

closely with the Debtor's management to develop a plan to market the business to strategic buyers. The marketing process began in July 2025 and remains ongoing.

5. To develop the most effective sale process and procedures, NFS conducted due diligence on the business operations, underlying assets and obligations of the Debtor, and met with and conducted numerous teleconferences with management and other representatives of the Debtor. NFS also created a comprehensive electronic data room containing detailed information regarding the Debtor's business and other due diligence information for potential buyers.

6. NFS also prepared materials related to the sale process, including a teaser designed to create demand for the Sale, and a Confidential Information Memorandum (the "CIM") which outlined the opportunity. As of the filing of the Bidding Procedures Motion, more than 90 people have signed confidentiality agreements and were granted access to view the CIM, and nine (9) parties were given access to the Due Diligence materials.

7. Further, NFS provided a Notice of Sale & Opportunity to Bid to over 40,000 recipients through their proprietary database and industry connections in multiple markets. NFS also announced the sale in several publications including "bizbuysell", RestaurantNews.com, FSR (Full Service Restaurant magazine), Shorenewsnetwork.com, and Businessbroker.com and posted sale information on its website and social media including Facebook, Instagram and LinkedIn.

8. NFS has been and is prepared to continue administering the marketing process post-petition consistent with the Bidding Procedures. I believe, based on my industry experience and familiarity with the prepetition marketing process and the Debtor's restaurants, that the proposed Bidding Procedures are reasonable and will provide sufficient time and flexibility to conduct a robust marketing and sale process.

9. I believe that the various dates and deadlines set forth in the proposed Bidding Procedures Motion will afford potential bidders a sufficient opportunity to bid for the Debtor's assets. In addition, NFS is continuing the process of contacting potential buyers that have been identified as potentially interested buyers, and many of these parties already have familiarity with the Debtor's business and industry. At the time of the Bid Deadline, NFS and the Debtor will have been marketing the Debtor's assets for approximately four months. In light of the prepetition marketing process, I believe that the length of the proposed post-petition marketing period is appropriately tailored to the particular circumstances of this Chapter 11 Case and will give the Debtor adequate time to realize maximum value.

10. My belief in the adequacy of the proposed sale timeline is informed, among other things, by the fact that many likely bidders are already aware that the Debtor's assets will be sold, and most likely have already been contacted or indicated their interest in the Debtor's business or assets during the marketing process. In connection with the marketing process described above, the Debtor and NFS undertook efforts to identify and reach out to potential buyers interested in a sale transaction. These efforts will continue following the entry of the Bidding Procedures Order. Accordingly, I believe that NFS has interacted with third parties that are likely to have serious interest in buying all or some of the Debtor's assets.

11. NFS's outreach efforts were and continue to be informed by substantial diligence concerning potential buyers and other potential transaction counterparties, as well as NFS's knowledge of the Debtor's industry. Accordingly, I believe that NFS's efforts have identified and reached buyers reasonably likely to be interested in a strategic transaction with the Debtor at this time. Accordingly, maintaining the Sale timeline as currently proposed by the Bidding Procedures Motion is necessary and appropriate to the success of the sale process.

12. I believe that, given the circumstances, the Sale process and timeline proposed by the Debtor, as set forth in the Bidding Procedures Motion and the Bidding Procedures, are fair and reasonable and also designed to maximize the value of the Debtor's assets for the benefit of the Debtor's estate, its creditors, and other parties in interest.

I declare under penalty of perjury the foregoing is true and correct to the best of my knowledge, information, and belief.

Dated: September 26, 2025

/s/ Alan F. Gallup
Alan F. Gallup