

**UNITED STATES BANKRUPTCY COURT  
 SOUTHERN DISTRICT OF NEW YORK**

In re:  SPIRIT AVIATION HOLDINGS, INC., <i>et al.</i> , <sup>1</sup>  <p style="text-align: center;">Debtors.</p>	Chapter 11  Case No. 25-11897 (SHL)  (Jointly Administered)
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**FIFTH MONTHLY FEE STATEMENT OF  
 ALTON AVIATION CONSULTANCY LLC FOR SPECIALIZED AVIATION  
 ADVISORY SERVICES RENDERED AND REIMBURSEMENT OF EXPENSES  
 INCURRED AS PROFESSIONALS FOR THE  
 OFFICIAL COMMITTEE OF UNSECURED CREDITORS FOR THE  
PERIOD FEBRUARY 1, 2026 THROUGH FEBRUARY 28, 2026**

**Summary Sheet**

Name of Applicant:	Alton Aviation Consultancy LLC
Authorized to Provide Professional Services to:	Official Committee of Unsecured Creditors
Date of Retention:	November 25, 2025, effective as of September 19, 2025
Period for which Compensation and Reimbursement is Sought:	February 1, 2026 through February 28, 2026
Amount of Compensation Requested:	\$341,046.40 (80% of \$426,308.00)
Amount of Compensation Held Back:	\$85,261.60 (20% of \$426,308.00)
Amount of Expense Reimbursement Requested:	\$14,847.05
Total Amount of Payment Sought:	\$441,155.05
Amount Payable Pursuant to Compensation Order:	\$355,893.45

This is a  X  monthly \_\_\_ interim \_\_ final application. No prior application has been filed with respect to this Statement Period.

<sup>1</sup> The Debtors' names and last four digits of their respective employer identification numbers are as follows: Spirit Aviation Holdings, Inc. (1797); Spirit Airlines, LLC (7023); Spirit Finance Cayman 1 Ltd. (7020); Spirit Finance Cayman 2 Ltd. (7362); Spirit IP Cayman Ltd. (4732); and Spirit Loyalty Cayman Ltd. (4752). The Debtors' mailing address is 1731 Radiant Drive, Dania Beach, FL 33004.

## INTRODUCTION

Alton Aviation Consultancy LLC and its wholly owned subsidiaries (“Alton”),<sup>2</sup> as professionals employed by the Official Committee of Unsecured Creditors (the “Committee”) appointed in the above-captioned chapter 11 cases (the “Chapter 11 Cases”) of Spirit Aviation Holdings, Inc. and its above-captioned affiliates, as debtors and debtors in possession (collectively, the “Debtors”), hereby submits this statement of services rendered and expenses incurred (the “Monthly Fee Statement”) for the period February 1, 2026 through February 28, 2026 (the “Statement Period”), in accordance with §§ 328, 330, and 331 of title 11 of the United States Code (the “Bankruptcy Code”), Rule 2016 of the Federal Rules of Bankruptcy Procedure (the “Bankruptcy Rules”), Rule 2016-1 of the Local Bankruptcy Rules for the United States Bankruptcy Court for the Southern District of New York (the “Local Bankruptcy Rules”), the Amended Guidelines for Fees and Disbursements for Professionals in Southern District of New York Bankruptcy Cases (the “Local Guidelines”), the *Order Establishing Procedures for Interim Compensation and Reimbursement of Expenses of Retained Professionals* [Docket No. 387] (the “Compensation Order”), the *Order Authorizing Appointment of Independent Fee Examiner Pursuant to 11 U.S.C. § 105(a) and Modifying Interim Compensation Procedures for Certain Professionals Employed Pursuant to 11 U.S.C. § 327* [Docket No. 635] (the “Fee Examiner Appointment Order”), and the *Order Authorizing the Official Committee of Unsecured Creditors’ Employment and Retention of Alton Aviation Consultancy LLC Effective as of September 19, 2025* [Docket No. 500] (the “Retention Order”). In support of the Monthly Fee Statement, attached hereto is: (i) **Exhibit A**, a summary of hours by professional; (ii) **Exhibit B**, a summary of hours by project category, (iii) **Exhibit C**,

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<sup>2</sup> Services under this engagement may be performed by employees of Alton Aviation Consultancy LLC and each of the following wholly owned subsidiaries: Alton Aviation Consultancy (Hong Kong) Limited; Alton Aviation Consultancy Japan Kabushiki Gaisha; Alton Aviation Consultancy Singapore Private Limited, De Shi International Aviation Consulting (Beijing) Limited Company; Alton Aviation Consultancy FZE; and Alton Aviation Consultancy Ireland Limited.

detailed time entries; (iv) **Exhibit D**, a summary of expenses; and (v) **Exhibit E**, detailed expenses, including attorneys' fees. In further support of the Monthly Fee Statement, Alton respectfully represents as follows:

**RELIEF REQUESTED**

Alton respectfully submits this Monthly Fee Statement for compensation of: (i) fees for the reasonable, actual, and necessary services rendered by Alton on behalf of the Committee during the Statement Period; and (ii) reimbursement of reasonable, actual, and necessary expenses incurred by Alton on behalf of the Committee during the Statement Period.

Alton seeks compensation for professional services rendered and reimbursement of expenses incurred during the Statement Period in the amounts set forth below:

Source	Amount
<b>Total Fees:</b>	\$341,046.40 (80% of \$426,308.00)
<b>Total Expenses:</b>	\$14,847.05
<b>Total:</b>	<b>\$355,893.45</b>

Pursuant to those certain time-keeping requirements under Bankruptcy Rule 2016(a) and Local Bankruptcy Rule 2016-1, Alton provides a detailed statement of hours in tenth-hour increments spent rendering services to the Committee during the Statement Period, which statement is attached hereto as **Exhibit C**. During the Statement Period, Alton's professionals spent approximately 536.3 hours providing specialized aviation advisory services to the Committee. Additionally, a detailed list of disbursements made or incurred by Alton in connection with services performed on behalf of the Committee during the Statement Period is attached hereto as **Exhibit E**.

The fees charged by Alton have been billed in accordance with the engagement letter between Alton and the Committee (the "**Engagement Letter**") and the Retention Order. Alton submits that such fees are reasonable based upon the customary compensation charged by it and

similarly skilled practitioners in comparable bankruptcy cases and non-bankruptcy matters in the competitive national market.

Pursuant to the Compensation Order, Alton seeks payment of \$355,893.45 from the Debtors, representing: (a) 80% of Alton's total fees for services rendered during the Statement Period and (b) 100% of the total expenses incurred during the Statement Period, including attorneys' fees.

### **NOTICE**

In accordance with the Compensation Order and the Fee Examiner Appointment Order, notice of this Monthly Fee Statement has been served upon the following parties (collectively, as further defined in the Compensation Order, the "Compensation Notice Parties"): (i) the Debtors, c/o Spirit Aviation Holdings, Inc., 1731 Radiant Drive, Dania Beach, FL 33004, Attn: Legal Department; (ii) counsel to the Debtors, Davis Polk & Wardwell LLP, 450 Lexington Avenue, New York, NY, 10017, Attn: Marshall S. Huebner, Darren S. Klein, Christopher S. Robertson, and Joseph W. Brown (spirit.notice@davispolk.com); (iii) the U.S. Trustee, 1 Bowling Green, New York, NY 10004, Attn: Shara Cornell (shara.cornell@usdoj.gov) and Rachael E. Siegel (Rachael.E.Siegel@usdoj.gov); (iv) counsel to the Committee, Willkie Farr & Gallagher LLP, 787 7<sup>th</sup> Avenue, New York, NY 10019, Attn: Brett H. Miller, Todd M. Goren, James H. Burbage, and Jessica D. Graber (bmiller@willkie.com, tgoren@willkie.com, j Burbage@willkie.com, and jgrabber@willkie.com); and (v) Bielli & Klauder, LLC, 1204 N. King Street, Wilmington, Delaware 19801, Attn: David M. Klauder, Esq. (dklauder@bk-legal.com).

Pursuant to the Compensation Order and the Fee Examiner Appointment Order, objections to the Monthly Fee Statement, if any, must be served upon the Compensation Notice Parties, as well as upon Alton Aviation Consultancy LLC, 1700 Broadway, Suite 2202, New York, New York

10019 (Attn: John Mowry, Leah Ryan, and Adam Cowburn, Managing Directors; Email: john.mowry@altonaviation.com; leah.ryan@altonaviation.com; adam.cowburn@altonaviation.com), no later than **April 8, 2026 at 4:00 p.m. (prevailing Eastern Time)** (the “**Objection Deadline**”), setting forth the nature of the objection and the specific amounts of fees and expenses at issue.

If no objection to the Monthly Fee Statement is received by the Objection Deadline, the Debtors are required to pay Alton the amounts of fees and expenses identified in the Monthly Fee Statement.

*[Remainder of Page Left Blank Intentionally]*

To the extent an objection to the Monthly Fee Statement is received on or prior to the Objection Deadline, the Debtors may withhold payment of that portion of the payment requested to which the objection is directed and are required to promptly pay the remainder of the fees and expenses as set forth herein. To the extent such objection is not resolved, it shall be preserved and scheduled for consideration at the next interim fee application hearing.

Dated: March 19, 2026  
New York, New York

**ALTON AVIATION CONSULTANCY LLC**

/s/ John Mowry  
John Mowry, Managing Director  
1700 Broadway, Suite 2202  
New York, New York 10019  
Email: [john.mowry@altonaviation.com](mailto:john.mowry@altonaviation.com)

**EXHIBIT A**

**SUMMARY OF HOURS BY PROFESSIONAL  
FEBRUARY 1, 2026 – FEBRUARY 28, 2026**

<b>Name of Professional</b>	<b>Title</b>	<b>Hours</b>	<b>Rate</b>	<b>Total Billed</b>
Mowry, John	Managing Director	0.0	\$1,475.00	\$0.00
Ryan, Leah	Managing Director	22.6	\$1,475.00	\$33,335.00
Murphy, Ronan	Director	11.3	\$1,160.00	\$13,108.00
Lim, Alan	Director	0.0	\$1,160.00	\$0.00
Adriaenssens, Jason	Associate Director	44.8	\$1,025.00	\$45,920.00
Shuai, Jiang	Associate Director	7.0	\$1,025.00	\$7,175.00
Sin, Francis	Engagement Manager	144.2	\$970.00	\$139,874.00
Adebisi, Dolapo	Senior Associate	0.0	\$765.00	\$0.00
Immell, Kyle	Senior Associate	0.0	\$765.00	\$0.00
Jing, Yaoyuan	Senior Associate	0.0	\$765.00	\$0.00
Leung, Justin	Senior Associate	0.0	\$765.00	\$0.00
Lim, Simon	Senior Associate	56.4	\$765.00	\$43,146.00
Pan, Randy	Senior Associate	0.0	\$765.00	\$0.00
Nowicki, Filip	Senior Associate	0.0	\$765.00	\$0.00
Suzuki, Tatsuhiko	Senior Associate	0.0	\$765.00	\$0.00
Thorn, John Sebastian	Senior Associate	0.0	\$765.00	\$0.00
Zhang, Rancy	Senior Associate	0.0	\$765.00	\$0.00
Baranes, Jonathan	Associate	68.2	\$575.00	\$39,215.00
Castillo, Santiago	Associate	0.0	\$575.00	\$0.00
Chaeyoung, Lee	Associate	67.5	\$575.00	\$38,812.50
Lee, Jin	Associate	0.0	\$575.00	\$0.00
Lin, Alex	Associate	0.0	\$575.00	\$0.00
Orsini, Andrea	Associate	0.0	\$575.00	\$0.00
Suprenant, Jonik	Associate	0.0	\$575.00	\$0.00
Wong, Cloe	Associate	114.3	\$575.00	\$65,722.50
Zuo, Cathy	Associate	0.0	\$575.00	\$0.00
<b>Total</b>		<b>536.3</b>		<b>\$426,308.00</b>

**EXHIBIT B**  
**SUMMARY OF HOURS BY PROJECT CATEGORY**  
**FEBRUARY 1, 2026 – FEBRUARY 28, 2026**

<b>Project Category</b>	<b>Hours</b>	<b>Total Billed</b>
Alton Retention	0.0	\$0.00
Asset Analysis & Recovery	37.5	\$36,049.00
Business Analysis	451.4	\$352,088.00
Business Operations	0.0	\$0.00
Case Administration	2.5	\$1,437.50
Claims Administration & Objections	27.7	\$21,354.50
Data Analysis	0.0	\$0.00
Fee/ Employment Applications	2.0	\$1,150.00
Fee / Employment Objections	0.0	\$0.00
Financing	0.0	\$0.00
Meetings of Creditors	15.2	\$14,229.00
<b>Total</b>	<b>536.3</b>	<b>\$426,308.00</b>

**EXHIBIT C**  
**DETAILED TIME ENTRIES**  
**FEBRUARY 1, 2026 – FEBRUARY 28, 2026**



finance@altonaviation.com  
+1 646 893 5363

Spirit Aviation Holdings, Inc.  
1731 Radiant Drive  
Dania Beach, Florida 33004

**Account Number** 8679  
**Invoice Number** 86793189  
**Issue Date** 16 March 2026  
**Due Date** 16 March 2026

**Engagement Name** Advisory Support

Professional: Title	Billable Period: February 1, 2026 – February 28, 2026	Hours Billed	Billing Rate	Total Billed
<b>Professional Fees</b>				
Ryan, Leah: Managing Director		22.6	1,475.00	33,335.00
Murphy, Ronan: Director		11.3	1,160.00	13,108.00
Adriaenssens, Jason: Associate Director		44.8	1,025.00	45,920.00
Shuai, Jiang: Associate Director		7.0	1,025.00	7,175.00
Sin, Francis: Engagement Manager		144.2	970.00	139,874.00
Lim, Simon: Senior Associate		56.4	765.00	43,146.00
Baranes, Jonathan: Associate		68.2	575.00	39,215.00
Chaeyoung, Lee: Associate		67.5	575.00	38,812.50
Wong, Cloe: Associate		114.3	575.00	65,722.50
			<b>Professional Fees:</b>	<b>426,308.00</b>
			<b>Less 20% Hold-back of Professional Fees:</b>	<b>-85,261.60</b>
			<b>Professional Fees Net of Hold-back:</b>	<b>341,046.40</b>
<b>Other Expenses</b>				
Dentons Legal Fees: February 2026		1	14,847.05	14,847.05
			<b>Other Expenses:</b>	<b>14,847.05</b>
			<b>Total Fees Net of Hold-back:</b>	<b>\$355,893.45</b>

PLEASE NOTE UPDATED BANK WIRE INSTRUCTIONS & MAILING ADDRESS

Wire



Check

Alton Aviation Consultancy LLC  
1700 Broadway, Suite 2202  
New York, NY 10019, USA

Summary of Hours by Project Category  
February 1, 2026 - February 28, 2026

Project Category	Total Hours	Total Billings
Asset Analysis & Recovery	37.5	\$36,049.00
Business Analysis	451.4	\$352,088.00
Case Administration	2.5	\$1,437.50
Claims Administration & Objections	27.7	\$21,354.50
Fee / Employment Applications	2.0	\$1,150.00
Meetings of Creditors	15.2	\$14,229.00
<b>Totals</b>	<b>536.3</b>	<b>\$426,308.00</b>

Summary of Hours by Professional  
February 1, 2026 - February 28, 2026

Professional	Title	Total Hours	Total Billings
Ryan, Leah	Managing Director	22.6	\$33,335.00
Murphy, Ronan	Director	11.3	\$13,108.00
Adriaenssens, Jason	Associate Director	44.8	\$45,920.00
Shuai, Jiang	Associate Director	7.0	\$7,175.00
Sin, Francis	Engagement Manager	144.2	\$139,874.00
Lim, Simon	Senior Associate	56.4	\$43,146.00
Baranes, Jonathan	Associate	68.2	\$39,215.00
Chaeyoung, Lee	Associate	67.5	\$38,812.50
Wong, Cloe	Associate	114.3	\$65,722.50
<b>Totals</b>		<b>536.3</b>	<b>\$426,308.00</b>

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Ryan, Leah	Managing Director	\$1,475.00	2/3/2026	0.40	Business Analysis	Review go-forward fleet rental costs, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/3/2026	0.70	Business Analysis	Review approach to review cost implications of fleet strategy, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/3/2026	0.30	Business Analysis	Review potential cost implications of lessor negotiations, with L. Ryan, J. Adriaenssens, and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/3/2026	0.70	Asset Analysis & Recovery	Analyze cost implications of fleet strategy, with L. Ryan, S. Jiang, and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/4/2026	0.90	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with L. Ryan, R. Murphy, and J. Adriaenssens
Ryan, Leah	Managing Director	\$1,475.00	2/4/2026	1.00	Business Analysis	Review update to UCC, with a focus on assignment of gates at Chicago O'Hare Airport and claims objection process
Ryan, Leah	Managing Director	\$1,475.00	2/4/2026	0.60	Business Analysis	Analyze Spirit's restricted and unrestricted cash balance, credit card holdback, green time program, with L. Ryan, R. Murphy, and J. Adriaenssens
Ryan, Leah	Managing Director	\$1,475.00	2/4/2026	0.50	Business Analysis	Review lessor negotiations, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/5/2026	0.50	Business Analysis	Review negotiations on leased engines, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/5/2026	1.00	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss new business plan, with L. Ryan, R. Murphy, and J. Adriaenssens
Ryan, Leah	Managing Director	\$1,475.00	2/6/2026	1.00	Business Analysis	Participate in meeting with FTI to discuss booking curve, with L. Ryan, J. Adriaenssens, F. Sin, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/6/2026	0.90	Business Analysis	Review Spirit's business performance and status of negotiations with Revolving Credit Facility and bondholders, with FTI Consulting, L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/6/2026	0.20	Asset Analysis & Recovery	Review financial implications of agreement related to Spirit's fleet plan, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/10/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/10/2026	0.30	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/11/2026	0.60	Business Analysis	Review rejections of aircraft and other agreements, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/11/2026	0.90	Business Analysis	Review update to UCC, with a focus on rejections of aircraft leases and airport consortium agreements
Ryan, Leah	Managing Director	\$1,475.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with L. Ryan, R. Murphy, and J. Adriaenssens
Ryan, Leah	Managing Director	\$1,475.00	2/13/2026	0.80	Business Analysis	Meet with FTI to discuss cash flow variance report for the week ending Feb 7 and new Feb 12 13-week cash flow forecast, with L. Ryan, R. Murphy, J. Adriaenssens
Ryan, Leah	Managing Director	\$1,475.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/18/2026	1.00	Business Analysis	Review update to UCC, with a focus on proposed sale of held-for-sale aircraft
Ryan, Leah	Managing Director	\$1,475.00	2/19/2026	0.70	Business Analysis	Review new business plan from Spirit to identify key areas of inquiry, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/20/2026	0.90	Business Analysis	Meet with FTI to discuss updates on bondholder negotiations, aircraft sales, and new Feb 19 13-week cash flow forecast, with L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/20/2026	0.30	Business Analysis	Review fleet plan in Spirit's new business plan, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/23/2026	0.30	Asset Analysis & Recovery	Participate in meeting with Wilkie, FTI, and AlbPartners to discuss updates on proposed restructuring deal with bondholders, with L. Ryan, R. Murphy, F. Sin, and C. Lee
Ryan, Leah	Managing Director	\$1,475.00	2/24/2026	0.60	Business Analysis	Review Restructuring Support Agreement, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/24/2026	0.90	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic scenarios, with L. Ryan, R. Murphy, and J. Baranes
Ryan, Leah	Managing Director	\$1,475.00	2/24/2026	0.90	Asset Analysis & Recovery	Review outstanding questions for FTI Consulting on Restructuring Support Agreement with other UCC Professionals, L. Ryan, R. Murphy, and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/25/2026	1.00	Meetings of Creditors	Participate in meeting with UCC to discuss operational updates and strategic updates with L. Ryan, R. Murphy, F. Sin, S. Lim, C. Lee and C. Wong
Ryan, Leah	Managing Director	\$1,475.00	2/25/2026	0.40	Business Analysis	Review viability of proposed operational changes, with L. Ryan and F. Sin
Ryan, Leah	Managing Director	\$1,475.00	2/25/2026	0.90	Business Analysis	Review update to UCC, with a focus on go-forward business plan
Ryan, Leah	Managing Director	\$1,475.00	2/26/2026	1.00	Business Analysis	Discuss and analyze business plan methodology with L. Ryan, R. Murphy, F. Sin, C. Wong, and C. Lee
Ryan, Leah	Managing Director	\$1,475.00	2/26/2026	0.40	Business Analysis	Review potential go-forward business model, with L. Ryan and F. Sin

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Murphy, Ronan	Director	\$1,160.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Murphy, Ronan	Director	\$1,160.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Murphy, Ronan	Director	\$1,160.00	2/4/2026	0.60	Business Analysis	Analyze Spirit's restricted and unrestricted cash balance, credit card holdback, green time program, with L. Ryan, R. Murphy, and J. Adriaenssens
Murphy, Ronan	Director	\$1,160.00	2/4/2026	0.90	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with L. Ryan, R. Murphy, and J. Adriaenssens
Murphy, Ronan	Director	\$1,160.00	2/5/2026	1.00	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss new business plan, with L. Ryan, R. Murphy, and J. Adriaenssens
Murphy, Ronan	Director	\$1,160.00	2/6/2026	0.20	Business Analysis	Review Spirit's business performance and status of negotiations with Revolving Credit Facility and bondholders, with FTI Consulting, L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin
Murphy, Ronan	Director	\$1,160.00	2/10/2026	0.30	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Murphy, Ronan	Director	\$1,160.00	2/10/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Murphy, Ronan	Director	\$1,160.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with L. Ryan, R. Murphy, and J. Adriaenssens
Murphy, Ronan	Director	\$1,160.00	2/13/2026	0.80	Business Analysis	Meet with FTI to discuss cash flow variance report for the week ending Feb 7 and new Feb 12 13-week cash flow forecast, with L. Ryan, R. Murphy, J. Adriaenssens
Murphy, Ronan	Director	\$1,160.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Murphy, Ronan	Director	\$1,160.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Murphy, Ronan	Director	\$1,160.00	2/20/2026	0.90	Business Analysis	Meet with FTI to discuss updates on bondholder negotiations, aircraft sales, and new Feb 19 13-week cash flow forecast, with L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin
Murphy, Ronan	Director	\$1,160.00	2/23/2026	0.30	Asset Analysis & Recovery	Participate in meeting with Wilkie, FTI, and AlixPartners to discuss updates on proposed restructuring deal with bondholders, with L. Ryan, R. Murphy, F. Sin, and C. Lee
Murphy, Ronan	Director	\$1,160.00	2/24/2026	0.90	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic scenarios, with L. Ryan, R. Murphy, and J. Baranes
Murphy, Ronan	Director	\$1,160.00	2/24/2026	0.90	Asset Analysis & Recovery	Review outstanding questions for FTI Consulting on Restructuring Support Agreement with other UCC Professionals, L. Ryan, R. Murphy, and F. Sin
Murphy, Ronan	Director	\$1,160.00	2/25/2026	1.00	Meetings of Creditors	Participate in meeting with UCC to discuss operational updates and strategic updates with L. Ryan, R. Murphy, F. Sin, S. Lim, C. Lee and C. Wong
Murphy, Ronan	Director	\$1,160.00	2/26/2026	1.00	Business Analysis	Discuss and analyze business plan methodology with L. Ryan, R. Murphy, F. Sin, C. Wong, and C. Lee
Murphy, Ronan	Director	\$1,160.00	2/27/2026	0.50	Business Analysis	Participate in meeting with FTI to discuss cash flow variance report for the week ending Feb 21 and new Feb 26 13-week cash flow forecast, with R. Murphy, F. Sin, and C. Lee

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.60	Business Analysis	Revise operational overview materials in preparation for Committee meeting on Feb 3, including updates to the impact of the recent winter storm
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.20	Business Analysis	Analyze Docket 741 regarding withdrawal of rejection for MSN 5387
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.20	Business Analysis	Analyze Docket 742 and referenced Docket 701 regarding withdrawal of rejection for MSN 5624
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.30	Business Analysis	Analyze Docket 743 with regards to adjusted effective date of rejection for 14 engines with two Head Lessors
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.30	Business Analysis	Revise Summary of Motions materials in preparation for Committee meeting on Feb 3, including updates to engine lease rejection update
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.50	Business Analysis	Revise cash update materials in preparation for Committee meeting on Feb 3, including updates to the 13 week cash flow content
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.30	Business Analysis	Revise news update material in preparation for Committee meeting on Feb 3, including updates to recent tariff threat for Canadian private jets
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.20	Business Analysis	Revise fare analysis content in preparation for Committee meeting on Feb 3, including updates to the peer comparison details
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.90	Business Analysis	Analyze collective bargaining agreement with cabin crew
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	1.30	Business Analysis	Analyze collective bargaining agreement with flight crew
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.20	Business Analysis	Develop summary of findings from collective bargaining agreement analyses and share with L. Ryan and working Spirit team
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.30	Business Analysis	Review potential cost implications of lessor negotiations, with L. Ryan, J. Adriaenssens, and F. Sin
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Adriaenssens, Jason	Associate Director	\$1,025.00	2/3/2026	0.80	Business Analysis	Analyze collective bargaining agreement with ground staff
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	0.90	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with L. Ryan, R. Murphy, and J. Adriaenssens
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	0.90	Business Analysis	Revise content in preparation for the Committee meeting, including updates to the gate sale motion summary
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	1.10	Business Analysis	Analyze cash flow related content in preparation for the Committee meeting, including analysis of the daily bank cash content and variance analysis
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	0.60	Business Analysis	Analyze Spirit's restricted and unrestricted cash balance, credit card holdback, green time program, with L. Ryan, R. Murphy, and J. Adriaenssens
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	0.40	Business Analysis	Prepare summary of holdback cash details at the account level, including relevant allocation between encumbered and restricted cash
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	1.60	Business Analysis	Analyze draft agreement for sale of aircraft, covering sections 1-6 of the agreement
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	0.30	Business Analysis	Analyze draft agreement for sale of aircraft, covering sections 7-10 of the agreement
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	1.10	Business Analysis	Analyze draft agreement for sale of aircraft, covering exhibits of the agreement
Adriaenssens, Jason	Associate Director	\$1,025.00	2/4/2026	0.50	Business Analysis	Analyze summary of cash management accounts as prepared by F. Sin, including the holdback details as requested by a Committee member
Adriaenssens, Jason	Associate Director	\$1,025.00	2/5/2026	0.20	Business Analysis	Determine approach for analysis of labor agreements, with J. Adriaenssens and F. Sin
Adriaenssens, Jason	Associate Director	\$1,025.00	2/5/2026	1.00	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss new business plan, with L. Ryan, R. Murphy, and J. Adriaenssens
Adriaenssens, Jason	Associate Director	\$1,025.00	2/5/2026	1.30	Business Analysis	Analyze collective bargaining agreement with cabin crew in detail, in the context of go-forward business model
Adriaenssens, Jason	Associate Director	\$1,025.00	2/5/2026	0.20	Business Analysis	Summarize updated findings from collective bargaining agreement with Flight Attendants and Pilots and share with L. Ryan and Project Team
Adriaenssens, Jason	Associate Director	\$1,025.00	2/5/2026	1.20	Business Analysis	Analyze collective bargaining agreement with flight crew in detail, in the context of go-forward business model
Adriaenssens, Jason	Associate Director	\$1,025.00	2/6/2026	1.00	Business Analysis	Participate in meeting with FTI to discuss booking curve, with L. Ryan, J. Adriaenssens, F. Sin, and J. Baranes
Adriaenssens, Jason	Associate Director	\$1,025.00	2/6/2026	0.90	Business Analysis	Review Spirit's business performance and status of negotiations with Revolving Credit Facility and bondholders, with FTI Consulting, L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	0.80	Business Analysis	Analyze updated cash flows for the forecast published February 5, including analysis of changes to the previous forecast
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	0.30	Business Analysis	Analyze variance report for week 17, including detailed variance explanations
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	0.70	Business Analysis	Revise cash update section of the Committee report in preparation for the meeting on Feb 11, including updates to the cash flow variance for week ending Jan 31
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	0.30	Business Analysis	Revise fare dynamics section of the Committee report in preparation for the meeting on Feb 11, including updates to the fare monitoring content
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	0.50	Business Analysis	Revise operational update section of the Committee report in preparation for the meeting on Feb 11, including updates to the aircraft utilization content
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	1.20	Business Analysis	Analyze updated business plan, including revised fleet and financial performance forecast
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	1.80	Business Analysis	Analyze individual sections of collective bargaining agreement with cabin crew
Adriaenssens, Jason	Associate Director	\$1,025.00	2/9/2026	0.20	Business Analysis	Revise news update section of the Committee report in preparation for the meeting on Feb 11
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	1.40	Business Analysis	Analyze airline consortiums in response to rejection filed as part of Docket 764, covering agreements for SAN and SLC airports
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.30	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	1.50	Business Analysis	Analyze individual sections of collective bargaining agreement with flight crew
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.30	Business Analysis	Revise content regarding recent motions filed in preparation for the Committee meeting on Feb 11, including updates to the airport consortium rejections
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.30	Business Analysis	Review airport consortium, maintenance, and tenancy rejections, with J. Adriaenssens and F. Sin
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.70	Business Analysis	Analyze Docket 751 as related to the assignment of two additional gates at Chicago O'Hare Airport to a peer
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.60	Business Analysis	Analyze consideration amounts for each of the gate assignment and assumption agreements at the monthly level, covering the duration of each of the agreements
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.20	Business Analysis	Revise content regarding cash flows in preparation for the Committee meeting on Feb 11, including an update regarding the forecast variance for other inflows line
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.60	Business Analysis	Analyze agreement regarding the assignment and assumption agreement for two additional gates at Chicago O'Hare Airport to a peer
Adriaenssens, Jason	Associate Director	\$1,025.00	2/10/2026	0.20	Business Analysis	Analyze prior weekly cash flow variances regarding timing of payment for consideration with regards to assignment and assumption of two previous gates at Chicago O'Hare
Adriaenssens, Jason	Associate Director	\$1,025.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with L. Ryan, R. Murphy, and J. Adriaenssens
Adriaenssens, Jason	Associate Director	\$1,025.00	2/11/2026	1.10	Business Analysis	Revise content regarding cash flows in preparation for Committee meeting on Feb 11, including updates to daily cash monitoring content
Adriaenssens, Jason	Associate Director	\$1,025.00	2/13/2026	0.80	Business Analysis	Meet with FTI to discuss cash flow variance report for the week ending Feb 7 and new Feb 12 13-week cash flow forecast, with L. Ryan, R. Murphy, J. Adriaenssens
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	1.60	Business Analysis	Analyze Docket 770 regarding bidding procedures and bid protections in connection with the sale of certain aircraft
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	1.20	Business Analysis	Analyze Docket 770 regarding Aircraft Purchase Agreement, focusing on delivery condition requirements
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	1.70	Business Analysis	Analyze scenarios modeled regarding Aircraft Purchase Agreement, including current market value estimates for aircraft
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.20	Business Analysis	Revise summary of motions content regarding bidding procedures and bid protections in connection with the sale of certain aircraft
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.60	Business Analysis	Analyze Dockets 772 and 773 regarding aircraft lease 1110(b) stipulations and long-term assumption / rejection
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.20	Business Analysis	Revise content developed for the Committee regarding the JSAI aircraft covered in Dockets 772 and 773 in preparation for meeting on Feb 18
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.80	Business Analysis	Revise cash-flow related content in preparation for the Committee meeting on Feb 18, including updates to the liquidity and 13-week forecast materials

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.40	Business Analysis	Revise operational update content in preparation for the Committee meeting on Feb 18, including changes to the cancellation reporting
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.20	Business Analysis	Revise fare dynamics content in preparation for the Committee meeting on Feb 18, including updates to the peer airline monitoring
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.20	Business Analysis	Revise the news update content in preparation for the Committee meeting on Feb 18, including updates to the Spirit-related news content
Adriaenssens, Jason	Associate Director	\$1,025.00	2/17/2026	0.50	Business Analysis	Revise scenarios-related slides developed for the Committee in advance of the meeting on Feb 18, including updates to the aircraft valuation analysis
Adriaenssens, Jason	Associate Director	\$1,025.00	2/18/2026	1.20	Business Analysis	Revise weekly update content in preparation to share with the Committee in lieu of the weekly meeting previously scheduled for Feb 18
Adriaenssens, Jason	Associate Director	\$1,025.00	2/20/2026	0.90	Business Analysis	Meet with FTI to discuss updates on bondholder negotiations, aircraft sales, and new Feb 19 13-week cash flow forecast, with L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Shuai, Jiang	Associate Director	\$1,025.00	2/2/2026	0.20	Business Analysis	Analyze potential changes to fleet stipulations, with S. Jiang, F. Sin, and C. Wong
Shuai, Jiang	Associate Director	\$1,025.00	2/3/2026	0.70	Asset Analysis & Recovery	Analyze cost implications of fleet strategy, with L. Ryan, S. Jiang, and F. Sin
Shuai, Jiang	Associate Director	\$1,025.00	2/4/2026	0.60	Asset Analysis & Recovery	Set up analysis for updated fleet strategy
Shuai, Jiang	Associate Director	\$1,025.00	2/6/2026	0.30	Asset Analysis & Recovery	Analyze cost implications of fleet strategy, with S. Jiang and F. Sin
Shuai, Jiang	Associate Director	\$1,025.00	2/6/2026	2.00	Asset Analysis & Recovery	Set up the analysis for fleet strategy with J. Leung
Shuai, Jiang	Associate Director	\$1,025.00	2/12/2026	3.20	Asset Analysis & Recovery	Analyze cost implications of fleet strategy and run additional scenarios

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	1.30	Business Analysis	Review UCC slides for Feb 4 on cashflow updates, including operating receipts (0.5), cash flow (0.5), and liquidity (0.3)
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.70	Business Analysis	Review UCC slides on additional rejections of agreements relating to passenger experience and property
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.40	Business Analysis	Review implications of US threat to decertify Canadian aircraft
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.80	Business Analysis	Review slides prepared on stipulation changes
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.60	Business Analysis	Review UCC slides for Feb 4 on cash flow variance
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.60	Business Analysis	Review Docket filings on withdrawal of aircraft rejections
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.20	Business Analysis	Analyze potential changes to fleet stipulations, with S. Jiang, F. Sin, and C. Wong
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	1.00	Business Analysis	Review status of owned aircraft fleet, including operational status and activity over past weeks
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	1.80	Business Analysis	Review UCC slides for Feb 4 on operational updates, including cancellations (0.6), on-time-performance (0.2), daily utilization (0.5), and fleet status changes (0.5)
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.80	Business Analysis	Review UCC slides for Feb 4 on fare changes
Sin, Francis	Engagement Manager	\$970.00	2/2/2026	0.60	Business Analysis	Review Docket filings on changes to engine rejections
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.70	Business Analysis	Review potential financial implications of a resized fleet
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.40	Business Analysis	Review go-forward fleet rental costs, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.70	Business Analysis	Review approach to review cost implications of fleet strategy, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.70	Asset Analysis & Recovery	Analyze cost implications of fleet strategy, with L. Ryan, S. Jiang, and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.30	Business Analysis	Review potential cost implications of lessor negotiations, with L. Ryan, J. Adriaenssens, and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.90	Business Analysis	Review proposed agreement to reassign gate at Chicago O'Hare Airport
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	1.20	Business Analysis	Develop model on expected maintenance reserve cost for ceo fleet (0.7) and neo fleet (0.5)
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.60	Business Analysis	Review potential for cash recovery by counterparty in gate reassignment agreement
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Sin, Francis	Engagement Manager	\$970.00	2/3/2026	1.70	Business Analysis	Develop model on expected go-forward aircraft rental cost for ceo fleet (1.0) and neo fleet (0.7)
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.70	Asset Analysis & Recovery	Review bank accounts and how these correlate to restricted, encumbered, carve-out, and unrestricted cash
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.50	Asset Analysis & Recovery	Review debt amount on owned aircraft
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.60	Business Analysis	Analyze Spirit's restricted and unrestricted cash balance, credit card holdback, green time program, with F. Sin, C. Wong, and J. Baranes
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.90	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Wong, and J. Baranes
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.50	Business Analysis	Review lessor negotiations, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.90	Asset Analysis & Recovery	Review DIP terms for sale of aircraft
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.80	Business Analysis	Review updated lease rates in 1110(b) stipulations for lessors with individual aircraft leased to Spirit
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	1.00	Business Analysis	Review updated lease rates in 1110(b) stipulations for lessors with multiple aircraft leased to Spirit
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.80	Claims Administration & Objections	Review UCC slides on proposed claims processing and rejection procedures
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	1.00	Business Analysis	Review UCC slides on reassignment of gate at Chicago O'Hare Airport
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	1.00	Business Analysis	Review maintenance reserve rates in 1110(b) stipulations for lessors with multiple aircraft leased to Spirit
Sin, Francis	Engagement Manager	\$970.00	2/4/2026	0.90	Business Analysis	Review maintenance reserve rates in 1110(b) stipulations for lessors with individual aircraft leased to Spirit
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.80	Business Analysis	Review new business plan at a broad level
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.50	Business Analysis	Review data availability for assessing route profitability on a per day or per flight basis
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.70	Business Analysis	Determine follow-up questions for Debtors on the financials of new business plan
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	1.00	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss new business plan, with F. Sin, C. Wong, and J. Baranes
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.40	Business Analysis	Review status of each lessor and potential negotiation strategy
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.50	Business Analysis	Review potential approaches for analysis of labor agreements
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.50	Business Analysis	Review negotiations on leased engines, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.90	Asset Analysis & Recovery	Review financial implications of updated plan for owned aircraft
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.80	Business Analysis	Review status of leased engines
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.50	Business Analysis	Review outcome of UCC meeting, including strategic updates
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.70	Business Analysis	Review reclamation demands by Airbus and Satair
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	1.00	Asset Analysis & Recovery	Review technical specifications of assumed fleet and aircraft under stipulation
Sin, Francis	Engagement Manager	\$970.00	2/5/2026	0.20	Business Analysis	Determine approach for analysis of labor agreements, with J. Adriaenssens and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	1.50	Asset Analysis & Recovery	Review potential changes in revenue due to new fleet strategy, including on condition of existing aircraft (0.7) and terms of proposed agreement (0.8)
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	0.30	Asset Analysis & Recovery	Analyze cost implications of fleet strategy, with S. Jiang and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	0.60	Business Analysis	Review fleet changes required to reach target in new business plan
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	2.00	Business Analysis	Review 13-week cash flow forecast dated Feb 5, including changes to operating receipts (0.5), operating disbursements (0.7), net cash flow (0.3), and liquidity (0.5)
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	0.20	Asset Analysis & Recovery	Review financial implications of agreement related to Spirit's fleet plan, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	1.50	Business Analysis	Develop route-level profitability model, with a focus on lost transfer traffic (0.9) and unit-level costs (0.6)
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	0.90	Business Analysis	Review Spirit's business performance and status of negotiations with Revolving Credit Facility and bondholders, with FTI Consulting, L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	1.00	Business Analysis	Participate in meeting with FTI to discuss booking curve, with L. Ryan, J. Adriaenssens, F. Sin, and J. Baranes
Sin, Francis	Engagement Manager	\$970.00	2/6/2026	1.00	Business Analysis	Review variance of cashflow against projections for week ending Jan 31
Sin, Francis	Engagement Manager	\$970.00	2/10/2026	0.30	Business Analysis	Review airport consortium, maintenance, and tenancy rejections, with J. Adriaenssens and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/10/2026	0.60	Business Analysis	Review UCC slides for Feb 11 on cash flow variance
Sin, Francis	Engagement Manager	\$970.00	2/10/2026	2.70	Business Analysis	Review UCC slides for Feb 11 on cashflow updates, including operating receipts (0.5), operating costs (0.7), operating cash flow (0.4), total cash flow (0.6), and liquidity (0.5)
Sin, Francis	Engagement Manager	\$970.00	2/10/2026	1.30	Business Analysis	Review monthly report on prepetition payments (0.7) and associated slide for UCC (0.6)
Sin, Francis	Engagement Manager	\$970.00	2/10/2026	1.30	Business Analysis	Review Filing #764 with a focus on tenancy (0.5) and maintenance (0.8) rejections and associated slide for UCC
Sin, Francis	Engagement Manager	\$970.00	2/10/2026	1.00	Business Analysis	Review Filing #764 with a focus on airport consortium rejections and associated slide for UCC
Sin, Francis	Engagement Manager	\$970.00	2/10/2026	0.90	Business Analysis	Review Filing #767 on aircraft rejections and associated slide for UCC on latest stipulation of Spirit's fleet
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	1.30	Business Analysis	Review slides for UCC on aircraft utilization (0.6) and in-service fleet (0.7)
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.90	Business Analysis	Review slides for UCC on impact of winter storm of Feb 1 and 2, including on cancellations and on-time performance
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.70	Business Analysis	Review capacity injections into Fort Lauderdale by competing airlines
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.70	Business Analysis	Review newly filed schedules by peer competitors through Aug 2026
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.80	Business Analysis	Review UCC slides for Feb 11 on fare changes
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.60	Business Analysis	Review new reports on airspace closure over El Paso and potential implications for Spirit
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.50	Business Analysis	Analyze credit card processor holdback slide, with F. Sin, S. Lim, and C. Wong
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.40	Business Analysis	Analyze movement of Elavon holdback, with F. Sin and S. Lim
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Lee, C. Wong, and J. Baranes
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	0.60	Business Analysis	Review rejections of aircraft and other agreements, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/11/2026	1.00	Business Analysis	Review elasticity of passenger demand and revenue with changes to capacity
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.70	Business Analysis	Review maintenance cost forecast for engine maintenance events
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.80	Business Analysis	Review maintenance cost forecast for other maintenance events
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.70	Business Analysis	Review maintenance cost forecast for airframe maintenance events
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.50	Asset Analysis & Recovery	Review potential scenarios in sale of aircraft, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.90	Asset Analysis & Recovery	Review valuation of held-for-sale aircraft
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.90	Asset Analysis & Recovery	Review slides for UCC on bidding process for sale of aircraft
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.80	Asset Analysis & Recovery	Review Filing #770 on bidding process for sale of aircraft
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	1.00	Business Analysis	Review model estimating future changes to passenger load to capacity changes
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	1.00	Business Analysis	Review historical changes to passenger load to capacity changes, differentiating between competitive and non-competitive routes
Sin, Francis	Engagement Manager	\$970.00	2/12/2026	0.80	Business Analysis	Review historical changes to passenger load to capacity changes, differentiating between international and domestic routes
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.80	Business Analysis	Meet with FTI to discuss cash flow variance report for the week ending Feb 7 and new Feb 12 13-week cash flow forecast, with S. Lim, F. Sin, and J. Baranes

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.80	Asset Analysis & Recovery	Review potential changes to purchase price for sale of aircraft
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.70	Asset Analysis & Recovery	Review credentials of stalking horse bidder for sale of aircraft
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	1.00	Business Analysis	Review ownership cost of go-forward leased fleet
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.90	Business Analysis	Review effective date for lease changes and maintenance reserves for fleet under 1110(b) stipulation
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.90	Business Analysis	Review model for maintenance reserves on assumed and fleet under 1110(b) stipulation
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.60	Business Analysis	Review comparison of cash balance between daily updates and weekly variance reports
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	2.00	Business Analysis	Review UCC slides for Feb 18 on cashflow updates, including operating receipts (0.6), operating disbursements (0.7), net cash flow (0.3), and liquidity (0.4)
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.50	Business Analysis	Consolidate questions relating to lessor agreements for FTI Consulting
Sin, Francis	Engagement Manager	\$970.00	2/13/2026	0.40	Asset Analysis & Recovery	Review potential disbursement of funds in Chapter 11 exit, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.80	Business Analysis	Review finalized UCC slides on held-for-sale motion and sale and purchase agreement
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.70	Business Analysis	Review new business plan from Spirit to identify key areas of inquiry, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.50	Business Analysis	Review elasticity of revenue against capacity changes
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.70	Business Analysis	Discuss and analyze Spirit business plan with F. Sin, S. Lim, C. Wong and C. Lee
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	1.00	Business Analysis	Review new business plan from Spirit to identify key areas of inquiry
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	1.90	Business Analysis	Review finalized UCC slides on cashflow, including on variance against forecast for week ending Feb 7 (0.9) and changes to 13-week forecast (1.0)
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.60	Business Analysis	Review latest fleet stipulation status and compare against target fleet plan
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.60	Business Analysis	Review UCC slides related to stipulation status and assumption of aircraft from JSAI
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.80	Business Analysis	Analyze lessor concessions in assumption agreement with JSAI
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.70	Business Analysis	Review motions related to stipulation status and assumption of aircraft from JSAI
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	1.20	Business Analysis	Review finalized UCC slides on cancellations (0.6) and impact on flight activity and aircraft utilization (0.6)
Sin, Francis	Engagement Manager	\$970.00	2/19/2026	0.90	Business Analysis	Review finalized UCC slides on changes to schedules and fares
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	1.00	Business Analysis	Analyze implications of update on bondholder negotiations and aircraft sales
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	0.90	Business Analysis	Meet with FTI to discuss updates on bondholder negotiations, aircraft sales, and new Feb 19 13-week cash flow forecast, with L. Ryan, R. Murphy, J. Adriaenssens, and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	0.30	Business Analysis	Review fleet plan in Spirit's new business plan, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	0.80	Business Analysis	Review variance of cashflow against projections for week ending Feb 14
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	0.80	Business Analysis	Review 13-week cash flow forecast dated Feb 19
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	1.00	Business Analysis	Update model for route level profitability, incorporating output of demand elasticity model
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	1.90	Business Analysis	Update model for route level profitability, incorporating option to remove least profitable routes (1.0) and reduce frequencies on remaining routes (0.9)
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	1.70	Business Analysis	Analyze output of demand elasticity model, including differences between routes where Spirit has monopoly vs. low-cost competition vs. full-service carrier competition (0.8), and between domestic and international routes (0.9)
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	2.20	Business Analysis	Update model for demand elasticity, extending the historical reference to 5 years, incorporating capacity (0.7), passenger (0.6), and revenue (0.9) changes
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	1.90	Business Analysis	Review business plan analysis, with a focus on fleet plan (0.9) and network redesign (1.0)
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	0.30	Business Analysis	Discuss Spirit business plan analysis and methodology with F. Sin, C. Lee and C. Wong
Sin, Francis	Engagement Manager	\$970.00	2/20/2026	1.50	Business Analysis	Update model for demand elasticity, incorporating data points for peer competition (0.8) and domestic vs. international routes (0.7)
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	0.30	Asset Analysis & Recovery	Participate in meeting with Willkie, FTI, and AlixPartners to discuss updates on proposed restructuring deal with bondholders, with L. Ryan, R. Murphy, F. Sin, and C. Lee
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	0.90	Asset Analysis & Recovery	Review balance of encumbered cash and liquidity in Restructuring Support Agreement
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	2.30	Asset Analysis & Recovery	Review term sheet for Restructuring Support Agreement, including treatment of held-for-sale aircraft (0.7), gates at Chicago O'Hare Airport (0.6), and encumbered cash (1.0)
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	0.60	Business Analysis	Review UCC slides for Feb 25 on industry developments, including financial situation at peer airlines
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	0.70	Business Analysis	Review UCC slides for Feb 25 on cash flow variance
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	1.50	Business Analysis	Review UCC slides for Feb 25 on cashflow updates, including operating receipts (0.6), cash flow (0.6), and liquidity (0.3)
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	1.30	Business Analysis	Update model for leasing costs, integrating lessor contributions (0.8) and subsequent repayments (0.5)
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	1.00	Business Analysis	Analyze business plan assumptions on profitability of introducing additional premium seating
Sin, Francis	Engagement Manager	\$970.00	2/23/2026	0.90	Business Analysis	Review agreements with lessors on quantum and timing for repayment of maintenance contributions
Sin, Francis	Engagement Manager	\$970.00	2/24/2026	2.00	Business Analysis	Update model for leasing costs, integrating maintenance reserves for airframe (0.7), engines (0.9), and other components (0.4)
Sin, Francis	Engagement Manager	\$970.00	2/24/2026	2.70	Business Analysis	Update model for leasing costs, integrating maintenance costs for airframe (0.9), engines (1.0), and other components (0.8)
Sin, Francis	Engagement Manager	\$970.00	2/24/2026	0.60	Business Analysis	Review Restructuring Support Agreement, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/24/2026	0.90	Asset Analysis & Recovery	Review outstanding questions for FTI Consulting on Restructuring Support Agreement with other UCC Professionals, L. Ryan, R. Murphy, and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/24/2026	1.60	Business Analysis	Review UCC slides for Feb 25 on operational updates, including cancellations (0.7), impact on utilization (0.3), and fleet activity (0.6)
Sin, Francis	Engagement Manager	\$970.00	2/24/2026	1.10	Business Analysis	Review UCC slides for Feb 25 on schedule (0.5) and fare (0.6) dynamics
Sin, Francis	Engagement Manager	\$970.00	2/24/2026	0.30	Business Analysis	Discuss and refine Spirit business plan methodology and analysis with F. Sin, S. Lim, C. Lee and C. Wong
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	0.90	Business Analysis	Update route-level profitability model to introduce ceiling on fare increases and load factors
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	0.80	Business Analysis	Analyze projected maintenance costs for aircraft newly assumed by JSAI
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	2.40	Business Analysis	Review differences in how Spirit passenger numbers and revenue have changed historically when increasing capacity by more than 150% (0.8), less than 150% (0.7), and reducing capacity (0.9)
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	2.50	Business Analysis	Review differences in how Spirit passenger numbers and revenue have changed historically where routes are a monopoly (0.7), with low-cost carrier competition (0.6), with full-service carrier competition (0.7), and with both types of competition (0.5)
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	1.00	Business Analysis	Review route-level profitability model, with a focus on accounting between fixed and variable costs
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	0.50	Business Analysis	Review potential debt incurred during COVID-19
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	0.40	Business Analysis	Review viability of proposed operational changes, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	1.00	Meetings of Creditors	Participate in meeting with UCC to discuss operational updates and strategic updates with L. Ryan, R. Murphy, F. Sin, S. Lim, C. Lee and C. Wong
Sin, Francis	Engagement Manager	\$970.00	2/25/2026	1.80	Business Analysis	Review interim analysis of business plan, including utilization of aircraft under new plan
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	0.80	Business Analysis	Update capacity elasticity model to improve output accuracy
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	1.00	Business Analysis	Discuss and analyze business plan methodology with L. Ryan, R. Murphy, F. Sin, C. Wong, and C. Lee
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	0.80	Business Analysis	Review historical macroeconomic conditions to project potential near-term profitability for Spirit
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	0.70	Asset Analysis & Recovery	Review assets and amount under lien to Revolving Credit Facility
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	1.00	Business Analysis	Review changes to peer competitor performance historically
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	0.80	Business Analysis	Review announced strategy of peer competitors
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	0.60	Business Analysis	Analyze fleet stipulation status and compare against business plan
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	0.40	Business Analysis	Review potential go-forward business model, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	0.90	Asset Analysis & Recovery	Review potential recovery for bondholders in Restructuring Support Agreement
Sin, Francis	Engagement Manager	\$970.00	2/26/2026	1.00	Business Analysis	Review potential flight utilization and available flight hours in new business plan
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	1.00	Business Analysis	Analyze change in lease cost forecasts in 13-week cash flow forecast
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	0.80	Business Analysis	Review variance of cashflow against projections for week ending Feb 21
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	0.50	Business Analysis	Participate in meeting with FTI to discuss cash flow variance report for the week ending Feb 21 and new Feb 26 13-week cash flow forecast, with R. Murphy, F. Sin, and C. Lee
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	0.40	Business Analysis	Review lease stipulation status against target fleet plan, with L. Ryan and F. Sin
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	0.60	Business Analysis	Analyze cash flow for sale of gates at Chicago O'Hare Airport
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	0.60	Business Analysis	Review costs incurred by peer airlines as a benchmark for comparison to Spirit
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	0.70	Business Analysis	Review daily cash report and receivables aging report for week ending Feb 20
Sin, Francis	Engagement Manager	\$970.00	2/27/2026	0.90	Business Analysis	Review 13-week cash flow forecast dated Feb 26

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.20	Claims Administration & Objections	Review 1110(b) terms for Merx to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.00	Business Analysis	Review correspondence from UCC professionals on claims, gate sale, and restructuring scenario modeling
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.80	Claims Administration & Objections	Review 1110(b) terms for ST Engineering to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.20	Claims Administration & Objections	Review 1110(b) terms for Aircastle to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.10	Claims Administration & Objections	Review 1110(b) terms for Sky Leasing to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.30	Claims Administration & Objections	Review 1110(b) terms for Avolon to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.50	Claims Administration & Objections	Review 1110(b) terms for Stratos to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.40	Claims Administration & Objections	Review 1110(b) terms for Airborne to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.00	Claims Administration & Objections	Review 1110(b) terms for Fuyo to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.10	Claims Administration & Objections	Review 1110(b) terms for SMBC to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.00	Claims Administration & Objections	Review 1110(b) terms for AerCap to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/9/2026	1.20	Claims Administration & Objections	Review 1110(b) terms for Carlyle to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.40	Asset Analysis & Recovery	Analyze and update restructuring model to include costs associated with new exit scenario
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Asset Analysis & Recovery	Analyze and update restructuring model to new scenario for offsetting payoffs
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.30	Asset Analysis & Recovery	Analyze restructuring scenario model and layout to build new scenario
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.90	Claims Administration & Objections	Review 1110(b) terms for GATX to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Claims Administration & Objections	Review 1110(b) terms for RRP 2 to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Claims Administration & Objections	Review 1110(b) terms for RRP 1 to extract maintenance reserves and financing terms
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Asset Analysis & Recovery	Review Chicago gates round two sale motion
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.80	Business Analysis	Review credit card processors holdback slide
Lim, Simon	Senior Associate	\$765.00	2/10/2026	1.20	Asset Analysis & Recovery	Review Chicago gates round two sale agreement to extract commercial terms
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.40	Asset Analysis & Recovery	Analyze and update restructuring model to new scenario for admin claims
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.80	Asset Analysis & Recovery	Analyze and calculate potential claims arising from the Chicago gates claw back in restructuring scenario model
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Asset Analysis & Recovery	Analyze latest bank balance report to update restructuring model to new scenario for cash
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Asset Analysis & Recovery	Analyze latest bank balance report to update restructuring model to new scenario for receivables
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Asset Analysis & Recovery	Analyze latest bank balance report to update restructuring model to new scenario for prepaid
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.30	Asset Analysis & Recovery	Analyze latest bank balance report to update restructuring model to new scenario for aircraft, engines, and spare parts
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.60	Asset Analysis & Recovery	Analyze latest bank balance report to update restructuring model to new scenario for building and land
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.50	Asset Analysis & Recovery	Analyze latest bank balance report to update restructuring model to new scenario for intangibles
Lim, Simon	Senior Associate	\$765.00	2/10/2026	0.30	Asset Analysis & Recovery	Analyze latest bank balance report to update restructuring model to new scenario for other assets
Lim, Simon	Senior Associate	\$765.00	2/10/2026	1.00	Asset Analysis & Recovery	Review Chicago gates round one sale agreement to extract commercial terms
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.70	Asset Analysis & Recovery	Review updated restructuring scenario model and implied recovery
Lim, Simon	Senior Associate	\$765.00	2/11/2026	1.20	Business Analysis	Review revised credit card processors holdback slide
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.70	Business Analysis	Research cash flow for credit card processors
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.50	Business Analysis	Research peer benchmark of holdback averages
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.80	Business Analysis	Review slide on Spirit versus peer airline's operating metrics
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.30	Business Analysis	Review correspondence on cash position and Chicago Gates sale from senior team members
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.70	Asset Analysis & Recovery	Refine calculations of potential clawback claims for Chicago Gates sale, and update restructuring model
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.60	Business Analysis	Draft slide on credit card processor cash flow
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.40	Business Analysis	Analyze and perform bank account mapping exercise to determine cash movements at petition, first bank balance report, and latest cash movement
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.50	Business Analysis	Analyze credit card processor holdback slide, with F. Sin, S. Lim, and C. Wong
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Lee, C. Wong, and J. Baranes
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.50	Business Analysis	Analyze business plan liquidity initiatives section, and contrast against September and December version
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.80	Business Analysis	Analyze business plan network initiatives section, and contrast against September and December version
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.40	Business Analysis	Draft due diligence question list on business plan to Debtors
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.50	Business Analysis	Analyze business plan fleet section, and contrast against September and December version
Lim, Simon	Senior Associate	\$765.00	2/11/2026	1.30	Business Analysis	Analyze business plan ownership costs section, and contrast against September and December version
Lim, Simon	Senior Associate	\$765.00	2/11/2026	1.50	Business Analysis	Analyze business plan products section, and contrast against September and December version
Lim, Simon	Senior Associate	\$765.00	2/11/2026	1.00	Business Analysis	Analyze business plan cost savings section, and contrast against September and December version
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.80	Business Analysis	Analyze business plan updated financial statements, and contrast against September and December version
Lim, Simon	Senior Associate	\$765.00	2/11/2026	0.40	Business Analysis	Analyze movement of Elavon holdback, with F. Sin and S. Lim
Lim, Simon	Senior Associate	\$765.00	2/12/2026	1.60	Business Analysis	Analyze peer airlines earnings report to draft slide addressing question from UCC members
Lim, Simon	Senior Associate	\$765.00	2/12/2026	0.60	Business Analysis	Discuss Q4 financial analysis with S. Lim, C. Wong and C. Lee
Lim, Simon	Senior Associate	\$765.00	2/12/2026	0.70	Claims Administration & Objections	Review lessor negotiations model for assumed and 1110(b) fleet
Lim, Simon	Senior Associate	\$765.00	2/12/2026	1.00	Claims Administration & Objections	Enhance model calculating rental costs post-restructuring to contrast against Business Plan
Lim, Simon	Senior Associate	\$765.00	2/12/2026	1.20	Claims Administration & Objections	Enhance model calculating maintenance reserves reduction post-restructuring to contrast against Business Plan
Lim, Simon	Senior Associate	\$765.00	2/12/2026	0.60	Claims Administration & Objections	Review held for sale aircraft post-rectification cost adjustment
Lim, Simon	Senior Associate	\$765.00	2/12/2026	1.30	Claims Administration & Objections	Investigate adjusted valuation and contrast against lease-attached valuation and valuation in alternative scenario
Lim, Simon	Senior Associate	\$765.00	2/12/2026	1.40	Claims Administration & Objections	Draft slide on held for sale aircraft adjusted valuation
Lim, Simon	Senior Associate	\$765.00	2/13/2026	0.80	Business Analysis	Meet with FTI to discuss cash flow variance report for the week ending Feb 7 and new Feb 12 13-week cash flow forecast, with S. Lim, F. Sin, and J. Baranes
Lim, Simon	Senior Associate	\$765.00	2/13/2026	0.20	Business Analysis	Review correspondence from UCC member on held for sale aircraft
Lim, Simon	Senior Associate	\$765.00	2/13/2026	1.40	Claims Administration & Objections	Analyze Stratos lease stipulations to update model on potential claims
Lim, Simon	Senior Associate	\$765.00	2/13/2026	0.80	Claims Administration & Objections	Refine maintenance calculations model for held for sale aircraft to build functionalities to calculate maintenance reserves payment by engine
Lim, Simon	Senior Associate	\$765.00	2/13/2026	1.00	Business Analysis	Enhance slides on held for sale aircraft introduction, valuation, and adjusted valuation
Lim, Simon	Senior Associate	\$765.00	2/16/2026	0.80	Claims Administration & Objections	Draft slide on held-for-sale aircraft assessment from Debtors
Lim, Simon	Senior Associate	\$765.00	2/16/2026	0.90	Claims Administration & Objections	Draft slide on Alton's held-for-sale aircraft assessment
Lim, Simon	Senior Associate	\$765.00	2/16/2026	1.10	Claims Administration & Objections	Draft introduction slide to held-for-sale aircraft
Lim, Simon	Senior Associate	\$765.00	2/19/2026	0.70	Business Analysis	Discuss and analyze Spirit business plan with F. Sin, S. Lim, C. Wong and C. Lee
Lim, Simon	Senior Associate	\$765.00	2/24/2026	0.30	Business Analysis	Discuss and refine Spirit business plan methodology and analysis with F. Sin, S. Lim, C. Lee and C. Wong

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Baranes, Jonathan	Associate	\$575.00	2/2/2026	0.80	Business Analysis	Update fleet slide in the operational overview section of the weekly update for the week ending Jan 31
Baranes, Jonathan	Associate	\$575.00	2/2/2026	0.80	Business Analysis	Update flight activity slide in the operational overview section of the weekly update for the week ending Jan 31
Baranes, Jonathan	Associate	\$575.00	2/2/2026	1.30	Business Analysis	Analyze Spirit operational performance for the week ending Jan 31 and update master databook
Baranes, Jonathan	Associate	\$575.00	2/2/2026	0.80	Business Analysis	Update Spirit on-time performance slide in the operational overview section of the weekly update for the week ending Jan 31
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.40	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss business plan and strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, F. Sin, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.90	Business Analysis	Analyze ST Engineering 1110(b) stipulation for two A320ceo aircraft and summarize maintenance reserves outlined in the agreement
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.70	Business Analysis	Analyze Airastle 1110(b) stipulation for one A320ceo aircraft and summarize maintenance reserves outlined in the agreement
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.80	Business Analysis	Analyze Mexx 1110(b) stipulation for three A320ceo aircraft and summarize maintenance reserves outlined in the agreement
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.80	Business Analysis	Analyze Sky Leasing 1110(b) stipulation for 10 A320ceo aircraft and summarize maintenance reserves outlined in the agreement
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.90	Business Analysis	Analyze SMBC Aviation Capital 1110(b) stipulation for four A320ceo aircraft and summarize maintenance reserves outlined in the agreement
Baranes, Jonathan	Associate	\$575.00	2/3/2026	0.80	Business Analysis	Analyze Stratos 1110(b) stipulation for one A320ceo aircraft and summarize maintenance reserves outlined in the agreement
Baranes, Jonathan	Associate	\$575.00	2/3/2026	1.20	Business Analysis	Calculate total monthly maintenance reserves for Spirit's A320ceo fleet under 1110(b) stipulation
Baranes, Jonathan	Associate	\$575.00	2/3/2026	1.80	Business Analysis	Update master claim tracker with latest claims filed against Spirit as of January 26, 2026
Baranes, Jonathan	Associate	\$575.00	2/4/2026	0.60	Business Analysis	Analyze Spirit's restricted and unrestricted cash balance, credit card holdback, green time program, with F. Sin, C. Wong, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/4/2026	0.90	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Wong, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/4/2026	2.00	Business Analysis	Develop a consolidated file with Life Limited Parts data for 39 assumed A320ceo family aircraft
Baranes, Jonathan	Associate	\$575.00	2/4/2026	1.20	Business Analysis	Develop slide to summarize Feb 2026 O'Hare gate sale motion
Baranes, Jonathan	Associate	\$575.00	2/4/2026	1.00	Business Analysis	Analyze Chicago O'Hare Feb 2026 gate sale motion
Baranes, Jonathan	Associate	\$575.00	2/4/2026	2.00	Business Analysis	Analyze disk sheet for 39 assumed A320ceo family aircraft
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.60	Business Analysis	Analyze peer competitor's total passenger carried per month in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.80	Business Analysis	Analyze Spirit's monthly load factor in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.80	Business Analysis	Calculate and analyze Spirit's seasonality index in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.80	Business Analysis	Analyze peer competitor's monthly load factor in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.30	Business Analysis	Analyze peer competitor's demand data in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.30	Business Analysis	Analyze Spirit's demand data in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.20	Business Analysis	Analyze peer competitor's schedule data in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.20	Business Analysis	Analyze Spirit's schedule data in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	1.00	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss new business plan, with F. Sin, C. Wong, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.20	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 3 and Feb 4
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.80	Business Analysis	Calculate and analyze peer competitor's seasonality index in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/5/2026	0.60	Business Analysis	Analyze Spirit's total passenger carried per month in 2023-2025
Baranes, Jonathan	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Update slide showcasing Spirit's cash flow variance for the week ending Jan 31, against the Jan 29 forecast
Baranes, Jonathan	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Update slide showcasing changes in operating receipts and net cash flow between the Feb 5 forecast and the Jan 29 forecast
Baranes, Jonathan	Associate	\$575.00	2/6/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 6
Baranes, Jonathan	Associate	\$575.00	2/6/2026	1.50	Business Analysis	Analyze updated Feb 5 13-week cash flow forecast and assess variances versus the January 29 forecast
Baranes, Jonathan	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Participate in meeting with FTI to discuss booking curve, with L. Ryan, J. Adriaenssens, F. Sin, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/6/2026	1.20	Business Analysis	Update slide showcasing Spirit's actual and forecasted liquidity as of latest 13-week forecast received as of Feb 5
Baranes, Jonathan	Associate	\$575.00	2/6/2026	1.20	Business Analysis	Analyze variance report for the week ending Jan 31
Baranes, Jonathan	Associate	\$575.00	2/9/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 9
Baranes, Jonathan	Associate	\$575.00	2/9/2026	0.80	Business Analysis	Update flight activity slide in the operational overview section of the weekly update for the week ending Feb 7
Baranes, Jonathan	Associate	\$575.00	2/9/2026	1.30	Business Analysis	Analyze Spirit operational performance for the week ending Feb 7 and update master databook
Baranes, Jonathan	Associate	\$575.00	2/9/2026	0.80	Business Analysis	Update Spirit on-time performance slide in the operational overview section of the weekly update for the week ending Feb 7
Baranes, Jonathan	Associate	\$575.00	2/9/2026	0.80	Business Analysis	Update fleet slide in the operational overview section of the weekly update for the week ending Feb 7
Baranes, Jonathan	Associate	\$575.00	2/10/2026	0.70	Business Analysis	Analyze Spirit's Jun to Aug 2025 schedule
Baranes, Jonathan	Associate	\$575.00	2/10/2026	0.40	Business Analysis	Analyze Spirit's and peer competitors' overlapping routes for Jun to Aug 2025
Baranes, Jonathan	Associate	\$575.00	2/10/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/10/2026	0.30	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/10/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 10
Baranes, Jonathan	Associate	\$575.00	2/10/2026	0.70	Business Analysis	Analyze peer competitor's Jun to Aug 2025 schedule
Baranes, Jonathan	Associate	\$575.00	2/10/2026	0.40	Business Analysis	Analyze Spirit's and peer competitors' overlapping routes for Jun to Aug 2026
Baranes, Jonathan	Associate	\$575.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Lee, C. Wong, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.40	Business Analysis	Analyze implications of new business plan fleet target on current A321neo fleet
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.60	Business Analysis	Analyze Spirit's current fleet stipulation status for leased A321ceo aircraft
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.60	Business Analysis	Analyze Spirit's current fleet stipulation status for leased A320ceo aircraft
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.70	Business Analysis	Analyze implications of new business plan fleet target on current A320neo fleet
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.80	Business Analysis	Analyze Spirit's current fleet stipulation status for leased A320neo aircraft
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.30	Business Analysis	Analyze implications of new business plan fleet target on current A320ceo fleet
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.60	Business Analysis	Analyze Spirit's current fleet stipulation status for leased A321neo aircraft
Baranes, Jonathan	Associate	\$575.00	2/12/2026	1.70	Business Analysis	Develop slide to showcase current stipulation status of Spirit's fleet comparing it to the new business plan fleet target
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.50	Business Analysis	Analyze implications of new business plan fleet target on current A321ceo fleet
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.80	Business Analysis	Analyze new business plan fleet target impact on A321ceo lessors
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.30	Business Analysis	Analyze new business plan fleet target impact on A320ceo lessors
Baranes, Jonathan	Associate	\$575.00	2/12/2026	1.20	Business Analysis	Analyze new business plan fleet target impact on A320neo lessors
Baranes, Jonathan	Associate	\$575.00	2/12/2026	0.80	Business Analysis	Analyze new business plan fleet target impact on A321neo lessors
Baranes, Jonathan	Associate	\$575.00	2/13/2026	1.50	Business Analysis	Analyze Spirit's maintenance cash flows for 49 aircraft
Baranes, Jonathan	Associate	\$575.00	2/13/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 11
Baranes, Jonathan	Associate	\$575.00	2/13/2026	1.80	Business Analysis	Develop slide to showcase impact on lessors of new business plan fleet target
Baranes, Jonathan	Associate	\$575.00	2/13/2026	1.50	Business Analysis	Analyze updated Feb 12 13-week cash flow forecast and assess variances versus the Feb 5 forecast
Baranes, Jonathan	Associate	\$575.00	2/13/2026	0.80	Business Analysis	Meet with FTI to discuss cash flow variance report for the week ending Feb 7 and new Feb 12 13-week cash flow forecast, with S. Lim, F. Sin, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/13/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 12
Baranes, Jonathan	Associate	\$575.00	2/13/2026	1.20	Business Analysis	Analyze variance report for the week ending Feb 7
Baranes, Jonathan	Associate	\$575.00	2/13/2026	1.50	Business Analysis	Update master 13-week cash flow forecast tracker with latest forecast received on Feb 12
Baranes, Jonathan	Associate	\$575.00	2/16/2026	1.00	Business Analysis	Analyze stipulation and order approving section 1110(b) extension with JSAI concerning 4 aircraft in filing #773
Baranes, Jonathan	Associate	\$575.00	2/16/2026	1.30	Business Analysis	Analyze Spirit operational performance for the week ending Feb 14 and update master databook
Baranes, Jonathan	Associate	\$575.00	2/16/2026	0.80	Business Analysis	Update Spirit on-time performance slide in the operational overview section of the weekly update for the week ending Feb 14
Baranes, Jonathan	Associate	\$575.00	2/16/2026	0.80	Business Analysis	Update fleet slide in the operational overview section of the weekly update for the week ending Feb 14
Baranes, Jonathan	Associate	\$575.00	2/16/2026	0.80	Business Analysis	Update flight activity slide in the operational overview section of the weekly update for the week ending Feb 14
Baranes, Jonathan	Associate	\$575.00	2/16/2026	1.00	Business Analysis	Analyze stipulation and order approving section 1110(b) extension with JSAI concerning N643NK in filing #772

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Baranes, Jonathan	Associate	\$575.00	2/16/2026	0.30	Business Analysis	Update master fleet tracked with latest filings #772 and #773 concerning 1110(b) extensions JSAI aircraft
Baranes, Jonathan	Associate	\$575.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/17/2026	1.20	Business Analysis	Develop slide to summarize filings #772 and #773 concerning 1110(b) extensions for JSAI aircraft
Baranes, Jonathan	Associate	\$575.00	2/17/2026	0.20	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss strategic options updates, with L. Ryan, R. Murphy, J. Adriaenssens, and J. Baranes
Baranes, Jonathan	Associate	\$575.00	2/23/2026	1.00	Business Analysis	Analyze Spirit operational performance for the week ending Feb 21 and update master databook
Baranes, Jonathan	Associate	\$575.00	2/24/2026	0.90	Business Analysis	Participate in meeting with UCC Professionals to discuss strategic scenarios, with L. Ryan, R. Murphy, and J. Baranes

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Chaeyoung, Lee	Associate	\$575.00	2/9/2026	1.00	Business Analysis	Refine the route-level profitability forecast, integrating the dynamic model forecasting how Spirit's route-level profitability will change in the future under different scenarios
Chaeyoung, Lee	Associate	\$575.00	2/9/2026	0.50	Business Analysis	Refine slide on the current market trends summary based on comments
Chaeyoung, Lee	Associate	\$575.00	2/9/2026	0.80	Business Analysis	Develop slide content summarizing current market trends for the weekly UCC meeting deck for the week of Feb 11
Chaeyoung, Lee	Associate	\$575.00	2/10/2026	1.00	Business Analysis	Develop slide content comparing updated prepetition pendency amount paid against estimates on First Day Motions for the weekly UCC meeting deck for the week of Feb 11
Chaeyoung, Lee	Associate	\$575.00	2/10/2026	1.00	Business Analysis	Refine and analyze operational overview section based on comments, including analysis on weekly flights by aircraft family, for the weekly UCC meeting deck for the week of Feb 11
Chaeyoung, Lee	Associate	\$575.00	2/10/2026	1.00	Business Analysis	Refine and analyze cash update section based on comments, including analysis on cash flow forecasts, for the weekly UCC meeting deck for the week of Feb 11
Chaeyoung, Lee	Associate	\$575.00	2/11/2026	0.50	Business Analysis	Analyze new docket filing on aircraft rejections to refine slide on fleet composition, including information on the deferral of effective dates of rejections
Chaeyoung, Lee	Associate	\$575.00	2/11/2026	0.50	Business Analysis	Consolidate quarterly route-level comparisons (Q1-3 2024 vs. 2025) on Passenger, Revenue, and Available Seat Kilometers
Chaeyoung, Lee	Associate	\$575.00	2/11/2026	2.00	Business Analysis	Calculate and compare each competitive category's average Passenger and Revenue elasticities to Available Seat Kilometers from 2024-2025
Chaeyoung, Lee	Associate	\$575.00	2/11/2026	0.50	Business Analysis	Calculate Passenger and Revenue elasticities to Available Seat Kilometers of the top 3 routes of Spirit by revenue and compare with the average of each competitive category
Chaeyoung, Lee	Associate	\$575.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Lee, C. Wong, and J. Baranes
Chaeyoung, Lee	Associate	\$575.00	2/11/2026	0.50	Business Analysis	Categorize each route into different competitive categories
Chaeyoung, Lee	Associate	\$575.00	2/12/2026	0.60	Business Analysis	Discuss Q4 financial analysis with S. Lim, C. Wong and C. Lee
Chaeyoung, Lee	Associate	\$575.00	2/12/2026	1.00	Business Analysis	Recalculate and compare each competitive category's average Passenger and Revenue elasticities to Available Seat Kilometers from 2023-2025, with the added Q4 data
Chaeyoung, Lee	Associate	\$575.00	2/12/2026	1.00	Business Analysis	Add Q4 2023 and 2024 Passenger, Revenue, and Available Seat Kilometers to the model
Chaeyoung, Lee	Associate	\$575.00	2/12/2026	3.00	Business Analysis	Streamline the model on Passenger and Revenue Elasticities to capacity
Chaeyoung, Lee	Associate	\$575.00	2/13/2026	0.50	Business Analysis	Update the Passenger and Revenue elasticities by excluding routes with abnormal elasticities with extreme values
Chaeyoung, Lee	Associate	\$575.00	2/13/2026	1.00	Business Analysis	Streamline formulas and tables on the Passenger and Revenue elasticities model for the ease of understanding
Chaeyoung, Lee	Associate	\$575.00	2/13/2026	2.00	Business Analysis	Update the list of Spirit's routes for analyses on the Passenger and Revenue elasticities model is comprehensive
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	1.50	Business Analysis	Analyze updated Feb 12 13-week cash flow forecast and assess variances versus the Feb 5 forecast
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	0.80	Business Analysis	Develop slide content summarizing current market trends for the weekly UCC meeting deck for the week of Feb 18
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	1.20	Business Analysis	Update slide showcasing changes in operating receipts and net cash flow between the Feb 12 forecast and the Feb 5 forecast
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	0.70	Business Analysis	Analyze variance report for the week ending Feb 7
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	1.00	Business Analysis	Update slide showcasing Spirit's actual and forecasted liquidity as of latest 13-week forecast received as of Feb 12
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	0.20	Business Analysis	Update slide showcasing Spirit's detailed cash flow forecast for the week ending Feb 14, to the week ending May 9 2026
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 13
Chaeyoung, Lee	Associate	\$575.00	2/16/2026	1.00	Business Analysis	Update slide showcasing Spirit's cash flow variance for the week ending Feb 12, against the Feb 5 forecast
Chaeyoung, Lee	Associate	\$575.00	2/18/2026	2.00	Business Analysis	Refine slides on the current market trends summary and cash update sections of the weekly update for the week ending Feb 18 based on comments
Chaeyoung, Lee	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Develop slide content on Spirit's profitable routes to evaluate Spirit's new business plan
Chaeyoung, Lee	Associate	\$575.00	2/19/2026	1.50	Business Analysis	Analyze Spirit's historical route-level profitability, including the number of profitable routes, overall profitability, and unit profitability
Chaeyoung, Lee	Associate	\$575.00	2/19/2026	1.50	Business Analysis	Analyze elasticities of Spirit's Revenue to capacity by the competitor type each route
Chaeyoung, Lee	Associate	\$575.00	2/19/2026	1.50	Business Analysis	Analyze elasticities of Spirit's Passenger to capacity by the competitor type of each route
Chaeyoung, Lee	Associate	\$575.00	2/19/2026	0.70	Business Analysis	Discuss and analyze Spirit business plan with F. Sin, S. Lim, C. Wong and C. Lee
Chaeyoung, Lee	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Develop slide content on Spirit's forecasted utilization and go-forward routes
Chaeyoung, Lee	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Develop slide content on Spirit's forecasted utilization and go-forward routes to evaluate Spirit's new business plan
Chaeyoung, Lee	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Analyze Spirit's forecasted utilization and route-level profitability with its go-forward fleet plan
Chaeyoung, Lee	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Project Spirit's go-forward annual rent and maintenance reserves
Chaeyoung, Lee	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Develop slide content on Spirit's go-forward rent and maintenance reserves
Chaeyoung, Lee	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Analyze Spirit's maintenance costs for engine, airframe, and non-engine
Chaeyoung, Lee	Associate	\$575.00	2/20/2026	0.30	Business Analysis	Discuss Spirit business plan analysis and methodology with F. Sin, C. Lee and C. Wong
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	1.50	Business Analysis	Analyze updated Feb 19 13-week cash flow forecast and assess variances versus the Feb 12 forecast
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	0.80	Business Analysis	Develop slide content summarizing current market trends for the weekly UCC meeting deck for the week of Feb 25
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	0.70	Business Analysis	Analyze variance report for the week ending Feb 14
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	1.20	Business Analysis	Update slide showcasing changes in operating receipts and net cash flow between the Feb 19 forecast and the Feb 12 forecast
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	0.20	Business Analysis	Update slide showcasing Spirit's detailed cash flow forecast for the week ending Feb 21, to the week ending May 16 2026
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	1.00	Business Analysis	Update slide showcasing Spirit's actual and forecasted liquidity as of latest 13-week forecast received as of Feb 19
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	0.30	Business Analysis	Participate in meeting with Wilkie, FTI, and AlixPartners to discuss updates on proposed restructuring deal with bondholders, with L. Ryan, R. Murphy, F. Sin, and C. Lee
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 20
Chaeyoung, Lee	Associate	\$575.00	2/23/2026	1.00	Business Analysis	Update slide showcasing Spirit's cash flow variance for the week ending Feb 19, against the Feb 12 forecast
Chaeyoung, Lee	Associate	\$575.00	2/24/2026	0.50	Business Analysis	Update the route-level profitability model by redefining the measure of profitability
Chaeyoung, Lee	Associate	\$575.00	2/24/2026	0.30	Business Analysis	Discuss and refine Spirit business plan methodology and analysis with F. Sin, S. Lim, C. Lee and C. Wong
Chaeyoung, Lee	Associate	\$575.00	2/24/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 23
Chaeyoung, Lee	Associate	\$575.00	2/24/2026	2.00	Business Analysis	Refine slides on the current market trends summary and cash update sections of the weekly update for the week ending Feb 25 based on comments
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 24
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	0.50	Business Analysis	Update the analysis on Spirit's expected capacity with its go-forward fleet plan
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Update the route-level profitability model by integrating the impact of the updated capacity
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Update the slide on Spirit's profitable routes with the updated route-level profitability model
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Update the slide on Spirit's profitable routes with the updated route-level profitability model with new Passenger and Revenue elasticities
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	0.50	Business Analysis	Analyze historical and current financials of Spirit and its competitors
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	2.50	Business Analysis	Analyze historical and current financials of Spirit's competitors
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	1.00	Meetings of Creditors	Participate in meeting with UCC to discuss operational updates and strategic updates with L. Ryan, R. Murphy, F. Sin, S. Lim, C. Lee and C. Wong
Chaeyoung, Lee	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Analyze Passenger and Revenue's elasticities to capacity by segmenting routes into different scenarios with different level of ASM changes
Chaeyoung, Lee	Associate	\$575.00	2/26/2026	1.50	Business Analysis	Analyze additional financial metrics of Spirit and its competitors
Chaeyoung, Lee	Associate	\$575.00	2/26/2026	1.00	Business Analysis	Review historical and current financials of Spirit and its competitors
Chaeyoung, Lee	Associate	\$575.00	2/26/2026	0.50	Business Analysis	Discuss and analyze business plan methodology with L. Ryan, R. Murphy, F. Sin, C. Wong, and C. Lee
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	1.50	Business Analysis	Analyze updated Feb 26 13-week cash flow forecast and assess variances versus the Feb 19 forecast
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	0.70	Business Analysis	Analyze variance report for the week ending Feb 21
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	1.20	Business Analysis	Update slide showcasing changes in operating receipts and net cash flow between the Feb 26 forecast and the Feb 19 forecast
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	0.20	Business Analysis	Update slide showcasing Spirit's detailed cash flow forecast for the week ending Feb 28, to the week ending May 23 2026
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	1.00	Business Analysis	Update slide showcasing Spirit's actual and forecasted liquidity as of latest 13-week forecast received as of Feb 26

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	0.50	Business Analysis	Participate in meeting with FTI to discuss cash flow variance report for the week ending Feb 21 and new Feb 26 13-week cash flow forecast, with R. Murphy, F. Sin, and C. Lee
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	0.10	Business Analysis	Update daily cash balance tracker with cash balance as of Feb 26
Chaeyoung, Lee	Associate	\$575.00	2/27/2026	1.00	Business Analysis	Update slide showcasing Spirit's cash flow variance for the week ending Feb 26, against the Feb 19 forecast

Detailed Hours by Professional  
February 1, 2026 - February 28, 2026

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Wong, Cloe	Associate	\$575.00	2/2/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 4) for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/2/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 1) for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/2/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 2) for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/2/2026	2.00	Business Analysis	Analyze fare data for routes 1 and 2 (1.0) and routes 3 and 4 (1.0), and input into slides for weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/2/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 3) for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/2/2026	1.00	Business Analysis	Analyze seat share data for weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/2/2026	1.00	Business Analysis	Analyze market share data for weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/2/2026	0.20	Business Analysis	Analyze potential changes to fleet stipulations, with S. Jiang, F. Sin, and C. Wong
Wong, Cloe	Associate	\$575.00	2/2/2026	0.50	Case Administration	Prepare summary of recent filings, including the Motion to Approve / Motion of the Debtors for Entry of an Order Approving Omnibus Claims Objection and Settlement Procedures
Wong, Cloe	Associate	\$575.00	2/3/2026	1.40	Business Analysis	Prepare operations analysis section focused on market share analysis at primary airports for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/3/2026	1.00	Business Analysis	Prepare fleet summary section's inactive aircraft by analyzing past week operations to derive weekly average active aircraft for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/3/2026	0.80	Business Analysis	Draft commentary for the fares section focused on domestic routes for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/3/2026	0.70	Business Analysis	Draft commentary for the fares section focused on international routes for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/3/2026	1.00	Business Analysis	Review and develop slide content across operations and fares sections for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/3/2026	0.70	Business Analysis	Draft commentary for the fares section focused on comparing international routes with previous weeks for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/3/2026	0.80	Business Analysis	Draft commentary for the fares section focused on comparing domestic routes with previous weeks for the weekly UCC meeting deck for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/4/2026	0.60	Business Analysis	Analyze Spirit's restricted and unrestricted cash balance, credit card holdback, green time program, with F. Sin, C. Wong, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/4/2026	0.90	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Wong, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/4/2026	0.20	Business Analysis	Analyze business plan model analysis and valuation analysis, with D. Adebisi, C. Wong, C. Lee, S. Lim, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/4/2026	2.00	Fee / Employment Applications	Prepare material in support of interim fee application
Wong, Cloe	Associate	\$575.00	2/4/2026	1.00	Business Analysis	Refine and analyze fares section analysis based on comments, including updating carrier-level comparisons and charts for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/4/2026	1.00	Business Analysis	Refine and analyze operations section analysis based on comments, including updating supporting metrics and visuals for the week of Feb 4
Wong, Cloe	Associate	\$575.00	2/5/2026	1.00	Business Analysis	Analyze cash flow in credit card holdbacks
Wong, Cloe	Associate	\$575.00	2/5/2026	1.00	Business Analysis	Participate in meeting with UCC Professionals and Debtors to discuss new business plan, with F. Sin, C. Wong, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/5/2026	1.10	Business Analysis	Build slide content on credit card holdback
Wong, Cloe	Associate	\$575.00	2/5/2026	1.00	Business Analysis	Analyze lease engine date and consolidate file
Wong, Cloe	Associate	\$575.00	2/5/2026	1.00	Business Analysis	Analyze professional fee payments and update tracker
Wong, Cloe	Associate	\$575.00	2/5/2026	0.50	Business Analysis	Refine and build slide on fee payments
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze Spirit's current fleet and stipulation status
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze Spirit's available seat miles and revenue relationship comparing quarter 1 in 2024 and 2025
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze route level performance by market type
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze route level performance in a monopolistic market
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze route level performance in a competitive market
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze Spirit's credit card processing flow
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze Spirit's available seat miles and revenue relationship comparing quarter 3 in 2024 and 2025
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze Spirit's available seat miles and revenue relationship comparing quarter 2 in 2024 and 2025
Wong, Cloe	Associate	\$575.00	2/6/2026	1.00	Business Analysis	Analyze Spirit's target fleet size comparing against the current stipulation status
Wong, Cloe	Associate	\$575.00	2/9/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 1) for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/9/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 3) for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/9/2026	2.00	Business Analysis	Analyze fare data for routes 1 and 2 (1.0) and routes 3 and 4 (1.0), and input into slides for weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/9/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 2) for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/9/2026	1.00	Business Analysis	Analyze seat share data for weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/9/2026	1.00	Business Analysis	Analyze market share data for weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/9/2026	0.50	Case Administration	Prepare summary of recent filings, including the Sixth Notice of Rejection of Certain Executory Contracts and/or Unexpired Leases
Wong, Cloe	Associate	\$575.00	2/10/2026	1.40	Business Analysis	Prepare operations analysis section focused on market share analysis at primary airports for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/10/2026	0.70	Business Analysis	Draft commentary for the fares section focused on international routes for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/10/2026	1.10	Business Analysis	Prepare fleet summary section's inactive aircraft by analyzing past week operations to derive weekly average active aircraft for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/10/2026	0.80	Business Analysis	Draft commentary for the fares section focused on domestic routes for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/10/2026	0.70	Business Analysis	Draft commentary for the fares section focused on comparing international routes with previous weeks for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/10/2026	0.80	Business Analysis	Draft commentary for the fares section focused on comparing domestic routes with previous weeks for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/10/2026	1.00	Business Analysis	Review and develop slide content across operations and fares sections for the weekly UCC meeting deck for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/11/2026	1.00	Business Analysis	Refine and analyze fares section analysis based on comments, including updating carrier-level comparisons and charts for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/11/2026	0.60	Meetings of Creditors	Participate in meeting with UCC to discuss cash balance update, operational updates, and strategic updates with F. Sin, C. Lee, C. Wong, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/11/2026	0.50	Business Analysis	Analyze credit card processor holdback slide, with F. Sin, S. Lim, and C. Wong
Wong, Cloe	Associate	\$575.00	2/11/2026	1.00	Business Analysis	Refine credit card holdback slide to include clarifications on cash flow
Wong, Cloe	Associate	\$575.00	2/11/2026	0.60	Business Analysis	Analyze Spirit's restricted and unrestricted cash balance, credit card holdback, green time program, with F. Sin, C. Wong, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/11/2026	0.20	Business Analysis	Analyze business plan model analysis and valuation analysis, with D. Adebisi, C. Wong, C. Lee, S. Lim, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/11/2026	1.00	Business Analysis	Refine and analyze operations section analysis based on comments, including updating supporting metrics and visuals for the week of Feb 11
Wong, Cloe	Associate	\$575.00	2/12/2026	1.00	Business Analysis	Update financial datebook on peers quarterly four financial reports
Wong, Cloe	Associate	\$575.00	2/12/2026	0.60	Business Analysis	Discuss Q4 financial analysis with S. Lim, C. Wong and C. Lee
Wong, Cloe	Associate	\$575.00	2/12/2026	1.00	Business Analysis	Update financial datebook on peers 2025 full year financial reports
Wong, Cloe	Associate	\$575.00	2/12/2026	1.00	Business Analysis	Draft slide content on full year 2025 financial filings
Wong, Cloe	Associate	\$575.00	2/12/2026	1.00	Business Analysis	Analyze the financial reports and how they compare with Spirit
Wong, Cloe	Associate	\$575.00	2/12/2026	0.50	Business Analysis	Draft slide content on peer quarterly four filings
Wong, Cloe	Associate	\$575.00	2/12/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 2) for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/12/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 3) for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/12/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 4) for the weekly UCC meeting deck for the week of Feb 18

Professional	Title	Hourly Billing Rate	Date	Hours	Project Category	Explanation
Wong, Cloe	Associate	\$575.00	2/12/2026	2.00	Business Analysis	Analyze fare data for routes 1 and 2 (1.0) and routes 3 and 4 (1.0), and input into slides for weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/12/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 1) for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	1.00	Business Analysis	Analyze seat share data for weekly UCC meeting for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	0.70	Business Analysis	Draft commentary for the fares section focused on comparing international routes with previous weeks for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	0.80	Business Analysis	Draft commentary for the fares section focused on comparing domestic routes with previous weeks for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	0.70	Business Analysis	Draft commentary for the fares section focused on international routes for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	0.80	Business Analysis	Draft commentary for the fares section focused on domestic routes for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	1.10	Business Analysis	Prepare fleet summary section's inactive aircraft by analyzing past week operations to derive weekly average active aircraft for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	1.40	Business Analysis	Prepare operations analysis section focused on market share analysis at primary airports for the weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/13/2026	0.20	Business Analysis	Analyze potential changes to fleet stipulations, with S. Jiang, F. Sin, and C. Wong
Wong, Cloe	Associate	\$575.00	2/13/2026	1.00	Business Analysis	Analyze market share data for weekly UCC meeting deck for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/17/2026	0.50	Case Administration	Prepare summary of recent filings, including the Stipulation Amended Subsequent Stipulation and Order Approving Section 110(b) Extension with JSAI Concerning Certain Aircraft Equipment
Wong, Cloe	Associate	\$575.00	2/18/2026	1.00	Business Analysis	Refine and analyze fares section analysis based on comments, including updating carrier-level comparisons and charts for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/18/2026	1.00	Business Analysis	Refine and analyze operations section analysis based on comments, including updating supporting metrics and visuals for the week of Feb 18
Wong, Cloe	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Analyze ownership costs of the leased fleet
Wong, Cloe	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Analyze current fleet compared to target fleet
Wong, Cloe	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Draft slide content on current fleet compared to target
Wong, Cloe	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Draft slide on ownership costs of leased fleet
Wong, Cloe	Associate	\$575.00	2/19/2026	1.20	Business Analysis	Compare modelled maintenance costs compared to Spirit's projections
Wong, Cloe	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Analyze maintenance costs over the next five years
Wong, Cloe	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Analyze interest expense on aircraft secured by Enhanced Equipment Trust Certificates (EETCs) and incorporate the results into maintenance cost projections
Wong, Cloe	Associate	\$575.00	2/19/2026	1.00	Business Analysis	Analyze lessor contributions and build slide content for business plan deck
Wong, Cloe	Associate	\$575.00	2/19/2026	0.70	Business Analysis	Discuss and analyze Spirit business plan with F. Sin, S. Lim, C. Wong and C. Lee
Wong, Cloe	Associate	\$575.00	2/20/2026	0.80	Business Analysis	Analyze Spirit fleet size against targeted schedules
Wong, Cloe	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Develop peer comparison slides on fleet size
Wong, Cloe	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Analyze Spirit and peers seasonality in the past five years
Wong, Cloe	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Develop slide content on Spirit's seasonality in the past five years
Wong, Cloe	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Develop slide content on impacts of Spirit's target schedules
Wong, Cloe	Associate	\$575.00	2/20/2026	0.50	Business Analysis	Analyze peer network and schedules to compare with Spirit's targets
Wong, Cloe	Associate	\$575.00	2/20/2026	0.30	Business Analysis	Discuss Spirit business plan analysis and methodology with F. Sin, C. Lee and C. Wong
Wong, Cloe	Associate	\$575.00	2/20/2026	1.00	Business Analysis	Develop peer comparison slides on network seasonality
Wong, Cloe	Associate	\$575.00	2/23/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 1) for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/23/2026	1.00	Business Analysis	Analyze market share data for weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/23/2026	1.00	Business Analysis	Analyze seat share data for weekly UCC meeting for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/23/2026	0.50	Case Administration	Prepare summary of recent filings, including the statement / notice of amendment to Sixth Notice of Rejection of Certain Executory Contracts and/or Unexpired Leases
Wong, Cloe	Associate	\$575.00	2/23/2026	2.00	Business Analysis	Analyze fare data for routes 1 and 2 (1.0) and routes 3 and 4 (1.0), and input into slides for weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/23/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 4) for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/23/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 3) for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/23/2026	0.50	Business Analysis	Analyze route-level fare and capacity data from database to evaluate seasonality and benchmark Spirit Airlines' network trends (route 2) for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.30	Business Analysis	Discuss and refine Spirit business plan methodology and analysis with F. Sin, S. Lim, C. Lee and C. Wong
Wong, Cloe	Associate	\$575.00	2/24/2026	0.50	Business Analysis	Prepare operations analysis section focused on cancellation and diversions of flights for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.50	Business Analysis	Prepare operations analysis section focused on the on time performance at primary airports for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.30	Business Analysis	Prepare operations analysis section focused on utilization of current fleet for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.50	Business Analysis	Prepare operations analysis section focused on fleet development for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.70	Business Analysis	Draft commentary for the fares section focused on comparing international routes with previous weeks for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.80	Business Analysis	Draft commentary for the fares section focused on comparing domestic routes with previous weeks for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.70	Business Analysis	Draft commentary for the fares section focused on international routes for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	0.80	Business Analysis	Draft commentary for the fares section focused on domestic routes for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	1.10	Business Analysis	Prepare fleet summary section's inactive aircraft by analyzing past week operations to derive weekly average active aircraft for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/24/2026	1.40	Business Analysis	Prepare operations analysis section focused on market share analysis at primary airports for the weekly UCC meeting deck for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/25/2026	0.80	Business Analysis	Refine and analyze business plan models on maintenance costs
Wong, Cloe	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Refine and analyze operations section analysis based on comments, including updating supporting metrics and visuals for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/25/2026	0.50	Case Administration	Prepare summary of recent filings, including the order approving Omnibus Claims Objection And Settlement Procedures
Wong, Cloe	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Refine and analyze fares section analysis based on comments, including updating carrier-level comparisons and charts for the week of Feb 25
Wong, Cloe	Associate	\$575.00	2/25/2026	1.00	Meetings of Creditors	Participate in meeting with UCC to discuss operational updates and strategic updates with L. Ryan, R. Murphy, F. Sin, S. Lim, C. Lee and C. Wong
Wong, Cloe	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Analyze Spirit's maintenance cost for owned fleet compared to modelled maintenance costs
Wong, Cloe	Associate	\$575.00	2/25/2026	0.20	Business Analysis	Analyze business plan model analysis and valuation analysis, with D. Adebisi, C. Wong, C. Lee, S. Lim, and J. Baranes
Wong, Cloe	Associate	\$575.00	2/25/2026	1.00	Business Analysis	Analyze Spirit's maintenance cost for leased fleet compared to modelled maintenance costs
Wong, Cloe	Associate	\$575.00	2/26/2026	1.00	Business Analysis	Discuss and analyze business plan methodology with L. Ryan, R. Murphy, F. Sin, C. Wong, and C. Lee
Wong, Cloe	Associate	\$575.00	2/26/2026	1.20	Business Analysis	Analyze macroeconomic factors concerning 2015 (0.6) compared to 2025 (0.6)
Wong, Cloe	Associate	\$575.00	2/26/2026	1.00	Business Analysis	Develop slide content on maintenance fee projection comparisons
Wong, Cloe	Associate	\$575.00	2/26/2026	1.20	Business Analysis	Analyze maintenance net present value over the next five years (0.6) and develop slide content (0.6)
Wong, Cloe	Associate	\$575.00	2/26/2026	1.00	Business Analysis	Analyze maintenance event cost comparisons by event type
Wong, Cloe	Associate	\$575.00	2/26/2026	1.10	Business Analysis	Build slide content on the ownership costs for the business plan deck
Wong, Cloe	Associate	\$575.00	2/26/2026	1.10	Business Analysis	Analyze Spirit's owned fleet ownership costs in the next five years

**EXHIBIT D**

**ATTORNEYS' FEES & EXPENSES SUMMARY  
FEBRUARY 1, 2026 – FEBRUARY 28, 2026**

<b>Name of Attorney</b>	<b>Position</b>	<b>Department</b>	<b>Bar Admission Date</b>	<b>Hours</b>	<b>Rate</b>	<b>Amount</b>
Maxcy, Patrick	Partner	Restructuring, Insolvency & Bankruptcy	1999	5.2	\$1,350.00	\$7,020.00
Schrag, Sarah	Senior Managing Associate	Restructuring, Insolvency & Bankruptcy	2016	7.7	\$1,016.50	\$7,827.05
<b>Total</b>				<b>12.9</b>		<b>\$14,847.05</b>

**EXHIBIT E**

**DETAILED ATTORNEYS' FEES & EXPENSES  
FEBRUARY 1, 2026 – FEBRUARY 28, 2026**



Dentons US LLP  
233 South Wacker Drive  
Suite 5900  
Chicago, IL 60606

Alton Aviation Consultancy  
1700 Broadway, Suite 2202  
New York, NY 10019

**INVOICE #:** 5001-1058364  
**Invoice Date:** March 16, 2026

**Matter Number:** 15805368-000005  
**Description:** Spirit Airlines

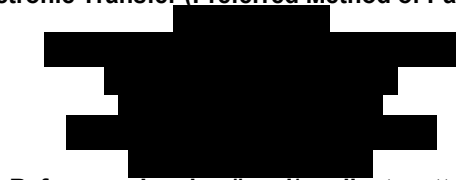
Payment Due Upon Receipt

For professional services rendered through February 28, 2026

**Invoice Amount** **\$14,847.05**

To pay by E-Check – <https://www.e-billexpress.com/ebpp/DentonsUS>

**Electronic Transfer (Preferred Method of Payment):**



**Reference: Invoice # and/or client matter #**

**Payment by check (Overnight Delivery):**

REMITCO  
Dentons #3078  
5450 N. Cumberland Avenue  
Chicago, IL 60656

**OR**

**Payment by check (USPS):**

Dentons US LLP  
P.O. Box. 3078  
Carol Stream, IL 60132-3078

**\*\*Please contact Dentons US LLP directly to validate any request to change our payment details above\*\***

Please send remittance instructions to [cashreceipts@dentons.com](mailto:cashreceipts@dentons.com) or include this page with your payment.



Client: Alton Aviation Consultancy LLC

Invoice Date:

March 16, 2026

Matter: 15805368-000005

INVOICE #:

5001-1058364

For professional services rendered through February 28, 2026

**Fee Detail:**

<u>Date</u>	<u>Name</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
02/10/26	P. Maxcy	Review examiner report and analyze response to same.	0.80	1,080.00
02/11/26	S. Schrag	Confer with P. Maxcy re call with Fee Examiner (.3); confer with J. Adriaenssens re the same (.1); prepare response (.3).	0.70	711.55
02/11/26	P. Maxcy	Analysis of fee application proposed reductions (.8); prepare summary for client re: fee application reductions (.5); multiple emails w/ client re: revision to fee application and proposed order (.4).	1.70	2,295.00
02/12/26	S. Schrag	Prepare for call with L. Ryan, J. Adriaenssens, and P. Maxcy regarding fee applications (.3); confer with L. Ryan, J. Adriaenssens, and P. Maxcy regarding fee applications and case status (.3); review correspondence with fee examiner (.1); prepare for call with fee examiner (.2); call with fee examiner, L. Ryan, and J. Adriaenssens regarding information request from fee examiner (.4); follow-up with L. Ryan and J. Adriaenssens re fee order (.7); confer with J. Graber re the same (.1).	2.10	2,134.65
02/12/26	P. Maxcy	Conference w/ client re: fee application.	0.30	405.00
02/13/26	S. Schrag	Review correspondence from Fee Examiner (.1); confer with L. Ryan, J. Adriaenssens, and P. Maxcy re fee order (.2); confer with Z. Charlton re Fee Examiners request for information (.1).	0.40	406.60
02/14/26	S. Schrag	Review material provided by Alton in support of fee statement (.1); confer with F. Sin re the same (.1).	0.20	203.30
02/16/26	S. Schrag	Review material in support of fee statement (2.9); confer with F. Sin re the same (.1); prepare material in support of final fee application (.6).	3.60	3,659.40
02/19/26	S. Schrag	Confer with F. Sin re fee statements and interim compensation (.1); confer with A. Hough re the same (.1).	0.20	203.30
02/23/26	P. Maxcy	Review status of hearing on fee applications and CNO for same.	0.40	540.00
02/24/26	S. Schrag	Review correspondence between L. Ryan and A. Hough (.1); review materials re hearing (.1); confer with P. Maxcy re CNO and hearing (.1).	0.30	304.95
02/24/26	P. Maxcy	Review fee application documents and materials in advance of hearing (.5); attend hearing re: fee applications (1.5).	2.00	2,700.00
02/25/26	S. Schrag	Review docket re interim order (.1); confer with P. Maxcy re the (.1).	0.20	203.30



Client: Alton Aviation Consultancy LLC

Invoice Date: March 16, 2026

Matter: 15805368-000005

INVOICE #: 5001-1058364

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<u>Date</u>	<u>Name</u>	<u>Description</u>	<u>Hours</u>	<u>Amount</u>
<b>Total For Services</b>			<b>12.90</b>	<b>14,847.05</b>

**Timekeeper Summary:**

<u>Name</u>	<u>Hours</u>	<u>Rate</u>	<u>Amount</u>
P. Maxcy	5.20	1,350.00	7,020.00
S. Schrag	7.70	1,016.50	7,827.05
<b>Total</b>	<b>12.90</b>		<b>14,847.05</b>

Fees 14,847.05

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**Total Due This Invoice \$14,847.05**