



Discussion Materials

July 21, 2021

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# DIP Facility Sizing Considerations

## Colombia

- 1** The materials present the following DIP Facility scenario with a high and low projection:
  - **USD\$45M DIP Facility (MXN\$900M):** Interim draw of MXN\$ 300M; final draw of MXN\$ 600M
- 2** The DIP scenario contains similar assumptions as included in the DIP sizing materials presented on 07/02/21 but with adjustments regarding the pace of prepayments for Collections from WE 07/09/21 through WE 01/28/21
  - Variability in net collections could result in liquidity declining faster than shown
- 3** Projections illustratively assume no KEIP/KERP payments; the Company believes KEIP/KERP plans will need to be implemented to maximize creditor recoveries
- 4** No transaction or back-end fees included for any professionals
- 5** Projections assume Colombia operations incurs monthly Restructuring Professional fees including Chapter 11 fees but excluding any assumptions for a potential Concurso Mercantil and related Chapter 15 in Mexico. UCC and DIP/Lender advisors' fees 100% allocated to Colombia
- 6** Colombia liquidity requirements were sized assuming USD\$10M weekly cash threshold. Forecast does not assume cash flow sweep to DIP lender

# DIP Facility Sizing Considerations

## Mexico

- 1** The DIP scenario contains similar assumptions as included in the DIP sizing materials presented on 07/02/21
  - Variability in net collections could result in liquidity declining faster than shown
- 2** Projections illustratively assume no payment of USD\$48M Potential Mexican Liability during the forecast period
- 3** Other Restructuring Costs have been updated for the latest operational estimates, including a USD\$5M contingency in December 2021 for potential overcollections<sup>1</sup>
- 4** Projections illustratively assume no KEIP/KERP payments; the Company believes KEIP/KERP plans will need to be implemented to maximize creditor recoveries
- 5** Projections assume Mexico incurs monthly Restructuring Professional fees including related Chapter 15 fees but excluding Chapter 11 fees. Additionally forecast assumes costs related to a potential Concurso Mercantil
- 6** Mexico liquidity requirements were sized assuming USD\$10M weekly cash threshold

### Notes

- <sup>1</sup> The Company has a balance of overcollections from borrowers of approximately US\$12 million in Mexico and US\$2.0 million in Colombia, which overcollections the borrowers have not claimed. The average amount of overcollections per borrower is approximately US\$55 in Mexico and US\$135 in Colombia. Of the approximately US\$14.0 million of overcollections, approximately US\$5 million were collected by the Company in Mexico from Jan 2019 to May 2021. The Company is evaluating whether the overcollections balance may be reduced by setoffs from undercollections

# DIP Facility Sizing Estimates – Illustrative High and Low Scenarios

| (P\$ in millions)  | High Case         | Low Case          |
|--|-------------------|-------------------|
| <b>Facility Need Sizing</b>                                |                   |                   |
| <b>Colombia Operating Cash Need</b>                        |                   |                   |
| Colombia Operating Plan Liquidity Low Point <sup>1,2</sup> | \$ 130.0          | \$ 60.0           |
| Minimum Operating Cash Requirement                         | (200.0)           | (200.0)           |
| <b>Colombia Operating Cash Need</b>                        | <b>\$ (70.0)</b>  | <b>\$ (140.0)</b> |
| <b>Mexico Operating Cash Need</b>                          |                   |                   |
| Mexico Operating Plan Liquidity Low Point <sup>1,3</sup>   | \$ (400.0)        | \$ (600.0)        |
| Minimum Operating Cash Requirement                         | (200.0)           | (200.0)           |
| <b>Mexico Operating Cash Need</b>                          | <b>\$ (600.0)</b> | <b>\$ (800.0)</b> |
| <b>DIP Cash Loan Sizing</b>                                | <b>\$ (670.0)</b> | <b>\$ (940.0)</b> |
| <b>DIP Cash Loan Sizing - USD\$m<sup>4</sup></b>           | <b>\$ (34.0)</b>  | <b>\$ (47.0)</b>  |
| <b>Colombia Funding Need - USD\$m<sup>4</sup></b>          | <b>\$ (4.0)</b>   | <b>\$ (7.0)</b>   |
| <b>Mexico Funding Need - USD\$m<sup>4</sup></b>            | <b>\$ (30.0)</b>  | <b>\$ (40.0)</b>  |

## Notes

- Excludes restricted cash and potential Mexico liability
- Colombia High Case low point occurs on WE 07/30/21; Low Case low point occurs on WE 08/13/21
- Mexico High Case and Low Case low points occur on WE 01/28/22
- Based on a 19.83 MXN to USD exchange rate

# Interim DIP Sizing Estimates – Illustrative High and Low Scenarios

| (P\$ in millions)  | <u>High Case</u>  | <u>Low Case</u>   |
|--|-------------------|-------------------|
| <u>Interim Facility Need Sizing</u>                        |                   |                   |
| <u>Interim Colombia Operating Cash Need</u>                |                   |                   |
| Colombia Operating Plan Liquidity Low Point <sup>1,2</sup> | \$ 130.0          | \$ 60.0           |
| Minimum Operating Cash Requirement                         | (200.0)           | (200.0)           |
| <b>Colombia Operating Cash Need</b>                        | <b>\$ (70.0)</b>  | <b>\$ (140.0)</b> |
| <u>Interim Mexico Operating Cash Need</u>                  |                   |                   |
| Mexico Operating Plan Liquidity Low Point <sup>1,3</sup>   | \$ (70.0)         | \$ (200.0)        |
| Minimum Operating Cash Requirement                         | (100.0)           | (100.0)           |
| <b>Mexico Operating Cash Need</b>                          | <b>\$ (170.0)</b> | <b>\$ (300.0)</b> |
| <b>DIP Cash Loan Sizing</b>                                | <b>\$ (240.0)</b> | <b>\$ (440.0)</b> |
| <b>DIP Cash Loan Sizing - USD\$m<sup>4</sup></b>           | <b>\$ (12.0)</b>  | <b>\$ (22.0)</b>  |
| <b>Colombia Funding Need - USD\$m<sup>4</sup></b>          | <b>\$ (4.0)</b>   | <b>\$ (7.0)</b>   |
| <b>Mexico Funding Need - USD\$m<sup>4</sup></b>            | <b>\$ (8.0)</b>   | <b>\$ (15.0)</b>  |

**Notes**

- 1 Excludes restricted cash and potential Mexico liability
- 2 Colombia High Case low point occurs on WE 07/30/21; Low Case low point occurs on WE 08/13/21
- 3 Mexico High Case and Low Case low points occur on WE 09/03/21
- 4 Based on a 19.83 MXN to USD exchange rate

# Illustrative DIP Liquidity Analysis through Jan-22 – High Case Mexico

|   | Month 1             | Month 2            | Month 3             | Month 4             | Month 5             | Month 6             | Month 7             |                     |
|---|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| (P\$ in thousands)                        | Forecast            | Forecast           | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            |
| Month                                     | Jul-21              | Aug-21             | Sep-21              | Oct-21              | Nov-21              | Dec-21              | Jan-22              | Total               |
| Month Ending Date                         | 07/30/21            | 08/27/21           | 10/01/21            | 10/29/21            | 11/26/21            | 12/31/21            | 01/28/22            |                     |
| <b>Collections</b>                        |                     |                    |                     |                     |                     |                     |                     |                     |
| Mexico Collections                        | \$ 74,834           | \$ 60,671          | \$ 73,478           | \$ 66,605           | \$ 52,169           | \$ 93,852           | \$ 54,356           | \$ 475,965          |
| <b>Total Net Collections</b>              | <b>74,834</b>       | <b>60,671</b>      | <b>73,478</b>       | <b>66,605</b>       | <b>52,169</b>       | <b>93,852</b>       | <b>54,356</b>       | <b>475,965</b>      |
| <b>Intercompany</b>                       |                     |                    |                     |                     |                     |                     |                     |                     |
| Inflows                                   | 79,576              | -                  | -                   | -                   | -                   | -                   | -                   | \$ 79,576           |
| Outflows                                  | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Total Net Intercompany</b>             | <b>79,576</b>       | <b>-</b>           | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>79,576</b>       |
| <b>Disbursements</b>                      |                     |                    |                     |                     |                     |                     |                     |                     |
| <b>Operating Disbursements</b>            |                     |                    |                     |                     |                     |                     |                     |                     |
| Payroll and Benefits                      | (31,371)            | (10,356)           | (19,913)            | (5,727)             | (2,951)             | (11,754)            | (2,771)             | (84,842)            |
| Sales Forces & Collections Fees           | (3,300)             | (3,350)            | (3,512)             | (3,312)             | (3,312)             | (3,512)             | (3,312)             | (23,609)            |
| Broker Fees                               | (15,039)            | (12,584)           | (10,884)            | (8,515)             | 379                 | (11,586)            | (2,722)             | (60,950)            |
| Professional Fees                         | (7,616)             | (8,096)            | (11,143)            | (7,366)             | (7,537)             | (10,074)            | (6,521)             | (58,352)            |
| Other Operating Disbursements             | (14,497)            | (8,718)            | (15,832)            | (7,763)             | (10,890)            | (13,172)            | (11,456)            | (82,327)            |
| Other SG&A Expenses                       | (1,343)             | (1,343)            | (1,190)             | (694)               | (694)               | (868)               | (694)               | (6,827)             |
| Taxes                                     | (25,492)            | (19,605)           | (15,179)            | (15,819)            | (15,798)            | (15,798)            | (33,648)            | (141,339)           |
| <b>Total Operating Disbursements</b>      | <b>(98,656)</b>     | <b>(64,053)</b>    | <b>(77,652)</b>     | <b>(49,194)</b>     | <b>(40,803)</b>     | <b>(66,764)</b>     | <b>(61,124)</b>     | <b>(458,246)</b>    |
| <b>Net Cash Flow from Operations</b>      | <b>\$ 55,753</b>    | <b>\$ (3,381)</b>  | <b>\$ (4,174)</b>   | <b>\$ 17,410</b>    | <b>\$ 11,365</b>    | <b>\$ 27,087</b>    | <b>\$ (6,767)</b>   | <b>\$ 97,294</b>    |
| Origination                               | (204)               | -                  | -                   | -                   | -                   | -                   | -                   | (204)               |
| <b>Net Cash Flow after Origination</b>    | <b>\$ 55,549</b>    | <b>\$ (3,381)</b>  | <b>\$ (4,174)</b>   | <b>\$ 17,410</b>    | <b>\$ 11,365</b>    | <b>\$ 27,087</b>    | <b>\$ (6,767)</b>   | <b>\$ 97,090</b>    |
| <b>Non-Operating Disbursements</b>        |                     |                    |                     |                     |                     |                     |                     |                     |
| Principal Payments                        | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   |
| Interest / Fee Payments                   | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   |
| Restructuring Professionals               | (176,312)           | (31,700)           | (28,700)            | (25,900)            | (25,450)            | (25,450)            | (68,450)            | (381,962)           |
| Other Restructuring Costs                 | -                   | (60,000)           | (93,628)            | (18,726)            | -                   | (100,000)           | -                   | (272,353)           |
| Non-Operating Inflows                     | 55                  | 20                 | 26                  | 20                  | 20                  | 26                  | 20                  | 187                 |
| <b>Total Non-Operating Disbursements</b>  | <b>(176,257)</b>    | <b>(91,680)</b>    | <b>(122,302)</b>    | <b>(44,605)</b>     | <b>(25,430)</b>     | <b>(125,424)</b>    | <b>(68,430)</b>     | <b>(654,128)</b>    |
| <b>Total Net Cash Flow</b>                | <b>\$ (120,708)</b> | <b>\$ (95,061)</b> | <b>\$ (126,476)</b> | <b>\$ (27,195)</b>  | <b>\$ (14,064)</b>  | <b>\$ (98,337)</b>  | <b>\$ (75,197)</b>  | <b>\$ (557,038)</b> |
| <b>LIQUIDITY</b>                          |                     |                    |                     |                     |                     |                     |                     |                     |
| <b>Beginning Cash Balance - Available</b> | <b>\$ 154,431</b>   | <b>\$ 32,580</b>   | <b>\$ (62,481)</b>  | <b>\$ (188,957)</b> | <b>\$ (216,152)</b> | <b>\$ (230,216)</b> | <b>\$ (328,553)</b> | <b>\$ 154,431</b>   |
| Net Cash Flow                             | (120,708)           | (95,061)           | (126,476)           | (27,195)            | (14,064)            | (98,337)            | (75,197)            | (557,038)           |
| FX Variance                               | (1,143)             | -                  | -                   | -                   | -                   | -                   | -                   | (1,143)             |
| <b>Ending Cash Balance - Available</b>    | <b>\$ 32,580</b>    | <b>\$ (62,481)</b> | <b>\$ (188,957)</b> | <b>\$ (216,152)</b> | <b>\$ (230,216)</b> | <b>\$ (328,553)</b> | <b>\$ (403,750)</b> | <b>\$ (403,750)</b> |
| <b>Restricted Cash</b>                    | <b>176,083</b>      | <b>176,083</b>     | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      |

**Notes**

1 Excludes any assumption for repayment by Colombia to Mexico of USD\$55M outstanding unsecured intercompany loan

# Illustrative DIP Liquidity Analysis through Jan-22 – Low Case Mexico

|   | Month 1             | Month 2             | Month 3             | Month 4             | Month 5             | Month 6             | Month 7             |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| (P\$ in thousands)                        | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            |
| Month                                     | Jul-21              | Aug-21              | Sep-21              | Oct-21              | Nov-21              | Dec-21              | Jan-22              | Total               |
| Month Ending Date                         | 07/30/21            | 08/27/21            | 10/01/21            | 10/29/21            | 11/26/21            | 12/31/21            | 01/28/22            |                     |
| <b>Collections</b>                        |                     |                     |                     |                     |                     |                     |                     |                     |
| Mexico Collections                        | \$ 59,620           | \$ 26,371           | \$ 47,870           | \$ 52,366           | \$ 53,777           | \$ 67,815           | \$ 37,395           | \$ 345,212          |
| <b>Total Net Collections</b>              | <b>59,620</b>       | <b>26,371</b>       | <b>47,870</b>       | <b>52,366</b>       | <b>53,777</b>       | <b>67,815</b>       | <b>37,395</b>       | <b>345,212</b>      |
| <b>Intercompany</b>                       |                     |                     |                     |                     |                     |                     |                     |                     |
| Inflows                                   | 79,576              | -                   | -                   | -                   | -                   | -                   | -                   | \$ 79,576           |
| Outflows                                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Total Net Intercompany</b>             | <b>79,576</b>       | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>79,576</b>       |
| <b>Disbursements</b>                      |                     |                     |                     |                     |                     |                     |                     |                     |
| <b>Operating Disbursements</b>            |                     |                     |                     |                     |                     |                     |                     |                     |
| Payroll and Benefits                      | (31,371)            | (10,356)            | (19,913)            | (5,727)             | (2,951)             | (11,754)            | (2,771)             | (84,842)            |
| Sales Forces & Collections Fees           | (3,300)             | (3,350)             | (3,512)             | (3,312)             | (3,312)             | (3,512)             | (3,312)             | (23,609)            |
| Broker Fees                               | (15,039)            | (12,584)            | (10,884)            | (8,515)             | 379                 | (11,586)            | (2,722)             | (60,950)            |
| Professional Fees                         | (7,616)             | (8,096)             | (11,143)            | (7,366)             | (7,537)             | (10,074)            | (6,521)             | (58,352)            |
| Other Operating Disbursements             | (14,942)            | (9,810)             | (15,832)            | (7,763)             | (10,890)            | (13,172)            | (11,456)            | (83,865)            |
| Other SG&A Expenses                       | (1,548)             | (1,545)             | (1,190)             | (694)               | (694)               | (868)               | (694)               | (7,234)             |
| Taxes                                     | (25,492)            | (19,605)            | (15,179)            | (15,819)            | (15,798)            | (15,798)            | (33,648)            | (141,339)           |
| <b>Total Operating Disbursements</b>      | <b>(99,307)</b>     | <b>(65,346)</b>     | <b>(77,652)</b>     | <b>(49,194)</b>     | <b>(40,803)</b>     | <b>(66,764)</b>     | <b>(61,124)</b>     | <b>(460,191)</b>    |
| <b>Net Cash Flow from Operations</b>      | <b>\$ 39,888</b>    | <b>\$ (38,975)</b>  | <b>\$ (29,782)</b>  | <b>\$ 3,171</b>     | <b>\$ 12,973</b>    | <b>\$ 1,050</b>     | <b>\$ (23,728)</b>  | <b>\$ (35,403)</b>  |
| Origination                               | (204)               | -                   | -                   | -                   | -                   | -                   | -                   | (204)               |
| <b>Net Cash Flow after Origination</b>    | <b>\$ 39,685</b>    | <b>\$ (38,975)</b>  | <b>\$ (29,782)</b>  | <b>\$ 3,171</b>     | <b>\$ 12,973</b>    | <b>\$ 1,050</b>     | <b>\$ (23,728)</b>  | <b>\$ (35,606)</b>  |
| <b>Non-Operating Disbursements</b>        |                     |                     |                     |                     |                     |                     |                     |                     |
| Principal Payments                        | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Interest / Fee Payments                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Restructuring Professionals               | (199,468)           | (31,700)            | (28,700)            | (25,900)            | (25,450)            | (25,450)            | (68,450)            | (405,118)           |
| Other Restructuring Costs                 | -                   | (100,000)           | (93,628)            | (18,726)            | -                   | (100,000)           | -                   | (312,353)           |
| Non-Operating Inflows                     | 55                  | 20                  | 26                  | 20                  | 20                  | 26                  | 20                  | 187                 |
| <b>Total Non-Operating Disbursements</b>  | <b>(199,413)</b>    | <b>(131,680)</b>    | <b>(122,302)</b>    | <b>(44,605)</b>     | <b>(25,430)</b>     | <b>(125,424)</b>    | <b>(68,430)</b>     | <b>(717,284)</b>    |
| <b>Total Net Cash Flow</b>                | <b>\$ (159,729)</b> | <b>\$ (170,655)</b> | <b>\$ (152,085)</b> | <b>\$ (41,434)</b>  | <b>\$ (12,456)</b>  | <b>\$ (124,374)</b> | <b>\$ (92,158)</b>  | <b>\$ (752,890)</b> |
| <b>LIQUIDITY</b>                          |                     |                     |                     |                     |                     |                     |                     |                     |
| <b>Beginning Cash Balance - Available</b> | <b>\$ 154,431</b>   | <b>\$ (6,441)</b>   | <b>\$ (177,096)</b> | <b>\$ (329,180)</b> | <b>\$ (370,614)</b> | <b>\$ (383,070)</b> | <b>\$ (507,444)</b> | <b>\$ 154,431</b>   |
| Net Cash Flow                             | (159,729)           | (170,655)           | (152,085)           | (41,434)            | (12,456)            | (124,374)           | (92,158)            | (752,890)           |
| FX Variance                               | (1,143)             | -                   | -                   | -                   | -                   | -                   | -                   | (1,143)             |
| <b>Ending Cash Balance - Available</b>    | <b>\$ (6,441)</b>   | <b>\$ (177,096)</b> | <b>\$ (329,180)</b> | <b>\$ (370,614)</b> | <b>\$ (383,070)</b> | <b>\$ (507,444)</b> | <b>\$ (599,602)</b> | <b>\$ (599,602)</b> |
| <b>Restricted Cash</b>                    | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      |

## Notes

1 Excludes any assumption for repayment by Colombia to Mexico of USD\$55M outstanding unsecured intercompany loan



# Illustrative DIP Liquidity Analysis through Jan-22 – High Case Colombia

|   | Month 1           | Month 2           | Month 3           | Month 4           | Month 5           | Month 6           | Month 7           |                     |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| (P\$ in thousands)                        | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast            |
| Month                                     | Jul-21            | Aug-21            | Sep-21            | Oct-21            | Nov-21            | Dec-21            | Jan-22            | Total               |
| Month Ending Date                         | 07/30/21          | 08/27/21          | 10/01/21          | 10/29/21          | 11/26/21          | 12/31/21          | 01/28/22          |                     |
| <b>Collections</b>                        |                   |                   |                   |                   |                   |                   |                   |                     |
| Colombia Collections                      | \$ 221,529        | \$ 263,163        | \$ 260,924        | \$ 187,143        | \$ 183,049        | \$ 179,880        | \$ 192,889        | \$ 1,488,578        |
| <b>Total Net Collections</b>              | <b>221,529</b>    | <b>263,163</b>    | <b>260,924</b>    | <b>187,143</b>    | <b>183,049</b>    | <b>179,880</b>    | <b>192,889</b>    | <b>1,488,578</b>    |
| <b>Intercompany</b>                       |                   |                   |                   |                   |                   |                   |                   |                     |
| Inflows                                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | \$ -                |
| Outflows                                  | (79,576)          | -                 | -                 | -                 | -                 | -                 | -                 | (79,576)            |
| <b>Total Net Intercompany</b>             | <b>(79,576)</b>   | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>(79,576)</b>     |
| <b>Disbursements</b>                      |                   |                   |                   |                   |                   |                   |                   |                     |
| <b>Operating Disbursements</b>            |                   |                   |                   |                   |                   |                   |                   |                     |
| Payroll and Benefits                      | (7,773)           | (3,261)           | (4,278)           | (1,496)           | (585)             | (2,031)           | (771)             | (20,194)            |
| Sales Forces & Collections Fees           | (12,893)          | (5,258)           | (2,854)           | (450)             | (2,854)           | (5,258)           | (450)             | (30,018)            |
| Broker Fees                               | (1,500)           | -                 | -                 | -                 | -                 | -                 | -                 | (1,500)             |
| Professional Fees                         | (839)             | (368)             | (395)             | (400)             | (404)             | (400)             | (385)             | (3,191)             |
| Other Operating Disbursements             | (3,132)           | (1,377)           | (2,503)           | (2,380)           | (2,352)           | (2,370)           | (1,315)           | (15,428)            |
| Other SG&A Expenses                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                   |
| Taxes                                     | (14,013)          | (10,124)          | (20,574)          | (3,875)           | (10,575)          | (5,575)           | (8,976)           | (73,713)            |
| <b>Total Operating Disbursements</b>      | <b>(40,149)</b>   | <b>(20,389)</b>   | <b>(30,604)</b>   | <b>(8,600)</b>    | <b>(16,770)</b>   | <b>(15,634)</b>   | <b>(11,897)</b>   | <b>(144,043)</b>    |
| <b>Net Cash Flow from Operations</b>      | <b>\$ 101,804</b> | <b>\$ 242,774</b> | <b>\$ 230,321</b> | <b>\$ 178,543</b> | <b>\$ 166,279</b> | <b>\$ 164,246</b> | <b>\$ 180,992</b> | <b>\$ 1,264,959</b> |
| Origination                               | (15,788)          | (2,225)           | -                 | -                 | -                 | -                 | -                 | (18,012)            |
| <b>Net Cash Flow after Origination</b>    | <b>\$ 86,016</b>  | <b>\$ 240,550</b> | <b>\$ 230,321</b> | <b>\$ 178,543</b> | <b>\$ 166,279</b> | <b>\$ 164,246</b> | <b>\$ 180,992</b> | <b>\$ 1,246,947</b> |
| <b>Non-Operating Disbursements</b>        |                   |                   |                   |                   |                   |                   |                   |                     |
| Principal Payments                        | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                   |
| Interest / Fee Payments                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                   |
| Restructuring Professionals               | -                 | (7,082)           | (12,582)          | (99,875)          | (86,816)          | (71,875)          | (100,006)         | (378,234)           |
| Other Restructuring Costs                 | (30,000)          | (40,000)          | (8,001)           | (1,600)           | -                 | (30,000)          | -                 | (109,601)           |
| Non-Operating Inflows                     | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                   |
| <b>Total Non-Operating Disbursements</b>  | <b>(30,000)</b>   | <b>(47,082)</b>   | <b>(20,582)</b>   | <b>(101,475)</b>  | <b>(86,816)</b>   | <b>(101,875)</b>  | <b>(100,006)</b>  | <b>(487,835)</b>    |
| <b>Total Net Cash Flow</b>                | <b>\$ 56,016</b>  | <b>\$ 193,468</b> | <b>\$ 209,738</b> | <b>\$ 77,068</b>  | <b>\$ 79,463</b>  | <b>\$ 62,372</b>  | <b>\$ 80,986</b>  | <b>\$ 759,112</b>   |
| <b>LIQUIDITY</b>                          |                   |                   |                   |                   |                   |                   |                   |                     |
| <b>Beginning Cash Balance - Available</b> | <b>\$ 78,363</b>  | <b>\$ 134,379</b> | <b>\$ 327,847</b> | <b>\$ 537,586</b> | <b>\$ 614,654</b> | <b>\$ 694,117</b> | <b>\$ 756,488</b> | <b>\$ 78,363</b>    |
| Net Cash Flow                             | 56,016            | 193,468           | 209,738           | 77,068            | 79,463            | 62,372            | 80,986            | 759,112             |
| FX Variance                               | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                   |
| <b>Ending Cash Balance - Available</b>    | <b>\$ 134,379</b> | <b>\$ 327,847</b> | <b>\$ 537,586</b> | <b>\$ 614,654</b> | <b>\$ 694,117</b> | <b>\$ 756,488</b> | <b>\$ 837,475</b> | <b>\$ 837,475</b>   |
| <b>Restricted Cash</b>                    | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>          |

**Notes**

1 Excludes any assumption for repayment by Colombia to Mexico of USD\$55M outstanding unsecured intercompany loan

# Illustrative DIP Liquidity Analysis through Jan-22 – Low Case Colombia

|   | Month 1           | Month 2           | Month 3           | Month 4           | Month 5           | Month 6           | Month 7           |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| (P\$ in thousands)                        | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          |
| Month                                     | Jul-21            | Aug-21            | Sep-21            | Oct-21            | Nov-21            | Dec-21            | Jan-22            | Total             |
| Month Ending Date                         | 07/30/21          | 08/27/21          | 10/01/21          | 10/29/21          | 11/26/21          | 12/31/21          | 01/28/22          |                   |
| <b>Collections</b>                        |                   |                   |                   |                   |                   |                   |                   |                   |
| Colombia Collections                      | \$ 157,883        | \$ 165,978        | \$ 163,041        | \$ 160,647        | \$ 158,613        | \$ 157,303        | \$ 169,703        | \$ 1,133,169      |
| <b>Total Net Collections</b>              | <b>157,883</b>    | <b>165,978</b>    | <b>163,041</b>    | <b>160,647</b>    | <b>158,613</b>    | <b>157,303</b>    | <b>169,703</b>    | <b>1,133,169</b>  |
| <b>Intercompany</b>                       |                   |                   |                   |                   |                   |                   |                   |                   |
| Inflows                                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | \$ -              |
| Outflows                                  | (79,576)          | -                 | -                 | -                 | -                 | -                 | -                 | (79,576)          |
| <b>Total Net Intercompany</b>             | <b>(79,576)</b>   | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>(79,576)</b>   |
| <b>Disbursements</b>                      |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Operating Disbursements</b>            |                   |                   |                   |                   |                   |                   |                   |                   |
| Payroll and Benefits                      | (7,773)           | (3,261)           | (4,278)           | (1,496)           | (585)             | (2,031)           | (771)             | (20,194)          |
| Sales Forces & Collections Fees           | (12,893)          | (5,258)           | (2,854)           | (450)             | (2,854)           | (5,258)           | (450)             | (30,018)          |
| Broker Fees                               | (1,500)           | -                 | -                 | -                 | -                 | -                 | -                 | (1,500)           |
| Professional Fees                         | (1,375)           | (821)             | (395)             | (400)             | (404)             | (400)             | (385)             | (4,181)           |
| Other Operating Disbursements             | (3,631)           | (1,528)           | (2,503)           | (2,380)           | (2,352)           | (2,370)           | (1,315)           | (16,079)          |
| Other SG&A Expenses                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Taxes                                     | (14,013)          | (10,124)          | (20,574)          | (3,875)           | (10,575)          | (5,575)           | (8,976)           | (73,713)          |
| <b>Total Operating Disbursements</b>      | <b>(41,185)</b>   | <b>(20,993)</b>   | <b>(30,604)</b>   | <b>(8,600)</b>    | <b>(16,770)</b>   | <b>(15,634)</b>   | <b>(11,897)</b>   | <b>(145,684)</b>  |
| <b>Net Cash Flow from Operations</b>      | <b>\$ 37,122</b>  | <b>\$ 144,984</b> | <b>\$ 132,438</b> | <b>\$ 152,047</b> | <b>\$ 141,843</b> | <b>\$ 141,669</b> | <b>\$ 157,806</b> | <b>\$ 907,909</b> |
| Origination                               | (15,788)          | (2,225)           | -                 | -                 | -                 | -                 | -                 | (18,012)          |
| <b>Net Cash Flow after Origination</b>    | <b>\$ 21,334</b>  | <b>\$ 142,760</b> | <b>\$ 132,438</b> | <b>\$ 152,047</b> | <b>\$ 141,843</b> | <b>\$ 141,669</b> | <b>\$ 157,806</b> | <b>\$ 889,897</b> |
| <b>Non-Operating Disbursements</b>        |                   |                   |                   |                   |                   |                   |                   |                   |
| Principal Payments                        | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Interest / Fee Payments                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Restructuring Professionals               | -                 | (7,082)           | (12,582)          | (99,875)          | (86,816)          | (71,875)          | (100,006)         | (378,234)         |
| Other Restructuring Costs                 | (30,000)          | (60,000)          | (8,001)           | (1,600)           | -                 | (70,000)          | -                 | (169,601)         |
| Non-Operating Inflows                     | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Total Non-Operating Disbursements</b>  | <b>(30,000)</b>   | <b>(67,082)</b>   | <b>(20,582)</b>   | <b>(101,475)</b>  | <b>(86,816)</b>   | <b>(141,875)</b>  | <b>(100,006)</b>  | <b>(547,835)</b>  |
| <b>Total Net Cash Flow</b>                | <b>\$ (8,666)</b> | <b>\$ 75,678</b>  | <b>\$ 111,856</b> | <b>\$ 50,572</b>  | <b>\$ 55,026</b>  | <b>\$ (205)</b>   | <b>\$ 57,801</b>  | <b>\$ 342,062</b> |
| <b>LIQUIDITY</b>                          |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Beginning Cash Balance - Available</b> | <b>\$ 78,363</b>  | <b>\$ 69,698</b>  | <b>\$ 145,376</b> | <b>\$ 257,231</b> | <b>\$ 307,803</b> | <b>\$ 362,829</b> | <b>\$ 362,624</b> | <b>\$ 78,363</b>  |
| Net Cash Flow                             | (8,666)           | 75,678            | 111,856           | 50,572            | 55,026            | (205)             | 57,801            | 342,062           |
| FX Variance                               | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Ending Cash Balance - Available</b>    | <b>\$ 69,698</b>  | <b>\$ 145,376</b> | <b>\$ 257,231</b> | <b>\$ 307,803</b> | <b>\$ 362,829</b> | <b>\$ 362,624</b> | <b>\$ 420,425</b> | <b>\$ 420,425</b> |
| <b>Restricted Cash</b>                    | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        |

**Notes**

1 Excludes any assumption for repayment by Colombia to Mexico of USD\$55M outstanding unsecured intercompany loan

# Overview of Mexico Restructuring Professional Fees Accrued over the Period

| (MXN\$)   | Forecast              | Forecast             | Forecast             | Forecast             | Forecast             | Forecast             | Forecast             |                       |
|---|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Month   | Jul-21                | Aug-21               | Sep-21               | Oct-21               | Nov-21               | Dec-21               | Jan-22               | Total                 |
| <b>Restructuring Professionals<sup>1</sup></b>      |                       |                      |                      |                      |                      |                      |                      |                       |
| Company Advisors                                    | \$ 93,465,717         | \$ 31,700,000        | \$ 28,700,000        | \$ 25,900,000        | \$ 25,450,000        | \$ 25,450,000        | \$ 28,450,000        | \$ 259,115,717        |
| Board Advisors / Independent Director               | 71,808,000            | -                    | -                    | -                    | -                    | -                    | -                    | 71,808,000            |
| Ad Hoc Group Advisors                               | 11,038,238            | -                    | -                    | -                    | -                    | -                    | -                    | 11,038,238            |
| Other Concurso Related Costs                        | -                     | -                    | -                    | -                    | -                    | -                    | 40,000,000           | 40,000,000            |
| <b>Total Restructuring Professionals Fees</b>       | <b>\$ 176,311,955</b> | <b>\$ 31,700,000</b> | <b>\$ 28,700,000</b> | <b>\$ 25,900,000</b> | <b>\$ 25,450,000</b> | <b>\$ 25,450,000</b> | <b>\$ 68,450,000</b> | <b>\$ 381,961,955</b> |
| <b>Total Restructuring Professionals Fees USD\$</b> | <b>\$ 8,891,173</b>   | <b>\$ 1,598,588</b>  | <b>\$ 1,447,302</b>  | <b>\$ 1,306,102</b>  | <b>\$ 1,283,409</b>  | <b>\$ 1,283,409</b>  | <b>\$ 3,451,841</b>  | <b>\$ 19,261,823</b>  |

## Notes

1 Restructuring Professional Fees do not include transaction or back-end fees

# Overview of Colombia Restructuring Professional Fees Accrued over the Period

| (MXN\$)   | Forecast    | Forecast             | Forecast             | Forecast             | Forecast             | Forecast             | Forecast             |                       |
|---|-------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Month   | Jul-21      | Aug-21               | Sep-21               | Oct-21               | Nov-21               | Dec-21               | Jan-22               | Total                 |
| <b><u>Restructuring Professionals<sup>1</sup></u></b> |             |                      |                      |                      |                      |                      |                      |                       |
| Company Advisors                                      | \$ -        | \$ 53,892,857        | \$ 55,092,857        | \$ 44,892,857        | \$ 50,892,857        | 50,892,857           | 50,892,857           | \$ 306,557,143        |
| Board Advisors / Independent Director                 | -           | 19,000,000           | 8,000,000            | 10,000,000           | 5,000,000            | 5,000,000            | 10,000,000           | 57,000,000            |
| Lender Advisors                                       | -           | 8,581,680            | 8,581,680            | 8,581,680            | 8,581,680            | 8,581,680            | 8,581,680            | 51,490,080            |
| UCC Advisors  | -           | 10,000,000           | 10,000,000           | 10,000,000           | 8,000,000            | 8,000,000            | 8,000,000            | 54,000,000            |
| Other Restructuring Fees                              | -           | 4,000,000            | 4,000,000            | 4,000,000            | 4,000,000            | 4,000,000            | 8,000,000            | 28,000,000            |
| <b>Total Restructuring Professionals Fees</b>         | <b>\$ -</b> | <b>\$ 95,474,537</b> | <b>\$ 85,674,537</b> | <b>\$ 77,474,537</b> | <b>\$ 76,474,537</b> | <b>\$ 76,474,537</b> | <b>\$ 85,474,537</b> | <b>\$ 497,047,223</b> |
| <b>Total Restructuring Professionals Fees USD\$</b>   | <b>\$ -</b> | <b>\$ 4,773,727</b>  | <b>\$ 4,283,727</b>  | <b>\$ 3,873,727</b>  | <b>\$ 3,823,727</b>  | <b>\$ 3,823,727</b>  | <b>\$ 4,273,727</b>  | <b>\$ 24,852,361</b>  |

## Notes

1 Restructuring Professional Fees do not include transaction or back-end fees

# Appendix



# Illustrative DIP Liquidity Analysis (13 Week) – High Case Mexico

|  | Week 0             | Week 1           | Week 2             | Week 3             | Week 4             | Week 5             | Week 6             | Week 7             | Week 8              | Week 9              | Week 10             | Week 11             | Week 12             | Week 13             |                     |
|--|--------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| (P\$ in thousands)                       | Forecast           | Forecast         | Forecast           | Forecast           | Forecast           | Forecast           | Forecast           | Forecast           | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            |
| Week Ending Date                         | 7/23/2021          | 7/30/2021        | 8/6/2021           | 8/13/2021          | 8/20/2021          | 8/27/2021          | 9/3/2021           | 9/10/2021          | 9/17/2021           | 9/24/2021           | 10/1/2021           | 10/8/2021           | 10/15/2021          | 10/22/2021          | Forecast            |
| Month                                    | Jul-21             | Jul-21           | Aug-21             | Aug-21             | Aug-21             | Aug-21             | Sep-21             | Sep-21             | Sep-21              | Sep-21              | Sep-21              | Oct-21              | Oct-21              | Oct-21              | Weeks 1-13<br>Total |
| <b>Collections</b>                       |                    |                  |                    |                    |                    |                    |                    |                    |                     |                     |                     |                     |                     |                     |                     |
| Mexico Collections                       | \$ 19,933          | \$ 34,999        | \$ 18,011          | \$ 10,217          | \$ 14,844          | \$ 17,599          | \$ 29,433          | \$ 10,159          | \$ 6,816            | \$ 9,756            | \$ 17,314           | \$ 16,756           | \$ 9,619            | \$ 13,704           | \$ 209,227          |
| <b>Total Net Collections</b>             | <b>19,933</b>      | <b>34,999</b>    | <b>18,011</b>      | <b>10,217</b>      | <b>14,844</b>      | <b>17,599</b>      | <b>29,433</b>      | <b>10,159</b>      | <b>6,816</b>        | <b>9,756</b>        | <b>17,314</b>       | <b>16,756</b>       | <b>9,619</b>        | <b>13,704</b>       | <b>209,227</b>      |
| <b>Intercompany</b>                      |                    |                  |                    |                    |                    |                    |                    |                    |                     |                     |                     |                     |                     |                     |                     |
| Inflows                                  | 30,000             | -                | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | \$ -                |
| Outflows                                 | -                  | -                | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Total Net Intercompany</b>            | <b>30,000</b>      | <b>-</b>         | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            |
| <b>Disbursements</b>                     |                    |                  |                    |                    |                    |                    |                    |                    |                     |                     |                     |                     |                     |                     |                     |
| <b>Operating Disbursements</b>           |                    |                  |                    |                    |                    |                    |                    |                    |                     |                     |                     |                     |                     |                     |                     |
| Payroll and Benefits                     | (9,570)            | (10,750)         | (164)              | (9,700)            | (246)              | (246)              | (11,074)           | (246)              | (5,375)             | (211)               | (3,007)             | (141)               | (2,687)             | (211)               | (44,058)            |
| Sales Forces & Collections Fees          | (2,492)            | (200)            | (200)              | (458)              | (2,492)            | (200)              | (200)              | (458)              | (2,453)             | (200)               | (200)               | (200)               | (458)               | (2,453)             | (10,173)            |
| Broker Fees                              | (292)              | (15,189)         | (270)              | 1,614              | (270)              | (13,660)           | (176)              | 1,023              | -                   | (549)               | (11,182)            | -                   | 695                 | -                   | (37,962)            |
| Professional Fees                        | (290)              | (3,139)          | (3,315)            | (1,046)            | (1,360)            | (2,375)            | (3,005)            | (1,527)            | (2,169)             | (1,490)             | (2,951)             | (1,852)             | (1,599)             | (1,490)             | (27,318)            |
| Other Operating Disbursements            | (1,924)            | (2,774)          | (6,371)            | (292)              | (407)              | (1,648)            | (3,574)            | (598)              | (551)               | (6,027)             | (5,484)             | (687)               | (765)               | (34,260)            | (34,260)            |
| Other SG&A Expenses                      | (368)              | (294)            | (342)              | (339)              | (336)              | (327)              | (336)              | (334)              | (173)               | (173)               | (174)               | (174)               | (173)               | (173)               | (3,348)             |
| Taxes                                    | (7,305)            | -                | -                  | -                  | (8,675)            | (10,930)           | -                  | -                  | (7,066)             | (8,113)             | -                   | -                   | (5,559)             | (10,259)            | (50,602)            |
| <b>Total Operating Disbursements</b>     | <b>(22,241)</b>    | <b>(32,345)</b>  | <b>(10,661)</b>    | <b>(10,222)</b>    | <b>(13,785)</b>    | <b>(29,385)</b>    | <b>(18,364)</b>    | <b>(6,365)</b>     | <b>(15,840)</b>     | <b>(13,540)</b>     | <b>(23,543)</b>     | <b>(7,851)</b>      | <b>(10,470)</b>     | <b>(15,352)</b>     | <b>(207,721)</b>    |
| <b>Net Cash Flow from Operations</b>     | <b>\$ 27,691</b>   | <b>\$ 2,654</b>  | <b>\$ 7,350</b>    | <b>\$ (5)</b>      | <b>\$ 1,059</b>    | <b>\$ (11,786)</b> | <b>\$ 11,069</b>   | <b>\$ 3,794</b>    | <b>\$ (9,024)</b>   | <b>\$ (3,784)</b>   | <b>\$ (6,229)</b>   | <b>\$ 8,905</b>     | <b>\$ (851)</b>     | <b>\$ (1,648)</b>   | <b>\$ 1,505</b>     |
| Origination                              | -                  | -                | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Net Cash Flow after Origination</b>   | <b>\$ 27,691</b>   | <b>\$ 2,654</b>  | <b>\$ 7,350</b>    | <b>\$ (5)</b>      | <b>\$ 1,059</b>    | <b>\$ (11,786)</b> | <b>\$ 11,069</b>   | <b>\$ 3,794</b>    | <b>\$ (9,024)</b>   | <b>\$ (3,784)</b>   | <b>\$ (6,229)</b>   | <b>\$ 8,905</b>     | <b>\$ (851)</b>     | <b>\$ (1,648)</b>   | <b>\$ 1,505</b>     |
| <b>Non-Operating Disbursements</b>       |                    |                  |                    |                    |                    |                    |                    |                    |                     |                     |                     |                     |                     |                     |                     |
| Principal Payments                       | -                  | -                | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Interest / Fee Payments                  | -                  | -                | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Restructuring Professionals              | (94,083)           | -                | -                  | (15,500)           | (1,450)            | (14,750)           | -                  | -                  | (16,750)            | (11,950)            | -                   | -                   | (15,950)            | -                   | (76,350)            |
| Other Restructuring Costs                | -                  | -                | (60,000)           | -                  | -                  | -                  | (18,726)           | (18,726)           | (18,726)            | (18,726)            | (18,726)            | (18,726)            | -                   | -                   | (172,353)           |
| Non-Operating Inflows                    | 5                  | 5                | 5                  | 5                  | 5                  | 5                  | 5                  | 5                  | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 66                  |
| <b>Total Non-Operating Disbursements</b> | <b>(94,078)</b>    | <b>5</b>         | <b>(59,995)</b>    | <b>(15,495)</b>    | <b>(1,445)</b>     | <b>(14,745)</b>    | <b>(18,720)</b>    | <b>(18,720)</b>    | <b>(35,470)</b>     | <b>(30,670)</b>     | <b>(18,720)</b>     | <b>(18,720)</b>     | <b>(15,945)</b>     | <b>5</b>            | <b>(248,637)</b>    |
| <b>Total Net Cash Flow</b>               | <b>\$ (66,386)</b> | <b>\$ 2,659</b>  | <b>\$ (52,645)</b> | <b>\$ (15,500)</b> | <b>\$ (386)</b>    | <b>\$ (26,531)</b> | <b>\$ (7,652)</b>  | <b>\$ (14,927)</b> | <b>\$ (44,495)</b>  | <b>\$ (34,454)</b>  | <b>\$ (24,949)</b>  | <b>\$ (9,815)</b>   | <b>\$ (16,795)</b>  | <b>\$ (1,643)</b>   | <b>\$ (247,132)</b> |
| <b>LIQUIDITY</b>                         |                    |                  |                    |                    |                    |                    |                    |                    |                     |                     |                     |                     |                     |                     |                     |
| Beginning Cash Balance - Available       | \$ 96,307          | \$ 29,921        | \$ 32,580          | \$ (20,065)        | \$ (35,564)        | \$ (35,950)        | \$ (62,481)        | \$ (70,132)        | \$ (85,059)         | \$ (129,553)        | \$ (164,007)        | \$ (188,957)        | \$ (198,772)        | \$ (215,568)        | \$ 29,921           |
| Net Cash Flow                            | (66,386)           | 2,659            | (52,645)           | (15,500)           | (386)              | (26,531)           | (7,652)            | (14,927)           | (44,495)            | (34,454)            | (24,949)            | (9,815)             | (16,795)            | (1,643)             | (247,132)           |
| FX Variance                              | -                  | -                | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Ending Cash Balance - Available</b>   | <b>\$ 29,921</b>   | <b>\$ 32,580</b> | <b>\$ (20,065)</b> | <b>\$ (35,564)</b> | <b>\$ (35,950)</b> | <b>\$ (62,481)</b> | <b>\$ (70,132)</b> | <b>\$ (85,059)</b> | <b>\$ (129,553)</b> | <b>\$ (164,007)</b> | <b>\$ (188,957)</b> | <b>\$ (198,772)</b> | <b>\$ (215,568)</b> | <b>\$ (217,211)</b> | <b>\$ (217,211)</b> |
| Restricted Cash                          | 176,083            | 176,083          | 176,083            | 176,083            | 176,083            | 176,083            | 176,083            | 176,083            | 176,083             | 176,083             | 176,083             | 176,083             | 176,083             | 176,083             | 176,083             |

# Illustrative DIP Liquidity Analysis (13 Week) – Low Case Mexico

|   | Week 0             | Week 1             | Week 2              | Week 3              | Week 4              | Week 5              | Week 6              | Week 7              | Week 8              | Week 9              | Week 10             | Week 11             | Week 12             | Week 13             | Forecast Weeks 1-13 Total |
|---|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| (P\$ in thousands)                        | Forecast           | Forecast           | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast            | Forecast                  |
| Week Ending Date                          | 7/23/2021          | 7/30/2021          | 8/6/2021            | 8/13/2021           | 8/20/2021           | 8/27/2021           | 9/3/2021            | 9/10/2021           | 9/17/2021           | 9/24/2021           | 10/1/2021           | 10/8/2021           | 10/15/2021          | 10/22/2021          | Forecast Weeks 1-13 Total |
| Month                                     | Jul-21             | Jul-21             | Aug-21              | Aug-21              | Aug-21              | Aug-21              | Sep-21              | Sep-21              | Sep-21              | Sep-21              | Sep-21              | Oct-21              | Oct-21              | Oct-21              | Total                     |
| <b>Collections</b>                        |                    |                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                           |
| Mexico Collections                        | \$ 19,933          | \$ 19,785          | \$ 8,555            | \$ 3,091            | \$ 5,755            | \$ 8,970            | \$ 16,861           | \$ 7,430            | \$ 4,522            | \$ 7,100            | \$ 11,957           | \$ 12,777           | \$ 6,462            | \$ 10,138           | \$ 123,403                |
| <b>Total Net Collections</b>              | <b>19,933</b>      | <b>19,785</b>      | <b>8,555</b>        | <b>3,091</b>        | <b>5,755</b>        | <b>8,970</b>        | <b>16,861</b>       | <b>7,430</b>        | <b>4,522</b>        | <b>7,100</b>        | <b>11,957</b>       | <b>12,777</b>       | <b>6,462</b>        | <b>10,138</b>       | <b>123,403</b>            |
| <b>Intercompany</b>                       |                    |                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                           |
| Inflows                                   | 30,000             | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | \$ -                      |
| Outflows                                  | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                         |
| <b>Total Net Intercompany</b>             | <b>30,000</b>      | <b>-</b>           | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>                  |
| <b>Disbursements</b>                      |                    |                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                           |
| <b>Operating Disbursements</b>            |                    |                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                           |
| Payroll and Benefits                      | (9,570)            | (10,750)           | (164)               | (9,700)             | (246)               | (246)               | (11,074)            | (246)               | (5,375)             | (211)               | (3,007)             | (141)               | (2,687)             | (211)               | (44,058)                  |
| Sales Forces & Collections Fees           | (2,492)            | (200)              | (200)               | (458)               | (2,492)             | (200)               | (200)               | (200)               | (458)               | (2,453)             | (200)               | (200)               | (458)               | (2,453)             | (10,173)                  |
| Broker Fees                               | (292)              | (15,189)           | (270)               | 1,614               | (270)               | (13,660)            | (176)               | 1,023               | -                   | (549)               | (11,182)            | -                   | 695                 | -                   | (37,962)                  |
| Professional Fees                         | (290)              | (3,139)            | (3,315)             | (1,046)             | (1,360)             | (2,375)             | (3,005)             | (1,527)             | (2,169)             | (1,490)             | (2,951)             | (1,852)             | (1,599)             | (1,490)             | (27,318)                  |
| Other Operating Disbursements             | (2,085)            | (3,058)            | (7,269)             | (487)               | (407)               | (1,648)             | (3,574)             | (598)               | (6,027)             | (5,081)             | (6,027)             | (5,484)             | (687)               | (765)               | (35,637)                  |
| Other SG&A Expenses                       | (473)              | (394)              | (442)               | (440)               | (336)               | (327)               | (336)               | (334)               | (173)               | (173)               | (174)               | (174)               | (173)               | (173)               | (3,649)                   |
| Taxes                                     | (7,305)            | -                  | -                   | -                   | (8,675)             | (10,930)            | -                   | -                   | (7,066)             | (8,113)             | -                   | -                   | (5,559)             | (10,259)            | (50,602)                  |
| <b>Total Operating Disbursements</b>      | <b>(22,507)</b>    | <b>(32,729)</b>    | <b>(11,659)</b>     | <b>(10,518)</b>     | <b>(13,785)</b>     | <b>(29,385)</b>     | <b>(18,364)</b>     | <b>(6,365)</b>      | <b>(15,840)</b>     | <b>(13,540)</b>     | <b>(23,543)</b>     | <b>(7,851)</b>      | <b>(10,470)</b>     | <b>(15,352)</b>     | <b>(209,400)</b>          |
| <b>Net Cash Flow from Operations</b>      | <b>\$ 27,425</b>   | <b>\$ (12,944)</b> | <b>\$ (3,104)</b>   | <b>\$ (7,427)</b>   | <b>\$ (8,030)</b>   | <b>\$ (20,415)</b>  | <b>\$ (1,503)</b>   | <b>\$ 1,065</b>     | <b>\$ (11,318)</b>  | <b>\$ (6,440)</b>   | <b>\$ (11,585)</b>  | <b>\$ 4,927</b>     | <b>\$ (4,008)</b>   | <b>\$ (5,214)</b>   | <b>\$ (85,997)</b>        |
| Origination                               | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                         |
| <b>Net Cash Flow after Origination</b>    | <b>\$ 27,425</b>   | <b>\$ (12,944)</b> | <b>\$ (3,104)</b>   | <b>\$ (7,427)</b>   | <b>\$ (8,030)</b>   | <b>\$ (20,415)</b>  | <b>\$ (1,503)</b>   | <b>\$ 1,065</b>     | <b>\$ (11,318)</b>  | <b>\$ (6,440)</b>   | <b>\$ (11,585)</b>  | <b>\$ 4,927</b>     | <b>\$ (4,008)</b>   | <b>\$ (5,214)</b>   | <b>\$ (85,997)</b>        |
| <b>Non-Operating Disbursements</b>        |                    |                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                           |
| Principal Payments                        | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                         |
| Interest / Fee Payments                   | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                         |
| Restructuring Professionals               | (117,239)          | -                  | -                   | (15,500)            | (1,450)             | (14,750)            | -                   | -                   | (16,750)            | (11,950)            | -                   | -                   | (15,950)            | -                   | (76,350)                  |
| Other Restructuring Costs                 | -                  | -                  | (100,000)           | -                   | -                   | -                   | (18,726)            | (18,726)            | (18,726)            | (18,726)            | (18,726)            | (18,726)            | -                   | -                   | (212,353)                 |
| Non-Operating Inflows                     | 5                  | 5                  | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 5                   | 66                        |
| <b>Total Non-Operating Disbursements</b>  | <b>(117,234)</b>   | <b>5</b>           | <b>(99,995)</b>     | <b>(15,495)</b>     | <b>(1,445)</b>      | <b>(14,745)</b>     | <b>(18,720)</b>     | <b>(18,720)</b>     | <b>(35,470)</b>     | <b>(30,670)</b>     | <b>(18,720)</b>     | <b>(18,720)</b>     | <b>(15,945)</b>     | <b>5</b>            | <b>(288,637)</b>          |
| <b>Total Net Cash Flow</b>                | <b>\$ (89,809)</b> | <b>\$ (12,939)</b> | <b>\$ (103,099)</b> | <b>\$ (22,922)</b>  | <b>\$ (9,475)</b>   | <b>\$ (35,160)</b>  | <b>\$ (20,224)</b>  | <b>\$ (17,656)</b>  | <b>\$ (46,788)</b>  | <b>\$ (37,111)</b>  | <b>\$ (30,306)</b>  | <b>\$ (13,794)</b>  | <b>\$ (19,953)</b>  | <b>\$ (5,209)</b>   | <b>\$ (374,634)</b>       |
| <b>LIQUIDITY</b>                          |                    |                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                           |
| <b>Beginning Cash Balance - Available</b> | <b>\$ 96,307</b>   | <b>\$ 6,499</b>    | <b>\$ (6,441)</b>   | <b>\$ (109,539)</b> | <b>\$ (132,461)</b> | <b>\$ (141,935)</b> | <b>\$ (177,096)</b> | <b>\$ (197,319)</b> | <b>\$ (214,975)</b> | <b>\$ (261,764)</b> | <b>\$ (298,874)</b> | <b>\$ (329,180)</b> | <b>\$ (342,974)</b> | <b>\$ (362,927)</b> | <b>\$ 6,499</b>           |
| Net Cash Flow                             | (89,809)           | (12,939)           | (103,099)           | (22,922)            | (9,475)             | (35,160)            | (20,224)            | (17,656)            | (46,788)            | (37,111)            | (30,306)            | (13,794)            | (19,953)            | (5,209)             | (374,634)                 |
| FX Variance                               | -                  | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                         |
| <b>Ending Cash Balance - Available</b>    | <b>\$ 6,499</b>    | <b>\$ (6,441)</b>  | <b>\$ (109,539)</b> | <b>\$ (132,461)</b> | <b>\$ (141,935)</b> | <b>\$ (177,096)</b> | <b>\$ (197,319)</b> | <b>\$ (214,975)</b> | <b>\$ (261,764)</b> | <b>\$ (298,874)</b> | <b>\$ (329,180)</b> | <b>\$ (342,974)</b> | <b>\$ (362,927)</b> | <b>\$ (368,135)</b> | <b>\$ (368,135)</b>       |
| <b>Restricted Cash</b>                    | <b>176,083</b>     | <b>176,083</b>     | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>      | <b>176,083</b>            |

# Illustrative DIP Liquidity Analysis (13 Week) – High Case Colombia

|   | Week 0           | Week 1            | Week 2            | Week 3             | Week 4            | Week 5            | Week 6            | Week 7            | Week 8            | Week 9            | Week 10           | Week 11            | Week 12           | Week 13           |                   |
|---|------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|
| (P\$ in thousands)                        | Forecast         | Forecast          | Forecast          | Forecast           | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast           | Forecast          | Forecast          | Forecast          |
| Week Ending Date                          | 7/23/2021        | 7/30/2021         | 8/6/2021          | 8/13/2021          | 8/20/2021         | 8/27/2021         | 9/3/2021          | 9/10/2021         | 9/17/2021         | 9/24/2021         | 10/1/2021         | 10/8/2021          | 10/15/2021        | 10/22/2021        | Forecast          |
| Month                                     | Jul-21           | Jul-21            | Aug-21            | Aug-21             | Aug-21            | Aug-21            | Sep-21            | Sep-21            | Sep-21            | Sep-21            | Sep-21            | Oct-21             | Oct-21            | Oct-21            | Weeks 1-13        |
|   |                  |                   |                   |                    |                   |                   |                   |                   |                   |                   |                   |                    |                   |                   | Total             |
| <b>Collections</b>                        |                  |                   |                   |                    |                   |                   |                   |                   |                   |                   |                   |                    |                   |                   |                   |
| Colombia Collections                      | \$ 64,197        | \$ 111,254        | \$ 60,019         | \$ 39,099          | \$ 42,364         | \$ 121,682        | \$ 67,123         | \$ 33,649         | \$ 19,315         | \$ 41,402         | \$ 99,435         | \$ 40,627          | \$ 19,582         | \$ 32,075         | 727,626           |
| <b>Total Net Collections</b>              | <b>64,197</b>    | <b>111,254</b>    | <b>60,019</b>     | <b>39,099</b>      | <b>42,364</b>     | <b>121,682</b>    | <b>67,123</b>     | <b>33,649</b>     | <b>19,315</b>     | <b>41,402</b>     | <b>99,435</b>     | <b>40,627</b>      | <b>19,582</b>     | <b>32,075</b>     | <b>727,626</b>    |
| <b>Intercompany</b>                       |                  |                   |                   |                    |                   |                   |                   |                   |                   |                   |                   |                    |                   |                   |                   |
| Inflows                                   | -                | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | \$ -              |
| Outflows                                  | (30,000)         | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                 |
| <b>Total Net Intercompany</b>             | <b>(30,000)</b>  | <b>-</b>          | <b>-</b>          | <b>-</b>           | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>           | <b>-</b>          | <b>-</b>          | <b>-</b>          |
| <b>Disbursements</b>                      |                  |                   |                   |                    |                   |                   |                   |                   |                   |                   |                   |                    |                   |                   |                   |
| <b>Operating Disbursements</b>            |                  |                   |                   |                    |                   |                   |                   |                   |                   |                   |                   |                    |                   |                   |                   |
| Payroll and Benefits                      | (58)             | (1,837)           | (39)              | (3,106)            | (58)              | (58)              | (1,837)           | (34)              | (1,844)           | (17)              | (545)             | (11)               | (922)             | (17)              | (10,326)          |
| Sales Forces & Collections Fees           | (42)             | (4,440)           | (2,445)           | (328)              | (41)              | (2,445)           | (37)              | (37)              | (300)             | (37)              | (2,442)           | (41)               | (328)             | (41)              | (12,961)          |
| Broker Fees                               | -                | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                 |
| Professional Fees                         | (228)            | (51)              | (86)              | (3)                | (144)             | (136)             | (166)             | (0)               | (84)              | (134)             | (10)              | (110)              | (9)               | (185)             | (1,118)           |
| Other Operating Disbursements             | (772)            | (1,318)           | (107)             | (435)              | (113)             | (722)             | (1,107)           | (193)             | (376)             | (317)             | (509)             | (936)              | (560)             | (262)             | (6,956)           |
| Other SG&A Expenses                       | -                | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                 |
| Taxes                                     | (5,558)          | -                 | -                 | -                  | (4,567)           | (5,558)           | -                 | (10,000)          | (5,017)           | (5,558)           | -                 | -                  | (793)             | (3,082)           | (34,574)          |
| <b>Total Operating Disbursements</b>      | <b>(6,657)</b>   | <b>(7,646)</b>    | <b>(2,676)</b>    | <b>(3,872)</b>     | <b>(4,922)</b>    | <b>(8,919)</b>    | <b>(3,147)</b>    | <b>(10,265)</b>   | <b>(7,621)</b>    | <b>(6,064)</b>    | <b>(3,506)</b>    | <b>(1,098)</b>     | <b>(2,612)</b>    | <b>(3,588)</b>    | <b>(65,935)</b>   |
| <b>Net Cash Flow from Operations</b>      | <b>\$ 27,540</b> | <b>\$ 103,608</b> | <b>\$ 57,343</b>  | <b>\$ 35,227</b>   | <b>\$ 37,441</b>  | <b>\$ 112,763</b> | <b>\$ 63,976</b>  | <b>\$ 23,384</b>  | <b>\$ 11,694</b>  | <b>\$ 35,338</b>  | <b>\$ 95,929</b>  | <b>\$ 39,529</b>   | <b>\$ 16,970</b>  | <b>\$ 28,487</b>  | <b>\$ 661,690</b> |
| Origination                               | (3,166)          | (2,250)           | (2,225)           | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | (4,475)           |
| <b>Net Cash Flow after Origination</b>    | <b>\$ 24,374</b> | <b>\$ 101,358</b> | <b>\$ 55,119</b>  | <b>\$ 35,227</b>   | <b>\$ 37,441</b>  | <b>\$ 112,763</b> | <b>\$ 63,976</b>  | <b>\$ 23,384</b>  | <b>\$ 11,694</b>  | <b>\$ 35,338</b>  | <b>\$ 95,929</b>  | <b>\$ 39,529</b>   | <b>\$ 16,970</b>  | <b>\$ 28,487</b>  | <b>\$ 657,215</b> |
| <b>Non-Operating Disbursements</b>        |                  |                   |                   |                    |                   |                   |                   |                   |                   |                   |                   |                    |                   |                   |                   |
| Principal Payments                        | -                | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                 |
| Interest / Fee Payments                   | -                | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                 |
| Restructuring Professionals               | -                | -                 | -                 | (7,082)            | -                 | -                 | (5,500)           | -                 | (7,082)           | -                 | -                 | (86,293)           | (8,582)           | -                 | (114,538)         |
| Other Restructuring Costs                 | -                | (30,000)          | -                 | (40,000)           | -                 | -                 | (1,600)           | (1,600)           | (1,600)           | (1,600)           | (1,600)           | (1,600)            | -                 | -                 | (79,601)          |
| Non-Operating Inflows                     | -                | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                 |
| <b>Total Non-Operating Disbursements</b>  | <b>-</b>         | <b>(30,000)</b>   | <b>-</b>          | <b>(47,082)</b>    | <b>-</b>          | <b>-</b>          | <b>(7,100)</b>    | <b>(1,600)</b>    | <b>(8,682)</b>    | <b>(1,600)</b>    | <b>(1,600)</b>    | <b>(87,893)</b>    | <b>(8,582)</b>    | <b>-</b>          | <b>(194,139)</b>  |
| <b>Total Net Cash Flow</b>                | <b>\$ 24,374</b> | <b>\$ 71,358</b>  | <b>\$ 55,119</b>  | <b>\$ (11,855)</b> | <b>\$ 37,441</b>  | <b>\$ 112,763</b> | <b>\$ 56,876</b>  | <b>\$ 21,784</b>  | <b>\$ 3,012</b>   | <b>\$ 33,738</b>  | <b>\$ 94,329</b>  | <b>\$ (48,364)</b> | <b>\$ 8,389</b>   | <b>\$ 28,487</b>  | <b>\$ 463,077</b> |
| <b>LIQUIDITY</b>                          |                  |                   |                   |                    |                   |                   |                   |                   |                   |                   |                   |                    |                   |                   |                   |
| <b>Beginning Cash Balance - Available</b> | <b>\$ 38,648</b> | <b>\$ 63,021</b>  | <b>\$ 134,379</b> | <b>\$ 189,498</b>  | <b>\$ 177,643</b> | <b>\$ 215,084</b> | <b>\$ 327,847</b> | <b>\$ 384,723</b> | <b>\$ 406,507</b> | <b>\$ 409,519</b> | <b>\$ 443,257</b> | <b>\$ 537,586</b>  | <b>\$ 489,222</b> | <b>\$ 497,611</b> | <b>\$ 63,021</b>  |
| Net Cash Flow                             | 24,374           | 71,358            | 55,119            | (11,855)           | 37,441            | 112,763           | 56,876            | 21,784            | 3,012             | 33,738            | 94,329            | (48,364)           | 8,389             | 28,487            | 463,077           |
| FX Variance                               | -                | -                 | -                 | -                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                 |
| <b>Ending Cash Balance - Available</b>    | <b>\$ 63,021</b> | <b>\$ 134,379</b> | <b>\$ 189,498</b> | <b>\$ 177,643</b>  | <b>\$ 215,084</b> | <b>\$ 327,847</b> | <b>\$ 384,723</b> | <b>\$ 406,507</b> | <b>\$ 409,519</b> | <b>\$ 443,257</b> | <b>\$ 537,586</b> | <b>\$ 489,222</b>  | <b>\$ 497,611</b> | <b>\$ 526,098</b> | <b>\$ 526,098</b> |
| <b>Restricted Cash</b>                    | <b>166</b>       | <b>166</b>        | <b>166</b>        | <b>166</b>         | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>         | <b>166</b>        | <b>166</b>        | <b>166</b>        |



# Illustrative DIP Liquidity Analysis (13 Week) – Low Case Colombia

|   | Week 0           | Week 1           | Week 2            | Week 3             | Week 4           | Week 5            | Week 6            | Week 7            | Week 8            | Week 9            | Week 10           | Week 11            | Week 12           | Week 13           |                           |
|---|------------------|------------------|-------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|---------------------------|
| (P\$ in thousands)                        | Forecast         | Forecast         | Forecast          | Forecast           | Forecast         | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast          | Forecast           | Forecast          | Forecast          | Forecast                  |
| Week Ending Date                          | 7/23/2021        | 7/30/2021        | 8/6/2021          | 8/13/2021          | 8/20/2021        | 8/27/2021         | 9/3/2021          | 9/10/2021         | 9/17/2021         | 9/24/2021         | 10/1/2021         | 10/8/2021          | 10/15/2021        | 10/22/2021        |                           |
| Month                                     | Jul-21           | Jul-21           | Aug-21            | Aug-21             | Aug-21           | Aug-21            | Sep-21            | Sep-21            | Sep-21            | Sep-21            | Sep-21            | Oct-21             | Oct-21            | Oct-21            | Forecast Weeks 1-13 Total |
| <b>Collections</b>                        |                  |                  |                   |                    |                  |                   |                   |                   |                   |                   |                   |                    |                   |                   |                           |
| Colombia Collections                      | \$ 46,350        | \$ 65,455        | \$ 37,854         | \$ 24,660          | \$ 26,719        | \$ 76,745         | \$ 41,942         | \$ 21,026         | \$ 12,069         | \$ 25,871         | \$ 62,133         | \$ 34,875          | \$ 16,810         | \$ 27,534         | \$ 473,692                |
| <b>Total Net Collections</b>              | <b>46,350</b>    | <b>65,455</b>    | <b>37,854</b>     | <b>24,660</b>      | <b>26,719</b>    | <b>76,745</b>     | <b>41,942</b>     | <b>21,026</b>     | <b>12,069</b>     | <b>25,871</b>     | <b>62,133</b>     | <b>34,875</b>      | <b>16,810</b>     | <b>27,534</b>     | <b>473,692</b>            |
| <b>Intercompany</b>                       |                  |                  |                   |                    |                  |                   |                   |                   |                   |                   |                   |                    |                   |                   |                           |
| Inflows                                   | -                | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | \$ -                      |
| Outflows                                  | (30,000)         | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                         |
| <b>Total Net Intercompany</b>             | <b>(30,000)</b>  | <b>-</b>         | <b>-</b>          | <b>-</b>           | <b>-</b>         | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>           | <b>-</b>          | <b>-</b>          | <b>-</b>                  |
| <b>Disbursements</b>                      |                  |                  |                   |                    |                  |                   |                   |                   |                   |                   |                   |                    |                   |                   |                           |
| <b>Operating Disbursements</b>            |                  |                  |                   |                    |                  |                   |                   |                   |                   |                   |                   |                    |                   |                   |                           |
| Payroll and Benefits                      | (58)             | (1,837)          | (39)              | (3,106)            | (58)             | (58)              | (1,837)           | (34)              | (1,844)           | (17)              | (545)             | (11)               | (922)             | (17)              | (10,326)                  |
| Sales Forces & Collections Fees           | (42)             | (4,440)          | (2,445)           | (328)              | (41)             | (2,445)           | (37)              | (37)              | (300)             | (37)              | (2,442)           | (41)               | (328)             | (41)              | (12,961)                  |
| Broker Fees                               | -                | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                         |
| Professional Fees                         | (560)            | (255)            | (538)             | (4)                | (144)            | (136)             | (166)             | (0)               | (84)              | (134)             | (10)              | (110)              | (9)               | (185)             | (1,776)                   |
| Other Operating Disbursements             | (872)            | (1,718)          | (151)             | (542)              | (113)            | (722)             | (1,107)           | (193)             | (376)             | (317)             | (509)             | (936)              | (560)             | (262)             | (7,507)                   |
| Other SG&A Expenses                       | -                | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                         |
| Taxes                                     | (5,558)          | -                | -                 | -                  | (4,567)          | (5,558)           | -                 | (10,000)          | (5,017)           | (5,558)           | -                 | -                  | (793)             | (3,082)           | (34,574)                  |
| <b>Total Operating Disbursements</b>      | <b>(7,089)</b>   | <b>(8,250)</b>   | <b>(3,173)</b>    | <b>(3,980)</b>     | <b>(4,922)</b>   | <b>(8,919)</b>    | <b>(3,147)</b>    | <b>(10,265)</b>   | <b>(7,621)</b>    | <b>(6,064)</b>    | <b>(3,506)</b>    | <b>(1,098)</b>     | <b>(2,612)</b>    | <b>(3,588)</b>    | <b>(67,145)</b>           |
| <b>Net Cash Flow from Operations</b>      | <b>\$ 9,262</b>  | <b>\$ 57,204</b> | <b>\$ 34,681</b>  | <b>\$ 20,680</b>   | <b>\$ 21,797</b> | <b>\$ 67,827</b>  | <b>\$ 38,795</b>  | <b>\$ 10,761</b>  | <b>\$ 4,448</b>   | <b>\$ 19,807</b>  | <b>\$ 58,627</b>  | <b>\$ 33,777</b>   | <b>\$ 14,198</b>  | <b>\$ 23,946</b>  | <b>\$ 406,547</b>         |
| Origination                               | (3,166)          | (2,250)          | (2,225)           | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | (4,475)                   |
| <b>Net Cash Flow after Origination</b>    | <b>\$ 6,096</b>  | <b>\$ 54,954</b> | <b>\$ 32,456</b>  | <b>\$ 20,680</b>   | <b>\$ 21,797</b> | <b>\$ 67,827</b>  | <b>\$ 38,795</b>  | <b>\$ 10,761</b>  | <b>\$ 4,448</b>   | <b>\$ 19,807</b>  | <b>\$ 58,627</b>  | <b>\$ 33,777</b>   | <b>\$ 14,198</b>  | <b>\$ 23,946</b>  | <b>\$ 402,073</b>         |
| <b>Non-Operating Disbursements</b>        |                  |                  |                   |                    |                  |                   |                   |                   |                   |                   |                   |                    |                   |                   |                           |
| Principal Payments                        | -                | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                         |
| Interest / Fee Payments                   | -                | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                         |
| Restructuring Professionals               | -                | -                | -                 | (7,082)            | -                | -                 | (5,500)           | -                 | (7,082)           | -                 | -                 | (86,293)           | (8,582)           | -                 | (114,538)                 |
| Other Restructuring Costs                 | -                | (30,000)         | -                 | (60,000)           | -                | -                 | (1,600)           | (1,600)           | (1,600)           | (1,600)           | (1,600)           | (1,600)            | -                 | -                 | (99,601)                  |
| Non-Operating Inflows                     | -                | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                         |
| <b>Total Non-Operating Disbursements</b>  | <b>-</b>         | <b>(30,000)</b>  | <b>-</b>          | <b>(67,082)</b>    | <b>-</b>         | <b>-</b>          | <b>(7,100)</b>    | <b>(1,600)</b>    | <b>(8,682)</b>    | <b>(1,600)</b>    | <b>(1,600)</b>    | <b>(87,893)</b>    | <b>(8,582)</b>    | <b>-</b>          | <b>(214,139)</b>          |
| <b>Total Net Cash Flow</b>                | <b>\$ 6,096</b>  | <b>\$ 24,954</b> | <b>\$ 32,456</b>  | <b>\$ (46,401)</b> | <b>\$ 21,797</b> | <b>\$ 67,827</b>  | <b>\$ 31,695</b>  | <b>\$ 9,161</b>   | <b>\$ (4,234)</b> | <b>\$ 18,207</b>  | <b>\$ 57,027</b>  | <b>\$ (54,116)</b> | <b>\$ 5,616</b>   | <b>\$ 23,946</b>  | <b>\$ 187,934</b>         |
| <b>LIQUIDITY</b>                          |                  |                  |                   |                    |                  |                   |                   |                   |                   |                   |                   |                    |                   |                   |                           |
| <b>Beginning Cash Balance - Available</b> | <b>\$ 38,648</b> | <b>\$ 44,743</b> | <b>\$ 69,698</b>  | <b>\$ 102,154</b>  | <b>\$ 55,752</b> | <b>\$ 77,549</b>  | <b>\$ 145,376</b> | <b>\$ 177,071</b> | <b>\$ 186,231</b> | <b>\$ 181,998</b> | <b>\$ 200,204</b> | <b>\$ 257,231</b>  | <b>\$ 203,115</b> | <b>\$ 208,731</b> | <b>\$ 44,743</b>          |
| Net Cash Flow                             | 6,096            | 24,954           | 32,456            | (46,401)           | 21,797           | 67,827            | 31,695            | 9,161             | (4,234)           | 18,207            | 57,027            | (54,116)           | 5,616             | 23,946            | 187,934                   |
| FX Variance                               | -                | -                | -                 | -                  | -                | -                 | -                 | -                 | -                 | -                 | -                 | -                  | -                 | -                 | -                         |
| <b>Ending Cash Balance - Available</b>    | <b>\$ 44,743</b> | <b>\$ 69,698</b> | <b>\$ 102,154</b> | <b>\$ 55,752</b>   | <b>\$ 77,549</b> | <b>\$ 145,376</b> | <b>\$ 177,071</b> | <b>\$ 186,231</b> | <b>\$ 181,998</b> | <b>\$ 200,204</b> | <b>\$ 257,231</b> | <b>\$ 203,115</b>  | <b>\$ 208,731</b> | <b>\$ 232,677</b> | <b>\$ 232,677</b>         |
| <b>Restricted Cash</b>                    | <b>166</b>       | <b>166</b>       | <b>166</b>        | <b>166</b>         | <b>166</b>       | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>        | <b>166</b>         | <b>166</b>        | <b>166</b>        | <b>166</b>                |