.C.
- Cerberus SFR GP, LLC
- Cerberus SFR Opp GP, L.L.C.
- Cerberus SFR QF GP, L.L.C.
- Cerberus SFR Venture GP, L.L.C
- Cerberus SFR Venture Partners GP, L.L.C.
- Cerberus Shelf 1, L.L.C.
- Cerberus ShelterLogic Holdings, LLC
- Cerberus Siguler Guff GP, LLC
- Cerberus SKY GP, L.L.C.
- Cerberus SL GP LLC
- Cerberus Sleep Aggregator GP LLC
- Cerberus Sleep GP, L.L.C.
- Cerberus Sonoran NPL AIV Associates, L.L.C.
- Cerberus Sonoran NPL Associates, L.L.C.
- Cerberus South American Investments, LLC
- Cerberus SP Limited
- Cerberus Sparta GP, L.L.C.
- Cerberus Special Situations Manager, LLC
- Cerberus StepStone Credit Manager, LLC
- Cerberus Strategic Supply Chain GP, L.L.C.
- Cerberus Supply Chain GP, L.L.C.
- Cerberus Supply Chain Opportunities GP, L.L.C.
- Cerberus SWC Levered II LLC
- Cerberus SWC Levered Opportunities GP, LLC
- Cerberus SWC Loan Opportunities II GP, LLC
- Cerberus Thailand LLC
- Cerberus Tiger Senior Loan Fund GP, LLC
- Cerberus 17 RM AB Holdco, LLC
- Cerberus 17 RM Associates IV, Ltd.
- Cerberus 17 RM CD Holdco, LLC
- Cerberus Transport LLC
- Cerberus 1776 Associates, LLC
- Cerberus 1776 Fund SPV, LLC
- Cerberus 20 RM A/B Holdco, L.L.C.
- Cerberus UK Management Limited
- Cerberus 20 RM Associates, Ltd.
- Cerberus 2112 Credit Holdings LLC
- Cerberus US Servicing LLC

- Cerberus Vapor Holdings, LLC
- Cerberus Ventures One GP, LLC
- CIP VI Overseas SP, Inc.
- CIP VI US, Inc.
- CIREP Centre Street GP, L.L.C.
- CIREP Centre Street II GP, L.L.C.
- CIREP IV Overseas SP, Inc.
- Cerberus 2112 Levered LLC
- Cerberus 2112 Loan Opportunities GP, LLC
- Cerberus 9990 Levered Holdings LLC
- CIREP IV Overseas SP, Inc. – 2019
- Cerberus 9990 Levered LLC
- Cerberus 9990 Levered MM, LLC
- Cerberus 9990 Levered Opportunities GP, LLC
- Cerberus ACDC Sidecar Associates, LLC
- Cerberus ACDC SPV, LLC
- Cerberus AD Residential Credit GP, L.L.C.
- Cerberus AD SPV, LLC
- Cerberus AIR GP, LLC
- CIREP IV US, Inc.
- Cerberus All-Weather Credit Opportunities Associates, LLC
- Cerberus AMIST Levered LLC
- Cerberus AMIST Levered Opportunities GP, LLC
- CIREP VI Overseas SFR, L.L.C.
- Cerberus AN SPV, LLC
- Cerberus AOZ Loan Opportunities GP, LLC
- Cerberus APS Levered Opportunities GP, LLC
- Cerberus Asia Associates, L.L.C.
- Cerberus Asia Capital Management II, LLC
- CIREP VI Overseas SP, Inc. – 2019
- Cerberus Asia Capital Management LLC
- Cerberus ASRS Credit Opportunities Manager, LLC
- Cerberus ASRS Funding LLC
- Cerberus ASRS Holdings LLC
- COL 1 GP Inc.
- Cerberus Associates Holdings, LLC
- Cerberus Associates II, L.L.C.
- Cerberus Associates II, Ltd.
- Cerberus Associates SPV, LLC
- Cerberus Associates, L.P.
- Cerberus AUS Levered Holdings III LLC
- Cerberus AUS Levered III LLC
- COL I GP Holdings LLC
- Cerberus AUS Levered Opportunities Master Fund GP, LLC

- Cerberus AUS SA Levered Opportunities Master Fund GP, LLC
- Cerberus Business Finance Agency, LLC
- Cerberus Business Finance, LLC
- Cerberus C-1 Levered II LLC
- Cerberus C-1 Levered LLC
- Cerberus C-1 Levered Opportunities GP, LLC
- Cerberus CAL III Associates, L.L.C.
- COL II GP Holdings LLC
- Cerberus CAL IV Associates, L.L.C.
- Cerberus CAL Strategic Partners GP, L.L.C.
- Cerberus California, LLC
- COL II GP Inc.
- Cerberus Canister GP, L.L.C.
- Cerberus Capital Chicago, LLC
- Cerberus Capital Florida LLC
- Cerberus Capital Management II, L.P.
- Cerberus Capital Management III, LLC
- Cerberus Capital Management, L.P.
- Cerberus Cavalier Credit GP, LLC
- Cerberus Cavalier GP, L.L.C.
- Cerberus Cavaliers Levered II LLC
- Cerberus Cavaliers Levered LLC
- Cerberus Cavaliers Levered Loan Opportunities Fund, LLC
- Cerberus CBSF Associates, L.L.C.
- Cerberus CDP IC SPV, LLC
- Cerberus CLF XLV Holdings, LLC
- Cerberus CLF XLVII Holdings, LLC
- Cerberus CLF XLVIII Holdings, LLC
- Cerberus Cloud GP, L.L.C.
- Cerberus CMBS Associates B, L.L.C.
- Cerberus CMBS Associates, L.L.C.
- Cerberus CMBS Parallel Fund GP, L.L.C.
- Cerberus CMBS-1 GP, LLC
- Cerberus CMBS-1 Investor, LLC
- Cerberus Co-Issuer XIX LLC
- Cerberus Co-Issuer XVI LLC
- Cerberus Co-Issuer XVII LLC
- Cerberus Co-Issuer XVIII LLC
- Cerberus Co-Issuer XX LLC
- Cerberus Co-Issuer XXI LLC
- Cerberus Co-Issuer XXII LLC
- Cerberus Co-Issuer XXIV LLC
- Cerberus Co-Issuer XXIX LLC
- COL III GP Holdings LLC

- COL III GP Inc.
- CRAI Manager LLC
- Craig Court, Inc.
- CRE Park Central GP, LLC
- CRE Travis GP, LLC
- CRESSC Centre Street GP, L.L.C.
- CSL Holdings GP LLC
- CSL Holdings II GP LLC
- Kaamanen LFGP XLVI, LLC
- Old Stand Real Estate, LLC
- Partridge Hill Management LLC
- Partridge Hill Overseas Management, LLC
- Partridge Hill SPV Management, LLC
- Promontoria CCF Equity GP LLC
- Promontoria Continental Equity GP LLC
- Promontoria IV Sire Lender L.P.
- Promontoria Sacher II Ltd.
- Promontoria Ursus LDC
- R2 Advisors, LLC
- RapidFlight Holdings, LLC
- RapidFlight Parent, LLC
- SF CI2 Holdings LLC
- SF GP Holdings, L.L.C.
- SF Mortgage Holdings LLC
- SFR CM GP, L.L.C.
- SFR Delos GP, L.L.C.
- S-H Japan GP Holdings III, LLC
- SRGL Dir Co, Ltd.
- Cerberus Co-Issuer XXV LLC
- Cerberus Co-Issuer XXVI LLC
- Cerberus Co-Issuer XXVII LLC
- Cerberus Co-Issuer XXVIII LLC
- Cerberus Co-Issuer XXX LLC
- Cerberus Co-Issuer XXXI LLC
- Cerberus Co-Issuer XXXII LLC
- Cerberus Co-Issuer XXXIII LLC
- Cerberus Co-Issuer XXXIV LLC
- Cerberus Co-Issuer XXXV LLC
- Cerberus Co-Issuer XXXVI LLC
- Cerberus Concord GP, LLC
- Cerberus Core Plus GP, L.L.C.
- Cerberus Core Plus Overseas SP1, Inc.
- Cerberus Corporate Credit Associates II, LLC
- Cerberus Corporate Credit Associates, LLC

- Cerberus Corporate Credit Fund SPV, LLC
- Cerberus Corporate Credit Solutions Associates II, LLC
- Cerberus Corporate Credit Solutions Associates, LLC
- Cerberus Corporate Credit Solutions Fund II SPV, LLC
- Cerberus Corporate Credit Solutions Fund SPV, LLC
- Cerberus CP SPV, LLC
- Cerberus CT SPV, LLC
- Cerberus CTS Employees, L.L.C.
- Cerberus Dakota Lending LLC
- Cerberus EDM Managing Member, LLC
- Cerberus Emerging Market Special Situations Associates, L.L.C.
- Cerberus Emerging Markets Private Equity Associates, L.L.C.
- Cerberus Equity Opportunities GP, L.L.C.
- Cerberus EU Levered Opportunities V GP, LLC
- Cerberus EU Levered V Holdings GP LLC
- Cerberus EU Levered V LLC
- Cerberus EU Unlevered Opportunities V GP, LLC
- Cerberus EUF 1 GP, LLC
- Cerberus EUR 1 GP, LLC
- Cerberus European Associates VII, L.L.C.
- Cerberus Co-Issuer XXIII LLC
- Cerberus Co-Issuer XV LLC
- Cerberus Co-Issuer XV LLC

APPENDIX B: CERBERUS INTERESTS

- Barracuda GP, L.L.C.
- CBF GP Holdings, LLC
- CBF Manager, L.P.
- CBF Offshore GP Holdings, LLC
- CBF Offshore GP Holdings, LLC
- Cerberus 17 RM Associates IV, Ltd.
- Cerberus 1776 Associates, LLC
- Cerberus 20 RM Associates, Ltd.
- Cerberus 2112 Loan Opportunities GP, LLC
- Cerberus 9990 Levered Opportunities GP, LLC
- Cerberus AD Partners AIV, L.P.
- Cerberus AD Residential Credit GP, L.L.C.
- Cerberus AD Residential Credit, L.P.
- Cerberus All-Weather Credit Opportunities Associates, L.L.C.
- Cerberus All-Weather Credit Opportunities LLC
- Cerberus AMIST Levered Opportunities GP, LLC
- Cerberus AN Master Fund, L.P.
- Cerberus AOV Loan Opportunities GP, LLC
- Cerberus Asia Associates, L.L.C.
- Cerberus ASRS Credit Opportunities Manager, LLC
- Cerberus Associates Holdings, LLC
- Cerberus Associates II, L.L.C.
- Cerberus Associates II, Ltd.
- Cerberus Associates, L.L.C.
- Cerberus AUS Levered Opportunities Master Fund GP, LLC
- Cerberus AUS SA Levered Opportunities Master Fund GP, LLC
- Cerberus C-1 Levered Loan Opportunities Fund, L.P.
- Cerberus CAL II Partners, L.P.
- Cerberus CAL III Associates, L.L.C.
- Cerberus CAL III Partners, L.P.
- Cerberus Capital Management II, LP
- Cerberus Cavalier GP, L.L.C.
- Cerberus Cavaliers Credit GP, LLC
- Cerberus CC Dislocation GP, L.P.
- Cerberus CDP IC Partners AIV, L.P.
- Cerberus CDP IC Partners, L.P.
- Cerberus Centerpiece GNPL II GP, L.P.
- Cerberus CMBS Associates B, L.L.C.
- Cerberus CMBS Associates, L.L.C.
- Cerberus CMBS Parallel Fund GP, L.L.C.
- Cerberus CMBS-1 GP, LLC
- Cerberus Concord GP, LLC

- Cerberus Corporate Credit Associates, LLC
- Cerberus Corporate Credit Associates, LLC
- Cerberus Corporate Credit Solutions Associates II, LLC
- Cerberus Corporate Credit Solutions Associates, LLC
- Cerberus Corporate Credit Solutions II. LLC
- Cerberus CP Partners, L.P.
- Cerberus Equity Investors II, LLC
- Cerberus EU Levered Opportunities V GP, LLC
- Cerberus EU Unlevered Opportunities V GP, LLC
- Cerberus EUF 1 GP, LLC
- Cerberus European Associates VII, L.L.C.
- Cerberus FSBA Corporate Credit Fund, L.P.
- Cerberus FSBA Corporate Credit GP, LLC
- Cerberus FSBA Levered Loan Opportunities Fund, L.P.
- Cerberus FSBA Levered Opportunities GP, LLC
- Cerberus Global NPL Associates II, L.P.
- Cerberus Global NPL Associates, L.L.C.
- Cerberus Global NPL Fund AIV II, L.P.
- Cerberus Global NPL Fund AIV II, S.C.A., SICAV-RAIF
- Cerberus Global NPL Fund AIV, L.P.
- Cerberus Global NPL Fund II, L.P.
- Cerberus Global NPL Fund, L.P.
- Cerberus Global Private Equity Associates, L.L.C.
- Cerberus Global Private Equity Partners, L.P.
- Cerberus Global Residential Credit GP, L.L.C.
- Cerberus Global Residential Loan Strategy GP, L.L.C.
- Cerberus Global Residential Mortgage Associates, Ltd.
- Cerberus Global Residential Multi-Strategy GP, L.L.C.
- Cerberus GOHL Fund, L.P.
- Cerberus GOHL GP, L.L.C.
- Cerberus GSI AIV, L.P.
- Cerberus HH Partners AIV, L.P.
- Cerberus HH Partners, L.P.
- Cerberus Homes Fund GP, L.L.C.
- Cerberus IC NPL Associates, L.L.C.
- Cerberus IC NPL Fund, L.P.
- Cerberus ICQ Levered Opportunities GP, LLC
- Cerberus ICQ Offshore Levered GP, LLC
- Cerberus Income Levered Opportunities GP, LLC
- Cerberus Institutional Associates (America), L.L.C.
- Cerberus Institutional Associates ACDC II, L.L.C.
- Cerberus Institutional Associates ACDC LLC
- Cerberus Institutional Associates AD, L.L.C.
- Cerberus Institutional Associates AEN, Ltd.

- Cerberus Institutional Associates AN, L.L.C.
- Cerberus Institutional Associates CAL II, Ltd.
- Cerberus Institutional Associates CDP IC, L.L.C.
- Cerberus Institutional Associates CP, L.L.C.
- Cerberus Institutional Associates CT, L.L.C.
- Cerberus Institutional Associates DH, L.L.C.
- Cerberus Institutional Associates GSI, Ltd.
- Cerberus Institutional Associates HH, L.L.C.
- Cerberus Institutional Associates II, L.L.C.
- Cerberus Institutional Associates II, Ltd.
- Cerberus Institutional Associates III, Ltd.
- Cerberus Institutional Associates MA, L.L.C.
- Cerberus Institutional Associates OT, L.L.C.
- Cerberus Institutional Associates PW, L.L.C.
- Cerberus Institutional Associates SC II, Ltd.
- Cerberus Institutional Associates SC III, L.L.C.
- Cerberus Institutional Associates SC, L.L.C.
- Cerberus Institutional Associates SMRS, L.L.C.
- Cerberus Institutional Associates VII, L.L.C.
- Cerberus Institutional Associates, L.L.C.
- Cerberus Institutional Associates, Ltd.
- Cerberus Institutional International Associates, L.L.C.
- Cerberus Institutional Partners (America), L.P. (Series Two)
- Cerberus Institutional Partners (International), L.P. (Series One)
- Cerberus Institutional Partners V, L.P.
- Cerberus Institutional Partners VI, L.P.
- Cerberus Institutional Partners VII, L.P.
- Cerberus Institutional Partners, L.P. (Series Four)
- Cerberus Institutional Partners, L.P. (Series Three)
- Cerberus Institutional Real Estate Partners III, L.P.
- Cerberus Institutional Real Estate Partners IV, L.P.
- Cerberus Institutional Real Estate Partners V, L.P.
- Cerberus Institutional Real Estate Partners VI, L.P.
- Cerberus International II AIV, L.P.
- Cerberus International II AIV, S.C.A., SICAV-RAIF
- Cerberus International Ltd.
- Cerberus KRS Levered Opportunities GP, LLC
- Cerberus Levered Loan Opportunities Fund III, L.P.
- Cerberus Levered Opportunities GP, LLC
- Cerberus Levered Opportunities II GP, LLC
- Cerberus Levered Opportunities III GP, LLC
- Cerberus Levered Opportunities IV GP, LLC
- Cerberus Levered Opportunities Master Fund II GP, LLC
- Cerberus Levered Opportunities V GP, LLC

- Cerberus MA Partners AIV, L.P.
- Cerberus MA Partners L.P.
- Cerberus Manitou Residential Loan GP, L.L.C.
- Cerberus MG GP, LLC
- Cerberus NB Levered Opportunities I GP, LLC
- Cerberus ND Credit Manager, L.L.C.
- Cerberus NJ Credit Opportunities Fund, L.P.
- Cerberus NJ Credit Opportunities GP, LLC
- Cerberus Offshore Levered Opportunities III GP, LLC
- Cerberus Offshore Levered Opportunities IV GP, LLC
- Cerberus Offshore Unlevered Opportunities IV GP, LLC
- Cerberus Offshore Unlevered Opportunities V GP, LLC
- Cerberus OT Partners II AIV, L.P.
- Cerberus OT Partners II Associates, L.L.C.
- Cerberus OT Partners II, L.P.
- Cerberus PEM GP, LLC
- Cerberus PNC Senior Loan Fund, L.P.
- Cerberus PSERS Levered Loan Opportunities Fund, L.P.
- Cerberus PSERS Levered Opportunities GP, LLC
- Cerberus PSL GP, LLC
- Cerberus Real Estate Capital Management, LLC
- Cerberus Real Estate Debt Fund AIV, L.P.
- Cerberus Real Estate Debt Fund AIV, S.C.A., SICAV-RAIF
- Cerberus Real Estate Debt Fund GP, L.L.C.
- Cerberus Real Estate Debt Fund II GP, L.L.C.
- Cerberus Real Estate Debt Fund II, LP
- Cerberus Real Estate Debt Fund, LP
- Cerberus Real Estate GP III, L.L.C.
- Cerberus Real Estate GP IV, L.L.C.
- Cerberus Real Estate GP V, L.L.C.
- Cerberus Real Estate GP VI, L.L.C.
- Cerberus Real Estate GP, L.L.C.
- Cerberus Redwood Levered Loan Opportunities Fund A, L.P.
- Cerberus Redwood Levered Loan Opportunities Fund B, L.P.
- Cerberus Redwood Levered Opportunities GP A, LLC
- Cerberus Redwood Levered Opportunities GPB, LLC
- Cerberus Residential Income Associates, L.L.C.
- Cerberus Residential Opportunity GP, Ltd.
- Cerberus RM Associates, Ltd.
- Cerberus RMBS Associates II, Ltd.
- Cerberus RMBS Associates III, L.L.C.
- Cerberus RPL FoO GP, L.L.C.
- Cerberus RR Levered Opportunities GP, LLC
- Cerberus SC II AIV, S.C.A., SICAV-RAIF

- Cerberus SC III AIV II, S.C.A., SICAV-RAIF
- Cerberus SC III AIV, L.L.C.
- Cerberus SFR FoO GP, L.L.C.
- Cerberus SFR Opp GP, L.L.C.
- Cerberus SFR QF GP, L.L.C.
- Cerberus SFR Venture Partners GP, L.L.C.
- Cerberus SFR Venture QF Partners, L.P.
- Cerberus Siguler Guff GP, LLC
- Cerberus Sonoran NPL Associates, LLC
- Cerberus Sonoran NPL Fund AIV II, L.P.
- Cerberus Sonoran NPL Fund AIV, L.L.C.
- Cerberus Sonoran NPL Fund, L.P.
- Cerberus Special Situations Manager LLC
- Cerberus StepStone Credit Manager, LLC
- Cerberus Strategic Industrial Sidecar Fund GP, L.L.C.
- Cerberus Strategic Industrial Sidecar Fund, L.P.
- Cerberus Strategic Industrial Sidecar Fund, LLC
- Cerberus Strategic Supply Chain Fund, L.P.
- Cerberus Strategic Supply Chain GP, L.L.C.
- Cerberus Supp GP LDC
- Cerberus Supply Chain Fund, L.P.
- Cerberus Supply Chain GP, L.L.C.
- Cerberus Supply Chain Opportunities GP, L.L.C.
- Cerberus Supply Chain Opportunities, L.P.
- Cerberus SWC Levered Opportunities GP, LLC
- Cerberus SWC Loan Opportunities II GP, LLC
- Cerberus Tiger Senior Loan Fund GP, LLC
- Cerberus Ventures One GP, L.P.
- Cerberus Ventures One, L.P.
- CGRLS AIV, L.P.
- CIP VII AIV, L.P.
- CIP VII European Holdings, L.P.
- CIP VII, S.C.A. , SICAV-RAIF
- CIP4 AIV, L.P.
- CIP5 AIV II, L.P.
- CIP5 AIV II, S.C.A., SICAV-RAIF
- CIP5 AIV, L.P.
- CIP6 AIV II, L.P.
- CIP6 AIV II, S.C.A., SICAV-RAIF
- CIP6 AIV III, L.P.
- CIREP Centre Street GP, L.L.C.
- CIREP Centre Street II GP, L.L.C.
- CIREP Centre Street II, L.P.
- CIREP Centre Street, L.P.

- CIREP III AIV, L.P.
- CIREP III AIV, S.C.A., SICAV-RAIF
- CIREP IV AIV 2, L.P.
- CIREP IV AIV 3, L.P.
- CIREP IV AIV 3, S.C.A., SICAV-RAIF
- CIREP IV AIV 3B, L.P.
- CIREP IV AIV 3b, S.C.A., SICAV-RAIF
- CIREP IV AIV, L.P.
- CIREP V AIV II, L.P.
- CIREP V AIV III, L.P.
- CIREP V AIV III, S.C.A., SICAV-RAIF
- CIREP V AIV IV, L.P.
- CIREP V AIV IV, S.C.A., SICAV-RAIF
- CIREP V AIV, L.L.C.
- CIREP VI AIV II, L.L.C.
- CIREP VI AIV, L.P.
- CIREP VI Institutional, S.C.A., SICAV-RAIF
- CIREP VI Overseas, S.C.A., SICAV-RAIF
- Craig Court, Inc.
- CRE Park Central GP, LLC
- CRE Travis GP, LLC
- Old Stand Real Estate, LLC
- Partridge Hill Overseas Management, LLC
- R2 Advisors, LLC
- SF GP Holdings, L.L.C.
- SFR CM GP, L.L.C.
- SFR CM, L.P.
- SFR Delos GP, L.L.C.
- Styx Associates LLC

APPENDIX C: ADDITIONAL DIVESTITURES

- Adobe Inc.
- Amazon.com Inc.
- American Tower Corp.
- Axis Bank GDR
- BBB Foods Inc.
- Beacon Roofing Supply Inc.
- Bowhead Specialty Holdings, Inc.
- Brightview Holdings, Inc.
- Camping World Holdings, Inc.
- Chart Industries, Inc.
- Chubb Limited Insurance Company
- Cloudflare Inc.
- Core & Main LP
- CrowdStrike Holdings, Inc.
- Custom Truck One Source Inc.
- Datadog Inc.
- Ferguson Enterprises Inc.
- Floor & Decor Holdings, Inc.
- FTAI Aviation Ltd.
- H&E Equipment Services Inc.
- Knife River Corp.
- Loar Holdings Inc.
- Microsoft Corp.
- OneWater Marine Inc.
- Option Care Health Inc.
- Penske Automotive Group Inc.
- Pool Corp.
- Quanta Services Company
- RapidFlight Holdings, LLC
- Siemens Energy AG
- SiriusPoint Ltd.
- SiteOne Landscape Supply Inc.
- Skyward Specialty Insurance Group
- Smith Douglas Homes Corp.
- Thryv, Holdings Inc.
- TWFG Inc.
- Triaslus Life Sciences Inc.
- W.R. Berkley Corporation
- Willscot Holdings Corporation

APPENDIX D: OTHER POSITIONS

- Ableco Family, LLC
- Ableco, L.L.C.
- BAWAG Investor Holdings Ltd
- Dymas Capital Management Company, LLC
- Fiber Technology Holdings, LLC
- Horizon Distressed Research LLC
- Madeleine L.L.C.
- Middle States Institutional Investor, L.L.C.
- New CSB Acquisition LLC
- Portfolio Consulting and Advisory Company, LLC
- Steward Investment Manager LLC