

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

ALACHUA GOVERNMENT SERVICES,
INC.,¹

Debtor.

Chapter 11

Case No. 25-11289 (JKS)

Hearing Date: Oct. 17, 2025 at 10:00 a.m.

Obj. Deadline: Oct. 10, 2025 at 4:00 p.m.

**MOTION OF THE OFFICIAL COMMITTEE OF UNSECURED CREDITORS
FOR AN ORDER PURSUANT TO BANKRUPTCY RULE 2004
AUTHORIZING DISCOVERY OF THE DEBTOR AND THE DEBTOR'S PARENT**

The Official Committee of Unsecured Creditors (the “Committee”), by and through its undersigned counsel, respectfully submits this motion (the “Motion”) for the entry of an order, in the form attached hereto as Exhibit 1 (the “Proposed Order”) authorizing the Committee to conduct an examination pursuant to Rule 2004 of the Federal Rules of Bankruptcy Procedure (the “Bankruptcy Rules”) and Rule 2004-1 of the Local Rules of Bankruptcy Procedure (the “Local Bankruptcy Rules”) of the United States Bankruptcy Court for the District of Delaware (the “Court”), including by propounding formal document and deposition demands on the Debtor Alachua Government Services, Inc. (the “Debtor”) and by issuing subpoenas compelling the production of documents and testimony, pursuant to Bankruptcy Rule 9016 and Federal Rule of Civil Procedure 45, to the Debtor’s ultimate parent company, National Resilience Holdco, Inc. and, as necessary, certain of its controlled subsidiaries and affiliates, its designees as officers and directors of the Debtor, representatives, and/or advisors² (collectively, the “Parent”). In support of

¹ The debtor in this chapter 11 case (the “Debtor” or “AGSI”), along with the last four digits of its federal tax identification number is: Alachua Government Services, Inc. (5370). The Debtor’s mailing address is 13200 NW Nano Court, Alachua, Florida 32615.

² The Debtor is part of a family of entities (the “Enterprise” or “Company”), the ultimate parent of which is National Resilience Holdco, Inc. *In re Bedmar, LLC*, No. 25-11027 (JKS), 2025 WL 2496260, at *2 (D. Del. Bankr. Aug. 29, 2025) (pertaining to another subsidiary of the Parent). The Parent was formed on June 3, 2025, when National Resilience, Inc. (the “Original Parent” or “NRI”) and a subsidiary were converted to limited liability companies. *Id.*

this motion the Committee submits the accompanying Declaration of Benjamin M. Daniels (the “Daniels Declaration”) and respectfully states as follows:

INTRODUCTION

1. The Committee seeks the Court’s assistance in obtaining discovery that it requires to conduct its essential investigation of the Debtor’s assets, liabilities, and prepetition conduct, and to other matters which may affect the administration of the estate, including the Parent’s pre-bankruptcy corporate transactions and prepetition actions. Despite the good faith efforts to obtain the requested discovery without Court intervention, the Committee has encountered undue delay from both Debtor and Parent, which have yet to produce basic categories of records including the Debtor’s own board minutes (which, apparently, are in the sole custody of Parent). The Committee requires prompt relief from the Court in order to avoid further unwarranted delays.

2. Consistent with its powers under the Bankruptcy Code and its fiduciary duties to unsecured creditors, the Committee is engaged in an independent investigation of the Debtor’s assets, liabilities, and sales process, the scope and size of requested expenditures in the Debtor’s case budget, the causes for the Debtor’s Chapter 11 filing, and other matters relevant to the Debtor’s case. In so doing, the Committee aims to analyze potential estate claims, maximize the overall recovery for unsecured creditors, and ensure that this Chapter 11 case does not cleanse behavior or condone settlements that may be applied to exonerate improper conduct by directors, officers, lenders, or other relevant stakeholders of the Debtor—all of whom will likely seek full releases and exculpation from this Court.

3. The Committee’s preliminary investigation and publicly available information has revealed that it was the Parent’s actions that resulted in the Debtor’s insolvency and likely harmed

its unsecured creditors.³

4. Until mere weeks before the Petition Date of July 6, 2025 [Docket No. 1], the Debtor's directors and officers were comprised entirely of the Parent's employees, calling into question their independence and adherence to fiduciary duties to the Debtor and its creditors. Those directors and officers made significant decisions that likely included the decision to file this case. In addition, during the Parent's control of the Debtor's business, the Debtor's revenue cratered from over \$120 million to less than \$17 million in 2025 (through July).

5. The Committee is investigating the prepetition conduct of the Debtor and the Parent to determine whether any actionable claims exist, including, but not limited to, possible claims for breach of fiduciary duty or aiding and abetting any breaches of fiduciary duty by personnel of the Debtor for serving the interests of the Parent as opposed to the Debtor. The Committee is also investigating whether transactions implicated by the Parent's divisional merger in June 2025 (the "Corporate Transactions")⁴ harmed the Debtor and/or should be challenged and unwound, whether any actionable grounds exist to challenge other prepetition conduct and financial transactions by and between the Debtor and the Parent and/or other affiliates, and possible claims for veil piercing, alter ego, fraudulent transfers, and/or substantive consolidation.

6. The urgency of the Committee's need for discovery has only increased given the Court's recent decision in *In re Bedmar, LLC*, No. 25-11027 (JKS), 2025 WL 2496260, at *1 (Bankr. D. Del. Aug. 29, 2025), where this Court held that the Parent did not create Bedmar, LLC

³ See, e.g., *Declaration of Janet R. Naifeh, Chief Restructuring Officer of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings* [Docket No. 16] (the "First Day Declaration") ¶ 24 (stating that the Debtor was funded through intercompany transactions with its non-Debtor affiliates).

⁴ The Parent completed a restructuring and divisional merger in early June 2025 as described in this Court's decision in *In re Bedmar, LLC*, No. 25-11027 (JKS), 2025 WL 2496260 (Bankr. D. Del. Aug. 29, 2025) and in paragraphs 30 to 36 of the *Declaration of Christopher S. Sontchi, Independent Manager of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings* [Docket No. 6] ("Sontchi First Day Declaration") filed that matter.

(“Bedmar”) (the indirect 51% owner of the Debtor) in good faith, but rather as a litigation tactic. The Committee is entitled to the discovery necessary to determine whether the Parent also acted in bad faith with respect to the Debtor’s bankruptcy.

7. In line with its bad faith conduct in the *Bedmar* case, the Parent and Debtor have failed to comply with their discovery obligations or cooperate in good faith with the Committee’s investigation.

8. Immediately after its formation, and as part of the Committee’s efforts to investigate, among other things, the prepetition actions of the Debtor and the Parent, the Committee served a comprehensive set of diligence requests on the Debtor on July 30, 2025 (“Debtor Requests”). A copy of the Debtor Requests is attached to the Daniels Declaration as **Exhibit A**. In addition, the Committee’s financial professional, M3 Partners, has made numerous requests to the Debtor’s financial professional, FTI Consulting.

9. On August 6, 2025, during the first meet and confer held between the Committee’s counsel and the Debtor’s counsel regarding the Debtor Requests, counsel for the Debtor stated, among other things, that the Debtor did not have documents responsive to many of the Committee’s requests and referred the Committee to the Parent.

10. Two days later, on August 8, 2025, the Committee served targeted informal discovery requests on the Parent (the “Parent Requests”) and asked that the Parent produce responsive documents on a rolling basis to be completed on or before August 22, 2025. A copy of the Parent Requests is attached to the Daniels Declaration as **Exhibit B**. On August 19, 2025, during the first meet and confer held between the Committee’s counsel and the Parent’s counsel regarding these diligence requests, the Parent agreed not to object to the Parent Requests on the basis that there was not a formal Rule 2004 order in place and reserved all objections to the

substance of the Parent Requests.

11. To date, neither the Debtor nor the Parent has adequately responded to the Committee's good faith efforts to obtain this critical discovery, providing only some documents in response to certain of the Debtor Requests, but far less than what the Committee reasonably requires to complete its investigation.

12. Thus, the Committee now seeks to propound formal document and deposition demands on the Debtor and to issue subpoenas to the Parent compelling the production of documents and testimony, pursuant to Bankruptcy Rule 9016 and Federal Rule of Civil Procedure 45, so that the Committee may complete its investigation.

JURISDICTION

13. This Court has jurisdiction over this matter under 28 U.S.C. §§ 157 and 1334, and the Amended Standing Order of Reference from the United States District Court for the District of Delaware, dated as of February 29, 2012. This is a core proceeding under 28 U.S.C. § 157(b), and under Local Rule 9013-1(f).

14. Venue is proper in this Court under 28 U.S.C. §§ 1408 and 1409.

15. The statutory and legal predicates for the relief requested herein are 11 U.S.C. § 1103, Rules 2004 and 9016 of the Bankruptcy Rules, Rule 2004-1 of the Local Bankruptcy Rules, and Federal Rule of Civil Procedure 45. The Committee consents to the entry of a final order by the Court in connection with this Motion in accordance with Local Rule 9013-1(f) to the extent it is later determined that the Court, absent consent of the parties, cannot enter final orders or judgments in connection herewith consistent with Article III of the United States Constitution.

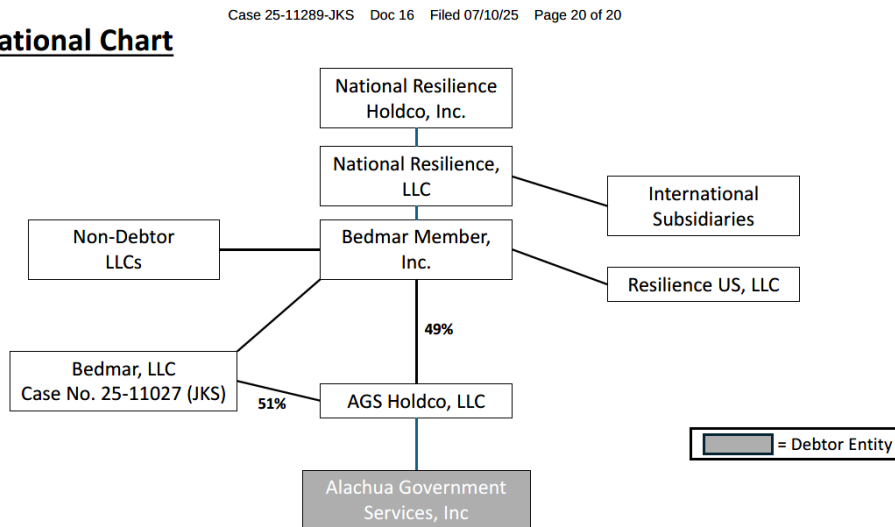
BACKGROUND

A. The Debtor’s Business and Corporate History

16. The Debtor is a Delaware corporation that is wholly owned by AGS Holdco, LLC (“AGS Holdco”) and is an indirect wholly owned subsidiary of the Parent, National Resilience Holdco, LLC. First Day Declaration [Docket No. 16] ¶ 8. Bedmar is a 51% owner of AGS Holdco.

17. The Debtor provided the following organizational chart to the Court with its initial First Day filings:

Organizational Chart



First Day Declaration [Docket No. 16], Exhibit A.

18. In 1999, the Debtor’s corporate predecessor (then known as Ology Bioservices, Inc. (“Ology”)) was founded to research and utilize applications of nanometer-scale particle technology to develop new drug delivery technologies and increase the efficacy of existing drugs. *Id.* ¶ 10.

19. In 2013, the Debtor was awarded a greenfield contract with the U.S. Department of Defense (the “DoD”) to build and outfit an Advanced Development Manufacturing Facility (the “ADM Facility”) in Alachua, Florida (the “Alachua Site”), prompting the Debtor’s pivot from a product development company to a biologics contract and development company (“CDMO”)

specializing in the manufacturing of vaccines, monoclonal antibodies, recombinant proteins and nucleic acids. *Id.*

20. In October 2017, the ADM Facility at the Alachua Site opened as a state-of-the-art development and production campus. *Id.* ¶ 11.

21. In February 2020, the Debtor secured a federal contract to develop a COVID-19 monoclonal antibody therapy. *Id.* ¶ 12.

22. On April 17, 2020, National Resilience, Inc. (the “Original Parent” or “NRI”) was incorporated.

23. On November 6, 2020, Alachua Copeland Park Investments II, LLC entered into a lease agreement with Ology as tenant for a property located in Alachua, Florida (the “Alachua Lease”). *In re Bedmar, LLC*, 2025 WL 2496260, at *6. CEGM Alachua, LLC (“Alachua”) is the successor-in-interest to Alachua Copeland Park Investments II, LLC. *Id.*

24. In April 2021, Ology was acquired by a subsidiary of the Parent. First Day Declaration [Docket No. 16] ¶ 13.

25. On December 15, 2021, NRI entered into a guaranty agreement with Alachua (the “Alachua Lease Guaranty”). *In re Bedmar, LLC*, 2025 WL 2496260, at *6.

26. Both before and after the Petition Date, the Debtor has relied on the Parent and other non-Debtor affiliates for substantially all of its overhead and back-office services. First Day Declaration [Docket No. 16] ¶ 31.

B. The Corporate Transactions and the Debtor’s Prepetition Conduct

27. The Debtor is part of a family of entities (the “Enterprise” or “Company”), the ultimate parent of which is National Resilience Holdco, Inc., the Parent. The Parent was formed on June 3, 2025, when NRI and a subsidiary were converted to limited liability companies.

Thereafter, the Parent and certain subsidiaries (including the Original Parent) underwent the Corporate Transactions, *i.e.*, divisions pursuant to section 18-217 of the Delaware LLC Act. *In re Bedmar, LLC*, 2025 WL 2496260, at *2 and Addendum.

28. In April 2025, the Company commenced efforts to obtain bridge financing to effectuate the Corporate Transactions. *Id.* at *5.

29. In May 2025, a special purpose vehicle, Resilience SPV2025, LLC (“SPV2025”), a Delaware limited liability company, was created in order to raise the bridge financing. *Id.* SPV2025 sold NRI common units in exchange for cash to certain existing investors (the “Bridge Loan”). SPV2025 then loaned funds to the Parent and affiliate Resilience US, LLC (“RUS”) from the funds raised from investors in SPV2025. *Id.*

30. SPV2025 raised approximately \$135 million in financing (of the available \$242 million in Series A preferred units). *Id.* The pay-out multiple means the full amount of the Bridge Loan is to be paid back at \$847 million plus interest. *Id.* n.52. The initial \$135 million in bridge financing was provided primarily by two existing shareholders, Arch Ventures and 8VC, in order to effectuate the process of, among other things, implementing the Corporate Transactions. *Id.* at *5.

31. SPV2025, NRI, and RUS entered into an intercompany loan agreement. The terms of the Bridge Loan provided for repayment at a 3.5x multiple plus PIK interest. *Id.* at n.55. The Bridge Loan is secured by the unencumbered personal property throughout the remainder of the Enterprise, primarily personal property at the West Chester, Ohio facility. *Id.* at *5.

32. In early June 2025, the Parent engaged in the Corporate Transactions. As a result, several National Resilience entities were converted to limited liability companies, including Bedmar, which was ultimately created and assigned over \$300 million in lease obligations from

among the Enterprise. Sontchi First Day Declaration ¶¶ 30-36; *see also In re Bedmar, LLC*, 2025 WL 2496260, Addendum.

33. This Court found that Bedmar was not created in good faith, but rather as a litigation tactic to impair the rights of the Parent’s creditors. *In re Bedmar, LLC*, 2025 WL 2496260, at *15-21.

34. Significantly, certain of the Corporate Transactions affected the Debtor and, therefore, are a necessary part of the Committee’s investigation. For instance, the Debtor, Resilience Government Services, Inc., was renamed Alachua Government Services, Inc., AGS Holdco was created, and Bedmar received a 51% membership interest in AGS Holdco. In addition, the Debtor assigned the Alachua Lease to Bedmar and entered into a secured promissory note with RUS for approximately \$5.9 million, the proceeds of which was paid to Bedmar as consideration for the assignment (the “Prepetition Loan”).

35. The Debtor’s Chief Restructuring Officer (“CRO”) was appointed effective June 28, 2025, and the Debtor’s sole director and independent manager was appointed on June 30, 2025. First Day Declaration [Docket No. 16] ¶¶ 4, 9. These retentions appear to have occurred well after the Debtor had decided to commence this Chapter 11 case. As noted in the Committee’s Omnibus Objection to Certain First Day Motions [Docket No. 124], the appointment of these individuals occurred **after** the Parent amended the Severance Policy, issued the WARN notices, paid the WARN Act Wages, and executed the RIFs, all of which are actions that give rise to the Committee’s significant concerns.

C. The Debtor’s Prepetition Assets and Liabilities

36. In March 2025, the Debtor transferred \$5 million in cash to NRI. The Debtor has advised Committee professionals that this was “excess cash.”

37. As of the Petition Date, the Debtor held approximately \$2.3 million in cash and cash equivalents as well as approximately \$0.6 million of trade receivables. First Day Declaration [Docket No. 16] ¶ 14.

1. Affiliate Liabilities

38. As noted above, in June 2025, as part of the Corporate Transactions, the Debtor assigned the Alachua Lease to Bedmar and entered into the Prepetition Loan in the amount of \$5,889,542. *Id.* ¶ 16. The Prepetition Loan is secured by the Debtor's intellectual property assets and the Alachua Site. *Id.* ¶ 20.

39. The Debtor's books and records also contain unsecured intercompany claims totaling \$113 million (the "Affiliate Claims"). *Id.* ¶ 20.

40. The Committee requested information from the Debtor and the Parent regarding the Corporate Transactions and both of these categories of affiliate liabilities but still has not received fulsome or sufficient information from either.

2. Subsidiary Guaranty

41. The Debtor is also a guarantor of a finance agreement (the "DoD Finance Agreement") that certain undisclosed Parent companies ("DoD Borrowers") entered into with the DoD and the United States International Development Finance Corporation (collectively, the "DoD Lenders") on March 22, 2023, in the amount of \$410 million. Of the \$410 million committed in the DoD Finance Agreement, \$246 million was advanced to the DoD Borrowers. *Id.* ¶ 21.

42. The Debtor entered into an unsecured subsidiary guaranty agreement with the DoD Lenders (the "Subsidiary Guaranty") and is jointly and severally liable as a primary obligor for all obligations of the DoD Borrowers under the DoD Finance Agreement. *Id.*

43. The Committee requested information relating to the Subsidiary Guaranty from the

Debtor and the Parent but has not received this information from either the Debtor or the Parent.

3. The DCMA Claim

44. In addition to the Affiliate Claims and the Subsidiary Guaranty, the Defense Contract Management Agency (“DCMA”), a division of DoD, alleges an aggregate claim against the Debtor of approximately \$24.3 million (plus interest) (the “DCMA Claim”), which amount is disputed by the Debtor. *Id.* ¶ 22. The DCMA Claim is based on certain cost reimbursement contracts that the Debtor entered into with certain divisions of the DoD whereby the Debtor was reimbursed for its costs incurred, subject to later audit by the DoD. After DoD’s auditors completed a series of annual audits (spanning from fiscal years 2014-2018), the DCMA then filed annual claims for overpayment based principally on costs that it contends were unallowable under the Federal Acquisition Regulation. The Debtor has filed appeals challenging the government’s overpayment claims to the Armed Services Board of Contract Appeals. *Id.*

45. The Committee requested information relating to the DCMA Claim from the Debtor and the Parent but has not received this information from either the Debtor or the Parent.

4. Other Unsecured Debt

46. The Debtor also has other unsecured debt and payment obligations, including amounts owed to third-party vendors and landlords, that have been incurred in the ordinary course of business. *Id.* ¶ 23.

D. The Bankruptcy

47. The Debtor alleges that, in late 2023, the demand for certain services provided by the Debtor began to lag and certain key government contracts wound down or were scaled back. *Id.* ¶ 24.

48. The Debtor further alleges that it has no funded debt other than the Affiliate Claims

and the \$5.8 million Prepetition Loan. *Id.* Significantly, the Debtor also alleges that its “funding was dependent on the intercompany transactions with its non-Debtor affiliates.” *Id.*

49. On July 6, 2025, the Debtor filed a voluntary petition for relief under Chapter 11 of title 11 of the Bankruptcy Code in this Court. [Docket No. 1.]

50. On July 23, 2025, the Office of the United States Trustee for the District of Delaware appointed the following persons to the Committee:

- a. David Hutchinson, Sigma-Aldrich, Inc.
- b. Ana Daniels, Esq., Advanced Bioscience Laboratories, Inc.
- c. Shelby E.L. Pruett, Capri/EGM-VA Acquisition, LP
- d. Dan Poritzky, G&I IX Marina Village Research Park LP
- e. Oliver Stauffer, PTI-Packaging Technologies & Inspection, LLC

[Docket No. 64.]

E. The Scope of the Committee’s Investigation

51. Consistent with the powers and duties of the Committee under the Bankruptcy Code and the Committee’s fiduciary duties to unsecured creditors, the Committee has embarked on targeted, but rigorous, investigations of the Debtor’s prepetition conduct, including, but not limited to the Corporate Transactions, as well as of the Debtor’s assets and liabilities and potential claims of the Debtor’s estate. In so doing, the Committee seeks to ensure fair treatment of its constituencies and maximize the overall recovery for unsecured creditors.

52. The Committee and its representative professionals have brought to bear their various experience to advance thorough yet focused inquiries into areas which seem most likely to advance the unsecured creditors’ interests and ensure that any improper conduct by the Debtors, their directors and officers, the Parent, and other relevant stakeholders is scrutinized before any

releases are provided in the course of this case.

53. Specifically, the Committee is investigating the prepetition conduct of the Debtor and the Parent to determine whether any actionable claims exist, including, but not limited to, possible claims for breach of fiduciary duty or aiding and abetting any breaches of fiduciary duty by personnel of the Debtor for serving the interests of the Parent as opposed to the Debtor. The Committee is also investigating possible claims for veil piercing, alter ego, and substantive consolidation.

54. In addition, the Committee is investigating whether transactions implicated by the Corporate Transactions harmed the Debtor and/or should be challenged and unwound, whether any actionable grounds exist to challenge Affiliate Claims in the amount of the \$113 million, the facts and circumstances surrounding the Alachua Lease, the \$5.8 million secured loan with Resilience US, LLC, the Subsidiary Guaranty, and/or the DCMA Claim.

F. The Committee's Discovery Efforts

55. As a fiduciary for the interests of all unsecured creditors, the Committee is granted broad statutory powers to, among other things, “investigate the acts, conduct, assets, liabilities and financial condition of the debtor, . . . and any other matter relevant to the case or to the formulation of a plan.” 11 U.S.C. § 1103(c)(2); *see also In re Refco*, 336 B.R. 187, 195 (Bankr. S.D.N.Y. 2006) (“It is well-recognized that, to fulfill these roles, the members of an official committee owe a fiduciary duty to their constituents—in the case of an official creditors’ committee, to all of the unsecured creditors.”) (citing *Bohack Corp. v. Gulf & W. Indus., Inc. (In re Bohack Corp.)*, 607 F.2d 258, 262 n.4 (2d Cir. 1979)).

56. “An official committee of creditors plays a pivotal role in the bankruptcy process. The function of an official creditors committee is to aid, assist and monitor the debtor to ensure

that the unsecured creditors' views are heard and their interests promoted and protected." *In re Refco*, 336 B.R. at 195 (quoting *Pan Am. Corp. v. Delta Air Lines, Inc.*, 175 B.R. 438, 514 (S.D.N.Y. 1994) (internal quotations omitted)).

57. "Official committees have diverse duties: they are the primary negotiating bodies for a chapter 11 plan; they also provide supervision of the debtor and execute an oversight function; they may investigate the debtor's assets and affairs; and they may perform such other services as are in the interest of the unsecured creditor body." *In re Refco*, 336 B.R. at 195 (citing *Johns-Manville Sales Corp. v. Doan (In re Johns-Manville Corp.)*, 26 B.R. 919, 925 (Bankr. S.D.N.Y. 1983)).

58. In connection with its investigatory responsibilities, the Committee began gathering informal "diligence" discovery immediately after its formation, first through a series of calls with the Debtor and later with an informal request for documents made on July 30, 2025. Daniels Declaration ¶ 4 and **Exhibit A** thereto. The diligence requests to the Debtor focused on business diligence, including transfers and transactions, prepetition business activities, employee matters, as well as many other topics. *See Exhibit A*. The Debtor has made nominal attempts to show it is complying with the Committee's diligence requests in good faith but has not provided all of the requested information. Daniels Declaration ¶ 4.

59. On August 6, 2025, counsel for the Committee and counsel for the Debtor held a meet and confer in which counsel for the Debtor stated, among other things, that numerous of the Committee's requests had been or needed to be to the Parent and that the Committee's diligence requests pertaining to the Corporate Transactions needed to be made directly to the Parent. Daniels Declaration ¶ 5.

60. Two days later, on August 8, 2025, the Committee served targeted informal

discovery requests on the Parent and asked that the Parent produce responsive documents on a rolling basis, with production to be completed on or before August 22, 2025. Daniels Declaration ¶ 6 and **Exhibit B** thereto.

61. On August 12, 2025, the Committee followed up with counsel for the Parent regarding the Parent Requests and suggested that a meet and confer be scheduled on August 13, 2025 or August 14, 2025 but the initial meet and confer was not scheduled until August 19, 2025. Daniels Declaration ¶ 7.

62. On August 19, 2025, counsel for the Committee and counsel for the Parent held a meet and confer to discuss the Parent Requests. The Parent reserved all objections to the substance of the Parent Requests but agreed not to object to the Parent Requests on the basis that there is not a formal Rule 2004 order in place.⁵ Daniels Declaration ¶ 8.

63. On August 27, 2025, counsel for the Committee sent a letter to counsel for the Parent because the Committee still had received no documents responsive to the Requests from the Parent. Daniels Declaration ¶ 9. A copy of the August 27, 2025 letter is attached to the Daniels Declaration as **Exhibit C**. Counsel for the Committee advised that the Committee needed the Parent's responsive documents no later than September 5, 2025, particularly given the rate at which the Debtor was continuing to spend cash. The August 27, 2025 letter also included five additional requests to the Parent. Daniels Declaration ¶ 9.

64. To ease the burden and prioritize the documents that the Committee needs most urgently, counsel for the Committee identified certain of the Requests that are the highest priority. The Committee did not waive any rights to request more documents from the Parent, nor did it

⁵ The Parent's consent to the service of the Parent Requests constitutes an independent ground to grant the Motion. See Local Rule 2004-1(b)(i) ("A motion for examination or production under Fed. R. Bankr. P. 2004 is not required if the proposed examinee agrees to voluntarily appear or produce documents.").

waive any right with respect to the other categories of documents in the Requests served on August 8, 2025 or the additional Requests made in the August 27, 2025 letter. Daniels Declaration ¶ 10 and **Exhibit C**.

65. On September 4, 2025, counsel for the Committee sent another letter to counsel for the Parent, noting, among other things, that it had been nearly one month since the Committee served its initial Requests and no documents from the Parent had been received by the Committee. Daniels Declaration ¶ 11. A copy of the September 4, 2025 letter is attached to the Daniels Declaration as **Exhibit D**.

66. On September 4, 2025, Suzzane Uhland of Latham & Watkins LLP (“Latham”) advised that Latham was no longer authorized to act on the Parent’s behalf. Counsel for the Committee responded to Attorney Uhland: “Please relay to your client that we expect a prompt response and immediate production. Any transition of counsel is not a valid basis for delaying the production of required documents.” Daniels Declaration ¶ 12. A copy of this email string is attached to the Daniels Declaration as **Exhibit E**.

67. On September 5, 2025, Ori Solomon, who was the Debtor’s Executive Vice President, Chief Legal & Administrative Officer, General Counsel and Corporate Secretary until just before the Petition Date, advised that all requests or other inquiries of the Parent should be directed to Anup Sathay and Matthew C. Fagen of Kirkland & Ellis LLP and anyone else that they specifically designate. Shortly thereafter, counsel for the Committee forwarded the September 4, 2025 letter to the Parent’s new counsel and asked when they would be available for a meet and confer. See Daniels Declaration ¶ 13 and **Exhibit E**.

68. On September 8, 2025, Alexander J. Nicas, counsel for the Committee, had a telephone conference with Matthew C. Fagen and Attorney Nicas forwarded both prior letters sent

by the Committee's counsel to the Parent's prior counsel. Attorney Fagen advised Attorney Nicas that the Parent was gathering documents for production in response to the Committee's Requests. Daniels Declaration ¶ 14.

69. On September 14, 2025, the Parent made a small production to the Committee consisting of 34 unique documents, primarily relating to the 2021 Ology Merger. *Id.* ¶ 15.

70. On September 17, 2025, counsel for the Committee held a meet and confer with counsel for the Debtor regarding the Debtor Requests. Debtor's counsel advised that the change in the Parent's counsel had caused a delay and that many of the Debtor Requests had to go through the Parent because, among other reasons, certain of the Debtor's documents were on the Parent's servers. Daniels Declaration ¶ 16. Debtor's counsel further advised that certain categories of documents had been gathered for production. *Id.* ¶ 17. Counsel for the Committee requested a list of documents that would be produced along with anticipated timing and advised that the vast majority of the Debtor's documents needed to be produced by the end of September 2025. *Id.* ¶ 17.

71. On September 18, 2025, counsel for the Committee held a meet and confer with counsel for the Parent. Counsel for the Parent advised that the Parent was working on gathering documents responsive to the Parent Requests and was also negotiating a motion for protective order with the Debtor. *Id.* ¶ 18.

72. On the evening of Friday, September 19, 2025, counsel for the Parent sent a draft motion for protective order to counsel for the Committee. On Monday, September 22, 2025, counsel for the Committee provided the Committee's proposed edits to the motion and proposed order to counsel for the Parent and counsel for the Debtor. To date, the motion has not been filed. *Id.* ¶ 19.

73. On September 22, 2025, approximately 35 minutes before a scheduled meet and confer, counsel for the Debtor sent counsel for the Committee an email advising, among other things, that the Debtor intended to produce certain categories of documents within the next two weeks. Daniels Declaration ¶ 20. A copy of the September 22, 2025 email is attached to the Daniels Declaration as **Exhibit F**. Certain of these categories of documents include basic information that the Debtor still has not produced such as Board minutes and historical materials, documents relating to the DCMA claim, and consolidated financials. Daniels Declaration ¶ 20.

74. During the meet and confer on September 22, 2025, counsel for the Debtor advised, among other things, that the Debtor would not be producing the communications requested by the Committee due to the cost that would be involved. Counsel for the Committee reserved the Committee's right to seek such communications. *Id.* ¶ 21.

75. Counsel for the Parent and counsel for the Committee were scheduled to have a meet and confer on September 25, 2025. Approximately one hour before the meeting was to occur, counsel for the Parent requested that the meeting be postponed. *Id.* ¶ 22.

76. On the evening of September 26, 2025, the Debtor made a small production of documents relating to its public relations consultant, the DCMA Claim, and certain service agreements. *Id.* ¶ 23.

77. On September 29, 2025, counsel for the Parent and counsel for the Committee engaged in a meet and confer. Counsel for the Parent advised that he thought that the Parent could begin to "roll out" Board minutes and materials next week. He further advised that the Parent was still looking for various other categories of documents and could not provide a timeline for the Parent's production. Counsel for the Parent was also unable to advise whether any privileges would be asserted to any of the Parent Requests, or documents withheld. Daniels Declaration ¶ 24.

Committee summarizing the Parent's position, a copy of which is attached to the Daniels Declaration as **Exhibit G**.

78. While the Debtor and the Parent have provided some documents in response to the Committee's requests, their responses to date have been limited and their repeated delays in producing documents is harming the Committee's ability to conduct a timely investigation. A chart indicating the status of each of the Debtor Requests is attached to the Daniels Declaration as **Exhibit H**. A chart indicating the status of each of the Parent Requests is attached to the Daniels Declaration as **Exhibit I**.

RELIEF REQUESTED

79. The Committee requests entry of the Proposed Order submitted herewith authorizing the Committee to propound formal document and deposition demands to the Debtor and to issue subpoenas to the Parent, including, as may be necessary, the Parent's controlled subsidiaries and affiliates, and its designees as officers and directors of the Debtor, and the Parent's affiliates, representatives, and advisors, compelling the production of documents and witnesses in connection with the Committee's investigation.

BASIS FOR RELIEF REQUESTED

A. The Court Should Authorize Discovery Pursuant to Rule 2004

80. Examination under Bankruptcy Rule 2004 includes within its scope, *inter alia*, any matter that may relate to the property and assets of the estate, the financial condition of the debtor, and any matter that may affect the administration of a debtor's estate. Fed. R. Bankr. P. 2004(b); *see also In re Teleglobe Comms. Corp.*, 493 F.3d 345, 354 n.6 (3d Cir. 2007) (Rule 2004 "allows parties with an interest in the bankruptcy estate to conduct discovery into matters affecting the estate"); *Off. Comm. of Unsecured Creditors of Cybergenics Corp. v. Chinery*, 330 F.3d 548, 564-

65 (3d Cir. 2003) (“creditors’ committee may certainly assist a debtor in locating property under Bankruptcy Rule 2004”).

81. Bankruptcy Rule 2004 “affords both debtors and creditors the broad right of examination of a debtor’s or third-party’s records.” *Snyder v. Soc’y Bank*, 181 B.R. 40, 41-42 (S.D. Tex. 1994) (citing *Cameron v. United States*, 231 U.S. 710, 716 (1914)). “Because the purpose of the Rule 2004 investigation is to aid in the discovery of assets, any third party who can be shown to have a relationship with the debtor can be made subject to a Rule 2004 investigation.” *In re Ionosphere Clubs, Inc.*, 156 B.R. 414, 432 (S.D.N.Y. 1993), *aff’d*, 17 F.3d 600 (2d Cir. 1994); *In re Wilcher*, 56 B.R. 428, 433 (Bankr. N.D. Ill. 1985) (Rule 2004 examination “may extend to creditors and third parties who have had dealings with the debtor”). This is because “the clear intent of Rule 2004 . . . is to give parties in interest an opportunity to examine individuals having knowledge of the financial affairs of the debtor in order to preserve the rights of creditors.” *In re GHR Cos.*, 41 B.R. 655, 660 (Bankr. D. Mass. 1984).

82. Indeed, the scope of inquiry under Bankruptcy Rule 2004 is broad because “[t]he purpose of a Rule 2004 examination is to assist a party in interest in determining the nature and extent of the bankruptcy estate, revealing assets, examining transactions and assessing whether wrongdoing has occurred.” *In re Rectocon Corp.*, 307 B.R. 751, 755 (Bankr. S.D.N.Y. 2004). Courts in this district have explained that the scope of Rule 2004 is broad, unfettered and can legitimately be in the nature of a “fishing expedition.” *In re Millennium Lab Holdings II, LLC*, 562 B.R. 614, 626 (Bankr. D. Del. 2016) (“Rule 2004 . . . has been likened to a fishing expedition and an inquisition.”) (internal quotations omitted).

83. Furthermore, Rule 2004 is recognized as a proper pre-litigation device that can uncover facts and circumstances that may demonstrate whether a debtor’s estate holds a claim

against a third party and the strength of any such claim. This Court has recognized that “[o]ne of the primary purposes of a Rule 2004 is as a pre-litigation device.” *In re Wash. Mut.*, 408 B.R. 45, 53 (D. Del. Bankr. 2009); *see also In re Bennet Funding Grp.*, 203 B.R. 24, 28 (Bankr. N.D.N.Y. 1996) (Rule 2004 “is properly used as a pre-litigation device to determine whether there are grounds to bring an action”).

84. “The party seeking to conduct a 2004 examination has the burden of showing good cause for the examination which it seeks.” *In re Millennium*, 562 B.R. at 627. “Generally, good cause is shown if the [Rule 2004] examination is necessary to establish the claim of the party seeking the examination, or if denial of such request would cause the examiner undue hardship or injustice.” *Id.* (quoting *In re Metiom, Inc.*, 318 B.R. 263, 268 (S.D.N.Y. 2004) (internal quotations omitted)). Good cause to conduct a Rule 2004 examination exists even if a party has access to some documents and information related to its investigation of potential claims, if such documents are not sufficient to determine the scope of viable claims. *In re Millennium*, 562 B.R. at 627-28 (“The fact that the Trustee already has access to certain documents and information of the Debtors does not detract from the Trustee’s testimony that the documents already in his purview are not sufficient to determine the scope of the Trustee’s viable claims. As such, the Trustee has demonstrated good cause warranting granting of the Trustee’s Rule 2004 Motion on behalf of the Corporate Trust.”).

85. The Committee’s Motion fits squarely within the purpose of Rule 2004, as it seeks to examine the Debtor and the Parent for the purpose of “discovery assets, examining transactions, and determining whether wrongdoing has occurred.” *Id.* at 626.

86. Each of the Committee’s requests is in furtherance of its statutory duty under Section 1103 to “investigate the acts, conduct, assets, liabilities, and financial condition of the

debtor, the operation of the debtor's business and the desirability of the continuance of such business, and any other matter relevant to the case or to the formulation of a plan," 11 U.S.C. § 1103(c)(2), and otherwise consistent with execution of its fiduciary duty. 11 U.S.C. § 1103(c)(2). Thus, the Committee's requested discovery is "*prima facie* consistent with" Rule 20024, which expressly contemplates authorizing a party to investigate "the acts, conduct, or property or to the liabilities and financial condition of the debtor, or to any matter which may affect the administration of the debtor's estate"—the same categories the Committee is tasked with investigating. Fed. R. Bankr. P. 2004(b); *In re Recoton*, 307 B.R. at 755-56.

87. The documents and communications that the Committee has requested from the Debtor and the Parent will inform whether, and to what extent, the Debtor, their directors and officers, the Parent, or other third parties may have (i) breached any fiduciary duties; (ii) made or received transfers that may constitute fraudulent transfers or preferences; (iii) improperly coordinated their actions; and/or (iv) breached any covenant of good faith and fair dealing. Moreover, the requested documents and communications will enable the Committee to determine whether any causes of action arise out of the Corporate Transactions or other prepetition conduct by the Debtor or the Parent.

88. As described above, to this date, the Debtor and the Parent have failed to produce significant categories of documents and information requested in the Committee's informal discovery requests, including, but not limited to documents and communications related to the Corporate Transactions. Indeed, the Committee has not yet received basic documents that should have been available for production shortly after the filing of this case, including, but not limited to, board minutes and basic documents relating to the Prepetition Loan, Corporate Transactions, the Affiliate Claims, and intercompany transfers.

89. Without the authority to conduct a formal examination under Rule 2004, the Committee would be left with little recourse if the Debtor and the Parent continue to delay compliance with the Committee's informal requests.

90. Accordingly, the Court should grant the Proposed Order and authorize the issuance of formal document and deposition demands to the Debtor and of subpoenas to the Parent, including, as may be necessary, the Parent's controlled subsidiaries and affiliates, and its designees as officers and directors of the Debtor, and the Parent's affiliates, representatives, and advisors, compelling the production of documents and witnesses in connection with the Committee's investigation.

CERTIFICATION PURSUANT TO LOCAL BANKRUPTCY RULE 2004-1

91. Pursuant to Local Bankruptcy Rule 2004-1(a), the undersigned counsel certifies that the counsel for the Committee has conferred with the Debtor's counsel and the Parent's counsel on multiple occasions, as outlined above, regarding the requested discovery, the Committee's urgent need for full and complete responses to the Debtor Requests and the Parent Requests, as well as the relief sought in this motion. To date, the Committee does not have full and complete responses to the Debtor Requests and the Parent Requests.

92. As of the filing of this Motion, the Committee and the Debtor are unable to come to an agreement regarding the production of the requested discovery or the relief sought in this Motion.

93. As of the filing of this Motion, the Committee and the Parent are unable to come to an agreement regarding the production of the requested discovery or the relief sought in this Motion.

NO PRIOR REQUEST

94. The Committee reserves all rights to request, pursuant to Bankruptcy Rule 2004 or otherwise, additional documents or examinations upon review of the documents produced in connection with this Motion or otherwise.

95. No previous request for the relief sought herein has been made by the Committee to this or any other Court.

NOTICE

96. Notice of this Motion will be provided to the parties listed in Local Bankruptcy Rule 2004-1(c), as well as the Notice 2002 Service List. The Committee submits that, under the circumstances, no other or further notice is required.

97. A copy of this Motion is available on (a) the Court's website, www.deb.uscourts.gov, and (b) the website maintained by the Debtor's claims and noticing agent: <https://dm.epiq11.com/case/alachuagov/info>.

CONCLUSION

WHEREFORE, the Committee respectfully requests that the Court enter the Proposed Order and such other and further relief as the Court deems just, proper, and equitable.

[Signature Page Follows]

Dated: September 29, 2025
Wilmington, Delaware

ROBINSON & COLE LLP

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*Counsel for the Official Committee of
Unsecured Creditors*

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

ALACHUA GOVERNMENT SERVICES,
INC.,¹

Debtor.

Chapter 11

Case No. 25-11289 (JKS)

Hearing Date: Oct. 17, 2025 at 10:00 a.m.

Obj. Deadline: Oct. 10, 2025 at 4:00 p.m.

**NOTICE OF MOTION OF THE OFFICIAL COMMITTEE OF UNSECURED
CREDITORS FOR AN ORDER PURSUANT TO BANKRUPTCY RULE 2004
AUTHORIZING DISCOVERY OF THE DEBTOR AND THE DEBTOR'S PARENT**

PLEASE TAKE NOTICE that the Official Committee of Unsecured Creditors (the "Committee") submits this *Motion of the Official Committee of Unsecured Creditors for an Order Pursuant to Bankruptcy Rule 2004 Authorizing Discovery of the Debtor's Parent* (the "Motion") with the United States District Court for the District of Delaware (the "Court"). A copy of the Motion is attached hereto.

PLEASE TAKE FURTHER NOTICE that objections or responses to the relief requested in the Motion, if any, must be made in writing and filed with the Clerk of Court, 3rd Floor, 824 North Market Street, Wilmington, Delaware 19801, on or before October 10, 2025 at 4:00 p.m. (prevailing Eastern Time).

PLEASE TAKE FURTHER NOTICE that if any objections to the Motion are received, the Motion and such objections shall be considered at a hearing before The Honorable J. Kate Stickles, United States Bankruptcy Judge for the District of Delaware, at the Court, 824 North Market Street, Wilmington, Delaware 19801 or by video using the Zoom meeting information that will be provided by the Court, on October 17, 2025 at 10:00 a.m. (prevailing Eastern Time).

PLEASE TAKE FURTHER NOTICE THAT IF NO OBJECTIONS TO THE MOTION ARE TIMELY FILED IN ACCORDANCE WITH THIS NOTICE, THE COURT MAY GRANT THE RELIEF REQUESTED IN THE MOTION WITHOUT FURTHER NOTICE OR HEARING.

[Signature Page Follows]

¹ The debtor in this chapter 11 case (the "Debtor" or "AGSI"), along with the last four digits of its federal tax identification number is: Alachua Government Services, Inc. (5370). The Debtor's mailing address is 13200 NW Nano Court, Alachua, Florida 32615.

Dated: September 29, 2025
Wilmington, Delaware

ROBINSON & COLE LLP

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*Counsel for the Official Committee of
Unsecured Creditors*

Exhibit 1
(Proposed Order)

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

ALACHUA GOVERNMENT SERVICES,
INC.,¹

Debtor.

Chapter 11

Case No. 25-11289 (JKS)

**ORDER GRANTING THE MOTION OF THE OFFICIAL COMMITTEE OF
UNSECURED CREDITORS FOR AN ORDER PURSUANT TO BANKRUPTCY RULE
2004 AUTHORIZING DISCOVERY OF THE DEBTOR AND THE DEBTOR'S PARENT**

Upon consideration of the *Motion of the Official Committee of Unsecured Creditors for an Order Pursuant to Bankruptcy Rule 2004 Authorizing Discovery of the Debtor and the Debtor's Parent* (the "Motion")² filed on September 29, 2025, seeking authority for the Official Committee of Unsecured Creditors (the "Committee") to conduct an examination pursuant to Rule 2004 of the Federal Rules of Bankruptcy Procedure (the "Bankruptcy Rules") and Rule 2004-1 of the Local Rules of Bankruptcy Procedure (the "Local Bankruptcy Rules") of the United States Bankruptcy Court for the District of Delaware (the "Court"), including by propounding formal document and deposition demands on the Debtor Alachua Government Services, Inc. (the "Debtor") and issuing subpoenas compelling the production of documents and testimony to the Debtor's ultimate parent company, National Resilience Holdco, Inc., certain of its controlled subsidiaries and affiliates, and its designees as officers and directors of the Debtor, and the Parent's affiliates, representatives, and advisors (collectively, the "Parent"), pursuant to Bankruptcy Rule 9016 and Federal Rule of Civil Procedure 45, and any responses thereto; the Court having jurisdiction over this matter

¹ The debtor in this chapter 11 case (the "Debtor" or "AGSI"), along with the last four digits of its federal tax identification number is: Alachua Government Services, Inc. (5370). The Debtor's mailing address is 13200 NW Nano Court, Alachua, Florida 32615.

² Capitalized terms used but not otherwise defined herein shall have the meanings ascribed to them in the Motion.

pursuant to 28 U.S.C. §§ 157 and 1334 and the *Amended Standing Order of Reference from the United States District Court for the District of Delaware*, dated February 29, 2012; and the Court having found that this is a core proceeding pursuant to 28 U.S.C. § 157(b)(2), and that the Court may enter a final order consistent with Article III of the United States Constitution; and the Court having found that venue of this proceeding and the Rule 2004 Motion in this district is proper pursuant to 28 U.S.C. §§ 1408 and 1409; and the Court having found that the Committee's notice of the Motion and opportunity for a hearing on the Motion were appropriate and no other notice need be provided; and the Court having reviewed the Motion and, having heard the statements in support of the relief requested therein at a hearing before this Court on October 17, 2025 (the "Hearing"); and this Court having determined that the legal and factual bases set forth in the Rule 2004 Motion and at the Hearing establish just cause for the relief granted herein; and upon all of the proceedings had before this Court; and after due deliberation and sufficient cause appearing therefor, it is **HEREBY ORDERED THAT**

1. The relief requested in the Motion is GRANTED as set forth herein.
2. The Committee is authorized to propound formal document and deposition demands on the Debtor pursuant to Rule 2004 of the Bankruptcy Rules and Rule 2004-1 of the Local Bankruptcy Rules.
3. The Committee is authorized to issue subpoenas compelling the production of documents and testimony, pursuant to Bankruptcy Rule 9016 and Federal Rule of Civil Procedure 45, on the Parent and, as necessary, its controlled subsidiaries and affiliates, designees as officers and directors of the Debtor, representatives, and/or advisors.
4. The document requests the Committee provided to the Debtor on July 30, 2025 (the "First Requests") are deemed to have been served on the Debtors pursuant to Rule 2004 of the

Bankruptcy Rules as of July 30, 2025, without prejudice to the Committee's right to seek further examination or discovery, whether pursuant to Rule 2004 or otherwise.

5. The five additional document requests the Committee provided to the Debtor via a letter dated August 27, 2025 (the "Second Requests") are deemed to have been served on the Debtors pursuant to Rule 2004 of the Bankruptcy Rules as of August 27, 2025, without prejudice to the Committee's right to seek further examination or discovery, whether pursuant to Rule 2004 or otherwise.

6. The Debtor will provide objections and responses to the First Requests and the Second Requests pursuant to Rule 34 of the Federal Rules of Civil Procedure, as incorporated by the Federal Rules of Bankruptcy Procedure, on or before 14 days following the entry of this Order.

7. The Parent, its controlled subsidiaries and affiliates, designees as officers and directors of the Debtor, representatives, and/or advisors will provide objections and responses to any subpoena authorized by this Order and served on them pursuant to Rule 45 of the Federal Rules of Civil Procedure, as incorporated by the Federal Rules of Bankruptcy Procedure, on or before 14 days following the service of a subpoena or such other period so-ordered by subsequent order of the Court.

8. This Order is without prejudice to the rights of the Committee to apply to the Bankruptcy Court for further discovery of the Rule 2004 Parties or any other person or entity.

9. The Court shall retain exclusive jurisdiction with respect to all matters arising from or related to the implementation of this Order.

Dated: _____, 2025
Wilmington, Delaware

Honorable J. Kate Stickles
United States Bankruptcy Judge

Exhibit 2
(Daniels Declaration)

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE DISTRICT OF DELAWARE**

In re:

ALACHUA GOVERNMENT SERVICES,
INC.,¹

Debtor.

Chapter 11

Case No. 25-11289 (JKS)

**DECLARATION OF BENJAMIN M. DANIELS IN SUPPORT OF
MOTION OF THE OFFICIAL COMMITTEE OF UNSECURED CREDITORS
FOR AN ORDER PURSUANT TO BANKRUPTCY RULE 2004
AUTHORIZING DISCOVERY OF THE DEBTOR AND THE DEBTOR'S PARENT**

I, Benjamin M. Daniels, do hereby depose and state as follows:

1. I am over the age of eighteen and understand the obligations of an oath.

2. I am an attorney at the law firm of Robinson & Cole LLP, which is co-counsel for the Official Committee of Unsecured Creditors (the "Committee") in the above-captioned matter.

3. I submit this declaration in support of the Committee's Motion for an Order Pursuant to Bankruptcy Rule 2004 Authorizing Discovery of the Debtor Alachua Government Services, Inc. (the "Debtor") and the Debtor's ultimate parent company, National Resilience Holdco, Inc. and, as necessary, certain of its controlled subsidiaries and affiliates, its designees as officers and directors of the Debtor, representatives, and/or advisors² (collectively, the "Parent") (the "Motion"). This declaration is based on my personal knowledge and my review of Robinson & Cole LLP's file in this matter.

¹ The debtor in this chapter 11 case (the "Debtor" or "AGSI"), along with the last four digits of its federal tax identification number is: Alachua Government Services, Inc. (5370). The Debtor's mailing address is 13200 NW Nano Court, Alachua, Florida 32615.

² The Debtor is part of a family of entities (the "Enterprise" or "Company"), the ultimate parent of which is National Resilience Holdco, Inc. *In re Bedmar, LLC*, No. 25-11027 (JKS), 2025 WL 2496260, at *2 (D. Del. Bankr. Aug. 29, 2025) (pertaining to another subsidiary of the Parent). The Parent was formed on June 3, 2025, when National Resilience, Inc. (the "Original Parent" or "NRI") and a subsidiary were converted to limited liability companies. *Id.*

4. Immediately after its formation, and in connection with its investigatory responsibilities, the Committee began gathering informal “diligence” discovery, first through a series of calls with the Debtor and by serving a comprehensive set of diligence requests on the Debtor on July 30, 2025 (“Debtor Requests”). A true and correct copy of the Debtor Requests is attached hereto as **Exhibit A**. In addition, the Committee’s financial professional, M3 Partners, has made numerous requests to the Debtor’s financial professional, FTI Consulting. The Debtor has made nominal attempts to show it is complying with the Committee’s diligence requests in good faith but has not provided all of the requested information.

5. On August 6, 2025, during the first meet and confer held between the Committee’s counsel and the Debtor’s counsel regarding the Debtor Requests, counsel for the Debtor stated, among other things, that numerous of the Committee’s requests had been or needed to be referred to the Parent and that the Committee’s diligence requests pertaining to transactions implicated by the Parent’s divisional merger in June 2025 (the “Corporate Transactions”)³ needed to be made directly to the Parent.

6. Two days later, on August 8, 2025, the Committee served targeted informal discovery requests on the Parent (the “Parent Requests”) and asked that the Parent produce responsive documents on a rolling basis, with production to be completed on or before August 22, 2025. A true and correct copy of the Parent Requests is attached hereto as **Exhibit B**.

³ The Parent completed a restructuring and divisional merger in early June 2025 as described in this Court’s decision in *In re Bedmar, LLC*, No. 25-11027 (JKS), 2025 WL 2496260 (Bankr. D. Del. Aug. 29, 2025) and in paragraphs 30 to 36 of the *Declaration of Christopher S. Sontchi, Independent Manager of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings* [Docket No. 6] (“Sontchi First Day Declaration”) filed that matter.

7. On August 12, 2025, the Committee followed up with counsel for the Parent regarding the Parent Requests and suggested that a meet and confer be scheduled on August 13, 2025 or August 14, 2025 but the initial meet and confer was not scheduled until August 19, 2025.

8. On August 19, 2025, counsel for the Committee and counsel for the Parent held a meet and confer to discuss the Parent Requests. The Parent reserved all objections to the substance of the Parent Requests but agreed not to object to the Parent Requests on the basis that there is not a formal Rule 2004 order in place.

9. On August 27, 2025, counsel for the Committee sent a letter to counsel for the Parent because the Committee still had received no documents responsive to the Requests from the Parent. A true and correct copy of the August 27, 2025 letter is attached hereto as **Exhibit C**. In the letter, counsel for the Committee advised that the Committee needed the Parent's responsive documents no later than September 5, 2025, particularly given the rate at which the Debtor was continuing to spend cash. The August 27, 2025 letter also included five additional requests to the Parent.

10. To ease the burden and prioritize the documents that the Committee needs most urgently, counsel for the Committee identified certain of the Parent Requests that are the highest priority. The Committee did not waive any rights to request more documents from the Parent, nor did it waive any right with respect to the other categories of documents in the Requests served on August 8, 2025 or the additional Requests made in the August 27, 2025 letter. See **Exhibit C**.

11. On September 4, 2025, counsel for the Committee sent another letter to counsel for the Parent, noting, among other things, that it had been nearly one month since the Committee served its initial Requests and no documents from the Parent had been received by the Committee. A true and correct copy of the September 4, 2025 letter is attached hereto as **Exhibit D**.

12. On September 4, 2025, Suzzane Uhland of Latham & Watkins LLP (“Latham”) advised that Latham was no longer authorized to act on the Parent’s behalf. Counsel for the Committee responded to Attorney Uhland: “Please relay to your client that we expect a prompt response and immediate production. Any transition of counsel is not a valid basis for delaying the production of required documents.” A true and correct copy of this email string is attached to the Daniels Declaration as **Exhibit E**.

13. On September 5, 2025, Ori Solomon, who was the Debtor’s Executive Vice President, Chief Legal & Administrative Officer, General Counsel and Corporate Secretary until just before the Petition Date, advised that all requests or other inquiries of the Parent should be directed to Anup Sathay and Matthew C. Fagen of Kirkland & Ellis LLP and anyone else that they specifically designate. Shortly thereafter, counsel for the Committee forwarded the September 4, 2025 letter to the Parent’s new counsel and asked when they would be available for a meet and confer. See **Exhibit E**.

14. On September 8, 2025, Alexander J. Nicas, counsel for the Committee, had a telephone conference with Attorney Fagen and Attorney Nicas forwarded both prior letters sent by the Committee’s counsel to the Parent’s prior counsel. Attorney Fagen advised Attorney Nicas that the Parent was gathering documents for production in response to the Committee’s Requests.

15. On September 14, 2025, the Parent made a small production to the Committee consisting of 34 unique documents, primarily relating to the 2021 Ology Merger.

16. On September 17, 2025, counsel for the Committee held a meet and confer with counsel for the Debtor regarding the Debtor Requests. Debtor’s counsel advised that the change in the Parent’s counsel had caused a delay and that many of the Debtor Requests had to go through the Parent because, among other reasons, certain of the Debtor’s documents were on the Parent’s servers.

17. Debtor's counsel further advised that certain categories of documents had been gathered for production. Counsel for the Committee requested a list of documents that would be produced along with anticipated timing and advised that the vast majority of the Debtor's documents needed to be produced by the end of September 2025.

18. On September 18, 2025, counsel for the Committee held a meet and confer with counsel for the Parent. Counsel for the Parent advised that the Parent was working on gathering documents responsive to the Parent Requests and was also negotiating a motion for protective order with the Debtor.

19. On the evening of Friday, September 19, 2025, counsel for the Parent sent a draft motion for protective order to counsel for the Committee. On Monday, September 22, 2025, counsel for the Committee provided the Committee's proposed edits to the motion and proposed order to counsel for the Parent and counsel for the Debtor. To date, the motion has not been filed.

20. On September 22, 2025, approximately 35 minutes before a scheduled meet and confer, counsel for the Debtor sent counsel for the Committee an email advising, among other things, that the Debtor intended to produce certain categories of documents within the next two weeks. A true and correct copy of the September 22, 2025 email is attached hereto as **Exhibit F**. Certain of these categories of documents include basic information that the Debtor still has not produced such as Board minutes and historical materials, documents relating to the DCMA claim, and consolidated financials.

21. During the meet and confer on September 22, 2025, counsel for the Debtor advised, among other things, that the Debtor would not be producing the communications requested by the Committee due to the cost that would be involved. Counsel for the Committee reserved the Committee's right to seek such communications.

22. Counsel for the Parent and counsel for the Committee were scheduled to have a meet and confer on September 25, 2025. Approximately one hour before the meeting was to occur, counsel for the Parent requested that the meeting be postponed.

23. On the evening of September 26, 2025, the Debtor made a small production of documents relating to its public relations consultant, the DCMA Claim, and certain service agreements.

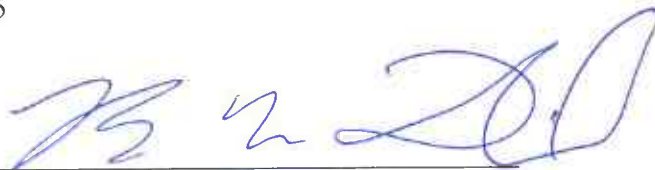
24. On September 29, 2025, counsel for the Parent and counsel for the Committee engaged in a meet and confer. Counsel for the Parent advised that he thought that the Parent could begin to “roll out” Board minutes and materials next week. He further advised that the Parent was still looking for various other categories of documents and could not provide a timeline for the Parent’s production. Counsel for the Parent was also unable to advise whether any privileges would be asserted to any of the Parent Requests, or documents withheld. Shortly thereafter, counsel for the Parent sent an email to counsel for the Committee summarizing the Parent’s position, a true and correct copy of which is attached hereto as **Exhibit G**.

25. While the Debtor and the Parent have provided some documents in response to the Committee’s requests, their responses to date have been far from complete and their repeated delays in producing documents is harming the Committee’s ability to conduct its investigation.

26. A chart indicating the status of each of the Debtor Requests is attached to the Daniels Declaration as **Exhibit H**. A chart indicating the status of each of the Parent Requests is attached to the Daniels Declaration as **Exhibit I**.

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Executed this 29 day of September, 2025

A handwritten signature in blue ink, appearing to read "B. M. Daniels", written over a horizontal line.

Benjamin M. Daniels

Exhibit A



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Also admitted in New York
and Pennsylvania

July 30, 2025

VIA ELECTRONIC MAIL

Michael J. Merchant
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merchant@rlf.com
Counsel to the Debtors

Re: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS) (Bankr. D. Del.)

Dear Michael,

As you know, we represent the Official Committee of Unsecured Creditors (the “Committee”) in the above-referenced proceeding. In connection with the investigation rights conferred on the Committee and in order for us to assist the Committee in fulfilling its fiduciary duties to general unsecured creditors, we have attached as **Exhibit A** hereto the Committee’s First Requests for the Production of Documents, which we reserve the right to supplement as needed. These requests are being propounded on an informal basis in a good faith attempt to avoid the initiation of formal proceedings under Rule 2004. For the avoidance of doubt, these requests are being sent without prejudice to the Committee’s rights to seek additional documents and information, through informal or formal means, whether related to the matters that are the subject of these requests, or otherwise.

We request that your client provide us with documents on a rolling basis, beginning as soon as possible, with a final production to be made on or before August 11, 2025. If you object to any of these requests, we are available to meet-and-confer this week. Nothing herein constitutes a waiver or relinquishment of any of the Committee’s claims, defenses, rights or remedies, all of which are expressly reserved.

24993082-v1



July 30, 2025

Page 2

Very truly yours,

A handwritten signature in black ink, reading "Natalie D. Ramsey".

Natalie D. Ramsey

EXHIBIT “A”

DEFINITIONS

- A. “*Affiliate Claims*” as defined in the First Day Declaration.
- B. “*Alachua Site*” as defined in the First Day Declaration.
- C. “*Allocated Expenses and Services*” as defined in the Cash Management Motion.
- D. “*Bankruptcy Court*” means the United States Bankruptcy Court for the District of Delaware.
- E. “*Cash Management Motion*” means *Motion of Debtor for Entry of Interim and Final Orders (I) Authorizing Maintenance of Existing Bank Account, Checks, and Business Forms, (II) Waiving Certain U.S. Trustee Guidelines, (III) Authorizing Continuation of Intercompany Transactions, (IV) Authorizing Subcontractor Payments, and (V) Granting Related Relief* [Docket No. 13].
- F. “*Chapter 11 Case*” means the case, Bankr. Case No. 25-11289 (JKS), commenced by the Debtor on the Petition Date upon the filing of a voluntary petition under chapter 11 of title 11 of the United States Code.
- G. “*Chief Restructuring Officer*” means Janet R. Naifeh.
- H. “*Contract Transactions*” as defined in the Cash Management Motion.
- I. “*Corporate Restructuring*” means the restructuring and divisional merger that was completed in early June 2025 as described in paragraphs 30 to 36 of the Declaration of Christopher S. Sontchi, Independent Manager of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings, Docket No. 6, filed in *In re Bedmar, LLC*, Case No. 25-11027 (JKS) (Bankr. D. Del. June 10, 2025).
- J. “*Debtor*” means Alachua Government Services, Inc.

K. “*First Day Declaration*” means the *Declaration of Janet R. Naifeh, Chief Restructuring Officer of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings* [Docket No. 16].

L. “*DCMA Claim*” as defined in the First Day Declaration.

M. “*DIP Declaration*” means that *Declaration of Michael O'Hara in Support of the Motion of Debtor for Entry of Interim and Final Orders (A) Authorizing Debtor to (I) Obtain Postpetition Financing and (II) Use Cash Collateral, (B) Granting Liens and Providing Claims with Superpriority Administrative Expense Status, (C) Granting Adequate Protection, (D) Modifying Automatic Stay, (E) Scheduling Final Hearing, and (F) Granting Related Relief* [Docket No. 15].

N. “*DIP Facility*” as defined in the DIP Motion.

O. “*DIP Loan Documents*” means those certain documents, agreements, instruments, papers, and notices evidencing and securing the DIP Facility, including that certain DIP Term Sheet.

P. “*DIP Motion*” means that *Motion of Debtor for Entry of Interim and Final Orders (A) Authorizing Debtor to (I) Obtain Postpetition Financing and (II) Use Cash Collateral, (B) Granting Liens and Providing Claims With Superpriority Administrative Expense Status, (C) Granting Adequate Protection, (D) Modifying Automatic Stay, (E) Scheduling Final Hearing, and (F) Granting Related Relief* [Docket No. 14].

Q. “*DIP Term Sheet*” as defined in the DIP Motion.

R. “*DoD Finance Agreement*” as defined in the First Day Declaration.

S. “*DoD Loan*” as defined in the First Day Declaration.

T. “*Independent Director*” means David J. Mack.

U. “*Interim DIP Order*” means that *Interim Order (A) Authorizing Debtor to (I) Obtain Postpetition Financing and (II) Use Cash Collateral, (B) Granting Liens and Providing Claims With Superpriority Administrative Expense Status, (C) Granting Adequate Protection, (D) Modifying Automatic Stay, (E) Scheduling Final Hearing, and (F) Granting Related Relief*[Docket No. 43].

V. “*Non-Debtor Affiliate*” means any non-debtor affiliate of the Debtor.

W. “*Person*” means a natural person, entity, firm, association, organization, partnership, trust, corporation, committee, union, or public entity.

X. “*Petition Date*” means July 6, 2025.

Y. “*Postpetition Sale Process*” means the sale process proposed in connection with the Chapter 11 Case, and any orders resulting therefrom in the Chapter 11 Cases.

Z. “*Prepetition Loan Documents*” as defined in the Interim DIP Order.

AA. “*Prepetition Secured Loan*” as defined in the Interim DIP Order.

BB. “*Royalty Assets*” as defined in the First Day Declaration.

CC. “*Sale*” means the proposed sale of substantially all Debtor’s assets pursuant to the Postpetition Sale Process.

DD. “*Services Agreement*” as defined in the First Day Declaration.

EE. “*Service Fees*” as defined in the First Day Declaration.

FF. “*Subsidiary Guaranty*” as defined in the First Day Declaration.

GG. “*Wages Motion*” means that *Motion of Debtor for Entry of Interim and Final Orders (I) Authorizing (A) Payment of Certain Prepetition Workforce Obligations, (B) Continuance of Workforce Programs, and (C) Payment of Withholding and Payroll- Related Taxes, and (II) Granting Related Relief*[Docket No. 12].

HH. As used herein, the singular includes the plural and vice versa.

II. As used herein, the past tense shall include the present tense, and vice versa.

JJ. As used herein, the words “and” and “or” are both conjunctive and disjunctive.

KK. As used herein, the word “all” means “any and all” and the word “any” means “any and all.”

LL. As used herein, the term “Claim” shall have the meaning ascribed in 11 U.S.C. § 101(5).

MM. As used herein, the term “communication” means any internal and/or external discussion, conversation, conference, meeting or exchange of hard copy or electronic documents between or among Persons, whether in Person, by telephone, in writing, electronically or otherwise, as well as any document which records, reflects and/or pertains to any such communication, including, without limitation, letters, telegrams, telexes, facsimiles, message slips, personal calendars, personal notes, memoranda, messages made through any instant messaging service or application, including WhatsApp and Microsoft Teams, social media service or application, smartphone text message service or application, including Apple iMessage, or any other internet-based technology service or application, and/or sound recordings and transcripts thereof.

NN. As used herein, the terms “document” and “documents” are used in the broadest sense possible pursuant to Rule 34 of the Federal Rules of Civil Procedure, made applicable by Rule 7034 of the Federal Rules of Bankruptcy Procedure. As used herein, “document” and “documents” also mean and include any communications and all things which would be considered to be a “writing” within the meaning set forth in Federal Rule of Evidence 1001(1), and includes any writing, electronic communication, or tangible thing containing or exhibiting any information

or communication or having the ability to convey or exhibit the same through any medium whatsoever. A draft or non-identical copy is a separate document within the meaning of these terms. Each Request seeks production of those documents in their entirety, without deletion, redaction, abbreviation, or expurgation, together with all attachments, exhibits, supplements and replies.

OO. As used herein, the words “including,” “include,” or “includes” means “including, without limitation” and “including, but not limited to” and shall not be construed to limit the scope of any definition or Request herein.

PP. As used herein, the word “insider” shall have the meaning ascribed in 11 U.S.C. § 101(31).

QQ. As used herein, the term “related to” means arising out of, concerning, reflecting, evidencing, describing, constituting, supporting, pertaining to, referring to, or relating in any way, directly or indirectly, to the specified matter.

RR. As used herein, the term “transfer” shall have the meaning ascribed in 11 U.S.C. § 101(54).

SS. As used herein, the words “you” and “your” means the Debtor, and all persons or entities acting or purporting to act on your behalf, including attorneys, accountants, financial advisors, and clerical staff, but the use of such terms shall not be construed so as to limit the information provided to that which is within the personal knowledge of Debtor.

REQUESTS FOR PRODUCTION OF DOCUMENTS

1. All DIP Loan Documents, including all legal opinions and secretary’s/officer’s certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the DIP Facility.

2. All documents and communications related to the DIP financing described in paragraph 37 of the First Day Declaration and in paragraphs 8 to 14 of the DIP Declaration.

3. All documents and communications related to efforts to obtain alternative DIP financing, including from Non-Debtor Affiliates.

4. All documents evidencing any right, title or interest of the Debtor in any deposit, investment or securities accounts.

5. All minutes and resolutions of the meetings, in unredacted form, of the Debtor board(s) of directors/managers/members and any committees of the board.

6. All documents and communications related to the DCMA Claim and the Affiliate Claims.

7. All documents and communications related to the Debtor's estimated analysis of creditor recoveries based on contemplated restructuring, liquidation, and rehabilitation scenarios.

8. All Prepetition Loan Documents, including: (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the Prepetition Secured Loan; (b) any amendments, waivers, forbearance, and restatements; (c) and any relevant filings made pursuant to the Uniform Commercial Code.

9. All documents and communications related to the DoD Finance Agreement, the DoD Loan, and the Subsidiary Guaranty, including (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.); and (b)(i) consideration provided to and (ii) obligations incurred by all Persons involved in the DoD Loan transaction.

10. All documents and communications related to the reduction in force referenced in paragraph 25 of the First Day Declaration, including the application of any mass layoff statute or ordinance to the terminated employees referenced in paragraph 25 of First Day Declaration.

11. A schedule of all Debtor's material executory contracts and unexpired leases, including the termination date of each and a calculation of potential damage claims if such contracts are rejected.

12. All documents and communications related to the Debtor's assets and liabilities (as described in the First Day Declaration), together with documentation to support the calculation thereof, and including projections, appraisals and valuation presentations and statements, and business plans.

13. A schedule of all Debtor's contracts, licenses, and agreements related to the Royalty Assets.

14. A schedule of the Debtor's (a) historical revenue collections related to the Royalty Assets; and (b) projected revenue collections related to the Royalty Assets, together with documentation to support the calculation thereof.

15. All documents and communications related to the exploration of the monetization alternatives for the Royalty Assets, as described in paragraph 8 of the First Day Declaration.

16. A schedule of Debtor's intellectual property assets (as described in the First Day Declaration).

17. All documents and communications related to any transfers of intellectual property undertaken by the Debtor in the past four (4) years.

18. All documents and communications related to the Debtor's development of vaccines, its ownership of any cell lines or materials used in the development of vaccines by third parties, and any proposed or actual contracts or efforts to sell vaccines, cell lines, or materials, to any third-party, including the U.S. government.

19. A schedule of all anticipated patent maintenance costs and related expenses and their corresponding due dates for the next six (6) months, commencing from the Petition Date.

20. A schedule of (a) all Debtor's equipment assets located at the Alachua Site; and (b) all of the non-Debtor equipment assets located at the Alachua Site.

21. All documents and communications related to the Debtor's purchase of and investments in the Alachua Site.

22. All documents and communications related to the ongoing maintenance of the Alachua Site, including any technology or computer systems designed to maintain the integrity of the Alachua Site and a list of all employees who were retained by the Debtor for the upkeep of the Alachua Site.

23. All documents and communications related to the Debtor's insurance policies, including directors/officers insurance and any tail(s).

24. All documents and communications related to the Debtor's severance obligations, including calculation of severance obligations the Debtor expects to honor on a postpetition basis (as described in the Wages Motion).

25. All documents and communications related to intercompany transfers, including the Affiliate Claim and any another other transfers between the Debtor and any Non-Debtor Affiliates.

26. All documents and communications related to the Debtor's historical use of services provided by its non-Debtor affiliates (including, National Resilience Holdco, Inc.) (as

described in paragraph 31 of the First Day Declaration), including documents detailing any transfers in connection with such services.

27. All documents and communications related to the Services Agreement, including all documents, communications and analysis used to calculate the Service Fees (as described in paragraphs 33 to 35 of the First Day Declaration and paragraphs 15 to 22 of the Cash Management Motion).

28. A list of all affiliates of the Debtor that act as either a Servicer Provider or a Service Recipient pursuant to the Services Agreement, including the monthly receipts and disbursements of such entities.

29. All documents and communications related to the Allocated Expenses and Services.

30. All documents and communications related to the Subcontractors and Subcontracts (as described in paragraphs 26 and 27 of the Cash Management Motion).

31. A schedule of all Contract Transactions, and all payments by or receipts from such Contract Transactions (as described in paragraphs 23 of the Cash Management Motion).

32. All documents and communications detailing any transfers, including dividends to equity interest holders in any Debtor or any Non-Debtor Affiliates.

33. A schedule of all insiders and all transfers to insiders during the 4 years prior to the Petition Date.

34. A schedule of transfers and/or reviewable transactions that may be subject to avoidance.

35. All available corporate organizational charts of the Debtor and any Non-Debtor Affiliates.

36. All documents and communications concerning all internal investigations performed by the Debtor.

37. All documents and communications in respect of both the prepetition marketing efforts referenced in paragraph 26 of the First Day Declaration and the related Postpetition Sale Process, including: (a) buyers list(s); (b) memoranda relating to the timing of the Postpetition Sale Process; (c) management meetings; (d) initial indications of value; (e) reports and or presentations from in-person visits; and (f) bid documents (formal and informal).

38. All documents and communications related to the advice provided by Jefferies LLC to the Debtor and Non-Debtor Affiliates with respect to the potential sale or other strategic transactions involving Debtor's business, as described in paragraph 7 of the First Day Declaration.

39. All documents and communications relating to any plan, restructuring or refinancing term sheets received by or prepared by the Debtor.

40. All documents and communications related to planning, preparation and commencement of the Chapter 11 Case between the Debtor any Non-Debtor Affiliate.

41. All documents and communications concerning the recruitment, selection, and appointment of the Independent Director.

42. All documents and communications concerning the recruitment, selection, and appointment of the Chief Restructuring Officer.

43. All documents and communications between the Debtor and any Non-Debtor Affiliate related to the chapter 11 case styled as *In re Bedmar*, Case No. 25-11027(JKS) (Bankr. D. Del.).

44. All documents produced in contested matter discovery in *In re Bedmar*, Case No. 25-11027(JKS) (Bankr. D. Del.), including but not limited to deposition transcripts, discovery responses, and documents.

45. All documents and communications related to the Debtor's assignment of a lease to its affiliate Bedmar, LLC (as described in paragraph 16 of the First Day Declaration).

46. The Debtor's (i) monthly and annual income statements; (ii) profit and loss statements; (iii) general ledgers; and (iv) any other financial statements, for year 2021, 2022, 2023, 2024, and 2025 (to the extent available), whether on a consolidated or entity-by-entity basis.

47. The Debtor's audited financial statements for year 2021, 2022, 2023 and 2024 (to the extent available).

48. All documents and communications related to the Corporate Restructuring, including documents relating to the purpose of, rationale for, motivation for, or reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Corporate Restructuring.

49. All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Corporate Restructuring, including assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.

50. All documents and communications related to any financing of the Corporate Restructuring.

51. All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Corporate Restructuring, including

agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.

52. All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including National Resilience HoldCo Inc.), including agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Corporate Restructuring, resolution of any claims or debts to be addressed in the Corporate Restructuring, and/or any contemplated corporate restructuring or the actual Corporate Restructuring.

53. All documents and communications related to any other projects or workstreams that were necessary to effectuate the Corporate Restructuring and/or any contemplated corporate restructuring or the actual Corporate Restructuring, and the purpose of, decisions concerning, rationale for, and/or effect of such projects or workstreams.

54. All documents and communications referencing, discussing, constituting, or evaluating information about divisional/divisive mergers.

Exhibit B



BENJAMIN M. DANIELS

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Hartford, CT 06103
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bdaniels@rc.com
Direct (860) 275-8223

Also admitted in New York

Via Electronic Mail

August 8, 2025

Suzanne Uhland
Latham & Watkins LLP
1271 Avenue of the Americas
New York, NY 10020

Kimberly A. Posin
Latham & Watkins LLP
10250 Constellation Blvd., Suite 1100
Los Angeles, CA 90067

Re: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS) (Bankr. D. Del.)

Dear Suzanne and Kimberly:

We represent the Official Committee of Unsecured Creditors (the “Committee”) in the above-referenced proceeding. In connection with the Committee’s investigation rights and its fiduciary duties to general unsecured creditors, we have attached the Committee’s First Requests for the Production of Documents (**Exhibit A**), which we reserve the right to supplement as needed.

These requests are being propounded on an informal basis in a good faith attempt to avoid the initiation of formal proceedings under Rule 2004. For the avoidance of doubt, these requests are being sent without prejudice to the Committee’s rights to seek additional documents and information, through informal or formal means, whether related to the matters that are the subject of these requests, or otherwise.

We request that your clients provide us with documents on a rolling basis, beginning as soon as possible, with a final production to be made on or before August 22, 2025. If you object to any of these requests, we are available to meet-and-confer. Nothing herein constitutes a waiver or relinquishment of any of the Committee’s claims, defenses, rights or remedies, all of which are expressly reserved.



Suzzanne Uhland

August 8, 2025

Page 2

Very truly yours,

A handwritten signature in black ink, appearing to read "B. M. Daniels".

Benjamin M. Daniels

Enclosure

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EXHIBIT “A”

DEFINITIONS

- A. “*Affiliate Claims*” as defined in the First Day Declaration.
- B. “*Alachua Site*” as defined in the First Day Declaration.
- C. “*Allocated Expenses and Services*” as defined in the Cash Management Motion.
- D. “*Bankruptcy Court*” means the United States Bankruptcy Court for the District of Delaware.
- E. “*Cash Management Motion*” means *Motion of Debtor for Entry of Interim and Final Orders (I) Authorizing Maintenance of Existing Bank Account, Checks, and Business Forms, (II) Waiving Certain U.S. Trustee Guidelines, (III) Authorizing Continuation of Intercompany Transactions, (IV) Authorizing Subcontractor Payments, and (V) Granting Related Relief* [Docket No. 13].
- F. “*Chapter 11 Case*” means the case, Bankr. Case No. 25-11289 (JKS), commenced by the Debtor on the Petition Date upon the filing of a voluntary petition under chapter 11 of title 11 of the United States Code.
- G. “*Chief Restructuring Officer*” means Janet R. Naifeh.
- H. “*Contract Transactions*” as defined in the Cash Management Motion.
- I. “*Corporate Restructuring*” means the restructuring and divisional merger that was completed in early June 2025 as described in paragraphs 30 to 36 of the Declaration of Christopher S. Sontchi, Independent Manager of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings, Docket No. 6, filed in *In re Bedmar, LLC*, Case No. 25-11027 (JKS) (Bankr. D. Del. June 10, 2025).

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J. “*Debtor*” means Alachua Government Services, Inc. and its predecessors in interest, including Resilience Government Services, Inc.

K. “*First Day Declaration*” means the *Declaration of Janet R. Naifeh, Chief Restructuring Officer of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings* [Docket No. 16].

L. “*DCMA Claim*” as defined in the First Day Declaration.

M. “*DIP Declaration*” means that *Declaration of Michael O'Hara in Support of the Motion of Debtor for Entry of Interim and Final Orders (A) Authorizing Debtor to (I) Obtain Postpetition Financing and (II) Use Cash Collateral, (B) Granting Liens and Providing Claims with Superpriority Administrative Expense Status, (C) Granting Adequate Protection, (D) Modifying Automatic Stay, (E) Scheduling Final Hearing, and (F) Granting Related Relief* [Docket No. 15].

N. “*DIP Facility*” as defined in the DIP Motion.

O. “*DIP Loan Documents*” means those certain documents, agreements, instruments, papers, and notices evidencing and securing the DIP Facility, including that certain DIP Term Sheet.

P. “*DIP Motion*” means that *Motion of Debtor for Entry of Interim and Final Orders (A) Authorizing Debtor to (I) Obtain Postpetition Financing and (II) Use Cash Collateral, (B) Granting Liens and Providing Claims With Superpriority Administrative Expense Status, (C) Granting Adequate Protection, (D) Modifying Automatic Stay, (E) Scheduling Final Hearing, and (F) Granting Related Relief* [Docket No. 14].

Q. “*DIP Term Sheet*” as defined in the DIP Motion.

R. “*DoD Finance Agreement*” as defined in the First Day Declaration.

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- S. “*DoD Loan*” as defined in the First Day Declaration.
- T. “*Independent Director*” means David J. Mack.
- U. “*Independent Manager*” means Christopher S. Sontchi.
- V. “*Interim DIP Order*” means that *Interim Order (A) Authorizing Debtor to (I) Obtain Postpetition Financing and (II) Use Cash Collateral, (B) Granting Liens and Providing Claims With Superpriority Administrative Expense Status, (C) Granting Adequate Protection, (D) Modifying Automatic Stay, (E) Scheduling Final Hearing, and (F) Granting Related Relief*[Docket No. 43].
- W. “*Non-Debtor Affiliate*” means any non-debtor affiliate of the Debtor, including all current subsidiaries, former subsidiaries, and affiliates of National Resilience Holdco, Inc., including Bedmar LLC.
- X. “*Ology Merger*” means the 2021 merger between Ology Bioservices and You.
- Y. “*Person*” means a natural person, entity, firm, association, organization, partnership, trust, corporation, committee, union, or public entity.
- Z. “*Petition Date*” means July 6, 2025.
- AA. “*Postpetition Sale Process*” means the sale process proposed in connection with the Chapter 11 Case, and any orders resulting therefrom in the Chapter 11 Cases.
- BB. “*Prepetition Loan Documents*” as defined in the Interim DIP Order.
- CC. “*Prepetition Secured Loan*” as defined in the Interim DIP Order.
- DD. “*Royalty Assets*” as defined in the First Day Declaration.
- EE. “*Sale*” means the proposed sale of substantially all Debtor’s assets pursuant to the Postpetition Sale Process.
- FF. “*Services Agreement*” as defined in the First Day Declaration.

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GG. “*Service Fees*” as defined in the First Day Declaration. “*Subsidiary Guaranty*” as defined in the First Day Declaration.

HH. “*Wages Motion*” means that *Motion of Debtor for Entry of Interim and Final Orders (I) Authorizing (A) Payment of Certain Prepetition Workforce Obligations, (B) Continuance of Workforce Programs, and (C) Payment of Withholding and Payroll- Related Taxes, and (II) Granting Related Relief* [Docket No. 12].

II. As used herein, the singular includes the plural and vice versa.

JJ. As used herein, the past tense shall include the present tense, and vice versa.

KK. As used herein, the words “and” and “or” are both conjunctive and disjunctive.

LL. As used herein, the word “all” means “any and all” and the word “any” means “any and all.”

MM. As used herein, the term “Claim” shall have the meaning ascribed in 11 U.S.C. § 101(5).

NN. As used herein, the term “communication” means any internal and/or external discussion, conversation, conference, meeting or exchange of hard copy or electronic documents between or among Persons, whether in Person, by telephone, in writing, electronically or otherwise, as well as any document which records, reflects and/or pertains to any such communication, including, without limitation, letters, telegrams, telexes, facsimiles, message slips, personal calendars, personal notes, memoranda, messages made through any instant messaging service or application, including WhatsApp and Microsoft Teams, social media service or application, smartphone text message service or application, including Apple iMessage, or any other internet-based technology service or application, and/or sound recordings and transcripts thereof.

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OO. As used herein, the terms “document” and “documents” are used in the broadest sense possible pursuant to Rule 34 of the Federal Rules of Civil Procedure, made applicable by Rule 7034 of the Federal Rules of Bankruptcy Procedure. As used herein, “document” and “documents” also mean and include any communications and all things which would be considered to be a “writing” within the meaning set forth in Federal Rule of Evidence 1001(1), and includes any writing, electronic communication, or tangible thing containing or exhibiting any information or communication or having the ability to convey or exhibit the same through any medium whatsoever. A draft or non-identical copy is a separate document within the meaning of these terms. Each Request seeks production of those documents in their entirety, without deletion, redaction, abbreviation, or expurgation, together with all attachments, exhibits, supplements and replies.

PP. As used herein, the words “including,” “include,” or “includes” means “including, without limitation” and “including, but not limited to” and shall not be construed to limit the scope of any definition or Request herein.

QQ. As used herein, the word “insider” shall have the meaning ascribed in 11 U.S.C. § 101(31).

RR. As used herein, the term “related to” means arising out of, concerning, reflecting, evidencing, describing, constituting, supporting, pertaining to, referring to, or relating in any way, directly or indirectly, to the specified matter.

SS. As used herein, the term “transfer” shall have the meaning ascribed in 11 U.S.C. § 101(54).

TT. As used herein, the words “You” and “Your” means National Resilience Holdco, Inc., and all persons or entities acting or purporting to act on Your behalf, including attorneys,

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accountants, financial advisors, clerical staff, and any subsidiaries (either direct or indirect) that existed before or after the Corporate Restructuring. The use of “You” and “Your” shall not be construed to limit the information provided to that which is within the personal knowledge of National Resilience HoldCo, Inc.

REQUESTS FOR PRODUCTION OF DOCUMENTS

1. All minutes and resolutions of the meetings, in unredacted form, of Your board(s) of directors/managers/members and any committees of the board that relate to (i) the Ology Merger, (ii) the Corporate Restructuring, (iii) the DCMA and Affiliate Claims, (iv) the DoD Loan and Subsidiary Guaranty, (v) any Prepetition Loans, (vi) the need for and hiring of the Chief Restructuring Officer, (vii) the need for and hiring of the Independent Manger, (viii) the independence of Your employees or directors serving on the board of Debtor, (ix) Debtor’s financial decisions, operations, or insolvency, (x) other transfers or assumption of liabilities, (x) any bankruptcy planning or wind-down activity.

2. All licensing agreements between Debtor and You or any Non-Debtor Affiliate.

3. All documents and communications related to the DCMA Claim and the Affiliate Claims.

4. All Prepetition Loan Documents, including: (a) all legal opinions and secretary’s/officer’s certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the Prepetition Secured Loan; (b) any amendments, waivers, forbearance, and restatements; (c) and any relevant filings made pursuant to the Uniform Commercial Code.

5. All documents and communications related to the DoD Finance Agreement, the DoD Loan, and the Subsidiary Guaranty, including (a) all legal opinions and secretary’s/officer’s certificates (with accompanying/certified resolutions, etc.); and (b)(i) consideration provided to and (ii) obligations incurred by all Persons involved in the DoD Loan transaction.

6. All documents and communications related to any financial support (or denial thereof) to Debtor from You, any of Your shareholders, any Non-Debtor Affiliates, or any third parties.

7. Your consolidated financials sufficient to show how Debtor was treated as part of Your financials.

8. All documents and communications related to any dividends or chase upstreamed from Debtor to You or any Non-Debtor Affiliate.

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9. All documents and communications related to the Debtor's development of vaccines, its ownership of any cell lines or materials used in the development of vaccines by third parties, and any proposed or actual contracts or efforts to sell vaccines, cell lines, or materials, to any third-party, including the U.S. government.

10. All documents and communications related to the Debtor's purchase of and investments in the Alachua Site.

11. All documents and communications related to Your insurance policies, including directors/officers insurance and any tail(s).

12. All documents and communications related to intercompany transfers, including the Affiliate Claim and any another other transfers between the Debtor and any Non-Debtor Affiliates, including legal opinions or evaluations of intercompany transfers or Debtor's solvency.

13. All documents and communications related to any related-party transactions involving You, Debtor, or Non-Debtor Affiliates.

14. All documents and communications related to any agreements between You and Debtor, including any shareholder agreements relating to You and Debtor.

15. All documents and communications related to shared employees, including payroll allocations and reporting lines.

16. All documents and communications related to the Debtor's historical use of services (including the provision of overhead or back-office services) provided by its Non-Debtor Affiliates (including, You) (as described in paragraph 31 of the First Day Declaration), including documents detailing any transfers in connection with such services.

17. All documents and communications related to the Services Agreement, including all documents, communications and analysis used to calculate the Service Fees (as described in paragraphs 33 to 35 of the First Day Declaration and paragraphs 15 to 22 of the Cash Management Motion).

18. All documents and communications related to severance benefits that have been incurred or paid out by You, Debtor, or any non-Debtor Affiliate since 2022.

19. All documents and communications related to any amendment of Your, the Debtor's, or any non-Debtor Affiliate's severance policy, including the amendment made on May 30, 2025.

20. A list of all affiliates of the Debtor that act as either a Servicer Provider or a Service Recipient pursuant to the Services Agreement, including the monthly receipts and disbursements of such entities.

21. All documents and communications related to the Allocated Expenses and Services.

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22. All documents and communications related to any of Your employees or directors (or former employees or directors) who served on the board of directors of the Debtor or as officers of the Debtor, including (i) any employment agreement between the board member and the parent company, (ii) any board resolutions and minutes appointing the board member to Debtor's board, (iii) the minutes from meetings involving discussions of independence, conflicts of interests, or any votes involving related-party transactions, (iv) Your organizational charts showing the role of the board member at Your company, (v) corporate governance policies at Your company and at the Debtor, (vi) any director or D&O questionnaires or declarations about independence, relationships with the parent, or disclosures of conflicts, (vii) compensation records for the board member including salaries, bonuses, and equity awards from Your company, (viii) stock ownership records of any ownership by such employee in Your company or Debtor, (ix) internal memos or legal analyses evaluating such director's independence, and (x) any conflict of interest disclosures including recusal statements or acknowledgements of potential conflicts.

23. All documents and communications concerning all internal investigations, audit reports, legal opinions, or risk assessments performed relating to the Debtor.

24. All documents and communications related to the prepetition marketing efforts referenced in paragraph 26 of the First Day Declaration and/or the related Postpetition Sale Process, including: (a) buyers list(s); (b) memoranda relating to the timing of the Postpetition Sale Process; (c) management meetings; (d) initial indications of value; (e) reports and or presentations from in-person visits; and (f) bid documents (formal and informal).

25. All documents and communications related to the retention of and advice provided by Jefferies LLC to the Debtor and Non-Debtor Affiliates with respect to the potential sale or other strategic transactions involving Debtor's business, as described in paragraph 7 of the First Day Declaration.

26. All documents and communications relating to any plan, restructuring or refinancing term sheets received by or prepared by the Debtor.

27. All documents and communications related to planning, preparation and commencement of the Chapter 11 Case between the Debtor and any Non-Debtor Affiliate.

28. All documents and communications concerning the recruitment, selection, and appointment of the Independent Director.

29. All documents and communications concerning the recruitment, selection, and appointment of the Independent Manager.

30. All documents and communications concerning the recruitment, selection, and appointment of the Chief Restructuring Officer.

31. All documents and communications between the Debtor and any Non-Debtor Affiliate related to *In re Bedmar*, Case No. 25-11027 (JKS) (Bankr. D. Del.).

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32. All documents in Your possession related to contested matter discovery in *In re Bedmar*, Case No. 25-11027 (JKS) (Bankr. D. Del.), including but not limited to deposition transcripts, discovery responses, and documents.

33. All documents and communications related to the Debtor's assignment of a lease to its affiliate Bedmar, LLC (as described in paragraph 16 of the First Day Declaration).

34. All documents and communications related to the Ology Merger, including documents relating to the purpose of, rationale for, motivation for, or reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Ology Merger.

35. All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Ology Merger, including but not limited to assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.

36. All documents and communications related to any financing of the Ology Merger.

37. All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Ology Merger, including but not limited to agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.

38. All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including You), including but not limited to agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Ology Merger, resolution of any claims or debts to be addressed in the Ology Merger, and/or any contemplated Ology Merger or the actual Ology Merger.

39. All documents and communications related to any other projects or workstreams that were necessary to effectuate the Ology Merger and/or any contemplated Ology Merger or the actual Ology Merger, and the purpose of, decisions concerning, rationale for, and/or effect of such projects or workstreams.

40. All documents and communications related to Debtor's insolvency, wind-down, or restructuring, including any analysis of Debtor's solvency or financial condition prior to the filing of the Petition.

41. All documents and communications relating to any pre-petition restructuring plan or bankruptcy options for the Debtor.

42. All documents and communications related to the Corporate Restructuring, including but not limited to documents relating to the purpose of, rationale for, motivation for, or

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reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Corporate Restructuring.

43. All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Corporate Restructuring, including but not limited to assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.

44. All documents and communications related to legal opinions or advice that You received related to the exposure or responsibility of You or any Non-Debtor Affiliates for Debtor's liabilities.

45. All documents and communications related to any financing of the Corporate Restructuring, or any financing or investment received by You and/or any Non-Debtor Affiliate that was conditioned upon, contemplated and/or received in connection with and/or after the completion of the Corporate Restructuring.

46. All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Corporate Restructuring, including but not limited to agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.

47. All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including You), including but not limited to agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Corporate Restructuring, resolution of any claims or debts to be addressed in the Corporate Restructuring, and/or any contemplated corporate restructuring or the actual Corporate Restructuring.

48. All documents and communications related to any other projects or workstreams that were necessary to effectuate the Corporate Restructuring and/or any contemplated corporate restructuring or the actual Corporate Restructuring, and the purpose of, decisions concerning, rationale for, and/or effect of such projects or workstreams.

49. All documents and communications referencing, discussing, constituting, or evaluating information about divisional/divisive mergers.

Exhibit C



BENJAMIN M. DANIELS

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Also admitted in New York

Via Electronic Mail

August 27, 2025

Amy Quartarolo
Latham & Watkins LLP
10250 Constellation Blvd., Suite 1100
Los Angeles, CA 90067

Re: **In re Alachua Government Services, Inc., Case No. 25-11289 (JKS) (Bankr. D. Del.)**

Dear Amy:

I'm writing on behalf of the Official Committee of Unsecured Creditors ("Committee") to reiterate our need for documents in response to the informal document requests we served on National Resilience Holdco, Inc. ("NRI") on August 8, 2025.

To begin with, I write to memorialize that, while NRI reserved all objections to the substance of the demands, it will not object on the basis that there is no formal 2004 order in place. We appreciate NRI's recognition that this will streamline the process and avoid unnecessary motion practice and delay.

That said, I must note that we have not received any information from NRI in response to the August 8 requests. While I appreciate that you have assured us that production will commence this week, you have neither informed us of the categories of documents that will be produced nor explained when production would be completed.

The Committee needs these documents **no later than September 5**, particularly given the rate at which the Debtor continues to spend cash. To ease the burden and prioritize the documents the Committee needs most urgently, the Committee has identified several categories of requests that are the highest priority. This is not a waiver of any rights to request more documents, and we are not waiving any right to the categories served on August 8. This is simply an effort to expedite the process. Below are the categories of requests we need prioritized, identified by their number in the original request. Please prioritize these categories as you continue to produce documents.



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No.	Request Text
1	All minutes and resolutions of the meetings, in unredacted form, of Your board(s) of directors/managers/members and any committees of the board that relate to (i) the Ology Merger, (ii) the Corporate Restructuring, (iii) the DCMA and Affiliate Claims, (iv) the DoD Loan and Subsidiary Guaranty, (v) any Prepetition Loans, (vi) the need for and hiring of the Chief Restructuring Officer, (vi) the need for and hiring of the Independent Manger, (vii) the independence of Your employees or directors serving on the board of Debtor, (viii) Debtor's financial decisions, operations, or insolvency, (ix) other transfers or assumption of liabilities, (x) any bankruptcy planning or wind-down activity
3	All documents and communications related to the DCMA Claim and the Affiliate Claims.
4	All Prepetition Loan Documents, including: (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the Prepetition Secured Loan; (b) any amendments, waivers, forbearance, and restatements; (c) and any relevant filings made pursuant to the Uniform Commercial Code.
5	All documents and communications related to the DoD Finance Agreement, the DoD Loan, and the Subsidiary Guaranty, including (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.); and (b)(i) consideration provided to and (ii) obligations incurred by all Persons involved in the DoD Loan transaction.
6	All documents and communications related to any financial support (or denial thereof) to Debtor from You, any of Your shareholders, any Non-Debtor Affiliates, or any third parties.
7	Your consolidated financials sufficient to show how Debtor was treated as part of Your financials.
8	All documents and communications related to any dividends or cash upstreamed from Debtor to You or any Non-Debtor Affiliate.
9	All documents and communications related to the Debtor's development of vaccines, its ownership of any cell lines or materials used in the development of vaccines by third parties, and any proposed or actual contracts or efforts to sell vaccines, cell lines, or materials, to any third-party, including the U.S. government.

Robinson+Cole

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No.	Request Text
12	All documents and communications related to intercompany transfers, including the Affiliate Claim and any another other transfers between the Debtor and any Non-Debtor Affiliates
13	All documents and communications related to any related-party transactions involving You, Debtor, or Non-Debtor Affiliates.
22	All documents and communications related to any of Your employees or directors (or former employees or directors) who served on the board of directors of the Debtor or as officers of the Debtor, including (i) any employment agreement between the board member and the parent company, (ii) any board resolutions and minutes appointing the board member to Debtor's board, (iii) the minutes from meetings involving discussions of independence, conflicts of interests, or any votes involving related-party transactions, (iv) Your organizational charts showing the role of the board member at Your company, (v) corporate governance policies at Your company and at the Debtor, (vi) any director or D&O questionnaires or declarations about independence, relationships with the parent, or disclosures of conflicts, (vii) compensation records for the board member including salaries, bonuses, and equity awards from Your company, (viii) stock ownership records of any ownership by such employee in Your company or Debtor, (ix) internal memos or legal analyses evaluating such director's independence, and (x) any conflict of interest disclosures including recusal statements or acknowledgements of potential conflicts.
42	All documents and communications related to the Corporate Restructuring, including but not limited to documents relating to the purpose of, rationale for, motivation for, or reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Corporate Restructuring.
43	All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Corporate Restructuring, including but not limited to assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.
46	All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Corporate Restructuring, including but not limited to agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.

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No.	Request Text
47	All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including You), including but not limited to agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Corporate Restructuring, resolution of any claims or debts to be addressed in the Corporate Restructuring, and/or any contemplated corporate restructuring or the actual Corporate Restructuring.
48	All documents and communications related to any other projects or workstreams that were necessary to effectuate the Corporate Restructuring and/or any contemplated corporate restructuring or the actual Corporate Restructuring, and the purpose of, decisions concerning, rationale for, and/or effect of such projects or workstreams.
49	All documents and communications referencing, discussing, constituting, or evaluating information about divisional/divisive mergers.

In addition, our investigation has led us to identify several additional categories of information that we need. These categories are subject to the definitions and instructions included in the original requests dated August 8, 2025. I have continued the number from the original requests for ease of reference.

50. All documents or communications relating to any communications Debtor/Parent had with any communications or public relations consultant, including, but not limited to, Kekst CNC, relating to the Corporate Restructuring and/or the Chapter 11 Case.
51. Morris Alhale's expert report in *In re Bedmar, LLC*, Case No. 25-11027 (JKS) (Bankr. D. Del. June 10, 2025).
52. Schedules of equipment transferred to Milan Tomic, including book values.
53. All documents and communications concerning the cash transfer from Debtor to NRI in March 2025.
54. All documents and communications concerning the secured promissory note from AGS to Resilience U.S. for \$5.9 million in June 2025.



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We request that your client provide us with documents on a rolling basis, beginning as soon as possible and completed no later than September 5. If you object to any of these requests, we are available to meet-and-confer. Nothing herein constitutes a waiver or relinquishment of any of the Committee's claims, defenses, rights, or remedies, all of which are expressly reserved.

Very truly yours,

A handwritten signature in black ink, appearing to read "B. M. Daniels".

Benjamin M. Daniels

Enclosure

Exhibit D



BENJAMIN M. DANIELS

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Via Electronic Mail

September 4, 2025

Amy Quartarolo
Latham & Watkins LLP
10250 Constellation Blvd., Suite 1100
Los Angeles, CA 90067

Re: **In re Alachua Government Services, Inc., Case No. 25-11289 (JKS) (Bankr. D. Del.)**

Dear Amy:

I write on behalf of the Official Committee of Unsecured Creditors (the “Committee”) in the above-referenced proceeding regarding the informal document requests that the Committee served on National Resilience Holdco, Inc. (“NRI”) on August 8, 2025 (the “Requests”)¹ and to follow up on my letter dated August 27, 2025. The Committee understands that NRI may have changed counsel. If so, please promptly advise who this letter should be addressed to.

When the Committee initially served the Requests on August 8, it requested that NRI’s document production in response to the Requests be completed by August 22, 2025. But the first meet-and-confer between the Committee and NRI regarding the Requests did not occur until August 19, 2025. It has now been almost a month since the Committee served its requests and NRI has not produced a single document.

Indeed, the Committee has not yet received basic documents that should have been available for production shortly after the filing of this case, including, but not limited to, board minutes and basic documents relating to the Prepetition Loan, Corporate Restructuring, the DCMA Claim, the Affiliate Claims, and intercompany transfers. It is inexcusable that these documents have not already been produced at this stage of the proceedings. Moreover, the Debtor and NRI’s inability

¹ As confirmed in my letter dated August 27, 2025, NRI has reserved all objections to the substance of the Requests but agreed not to object to the Requests on the basis that there is not formal Rule 2004 order in place.



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to produce basic corporate records on request will only heighten suspicions that appropriate corporate formalities were not observed as to the Debtor.

Just as concerning, the Debtor and NRI appear to be slow playing the discovery process by pointing the finger at one another. While meeting and conferring with Debtor's counsel, we have been told that certain documents (including board minutes) are in NRI's possession. While meeting and conferring NRI's counsel, we have been told that the Debtor should have these documents. Both NRI and the Debtor have represented that they would confer to ensure that we would receive these documents, but that has not occurred. It thus appears the Committee is being given the runaround.

A similar dynamic exists with respect to the proposed protective order, with the Debtor and NRI using their apparent inability to coordinate as a basis to draw out the discovery process. In your August 27, 2025 email, you suggested that NRI needed a protective order and that you have raised this issue with the Debtor. Yet the Committee has not heard further from either you or the Debtor on this issue. The Committee will no longer accept the need for a protective order as an excuse, given that NRI and the Debtor appear not to be moving forward with due speed and coordination on this issue. Given the Committee's urgent need for NRI's documents, please advise as soon as possible whether the protective order remains an impediment.

The urgency of these document requests has only increased given the Court's recent decision in *In re Bedmar*, No. 25-11027 (JKS), 2025 WL 2496260, at *1 (Bankr. D. Del. Aug. 29, 2025) (the "Bedmar Decision"), which held that there was no good-faith basis for Bedmar, LLC's ("Bedmar") chapter 11 bankruptcy filing. In particular, the Requests relating to the Corporate Restructuring² and the loan made in June 2025 by Resilience US, LLC to the Debtor in the amount of \$5,889,452, which is secured by Alachua Government Services, Inc.'s ("AGS" or the "Debtor") real property and intellectual property assets (the "Loan"), are now undeniably relevant given the Court's finding that NRI did not create Bedmar in good faith, but rather as a litigation tactic to take advantage of the Bankruptcy Code. The Committee is entitled to fully explore the extent to which any of the other transactions involved in the Corporate Restructuring impacted the Debtor's chapter 11 filing and its assets and liabilities.

² "Corporate Restructuring" is defined in the Requests as the restructuring and divisional merger that was completed in early June 2025 as described in paragraphs 30 to 36 of the Declaration of Christopher S. Sontchi, Independent Manager of the Debtor, in Support of Chapter 11 Petition and First Day and Other Pleadings, Docket No. 6, filed in *In re Bedmar, LLC*, Case No. 25-11027 (JKS) (Bankr. D. Del. June 10, 2025).



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You have suggested that the Committee's Requests are overly broad, have no apparent connection to the Debtor, and/or are more appropriately addressed to the Debtor. To be clear, the Committee is seeking the documents responsive to the Requests that are in NRI's possession. The Committee does not seek duplicative production of documents that it has already received, or will receive, from the Debtor. And if NRI is concerned about privilege, it can withhold documents that it claims are fully privileged provided that it promptly provides an appropriate privilege log and redacts partially privileged documents.

In an effort to avoid motion practice, below is an explanation of why the priority requests set forth in my August 27 letter are relevant, particularly in light of the Bedmar Decision.³

Request No. 1: All minutes and resolutions of the meetings, in unredacted form, of Your board(s) of directors/managers/members and any committees of the board that relate to (i) the Ology Merger, (ii) the Corporate Restructuring, (iii) the DCMA and Affiliate Claims, (iv) the DoD Loan and Subsidiary Guaranty, (v) any Prepetition Loans, (vi) the need for and hiring of the Chief Restructuring Officer, (vi) the need for and hiring of the Independent Manger, (vii) the independence of Your employees or directors serving on the board of Debtor, (viii) Debtor's financial decisions, operations, or insolvency, (ix) other transfers or assumption of liabilities, (x) any bankruptcy planning or wind-down activity.

Indeed, these documents are critical and should have been produced long ago. At the present moment, we have virtually no understanding of how the Debtor was governed leading up to the filing of the petition, including how it fit into NRI's larger corporate structure.

These documents also are relevant to NRI's pre-petition Corporate Restructuring, which not only resulted in Bedmar's bad faith bankruptcy filing, but also indisputably impacted the Debtor and its assets and liabilities. The Debtor has disclosed that certain transactions that occurred as part of, or, at or around the time of the Corporate Restructuring involved the Debtor, including, but not limited to, the Loan, the proceeds of which paid Bedmar as consideration for the assignment by the Debtor of a lease to a building in Alachua, Florida (the "Alachua Lease") shortly before Bedmar filed its chapter 11 petition. In addition, because of the Corporate Restructuring, Bedmar

respond³ As explained in my August 19th letter, the Committee provided a list of Requests to be prioritized by NRI, which are the documents that the Committee needs most urgently. The Committee has not waived any rights to request additional documents from NRI, nor has it waived any right to receive documents in NRI's possession that are responsive to the other Requests served on August 8, 2025.



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received a 51% membership interest in AGS Holdco, LLC, the Debtor's immediate corporate predecessor.

Thus, the Committee is entitled to all minutes and resolutions of the meetings, in unredacted form, of NRI's board(s) of directors/managers/members and any committees of the board that relate to the Debtor, the Corporate Restructuring, the Debtor's prepetition liabilities (including, but not limited to, the Loan, the DCMA Claim, the Affiliate Claims, the DoD Loan and Subsidiary Guaranty, and any Prepetition Loans), the Debtor's prepetition activities, and NRI's prepetition activities, including, but not limited to those that impacted the Debtor in any way. The Committee requires such information to complete its investigation of the Debtor's assets and liabilities and its evaluation of whether there are possible causes of action against NRI, its board, officers, directors and/or other actors for, among other things, substantive consolidation, fraudulent transfers, and/or breach of fiduciary duty.

Request No. 3: All documents and communications related to the DCMA Claim and the Affiliate Claims.

These documents concern some of the largest claims against the estate, are highly relevant, and should be promptly gathered and produced.

First, the Committee is entitled to any documents in NRI's possession relating to the Debtor's pre-petition liabilities, including the DCMA Claim against the Debtor in the amount of \$24.3 million plus interest. The Committee specifically requires any NRI documents or communications relating to the DCMA Claim that show (1) how the DCMA Claim impacted NRI's decision to engage in the Corporate Restructuring; (2) whether and to what extent NRI directed any of the Debtor's actions with respect to the DCMA Claim; and (3) whether and to what extent NRI opined on the DCMA Claim against the Debtor.

Second, the Committee is also entitled to any documents in NRI's possession relating to the Affiliate Claims (*i.e.*, the unsecured intercompany claims totaling \$113 million). The Committee specifically requires any NRI documents or communications relating to the Affiliate Claims that show (1) how the Affiliate Claims impacted NRI's decision to engage in the Corporate Restructuring; (2) whether and to what extent NRI opined on the Affiliate Claims; and (3) whether and/or to what extent NRI directed any of the Debtor's actions with respect to the Affiliate Claims.



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Request No. 4: All Prepetition Loan Documents, including: (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the Prepetition Secured Loan; (b) any amendments, waivers, forbearance, and restatements; (c) and any relevant filings made pursuant to the Uniform Commercial Code.

The Committee is entitled to any documents or communications in NRI's possession relating to the Prepetition Loan Documents, including, but not limited to, any documents relating to the Prepetition Secured Loan of \$5,889,452, made in June 2025 by Resilience US, LLC to the Debtor. Any such documents are indisputably relevant to the Debtor's prepetition assets and liabilities. Further, to the extent that the Loan was made at the direction of NRI and/or as part of the Corporate Restructuring, it is highly relevant to the Committee's investigation of the Debtor's assets and liabilities and its evaluation of whether there are possible causes of action against NRI, its board, officers, directors and/or other actors for, among other things, substantive consolidation, fraudulent transfers, and/or breach of fiduciary duty.

Request No. 5: All documents and communications related to the DoD Finance Agreement, the DoD Loan, and the Subsidiary Guaranty, including (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.); and (b)(i) consideration provided to and (ii) obligations incurred by all Persons involved in the DoD Loan transaction.

The Committee is also entitled to all documents and communications in NRI's possession relating to the DoD Finance Agreement, the DoD Loan, and the Subsidiary guaranty. As noted in the Debtor's First Day Declaration, the DoD Finance Agreement was entered into by certain parent companies of the Debtor (the "DoD Borrowers") with the DoD and the United States International Development Finance Corporation (together, the "DoD Lenders"). Under the DoD Finance Agreement, the DoD Lenders committed to lending a principal amount not exceeding \$410 million, of which \$246 million was advanced to the DoD Borrowers (the "DoD Loan"). In connection with the DoD Loan, the Debtor entered into an unsecured subsidiary guaranty agreement, dated as of August 23, 2023, with the DoD Lenders (the "Subsidiary Guaranty"). Under the Subsidiary Guaranty, the Debtor is jointly and severally liable as a primary obligor for all obligations of the DoD Borrowers under the DoD Finance Agreement.

Any documents or communications in NRI's possession relating to the DoD Finance Agreement, the DoD Loan, and the Subsidiary Guaranty, including, but not limited to, all documents or



Amy Quartarolo
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communications relating to the decision by NRI or any parent of the Debtor to make the Debtor the guarantor of the DoD Loan, are unquestionably relevant to the Debtor's prepetition assets and liabilities. Further, the Committee needs those documents for its investigation of the Debtor's assets and liabilities and its evaluation of whether there are possible causes of action against NRI, its board, officers, directors and/or other actors for, among other things, substantive consolidation, fraudulent transfers, and/or breach of fiduciary duty.

Request No. 12: All documents and communications related to intercompany transfers, including the Affiliate Claim and any another other transfers between the Debtor and any Non-Debtor Affiliates.

Request No. 13: All documents and communications related to any related-party transactions involving You, Debtor, or Non-Debtor Affiliates.

You stated during our meet-and-confer on August 19th that the Committee had been provided with the full set of documents relating to intercompany transfers. This is not accurate. The Committee has received some documents from the Debtor relating to the intercompany transfers but is still in need of the following: (1) all intercompany agreements that created the obligations by and between the Debtor and any Non-Debtor Affiliate; (2) support for the ~\$3.2 million balance for affiliated entity Resilience Biotechnologies Inc.; and (3) support for the ~\$3.3 million balance for affiliated entity Swiftscale

To the extent that NRI has in its possession any documents or communications relating to these outstanding items, the Committee is entitled to such information. The Committee is also entitled to any documents or communications in NRI's possession that relate to any related-party transactions involving NRI, Debtor, or Non-Debtor Affiliates. The Committee has not limited these Requests to the Debtor because, based on our investigation date, it appears that the Debtor does not have all such documents and communications in its possession.

These Requests relate to NRI's broader organizational structure and/or the Corporate Restructuring and, therefore, are relevant to the Debtor's prepetition assets and liabilities. The Committee also requires such information to complete its investigation and its evaluation of the Debtor's assets and liabilities and whether there are possible causes of action against NRI, its board, officers, directors and/or other actors for, among other things, substantive consolidation, fraudulent transfers, and/or breach of fiduciary duty.



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Request No. 22: All documents and communications related to any of Your employees or directors (or former employees or directors) who served on the board of directors of the Debtor or as officers of the Debtor, including (i) any employment agreement between the board member and the parent company, (ii) any board resolutions and minutes appointing the board member to Debtor's board, (iii) the minutes from meetings involving discussions of independence, conflicts of interests, or any votes involving related-party transactions, (iv) Your organizational charts showing the role of the board member at Your company, (v) corporate governance policies at Your company and at the Debtor, (vi) any director or D&O questionnaires or declarations about independence, relationships with the parent, or disclosures of conflicts, (vii) compensation records for the board member including salaries, bonuses, and equity awards from Your company, (viii) stock ownership records of any ownership by such employee in Your company or Debtor, (ix) internal memos or legal analyses evaluating such director's independence, and (x) any conflict of interest disclosures including recusal statements or acknowledgements of potential conflicts.

The Committee is entitled to all documents and communications in NRI's possession relating to any of NRI's employees or directors (or former employees or directors) who served on the board of directors of the Debtor or as officers of the Debtor. There has been overlap of NRI or NRI-affiliated employees who have served as directors and/or officers of the Debtor. The Committee requires this information to determine, among other things, whether such officers or directors acted in the Debtor's best interests or at the Parent's behest. Such information is also relevant to the Debtor's prepetition assets and liabilities. The Committee has not limited this Request to the Debtor because, based on our investigation to date, it appears that the Debtor does not have all such documents and communications in its possession.

During the meet-and-confer on August 19, you conveyed that NRI would produce documents responsive to this Request, but the Committee has not received any production.

Request No. 42: All documents and communications related to the Corporate Restructuring, including but not limited to documents relating to the purpose of, rationale for, motivation for, or reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Corporate Restructuring.



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Request No. 43: All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Corporate Restructuring, including but not limited to assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.

Request No. 46: All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Corporate Restructuring, including but not limited to agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.

Request No. 47: All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including You), including but not limited to agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Corporate Restructuring, resolution of any claims or debts to be addressed in the Corporate Restructuring, and/or any contemplated corporate restructuring or the actual Corporate Restructuring.

Document Request 48: All documents and communications related to any other projects or workstreams that were necessary to effectuate the Corporate Restructuring and/or any contemplated corporate restructuring or the actual Corporate Restructuring, and the purpose of, decisions concerning, rationale for, and/or effect of such projects or workstreams.

Document Request 49: All documents and communications referencing, discussing, constituting, or evaluating information about divisional/divisive mergers.

For the reasons discussed more fully above, the Committee is entitled to all documents and communications in NRI's possession that relate to the Corporate Restructuring. The Bedmar Decision confirm that one aspect of the Corporate Restructuring by NRI resulted in a bad faith chapter 11 filing. As such, the Committee is entitled to investigate all aspects of the Corporate Restructuring to not only investigate the Debtor's assets and liabilities, but also evaluate whether



Amy Quartarolo
September 4, 2025
Page 9

there are possible causes of action against NRI, its board, officers, directors and/or other actors for, among other things, substantive consolidation, fraudulent transfers, and/or breach of fiduciary duty. *See supra* at 1-3. The relevant nature of this information is only made more evident by the Bedmar Decision.

Document Request 50: All documents or communications relating to any communications Debtor/Parent had with any communications or public relations consultant, including, but not limited to, Kekst CNC, relating to the Corporate Restructuring and/or the Chapter 11 Case.

The Committee is entitled to all documents in NRI's possession that respond to this Request. These are documents relating to the Corporate Restructuring, which are relevant for all reasons discussed above, but also may provide the Committee with additional information regarding, among other things, the Parent's intentions, motives, and/or expectations with respect to the Corporate Restructuring and/or the Debtor's chapter 11 filing. The Committee also requires such information to complete its investigation of the Debtor's assets and liabilities and its evaluation of whether there are possible causes of action against NRI, its board, officers, directors and/or other actors for, among other things, substantive consolidation, fraudulent transfers, and/or breach of fiduciary duty.

Request No. 51: Morris Alhale's expert report in *In re Bedmar, LLC*, Case No. 25-11027 (JKS) (Bankr. D. Del. June 10, 2025).

During the meet-and-confer on August 19, the Committee suggested that NRI turn over all discovery that has been exchanged in the *In re Bedmar, LLC* matter to satisfy numerous of the Committee's Requests. Mr. Alhale's expert report relating to the Corporate Restructuring is particularly relevant for the reasons discussed above, is not privileged, and should be produced.

Request No. 53: All documents and communications concerning the cash transfer from Debtor to NRI in March 2025.

Request No. 54: All documents and communications concerning the secured promissory note from AGS to Resilience US for \$5.9 million in June 2025.

The Committee is entitled to all documents and communications in NRI's possession relating to the cash transfer from the Debtor to NRI in March 2025 and the secured promissory note from



Amy Quartarolo
September 4, 2025
Page 10

the Debtor to Resilience US for \$5.9 million in June 2025. Such documents indisputably relate to the Debtor's prepetition assets and liabilities and are required for the Committee's investigation of the Debtor's assets and liabilities and its evaluation of whether there are possible causes of action against NRI, its board, officers, directors and/or other actors for, among other things, substantive consolidation, fraudulent transfers, and/or breach of fiduciary duty.

* * *

The Committee demands that NRI respond in writing no later than **September 8, 2025**, confirming that it will search for and produce the foregoing documents (or, to the extent it refuses, explaining in detail which categories of documents it is not producing and why). The Committee further demands that NRI begin producing documents responsive to its Requests on a rolling basis as soon as possible, and that such production be completed by **September 12, 2025**. If NRI's written response is inadequate or untimely, or its production is not complete by September 12, the Committee intends to seek prompt relief from the Court. To the extent NRI requires a confidentiality agreement prior to production, please provide a draft of such agreement by **September 5, 2025** so that production can begin as soon as possible.

We are available to meet-and-confer concerning these requests. Nothing herein constitutes a waiver or relinquishment of any of the Committee's claims, defenses, rights, or remedies, all of which are expressly reserved

Very truly yours,

A handwritten signature in dark ink, appearing to read "B. M. Daniels".

Benjamin M. Daniels

Exhibit E

From: A.Nicas
Sent: Friday, September 5, 2025 10:46 AM
To: GPAlachuaUCC; AGS RC; AGS M3
Subject: Fwd: [External] FW: Alachua - NRI / UCC Advisors -- Requests for Production

CAUTION:

EXTERNAL EMAIL

Just received. Will loop the litigators in.

Alexander J Nicas

Goodwin Procter LLP
The New York Times Building
620 Eighth Avenue
New York, NY 10018
o +1 212 459 7460
m +1 508 612 6918
ANicas@goodwinlaw.com

Begin forwarded message:

From: Ori Solomon <ori.solomon@resilience.com>
Date: September 5, 2025 at 10:42:42 AM EDT
To: "Nicas, Alexander J" <ANicas@goodwinlaw.com>
Cc: "Sathy, Anup" <asathy@kirkland.com>, "Fagen, Matthew C." <matthew.fagen@kirkland.com>
Subject: Re: [External] FW: Alachua - NRI / UCC Advisors -- Requests for Production

EXTERNAL

Alexander – I understand that you are acquainted with Anup and Matt. All requests or other inquiries of National Resilience or Resilience US should be directed exclusively to them, and anyone else that the specifically designate. Thanks.

From: Nicas, Alexander J <ANicas@goodwinlaw.com>
Date: Thursday, Sep 04, 2025 at 10:56 PM
To: Uhland, Suzanne (NY) <Suzanne.Uhland@lw.com>, BDaniels@rc.com <BDaniels@rc.com>, Quartarolo, Amy (LA) <Amy.Quartarolo@lw.com>
Cc: Posin, Kimberly (LA) <Kim.posin@lw.com>, GPAlachuaUCC <GPAlachuaUCC@goodwinlaw.com>, AGS-RC@rc.com <AGS-RC@rc.com>, rwinning@m3-partners.com <rwinning@m3-partners.com>, malhale@pppllc.com <malhale@pppllc.com>
Subject: Re: Alachua - NRI / UCC Advisors -- Requests for Production

Suzanne,

Thank you. Please relay to your client that we expect a prompt response and immediate production. Any transition of counsel is not a valid basis for delaying the production of required documents.

Alex

Alexander J Nicas

Goodwin Procter LLP
The New York Times Building
620 Eighth Avenue
New York, NY 10018
o +1 212 459 7460
m +1 508 612 6918
ANicas@goodwinlaw.com

From: Suzzanne.Uhland@lw.com <Suzzanne.Uhland@lw.com>
Sent: Thursday, September 4, 2025 9:50 PM
To: BDaniels@rc.com <BDaniels@rc.com>; Amy.Quartarolo@lw.com <Amy.Quartarolo@lw.com>
Cc: Kim.posin@lw.com <Kim.posin@lw.com>; GPAlachuaUCC <GPAlachuaUCC@goodwinlaw.com>; AGS-RC@rc.com <AGS-RC@rc.com>; rwinning@m3-partners.com <rwinning@m3-partners.com>; malhale@pppllc.com <malhale@pppllc.com>
Subject: RE: Alachua - NRI / UCC Advisors -- Requests for Production

EXTERNAL

We have reached out to National Resilience and are awaiting their determination regarding counsel. In the interim we are not authorized to act for them.

Suzzanne Uhland

Pronouns: She/Her/Hers

LATHAM & WATKINS LLP

1271 Avenue of the Americas | New York, NY 10020
D: +1.212.906.1308 | M: +1.310.560.7616

From: Daniels, Benjamin M. <BDaniels@rc.com>
Sent: Thursday, September 4, 2025 6:47 PM
To: Quartarolo, Amy (LA) <Amy.Quartarolo@lw.com>
Cc: Uhland, Suzzanne (NY) <Suzzanne.Uhland@lw.com>; Posin, Kimberly (LA) <Kim.posin@lw.com>; gpalachuaucc@goodwinlaw.com; AGS RC <AGS-RC@rc.com>; R.Winning <rwinning@m3-partners.com>; malhale@pppllc.com
Subject: RE: Alachua - NRI / UCC Advisors -- Requests for Production

Hi Amy,

Please see the attached correspondence from the Committee. The Committee understands that NRI may have changed counsel. If so, please promptly advise us who should receive this letter.

Best,
Ben

Benjamin M. Daniels (he/him/his)

Robinson & Cole LLP

One State Street

Hartford, CT 06103

Direct 860.275.8223 | Fax 860.275.8299

bdaniels@rc.com | [Bio](#) | [V-Card](#)

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Stamford | Wilmington | Philadelphia | Los Angeles | Albany | www.rc.com

From: Amy.Quartarolo@lw.com <Amy.Quartarolo@lw.com>

Sent: Wednesday, August 27, 2025 4:26 PM

To: Daniels, Benjamin M. <BDaniels@rc.com>

Cc: Suzanne.Uhland@lw.com; Kim.posin@lw.com; gpalachuaucc@goodwinlaw.com; AGS RC <AGS-RC@rc.com>; R.Winning <rwinning@m3-partners.com>; malhale@pppllc.com

Subject: RE: Alachua - NRI / UCC Advisors -- Requests for Production

CAUTION:

EXTERNAL EMAIL

Ben –

I acknowledge receipt of your letter, which we will review with our client. From an initial glance, the Committee continues to push on what we discussed with you are overbroad requests, requests that have no apparent connection to the Debtor or its assets and liabilities, and categories of documents that are more appropriately addressed to the Debtor. You now have added new requests, at least certain of which suffer from similar flaws.

We have been preparing documents to produce in response to the Committee's requests, as focused based on our meet and confer, and will continue to do so.

We also have had a chance to review the NDA that you sent yesterday. We will need a protective order in place to facilitate the production of documents, including because we are not party to the NDA and need the ability to enforce any protections with the court. We raised with the Debtor and understand that they are preparing a form of protective order for circulation.

Thanks,
Amy

From: Daniels, Benjamin M. <BDaniels@rc.com>

Sent: Wednesday, August 27, 2025 1:12 PM

To: Quartarolo, Amy (LA) <Amy.Quartarolo@lw.com>

Cc: Uhland, Suzanne (NY) <Suzanne.Uhland@lw.com>; Posin, Kimberly (LA) <Kim.posin@lw.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>; R.Winning

<rwinning@m3-partners.com>; malhale@pppllc.com

Subject: Alachua - NRI / UCC Advisors -- Requests for Production

Hi Amy,

Please see the attached correspondence from the Committee.

Best,
Ben

Benjamin M. Daniels (he/him/his)

Robinson & Cole LLP

One State Street

Hartford, CT 06103

Direct 860.275.8223 | Fax 860.275.8299

bdaniels@rc.com | [Bio](#) | [V-Card](#)

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Exhibit F

Merkey, Alyssa

From: Maddox, Robert C. <Maddox@RLF.com>
Sent: Monday, September 22, 2025 1:23 PM
To: Daniels, Benjamin M.
Cc: Merchant, Michael J.; Milana, Matthew P.; GPAlachuaUCC; AGS M3; AGS RC; Steele, Amanda R.
Subject: RE: AGS - Contracts

CAUTION:

EXTERNAL EMAIL

Ben,

A brief update in advance of our call. As you know counsel to National Resilience circulated a proposed form of protective order to the committee on Friday. We should endeavor to get that finalized and filed with the court as soon as possible.

With respect to the Debtor's production, I have queued up to go out this week the public relations communications that you requested and to the extent not already produced documents relating to the DCMA audit. In addition, it is our goal to produce the Debtor's historical minutes and related materials next week.

With respect to your other priority requests, the Debtor has completed production of documents with respect to requests 8, 9, 20, 25, 32, and 34. The Debtor is working with National Resilience regarding information responsive to requests 15, 17, 33, 37 and 38 that has not already been provided to the Committee by the Debtor. It is my understanding that National Resilience will be producing consolidated financials to the Committee in response to requests 46 and 47.

I would note that the Debtor already has produced documents and information responsive to the Committee's other requests including requests 4, 5, 8, 9, 11, 12, 13, 15, 16, 17, 20, 22, 23, 24, 25, 26, 27, 28, 29, 31, 32, 33, 34, and 35. In addition the Debtor's financial advisors have worked closely with the Committee's financial advisors to provide additional information and respond to additional requests.

With respect to the remaining discovery requests, the benefits of identifying, collecting, and producing such documents (to the extent that the requested documents exist or are in the Debtor's possession) are outweighed by the burden and costs of identifying, collecting, reviewing and producing those documents including, without limitation, because many of them are no longer relevant (e.g. request 1 relating to DIP financing), relate to another bankruptcy proceeding in which the Debtor was not a party (e.g. 43, 44 relating to the Bedmar bankruptcy), are premature (e.g. 39 relating to plan documents), and/or are not in the Debtor's possession (e.g. 48, 49 relating to the prepetition corporate restructuring). In addition, the Committee has requested communications with respect to 36 of its 54 original requests. As the Committee is aware the cost of ediscovery, particularly the collection and review of communications, is cost and time intensive. The Debtor may consider producing communications in the future with respect to specific and targeted requests. However, engaging in such discovery with respect to 36 of the Committee's separate requests is unduly burdensome.

Regards,

Bob



Robert C. Maddox
Richards, Layton & Finger, P.A.
Maddox@RLF.com

920 N. King Street | Wilmington, DE 19801
O: 302-651-7551 | M: 302-932-3651 | F: 302-498-7701

[vCard](#), [bio](#), www.rlf.com, 

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From: Daniels, Benjamin M. <BDaniels@rc.com>
Sent: Wednesday, September 17, 2025 5:24 PM
To: Maddox, Robert C. <Maddox@RLF.com>
Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS M3 <ags_m3@m3-partners.com>; AGS RC <AGS-RC@rc.com>; Steele, Amanda R. <Steele@RLF.com>
Subject: RE: AGS - Contracts

Hi Bob,

Thank you for the call today. As we discussed, please let us know before our call on Monday the following information: (1) the status of the PO negotiations with NRI, (2) the categories of documents you will be able to immediately reproduce once a protective order is in place, (3) a list of the additional categories of documents you are requesting from NRI and when those will be ready to produce, and (4) any objections to the general categories of documents we requested.

Best,
Ben

Benjamin M. Daniels (he/him/his)
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From: Maddox, Robert C. <Maddox@RLF.com>
Sent: Monday, September 15, 2025 4:21 PM
To: Daniels, Benjamin M. <BDaniels@rc.com>

Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS M3 <ags_m3@m3-partners.com>; AGS RC <AGS-RC@rc.com>; Steele, Amanda R. <Steele@RLF.com>
Subject: RE: AGS - Contracts

CAUTION:

EXTERNAL EMAIL

Ben,

Wednesday after 3 works for me.

Regards,

Bob



Robert C. Maddox
Richards, Layton & Finger, P.A.
Maddox@RLF.com

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From: Daniels, Benjamin M. <BDaniels@rc.com>
Sent: Monday, September 15, 2025 4:00 PM
To: Maddox, Robert C. <Maddox@RLF.com>
Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS M3 <ags_m3@m3-partners.com>; AGS RC <AGS-RC@rc.com>; Steele, Amanda R. <Steele@RLF.com>
Subject: RE: AGS - Contracts

Bob,

The Committee would like to meet-and-confer about its document requests again. We are free at the following times:

- Wed: after 3pm
- Thurs: 930am-11am and after 1:30pm

Please let us know your availability.

Best,
Ben

Benjamin M. Daniels (he/him/his)
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From: Maddox, Robert C. <Maddox@RLF.com>

Sent: Wednesday, August 27, 2025 6:07 PM

To: Daniels, Benjamin M. <BDaniels@rc.com>

Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS M3 <ags_m3@m3-partners.com>; AGS RC <AGS-RC@rc.com>; Steele, Amanda R. <Steele@RLF.com>

Subject: RE: AGS - Contracts

CAUTION:

EXTERNAL EMAIL

Ben,

You are correct I must have misunderstood the first sentence of your email: “We have worked diligently to consolidate the requests of the Committee’s attorneys and the financial advisors, and our letter on Friday represents the consolidation of those priority requests.”

As I noted in my initial email, the Debtor has limited professional capacity to respond to two separate sets of voluminous requests from the committee at the same time.

I reiterate my request for the committee to inform the Debtor which set of requests should receive priority.

Regards,

Bob



Robert C. Maddox
Richards, Layton & Finger, P.A.
Maddox@RLF.com

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From: Daniels, Benjamin M. <BDaniels@rc.com>

Sent: Wednesday, August 27, 2025 6:00 PM

To: Maddox, Robert C. <Maddox@RLF.com>

Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS M3 <ags_m3@m3-partners.com>; AGS RC <AGS-RC@rc.com>; Steele, Amanda R. <Steele@RLF.com>

Subject: RE: AGS - Contracts

Bob,

I think there may have been a misunderstanding. The letter reflects the priority discovery requests that we need from Debtor in the nature of informal/formal discovery. As you know, the FA diligence process is customary and a separate track. We are puzzled by your immediate reaction to shut that down. FA to FA diligence should continue because shutting that down would increase cost and expense.

Best,
Ben

Benjamin M. Daniels (he/him/his)

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From: Maddox, Robert C. <Maddox@RLF.com>

Sent: Wednesday, August 27, 2025 5:42 PM

To: Daniels, Benjamin M. <BDaniels@rc.com>

Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS M3 <ags_m3@m3-partners.com>; AGS RC <AGS-RC@rc.com>; Steele, Amanda R. <Steele@RLF.com>

Subject: RE: AGS - Contracts

CAUTION:

EXTERNAL EMAIL

Ben,

Thank you for your email and for confirmation regarding the priority of the Committee's requests. I will let the Debtor's financial advisor know that it can stand down on the separate requests that were sent to it through the Committee's financial advisor. With respect to timing, as I noted below we are working diligently to assess the requests in the Committee's letter. I will provide a more definite date for additional document production, if any, as soon as I am in a position to do so.

Regards,

Bob



Robert C. Maddox
Richards, Layton & Finger, P.A.
Maddox@RLF.com

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From: Daniels, Benjamin M. <BDaniels@rc.com>
Sent: Wednesday, August 27, 2025 5:33 PM
To: Maddox, Robert C. <Maddox@RLF.com>; Steele, Amanda R. <Steele@RLF.com>
Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS M3 <ags_m3@m3-partners.com>; AGS RC <AGS-RC@rc.com>
Subject: RE: AGS - Contracts

Hi Bob,

We have worked diligently to consolidate the requests of the Committee's attorneys and the financial advisors, and our letter on Friday represents the consolidation of those priority requests. I've reattached the letter for your convenience. Given that the Committee served these requests nearly a month ago and has yet to receive anything other than basic financial data, we must insist on a response as soon as possible. Please advise us about the timing of the production and whether Debtor will meet the September 5 deadline.

Best,
Ben

Benjamin M. Daniels (he/him/his)
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Hartford, CT 06103

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bdaniels@rc.com | [Bio](#) | [V-Card](#)

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From: Maddox, Robert C. <Maddox@RLF.com>

Sent: Wednesday, August 27, 2025 1:23 PM

To: A.Nicas <ANicas@goodwinlaw.com>; Steele, Amanda R. <Steele@RLF.com>; Mauceri, Rachel Jaffe <rmauceri@rc.com>; Lazerowitz, Evan M. <ELazerowitz@rc.com>; Daniels, Benjamin M. <BDaniels@rc.com>; Ward, Justin <JWard@goodwinlaw.com>

Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>

Subject: RE: AGS - Contracts

CAUTION:

EXTERNAL EMAIL

Alexander,

Thank you for your email. The Debtor is working diligently to assess the requests made under the committee's letter and to provide additional documents, if any, as promptly as possible. I would note that the committee's financial advisors have also issued voluminous information requests to the Debtor's financial advisors, separate and apart from the informal requests that are the subject of your email below. As you are aware the Debtor has limited professional capacity. Accordingly, the Debtor would appreciate it if the committee would let us know which information requests it wants the Debtor to prioritize.

Regards,

Bob



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From: Nicas, Alexander J <ANicas@goodwinlaw.com>

Sent: Wednesday, August 27, 2025 11:54 AM

To: Steele, Amanda R. <Steele@RLF.com>; Mauceri, Rachel Jaffe <rmauceri@rc.com>; Lazerowitz, Evan M. <ELazerowitz@rc.com>; Daniels, Benjamin M. <BDaniels@rc.com>; Ward, Justin <JWard@goodwinlaw.com>
Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; Maddox, Robert C. <Maddox@RLF.com>
Subject: RE: AGS - Contracts

*** EXTERNAL EMAIL ***

Adding a different Evan and our respective litigators.

A letter was also sent to you last Friday. Please advise as to the status of document production.

Alexander J Nicas



Goodwin Procter LLP
The New York Times Building
620 Eighth Avenue
New York, NY 10018
o +1 212 459 7460
m +1 508 612 6918
ANicas@goodwinlaw.com
[My Bio](#) [Download vCard](#)



From: Steele, Amanda R. <Steele@RLF.com>
Sent: Wednesday, August 27, 2025 11:26 AM
To: Nicas, Alexander J <ANicas@goodwinlaw.com>; Mauceri, Rachel Jaffe <rmauceri@rc.com>; 'Evan Pasenello' <evan.pasenello@resilience.com>
Cc: Merchant, Michael J. <Merchant@RLF.com>; Milana, Matthew P. <Milana@RLF.com>; Maddox, Robert C. <Maddox@RLF.com>
Subject: AGS - Contracts

EXTERNAL

We are uploading AGS contracts to the sharefile site. Due to the fact that there a number of confidentiality provisions in all the agreements, we are providing on a POE basis. To the extent you need to share to Committee members, we will consider those requests.



Amanda R. Steele
Richards, Layton & Finger, P.A.
Steele@RLF.com

920 N. King Street | Wilmington, DE 19801
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[vCard](#), [bio](#), www.rlf.com, 

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Exhibit G

From: Henry, Shayne <shayne.henry@kirkland.com>
Sent: Monday, September 29, 2025 3:07 PM
To: Daniels, Benjamin M.
Cc: McKane, Mark; Prather, Armando L.; GPalachuaUCC; AGS RC; 'AGS M3'
Subject: RE: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

CAUTION:**EXTERNAL EMAIL**

Ben,

Thanks for speaking just now. I've itemized below the buckets of documents that we are collecting and reviewing for production pursuant to the Committee's informal document requests, subject to all the customary reservations of rights (e.g., no commitment to produce privilege materials; limited to documents in NRI's possession, custody, and control; reserving the right to modify and/or supplement this list and NRI's productions; etc.).

In terms of timing, we should be able to produce the NRI Board materials by next week. While I'm not in a position to commit to a timeline for our production of the other items on this list—I'm still assessing the volume of documents at issue—we will produce them on a rolling basis, and I will revert with a timeline as soon as I can. While I understand that at least some of the Committee's requests have been pending since August 8, Kirkland's representation in this case is much more recent. As I'm sure you can understand, NRI is very focused on the sales process and other enterprise-critical workstreams. Nonetheless, we are working to get the Committee relevant and responsive documents as quickly as possible.

1. NRI Board materials related to:
 - a. The Ology merger
 - b. The DCMA Claim
 - c. Intercompany claims, including the \$5.9mm Resilience US, LLC loan to AGS
 - d. The DoD Loan and Subsidiary Guaranty (i.e., the \$246 million advanced from DoD and the August 18, 2023 unsecured subsidiary guaranty agreement between AGS and DoD)
 - e. Prepetition Loan (in DIP order)
 - f. CRO's hiring
 - g. Independent Manager hiring
 - h. D&O questionnaires (re independence of directors)
 - i. AGS finances/insolvency
2. Documentation related to the DCMA Claim and the intercompany claims
3. Prepetition Loan Documents (the prepetition secured loan of \$5.9mm made in June 2025 by Resilience US, LLC to AGS)
 - a. Legal opinions
 - b. Secretary's/officer's certificates
4. Documents regarding the DoD Finance Agreement, DoD Loan, and AGS's Subsidiary Guarantee
 - a. Legal opinions
 - b. Secretary's/officer's certificates
 - c. Documentation of consideration provided to and obligations incurred by persons involved in the transaction (if any)
5. Any intercompany funding agreements with AGS.
6. Documents showing dividends or cash unstreamed from AGS to NRI or the non-debtor affiliates.
7. Documents sufficient to show AGS's ownership in any cell lines or materials used in vaccine development, including contracts to sell vaccines, cell lines or materials.
8. Documentation regarding intercompany transfers
9. Documentation regarding related-party transactions involving NRI, the Debtors, or the non-debtor affiliates (if any); specifically:
 - a. all intercompany agreements that created the obligations by and between the Debtor and any Non-Debtor Affiliate
 - b. support for the ~\$3.2 million balance for affiliated entity Resilience Biotechnologies Inc.

- c. support for the ~\$3.3 million balance for affiliated entity Swiftscale
10. Any assignment agreements to, from, by or among AGS and the non-debtor affiliates as part of the corporate restructuring.
 11. Communications with Kekst regarding Corporate Restructuring and the chapter 11 cases – to the extent not privileged, subject to terms that we should request from the Committee, and limited to communications relating to AGS.
 12. Schedules of equipment transferred to Milan Tomic.
 13. Documentation of the cash transfer from AGS to NRI in March 2025.
 14. Copy of the secured promissory note from AGS to Resilience U.S. for \$5.9 million in June 2025

Best,
Shayne

Shayne Henry

KIRKLAND & ELLIS LLP

401 Congress Avenue, Austin, TX 78701
555 California Street, San Francisco, CA 94104
T +1 512 355 4363

shayne.henry@kirkland.com

From: Daniels, Benjamin M. <BDaniels@rc.com>
Sent: Monday, September 29, 2025 12:00 PM
To: Henry, Shayne <shayne.henry@kirkland.com>
Cc: McKane, Mark <mark.mckane@kirkland.com>; Prather, Armando L. <armando.prather@kirkland.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>; 'AGS M3' <ags_m3@m3-partners.com>
Subject: RE: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

Hi Shayne,

We can talk at 230pmET. I will note that this motion would not be premature given that NRI has had these requests since August 8, 2025. However, we can discuss during the call.

Best,
Ben

Benjamin M. Daniels (he/him/his)

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From: Henry, Shayne <shayne.henry@kirkland.com>
Sent: Monday, September 29, 2025 11:48 AM
To: Daniels, Benjamin M. <BDaniels@rc.com>
Cc: McKane, Mark <mark.mckane@kirkland.com>; Prather, Armando L. <armando.prather@kirkland.com>;

GPAIachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>; 'AGS M3' <ags_m3@m3-partners.com>

Subject: Re: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

CAUTION:

EXTERNAL EMAIL

That seems premature given that we agreed to speak today and Kirkland has been counsel for only a few weeks. In any event, I'm available for a call between 2:30 and 4 ET today if you still want to speak.

Shayne Henry

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401 Congress Avenue, Austin, TX 78701
555 California Street, San Francisco, CA 94104
T +1 512 355 4363

shayne.henry@kirkland.com

From: Daniels, Benjamin M. <BDaniels@rc.com>

Sent: Monday, September 29, 2025 11:43 AM

To: Henry, Shayne <shayne.henry@kirkland.com>

Cc: McKane, Mark <mark.mckane@kirkland.com>; Prather, Armando L. <armando.prather@kirkland.com>;

GPAIachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>; 'AGS M3' <ags_m3@m3-partners.com>

Subject: RE: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

This message is from an EXTERNAL SENDER

Be cautious, particularly with links and attachments.

Hi Shayne,

Since we haven't heard back and given the significant delays in production, we wanted to give you notice that we are planning to file a Rule 2004 motion today.

Best,
Ben

Benjamin M. Daniels (he/him/his)

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From: Daniels, Benjamin M.

Sent: Thursday, September 25, 2025 12:03 PM

To: Henry, Shayne <shayne.henry@kirkland.com>

Cc: McKane, Mark <mark.mckane@kirkland.com>; Prather, Armando L. <armando.prather@kirkland.com>;

GPAIachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>

Subject: RE: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

Hi Shayne,

Apologies for the delayed response, was in a client meeting. Let's postpone to Monday. Please provide some times you are available.

Best,
Ben

Benjamin M. Daniels (he/him/his)

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bdaniels@rc.com | [Bio](#) | [V-Card](#)

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From: Henry, Shayne <shayne.henry@kirkland.com>

Sent: Thursday, September 25, 2025 10:51 AM

To: Daniels, Benjamin M. <BDaniels@rc.com>

Cc: McKane, Mark <mark.mckane@kirkland.com>; Prather, Armando L. <armando.prather@kirkland.com>;

GPAIachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>

Subject: RE: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

CAUTION:

EXTERNAL EMAIL

Ben,

Thanks for the call last week. Can we reschedule this morning's call for tomorrow or Monday? I have a call with the company this afternoon and I'm hoping to make additional progress on these issues.

Thanks

Shayne Henry

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401 Congress Avenue, Austin, TX 78701

555 California Street, San Francisco, CA 94104

T +1 512 355 4363

shayne.henry@kirkland.com

From: Henry, Shayne

Sent: Monday, September 15, 2025 3:14 PM

To: Daniels, Benjamin M. <BDaniels@rc.com>

Cc: McKane, Mark <mark.mckane@kirkland.com>; Whipkey, Amber L. <amber.whipkey@kirkland.com>; Prather,

Armando L. <armando.prather@kirkland.com>; Wright, Drew <drew.wright@kirkland.com>; Gibbons, Michael

<michael.gibbons@kirkland.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>

Subject: RE: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

Ben,

Agreed. We wanted to get you some of the lowest-hanging fruit while we are coming up to speed, but we are also working on the Committee's priority requests as identified in the correspondence to Latham. Let's plan to speak Thursday any time after 1:30pm (ET?), if you can please circulate a dial-in.

Thanks

Shayne Henry

KIRKLAND & ELLIS LLP

401 Congress Avenue, Austin, TX 78701
555 California Street, San Francisco, CA 94104
T +1 512 355 4363

shayne.henry@kirkland.com

From: Daniels, Benjamin M. <BDaniels@rc.com>

Sent: Monday, September 15, 2025 1:04 PM

To: Henry, Shayne <shayne.henry@kirkland.com>

Cc: McKane, Mark <mark.mckane@kirkland.com>; Whipkey, Amber L. <amber.whipkey@kirkland.com>; Prather, Armando L. <armando.prather@kirkland.com>; Wright, Drew <drew.wright@kirkland.com>; Gibbons, Michael <michael.gibbons@kirkland.com>; GPAlachuaUCC <gpalachuaucc@goodwinlaw.com>; AGS RC <AGS-RC@rc.com>

Subject: RE: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

Shayne,

Thank you for the production. We believe a meet-and-confer is warranted. We are free the following times:

- Wed: after 3pm
- Thurs: 930am-11am, after 1:30pm

Please let us know what times work for you.

Best,

Ben

Benjamin M. Daniels (he/him/his)

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bdaniels@rc.com | [Bio](#) | [V-Card](#)

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From: Henry, Shayne <shayne.henry@kirkland.com>

Sent: Sunday, September 14, 2025 8:51 PM

To: Daniels, Benjamin M. <bdaniels@rc.com>

Cc: McKane, Mark <mark.mckane@kirkland.com>; Whipkey, Amber L. <amber.whipkey@kirkland.com>; Prather,

Armando L. <armando.prather@kirkland.com>; Wright, Drew <drew.wright@kirkland.com>; Gibbons, Michael <michael.gibbons@kirkland.com>

Subject: In re Alachua Government Services, Inc., Case No. 25-11289 (JKS)

CAUTION:

EXTERNAL EMAIL

Counsel:

Please see the attached correspondence regarding National Resilience Holdco, Inc.'s ("NRI") first document production in response to the Committee's informal discovery requests in the above-captioned case. We expect to circulate a draft stipulated confidentiality agreement and protective order this week and will make additional rolling productions in response to the Committees' discovery requests over the coming days.

You can access the production here: <https://transfer.kirkland.com/w/f-8dfbeaf1-ecc5-4b98-a89c-df0994de4b3b>

The password to access the encrypted files will be sent in a subsequent email.

Best,
Shayne

Shayne Henry

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401 Congress Avenue, Austin, TX 78701
555 California Street, San Francisco, CA 94104
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shayne.henry@kirkland.com

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Exhibit H

Requests to Debtor

Request No.	Request	Status
1	All DIP Loan Documents, including all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the DIP Facility.	Closed
2	All documents and communications related to the DIP financing described in paragraph 37 of the First Day Declaration and in paragraphs 8 to 14 of the DIP Declaration.	Closed
3	All documents and communications related to efforts to obtain alternative DIP financing, including from Non-Debtor Affiliates.	Closed
4	All documents evidencing any right, title or interest of the Debtor in any deposit, investment or securities accounts	Closed
5	All minutes and resolutions of the meetings, in unredacted form, of the Debtor board(s) of directors/managers/members and any committees of the board.	Partial
6	All documents and communications related to the DCMA Claim and the Affiliate Claims.	Partial
7	All documents and communications related to the Debtor's estimated analysis of creditor recoveries based on contemplated restructuring, liquidation, and rehabilitation scenarios.	Open
8	All Prepetition Loan Documents, including: (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the Prepetition Secured Loan; (b) any amendments, waivers, forbearance, and restatements; (c) and any relevant filings made pursuant to the Uniform Commercial Code.	Partial
9	All documents and communications related to the DoD Finance Agreement, the DoD Loan, and the Subsidiary Guaranty, including (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.); and (b)(i) consideration provided to and (ii) obligations incurred by all Persons involved in the DoD Loan transaction.	Closed

10	All documents and communications related to the reduction in force referenced in paragraph 25 of the First Day Declaration, including the application of any mass layoff statute or ordinance to the terminated employees referenced in paragraph 25 of First Day Declaration.	Partial
11	A schedule of all Debtor's material executory contracts and unexpired leases, including the termination date of each and a calculation of potential damage claims if such contracts are rejected.	Partial
12	All documents and communications related to the Debtor's assets and liabilities (as described in the First Day Declaration), together with documentation to support the calculation thereof, and including projections, appraisals and valuation presentations and statements, and business plans.	Partial
13	A schedule of all Debtor's contracts, licenses, and agreements related to the Royalty Assets.	Partial
14	A schedule of the Debtor's (a) historical revenue collections related to the Royalty Assets; and (b) projected revenue collections related to the Royalty Assets, together with documentation to support the calculation thereof.	Closed
15	All documents and communications related to the exploration of the monetization alternatives for the Royalty Assets, as described in paragraph 8 of the First Day Declaration.	Partial
16	A schedule of Debtor's intellectual property assets (as described in the First Day Declaration).	Partial
17	All documents and communications related to any transfers of intellectual property undertaken by the Debtor in the past four (4) years.	Partial
18	All documents and communications related to the Debtor's development of vaccines, its ownership of any cell lines or materials used in the development of vaccines by third parties, and any proposed or actual contracts or efforts to sell vaccines, cell lines, or materials, to any third-party, including the U.S. government.	Open
19	A schedule of all anticipated patent maintenance costs and related expenses and their corresponding due dates for the next six (6) months, commencing from the Petition Date.	Partial
20	A schedule of (a) all Debtor's equipment assets located at the Alachua Site; and (b) all of the non-Debtor equipment assets located at the Alachua Site	Partial
21	All documents and communications related to the Debtor's purchase of and investments in the Alachua Site.	Open

22	All documents and communications related to the ongoing maintenance of the Alachua Site, including any technology or computer systems designed to maintain the integrity of the Alachua Site and a list of all employees who were retained by the Debtor for the upkeep of the Alachua Site.	Partial
23	All documents and communications related to the Debtor's insurance policies, including directors/officers insurance and any tail(s).	Closed
24	All documents and communications related to the Debtor's severance obligations, including calculation of severance obligations the Debtor expects to honor on a post petition basis (as described in the Wages Motion).	Closed
25	All documents and communications related to intercompany transfers, including the Affiliate Claim and any another other transfers between the Debtor and any Non-Debtor Affiliates	Partial
26	All documents and communications related to the Debtor's historical use of services provided by its non-Debtor affiliates (including, National Resilience Holdco, Inc.) (as described in paragraph 31 of the First Day Declaration), including documents detailing any transfers in connection with such services.	Partial
27	All documents and communications related to the Services Agreement, including all documents, communications and analysis used to calculate the Service Fees (as described in paragraphs 33 to 35 of the First Day Declaration and paragraphs 15 to 22 of the Cash Management Motion).	Partial
28	A list of all affiliates of the Debtor that act as either a Servicer Provider or a Service Recipient pursuant to the Services Agreement, including the monthly receipts and disbursements of such entities.	Partial
29	All documents and communications related to the Allocated Expenses and Services.	Partial
30	All documents and communications related to the Subcontractors and Subcontracts (as described in paragraphs 26 and 27 of the Cash Management Motion).	Partial
31	A schedule of all Contract Transactions, and all payments by or receipts from such Contract Transactions (as described in paragraphs 23 of the Cash Management Motion).	Partial

32	All documents and communications detailing any transfers, including dividends to equity interest holders in any Debtor or any Non-Debtor Affiliates.	Partial
33	A schedule of all insiders and all transfers to insiders during the 4 years prior to the Petition Date.	Open
34	A schedule of transfers and/or reviewable transactions that may be subject to avoidance.	Closed
35	All available corporate organizational charts of the Debtor and any Non-Debtor Affiliates.	Partial
36	All documents and communications concerning all internal investigations performed by the Debtor	Open
37	All documents and communications in respect of both the prepetition marketing efforts referenced in paragraph 26 of the First Day Declaration and the related Postpetition Sale Process, including: (a) buyers list(s); (b) memoranda relating to the timing of the Postpetition Sale Process; (c) management meetings; (d) initial indications of value; (e) reports and or presentations from in-person visits; and (f) bid documents (formal and informal).	Partial
38	All documents and communications related to the advice provided by Jefferies LLC to the Debtor and Non-Debtor Affiliates with respect to the potential sale or other strategic transactions involving Debtor's business, as described in paragraph 7 of the First Day Declaration.	Partial
39	All documents and communications relating to any plan, restructuring or refinancing term sheets received by or prepared by the Debtor.	Open
40	All documents and communications related to planning, preparation and commencement of the Chapter 11 Case between the Debtor any Non-Debtor Affiliate	Open
41	All documents and communications concerning the recruitment, selection, and appointment of the Independent Director	Partial
42	All documents and communications concerning the recruitment, selection, and appointment of the Chief Restructuring Officer.	Partial
43	All documents and communications between the Debtor and any Non-Debtor Affiliate related to the chapter 11 case styled as <i>In re Bedmar</i> , Case No. 25-11027(JKS) (Bankr. D. Del.).	Open
44	All documents produced in contested matter discovery in <i>In re Bedmar</i> , Case No. 25-11027(JKS) (Bankr. D. Del.), including but not limited to deposition transcripts, discovery responses, and documents.	Open

45	All documents and communications related to the Debtor's assignment of a lease to its affiliate Bedmar, LLC (as described in paragraph 16 of the First Day Declaration).	Partial
46	The Debtor's (i) monthly and annual income statements; (ii) profit and loss statements; (iii) general ledgers; and (iv) any other financial statements, for year 2021, 2022, 2023, 2024, and 2025 (to the extent available), whether on a consolidated or entity-by-entity basis.	Partial
47	The Debtor's audited financial statements for year 2021, 2022, 2023 and 2024 (to the extent available).	Partial
48	48. All documents and communications related to the Corporate Restructuring, including documents relating to the purpose of, rationale for, motivation for, or reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Corporate Restructuring.	Open
49	All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Corporate Restructuring, including assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.	Open
50	All documents and communications related to any financing of the Corporate Restructuring.	Open
51	All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Corporate Restructuring, including agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.	Open
52	All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including National Resilience HoldCo Inc.), including agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Corporate Restructuring, resolution of any claims or debts to be addressed in the Corporate Restructuring, and/or any contemplated corporate restructuring or the actual Corporate Restructuring.	Open

53	All documents and communications related to any other projects or workstreams that were necessary to effectuate the Corporate Restructuring and/or any contemplated corporate restructuring or the actual Corporate Restructuring, and the purpose of, decisions concerning, rationale for, and/or effect of such projects or workstreams	Open
54	All documents and communications referencing, discussing, constituting, or evaluating information about divisional/divisive mergers.	Open
55	All sales/transfers of equipment moved from the Alachua Site in the last two years.	Open
56	All documents or communications relating to any communications Debtor/Parent had with any communications or public relations consultant, including, but not limited to, Kekst CNC, relating to the Corporate Restructuring and/or the Chapter 11 Case.	Closed
57	Morris Alhale's expert report in <i>In re Bedmar, LLC</i> , Case No. 25-11027 (JKS) (Bankr. D. Del. June 10, 2025).	Open
58	A schedule of (a) all Debtor's equipment assets located at the Alachua Site; and (b) all of the non-Debtor equipment assets located at the Alachua Site, including, but not limited to, equipment assets held by Debtor on its own behalf and on behalf of others at the Alachua Site. Please designate ownership of each asset.	Partial

Exhibit I

Requests to NRI

Request No.	Request	Status
1	All minutes and resolutions of the meetings, in unredacted form, of Your board(s) of directors/managers/members and any committees of the board that relate to (i) the Ology Merger, (ii) the Corporate Restructuring, (iii) the DCMA and Affiliate Claims, (iv) the DoD Loan and Subsidiary Guaranty, (v) any Prepetition Loans, (vi) the need for and hiring of the Chief Restructuring Officer, (vi) the need for and hiring of the Independent Manger, (vii) the independence of Your employees or directors serving on the board of Debtor, (viii) Debtor's financial decisions, operations, or insolvency, (ix) other transfers or assumption of liabilities, (x) any bankruptcy planning or wind-down activity.	Open
2	All licensing agreements between Debtor and You or any Non-Debtor Affiliate.	Open
3	All documents and communications related to the DCMA Claim and the Affiliate Claims.	Open
4	All Prepetition Loan Documents, including: (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.) that were delivered in connection with the Prepetition Secured Loan; (b) any amendments, waivers, forbearance, and restatements; (c) and any relevant filings made pursuant to the Uniform Commercial Code.	Open
5	All documents and communications related to the DoD Finance Agreement, the DoD Loan, and the Subsidiary Guaranty, including (a) all legal opinions and secretary's/officer's certificates (with accompanying/certified resolutions, etc.); and (b)(i) consideration provided to and (ii) obligations incurred by all Persons involved in the DoD Loan transaction.	Closed
6	All documents and communications related to any financial support (or denial thereof) to Debtor from You, any of Your shareholders, any Non-Debtor Affiliates, or any third parties.	Open
7	Your consolidated financials sufficient to show how Debtor was treated as part of Your financials.	Closed
8	All documents and communications related to any dividends or chase upstreamed from Debtor to You or any Non-Debtor Affiliate.	Open
9	All documents and communications related to the Debtor's development of vaccines, its ownership of any cell lines or materials used in the development of vaccines by third parties, and any proposed or actual contracts or efforts to sell vaccines, cell lines, or materials, to any third-party, including the U.S. government.	Open

10	All documents and communications related to the Debtor's purchase of and investments in the Alachua Site.	Open
11	All documents and communications related to Your insurance policies, including directors/officers insurance and any tail(s).	Partial
12	All documents and communications related to intercompany transfers, including the Affiliate Claim and any another other transfers between the Debtor and any Non-Debtor Affiliates, including legal opinions or evaluations of intercompany transfers or Debtor's solvency.	Open
13	All documents and communications related to any related-party transactions involving You, Debtor, or Non-Debtor Affiliates.	Open
14	All documents and communications related to any agreements between You and Debtor, including any shareholder agreements relating to You and Debtor.	Partial
15	All documents and communications related to shared employees, including payroll allocations and reporting lines.	Partial
16	All documents and communications related to the Debtor's historical use of services (including the provision of overhead or back-office services) provided by its Non-Debtor Affiliates (including, You) (as described in paragraph 31 of the First Day Declaration), including documents detailing any transfers in connection with such services.	Partial
17	All documents and communications related to the Services Agreement, including all documents, communications and analysis used to calculate the Service Fees (as described in paragraphs 33 to 35 of the First Day Declaration and paragraphs 15 to 22 of the Cash Management Motion).	Partial
18	All documents and communications related to severance benefits that have been incurred or paid out by You, Debtor, or any non-Debtor Affiliate since 2022.	Open
19	All documents and communications related to any amendment of Your, the Debtor's, or any non-Debtor Affiliate's severance policy, including the amendment made on May 30, 2025.	Open
20	A list of all affiliates of the Debtor that act as either a Servicer Provider or a Service Recipient pursuant to the Services Agreement, including the monthly receipts and disbursements of such entities.	Open
21	All documents and communications related to the Allocated Expenses and Services.	Open

22	All documents and communications related to any of Your employees or directors (or former employees or directors) who served on the board of directors of the Debtor or as officers of the Debtor, including (i) any employment agreement between the board member and the parent company, (ii) any board resolutions and minutes appointing the board member to Debtor's board, (iii) the minutes from meetings involving discussions of independence, conflicts of interests, or any votes involving related-party transactions, (iv) Your organizational charts showing the role of the board member at Your company, (v) corporate governance policies at Your company and at the Debtor, (vi) any director or D&O questionnaires or declarations about independence, relationships with the parent, or disclosures of conflicts, (vii) compensation records for the board member including salaries, bonuses, and equity awards from Your company, (viii) stock ownership records of any ownership by such employee in Your company or Debtor, (ix) internal memos or legal analyses evaluating such director's independence, and (x) any conflict of interest disclosures including recusal statements or acknowledgements of potential conflicts.	Open
23	All documents and communications concerning all internal investigations, audit reports, legal opinions, or risk assessments performed relating to the Debtor.	Open
24	All documents and communications related to the prepetition marketing efforts referenced in paragraph 26 of the First Day Declaration and/or the related Postpetition Sale Process, including: (a) buyers list(s); (b) memoranda relating to the timing of the Postpetition Sale Process; (c) management meetings; (d) initial indications of value; (e) reports and or presentations from in-person visits; and (f) bid documents (formal and informal).	Open
25	All documents and communications related to the retention of and advice provided by Jefferies LLC to the Debtor and Non-Debtor Affiliates with respect to the potential sale or other strategic transactions involving Debtor's business, as described in paragraph 7 of the First Day Declaration.	Open
26	All documents and communications relating to any plan, restructuring or refinancing term sheets received by or prepared by the Debtor.	Open
27	All documents and communications related to planning, preparation and commencement of the Chapter 11 Case between the Debtor and any Non-Debtor Affiliate.	Open
28	All documents and communications concerning the recruitment, selection, and appointment of the Independent Director.	Open
29	All documents and communications concerning the recruitment, selection, and appointment of the Independent Manager.	Open

30	All documents and communications concerning the recruitment, selection, and appointment of the Chief Restructuring Officer.	Open
31	All documents and communications between the Debtor and any Non-Debtor Affiliate related to <i>In re Bedmar, LLC</i> , Case No. 25-11027 (JKS) (Bankr. D. Del.).	Open
32	All documents in Your possession related to contested matter discovery in <i>In re Bedmar, LLC</i> , Case No. 25-11027 (JKS) (Bankr. D. Del.), including but not limited to deposition transcripts, discovery responses, and documents.	Open
33	All documents and communications related to the Debtor's assignment of a lease to its affiliate Bedmar, LLC (as described in paragraph 16 of the First Day Declaration).	Open
34	All documents and communications related to the Ology Merger, including documents relating to the purpose of, rationale for, motivation for, or reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Ology Merger.	Closed
35	All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Ology Merger, including but not limited to assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.	Closed
36	All documents and communications related to any financing of the Ology Merger.	Closed
37	All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Ology Merger, including but not limited to agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.	Open
38	All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including You), including but not limited to agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Ology Merger, resolution of any claims or debts to be addressed in the Ology Merger, and/or any contemplated Ology Merger or the actual Ology Merger.	Open
39	All documents and communications related to any other projects or workstreams that were necessary to effectuate the Ology Merger and/or any contemplated Ology Merger or the actual Ology Merger, and the purpose of, decisions concerning, rationale for, and/or effect of such projects or workstreams.	Open

40	All documents and communications related to Debtor's insolvency, wind-down, or restructuring, including any analysis of Debtor's solvency or financial condition prior to the filing of the Petition.	Open
41	All documents and communications relating to any pre-petition restructuring plan or bankruptcy options for the Debtor.	Partial
42	All documents and communications related to the Corporate Restructuring, including but not limited to documents relating to the purpose of, rationale for, motivation for, or reason behind any transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind made in connection with the Corporate Restructuring.	Open
43	All documents and communications related to the transfer, distribution, disposition, allocation, or change of control of any rights, obligations, liabilities, claims, funds, assets, or consideration of any kind (including their value) as a result of the Corporate Restructuring, including but not limited to assignment agreements, to, from, by or among the Debtor or any Non-Debtor Affiliate.	Open
44	All documents and communications related to legal opinions or advice that You received related to the exposure or responsibility of You or any Non-Debtor Affiliates for Debtor's liabilities.	Open
45	All documents and communications related to any financing of the Corporate Restructuring, or any financing or investment received by You and/or any Non-Debtor Affiliate that was conditioned upon, contemplated and/or received in connection with and/or after the completion of the Corporate Restructuring.	Open
46	All documents and communications prepared for, discussed, provided to, or otherwise disseminated to persons at meetings to plan the Corporate Restructuring, including but not limited to agendas, board books, meeting minutes, meeting invitations, notes, presentation materials, analyses, reports, memoranda, or updates.	Open
47	All documents and communications prepared for, discussed with or among, provided to, or otherwise disseminated to the boards of directors, managers, and/or officers of the Debtor or any Non-Debtor Affiliate (including You), including but not limited to agendas, board books, meeting minutes, meeting invitations, presentation materials, analyses, memoranda, reports, or updates relating to the Corporate Restructuring, resolution of any claims or debts to be addressed in the Corporate Restructuring, and/or any contemplated corporate restructuring or the actual Corporate Restructuring.	Open
48	All documents and communications related to any other projects or workstreams that were necessary to effectuate the Corporate Restructuring and/or any contemplated corporate restructuring or the actual Corporate Restructuring, and the purpose of, decisions	Open

	concerning, rationale for, and/or effect of such projects or workstreams.	
49	All documents and communications referencing, discussing, constituting, or evaluating information about divisional/divisive mergers.	Open
50	All documents or communications relating to any communications Debtor/Parent had with any communications or public relations consultant, including, but not limited to, Kekst CNC, relating to the Corporate Restructuring and/or the Chapter 11 Case.	Closed
51	Morris Alhale's expert report in <i>In re Bedmar, LLC</i> , Case No. 25-11027 (JKS) (Bankr. D. Del. June 10, 2025).	Open
52	Schedules of equipment transferred to Milan Tomic, including book values.	Open
53	All documents and communications concerning the cash transfer from Debtor to NRI in March 2025.	Open
54	All documents and communications concerning the secured promissory note from AGS to Resilience U.S. for \$5.9 million in June 2025.	Open

Exhibit 3
(Certificate of Service)

CERTIFICATE OF SERVICE

I, Natalie D. Ramsey, hereby certify that on this 29th day of September 2025, a true and correct copy of the foregoing *Motion of the Official Committee of Unsecured Creditors for an Order Pursuant to Bankruptcy Rule 2004 Authorizing Discovery of the Debtor and the Debtor's Parent* was served via the Court's CM/ECF system upon the Notice 2002 Service List as set forth in the attached list and upon counsel for National Resilience Holdco, Inc. at the following:

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/s/ Natalie D. Ramsey

Natalie D. Ramsey

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