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UNITED STATES BANKRUPTCY COURT
SOUTHERN DISTRICT OF NEW YORK

In re:	Chapter 11
Lumileds Holding B.V., *et al.*,	Case No. 22-11155 (LGB)
Debtors.[1]	(Jointly Administered)

DECLARATION OF RANDALL S. EISENBERG IN SUPPORT OF CONFIRMATION OF THE SECOND AMENDED JOINT PREPACKAGED PLAN OF REORGANIZATION OF LUMILEDS HOLDING B.V. AND ITS AFFILIATE DEBTORS UNDER CHAPTER 11 OF THE BANKRUPTCY CODE

I, Randall S. Eisenberg, hereby declare as follows:

1. I am a Managing Director of AlixPartners LLP ("***AlixPartners***") in its Turnaround and Restructuring Services segment ("***TRS***") which maintains offices at 909 3rd Avenue, New

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[1] The Debtors in these cases, along with the last four digits of each Debtor's registration number in the applicable jurisdiction, are as follows: Lumileds Holding B.V. (Netherlands ID 4334), Aegletes B.V. (Netherlands ID 3591), Aurora Borealis B.V. (Netherlands ID 7602), Bright Bidco B.V. (Netherlands ID 6089), Lumileds Subholding B.V. (Netherlands ID 2394), Lumileds International B.V. (Netherlands ID 0244), Lumileds Netherlands B.V. (Netherlands ID 1724), Lumileds USA (Holding) Corp. (9936), Lumileds LLC (6012), and Luminescence Coöperatief U.A. (Netherlands ID 2661). The Debtors' mailing address is 370 W. Trimble Road, San Jose, California 95131.

York, NY 10022 and other offices located throughout the world. I submit this declaration in support of confirmation of the *Second Amended Joint Prepackaged Plan of Reorganization of Lumileds Holding B.V. and Its Affiliate Debtors Under Chapter 11 of the Bankruptcy Code* [Docket No. 166] (as may be amended, supplemented, or otherwise modified, the "***Plan***").[2]

2. Except as otherwise indicated, I have personal knowledge of the information contained herein, either (a) directly, (b) information provided to me by, or discussions with, employees of AlixPartners working under my supervision; (c) information provided to me by, or discussions with, members of the Debtors' management team, the Debtors' other employees, or the Debtors' other advisors; and/or (d) my general experience and knowledge. I am authorized to submit this declaration. If called upon to testify, I can and will testify competently as to the facts set forth herein. I am not being compensated specifically for this testimony other than by AlixPartners, a proposed retained professional in the Debtors' chapter 11 cases.

BACKGROUND AND QUALIFICATIONS

3. I have held the position of Managing Director at AlixPartners since January 2013 where, among other current responsibilities, I serve on the TRS Americas Management Committee. Prior to that time, I was a Senior Managing Director in FTI Consulting, Inc.'s Corporate Finance practice where I was a member of its leadership team during most of the approximately 10 years after the PricewaterhouseCoopers, LLP's Business Recovery Services United States Practice was acquired in September, 2002. Prior to this acquisition, I was a Partner at PricewatehouseCoopers, LLP.

[2] Capitalized terms used but not otherwise defined herein have the meanings ascribed to them in the Plan or Disclosure Statement, as applicable.

4. Since 1990, I have served as an advisor or interim executive in the transformation, turnaround and restructuring of numerous companies, advising management teams, boards of directors, equity sponsors, and creditor constituents. I have helped senior management and boards of directors of companies in numerous industries to devise and implement sound turnaround and restructuring strategies in out-of-court turnarounds, chapter 11 restructurings and foreign insolvency proceedings. During the course of my career, I have been involved in numerous large and complex restructurings, including, but not limited to, Anthracite Capital, Inc., Caesars Entertainment Operating Company, Inc., Constellis Holdings, Delphi Corporation, Hexion Holdings LLC, Jackson Hewitt, Mallinckrodt plc, Momentive Performance Materials, Inc., Planet Hollywood International, Inc., Rotech Healthcare, Inc., RSL Communications, Ltd., Select Staffing, US Airways Group, Inc., Vertis, Inc., and Visteon Corporation. During the course of many of these engagements, I advised companies with respect to restructurings, and have testified as to the development of business plans and projections, the preparation of hypothetical liquidation analyses, and numerous other aspects of corporate restructurings.

5. My credentials also include:

a) certification as a Certified Turnaround Professional by the Association of Certified Turnaround Professionals (now a part of the Turnaround Management Association) and a Certified Public Accountant licensed in the states of New York and California;

b) serving as a past Chairman of the Turnaround Management Association and past President of the Association for Certified Turnaround Professionals, the latter of which was merged into the Turnaround Management Association in 2007;

c) induction as a Fellow into both the American College of Bankruptcy, where I currently serve as a Regent, and the International Insolvency Institute;

d) previously serving as an Adjunct Professor at the John E. Anderson School of Management at the University of California Los Angeles and the University of Southern California, where I taught cost accounting in their respective graduate school programs;

e) recipient of a Bachelor of Science degree from the University of the Pacific and a Masters of Business Administration degree from the Kellogg School of Management at Northwestern University; and

f) author of numerous articles and have spoken regularly on topics pertaining to effective transformation, turnaround and restructuring strategies and their implementation.

6. The current version of my curriculum vitae is attached as Appendix A.

ALIXPARTNERS QUALIFICATIONS

7. AlixPartners has a wealth of experience providing advisory and interim management services for companies undergoing transformations, turnarounds, and restructurings as one of the largest and most experienced turnaround practices in the United States. Its clients include companies, creditors, corporate parents and financial sponsors, as well as acquirers of underperforming businesses.

8. AlixPartners has established a longstanding relationship advising the Debtors. Since May 2022, AlixPartners has served as financial advisor to assist the Debtors with efforts to de-lever their balance sheet. In this regard, AlixPartners was engaged on a prepetition basis to

assist in various activities including but not limited to: (a) cash forecasting and managing liquidity; (b) negotiating the terms of the Restructuring Support Agreement; (c) developing the Plan and the *Disclosure Statement for The Joint Prepackaged Plan of Reorganization of Lumileds Holding B.V. and Its Affiliate Debtors under Chapter 11 of the Bankruptcy Code* [Docket No. 25] (the "***Disclosure Statement***"); and (d) planning for a potential chapter 11 filing. Postpetition, among other responsibilities, AlixPartners has assisted with: (u) the Company's smooth transition into Chapter 11; (v) the Debtors' short-term cash forecasting and overall cash management; (w) fulfilling various bankruptcy reporting requirements; (x) preparing for the confirmation hearing; (y) satisfying various reporting requirements under the DIP Facility; and (z) other related analyses supporting the efficient progression and completion of these chapter 11 cases.

9. Specifically, during these chapter 11 cases, I, and others from AlixPartners working at my direction, have (a) reviewed the Debtors' business plan (the "***Business Plan***") which served as the basis for the financial projections contained in Exhibit C to the Disclosure Statement (the "***Projections***") and (b) assisted the Debtors in the preparation of the hypothetical liquidation analysis (the "***Liquidation Analysis***") attached to the Disclosure Statement as Exhibit E.

THE BUSINESS PLAN AND PROJECTIONS

10. The Debtors' business is comprised of two divisions, Automotive and LED Solutions:

a. Automotive, which is comprised of automotive LED ("***Automotive LED***") and conventional lamp products ("***Lamps***"), such as mid- and high-power LEDs, halogen and xenon headlamps, bulbs for signaling, fog lights, taillight and brake applications, and automotive accessories ("***Accessories***"), such as LED retrofit bulbs, air purifiers, and dashboard cameras; and

b. LED Solutions, which is comprised of two sub-segments: General Illumination ("***General Illumination***") and Specialty Products ("***Specialty Illumination***"). General Illumination includes mid/low power, high power, color, and chip-on-board LEDs as well as traditional (non-LED) lighting products. Specialty Illumination includes smartphone flash products and lighting for consumer electronics displays.

11. The Business Plan reflects the consolidated results of Debtor Bright Bidco B.V., which incorporates all of its direct and indirect subsidiaries, including both Debtor and non-Debtor entities (collectively, the "***Company***"), and covers the period from November 1, 2022 through December 31, 2022, after the consummation of the Restructuring Transactions, and for the fiscal years ending December 31, 2023 through 2025 (the "***Projection Period***").

12. The Business Plan reflects modest growth in the business. Annual sales are projected to increase from $1,326 million for the year ending December 31, 2023 to $1,543 million for the year ending December 31, 2025, reflecting a compounded annual growth rate of 7.9%, while earnings before interest, taxes, depreciation and amortization adjusted for certain non-cash items and other income and expenses ("***Adjusted EBITDA***") is projected to grow from $161 million for the year ending December 31, 2023, to $242 million for the year ending December 31, 2025, reflecting a compounded annual growth rate of 22.6% over the same period. Business plans are subject to a variety of risks and uncertainties. The Business Plan contains a set of assumptions developed by the Debtors that may be affected by a series of internal and external factors as more fully described in Article VII of the Disclosure Statement.

13. The Business Plan reflects management's view of the business going forward taking into consideration the following factors: (a) market conditions in each of the Company's respective

markets and business segments consistent with the current economic cycle; (b) capital expenditure levels to support management's growth assumptions; (c) de-levered capital structure; (d) working capital levels consistent with historic trends; and (e) no material acquisitions or divestitures.

14. To develop the Projections, the Debtors used internally adjusted industry data provided by IHS Markit and projected business design wins for the Automotive and LED Solutions divisions through 2025. The sales growth rates were based on past performance, external market growth assumptions and industry long-term growth trends, and take into account the Debtors' expectations of industry trends and long-term industry forecasts.

15. The Company's cost of goods sold is primarily related to raw material costs and the manufacturing costs associated with the processing of materials to convert them into finished goods. For the Automotive Division, the cost of goods sold as a percentage of sales during the Projection Period ranges from approximately 64% to 68% for Lamps, 65% to 73% for Accessories, and 74% to 85% for Automotive LED. For the LED Solutions Division, the cost of goods sold as a percentage of sales during the Projection Period ranges from approximately 79% to 81% for General Illumination and 84% to 90% for Specialty Illumination. Manufacturing Costs include wages and benefit costs, distribution costs, process costs, maintenance costs, utility costs, and other costs that are directly attributable to the production of products. Manufacturing costs have both a fixed and variable cost component. The Business Plan does not contemplate a material change to the Company's manufacturing footprint or labor force.

16. Selling, General and Administrative ("***SG&A***") expense include all direct and indirect selling, marketing and administrative costs of the Company. Selling expense includes marketing expense, employee wages and benefits for the sales team, commissions, information technology and office expense. General and administrative expense includes administrative

employee wages and benefits, travel, rent, corporate overhead, insurance, information technology costs, office related expenses, and other expenses. SG&A costs are primarily fixed and projected at the divisional level.

17. Research and Development ("***R&D***") expense includes salaries and wages, materials, utilities, depreciation cost of capitalized fixed assets, and distribution costs. R&D is a key aspect of the Company's success in developing new product offerings and expanding the application of existing products. R&D costs as a percentage of sales during the Projection Period ranges from approximately 7.6% to 8.2%.

18. Based on my and AlixPartners' detailed analysis of the Projections and Business Plan, and my own examination of the assumptions underlying the Debtors' business strategies, I believe that the business strategies and assumptions embodied in the Projections are reasonable and appropriate to provide a foundation for the Plan. The Projections demonstrate that the Debtors will be able to generate sufficient cash flow to service their debt and other obligations throughout the Projection Period.

THE PLAN IS FEASIBLE AND SATISFIES SECTION 1129(A)(11) OF THE BANKRUPTCY CODE

19. The Projections, as well as the principal assumptions, qualifications, and explanations on which they were developed, are provided in Exhibit C to the Disclosure Statement.

20. The Projections, which were prepared by the Debtors' management, consist of the following unaudited projected financial information: (a) projected pro forma estimated cash sources and uses at the assumed emergence date of October 31, 2022; and (b) projected pro forma (i) balance sheet; (ii) statement of operations; and (iii) statement of cash flows, in each case, covering the two-month period ending December 31, 2022 and for the fiscal years ending December 31, 2023 through December 31, 2025.

21. I and others at AlixPartners have worked extensively with members of the Debtors' senior management in reviewing the Projections and the Business Plan. I understand based on discussions with Management that they are not aware of any material modifications to the assumptions contained in the Projections. In addition, I am familiar with the material provisions of the Plan and transactions embodied therein. Based upon the forgoing and my other work with the Debtors throughout these chapter 11 cases, and based on the facts and circumstances known to me at this time, I believe that the Plan is feasible (as I understand that term's meaning in the context of Bankruptcy Code section 1129(a)(11)) and will maximize value for those stakeholders receiving distributions under the Plan. In my opinion, the Plan is not likely to be followed by liquidation, or the need for further financial reorganization, of the Debtors or any successors to the Debtors during the Projection Period.

22. The Debtors sought chapter 11 protection to restructure their balance sheet and eliminate unsustainable indebtedness. The Plan accomplishes those objectives. Upon emergence, as contemplated in the Business Plan and Projections, and with the proposed exit financing package, the Debtors will possess sufficient liquidity to meet the necessary distributions required under the Plan and to sustain their operations going forward throughout the Projection Period.

23. As of the Petition Date, the Debtors expected to have approximately $86 million in cash and cash equivalents and up to $275 million of Exit First Lien Converted Term Loans available to make required distributions and payments on the Effective Date—including conversion of the DIP Loans into Exit First Lien Converted Term Loans, and payment of DIP interest, Professional Fee Claims, and United States Trustee statutory fees—with $56 million of cash leftover for working capital and general corporate purposes. AlixPartners has continued to analyze and review the Projections and projected Plan Effective Date sources and uses. Since the

Petition Date, the Debtors have obtained a commitment from Credit Agricole to maintain the existing Receivables Factoring Facility through the pending chapter 11 cases and post-emergence, obviating the need for the Debtors to incur the additional $100 million of DIP Loans initially contemplated to be drawn on a final basis. As a result, the Debtors have only incurred $175 million in DIP Loans under the DIP Order that will convert to Exit First Lien Converted Term Loans on the Plan Effective Date. This variance from the Projections is favorable from an overall leverage standpoint and thus does not adversely impact the overall feasibility analysis.

24. In forming my opinions, I considered the capital structure of the Reorganized Debtors, the earning power of the business, macroeconomic conditions, the anticipation of competent management, the reasonableness of the assumptions in the Business Plan, and other factors I deemed helpful in determining the prospects of the Reorganized Debtors to enable performance under the Plan. Under the Plan, total debt will be reduced by approximately 80% or $1,400 million and the Reorganized Debtors are expected to generate positive cash flow each year for a cumulative $150 million of cash generation during the Projection Period.[3] The de-leveraging of the balance sheet is projected to result in significantly improved credit metrics. For example, the net leverage ratio as of June 30, 2022 was 10.7 times the trailing twelve-month Adjusted EBITDA. After taking into account the impact of the reorganization, including the $175 million Exit First Lien Converted Term Loans and the $125 million Exit First Lien Takeback Term Loans, the net leverage ratio is projected to decrease to 1.3 times Adjusted EBITDA as of December 31, 2023, the first full year of projections, and the interest coverage ratio increases from 2.0 times as

[3] These amounts are after interest and scheduled principal payments on the outstanding debt.

of June 30, 2022 to 4.0 times as of December 31, 2023. The credit metrics are projected to continue to improve throughout the Projection Period.

25. The Reorganized Debtors are anticipated to have sufficient operating cash to pay interest and scheduled amortization on all of their outstanding indebtedness and to fund capital expenditures relating to ongoing business operations as contemplated through the Projection Period. Moreover, I believe that, after taking into account the transactions contemplated by the Plan, including the additional financing basket available under the Exit First Lien Converted Term Loans, the Reorganized Debtors will, on a consolidated basis, not be left with unreasonably small capital to operate their businesses as a result of the Plan or any transactions contemplated by the Plan.

26. Moreover, the Exit First Lien Term Loan Documents provide for a $175 million basket to raise financing that is senior to the Exit First Lien Term loan. Assuming the Receivables Factoring Facility remains in place, the Reorganized Debtors have the capacity to raise approximately $75 million in additional financing. This new financing, which can be in the form of a revolving credit facility or other form of debt instrument, would further support working capital needs, including providing additional liquidity if the Company does not meet its projections as described below. The Company's investment banker, Evercore, is currently marketing a $75 million revolving credit facility which is targeted to be available on or shortly after the Plan Effective Date.

27. To assess the Reorganized Debtors' ability to satisfy post-Effective Date obligations to the extent the business underperforms, Sales were sensitized for declines during the entire Projection Period. Even assuming annual declines in Sales of 10%, the Reorganized Debtors would generate sufficient liquidity to satisfy all of their post-Plan Effective Date obligations by

implementing reasonably achievable cost saving initiatives, which can include but is not limited to, reducing the workforce, reducing capital expenditures, and eliminating certain R&D programs. A decline in Sales without any cost savings programs being implemented is unlikely as competent management will reduce its cost structure to at least partially mitigate the impact of lower Sales. Alternatively, the Reorganized Debtors would have sufficient liquidity to satisfy all of their post-Plan Effective Date obligations assuming annual declines in Sales of 15% without even needing to implement any cost savings programs by obtaining a new revolving credit facility or some other form of debt instrument, as described in paragraph 26.

THE PLAN IS IN THE BEST INTERESTS OF ALL CREDITORS AND INTEREST HOLDERS AS REQUIRED BY SECTION 1129(A)(7) OF THE BANKRUPTCY CODE

28. I am advised that to satisfy the "best interests" test under section 1129(a)(7) of the Bankruptcy Code, debtors must demonstrate that each holder of a claim or interest in such impaired class either (a) has accepted or is deemed to have accepted the plan or (b) will receive or retain under the plan on account of such claim or interest property of a value, as of the effective date of such plan, that is not less than the amount such holder would receive or retain if the debtors were liquidated under chapter 7 of the Bankruptcy Code. To the best of my knowledge, information and belief, insofar as I have been able to ascertain after reasonable inquiry, I believe that the Plan satisfies the "best interests" test under section 1129(a)(7) of the Bankruptcy Code.

29. To demonstrate the Plan's compliance with section 1129(a)(7) of the Bankruptcy Code, the Debtors, with the assistance of AlixPartners and other professionals, prepared the Liquidation Analysis. The Liquidation Analysis contains various estimates, assumptions and qualifications, all of which are incorporated herein by reference. The information used by the Debtors in the Liquidation Analysis is information that debtors should typically rely upon in conducting analyses of this type.

30. In formulating the Liquidation Analysis, it was assumed that, upon conversion of the Debtors' chapter 11 cases to cases under chapter 7 on October 31, 2022 (the "***Conversion Date***"), a trustee (the "***Chapter 7 Trustee***") would be appointed to manage the Debtors' and certain of the Non-Debtor Affiliates' affairs and conduct the liquidation of all of their assets and conversion of those assets to cash. The Trustee would satisfy claims through cash-on-hand on the Conversion Date and proceeds generated from the disposition of the assets of the Debtors by ceasing operations and selling the individual assets of the Debtors piecemeal, including certain of the Non-Debtor Affiliates. The Liquidation Analysis provides for a 90-day liquidation period under the direction of the Chapter 7 Trustee to allow for the orderly wind-down of the Debtors' estates, and that Non-Debtor Affiliates will wind-down and liquidate in conjunction with the Debtors' liquidation. It is also assumed that the Chapter 7 Trustee has unrestricted access to cash and proceeds from asset sales held by foreign Debtors and any Non-Debtor Affiliates satisfies claims following the absolute priority rule, and the Chapter 7 Trustee is able to repatriate proceeds. Furthermore, it is assumed that the Chapter 7 Trustee will have continued access to certain accounting, treasury, information technology and other management services necessary to wind-down the estates.

31. To estimate what members of each class of claims would receive if the Debtors were to liquidate under chapter 7, AlixPartners assisted the Debtors in determining the Net Proceeds Available for Distribution. The Net Proceeds Available for Distribution in a hypothetical liquidation analysis reflects proceeds available to creditors after reductions for liquidation expenses likely to be incurred in a chapter 7 case, including wind-down costs, compensation of the Chapter 7 Trustee and fees for professionals retained by the Chapter 7 Trustee.

32. The Liquidation Analysis presents "Lower" and "Higher" estimates of Liquidation Proceeds, thus representing a range of the Debtors' assumptions relating to the assets in the estates and recoverable by the Debtors. Recoveries to creditors are presented on an undiscounted basis, and the Debtors have estimated an amount of allowed claims for each class of claimants.

33. Proceeds generated by the Chapter 7 Trustee for assets encumbered by prepetition liens would first go to pay the costs of disposing of such assets, including Liquidation Costs, and the Net Proceeds Available for Secured Claims would initially be used to satisfy the claims of the secured lenders out of proceeds realized from their collateral as well as carve-out expenses as outlined in the DIP Order. Assets not encumbered by prepetition liens and value available after satisfying the Secured Claims would be made available to satisfy Administrative Claims, Priority Claims, and General Unsecured Claims in strict order of priority pursuant to section 726 of the Bankruptcy Code.

34. Based on my experience, it is my belief that the methodology used to prepare the Liquidation Analysis and the assumptions and conclusions set forth therein are fair and reasonable under the circumstances and represent a reasonable exercise of the Debtors' business judgment with respect to such matters.

35. Each of the Debtors' estimated creditor recoveries under the Plan are based upon the methodology reflected in the Liquidation Analysis contained as Exhibit D to the Disclosure Statement. The Debtors' estimated creditor recoveries under the Plan are based upon the going-concern value of the Reorganized Debtors as estimated by the Debtors' investment banker, Evercore. The Debtors estimated recovery values by Class and the classification and treatment of claims are set forth in the "Summary of the Expected Recoveries" section beginning on page 4 of the Disclosure Statement. Classes 3, 7, 8, and 9 are impaired under the Plan.

36. Based on the foregoing, I believe that no creditor would receive or retain an amount under the Plan on account of its Claim, as of the Effective Date of the Plan, that is less than the amount that such holder would receive or retain if the Debtors were liquidated under chapter 7 of the Bankruptcy Code. Indeed, on an aggregate basis, Class 3 First Lien Loan Claims' recoveries under the Liquidation Analysis would be reduced to between seven-tenths percent (0.7%) and seven and four-tenths percent (7.4%) as compared to the Plan mid-point recovery of 15.2%. Recoveries to Class 4 General Unsecured Claims, in aggregate, are lower in a Chapter 7 liquidation with zero recovery as compared to the Plan's proposed recoveries of one hundred percent (100%). Additionally, each of Classes 7, 8, and 9 would receive zero recovery in both a Chapter 7 liquidation and under the Plan. With respect to individual recoveries at every Debtor, each class of creditors will receive more under the Plan than what they would receive in a Chapter 7 liquidation. Therefore, I believe that the Plan complies with section 1129(a)(7) of the Bankruptcy Code.

37. In summary, the Liquidation Analysis indicates that if these chapter 11 cases were converted to cases under chapter 7 of the Bankruptcy Code, the value of distributions would be significantly lower than what creditors would receive under the Plan.

[*Remainder of page intentionally left blank*]

Pursuant to 28 U.S.C. § 1746, to the best of my knowledge, information and belief, and after reasonable inquiry, I declare under penalty of perjury that the foregoing is true and correct.

Dated: October 11, 2022
New York, New York

/s/ *Randall S. Eisenberg*
Randall S. Eisenberg
Managing Director
AlixPartners, LLP

Appendix A

Curriculum Vitae

[Attached]

Appendix A. Curriculum Vitae

Curriculum Vitae

Randall S. Eisenberg

Mr. Eisenberg is a Managing Director in AlixPartners' Turnaround & Restructuring Services group and serves on the Management Committee for North America. He has over 25 years of experience advising senior management teams, boards of directors, equity sponsors, and creditor constituents in the transformation of stagnant or underperforming companies. Mr. Eisenberg has led many large, high-profile national and international assignments, providing a broad range of services emphasizing implementation of sound business practices that focus on rebuilding shareholder and stakeholder value. He is a Certified Turnaround Professional and a Certified Public Accountant.

Previously, Mr. Eisenberg was a senior managing director in the Corporate Finance/Restructuring segment at FTI Consulting. While at FTI, he served on its leadership team for most of the approximately ten years after FTI acquired the PricewaterhouseCoopers, LLP's Business Recovery Services United States Practice in September 2002. Prior to this acquisition, Mr. Eisenberg was a Partner at PricewaterhouseCoopers, LLP.

Mr. Eisenberg's experience encompasses most aspects of developing and implementing transformation and turnaround plans in an out-of-court setting or through Chapter 11 as well as certain other international court-supervised insolvency processes. His diverse background extends into numerous industries including, but not limited to, airlines, automotive, chemicals, gaming, government contractor, healthcare, hospitality, manufacturing, printing, retail, restaurants and service sectors. He has served as an advisor to companies and in interim management positions, has advised both secured lenders and unsecured creditors, and has represented companies and equity funds in the acquisition of distressed businesses.

While many matters remain confidential, a selection of the matters in which Mr. Eisenberg has been involved include American White Cross Inc., Anthracite Capital, Inc., Atari, Inc. (formerly Infogames Entertainment, SA and GT Interactive Software Corporation), Besteel Industries, Caesars Entertainment Operating Company, Inc., The Children's Place, Clark Material Handling, Constellis Holdings, Delphi Corp., Hechingers, Heritage Inks International, Hexion Corp., HHL Financial Services, Interpool, Jackson Hewitt, Kmart, Mallinckrodt plc, Momentive Performance Materials, Pegasus Satellite Communications, Per Se Technologies (formerly Medaphis), Planet Hollywood, International, PRC, Rally's Hamburgers, RSL Communications, Rotech Healthcare, Select Staffing, Stock Building Supply, U.S. Airways Group, Venator Group, Vertis and Visteon.

Mr. Eisenberg served as President and Chairman (2002-2003) and Director (1995-2007) of the Turnaround Management Association, and President (2006-2007) of the Association of Certified Turnaround Professionals. He is a fellow of both the American College of Bankruptcy, where he serves as a Regent, and the International Insolvency Institute, and a member of both the American Bankruptcy Institute and Turnaround Management Association. Mr. Eisenberg also served as a trustee for Save the Children (2009-2015). He has been inducted as an honorary member into the Turnaround, Restructuring and Distressed Investing Industry Hall of Fame, sponsored by the Turnaround Management Association, and is a past recipient of the Outstanding Contribution to the Turnaround Profession Award by that same organization. Mr. Eisenberg has received various awards over the span of his career for contributing to successful turnarounds and restructurings. Mr. Eisenberg received a Bachelor of science degree in business administration from the University of the Pacific and a Masters in Business Administration degree from the Kellogg School of Management at Northwestern University.

Publications

Mr. Eisenberg has authored or coauthored the following publications in the past 15 years:

Randall S. Eisenberg & Todd Zoha, Kick the Can or Use the Runway?, Corporate Board Member Magazine (2013) and AlixPartners, LLP (whitepaper, 2013).

Randall S. Eisenberg & DeLain E. Gray, Chapter 9: Making Critical Decisions and Monitoring Performance During a Restructuring: A Field Guide for Boards, Navigating Today's Environment, the Directors' and Officers' Guide to Restructuring, published by Global White Page, Ltd. (2010).

Randall S. Eisenberg & Andrew Hinkelman, Private Equity's New Day: The First 100 Days, FTI Journal (2010).

Compensation

Mr. Eisenberg is not being compensated for providing expert reports, declarations or testimony in these cases. AlixPartners, LLP is being compensated on an hourly basis by Lumileds for Mr. Eisenberg's time (including for this expert work) at Mr. Eisenberg's standard hourly rate of $1,335.

Testimony

In the past four years, Mr. Eisenberg has testified at trial, by deposition or by declaration in the Chapter 11 cases involving Hexion Corp. and Mallinckrodt plc.