

**IN THE UNITED STATES BANKRUPTCY COURT
 FOR THE SOUTHERN DISTRICT OF TEXAS
 HOUSTON DIVISION**

In re:)	
)	Chapter 11
AVAYA INC., <i>et al.</i> , ¹)	Case No. 23-90088 (DRJ)
Reorganized Debtors.)	(Jointly Administered)
)	

**SUMMARY COVER SHEET TO THE COMBINED
 FINAL APPLICATION OF ALIXPARTNERS, LLP,
 CHIEF RESTRUCTURING OFFICER, INTERIM CHIEF
 FINANCIAL OFFICER AND RESTRUCTURING ADVISOR
 TO THE DEBTORS, FOR ALLOWANCE OF (I) COMPENSATION
 FOR PROFESSIONAL SERVICES RENDERED AND REIMBURSEMENT
 OF EXPENSES INCURRED FOR THE PERIOD FROM FEBRUARY 14, 2023,
THROUGH AND INCLUDING MARCH 22, 2023, AND (II) A COMPLETION FEE**

Name of Applicant:	AlixPartners, LLP	
Applicant’s Role in Case:	Chief Restructuring Officer, Interim Chief Financial Officer and Restructuring Advisor to the Debtors	
Docket No. of Employment Order(s):	[Docket No. 343]	
Interim Application () Final Application (X)	Final	
	Beginning Date	End Date
Time period covered by the Application for which interim compensation has not previously been awarded:	February 14, 2023	March 22, 2023

¹ A complete list of each of the Reorganized Debtors in these chapter 11 cases may be obtained on the website of the Reorganized Debtors’ claims and noticing agent at <http://www.kcellc.net/avaya>. The location of Reorganized Debtor Avaya Inc.’s principal place of business and the Reorganized Debtors’ service address in these chapter 11 cases is 350 Mount Kemble Avenue, Morristown, New Jersey 07960.



Were the services provided necessary to the administration of or beneficial at the time rendered toward the completion of the case? Yes	
Were the services performed in a reasonable amount of time commensurate with the complexity, importance and nature of the issues addressed? Yes	
Is the requested compensation reasonable based on the customary compensation charged by comparably skilled practitioners in other non-bankruptcy cases? Yes	
Do expense reimbursements represent actual and necessary expenses incurred? Yes	
Compensation Breakdown for the Final Period	
Total professional fees requested in the Application:	\$3,436,511.00
Total professional hours covered by the Application:	3,850.00
Average hourly rate for professionals:	\$892.60
Total fees for Rebecca Roof, Chief Financial Officer:	\$159,677.42
Total Completion Fee:	\$2,875,000.00
Total paraprofessional fees requested in the Application:	\$0
Total paraprofessional hours covered by the Application:	0
Average hourly rate for paraprofessionals:	N/A
Total fees requested in the Application:	\$3,596,188.42
Total expense reimbursements requested in the Application:	\$35,361.54
Total fees, expenses and Completion Fee requested in the Application:	\$6,506,549.96
Total fees and expenses awarded in all prior applications:	N/A
Plan Status: On March 22, 2023, the Bankruptcy Court confirmed the Plan [Docket No. 350]. The Effective Date of the Plan occurred on May 1, 2023 [Docket No. 385].	

Primary Benefits: AlixPartners (i) designed and implemented a restructuring strategy focused on maximizing enterprise value, (ii) served as CRO and interim CFO, providing leadership and support to the senior management teams, (iii) assisted multiple of the Company's functional teams with the design and implementation of an extensive portfolio of transformation and cost savings initiatives, (iv) advised and assisted the Debtors in forecasting, planning, controlling and other aspects of cash management, including but not limited to preparing and delivering frequent liquidity reporting, (v) assisted the Debtors' treasury and accounting teams with additional support, managing vendor inquiries, reconciliations, and payments, (vi) assisted with Plan negotiations with various creditor constituents which culminated in a fully-consensual Plan, (vii) led the coordination, response and information flow to a myriad of creditor constituents, which was crucial to ensure all constituents received the information they requested on a timely basis and allowed the Company's personnel to focus efforts on their day to day responsibilities, (viii) prepared the Liquidation Analysis and financial exhibits for the Debtors' Disclosure Statement, (ix) assisted with the Debtors' vendor management process to ensure compliance with court-ordered payment limits, and (x) prepared for the filing of the voluntary petitions.

ALIXPARTNERS, LLP**SUMMARY OF HOURS AND FEES BY PROFESSIONAL
DURING THE FEE PERIOD**

Professional	Title	Rate	Hours	Fees
Eric Koza	Partner & Managing Director	\$1,400	90.3	\$ 126,420.00
Jonathan Mitchell	Partner & Managing Director	\$1,400	0.5	700.00
Stephen Spitzer	Partner & Managing Director	\$1,280	91.5	117,120.00
Andrej Danis	Partner & Managing Director	\$1,140	157.5	179,550.00
Jason Miller	Partner & Managing Director	\$1,140	51.7	58,938.00
Christofer Mulh	Partner	\$1,115	0.5	557.50
Conor McShane	Partner	\$1,115	164.8	183,752.00
James Horgan	Partner	\$1,115	28.6	31,889.00
Richard Robbins	Partner	\$1,115	36.1	40,251.50
Elizabeth S Kardos	Partner	\$800	4.8	3,840.00
James G McGlynn	Director	\$1,020	216.5	220,830.00
Jens Wilken	Director	\$1,020	249.3	254,286.00
Raymond Li	Director	\$1,020	111.0	113,220.00
Elizabeth Lahey	Director	\$950	5.0	4,750.00
Eric Deichmann	Director	\$950	88.8	84,360.00
Fernando Santos de Carvalho	Director	\$950	248.3	235,885.00
Joel Amico	Director	\$950	198.7	188,765.00
Robert Wendeborn	Director	\$950	231.1	219,545.00
Rohan Joseph	Director	\$950	199.7	189,715.00
Nicholas Chambers	Director	\$880	0.4	352.00
Vinay Prathy	Senior Vice President	\$860	0.6	516.00
Alexander Patti	Senior Vice President	\$825	204.2	168,465.00
Subhash Segireddy	Senior Vice President	\$825	220.6	181,995.00
Aashish Chaturvedi	Senior Vice President	\$735	218.9	160,891.50
James Mennie	Senior Vice President	\$735	132.9	97,681.50
Jeffrey Prasertlum	Senior Vice President	\$735	150.3	110,470.50
Julia Gutierrez	Senior Vice President	\$735	2.6	1,911.00

ALIXPARTNERS, LLP

**SUMMARY OF HOURS AND FEES BY PROFESSIONAL
DURING THE FEE PERIOD**

Professional	Title	Rate	Hours	Fees
Kristina Galbraith	Senior Vice President	\$735	0.3	220.50
Maneel Grover	Senior Vice President	\$735	202.0	148,470.00
Nitesh Neelanshu	Senior Vice President	\$735	109.8	80,703.00
Shagun Jain	Senior Vice President	\$735	4.7	3,454.50
Kaitlyn A Sundt	Senior Vice President	\$585	43.7	25,564.50
Laura Capen Verry	Senior Vice President	\$540	34.8	18,792.00
Brian Tsui	Vice President	\$725	210.5	152,612.50
John M Crelli	Vice President	\$605	96.8	58,564.00
Brooke Filler	Vice President	\$510	0.6	306.00
Lisa Marie Bonito	Vice President	\$500	15.4	7,700.00
Jennifer Braverman	Vice President	\$485	10.2	4,947.00
Hernán Noriega	Vice President	\$405	1.0	405.00
Oksana Bokhonok	Consultant	\$215	14.2	3,053.00
Chetan Mediboyina	Consultant	\$315	0.8	252.00
Total Hours and Fees for Professionals			3,850.0	\$ 3,481,700.50
Less: 50% Travel Fees				(45,189.50)
Subtotal Fees for Professionals				\$ 3,436,511.00
Rebecca Roof, CFO ¹			N/A	159,677.42
Total Fees for Professionals				\$ 3,596,188.42

¹ Pursuant to the Engagement Letters and Retention Order, Ms. Roof's CFO role is billable at a fixed fee of \$225,000.00 per month. The February 2023 fixed fee was paid prior to filing, per the terms of the Engagement Letters. The March 2023 fixed fee was prorated for the period from March 1, 2023, through March 22, 2023, for a total of \$159,677.42.

ALIXPARTNERS, LLP**SUMMARY OF HOURS AND FEES BY MATTER CATEGORY
DURING THE FEE PERIOD**

Code	Matter Category	Hours	Fees
1.2	CFO Duties	N/A	\$ 159,677.42
1.3	Chapter 11 Process / Case Management	130.8	141,967.00
1.4	DIP Financing	130.9	110,593.50
1.5	Cash / Liquidity Matters	195.0	179,759.00
1.6	Communication & Meetings with Interested Parties	81.2	73,394.50
1.7	U.S. Trustee / Court Reporting Requirements	129.8	103,642.00
1.8	Business Plan / Analysis	87.8	76,664.00
1.11	Plan & Disclosure Statement	61.3	57,041.50
1.13	Business Operations	202.1	197,833.00
1.15	Vendor Management	62.5	57,631.00
1.16	Executory Contracts	55.8	52,943.50
1.17	Claims Process / Avoidance Actions	7.2	6,813.00
1.19	Preparation for & Attend Court Hearings	63.2	80,797.50
1.20	Forensic Analysis / E-Discovery	19.6	15,154.00
1.21	Retention Applications & Relationship Disclosures	73.5	46,727.50
1.22	Fee Statements & Fee Applications	91.5	61,690.50
1.24	Public Relations & Communications	2.4	2,640.00
1.25	Transformation Program	2,368.2	2,126,030.00
1.31	Travel Time	87.2	45,189.50
	Total Hours and Fees By Matter Category	3,850.0	\$ 3,596,188.42

ALIXPARTNERS, LLP**SUMMARY OF EXPENSES
DURING THE FEE PERIOD**

Expense Category	Amount
Airfare	\$ 11,091.37
Ground Transportation	5,459.37
Lodging	13,663.22
Meals	4,755.00
Parking & Tolls	90.00
Phone and Internet	302.58
Total Expenses	\$ 35,361.54

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In re:)	
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AVAYA INC., <i>et al.</i> , ¹)	Case No. 23-90088 (DRJ)
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Reorganized Debtors.)	(Jointly Administered)
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**COMBINED FINAL
APPLICATION OF ALIXPARTNERS, LLP,
CHIEF RESTRUCTURING OFFICER, INTERIM CHIEF
FINANCIAL OFFICER AND RESTRUCTURING ADVISOR TO
THE DEBTORS, FOR ALLOWANCE OF (I) COMPENSATION FOR
PROFESSIONAL SERVICES RENDERED AND REIMBURSEMENT
OF EXPENSES INCURRED FOR THE PERIOD FROM FEBRUARY 14, 2023,
THROUGH AND INCLUDING MARCH 22, 2023, AND (II) A COMPLETION FEE**

If you object to the relief requested, you must respond in writing. Unless otherwise directed by the Court, you must file your response electronically at <https://ecf.txsb.uscourts.gov/> within twenty-one days from the date this application was filed. If you do not have electronic filing privileges, you must file a written objection that is actually received by the clerk within twenty-one days from the date this application was filed. Otherwise, the Court may treat the pleading as unopposed and grant the relief requested.

¹ A complete list of each of the Reorganized Debtors in these chapter 11 cases may be obtained on the website of the Reorganized Debtors’ claims and noticing agent at <http://www.kccllc.net/avaya>. The location of Reorganized Debtor Avaya Inc.’s principal place of business and the Reorganized Debtors’ service address in these chapter 11 cases is 350 Mount Kemble Avenue, Morristown, New Jersey 07960.

AlixPartners, LLP (“AlixPartners”), as Chief Restructuring Officer (“CRO”), Interim Chief Financial Officer (“CFO”) and restructuring advisor to the above-captioned reorganized debtors (before the Effective Date² of the Plan, collectively, the “Debtors,” and after the Effective Date of the Plan, collectively, the “Reorganized Debtors”), hereby submits its combined first and final application (the “Fee Application”) for allowance of (i) compensation for professional services rendered and reimbursement of out of-pocket expenses incurred for the period from February 14, 2023, through and including March 22, 2023 (the “Fee Period”), and (ii) a completion fee in the amount of \$2,875,000 (the “Completion Fee”). AlixPartners respectfully states as follows:

Jurisdiction and Venue

1. The United States Bankruptcy Court for the Southern District of Texas (the “Court”) has jurisdiction over this matter pursuant to 28 U.S.C. §§ 157 and 1334. This is a core proceeding pursuant to 28 U.S.C. § 157(b).

2. Venue is proper pursuant to 28 U.S.C. §§ 1408 and 1409.

3. The bases for the relief requested herein are sections 330 and 331 of title 11 of the United States Code (the “Bankruptcy Code”), rule 2016 of the Federal Rules of Bankruptcy Procedure (the “Bankruptcy Rules”), rule 2016-1 of the Bankruptcy Local Rules for the Southern District of Texas (the “Bankruptcy Local Rules”), and the Plan.

² Capitalized terms used but not otherwise defined herein shall have the meanings ascribed to such terms in the *Joint Prepackaged Plan of Reorganization of Avaya Inc. and Its Debtor Affiliates Pursuant to Chapter 11 of the Bankruptcy Code (Technical Modifications)* [Docket No. 325] (as amended, supplemented, or otherwise modified from time to time, the “Plan”) or the Retention Application (as defined herein), as applicable.

Background

4. On February 14, 2023 (the “Petition Date”), the Debtors each filed a voluntary petition for relief under chapter 11 of the Bankruptcy Code, thereby commencing the above-captioned Chapter 11 Cases (the “Chapter 11 Cases”) in this Court.

5. No trustee or examiner has been appointed in these Chapter 11 Cases.

6. On February 14, 2023, the Debtors filed the *Joint Prepackaged Plan of Reorganization of Avaya Inc. and Its Debtor Affiliates Pursuant to Chapter 11 of the Bankruptcy Code* [Docket No. 50], and subsequently filed the Plan, incorporating certain technical modifications, on March 21, 2023.

7. On March 22, 2023 (the “Confirmation Date”), the Court entered the *Order Approving the Debtors’ Disclosure Statement for, and Confirming, the Joint Prepackaged Plan of Reorganization of Avaya Inc. and Its Debtor Affiliates* [Docket No. 350] (the “Confirmation Order”), pursuant to which the Court approved and confirmed the Plan.

8. On May 1, 2023, the Effective Date of the Plan occurred, and the Debtors filed the *Notice of (I) Entry of Order Approving the Debtors’ Disclosure Statement for, and Confirming, the Debtors’ Joint Prepackaged Plan of Reorganization of Avaya Inc. and Its Debtor Affiliates and (II) Occurrence of the Effective Date* [Docket No. 385] (the “Effective Date Notice”).

9. Pursuant to the Plan, the Confirmation Order, and the Effective Date Notice, all professionals requesting compensation for services rendered in connection with these Chapter 11 Cases prior to the Confirmation Date must file applications with the Court no later than June 15, 2023 (forty-five days after the Effective Date).

Retention of AlixPartners

10. On March 9, 2023, the Debtors filed the *Debtors' Application for Entry of an Order (I) Authorizing the Debtors to (A) Retain and Employ AlixPartners, LLP, (B) Designate Eric Koza, as Chief Restructuring Officer, and (C) Designate Rebecca Roof as Interim Chief Financial Officer, Each Effective as of February 14, 2023, and (II) Granting Related Relief* [Docket No. 287] (the "Retention Application").

11. On March 22, 2023, the Court entered the *Order (I) Authorizing the Debtors to (A) Retain and Employ AlixPartners, LLP, (B) Designate Eric Koza, as Chief Restructuring Officer, and (C) Designate Rebecca Roof as Interim Chief Financial Officer, Each Effective as of February 14, 2023, and (II) Granting Related Relief* [Docket No.343] (the "Retention Order").

12. AlixPartners is currently holding a retainer in the amount of \$753,475.18 (the "Retainer"). Pursuant to the Retention Order, the Retainer was treated as an evergreen retainer and held by AlixPartners as security throughout these Chapter 11 Cases. The balance of the Retainer will be held as security by AlixPartners in connection with its post-emergence role with the Reorganized Debtors.

13. The Retention Order approved the terms of AlixPartners' fee and expense structure set forth in the engagement letters, the first dated as of November 4, 2022 (the "CRO Engagement Letter"), the second dated as of November 4, 2022 (the "CFO Engagement Letter"), and the addendum dated February 9, 2023 (together with the CRO Engagement Letter and the CFO Engagement Letter, the "Engagement Letters"), and authorized AlixPartners to be compensated and reimbursed pursuant to section 327 of the Bankruptcy Code in accordance with the terms of the Engagement Letters, subject to the procedures set forth in the Bankruptcy Code, the

Bankruptcy Rules, the Bankruptcy Local Rules, and any other applicable orders and procedures of this Court.

14. Pursuant to the Engagement Letters, Eric Koza is the Managing Director responsible for this engagement, assisted by a staff of consultants at various levels with a wide range of relevant skills and abilities.

Summary of Compensation and Expenses

15. AlixPartners is seeking compensation for professional services rendered in the amount of \$3,596,188.42 and out-of-pocket expenses incurred in the amount of \$35,361.54.

16. Detailed descriptions of the services performed by each professional, organized by matter category and by date, and the hours of services provided (in tenths of an hour) during the Final Period are attached hereto as **Exhibit A**.

17. A detailed list of the out-of-pocket expenses incurred during the Final Period is attached hereto as **Exhibit B**.

Summary of Professional Services Rendered

18. AlixPartners played an integral role in assisting the Debtors with achieving the swift and efficient confirmation of the Plan. The Plan (a) reduced total debt by more than 75%, from approximately \$3.4 billion to approximately \$800 million, (b) substantially increased the Debtors' cash and strengthens its liquidity position with over \$600 million in liquidity, resulting in an expected emergence balance sheet with less than 1x net leverage, (c) left General Unsecured Claims unimpaired at Avaya Inc. and its subsidiaries to minimize uncertainty for customers, vendors, and employees, (d) achieved overwhelming support from every funded debt constituency, (e) achieved a settlement with the Pension Benefit Guaranty Corporation (the "**PBGC**") and (f) renegotiated deal terms with partner RingCentral, Inc. On February 13, 2023, the Debtors

commenced solicitation of votes on the Plan in accordance with the Restructuring Support Agreement that was entered into with its creditor groups. The Plan was accepted by substantially all voting creditors, who collectively hold over ninety percent in outstanding principal amount of the First Lien Claims. The Debtors minimized their time in bankruptcy, resulting in an accelerated timeline whereby confirmation occurred in just over one month from the Petition Date. As a result, the Debtors consummated a fully-consensual Plan that maximizes value for their stakeholders.

19. During the course of AlixPartners' prepetition and post-petition engagement, AlixPartners (i) designed and implemented a restructuring strategy focused on maximizing enterprise value, (ii) served as CRO and CFO, providing leadership and support to the senior management teams, (iii) assisted multiple of the Company's functional teams with the design and implementation of an extensive portfolio of transformation and cost savings initiatives, (iv) advised and assisted the Debtors in forecasting, planning, controlling and other aspects of cash management, including but not limited to preparing and delivering frequent liquidity reporting, (v) assisted the Debtors' treasury and accounting teams with additional support, managing vendor inquiries, reconciliations, and payments, (vi) assisted with Plan negotiations with various creditor constituents which culminated in a fully-consensual Plan, (vii) led the coordination, response and information flow to a myriad of creditor constituents, which was crucial to ensure all constituents received the information they requested on a timely basis and allowed the Company's personnel to focus efforts on their day to day responsibilities, (viii) prepared the Liquidation Analysis and financial exhibits for the Debtors' Disclosure Statement, (ix) assisted with the Debtors' vendor management process to ensure compliance with court-ordered payment limits, and (x) prepared for the filing of the voluntary petitions.

Professional Services By Category

20. AlixPartners classified services performed for which compensation is sought into separate categories. The descriptions below summarize the services provided by AlixPartners to the Debtors during the Fee Period.

Matter Code 1.2: CFO Duties

\$159,677.42

- Led and assisted day-to-day aspects of the finance department including treasury, financial planning and analysis, sales, finance, audit and controllership
- Assisted the Company with the completion of documents required to be filed by the SEC and the credit documents
- Worked with internal staff and auditors on the audit for FY2022
- Worked with the accounting staff to close books on a periodic basis

Matter Code 1.3: Chapter 11 Process/Case Management

130.8 hours - \$141,967.00

- Organized and managed the Debtors' resources to effectively and efficiently plan, coordinate and manage the Chapter 11 process
- Reviewed and maintained dockets and case calendars
- Held working sessions to keep the engagement team informed of the latest case developments, remain aligned on the many workstreams, verify that resources are properly allocated to meet deadlines, and ensure all matters and issues are addressed in an efficient and timely manner
- Performed various tasks specific to the Chapter 11 process including financial analysis and workstream management

Matter Code 1.4: DIP Financing

130.9 hours - \$110,593.50

- Negotiated and obtained DIP financing, including establishing covenants, coordinating due diligence efforts and meeting with potential lenders
- Complied with the DIP reporting requirements
- Monitored and reported on ongoing covenant compliance
- Prepared and reported on professional fee forecasts

Matter Code 1.5: Cash/Liquidity Matters

195.0 hours - \$179,759.00

- Monitored daily liquidity
- Assisted the Debtors in planning and tracking cash payments
- Developed, designed and prepared various cash flow projections
- Monitored and reported on ongoing covenant compliance and assisting the company in determining what prepetition payments can be made based upon payments made to date, available liquidity, and if allowable by the Court

- Developed detailed daily and weekly cash flow forecasts, which are critical to managing liquidity and serve as a basis for funding requirements

Matter Code 1.6: Communication & Meetings with Interested Parties

81.2 hours - \$73,394.50

- Met and communicated with various other Debtor professionals, lenders and/or their advisors, the U.S. Trustee, and other parties in interest
- Responded to diligence requests from, preparing reports to, and communications with various parties in interest

Matter Code 1.7: U.S. Trustee/Court Reporting Requirements

129.8 hours - \$103,642.00

- Complied with the requirements of the Court, the U.S. Trustee, and/or the Bankruptcy Code
- Prepared financial and operating information, including preparation and review of operating reports, prepetition payment tracking and motions, and orders and stipulations related thereto

Matter Code 1.8: Business Plan/Analysis

87.8 hours - \$76,664.00

- Analyzed financial performance in relation to the Business Plan
- Prepared materials to be shared with senior management and the Board of Directors
- Prepared updates and variance analyses to be shared with the Lender Advisors
- Analyzed various business and financial issues in order to make business decisions

Matter Code 1.11: Plan & Disclosure Statement

61.3 hours - \$57,041.50

- Developed the Debtors' disclosure statement and the Plan, including the Plan Supplement
- Prepared various exhibits including financial projections and liquidation analysis
- Negotiated the Plan with various parties in interest and analyzed the value waterfall to various creditor classes
- Prepared for the confirmation hearing

Matter Code 1.13: Business Operations

202.1 hours - \$197,833.00

- Developed, designed and recommended programs to support and improve operations
- Assisted the company in a variety of finance, accounting, sales and operations matters to more efficiently and productively manage the business and create value for all stakeholders

Matter Code 1.15: Vendor Management

62.5 hours - \$57,631.00

- Assisted the Debtors with vendor management, including performing claims analyses, communicating with vendors, negotiating payment terms, and developing and customizing vendor payment proposals

Matter Code 1.16: Executory Contracts

55.8 hours - \$52,943.50

- Identified executory contracts and calculated related cure amounts
- Analyzed leases and other contracts with respect to assumption and/or rejection

Matter Code 1.17: Claims Process/Avoidance Action

7.2 hours - \$6,813.00

- Reviewed, analyzed and reconciled filed claims
- Assisted Debtors' counsel in negotiating with various claimants

Matter Code 1.19: Preparation for/Attend Court Hearing

63.2 hours – \$80,797.50

- Prepared for Court hearings
- Attended Court hearings by video conference or telephonically

Matter Code 1.20: Forensic Analysis/E-Discovery

19.6 hours - \$15,154.00

- Communicated and coordinated with Debtors' counsel regarding search terms, document review processes, and privilege issues
- Reviewed collected data and documents

Matter Code 1.21: Retention Application & Relationship Disclosures

73.5 hours - \$46,727.50

- Drafted AlixPartners' retention application, proposed orders and declarations
- Analyzed relationship disclosures required by the Bankruptcy Code
- Communications regarding AlixPartners' retention

Matter Code 1.22: Fee Statements & Fee Applications

91.5 hours – \$61,690.50

- Managed the fee application process
- Prepared and reviewed the Application, including all required supporting documentation in accordance with requirements of the U.S. Trustee and/or the Court

Matter Code 1.24: Public Relations and Communications

2.4 hours - \$2,640.00

- Meetings and production of communications to support public relations efforts
- Drafted and consulted with management re: public filings
- Reviewed and consulted with management and professionals re: internal and external stakeholder communications

Matter Code 1.25: Transformation Program

2,368.2 hours - \$2,126,030.00

- Led PMO, responsible for establishing program governance structure and reporting cadence, as well as a process for tracking transformation initiatives
- Collaborated with the Company's management team to design a transformation program focused on right-sizing the cost structure by ~28% and rehabilitating the business in the process
- Analyzed cost reduction opportunities in all functional areas including sales, services, R&D, IT, Real Estate, Finance, Legal & HR
- Conducted multiple workshops, meetings and discussions with the management team and functional leaders
- Led the effort with functional leaders to identify, design and implement transformation initiatives
- Prepared and presented analysis and materials for internal and external stakeholders related to the Transformation Program
- Participated in meetings and produced analysis related to HR and employee matters and provided guidance and project management support to the Company as it executed on multiple reduction in force ("RIFs") across its global operations
- Conducted various analyses related to employee compensation matters, including retention / incentive programs and assisted with severance calculations

Matter Code 1.31: Travel Time

87.2 hours - \$45,189.50

- Traveled to meetings outside of consultants' respective "home" office region (Hours billed under this category were billed at 50% of AlixPartners' standard rates)

21. AlixPartners believes that the fees and out-of-pocket expenses requested are reasonable, actual and for necessary services rendered or expenses incurred on behalf of the Debtors during the Fee Period.

22. AlixPartners has not entered into any agreement, express or implied, with any other party for the purpose of fixing or sharing fees or other compensation to be paid for professional

services rendered in these Chapter 11 Cases. No promises have been received by AlixPartners or any member thereof as to compensation in connection with these Chapter 11 Cases other than in accordance with the provisions of the Bankruptcy Code.

Completion Fee Terms

23. In addition to the professional fees and expenses described herein, the Debtors agreed to pay AlixPartners the Completion Fee. The Engagement Letter and the Retention Application provide that AlixPartners shall earn the Completion Fee based on the timing from the filing of a chapter 11 petition to confirmation of a chapter 11 plan as described below, subject to Court approval:

Number of Months from Filing of a Chapter 11 Petition to Confirmation of a Plan	Less than or equal to six months	Greater than six months, but less than or equal to nine months	Greater than nine months
Completion Fee Amount	\$2,875,000	\$2,000,000	\$1,000,000

24. The Completion Fee is intended to compensate and reward AlixPartners not only for its roles in these Chapter 11 Cases, but also for driving the engagement successfully and maximizing the value of the Debtors' estates through an expeditious restructuring process. It is important to note that the Completion Fee was negotiated as part of the overall agreement for the services of Mr. Koza as CRO, Ms. Roof as CFO and AlixPartners (together, the "AlixPartners Team"). The condition for earning a Completion Fee in the amount of \$2,875,000 was to confirm a plan of reorganization in "less than or equal to six months". The Plan was confirmed within a mere thirty-six (36) days of the Petition Date, much quicker than the timelines contemplated by any of the Completion Fee requirements outlined above. The AlixPartners Team's significant roles and contributions helped preserve value and drive the

success of these Chapter 11 Cases and, subject to Court approval, AlixPartners is entitled to payment of the Completion Fee.

Basis for Relief

25. The AlixPartners Team performed substantial and necessary services in these Chapter 11 Cases which enhanced the value of the Debtors' estates, warranting an award of compensation beyond the amount that results from a simple application of the lodestar approach.

26. Given the extent of the Debtors' global footprint comprising more than 90,000 customers serviced by over 6,000 employees worldwide, it was imperative that critical steps in Avaya's transformation, including the right-sizing of its capital structure, be executed in a manner that minimized any disruption to the business. To this end, the Debtors ultimately negotiated a prepackaged plan of reorganization that reflects complete consensus across the Debtors' capital structure while leaving all vendors, suppliers, employees, and contract counterparties unimpaired. The AlixPartners Team brought their extensive experience to bear when assisting the Debtors with navigating multiple significant operational and financial challenges throughout these Chapter 11 Cases, integrating seamlessly with Avaya's management team to drive an extremely quick and highly successful outcome.

27. The AlixPartners Team played a vital role in the design and implementation of a cost-savings transformation program that targets over \$520 million of run rate savings, approximately 95% of which is estimated to be implemented within twelve months of the program's commencement. This enhanced cost reduction target represents a reduction of almost 30% from the Debtors' baseline cost structure, which will provide the Company with a critical stepping-stone towards the restoration of profitability and establishing go-forward operational viability for the Reorganized Debtors. To ensure the effectiveness of the transformation program, the AlixPartners Team established a governance structure, reporting cadence and intensive

initiative tracking process, all of which are critical elements for the success of a transformation program of this magnitude.

28. At a more tactical level, AlixPartners educated and supported Avaya's management team with crucial transformation program activities, including but not limited to:

- identifying prerequisites, dependencies, resource constraints, and execution risks associated with the various cost savings and optimization initiatives;
- tracking the implementation of identified savings opportunities and identifying / protecting against any leakage risk related to same;
- setting functional-level cost targets and tracking achievement against these targets, and assisting with remediation efforts to close any gaps-to-target that arise periodically; and
- operating a project management office to coordinate and oversee the above efforts across all functional areas of the business.

As of March 31, 2023, as a result of this program, the Debtors estimate that approximately \$500 million of run rate cost reductions will have been implemented prior to fiscal year-end 2023, with the remaining estimated \$20 million of targeted savings on track to be implemented by calendar year-end 2023.

29. The AlixPartners Team's involvement in the detailed management of the Debtors' day-to-day cash management operations served as an additional layer of oversight that was welcomed by the lenders in these Chapter 11 Cases. AlixPartners was responsible for organizing and leading daily communications with various geographic and functional groups regarding liquidity management. The AlixPartners Team created a global cash flow forecast with the Debtors' treasury team that was closely linked to the business plan forecast. This required assessing various jurisdictional requirements to determine minimum cash needs at each country level and ultimately rolling up to a consolidated, global view.

30. Using the cash flow forecast provided by the AlixPartners Team, the Debtors assessed various restructuring alternatives and developed views on funding needs based on

multiple scenarios to enter and exit bankruptcy. Ultimately, the AlixPartners Team assisted with the sizing and procurement of a \$500 million DIP term loan to fund these Chapter 11 Cases as well as a \$128 million DIP ABL. Part of the DIP financing included successfully negotiating \$90 million of funding and a foreign backstop reserve account to provide comfort to non-debtor entities during the pendency of the Chapter 11 Cases.

31. AlixPartners also supported the Company in the development of the business plan, a critical step in the Debtors' turnaround and which became the basis of the Plan. As part of this effort, AlixPartners was instrumental in leading numerous diligence sessions with each of the Debtors' business units to ensure that the appropriate drivers were being considered in the development of the business plan projections. AlixPartners supported the management team in various ways, including but not limited to: (i) documenting assumptions, accounting treatments, Debtor-specific business metrics and forecasting methodologies through multiple iterations of the plan of reorganization; (ii) developing management presentations for meetings with lenders and related cleansing materials; (iii) assisting lender advisors with business plan due diligence, including data collection, responding to inquiries and facilitating meetings with management; and (iv) assisting with updating the business plan for bankruptcy implications, including the development of a dynamic three statement model. Additionally, the AlixPartners Team was instrumental in managing the entire contingency planning process leading up to and during the filing. This involved producing all required documents and analyses for the first day motions (including spend projections by type and category), various court filings, and the financial components of the Plan and Disclosure Statement. AlixPartners also led the effort to develop and implement certain controls necessary for the Company to operate in chapter 11 and played a pivotal

role in managing and overseeing all payments made throughout the process to ensure compliance with the authorization provided by this Court.

32. The AlixPartners Team played an integral role in leading and achieving a swift and efficient confirmation of the Plan which reduces global debt by more than 75%, from approximately \$3.4 billion to \$800 million. The Plan reflects complete consensus across the Debtors' capital structure, while leaving all vendors, suppliers, employees, and contract counterparties unimpaired. With the assistance of the AlixPartners Team, the Debtors substantially increased their cash position leaving the Reorganized Debtors with more than \$600 million in liquidity upon emergence.

33. AlixPartners' skillful diligence, integrated approach, and accomplished capabilities guided the path to the successful results in these Chapter 11 Cases. The fundamental benefits reflected by constructive and quantifiable outcomes described herein reinforce the rationale for approval of the Completion Fee under the most rigorous of judicial standards. With the assistance of AlixPartners and other professionals, the Debtors were able to confirm a chapter 11 plan and complete the restructuring process efficiently, reestablishing the pillars of a successful organization. The Reorganized Debtors immediately benefited from, and will continue to reap the benefits from, AlixPartners' contributions to these Chapter 11 Cases. This Court's allowance of the Completion Fee is proper and with merit.

Legal Standard

34. Completion fees or success fees are normal parts of compensation for turnaround firms and management restructuring consulting firms and are standard for AlixPartners'

engagements of this type, both inside and outside of bankruptcy courts.³ Indeed, AlixPartners and other similar firms price their engagements to include performance or success fees as part of the total compensation packages for such engagements. Thus, AlixPartners and other turnaround and management restructuring firms rely upon and take into account the negotiated performance or success fee when accepting engagements.

35. Performance or success fees are typical in restructuring cases because clients appreciate an approach which aligns the interests of the client with the interests of its advisor. In colloquial terms, success fees demonstrate that a turnaround firm, such as AlixPartners, has “skin in the game” along with the company undergoing the turnaround. This alignment of interests inures to the overall benefit of a debtor, as well as its estate and creditors. Without that demonstrated alignment of interests, such a client might be reluctant to reach out for critical and specialized guidance from seasoned turnaround and restructuring firms like AlixPartners.

36. Similarly, such fees are a vital and inseparable component of the overall compensation model for turnaround and restructuring firms like AlixPartners, and denial of such fees in cases such as these, where the concrete achievement of one of the stated goals outlined at the outset of AlixPartners’ engagement has occurred, would ill-serve restructurings generally and potentially produce undesirable results. Some firms would simply decline challenging engagements and others would adjust their compensation model by increasing their monthly and/or hourly fees.⁴ In recognition of these realities, courts routinely authorize and approve the payment

³ While success fees for lawyers and accountants are rarely sought or granted, success fees are a standard component of compensation for turnaround management, restructuring and consulting firms and investment banking firms. AlixPartners is neither a law firm nor an accounting firm. AlixPartners is, among other things, a firm that specializes in providing advisory services to financially troubled companies. As such, payment of the Completion Fee to AlixPartners is consistent with industry practice in and out of bankruptcy cases.

⁴ The former is not an acceptable result, as it would deny distressed companies the necessary services of firms like AlixPartners that specialize in providing financial advisory services to financially troubled companies and that (footnote continued)

of completion fees and success fees upon a clear and demonstrable showing of management expertise that is transformative, in terms of business viability, capital structure fit and value generation. This reasoning is precisely applicable to the engagement of AlixPartners by the Debtors in these Chapter 11 Cases.

37. The marketplace ordinarily compensates restructuring advisors with both a salary component, based on hours worked, and a performance-based fee. As the bankruptcy court in the Southern District of Ohio held in *In re Cardinal Indus., Inc.*, 151 B.R. 843 (Bankr. S.D. Ohio 1993) (Chapter 11 operating trustee awarded APS a fee of \$2.1 million plus a success fee of 50,000 shares of stock):

Performance-based or success-factor bonuses are a normal part of compensation arrangements for management restructure consultants and ... such bonuses generally far exceed the time value of the consultant's services on a lodestar basis. Indeed, the time value component is referred to as the base salary, apparently payable to the consultant even if success is not achieved.

151 B.R. at 847. *See also, In re Busy Beaver Building Center, Inc.*, 19 F.3d 833 (3rd Cir. 1994) (the basis for requested compensation should be based on the market rate that professional would charge and collect from a client in a non-bankruptcy setting); *In re UDC Homes, Inc.*, 203 B.R. 218 (Bankr. D. Del. 1996).

38. Courts review performance-based fees under the “reasonableness standard” of section 330 of the Bankruptcy Code. *In re Northwest Airlines Corporation*, 400 B.R. 393 (Bankr. S.D.N.Y. 2009); *In re XO Communications, Inc.*, 398 B.R. 106 (Bankr. S.D.N.Y. 2008). In considering a success fee, courts consider (i) whether the financial advisor’s services were

have earned a national and international reputation for their expertise in financial reorganizations and restructurings of troubled companies. The latter also is not a desirable result, as it would needlessly result in increased fees during the pendency of the case, without such fees being tied to performance-based criteria and the outcome of the case itself (measuring success against alternative outcomes and relative distributable value yields).

necessary and beneficial to the debtors' estates at the time the services were rendered; and (ii) whether the compensation is reasonable based on the customary compensation charged by comparably skilled practitioners in cases outside of bankruptcy. *XO Communications*, 398 B.R. at 113. In determining the reasonableness of a success fee and whether the services were necessary and beneficial to the debtor's estate, courts will look "at the nexus between what was achieved, *i.e.*, the restructuring of the debt, and the impact of the advisor's effort in that regard." *Id.* at 116.

39. When Congress passed the Bankruptcy Reform Act of 1978, it decided to remove the "spirit of frugality" as a factor in bankruptcy fees. The standard is now the cost of comparable services in a non-bankruptcy setting. Inasmuch as success fees are a normal part of the fee structures of AlixPartners and other turnaround and restructuring firms, both within and outside of bankruptcy, approval of the Completion Fee is appropriate to assure comparable compensation for comparable services.

40. Recent bankruptcy cases involving performance-based fees awarded to AlixPartners and its affiliates include the following:

- Carlson Travel, Inc., a chapter 11 case in the Southern District of Texas before Marvin Isgur. In 2022, AlixPartners was awarded a success fee of \$500,000. [Case No. 21-90017, Docket No. 274].
- Southland Royalty Company LLC, a chapter 11 case in the District of Delaware before Karen B. Owens. In 2021, AlixPartners was awarded a success fee of \$1,000,000.00. [Case No. 20-10158, Docket No. 1879].
- NPC International, Inc., a chapter 11 case in the Southern District of Texas before David R. Jones. In 2021, AlixPartners was awarded a restructuring fee of \$1,500,000.00 [Case No. 20-33353, Docket No. 1655].
- Noble Corporation PLC, a chapter 11 case in the Southern District of Texas before David R. Jones. In 2021, AlixPartners was awarded a success fee of \$1,750,000.00 [Case No. 20-33826, Docket No. 999].
- Tailored Brands, Inc., a chapter 11 case in the Southern District of Texas before Marvin Isgur. In 2021, AlixPartners was awarded a success fee of 500,000.00 [Case No. 20-33900, Docket No. 1648].

- PG&E Corporation, a chapter 11 case in the Northern District of California before Dennis Montali. In 2020, APS was awarded a success fee of \$8,000,000.00 [Case No. 19-30088, Docket No. 9373].
- McDermott International, Inc., a chapter 11 case in the Southern District of Texas before David R. Jones. In 2020, APS and AlixPartners were awarded a success fee of \$5,000,000.00 [Case No. 20-30336, Docket No. 1022].
- Alta Mesa Resources, Inc., a chapter 11 case in the Southern District of Texas before Marvin Isgur. In 2020, APS was awarded a completion fee of \$200,000.00 [Case No. 19-35133, Docket No. 2007].
- Aegerion Pharmaceuticals, Inc., a chapter 11 case in the Southern District of New York before Martin Glenn. In 2019, APS was awarded a success fee of \$500,000.00 [Case No. 19-11632, Docket No. 406].
- Sungard Availability Capital Services, a chapter 11 case in the Southern District of New York before Robert D. Drain. In 2019, APS was awarded a success fee of \$1,250,000.00 [Case No. 19-22915, Docket No. 115].
- Aceto Corporation, a chapter 11 case in the District of New Jersey before Judge Vincent F. Papalia. In 2019, APS was awarded a success fee of \$1,000,000.00 [Case No. 19-13448, Docket No. 683].
- Westinghouse Electric Company, a chapter 11 case in the Southern District of New York before Judge Michael E. Wiles. In 2018, APS was awarded a success fee of \$7,500,000.00 [Case No. 17-10751, Docket No. 3633].
- VER Technologies Holdco, LLC, a chapter 11 case in the District of Delaware before Judge Kevin Gross. In 2018, APS was awarded a success fee of \$750,000.00 [Case No. 18-1083, Docket No. 881].

41. In determining the reasonableness of fee awards under section 330, courts consider whether the services provided are “services which are reasonably likely to benefit the debtors’ estates.” *In re Residential Capital, LLC*, 504 B.R. 358, 366 (Bankr. S.D.N.Y. 2014) (quoting *In re Angelika Films 57th Inc.*, 227 B.R. 29, 42 (Bankr. S.D.N.Y. 1998)). *See also In re Ames Dep't Stores, Inc.*, 76 F.3d 66, 71-72 (2d Cir. 1996).

42. Additionally, “[w]hen a court conducts a section 330 review of fees that only are compensable if a specific result is achieved, it must find that the work was beneficial when rendered and [therefore] must look to the nexus between the work done and the results achieved.” *XO Communications*, 398 B.R. at 113-14. Thus, the “reasonableness standard” analysis required

by section 330 allows the court to consider “the nexus between the tasks performed and the results achieved,” as well as the “impact of the advisor’s effort in that regard.” *Residential Capital, LLC*, 504 B.R. at 367 (citations omitted).

43. In short, completion fees or success fees are a normal part of compensation for firms such as AlixPartners, which provided interim management services to the Debtors, and may be approved on that basis. The services provided by AlixPartners resulted in tangible, measurable and significant incremental value to the Debtors, their lenders and their estates.

44. The leadership and contributions of AlixPartners were key enablers of the successful outcome and recovery within these Chapter 11 Cases. As such, the amount of the Completion Fee in these cases is reasonable pursuant to the standards outlined in section 330 of the Bankruptcy Code and should be approved.

Certification

45. A Certification of Eric Koza is attached hereto as **Exhibit C** and made part of this Application.

No Prior Request

46. No prior request for the relief sought in this Application has been made to this or any other Court. This Application is made without prejudice to further or final applications based upon all relevant criteria, including the results achieved in the case as a whole.

Notice

47. Notice of the Application has been or will be provided to those parties entitled to receive notice hereof in accordance with any applicable order of this Court.

Conclusion

WHEREFORE, AlixPartners, as CRO, CFO and restructuring advisor to the Debtors, respectfully requests that the Court enter an order providing: (i) a final allowance in the amount of \$3,596,188.42 as compensation for professional services rendered and reimbursement of out-of-pocket expenses incurred in the amount of \$35,361.54 during the Fee Period; (ii) a final allowance for the Completion Fee in the amount of \$2,875,000.00; (iii) that the Debtors are authorized and directed to pay AlixPartners the total of \$6,506,549.96; and (iv) such other and further relief as this Court deems proper.

Dated: May 4, 2023

ALIXPARTNERS, LLP
909 Third Avenue, 28th Floor
New York, New York 10022

/s/ Eric Koza

By: Eric Koza
Partner & Managing Director

Exhibit A

Description of AlixPartners' Hours and Fees by Matter Category

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: CFO Duties
 Code: 20005778P00006.1.2

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	RAR	Working session with B. Roof, C. McShane, A. Danis, F. Carvalho, J. McGlynn (left early), A. Patti (all AlixPartners), K. Speed, D. Austin, B. Barlow (Avaya) re: potential finance cost reduction and efficiency opportunities	
02/14/2023	RAR	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: case updates and alignment on objectives and strategies	
02/14/2023	RAR	Conference call with B. Roof, J. McGlynn (both AlixPartners), Finance Dept (Avaya) re: meeting to discuss details of filing and answering open questions	
02/14/2023	RAR	Team meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	
02/14/2023	RAR	Attend Avaya all-hands meeting re: bankruptcy proceedings led by A. Mazerack (Avaya)	
02/14/2023	RAR	Final review 8-K and exhibits	
02/14/2023	RAR	Meeting with A. Mazerack, V. Carnevale, S. Shah (all Avaya) recapping customer, partner, employee reactions to filing	
02/14/2023	RAR	Review organization structure deck for cost savings	
02/14/2023	RAR	Status Meeting with K. Speed (Avaya) re: cost savings	
02/15/2023	RAR	Conference call with B. Roof, J. McGlynn (both AlixPartners), Finance Team (Avaya) re: discuss details of filing and answering open questions (second session)	
02/15/2023	RAR	Team Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	
02/15/2023	RAR	Telephone call with B. Roof, R. Joseph, J. Prasertlum, R. Robbins (AlixPartners), A. Yenamandra, M. Bank (K&E), R. Nanbara, N. Jordan, J. Sullivan (Avaya) re: cash and bank account management	
02/15/2023	RAR	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: Case updates and align on priorities	
02/15/2023	RAR	Telephone call with B. Roof, S. Spitzer, R. Joseph, J. Prasertlum, R. Robbins, J. Amico (AlixPartners), D. Luby, R. Schulsohn (JPM), R. Nanbara, J. Sullivan (Avaya) re: cash Collateral for Cash Management	
02/15/2023	RAR	Attend First Day Hearing	
02/15/2023	RAR	Meeting with B. Roof, C. McShane, F. Carvalho, J. McGlynn (AlixPartners), K. Speed (Avaya) re: review finance organization and functions to identify potential savings (Part 1)	
02/15/2023	RAR	Attend Avaya Board Meeting with A. Mazerack (Avaya), Board members, A. Yenamandra & P Nash (K&E)	
02/15/2023	RAR	Attend meeting with K. Speed and global Controller team (Avaya) re: balance sheet review	
02/15/2023	RAR	Meet with A. Mazerack & K. Speed (both Avaya) to discuss segment reporting	
02/16/2023	RAR	Conference call with B. Roof, S. Spitzer, F. Carvalho, J. McGlynn (all AlixPartners), K. Speed B. Barlow, S. Haddad (all Avaya) re: potential cost savings opportunities within the sales finance organization	
02/16/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, S. Haddad (both Avaya) re: weekly finance leadership meeting to align on department objectives	

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: CFO Duties
 Code: 20005778P00006.1.2

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/16/2023	RAR	Internal meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: Case strategy and alignment on daily objectives	
02/16/2023	RAR	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	
02/16/2023	RAR	Conduct Avaya weekly Senior Finance Leadership team meeting	
02/16/2023	RAR	Attend meeting with A. Mazerack (Avaya) re: Sync with Sr. Leadership Team	
02/16/2023	RAR	Call with B. Roof (AlixPartners) and B. Barlow (Avaya) re: cost savings questions	
02/16/2023	RAR	Call with V. Carnevale, D. Bagatta & S. Bucholtz (Avaya legal) & K. Speed and J. Boyd (Controller's office) re upcoming SEC filing requirements	
02/16/2023	RAR	Travel time from Houston, TX to New York, NY (Client Meetings)	
02/17/2023	RAR	Internal meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: Case strategy and alignment on daily objectives	
02/17/2023	RAR	Internal meeting with B. Roof, J. McGlynn (both AlixPartners) re: Alignment on approach to finance department cost optimization strategies	
02/17/2023	RAR	Meeting with B. Klemm (PwC) re: Status of ongoing audit and progress update on outstanding issues	
02/17/2023	RAR	Meet with B. Roof (AlixPartners), A. Mazerack, F. Hayes, & H. Morsey (Avaya) re: updates on GBO, Hardware & IT organizations	
02/17/2023	RAR	Meeting with D. Manganello (Avaya) re: Weekly update on services finance area	
02/17/2023	RAR	Sync up meeting with B. Roof (AlixPartners), R. Driscoll, T. Zerbe, A. Mazerack (Avaya) re: upcoming cost actions	
02/18/2023	RAR	Attend Avaya Audit Committee meeting	
02/20/2023	RAR	Internal meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss approach for audit and getting current on SEC filings	
02/20/2023	RAR	Internal meeting with B. Roof, J. McGlynn (AlixPartners) re: Alignment on approach to finance department cost optimization strategies	
02/21/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow (Avaya) re: Discuss potential cost savings opportunities within the FP&A org.	
02/21/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), E. Maclean (Avaya) re: discuss potential cost savings opportunities within the Internal Audit org.	
02/21/2023	RAR	Internal meeting with B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
02/21/2023	RAR	Meeting with B. Roof, C. McShane (both AlixPartners), A. Masarek, S. Shah (both Avaya), A. Yenamandra, R. Bailey (both K&E), R. Shah, E. Levine (both Evercore) re: case management matters	
02/21/2023	RAR	Build data quality screening scripts for QuickBooks data used in forensic investigation workstreams	
02/21/2023	RAR	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Manganello, B. Barlow (both Avaya) re: discuss potential cost savings opportunities within the services finance/ops org	
02/21/2023	RAR	Discussion with B. Roof (AlixPartners) and M. Schwarzmann and marketing team (Avaya) re: response to industry analyst inquiries	
02/21/2023	RAR	Discussion with B. Roof (AlixPartners) and C. Cleary, S. Haddad (Avaya) re: software license use cases	
02/21/2023	RAR	Meeting with B. Klemm (PwC) and K&E re: closeout of audit items	
02/21/2023	RAR	Meeting with H. Gou (Avaya) re: Weekly update on FP&A/Reporting area	

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

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02/21/2023	RAR	Review February OL/circulate comments & questions	
02/22/2023	RAR	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), B. Barlow (Avaya) re: review the non-people costs within the CFO org for potential cost savings	
02/22/2023	RAR	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), J. Sullivan (Avaya) re: Discuss potential cost savings within the Treasury organization	
02/22/2023	RAR	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), M. Vollmer, S. Haddad (both Avaya) re: continued discussing potential cost savings opportunities within the CFO NA sales finance org	
02/22/2023	RAR	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), S. Haddad (Avaya) re: Continue discussing potential cost savings opportunities within the sales finance and ops orgs	
02/22/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discussion on business operation open issues and strategy for path forward	
02/22/2023	RAR	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners) re: revenue forecasting methodology	
02/22/2023	RAR	Meeting with B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: Case strategy and alignment on daily objectives	
02/22/2023	RAR	Meeting with E. Koza, B. Roof (AlixPartners), A. Masarek, S. Shah (Avaya), A. Yenamandra (K&E), R. Shah, E. Levine (Evercore) re: transformation program-related items	
02/22/2023	RAR	Attend Avaya Global Finance Council call	
02/22/2023	RAR	Respond to various emails from Avaya and advisors	
02/22/2023	RAR	Weekly SLT Meeting with A. Masarek (Avaya)	
02/22/2023	RAR	Meeting with S. Shah (Avaya) re: Updates on customer dispute matters	
02/23/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, M. Vollmer (both Avaya) re: Discuss potential revenue recognition impacts and benefits	
02/23/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), S. Haddad, B. Barlow (both Avaya) re: weekly finance leadership meeting to align on department objectives	
02/23/2023	RAR	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), A. Masarek & Exec leadership team (all Avaya) re: weekly transformation program decision board - part 2	
02/23/2023	RAR	Meeting with E. Koza, B. Roof, C. McShane (all AlixPartners), A. Masarek, S. Shah (both Avaya), A. Yenamandra (K&E), R. Shah, E. Levine (both Evercore) re: transformation program-related items	
02/23/2023	RAR	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek & Exec leadership team (Avaya) re: Weekly Transformation Program Decision Board	
02/23/2023	RAR	Meeting with E. Koza, B. Roof, J. McGlynn (AlixPartners) re: Case strategy and alignment on daily objectives	
02/23/2023	RAR	Attend Alorica customer call re: resolution of outstanding issues	
02/23/2023	RAR	Attend Avaya weekly CRO Org/GTM call	
02/23/2023	RAR	Call with M. Vollmer (Avaya) re: subscription outlook	
02/23/2023	RAR	Meeting with K. Speed, B. Barlow (Avaya) re: Discuss streamlining of revenue recognition process	
02/23/2023	RAR	Discussion with M. Vollmer (Avaya) re: bulk subscription data gather	

AlixPartners

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02/23/2023	RAR	Discussion with M. Vollmer (Avaya) re: credit card usage	
02/23/2023	RAR	Respond to various emails from Avaya and advisors	
02/23/2023	RAR	Meeting with A. Maserak (Avaya) re: Updates on finance department operations	
02/23/2023	RAR	Meeting with B. Klemm (PwC) re: Status of ongoing audit and progress update on outstanding issues	
02/23/2023	RAR	Meeting with S. Haddad (Avaya) re: Weekly update on International Sales Finance area	
02/24/2023	RAR	Meeting with B. Roof, J. McGlynn (AlixPartners), A. Masarek, S Haddad (Avaya) re: current forecast outlook and changes in reporting and process for organizational meetings	
02/24/2023	RAR	Meeting with E. Koza, B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: Discuss critical workstreams and align on upcoming objectives	
02/24/2023	RAR	Meeting with J. Sullivan, R. Nanbara, and Treasury team (Avaya) re: Kick-off bank account RFP	
02/24/2023	RAR	Call with M. Vollmer and N. Jordan (Avaya) re: discuss use of credit card acceptance and contract terms	
02/24/2023	RAR	Respond to various emails from Avaya and advisors	
02/24/2023	RAR	Review tax structuring memorandum and actions	
02/24/2023	RAR	Attend update call with K&E, PwC, and EY re: audit progress	
02/24/2023	RAR	Meeting with D. Manganello (Avaya) re: Weekly update on services finance area	
02/24/2023	RAR	Meeting with M. Vollmer (Avaya) re: Weekly update on North America Sales Finance area	
02/24/2023	RAR	Meeting with T. Hines-Cope re: Updates on status of people related cost savings	
02/25/2023	RAR	Call with D. Austin (Avaya) re: preparation materials requested by A. Maserak (Avaya)	
02/26/2023	RAR	Review of CPP deck for call preparation and updating	
02/26/2023	RAR	Travel time from Houston, TX to New York, NY (Client Meetings)	
02/27/2023	RAR	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Manganello (Avaya) re: Discuss services finance organization and functions to identify potential cost savings	
02/27/2023	RAR	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Li (all AlixPartners) re: discuss prior work on customer profitability and define next steps	
02/27/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
02/27/2023	RAR	Preparation with A Maserak & J Sullivan (both Avaya) re: Underwriter call	
02/27/2023	RAR	Meeting with M. Mohlner, B. Barlow, F. Hayes (Avaya) re: detailed IT Budget review	
02/27/2023	RAR	Meeting with B. Klemm (PwC) re: Status of ongoing audit and progress update on outstanding issues	
02/27/2023	RAR	Meeting with E. Maclean (Avaya) re: Weekly update on internal area	
02/27/2023	RAR	Respond to various emails from Avaya and advisors	
02/27/2023	RAR	Review bulk subscription receipt schedule - respond to T Barnes and M Vollmer	
02/27/2023	RAR	Meeting with T. Crest (Avaya) re: Weekly update on commissions area	
02/28/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss status of cost savings efforts and associated non people cost analysis	

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: CFO Duties
 Code: 20005778P00006.1.2

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/28/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, C. Patrick (both Avaya) re: Discuss non-people cost analysis to identify potential savings within the finance organization	
02/28/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, J. Boyd (both Avaya), B. Klem (PWC) re: Discuss outstanding items for the ongoing audit and set path for milestones to complete	
02/28/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, S. Haddad (both Avaya) re: discuss options for potential changes in subscription revenue accounting method	
02/28/2023	RAR	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Structure of revised forecasting mode	
02/28/2023	RAR	Participate in call with A. Maserak, D Austin., M. Vollmer, and channel leaders (Avaya) re: channel level inventories	
02/28/2023	RAR	Attend Avaya weekly global GTM call led by N. Abou-Ltaif (Avaya)	
02/28/2023	RAR	Attend weekly hardware, real estate, IT call led by F. Hayes (Avaya)	
02/28/2023	RAR	Attend weekly sales outlook call with CALA team led by S. Massad (Avaya)	
02/28/2023	RAR	Attend weekly sales outlook call with International team led by S. Massad (Avaya)	
02/28/2023	RAR	Attend weekly sales outlook call with NA team led by S. Massad (Avaya)	
02/28/2023	RAR	Respond to various emails from Avaya and advisors	
03/01/2023	RAR	Attend call with A. Maserak, J. Sullivan (both Avaya) and D&O Policy Underwriters re: D&O renewal process	
03/01/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed (Avaya) re: review CAO organizational structure to identify potential cost savings	
03/01/2023	RAR	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/01/2023	RAR	Respond to emails re: day to day finance operational activities	
03/01/2023	RAR	Weekly sync with A. Maserak and senior leadership team (Avaya)	
03/02/2023	RAR	Telephone call with B. Roof, S. Spitzer (both AlixPartners), A. Masarek, S. Shah, D. Austin (all Avaya), A. Yenamandra (K&E), E. Levine (Evercore) re: various case management-related topics	
03/02/2023	RAR	Discussion with S. Shefali, D. Austin, M. Vollmer (Avaya) re: ACO	
03/02/2023	RAR	Lead weekly FLT meeting (Avaya)	
03/02/2023	RAR	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho J. McGlynn, J. Crelli (all AlixPartners) re: discuss transition of the new sales finance and sales operations structures	
03/02/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss finance savings presentation edits and updates for leadership meeting	
03/02/2023	RAR	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/02/2023	RAR	Meeting with B. Roof, S. Spitzer, R. Li (all AlixPartners) re: CPP analysis	
03/02/2023	RAR	Respond to emails re: day to day finance operational activities	
03/02/2023	RAR	Video conference with B. Roof, C. McShane, A. Danis, J. Wilken, R. Li (all AlixPartners), A. Masarek & senior leadership team (Avaya) re: weekly decision board meeting	
03/02/2023	RAR	Meeting with B. Barlow (Avaya) re: weekly one on one staff call	
03/02/2023	RAR	Meeting with K. Speed (Avaya) re: weekly one on one staff call	
03/03/2023	RAR	Call with K. Speed (Avaya) re: controllers Organization and cost savings	

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

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03/03/2023	RAR	Meeting with B. Roof, C. McShane, A. Chaturvedi, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: pro-forma Credit EBITDA metrics and related addbacks	
03/03/2023	RAR	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), H. Gou, B. Barlow (both Avaya) re: PF Credit EBITDA calculation	
03/03/2023	RAR	Respond to emails re: day to day finance operational activities	
03/03/2023	RAR	Meeting with D. Manganello (Avaya) re: weekly one on one staff call	
03/03/2023	RAR	Meeting with H. Gou (Avaya) re: weekly one on one staff call	
03/03/2023	RAR	Meeting with M. Vollmer (Avaya) re: weekly one on one staff call	
03/03/2023	RAR	Meeting with M. Vollmer (Avaya) re: weekly one on one staff call	
03/04/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow (Avaya) re: discuss plan to identify additional cost savings within the finance organization	
03/04/2023	RAR	Respond to emails re: day to day finance operational activities	
03/04/2023	RAR	Review underlying data for cost savings to date to prepare for individual leader calls & communications	
03/05/2023	RAR	Call with S. Haddad, M. Vollmer (Avaya) re: cost saving actions	
03/05/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy, financial reporting requirements and alignment on workstreams timing	
03/06/2023	RAR	Attend weekly CRO GTM call with A. Maserak and GTM team (Avaya)	
03/06/2023	RAR	Call with A. Maserak, S. Shefali (both Avaya) sales leadership re: status of XX customer and plan treatment	
03/06/2023	RAR	Call with B. Klemm (PwC) re: status	
03/06/2023	RAR	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Austin, S. Haddad (both Avaya) re: discuss changes to the sales finance and sales operations orgs and associated cost savings	
03/06/2023	RAR	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners), A. Masarek, S. Haddad (both Avaya) re: review current finance and sales reporting and determine new requirements and content	
03/06/2023	RAR	Respond to emails re: day to day finance operational activities	
03/06/2023	RAR	Meeting with D. Austin (Avaya) re: Sales Ops/Sales Support org	
03/06/2023	RAR	Meeting with K. Speed (Avaya), J. Korff (K&E) and B Klemm (PwC) re: status update call	
03/06/2023	RAR	Meeting with T. Crest (Avaya) re: weekly one on one staff call	
03/07/2023	RAR	Call with K. Speed (Avaya) re: controllers Organization and cost savings	
03/07/2023	RAR	Call with S. Haddad (Avaya) to discuss sales forecast	
03/07/2023	RAR	Meeting with A. Maserak and F. Hayes (both Avaya) re: hardware business unit outlook	
03/07/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: case strategy and alignment on daily objectives	
03/07/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), A. Masarek, S. Shah (both Avaya), A. Yenamandra (K&E), E. Levine (Evercore) re: various case management-related items	
03/07/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), T. Hines Cope (Avaya) re: discuss HR process for headcount related cost savings	

AlixPartners

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03/07/2023	RAR	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, S. Haddad, M. Vollmer, H. Guo (all Avaya) re: quarterly revenue outlook materials	
03/07/2023	RAR	Meeting with J. Sullivan (Avaya) to discuss outstanding treasury matters	
03/07/2023	RAR	Meeting with K. Speed and G. Girgis (Avaya) to discuss XX customer revenue recognition	
03/07/2023	RAR	meeting with N. Jordan, T. Barnes, J. Edgecombe, J. Hudson and M. Vollmer (all Avaya) to discuss implementation of credit card surcharge or other cost recovery mechanism	
03/07/2023	RAR	Respond to emails re: day to day finance operational activities	
03/08/2023	RAR	Meeting with J. Geary (Avaya) to prepare for upcoming customer call	
03/08/2023	RAR	Attend meeting with A. Maserak (Avaya) weekly senior leadership team meeting	
03/08/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: review draft of updated cost savings for the finance organization	
03/08/2023	RAR	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/08/2023	RAR	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, M. Vollmer, H. Guo (all Avaya) re: updated quarterly revenue outlook materials	
03/08/2023	RAR	Meeting with K. Speed, S. Shah, V. Carnevale, S. Bucholtz, and M. Roach (all Avaya) to discuss legal entity restructuring	
03/08/2023	RAR	Respond to emails re: day to day finance operational activities	
03/08/2023	RAR	Weekly 1:1 with B. Barlow (Avaya) to discuss outstanding portfolio finance matters	
03/08/2023	RAR	Weekly 1:1 with H. Gou (Avaya) to discuss outstanding corporate/LRP matters	
03/08/2023	RAR	Weekly 1:1 with K. Speed (Avaya) to discuss outstanding controllership matters	
03/08/2023	RAR	Weekly 1:1 with S. Haddad (Avaya) to discuss outstanding sales finance matters	
03/09/2023	RAR	Attend meeting with A. Maserak, M. Vollmer, S. Shah, N. Abou-Ltaif, G. DeSantis, T. Gannobn, K. Hamm, and L. Jones (all Avaya) to discuss resolution to XX customer objection to contract assumption	
03/09/2023	RAR	Meeting with A. Maserak, S. Shah, S. Buckholtz, M. Roach and K. Speed (all Avaya) to provide CEO with update on legal entity restructuring	
03/09/2023	RAR	Respond to emails re: day to day finance operational activities	
03/09/2023	RAR	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	
03/10/2023	RAR	Attend call with B. Klemm, B. Williams and L. Nissenblatt (all PwC) and K. Speed and M. Roach (both Avaya) to provide auditors with update on legal entity restructuring	
03/10/2023	RAR	Attend customer call with Calabrio representatives and G. DeSantis and A. Uysal (both Avaya)	
03/10/2023	RAR	Attend meeting with J. Geary, J. Dotson, G. Girgis, L. Jones, and K. Speed (Avaya) to discuss resolution to XX customer dispute and impact on revenue recognition	
03/10/2023	RAR	Attend weekly 1:1 call with M. Vollmer (Avaya) to discuss outstanding items in Revenue Finance organization	
03/10/2023	RAR	Call with D. Manganello (Avaya) to discuss outstanding items in Maintenance finance support	

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03/10/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, B. Barlow (both Avaya) re: weekly finance leadership meeting to align on department objectives	
03/10/2023	RAR	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/10/2023	RAR	Respond to emails re: day to day finance operational activities	
03/11/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: discuss strategic options for certain business units related to overall transformation efforts	
03/13/2023	RAR	Attend call with J. Kasuli, A. Goel, S. Shenoi (K&E), B. Klemm, C. Reddin, R. Owen (PwC), K. Speed and V. Carnevale (both Avaya) re: investigation progress and findings	
03/13/2023	RAR	Attend call with S. Sutula, K. Speed, J. Boyd and M. Roach (all Avaya) to review materials for upcoming Audit Committee meeting	
03/13/2023	RAR	Attend weekly CRO Organization GTM call with A. Masarek, K. Howland (both Avaya) and senior sales and marketing team leads (Avaya) to discuss market approaches and customer items	
03/13/2023	RAR	Meet with T. Crest (Avaya) in weekly 1:1 to discuss outstanding Sales Commission issues and actions	
03/13/2023	RAR	Meet with T. Hines Cope (Avaya) in weekly 1:1 to discuss outstanding Finance HR issues and actions	
03/13/2023	RAR	Respond to A. Masarek (Avaya) request for revenue splits by business types	
03/13/2023	RAR	Respond to various emails re: Exit TL Credit terms	
03/13/2023	RAR	Review draft of March OL. Provide comments and questions to H. Gou and Bernie Barlow (Avaya)	
03/13/2023	RAR	Review email from M Roach (Avaya) re: legal entity restructuring	
03/13/2023	RAR	Review LRP summary deck for Avaya Senior Leadership team	
03/14/2023	RAR	Attend call with E. Maclean, D. Austin, C Cleary, and K Cheshire to discuss pilot program on software license enforcement	
03/14/2023	RAR	Attend meeting in Morristown with K. Speed, P Albert-Lebrun, and G Girgis (all Avaya) to discuss accounting processes related to revenue recognition	
03/14/2023	RAR	Attend meeting with D Manganello (Avaya) to discuss employment status	
03/14/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: case strategy and alignment on daily objectives	
03/14/2023	RAR	Meeting with B. Roof, J. McGlynn, R. Joseph, J. Prasertlum (AlixPartners), T. Hughes (K&E), J. Sullivan (Avaya) re: exit term loan issues and basket chart	
03/14/2023	RAR	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (5) transformation program workstreams	
03/14/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	
03/14/2023	RAR	Respond to email correspondence from F Hayes (Avaya) re: Hardware Unit ringfencing	
03/14/2023	RAR	Respond to email correspondence from Global Deal desk team (Avaya) re: various customer bids - provide approval to move forward	

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03/14/2023	RAR	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane (all AlixPartners), A. Masarek, S. Shah, V. Carnavale (all Avaya), A. Yenamandra, R. Bailey (all K&E), R. Shah, N. Kiassat (both Evercore) re: touchpoint to discuss various case management issues	
03/15/2023	RAR	Attend Audit Committee meeting with S. Sutula (Chair) A. Maserak (CEO) Committee and Board members, K. Speed, J. Sullivan E. Maclean, J Boyd, S Bucholtz (Avaya) B Klemm (PwC	
03/15/2023	RAR	Attend call with K. Speed & V. Carnevale (Avaya) to discuss WF customer mediation	
03/15/2023	RAR	Attend follow-up meeting with D. Mangenello (Avaya) to discuss employment	
03/15/2023	RAR	Attend meeting with B Barlow, H. Gou, M Wolles (Avaya) to review the Product BU March OL	
03/15/2023	RAR	Attend meeting with B Klemm, R Schwartz, C Venchiarutti, J Goodelman (PwC) K. Speed and J Boyd (Avaya) to discuss emergence and post-emergence bankruptcy accounting requirements	
03/15/2023	RAR	Meet with B. Barlow, K. Speed and M. Vollmer (Avaya) to discuss finance organization transition planning	
03/15/2023	RAR	Meet with E. Maclean (Avaya) in weekly 1:1 to discuss outstanding Internal Audit issues and actions	
03/15/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/15/2023	RAR	Video call with E. Koza, B. Roof, C. McShane (all AlixPartners), Board of Directors (Avaya), A. Yenamandra (K&E), R. Shah (Evercore) re: weekly Board of Directors update call	
03/16/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	
03/16/2023	RAR	Prepare for confirmation hearing	
03/16/2023	RAR	Meet with B. Barlow (Avaya) in weekly 1:1 to discuss outstanding Finance Portfolio issues and actions	
03/16/2023	RAR	Meet with H. Gou (Avaya) in weekly 1:1 to discuss outstanding LRP and Corporate FP&A issues and actions	
03/16/2023	RAR	Meet with K. Speed (Avaya) in weekly 1:1 to discuss outstanding Controller organization issues and actions	
03/16/2023	RAR	Meeting with B. Roof, C. McShane, J. McGlynn, J. Horgan (all AlixPartners) re: discuss planning for fresh start accounting	
03/16/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss workstreams planning for the finance organization	
03/16/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: review and edit current draft of management presentation for subscription accounting	
03/16/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/16/2023	RAR	Respond to various emails related to PC and NPC cost reductions and status of takeouts	
03/17/2023	RAR	Attend call with B Barlow, C Patrick, H. Gou, K. Speed (Avaya) to review March OL for Finance unit	

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03/17/2023	RAR	Attend call with J Kasuli, A Goel, S Sheno (K&E), B Klemm, C. Reddin, R. Owen (PwC), K. Speed and V. Carnevale (Avaya) re: investigation progress and findings	
03/17/2023	RAR	Attend meeting with D Manganello, B Barlow, K. Speed & M Vollmer (all Avaya) to discuss transition of Maintenance Finance team	
03/17/2023	RAR	Meet with M. Vollmer (Avaya) in weekly 1:1 to discuss outstanding NA Sales and Transformation issues and actions	
03/17/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, B. Barlow (both Avaya) re: discuss plan to achieve non people cost saving for FY23	
03/17/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/17/2023	RAR	Video call with B. Roof, C. McShane (both AlixPartners), F. Hayes (Avaya) re: Hardware business unit go-forward planning	
03/17/2023	RAR	Video call with B. Roof, C. McShane (both AlixPartners), F. Hayes, S. Shah, H. Clarke (all Avaya) re: real estate lease rejections and landlord communications update	
03/18/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: Discuss draft revenue forecast outlook and required updates	
03/20/2023	RAR	Attend weekly CRO Organization GTM call with A. Maserak, K. Howland (both Avaya) and senior sales and marketing team leads (Avaya) to discuss market approaches and customer items	
03/20/2023	RAR	Call with B Klemm (PwC) re: status of audit and filings	
03/20/2023	RAR	Call with M. Vollmer (Avaya) re: credit card use	
03/20/2023	RAR	Calls and email communications on Ascension settlement with S Shefali and K. Speed (Avaya)	
03/20/2023	RAR	Meet with T. Crest (Avaya) in weekly 1:1 to discuss outstanding Sales Commission issues and actions	
03/20/2023	RAR	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners), H. Guo (Avaya) re: normalized revenue for OneCloud and ACO	
03/20/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: Case strategy and alignment on daily objectives	
03/20/2023	RAR	Review cost reduction personnel detailed listing for final approval	
03/20/2023	RAR	Review emails related to Verizon/SSA	
03/20/2023	RAR	Review materials to be provided to CFO candidates	
03/21/2023	RAR	Prepare for confirmation hearing	
03/21/2023	RAR	Attend call with J. Kasuli, A Goel, S Sheno (K&E), B. Klemm, C. Reddin, R. Owen (PwC), K. Speed and V. Carnevale (both Avaya) re: investigation progress and findings	
03/21/2023	RAR	Attend weekly CALA Sales OL meeting with N Abou-Ltaif, S Haddad, F Moubarack, L Orama, W Hasna, A Coelho (Avaya)	
03/21/2023	RAR	Attend weekly HW BU meeting with F. Hayes and A. Maserak (both Avaya)	
03/21/2023	RAR	Attend weekly International Sales OL meeting with N. Abou-Ltaif, S. Haddad, F. Moubarack, L. Orama, W. Hasna (all Avaya)	
03/21/2023	RAR	Attend weekly N America Sales OL meeting with N. Abou-Ltaif, S. Haddad, F. Moubarack, L. Orama, W. Hasna, M. Vollmer, E. Lombard (all Avaya)	

AlixPartners

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03/21/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, D. Manganello (both Avaya) re: discussion on finance reorganization and integration of services finance	
03/21/2023	RAR	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, B. Balow (both Avaya) re: discussion on finance reorganization objectives	
03/21/2023	RAR	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	
03/22/2023	\$0	Prepare for Confirmation Hearing	
03/22/2023	\$0	Attend Confirmation Hearing	
03/22/2023	RAR	Attend meeting with A Maserak and John Sullivan (both Avaya) and Standard & Poor for ratings information	
03/22/2023	RAR	Attend weekly Senior Leadership Team meeting with A Maserak, J Geary, V. Carnevale, K Howland, A Crowley, T Sherwood (all Avaya)	
03/22/2023	RAR	Meet with B. Barlow (Avaya) in weekly 1:1 to discuss outstanding Finance Portfolio issues and actions	
03/22/2023	RAR	Meet with H. Gou (Avaya) in weekly 1:1 to discuss outstanding LRP and Corporate FP&A issues and actions	
03/22/2023	RAR	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: Case strategy and alignment on daily objectives	
03/22/2023	RAR	Review various requests for customer milestone waiver requests	
03/22/2023	RAR	Provide comments on deck describing normalized revenue	
03/22/2023	RAR	Review sales report for individuals with total revenue as metric	
03/22/2023	RAR	Review Week 5 DIP Reporting variance report	

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: CFO Duties
Code: 20005778P00006.1.2

PROFESSIONAL

Rebecca Roof

Total Professional Fees

FEES¹

\$	159,677.42
\$	159,677.42

¹ March 2023 fixed fee prorated for the period from March 1, 2023 through March 22, 2023

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	AC	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	ADP	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	BT	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	CMS	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: case updates and alignment on objectives and strategies	0.3
02/14/2023	CMS	Team meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/14/2023	EK	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: case updates and alignment on objectives and strategies	0.3
02/14/2023	EK	Team meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/14/2023	JGM	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: case updates and alignment on objectives and strategies	0.3
02/14/2023	JGM	Team meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/14/2023	JGM	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	JRP	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	JW	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	JA	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	JMC	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	MG	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	NN	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	RL	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	SJ	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/14/2023	SS	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: case updates and alignment on objectives and strategies	0.3
02/14/2023	SS	Team meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/14/2023	SSS	Meeting with A. Chaturvedi, A. Patti, B. Tsui, J. McGlynn, J. Prasertlum, J. Wilken, J. Amico, J. Crelli, M. Grover, N. Neelanshu, R. Li, S. Jain, S. Segireddy (AlixPartners) re: case update	0.7
02/15/2023	CMS	Team Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/15/2023	CMS	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: Case updates and align on priorities	0.2
02/15/2023	CMS	Correspond with AlixPartners team re: workstream status and coordination	0.7
02/15/2023	EK	Team Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/15/2023	EK	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: Case updates and align on priorities	0.2
02/15/2023	EK	Prepare materials for Avaya board meeting	0.2
02/15/2023	JGM	Team Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/15/2023	JGM	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: Case updates and align on priorities	0.2
02/15/2023	JGM	Meeting with J. McGlynn, J. Mennie, J. Prasertium, J. Amico, J. Crelli (all AlixPartners) re: first-day status update	0.3
02/15/2023	JJM	Meeting with J. McGlynn, J. Mennie, J. Prasertium, J. Amico, J. Crelli (all AlixPartners) re: first-day status update	0.3
02/15/2023	JRP	Meeting with J. McGlynn, J. Mennie, J. Prasertium, J. Amico, J. Crelli (all AlixPartners) re: first-day status update	0.3
02/15/2023	JA	Meeting with J. McGlynn, J. Mennie, J. Prasertium, J. Amico, J. Crelli (all AlixPartners) re: first-day status update	0.3
02/15/2023	JMC	Meeting with J. McGlynn, J. Mennie, J. Prasertium, J. Amico, J. Crelli (all AlixPartners) re: first-day status update	0.3
02/15/2023	SS	Team Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/15/2023	SS	Conference call with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners), P. Nash, A. Yenamandra (K&E), A. Masarek, S. Shah (Avaya), R. Shah, E. LeVine (Evercore) re: Case updates and align on priorities	0.2
02/16/2023	CMS	Telephone call with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: post-filing workstream discussion	0.3
02/16/2023	CMS	Telephone call with S. Spitzer, C. McShane, J. McGlynn, R. Robbins (all AlixPartners) re: post-filing workstream discussion	0.5
02/16/2023	CMS	Correspond with AlixPartners team re: workstream status and coordination	0.4
02/16/2023	CMS	Correspond with AlixPartners team re: workstream status and coordination	0.6
02/16/2023	EK	Internal meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/16/2023	EK	Telephone call with A. Masarek (Avaya) re: update post filing	0.3
02/16/2023	JGM	Internal meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/16/2023	JGM	Telephone call with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: post-filing workstream discussion	0.3
02/16/2023	JGM	Telephone call with S. Spitzer, C. McShane, J. McGlynn, R. Robbins (all AlixPartners) re: post-filing workstream discussion	0.5
02/16/2023	JGM	Create project plan for milestones required for confirmation/emergence	1.2
02/16/2023	RR	Telephone call with S. Spitzer, C. McShane, J. McGlynn, R. Robbins (all AlixPartners) re: post-filing workstream discussion	0.5
02/16/2023	SS	Internal meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/16/2023	SS	Telephone call with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: post-filing workstream discussion	0.3
02/16/2023	SS	Telephone call with S. Spitzer, C. McShane, J. McGlynn, R. Robbins (all AlixPartners) re: post-filing workstream discussion	0.5
02/17/2023	CMS	Correspond with AlixPartners team re: workstream status and coordination	0.9
02/17/2023	JGM	Develop post filing critical workstreams plan	0.7
02/17/2023	JA	Analyze issues relating to record date claims for voting purposes of Plan	0.5
02/19/2023	JGM	Update to project plan for post filing to emergence	0.7
02/21/2023	CMS	Internal meeting with B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/21/2023	CMS	Meeting with B. Roof, C. McShane (both AlixPartners), A. Masarek, S. Shah (both Avaya), A. Yenamandra, R. Bailey (both K&E), R. Shah, E. Levine (both Evercore) re: case management matters	0.5
02/21/2023	CMS	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	CMS	Draft workstream update materials	0.3
02/21/2023	CMS	Review current workstreams	0.2
02/21/2023	ED	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	JGM	Internal meeting with B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/21/2023	JGM	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	JJM	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	JRP	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	JA	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	JMC	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	RR	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/21/2023	RR	Review case timeline and activities required prior to effective date.	2.4
02/21/2023	RJ	Meeting with B. Roof, C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: case status update	0.3
02/22/2023	CMS	Meeting with B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/22/2023	JGM	Meeting with B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/23/2023	CMS	Phone call with E. Koza, C. McShane (both AlixPartners) re: case management matters	0.2
02/23/2023	CMS	Meeting with E. Koza, C. McShane (both AlixPartners), A. Yenamandra, J. Korff (both K&E), R. Shah, E. Levine (both Evercore) re: process-related matters and case timeline	0.5
02/23/2023	CMS	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	CMS	Draft direction email for AlixPartners team re: various case management related issues	0.4
02/23/2023	ED	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	EK	Phone call with E. Koza, C. McShane (both AlixPartners) re: case management matters	0.2
02/23/2023	EK	Meeting with E. Koza, C. McShane (both AlixPartners), A. Yenamandra, J. Korff (both K&E), R. Shah, E. Levine (both Evercore) re: process-related matters and case timeline	0.5
02/23/2023	EK	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/23/2023	EK	Meeting with E. Koza, B. Roof, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/23/2023	EK	Telephone call with E. Koza and J. Mitchell (AlixPartners) re: 2nd Managing Director update/risk call	0.3
02/23/2023	EK	Review daily update and next steps	0.2
02/23/2023	JGM	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	JGM	Meeting with E. Koza, B. Roof, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/23/2023	JRP	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	JA	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	JMC	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	JM	Telephone call with E. Koza and J. Mitchell (AlixPartners) re: 2nd Managing Director update/risk call	0.3
02/23/2023	JM	Prepare for Managing Director update/risk call	0.2
02/23/2023	NN	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	RR	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/23/2023	RJ	Meeting with E. Koza, C. McShane, J. McGlynn, E. Deichmann, R. Joseph, J. Crelli, R. Robbins, J. Amico, N. Neelanshu and J. Prasertlum (all AlixPartners) re: restructuring workstream key next steps	0.4
02/24/2023	CMS	Meeting with E. Koza, B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: Discuss critical workstreams and align on upcoming objectives	1.0
02/24/2023	EK	Meeting with E. Koza, B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: Discuss critical workstreams and align on upcoming objectives	1.0
02/24/2023	EK	Review and update key workstreams and status tracker	1.3
02/24/2023	JGM	Meeting with E. Koza, B. Roof, C. McShane, J. McGlynn (all AlixPartners) re: Discuss critical workstreams and align on upcoming objectives	1.0
02/25/2023	EK	Develop summary update of key workstreams for meeting with stakeholders	2.1
02/26/2023	CMS	Review critical workstreams plan	0.4
02/27/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6
02/27/2023	CMS	Draft email correspondence re: case timeline with AlixPartners team	0.6
02/27/2023	CMS	Draft email correspondence re: two case management workstreams to AlixPartners colleagues	0.2
02/27/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6

AlixPartners

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Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/27/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6
02/27/2023	RJ	Review email correspondence from C. McShane (AlixPartners) re: critical case timeline dates.	0.3
02/27/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6
02/28/2023	CMS	Meeting with C. McShane, J. McGlynn (both AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/28/2023	CMS	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	CMS	Review materials re: foreign regulatory processes related to emergence	0.5
02/28/2023	CMS	Update case management calendar for foreign regulatory processes related to emergence	0.4
02/28/2023	ED	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	EK	Review workstreams updates	0.5
02/28/2023	JGM	Meeting with C. McShane, J. McGlynn (both AlixPartners) re: case strategy and alignment on daily objectives	0.5
02/28/2023	JGM	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	JGM	Update case project plan to use as agenda for weekly team call.	0.7
02/28/2023	JJM	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	JRP	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	JA	Meeting with R. Robbins, J. Amico (AlixPartners) re: case management issues.	0.5
02/28/2023	JA	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	JA	Analyze case milestones and revise workplan based on extended timeline	0.8
02/28/2023	JMC	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	NN	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	RR	Meeting with R. Robbins, J. Amico (AlixPartners) re: case management issues.	0.5
02/28/2023	RJ	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
02/28/2023	RJ	Review email correspondence from M. Karkantzou (K&E) re: summary of ex-US filing analysis.	0.9

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/01/2023	CMS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/01/2023	JGM	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/01/2023	JA	Meeting with R. Robbins, J. Amico (both AlixPartners) re: discussion of case management issues including bankruptcy accounting plan	0.6
03/01/2023	RR	Meeting with R. Robbins, J. Amico (both AlixPartners) re: discussion of case management issues including bankruptcy accounting plan	0.6
03/01/2023	SS	Review calendar reporting deliverables	0.5
03/01/2023	SS	Review workstreams updates	0.5
03/01/2023	SS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/02/2023	CMS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/02/2023	CMS	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3
03/02/2023	ED	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3
03/02/2023	JGM	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/02/2023	JJM	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3
03/02/2023	JRP	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3
03/02/2023	JA	Analyze contract review process and determine other methods to complete	0.5
03/02/2023	JA	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3
03/02/2023	JA	Meeting with R. Robbins, J. Amico (both AlixPartners) re: discussion of case management issues and payment tracking	0.4
03/02/2023	JA	Review case timeline and develop workplan to deliver various deliverables under the first day order and other bankruptcy requirements	1.2
03/02/2023	JMC	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3
03/02/2023	RL	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3
03/02/2023	RR	Meeting with R. Robbins, J. Amico (both AlixPartners) re: discussion of case management issues and payment tracking	0.4
03/02/2023	RJ	Meeting with C. McShane, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.3

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/02/2023	SS	Telephone call with B. Roof, S. Spitzer (both AlixPartners), A. Masarek, S. Shah, D. Austin (all Avaya), A. Yenamandra (K&E), E. Levine (Evercore) re: various case management-related topics	0.5
03/02/2023	SS	Update case summary for Avaya German and Irish directors	1.2
03/02/2023	SS	Review workstreams updates	0.5
03/02/2023	SS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/02/2023	SS	Review calendar reporting deliverables	0.5
03/03/2023	CMS	Draft coordination email for AlixPartners team across multiple restructuring and transformation workstreams	0.3
03/03/2023	CMS	Meeting with E. Koza, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/03/2023	EK	Meeting with E. Koza, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/03/2023	JGM	Meeting with E. Koza, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/03/2023	JGM	Update restructuring project plan and timeline	0.8
03/03/2023	JA	Meeting with R. Robbins, J. Amico (both AlixPartners) re: discussion of case management issues, OCP treatment	0.6
03/03/2023	RR	Meeting with R. Robbins, J. Amico (both AlixPartners) re: discussion of case management issues, OCP treatment	0.6
03/03/2023	RJ	Review key milestone and deadline calendar and provide comments for updates	1.0
03/05/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy, financial reporting requirements and alignment on workstreams timing	0.9
03/05/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy, financial reporting requirements and alignment on workstreams timing	0.9
03/05/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy, financial reporting requirements and alignment on workstreams timing	0.9
03/05/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy, financial reporting requirements and alignment on workstreams timing	0.9
03/06/2023	CMS	Meeting with E. Koza, C. McShane, J. McGlynn all (AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/06/2023	CMS	Team leadership and coordination of AlixPartners team across multiple workstreams - (emails / phone calls / conference calls)	0.8
03/06/2023	EK	Meeting with E. Koza, C. McShane, J. McGlynn all (AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/06/2023	JGM	Meeting with E. Koza, C. McShane, J. McGlynn all (AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/06/2023	RJ	Review first day reporting calendar for upcoming deliverables	0.5
03/07/2023	ESK	Email with J. Amico (AlixPartners) re: preparing for confirmation matters	0.2
03/07/2023	ED	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4

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DATE	PROFESSIONAL	DESCRIPTION OF SERVICES	HOURS
03/07/2023	EK	Respond to emails re: restructuring next steps and deliverables	0.5
03/07/2023	EK	Review emails re: restructuring next steps and deliverables	0.7
03/07/2023	JGM	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/07/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: case strategy and alignment on daily objectives	0.2
03/07/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), A. Masarek, S. Shah (both Avaya), A. Yenamandra (K&E), E. Levine (Evercore) re: various case management-related items	0.3
03/07/2023	JGM	Update project plan and workstream tracker for new workstreams and date changes	0.3
03/07/2023	JJM	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/07/2023	JRP	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/07/2023	JA	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/07/2023	JMC	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/07/2023	NN	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/07/2023	RL	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/07/2023	RJ	Meeting with J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, J. Amico, N. Neelanshu, R. Li, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.4
03/08/2023	CMS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/08/2023	CMS	Telephone call with S. Spitzer, C. McShane (both AlixPartners) re: various case management-related topics	0.2
03/08/2023	JGM	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/08/2023	JRP	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), M. Sandomenico, M. Webb (both Avaya) re: US vendor payments	0.3
03/08/2023	SS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/08/2023	SS	Telephone call with S. Spitzer, C. McShane (both AlixPartners) re: various case management-related topics	0.2

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/09/2023	CMS	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	CMS	Meeting with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: discuss project resources and workplan for potential adjustments	0.5
03/09/2023	ED	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	JGM	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	JGM	Meeting with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: discuss project resources and workplan for potential adjustments	0.5
03/09/2023	JGM	Update project plan for changes to potential emergence date and workstream timelines	1.1
03/09/2023	JJM	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	JRP	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	JA	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	JMC	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	RR	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	RR	Review case docket	1.4
03/09/2023	RJ	Meeting with C. McShane, J. McGlynn, R. Joseph, J. Prasertlum, J. Crelli, J. Mennie, R. Robbins, J. Amico, E. Deichmann (all AlixPartners) re: restructuring workstream status updates and next steps	0.5
03/09/2023	SS	Meeting with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: discuss project resources and workplan for potential adjustments	0.5
03/10/2023	CMS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/10/2023	JGM	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/10/2023	JGM	Update resource forecast and workplan	0.8
03/10/2023	SS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/11/2023	EK	Respond to emails re: restructuring status/next steps	0.5
03/13/2023	CMS	Meeting with E. Koza, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6

AlixPartners

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/13/2023	EK	Meeting with E. Koza, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6
03/13/2023	EK	Review key workstreams from restructuring and next steps	0.7
03/13/2023	JGM	Meeting with E. Koza, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6
03/13/2023	JA	Review key deliverables and milestones re: confirmation and effective date; draft of related workplan	0.7
03/13/2023	SS	Meeting with E. Koza, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.6
03/14/2023	CMS	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane (all AlixPartners), A. Masarek, S. Shah, V. Carnavale (all Avaya), A. Yenamandra, R. Bailey (all K&E), R. Shah, N. Kiassat (both Evercore) re: touchpoint to discuss various case management issues	0.5
03/14/2023	EK	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane (all AlixPartners), A. Masarek, S. Shah, V. Carnavale (all Avaya), A. Yenamandra, R. Bailey (all K&E), R. Shah, N. Kiassat (both Evercore) re: touchpoint to discuss various case management issues	0.5
03/14/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: case strategy and alignment on daily objectives	0.2
03/14/2023	SS	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane (all AlixPartners), A. Masarek, S. Shah, V. Carnavale (all Avaya), A. Yenamandra, R. Bailey (all K&E), R. Shah, N. Kiassat (both Evercore) re: touchpoint to discuss various case management issues	0.5
03/15/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/15/2023	CMS	Video call with E. Koza, B. Roof, C. McShane (all AlixPartners), Board of Directors (Avaya), A. Yenamandra (K&E), R. Shah (Evercore) re: weekly Board of Directors update call	0.3
03/15/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/15/2023	EK	Video call with E. Koza, B. Roof, C. McShane (all AlixPartners), Board of Directors (Avaya), A. Yenamandra (K&E), R. Shah (Evercore) re: weekly Board of Directors update call	0.3
03/15/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/15/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/16/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.7
03/16/2023	CMS	Meeting with E. Koza, C. McShane, J. McGlynn (all AlixPartners), M. Esser, A. Yenamandra (both K&E) re: prep for confirmation hearing	0.7
03/16/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.7
03/16/2023	EK	Meeting with E. Koza, C. McShane, J. McGlynn (all AlixPartners), M. Esser, A. Yenamandra (both K&E) re: preparation for confirmation hearing	0.7
03/16/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.7

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03/16/2023	JGM	Meeting with E. Koza, C. McShane, J. McGlynn (all AlixPartners), M. Esser, A Yenamandra (both K&E) re: prep for confirmation hearing	0.7
03/16/2023	RJ	Review Koza Declaration and provide comments to internal team	0.7
03/16/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.7
03/17/2023	CMS	Meeting with C. McShane, J. McGlynn (both AlixPartners) re: Discuss project resource requirements and planning	0.4
03/17/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/17/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/17/2023	JGM	Meeting with C. McShane, J. McGlynn (both AlixPartners) re: Discuss project resource requirements and planning	0.4
03/17/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/17/2023	RJ	Review draft Koza Declaration provide comments to K&E team	1.2
03/17/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.4
03/18/2023	CMS	Telephone call with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: various case management discussion topics	0.3
03/18/2023	EK	Telephone call with A. Yenamandra (K&E) re: Confirmation prep and objections	0.3
03/18/2023	JGM	Telephone call with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: various case management discussion topics	0.3
03/18/2023	SS	Phone call with S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: various case management discussion topics	0.3
03/18/2023	SS	Telephone call with S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: various case management discussion topics	0.3
03/20/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/20/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/20/2023	RJ	Review latest draft of Koza Declaration, provide additional comments	0.2
03/20/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/21/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/21/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/21/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/21/2023	RJ	Review latest draft of Koza Declaration	0.5
03/21/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: case strategy and alignment on daily objectives	0.5
03/22/2023	CMS	Correspond with AlixPartners team re: workstream status and coordination	0.9
03/22/2023	JGM	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.3

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/22/2023	JA	Review ongoing staffing needs based upon post confirmation work through Confirmation to Effective date; draft of work plan for key deliverables	0.8
03/22/2023	SS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (AlixPartners) re: case strategy and alignment on daily objectives	0.3
Total Professional Hours			130.8

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Chapter 11 Process / Case Management
 Code: 20005778P00006.1.3

PROFESSIONAL	RATE	HOURS	FEES
Eric Koza	\$1,400	19.4	\$ 27,160.00
Jonathan Mitchell	\$1,400	0.5	700.00
Stephen Spitzer	\$1,280	15.1	19,328.00
Conor McShane	\$1,115	25.4	28,321.00
Richard Robbins	\$1,115	7.6	8,474.00
Elizabeth S Kardos	\$800	0.2	160.00
James G McGlynn	\$1,020	25.5	26,010.00
Jens Wilken	\$1,020	0.7	714.00
Raymond Li	\$1,020	1.4	1,428.00
Eric Deichmann	\$950	2.3	2,185.00
Joel Amico	\$950	9.9	9,405.00
Rohan Joseph	\$950	7.6	7,220.00
Alexander Patti	\$825	0.7	577.50
Subhash Segireddy	\$825	0.7	577.50
Aashish Chaturvedi	\$735	0.7	514.50
James Mennie	\$735	2.2	1,617.00
Jeffrey Prasertlum	\$735	3.6	2,646.00
Manceel Grover	\$735	0.7	514.50
Nitesh Neelanshu	\$735	1.9	1,396.50
Shagun Jain	\$735	0.7	514.50
Brian Tsui	\$725	0.7	507.50
John M Crelli	\$605	3.3	1,996.50
Total Professional Hours and Fees		130.8	\$ 141,967.00

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: DIP Financing
 Code: 20005778P00006.1.4

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	EK	Review DIP budget	0.5
02/14/2023	JRP	Create template of DIP budget and variance report to provide to lender advisors	0.4
02/14/2023	RJ	Prepare funds flow analysis and input interest calculations for ABL pay-off letter.	1.4
02/14/2023	RJ	Review and provide commentary on email correspondence re: DIP TL credit agreement business issues	1.1
02/14/2023	RJ	Review email correspondence and create supplemental analysis for E. Koza (AlixPartners) in relation to Koza Declaration DIP Motion.	0.5
02/14/2023	RJ	Review interAvaya schedule within DIP Budget and confirm assumptions with M. Murray (Avaya Treasury)	0.7
02/14/2023	RJ	Update funds flow analysis, aggregate comments received from external parties.	0.9
02/15/2023	RJ	Facilitate wiring instructions for funds flow between Citi and Avaya.	1.2
02/15/2023	RJ	Review detailed assumptions underlying DIP budget model and emergence funds flows	0.5
02/15/2023	RJ	Review detailed calculations of Citi pay off letter.	1.4
02/16/2023	RJ	Review DIP credit agreement pertaining to question from Avaya finance team.	0.3
02/16/2023	RJ	Review email correspondence from Citi / K&E re: Pledge Agreement.	0.5
02/17/2023	RJ	Provide comments to J. Praesertlum (AlixPartners) re: AR / Inventory reporting summary	0.7
02/17/2023	RJ	Review AR and Inventory data prepared by Avaya Treasury team in accordance with DIP TL credit agreement reporting.	1.2
02/17/2023	RJ	Review email correspondence from Avaya AP team re: approvals of payments to foreign branch vendors.	0.5
02/17/2023	RJ	Review email correspondence from K&E and Avaya Treasury re: execution of pledge agreement.	0.5
02/20/2023	RJ	Respond to email correspondence re: execution of Citibank pledge agreement and opening of cash accounts.	0.5
02/20/2023	RJ	Review draft of Koza Declaration in support of DIP ABL and provide comments to K&E team.	1.3
02/20/2023	RJ	Review updated back up details for gross AR and inventory for DIP TL agreement reporting.	1.5
02/21/2023	RJ	Review complete list of US based LC list and provide diligence for DIP ABL.	0.5
02/21/2023	RJ	Review outstanding list of business issues in DIP ABL agreement draft and provide comments to Avaya Treasury and K&E teams.	1.7
02/21/2023	RJ	Review updated draft of Koza Declaration in support of DIP ABL	1.5
02/21/2023	RJ	provide comments to K&E team on draft of Koza Declaration in support of DIP ABL.	1.2
02/22/2023	JRP	Meeting with R. Joseph, J. Prasertlum (AlixPartners), J. Sullivan, N. Jordan (Avaya) re: Weekly DIP Budget Reporting Review	0.3
02/22/2023	JRP	Review updated weekly DIP budget variance report ahead of call with Treasury	1.5
02/22/2023	RJ	Meeting with R. Joseph, J. Prasertlum (AlixPartners), J. Sullivan, N. Jordan (Avaya) re: Weekly DIP Budget Reporting Review	0.3
02/22/2023	RJ	Prepare initial draft of professional fee carve out template required by 2nd Interim DIP Order.	1.2
02/22/2023	RJ	Provide comments around DIP ABL credit agreement affirmative covenants and reporting requirements.	0.5
02/22/2023	RJ	Review historical borrowing base analysis prepared by Citi.	1.0
02/22/2023	RJ	Review latest draft of DIP ABL credit agreement.	0.4

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: DIP Financing
Code: 20005778P00006.1.4

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/23/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Liu (A&M), R. Islam (FTI) re: Weekly Cash Flow Update	0.5
02/23/2023	JRP	Create an MS Excel backup view of the DIP variance report	0.8
02/23/2023	JRP	Cross check cash flow actuals against source files ahead of report distribution	1.2
02/23/2023	JRP	Investigate and identify A/R Collections variance with Treasury	1.8
02/23/2023	JRP	Refresh weekly variance report with updated disbursement data	1.1
02/23/2023	JRP	Respond to email correspondence around DIP variance report	0.4
02/23/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Liu (A&M), R. Islam (FTI) re: Weekly Cash Flow Update	0.5
02/23/2023	RJ	Update first draft of professional fee carve out template required by 2nd Interim DIP Order.	0.9
02/24/2023	JRP	Analyze cash variance drivers in international segment	1.4
02/24/2023	JRP	Update prior week domestic disbursements for new file provided by Treasury	1.2
02/24/2023	RJ	Prepare email correspondence for J. Wallin (Avaya) re: form template for DIP ABL reporting.	0.2
02/24/2023	RJ	Review funds flow effectiveness calculations provided by G. Remillard (Citi)	1.5
02/27/2023	JRP	Review DIP TL and DIP ABL credit agreements for any proposed reporting requirements	1.8
02/27/2023	JRP	Update proposed template for ABL carve out reserve	1.1
02/28/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), A. Townsell, M. Bank (both K&E) re: Professional Fee Carve out for DIP ABL	0.3
02/28/2023	JRP	Review Second Interim DIP order for ABL carve out reserve language	0.8
02/28/2023	JRP	Update bi-weekly covenant test for current week receipts and disbursements	1.1
02/28/2023	JRP	Update DIP reporting calendar for upcoming reporting obligations	0.9
02/28/2023	JRP	Update Professional Fee Carve Out template for ABL carve out calculations	1.4
02/28/2023	JRP	Update weekly cash flow variance report for lender advisors	1.2
02/28/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), A. Townsell, M. Bank (both K&E) re: Professional Fee Carve out for DIP ABL	0.3
02/28/2023	RJ	Review DIP ABL carveout template calculation and provide comments.	0.7
03/01/2023	JRP	Analyze customer receipt register for weekly commentary	0.8
03/01/2023	JRP	Collect and log weekly fee estimates for relevant professionals as required by DIP order	1.2
03/01/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Sullivan, M. Murray (both Avaya) re: weekly budget reporting review	0.5
03/01/2023	JRP	Refresh bi-weekly covenant test to provide to DIP Admin agent	0.6
03/01/2023	JRP	Revise the cumulative variance report with additional data from finance	1.2
03/01/2023	JRP	Update ABL carve-out template with cumulative fee estimates as require by DIP order	1.4
03/01/2023	JRP	Update DIP budget weekly variance report for current week	0.8
03/01/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Sullivan, M. Murray (both Avaya) re: weekly budget reporting review	0.5
03/01/2023	RJ	Review ABL professional fee carve out report updated for latest professional fee accruals	1.0
03/01/2023	RJ	Review Week 3 variance report and provide comments	0.8
03/02/2023	JRP	Calculate ABL carve-out reserve based on understanding of the requirement in second DIP order	0.9



Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: DIP Financing
 Code: 20005778P00006.1.4

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/02/2023	JRP	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (AlixPartners), J. Liu (A&M) re: weekly Cash Flow Update with Lender Advisors	0.5
03/02/2023	JRP	Provide backup supporting detail of the variance reporting to the lender advisors	0.6
03/02/2023	JRP	Provide final reporting package of information covenants to DIP admin agent	0.4
03/02/2023	JRP	Pull down and update unbilled hours for the AlixPartners team in order to refresh the weekly fee estimate report	1.2
03/02/2023	JRP	Update ABL carve out template with latest fee estimates provided by K&E	1.4
03/02/2023	JRP	Update DIP reporting calendar to provide as reference to the Company	0.9
03/02/2023	RJ	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (AlixPartners), J. Liu (A&M) re: weekly Cash Flow Update with Lender Advisors	0.5
03/02/2023	RJ	Review email correspondence from K&E re: foreign ABL tranche	0.3
03/02/2023	RJ	Review final professional fee carve out report required under 2nd Interim DIP order	1.2
03/02/2023	SS	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (AlixPartners), J. Liu (A&M) re: weekly Cash Flow Update with Lender Advisors	0.5
03/02/2023	SS	Review updated DIP ABL forecast	0.5
03/03/2023	JRP	Review information covenants in DIP credit agreement for Company finance	0.6
03/03/2023	JRP	Update commentary to reflect additional collections data provided by FP&A	0.6
03/03/2023	JRP	Update reporting calendar for additional obligations received	0.6
03/06/2023	JRP	Analyze A/R collections forecast provided by Company	1.2
03/06/2023	JRP	Correspond with T. Barnes (Avaya) re: A/R collections forecast	0.4
03/06/2023	JRP	Create a budget to budget variance reporting template for sharing with lender advisors	1.3
03/06/2023	JRP	Prepare model template for approved DIP budget refresh	1.4
03/06/2023	JRP	Review available source files for DIP budget refresh	0.6
03/06/2023	JRP	Review prior week invoices for professionals for payment this week	0.8
03/06/2023	RJ	Review DIP ABL credit agreement and draft reporting deadline summary for internal purposes	0.7
03/06/2023	RJ	Review latest draft of exit TL credit agreement and prepare internal summary of potential key issues	1.8
03/06/2023	RJ	Review latest drafts of field exam and inventory appraisal report for exit ABL diligence	0.6
03/07/2023	CMS	Review budgets and drafting email correspondence to K&E re: DIP budget draw timing	0.3
03/07/2023	JRP	Prepare global cash position report for inclusion in DIP Budget refresh	0.7
03/07/2023	JRP	Review InterAvaya cash forecast provided by Company for DIP Budget refresh	1.3
03/07/2023	JRP	Revise professional fee forecast for inclusion in new DIP budget	1.4
03/07/2023	JRP	Update non-operating disbursements in DIP Budget for prior week actuals	1.1
03/07/2023	JRP	Update operating disbursements in DIP Budget for prior week actuals	1.6
03/07/2023	RJ	Assist in Prepare second DIP draw borrowing notice with K&E and Avaya Treasury teams	0.9
03/08/2023	JRP	Compile debtor professional fee forecast for current week in accordance with DIP ABL agreement	0.7
03/08/2023	JRP	Correspond with M. Roach (Avaya) on DIP budget re: tax forecast	0.4
03/08/2023	JRP	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (AlixPartners), J. Sullivan, M. Murray (Avaya) re: weekly Budget Reporting Review with Company	0.5
03/08/2023	JRP	Prepare international cash forecast summary to review with M. Murray (Avaya)	1.2
03/08/2023	JRP	Prepare new DIP Budget with updated assumptions and projections from Company	1.8

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: DIP Financing
 Code: 20005778P00006.1.4

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/08/2023	JRP	Prepare weekly DIP budget variance in accordance with interim order	1.2
03/08/2023	JRP	Summarize cumulative DIP budget variance report for weekly advisor presentation	1.4
03/08/2023	RJ	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (AlixPartners), J. Sullivan, M. Murray (Avaya) re: weekly Budget Reporting Review with Company	0.5
03/08/2023	RJ	Review professional fee estimates of Week 2 of DIP budget for carve out reporting purposes	0.5
03/08/2023	SS	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (AlixPartners), J. Sullivan, M. Murray (Avaya) re: Weekly Budget Reporting Review with Company	0.5
03/09/2023	JRP	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Liu (A&M), R. Islam (FTI) re: weekly Cash Flow Reporting discussion	0.4
03/09/2023	JRP	Meeting with T. Chambers (Avaya) re: Ch. 11 emergence costs discussion	0.3
03/09/2023	JRP	Prepare ABL Carve-out report with updated professional fee forecast in accordance with DIP order	1.8
03/09/2023	JRP	Prepare weekly cash flow update presentation in advance of lender advisor meeting	1.3
03/09/2023	JRP	Revise new DIP Budget with updated assumptions prior to distribution to lender advisors	0.6
03/09/2023	JRP	Update DIP Budget presentation to send to Avaya treasury	1.2
03/09/2023	RJ	Call with C. Kilgore (K&E) re: borrowing notice for 2nd DIP TL draw	0.2
03/09/2023	RJ	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Liu (A&M), R. Islam (FTI) re: weekly Cash Flow Reporting discussion	0.4
03/09/2023	RJ	Review draft of professional fee carve out report to be submitted to DIP ABL agent	0.7
03/09/2023	RJ	Review email correspondence from K&E re: EBITDA definition	0.9
03/09/2023	RJ	Review email correspondence from K&E re: Exit TL credit agreement draft	1.0
03/09/2023	RJ	Review email correspondence from K&E re: Exit TL issues and basket list	1.1
03/09/2023	SS	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Liu (A&M), R. Islam (FTI) re: weekly Cash Flow Reporting discussion	0.4
03/10/2023	JRP	Meeting with R. Islam (FTI) re: DIP Budget refresh follow up questions	0.2
03/10/2023	JRP	Prepare responses to DIP Budget follow up questions from lender advisors	1.2
03/10/2023	JRP	Review new DIP Budget for additional follow ups from Company	1.1
03/10/2023	RJ	Review email correspondence from K&E re: Exit TL credit agreement draft	1.3
03/10/2023	RJ	Review email correspondence from K&E re: Exit TL issues and basket list	0.9
03/10/2023	SS	Review reporting requirements under DIP agreement	0.8
03/13/2023	JRP	Analyze data for D&O extension to confirm payment amounts to include in DIP budget	0.6
03/13/2023	JRP	Compile data sources for weekly update of cash flow actuals	0.8
03/13/2023	JRP	Update data for prior week disbursements to prepare for weekly budget reporting	1.4
03/13/2023	JRP	Update data for prior week international cash flows to prepare for weekly budget reporting	1.3
03/13/2023	JRP	Update data for prior week receipts to prepare for weekly budget reporting	1.1
03/14/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), M. Delmonte (A&M) re: DIP budget update	0.4
03/14/2023	JRP	Review domestic disbursements from prior week for DIP budget	0.9
03/14/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), M. Delmonte (A&M) re: DIP budget update	0.4
03/14/2023	SS	Review reporting requirements under DIP ABL.	0.6
03/14/2023	SS	Review updated DIP ABL forecast	1.1

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: DIP Financing
 Code: 20005778P00006.1.4

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/15/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Sullivan (Avaya) re: weekly budget reporting review	0.1
03/15/2023	JRP	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan, J. Wallin (both Avaya) re: EBITDA definition in exit term loan documents	0.4
03/15/2023	JRP	Prepare bi-weekly covenant test on receipts and disbursements	1.1
03/15/2023	JRP	Revise weekly budget variance report to refresh with updated figures	1.4
03/15/2023	RJ	Call with T. Hughes (K&E) re: EBITDA definition in Exit TL CA.	0.3
03/15/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Sullivan (Avaya) re: weekly budget reporting review	0.1
03/15/2023	RJ	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan, J. Wallin (both Avaya) re: EBITDA definition in exit term loan documents	0.4
03/15/2023	RJ	Review Exit TL credit agreement and provide comments to internal team and K&E.	1.3
03/15/2023	RJ	Review testing period covenant calculations through Week 4 of DIP budget	0.6
03/15/2023	SS	Meeting with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan, J. Wallin (both Avaya) re: EBITDA definition in exit term loan documents	0.4
03/15/2023	SS	Review updated DIP forecast	1.4
03/16/2023	JRP	Analyze data for AlixPartners from prior week to obtain weekly fee estimates	1.1
03/16/2023	JRP	Meeting with M. Delmonte (A&M) re: Weekly Variance Reporting Review	0.3
03/16/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), R. Islam (FTI) re: weekly variance reporting review	0.2
03/16/2023	JRP	Update weekly ABL carve-out report with current week fee estimates	1.4
03/16/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), R. Islam (FTI) re: weekly variance reporting review	0.2
03/16/2023	RJ	Review draft professional fee carve out reserve report per DIP ABL reporting	1.0
03/17/2023	JRP	Update user manual for DIP reporting obligations to prepare for transition	1.8
03/21/2023	RJ	Prepare / gather professional fee estimates for prior week for professional fee carveout report	0.8
03/21/2023	RJ	Review detail back-up calculations for borrowing base reporting due under DIP ABL credit agreement	1.1
Total Professional Hours			<u>130.9</u>

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: DIP Financing
 Code: 20005778P00006.1.4

PROFESSIONAL	RATE	HOURS	FEE	FEES
Eric Koza	\$1,400	0.5	\$	700.00
Stephen Spitzer	\$1,280	6.2		7,936.00
Conor McShane	\$1,115	0.3		334.50
Rohan Joseph	\$950	49.1		46,645.00
Jeffrey Prasertlum	\$735	74.8		54,978.00
Total Professional Hours and Fees		130.9	\$	110,593.50

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Cash / Liquidity Matters
 Code: 20005778P00006.1.5

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	JRP	Telephone call with R. Joseph, J. Prasertlum, R. Robbins, J. Amico (all AlixPartners), D. Luby, S. Atkins (both JPM), R. Nanbara, N. Jordan. J. Sullivan (all Avaya) re: cash and bank account management	0.5
02/14/2023	JRP	Prepare daily Bookings Flash to send to AlixPartners team	0.2
02/14/2023	JRP	Reconcile prior week actuals to forecast in cash model variance report	1.4
02/14/2023	JRP	Update cash flow model for prior week actuals	2.4
02/14/2023	JRP	Update draft of flow of funds diagram for additional bank information provided by legal	1.2
02/14/2023	JRP	Update professional fee assumptions in cash model	0.6
02/14/2023	JA	Discussion with N. Neelanshu, J. Amico (both AlixPartners), A. Simioni, M. Bank (both K&E), J Sullivan and members of the Avaya treasury team (Avaya) re: JP Morgan (cash management bank)	0.5
02/14/2023	JA	Telephone call with R. Joseph, J. Prasertlum, R. Robbins, J. Amico (all AlixPartners), D. Luby, S. Atkins (both JPM), R. Nanbara, N. Jordan. J. Sullivan (all Avaya) re: cash and bank account management	0.5
02/14/2023	JA	Review and confirm final list of bank letters to be sent out	0.2
02/14/2023	NN	Discussion with N. Neelanshu, J. Amico (both AlixPartners), A. Simioni, M. Bank (both K&E), J Sullivan and members of the Avaya treasury team (Avaya) re: JP Morgan (cash management bank)	0.5
02/14/2023	NN	Coordinate email re: cash management banks which supports notification of chapter 11 filing and reopening of accounts	0.4
02/14/2023	NN	Coordinate email re: diligence from K&E team on deposit account control agreement which supports updating of cash management motion	0.3
02/14/2023	RR	Telephone call with R. Joseph, J. Prasertlum, R. Robbins, J. Amico (all AlixPartners), D. Luby, S. Atkins (both JPM), R. Nanbara, N. Jordan. J. Sullivan (all Avaya) re: cash and bank account management	0.5
02/14/2023	RR	Prepare for and participate in call with P. Flanagan and K. Speed (Avaya) re: Payroll processing.	1.4
02/14/2023	RJ	Telephone call with R. Joseph, J. Prasertlum, R. Robbins, J. Amico (all AlixPartners), D. Luby, S. Atkins (both JPM), R. Nanbara, N. Jordan. J. Sullivan (all Avaya) re: cash and bank account management	0.5
02/14/2023	RJ	Review email correspondence from Avaya Treasury and provide comments re: cash management obligations	0.5
02/14/2023	RJ	Review email correspondence with M. Bank (K&E) re: professional fee estimate and carve out reserve.	0.3
02/14/2023	RJ	Review email correspondence with R. Nanbara (Avaya Treasury) re: opening of new bank accounts.	0.5
02/14/2023	SS	Review DIP forecast	0.7
02/14/2023	SS	Provide comments on DIP forecast	0.6
02/15/2023	EK	Review and respond to post First Day Hearing emails re: status of DIP TL financing and cash accounts	0.6
02/15/2023	JRP	Telephone call with B. Roof, R. Joseph, J. Prasertlum, R. Robbins (AlixPartners), A. Yenamandra, M. Bank (K&E), R. Nanbara, N. Jordan. J. Sullivan (Avaya) re: cash and bank account management	0.2
02/15/2023	JRP	Telephone call with B. Roof, S. Spitzer, R. Joseph, J. Prasertlum, R. Robbins, J. Amico (AlixPartners), D. Luby, R. Schulsohn (JPM), R. Nanbara, J. Sullivan (Avaya) re: Cash Collateral for Cash Management	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Cash / Liquidity Matters
 Code: 20005778P00006.1.5

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/15/2023	JRP	Telephone call with J. Prasertlum, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), R Nanbara and other members of the Avaya team (Avaya) re: vendor payments for non - filing entities	0.5
02/15/2023	JRP	Create a cumulative cash flow variance report for weekly submission	1.3
02/15/2023	JRP	Email correspondence with J. Liu (A&M) re: DIP interest schedule	0.3
02/15/2023	JRP	Prepare daily Bookings Flash to send to AlixPartners team	0.2
02/15/2023	JRP	Revise cell references in the DIP variance report	1.1
02/15/2023	JRP	Update collections assumptions in pro forma cash flow model	1.1
02/15/2023	JRP	Update financing assumptions in master interest model	1.2
02/15/2023	JRP	Update funds flow schematic with new interest and payoff amounts	0.4
02/15/2023	JA	Telephone call with B. Roof, S. Spitzer, R. Joseph, J. Prasertlum, R. Robbins, J. Amico (AlixPartners), D. Luby, R. Schulsohn (JPM), R. Nanbara, J. Sullivan (Avaya) re: Cash Collateral for Cash Management	0.4
02/15/2023	JA	Telephone call with J. Prasertlum, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), R Nanbara and other members of the Avaya team (Avaya) re: vendor payments for non - filing entities	0.5
02/15/2023	JMC	Telephone call with J. Prasertlum, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), R Nanbara and other members of the Avaya team (Avaya) re: vendor payments for non - filing entities	0.5
02/15/2023	NN	Telephone call with J. Prasertlum, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), R Nanbara and other members of the Avaya team (Avaya) re: vendor payments for non - filing entities	0.5
02/15/2023	RR	Telephone call with B. Roof, R. Joseph, J. Prasertlum, R. Robbins (AlixPartners), A. Yenamandra, M. Bank (K&E), R. Nanbara, N. Jordan. J. Sullivan (Avaya) re: cash and bank account management	0.2
02/15/2023	RR	Telephone call with B. Roof, S. Spitzer, R. Joseph, J. Prasertlum, R. Robbins, J. Amico (AlixPartners), D. Luby, R. Schulsohn (JPM), R. Nanbara, J. Sullivan (Avaya) re: Cash Collateral for Cash Management	0.4
02/15/2023	RR	Telephone call with J. Prasertlum, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), R Nanbara and other members of the Avaya team (Avaya) re: vendor payments for non - filing entities	0.5
02/15/2023	RJ	Telephone call with B. Roof, R. Joseph, J. Prasertlum, R. Robbins (AlixPartners), A. Yenamandra, M. Bank (K&E), R. Nanbara, N. Jordan. J. Sullivan (Avaya) re: cash and bank account management	0.2
02/15/2023	RJ	Telephone call with B. Roof, S. Spitzer, R. Joseph, J. Prasertlum, R. Robbins, J. Amico (AlixPartners), D. Luby, R. Schulsohn (JPM), R. Nanbara, J. Sullivan (Avaya) re: Cash Collateral for Cash Management	0.4
02/15/2023	RJ	Review open AP list provided by Avaya AP team	0.4
02/15/2023	SS	Telephone call with B. Roof, S. Spitzer, R. Joseph, J. Prasertlum, R. Robbins, J. Amico (AlixPartners), D. Luby, R. Schulsohn (JPM), R. Nanbara, J. Sullivan (Avaya) re: Cash Collateral for Cash Management	0.4
02/16/2023	CMS	Telephone call with C. McShane, R. Joseph (both AlixPartners) re: cash management and bank account matters	0.3
02/16/2023	JRP	Telephone call with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan, T. Chambers, J. Wallin (all Avaya) re: AR/Inventory Reporting	0.6
02/16/2023	JRP	Reconcile new invoices for prepetition professional fees to be paid as part of the agreed engagement letter	0.4

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Cash / Liquidity Matters
Code: 20005778P00006.1.5

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/16/2023	JA	Review Avaya payment request and investigate vendors to understand type and amount of liability	0.5
02/16/2023	RJ	Telephone call with C. McShane, R. Joseph (both AlixPartners) re: cash management and bank account matters	0.3
02/16/2023	RJ	Telephone call with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan, T. Chambers, J. Wallin (all Avaya) re: AR/Inventory Reporting	0.6
02/16/2023	RJ	Review email correspondence from Avaya Tax re: upcoming tax payments.	0.3
02/16/2023	RJ	Review email correspondence from R. Nanbara (Avaya Treasury) re: opening and funding of new bank accounts.	0.5
02/16/2023	RJ	Prepare summary liquidity bridge analysis to determine initial draw from DIP TL proceeds account.	0.8
02/16/2023	RJ	Review open AP list provided by Avaya AP team (cont.).	0.8
02/16/2023	RJ	Prepare email correspondence to Avaya Treasury team to outline steps of funds flow effectuation.	0.9
02/16/2023	RJ	Review daily actuals bank detail prepared by Avaya Treasury.	1.1
02/16/2023	SS	Telephone call with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan, T. Chambers, J. Wallin (all Avaya) re: AR/Inventory Reporting	0.6
02/17/2023	CMS	Telephone call with C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), D. Manganello, C. Cleary (both Avaya) re: cash/PO acceleration	0.5
02/17/2023	JRP	Telephone call with C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), D. Manganello, C. Cleary (both Avaya) re: cash/PO acceleration	0.5
02/17/2023	JRP	Telephone call with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), M. Bank, S. Silva, A. Townsell (all K&E) re: DIP to Exit ABL Overview	0.5
02/17/2023	JRP	Create a Q1 professional fee summary for FP&A team	0.6
02/17/2023	JRP	Create a Q2'23 Cash Outlook to the Company to confirm alignment with the disclosure statement exhibit	1.2
02/17/2023	JRP	Prepare a monthly Gross A/R and Inventory report as required by the Credit Agreement	1.3
02/17/2023	JRP	Prepare daily bookings flash to send to management	0.2
02/17/2023	RJ	Telephone call with C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), D. Manganello, C. Cleary (both Avaya) re: cash/PO acceleration	0.5
02/17/2023	RJ	Telephone call with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), M. Bank, S. Silva, A. Townsell (all K&E) re: DIP to Exit ABL Overview	0.5
02/17/2023	RJ	Review email correspondence from J. Prasertlum (AlixPartners) and H. Gou (Avaya) re: Q2 CFFO bridge.	0.9
02/17/2023	RJ	Review list of proposed interAvaya payments from C. Kotera (Avaya AP)	0.5
02/17/2023	RJ	Review weekly professional fee accrual schedule.	0.9
02/17/2023	SS	Telephone call with S. Spitzer, R. Joseph, J. Prasertlum (all AlixPartners), M. Bank, S. Silva, A. Townsell (all K&E) re: DIP to Exit ABL Overview	0.5
02/17/2023	SS	Review requirements for reporting under DIP agreement.	1.2
02/20/2023	JRP	Update AR and Inventory report to reflect changes from Treasury	0.3
02/20/2023	JRP	Meeting with J. Wallin, T. Chambers (Avaya) re: A/R and Inventory Reporting	0.5
02/20/2023	RJ	Review US interbank funding transfer from C. Kotera (Avaya).	0.2
02/21/2023	CMS	Review 13-week cash flow outlook and communications internally and also with K&E team re: timing of Final DIP hearing	0.6
02/21/2023	JRP	Analyze weekly variances to provide commentary for weekly reporting deck	1.8
02/21/2023	JRP	Check links in variance formulas to pick up from correct tab	0.6



Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/21/2023	JRP	Create a breakdown of the forecasted financing fees related to the DIP Term loan	0.5
02/21/2023	JRP	Input prior week cash and collections data into DIP budget report	0.8
02/21/2023	JRP	Input prior week operating disbursements into DIP Budget model	1.1
02/21/2023	JRP	Reconcile DIP transaction cash flows from Finance report to DIP Budget	1.4
02/21/2023	JRP	Update DIP Budget Weekly Reporting deck for Treasury meeting	1.2
02/21/2023	RJ	Review email correspondence from K&E re: additional pledge agreements for new Citi accounts.	1.0
02/21/2023	RJ	Review first draft of weekly variance report and provide comments.	1.0
02/22/2023	CMS	Meeting with C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan (Avaya) re: bank account discussion	0.4
02/22/2023	CMS	Analyze potential post-emergence banking arrangements	0.4
02/22/2023	JRP	Meeting with R. Joseph, J. Prasertlum, J. Crelli, R. Robbins, J. Amico (AlixPartners), P. Flannigan, M. Webb (Avaya) re: US vendor payments	0.3
02/22/2023	JRP	Meeting with C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan (Avaya) re: bank account discussion	0.4
02/22/2023	JRP	Create professional fee carve-out template	1.2
02/22/2023	JRP	Review daily domestic cash position and reconcile to cash flow model	0.4
02/22/2023	JRP	Review list of international payments proposed	0.6
02/22/2023	JRP	Review professional fee invoices and update payment schedule	0.6
02/22/2023	JRP	Update borrowing base forecast after restating December figures	1.3
02/22/2023	JA	Meeting with R. Joseph, J. Prasertlum, J. Crelli, R. Robbins, J. Amico (AlixPartners), P. Flannigan, M. Webb (Avaya) re: US vendor payments	0.3
02/22/2023	JA	Review proposed interAvaya payments, compare against cash forecast and DIP order to determine approval	0.4
02/22/2023	JMC	Meeting with R. Joseph, J. Prasertlum, J. Crelli, R. Robbins, J. Amico (AlixPartners), P. Flannigan, M. Webb (Avaya) re: US vendor payments	0.3
02/22/2023	RR	Meeting with R. Joseph, J. Prasertlum, J. Crelli, R. Robbins, J. Amico (AlixPartners), P. Flannigan, M. Webb (Avaya) re: US vendor payments	0.3
02/22/2023	RJ	Meeting with R. Joseph, J. Prasertlum, J. Crelli, R. Robbins, J. Amico (AlixPartners), P. Flannigan, M. Webb (Avaya) re: US vendor payments	0.3
02/22/2023	RJ	Meeting with C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), J. Sullivan (Avaya) re: bank account discussion	0.4
02/22/2023	RJ	Review email correspondence from L. Lee (Avaya) re: surety bond expirations.	0.3
02/22/2023	RJ	Review email correspondence from N. Litvinchuk (Avaya) re: AP payments.	0.1
02/22/2023	RJ	Review list of AP payments and provide approval to transmit payments.	1.5
02/22/2023	RJ	Review updated draft of weekly variance report and provide comments.	1.0
02/22/2023	RJ	Review US interbank funding transfer from C. Kotera (Avaya).	0.3
02/23/2023	EK	Review updated liquidity forecast and DIP variance reporting	0.3
02/23/2023	JRP	Create an extended DIP budget view through end of July per advisor request	1.5
02/23/2023	JRP	Send daily bookings flash to management	0.3
02/23/2023	RJ	Call with Avaya Treasury team re: outstanding surety bonds requiring cash collateral.	0.5
02/23/2023	RJ	Review draft of variance report for Week 1; confirm commentary / narrative around collections with Avaya Billings team.	0.9
02/23/2023	RJ	Review email correspondence from M. Sandemenico (Avaya) re: OCP professionals.	0.2

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/23/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: international cash flow actuals	0.6
02/23/2023	RJ	Review email correspondence from S. Mulligan (Avaya) re: reconciliation of bank account details.	0.4
02/23/2023	RJ	Review US interbank funding transfer from C. Kotera (Avaya).	0.4
02/23/2023	RJ	Search specific invoices dating back to November 2022 requested by B. Roof (Avaya).	1.0
02/24/2023	JRP	Review daily interAvaya funds flow for any potential regulatory issues	0.8
02/24/2023	JRP	Review list of U.S. Payments proposed to be paid	0.9
02/24/2023	RJ	Review email correspondence re: outstanding surety bonds requiring cash collateral.	0.5
02/24/2023	RJ	Review US interbank funding transfer from C. Kotera (Avaya).	0.5
02/27/2023	JJM	Review pro-forma Credit EBITDA calculations analysis provided by A&M	0.3
02/27/2023	JRP	Distribute daily bookings flash	0.3
02/27/2023	JRP	Email/Chat correspondence with AlixPartners team to discuss A/R register	0.2
02/27/2023	JRP	Produce an updated template of the DIP reporting calendar to the team	0.8
02/27/2023	JRP	Reconcile manual payments for professionals to weekly A/P	0.8
02/27/2023	JRP	Reconcile recent tax payments to treasury reporting	0.4
02/27/2023	JRP	Review prior week data files from Treasury for updated actuals	1.2
02/27/2023	JA	Meeting with R. Robbins, J. Amico (AlixPartners), M. Bank, Y. Wang (K&E) re: treatment of interAvaya payables	0.5
02/27/2023	RR	Meeting with R. Robbins, J. Amico (AlixPartners), M. Bank, Y. Wang (K&E) re: treatment of interAvaya payables	0.5
02/27/2023	RJ	Prepare email correspondence re: Argentina interAvaya transfers.	0.6
02/27/2023	RJ	Prepare key summary findings from 2nd Interim DIP order.	1.0
02/27/2023	RJ	Review and provide comments on draft ABL carve out template.	1.4
02/28/2023	EK	Review DIP documents re: timeline and milestones	0.7
02/28/2023	JRP	Distribute daily bookings flash	0.3
02/28/2023	JRP	Email correspondence with Finance and Treasury to discuss weekly cash flow variances	0.3
02/28/2023	JRP	Review week over week A/R collections data for variance reporting	0.4
02/28/2023	JRP	Review weekly cash forecast report from Finance for weekly variance reporting and commentary	0.8
02/28/2023	JRP	Update 13 week cash flow model for prior week actuals	1.7
02/28/2023	JA	Analyze surety bond issue and evaluate potential options given credit agreement	0.4
02/28/2023	RJ	Review email correspondence from N. Jordan (Avaya) re: timing of payroll	0.5
02/28/2023	RJ	Review list of surety bonds requiring cash collateralization.	0.5
02/28/2023	RJ	Review payment proposal from N. Litvinchuk (Avaya) re: Saudi Arabia/South Africa/Thailand entities.	0.5
02/28/2023	RJ	Review preliminary variance report and actuals results for Week 2 of DIP Budget.	1.1
02/28/2023	RJ	Review professional fee schedule and weekly estimates for Debtor professionals.	0.8
02/28/2023	SS	Review interAvaya loan and potential funding paths for liquidity.	1.2
03/01/2023	JRP	Meeting with S. Spitzer, R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.4
03/01/2023	JRP	Review InterAvaya transfer data for cash flow model	0.6
03/01/2023	JRP	Update a 13-week cash forecast view for international segment	0.8
03/01/2023	JA	Meeting with S. Spitzer, R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/01/2023	JMC	Meeting with S. Spitzer, R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.4
03/01/2023	JMC	Review US payroll forecast	0.3
03/01/2023	RJ	Email correspondence with M. Murray (Avaya) re: Argentina interAvaya activity	0.3
03/01/2023	RJ	Meeting with S. Spitzer, R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.4
03/01/2023	RJ	Prepare email correspondence to J. McGlynn (AlixPartners) re: status updates on surety bond collateralization and RFP bank process	0.3
03/01/2023	RJ	Review cash receipts by country spreadsheet Prepare by Avaya billings team	0.3
03/01/2023	RJ	Review deposit form for Intact Surety bond cash collateral	0.3
03/01/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: international CF Forecast	0.7
03/01/2023	RJ	Review payment proposal from L. James (Avaya) re: March 8 EOAP payments for Avaya Inc	1.1
03/01/2023	RJ	Review weekly variance and first testing period report, provide comments	1.2
03/01/2023	SS	Review intercompany cash flow report	0.4
03/01/2023	SS	Review tax and insurance cash flow report	0.4
03/01/2023	SS	Meeting with S. Spitzer, R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.4
03/01/2023	SS	Provide comments on accounts payable payment details	0.6
03/01/2023	SS	Review updated cash variance report and provide comments	1.3
03/02/2023	CMS	Review draft report for weekly ABL carve-out obligations and providing edits / feedback re: same	0.4
03/02/2023	CMS	Review email correspondence re: ABL lender diligence and responding to same	0.4
03/02/2023	JRP	Correspond with S. Mulligan (Avaya) re: interAvaya transfers	0.2
03/02/2023	JRP	Create a liquidity bridge from December 2022 to filing date of items driving cash movements	1.4
03/02/2023	JRP	Provide updated bookings flash to team	0.3
03/02/2023	JA	Reconcile cash at filing date to year end reporting	0.6
03/02/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: domestic actuals	1.0
03/02/2023	RJ	Review final ABL audit report including field exam and inventory appraisal report	1.5
03/02/2023	RJ	Review US interbank funding transfer requests from C. Kotera (Avaya)	0.5
03/03/2023	CMS	Review Avaya 8K and drafting email re: same for sales personnel	0.2
03/03/2023	JRP	Reconcile escrow amount with bank account information to identify final amount released	0.4
03/03/2023	JRP	Reconcile updating severance forecast with current DIP model	0.8
03/03/2023	JRP	Review updated CTA report for upcoming PC actions	1.2
03/03/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: domestic actuals	0.5
03/03/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: international actuals	0.5
03/03/2023	RJ	Review global collections for March month to date provided by Avaya billings team	0.8
03/03/2023	RJ	Review interAvaya invoice and provide approval for transaction to M. Murray (Avaya)	0.5
03/03/2023	SS	Review updated variances to budget and initial draft of cash flow forecast update	1.4
03/06/2023	JRP	Compile slides from old presentations to share with Avaya for rating agency presentation	0.6
03/06/2023	JRP	Prepare bookings flash to send to AlixPartners team	0.3
03/06/2023	RJ	Review global daily cash spreadsheet Prepare by S. Mulligan (Avaya)	0.3

AlixPartners

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/06/2023	RJ	Review list of various interAvaya and interbank transfer requests from C. Kotera (Avaya)	0.3
03/06/2023	RJ	Review professional fee invoices due for payment	0.3
03/06/2023	SS	Provide comments on cash flow variance report	0.6
03/06/2023	SS	Review cash flow variance report	0.5
03/06/2023	SS	Review updated variances to budget and initial draft of cash flow forecast update	1.2
03/07/2023	AC	Meeting with A. Chaturvedi, J. Prasertlum (both AlixPartners) re: discussion on upcoming severance schedule	0.5
03/07/2023	EK	Review liquidity and DIP funds updates	0.2
03/07/2023	JRP	Meeting with A. Chaturvedi, J. Prasertlum (both AlixPartners) re: discussion on upcoming severance schedule	0.5
03/07/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Wallin, T. Chambers (both Avaya) re: discussion on ratings agency presentation for management	0.4
03/07/2023	JA	Analyze cash debt paydowns and communicate to bankruptcy accounting team	0.7
03/07/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners), J. Wallin, T. Chambers (both Avaya) re: discussion on ratings agency presentation for management	0.4
03/07/2023	RJ	Review collections / billings assumptions underlying latest DIP budget draft	1.1
03/07/2023	RJ	Review email correspondence from M. Murray (Avaya) re: monthly interAvaya Avaya India funding	0.3
03/07/2023	RJ	Review latest professional fee schedule weekly accrual forecast in preparation for 2nd DIP budget	1.0
03/07/2023	RJ	Review list of various interAvaya and interbank transfer requests from C. Kotera (Avaya)	0.3
03/07/2023	RJ	Review ratings agency fee estimate calculations provided by Avaya treasury team	0.3
03/07/2023	SS	Review exit term loan credit agreement and provide comments	1.3
03/07/2023	SS	Review updated variances to budget and initial draft of cash flow forecast update	1.3
03/08/2023	JA	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), M. Sandomenico, M. Webb (both Avaya) re: US vendor payments	0.3
03/08/2023	JMC	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), M. Sandomenico, M. Webb (both Avaya) re: US vendor payments	0.3
03/08/2023	RJ	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), M. Sandomenico, M. Webb (both Avaya) re: US vendor payments	0.3
03/08/2023	RJ	Email correspondence with N. Jordan (Avaya) re: interest election timing	0.3
03/08/2023	RJ	Review detailed assumptions and first draft of second DIP budget	1.4
03/08/2023	RJ	Review detailed assumptions for upcoming interAvaya transfers for second DIP budget	0.6
03/08/2023	RJ	Review detailed payroll and vendor payment assumptions for second DIP budget	1.1
03/08/2023	RJ	Review first draft of variance report for weekly reporting and provide comments	1.0
03/08/2023	RJ	Review proposed AP payments due for clearing next week	0.9
03/09/2023	JGM	Review professional fee carve draft report and provided comments re: the same	0.4
03/09/2023	JRP	Review advisor invoices that were received for payment approval	0.5
03/09/2023	RJ	Review latest draft of DIP budget materials and provide updates based on discussion with management	1.2
03/09/2023	RJ	Review list of various interAvaya and interbank transfer requests from C. Kotera (Avaya)	0.2
03/09/2023	RJ	Review Week 3 weekly variance reporting materials and provide comments	1.1

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Cash / Liquidity Matters
 Code: 20005778P00006.1.5

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/10/2023	JRP	Create a working user manual for updating weekly actuals in the cash forecast model	1.8
03/10/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: domestic actuals	0.7
03/10/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: international CF Forecast	0.3
03/10/2023	RJ	Review global collections for March month to date provided by Avaya billings team	0.7
03/10/2023	RJ	Review global daily cash spreadsheet Prepare by S. Mulligan (Avaya)	0.3
03/10/2023	RJ	Review US interbank funding transfer requests from C. Kotera (Avaya)	0.3
03/13/2023	EK	Review flash reports and updated financial and operational KPI's	1.0
03/13/2023	JRP	Compile bank information related to professional fee invoices received to be paid this week	0.4
03/13/2023	RJ	Call with R. Nanbara (Avaya) re: RFP process	0.3
03/13/2023	RJ	Prepare updates to professional fee schedule summary	0.8
03/13/2023	RJ	Review daily global cash flash Prepare by S. Mulligan (Avaya).	0.3
03/13/2023	RJ	Review email correspondence from L. James (Avaya) re: International AP funding requirements	0.3
03/13/2023	RJ	Review email correspondence from L. Lee (Avaya) re: D&O extension detail	0.3
03/13/2023	RJ	Review email correspondence from N. Litvinchuk (Avaya) re: AP payments for Thailand	0.3
03/13/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: interAvaya forecast	0.4
03/13/2023	RJ	Review first draft of prior week collections and disbursements	1.2
03/13/2023	RJ	Review global month to date collections Prepare by Avaya Treasury	0.5
03/13/2023	SS	Provide comments on cash flow variance report	0.6
03/13/2023	SS	Review cash flow variance report	0.6
03/13/2023	SS	Review exit credit agreement and provide comments	1.2
03/14/2023	JGM	Meeting with B. Roof, J. McGlynn, R. Joseph, J. Prasertlum (AlixPartners), T. Hughes (K&E), J. Sullivan (Avaya) re: exit term loan issues and basket chart (partial attendance)	1.1
03/14/2023	JRP	Meeting with B. Roof, J. McGlynn (partial), R. Joseph, J. Prasertlum (AlixPartners), T. Hughes (K&E), J. Sullivan (Avaya) re: exit term loan issues and	1.6
03/14/2023	JRP	Prepare booking flash to send to management	0.2
03/14/2023	JRP	Update Q2 projected cash outlook in template provided by Avaya	0.9
03/14/2023	RJ	Meeting with B. Roof, J. McGlynn, R. Joseph, J. Prasertlum (AlixPartners), T. Hughes (K&E), J. Sullivan (Avaya) re: exit term loan issues and basket chart	1.6
03/14/2023	RJ	Review AP proposal payments received by C. Kotera (Avaya).	0.5
03/14/2023	RJ	Review domestic actuals for prior week Prepare by S. Gaikwad (Avaya).	0.3
03/14/2023	RJ	Review domestic treasury management work plan presentation Prepare by R. Nanbara (Avaya).	1.1
03/14/2023	RJ	Review email correspondence from Avaya treasury team re: extension of D&O insurance	0.5
03/14/2023	RJ	Review email correspondence from J. Wallin (Avaya) re: New Debt allocations	0.5
03/14/2023	RJ	Review first draft of variance report Prepare by J. Praesertlum (AlixPartners).	1.0
03/14/2023	RJ	Review list of interAvaya transactions for Debtor entities as required by first day order	1.0
03/15/2023	JRP	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.1
03/15/2023	JRP	Review U.S. vendor payments for weekly approval	1.2

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Cash / Liquidity Matters
Code: 20005778P00006.1.5

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/15/2023	JA	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.1
03/15/2023	JA	Review insurance related info to determine upcoming payment timing and amounts	0.7
03/15/2023	JMC	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.1
03/15/2023	RJ	Meeting with R. Joseph, J. Prasertlum, J. Crelli, J. Amico (all AlixPartners), P. Flannigan, M. Webb (both Avaya) re: US vendor payments	0.1
03/15/2023	RJ	Prepare bank concentration analysis requested by B. Roof (AlixPartners)	1.0
03/15/2023	RJ	Review email correspondence from L. James (Avaya) re: AP payments	0.8
03/15/2023	RJ	Review email correspondence from S. Mulligan (Avaya) re: global cash as of March 14.	0.3
03/15/2023	RJ	Review prior week cash collections and disbursements in preparation for variance reporting	1.1
03/15/2023	RJ	Review weekly and cumulative variance report and provide comments based on discussion with management team	1.1
03/15/2023	SS	Review variance reporting for current week	0.8
03/16/2023	JRP	Prepare an updated cash forecast at emergence for inclusion in financial exhibits prepared by the investment bankers	1.8
03/16/2023	JRP	Review historical liquidity council materials to identify potential liquidity KPI's	0.8
03/16/2023	JA	Review interAvaya transactions and compare vs language in cash and DIP motions; review of cash reporting for lender review	1.5
03/16/2023	RJ	Review DIP budget assumptions re: interAvaya amounts forecast	0.3
03/16/2023	RJ	Review email correspondence from B. Kaur (Avaya) re: debtor payroll obligations	0.4
03/16/2023	RJ	Review email correspondence from M. Murray (Avaya) re: Avaya India IC.	0.5
03/16/2023	RJ	Review global collections month to date spreadsheet provided by Avaya Treasury team	0.5
03/16/2023	RJ	Review global daily cash position Prepare by S. Mulligan (Avaya).	0.3
03/16/2023	RJ	Review interbank and interAvaya transfer requests from C. Kotera (Avaya).	0.3
03/16/2023	RJ	Review professional fee schedule / tracker per email correspondence from K&E re: lender professionals invoices	0.3
03/16/2023	RJ	Review professional fee schedule; accrued invoices	0.6
03/16/2023	SS	Review updated ABL credit agreement and provide comments	1.2
03/17/2023	JGM	Review proposed updated LTM EBITDA definition for inclusion in credit documents	0.3
03/17/2023	JRP	Meeting with R. Joseph, J. Prasertlum (both AlixPartners) re: overview of DIP reporting obligations and model backups to prepare for transition	0.6
03/17/2023	JRP	Prepare daily bookings flash to send to management	0.3
03/17/2023	RJ	Meeting with R. Joseph, J. Prasertlum (both AlixPartners) re: overview of DIP reporting obligations and model backups to prepare for transition	0.6
03/17/2023	RJ	Prepare illustrative emergence cash / liquidity position for Confirmation	0.6
03/17/2023	RJ	Review daily cash position sent by S. Gaikwad (Avaya).	0.3
03/17/2023	RJ	Review data input for debtor gross AR and inventory Prepare by Company treasury team	1.0
03/17/2023	RJ	Review emergence PF calculations and cure costs	1.0
03/20/2023	RJ	Prepare gross AR and inventory reporting due under DIP TL agreement	0.9
03/20/2023	RJ	Prepare updated PF cash emergence reconciliation for Confirmation disclosure documents	1.1

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/20/2023	RJ	Prepare updates to domestic actuals model for updates from prior week	1.7
03/20/2023	SS	Review cash flow variance report	0.5
03/20/2023	SS	Provide comments on cash flow variance report	0.5
03/21/2023	JMC	Review DIP budget model	0.7
03/21/2023	RJ	Prepare summary email and schedule for all outstanding professional fees to be paid with objection deadlines passed	0.8
03/21/2023	RJ	Prepare updates to draft weekly variance report	1.7
03/21/2023	RJ	Review email correspondence from K&E and Avaya Treasury re: D&O insurance extension	0.4
03/21/2023	RJ	Review email correspondence from S. Mulligan (Avaya) re: daily cash position	0.5
03/21/2023	RJ	Review various email correspondence from Avaya AP team for disbursement approval	0.8
03/22/2023	JMC	Review DIP budget model	0.8
03/22/2023	RJ	Prepare and send around draft weekly variance report to internal team for review	1.5
03/22/2023	RJ	Prepare email correspondence with M. Roach (Avaya) re: aged India invoices	0.3
03/22/2023	RJ	Prepare professional fee carveout report and send internally for review	1.0
03/22/2023	RJ	Review AP disbursement file for approval; ensure professional fees past objection deadlines are captured	1.0
03/22/2023	RJ	Review email correspondence from N. Jordan (Avaya) re: daily interest calculations	0.5
03/22/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: interAvaya actuals, international CF and domestic actuals	1.2
Total Professional Hours			<u><u>195.0</u></u>

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Re: Cash / Liquidity Matters
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PROFESSIONAL	RATE	HOURS	FEES
Eric Koza	\$1,400	2.8	\$ 3,920.00
Stephen Spitzer	\$1,280	20.0	25,600.00
Conor McShane	\$1,115	3.2	3,568.00
Richard Robbins	\$1,115	3.8	4,237.00
James G McGlynn	\$1,020	1.8	1,836.00
Joel Amico	\$950	8.5	8,075.00
Rohan Joseph	\$950	88.9	84,455.00
Aashish Chaturvedi	\$735	0.5	367.50
James Mennie	\$735	0.3	220.50
Jeffrey Prasertlum	\$735	60.1	44,173.50
Nitesh Neelanshu	\$735	1.7	1,249.50
John M Crelli	\$605	3.4	2,057.00
Total Professional Hours and Fees		195.0	\$ 179,759.00

AlixPartners

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 Durham, NC 27713

Re: Communication & Meetings with Interested Parties
 Code: 20005778P00006.1.6

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	CMS	Discussion with A. Yenamandra (K&E) re: case management issues	0.2
02/14/2023	CMS	Build data quality screening scripts for QuickBooks data used in forensic investigation workstreams	0.2
02/14/2023	CMS	Discussion with S. Shah (Avaya) re: timing of First Day Hearing	0.2
02/14/2023	JGM	Conference call with B. Roof, J. McGlynn (both AlixPartners), Finance Dept (Avaya) re: meeting to discuss details of filing and answering open questions	0.5
02/14/2023	JA	Discussion with N. Neelanshu, J. Amico, R. Joseph, S. Spitzer (all AlixPartners), A. Simioni, M. Bank (K&E), R. Nanbara and members of the Avaya treasury team (Avaya) and S Zhang and members of the Citibank team re: cash collateral and disbursement related concerns raised by Citibank (cash management bank)	0.5
02/14/2023	NN	Discussion with N. Neelanshu, J. Amico, R. Joseph, S. Spitzer (all AlixPartners), A. Simioni, M. Bank (K&E), R. Nanbara and members of the Avaya treasury team (Avaya) and S Zhang and members of the Citibank team re: cash collateral and disbursement related concerns raised by Citibank (cash management bank)	0.5
02/14/2023	NN	Coordinate email re: reviewing of ordinary course professionals (OCP) motion and tiers with J Amico (AlixPartners)	0.4
02/14/2023	NN	Draft detailed email to K&E to ask questions on Ordinary Course Professional (OCP) motion	1.0
02/14/2023	RR	Review press surrounding Avaya chapter 11 filing.	1.2
02/14/2023	RJ	Discussion with N. Neelanshu, J. Amico, R. Joseph, S. Spitzer (all AlixPartners), A. Simioni, M. Bank (K&E), R. Nanbara and members of the Avaya treasury team (Avaya) and S Zhang and members of the Citibank team re: cash collateral and disbursement related concerns raised by Citibank (cash management bank)	0.5
02/14/2023	RJ	Email correspondence with FTI and A&M re: DIP TL credit agreement covenants and reporting requirements	0.5
02/14/2023	SS	Discussion with N. Neelanshu, J. Amico, R. Joseph, S. Spitzer (all AlixPartners), A. Simioni, M. Bank (K&E), R. Nanbara and members of the Avaya treasury team (Avaya) and S Zhang and members of the Citibank team re: cash collateral and disbursement related concerns raised by Citibank (cash management bank)	0.5
02/15/2023	JGM	Conference call with B. Roof, J. McGlynn (both AlixPartners), Finance Team (Avaya) re: discuss details of filing and answering open questions (second session)	0.6
02/15/2023	JA	Analyze creditor matrix requests from Avaya counsel; review list of customers for notice and draft summary	0.7
02/15/2023	JA	Review and respond to email related to issue with secured debt holdings as of record date	0.4
02/15/2023	NN	Prepare detailed email to Avaya finance team re: vendor payment restriction and related reporting	0.4
02/15/2023	RJ	Call with R. Nanbara (Avaya) re: funding of final wires from DIP TL proceeds	0.3
02/15/2023	RJ	Email correspondence with R. Nanbara (Avaya Treasury) re: bank account information / pledge agreement	0.5
02/15/2023	RJ	Review email correspondence from Y. Wang (K&E) re: funds flow information	0.3
02/15/2023	RJ	Review email correspondence re: final cleansing materials	0.3
02/15/2023	RJ	Review email correspondence with FTI and A&M re: AR and inventory reporting requirements	0.3
02/16/2023	CMS	Telephone discussion with A. Yenamandra (K&E) re: case management issues	0.4
02/16/2023	NN	Reply to J Marrow (KCC) with pre - petition vendor list which supports notification requests	0.3



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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/16/2023	NN	Reply to tax payment questions from M Roach (Avaya) which supports timely payments of tax bills within first day motion order parameters	0.4
02/16/2023	RJ	Call with M. Truedson (K&E) re: Pledge agreement documentation and signatures	0.3
02/16/2023	RJ	Prepare email correspondence to A&M re: DIP budget and cleansing materials.	0.3
02/16/2023	RJ	Review email correspondence from K&E re: escrow release.	0.3
02/16/2023	RJ	Call with R. Nanbara (Avaya) re: outstanding items on Pledge Agreement.	0.5
02/16/2023	RJ	Review email correspondence from Joele Frank team re: 2/16 media coverage.	0.5
02/17/2023	JA	Draft open items for call with K&E including ordinary course professionals, tax reporting, insurance motion and timing/review process for lender deliverables	1.1
02/17/2023	RJ	Review email correspondence from Joele Frank team re: 2/16 media coverage.	0.5
02/20/2023	CMS	Telephone call with A. Yenamandra (K&E) re: multiple case-related topics	0.4
02/20/2023	RJ	Call with A. Hart (Avaya) re: inventory balances for reporting requirements per DIP TL agreement.	0.5
02/21/2023	CMS	Draft situation update materials for CEO	1.3
02/21/2023	JRP	Respond to lender advisor inquiries around the AR/Inventory report	0.4
02/21/2023	RJ	Review email correspondence from K&E team re: confirmation date and 2nd DIP TL draw timing.	0.3
02/21/2023	RJ	Review email correspondence from M. Webb (Avaya) re: payment of Avaya Federal AP.	0.3
02/22/2023	CMS	Draft email correspondence with A&M re: diligence request items	0.1
02/22/2023	CMS	Review lender diligence requests and internal communications re: same	0.9
02/22/2023	JRP	Review diligence requests and responses for lender advisors	0.4
02/22/2023	NN	Reply to J. Fina (K&E) re: parties in interest list clarification request	1.4
02/22/2023	NN	Update parties in interest list based on insurance related changes and notice of appearance parties	2.0
02/22/2023	RJ	Review email correspondence from A&M re: outstanding diligence items.	0.2
02/23/2023	JGM	Prepare responses to lender advisors diligence questions re: financial and tax information	0.7
02/23/2023	NN	Reply to OCP clarification email from K&E team which supports clarification on potential payments	0.2
02/23/2023	RJ	Prepare email correspondence to K&E re: cleansing materials and weekly variance reporting.	0.4
02/23/2023	RJ	Review extended 13 week CF scenario per A&M diligence request.	0.6
02/24/2023	JRP	Meeting with A. Townsell (K&E) re: Professional Fee Carve out for DIP ABL	0.3
02/24/2023	RJ	Review and respond to parties re: cleansing materials and weekly variance reporting.	0.5
02/26/2023	CMS	Draft email correspondence to management team re: presentation materials re: workstreams	0.3
02/26/2023	CMS	Review diligence request responses and drafting email correspondence to A&M re: diligence requests	0.4
02/27/2023	CMS	Meeting with S. Spitzer, C. McShane, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: PF EBITDA calculations and diligence open items	0.5
02/27/2023	CMS	Phone call with D. Austin (Avaya) re: aligning advisor diligence items	0.4
02/27/2023	CMS	Phone call with S. Shah (Avaya), A. Yenamandra (K&E) re: U.S. Trustee communications	0.4

AlixPartners

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/27/2023	ED	Meeting with S. Spitzer, C. McShane, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: PF EBITDA calculations and diligence open items	0.5
02/27/2023	JJM	Meeting with S. Spitzer, C. McShane, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: PF EBITDA calculations and diligence open items	0.5
02/27/2023	RJ	Meeting with S. Spitzer, C. McShane, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: PF EBITDA calculations and diligence open items	0.5
02/27/2023	RJ	Review PF EBITDA calculations summary / template provided by A&M.	1.0
02/27/2023	SS	Meeting with S. Spitzer, C. McShane, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: PF EBITDA calculations and diligence open items	0.5
02/28/2023	EK	Telephone call with S. Shah (Avaya) re: daily check-in and updates	0.5
02/28/2023	JA	Review creditor matrix issues	0.9
02/28/2023	NN	Coordinate email responses to questions from K&E team re: notification logic for select customers, taxing authorities and employees	2.0
02/28/2023	RJ	Call with R. Nanbara (Avaya) re: RFP process for treasury management.	0.5
02/28/2023	RJ	Review email correspondence from Evercore re: outstanding ABL diligence.	0.1
02/28/2023	RJ	Review email correspondence from K&E re: Insurance Order and collateralization of surety bonds.	0.8
03/01/2023	JA	Draft open questions and talking points re: creditor inquiries re: notices	0.4
03/01/2023	NN	Coordinate email request with M Bank (K&E) and D Martin (Avaya) for customer contracts which supports inquiry related to notifications	0.6
03/01/2023	NN	Reply to M Bank (K&E) re: questions on customer notifications inquiry	0.5
03/01/2023	RJ	Call with R. Nanbara (Avaya) re: Goldman LC account	0.3
03/01/2023	RJ	Review diligence from A&M re: pension liability and other longer liabilities details	0.5
03/01/2023	RJ	Review email correspondence re: surety bond collateralization from K&E.	0.4
03/02/2023	CMS	Communications with K&E team re: trade creditor correspondence and drafting emails to AlixPartners and Avaya teams re: same	1.1
03/02/2023	CMS	Review email correspondence with A&M re: various pension-related topics and reviewing materials related to same	0.3
03/02/2023	JJM	Prepare email communication response related to pension diligence questions	0.2
03/02/2023	NN	Coordinate email request with M Bank (K&E), J Amico (AlixPartners) and D Martin (Avaya) for customer contracts which supports inquiry related to notifications	1.0
03/02/2023	RJ	Prepare diligence requested by K&E re: invoices for hardware vendor and payment status	1.0
03/02/2023	RJ	Review pension liability and OPEB forecasting methodology / calculations	0.6
03/03/2023	AC	Meeting with B. Roof, C. McShane, A. Chaturvedi, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: pro-forma Credit EBITDA metrics and related addbacks	0.4
03/03/2023	CMS	Meeting with B. Roof, C. McShane, A. Chaturvedi, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: pro-forma Credit EBITDA metrics and related addbacks	0.4

AlixPartners

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 Code: 20005778P00006.1.6

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/03/2023	JGM	Meeting with B. Roof, C. McShane, A. Chaturvedi, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: pro-forma Credit EBITDA metrics and related addbacks	0.4
03/03/2023	JJM	Meeting with B. Roof, C. McShane, A. Chaturvedi, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: pro-forma Credit EBITDA metrics and related addbacks	0.4
03/03/2023	JA	Review various issues with creditor matrix and determine specific notifications delivered to creditors; draft of communications to Avaya on status	0.7
03/03/2023	NN	Coordinate emails with K&E and Avaya legal to close inquiries related to Ascension amounts outstanding and contracts	1.1
03/03/2023	NN	Review disbursements and accounts payables data to reply to inquiries from Fabrinet and Dominion	0.6
03/03/2023	NN	Review schedule 1 of retention application against parties in interest (PII) list to resolve potential discrepancies	0.9
03/03/2023	RJ	Call with R. Nanbara (Avaya) re: treatment of escrow proceeds	0.3
03/03/2023	RJ	Meeting with B. Roof, C. McShane, A. Chaturvedi, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: pro-forma Credit EBITDA metrics and related addbacks	0.4
03/03/2023	RJ	Review email correspondence from A&M re: cost transformation details	0.5
03/03/2023	RJ	Review email correspondence from A&M re: reporting requirements for first day orders	0.3
03/03/2023	RJ	Review email correspondence from J. Liu (A&M) re: Exit financing debt summary	1.2
03/05/2023	CMS	Review draft credit agreement documentation and communicating re: same with A&M	0.4
03/06/2023	NN	Reply to dominion energy contract request which supports closing out inbound inquiry	0.3
03/06/2023	RJ	Call with J. Sullivan (Avaya) re: exit abl process update	0.3
03/06/2023	RJ	Call with R. Nanbara (Avaya) re: RFP process update for domestic treasury management	0.3
03/07/2023	JA	Review lender requests re: contracts, employment documents and other corporate documentation; assist with analyzing and compiling data	1.4
03/07/2023	JA	Review various claims to bucket into type per counsel request	0.5
03/07/2023	NN	Coordinate emails with K&E and Avaya legal team on legal entity by laws and employment agreements which supports creditor diligence requests	0.7
03/07/2023	NN	Coordinate emails with K&E and KCC team on customer notification questions	0.4
03/07/2023	NN	Prepare tracker to communicate status of diligence and data requests from K&E team	0.8
03/07/2023	RJ	Call with C. Kilgore (K&E) re: DIP TL borrowing notice	0.2
03/07/2023	RJ	Review email correspondence from C. Terry (K&E) re: rights Offering Distribution spreadsheet	0.9
03/07/2023	RJ	Review email correspondence re: Avaya lease LC obligation	0.2
03/07/2023	RJ	Review first draft of materials to be used in conjunction for ratings agency presentation	0.5
03/08/2023	CMS	Finalizing working files to send to FTI team and drafting email correspondence re: same	0.3

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
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Re: Communication & Meetings with Interested Parties
 Code: 20005778P00006.1.6

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/08/2023	CMS	Telephone call with S. Spitzer, C. McShane, R. Joseph, E. Deichmann (all AlixPartners), R. Islam (FTI) re: draft credit agreement language to ensure alignment on interpretation of same	0.3
03/08/2023	ED	Telephone call with S. Spitzer, C. McShane, R. Joseph, E. Deichmann (all AlixPartners), R. Islam (FTI) re: draft credit agreement language to ensure alignment on interpretation of same	0.3
03/08/2023	JMC	Review health census for retiree contact information	0.2
03/08/2023	NN	Reply to M. Bank (K&E) on Afiniti contracts related questions which supports relying to inquiry from Afiniti	0.3
03/08/2023	NN	Reply to O. Acuna (K&E) on questions related to Dominion contracts which supports closing out inquiry from Dominion	0.6
03/08/2023	NN	Request contracts related data from Avaya legal team which supports closing out inquires from notified parties	1.0
03/08/2023	RJ	Telephone call with S. Spitzer, C. McShane, R. Joseph, E. Deichmann (all AlixPartners), R. Islam (FTI) re: draft credit agreement language to ensure alignment on interpretation of same	0.3
03/08/2023	SS	Telephone call with S. Spitzer, C. McShane, R. Joseph, E. Deichmann (all AlixPartners), R. Islam (FTI) re: draft credit agreement language to ensure alignment on interpretation of same	0.3
03/09/2023	JJM	Email correspondence with FTI re: lease rejections	0.1
03/09/2023	JA	Review creditor matrix to determine various creditors who are contacting counsel to ask questions re: noticing and validity of contracts	1.2
03/09/2023	JMC	Correspond with A&M team re: pension	0.1
03/10/2023	RJ	Call with R. Nanbara (Avaya) re: RFB treasury management process	0.3
03/10/2023	RJ	Provide comments for diligence responses prepared by J. Praesertlum (AlixPartners) re: 2nd DIP budget	0.6
03/13/2023	CMS	Review email correspondence with FTI re: emergence legal documentation and drafting responses re: same	0.3
03/13/2023	JA	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: Inbound inquiry tracker update	0.4
03/13/2023	JA	Review and provide comment on creditor inquiry status matrix; analyze various open items and reach out to Avaya to request information	0.8
03/13/2023	NN	Coordinate emails on contracts with Avaya legal team and K&E team which supports closing out inbound inquiries from notification parties	0.4
03/13/2023	NN	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: Inbound inquiry tracker update	0.4
03/13/2023	NN	Prepare email to Avaya legal team to request contracts which supports closing out inbound inquiries from notification parties	0.6
03/13/2023	NN	Reply to J Amico (AlixPartners) on notification party source questions which supports closing out inbound inquiries from notification parties	0.4
03/13/2023	NN	Reply to lease rejection cap question from K&E team which supports plan supplement schedules	0.4
03/13/2023	NN	Reply using email to O Azuna (K&E) on open inbound inquiry items	0.6
03/13/2023	NN	Review retention document schedule 1 against parties in interest to identify source of discrepancy	0.4
03/13/2023	RJ	Review email correspondence from K&E re: lease analysis	0.4
03/14/2023	JA	Analyze open creditor inquiries requiring cure costs and contract requests	0.5

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/14/2023	NN	Update PII list based on comments from C Katrinak (K&E)	0.5
03/14/2023	RJ	Call with M. Delmonte (A&M) re: updated budget submission	0.3
03/14/2023	RJ	Review email correspondence with K&E re: DIP budget disclosure	0.3
03/15/2023	JA	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: inbound inquiry tracker update	0.3
03/15/2023	JA	Preparation for call with lender advisory re: real estate lease scenarios	0.5
03/15/2023	NN	Coordinate request for contract and related invoices using email which supports closing out inbound inquires from notification parties	0.7
03/15/2023	NN	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: inbound inquiry tracker update	0.3
03/16/2023	RJ	Review email correspondence re: back-up data for rating agency presentation	0.7
03/17/2023	NN	Draft email to AlixPartners cash team and Jackson Walker team re: open questions on post confirmation report	0.6
03/17/2023	NN	Request using email Amazon invoice amount confirmation and contracts from Avaya team which supports closing out inbound request	0.4
03/17/2023	NN	Request using email contracts for Wyoming state from Avaya team which supports closing out inbound request	0.3
03/17/2023	RJ	Review email correspondence re: Avaya India interAvaya	0.8
03/17/2023	RJ	Review email correspondence with Evercore re: S&C settlement amounts	0.2
03/17/2023	RJ	Review email correspondence with L. James (Avaya) re: AP payments	0.4
03/20/2023	JA	Review creditor matrix and Analyze specific creditors process to receive various notices; follow up to determine last known date of business with the Avaya	0.8
03/20/2023	NN	Draft email to B Nakhaimousa (K&E) on open questions on claims made by Texas taxing authorities	0.4
03/20/2023	NN	Reply to creditor matrix in excel form request from J Amico (AlixPartners) which supports closing out of inbound inquiries from notification parties	0.3
03/20/2023	RJ	Participate in call with Avaya Tax team, K&E re: India interAvaya	0.5
03/20/2023	RJ	Provide comments to A. Blacklock (K&E) re: Koza Declaration	0.3
03/20/2023	RJ	Review email correspondence from Joele Frank re: Confirmation press release	0.3
03/20/2023	RJ	Review email correspondence from N. Kissat (Evercore) re: PF emergence liquidity / cash	0.5
03/21/2023	JMC	Correspondence with A. Simioni (K&E) re: corporate organizational documents	0.2
03/21/2023	JMC	Review email correspondence re: tax claims	0.3
03/21/2023	NN	Coordinate using email customer contract request with Avaya legal team and Jackson Walker team	0.4
03/21/2023	NN	Coordinate using email customer contract request with Avaya legal team and K&E team	0.4
03/21/2023	NN	Research customer notification source based on request from Jackson Walker team which supports closing out of inbound inquiries	0.3
03/21/2023	RJ	Review draft press release communications from Akin re: employees and union	0.6
03/22/2023	AD	Video conference with C. McShane, A. Danis (both AlixPartners), T Sherwood (Avaya) re: preparation for lender update call	0.2
03/22/2023	CMS	Video conference with C. McShane, A. Danis (both AlixPartners), T Sherwood (Avaya) re: preparation for lender update call	0.2
03/22/2023	RJ	Attend call with Avaya Treasury team to discuss draft variance report	0.5
03/22/2023	RJ	Prepare email correspondence / responses from Avaya Investor Relations inquiry	0.5
Total Professional Hours			81.2

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PROFESSIONAL	RATE	HOURS		FEES
Eric Koza	\$1,400	0.5	\$	700.00
Stephen Spitzer	\$1,280	1.3		1,664.00
Andrej Danis	\$1,140	0.2		228.00
Conor McShane	\$1,115	9.0		10,035.00
Richard Robbins	\$1,115	1.2		1,338.00
James G McGlynn	\$1,020	2.2		2,244.00
Eric Deichmann	\$950	0.8		760.00
Joel Amico	\$950	11.1		10,545.00
Rohan Joseph	\$950	26.2		24,890.00
Aashish Chaturvedi	\$735	0.4		294.00
James Mennie	\$735	1.2		882.00
Jeffrey Prasertlum	\$735	1.1		808.50
Nitesh Neelanshu	\$735	25.2		18,522.00
John M Crelli	\$605	0.8		484.00
Total Professional Hours and Fees		81.2	\$	73,394.50

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Re: U.S. Trustee / Court Reporting Requirements
 Code: 20005778P00006.1.7

DATE	PROFESSIONAL	DESCRIPTION OF SERVICES	HOURS
02/14/2023	CMS	Internal call with C. McShane, J. McGlynn (AlixPartners) re: review First Day Declarations and provide edits re: the same	0.3
02/14/2023	JGM	Internal call with C. McShane, J. McGlynn (AlixPartners) re: review First Day Declarations and provide edits re: the same	0.3
02/14/2023	JRP	Review court documentation to identify upcoming liquidity reporting requirements	0.8
02/14/2023	JA	Discussion with N. Neelanshu and J. Amico (both AlixPartners) re: open questions from Avaya tax team and tax related reporting from first day motion order	0.3
02/14/2023	NN	Discussion with N. Neelanshu and J. Amico (both AlixPartners) re: open questions from Avaya tax team and tax related reporting from first day motion order	0.3
02/14/2023	NN	Draft detailed email to M Roach (Avaya) to communicate changes to tax reporting template and reply to related questions	0.4
02/14/2023	NN	Update taxes reporting template based on comments from M Roach (Avaya) which supports efficient data gathering and first day motion required reporting	2.2
02/14/2023	RR	Review reporting requirements for Initial Debtor Interview and Initial Debtor Report.	1.6
02/15/2023	JA	Review final first day motions to understand and document reporting obligations	0.9
02/15/2023	JMC	Telephone call with J. Crelli, R. Robbins, N. Neelanshu (AlixPartners) re: first day motion reporting	0.4
02/15/2023	JMC	Revise schedules for wages order reporting requirements	0.2
02/15/2023	JMC	Compile reporting requirements from first day orders	0.3
02/15/2023	JMC	Review first day orders for reporting requirements	0.7
02/15/2023	NN	Telephone call with J. Crelli, R. Robbins, N. Neelanshu (AlixPartners) re: first day motion reporting	0.4
02/15/2023	NN	Prepare payment matrix templates to meet first day motion related reporting	1.4
02/15/2023	NN	Summarize first day orders related reporting requirements which supports communications with Avaya finance team	1.7
02/15/2023	RR	Telephone call with J. Crelli, R. Robbins, N. Neelanshu (AlixPartners) re: first day motion reporting	0.4
02/15/2023	RR	Pull First Day Orders and review for reporting issues.	2.1
02/16/2023	JA	Telephone call with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: first day motion related reporting	0.4
02/16/2023	JA	Telephone call with R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), P. Flannigan and members of the Avaya team re: Accounts payable process review for bankruptcy	0.6
02/16/2023	JA	Review obligations for reporting related to liabilities subject to compromise; review of Avaya detailed AP and accrual data to see level of backup	0.7
02/16/2023	JA	Review upcoming reporting deadlines, U.S. Trustee requirements for operating reports and review of other filed docket items; draft of related workplan of deliverables to confirmation	1.2
02/16/2023	JA	Provide comments to reporting templates required under first day motion; reconcile versions to original terms and identify potential timing issues	1.3
02/16/2023	JMC	Telephone call with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: first day motion related reporting	0.4
02/16/2023	JMC	Revise payment tracker template	0.6
02/16/2023	JMC	Correspond with Avaya HR team re: wages order reporting requirements	0.3
02/16/2023	JMC	Update payment tracker with 2/16 payment data	0.8

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/16/2023	NN	Telephone call with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: first day motion related reporting	0.4
02/16/2023	NN	Telephone call with R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), P. Flannigan and members of the Avaya team re: Accounts payable process review for bankruptcy	0.6
02/16/2023	NN	Prepare detailed email to R Joseph and J Prasertlum (Both AlixPartners) to communicate cash management order related reporting	0.6
02/16/2023	NN	Review tax payment file to ensure payments meet tax order related restrictions	1.0
02/16/2023	NN	Review manual and vendor payments files to prepare data request for missing information which supports first day motion order related reporting	2.0
02/16/2023	RR	Telephone call with R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), P. Flannigan and members of the Avaya team re: Accounts payable process review for bankruptcy	0.6
02/17/2023	JA	Telephone call with R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), C. Katrinak and Z Read (both K&E) re: ordinary course professional and related reporting	0.4
02/17/2023	JA	Review first day motions and orders re reporting obligations and timeline	0.8
02/17/2023	JMC	Call with J. Crelli, N. Neelanshu (both AlixPartners) re: payment tracker	0.7
02/17/2023	JMC	Update payment tracker with 2/17 payment data	0.2
02/17/2023	NN	Call with J. Crelli, N. Neelanshu (both AlixPartners) re: payment tracker	0.7
02/17/2023	NN	Telephone call with R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), C. Katrinak and Z Read (both K&E) re: ordinary course professional and related reporting	0.4
02/17/2023	NN	Update payments tracking file based on email from Avaya finance which supports first day motion related reporting	0.6
02/17/2023	RR	Telephone call with R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), C. Katrinak and Z Read (both K&E) re: ordinary course professional and related reporting	0.4
02/21/2023	JA	Review items required for initial Debtor interview, determine participants in related workstreams	0.5
02/21/2023	JMC	Update payment tracker with 2/21 payment data	0.2
02/22/2023	NN	Reply to M Sandomenico (Avaya) re: payment name clarification which supports placing holds on OCP related pre petition payments	0.3
02/22/2023	NN	Update payments tracker file based on emails from Avaya which supports first day motion related reporting	2.2
02/23/2023	JA	Meeting with J. Amico, N. Neelanshu (AlixPartners), (M Roach and members of the Avaya tax team (Avaya)) re: tax reporting and key next steps	0.4
02/23/2023	JA	Review dates for requirements of reporting to U.S. Trustee and lenders, develop workplan to meet reporting obligations	1.0
02/23/2023	JMC	Call with J. Crelli, N. Neelanshu (both AlixPartners) re: Initial Report preparation	0.3
02/23/2023	JMC	Compile employee-related information for Initial Report	0.7
02/23/2023	NN	Call with J. Crelli, N. Neelanshu (both AlixPartners) re: Initial Report preparation	0.3
02/23/2023	NN	Meeting with J. Amico, N. Neelanshu (AlixPartners), (M Roach and members of the Avaya tax team (Avaya)) re: tax reporting and key next steps	0.4
02/23/2023	NN	Create support binder for financial condition section of IDI (initial Debtor interview) form	1.5
02/23/2023	NN	Update initial Debtor interview (IDI) report in preparation for March meeting	2.7

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/23/2023	NN	Update payments tracker file based on daily manual payments input which support first day motion related reporting	0.6
02/23/2023	NN	Update payments tracker file based on emails from Avaya finance team which supports first day motion related reporting	0.9
02/23/2023	RJ	Prepare list of affirmative covenant and information reporting tracker	1.0
02/24/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (AlixPartners) re: Initial Debtor interview form and key next steps	0.3
02/24/2023	JA	Review draft of current IDI materials, edit to questionnaire and determine workplan to obtain remaining information	0.7
02/24/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (AlixPartners) re: Initial Debtor interview form and key next steps	0.3
02/24/2023	JMC	Compile employee-related information for Initial Report	0.4
02/24/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (AlixPartners) re: Initial Debtor interview form and key next steps	0.3
02/24/2023	NN	Update initial Debtor interview form based on comments from J Amico (AlixPartners)	0.9
02/24/2023	NN	Update payments tracker file based on daily manual payments input	0.4
02/27/2023	JA	Meeting with R. Robbins, J. Amico (AlixPartners) re: issues related to interAvaya payables and other reporting matters	0.5
02/27/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: initial Debtor interview	0.3
02/27/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: payment tracker	0.3
02/27/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), G. Graham (Jackson Walker) re: Initial Debtor Interview	0.5
02/27/2023	JA	Analyze Avaya insurance information, listing of upcoming renewal dates and prepare info for UST	0.5
02/27/2023	JA	Analyze employees classified as insiders	0.3
02/27/2023	JA	Draft requests to client re tax reporting for UST; analysis of precedent info provided	0.3
02/27/2023	JA	Prepare for materials for initial Debtor interview; follow up with Avaya for certain financial info	0.6
02/27/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: initial Debtor interview	0.3
02/27/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: payment tracker	0.3
02/27/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), G. Graham (Jackson Walker) re: Initial Debtor Interview	0.5
02/27/2023	JMC	Compile information for Initial Report	0.2
02/27/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: initial Debtor interview	0.3
02/27/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: payment tracker	0.3
02/27/2023	NN	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), G. Graham (Jackson Walker) re: Initial Debtor Interview	0.5
02/27/2023	NN	Prepare key notes summary for initial Debtor form which explains underlying assumptions and data sources	0.8

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/27/2023	NN	Request details on type of payments from accounts payable team which supports first day motion related reporting	0.2
02/27/2023	NN	Request tax returns from Avaya tax team which supports initial Debtor interview requirements	0.5
02/27/2023	NN	Request vehicle related details (value, count) from Avaya sourcing team which supports initial Debtor interview requirements	0.4
02/27/2023	NN	Update payments tracker file based on daily manual payments input	0.6
02/27/2023	NN	Update payments tracker file based on input from country level controllers	0.6
02/27/2023	RR	Meeting with R. Robbins, J. Amico (AlixPartners) re: issues related to interAvaya payables and other reporting matters	0.5
02/27/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), G. Graham (Jackson Walker) re: Initial Debtor Interview	0.5
02/27/2023	RJ	Prepare email correspondence to K&E re: weekly carve out reporting.	0.4
02/27/2023	RJ	Review and provide comments on DIP TL / ABL reporting calendar and dates.	1.5
02/28/2023	AC	Identify individuals from KERP to be included in insider list for U.S. Trustee	0.7
02/28/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: initial report status update	0.3
02/28/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners), J. Fina, C. Katrinak (both K&E) re: insiders	0.3
02/28/2023	JA	Review certain benefit plan obligations for reporting	0.4
02/28/2023	JA	Review employee data to determine insiders	0.7
02/28/2023	JA	Review insurance requests and preparation of material for UST meeting	0.2
02/28/2023	JA	Review materials for UST interview	0.4
02/28/2023	JA	Draft response to questions for UST interview	0.4
02/28/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: initial report status update	0.3
02/28/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners), J. Fina, C. Katrinak (both K&E) re: insiders	0.3
02/28/2023	JMC	Summarize list of insiders for Avaya payroll team	0.3
02/28/2023	JMC	Compile supporting information for Initial Report	0.8
02/28/2023	JMC	Correspond with Avaya payroll team re: Initial Report	0.2
02/28/2023	JMC	Update initial report with health and pension plan details	0.4
02/28/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: initial report status update	0.3
02/28/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners), J. Fina, C. Katrinak (both K&E) re: insiders	0.3
03/01/2023	AC	Meeting with C. McShane, A. Chaturvedi, J. Crelli, J. Amico (all AlixPartners) re: insiders	0.4
03/01/2023	AC	Update list of insiders for insider motion	0.3
03/01/2023	CMS	Meeting with C. McShane, A. Chaturvedi, J. Crelli, J. Amico (all AlixPartners) re: insiders	0.4
03/01/2023	JA	Meeting with C. McShane, A. Chaturvedi, J. Crelli, J. Amico (all AlixPartners) re: insiders	0.4
03/01/2023	JA	Review various insurance information and confirm compliance with court order	0.4
03/01/2023	JA	Compile documents re: UST reporting and supplemental requests; draft summary email	1.5
03/01/2023	JMC	Calculate historical compensation for insiders	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: U.S. Trustee / Court Reporting Requirements
 Code: 20005778P00006.1.7

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/01/2023	JMC	Call with E. Bloom (Avaya) re: insider compensation	0.1
03/01/2023	JMC	Combine monthly payroll reports into one file	0.4
03/01/2023	JMC	Compile list of officers for 401k distribution request	0.2
03/01/2023	JMC	Correspond with Avaya benefits team re: health and pension plans	0.1
03/01/2023	JMC	Meeting with C. McShane, A. Chaturvedi, J. Crelli, J. Amico (all AlixPartners) re: insiders	0.4
03/01/2023	JMC	Meeting with C. Plewniak, R. Beifeld (both Avaya) re: pension and health plans	0.3
03/01/2023	JMC	Review Initial Report for outstanding items	0.3
03/01/2023	JMC	Summarize historical compensation for insiders	0.3
03/01/2023	JMC	Update Initial Report with additional health and pension plan details	0.2
03/01/2023	JMC	Update Initial Report with list of officers receiving 401k distributions	0.3
03/01/2023	JMC	Update schedule of insiders with additional individuals	0.2
03/01/2023	NN	Review vehicle lease excel files to answer questions in debtor interview form	0.8
03/01/2023	NN	Update initial debtor interview data request form based on comments from J Amico (AlixPartners)	1.1
03/01/2023	NN	Update payment tracker based on manual wire input data	0.6
03/01/2023	NN	Update payments tracker file based on weekly vendor payments	0.6
03/02/2023	JA	Draft insider list for UST requirements; reconcile with management team list	0.8
03/02/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: Initial Report finalization	0.2
03/02/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners), J. Fina (K&E) re: Initial Debtor Interview materials review	0.5
03/02/2023	JA	Reconcile debt balances per financial reporting and amounts in Disclosure	0.7
03/02/2023	JA	Revise draft of UST initial debtor interview materials	0.8
03/02/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: Initial Report finalization	0.2
03/02/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners), J. Fina (K&E) re: Initial Debtor Interview materials review	0.5
03/02/2023	JMC	Review Initial Report for final outstanding items	0.2
03/02/2023	JMC	Update employee information in Initial Report support binder	0.1
03/02/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: Initial Report finalization	0.2
03/02/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners), J. Fina (K&E) re: Initial Debtor Interview materials review	0.5
03/03/2023	JRP	Review weekly disbursements for alignment with contingency planning	0.8
03/03/2023	JA	Review various reporting deadlines; build summary schedule and review draft schedules	0.8
03/03/2023	JA	Review, revise and finalize materials for the Debtor first day interview; prepare package for email	1.1
03/03/2023	JMC	Draft report of February additional non-insider compensation	1.2
03/03/2023	JMC	Cleanse February additional non-insider compensation report of personally identifiable information	0.3
03/03/2023	JMC	Compile list of questions on February additional non-insider compensation report	0.4
03/03/2023	JMC	Correspond with J. Amico, N. Neelanshu (AlixPartners) re: February additional non-insider compensation report	0.2
03/03/2023	JMC	Review historical correspondence re: severance	0.1
03/03/2023	JMC	Review US foreign branch payroll data for additional non-insider compensation	0.6

AlixPartners

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/03/2023	JMC	Review US payroll data for additional non-insider compensation	0.4
03/03/2023	NN	Format payments schedules at a first day motion level to satisfy upcoming reporting deadline	0.8
03/03/2023	NN	Prepare payment reporting schedules for February as per first day motion orders	2.3
03/06/2023	EK	Meeting with E. Koza, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners) re: preparation for initial debtor interview	0.3
03/06/2023	EK	Meeting with E. Koza, R. Robbins, J. Amico (all AlixPartners), G. Graham (JW), C. Waxton (UST) re: initial debtor interview	0.2
03/06/2023	JA	Meeting with E. Koza, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners) re: preparation for initial debtor interview	0.3
03/06/2023	JA	Meeting with E. Koza, R. Robbins, J. Amico (all AlixPartners), G. Graham (JW), C. Waxton (UST) re: initial debtor interview	0.2
03/06/2023	JA	Review various reporting obligations under 11 U.S.C. 345(b) and conform obligations under DIP and cash management orders for compliance	1.1
03/06/2023	JMC	Call with E. Bloom (Avaya) re: US payroll data	0.3
03/06/2023	JMC	Compile list of questions on February additional non-insider compensation report	0.2
03/06/2023	JMC	Correspond with E. Bloom (Avaya) re: payroll data	0.2
03/06/2023	JMC	Meeting with E. Koza, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners) re: preparation for initial Debtor interview	0.3
03/06/2023	JMC	Prepare format of February additional non-insider compensation report for external release	0.1
03/06/2023	JMC	Update February additional non-insider compensation report for additional payments	0.6
03/06/2023	NN	Meeting with E. Koza, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners) re: preparation for initial debtor interview	0.3
03/06/2023	NN	Update payments file based on email approval requests from Avaya finance team	1.1
03/06/2023	RR	Meeting with E. Koza, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners) re: preparation for initial debtor interview	0.3
03/06/2023	RR	Meeting with E. Koza, R. Robbins, J. Amico (all AlixPartners), G. Graham (JW), C. Waxton (UST) re: initial debtor interview	0.2
03/07/2023	JA	Review upcoming obligations pursuant to first day motion reporting obligations and analyze status for all trade, insurance and tax requirements	1.3
03/07/2023	NN	Prepare email to initiate review of insurance and tax payment schedules which support first day order related reporting	0.6
03/07/2023	NN	Update payments tracker based on input from Avaya finance team	1.0
03/08/2023	NN	Review workplan for accounting workstream	0.2
03/10/2023	JGM	Review monthly payment report prior to sending to UST and lender advisors as required	0.2
03/10/2023	JRP	Review advisor invoices received for payment approval and timing	0.4
03/10/2023	JMC	Update February reporting package after K&E team feedback	0.3
03/10/2023	RJ	Review first day reporting requirement for vendor and insurance payment tracking	0.7
03/13/2023	NN	Prepare tax first day motion reporting schedule based on new data from Avaya tax team	0.8
03/13/2023	NN	Update payments file based on comments from C Katrinak (K&E) which supports reporting as per first day orders	1.4
03/13/2023	NN	Update payments file based on payments made by foreign subsidiaries	0.9

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/14/2023	JRP	Compile interAvaya transfer data for debtor to debtor and debtor to non-debtor for the month of February	1.8
03/14/2023	JRP	Develop template for interAvaya reporting as required by cash management motion	1.2
03/14/2023	NN	Coordinate emails with J Prasertlum (AlixPartners) on interAvaya reporting which supports reporting as per cash management order	0.6
03/14/2023	NN	Create data request for post confirmation report which supports quarterly reporting	1.0
03/14/2023	NN	Create excel data template for post confirmation report which supports quarterly reporting	1.3
03/14/2023	NN	Draft email to initiate review of February tax payment schedule by Avaya tax team	0.5
03/14/2023	NN	Update amounts to be paid section of post confirmation report	0.8
03/14/2023	NN	Update interAvaya payments tracker file which supports reporting as per cash management order	0.3
03/15/2023	JRP	Analyze payment matrix to identify interAvaya transfers	0.6
03/15/2023	JRP	Finalize interAvaya tracking report to provide to lender advisors as required by cash management motion	1.1
03/15/2023	JRP	Prepare updated interAvaya transfer list to send to Avaya for confirmation	1.4
03/15/2023	JA	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: taxes first day motion related reporting	0.3
03/15/2023	NN	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: taxes first day motion related reporting	0.3
03/15/2023	NN	Review tax related emails to understand updates to February tax reporting schedule	1.1
03/15/2023	NN	Update payments file based on open AP disbursements data and related approval emails	1.2
03/15/2023	NN	Update tax schedule based on new payment information from Avaya tax team	0.8
03/16/2023	JRP	Analyze bank account data to provide to contingency planning team	0.3
03/16/2023	JA	Review requirements to designate certain accounts as DIP	0.4
03/16/2023	JA	Review various payment reporting obligations and confirm process with confirmation hearing	0.6
03/16/2023	NN	Reply to M Roach (Avaya tax) for final sign off on February tax reporting schedule	0.3
03/16/2023	NN	Reply to M Roach (Avaya tax) on payment dates on business license taxes	0.3
03/16/2023	NN	Update tax reporting schedule based on new payment information from Avaya tax team	2.0
03/17/2023	JRP	Review A/R and inventory data received from Avaya Treasury to update the monthly reporting requirement to lender advisors	0.9
03/17/2023	JRP	Update A/R and inventory reporting template with validated data from Treasury	0.6
03/17/2023	JA	Analyze compliance requirements re: DIP accounts; determine next step	0.3
03/17/2023	JA	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: post confirmation report and key next steps	0.6
03/17/2023	JA	Review requirements for post confirmation reporting; review of Avaya data to ensure compliance	1.2
03/17/2023	JA	Review various payment reporting obligations and confirm process with confirmation hearing	0.6
03/17/2023	NN	Create schedule to communicate debtor bank account balance as per request from US trustee	0.9
03/17/2023	NN	Draft email to creditor advisors re: February tax payments schedule which supports reporting requirements of first day order	0.4

AlixPartners

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Re: U.S. Trustee / Court Reporting Requirements
 Code: 20005778P00006.1.7

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/17/2023	NN	Meeting with J. Amico, N. Neelanshu (both AlixPartners) re: post confirmation report and key next steps	0.6
03/20/2023	NN	Update payments file based on approval request related emails from J Amico (AlixPartners) and Avaya finance team	1.0
03/22/2023	JA	Review post confirmation report requirements; draft of part III information	1.2
03/22/2023	JA	Review revised reporting and other court requirements post confirmation; follow up with counsel	0.6
03/22/2023	NN	Reply to Ropes & Gray payment inquiry from J Amico (AlixPartners) which supports tracking of payments as per first day orders	0.3
03/22/2023	\$0	Update payments tracking file based on payment approval emails	0.8
Total Professional Hours			<u>129.8</u>

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Re: U.S. Trustee / Court Reporting Requirements
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PROFESSIONAL	RATE	HOURS	FEES
Eric Koza	\$1,400	0.5	\$ 700.00
Conor McShane	\$1,115	0.7	780.50
Richard Robbins	\$1,115	6.6	7,359.00
James G McGlynn	\$1,020	0.5	510.00
Joel Amico	\$950	31.4	29,830.00
Rohan Joseph	\$950	3.6	3,420.00
Aashish Chaturvedi	\$735	1.4	1,029.00
Jeffrey Prasertlum	\$735	9.9	7,276.50
Nitesh Neelanshu	\$735	55.7	40,939.50
John M Crelli	\$605	19.5	11,797.50
Total Professional Hours and Fees		129.8	\$ 103,642.00

AlixPartners

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 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Business Plan / Analysis
 Code: 20005778P00006.1.8

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	CMS	Analyze revenue and cost outlook data	0.7
02/14/2023	OB	Prepare stacked waterfall report of SFDC&Q2C, with selected graphics: labels setting, apparency setting and Q&A.	2.5
02/15/2023	ED	Finalize onboarding activities to access Avaya's data warehouses	0.4
02/15/2023	RJ	Review cash acceleration presentation prepared by D. Mangello (Avaya)	0.5
02/15/2023	SS	Review updated Germany forecast	0.7
02/15/2023	SS	Provide comments on updated Germany forecast	0.6
02/16/2023	ED	Participate in call with D. Manganello, L. Orama (both Avaya) to discuss maintenance renewals forecast and dashboard	0.5
02/17/2023	CMS	Review BK LRP revenue forecast and management outlook and email communications re: same	0.4
02/17/2023	CMS	Telephone call with V. Carnavale (Avaya) re: BK LRP and IP related matters	0.3
02/17/2023	RJ	Review bookings data and prepare summary email correspondence from H. Gou and M. Vollmer (Avaya FP&A)	1.4
02/21/2023	ED	Analyze drivers of PIT revenue forecast	0.7
02/21/2023	ED	Analyze Q2-23 subx revenue outlook details vs. LRP forecast	2.1
02/21/2023	ED	Create materials on PIT revenue for discussion purposes	1.1
02/21/2023	ED	Email correspondence with M. Vollmer (Avaya) re: revenue outlook	0.4
02/21/2023	ED	Review mid-February global and international revenue forecasts	1.2
02/21/2023	ED	Review Q2-23 revenue outlook materials	1.2
02/22/2023	AC	Meeting with A. Chaturvedi, R. Wendeborn (both AlixPartners) re: Germany business plan	0.4
02/22/2023	ED	Meeting with E. Deichmann, O. Bokhonok (AlixPartners) re: Avaya data cube access	0.2
02/22/2023	ED	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners) re: revenue forecasting methodology	0.5
02/22/2023	ED	Meeting with M. Vollmer (Avaya) re: PIT revenue calculation	0.6
02/22/2023	ED	Meeting with M. Vollmer (Avaya) re: Subx topline forecast	1.0
02/22/2023	ED	Prepare slides on Q2-23 subx revenue outlook details vs. LRP forecast	2.2
02/22/2023	ED	Update PIT slides based on management discussions.	1.3
02/22/2023	JGM	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners) re: revenue forecasting methodology	0.5
02/22/2023	JGM	Review analysis of projected PIT revenue for Q2	0.4
02/22/2023	OB	Meeting with E. Deichmann, O. Bokhonok (both AlixPartners) re: Avaya data warehouse access	0.3
02/22/2023	OB	Meeting with E. Deichmann, O. Bokhonok (both AlixPartners) re: Avaya data warehouse access	0.3
02/22/2023	OB	Meeting with E. Deichmann, O. Bokhonok (AlixPartners) re: Avaya data cube access	0.2
02/22/2023	RW	Meeting with A. Chaturvedi, R. Wendeborn (both AlixPartners) re: Germany business plan	0.4
02/23/2023	ED	Create materials for revenue outlook meeting	1.6
02/23/2023	ED	Meeting with G. Girgis (Avaya) re: subscription migration programs	0.6
02/23/2023	ED	Meeting with M. Vollmer (Avaya) re: subscription migration programs	0.3
02/24/2023	EK	Review sales flash and outlook on 2023	1.0
02/27/2023	AD	Meeting with E. Koza, C. McShane, A. Danis, J. McGlynn, E. Deichmann (AlixPartners) re: revenue forecasting	1.0

AlixPartners

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/27/2023	CMS	Meeting with E. Koza, C. McShane, A. Danis, J. McGlynn, E. Deichmann (AlixPartners) re: revenue forecasting	1.0
02/27/2023	CMS	Draft presentation materials related to key management dashboards for CEO	1.3
02/27/2023	ED	Meeting with S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Business plan forecasting model	0.5
02/27/2023	ED	Meeting with E. Koza, C. McShane, A. Danis, J. McGlynn, E. Deichmann (AlixPartners) re: revenue forecasting	1.0
02/27/2023	ED	Meeting with E. Deichmann, O. Bokhonok (AlixPartners) re: Avaya data warehouse access	0.2
02/27/2023	ED	Meeting with E. Deichmann, O. Bokhonok (both AlixPartners) re: Avaya data permission troubleshooting	0.2
02/27/2023	ED	Develop objectives list for business plan model update	0.9
02/27/2023	ED	Analyze booking trends	1.6
02/27/2023	ED	Troubleshoot Avaya data warehouse access issues	1.9
02/27/2023	EK	Meeting with E. Koza, C. McShane, A. Danis, J. McGlynn, E. Deichmann (AlixPartners) re: revenue forecasting	1.0
02/27/2023	JGM	Meeting with S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Business plan forecasting model	0.5
02/27/2023	JGM	Meeting with E. Koza, C. McShane, A. Danis, J. McGlynn, E. Deichmann (AlixPartners) re: revenue forecasting	1.0
02/27/2023	JJM	Meeting with S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Business plan forecasting model	0.5
02/27/2023	JJM	Review historical business plan models to prepare commentary on new model build out	0.3
02/27/2023	OB	Meeting with E. Deichmann, O. Bokhonok (AlixPartners) re: Avaya data warehouse access	0.2
02/27/2023	OB	Meeting with E. Deichmann, O. Bokhonok (both AlixPartners) re: Avaya data permission troubleshooting	0.2
02/27/2023	RJ	Meeting with S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Business plan forecasting model	0.5
02/27/2023	RJ	Review worldwide daily bookings flash - quarter to date ACV sales.	0.3
02/27/2023	SS	Meeting with S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Business plan forecasting model	0.5
02/27/2023	SS	Review analysis for Germany planning.	1.4
02/28/2023	CMS	Review A&M analysis related to post-emergence debt documents' EBITDA definition	0.9
02/28/2023	ED	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Structure of revised forecasting mode	0.5
02/28/2023	ED	Prepare slides on Q2 sales opportunities	1.8
02/28/2023	ED	Update sales target list for Q2 bookings	2.2
02/28/2023	JGM	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Structure of revised forecasting mode	0.5
02/28/2023	JJM	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Structure of revised forecasting mode	0.5
02/28/2023	JJM	Review internal business plan development materials for new forecasting model build-out	0.8
02/28/2023	OB	Extract data by client and forecast family from opportunity cube	0.4

AlixPartners

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/28/2023	OB	Extract data from opportunity cube	2.2
02/28/2023	RJ	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Structure of revised forecasting mode	0.5
02/28/2023	RJ	Review PF EBITDA calculations summary	0.8
02/28/2023	SS	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Joseph, J. Mennie, E. Deichmann (all AlixPartners) re: Structure of revised forecasting mode	0.5
02/28/2023	SS	Review liquidity test for Germany.	1.1
03/01/2023	CMS	Telephone call with E. Koza, C. McShane (both AlixPartners) re: financial outlook	0.2
03/01/2023	ED	Troubleshoot Avaya ADW warehouse access	1.1
03/01/2023	EK	Telephone call with E. Koza, C. McShane (both AlixPartners) re: financial outlook	0.2
03/01/2023	OB	General table for specific booking fiscal period Data Extraction from opportunity cube, requested by Eric Deichmann	2.4
03/02/2023	CMS	Draft email correspondence to Avaya mgmt team re: credit EBITDA definition and reviewing analysis re: same	0.4
03/02/2023	CMS	Draft email to Avaya executive leadership team re: credit EBITDA definition	0.3
03/02/2023	ED	Analyze new bookings data	2.4
03/02/2023	OB	Modification of General table for specific booking fiscal period Requested by Eric Deichmann	0.3
03/02/2023	RJ	Review daily bookings flash report for S&S, services and HW segments	0.3
03/02/2023	RJ	Review PF EBITDA calculations as stated in draft Exit TL agreement	1.2
03/03/2023	CMS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), H. Gou, B. Barlow (both Avaya) re: PF Credit EBITDA calculation	0.5
03/03/2023	JGM	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), H. Gou, B. Barlow (both Avaya) re: PF Credit EBITDA calculation	0.5
03/03/2023	JJM	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), H. Gou, B. Barlow (both Avaya) re: PF Credit EBITDA calculation	0.5
03/03/2023	RJ	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), H. Gou, B. Barlow (both Avaya) re: PF Credit EBITDA calculation	0.5
03/03/2023	RJ	Review email correspondence from H. Gou (Avaya) re: EBITDA definition proposal from Exit TL draft credit agreement	0.8
03/03/2023	SS	Review analysis for Germany planning.	0.5
03/03/2023	SS	Meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn, R. Joseph, J. Mennie (all AlixPartners), H. Gou, B. Barlow (both Avaya) re: PF Credit EBITDA calculation	0.5
03/06/2023	CMS	Telephone call with F. Hayes (Avaya) re: hardware business investment decisions	0.2
03/06/2023	RJ	Review precedent management presentation draft slides for rating agency presentation	0.6
03/07/2023	RJ	Review future cost savings add back calculation	0.6
03/08/2023	RJ	Review credit agreement EBITDA definition and track changes highlighted in 3 year projection model	0.5
03/09/2023	JJM	Respond to A&M diligence inquiry related to forecasted pension balances	0.3
03/09/2023	OB	Extraction of data for Opp Numbers by segment, booking date and create date from pivot table Requested by Eric Deichmann	2.7

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Business Plan / Analysis
 Code: 20005778P00006.1.8

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/09/2023	RJ	Review email correspondence from M. Delmonte (A&M) re: pension and OPEB roll-forward forecast	0.3
03/09/2023	RJ	Review email correspondence re: real estate lease portfolio analysis	0.4
03/10/2023	CMS	Review presentation materials from finance team and drafting email correspondence re: same	0.3
03/10/2023	JJM	Correspondence with Avaya finance team re: cost savings run-rate for SLT deck	0.2
03/10/2023	JJM	Update KPI dashboard deck pages related to sales section	2.8
03/10/2023	OB	Extraction of data for Opp Numbers-monthly snapshots by booking date and create date from pivot table Requested by Eric Deichmann	2.5
03/10/2023	RJ	Prepare email correspondence and review customer and treasury files for recent financial institution news headline	0.8
03/13/2023	CMS	Draft email communications with F. Hayes re: Hardware business unit and reviewing materials related to same	0.2
03/13/2023	CMS	Review email correspondence with Avaya mgmt re: business plan slideware and drafting responses to same	0.2
03/14/2023	RJ	Call with R. Islam (FTI) re: EBITDA definition in Exit TL CA.	0.3
03/14/2023	RJ	Prepare email correspondence for internal team review re: EBITDA definition in Exit TL CA.	0.3
03/14/2023	RJ	Prepare summary EBITDA calculation requested by B. Roof (AlixPartners).	0.4
03/14/2023	RJ	Review Q2 cash flow proxy calculation Prepare by H. Gou (Avaya).	0.5
03/15/2023	CMS	Video call with F. Hayes (Avaya) re: hardware business unit and GBO go-forward planning	0.9
03/15/2023	RJ	Review email correspondence from H. Gou (Avaya) re: EBITDA definition in Exit TL CA.	0.5
03/16/2023	CMS	Review email re: product profitability analysis, and conducting internal discussions and drafting email response re: same	0.4
03/16/2023	CMS	Review Germany-related customer revenue data file, conducting summary analysis and drafting email to AlixPartners team re: same	0.7
03/16/2023	JJM	Email correspondence with T. Chambers (Avaya) re: rating agency deck support	0.2
03/16/2023	RJ	Review business plan model / quarterly build of EBITDA.	0.5
03/16/2023	RJ	Review email correspondence from S. Gaikwad (Avaya) re: international actual cash receipts and disbursements	0.3
03/16/2023	RJ	Review email correspondence re: credit EBITDA definition	0.7
03/17/2023	CMS	Review Germany-related customer revenue data file, conducting summary analysis and drafting email to Avaya management team re: same	1.1
03/22/2023	AD	Video conference with C. McShane, A. Danis (both AlixPartners), T. Sherwood, F. Hayes, T. Zerbe (all Avaya) re: hardware BU engineering resource decisions	0.3
03/22/2023	CMS	Video conference with C. McShane, A. Danis (both AlixPartners), T. Sherwood, F. Hayes, T. Zerbe (all Avaya) re: hardware BU engineering resource decisions	0.3
Total Professional Hours			87.8

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Business Plan / Analysis
 Code: 20005778P00006.1.8

PROFESSIONAL	RATE	HOURS		FEES
Eric Koza	\$1,400	2.2	\$	3,080.00
Stephen Spitzer	\$1,280	5.8		7,424.00
Andrej Danis	\$1,140	1.3		1,482.00
Conor McShane	\$1,115	10.3		11,484.50
James G McGlynn	\$1,020	3.4		3,468.00
Eric Deichmann	\$950	30.2		28,690.00
Robert Wendeborn	\$950	0.4		380.00
Rohan Joseph	\$950	13.5		12,825.00
Aashish Chaturvedi	\$735	0.4		294.00
James Mennie	\$735	6.1		4,483.50
Oksana Bokhonok	\$215	14.2		3,053.00
Total Professional Hours and Fees		87.8	\$	76,664.00



Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Plan & Disclosure Statement
 Code: 20005778P00006.1.11

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	JGM	Review Backstop Agreement and associated schedules	0.3
02/14/2023	JGM	Review Disclosure Statement exhibits and provide comments	0.7
02/14/2023	JGM	Review final filing versions of documents and providing comment re: the same	1.2
02/14/2023	JGM	Review First Day Declaration	0.6
02/14/2023	JA	Review master tracker of all financial figures reported in first day filing documents and check vs. underlying support file; draft of follow up requests for additional backup	1.7
02/14/2023	RJ	Review draft of all first day motions and provide comments for revision.	1.0
02/17/2023	SS	Review liquidation analysis waterfall.	0.8
02/27/2023	SS	Review interAvaya waterfall and impact on tax analysis	1.2
03/02/2023	JA	Review Plan and various noticing documents re: assumed contract list	0.5
03/07/2023	RJ	Review email correspondence from A. Townsell (K&E) re: schedule of retained causes of action to be included in the plan supplement	0.5
03/08/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), A. Townsell, N. Felton (K&E) re: schedule of retained causes of action	0.3
03/08/2023	JA	Review draft of precedent causes of action and build out Avaya specific plan; develop workplan to communicate with Avaya	1.5
03/08/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners) re: retained causes of action planning and next steps	0.2
03/08/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners) re: retained causes of action planning and next steps	0.2
03/08/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), A. Townsell, N. Felton (K&E) re: schedule of retained causes of action	0.3
03/08/2023	NN	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), A. Townsell, N. Felton (K&E) re: schedule of retained causes of action	0.3
03/08/2023	NN	Coordinate emails with Avaya tax team to gather data needed for schedule of retained causes of action	0.6
03/08/2023	NN	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners) re: retained causes of action planning and next steps	0.2
03/08/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners) re: retained causes of action planning and next steps	0.2
03/08/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), A. Townsell, N. Felton (K&E) re: schedule of retained causes of action	0.3
03/08/2023	SS	Review disclosure statement projections and liquidation analysis and prepare key points document	1.8
03/09/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico (all AlixPartners), S. Bucholtz, D. Bagatta (both Avaya) re: retained causes of action	0.3
03/09/2023	JMC	Draft schedule of insurance claims	0.8
03/09/2023	JMC	Draft schedule of lease rejections	1.2
03/09/2023	JMC	Draft schedule of litigation claims	0.3
03/09/2023	JMC	Draft schedule of tax refund claims	0.1
03/09/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico (all AlixPartners), S. Bucholtz, D. Bagatta (both Avaya) re: retained causes of action	0.3
03/09/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico (all AlixPartners), S. Bucholtz, D. Bagatta (both Avaya) re: retained causes of action	0.3
03/09/2023	SS	Review disclosure statement projections and liquidation analysis and prepare key points document	1.8

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Plan & Disclosure Statement
 Code: 20005778P00006.1.11

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/10/2023	JGM	Meeting with J. McGlynn, J. Crelli, J. Amico (all AlixPartners), A. Townsell, N. Felton (both K&E) re: schedule of retained causes of action	0.3
03/10/2023	JGM	Review current litigation list for inclusion on schedule of retained causes of action	0.2
03/10/2023	JA	Meeting with J. Crelli, J. Amico (both AlixPartners), M. Roach, P. Bell (both Avaya) re: tax-related retained causes of action	0.4
03/10/2023	JA	Meeting with J. McGlynn, J. Crelli, J. Amico (all AlixPartners), A. Townsell, N. Felton (both K&E) re: schedule of retained causes of action	0.3
03/10/2023	JA	Review data related to tax receivables to build out retained causes of action for taxes	0.8
03/10/2023	JA	Review draft retained causes of action list and review as compared to precedent cases; make various edits and draft comments for inclusion in Plan Supplement	1.2
03/10/2023	JMC	Add tax authorities to schedule of tax claims	0.4
03/10/2023	JMC	Meeting with J. Crelli, J. Amico (both AlixPartners), M. Roach, P. Bell (both Avaya) re: tax-related retained causes of action	0.4
03/10/2023	JMC	Meeting with J. McGlynn, J. Crelli, J. Amico (all AlixPartners), A. Townsell, N. Felton (both K&E) re: schedule of retained causes of action	0.3
03/10/2023	JMC	Update schedule of lease rejections with subleases	0.4
03/13/2023	ED	Review liquidation analysis confirmation prep	1.1
03/13/2023	JA	Draft legal items related to retained causes of action; emails with Avaya counsel and review of list	1.2
03/13/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (al AlixPartners) re: plan	0.3
03/13/2023	JMC	Add contact information to schedule of litigation claims	1.1
03/13/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (al AlixPartners) re: plan	0.3
03/13/2023	JMC	Review schedules of retained causes of action	0.2
03/13/2023	JMC	Update schedule of litigation claims with additional claims	0.7
03/13/2023	NN	Compare tax schedule of retained actions against tax credit schedules from Avaya tax team to remove any discrepancies	2.2
03/13/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (al AlixPartners) re: plan	0.3
03/13/2023	NN	Prepare email to M Roach (Avaya tax) to answer questions asked on plan supplement materials	0.3
03/13/2023	NN	Update retained causes of action litigation schedules based on comments from K&E team	0.5
03/13/2023	NN	Update schedule of retained actions tax schedule for missing addresses	0.4
03/13/2023	RJ	Review drafts of Plan Supplement documents	1.8
03/14/2023	JA	Update schedules for the Plan Supplement	1.2
03/14/2023	JMC	Compile lease agreements and amendments for additional properties for potential rejection	0.3
03/14/2023	JMC	Correspondence with N. Felton (K&E) re: retained causes of action	0.2
03/14/2023	JMC	Update schedule of lease rejections with additional property	0.2
03/14/2023	JMC	Update schedule of litigation claims based on additional legal feedback	0.4
03/15/2023	CMS	Meeting with C. McShane, E. Deichmann (both AlixPartners) re: liquidation	0.5
03/15/2023	CMS	Meeting with S. Spitzer, C. McShane, J. McGlynn, E. Deichmann (all AlixPartners), A. Blacklock, M. Esser (both K&E), R. Bagga, N. Kiassat (both Evercore) re: liquidation analysis	0.3
03/15/2023	ED	Liquidation analysis model review for updated assumptions	2.2
03/15/2023	ED	Meeting with C. McShane, E. Deichmann (both AlixPartners) re: liquidation	0.5

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Plan & Disclosure Statement
 Code: 20005778P00006.1.11

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/15/2023	ED	Meeting with J. Prasertlum, E. Deichmann (AlixPartners) re: March-end liquidity forecast	0.1
03/15/2023	ED	Meeting with S. Spitzer, C. McShane, J. McGlynn, E. Deichmann (all AlixPartners), A. Blacklock, M. Esser (both K&E), R. Bagga, N. Kiassat (both Evercore) re: liquidation analysis	0.3
03/15/2023	JGM	Meeting with S. Spitzer, C. McShane, J. McGlynn, E. Deichmann (all AlixPartners), A. Blacklock, M. Esser (both K&E), R. Bagga, N. Kiassat (both Evercore) re: liquidation analysis	0.3
03/15/2023	JRP	Meeting with J. Prasertlum, E. Deichmann (AlixPartners) re: March-end liquidity forecast	0.1
03/15/2023	JA	Provide comments on Plan Supplement supporting schedules	1.1
03/15/2023	JA	Review Plan to determine key process and requirements for Emergence; draft of workplan to implement	1.2
03/15/2023	SS	Meeting with S. Spitzer, C. McShane, J. McGlynn, E. Deichmann (all AlixPartners), A. Blacklock, M. Esser (both K&E), R. Bagga, N. Kiassat (both Evercore) re: liquidation analysis	0.3
03/16/2023	ED	Liquidation analysis review of cash and L/C assumptions	1.1
03/16/2023	ED	Liquidation analysis review of other inputs to determine whether updated information is available	1.7
03/16/2023	ED	Review liquidation analysis for assumptions related to escrow paydown of B-3	2.1
03/16/2023	JA	Review Plan and Disclosure Statement re: requirements for confirmation and issues related to payment of allowed claims	1.4
03/16/2023	SS	Review disclosure statement and draft key points list for testimony	1.1
03/17/2023	ED	Draft responses to liquidation analysis questions	1.2
03/17/2023	ED	Prepare recovery table by Plan class per K&E request	1.2
03/17/2023	ED	Revise exhibit in support of plan confirmation	2.1
03/17/2023	JGM	Review filed objections to the Plan	0.8
03/20/2023	ED	Meeting with J. McGlynn, E. Deichmann (both AlixPartners) re: ACO and OneCloud normalized revenue forecast	0.2
03/20/2023	ED	Review updated plan confirmation support exhibit	1.1
03/20/2023	JGM	Meeting with J. McGlynn, E. Deichmann (both AlixPartners) re: ACO and OneCloud normalized revenue forecast	0.2
03/20/2023	JA	Review Plan for confirmation hearing related prep to ensure compliance re: vendor treatment	0.6
03/21/2023	ED	Liquidation analysis review pre: confirmation hearing	1.0
03/22/2023	JA	Review supporting documents for Confirmation, backup materials, analyze recent filed claims in advance of hearing	1.0
03/22/2023	JMC	Review confirmation documents	0.7
Total Professional Hours			<u>61.3</u>

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Plan & Disclosure Statement
 Code: 20005778P00006.1.11

PROFESSIONAL	RATE	HOURS	FEES
Stephen Spitzer	\$1,280	7.0	\$ 8,960.00
Conor McShane	\$1,115	0.8	892.00
Richard Robbins	\$1,115	0.8	892.00
James G McGlynn	\$1,020	4.6	4,692.00
Eric Deichmann	\$950	15.9	15,105.00
Joel Amico	\$950	15.2	14,440.00
Rohan Joseph	\$950	3.3	3,135.00
Jeffrey Prasertlum	\$735	0.1	73.50
Nitesh Neelanshu	\$735	4.8	3,528.00
John M Crelli	\$605	8.8	5,324.00
Total Professional Hours and Fees		61.3	\$ 57,041.50

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Business Operations
 Code: 20005778P00006.1.13

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	SS	Review tax planning materials	0.6
02/14/2023	SS	Provide comments on tax planning materials	0.5
02/15/2023	JH	Review/respond to update from B. Roof (AlixPartners) on bankruptcy accounting	0.1
02/15/2023	JGM	Meeting with S. Spitzer, J. McGlynn (AlixPartners), K. Speed, M. Roach (Avaya), A. Sexton (K&E) re: tax matters related to restructuring	0.7
02/15/2023	JGM	Phone call with J. Boyd (Avaya) re: review cost savings support materials for ongoing audit	0.3
02/15/2023	JMC	Correspond with S. Bucholtz (Avaya) re: US owned real property	0.1
02/15/2023	SS	Meeting with S. Spitzer, J. McGlynn (AlixPartners), K. Speed, M. Roach (Avaya), A. Sexton (K&E) re: tax matters related to restructuring	0.7
02/15/2023	SS	Review tax planning materials	0.6
02/15/2023	SS	Provide comments on tax planning materials	0.5
02/16/2023	HN	Upload roster for M. Grover (Avaya)	1.0
02/16/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, S. Haddad (both Avaya) re: weekly finance leadership meeting to align on department objectives	0.9
02/16/2023	JGM	Telephone call with J. Boyd (Avaya) re: Plan and timeline for ongoing audit	0.3
02/16/2023	JGM	Develop presentation re: proposed changes in Avaya's forecasting processes	0.8
02/16/2023	JMC	Correspond with K&E team re: real property	0.2
02/16/2023	JMC	Review real estate documents for lender due diligence request	0.2
02/17/2023	JGM	Conference call with M. Vollmer (Avaya) re: Forecast process documentation and enhancements	0.5
02/17/2023	JGM	Develop presentation materials on changes and enhancements for the forecasting process	0.6
02/17/2023	JMC	Draft responses to lender due diligence requests	0.4
02/17/2023	JMC	Review borrowing base calculation for lender due diligence request	0.2
02/18/2023	JGM	Create tracking doc for all open audit items across organization	0.6
02/18/2023	JGM	Review updated audit open items list and coordinate responses	0.4
02/20/2023	JGM	Internal meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss approach for audit and getting current on SEC filings	0.5
02/20/2023	JGM	Develop tracking process for outstanding audit items needed to for current SEC filings	1.1
02/21/2023	JH	Follow-up discussion with R. Robbins, J. Horgan, J. Amico (AlixPartners) re: bankruptcy accounting open issues and workplan	0.2
02/21/2023	JH	Participate in discussion with R. Robbins, J. Horgan, J. Amico (AlixPartners), W. Hepp, P. Flannigan, others (Avaya) re: bankruptcy accounting open issues for assessment of liabilities subject to compromise	0.9
02/21/2023	JH	Discussion with R. Robbins, J. Horgan (both AlixPartners) on bankruptcy accounting issues and liabilities subject to compromise	0.4
02/21/2023	JH	Review court motions impacting liabilities subject to compromise to assessment accounting implications for call with B. Hepp (Avaya)	0.6
02/21/2023	JGM	Call with J. McGlynn, J. Crelli (both AlixPartners) re: lender due diligence request	0.1
02/21/2023	JGM	Call with J. McGlynn, J. Crelli (both AlixPartners) re: audit tracker update	0.5
02/21/2023	JGM	Create documentation and management presentation for forecast process enhancement project	1.6
02/21/2023	JGM	Update outstanding audit tasks	0.7

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Business Operations
Code: 20005778P00006.1.13

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/21/2023	JA	Follow-up discussion with R. Robbins, J. Horgan, J. Amico (AlixPartners) re: bankruptcy accounting open issues and workplan	0.2
02/21/2023	JA	Participate in discussion with R. Robbins, J. Horgan, J. Amico (AlixPartners), W. Hepp, P. Flannigan, others (Avaya) re: bankruptcy accounting open issues for assessment of liabilities subject to compromise	0.9
02/21/2023	JA	Analyze detailed trial balance by entity and provide comments on initial treatment on impaired, secured and other items to prepare for emergence accounting	1.3
02/21/2023	JMC	Call with J. McGlynn, J. Crelli (both AlixPartners) re: lender due diligence request	0.1
02/21/2023	JMC	Call with J. McGlynn, J. Crelli (both AlixPartners) re: audit tracker update	0.5
02/21/2023	JMC	Update lender due diligence tracker	0.4
02/21/2023	JMC	Call with T. Chambers (Avaya) re: borrowing base	0.1
02/21/2023	JMC	Update audit tracker for 2/21 responses	0.7
02/21/2023	JMC	Update lender due diligence tracker for 2/21 responses	0.2
02/21/2023	RR	Follow-up discussion with R. Robbins, J. Horgan, J. Amico (AlixPartners) re: bankruptcy accounting open issues and workplan	0.2
02/21/2023	RR	Participate in discussion with R. Robbins, J. Horgan, J. Amico (AlixPartners), W. Hepp, P. Flannigan, others (Avaya) re: bankruptcy accounting open issues for assessment of liabilities subject to compromise	0.9
02/21/2023	RR	Discussion with R. Robbins, J. Horgan (both AlixPartners) on bankruptcy accounting issues and liabilities subject to compromise	0.4
02/21/2023	RJ	Review draft 8-K from K&E re: DIP, Delisting and NOL order.	0.5
02/22/2023	JH	Working session with R. Robbins, J. Horgan, J. Amico (AlixPartners) to prepare bankruptcy accounting assessment of accounts to be consideration liabilities subject to compromise for financial reporting purposes	1.0
02/22/2023	JH	Prepare comments and questions to discuss with R. Robbins, J. Amico (AlixPartners) re: ASC 852 bankruptcy accounting assessments of certain accounts subject to compromise for SEC reporting purposes	1.2
02/22/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discussion on business operation open issues and strategy for path forward	0.4
02/22/2023	JGM	Meeting with JM. Roach (Avaya), A. Sexton (K&E) re: Discussion on tax implications of the restructuring and associated strategies	0.8
02/22/2023	JGM	Compile responses to outstanding questions related to prior quarter audits	0.6
02/22/2023	JGM	Respond to diligence requests from lender advisors	0.6
02/22/2023	JA	Working session with R. Robbins, J. Horgan, J. Amico (AlixPartners) to prepare bankruptcy accounting assessment of accounts to be consideration liabilities subject to compromise for financial reporting purposes	1.0
02/22/2023	JMC	Correspond with Avaya/AlixPartners team re: due diligence requests	0.1
02/22/2023	JMC	Review Q1 and Q4 financials for due diligence request	0.3
02/22/2023	JMC	Update audit tracker for 2/22 responses	0.8
02/22/2023	RR	Working session with R. Robbins, J. Horgan, J. Amico (AlixPartners) to prepare bankruptcy accounting assessment of accounts to be consideration liabilities subject to compromise for financial reporting purposes	1.0
02/23/2023	ED	Prepare analysis of revenue outlook and bookings trends	1.3
02/23/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, M. Vollmer (both Avaya) re: Discuss potential revenue recognition impacts and benefits	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Business Operations
 Code: 20005778P00006.1.13

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/23/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), S. Haddad, B. Barlow (both Avaya) re: weekly finance leadership meeting to align on department objectives	1.0
02/23/2023	JGM	Develop presentation on subscription accounting efforts within the CFO	1.3
02/23/2023	JGM	Research and Analysis on effects of subscription accounting on revenue	0.6
02/23/2023	JGM	Review responses from Avaya and update outstanding audit tasks	0.5
02/23/2023	JGM	Review subscription revenue forecast presentation and provide comments re: the same	0.4
02/23/2023	JA	Review request related to ESG from lender; provide assistance to Avaya on response	0.6
02/23/2023	JMC	Analyze variances between Q4 and Q1 financials and long range plan	0.4
02/23/2023	JMC	Calculate variances between Q1 financials and long range plan	0.4
02/23/2023	JMC	Calculate variances between Q4 financials and long range plan	0.7
02/23/2023	JMC	Correspond with Avaya Finance team re: audit tracker	0.1
02/23/2023	JMC	Update audit tracker for 2/23 responses	0.2
02/23/2023	JMC	Update audit tracker for mid-week status report	0.8
02/24/2023	ED	Meeting with J. McGlynn, E. Deichmann (both AlixPartners) re: Discuss status of the revenue workstream and establish plan for next week	0.4
02/24/2023	JH	Discussion with R. Robbins, J. Horgan (both AlixPartners) re: bankruptcy accounting discussion topics for next week's Avaya financial management meetings	0.1
02/24/2023	JH	Discussion with R. Robbins, J. Horgan (both AlixPartners) re: bankruptcy accounting treatment for interest accruals for February 2023 on unimpaired pre-petition ABL facility debt	0.2
02/24/2023	JH	Discussion with R. Robbins, J. Horgan, J. Amico (all AlixPartners) re: agenda for call with Avaya accounting team on February month-end bankruptcy accounting action items	0.5
02/24/2023	JH	Participate in discussion with P. Flannigan, W. Hepp (both Avaya) and R. Robbins, J. Horgan, J. Amico (all AlixPartners) re: bankruptcy accounting for February 2023 month-end process	0.5
02/24/2023	JH	Review Avaya proposed treatment of funded debt as impaired/unimpaired pursuant to RSA to assess bankruptcy accounting requirements for post-petition interest expense accruals	1.2
02/24/2023	JGM	Meeting with B. Roof, J. McGlynn (AlixPartners), A. Masarek, S Haddad (Avaya) re: current forecast outlook and changes in reporting and process for organizational meetings	1.5
02/24/2023	JGM	Meeting with J. McGlynn, E. Deichmann (both AlixPartners) re: Discuss status of the revenue workstream and establish plan for next week	0.4
02/24/2023	JGM	Respond to diligence requests from lender advisors re: financial information	0.7
02/24/2023	JGM	Review responses to outstanding audit open items and sent comments re: the same	0.8
02/24/2023	JA	Discussion with R. Robbins, J. Horgan, J. Amico (all AlixPartners) re: agenda for call with Avaya accounting team on February month-end bankruptcy accounting action items	0.5
02/24/2023	JA	Participate in discussion with P. Flannigan, W. Hepp (both Avaya) and R. Robbins, J. Horgan, J. Amico (all AlixPartners) re: bankruptcy accounting for February 2023 month-end process	0.5
02/24/2023	JA	Review fresh start accounting guidelines; draft out key items for Avaya	0.4
02/24/2023	JMC	Call with K. Thomas (Avaya) re: data room	0.1

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/24/2023	JMC	Review audit tracker for outstanding items	0.3
02/24/2023	JMC	Update audit tracker for 2/24 responses	0.7
02/24/2023	RR	Discussion with R. Robbins, J. Horgan (both AlixPartners) re: bankruptcy accounting discussion topics for next week's Avaya financial management meetings	0.1
02/24/2023	RR	Discussion with R. Robbins, J. Horgan (both AlixPartners) re: bankruptcy accounting treatment for interest accruals for February 2023 on unimpaired pre-petition ABL facility debt	0.2
02/24/2023	RR	Discussion with R. Robbins, J. Horgan, J. Amico (all AlixPartners) re: agenda for call with Avaya accounting team on February month-end bankruptcy accounting action items	0.5
02/24/2023	RR	Participate in discussion with P. Flannigan, W. Hepp (both Avaya) and R. Robbins, J. Horgan, J. Amico (all AlixPartners) re: bankruptcy accounting for February 2023 month-end process	0.5
02/27/2023	EK	Review tax structuring plan and next steps	0.7
02/27/2023	JH	Meeting with R. Robbins, J. Amico, J. Horgan (AlixPartners) re: February accounting close and other bankruptcy reporting matters	0.8
02/27/2023	JH	Review liability trial balance accounts to assess ASC 852 liabilities subject to compromise	1.6
02/27/2023	JGM	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Li (all AlixPartners) re: discuss prior work on customer profitability and define next steps	1.0
02/27/2023	JGM	Develop revenue analysis related to subscription and renewals	0.7
02/27/2023	JGM	Develop presentation for forecast outlook process meeting with sales leadership	1.1
02/27/2023	JGM	Prepare status update for CAO, K. Speed (Avaya) to provide update while out of office	0.9
02/27/2023	JGM	Develop additional content for forecast process enhancements	0.8
02/27/2023	JGM	Review tax audit plan and provided comments re: the same	0.7
02/27/2023	JA	Meeting with R. Robbins, J. Amico, J. Horgan (AlixPartners) re: February accounting close and other bankruptcy reporting matters	0.8
02/27/2023	JA	Review certain liabilities from trial balance and estimate treatment of liabilities subject to compromise and secured status	1.1
02/27/2023	JMC	Compile outstanding items from audit tracker	0.4
02/27/2023	JMC	Correspond with Avaya Finance team re: audit tracker	0.3
02/27/2023	JMC	Update audit tracker for 2/27 responses	1.1
02/27/2023	RL	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Li (all AlixPartners) re: discuss prior work on customer profitability and define next steps	1.0
02/27/2023	RR	Meeting with R. Robbins, J. Amico, J. Horgan (AlixPartners) re: February accounting close and other bankruptcy reporting matters	0.8
02/27/2023	RJ	Review Avaya Argentina interAvaya service agreement.	0.8
02/27/2023	SS	Meeting with B. Roof, S. Spitzer, J. McGlynn, R. Li (all AlixPartners) re: discuss prior work on customer profitability and define next steps	1.0
02/28/2023	JH	Meeting with R. Robbins, J. Amico, J. Horgan (all AlixPartners), K. Speed, B. Hepp, P. Flannigan (all Avaya) re: bankruptcy accounting planning and assessment of liabilities subject to compromise workstream	1.0
02/28/2023	JH	Continue to review liability trial balance accounts to assess ASC 852 liabilities subject to compromise	1.8

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02/28/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, J. Boyd (both Avaya), B. Klem (PWC) re: Discuss outstanding items for the ongoing audit and set path for milestones to complete	1.0
02/28/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, S. Haddad (both Avaya) re: discuss options for potential changes in subscription revenue accounting method	0.5
02/28/2023	JGM	Meeting with V. Carnevale, J. Sullivan (Avaya) re: Discuss and review of OPEB and Union related background materials	0.6
02/28/2023	JGM	Develop responses to diligence questions	0.6
02/28/2023	JGM	Review responses for open audit items and send follow up questions	0.4
02/28/2023	JA	Meeting with R. Robbins, J. Amico, J. Horgan (all AlixPartners), K. Speed, B. Hepp, P. Flannigan (all Avaya) re: bankruptcy accounting planning and assessment of liabilities subject to compromise workstream	1.0
02/28/2023	JMC	Revise subscription revenue presentation	0.4
02/28/2023	JMC	Summarize Q1'23 financial performance	0.6
02/28/2023	JMC	Summarize Q4'22 financial performance	0.3
02/28/2023	JMC	Correspond with A&M team re: outstanding due diligence requests	0.1
02/28/2023	JMC	Draft commentary on Q4'22 and Q1'23 financial performance	0.4
02/28/2023	JMC	Update audit tracker for 2/28 responses	0.7
02/28/2023	RR	Meeting with R. Robbins, J. Amico, J. Horgan (all AlixPartners), K. Speed, B. Hepp, P. Flannigan (all Avaya) re: bankruptcy accounting planning and assessment of liabilities subject to compromise workstream	1.0
02/28/2023	SS	Participate in discussion with Germany Directors (Avaya) re: Solvency test	0.5
03/01/2023	JH	Meeting with J. Amico, J. Horgan (both AlixPartners) re: Prepare trial balance comments related to bankruptcy accounting	0.5
03/01/2023	JH	Prepare comments and questions to discuss with J. Amico (AlixPartners) on draft schedule of trial balance liability accounts identified for classification for balance sheet bankruptcy reporting as Liabilities Subject to Compromise	1.2
03/01/2023	JH	Review/respond to J. Amico (AlixPartners) questions on trial balance liability account/LSTC bankruptcy accounting review	0.8
03/01/2023	JA	Develop template for use by Avaya accounting re: bankruptcy accounting	0.7
03/01/2023	JA	Meeting with J. Amico, J. Horgan (both AlixPartners) re: Prepare trial balance comments related to bankruptcy accounting	0.5
03/01/2023	JMC	Update due diligence tracker for 3/1 requests	0.1
03/02/2023	JH	Continue updates to draft schedule of trial balance liability accounts identified for classification as Liabilities Subject to Compromise for balance sheet	0.8
03/02/2023	JH	Meeting with J. Crelli, J. Horgan (BOTH AlixPartners) re: bankruptcy accounting support schedules	0.3
03/02/2023	JH	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: bankruptcy accounting status update and planning	0.4
03/02/2023	JH	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.4
03/02/2023	JA	Draft updates and revision to bankruptcy accounting template for Avaya team; build out of accounting steps	1.0
03/02/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: bankruptcy accounting status update and planning	0.4

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03/02/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.4
03/02/2023	JMC	Meeting with J. Crelli, J. Horgan (AlixPartners) re: bankruptcy accounting support schedules	0.3
03/02/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: bankruptcy accounting status update and planning	0.4
03/02/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.4
03/02/2023	JMC	Update due diligence tracker for 3/2 responses	0.1
03/02/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: bankruptcy accounting status update and planning	0.4
03/02/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.4
03/03/2023	JH	Meeting with J. Amico, J. Horgan (both AlixPartners) re: Prepare trial balance comments related to bankruptcy accounting	0.3
03/03/2023	JH	Meeting with J. Crelli, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.4
03/03/2023	JH	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.3
03/03/2023	JH	Review updates to liability trial balance accounts to assess ASC 852 liabilities subject to compromise	1.4
03/03/2023	JA	Draft updates and revision to bankruptcy accounting template for Avaya team; build out of accounting steps	1.1
03/03/2023	JA	Meeting with J. Amico, J. Horgan (both AlixPartners) re: Prepare trial balance comments related to bankruptcy accounting	0.3
03/03/2023	JA	Meeting with J. Crelli, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.4
03/03/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.3
03/03/2023	JMC	Correspond with J. Amico, J. Prasertlum (AlixPartners) re: financial reporting requirements	0.2
03/03/2023	JMC	Meeting with J. Crelli, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.4
03/03/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.3
03/03/2023	JMC	Review reporting calendar for financial reporting requirements	0.2
03/03/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico, J. Horgan (all AlixPartners) re: trial balance liability account review	0.3
03/06/2023	ED	Compiled list of sales-related KPIs	1.2
03/06/2023	ED	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners), A. Masarek, S. Haddad (both Avaya) re: review current finance and sales reporting and determine new requirements and content	1.8
03/06/2023	ED	Review outlook materials and related notes from review call participants	2.1
03/06/2023	JH	Continue review of AlixPartners team updates to liability trial balance accounts to assess ASC 852 liabilities subject to compromise	1.2
03/06/2023	JGM	Conducted research and analysis on current liabilities related to pension related costs	0.7

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03/06/2023	JGM	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners), A. Masarek, S. Haddad (both Avaya) re: review current finance and sales reporting and determine new requirements and content	1.8
03/06/2023	JGM	Prepare for meeting with CEO and sales leadership re: monthly financial outlook and reporting	0.6
03/06/2023	JGM	Prepare notes and plan of action from call with CEO and sales leadership re: reporting requirements	0.4
03/06/2023	JGM	Respond to Avaya emails re: clarification on cost savings initiatives	0.2
03/06/2023	JGM	Review companies current management flash report for changes based on feedback from CEO	0.4
03/06/2023	JA	Draft bankruptcy accounting trial balance template to assist Avaya in making certain accounting adjustments and guidance on pre vs post	1.5
03/06/2023	RJ	Review real estate lease portfolio analysis	0.6
03/07/2023	ED	Create new sales opportunity analysis by product line based on Avaya SFDC data	1.2
03/07/2023	ED	Develop creation / booking rate Analyze Avaya SFDC database	2.1
03/07/2023	ED	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, S. Haddad, M. Vollmer, H. Guo (all Avaya) re: quarterly revenue outlook materials	1.0
03/07/2023	JH	Meeting with R. Robbins, J. Amico, J. Horgan (all AlixPartners), B. Hepp, P. Flannigan (both Avaya) re: bankruptcy accounting planning and assessment of liabilities subject to compromise workstream	1.0
03/07/2023	JGM	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, S. Haddad, M. Vollmer, H. Guo (all Avaya) re: quarterly revenue outlook materials	1.0
03/07/2023	JGM	Review draft of weekly finance flash report from Avaya and provided comments re: the same	0.6
03/07/2023	JA	Meeting with R. Robbins, J. Amico, J. Horgan (all AlixPartners), B. Hepp, P. Flannigan (both Avaya) re: bankruptcy accounting planning and assessment of liabilities subject to compromise workstream	1.0
03/07/2023	JMC	Compile bylaws for Debtor entities	0.1
03/07/2023	JMC	Compile employment agreements	0.1
03/07/2023	JMC	Correspond with K&E team re: bylaws	0.2
03/07/2023	JMC	Review bylaws for Debtor entities	0.3
03/07/2023	RR	Meeting with R. Robbins, J. Amico, J. Horgan (all AlixPartners), B. Hepp, P. Flannigan (both Avaya) re: bankruptcy accounting planning and assessment of liabilities subject to compromise workstream	1.0
03/07/2023	SS	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, S. Haddad, M. Vollmer, H. Guo (all Avaya) re: quarterly revenue outlook materials	1.0
03/08/2023	ED	Analyze historical product / revenue mix data	1.4
03/08/2023	ED	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, M. Vollmer, H. Guo (all Avaya) re: updated quarterly revenue outlook materials	0.9
03/08/2023	ED	Provide comments on updated outlook deck draft	0.9
03/08/2023	JH	Meet with W. Hepp, P. Flannigan (both Avaya) re: bankruptcy accounting considerations around effective date planning and systems	0.6

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03/08/2023	JH	Prepare agenda for meeting with AVYA management on bankruptcy accounting considerations around effective date planning and systems	0.8
03/08/2023	JGM	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, M. Vollmer, H. Guo (all Avaya) re: updated quarterly revenue outlook materials	0.9
03/08/2023	JGM	Meeting with S. Spitzer, J. McGlynn (both AlixPartners), M. Roach (Avaya), A. Sexton (K&E) re: discussion on tax implications of the restructuring and associated strategies	0.9
03/08/2023	JA	Review open insurance matters, next scheduled payments and retained causes of action	0.8
03/08/2023	NN	Review liability subject to compromise reference materials in order to on board on reporting work stream	2.8
03/08/2023	SS	Meeting with B. Roof, S. Spitzer, J. McGlynn, E. Deichmann (all AlixPartners), B. Barlow, M. Vollmer, H. Guo (all Avaya) re: updated quarterly revenue outlook materials	0.9
03/08/2023	SS	Meeting with S. Spitzer, J. McGlynn (both AlixPartners), M. Roach (Avaya), A. Sexton (K&E) re: discussion on tax implications of the restructuring and associated strategies	0.9
03/09/2023	ED	Analyze customer / revenue mix development over time	2.3
03/09/2023	JGM	Perform Analyze OPEB liabilities and contributions to respond to Avaya questions	0.3
03/09/2023	JGM	Respond to lender advisor diligence questions	0.7
03/09/2023	JGM	Review business plan (LRP) presentation from Avaya and provided comments re: the same	0.6
03/10/2023	ED	Meeting with J. Mennie, E. Deichmann (both AlixPartners), M. Vollmer (Avaya) re: provide update on latest KPI Dashboards	0.7
03/10/2023	ED	Review dashboard materials	1.5
03/10/2023	JH	Provide update to C. McShane (AlixPartners) re: bankruptcy accounting workstream and next steps	0.3
03/10/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, B. Barlow (both Avaya) re: weekly finance leadership meeting to align on department objectives	1.0
03/10/2023	JGM	Perform reconciliation non people cost finance savings to identify areas for	0.7
03/10/2023	JGM	Perform reconciliation of people cost related finance savings by each finance area	0.7
03/10/2023	JGM	Update(LRP) presentation from Avaya for internal distribution to senior leadership	1.6
03/10/2023	JJM	Meeting with J. Mennie, E. Deichmann (both AlixPartners), M. Vollmer (Avaya) re: provide update on latest KPI Dashboards	0.7
03/13/2023	ED	Revenue outlook presentation updates	1.5
03/13/2023	ED	Sales opportunity analysis	1.3
03/13/2023	JGM	Researched questions from Avaya re: OPEB liabilities and contributions	0.2
03/13/2023	JGM	Review revenue workstream progress and provided guidance on path forward	0.6
03/13/2023	JGM	Updated draft of PIT accounting presentation for new information and received comments	1.3
03/13/2023	JGM	Updated LRP presentation for feedback from CFO	0.4
03/13/2023	JA	Analyze revised insurance coverage estimate; prepare summary of options to determine liquidity requirements and for lender review	0.8
03/14/2023	ED	Meeting with J. McGlynn, E. Deichmann (both AlixPartners), M. Vollmer (Avaya) re: Discuss near term plan and objectives for revenue workstream	0.5
03/14/2023	ED	Revenue trend analysis	1.7

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03/14/2023	JH	Meeting with J. Amico, J. Horgan, N. Neelanshu (both AlixPartners), K. Speed, B. Hepp, P. Flannigan (all Avaya) re: discussion of various bankruptcy accounting matters and development of plan for next steps	1.0
03/14/2023	JH	Continue Prepare liability trial balance mapping to LSTC	0.9
03/14/2023	JH	Meeting with J. Amico, J. Horgan (both AlixPartners) re: Attend working session to draft various comments to trial balance for bankruptcy accounting	0.5
03/14/2023	JH	Prepare update to K. Speed, W. Hepp, P. Flannigan (AVYA) re:draft categorization of accounts for liability trial balance mapping to LSTC	0.4
03/14/2023	JGM	Meeting with J. McGlynn, E. Deichmann (both AlixPartners), M. Vollmer (Avaya) re: Discuss near term plan and objectives for revenue workstream	0.5
03/14/2023	JGM	Review Avaya's draft of the financial outlook and provided comments	0.7
03/14/2023	JGM	Review current available product roadmap to support sales and revenue forecast	0.7
03/14/2023	JGM	Review current plan and developed materials in preparation for upcoming meeting	0.6
03/14/2023	JGM	Updated LRP presentation for feedback from CEO	0.5
03/14/2023	JJM	Meeting with J. Mennie, J. Amico (both AlixPartners), S. Shah, F. Hayes, H. Clarke (all Avaya), R. Bentley, C. Terry (both K&E) re: Discussion of various real estate alternatives and scenarios; determine next steps	0.5
03/14/2023	JA	Meeting with J. Amico, J. Horgan, N. Neelanshu (both AlixPartners), K. Speed, B. Hepp, P. Flannigan (all Avaya) re: discussion of various bankruptcy accounting matters and development of plan for next steps	1.0
03/14/2023	JA	Meeting with J. Amico, J. Horgan (both AlixPartners) re: Attend working session to draft various comments to trial balance for bankruptcy accounting	0.5
03/14/2023	JA	Meeting with J. Mennie, J. Amico (both AlixPartners), S. Shah, F. Hayes, H. Clarke (all Avaya), R. Bentley, C. Terry (both K&E) re: Discussion of various real estate alternatives and scenarios; determine next steps	0.5
03/14/2023	NN	Meeting with J. Amico, J. Horgan, N. Neelanshu (both AlixPartners), K. Speed, B. Hepp, P. Flannigan (all Avaya) re: discussion of various bankruptcy accounting matters and development of plan for next steps	1.0
03/15/2023	CMS	Meeting with C. McShane, E. Deichmann (both AlixPartners) re: product roadmap updates	0.4
03/15/2023	ED	Meeting with C. McShane, E. Deichmann (both AlixPartners) re: product roadmap updates	0.4
03/15/2023	ED	Meeting with J. McGlynn, E. Deichmann (both AlixPartners) re: discuss revenue workstream plan including product roadmap data	0.2
03/15/2023	ED	Product roadmap review and template design	1.3
03/15/2023	ED	Revenue workstream planning	1.1
03/15/2023	JH	Prepare update on bankruptcy accounting workstreams and open issues to B. Roof, C. McShane (AlixPartners)	0.4
03/15/2023	JH	Provide update to K. Speed, B. Hepp, P. Flannigan (AVYA) on bankruptcy accounting emergence issues to discuss with PwC bankruptcy specialists	1.3
03/15/2023	JGM	Define data needed to create revenue bridge for latest Avaya forecast outlook	0.3
03/15/2023	JGM	Meeting with J. McGlynn, E. Deichmann (both AlixPartners) re: discuss revenue workstream plan including product roadmap data	0.2
03/15/2023	JGM	Meeting with S. Spitzer, J. McGlynn (both AlixPartners), M. Roach (Avaya) re: discuss tax implications of the restructuring and associated strategies	0.7
03/15/2023	JGM	Perform variance analysis on Avaya updated forecast outlook	1.5

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03/15/2023	JGM	Review analysis on OPEB claims and contribution history and provided comments re: same	0.4
03/15/2023	JGM	Review credit documents related to EBITDA definitions	0.4
03/15/2023	JGM	Updated draft of PIT accounting presentation for CFO initial comments	0.6
03/15/2023	JA	Meeting with H. Clarke, J. Sheifetz (Avaya) re: Discussion of various real estate scenarios	0.5
03/15/2023	JMC	Revise FY23 revenue bridges from long range plan to March financial outlook	0.6
03/15/2023	JMC	Revise Q2'23 revenue bridges from long range plan to March financial outlook	0.4
03/15/2023	JMC	Update slide detailing retiree health benefits spend	0.8
03/15/2023	JMC	Update slides with March financial outlook revenue bridges	0.4
03/15/2023	JMC	Review Aon other postretirement benefits additional disclosure	0.4
03/15/2023	JMC	Review March financial outlook presentation	0.2
03/15/2023	JMC	Review other postretirement benefits liability general ledger reconciliation	0.3
03/15/2023	SS	Meeting with S. Spitzer, J. McGlynn (both AlixPartners), M. Roach (Avaya) re: discuss tax implications of the restructuring and associated strategies	0.7
03/16/2023	CMS	Meeting with B. Roof, C. McShane, J. McGlynn, J. Horgan (all AlixPartners) re: discuss planning for fresh start accounting	0.2
03/16/2023	CMS	Review Germany revenue analysis and drafting email re: same	0.3
03/16/2023	CMS	Review product profitability analysis and drafting email re: same to Avaya management	0.3
03/16/2023	JH	Meeting with B. Roof, C. McShane, J. McGlynn, J. Horgan (all AlixPartners) re: discuss planning for fresh start accounting	0.2
03/16/2023	JGM	Meeting with B. Roof, C. McShane, J. McGlynn, J. Horgan (all AlixPartners) re: discuss planning for fresh start accounting	0.2
03/16/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss workstreams planning for the finance organization	0.5
03/16/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: review and edit current draft of management presentation for subscription accounting	0.5
03/16/2023	JGM	Perform analysis on level of effort within finance organization related to subscription accounting	0.8
03/16/2023	JGM	Prepare materials for finance organization restructuring meeting the following week	1.2
03/16/2023	JGM	Update workplan for finance related workstreams in progress	0.4
03/16/2023	JMC	Review Health Retirement Account benefit details	0.3
03/17/2023	CMS	Video call with B. Roof, C. McShane (both AlixPartners), F. Hayes (Avaya) re: Hardware business unit go-forward planning	0.5
03/17/2023	ED	Collect additional information for product roadmap template	1.3
03/17/2023	JH	Provide update to B. Roof (AlixPartners) on bankruptcy accounting open issues and next steps	0.2
03/17/2023	JGM	Meeting with J. Boyd (Avaya) re: discuss required information for audit memo on cost savings in LRP	0.2
03/17/2023	JGM	Meeting with M. Vollmer (Avaya) re: Discuss people included in cost reductions and dates	0.2
03/17/2023	JGM	Perform cost savings reconciliation for inclusion in audit memo	0.6
03/17/2023	JGM	Research normalized revenue calculation for inclusion in credit documents	0.7
03/17/2023	JGM	Review updated monthly forecast outlook presentation and provided comments re: same	0.6
03/18/2023	JH	Review bankruptcy accounting open issues and next steps	0.3

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Business Operations
 Code: 20005778P00006.1.13

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/18/2023	JH	List open issues on bankruptcy accounting workstream to discuss with B. Roof (AlixPartners)	0.6
03/18/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: Discuss draft revenue forecast outlook and required updates	0.3
03/18/2023	JGM	Review current draft of revenue forecast outlook presentation and provided comments	1.0
03/20/2023	ED	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners), H. Guo (Avaya) re: normalized revenue for OneCloud and ACO	0.5
03/20/2023	ED	Revise normalized revenue deck	2.3
03/20/2023	ED	Review prior materials re: normalized revenue definition and explanation	1.7
03/20/2023	JGM	Create draft of presentation re: potential normalized revenue and potential refinements	1.4
03/20/2023	JGM	Meeting with B. Roof, J. McGlynn, E. Deichmann (all AlixPartners), H. Guo (Avaya) re: normalized revenue for OneCloud and ACO	0.5
03/20/2023	JGM	Review updated OPEB presentation and sent to group for comments	0.3
03/21/2023	ED	Reformatting and extending normalized revenue deck	1.7
03/21/2023	JGM	Meeting with B. Barlow, M. Vollmer, D. Manganello (Avaya) re: Document current state of finance org functions and customers	0.5
03/21/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, D. Manganello (both Avaya) re: discussion on finance reorganization and integration of services finance	1.5
03/21/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, B. Balow (both Avaya) re: discussion on finance reorganization objectives	1.8
03/21/2023	JGM	Meeting with M. Vollmer (Avaya) re: discuss additional analysis subscription revenue presentation	0.5
03/21/2023	JGM	Perform additional analysis and updates to the subscription revenue presentation	1.1
03/21/2023	JGM	Perform analysis on OPEB employee population and benefits	0.3
03/21/2023	JGM	Prepare materials for finance team meeting re: reorganization	0.6
03/21/2023	JA	Review various insurance renewal info and proposed payments	0.3
03/21/2023	JMC	Review postretirement benefit participant details	0.4
03/22/2023	CMS	Discussion with C. McShane, J. Mennie (both) re: various CEO dashboard-related topics	0.2
03/22/2023	ED	Review sales funnel dashboard concepts	1.2
03/22/2023	ED	Update normalized revenue deck for comments	2.2
03/22/2023	JGM	Coordinate upcoming management meeting with lenders and their advisors	0.4
03/22/2023	JGM	Review updated current draft of normalized revenue presentation	1.1
03/22/2023	JGM	Review controllership feedback for normalized revenue presentation	0.4
03/22/2023	JGM	Update the subscription revenue presentation based on received feedback	0.8
03/22/2023	JJM	Discussion with C. McShane, J. Mennie (both AlixPartners) re: various CEO dashboard-related topics	0.2
Total Professional Hours			<u>202.1</u>

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Business Operations
 Code: 20005778P00006.1.13

PROFESSIONAL	RATE	HOURS	FEES
Eric Koza	\$1,400	0.7	\$ 980.00
Conor McShane	\$1,115	1.9	2,118.50
James Horgan	\$1,115	28.6	31,889.00
Richard Robbins	\$1,115	7.7	8,585.50
James G McGlynn	\$1,020	69.0	70,380.00
Raymond Li	\$1,020	1.0	1,020.00
Eric Deichmann	\$950	37.7	35,815.00
Joel Amico	\$950	20.3	19,285.00
Rohan Joseph	\$950	1.9	1,805.00
James Mennie	\$735	1.4	1,029.00
Nitesh Neelanshu	\$735	3.8	2,793.00
Hernán Noriega	\$405	1.0	405.00
Total Professional Hours and Fees		202.1	\$ 197,833.00

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Vendor Management
 Code: 20005778P00006.1.15

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	JA	Discussion with N. Neelanshu and J Amico (AlixPartners) re: ordinary course professional (OCP) motion including back up data for support binder and key next steps	0.4
02/14/2023	JA	Analyze UCC lien search results and determine applicable equipment to list	0.7
02/14/2023	JA	Review and provide comments on tax insurance reporting template and reconcile vs Avaya available information	0.5
02/14/2023	JA	Review final first day motions to confirm all final comments acceptable re vendor payments and AP group ability to execute	1.1
02/14/2023	NN	Discussion with N. Neelanshu and J Amico (AlixPartners) re: ordinary course professional (OCP) motion including back up data for support binder and key next steps	0.4
02/14/2023	SS	Review vendor payments	0.5
02/14/2023	SS	Provide comments on vendor payments	0.4
02/15/2023	JA	Review accounting procedures to determine pre vs post; develop process for obtaining approvals to abide by court orders and other lender requirements	1.3
02/15/2023	JA	Reconcile proposed payments list with appropriate first day motion and ability to pay in DIP forecast	0.8
02/15/2023	SS	Review vendor payment materials	0.4
02/15/2023	SS	Provide comments on vendor payment materials	0.4
02/16/2023	JA	Review questions from Avaya tax and draft response re analysis of ability to pay tax authorities through analysis of third party vendor payment data	1.5
02/16/2023	NN	Reply to request for ordinary course professional (OCP) list to Avaya payments team as per request from R Joseph (AlixPartners)	0.2
02/17/2023	JA	Review payment request, analyze ability to pay and confirm authority under first day motions, follow up email re backup for vendors	0.7
02/17/2023	NN	Correspond with D. Bagatta (Avaya) re: proposed Ordinary Course Professional list and tier cap	0.8
02/17/2023	NN	Prepare list of vendors with open account payments	0.6
02/17/2023	NN	Update OCP (ordinary course professional) file based on comments from J Amico (AlixPartners) and members of the K&E team	1.0
02/21/2023	JA	Analyze professionals and ability to pay during bankruptcy	0.6
02/21/2023	JA	Analyze proposed payments to make, confirm in compliance with court approvals	0.5
02/21/2023	JA	Draft list of filing entities and reconcile against payables listing to determine ability to pay	0.4
02/22/2023	JA	Analyze proposed payments to make to confirm in compliance with court approvals	0.5
02/22/2023	JA	Analyze tax payments to determine authority to pay and classification for accounting reporting	0.4
02/22/2023	JA	Draft ordinary course professionals list; determine potential caps based on analyzing historical data	1.2
02/22/2023	JA	Review and respond to questions from insurance group at Avaya re upcoming renewals and new insurance policies	0.5
02/22/2023	NN	Prepare detailed response with cost table on ordinary course professional motion to D Bagatta (Avaya) which closes open items	0.7
02/22/2023	NN	Reply to S Bucholtz (Avaya) on tier and cap questions on OCP which closes open items	0.3
02/22/2023	NN	Update OCP support binder based on comments from Avaya legal	0.9

AlixPartners

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 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Vendor Management
 Code: 20005778P00006.1.15

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/23/2023	JA	Analyze list of firms put on block from AP group to determine ability to remove any blocks	0.4
02/23/2023	JA	Analyze proposed payments to make to confirm in compliance with court approvals	0.5
02/23/2023	JA	Review draft of OCP motion; draft email to respond to open questions re process	0.4
02/23/2023	NN	Check OCP hold list from accounts payable system against OCP support binder to ensure consistency	0.8
02/23/2023	NN	Update OCP list based on comments from J. Amico (AlixPartners) re: additions	0.6
02/24/2023	JA	Analyze accounting treatment and go forward payment process for certain vendors	0.3
02/24/2023	JA	Analyze proposed payments to make to confirm in compliance with court approvals	0.5
02/24/2023	NN	Request open accounts payable report which supports analysis of vendor related claims	0.2
02/27/2023	JA	Analyze contractor spend post filing and projection of future spend	0.4
02/27/2023	JA	Analyze proposed payments to make to confirm in compliance with court approvals	0.5
02/27/2023	JA	Draft communications for Avaya re ability to pay professionals and list of applicable firms	0.4
02/27/2023	JA	Review and provide comment on vendor payment reporting; reconcile vs daily reports from Avaya	0.8
02/28/2023	JA	Analyze proposed payments to make to confirm in compliance with court approvals	0.5
02/28/2023	JA	Provide assistance to Avaya in analyzing professionals and ability to pay	0.6
03/01/2023	JA	Analyze DIP forecast and reconcile to payment tracking file	0.7
03/01/2023	JA	Analyze proposed payments to make, confirm in compliance with various court approvals	0.5
03/01/2023	JA	Review request for certain internal funding and confirm compliance	0.3
03/01/2023	JA	Review various ordinary course professionals and determine ability to pay	0.5
03/01/2023	NN	Review open accounts payables related to Genuent which supports replying to inquiry from vendor	0.4
03/02/2023	JA	Analyze proposed payments to make, confirm in compliance with various court approvals	0.5
03/03/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.5
03/03/2023	JA	Review various ordinary course professionals and determine ability to pay	0.5
03/03/2023	JA	Review various requests for payment of certain payables; analyze amounts due and breakdown of pre vs post; advise Avaya on ability to pay	0.8
03/06/2023	JA	Assist Avaya with various creditor inquiries re: amounts owed prepetition and status of payments; reconciliation of invoices based on Avaya data	1.2
03/06/2023	JA	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: first day motion February reporting - review schedules	0.5
03/06/2023	JA	Meeting with R. Robbins, J. Amico, N. Neelanshu (both AlixPartners) re: Ordinary course professionals suppliers - list updates	0.3
03/06/2023	JA	Meeting with R. Robbins, J. Amico, N. Neelanshu (both AlixPartners), A Reinhard (Joel Franke), S Bucholtz (Avaya), M Sandomenico (Avaya) re: Ordinary course professionals suppliers	0.5
03/06/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.5
03/06/2023	JA	Review open tracker of creditor inquiries from counsel	0.6
03/06/2023	JA	Review payment tracker for reporting to lender groups and UST and reconcile vs cash flow reports	1.6

AlixPartners

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Re: Vendor Management
 Code: 20005778P00006.1.15

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/06/2023	JMC	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: first day motion February reporting - review schedules	0.5
03/06/2023	NN	Coordinate emails with members of the Avaya and K&E teams on customer related contract requests	0.9
03/06/2023	NN	Meeting with J. Crelli, J. Amico, N. Neelanshu (all AlixPartners) re: first day motion February reporting - review schedules	0.5
03/06/2023	NN	Meeting with R. Robbins, J. Amico, N. Neelanshu (both AlixPartners) re: Ordinary course professionals suppliers - list updates	0.3
03/06/2023	NN	Meeting with R. Robbins, J. Amico, N. Neelanshu (both AlixPartners), A Reinhard (Joel Franke), S Bucholtz (Avaya), M Sandomenico (Avaya) re: Ordinary course professionals suppliers	0.5
03/06/2023	NN	Request contract information on Affinity which support inbound inquiry following notification	0.6
03/06/2023	NN	Request contract information on Fabrinet which support inbound inquiry following notification	0.2
03/06/2023	NN	Update OCP support binder based on further input from Avaya legal team	0.7
03/06/2023	RR	Meeting with R. Robbins, J. Amico, N. Neelanshu (both AlixPartners) re: Ordinary course professionals suppliers - list updates	0.3
03/06/2023	RR	Meeting with R. Robbins, J. Amico, N. Neelanshu (both AlixPartners), A Reinhard (Joel Franke), S Bucholtz (Avaya), M Sandomenico (Avaya) re: Ordinary course professionals suppliers	0.5
03/07/2023	JA	Meeting with J. Amico, N. Neelanshu (both AlixPartners), M Sandomenico, C Lawlor (both Avaya) re: Avaya - invoice reconciliation	0.5
03/07/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.7
03/07/2023	JA	Review various creditor inquiries re: amounts due; assist accounts payable team with reconciliations	1.2
03/07/2023	NN	Analyze invoices to determine accuracy of claim amount	0.8
03/07/2023	NN	Meeting with J. Amico, N. Neelanshu (both AlixPartners), M Sandomenico, C Lawlor (both Avaya) re: Avaya - invoice reconciliation	0.5
03/08/2023	JA	Reconcile contract claim amount based upon detailed records from Avaya accounts payable and creditor information	0.7
03/08/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.6
03/09/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.6
03/09/2023	JA	Update payment tracker for lender and US Trustee distributions	0.8
03/09/2023	JA	Review to ordinary course professionals request for payment and related communications talking points	0.4
03/09/2023	JA	Review updated creditor inquiry list for various claims and contract requests	1.5
03/10/2023	JA	Analyze vendor claim inquiry	0.6
03/10/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.5
03/10/2023	JA	Update payments schedule required under first day motions	0.8
03/10/2023	JA	Review insurance payments made to bucket into respective court authority buckets	0.3
03/10/2023	SS	Review EAOP list and variance to projected cash forecast	1.1

AlixPartners

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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Vendor Management
 Code: 20005778P00006.1.15

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/13/2023	JA	Analyze potential claims related to insurance provider; determine scope of services and timing of prepetition payments	0.6
03/13/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.5
03/13/2023	JA	Review requests for various payments to ordinary course professionals	0.3
03/14/2023	JA	Meeting with J. Crelli, J. Amico (AlixPartners), C. Plewniak, J. Tsui (Avaya) re: benefits vendor inquiry	0.2
03/14/2023	JA	Reconcile various creditor amounts due for prepetition balances; draft of emails for creditor response	0.7
03/14/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.5
03/14/2023	JA	Review background material to prepare response to insurance administrative firm	0.3
03/14/2023	JMC	Meeting with J. Crelli, J. Amico (AlixPartners), C. Plewniak, J. Tsui (Avaya) re: benefits vendor inquiry	0.2
03/15/2023	JA	Analyze tax payments and reconcile to payment reports generated for daily files	0.9
03/15/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.5
03/15/2023	JA	Respond to counsel request re: cure amounts and amounts due to certain vendors	0.8
03/16/2023	JA	Analyze tax reporting package and reconcile to daily reports	0.9
03/16/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.5
03/17/2023	JA	Reconcile various cure costs and prepetition amounts due through analysis with Avaya accounts payable and creditor inquiries	0.5
03/17/2023	JA	Review tax reporting schedule	0.3
03/20/2023	JA	Analyze prepetition claims amounts based on analyzing invoices per request of counsel	0.8
03/20/2023	JA	Review and analyze proposed payments to make, confirm in compliance with various court approvals	0.4
03/20/2023	JA	Review cash flow forecast and reconcile vs internal tracking of actual prepetition payments made	0.5
03/21/2023	JA	Review and analyze proposed payments to make, confirm in compliance with various court approvals	0.4
03/21/2023	JA	Review various creditor inquiries re: contracts to assume and prepetition amounts due	1.2
03/22/2023	JA	Review proposed payments to make to confirm in compliance with various court approvals	0.4
Total Professional Hours			<u>62.5</u>

AlixPartners

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Re: Vendor Management
 Code: 20005778P00006.1.15

PROFESSIONAL	RATE	HOURS	FEEES
Stephen Spitzer	\$1,280	2.8	\$ 3,584.00
Richard Robbins	\$1,115	0.8	892.00
Joel Amico	\$950	46.3	43,985.00
Nitesh Neelanshu	\$735	11.9	8,746.50
John M Crelli	\$605	0.7	423.50
Total Professional Hours and Fees		62.5	\$ 57,631.00

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Executory Contracts
 Code: 20005778P00006.1.16

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/17/2023	RR	Review data on lease rejections and define process for handling in prepack chapter 11.	2.1
02/20/2023	CMS	Draft email for team re: potential lease rejections	0.2
02/21/2023	CMS	Review lease rejection analysis and drafting internal email re: same	0.4
02/23/2023	CMS	Review real estate analysis and preparing presentation materials and drafting email communication with management team re: same	0.9
02/23/2023	JA	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), J. Fina, C. Katrinak (K&E) re: lease rejection	0.3
02/23/2023	JMC	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), J. Fina, C. Katrinak (K&E) re: lease rejection	0.3
02/23/2023	NN	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), J. Fina, C. Katrinak (K&E) re: lease rejection	0.3
02/23/2023	RR	Meeting with J. Crelli, R. Robbins, J. Amico, N. Neelanshu (AlixPartners), J. Fina, C. Katrinak (K&E) re: lease rejection	0.3
02/24/2023	CMS	Review real estate analysis and drafting email communication with K&E and management team re: same	0.9
02/24/2023	JA	Review potential real estate leases for rejection; workplan re process, timeline and requirements	0.4
02/27/2023	CMS	Meeting with C. McShane, J. Wilken, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), F. Hayes, H. Clarke (both Avaya) re: lease rejections	0.3
02/27/2023	JW	Meeting with C. McShane, J. Wilken, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), F. Hayes, H. Clarke (both Avaya) re: lease rejections	0.3
02/27/2023	JA	Meeting with C. McShane, J. Wilken, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), F. Hayes, H. Clarke (both Avaya) re: lease rejections	0.3
02/27/2023	JA	Review and analysis of real estate lease information to determine rejection status	0.9
02/27/2023	JMC	Meeting with C. McShane, J. Wilken, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), F. Hayes, H. Clarke (both Avaya) re: lease rejections	0.3
02/27/2023	NN	Meeting with C. McShane, J. Wilken, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), F. Hayes, H. Clarke (both Avaya) re: lease rejections	0.3
02/27/2023	RR	Meeting with C. McShane, J. Wilken, J. Crelli, R. Robbins, J. Amico, N. Neelanshu (all AlixPartners), F. Hayes, H. Clarke (both Avaya) re: lease rejections	0.3
02/28/2023	JA	Analyze lease agreements and calculate savings and rejections from potential rejection	1.2
02/28/2023	JA	Review customer contracts based on request from counsel	1.0
02/28/2023	NN	Coordinate email with Avaya on customer contracts as per request from K&E which supports questions re: notifications	1.0
03/01/2023	JA	Review certain customer contracts and calculation of cure costs per creditor request	1.3
03/01/2023	JA	Review foreign issues re: lease rejections	0.5
03/01/2023	JA	Review various executory contracts re: lease rejection analysis	0.8
03/01/2023	JMC	Compile lease agreements for legal review	0.4
03/01/2023	RR	Review Analyze lease contracts for potential rejection	0.7
03/02/2023	JA	Review, analyze and provide comments on contract rejection deck; determine next steps	0.5
03/03/2023	JA	Analyze issues and considerations for lease rejections; provide comments to deck to summarize	0.9
03/03/2023	SS	Review potential contract rejections list and damages calculation and provide comments	0.8

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Executory Contracts
 Code: 20005778P00006.1.16

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/05/2023	CMS	Review email and drafting response to management team re: potential lease rejections	0.3
03/06/2023	CMS	Draft presentation materials re: potential real estate rejections	1.2
03/06/2023	CMS	Review materials from Avaya re: real estate rejections and drafting email to AlixPartners team re: same	0.2
03/06/2023	CMS	Review materials re: potential real estate rejections and drafting email re: same	0.3
03/06/2023	JA	Review potential leases for rejection Follow-up with counsel re: open diligence questions	0.7
03/06/2023	JA	Review various customer contracts per creditor request to evaluate assume status	0.7
03/07/2023	CMS	Draft email correspondence to Avaya real estate team re: lease rejections and reviewing emails re: same	0.3
03/07/2023	JA	Analyze open questions on lease rejections; prepare summary notes for response to client management team	0.8
03/07/2023	JMC	Compile lease agreements for legal review	0.3
03/08/2023	JJM	Review real estate leases of US locations to be rejected	2.1
03/08/2023	JA	Analyze potential rejection claims and plan of upcoming payments to disburse	0.7
03/08/2023	JA	Summarize next steps for creditor management	0.5
03/08/2023	JA	Review master creditor tracking matrix	1.1
03/08/2023	JA	Review contracts related to potential real estate rejection and determine next steps to execute	1.2
03/08/2023	JA	Review customer contract detailed listing and reconcile to underlying contract details based on input from Avaya legal	1.4
03/09/2023	CMS	Meeting with C. McShane, J. Mennie, J. Amico (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: review proposed lease rejection analysis	0.4
03/09/2023	CMS	Telephone call with S. Shah (Avaya) re: various real estate lease rejection considerations	0.2
03/09/2023	JGM	Review list of potential lease rejections prior to sharing with lender advisors	0.3
03/09/2023	JJM	Meeting with C. McShane, J. Mennie, J. Amico (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: review proposed lease rejection analysis	0.4
03/09/2023	JA	Meeting with C. McShane, J. Mennie, J. Amico (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: review proposed lease rejection analysis	0.4
03/09/2023	JA	Reconcile various vendor cure amounts and determine applicable contracts for assumption	1.4
03/09/2023	JA	Review various Avaya customer contracts based on creditor inquiries; reach out to Avaya to reconcile cure amounts	0.6
03/09/2023	JA	Review various contracts for real estate rejection and draft supporting scheduling for Plan Supplement	1.1
03/09/2023	JMC	Compile lease agreements for potential rejection	0.7
03/09/2023	SS	Review list of potential contracts to reject and provide comments	1.2
03/10/2023	JA	Analyze ability to make payments on various leases; analyze prepetition amounts due	0.6
03/10/2023	JA	Review various contract assumption questions from creditors; search customer data and reach out to Avaya for further information in order to respond	1.5
03/13/2023	CMS	Draft and reviewing email correspondence with K&E re: various 3rd party inquiries from KCC	0.4
03/13/2023	CMS	Draft email to Avaya management re: certain lease rejections considerations	0.3



Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Executory Contracts
 Code: 20005778P00006.1.16

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/13/2023	CMS	Review email traffic re: lease rejections and drafting email correspondence to K&E team re: same	0.1
03/13/2023	JA	Analyze various customer contracts and reconcile current open services provided to customer	0.8
03/13/2023	JA	Analyze various real estate leases for rejection; calculation of savings and potential claims	1.2
03/13/2023	JA	Draft email to outline key activities and dates required for real estate planning; review of various supporting Plan documents	0.5
03/13/2023	JA	Review various sublease agreements and determine strategy	0.5
03/14/2023	CMS	Draft various email correspondence with Avaya and AlixPartners teams re: lease rejections	0.3
03/14/2023	JJM	Meeting with J. Mennie, J. Amico (both AlixPartners) re: Finalize lease rejections	0.1
03/14/2023	JJM	Update lease rejection file to share with advisors	1.8
03/14/2023	JA	Develop strategy related to lease negotiations; analyze expected costs and savings based on different scenarios	0.8
03/14/2023	JA	Meeting with J. Mennie, J. Amico (both AlixPartners) re: Finalize lease rejections	0.1
03/14/2023	JA	Update draft materials on leases	0.2
03/14/2023	JA	Summarize changes to draft materials on leases	0.5
03/14/2023	JA	Review various customer contracts and contract address listed in the system to determine response to inquiries re: cures and assumption of contract	0.6
03/14/2023	JA	Review various documents and analysis to prepare for meeting with management re: leases	0.4
03/15/2023	CMS	Meeting with C. McShane, J. Mennie, J. Amico (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: Morristown real estate lease	0.1
03/15/2023	JJM	Meeting with C. McShane, J. Mennie, J. Amico (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: Morristown real estate lease	0.1
03/15/2023	JJM	Review email correspondence related to lease rejections with A. Townsell (K&E) and A. Raddatz (KCC)	0.4
03/15/2023	JJM	Review real estate leases of sites to be rejected	1.7
03/15/2023	JA	Meeting with C. McShane, J. Mennie, J. Amico (all AlixPartners), J. Liu, M. Delmonte (both A&M) re: Morristown real estate lease	0.1
03/16/2023	JA	Review leases scheduled for rejection and assist Avaya with next steps	0.5
03/17/2023	CMS	Video call with B. Roof, C. McShane (both AlixPartners), F. Hayes, S. Shah, H. Clarke (all Avaya) re: real estate lease rejections and landlord communications update	0.4
03/17/2023	JA	Review various customer contracts to respond to creditor inquiries	0.6
03/17/2023	JA	Review various request related to financial data for leases; assist counsel in drafting response	0.8
03/20/2023	JJM	Meeting with J. Mennie, J. Amico (both AlixPartners), H. Clarke, J. Sheifetz (both Avaya) re: review Morristown lease restructuring proposals	0.3
03/20/2023	JA	Analyze Plan and various real estate leases to evaluate alternatives for lease rejection given confirmation hearing	1.3
03/20/2023	JA	Draft update on real estate plan for lenders advisory	0.5
03/20/2023	JA	Meeting with J. Mennie, J. Amico (both AlixPartners), H. Clarke, J. Sheifetz (both Avaya) re: review Morristown lease restructuring proposals	0.3
03/21/2023	JA	Analyze next steps for lease rejections based on various scenarios	0.7
03/21/2023	JA	Analyze various noticing issues re: rejected leases	0.4

AlixPartners

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Re: Executory Contracts
 Code: 20005778P00006.1.16

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/22/2023	JA	Review current real estate rejection status; follow up with Avaya on next steps	0.5
Total Professional Hours			55.8

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Re: Executory Contracts
 Code: 20005778P00006.1.16

PROFESSIONAL	RATE	HOURS		FEES
Stephen Spitzer	\$1,280	2.0	\$	2,560.00
Conor McShane	\$1,115	7.2		8,028.00
Richard Robbins	\$1,115	3.4		3,791.00
James G McGlynn	\$1,020	0.3		306.00
Jens Wilken	\$1,020	0.3		306.00
Joel Amico	\$950	32.1		30,495.00
James Mennie	\$735	6.9		5,071.50
Nitesh Neelanshu	\$735	1.6		1,176.00
John M Crelli	\$605	2.0		1,210.00
Total Professional Hours and Fees		55.8	\$	52,943.50

AlixPartners

Alan Masarek
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 Durham, NC 27713

Re: Claims Process / Avoidance Actions
 Code: 20005778P00006.1.17

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/24/2023	NN	Review claims related invoices and open accounts payable report to determine basis of claims by vendor	0.8
02/27/2023	JA	Review, analyze and respond to claims from creditors	0.4
03/06/2023	SS	Review filed claims and potential liability	0.7
03/15/2023	JA	Review claims filed and identify key follow up items	0.5
03/16/2023	JA	Analyze claims filed to date, summarize material claims for review and	1.0
03/17/2023	JA	Review material claims filed; determine next steps for Avaya review	0.9
03/20/2023	JA	Review filed claims and analysis material amounts relate to tax; determine next steps with tax group	1.1
03/20/2023	NN	Draft email to M Roach (Avaya tax) to confirm claim amount made by Texas taxing authorities	0.4
03/21/2023	JA	Analyze filed tax claim; review of detail and follow up with tax group to reconcile	1.1
03/21/2023	JA	Review new claims filed and determine next steps	0.3
Total Professional Hours			<u><u>7.2</u></u>

AlixPartners

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Re: Claims Process / Avoidance Actions
 Code: 20005778P00006.1.17

PROFESSIONAL	RATE	HOURS	FEES
Stephen Spitzer	\$1,280	0.7	896.00
Joel Amico	\$950	5.3	5,035.00
Nitesh Neelanshu	\$735	1.2	882.00
Total Professional Hours and Fees		7.2	\$ 6,813.00

AlixPartners

Alan Masarek
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Re: Preparation for & Attend Court Hearings
 Code: 20005778P00006.1.19

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	EK	Prepare for first day hearing	0.3
02/14/2023	EK	Prepare for first day hearing by reviewing First Day Declaration and DIP Declaration	2.5
02/14/2023	EK	Prepare for first day hearing by reviewing First Day Motions	1.5
02/15/2023	CMS	Attend First Day Hearing (Partial)	1.5
02/15/2023	EK	Attend First Day Hearing	1.8
02/15/2023	EK	Prepare for First Day Hearing	1.5
02/15/2023	JGM	Attend First Day Hearing (Partial)	1.5
02/15/2023	JA	Prepare for summary financial supporting documentation materials related to vendor, insurance, utilities and other relevant filing required for first day hearing	1.2
02/15/2023	NN	Attend First Day Hearing (Partial)	1.0
02/15/2023	RR	Attend First Day Hearing	1.8
02/15/2023	RJ	Attend First Day Hearing	1.8
02/22/2023	CMS	Meeting with E. Koza, S. Spitzer, C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), A. Yenamandra, A. Townsell (both K&E) re: Avaya DIP ABL Hearing Prep	0.5
02/22/2023	EK	Meeting with E. Koza, S. Spitzer, C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), A. Yenamandra, A. Townsell (both K&E) re: Avaya DIP ABL Hearing Prep	0.5
02/22/2023	EK	Prepare as witness for DIP ABL Hearing on 2/23	0.5
02/22/2023	EK	Review Evercore DIP ABL Declaration by Evan Levine and review motion for prep for hearing	1.0
02/22/2023	EK	Update E. Koza DIP ABL Declaration	2.2
02/22/2023	JRP	Meeting with E. Koza, S. Spitzer, C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), A. Yenamandra, A. Townsell (both K&E) re: Avaya DIP ABL Hearing Prep	0.5
02/22/2023	RJ	Meeting with E. Koza, S. Spitzer, C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), A. Yenamandra, A. Townsell (both K&E) re: Avaya DIP ABL Hearing Prep	0.5
02/22/2023	SS	Meeting with E. Koza, S. Spitzer, C. McShane, R. Joseph, J. Prasertlum (all AlixPartners), A. Yenamandra, A. Townsell (both K&E) re: Avaya DIP ABL Hearing Prep	0.5
02/23/2023	CMS	Prepare for and attend DIP ABL hearing	0.3
02/23/2023	EK	Participate in emergency DIP ABL hearing	0.2
02/23/2023	EK	Prepare for DIP ABL Hearing	0.5
02/23/2023	RJ	Participate in emergency DIP ABL hearing	0.2
03/03/2023	EK	Review E. Koza Declaration for final DIP hearing	1.0
03/16/2023	EK	Review E. Koza confirmation declaration	2.5
03/16/2023	JGM	Review current drafts of confirmation declarations in preparation for upcoming meetings	0.9
03/17/2023	CMS	Review various questions from K&E re: Eric Koza's confirmation testimony and drafting responses by email re: same	0.6
03/17/2023	EK	Prepare for confirmation hearing	1.5
03/17/2023	EK	Review confirmation objections	2.0
03/17/2023	JGM	Review current draft of confirmation declaration and provide comments	0.5
03/17/2023	SS	Review E. Koza declaration and provide comments	1.5
03/19/2023	EK	Review Confirmation Declaration for E. Koza	2.5

AlixPartners

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Re: Preparation for & Attend Court Hearings
 Code: 20005778P00006.1.19

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/19/2023	EK	Review objectives filed related to Disclosure Statement and Confirmation	1.5
03/19/2023	JGM	Review confirmation documents and provided comments	1.3
03/20/2023	EK	Confirmation prep for E. Koza including review of Declaration and Objection	5.5
03/20/2023	EK	Telephone call with K&E to prepare for Confirmation Hearing	1.0
03/20/2023	JGM	Meeting with S. Spitzer, J. McGlynn, R. Joseph (all AlixPartners), M. Esser, A Yenamandra (both K&E) re: prep for confirmation hearing	0.8
03/20/2023	JGM	Review updated declarations and confirmation brief and provided comments re: same	0.8
03/20/2023	RJ	Meeting with S. Spitzer, J. McGlynn, R. Joseph (all AlixPartners), M. Esser, A Yenamandra (both K&E) re: prep for confirmation hearing	0.8
03/20/2023	SS	Meeting with S. Spitzer, J. McGlynn, R. Joseph (all AlixPartners), M. Esser, A Yenamandra (both K&E) re: prep for confirmation hearing	0.8
03/21/2023	EK	Read and review Confirmation Brief for hearing	3.3
03/21/2023	EK	Review E. Koza FDD to prepare for confirmation hearing	2.4
03/21/2023	EK	Review final E. Koza Declaration to prepare for hearing	3.1
03/22/2023	CMS	Attend Confirmation Hearing	0.7
03/22/2023	EK	Prepare for confirmation hearing	2.3
03/22/2023	EK	Attend Confirmation Hearing	0.7
03/22/2023	JGM	Attend Confirmation Hearing	0.7
03/22/2023	RJ	Attend Confirmation Hearing	0.7
Total Professional Hours			<u>63.2</u>

AlixPartners

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Re: Preparation for & Attend Court Hearings
 Code: 20005778P00006.1.19

PROFESSIONAL	RATE	HOURS	FEEES
Eric Koza	\$1,400	41.8	\$ 58,520.00
Stephen Spitzer	\$1,280	2.8	3,584.00
Conor McShane	\$1,115	3.6	4,014.00
Richard Robbins	\$1,115	1.8	2,007.00
James G McGlynn	\$1,020	6.5	6,630.00
Joel Amico	\$950	1.2	1,140.00
Rohan Joseph	\$950	4.0	3,800.00
Jeffrey Prasertlum	\$735	0.5	367.50
Nitesh Neelanshu	\$735	1.0	735.00
Total Professional Hours and Fees		63.2	\$ 80,797.50

AlixPartners

Alan Masarek
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 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Forensic Analysis / E-Discovery
 Code: 20005778P00006.1.20

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	JGM	Conference call with S. Spitzer, J. McGlynn, K. Sundt (AlixPartners), A. Blacklock (K&E) re: Discuss approach and strategy for potential discovery requests	0.6
02/14/2023	JGM	Research initial list of people and data for discovery	0.8
02/14/2023	KAS	Conference call with S. Spitzer, J. McGlynn, K. Sundt (AlixPartners), A. Blacklock (K&E) re: Discuss approach and strategy for potential discovery requests	0.6
02/14/2023	SS	Conference call with S. Spitzer, J. McGlynn, K. Sundt (AlixPartners), A. Blacklock (K&E) re: Discuss approach and strategy for potential discovery requests	0.6
02/16/2023	KAS	Review email from A. Blacklock (K&E) re: potential data discovery and collections	0.2
02/17/2023	CMS	Meeting with C. McShane, J. McGlynn, K. Sundt, J. Crelli (all AlixPartners) re: discovery preparation	0.4
02/17/2023	JGM	Meeting with C. McShane, J. McGlynn, K. Sundt, J. Crelli (all AlixPartners) re: discovery preparation	0.4
02/17/2023	JMC	Meeting with C. McShane, J. McGlynn, K. Sundt, J. Crelli (all AlixPartners) re: discovery preparation	0.4
02/17/2023	KAS	Meeting with C. McShane, J. McGlynn, K. Sundt, J. Crelli (all AlixPartners) re: discovery preparation	0.4
02/20/2023	KAS	Emails to C. McShane and C. Bateman (both AlixPartners) re: eDiscovery collections	0.8
02/21/2023	CMS	Respond to email re: e-discovery obligations related to the case	0.2
02/21/2023	KAS	Email E. Koza, C. McShane (both AlixPartners) and Z. Read (K&E) draft retention documents	0.3
02/21/2023	KAS	Email E. Koza, C. McShane, S. Spitzer and J. McGlynn (all AlixPartners) re: email collections	0.4
02/21/2023	KAS	Internal request for data collections	0.9
02/21/2023	KAS	Respond to A. Blacklock (K&E) re: requested document collections	0.2
02/22/2023	EKL	Call with L. Lahey and K. Sundt (both AlixPartners) re: email document collections and review	0.3
02/22/2023	EKL	Coordinate collection of O365 email per Counsel request.	1.4
02/22/2023	KAS	Call with L. Lahey and K. Sundt (both AlixPartners) re: email document collections and review	0.3
02/22/2023	KAS	Email to C. McKenna and L. Lahey (both AlixPartners) re: email collections requested by K&E	0.3
02/23/2023	KAS	Correspondence with L. Lahey and C. McKenna (both AlixPartners) re: processing email collections	2.2
02/23/2023	NJC	Collected, processed, and organized data.	0.4
02/24/2023	JG	Process data for loading. Address standard processing exceptions. Export and import data into Relativity. Overlay custodian and evidence data to workspace and index for search/retrieval. Perform quality control review of data loaded.	2.2
02/24/2023	KG	Stage and prepare data for processing. Create and update tracking documentation.	0.3
02/27/2023	CM	Run STR on email addresses at the request of the Counsel.	0.8
02/27/2023	EKL	Perform email threading of ESI data set per Counsel request. Prepare saved search with relevant documents for review.	1.9
02/27/2023	JG	Export and overlay natives for promotion of documents to Review.	0.4
03/02/2023	EKL	Perform syntax Analyze search terms Run terms over ESI data set per K. Sundt request	1.4

AlixPartners

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 Durham, NC 27713

Re: Forensic Analysis / E-Discovery
 Code: 20005778P00006.1.20

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/02/2023	KAS	Communication with A. Blacklock (K&E), E. Koza, C. McShane, S. Spitzer, J. McGlynn, and L. Lahey (all AlixPartners) re: document collections requested by K&E	0.5
Total Professional Hours			<u>19.6</u>

AlixPartners

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Re: Forensic Analysis / E-Discovery
 Code: 20005778P00006.1.20

PROFESSIONAL	RATE	HOURS		FEES
Stephen Spitzer	\$1,280	0.6	\$	768.00
Conor McShane	\$1,115	0.6		669.00
James G McGlynn	\$1,020	1.8		1,836.00
Elizabeth Lahey	\$950	5.0		4,750.00
Nicholas Chambers	\$880	0.4		352.00
Julia Gutierrez	\$735	2.6		1,911.00
Kristina Galbraith	\$735	0.3		220.50
Kaitlyn A Sundt	\$585	7.1		4,153.50
John M Crelli	\$605	0.4		242.00
Chetan Mediboyina	\$315	0.8		252.00
Total Professional Hours and Fees		19.6	\$	15,154.00

AlixPartners

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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Retention Applications & Relationship Disclosures
 Code: 20005778P00006.1.21

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	LCV	Email accounting department (AlixPartners) re: 90-day payment history for retention documents	0.2
02/15/2023	CMS	Telephone call with E. Kardos, C. McShane (AlixPartners) re: engagement scope question	0.2
02/15/2023	ESK	Telephone call with E. Kardos, C. McShane (AlixPartners) re: engagement scope question	0.2
02/15/2023	ESK	Email to C. McShane (AlixPartners) re: response to questions on scope matters	0.2
02/15/2023	ESK	Review documents to respond to question re: scope matters	0.4
02/15/2023	KAS	Correspondence with B. Roof (AlixPartners) re: retention	0.2
02/15/2023	KAS	Edit draft AlixPartners' retention documents	2.0
02/15/2023	LCV	Revise draft retention documents	2.2
02/16/2023	ESK	Telephone call with E. Kardos, K. Sundt (AlixPartners) re: retention matters	0.5
02/16/2023	KAS	Telephone call with E. Kardos, K. Sundt (AlixPartners) re: retention matters	0.5
02/16/2023	KAS	Email C. McShane (AlixPartners) re: bankruptcy addendum	0.5
02/16/2023	KAS	Email T. Brewer (AlixPartners) re: payment history	0.6
02/16/2023	KAS	Review relationship disclosures	0.8
02/20/2023	ESK	Emails to/from E Koza, C. McShane, K. Sundt and L. Verry (all AlixPartners) re: retention matters and related Chapter 11 administration	0.5
02/21/2023	ESK	Review email from A. Blacklock (K&E) re: AlixPartners Discovery & Collection	0.5
02/21/2023	KAS	Revise draft relationship disclosures	1.3
02/21/2023	KAS	Email T. Brewer and L. Verry (both AlixPartners) re: changes to retention documents	0.3
02/21/2023	KAS	Update draft proposed AlixPartners' retention order	0.6
02/21/2023	LCV	Revise retention documents per K. Sundt (AlixPartners)	1.6
02/22/2023	CMS	Meeting between K. Sundt and C. McShane (both AlixPartners) re: AlixPartners retention application	0.7
02/22/2023	ESK	Review draft proposed retention order	0.5
02/22/2023	KAS	Meeting between K. Sundt and C. McShane (both AlixPartners) re: AlixPartners retention application	0.7
02/22/2023	KAS	Edit draft relationship disclosures	2.2
02/22/2023	KAS	Review draft relationship disclosures	1.7
02/23/2023	CMS	Phone call with E. Kardos, C. McShane, K. Sundt (all AlixPartners) re: AlixPartners retention documents	0.4
02/23/2023	ESK	Phone call with E. Kardos, C. McShane, K. Sundt (all AlixPartners) re: AlixPartners retention documents	0.4
02/23/2023	ESK	Review 90 days ledger history for AlixPartners' retention application	0.4
02/23/2023	KAS	Phone call with E. Kardos, C. McShane, K. Sundt (all AlixPartners) re: AlixPartners retention documents	0.4
02/23/2023	KAS	Email L. Verry (AlixPartners) re: updated retention documents	0.2
02/23/2023	KAS	Emails to Z. Read (K&E) and T. Brewer (AlixPartners) re: retention documents	0.4
02/23/2023	KAS	Review contracts related to relationship disclosures	2.8
02/23/2023	LCV	Revise AlixPartners' retention documents per K. Sundt comments	0.8
02/24/2023	CMS	Phone call with C. McShane, K. Sundt (all AlixPartners) re: AlixPartners retention documents	0.4
02/24/2023	CMS	Meeting with C. McShane, J. McGlynn, J. Amico (all AlixPartners) re: retention application and process for fee statements	0.4

AlixPartners

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Re: Retention Applications & Relationship Disclosures
 Code: 20005778P00006.1.21

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/24/2023	JGM	Meeting with C. McShane, J. McGlynn, J. Amico (all AlixPartners) re: retention application and process for fee statements	0.4
02/24/2023	JA	Meeting with C. McShane, J. McGlynn, J. Amico (all AlixPartners) re: retention application and process for fee statements	0.4
02/24/2023	KAS	Phone call with C. McShane, K. Sundt (all AlixPartners) re: AlixPartners retention documents	0.4
02/24/2023	KAS	Retention documents and disclosures therein	2.2
02/24/2023	KAS	Update draft retention application	1.9
02/24/2023	LCV	Email with K. Sundt and J. Braverman (both AlixPartners) re: relationship disclosures and retention documents	0.1
02/25/2023	CMS	Review and marking-up AlixPartners Retention Application documents	0.6
02/27/2023	JB	Call with K. Sundt, J. Braverman (AlixPartners) re: relationship disclosures	0.6
02/27/2023	JB	Compare schedule to current party in interest list for disclosure purposes	1.9
02/27/2023	JB	Review draft retention application for disclosure purposes	1.3
02/27/2023	JB	Review new parties in interest in firm database for disclosure purposes	1.7
02/27/2023	JA	Review retention documents and determine process for filing	0.6
02/27/2023	KAS	Call with K. Sundt, J. Braverman (AlixPartners) re: relationship disclosures	0.6
02/27/2023	KAS	Review C. McShane (AlixPartners) comments to draft retention documents	0.2
02/27/2023	LCV	Update AlixPartners' retention documents	0.7
02/28/2023	JB	Continue comparison of schedule to current party in interest list for disclosure purposes	1.1
02/28/2023	JB	Update draft retention application for disclosure purposes	1.7
02/28/2023	KAS	Correspondence with C. McShane, J. Amico, L. Bonito, R. Robbins and J. McGlynn (all AlixPartners) re: retention and fee application matters	0.4
02/28/2023	KAS	Email Z. Read (K&E) re: parties in interest on schedule 1	0.3
02/28/2023	KAS	Review updated retention draft retention documents from Z. Read (K&E)	1.3
02/28/2023	LCV	Review K&E's mark up of AlixPartners' retention documents	0.3
02/28/2023	NN	Review parties in interest (PII) list against schedule 1 of retention motion to identify sources of discrepancy	1.0
03/01/2023	JB	Update draft retention application for disclosure purposes	0.8
03/01/2023	KAS	Finalize draft retention documents	2.7
03/02/2023	KAS	Emails with E. Koza (AlixPartners) and Z. Read (K&E) re: timeline for filing retention documents	0.2
03/02/2023	LCV	Email with Z. Read (K&E) and K. Sundt (AlixPartners) re: retention documents	0.2
03/02/2023	LCV	Revise AlixPartners' retention documents for circulation to K&E	0.4
03/03/2023	EK	Provide comments to AlixPartners retention application	1.3
03/03/2023	JB	Update draft retention application for disclosure purposes	1.1
03/03/2023	KAS	Communications with Z. Read (K&E), N. Neelanshu, R. Robbins, J. Amico and J. Braverman (all AlixPartners) re: parties in interest list and corresponding schedule 1	0.9
03/05/2023	KAS	Email response to J. Braverman (AlixPartners) re: updated disclosures resulting from N. Felton (K&E) email	0.2
03/07/2023	ESK	Telephone call with E. Koza (AlixPartners) re: disclosure matters	0.5
03/07/2023	KAS	Email L. Verry (AlixPartners) re: updates to latest draft retention documents	0.2
03/07/2023	KAS	Review updated draft retention documents from Z. Read (K&E)	1.9
03/07/2023	LCV	Revise AlixPartners' retention documents	0.9
03/08/2023	EK	Review retention applications to be filed - K&E, Evercore, PWC and AlixPartners	1.2
03/08/2023	KAS	Respond to Z. Read (K&E) re: finalizing and filing retention documents	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Retention Applications & Relationship Disclosures
 Code: 20005778P00006.1.21

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/08/2023	KAS	Send updated retention documents to E. Koza (AlixPartners)	0.2
03/09/2023	EK	Review retention applications to be filed - E&Y and Jackson Walker	0.7
03/09/2023	LCV	Prepare firmwide draft email of relationship disclosures	0.6
03/10/2023	LCV	Draft Avaya firmwide email of relationship disclosures	0.9
03/13/2023	BF	Draft investor emails	0.3
03/13/2023	BF	Prepare draft investor solicitation emails	0.3
03/13/2023	KAS	Emails with L. Verry, L. Bonito and C. McShane (all AlixPartners) re: firmwide email and fees	0.4
03/13/2023	LCV	Continue to draft firmwide email of relationship disclosures	1.4
03/13/2023	LCV	Draft Avaya firmwide email of relationship disclosures	3.2
03/14/2023	LCV	Draft firmwide email of relationships	3.2
03/15/2023	KAS	Review initial draft summaries for fee application	0.4
03/20/2023	KAS	Review firmwide email distribution re: relationship disclosures A-C	1.8
03/21/2023	LCV	Revise firmwide relationship disclosure email	1.2
03/22/2023	KAS	Correspondence with J. Amico and E. Kardos (both AlixPartners) re: firmwide and success fee	0.4
03/22/2023	LCV	Revise firmwide email of relationship disclosures	0.2
Total Professional Hours			<u>73.5</u>

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Retention Applications & Relationship Disclosures
 Code: 20005778P00006.1.21

PROFESSIONAL	RATE	HOURS	FEES
Eric Koza	\$1,400	3.2	\$ 4,480.00
Conor McShane	\$1,115	2.7	3,010.50
Elizabeth S Kardos	\$800	4.1	3,280.00
James G McGlynn	\$1,020	0.4	408.00
Joel Amico	\$950	1.0	950.00
Nitesh Neelanshu	\$735	1.0	735.00
Kaitlyn A Sundt	\$585	32.2	18,837.00
Laura Capen Verry	\$540	18.1	9,774.00
Jennifer Braverman	\$485	10.2	4,947.00
Brooke Filler	\$510	0.6	306.00
Total Professional Hours and Fees		73.5	\$ 46,727.50

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Fee Statements & Fee Applications
 Code: 20005778P00006.1.22

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	KAS	Review fee application time and expense memorandum for team distribution	0.2
02/17/2023	LMB	Analyze professional fees for February 2023 portion of final fee application	0.6
02/17/2023	LMB	Email to J. Wilkens (AlixPartners) re: professional fees	0.2
03/06/2023	LMB	Prepare professional fees for February 2023 fee application	1.2
03/07/2023	JGM	Meeting with J. McGlynn, J. Amico (both AlixPartners) re: discuss fee app process and requirements	0.2
03/07/2023	JA	Meeting with J. McGlynn, J. Amico (both AlixPartners) re: discuss fee app process and requirements	0.2
03/07/2023	JA	Review precedent work on fee applications and develop workplan; draft summary description	0.5
03/07/2023	KAS	Correspondence with E. Kardos, J. Amico, C. McShane and L. Bonito (all AlixPartners) re: success fee application and post-confirmation time	0.3
03/07/2023	KAS	Telephone call with L. Bonito and K. Sundt (both AlixPartners) re: final fee application and success fee	0.3
03/07/2023	LMB	Analyze professional fees for Final Fee Application	1.2
03/07/2023	LMB	Prepare Final Fee Application	1.7
03/07/2023	LMB	Email to J. Amico (AlixPartners) re: final fee application	0.2
03/07/2023	LMB	Telephone call with L. Bonito and K. Sundt (both AlixPartners) re: final fee application and success fee	0.3
03/08/2023	JGM	Meeting with J. McGlynn, K. Sundt, J. Amico and L. Bonito (all AlixPartners) re: final fee application and success fee process	0.4
03/08/2023	JA	Meeting with J. McGlynn, K. Sundt, J. Amico and L. Bonito (all AlixPartners) re: final fee application and success fee process	0.4
03/08/2023	KAS	Email C. McShane, L. Bonito, J. McGlynn, R. Robbins and J. Amico (all AlixPartners) re: fee application	0.3
03/08/2023	KAS	Meeting with J. McGlynn, K. Sundt, J. Amico and L. Bonito (all AlixPartners) re: final fee application and success fee process	0.4
03/08/2023	KAS	Prepare detailed email to AlixPartners internal team re: professional fees during the final fee period	1.2
03/08/2023	LMB	Continue to prepare professional fees for Final Fee Application	1.7
03/08/2023	LMB	Meeting with J. McGlynn, K. Sundt, J. Amico and L. Bonito (all AlixPartners) re: final fee application and success fee process	0.4
03/08/2023	LMB	Prepare February 2023 professional fees for Final Fee Application	3.0
03/08/2023	RR	Review February fee statement supporting detail	1.6
03/09/2023	JGM	Meeting with J. Amico, J. McGlynn, L. Bonito (all AlixPartners) and C. Katrinak (K&E) re: final fee application procedures and deadlines	0.4
03/09/2023	JGM	Meeting with J. McGlynn, J. Crelli, R. Robbins, J. Amico, L. Bonito (all AlixPartners) re: fee application preparation	0.5
03/09/2023	JA	Meeting with J. McGlynn, J. Crelli, R. Robbins, J. Amico, L. Bonito (all AlixPartners) re: fee application preparation	0.5
03/09/2023	JA	Meeting with J. Amico, J. McGlynn, L. Bonito (all AlixPartners) and C. Katrinak (K&E) re: final fee application procedures and deadlines	0.4
03/09/2023	JMC	Meeting with J. McGlynn, J. Crelli, R. Robbins, J. Amico, L. Bonito (all AlixPartners) re: fee application preparation	0.5
03/09/2023	KAS	Call with K. Sundt and L. Bonito (both AlixPartners) re: final fee application procedures	0.2

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Fee Statements & Fee Applications
 Code: 20005778P00006.1.22

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/09/2023	KAS	Email C. Katrinak (K&E) J. Amico and J. McGlynn (both AlixPartners) re: final fee and success fee application timeline	0.2
03/09/2023	LCV	Prepare February 2023 professional fees for Final Fee Application	1.8
03/09/2023	LMB	Meeting with J. Amico, J. McGlynn, L. Bonito (all AlixPartners) and C. Katrinak (K&E) re: final fee application procedures and deadlines	0.4
03/09/2023	LMB	Call with K. Sundt and L. Bonito (both AlixPartners) re: final fee application procedures	0.2
03/09/2023	LMB	Meeting with J. McGlynn, J. Crelli, R. Robbins, J. Amico, L. Bonito (all AlixPartners) re: fee application preparation	0.5
03/09/2023	RR	Meeting with J. McGlynn, J. Crelli, R. Robbins, J. Amico, L. Bonito (all AlixPartners) re: fee application preparation	0.5
03/10/2023	JGM	Review draft of content for inclusion in fee statement application	0.5
03/10/2023	JA	Prepare supporting narrative for final fee application	1.0
03/10/2023	JMC	Review fee application precedent and outline	0.4
03/10/2023	LCV	Prepare February 2023 professional fees for Final Fee Application	3.1
03/10/2023	LMB	Continue to prepare professional fees for Final Fee Application	1.0
03/13/2023	JGM	Develop content and outline for completion fee app for internal review	0.8
03/13/2023	JGM	Meeting with J. McGlynn, J. Crelli, J. Amico (all AlixPartners) re: fee application narrative	0.3
03/13/2023	JGM	Review prior completion fee applications for content and structure	0.3
03/13/2023	JA	Draft final and completion fee app narrative	0.5
03/13/2023	JA	Meeting with J. McGlynn, J. Crelli, J. Amico (all AlixPartners) re: fee application narrative	0.3
03/13/2023	JMC	Meeting with J. Crelli, R. Robbins, L. Bonito (all AlixPartners) re: February time descriptions	0.3
03/13/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	1.8
03/13/2023	JMC	Meeting with J. McGlynn, J. Crelli, J. Amico (all AlixPartners) re: fee application narrative	0.3
03/13/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	0.3
03/13/2023	JMC	Review fee application outline	0.2
03/13/2023	LMB	Meeting with J. Crelli, R. Robbins, L. Bonito (all AlixPartners) re: February time descriptions	0.3
03/13/2023	RR	Meeting with J. Crelli, R. Robbins, L. Bonito (all AlixPartners) re: February time descriptions	0.3
03/14/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	2.8
03/14/2023	JMC	Continue to analyze professional fees for privilege and other sensitive items for the Final Fee Application	2.4
03/14/2023	KAS	Correspondence with J. Amico and E. Kardos (both AlixPartners) re: success fee	0.5
03/14/2023	LMB	Prepare March 2023 professional fees for Final Fee Application	1.0
03/15/2023	CMS	Review team time entries and drafting email correspondence re: same	0.6
03/15/2023	ESK	Review outline for success fee application	0.5
03/15/2023	JA	Prepare of supporting narrative documentation and draft narrative for final fee app	0.5
03/15/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	3.0

AlixPartners

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Re: Fee Statements & Fee Applications
 Code: 20005778P00006.1.22

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/15/2023	JMC	Continue to analyze professional fees for privilege and other sensitive items for the Final Fee Application	1.2
03/15/2023	LCV	Prepare March 2023 professional fees for Final Fee Application	2.9
03/15/2023	LCV	Continue to prepare March 2023 professional fees for Final Fee Application	2.6
03/16/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	2.8
03/16/2023	JMC	Continue to analyze professional fees for privilege and other sensitive items for the Final Fee Application	1.1
03/16/2023	JMC	Correspond with AlixPartners team re: final fee application	0.3
03/16/2023	JMC	Finalize professional fees for February fee application	0.7
03/16/2023	KAS	Review email from J. McGlynn (AlixPartners) re: fee application process	0.2
03/16/2023	LCV	Prepare March 2023 professional fees for Final Fee Application	2.2
03/17/2023	CMS	Meeting with C. McShane, J. McGlynn, J. Amico (all AlixPartners) re: discussion of draft of final fee application and completion fee application supporting narrative	0.5
03/17/2023	JGM	Meeting with C. McShane, J. McGlynn, J. Amico (all AlixPartners) re: discussion of draft of final fee application and completion fee application supporting narrative	0.5
03/17/2023	JA	Draft final fee app and completion fee app materials	0.5
03/17/2023	JA	Meeting with C. McShane, J. McGlynn, J. Amico (all AlixPartners) re: discussion of draft of final fee application and completion fee application supporting narrative	0.5
03/17/2023	KAS	Correspondence with L. Verry (AlixPartners) re: firmwide email addressing potential relationship disclosures	0.6
03/19/2023	CMS	Draft narrative for final fee application	0.7
03/20/2023	JA	Draft outline for final fee app and completion fee app	1.4
03/20/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	3.0
03/20/2023	JMC	Continue to analyze professional fees for privilege and other sensitive items for the Final Fee Application	2.9
03/20/2023	JMC	Continue to analyze professional fees for privilege and other sensitive items for the Final Fee Application	1.2
03/21/2023	JA	Draft o CRO and CFO related narrative for fee app and completion fee app	1.1
03/21/2023	JA	Draft business plan, liquidity planning and cost sections for completion fee app	1.5
03/21/2023	JA	Draft key elements of RSA and overall AlixPartners key accomplishments for completion fee app	1.0
03/21/2023	JA	Draft legal language and other support required to substantiate completion fee	1.2
03/21/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	3.0
03/21/2023	JMC	Continue to analyze professional fees for privilege and other sensitive items for the Final Fee Application	1.3
03/21/2023	LCV	Prepare March 2023 professional fees for Final Fee Application	1.7
03/21/2023	LMB	Prepare Final Fee Application	1.5
03/22/2023	JGM	Revise current version of completion fee application	0.8
03/22/2023	JA	Draft sections for final fee application and completion fee app (overview of AlixPartners services)	1.1
03/22/2023	JA	Incorporate various comments from team into completion fee application, revise from bullets to narrative form	1.7
03/22/2023	JMC	Analyze professional fees for privilege and other sensitive items for the Final Fee Application	1.8

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Fee Statements & Fee Applications
 Code: 20005778P00006.1.22

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/22/2023	LCV	Prepare March 2023 professional fees for Final Fee Application	2.4
Total Professional Hours			<u>91.5</u>

AlixPartners

Alan Masarek
 Chief Executive Officer
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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Fee Statements & Fee Applications
 Code: 20005778P00006.1.22

PROFESSIONAL	RATE	HOURS		FEES
Conor McShane	\$1,115	1.8	\$	2,007.00
Richard Robbins	\$1,115	2.4		2,676.00
Elizabeth S Kardos	\$800	0.5		400.00
James G McGlynn	\$1,020	4.7		4,794.00
Joel Amico	\$950	14.3		13,585.00
Kaitlyn A Sundt	\$585	4.4		2,574.00
Laura Capen Verry	\$540	16.7		9,018.00
John M Crelli	\$605	31.3		18,936.50
Lisa Marie Bonito	\$500	15.4		7,700.00
Total Professional Hours and Fees		91.5	\$	61,690.50

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Public Relations & Communications
 Code: 20005778P00006.1.24

DATE	PROFESSIONAL	DESCRIPTION OF SERVICES	HOURS
02/17/2023	JA	Review draft communications plan for stakeholders; confirm works with court orders	0.5
02/21/2023	JA	Review and provide comments on revised communications materials re vendors	0.4
02/22/2023	EK	Review Avaya email related to stakeholder communications	0.8
03/17/2023	JA	Review various vendor and customer communications re: confirmation hearing	0.4
03/20/2023	JA	Review communications draft to ensure proper messaging re: vendors and customers	0.3
Total Professional Hours			2.4

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Public Relations & Communications
Code: 20005778P00006.1.24

PROFESSIONAL	RATE	HOURS	FEE	FEES
Eric Koza	\$1,400	0.8	\$	1,120.00
Joel Amico	\$950	1.6		1,520.00
Total Professional Hours and Fees		2.4	\$	2,640.00

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
 Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	AC	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	AC	Meeting with A. Chaturvedi, J. Crelli (both AlixPartners), D. Bagatta, J. Hannequart (both Avaya) re: documents for France WC	0.3
02/14/2023	AC	Telephone call with A. Chaturvedi, B. Tsui (both AlixPartners) and F. Alaeddin (Avaya) re: PwC Audit	0.3
02/14/2023	AC	Analyze people exits to prepare support materials for ongoing audit	2.4
02/14/2023	AC	Create tracker and analyzing files in preparation of France works council meeting	2.8
02/14/2023	AC	Process latest update of exits/attrition data from Avaya HR	1.9
02/14/2023	AC	Telephone call with D. Bagatta and team (Avaya) re: upcoming people cost actions	0.8
02/14/2023	ADP	Working session with B. Roof, C. McShane, A. Danis, F. Carvalho, J. McGlynn (left early), A. Patti (all AlixPartners), K. Speed, D. Austin, B. Barlow (Avaya) re: potential finance cost reduction and efficiency opportunities	1.5
02/14/2023	ADP	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	ADP	Analyze span of control for all functions in cost transformation financial model	2.3
02/14/2023	ADP	Develop functional fact pack slides for Finance organization	1.3
02/14/2023	ADP	radial Analysis for IT organization	1.5
02/14/2023	AD	Working session with B. Roof, C. McShane, A. Danis, F. Carvalho, J. McGlynn (left early), A. Patti (all AlixPartners), K. Speed, D. Austin, B. Barlow (Avaya) re: potential finance cost reduction and efficiency opportunities	1.5
02/14/2023	AD	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	AD	Discussion with A. Danis (AlixPartners) and K. Speed (Avaya) re: structure of the accounting organization	0.6
02/14/2023	AD	Meeting with A. Danis (AlixPartners) and T. Briscoe (Avaya) re: Services targets	0.4
02/14/2023	AD	Review cost savings options for Finance and focused on controlling	0.8
02/14/2023	AD	Review fact pack for Services	0.6
02/14/2023	BT	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	BT	Telephone call with A. Chaturvedi, B. Tsui (both AlixPartners) and F. Alaeddin (Avaya) re: PwC Audit	0.3
02/14/2023	BT	Correspondence with G. Rottner (Avaya) re: PwC Audit	0.2
02/14/2023	BT	Correspondence with S. Montemarano (Avaya) re: PwC Audit	0.1
02/14/2023	BT	Draft Emir Susic organization fact pack	1.5
02/14/2023	BT	Draft Galib organization Fact Pack	1.5
02/14/2023	BT	Draft James Geary organization Fact Pack	1.5
02/14/2023	BT	Draft Luis Orama organization's Fact Pack	0.5
02/14/2023	BT	Draft Nidal Abou-Ltaif organization Fact Pack	1.5
02/14/2023	BT	Draft Tammie Briscoe organization Fact Pack	1.5
02/14/2023	BT	Draft Timothy Sherwood organization's Fact Pack	0.6
02/14/2023	BT	Map non-people cost contractor spend to function data	0.3
02/14/2023	BT	Review request for EWC documentation	0.1

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
 Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/14/2023	CMS	Working session with B. Roof, C. McShane, A. Danis, F. Carvalho, J. McGlynn (left early), A. Patti (all AlixPartners), K. Speed, D. Austin, B. Barlow (Avaya) re: potential finance cost reduction and efficiency opportunities	1.5
02/14/2023	CMS	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	CMS	Summarize case management matters for internal team communications	0.4
02/14/2023	CMS	Telephone call with A. Crowley (Avaya) re: transformation-related employee matters	0.3
02/14/2023	CMS	Telephone call with T. Hines-Cope (Avaya) re: transformation-related employee matters	0.4
02/14/2023	FDC	Working session with B. Roof, C. McShane, A. Danis, F. Carvalho, J. McGlynn (left early), A. Patti (all AlixPartners), K. Speed, D. Austin, B. Barlow (Avaya) re: potential finance cost reduction and efficiency opportunities	1.5
02/14/2023	FDC	Discussion with F. Carvalho (AlixPartners) and A. Crowley (Avaya) re: Human Resources cost savings plan	0.8
02/14/2023	FDC	Analyze sales plan for NA, CALA, INTL theaters	2.5
02/14/2023	FDC	Finalize CFO and sales savings proposals to Avaya leaders	1.5
02/14/2023	FDC	Meeting with L. Orama (Avaya) on renewal process	1.0
02/14/2023	FDC	Review finance and HR savings initiatives in preparation for meetings	0.5
02/14/2023	JGM	Working session with B. Roof, C. McShane, A. Danis, F. Carvalho, J. McGlynn (left early), A. Patti (all AlixPartners), K. Speed, D. Austin, B. Barlow (Avaya) re: potential finance cost reduction and efficiency opportunities	1.2
02/14/2023	JW	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	JW	Organize daily priorities and modeling actions	0.5
02/14/2023	JW	Video Conference with F. Hayes, M. Molne, H. Clarke (Avaya) re: prep 2/16 decision board topics for real estate	0.5
02/14/2023	JW	Video Conference with A. Crowley (Avaya) re: positioning of March actions / span considerations	0.5
02/14/2023	JW	Update model with revised targets	2.5
02/14/2023	JW	Develop fact pack for Emir	2.1
02/14/2023	JW	Develop fact pack for Tammie	2.0
02/14/2023	JW	Finalize Real Estate Decision board slides from S. Jain (AlixPartners)	1.0
02/14/2023	JMC	Meeting with A. Chaturvedi, J. Crelli (both AlixPartners), D. Bagatta, J. Hannequart (both Avaya) re: documents for France WC	0.3
02/14/2023	JMC	Compile documents for France workers' council	0.3
02/14/2023	MG	Prepare radial view for cost out savings functional fact packs	1.5
02/14/2023	MG	Create pages by leader for cost out savings functional fact packs	2.8
02/14/2023	MG	Update cost out savings model	2.5
02/14/2023	MG	Clarify service and AlixPartners scope	0.7
02/14/2023	RL	Correspondence with team re updates and preparation for DB meeting	0.3
02/14/2023	RL	Prepare OCP AlixPartners budget chart by customer and status	1.6
02/14/2023	RL	Review draft transformation attainment slides	1.4
02/14/2023	RL	Review OCP customer contract agreements and terms	1.8

AlixPartners

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02/14/2023	SJ	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	SJ	Consolidate content for decision board deck for real estate	1.8
02/14/2023	SJ	Evaluate savings and time lines impacts to achieve BiC state for Avaya RE	0.9
02/14/2023	SJ	Finalize decision board deck	0.8
02/14/2023	SSS	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, S. Jain, A. Patti (AlixPartners) re: decision Board prep, Value Creation workstreams, Fact Packs, Real Estate	0.5
02/14/2023	SSS	Analyze contractor spend by function	0.9
02/14/2023	SSS	Create the summary tab of all new calibrated savings across ICE functions and leaders - identify gaps with bottoms-up and targets. Align the totals in-year and run-rate numbers to targets and switch of savings between services and AlixPartners	1.2
02/14/2023	SSS	Create three slides on update savings targets by function and L2 leaders (in-year and run-rate) and replicate these slides across all the datapacks	1.4
02/14/2023	SSS	First attempt of calibrating AlixPartners and Services - identified the savings target allocation gap between these functions. Align with the team on new calibrated savings	1.6
02/14/2023	SSS	Perform data validation and sanity checks across all the datapacks for baseline HC and \$, savings HC and \$ and target HC and \$	0.8
02/14/2023	SSS	Recalibration of bottoms-up model for IT and MLP teams based -- update Fred's fact pack based on the output	0.9
02/14/2023	SSS	Update the AlixPartners and Services fastpacks/ decks based on the calibrated bottoms-up model output	1.6
02/15/2023	AC	Video conference with A. Chaturvedi, R. Wendeborn (both AlixPartners) re: headcount development Germany	0.4
02/15/2023	AC	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	AC	Video Conference with A. Chaturvedi, B. Tsui, J. McGlynn (AlixPartners), J. Boyd, F. Alaeddin and R. Kale (Avaya) re: review cost savings support materials for ongoing audit	0.5
02/15/2023	AC	Analyze and creating comparison summary for Avaya HR to track European exits against exit data received to identify additional remaining individuals.	2.6
02/15/2023	AC	Analyze available information and reviewing past work to prepare responses to French works council requests for data related to RIFs in France	1.2
02/15/2023	AC	Create Powerpoint presentation for responses to French works council requests for data related to RIFs in France	2.4
02/15/2023	AC	Prepare supporting material memos for responses to French works council request for data related to RIFs in France	1.0
02/15/2023	AC	Prepare comparison analysis for European exits from HR list	1.3
02/15/2023	ADP	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	ADP	Summarize cost optimization for IT organization in power point presentation	2.3
02/15/2023	ADP	Revise cost optimization presentation for IT organization	2.9
02/15/2023	ADP	Analyze IT organization hygiene	2.9

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02/15/2023	AD	Conference with J. Wilken, A. Danis (AlixPartners) and T. Briscoe (Avaya) re: new FY23 Target - path to achieve	1.0
02/15/2023	AD	Video Conference with J. Wilken, A. Danis (AlixPartners) and F. Hayes (Avaya) re: new FY23 expense targets and path to achieve / walk through operational observations / align next steps	1.0
02/15/2023	AD	Analyze potential finance cost reductions and efficiency opportunities	1.1
02/15/2023	AD	Draft key narratives for CEO to say in the DB	1.7
02/15/2023	AD	Prepare for the Decision Board deck, assessing feasibility of labor cost savings in Services	1.3
02/15/2023	AD	Review final version of decision board deck	1.1
02/15/2023	AD	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	BT	Video Conference with B. Tsui, J. Wilken (AlixPartners) re: Global Support call recap	0.2
02/15/2023	BT	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	BT	Video Conference with B. Tsui, J. Wilken (AlixPartners), L. Orama and S. Liu (Avaya) re: Customer Success initiatives	0.2
02/15/2023	BT	Video Conference with B. Tsui, J. Wilken (AlixPartners), T. Briscoe, D. Manganello, C. Lewis, V. Agrawal, M. El Ali (Avaya) re: Global Support initiatives	0.5
02/15/2023	BT	Video Conference with B. Tsui, S. Segireddy (AlixPartners) re: Target setting financial model walkthrough	0.5
02/15/2023	BT	Video Conference with A. Chaturvedi, B. Tsui, J. McGlynn (AlixPartners), J. Boyd, F. Alaeddin and R. Kale (Avaya) re: review cost savings support materials for ongoing audit	0.5
02/15/2023	BT	Video Conference with J. Geary, M. Vollmer, J. Lindsey, M. Jackson, K. Thomas (Avaya) re: status and next steps for Partner Monetization initiatives	0.4
02/15/2023	BT	Add new fields in excel savings model for Span of Control before and after cuts, and added more detailed fields to show % drop in Managers and % drop in Individual Contributors.	0.5
02/15/2023	BT	Draft list of managers in T. Briscoe org where there is opportunity to consolidate	0.8
02/15/2023	BT	Make updates to excel savings model for changes in Finance and Global Sales headcount assumptions	0.9
02/15/2023	BT	Review S. Montemorano's assumptions and documents for Hiring/Attrition re: PwC Audit of cost saving initiatives	0.5
02/15/2023	BT	Review updates to HC targets against addressable population	0.5
02/15/2023	BT	Revise Span of Control analysis for N. Abou-Ltaif, G. Rivas, and J. Geary (Avaya) organizations	1.9
02/15/2023	BT	Update Span and Paygrade analysis for T. Briscoe org to account for addressable populations	1.5
02/15/2023	BT	Update T. Briscoe (Avaya) fact pack summary slides	0.2
02/15/2023	CMS	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5

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02/15/2023	CMS	Meeting with B. Roof, C. McShane, F. Carvalho, J. McGlynn (AlixPartners), K. Speed (Avaya) re: review finance organization and functions to identify potential savings (Part 1)	0.9
02/15/2023	CMS	Meeting with C. McShane, F. Carvalho, J. McGlynn (AlixPartners), K. Speed (Avaya) re: review finance organization and functions to identify potential savings (Part 2)	1.0
02/15/2023	CMS	Internal meeting with S. Spitzer, C. McShane, F. Carvalho, J. McGlynn (AlixPartners) re: Develop strategy and approach for finance function cost savings	0.5
02/15/2023	CMS	Review credit agreement docs in relation to bank account management and internal discussions re: same	0.4
02/15/2023	CMS	Review Germany country-level financial data and communications with team re: same	0.5
02/15/2023	CMS	Review Germany country-level financial data and communications with team re: same and alignment on support plan go-forward	0.6
02/15/2023	EK	Review and respond re: transformation program emails	1.2
02/15/2023	FDC	Prepare Decision Board document	0.5
02/15/2023	FDC	Revise Decision board presentation for CEO	1.0
02/15/2023	FDC	Meeting with B Roof, K Speed (both Avaya) on CFO/Accounting zero-base redesign	1.0
02/15/2023	FDC	Meeting with K. Speed (Avaya) re: understanding and detailing Accounting team activity for redesign and cost-out	2.0
02/15/2023	FDC	Review with Business HR CFO the restructuring guideline review with Business	0.8
02/15/2023	FDC	Review with Business HR the CRO restructuring guideline	0.8
02/15/2023	FDC	Meeting with A. Coelho (Avaya) re: Sales Ops and Region finance process assessment	1.0
02/15/2023	FDC	Update Sales team cost out down to three Theatre levels for cost-out hypothesis refinement	2.0
02/15/2023	FDC	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	FDC	Meeting with B. Roof, C. McShane, F. Carvalho, J. McGlynn (AlixPartners), K. Speed (Avaya) re: review finance organization and functions to identify potential savings (Part 1)	0.9
02/15/2023	FDC	Meeting with C. McShane, F. Carvalho, J. McGlynn (AlixPartners), K. Speed (Avaya) re: review finance organization and functions to identify potential savings (Part 2)	1.0
02/15/2023	FDC	Internal meeting with S. Spitzer, C. McShane, F. Carvalho, J. McGlynn (AlixPartners) re: Develop strategy and approach for finance function cost savings	0.5
02/15/2023	JGM	Video Conference with A. Chaturvedi, B. Tsui, J. McGlynn (AlixPartners), J. Boyd, F. Alaeddin and R. Kale (Avaya) re: review cost savings support materials for ongoing audit	0.5
02/15/2023	JGM	Meeting with B. Roof, C. McShane, F. Carvalho, J. McGlynn (AlixPartners), K. Speed (Avaya) re: review finance organization and functions to identify potential savings (Part 1)	0.9
02/15/2023	JGM	Meeting with C. McShane, F. Carvalho, J. McGlynn (AlixPartners), K. Speed (Avaya) re: review finance organization and functions to identify potential savings (Part 2)	1.0

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02/15/2023	JGM	Internal meeting with S. Spitzer, C. McShane, F. Carvalho, J. McGlynn (AlixPartners) re: Develop strategy and approach for finance function cost savings	0.5
02/15/2023	JGM	Develop greenfield analysis for finance department organization	0.7
02/15/2023	JGM	Review finance cost savings analysis	0.4
02/15/2023	JGM	Provide comments on cost savings analysis	0.4
02/15/2023	JW	Video Conference with B. Tsui, J. Wilken (AlixPartners) re: Global Support call recap	0.2
02/15/2023	JW	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	JW	Video Conference with B. Tsui, J. Wilken (AlixPartners), L. Orama and S. Liu (Avaya) re: Customer Success initiatives	0.2
02/15/2023	JW	Video Conference with B. Tsui, J. Wilken (AlixPartners), T. Briscoe, D. Manganello, C. Lewis, V. Agrawal, M. El Ali (Avaya) re: Global Support initiatives	0.5
02/15/2023	JW	Conference with J. Wilken, A. Danis (AlixPartners) and T. Briscoe (Avaya) re: new FY23 Target - path to achieve	1.0
02/15/2023	JW	Video Conference with J. Wilken, A. Danis (AlixPartners) and F. Hayes (Avaya) re: new FY23 expense targets and path to achieve / walk through operational observations / align next steps	1.0
02/15/2023	JW	Draft the 2/17 Decision Board deck including alignment with core team members	2.6
02/15/2023	JW	Incorporate refined assumptions for CRO / Finance / Services into the target setting model and refresh outputs	1.0
02/15/2023	JW	Organize daily priorities for the team (Capture baseline adjustments from leadership calls; re-calibrate the model; revise the fact-packs)	0.2
02/15/2023	JW	Update IT workshop deck	1.0
02/15/2023	JW	Review revised Real Estate deck in preparation of the 2/16 decision board and provide feedback	0.5
02/15/2023	JW	Scheduling and re-scheduling meetings to clean up the calendar	0.2
02/15/2023	JW	Discussion with T. Briscoe (Avaya) re: tactical next steps and action items from target	0.2
02/15/2023	JW	Revise plan for IT organization design workshop	1.0
02/15/2023	MG	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	MG	Conference call with R. Li, M. Grover (both AlixPartners) re: AlixPartners utilization and realization detail	0.4
02/15/2023	MG	Review Avaya census	1.2
02/15/2023	MG	Upload updated Avaya census to radial tool	0.6
02/15/2023	MG	Prepare radial view for geographical analysis for fact pack for T. Briscoe (Avaya)	1.7
02/15/2023	MG	Prepare radial view for tenure analysis for fact pack for T. Briscoe (Avaya)	1.6
02/15/2023	MG	Create pages for fact pack for T. Briscoe (Avaya)	2.9
02/15/2023	RL	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	RL	Conference call with R. Li, M. Grover (both AlixPartners) re: AlixPartners utilization and realization detail	0.4
02/15/2023	RL	Correspondence with Avaya team re project budget and metrics	0.4

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02/15/2023	RL	Incorporate completion percentage and other metrics into customer project model and overall status schedule	2.8
02/15/2023	RL	Meeting with R. Driscoll, D. Manganello, G. Rivero (all Avaya) re: in-built customer projects and budgets	0.7
02/15/2023	RL	Review data received and analysis re customer project in preparation for meeting with Avaya team.	0.4
02/15/2023	RW	Video conference with A. Chaturvedi, R. Wendeborn (both AlixPartners) re: headcount development Germany	0.4
02/15/2023	RW	Review onboarding transformation program Avaya Germany	0.5
02/15/2023	SS	Internal meeting with S. Spitzer, C. McShane, F. Carvalho, J. McGlynn (AlixPartners) re: Develop strategy and approach for finance function cost savings	0.5
02/15/2023	SSS	Video Conference with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (AlixPartners) re: Cost Opt	0.5
02/15/2023	SSS	Video Conference with B. Tsui, S. Segireddy (AlixPartners) re: Target setting financial model walkthrough	0.5
02/15/2023	SSS	Revise the baseline for bottoms-up model to exclude union workers	2.4
02/15/2023	SSS	Update the decision board deck for revised baseline	1.9
02/15/2023	SSS	Perform R&D Capacity analysis to identify opportunities in prep for the client meeting on Thursday	0.9
02/15/2023	SSS	Recalibrate of bottoms-up model for CFO and CRO teams based on tops-down guidance	1.3
02/15/2023	SSS	Update the fact pack for Services team with updated baseline and calibrate the services bottoms-up savings model to align to the targets	1.3
02/16/2023	AC	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	AC	Video Conference with A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis, C. Brandt (all Avaya) re: Germany EWC and GSMB Contractor spend	0.5
02/16/2023	AC	Video Conference with A. Chaturvedi and J. McGlynn (AlixPartners), F. Alaeddin (Avaya) re: review cost savings support materials for ongoing audit	0.3
02/16/2023	AC	Telephone call with A. Chaturvedi, (AlixPartners), D. Bagatta and team (Avaya) re: ongoing review of legal/HR concerns	0.9
02/16/2023	AC	Update radial for finance transformation program opportunity tracking	1.8
02/16/2023	AC	Prepare financial summary for French works council meeting	1.9
02/16/2023	AC	Create comparison analysis for EWC actions in NL and Germany	2.2
02/16/2023	AC	Prepare response tracker and create analysis documents for French works council information request	2.2
02/16/2023	ADP	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	ADP	Analysis on contractor spend file	2.5
02/16/2023	ADP	Revise analysis for IT functional deep dive	2.5
02/16/2023	ADP	Analyze spans and layers for IT	2.0
02/16/2023	ADP	Analyze offshoring opportunities for IT	1.5

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02/16/2023	AD	Video Conference with A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis, C. Brandt (all Avaya) re: Germany EWC and GSMB Contractor spend	0.5
02/16/2023	AD	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	1.0
02/16/2023	AD	Telephone call with S. Spitzer, C. McShane, A. Danis, J. Mennie, R. Wendeborn (AlixPartners), R. Schmidl, A. Beltran, R. Hecker (Avaya) re: Germany go-forward business plan	1.0
02/16/2023	AD	Finalize deck for IT discussion	0.8
02/16/2023	AD	Video conference with A. Danis (AlixPartners), T.Zerbe (Avaya), T. Sherwood (Avaya) re: FY23 ICE target / fact pack and opportunity discussion	1.1
02/16/2023	BT	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	BT	Video Conference with A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis, C. Brandt (all Avaya) re: Germany EWC and GSMB Contractor spend	0.5
02/16/2023	BT	Video Conference with B. Tsui, J. Wilken (both AlixPartners) re: global support call recap	0.2
02/16/2023	BT	Email M. Nambiar (Avaya) re: Clarify data source for PwC audit item	0.2
02/16/2023	BT	Review Services revenue uplift initiatives shared by C. Lewis (Avaya)	0.4
02/16/2023	BT	Review supporting document received from G. Rottner (Avaya) to respond to PwC audit questions re: Lower Revenue	0.4
02/16/2023	BT	Video conference with J. Boyd, F. Alaeddin, M. Molne , I. Bhat (all Avaya) re: Real Estate support for ongoing PwC audit	0.5
02/16/2023	BT	Update Sales International fact pack with sales coverage area mapping	0.7
02/16/2023	BT	Update Global Sales fact pack paygrade slides	1.2
02/16/2023	BT	Research AlixPartners contractor outsourcing supporting documents to respond to PwC audit question	1.4
02/16/2023	BT	Update IT Fact pack & contractor analysis	1.7
02/16/2023	BT	Update R&D Fact pack and analyze R. Shepard and A. Campbell org	2.6
02/16/2023	CMS	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	1.0
02/16/2023	CMS	Telephone call with S. Spitzer, C. McShane, A. Danis, J. Mennie, R. Wendeborn (AlixPartners), R. Schmidl, A. Beltran, R. Hecker (Avaya) re: Germany go-forward business plan	1.0
02/16/2023	CMS	Analyze Sales Finance organization	1.0
02/16/2023	CMS	Telephone call with A. Crowley (Avaya) re: employee matters	0.5
02/16/2023	CMS	Review Germany country-level financial data and communications with Avaya management team re: same	0.8
02/16/2023	EK	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	1.0
02/16/2023	EK	Review and comment on status of transformation program initiatives	1.0

AlixPartners

Alan Masarek
 Chief Executive Officer
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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
 Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/16/2023	FDC	Discussion with F. Carvalho (AlixPartners) and S. Haddad (Avaya) re: Chief Financial Officer savings and Germany cost reduction project	1.0
02/16/2023	FDC	Meeting with A. Coelho (Avaya) re: Sales Ops CALA mapping and de-duplication of CFO roles	1.0
02/16/2023	FDC	Planning session on CFO and Sales Ops separation	1.5
02/16/2023	FDC	Assess Germany cost base and estimated savings actions/impacts	2.0
02/16/2023	FDC	Conference call with B. Roof, S. Spitzer, F. Carvalho, J. McGlynn (all AlixPartners), K. Speed B. Barlow, S. Haddad (all Avaya) re: potential cost savings opportunities within the sales finance organization	1.2
02/16/2023	JGM	Conference call with B. Roof, S. Spitzer, F. Carvalho, J. McGlynn (all AlixPartners), K. Speed B. Barlow, S. Haddad (all Avaya) re: potential cost savings opportunities within the sales finance organization	1.2
02/16/2023	JGM	Video Conference with A. Chaturvedi and J. McGlynn (AlixPartners), F. Alaeddin (Avaya) re: review cost savings support materials for ongoing audit	0.3
02/16/2023	JGM	Review B. Barlow's (Avaya) proposed changes to the FP&A org function	0.6
02/16/2023	JGM	Develop future greenfield finance org structure	0.9
02/16/2023	JGM	Perform analysis on finance department org structure for potential changes	1.1
02/16/2023	JJM	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	JJM	Video conference with J. Mennie, R. Wendeborn (both AlixPartners) re: Business Plan Germany	0.4
02/16/2023	JJM	Telephone call with S. Spitzer, C. McShane, A. Danis, J. Mennie, R. Wendeborn (AlixPartners), R. Schmidl, A. Beltran, R. Hecker (Avaya) re: Germany go-forward business plan	1.0
02/16/2023	JJM	Prepare summary of Avaya product acronyms for Germany analysis	0.7
02/16/2023	JW	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	JW	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	1.0
02/16/2023	JW	Video Conference with B. Tsui, J. Wilken (both AlixPartners) re: global support call recap	0.2
02/16/2023	JW	Update plan for IT workshop	0.1
02/16/2023	JW	Correspond with A. Crowley (Avaya) re: IT working session	0.3
02/16/2023	JW	Call with F. Hayes (Avaya) re: Debrief from Decision Board and strategize around next steps for Real Estate and IT	0.5
02/16/2023	JW	Finalize radial views for R&D	0.5
02/16/2023	JW	Collect CTR data & open requisitions from S. Martin Fontans (Avaya) for R&D	0.5
02/16/2023	JW	Develop actions to advance the R&D cost take-out plan	0.5
02/16/2023	JW	Finalize Decision board materials & align on key messages for the CEO	1.0
02/16/2023	JW	Refine IT workshop deck and adjust based on conversation with Fred H (Avaya)	1.0
02/16/2023	JW	Revise organizational fastpacks for T. Zerbe (R&D)	1.0
02/16/2023	JW	Revise organizational fastpacks for F. Hayes (IT)	1.0
02/16/2023	JMC	Compile market research reports for France workers' council	0.2

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02/16/2023	MG	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	MG	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	MG	Analyze Services International organization opportunity hypothesis	0.4
02/16/2023	MG	Analyze International Services/support utilization	1.2
02/16/2023	MG	Analyze International Services/support realization	2.0
02/16/2023	MG	Update contractor data	2.0
02/16/2023	MG	Upload contractor data to radial	2.5
02/16/2023	RL	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5
02/16/2023	RL	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	1.0
02/16/2023	RL	Correspondence with Avaya personnel re AlixPartners install budget and related status	0.6
02/16/2023	RL	Review DC cost support and correspondence with Avaya IT finance personnel on scheduling time to review	1.1
02/16/2023	RL	Update OCP support cost analysis and prepare schedule and correspondence	1.7
02/16/2023	RL	Review support cost hours and prepare OCP analysis	2.4
02/16/2023	RW	Video Conference with A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis, C. Brandt (all Avaya) re: Germany EWC and GSMB Contractor spend	0.5
02/16/2023	RW	Video conference with J. Mennie, R. Wendeborn (both AlixPartners) re: Business Plan Germany	0.4
02/16/2023	RW	Telephone call with S. Spitzer, C. McShane, A. Danis, J. Mennie, R. Wendeborn (AlixPartners), R. Schmidl, A. Beltran, R. Hecker (Avaya) re: Germany go-forward business plan	1.0
02/16/2023	RW	Analyze existing headcount measures for German business	0.7
02/16/2023	RW	Review existing business plan for German business	1.4
02/16/2023	SS	Conference call with B. Roof, S. Spitzer, F. Carvalho, J. McGlynn (all AlixPartners), K. Speed B. Barlow, S. Haddad (all Avaya) re: potential cost savings opportunities within the sales finance organization	1.2
02/16/2023	SS	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	1.0
02/16/2023	SS	Telephone call with S. Spitzer, C. McShane, A. Danis, J. Mennie, R. Wendeborn (AlixPartners), R. Schmidl, A. Beltran, R. Hecker (Avaya) re: Germany go-forward business plan	1.0
02/16/2023	SS	Review materials for cost reduction meeting with management and provide comments.	1.9
02/16/2023	SSS	Video Conference with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re:cost Transformation team alignment and Decision Board debrief	0.5



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02/16/2023	SSS	Create radial organizational view for R&D total Org	0.3
02/16/2023	SSS	Edit the baseline (HC and \$) slides on the DB deck	0.3
02/16/2023	SSS	Create Organizational profile for R&D fact pack with updated baseline (with contractors)	0.6
02/16/2023	SSS	Create radial pages for M.Fujisawa's org with updated baseline	0.8
02/16/2023	SSS	Create radial pages for Product management org with updated baseline	0.8
02/16/2023	SSS	Complete the baseline tables and bridges to addressable spend across all functions	0.9
02/16/2023	SSS	Analyze R&D contract spend for span consolidation opportunities	1.1
02/16/2023	SSS	Create radial pages for R.Driscoll's org with updated baseline	1.1
02/16/2023	SSS	Create radial pages for P.Lawless, R.Adlakha, F.Baldoni org with updated baseline	1.2
02/17/2023	AC	Video Conference with A. Chaturvedi, B. Tsui (both AlixPartners), J. Boyd, F. Alaeddin, R. Kale (all Avaya), C. Venchiarutti, N. Wang (both PwC) re: walk auditors through corporate cost savings initiatives	0.5
02/17/2023	AC	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	AC	prepare HR realized actions workbook to provide support for ongoing audit of cost program	0.4
02/17/2023	AC	Update savings tracker with latest HR data	2.2
02/17/2023	AC	Recalculate European severance based on local Avaya HR calculations	2.6
02/17/2023	AC	Run census comparisons to assess impact from future employee actions	1.6
02/17/2023	ADP	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	ADP	Video Call with A. Danis, J. Wilken, A. Patti (AlixPartners) and F. Hayes, H. Morsy, L. Ferrari (Avaya) re: Deep dive session for corporate IT	2.2
02/17/2023	ADP	Video Conference with J. Wilken, A. Patti (AlixPartners) and H. Morsy (Avaya) re: follow up to IT Cost transformation working session	1.4
02/17/2023	ADP	Analyze IT spans and layers after cost transformation working session	2.0
02/17/2023	ADP	Analyze IT offshoring opportunities after cost transformation working session	1.0
02/17/2023	AD	Telephone call with S. Spitzer, C. McShane, A. Danis, F. Carvalho (all AlixPartners) re: Germany cost action planning	0.3
02/17/2023	AD	Video Call with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: define workplan for next week, for site visit at GSMB	0.4
02/17/2023	AD	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	AD	Video Call with A. Danis, J. Wilken, A. Patti (AlixPartners) and F. Hayes, H. Morsy, L. Ferrari (Avaya) re: Deep dive session for corporate IT	2.2
02/17/2023	BT	Video Conference with A. Chaturvedi, B. Tsui (both AlixPartners), J. Boyd, F. Alaeddin, R. Kale (all Avaya), C. Venchiarutti, N. Wang (both PwC) re: walk auditors through corporate cost savings initiatives	0.5
02/17/2023	BT	Video Conference with B. Tsui, R. Li (both AlixPartners), R. Brookes, J. Lindsley (both Avaya) re: Co-Delivery Status	0.3
02/17/2023	BT	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5

AlixPartners

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02/17/2023	BT	Video Conference with J. Boyd, F. Alaeddin, A. Beltran, L. Schultheis (Avaya), C. Venchiarutti, N. Wang (PwC) re: Walk auditors through support documents for GSMB initiatives	0.5
02/17/2023	BT	Review Co-Delivery materials	0.9
02/17/2023	BT	Review depreciation schedules for ongoing audit	0.7
02/17/2023	BT	Review Global Sales headcount and cost data	2.1
02/17/2023	BT	Review revenue reduction and margin support documents for ongoing audit	0.4
02/17/2023	BT	Share contractor data source information with A. Patti	0.2
02/17/2023	BT	Video Conference with J. Boyd, F. Alaeddin (both Avaya) re: debrief after call with auditors and discuss next steps	0.5
02/17/2023	CMS	Internal meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: Case strategy and alignment on daily objectives	0.5
02/17/2023	CMS	Telephone call with S. Spitzer, C. McShane, A. Danis, F. Carvalho (all AlixPartners) re: Germany cost action planning	0.3
02/17/2023	CMS	Video Call with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: define workplan for next week, for site visit at GSMB	0.4
02/17/2023	CMS	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	CMS	Review Germany country-level financial data and communications with team re: same	0.5
02/17/2023	CMS	Review Wages Motion and severance analysis and email communication with Company Head of HR re: same	0.5
02/17/2023	FDC	Video Conference with A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis, C. Brandt (all Avaya) re: Germany EWC and GSMB Contractor spend	0.5
02/17/2023	FDC	Video conference with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li (all AlixPartners), SLT (Avaya) re: Decision Board with Alan and the SLT	1.0
02/17/2023	FDC	Telephone call with S. Spitzer, C. McShane, A. Danis, F. Carvalho (all AlixPartners) re: Germany cost action planning	0.3
02/17/2023	FDC	Video Call with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: define workplan for next week, for site visit at GSMB	0.4
02/17/2023	FDC	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	FDC	Internal call with F. Carvalho, J. McGlynn (AlixPartners) re: discuss CFO in year savings target: baseline and target	0.5
02/17/2023	FDC	Summarize next steps for Global Sales fact packs	0.2
02/17/2023	FDC	Analyze quoting data for savings' sizing in sales support team	1.5
02/17/2023	FDC	Call with F. Carvalho (AlixPartners) and C. Cleary (Avaya) re: Germany cost savings initiatives	0.2
02/17/2023	FDC	Assess GSMB P&L to build general understanding of business and generate savings hypothesis	2.5
02/17/2023	JGM	Internal meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: Case strategy and alignment on daily objectives	0.5

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02/17/2023	JGM	Internal meeting with B. Roof, J. McGlynn (both AlixPartners) re: Alignment on approach to finance department cost optimization strategies	0.5
02/17/2023	JGM	Internal call with F. Carvalho, J. McGlynn (AlixPartners) re: discuss CFO in year savings target: baseline and target	1.0
02/17/2023	JGM	Conference call with B. Barlow (Avaya) re: Discuss realignment of the FP&A finance org	0.7
02/17/2023	JGM	Review Avaya finance functions and proposed org changes -	0.8
02/17/2023	JW	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	JW	Video Call with A. Danis, J. Wilken, A. Patti (AlixPartners) and F. Hayes, H. Morsy, L. Ferrari (Avaya) re: Deep dive session for corporate IT	2.2
02/17/2023	JW	Video Conference with J. Wilken, A. Patti (AlixPartners) and H. Morsy (Avaya) re: follow up to IT Cost transformation working session	1.4
02/17/2023	JW	Organize daily priorities and meetings	0.5
02/17/2023	JW	Consolidate notes after IT working session	0.5
02/17/2023	JW	Distribute action items after the IT working session	0.5
02/17/2023	JW	Finalize workshop materials for IT baselining session	0.9
02/17/2023	JW	Finalize presentation materials for the Services and Finance to catch up on FY23 plan actions	0.2
02/17/2023	JW	Schedule meetings with the Services and Finance teams to catch up on FY23 plan actions	0.1
02/17/2023	JW	Review case studies for real estate footprint transformation	0.5
02/17/2023	JW	Review services utilization analysis	0.5
02/17/2023	JW	Call with J. Wilken (AlixPartners) and R. Driscoll (Avaya) re: Information Technology cost optimization	0.2
02/17/2023	RL	Video Conference with B. Tsui, R. Li (both AlixPartners), R. Brookes, J. Lindsley (both Avaya) re: Co-Delivery Status	0.3
02/17/2023	RL	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	RL	Correspondence with R. Driscoll (Avaya) re support cost analysis	0.4
02/17/2023	RL	Update OCP support cost analysis	1.1
02/17/2023	RW	Video Call with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: define workplan for next week, for site visit at GSMB	0.4
02/17/2023	RW	Analyze revenue development for German business	1.1
02/17/2023	RW	Analyze headcount roster for German business	1.6
02/17/2023	RW	Compare business plan scenarios for German business	0.8
02/17/2023	RW	Review alternative business plan for German business	1.8
02/17/2023	RW	Review Germany business update presentation	0.6
02/17/2023	RW	Review revenue categories for German business	0.5
02/17/2023	RW	Telephone call with R. Hecker (Avaya) re: transformation program support Germany	0.4
02/17/2023	SS	Internal meeting with B. Roof, S. Spitzer, C. McShane, J. McGlynn (all AlixPartners) re: Case strategy and alignment on daily objectives	0.5
02/17/2023	SS	Telephone call with S. Spitzer, C. McShane, A. Danis, F. Carvalho (all AlixPartners) re: Germany cost action planning	0.3

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02/17/2023	SS	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	SSS	Video Conference with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, A. Patti (all AlixPartners) re: transformation program team alignment	0.5
02/17/2023	SSS	Finalize R&D deck	0.9
02/19/2023	JW	Video Conference with J. Wilken (AlixPartners), H. Morsy, M. Blake, S. Supasithumrong (Avaya) re: Cost Opt / IT working session / deep dives with team leads / alignment on next steps / key actions this week	2.5
02/20/2023	AC	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, A. Patti (AlixPartners) re: Cost Transformation team alignment	0.6
02/20/2023	AC	Estimate severance for future non-US exits	1.2
02/20/2023	AC	Estimate severance for future US exits	2.3
02/20/2023	ADP	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, A. Patti (AlixPartners) re: Cost Transformation team alignment	0.6
02/20/2023	ADP	Update census and contractor data deliverables	0.8
02/20/2023	ADP	Prepare census files for distribution to F. Hayes and H. Morsy (Avaya)	2.5
02/20/2023	ADP	Prepare contractor data for distribution to F. Hayes and H. Morsy (Avaya)	2.0
02/20/2023	AD	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, A. Patti (AlixPartners) re: Cost Transformation team alignment	0.6
02/20/2023	BT	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, A. Patti (AlixPartners) re: Cost Transformation team alignment	0.6
02/20/2023	BT	Email to Sales Intl team to reschedule meeting	0.1
02/20/2023	BT	Review decision board savings template	0.2
02/20/2023	BT	Analyze span of control with contractors	0.3
02/20/2023	BT	Prepare for team alignment call	0.4
02/20/2023	BT	Review Global Sales consolidated Span of Control analysis for accuracy	0.4
02/20/2023	CMS	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, A. Patti (AlixPartners) re: Cost Transformation team alignment	0.6
02/20/2023	CMS	Draft email to Avaya finance team re: cost transformation program matters	0.3
02/20/2023	CMS	Telephone call with A. Crowley (Avaya) re: employee-related matters	0.3
02/20/2023	CMS	Email correspondence with Avaya finance team re: February functional cost outlook	0.4
02/20/2023	CMS	Review Avaya February outlook	0.5
02/20/2023	CMS	Review and drafting presentation materials for Avaya mgmt team re: Germany	0.6
02/20/2023	CMS	Review Germany-related business and financial diligence materials prepared by team and making updates to same	0.7
02/20/2023	CMS	Review decision board materials for sharing with Avaya functional leads, and internal email correspondence re: same	0.8
02/20/2023	FDC	Analyze sales CFO structure for CFO cost out program assessment	2.0
02/20/2023	FDC	Redesign theaters span of control for delayering of management	2.5
02/20/2023	JGM	Internal meeting with B. Roof, J. McGlynn (AlixPartners) re: Alignment on approach to finance department cost optimization strategies	1.0
02/20/2023	JGM	Prepare materials for cost savings for CFO org. in preparation for upcoming meeting	1.2
02/20/2023	JW	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, A. Patti (AlixPartners) re: Cost Transformation team alignment	0.6



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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/20/2023	JW	Update info pack update for T. Briscoe (Avaya) with CTR data / updated spans	1.0
02/20/2023	JW	Prepare for a working session with the HR and RE teams	0.8
02/20/2023	JW	Research a case study for successful hub model implementation	0.7
02/20/2023	JW	Prepare content for the 2/23 Decision Board	0.6
02/20/2023	JW	Develop a template to capture the plan attainment status by leader	0.6
02/20/2023	JW	Finalize the template for plan attainment	0.4
02/20/2023	JW	Distribute the template for plan attainment to the senior leadership team (15+ Avaya leads)	0.4
02/20/2023	MG	Update radial with Service Contractors	2.3
02/20/2023	MG	Analyze T. Briscoe (Avaya) organization in radial	2.4
02/20/2023	MG	Update T. Briscoe (Avaya) fact pack with contractors, including spans of control and pay bands	1.4
02/20/2023	RW	Prepare non-people cost related questions for meeting with R. Hecker and A. Beltran (both Avaya)	1.1
02/20/2023	RW	Prepare revenue related questions for meeting with R. Hecker and A. Beltran (both Avaya)	1.2
02/20/2023	RW	Prepare people cost related questions for meeting with R. Hecker and A. Beltran (both Avaya)	1.9
02/20/2023	RW	Review historical P&L data for German business	2.4
02/20/2023	SSS	Video Conference with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, S. Segireddy, A. Patti (AlixPartners) re: Cost Transformation team alignment	0.6
02/20/2023	SSS	Update deck for real estate working session	1.8
02/21/2023	AC	Meeting with A. Chaturvedi, B. Tsui (AlixPartners), F. Alaeddin (Avaya) re: next steps and follow ups needed for ongoing audit	0.2
02/21/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	AC	Create Powerpoint presentation showing CEO direct reports down to four levels from radial	1.9
02/21/2023	AC	HR/Legal video conference call with D. Bagatta (Avaya) re: ongoing people cost actions	0.8
02/21/2023	AC	Prepare responses to follow-up questions from French works council for France people cost actions	2.3
02/21/2023	AC	Analyze impact of UK people cost actions	1.2
02/21/2023	AC	Update radial roster v9 with estimated severance and new hire information to support cost transformation program	2.9
02/21/2023	AC	Upload updated roster into radial	0.2
02/21/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	ADP	Assess opportunities for IT	2.5
02/21/2023	ADP	Assess opportunities for Solutions & Technology IT resources	2.0
02/21/2023	ADP	Analyze IT cost transformation initial plan provided by H. Morsy (Avaya)	2.8
02/21/2023	ADP	Draft email response to H. Morsy (Avaya) on IT cost transformation plan	0.4
02/21/2023	AD	Meeting with C. McShane, A. Danis (both AlixPartners) re: AlixPartners org transformation	0.4

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02/21/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	AD	Meeting with C. McShane, A. Danis, J. McGlynn (all AlixPartners) re: discussion re: finance transformation org	0.5
02/21/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (AlixPartners) re: Germany scenario planning and analysis	0.5
02/21/2023	AD	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), E. Susic, D. Manganello (Avaya) re: Cost Opt	0.7
02/21/2023	AD	Prepare documentation for the CEO to use with investors	1.1
02/21/2023	BT	Meeting with F. Carvalho, B. Tsui (both AlixPartners) re: align on next steps for global sales cost transformation	0.2
02/21/2023	BT	Meeting with A. Chaturvedi, B. Tsui (AlixPartners), F. Alaeddin (Avaya) re: next steps and follow ups needed for ongoing audit	0.2
02/21/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	BT	Update C. Cleary (Avaya) org presentation with span and paygrade analysis	0.4
02/21/2023	BT	Perform span and paygrade analysis on C. Cleary (Avaya) org	1.3
02/21/2023	BT	Email to G. Novak (Avaya) re: Sales NA reporting	0.1
02/21/2023	BT	Review contractor hourly rates	0.2
02/21/2023	BT	Review depreciation support documentation for ongoing audit	0.2
02/21/2023	BT	Prepare for alignment call with F. Carvalho (AlixPartners)	0.3
02/21/2023	BT	Provide K. Thomas (Avaya) availability for meeting times with Finance Business Partners	0.2
02/21/2023	BT	Review AlixPartners Contractors to be outsourced to confirm that there are no duplicates and draft summary re: ongoing audit	0.6
02/21/2023	BT	Review and revise discussion materials with Global Sales leaders including GSMB-specific program being developed with INTL and Germany team	1.0
02/21/2023	BT	Review February OL and changes from Jan OL	0.3
02/21/2023	BT	Update initiatives for Global Sales in savings tracker tool	1.9
02/21/2023	BT	Video conference with B. Tsui (AlixPartners), J. Wade, A. Grover, A. Nagpal, F. Alaeddin (Avaya) re: discuss depreciation support documents for ongoing audit	0.5
02/21/2023	CMS	Meeting with C. McShane, A. Danis (both AlixPartners) re: AlixPartners org transformation	0.4
02/21/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	CMS	Meeting with C. McShane, A. Danis, J. McGlynn (all AlixPartners) re: discussion re: finance transformation org	0.5
02/21/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (AlixPartners) re: Germany scenario planning and analysis	0.5
02/21/2023	CMS	Draft email communication with AlixPartners team re: critical Avaya employee matters	0.3
02/21/2023	CMS	Respond to email re: finance org transformation	0.2
02/21/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (AlixPartners) re: Germany scenario planning and analysis	0.5

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02/21/2023	FDC	Meeting with F. Carvalho, B. Tsui (both AlixPartners) re: align on next steps for Global Sales cost transformation	0.2
02/21/2023	FDC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	FDC	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Mangenello, B. Barlow (both Avaya) re: discuss potential cost savings opportunities within the services finance/ops org	1.0
02/21/2023	FDC	Analyze CFO org target state and headcount/ people cost	1.0
02/21/2023	FDC	Assess cost structure of GSMB to enable savings hypothesis generation	1.7
02/21/2023	FDC	Assess savings potential in Sales Support (headcount)	1.7
02/21/2023	FDC	Prepare presentation to Sales Ops head on savings opportunities for discussion/alignment	2.6
02/21/2023	FDC	Assessment of international savings initiatives and target	1.4
02/21/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow (Avaya) re: Discuss potential cost savings opportunities within the FP&A org.	0.8
02/21/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), E. Maclean (Avaya) re: discuss potential cost savings opportunities within the Internal Audit org.	0.9
02/21/2023	JGM	Meeting with C. McShane, A. Danis, J. McGlynn (all AlixPartners) re: discussion re: finance transformation org	0.5
02/21/2023	JGM	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Mangenello, B. Barlow (both Avaya) re: discuss potential cost savings opportunities within the services finance/ops org	1.0
02/21/2023	JGM	Meeting with F. Carvalho, J. McGlynn (AlixPartners), S. Haddad (Avaya) re: discuss potential cost savings opportunities within the sales finance org	1.0
02/21/2023	JGM	Analyze each CFO direct report for manager spans and costs	0.8
02/21/2023	JJM	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	JJM	Analyze real estate leases	0.5
02/21/2023	JJM	Prepare summary analysis of lease rejection claims for domestic real estate leases	2.7
02/21/2023	JJM	Review latest FY23 February ICE forecast outlook compared to January ICE outlook	1.9
02/21/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: Cost takeout priorities - Decision Board, Services, and AlixPartners	0.2
02/21/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	JW	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: deliverable priorities - AlixPartners, OCP, R&D, real estate	0.3
02/21/2023	JW	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), E. Susic, D. Manganello (Avaya) re: Cost Opt	0.7
02/21/2023	JW	Meeting with J. Wilken, S. Segireddy (AlixPartners), F. Hayes, H. Clarke, J. Miles (Avaya) re: Real-Estate working session in prep for decision board meeting	1.0
02/21/2023	JW	Correspond with AlixPartners team re: tactical next steps and action items	0.8
02/21/2023	JW	Correspond with A. Chaturvedi and R. Li (AlixPartners) re: OCP sizing and organization questions	0.5

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02/21/2023	JW	Review Field Services Utilization data	0.5
02/21/2023	JW	Finalize real estate working paper for Human Resources team	1.0
02/21/2023	JW	Correspond with T. Zerbe, T. Briscoe, H. Morsy (Avaya) re: plan attainment strategy in prep for 2/23 decision board meeting	0.5
02/21/2023	JW	Meeting with F. Hayes (Avaya) re: cost takeout priorities IT / MLP / Q2O / RE	0.3
02/21/2023	JW	Review current GBO Feb-submission	0.5
02/21/2023	JW	Correspond with H. Morsy (Avaya) re: plan attainment template and outstanding items	0.5
02/21/2023	JW	Write up list of go forward transformation themes that will require attention soon	0.7
02/21/2023	JMC	Compile cost transformation documents for France workers' council	0.2
02/21/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: Cost takeout priorities - Decision Board, Services, and AlixPartners	0.2
02/21/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: baseline / February OL sync	0.8
02/21/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: February 2023 outlook walk	0.4
02/21/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners), J. Arena, D. Manganello, G. Pannuzzo (Avaya) re: AlixPartners pline validation	0.8
02/21/2023	MG	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: deliverable priorities - AlixPartners, OCP, R&D, real estate	0.3
02/21/2023	MG	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), E. Susic, D. Manganello (Avaya) re: Cost Opt	0.7
02/21/2023	MG	Meeting with R. Li, M. Grover (AlixPartners) re: AlixPartners - Way forward (data, stakeholder discussions)	0.3
02/21/2023	MG	Review Services International analysis	0.3
02/21/2023	MG	Split census by Level 2 & 3 leaders	0.9
02/21/2023	MG	Upload all contractors to radial	1.9
02/21/2023	MG	Analyze Services International utilization data	1.0
02/21/2023	MG	Analyze Services International realization data	1.0
02/21/2023	MG	Analyze Services International profit and loss data	0.9
02/21/2023	MG	Update radial with Service Contractors	2.3
02/21/2023	MG	Analyze updated data on T. Briscoe (Avaya) organization in radial	2.8
02/21/2023	MG	Update T. Briscoe (Avaya) fact pack with contractors, including spans of control and pay bands	1.0
02/21/2023	RL	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners), J. Arena, D. Manganello, G. Pannuzzo (Avaya) re: AlixPartners pline validation	0.8
02/21/2023	RL	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), E. Susic, D. Manganello (Avaya) re: Cost Opt	0.7
02/21/2023	RL	Meeting with R. Li, M. Grover (AlixPartners) re: AlixPartners - Way forward (data, stakeholder discussions)	0.3
02/21/2023	RL	Review AlixPartners cost savings targets	0.5

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02/21/2023	RL	Review draft cost savings target presentation and flash template.	0.4
02/21/2023	RL	Update review files and prepare for weekly OCP update call.	0.8
02/21/2023	RW	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (AlixPartners) re: Germany scenario planning and analysis	0.5
02/21/2023	RW	Analyze FY22 P&L for German business	2.8
02/21/2023	RW	Compile question list for German business	2.9
02/21/2023	RW	Email to R. Hecker and A. Beltran (both Avaya) re: prioritization of requests	0.6
02/21/2023	RW	Review baseline scenario for German business	2.3
02/21/2023	RW	Video conference with A. Beltran, R. Hecker (both Avaya) re: kick-off Germany deep-dive	1.0
02/21/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
02/21/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: baseline / February OL sync	0.8
02/21/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: February 2023 outlook walk	0.4
02/21/2023	SSS	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: deliverable priorities - AlixPartners, OCP, R&D, real estate	0.3
02/21/2023	SSS	Meeting with J. Wilken, S. Segireddy (AlixPartners), F. Hayes, H. Clarke, J. Miles (Avaya) re: Real-Estate working session in prep for decision board meeting	1.0
02/21/2023	SSS	Put pages for client discussion based on market research in the context of real estate strategy	0.9
02/21/2023	SSS	Research for publicly available reports/research on hybrid work environment	1.5
02/22/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	AC	Prepare responses to French Works Council information requests	2.1
02/22/2023	AC	Analyze German cost savings	1.9
02/22/2023	AC	Identify left to get savings for attainment plan	2.7
02/22/2023	AC	Meeting with A. Crowley (Avaya) re: HR org opportunities	0.6
02/22/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners), M. Blake, E. Lenihan, R. Mosty, S. Supasithumrong, A. Gacquin (Avaya) re: IT FY23 Projects Commit Walkthrough	1.3
02/22/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	ADP	Assess opportunities for GBS	2.1
02/22/2023	ADP	Prepare census and contractor data for IT teams	2.4
02/22/2023	ADP	Analyze sourcing and procurement headcount and spend coverage	2.5
02/22/2023	AD	Meeting with C. McShane, A. Danis (both AlixPartners) re: discuss and align on escalation process for Germany	0.3
02/22/2023	AD	Meeting with C. McShane, A. Danis (both AlixPartners) re: transformation program planning	0.3
02/22/2023	AD	Meeting with A. Danis, R. Wendeborn (both AlixPartners) re: review finding Germany and escalation to get data	0.4

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02/22/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: touchpoint to discuss transformation program related topics	0.5
02/22/2023	AD	Review materials for the decision board	0.8
02/22/2023	AD	Review submitted template for Product	0.3
02/22/2023	BT	Meeting with B. Tsui, J. Wilken (AlixPartners) re: alignment on cost transformation next steps re: templates and tracker updates	0.2
02/22/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	BT	Analyze workstream initiatives vs. cost center for improved reporting/ownership	1.2
02/22/2023	BT	Draft responses to PwC audit questions and put together work package re: contractor rate card initiative.	0.7
02/22/2023	BT	Review draft Decision Board deck slides	0.2
02/22/2023	BT	Review e-mail response from P. Naylor (Avaya) re: OCP Increase Depreciation schedule details requested by PwC for ongoing audit	0.6
02/22/2023	BT	Review responses for updates to non-people cost initiatives for Services	0.2
02/22/2023	BT	Update excel model that pulls initiative data into functional reporting templates	1.3
02/22/2023	BT	Update non-people cost initiatives in savings tracker for AlixPartners	0.8
02/22/2023	BT	Update non-people cost initiatives in savings tracker for Global Sales	0.6
02/22/2023	BT	Update non-people cost initiatives into savings tracker for Marketing, Legal, HR, Finance	1.7
02/22/2023	CMS	Meeting with C. McShane, A. Danis (both AlixPartners) re: discuss and align on escalation process for Germany	0.3
02/22/2023	CMS	Meeting with C. McShane, F. Carvalho, J. McGlynn (AlixPartners) re: CFO organization cost savings analysis and presentation for leadership meeting	1.1
02/22/2023	CMS	Meeting with C. McShane, A. Danis (both AlixPartners) re: transformation program planning	0.3
02/22/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: touchpoint to discuss transformation program related topics	0.5
02/22/2023	CMS	Meeting with C. McShane, J. Wilken (both AlixPartners), D. Austin (Avaya) re: real estate hub strategy and census baselining	0.3
02/22/2023	CMS	Meeting with D. Austin (Avaya) re: transformation program-related items	0.5
02/22/2023	CMS	Communication with D. Austin (Avaya) re: CEO presentation materials	0.1
02/22/2023	CMS	Draft email for D. Austin (Avaya) re: organization structure and employee matters	0.3
02/22/2023	CMS	Review and drafting presentation materials in preparation for weekly meeting with Avaya leadership, and communication with Avaya functional leads re: same	2.3
02/22/2023	ED	Meeting with E. Deichmann, S. Segireddy (both AlixPartners) re: Sales quota and attainment metrics review to leverage as an input for RE consolidation	0.3
02/22/2023	EK	Meeting with E. Koza, B. Roof (AlixPartners), A. Masarek, S. Shah (Avaya), A. Yenamandra (K&E), R. Shah, E. Levine (Evercore) re: transformation program-related items	0.3

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02/22/2023	EK	Review Avaya email related to update and status of transformation program (cost initiatives)	1.2
02/22/2023	FDC	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), B. Barlow (Avaya) re: review the non-people costs within the CFO org for potential cost savings	0.6
02/22/2023	FDC	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), J. Sullivan (Avaya) re: Discuss potential cost savings within the Treasury organization	1.0
02/22/2023	FDC	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), M. Vollmer, S. Haddad (both Avaya) re: continued discussing potential cost savings opportunities within the CFO NA sales finance org	1.1
02/22/2023	FDC	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), S. Haddad (Avaya) re: Continue discussing potential cost savings opportunities within the sales finance and ops orgs	0.8
02/22/2023	FDC	Meeting with C. McShane, F. Carvalho, J. McGlynn (AlixPartners) re: CFO organization cost savings analysis and presentation for leadership meeting	1.1
02/22/2023	FDC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: touchpoint to discuss transformation program related topics	0.5
02/22/2023	FDC	Meeting with F. Carvalho, J. McGlynn (AlixPartners), S. Haddad (Avaya) re: Discuss potential cost savings opportunities within the sales finance org	1.0
02/22/2023	FDC	Call with F. Carvalho (AlixPartners) and D. Austin (Avaya) re: savings plan for Sales Support in advance of CEO review	0.3
02/22/2023	FDC	Meeting with C. Cleary (Avaya) re: Germany quoting process assessment for contextual understanding of savings opportunities	0.5
02/22/2023	FDC	Refine redesign of CFO org based on activity sizing and spans of control	1.0
02/22/2023	JGM	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), B. Barlow (Avaya) re: review the non-people costs within the CFO org for potential cost savings	0.6
02/22/2023	JGM	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), J. Sullivan (Avaya) re: Discuss potential cost savings within the Treasury organization	1.0
02/22/2023	JGM	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), M. Vollmer, S. Haddad (both Avaya) re: continued discussing potential cost savings opportunities within the CFO NA sales finance org	1.1
02/22/2023	JGM	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), S. Haddad (Avaya) re: Continue discussing potential cost savings opportunities within the sales finance and ops orgs	0.8
02/22/2023	JGM	Meeting with C. McShane, F. Carvalho, J. McGlynn (AlixPartners) re: CFO organization cost savings analysis and presentation for leadership meeting	1.1
02/22/2023	JGM	Prepare analysis and presentation for leadership meeting re: cost saving opportunities	1.2
02/22/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners), M. Blake, E. Lenihan, R. Mosty, S. Supasithumrong, A. Gacquin (Avaya) re: IT FY23 Projects Commit Walkthrough	1.3
02/22/2023	JW	Meeting with B. Tsui, J. Wilken (AlixPartners) re: alignment on cost transformation next steps re: templates and tracker updates	0.2

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Transformation Program
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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/22/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	JW	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: touchpoint to discuss transformation program related topics	0.5
02/22/2023	JW	Meeting with C. McShane, J. Wilken (both AlixPartners), D. Austin (Avaya) re: real estate hub strategy and census baselining	0.3
02/22/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners), H.Fred, C.Hamish, and C. Anna-Marie (all Avaya) re: real estate preparation session for DB	0.7
02/22/2023	JW	Meeting with J. Wilken (AlixPartners), M. Molne (Avaya) re: GBO plan attainment one pager	0.5
02/22/2023	JW	Meeting with J. Wilken (AlixPartners), F. Hayes, H. Clarke, M. Cote, M. Molne, L. Ferrari (Avaya) re: spans and layers in respective Orgs	0.7
02/22/2023	JW	Create RPM view on for typical spend coverage by category	0.5
02/22/2023	JW	Draft presentation materials for the decision board meeting	1.5
02/22/2023	JW	Incorporate the latest inputs into the presentation materials for the decision board	0.5
02/22/2023	JW	Align on key messages and open items with A. Danis (AlixPartners)	0.5
02/22/2023	JW	Finalize IT plan attainment and suggested next steps	0.5
02/22/2023	JW	Draft real estate questionnaire for the senior leadership team	0.7
02/22/2023	JW	Finalize real estate questionnaire for the senior leadership team based on input from F. Hayes, A. Crowley, H. Clarke (Avaya)	0.3
02/22/2023	JW	Update headcount/contractor baseline analysis based on feedback from T. Briscoe and D. Austin (Avaya)	1.0
02/22/2023	JW	Process input from Indira B (Avaya) to complete MLP plan for FY23 target	0.2
02/22/2023	JW	Correspond with K. Thomas and R. Driscoll (Avaya) re: scheduling IT touch base and spans/layers for GBO meetings	0.1
02/22/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners) re: AlixPartners / support build/deployment hypothesis	0.4
02/22/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	MG	Prepare updated radial data	2.6
02/22/2023	MG	Upload updated data to radial	0.5
02/22/2023	MG	Analyze SalesOps/Quote-2-Order organization in radial	2.5
02/22/2023	MG	Update SalesOps/Quote-2-Order fact pack	1.4
02/22/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners) re: AlixPartners / support build/deployment hypothesis	0.4
02/22/2023	RL	Meeting with R. Li (AlixPartners), A. Gacquin, C. Shankar, and M. Blake (Avaya) re: Q1 IT cost detail	0.8
02/22/2023	RL	Review AlixPartners org structure	0.9
02/22/2023	RL	Prepare schedule of AlixPartners revenue by geo.	0.3
02/22/2023	RL	Review and update AlixPartners project summary schedule and correspondence with team on related data validation.	1.1
02/22/2023	RL	Review OCP deal terms and economics.	0.9
02/22/2023	RL	Update OCP AlixPartners budget schedule w new info and notes.	1.8
02/22/2023	RW	Meeting with A. Danis, R. Wendeborn (both AlixPartners) re: review finding Germany and escalation to get data	0.4

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02/22/2023	RW	Analyze FY22 P&L for German business	1.3
02/22/2023	RW	Call with R. Hecker (Avaya) re: information requests	0.2
02/22/2023	RW	Develop sustainability scenario for German business	2.9
02/22/2023	RW	Review existing business plan scenarios for German business	2.8
02/22/2023	RW	Review existing cost reduction measures for German business	2.5
02/22/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.7
02/22/2023	SSS	Meeting with E. Deichmann, S. Segireddy (both AlixPartners) re: Sales quota and attainment metrics review to leverage as an input for RE consolidation	0.3
02/22/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners), H.Fred, C.Hamish, and C. Anna-Marie (all Avaya) re: real estate preparation session for DB	0.7
02/22/2023	SSS	Add FBP/HRBP mapping file by ICE function to the DB deck	0.6
02/22/2023	SSS	Create real estate questionnaire for EC leaders	1.3
02/22/2023	SSS	Identify employees assigned to all office across Australia and analyze implications of closing them for RE savings	0.7
02/22/2023	SSS	Reconcile run-rate savings and in-years savings calculations in the model to answer question from Client on Services ICE function and AlixPartners	2.1
02/22/2023	SSS	Analyze Sales Quotas by AM, office and country for Real-Estate savings estimates.	1.7
02/23/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	AC	Prepare responses to French Works Council information requests	1.6
02/23/2023	AC	Meeting with D. Bagatta (Avaya) re: European actions update and future FMP Tracking	0.6
02/23/2023	AC	Prepare left to achieve slides for decision board meeting	1.4
02/23/2023	AC	Process UK and Ireland HC changes from HR data	2.9
02/23/2023	AC	Update radial and preparing org chart PPT for Alan review	1.2
02/23/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	ADP	Update baseline and radial output for F. Hayes (Avaya)	2.5
02/23/2023	ADP	Internal sync on IT go forward plan	0.7
02/23/2023	ADP	Analyze IT cost opportunities	1.1
02/23/2023	ADP	Perform optimization analysis on IT Help desk team	2.3
02/23/2023	ADP	Perform optimization analysis on IT Application Support team	1.2
02/23/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners) re: debrief following meeting with CEO re: transformation program-related topics	0.2
02/23/2023	AD	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), A. Masarek & Exec leadership team (all Avaya) re: weekly transformation program decision board - part 2	0.5
02/23/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.5

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02/23/2023	AD	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek & Exec leadership team (Avaya) re: Weekly Transformation Program Decision Board	1.0
02/23/2023	AD	Meeting with E. Koza, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.8
02/23/2023	AD	Video conference with C. McShane, A. Danis, R. Wendeborn (AlixPartners) re: touchpoint re: local transformation program progress in Germany	0.3
02/23/2023	AD	Analyze approach to reduce costs with IT infrastructure	0.3
02/23/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	BT	Meeting with F. Carvalho, B. Tsui (AlixPartners) re: Prepare for calls with GSMB and CRO Sales FBPs	0.3
02/23/2023	BT	Draft R&D related slides for meeting with Alan post Decision Board meeting	0.5
02/23/2023	BT	Draft slides for Decision Board deck	2.7
02/23/2023	BT	Meeting with A. Beltran, L. Schultheis, S. White (all Avaya) re: GSMB structure and cost savings status	0.5
02/23/2023	BT	Review D. Austin roster for Sales Ops and compare against Census data	1.8
02/23/2023	BT	Review support materials received from P. Naylor (Avaya) for ongoing PwC audit	0.4
02/23/2023	BT	Review addressable people cost population under M. El Ali (Avaya) organization	1.5
02/23/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners) re: debrief following meeting with CEO re: transformation program-related topics	0.2
02/23/2023	CMS	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), A. Masarek & Exec leadership team (all Avaya) re: weekly transformation program decision board - part 2	0.5
02/23/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.5
02/23/2023	CMS	Meeting with E. Koza, B. Roof, C. McShane (all AlixPartners), A. Masarek, S. Shah (both Avaya), A. Yenamandra (K&E), R. Shah, E. Levine (both Evercore) re: transformation program-related items	0.3
02/23/2023	CMS	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek & Exec leadership team (Avaya) re: Weekly Transformation Program Decision Board	1.0
02/23/2023	CMS	Meeting with E. Koza, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.8
02/23/2023	CMS	Video conference with C. McShane, A. Danis, R. Wendeborn (AlixPartners) re: touchpoint re: local transformation program progress in Germany	0.3
02/23/2023	CMS	Conduct org structure analysis into Services and Product orgs and prepare presentation materials and draft emails related to same	2.1
02/23/2023	EK	Meeting with E. Koza, B. Roof, C. McShane (all AlixPartners), A. Masarek, S. Shah (both Avaya), A. Yenamandra (K&E), R. Shah, E. Levine (both Evercore) re: transformation program-related items	0.3

AlixPartners

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02/23/2023	EK	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek & Exec leadership team (Avaya) re: Weekly Transformation Program Decision Board	1.0
02/23/2023	EK	Meeting with E. Koza, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.8
02/23/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners) re: debrief following meeting with CEO re: transformation program-related topics	0.2
02/23/2023	FDC	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), A. Masarek & Exec leadership team (all Avaya) re: weekly transformation program decision board - part 2	0.5
02/23/2023	FDC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	FDC	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek & Exec leadership team (Avaya) re: Weekly Transformation Program Decision Board	1.0
02/23/2023	FDC	Meeting with E. Koza, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.8
02/23/2023	FDC	Assess differences between top down savings targets and bottom up views to re-set savings targets for CRO and Sales Ips	2.5
02/23/2023	FDC	Assess GSMB's cost structure/pro-forma income statement	1.5
02/23/2023	FDC	Meeting with F. Carvalho, B. Tsui (AlixPartners) re: Prepare for calls with GSMB and CRO Sales FBPs	0.3
02/23/2023	FDC	Meeting with F. Carvalho (AlixPartners) re: Discuss the savings mapping vs target by leader	0.9
02/23/2023	JGM	Perform analysis for FP&A within the CFO organization for potential cost savings	0.9
02/23/2023	JW	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners) re: debrief following meeting with CEO re: transformation program-related topics	0.2
02/23/2023	JW	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), A. Masarek & Exec leadership team (all Avaya) re: weekly transformation program decision board - part 2	0.5
02/23/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	JW	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.5
02/23/2023	JW	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek & Exec leadership team (Avaya) re: Weekly Transformation Program Decision Board	1.0
02/23/2023	JW	Meeting with E. Koza, C. McShane, A. Danis, F. Carvalho, J. Wilken (AlixPartners), A. Masarek (Avaya) re: transformation program-related topics	0.8
02/23/2023	JW	Correspond with AlixPartners team re: transformation program-related topics	1.0
02/23/2023	JW	Summarize key takeaways and next steps for transformation program	1.0
02/23/2023	JW	Collect organizational data for M. El-Ali's organization	0.4
02/23/2023	JW	Support H. Clarke with a creating organizational charts	0.4
02/23/2023	JW	Reschedule meetings to discuss the best approach for IT transformation	0.2
02/23/2023	JW	Review plan attainment status for R&D cost take out	0.3



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02/23/2023	JW	Develop suggestions on how to improve R&D cost-take -out plans with S. Martin Fontans, F. Hayes, T. Sherwood	0.5
02/23/2023	JW	Follow up on latest cost -take-out plans with Sales	0.1
02/23/2023	JW	Follow up on latest cost -take-out plans with Customer Success	0.1
02/23/2023	JW	Finalize decision board deck	1.0
02/23/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	MG	Meeting with S. Segireddy, M. Grover (AlixPartners) re: 1) savings mapping vs target source file, EWC country mapping alignment and approach to extract more savings from PM, Legal	1.2
02/23/2023	MG	Analyze key metrics within Legal organization	2.8
02/23/2023	MG	Prepare Legal organization fact pack pages	1.5
02/23/2023	MG	Align on decision-board follow-up actions	1.0
02/23/2023	MG	Analyze follow-up items based on decision-board feedback	2.6
02/23/2023	RW	Video conference with C. McShane, A. Danis, R. Wendeborn (AlixPartners) re: touchpoint re: local transformation program progress in Germany	0.3
02/23/2023	RW	Internal call with subject matter experts as preparation for meeting with Avaya	0.5
02/23/2023	RW	Video Conference with R. Wendeborn (AlixPartners) and R. Hecker (Avaya) re: overview Germany business	1.0
02/23/2023	RW	Analyze functional headcount roster for Germany business	2.5
02/23/2023	RW	Call with A. Beltran (Avaya) re: organization of workshop for next day	0.2
02/23/2023	RW	Develop sustainability scenario for German business	2.9
02/23/2023	RW	Review revenue outlook for Germany business	2.8
02/23/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment and decision board debrief	0.5
02/23/2023	SSS	Meeting with S. Segireddy, M. Grover (AlixPartners) re: 1) savings mapping vs target source file, EWC country mapping alignment and approach to extract more savings from PM, Legal	1.2
02/23/2023	SSS	Meeting with F. Carvalho (AlixPartners) re: Discuss the savings mapping vs target by leader	0.9
02/23/2023	SSS	Review savings target vs roll-up	0.5
02/23/2023	SSS	Review E2Rs and compare to RPMs to identify additional opportunity areas for PM function	0.8
02/23/2023	SSS	Analyze Raidal and product manager map to identify opportunities for PM function	1.5
02/23/2023	SSS	Analyze savings summary by leader (Run-rate vs In-Year)	1.8
02/23/2023	SSS	Refresh the savings commit view based on new hybrid allocation within sales and sales ops functions	1.7
02/24/2023	AC	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, M. Grover (AlixPartners) re: RIF Tracking	0.4
02/24/2023	AC	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (AlixPartners) re: non-people cost components in February outlook	0.3
02/24/2023	AC	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	AC	Create realization tracker to assess target realization for 7 functional leads	2.8

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02/24/2023	AC	Create realization tracker to assess target realization for 2 functional leads	0.4
02/24/2023	AC	Prepare Finance org RPM summaries to help identify exits	1.3
02/24/2023	AC	Prepare analysis to identify cost out opportunities in CAO	1.1
02/24/2023	AC	Update to radial upload census and capturing timing assumptions in the realization model	1.3
02/24/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners) re: IT debrief and next steps	1.3
02/24/2023	ADP	Assess opportunities for IT Program Management Organization team	2.0
02/24/2023	ADP	Assess opportunities for IT Cloud team	1.7
02/24/2023	AD	Meeting with A. Danis, J. Wilken, S. Segireddy (AlixPartners) re: non-people cost spend walk	0.2
02/24/2023	AD	Meeting with A. Danis, F. Carvalho (both AlixPartners) re: define next steps on Germany visit	0.4
02/24/2023	AD	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners) re: product org baseline	0.4
02/24/2023	AD	Meeting with A. Danis, J. Wilken (both AlixPartners) re: prepare for slides for Alan re: product management	0.4
02/24/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: Debrief after Germany visit	0.4
02/24/2023	AD	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	AD	Video conference with C. McShane, A. Danis, J. Wilken (AlixPartners), D. Austin (Avaya) re: transformation program management touchpoint	0.7
02/24/2023	AD	Review Mahmud's org and identification of options to reduce costs	0.8
02/24/2023	AD	Review Germany P&L in preparation for the visit	1.2
02/24/2023	BT	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, M. Grover (AlixPartners) re: RIF Tracking	0.4
02/24/2023	BT	Meeting with B. Tsui, J. McGlynn (AlixPartners), F. Alaeddin (Avaya) re: review status of open items for ongoing audit	0.4
02/24/2023	BT	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (AlixPartners) re: non-people cost components in February outlook	0.3
02/24/2023	BT	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	BT	Create excel work package for Haddad's org showing EC+2 and create PPT bridge from client's view to Census file	2.3
02/24/2023	BT	Develop template for tracking and reporting March action people cost exits	1.0
02/24/2023	BT	Meeting with R. Brookes (Avaya) re: Co-delivery status and findings	0.4
02/24/2023	BT	Review discrepancies in C. Cleary org - client view vs. Census	0.7
02/24/2023	BT	Review discrepancies in Rossman org - client view vs. Census	0.5
02/24/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: Debrief after Germany visit	0.4
02/24/2023	CMS	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	CMS	Video conference with C. McShane, A. Danis, J. Wilken (AlixPartners), D. Austin (Avaya) re: transformation program management touchpoint	0.7

AlixPartners

Alan Masarek
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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/24/2023	CMS	Review functional organizations and drafting email correspondence with Avaya management team re: same	0.8
02/24/2023	CMS	Review non-people cost spend and email correspondence with AlixPartners team re: same	0.4
02/24/2023	EK	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: Debrief after Germany visit	0.4
02/24/2023	FDC	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	FDC	Correspond with F. Mubarak (Avaya) re: International and North American savings target, post decision board and preliminary planning of GSMB cost-out workshop	0.8
02/24/2023	FDC	Correspond with K. Howland (Avaya) re: CMO savings/cost impacts, and discussion on long term portfolio/growth strategy	0.5
02/24/2023	FDC	Correspond with M. Molne (Avaya) re: assessing GSMB cost allocations from/to Avaya Global	0.5
02/24/2023	FDC	Plan GSMB workshop agenda	1.7
02/24/2023	FDC	Meeting with A. Danis, F. Carvalho (both AlixPartners) re: define next steps on Germany visit	0.4
02/24/2023	JGM	Meeting with B. Tsui, J. McGlynn (AlixPartners), F. Alaeddin (Avaya) re: review status of open items for ongoing audit	0.4
02/24/2023	JGM	Meeting with B Barlow (Avaya) re: Discuss changes within the CFO organization and associated potential cost savings	0.5
02/24/2023	JGM	Perform analysis of people and non-people cost within CFO organization to identify potential cost savings	1.3
02/24/2023	JGM	Prepare summary analysis of current status of CFO cost savings and what is left to still get	0.9
02/24/2023	JW	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, M. Grover (AlixPartners) re: RIF Tracking	0.4
02/24/2023	JW	Meeting with A. Danis, J. Wilken, S. Segireddy (AlixPartners) re: non-people cost spend walk	0.2
02/24/2023	JW	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners) re: product org baseline	0.4
02/24/2023	JW	Meeting with A. Danis, J. Wilken (both AlixPartners) re: prepare for slides for Alan re: product management	0.4
02/24/2023	JW	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: legal; org and observations	0.5
02/24/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: INTL services; Mahmoud's org and observations	0.5
02/24/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: product org and observations	0.5

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02/24/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners) re: IT debrief and next steps	1.3
02/24/2023	JW	Video conference with C. McShane, A. Danis, J. Wilken (AlixPartners), D. Austin (Avaya) re: transformation program management touchpoint	0.7
02/24/2023	JW	Correspond with F. Hayes and A. Crowley (Avaya) re: aligning real estate next steps	0.3
02/24/2023	JW	Finalize draft of HC ticker	0.7
02/24/2023	JW	Respond to GSMB procurement request	0.3
02/24/2023	JW	Revise targets for leadership engagement plan	1.0
02/24/2023	JW	Meeting with J. Wilken (AlixPartners), R. Driscoll, M. Molne, T. Hines-Cope (Avaya) re: IT org discussion	1.0
02/24/2023	JW	Review radial views for T. Sherwood's (Avaya) org	0.3
02/24/2023	JW	Review legal org observations and suggested materials	0.5
02/24/2023	JW	Provide feedback for the legal org observations	0.5
02/24/2023	JW	Summarize follow-up agenda items with T. Sherwood, V. Carnevale (Avaya)	0.5
02/24/2023	JW	Summarize follow-up agenda items with Services International team	0.5
02/24/2023	MG	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, M. Grover (AlixPartners) re: RIF Tracking	0.4
02/24/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: Baseline sync	0.2
02/24/2023	MG	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: legal; org and observations	0.5
02/24/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: INTL services; Mahmoud's org and observations	0.5
02/24/2023	MG	Draft workpapers for Legal with key metrics	2.9
02/24/2023	MG	Analyze International Services/Support utilization & realization (based on new client conversations)	2.8
02/24/2023	MG	Load International Services/Support utilization & realization into radial	2.5
02/24/2023	RW	Meeting with C. McShane, A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners) re: Debrief after Germany visit	0.4
02/24/2023	RW	Working session with R. Wendeborn (AlixPartners), A. Beltran (Avaya) re: Question list for Germany business	0.8
02/24/2023	RW	Compile people cost and headcount benchmarking for German business	2.9
02/24/2023	RW	Develop sustainability scenario for German business	2.9
02/24/2023	RW	Meeting with A. Beltran, R. Hecker, P. Hellbrück, A. Hihn (all Avaya) re: Overview Service and Sales Operations Germany	0.8
02/24/2023	RW	Prepare presentation for meeting with German management	1.8
02/24/2023	RW	Working session with A. Beltran (Avaya) re: finance-related questions Germany	1.5
02/24/2023	SSS	Meeting with A. Danis, J. Wilken, S. Segireddy (AlixPartners) re: non-people cost spend walk	0.2
02/24/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: Baseline sync	0.2
02/24/2023	SSS	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (AlixPartners) re: non-people cost components in February outlook	0.3
02/24/2023	SSS	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners) re: product org baseline	0.4

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02/24/2023	SSS	Meeting with E. Koza, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
02/24/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: product org and observations	0.5
02/24/2023	SSS	Summarize observations, org review by job type, product life cycle, and director+/non director+ opportunities	2.3
02/24/2023	SSS	Analyze contractors by leader for T. Sherwood's (Avaya) Org in prep for working session	0.4
02/24/2023	SSS	Summarize spend waterfall by account level	0.5
02/24/2023	SSS	Create new RPMs for PM function in prep for a working session with the client	1.1
02/24/2023	SSS	Refresh product level resource allocation analysis for PMs	1.3
02/24/2023	SSS	Revise February outlook baseline by non-people cost and people cost from account level February outlook file	1.5
02/25/2023	CMS	Draft email communication with AlixPartners team re: cost transformation program topics	0.3
02/25/2023	CMS	Draft presentation materials re: Transformation Program status update	1.4
02/25/2023	CMS	Review and updating Product Management org. analysis and communicating with management team re: same	0.9
02/25/2023	EK	Review cost transformation update and comment	1.3
02/25/2023	FDC	Assess Sales Support/Sales Ops headcount baseline	0.8
02/25/2023	FDC	Analyze savings targets for CFO and Sales Ops	0.7
02/25/2023	FDC	Update leadership teams savings targets for CEO communication	1.5
02/25/2023	JGM	Develop proforma new CFO org structure to account for potential changes	0.8
02/26/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho (AlixPartners) re: Update for Creditors' advisors	0.8
02/26/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho (AlixPartners) re: Update for Creditors' advisors	0.8
02/26/2023	CMS	Draft update materials re: cost transformation program	1.7
02/26/2023	CMS	Review product management org charts and creating presentation materials re: same	0.4
02/26/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho (AlixPartners) re: Update for Creditors' advisors	0.8
02/26/2023	FDC	Review cost targets execution for CEO presentation	0.5
02/26/2023	FDC	Produce overview of GSMB business for CEO	2.0
02/27/2023	AC	Meeting with A. Chaturvedi, B. Tsui, J. Wilken (AlixPartners) re: respond to A&M Request	0.5
02/27/2023	AC	Meeting with A. Chaturvedi, S. Segireddy (AlixPartners) re: R&D census data ask from the client	0.2
02/27/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	AC	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (all AlixPartners), C. Patrick (Avaya) re: Discussion around Finance, Marketing, HR, and Legal February Outlook	0.5
02/27/2023	AC	Break out law and litigation savings estimates and baseline estimate	1.2
02/27/2023	AC	Create support file for R&D cost savings and people cost exit tracking for A&M request	1.9

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02/27/2023	AC	Create benchmarking analysis for German functional footprint for people and non-people cost	1.6
02/27/2023	AC	Prepare and compiling responses to French works council info and data requests	1.4
02/27/2023	AC	Process Avaya's February outlook numbers to track progress	1.7
02/27/2023	AC	Process Avaya's HR's master exit list for changes over the weekend	0.3
02/27/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners), R. Driscoll, M. Molne, M. Blake, S. Supasithumrong, E. Lenihan (Avaya)re: IT FY23 Projects Commit Walkthrough	1.0
02/27/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners) re: IT mtg prep / debrief and next steps	0.4
02/27/2023	ADP	Internal sync on IT	0.5
02/27/2023	ADP	Perform IT Cost Optimization analysis	2.7
02/27/2023	ADP	Analyze IT headcount savings model	2.2
02/27/2023	ADP	Continue to analyze IT contractor savings model	1.2
02/27/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	AD	Review Decision board deck	0.9
02/27/2023	AD	Review support organization, identification of additional opportunities	1.1
02/27/2023	BT	Meeting with A. Chaturvedi, B. Tsui, J. Wilken (AlixPartners) re: respond to A&M Request	0.5
02/27/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	BT	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (all AlixPartners), C. Patrick (Avaya) re: Discussion around Finance, Marketing, HR, and Legal February Outlook	0.5
02/27/2023	BT	Clean up and update template for reporting to A&M	1.2
02/27/2023	BT	Draft and review support materials for people cost reporting to A&M	2.7
02/27/2023	BT	Make updates to March people cost Exits tracking/reporting template	0.5
02/27/2023	BT	Meeting with T. Garcia, S. Litwin, C. Hebel, S. Foss, S. Gould (Avaya) re: Service Desk CoE	0.1
02/27/2023	BT	Prepare for upcoming call with Global Sales FBPs	0.5
02/27/2023	BT	Provide input into target savings by leader spreadsheet	0.3
02/27/2023	BT	Review decision board slides to find mapping of HR business partners to functions	0.3
02/27/2023	BT	Review numbers in reporting templates to A&M	0.5
02/27/2023	BT	Update Services non-people cost initiatives in savings tracker	1.4
02/27/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	CMS	Meeting with C. McShane, J. Wilken, M. Grover (all AlixPartners), V. Carnevale, K. Thomas, S. White (Avaya) re: cost savings hypothesis for legal	0.5
02/27/2023	CMS	Meeting with C. McShane, J. Wilken (both AlixPartners) re: A&M follow up; align on disclaimer; workstream coverage	0.3

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02/27/2023	CMS	Phone call with C. McShane, F. Carvalho (both AlixPartners) re: aligning on activities, deadline, next steps	0.5
02/27/2023	CMS	Review functional-level org transformation work by AlixPartners and Avaya teams and editing slides / drafting email correspondence re: same	2.3
02/27/2023	FDC	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Manganello (Avaya) re: Discuss services finance organization and functions to identify potential cost savings	0.7
02/27/2023	FDC	Phone call with C. McShane, F. Carvalho (both AlixPartners) re: aligning on activities, deadline, next steps	0.5
02/27/2023	FDC	Call with F. Carvalho (AlixPartners), C. Cleary (Avaya) re: Sales Ops saving initiatives and GSMB opportunities with SAP integration	1.0
02/27/2023	FDC	Call with D. Manganello (Avaya) re: cost initiatives follow up	0.5
02/27/2023	FDC	Meeting with A. Beltran (Avaya) re: GSMB cost discussion review, Services and Sales detail	1.0
02/27/2023	FDC	Review Sales cost targets, including Sales Support	2.0
02/27/2023	FDC	Create workshop concepts for GSMB cost structure and non-people cost savings	2.0
02/27/2023	JGM	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Manganello (Avaya) re: Discuss services finance organization and functions to identify potential cost savings	0.7
02/27/2023	JGM	Perform analysis on sales finance org and identified resources for potential cost savings	0.8
02/27/2023	JW	Meeting with A. Chaturvedi, B. Tsui, J. Wilken (AlixPartners) re: respond to A&M Request	0.5
02/27/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: Legal/Intl Services Follow-up Items	0.2
02/27/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	JW	Meeting with C. McShane, J. Wilken, M. Grover (all AlixPartners), V. Carnevale, K. Thomas, S. White (Avaya) re: cost savings hypothesis for legal	0.5
02/27/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: connect before product meeting	0.3
02/27/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners), A. Masarek, D. Austin, T. Sherwood (all Avaya) re: Cost Opt	0.7
02/27/2023	JW	Meeting with C. McShane, J. Wilken (both AlixPartners) re: A&M follow up; align on disclaimer; workstream coverage	0.3
02/27/2023	JW	Meeting with J. Wilken, M. Grover (AlixPartners), M. Ali, K. Thomas, S. White (Avaya) re: Target attainment update for Services (International)	0.7
02/27/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners), R. Driscoll, M. Molne, M. Blake, S. Supasithumrong, E. Lenihan (Avaya) re: IT FY23 Projects Commit Walkthrough	1.0
02/27/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners) re: IT mtg prep / debrief and next steps	0.4
02/27/2023	JW	Revise target after recalibration discussions	0.3
02/27/2023	JW	Meeting with J. Wilken (AlixPartners), F. Hayes, M. Molne, R. Driscoll, M. Blake, B. Barlow (Avaya) re: IT review with Becky	1.0
02/27/2023	JW	Meeting with J. Wilken (AlixPartners), M. Molne, I. Bhat (Avaya) re: GBO Finance update / IT & RE focus	1.0

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02/27/2023	JW	Revise language in select decks around recommendations	1.0
02/27/2023	JW	Finalize cost transformation presentation for Legal meeting	0.3
02/27/2023	JW	Finalize cost transformation presentation for Services International mtg	0.3
02/27/2023	JW	Follow-up on HC ticker	0.2
02/27/2023	JW	Follow-up on GSMB procurement actions & move forward	0.2
02/27/2023	JW	Summarize next steps for IT gameplan	0.2
02/27/2023	JW	List key action items / urgent follow-ups for the team	0.2
02/27/2023	JW	Review & clean up Product org materials	0.5
02/27/2023	JW	Review legal materials & narrative for next working session	0.3
02/27/2023	JW	Review Services International materials and narrative for next working session	0.4
02/27/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: Legal/Intl Services Follow-up Items	0.2
02/27/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	MG	Meeting with C. McShane, J. Wilken, M. Grover (all AlixPartners), V. Carnevale, K. Thomas, S. White (Avaya) re: cost savings hypothesis for legal	0.5
02/27/2023	MG	Meeting with J. Wilken, M. Grover (AlixPartners), M. Ali, K. Thomas, S. White (Avaya) re: Target attainment update for Services (International)	0.7
02/27/2023	MG	Prepare for Services International and Legal meetings	1.4
02/27/2023	MG	Update radial for follow-up analysis	1.0
02/27/2023	MG	Analyze Legal organization for follow-up analysis	2.9
02/27/2023	MG	Analyze Services International organization for follow-up analysis	2.4
02/27/2023	MG	Organize Services International follow-up items	0.3
02/27/2023	RL	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
02/27/2023	RL	Correspondence with internal team re: OCP and AlixPartners progress updates.	0.4
02/27/2023	RL	Update OCP data for summary schedule	0.6
02/27/2023	RL	Review updated OCP data for summary schedule	0.5
02/27/2023	RL	Meeting with G. Rottner, J. Arena, and P. Naylor (all Avaya) re OCP template review.	0.9
02/27/2023	RL	Meeting with S. Terry (Avaya) re OCP Weekly Touchpoint	0.6
02/27/2023	RL	Review CPP presentation and details ahead of meeting.	0.8
02/27/2023	RW	Video call with R. Wendeborn (AlixPartners), A. Beltran (Avaya) re: follow-up data requests Germany	1.1
02/27/2023	RW	Analyze non-people cost data received	2.7
02/27/2023	RW	Analyze people cost data received	1.2
02/27/2023	RW	Prepare presentation for meeting with German management	2.4
02/27/2023	RW	Update sustainability scenario for Germany business	2.1
02/27/2023	SSS	Meeting with A. Chaturvedi, S. Segireddy (AlixPartners) re: R&D census data ask from the client	0.2
02/27/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5

AlixPartners

Alan Masarek
 Chief Executive Officer
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 2605 Meridian Parkway, Suite 200
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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/27/2023	SSS	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (all AlixPartners), C. Patrick (Avaya) re: Discussion around Finance, Marketing, HR, and Legal February Outlook	0.5
02/27/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: connect before product meeting	0.3
02/27/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners), A. Masarek, D. Austin, T. Sherwood (all Avaya) re: Cost Opt	0.7
02/27/2023	SSS	Meeting with S. Segireddy (AlixPartners), A. Masarek, T. Sherwood (Avaya) re: Working session on March HC actions and opportunities within Product Mgmt function	1.0
02/27/2023	SSS	Meeting with S. Segireddy (AlixPartners), S. Montemarano, S. Martin Fontans (Avaya) re: Discuss follow-up actions after the working session with T. Sherwood (Avaya)	0.2
02/27/2023	SSS	Create new RPM metrics for PM team with updated org. chart	1.1
02/27/2023	SSS	Create R&D file with resource allocation file for A&M by product category at employee ID level	1.4
02/27/2023	SSS	Meeting with S. Segireddy (AlixPartners), S. Montemarano and S. Martin Fontans (Avaya) re: R&D weekly touch base on cost-savings and new March target actions	0.3
02/27/2023	SSS	Review latest LRP, and attempt to map PM to Revenue profile	0.6
02/27/2023	SSS	Update consolidated savings tracker across all ICE functions and leaders	0.8
02/27/2023	SSS	Update the PM database with new org structure by manually assigning each employee into Product/Ops function from the new org deck	1.7
02/28/2023	AC	Meeting with A. Chaturvedi, B. Tsui (AlixPartners), D. Bagatta, L. Ferrari, R. Gahiwad, S. Sadasivan, A. Self, M. Carnelli (Avaya) re: alignment with HRBPs for exit management	0.2
02/28/2023	AC	Meeting with A. Chaturvedi, R. Wendeborn (both AlixPartners) re: Germany business plan	0.3
02/28/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi (all AlixPartners), M. Delmonte (A&M), J. Liu and C. Marceau (both A&M) re: cost savings update	0.8
02/28/2023	AC	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	AC	Add global benchmarking of functions based on run-rate cost savings program for Germany business plan	1.2
02/28/2023	AC	Create summary of people exits in Europe for works council update discussion	1.6
02/28/2023	AC	Create supporting workbooks and charts for finance left to get analysis to meet cost program target	1.8
02/28/2023	AC	Meeting with D. Bagatta (Avaya) to discuss EWC progress	0.6
02/28/2023	AC	Prepare workbook for engineering/R&D workforce analysis	0.4
02/28/2023	ADP	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	ADP	Summarize emergence next steps	2.2
02/28/2023	ADP	Analyze IT headcount savings model	2.8
02/28/2023	ADP	Continue to analyze IT contractor savings model	0.7
02/28/2023	ADP	Update IT one-pager	1.9
02/28/2023	AD	Meeting with A. Danis, J. Wilken (AlixPartners) re: Cost Opt	0.5

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02/28/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi (all AlixPartners), M. Delmonte (A&M), J. Liu and C. Marceau (both A&M) re: cost savings update	0.8
02/28/2023	AD	Video call with A. Danis, R. Wendeborn (both AlixPartners), A. Beltran, P. Hellbrück (both Avaya) re: utilization services function Germany	0.8
02/28/2023	AD	Video call with A. Danis, R. Wendeborn (both AlixPartners) re: alignment ahead of meeting with German management	0.3
02/28/2023	AD	Assess IT spend and options how to support the new CIO	0.4
02/28/2023	AD	Define path forward on Zayo	0.8
02/28/2023	AD	Update the agenda for the 3 day workshop	0.3
02/28/2023	AD	Review Germany remediation scenario to reduce operational costs, focused on total workforce	1.9
02/28/2023	BT	Meeting with A. Chaturvedi, B. Tsui (AlixPartners), D. Bagatta, L. Ferrari, R. Gahiwad, S. Sadasivan, A. Self, M. Carnelli (Avaya) re: alignment with HRBPs for exit management	0.2
02/28/2023	BT	Meeting with B. Tsui, J. Wilken (AlixPartners) re: Cost Transformation status reporting	0.5
02/28/2023	BT	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	BT	Review CRO Sales status and next steps	0.3
02/28/2023	BT	Review GSMB Customer Segmentation	0.3
02/28/2023	BT	Analyze customer segmentation in Germany	0.8
02/28/2023	BT	Draft summary of results of customer segmentation analysis	1.0
02/28/2023	BT	Gather support for functional reporting	1.5
02/28/2023	BT	Meeting with F. Kanaan, B. Dhariwal, K. Thomas (all Avaya) re: Sales International Finance tracking	0.4
02/28/2023	BT	Reconcile exit lists	0.4
02/28/2023	BT	Review support for functional reporting	0.8
02/28/2023	BT	Revise functional reporting template	0.5
02/28/2023	BT	Update functional cost savings reports	2.7
02/28/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi (all AlixPartners), M. Delmonte (A&M), J. Liu and C. Marceau (both A&M) re: cost savings update	0.8
02/28/2023	CMS	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	CMS	Meeting with C. McShane, J. Wilken, M. Grover (AlixPartners), V. Carnevale, D. Martin, K. Thomas (Avaya) re: Follow-up Call: Legal	0.7
02/28/2023	CMS	Review decision board transformation update materials	0.7
02/28/2023	FDC	Perform assessment on Germany customer segmentation	0.5
02/28/2023	FDC	Review sales and customer base analysis in preparation for Germany cost workshop	2.5
02/28/2023	FDC	Review Sales Support cost actions and next steps	1.5
02/28/2023	FDC	Update Sales Theatres cost out targets in preparation for CEO review	2.5
02/28/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss status of cost savings efforts and associated non people cost analysis	1.0
02/28/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow, C. Patrick (both Avaya) re: Discuss non-people cost analysis to identify potential savings within the finance organization	0.7

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02/28/2023	JGM	Perform analysis on non people cost spend within the finance organization	0.8
02/28/2023	JGM	Review contractor spend data for potential cost saving opportunities	0.9
02/28/2023	JGM	Review materials on OPEB and union provided by Avaya	0.6
02/28/2023	JW	Meeting with A. Danis, J. Wilken (AlixPartners) re: Cost Opt	0.5
02/28/2023	JW	Meeting with B. Tsui, J. Wilken (AlixPartners) re: Cost Transformation status reporting	0.5
02/28/2023	JW	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	JW	Meeting with C. McShane, J. Wilken, M. Grover (AlixPartners), V. Carnevale, D. Martin, K. Thomas (Avaya) re: Follow-up Call: Legal	0.7
02/28/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: review T. Sherwood's (Avaya) updated deck, A. Helmy's (Avaya) org and potential new workstreams in non people costs	0.9
02/28/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: review updated deck for T. Sherwood's (Avaya) function (post working session)	0.3
02/28/2023	JW	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: review updated Savings tracker with latest March HC actions inputs	0.3
02/28/2023	JW	Meeting with J. Wilken (AlixPartners), F. Hayes, M. Molne, K. Thomas (Avaya) re: Cost Opt	0.6
02/28/2023	JW	Internal discussion with AlixPartners team re: cost optimization	0.5
02/28/2023	JW	React to a request from reporters in Ireland	0.2
02/28/2023	JW	Gather latest list of US lease rejections	0.3
02/28/2023	JW	Draft note to the senior leadership team	0.2
02/28/2023	JW	Finalize note to the senior leadership team based on input from HR	0.3
02/28/2023	JW	Follow up with M. El Ali (Avaya) on Services International	0.3
02/28/2023	JW	Allocate targets for FY23	0.2
02/28/2023	JW	Review accounts and service roles within International Services	0.5
02/28/2023	JW	Organize priority items for the day / calendar	0.5
02/28/2023	JW	Summarize key issues for legal meeting & debrief	0.4
02/28/2023	JW	Prepare Decision Board deck	0.4
02/28/2023	JW	Review revised product deck	0.4
02/28/2023	JMC	Correspond with A. Chaturvedi (AlixPartners) re: FY22 revenue by geography	0.1
02/28/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners), D. Manganello (Avaya) re: weekly status call	0.7
02/28/2023	MG	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	MG	Meeting with C. McShane, J. Wilken, M. Grover (AlixPartners), V. Carnevale, D. Martin, K. Thomas (Avaya) re: Follow-up Call: Legal	0.7
02/28/2023	MG	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: review updated Savings tracker with latest March HC actions inputs	0.3
02/28/2023	MG	Analyze contractor / PO data (aggregated on Function)	2.1
02/28/2023	MG	Analyze contractor / PO data (aggregated on Agency)	2.0
02/28/2023	MG	Analyze International Services organization account allocation to engineers	1.8
02/28/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners), D. Manganello (Avaya) re: weekly status call	0.7

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02/28/2023	RL	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	RL	Prepare for OCP template review call.	0.5
02/28/2023	RL	Review OCP deal contract terms.	0.9
02/28/2023	RL	Update OCP AlixPartners deal schedule.	1.6
02/28/2023	RW	Meeting with A. Chaturvedi, R. Wendeborn (both AlixPartners) re: Germany business plan	0.3
02/28/2023	RW	Video call with A. Danis, R. Wendeborn (both AlixPartners), A. Beltran, P. Hellbrück (both Avaya) re: utilization services function Germany	0.8
02/28/2023	RW	Video call with A. Danis, R. Wendeborn (both AlixPartners) re: alignment ahead of meeting with German management	0.3
02/28/2023	RW	Prepare for Avaya Germany management meeting	0.5
02/28/2023	RW	Video call with R. Wendeborn (AlixPartners), A. Beltran, L. Schultheis (Avaya) re: Finance Update Germany	0.5
02/28/2023	RW	Analyze non-people cost data received	1.4
02/28/2023	RW	Analyze sales personnel performance data	1.3
02/28/2023	RW	Prepare presentation for meeting with German management	2.3
02/28/2023	RW	Review revenue and standard cost data	2.1
02/28/2023	RW	Review service utilization data	0.6
02/28/2023	SS	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	SSS	Meeting with S. Spitzer, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (al AlixPartners) re: cost Transformation team alignment	0.6
02/28/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: review T. Sherwood's (Avaya) updated deck, A. Helmy's (Avaya) org and potential new workstreams in non people costs	0.9
02/28/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: review updated deck for T. Sherwood's (Avaya) function (post working session)	0.3
02/28/2023	SSS	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: review updated Savings tracker with latest March HC actions inputs	0.3
02/28/2023	SSS	Analyze A. Helmy's (Avaya) PM new org structure for further consolidation/optimization opportunities	0.8
02/28/2023	SSS	Analyze Camille and Andrew's (Avaya) PM new org structure for further consolidation/optimization opportunities	1.5
02/28/2023	SSS	Analyze overall PM new org structure for further consolidation/optimization opportunities	0.9
02/28/2023	SSS	Analyze T. Sherwood's (Avaya) PM new org structure for further consolidation/optimization opportunities	0.8
02/28/2023	SSS	Review Non People Cost spend cube	0.8
02/28/2023	SSS	Reconcile PM contractors across different datafiles and identify three unassigned CTRs for client review	0.7
02/28/2023	SSS	Re-run savings analysis with new HC reduction for PM team and update the one-pager for DB	0.8
02/28/2023	SSS	Validate the Q3x4 baseline by ICE function for A&M convo	0.2



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03/01/2023	AC	Summarize notice periods by country	1.1
03/01/2023	AC	Update three versions of spreadsheet for finance org with various talent metrics	2.2
03/01/2023	AC	Call with Avaya HR and Legal teams to discuss upcoming exits	0.7
03/01/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	AC	Process severance estimates from HR master summary and internal tracker for liquidity management team	2.4
03/01/2023	ADP	Create IT Capital project evaluation template	2.3
03/01/2023	ADP	Create IT Capital project data sheet	1.0
03/01/2023	ADP	Internal sync on R&D and IT crossover	1.1
03/01/2023	ADP	Revise IT Cost Optimization pages	1.0
03/01/2023	ADP	Revise IT Cost Optimization model	2.5
03/01/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	AD	Definition of the reporting guidelines	1.1
03/01/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	AD	Reporting dashboard for the CEO and prepare a deck for A. Masarek	1.2
03/01/2023	AD	Video conference with C. McShane, A. Danis (both AlixPartners) re: IT transformation program	0.2
03/01/2023	AD	Video conference with C. McShane, A. Danis, J. Wilken (all AlixPartners), B. Barlow (Avaya) re: transformation program, realization tracking and March o/l planning	0.5
03/01/2023	BT	Meeting with B. Tsui, J. Wilken, M. Grover (all AlixPartners), P. McGarry, T. Briscoe, C. Bailey, M. El Ali, D. Manganello, G. Pannuzzo, A. Mookerjee, D. Lang (all Avaya) re: weekly Customer Support (Services) Call	0.8
03/01/2023	BT	Input data for cost transformation reporting	2.5
03/01/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: cost opt tracker template and next steps	0.5
03/01/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: cost transformation	0.6
03/01/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	BT	Meeting with F. Carvalho, B. Tsui (both AlixPartners), G. Nowak, K. Thomas (al Avaya) re: update with sales NA finance business partner	0.2
03/01/2023	BT	Modify reporting to break out PC actions into stage gates	2.7
03/01/2023	BT	Review Germany customer data reports	1.3
03/01/2023	BT	Review headcount exits reported per function and compare/corroborate against various reports	1.6
03/01/2023	CMS	Correspondence with Avaya HR re: various exit management related topics	0.3
03/01/2023	CMS	Draft email correspondence with K&E re: emergence timing and regulatory issues	0.3
03/01/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6

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03/01/2023	CMS	Meeting with C. McShane, J. Wilken, J. Mennie, J. Amico (all AlixPartners), S. Shah, F. Hayes (both Avaya) re: lease rejections planning process	0.5
03/01/2023	CMS	Review 1-page updates from Avaya functional leads re: cost transformation program status updates	0.9
03/01/2023	CMS	Draft decision board materials with input from all Avaya leads	0.7
03/01/2023	CMS	Review finance org in the context of transformation program objectives	0.5
03/01/2023	CMS	Video conference with C. McShane, A. Danis (both AlixPartners) re: IT transformation program	0.2
03/01/2023	CMS	Video conference with C. McShane, A. Danis, J. Wilken (all AlixPartners), B. Barlow (Avaya) re: transformation program, realization tracking and March o/l planning	0.5
03/01/2023	CMS	Video conference with C. McShane, J. Wilken (both AlixPartners), B. Barlow (Avaya) re: transformation program, realization tracking and March o/l planning	0.4
03/01/2023	CMS	Video conference with T. Hines-Cope (Avaya) re: exit management considerations	0.5
03/01/2023	FDC	Draft responses to GSMB management questions	0.5
03/01/2023	FDC	Analyze cost separation between CFO and sales ops	0.2
03/01/2023	FDC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	FDC	Meeting with F. Carvalho, B. Tsui (both AlixPartners), G. Nowak, K. Thomas (al Avaya) re: update with sales NA finance business partner	0.2
03/01/2023	FDC	Plan Germany workshop agenda: cost reduction framework concept definition and workshop methodology	3.0
03/01/2023	FDC	Refinement of ICA and headcount savings targets vis-a-vis preliminary submissions from Sales theatres and Sales Ops	2.5
03/01/2023	JGM	Develop agenda and presentation materials for meeting with CAO on cost transformation	0.7
03/01/2023	JGM	Develop finance area presentation for cost transformation leadership meeting	1.2
03/01/2023	JGM	Document outcomes and decisions of cost transformation meeting with CAO	0.4
03/01/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed (Avaya) re: review CAO organizational structure to identify potential cost savings	2.2
03/01/2023	JGM	Meeting with K. Speed (Avaya) re: continued review CAO organizational structure to identify potential cost savings	1.5
03/01/2023	JGM	Meeting with K. Speed, C. Patrick (both Avaya) re: analyze fixed and addressable non people cost for the finance organization to identify potential cost savings	0.8
03/01/2023	JJM	Analyze specific initiatives related in year cost savings by function	2.8
03/01/2023	JJM	Meeting with C. McShane, J. Wilken, J. Mennie, J. Amico (all AlixPartners), S. Shah, F. Hayes (both Avaya) re: lease rejections planning process	0.5
03/01/2023	JJM	Prepare summarized employee title and pay grade list from secured environment	0.6
03/01/2023	JJM	Review utilization metrics on real estate locations for analysis on lease rejections	2.1
03/01/2023	JW	Meeting with B. Tsui, J. Wilken, M. Grover (all AlixPartners), P. McGarry, T. Briscoe, C. Bailey, M. El Ali, D. Manganello, G. Pannuzzo, A. Mookerjee, D. Lang (all Avaya) re: weekly Customer Support (Services) Call	0.8
03/01/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners), F. Moubarack, M. El Ali, A. Mookerjee (Avaya) re: international services savings follow-up	0.5
03/01/2023	JW	Create DB shell deck and share w/ team	0.6
03/01/2023	JW	Revise Cost opt decision board deck	2.0

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03/01/2023	JW	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: cost opt tracker template and next steps	0.5
03/01/2023	JW	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: cost transformation	0.6
03/01/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	JW	Meeting with C. McShane, J. Wilken, J. Mennie, J. Amico (all AlixPartners), S. Shah, F. Hayes (both Avaya) re: lease rejections planning process	0.5
03/01/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: open actions: NPC and roster	0.4
03/01/2023	JW	Outline key activities from now until 4/1 and align with core team (via chat / email)	0.5
03/01/2023	JW	React to RE discussion Sao Paolo	0.1
03/01/2023	JW	Review Services INTL materials received over night	0.3
03/01/2023	JW	Review tracker template	0.5
03/01/2023	JW	Video conference with C. McShane, A. Danis, J. Wilken (all AlixPartners), B. Barlow (Avaya) re: transformation program, realization tracking and March o/l planning	0.5
03/01/2023	JW	Video conference with C. McShane, J. Wilken (both AlixPartners), B. Barlow (Avaya) re: transformation program, realization tracking and March o/l planning	0.4
03/01/2023	JA	Meeting with C. McShane, J. Wilken, J. Mennie, J. Amico (all AlixPartners), S. Shah, F. Hayes (both Avaya) re: lease rejections planning process	0.5
03/01/2023	MG	Meeting with B. Tsui, J. Wilken, M. Grover (all AlixPartners), P. McGarry, T. Briscoe, C. Bailey, M. El Ali, D. Manganello, G. Pannuzzo, A. Mookerjee, D. Lang (all Avaya) re: weekly Customer Support (Services) Call	0.8
03/01/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners), F. Moubarack, M. El Ali, A. Mookerjee (Avaya) re: international services savings follow-up	0.5
03/01/2023	MG	Revise decision board deck	1.2
03/01/2023	MG	Analyze March employee roster for completeness vs. previous roster	1.5
03/01/2023	MG	Analyze March employee roster for accuracy of reporting lines, departments, and cost centers	1.6
03/01/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: open actions: NPC and roster	0.4
03/01/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: NPC analysis sync	0.1
03/01/2023	RL	Correspondence with AlixPartners team re: one page flash report for DB meeting	0.3
03/01/2023	RL	Correspondence with internal team re: cost opt and near-term workstreams	0.4
03/01/2023	RL	Correspondence with P. Mulhern (Avaya) re: OCP budget detail	0.4
03/01/2023	RL	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	RL	Review Credit EBITDA calculation and related materials	0.6
03/01/2023	RL	Review customer deal terms and approval points	0.4
03/01/2023	RL	Review draft DB deck	0.7
03/01/2023	RL	Review updated draft target attainment presentation	0.8
03/01/2023	RW	Analyze customer level revenue data	2.8

AlixPartners

Alan Masarek
 Chief Executive Officer
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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/01/2023	RW	Finalize presentation for meeting with German management	1.8
03/01/2023	RW	Follow-up on requested information with client	0.4
03/01/2023	RW	Meeting with R. Schmidl, P. Hellbrück, A. Bertran, A. Hihn (all Avaya) re: discuss Germany business with management	1.5
03/01/2023	RW	Revise agenda for planned workshop	0.4
03/01/2023	RW	Review service utilization data	0.8
03/01/2023	RW	Summarize to dos and next steps following meeting with German management	0.7
03/01/2023	SS	Review updated cost tracker and provide comments	0.5
03/01/2023	SSS	Review synergies across IT/R&D and PM ICE workstreams	0.4
03/01/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/01/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: NPC analysis sync	0.1
03/01/2023	SSS	Reconcile data/HC/NPC impacted for March actions and put together the one-pagers for R&D and PM functions for DB	1.6
03/01/2023	SSS	Refresh PM org deck based on the updated HC Impacted	2.3
03/01/2023	SSS	Review IT NPC spend and pipeline initiatives - compare it to the ICE OL planning	1.8
03/01/2023	SSS	Review line-level hourly rate based contractor spend - identify opportunities for rate negotiation	0.6
03/01/2023	SSS	Review software renewals NPC spend	0.7
03/02/2023	AC	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Mennie (all AlixPartners) re: cost transformation reporting for A&M	1.0
03/02/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	AC	Update cost to achieve summary with latest severance estimates for liquidity management team	1.2
03/02/2023	AC	Call with Avaya HR and Legal teams to discuss upcoming actions	1.1
03/02/2023	AC	compile and recalculate EWC related severance amounts for February and March 2023	2.2
03/02/2023	AC	Follow-up call with Avaya HR to discuss processing of upcoming headcount	0.8
03/02/2023	AC	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost savings reporting templates for finance business partners	0.5
03/02/2023	AC	prepare option summary slides for future European headcount actions	1.9
03/02/2023	AC	Process S&T and AlixPartners names and build realization tracker for March headcount actions	2.7
03/02/2023	ADP	Create IT Capital project evaluation template and data sheet	2.5
03/02/2023	ADP	Internal touch point on IT with J. Wilken	0.7
03/02/2023	ADP	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost savings reporting templates for finance business partners	0.5
03/02/2023	ADP	Analyze IT, MLP, RE in radial	2.0
03/02/2023	ADP	Analyze Services in radial	1.5
03/02/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7

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03/02/2023	AD	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), D. Manganello, J. Arena, G. Rottner (Avaya) re: AlixPartners savings discussion after the decision board	0.5
03/02/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	AD	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho J. McGlynn, J. Crelli (all AlixPartners) re: discuss transition of the new sales finance and sales operations structures	0.5
03/02/2023	AD	Meeting with A. Danis, C. McShane, and F. Carvalho (AlixPartners) re: refining Germany cost-out workshop agenda and preparing CEO briefing on workshop	0.5
03/02/2023	AD	Review IT savings and path forward	0.9
03/02/2023	AD	Video conference with B. Roof, C. McShane, A. Danis, J. Wilken, R. Li (all AlixPartners), A. Masarek & senior leadership team (Avaya) re: weekly decision board meeting	1.2
03/02/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	BT	Analyze Germany customer data hitting various client data sources and updating customer segmentation; review against total Germany revenue	1.1
03/02/2023	BT	Germany customer segment analysis by annual contract value	2.1
03/02/2023	BT	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost savings reporting templates for finance business partners	0.5
03/02/2023	BT	Meeting with B. Tsui, J. Mennie (both AlixPartners) re: review cost transformation functional report templates and data	0.5
03/02/2023	BT	Meeting with B. Tsui, R. Wendeborn (both AlixPartners), A. Beltran, L. Schultheis, S. White (all Avaya) re: feedback and walkthrough of GSMB reporting	0.5
03/02/2023	BT	Prepare reporting templates for Finance Business Partners to prepare for March Outlook	1.4
03/02/2023	BT	Refresh reporting for A&M for all functions	2.0
03/02/2023	BT	Review e-mail and data received for Germany customers	0.5
03/02/2023	BT	Update reporting for A&M to show only implemented initiatives	1.0
03/02/2023	BT	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Mennie (all AlixPartners) re: cost transformation reporting for A&M	1.0
03/02/2023	CMS	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Mennie (all AlixPartners) re: cost transformation reporting for A&M	1.0
03/02/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	CMS	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho J. McGlynn, J. Crelli (all AlixPartners) re: discuss transition of the new sales finance and sales operations structures	0.5
03/02/2023	CMS	Meeting with A. Danis, C. McShane, and F. Carvalho (AlixPartners) re: refining Germany cost-out workshop agenda and preparing CEO briefing on workshop	0.5
03/02/2023	CMS	Review email correspondence from services team and drafting response for executive management team re: same	0.4
03/02/2023	CMS	Video conference with B. Roof, C. McShane, A. Danis, J. Wilken, R. Li (all AlixPartners), A. Masarek & senior leadership team (Avaya) re: weekly decision board meeting	1.2

AlixPartners

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03/02/2023	FDC	Plan agenda for Avaya Germany cost out workshop	3.0
03/02/2023	FDC	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho J. McGlynn, J. Crelli (all AlixPartners) re: discuss transition of the new sales finance and sales operations structures	0.5
03/02/2023	FDC	Meeting with A. Danis, C. McShane, and F. Carvalho (AlixPartners) re: refining Germany cost-out workshop agenda and preparing CEO briefing on workshop	0.5
03/02/2023	JGM	Create list of employees for potential actions within the finance organization	0.4
03/02/2023	JGM	Develop Analyze NPC spend for finance organization to identify potential cost savings	1.2
03/02/2023	JGM	Meeting K. Speed (Avaya) re: discuss the accounting organization structure and non people cost to identify opportunities for savings	0.8
03/02/2023	JGM	Meeting with B. Barlow (Avaya) re: continued discuss re: opportunities for cost savings within the finance organization	0.4
03/02/2023	JGM	Meeting with B. Barlow (Avaya) re: discuss opportunities for cost savings for non people costs within the finance organization	0.5
03/02/2023	JGM	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho J. McGlynn, J. Crelli (all AlixPartners) re: discuss transition of the new sales finance and sales operations structures	0.5
03/02/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: discuss finance savings presentation edits and updates for leadership meeting	0.4
03/02/2023	JGM	Perform analysis on finance org for each leader to show impact of current cost savings actions	2.1
03/02/2023	JGM	Perform analysis on transformation of sales finance and sales operations org structure	0.3
03/02/2023	JJM	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Mennie (all AlixPartners) re: cost transformation reporting for A&M	1.0
03/02/2023	JJM	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	JJM	Compare detailed cost savings by function to previous cost savings updates	2.2
03/02/2023	JJM	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost savings reporting templates for finance business partners	0.5
03/02/2023	JJM	Meeting with B. Tsui, J. Mennie (both AlixPartners) re: review cost transformation functional report templates and data	0.5
03/02/2023	JJM	Prepare updated real estate lease rejection slides for decision board deck	1.4
03/02/2023	JJM	Summarize detailed cost savings by function by stage gate	1.7
03/02/2023	JW	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), D. Manganello, J. Arena, G. Rottner (Avaya) re: AlixPartners savings discussion after the decision board	0.5
03/02/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	JW	Review IT capital projects & RIF timeline	0.5
03/02/2023	JW	Meeting with J. Wilken, R. Li, M. Grover (all AlixPartners), D. Manganello, J. Arena (Avaya) re: AlixPartners numbers sync part 1	0.6
03/02/2023	JW	Update timeline for IT and legal actions	0.3
03/02/2023	JW	Revise AlixPartners openpager	0.3
03/02/2023	JW	Clarify content / message of Finance backup with Finance workstream	0.2

AlixPartners

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03/02/2023	JW	Incorporate latest inputs from Avaya leads into the decision board deck	1.0
03/02/2023	JW	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost savings reporting templates for finance business partners	0.5
03/02/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: align working areas / discuss potential deep dives	0.5
03/02/2023	JW	Review Excel workbook with FY23 cost take out details	0.4
03/02/2023	JW	Finalize decision board onepagers with input from Avaya leads	1.5
03/02/2023	JW	Video conference with B. Roof, C. McShane, A. Danis, J. Wilken, R. Li (all AlixPartners), A. Masarek & senior leadership team (Avaya) re: weekly decision board meeting	1.2
03/02/2023	JMC	Meeting with B. Roof, C. McShane, A. Danis, F. Carvalho J. McGlynn, J. Crelli (all AlixPartners) re: discuss transition of the new sales finance and sales operations structures	0.5
03/02/2023	JMC	Update list of finance employees with employee ID	0.4
03/02/2023	MG	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), D. Manganello, J. Arena, G. Rottner (Avaya) re: AlixPartners savings discussion after the decision board	0.5
03/02/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	MG	Meeting with J. Wilken, R. Li, M. Grover (all AlixPartners), D. Manganello, J. Arena (Avaya) re: AlixPartners numbers sync part 1	0.6
03/02/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners), D. Manganello, J. Arena (Avaya) re: AlixPartners numbers sync part 1	0.9
03/02/2023	MG	Revise decision board pages	1.9
03/02/2023	MG	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost savings reporting templates for finance business partners	0.5
03/02/2023	MG	Analyze roster vs outlook	2.9
03/02/2023	RL	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), D. Manganello, J. Arena, G. Rottner (Avaya) re: AlixPartners savings discussion after the decision board	0.5
03/02/2023	RL	Meeting with J. Wilken, R. Li, M. Grover (all AlixPartners), D. Manganello, J. Arena (Avaya) re: AlixPartners numbers sync part 1	0.6
03/02/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners), D. Manganello, J. Arena (Avaya) re: AlixPartners numbers sync part 1	0.9
03/02/2023	RL	Meeting with B. Roof, S. Spitzer, R. Li (all AlixPartners) re: CPP analysis	0.5
03/02/2023	RL	Prepare notes from AlixPartners call	0.6
03/02/2023	RL	Review AlixPartners materials in preparation for alignment call with Avaya	0.7
03/02/2023	RL	Review AlixPartners one-page and correspondence with AlixPartners team re: detail and reconciliation	1.6
03/02/2023	RL	Video conference with B. Roof, C. McShane, A. Danis, J. Wilken, R. Li (all AlixPartners), A. Masarek & senior leadership team (Avaya) re: weekly decision board meeting	1.2
03/02/2023	RW	Analyze customer level revenue data	2.6
03/02/2023	RW	Analyze service utilization data	2.7

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03/02/2023	RW	Meeting with B. Tsui, R. Wendeborn (both AlixPartners), A. Beltran, L. Schultheis, S. White (all Avaya) re: feedback and walkthrough of GSMB reporting	0.5
03/02/2023	RW	Summarize activities, progress and next steps in Germany workstream for status update to global leadership	2.6
03/02/2023	SS	Review updated cost tracker and provide comments	0.5
03/02/2023	SS	Meeting with B. Roof, S. Spitzer, R. Li (all AlixPartners) re: CPP analysis	0.5
03/02/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: Avaya - cost opt catch up	0.7
03/02/2023	SSS	Create two options for walk to OL template for inputs from FBPs	0.8
03/02/2023	SSS	Form hypothesis for additional opportunity for hardware 1) Pricing discipline and implementation 2) Channel mechanics (inventory mgmt)	1.4
03/02/2023	SSS	Make edits to one-pagers for R&D/ PM team based on updated feedback from client in prep for DB	0.2
03/02/2023	SSS	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost savings reporting templates for finance business partners	0.5
03/02/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: align working areas / discuss potential deep dives	0.5
03/02/2023	SSS	Review direct spend by vendors and margin Analyze Hardware business	1.5
03/02/2023	SSS	Review distribution and fulfillment NPC spend - hypothesize additional	1.3
03/02/2023	SSS	Review Hardware initiatives for margin optimization and compare those to the current OL plan	0.9
03/02/2023	SSS	Review IT fixed price contract data and pipeline initiatives	0.9
03/03/2023	AC	identify duplicates and estimate timing for European exits for incremental headcount actions	1.3
03/03/2023	AC	Meeting with A. Chaturvedi, S. Segireddy (both AlixPartners) re: discuss R&D March actions submission	0.3
03/03/2023	AC	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	AC	Process S&T, sales, GBO names for headcount tracking	2.5
03/03/2023	AC	Update savings realization tracker with additional headcount added	0.8
03/03/2023	AC	Process sales, services, ops names and update realization tracker for March headcount actions	2.1
03/03/2023	AC	updates to shot-clock for headcount actions	0.4
03/03/2023	ADP	Meeting with A. Patti (AlixPartners), S. Supasithumrong, E. Lenihan (Avaya) re: capital project funding review	0.6
03/03/2023	ADP	Analyze data for CEO dashboard	3.0
03/03/2023	ADP	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti and V. Prathey (all AlixPartners) re: developing CEO KPI dashboard	0.6
03/03/2023	ADP	Meeting with J. Mennie, A. Patti (both AlixPartners) re: develop structure and process for building KPI Dashboard	0.5
03/03/2023	ADP	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	AD	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti and V. Prathey (all AlixPartners) re: developing CEO KPI dashboard	0.6

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03/03/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: cost opt: 8am synch	0.5
03/03/2023	AD	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	AD	Video conference with C. McShane, A. Danis (all AlixPartners) re: CEO dashboards	0.5
03/03/2023	BT	Compare March Actions exit list against goals stated in DB in prior week and draft variance report	1.6
03/03/2023	BT	Final review and clean up of 359 model	2.1
03/03/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: catch up on 359 model / name submissions	0.3
03/03/2023	BT	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	BT	Review March actions exit list and update exits reporting model	1.9
03/03/2023	BT	Update format and formulas in the 'Walk to OL' reporting templates for FBP	2.5
03/03/2023	CMS	Draft emails re: HR / IT investment decisions	0.2
03/03/2023	CMS	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti and V. Pratheey (all AlixPartners) re: developing CEO KPI dashboard	0.6
03/03/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: cost opt: 8am synch	0.5
03/03/2023	CMS	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	CMS	Review savings tracker file and drafting email re: same	0.4
03/03/2023	CMS	Video conference with C. McShane, A. Danis (all AlixPartners) re: CEO dashboards	0.5
03/03/2023	CMS	Video conference with D. Bagatta (Avaya) and A. Reinhard (Joele Frank) re: employee communications	0.5
03/03/2023	FDC	Analyze data for Avaya Germany cost out workshop Germany	3.0
03/03/2023	FDC	Data gathering, analysis, modelling of savings for Germany workshop	2.0
03/03/2023	FDC	Meeting with F. Carvalho, J. McGlynn (both AlixPartners) re: discuss the delineation of resources between sales finance and sales operations for new org structure	0.3
03/03/2023	FDC	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	FDC	Perform scenario analysis for Germany 2024-2025: preliminary Operation Profit and Cash Flow modelling	3.0
03/03/2023	JGM	Consolidation of cost saving initiatives reporting for the entire finance organization	0.8
03/03/2023	JGM	Develop detailed listing of potential cost savings candidates and submitted to Avaya HR	0.6
03/03/2023	JGM	Meeting with B. Barlow (Avaya) re: discuss additional areas of non people cost for potential savings	0.7

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
 Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/03/2023	JGM	Meeting with F. Carvalho, J. McGlynn (both AlixPartners) re: discuss the delineation of resources between sales finance and sales operations for new org structure	0.3
03/03/2023	JGM	Meeting with T. Hines (Avaya) re: discuss process for identified resource exits	0.5
03/03/2023	JGM	Prepare materials for meeting with CEO on status of finance department cost saving efforts	2.3
03/03/2023	JGM	Respond to emails from Avaya re: cost saving efforts	0.2
03/03/2023	JJM	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti and V. Pratheey (all AlixPartners) re: developing CEO KPI dashboard	0.6
03/03/2023	JJM	Meeting with J. Mennie, A. Patti (both AlixPartners) re: develop structure and process for building KPI Dashboard	0.5
03/03/2023	JJM	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	JJM	Prepare process slides related to build-out of KPI dashboard	2.6
03/03/2023	JJM	Review cost savings tracking analysis to share with lenders	2.8
03/03/2023	JW	Review IT next steps / capital projects	0.8
03/03/2023	JW	Correspond with M. Molne, H. Clarke (Avaya) re: ad hoc requests	1.0
03/03/2023	JW	Organize R&D follow ups (tactical + exec calls)	0.5
03/03/2023	JW	Correspond with F. Hayes, R. Driscoll (Avaya) re: IT	0.2
03/03/2023	JW	Review IT files for R. Driscoll (Avaya)	0.5
03/03/2023	JW	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: catch up on 359 model / name submissions	0.3
03/03/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: cost opt: 8am synch	0.5
03/03/2023	JW	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	JW	Revise priority list and status updates	0.8
03/03/2023	JMC	Update list of finance employees with country	0.1
03/03/2023	MG	Set up March roster data	2.5
03/03/2023	MG	Upload March roster data	1.0
03/03/2023	MG	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	RL	Correspond with OCP team re: updates to budget schedule	0.8
03/03/2023	RL	Correspondence with OCP team re: new deal evaluation and pricing	0.4
03/03/2023	RL	Prepare and distribute summary of AlixPartners attainment status update and notes from meeting	1.3
03/03/2023	RL	Prepare follow-up diligence list and send email to AlixPartners team re: attainment target initiatives	0.6
03/03/2023	RL	Prepare follow up re: AlixPartners target diligence	0.7
03/03/2023	RL	Review pipeline tracker and detail of aggregate cost cuts achieved to date	0.5
03/03/2023	RL	Review pipeline tracking summary file	0.4
03/03/2023	RL	Review recurring meeting schedule	0.2
03/03/2023	RW	Analyze service organization installation efficiency data	1.9
03/03/2023	RW	Analyze service utilization data	2.1



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03/03/2023	RW	Call with A. Beltran (Avaya) re: status of data requests as preparation for workshop in following week	0.2
03/03/2023	RW	Update customer segmentation	1.7
03/03/2023	RW	Review available revenue and COGS break-downs	1.8
03/03/2023	RW	Review updated revenue scenarios	1.6
03/03/2023	RJ	Review CTA actions by country provided by A. Chaturvedi (Alix)	1.1
03/03/2023	SS	Review updated cost tracker and provide comments	0.6
03/03/2023	SS	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	SS	Review details of decision board meeting and provide feedback	0.6
03/03/2023	SSS	Analyze march actions impact for R&D and Product Management	0.8
03/03/2023	SSS	Create a functional template/page for march actions using R&D as an example	1.5
03/03/2023	SSS	Meeting with A. Chaturvedi, S. Segireddy (both AlixPartners) re: discuss R&D March actions submission	0.3
03/03/2023	SSS	Meeting with S. Spitzer, C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/03/2023	SSS	Modify the Walk to OL template for FBPs and embed it into the master file for all ICE functions with pre-populated data	2.2
03/03/2023	SSS	Review cost-center mapping Break-down of NPC services requested by ICE function with Cost-center to GL account mapping	1.8
03/03/2023	SSS	Review working capital math and prepare hypothesis for inventory optimization across channel/distis	0.9
03/03/2023	VP	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti and V. Prathey (all AlixPartners) re: developing CEO KPI dashboard	0.6
03/04/2023	JGM	Create presentation for finance leaders to show current status of cost savings and new targets	0.7
03/04/2023	JGM	Develop analyze finance org cost savings for setting additional targets for leaders	1.2
03/04/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), B. Barlow (Avaya) re: discuss plan to identify additional cost savings within the finance organization	0.7
03/05/2023	AC	Prepare WARN analysis summary for upcoming headcount actions in the US	0.9
03/05/2023	AC	Process new names and make updates to realization tracker to calculate run-rate savings	2.3
03/05/2023	CMS	Draft executive reporting materials	0.8
03/05/2023	EK	Review cost transformation program details and status	1.5
03/05/2023	JJM	Email communication with lenders re: cost savings initiatives file	0.2
03/06/2023	AC	Meeting with D. Bagatta, A. Crowley (both Avaya) re: cost transformation remaining headcount reductions	0.5
03/06/2023	AC	Meeting with A. Danis, A. Chaturvedi, S. Segireddy (all AlixPartners), S. Montemarano, T. Hines-Cope (both Avaya) re: weekly S&T check-in: discuss R&D march actions and savings realization	0.5
03/06/2023	AC	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	AC	Draft reconciliation summary for names on census vs exit list identified by HR	1.1
03/06/2023	AC	create templates for MEA and APAC names for march headcount actions	2.5

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03/06/2023	AC	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners) re: March Exits reporting model	0.3
03/06/2023	AC	Meeting with A. Chaturvedi, S. Segireddy (both AlixPartners) re: Brainstorm on contractor realization file setup	0.3
03/06/2023	AC	update slides for realization tracking of March headcount reductions	1.3
03/06/2023	AC	updates to realization tracker and creating dashboards for each function	2.7
03/06/2023	AC	Meeting with A. Chaturvedi, S. Segireddy, M. Grover (all AlixPartners) re: walk through realization tracker template (FLC/ exit timing assumptions) for S&T	0.3
03/06/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, S. Supasithumrong, M. Blake, M. Molne, T. Hines-Cope (Avaya) re: deep dive - Sam & Michael	2.0
03/06/2023	ADP	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), M. Molne, R. Mosty, E. Lenihan, S. Meda, A. Gacquin (all Avaya) re: IT project portfolio review w/Rich	1.0
03/06/2023	ADP	Executive dashboard analysis	1.7
03/06/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (AlixPartners), R. Driscoll (Avaya) re: cost opt	0.5
03/06/2023	ADP	Analyze IT Cost Optimization opportunities	3.0
03/06/2023	ADP	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti (all AlixPartners) re: review KPI dashboard materials for leadership team	0.5
03/06/2023	ADP	Meeting with A. Patti (AlixPartners), E. Lenihan, S. Supasithumrong (Avaya) re: review of Avaya Store and OneCloud capital project	0.5
03/06/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners), M. Molne (Avaya) re: IT - pipeline validation call	0.5
03/06/2023	ADP	Meeting with J. Mennie, A. Patti (both AlixPartners) re: KPI dashboard planning	0.5
03/06/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners) re: IT debrief / target split	0.5
03/06/2023	AD	Meeting with A. Danis, A. Chaturvedi, S. Segireddy (all AlixPartners), S. Montemarano, T. Hines-Cope (both Avaya) re: weekly S&T check-in: discuss R&D march actions and savings realization	0.5
03/06/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: catch up Avaya - AlixPartners	0.6
03/06/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: debrief IT workshop	0.6
03/06/2023	AD	Meeting with A. Danis, F. Carvalho (both AlixPartners), F. Mubarak (Avaya) re: review the Germany plan forward options, focused on customers	0.9
03/06/2023	AD	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti (all AlixPartners) re: review KPI dashboard materials for leadership team	0.5
03/06/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: connect on IT and debrief w/ Jason M	0.5
03/06/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken, J. Miller (all AlixPartners) re: connect on IT and debrief	0.5
03/06/2023	AD	Meeting with F. Mubarak (Avaya) re: detailed review GEBG	0.7
03/06/2023	AD	Meeting with F. Mubarak (Avaya) re: detailed review GSMB	1.1
03/06/2023	AD	Prepare Materials for Decision board in respect to overall savings	1.1
03/06/2023	AD	Review dashboard for Executive reporting	0.7

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03/06/2023	AD	Review materials provided by Germany re: top customers	0.4
03/06/2023	BT	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	BT	Analyze large HC variance in AlixPartners	0.6
03/06/2023	BT	Review support documents to prep for call with A&M	0.5
03/06/2023	BT	Confirm that Sales INTL list of exits were included in list received from HR	0.2
03/06/2023	BT	Create new March PC Actions reporting workbook and model	2.5
03/06/2023	BT	Document next steps required to confirm PC numbers received from HR	0.2
03/06/2023	BT	Draft and send instructions to team members re: confirming March HC/PC variance with respective function leads	0.3
03/06/2023	BT	Draft slides to communicate variances in March PC Actions list received from HR and attainment plan presented by leaders to be sent to all functions	1.6
03/06/2023	BT	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners) re: March Exits reporting model	0.3
03/06/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: March PC actions reported by leaders	0.2
03/06/2023	BT	Meeting with C. McShane, B. Tsui, J. Wilken, J. Mennie (all AlixPartners), F. Liu, M. Delmonte (both A&M) re: review FY23 in-year savings by function walkthrough file	0.5
03/06/2023	BT	Review prior excel model to understand how employees flow into L2 Leaders for reporting and made edits for specific reporting for PC actions owned by L3 Leaders	0.5
03/06/2023	BT	Update March PC action model with updates received from HR	0.5
03/06/2023	BT	Update March PC Actions model with new names received from HR	0.3
03/06/2023	BT	Update March PC actions model with new names received from M. El Ali	0.3
03/06/2023	BT	Update March PC actions tracking reporting structure and flow changes through the workbook	1.0
03/06/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: catch up Avaya - AlixPartners	0.6
03/06/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: debrief IT workshop	0.6
03/06/2023	CMS	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	CMS	Draft email correspondence re: AlixPartners transformation program review	0.1
03/06/2023	CMS	Draft email correspondence to head of HR re: Organizational related dashboard reporting	0.2
03/06/2023	CMS	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti (all AlixPartners) re: review KPI dashboard materials for leadership team	0.5
03/06/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: connect on IT and debrief w/ Jason M	0.5
03/06/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken, J. Miller (all AlixPartners) re: connect on IT and debrief	0.5
03/06/2023	CMS	Meeting with C. McShane, B. Tsui, J. Wilken, J. Mennie (all AlixPartners), F. Liu, M. Delmonte (both A&M) re: review FY23 in-year savings by function walkthrough file	0.5

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03/06/2023	ED	Meeting with J. Mennie, E. Deichmann (both AlixPartners) re: walkthrough of sales/revenue raw data and related metrics for KPI Dashboard	0.5
03/06/2023	EK	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: catch up Avaya - AlixPartners	0.6
03/06/2023	FDC	Meeting with A. Danis, F. Carvalho (both AlixPartners), F. Mubarak (Avaya) re: review the Germany plan forward options, focused on customers	0.9
03/06/2023	FDC	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Austin, S. Haddad (both Avaya) re: discuss changes to the sales finance and sales operations orgs and associated cost savings	0.5
03/06/2023	JGM	Meeting with B. Barlow (Avaya) re: discuss additional resources for potential cost saving actions	0.3
03/06/2023	JGM	Meeting with B. Roof, F. Carvalho, J. McGlynn (all AlixPartners), D. Austin, S. Haddad (both Avaya) re: discuss changes to the sales finance and sales operations orgs and associated cost savings	0.5
03/06/2023	JGM	Meeting with J. McGlynn, J. Crelli (both AlixPartners), R.D. Kohut (K&E), S. Shah, V. Carnevale (both Avaya) re: unions and other post-employment benefits	0.5
03/06/2023	JGM	Meeting with T. Hines Cope (Avaya) re: discuss legal requirements for variance countries for people related cost savings initiatives	0.4
03/06/2023	JGM	Perform analysis on the sales finance and sales ops organizations to identify potential cost savings	0.6
03/06/2023	JGM	Provide update to PMO on the cost savings progress within the finance area	0.3
03/06/2023	JJM	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	JJM	Correspondence with Avaya real estate team re: US lease obligations	0.3
03/06/2023	JJM	Meeting with C. McShane, A. Danis, J. Mennie, A. Patti (all AlixPartners) re: review KPI dashboard materials for leadership team	0.5
03/06/2023	JJM	Meeting with C. McShane, B. Tsui, J. Wilken, J. Mennie (all AlixPartners), F. Liu, M. Delmonte (both A&M) re: review FY23 in-year savings by function walkthrough file	0.5
03/06/2023	JJM	Meeting with J. Mennie, A. Patti (both AlixPartners) re: KPI dashboard planning	0.5
03/06/2023	JJM	Meeting with J. Mennie, E. Deichmann (both AlixPartners) re: walkthrough of sales/revenue raw data and related metrics for KPI Dashboard	0.5
03/06/2023	JJM	Meeting with J. Mennie, R. Li (both AlixPartners) re: customer profitability metrics for KPI dashboard	0.5
03/06/2023	JJM	Prepare draft version of sales KPI slides for executive dashboard	1.9
03/06/2023	JJM	Review letter of credit obligations related to US leases	0.2
03/06/2023	JJM	Revisions to real estate lease rejections file to reflect revised lease figures	2.7
03/06/2023	JMM	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, S. Supasithumrong, M. Blake, M. Molne, T. Hines-Cope (Avaya) re: deep dive - Sam & Michael	2.0

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03/06/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (AlixPartners), R. Driscoll (Avaya) re: cost opt	0.5
03/06/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), M. Molne, R. Mosty, E. Lenihan, S. Meda, A. Gacquin (all Avaya) re: IT project portfolio review w/Rich	1.0
03/06/2023	JMM	Analyze IT department cost structure	0.9
03/06/2023	JMM	Analyze IT department org structure	0.8
03/06/2023	JMM	Meeting with C. McShane, A. Danis, J. Wilken, J. Miller (all AlixPartners) re: connect on IT and debrief	0.5
03/06/2023	JW	Organize next steps following IT meetings	0.5
03/06/2023	JW	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), D. Austin (Avaya) re: catch up Avaya - AlixPartners	0.6
03/06/2023	JW	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners) re: IT debrief / target split	0.5
03/06/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners), M. Molne (Avaya) re: IT - pipeline validation call	0.5
03/06/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (AlixPartners), R. Driscoll (Avaya) re: cost opt	0.5
03/06/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, S. Supasithumrong, M. Blake, M. Molne, T. Hines-Cope (Avaya) re: deep dive - Sam & Michael	2.0
03/06/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), M. Molne, R. Mosty, E. Lenihan, S. Meda, A. Gacquin (all Avaya) re: IT project portfolio review w/Rich	1.0
03/06/2023	JW	Follow-up notes to leads on HC action submissions	1.0
03/06/2023	JW	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: March PC actions reported by leaders	0.2
03/06/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: connect on IT and debrief w/ Jason M	0.5
03/06/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken, J. Miller (all AlixPartners) re: connect on IT and debrief	0.5
03/06/2023	JW	Meeting with C. McShane, B. Tsui, J. Wilken, J. Mennie (all AlixPartners), F. Liu, M. Delmonte (both A&M) re: review FY23 in-year savings by function walkthrough file	0.5
03/06/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss S&T savings updates and additional NPC opportunity areas	0.4
03/06/2023	JW	Organize Tuesday / priorities & coverage model	0.7
03/06/2023	JW	Review IT offshore / span file	0.8
03/06/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: debrief IT workshop	0.5
03/06/2023	JMC	Compile documents on OPEB projections	0.2
03/06/2023	JMC	Correspond with P. Flannigan (Avaya) re: severance	0.1
03/06/2023	JMC	Meeting with J. McGlynn, J. Crelli (both AlixPartners), R.D. Kohut (K&E), S. Shah, V. Carnevale (both Avaya) re: unions and other post-employment benefits	0.5
03/06/2023	JMC	Review OPEB projections documents	0.3
03/06/2023	MG	Meeting with A. Chaturvedi, S. Segireddy, M. Grover (all AlixPartners) re: walk through realization tracker template (FLC/ exit timing assumptions) for S&T	0.3

AlixPartners

Alan Masarek
Chief Executive Officer
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2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Transformation Program
Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/06/2023	MG	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners), D. Manganello, J. Arena (Avaya) re: coverage Model	0.6
03/06/2023	MG	Review coverage model	1.5
03/06/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: discuss project workstreams evolution	0.2
03/06/2023	MG	Clean up new roster data	2.5
03/06/2023	MG	Standardize new roster data taxonomy	2.5
03/06/2023	RL	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	RL	Diligence and correspondence re: functional submissions of cost optimization target attainments	0.4
03/06/2023	RL	Discussion with D. Manganello and S. Carter (both Avaya) re: AlixPartners updates	0.2
03/06/2023	RL	Meeting with J. Mennie, R. Li (both AlixPartners) re: customer profitability metrics for KPI dashboard	0.5
03/06/2023	RL	Review AlixPartners target summary and details and prepare follow up questions for Avaya	1.3
03/06/2023	RL	Review cost optimization actions list and presentation of related implications	0.7
03/06/2023	RL	Review draft KPI dashboard proposal and correspondence on same	0.7
03/06/2023	RL	Update OCP AlixPartners budget schedule	0.6
03/06/2023	RW	Analyze customer segmentation	0.5
03/06/2023	RW	Analyze customer service data re: installation efficiency	1.5
03/06/2023	RW	Analyze customer service data re: utilization levels	1.2
03/06/2023	RW	Call with A. Peuser (Avaya) re: Questions re: provided data for Service organization	0.2
03/06/2023	RW	Prepare presentation for workshop	2.4
03/06/2023	RW	Update calculations for new revenue scenarios	2.8
03/06/2023	RW	Update NPC analysis	1.2
03/06/2023	RW	Video call with A. Beltran (Avaya) re: Open question ahead of the workshop	0.5
03/06/2023	RJ	Review transformation program detail diligence requested by A&M.	0.3
03/06/2023	SSS	Meeting with A. Chaturvedi, S. Segireddy, M. Grover (all AlixPartners) re: walk through realization tracker template (FLC/ exit timing assumptions) for S&T	0.3
03/06/2023	SSS	Meeting with A. Danis, A. Chaturvedi, S. Segireddy (all AlixPartners), S. Montemarano, T. Hines-Cope (both Avaya) re: weekly S&T check-in: discuss R&D march actions and savings realization	0.5
03/06/2023	SSS	Meeting with J. Miller, E. Koza, C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.5
03/06/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners), D. Manganello, J. Arena (Avaya) re: coverage Model	0.6
03/06/2023	SSS	Clean-up savings realization tracker for S&T for client review to validation assumptions to tie savings	0.5
03/06/2023	SSS	Create contractor tracking/savings realization file and share it with workstream leads	1.7

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03/06/2023	SSS	Meeting with A. Chaturvedi, S. Segireddy (both AlixPartners) re: Brainstorm on contractor realization file setup	0.3
03/06/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss S&T savings updates and additional NPC opportunity areas	0.4
03/06/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: discuss project workstreams evolution	0.2
03/06/2023	SSS	Put together a savings status page for NPC (Contractor + other NPC) by ICE function	1.4
03/06/2023	SSS	Review savings page for March actions PC savings	0.6
03/07/2023	AC	Review cost transformation remaining headcount reductions	0.2
03/07/2023	AC	Update RIF shot-clock checklist for each department for upcoming headcount exits	2.3
03/07/2023	AC	Conference call with D. Bagatta and T. Hines-Cope (both Avaya) re: upcoming headcount actions	0.9
03/07/2023	AC	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	AC	Prepare discussion points for WARN analysis related to upcoming headcount reductions in the US	0.9
03/07/2023	AC	Prepare presentation and support materials for communications team to describe rationale and narrative for upcoming headcount reductions	2.4
03/07/2023	AC	Summarize upcoming headcount reductions by country and function for HR leadership	1.4
03/07/2023	ADP	Meeting with A. Patti (AlixPartners), R. Driscoll, M. Molne (Avaya) re: IT Capital Project rationalization	0.5
03/07/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, M. Blake (both Avaya) re: review project portfolio	0.5
03/07/2023	ADP	Analyze IT Cost Optimization Help Desk savings	2.5
03/07/2023	ADP	Analyze IT Cost Optimization App Rationalization savings	1.0
03/07/2023	ADP	Meeting with S. Supasithumrong, E. Lenihan (Avaya) re: IT Funding Review	0.5
03/07/2023	ADP	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, M. Blake (all Avaya) re: Information Technology team reorganization and March actions working session	5.0
03/07/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: customer segmentation	1.5
03/07/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: Non-people cost FY23	2.1
03/07/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: portfolio review	1.8
03/07/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: Standard cost	1.5

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03/07/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: wrap-up of Day 1 and focus areas for next day	0.5
03/07/2023	AD	Meeting with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak (Avaya) re: In person meeting to prepare for Germany workshop	0.6
03/07/2023	AD	Meeting with A. Danis, R. Wendeborn (both AlixPartners) re: In person meeting to prepare for Germany workshop	0.4
03/07/2023	AD	Meeting with C. McShane, A. Danis, J. Mennie (all AlixPartners) re: review progress of KPI dashboard	1.4
03/07/2023	AD	Prepare mail for Ahmed to review UCaaS roadmap	0.4
03/07/2023	BT	Meeting with B. Tsui, J. Mennie, S. Segireddy (all AlixPartners) re: quarterly walk from cost savings to finance outlooks	0.5
03/07/2023	BT	Meeting with B. Tsui, M. Grover (both AlixPartners) re: cost transformation tracking and Germany overview	0.3
03/07/2023	BT	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	BT	Refresh March PC actions reports with new data received from HR	1.5
03/07/2023	BT	Review formulas in cells in the 'Walk to OL' reporting template and make updates to templates for all functions	1.8
03/07/2023	BT	Segment new Germany Revenue and tag # of tickets and Costs to each segment	1.4
03/07/2023	BT	Split master reporting workbook into workbooks to be sent to client for each function	1.7
03/07/2023	BT	Update HC roster with updates from HR and carry formulas through to calculate savings	1.3
03/07/2023	CMS	Draft email correspondence to AlixPartners team leads re: dashboard reporting initiative	0.4
03/07/2023	CMS	Draft email correspondence to head of corporate strategy re: dashboard reporting	0.2
03/07/2023	CMS	Draft email correspondence to head of HR re: Organizational related dashboard reporting	0.3
03/07/2023	CMS	Draft email correspondence to internal team re: Germany plan discussion	0.2
03/07/2023	CMS	Draft email correspondence to weekly decision board logistics	0.2
03/07/2023	CMS	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	CMS	Meeting with C. McShane, A. Danis, J. Mennie (all AlixPartners) re: review progress of KPI dashboard	1.4
03/07/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: customer segmentation	1.5
03/07/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: Non-people cost FY23	2.1
03/07/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: portfolio review	1.8
03/07/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: Standard cost	1.5

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03/07/2023	FDC	Meeting with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak (Avaya) re: In person meeting to prepare for Germany workshop	0.6
03/07/2023	JGM	Identification and consolidation of finance org cost savings to identify gap to be closed	1.2
03/07/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), T. Hines Cope (Avaya) re: discuss HR process for headcount related cost savings	0.5
03/07/2023	JGM	Perform analysis on services finance organization to identify areas for potential cost savings	0.3
03/07/2023	JGM	Perform analysis on the services finance org to identify potential cost savings	0.4
03/07/2023	JGM	Perform consolidation of finance org cost saving including required HR information	1.1
03/07/2023	JGM	Perform updated Analyze finance cost savings efforts to reflect changes from Avaya	0.9
03/07/2023	JJM	Meeting with B. Tsui, J. Mennie, S. Segireddy (all AlixPartners) re: quarterly walk from cost savings to finance outlooks	0.5
03/07/2023	JJM	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	JJM	Meeting with C. McShane, A. Danis, J. Mennie (all AlixPartners) re: review progress of KPI dashboard	1.4
03/07/2023	JJM	Provide feedback on review of March cost transformation tracker	2.3
03/07/2023	JJM	Revise summary overview slides for KPI executive dashboard	2.9
03/07/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, M. Blake (both Avaya) re: review project portfolio	0.5
03/07/2023	JMM	Benchmark IT department cost structure	1.6
03/07/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, M. Blake (all Avaya) re: Information Technology team reorganization and March actions working session	5.0
03/07/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, M. Blake (both Avaya) re: review project portfolio	0.5
03/07/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners), V. Carnevale, D. Martin (Avaya) re: legal - org walkthrough with radial	1.0
03/07/2023	JW	Review US lease rejections for ad hoc request from F. Hayes (Avaya)	0.5
03/07/2023	JW	Clean up IT notes	0.3
03/07/2023	JW	Create shell deck for 3/9 decision board meeting	0.7
03/07/2023	JW	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	JW	Meeting with J. Wilken (AlixPartners), F. Hayes, M. Molne (both Avaya) re: cost optimization	0.5
03/07/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll, M. Blake (all Avaya) re: Information Technology team reorganization and March actions working session	5.0
03/07/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: legal - org walkthrough with radial [internal follow-up for open actions]	0.2

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03/07/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss IT workstream coverage	0.2
03/07/2023	JW	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: discuss project workstreams and coverage	0.3
03/07/2023	JW	Review finance business partner template	0.2
03/07/2023	JW	Review teams suggestion for PTO and FBP coverage	0.3
03/07/2023	JMC	Review 2022 OPEB projections data	0.6
03/07/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners), V. Carnevale, D. Martin (Avaya) re: legal - org walkthrough with radial	1.0
03/07/2023	MG	Analyze sizing of Legal opportunities	2.8
03/07/2023	MG	Draft presentation on Legal opportunities for meeting with General Counsel	1.5
03/07/2023	MG	Meeting with B. Tsui, M. Grover (both AlixPartners) re: cost transformation tracking and Germany overview	0.3
03/07/2023	MG	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: legal - org walkthrough with radial [internal follow-up for open actions]	0.2
03/07/2023	MG	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: discuss project workstreams and coverage	0.3
03/07/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: working session on project workstreams and coverage	0.5
03/07/2023	MG	radial upload of new roster	1.7
03/07/2023	RW	Finalize presentation for workshop	0.5
03/07/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: customer segmentation	1.5
03/07/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: Non-people cost FY23	2.1
03/07/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: portfolio review	1.8
03/07/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: Standard cost	1.5
03/07/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: wrap-up of Day 1 and focus areas for next day	0.5
03/07/2023	RW	Meeting with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak (Avaya) re: In person meeting to prepare for Germany workshop	0.6
03/07/2023	RW	Meeting with A. Danis, R. Wendeborn (both AlixPartners) re: In person meeting to prepare for Germany workshop	0.4
03/07/2023	RW	Refine service utilization analysis	0.6
03/07/2023	RW	Update calculations for latest revenue scenarios	0.4
03/07/2023	SS	Review current cost reduction analysis and provide comments	1.4
03/07/2023	SSS	Draft instructions for finance business partners walk to outlook template	0.7
03/07/2023	SSS	Draft the email template for savings tracker distribution to FBPs	0.2

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03/07/2023	SSS	Meeting with B. Tsui, J. Mennie, S. Segireddy (all AlixPartners) re: quarterly walk from cost savings to finance outlooks	0.5
03/07/2023	SSS	Meeting with C. McShane, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: cost transformation team alignment	0.6
03/07/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss IT workstream coverage	0.2
03/07/2023	SSS	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: discuss project workstreams and coverage	0.3
03/07/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: working session on project workstreams and coverage	0.5
03/07/2023	SSS	Meeting with S. Segireddy (AlixPartners), S. Montemarano (Avaya) re: working session on March actions savings reconciliation	1.1
03/07/2023	SSS	Reconcile R&D savings between AlixPartners Model and FBP's model by two drivers: FX and Exit date assumptions	1.2
03/07/2023	SSS	Review all the functional FBP trackers for accuracy of data within the template	0.9
03/07/2023	SSS	Summarize the reconciled R&D savings and create a page for savings	0.4
03/08/2023	AC	Analyzing in an Excel workbook approximately 600 names for headcount reductions through census and HR tracking list	2.7
03/08/2023	AC	Update realization tracker for upcoming headcount actions by functional leader	2.9
03/08/2023	AC	Create comparison matrix for realization tracker against management report	0.4
03/08/2023	AC	Calculating severance amounts for upcoming headcount reductions	2.9
03/08/2023	AC	Conference call with D. Bagatta and T. Hines-Cope (both Avaya) re: upcoming headcount actions	0.6
03/08/2023	AC	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners) re: review AlixPartners exit list and build into financial model	0.7
03/08/2023	AC	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners) re: review exit list for Finance function	0.4
03/08/2023	AC	Meeting with A. Chaturvedi, B. Tsui, J. Wilken (all AlixPartners) re: review March PC Exit savings for decision board deck	0.7
03/08/2023	AC	Meeting with A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
03/08/2023	ADP	Update IT cost optimization for new roster and responding to emails from IT leadership	2.2
03/08/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: customer segmentation by service cost	0.5
03/08/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on AlixPartners and Managed Service organization	1.1
03/08/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on GSS organization	2.3
03/08/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on warehouse and staging cost	1.4

AlixPartners

Alan Masarek
 Chief Executive Officer
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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
 Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/08/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: discussion of service utilization	1.3
03/08/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: recap of Day 1 and agenda for Day 2	0.6
03/08/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: review R&D cost	0.6
03/08/2023	AD	Meeting with A. Danis, F. Carvalho, R. Wendeborn (AlixPartners), F. Mubarak (Avaya) re: de-brief workshop Day 2	0.4
03/08/2023	BT	Analyze population of AlixPartners exits to determine whether savings are incremental	0.5
03/08/2023	BT	Revise March exits financial model	2.6
03/08/2023	BT	Conduct final review of cost transformation reporting templates and e-mail to finance business partners	0.3
03/08/2023	BT	Create and share calculation file for D. Austin exits	0.9
03/08/2023	BT	Draft decision board slides for March Exits summary	1.9
03/08/2023	BT	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners) re: review AlixPartners exit list and build into financial model	0.7
03/08/2023	BT	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners) re: review exit list for Finance function	0.4
03/08/2023	BT	Meeting with A. Chaturvedi, B. Tsui, J. Wilken (all AlixPartners) re: review March PC Exit savings for decision board deck	0.7
03/08/2023	BT	Meeting with A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
03/08/2023	BT	Meeting with A. Salvatelli (Avaya) re: walk through cost transformation tracking template w/ sales CALA FBP	0.5
03/08/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: March PC actions report	0.2
03/08/2023	BT	Meeting with B. Tsui, R. Li, M. Grover (AlixPartners) re: AlixPartners Pipeline Call - Part 2	0.6
03/08/2023	BT	Meeting with V. Santacatterina, B. Dhariwal, K. Thomas (all Avaya) re: walk through cost transformation tracking template w/ sales international FBP	0.5
03/08/2023	BT	Review B. Roof exit list and run through financial model	1.6
03/08/2023	BT	Review M. El Ali exit list and add into financial model	1.1
03/08/2023	BT	Run AlixPartners exit list through financial model and review for accuracy	1.3
03/08/2023	CMS	Review status updates from team on cost transformation program	0.2
03/08/2023	CMS	Telephone call with C. McShane, F. Carvalho (both AlixPartners) re: Germany workshop and sales ops updates	0.4
03/08/2023	CMS	Telephone call with C. McShane, J. Wilken (both AlixPartners) re: various cost transformation related topics	0.2
03/08/2023	ED	Meeting with J. Mennie, E. Deichmann (both AlixPartners) re: walkthrough of latest sales & product strategy KPI dashboards	0.5
03/08/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: customer segmentation by service cost	0.5

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03/08/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on AlixPartners and Managed Service organization	1.1
03/08/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on GSS organization	2.3
03/08/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on warehouse and staging cost	1.4
03/08/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: discussion of service utilization	1.3
03/08/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: recap of Day 1 and agenda for Day 2	0.6
03/08/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: review R&D cost	0.6
03/08/2023	FDC	Meeting with A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
03/08/2023	FDC	Meeting with A. Danis, F. Carvalho, R. Wendeborn (AlixPartners), F. Mubarak (Avaya) re: de-brief workshop Day 2	0.4
03/08/2023	FDC	Telephone call with C. McShane, F. Carvalho (both AlixPartners) re: Germany workshop and sales ops updates	0.4
03/08/2023	JGM	Call with J. McGlynn, J. Crelli (both AlixPartners) re: other post-employment benefits	0.2
03/08/2023	JGM	Develop presentation for Avaya senior leadership re: finance organizations cost savings initiatives	1.2
03/08/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners) re: review draft of updated cost savings for the finance organization	0.3
03/08/2023	JGM	Meeting with T. Hines Cope (Avaya) re: discuss and reconcile costs and dates for identified headcount	0.5
03/08/2023	JGM	Perform reconciliation of savings calculated by PMO and made adjustments accordingly	0.3
03/08/2023	JGM	Prepare final draft of finance organization cost savings initiatives for review by HR and PMO	1.4
03/08/2023	JGM	Prepare update of people cost related cost savings for new actions and updated effective dates	0.8
03/08/2023	JJM	Meeting with A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
03/08/2023	JJM	Meeting with J. Mennie, E. Deichmann (both AlixPartners) re: walkthrough of latest sales & product strategy KPI dashboards	0.5
03/08/2023	JJM	Review Avaya versions of prior sales KPI slides	1.8
03/08/2023	JJM	Review historical marketing KPI slides for executive dashboard	2.2
03/08/2023	JMM	Meeting with J. Wilken, S. Segireddy, J. Miller (AlixPartners), R. Driscoll, M. Blake, S. Supasithumrong (Avaya) re: Information Technology team reorganization and March actions working session	3.5
03/08/2023	JMM	Benchmark IT department org structure	1.1

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03/08/2023	JMM	Meeting with S. Segireddy, J. Miller (both AlixPartners), R. Driscoll, M. Blake, S. Supasithumrong (all Avaya) re: information technology team reorganization and March actions working session	1.1
03/08/2023	JW	Meeting with J. Wilken, S. Segireddy (AlixPartners), Rich D (Avaya), Sam S (Avaya), Michael B (Avaya), Michele M (Avaya), Tara H (Avaya) re: IT working session: Deep dive - Sam & Michael (part 2)	3.5
03/08/2023	JW	Update excel backup for plan attainment summaries	0.5
03/08/2023	JW	Revise the DB deck and write up key messages	0.5
03/08/2023	JW	Draft & align decision Board topics	0.5
03/08/2023	JW	Finalize the DB deck and write up topics that are not yet addressed	1.0
03/08/2023	JW	Gather and review status of March actions	0.3
03/08/2023	JW	Compare IT organization on Feb-28 vs Jan-8	0.4
03/08/2023	JW	Meeting with A. Chaturvedi, B. Tsui, J. Wilken (all AlixPartners) re: review March PC Exit savings for decision board deck	0.7
03/08/2023	JW	Meeting with A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
03/08/2023	JW	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: March PC actions report	0.2
03/08/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: Legal opportunities review	0.3
03/08/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss IT initiatives post working session	0.1
03/08/2023	JW	Meeting with J. Wilken, S. Segireddy both (AlixPartners) re: Get context on IT initiatives and discuss progress from day 1 and 2 working session	0.2
03/08/2023	JW	Multiple iterations to incorporate latest submissions into summary views; trouble shoot	1.0
03/08/2023	JW	Respond to client emails from early am	0.3
03/08/2023	JW	Provide feedback on KPIs	0.3
03/08/2023	JW	Provide feedback on plan attainment charts	0.3
03/08/2023	JW	Review deck for legal (Vito) and finalize	0.5
03/08/2023	JW	Review new radial tool load	0.3
03/08/2023	JW	Telephone call with C. McShane, J. Wilken (both AlixPartners) re: various cost transformation related topics	0.2
03/08/2023	JW	Various checks on most recent name submissions	0.5
03/08/2023	JMC	Summarize 2022 OPEB data in slide	0.8
03/08/2023	JMC	Call with J. McGlynn, J. Crelli (both AlixPartners) re: other post-employment benefits	0.2
03/08/2023	JMC	Review census data for represented retirees	0.4
03/08/2023	MG	Prepare for AlixPartners pipeline call	0.9
03/08/2023	MG	Intl Support RIF List analysis	0.6
03/08/2023	MG	Update Legal opportunity sizing based on executive feedback	2.1
03/08/2023	MG	Meeting with A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
03/08/2023	MG	Meeting with B. Tsui, R. Li, M. Grover (AlixPartners) re: AlixPartners Pipeline Call - Part 2	0.6
03/08/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: Legal opportunities review	0.3

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03/08/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners) re: AlixPartners pipeline call - Part 1	0.5
03/08/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: new roster baseline alignment - IT	0.1
03/08/2023	RL	Meeting with B. Tsui, R. Li, M. Grover (AlixPartners) re: AlixPartners Pipeline Call - Part 2	0.6
03/08/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners) re: AlixPartners pipeline call - Part 1	0.5
03/08/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: customer segmentation by service cost	0.5
03/08/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on AlixPartners and Managed Service organization	1.1
03/08/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on GSS organization	2.3
03/08/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: deep-dive on warehouse and staging cost	1.4
03/08/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: discussion of service utilization	1.3
03/08/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: recap of Day 1 and agenda for Day 2	0.6
03/08/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, P. Hellbruck (all Avaya) re: review R&D cost	0.6
03/08/2023	RW	Meeting with A. Danis, F. Carvalho, R. Wendeborn (AlixPartners), F. Mubarak (Avaya) re: de-brief workshop Day 2	0.4
03/08/2023	RW	Summarize results and to dos from previous day workshop sessions	0.6
03/08/2023	SSS	Meeting with J. Wilken, S. Segireddy, J. Miller (AlixPartners), R. Driscoll, M. Blake, S. Supasithumrong (Avaya) re: Information Technology team reorganization and March actions working session	3.5
03/08/2023	SSS	Calculate and summarize the IT savings in a one-pager	0.8
03/08/2023	SSS	Clean-up and data-check for IT cost savings summary file after the workshop	0.7
03/08/2023	SSS	Create a new summary of offshoring% opportunity by contractor and FTEs	1.3
03/08/2023	SSS	Meeting with A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, S. Segireddy, M. Grover (all AlixPartners) re: cost transformation team alignment	0.5
03/08/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss IT initiatives post working session	0.1
03/08/2023	SSS	Meeting with J. Wilken, S. Segireddy both (AlixPartners) re: Get context on IT initiatives and discuss progress from day 1 and 2 working session	0.2
03/08/2023	SSS	Meeting with S. Segireddy, J. Miller (both AlixPartners), R. Driscoll, M. Blake, S. Supasithumrong (all Avaya) re: information technology team reorganization and March actions working session	1.1

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03/08/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: new roster baseline alignment - IT	0.1
03/08/2023	SSS	Review contractor reductions scope and actions under IT/Sam's team	0.7
03/08/2023	SSS	Review IT WTD progress file on HC reductions	0.7
03/08/2023	SSS	Review new roster and update the IT savings file with new roster	1.2
03/09/2023	AC	Update tracker summary to share with controllership org for all headcount actions since Q3'22	1.2
03/09/2023	AC	Conference call with D. Bagatta and T. Hines-Cope (both Avaya) re: upcoming headcount actions	0.7
03/09/2023	AC	Create a workbook for FP&A monthly outlook with updates for upcoming headcount actions	2.2
03/09/2023	AC	create summary by region and functional department to track upcoming headcount and non-people cost actions	1.8
03/09/2023	AC	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (all AlixPartners) re: align on baseline split for legal into law and litigation	0.2
03/09/2023	AC	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover (AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	AC	Process changes to and update workbook with master exit list for upcoming headcount actions	2.4
03/09/2023	AD	Meeting with A. Danis, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran (all Avaya) re: alignment of identified potential for FY 2023	0.7
03/09/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: debrief from the 3/9 decision board meeting and align on key takeaways	0.5
03/09/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, R. Hecker (all Avaya) re: real estate review	0.5
03/09/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, R. Reifenberg (all Avaya) re: deep-dive research & development	0.8
03/09/2023	AD	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, T. Kagerer, L. Fink (all Avaya) re: deep-dive carrier business	0.9
03/09/2023	AD	Prepare materials for Decision board, re: Germany	1.1
03/09/2023	AD	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	1.2
03/09/2023	AD	Working session with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis (both Avaya) re: final alignment of identified savings effects	0.5
03/09/2023	BT	Analyze discrepancy in \$65m savings attainment plan and reported numbers per function	1.7
03/09/2023	BT	Break out NPC savings between contractor types and transfer data into slide format	1.7
03/09/2023	BT	Draft excel file to create supporting documentation for numbers reported in decision board slides	2.5
03/09/2023	BT	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (all AlixPartners) re: align on baseline split for legal into law and litigation	0.2
03/09/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: review support documentation for cost savings reported in decision board	0.2

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03/09/2023	BT	Meeting with B. Tsui, R. Li (both AlixPartners) re: clarify where to input transfers in cost transformation reporting template	0.1
03/09/2023	BT	Meeting with G. Nowak (Avaya) re: review cost transformation savings calculations for Sales North America	0.4
03/09/2023	BT	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	BT	Prepare presentation materials for meeting with Sales INTL and Sales CALA	0.3
03/09/2023	BT	Prepare presentation materials for meeting with Sales NA FBP	0.2
03/09/2023	BT	Revise Excel file that supports decision board slides to update reporting by function and by leader	1.3
03/09/2023	BT	Revise financial model that calculates March exit savings to reduce file size	1.2
03/09/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: debrief from the 3/9 decision board meeting and align on key takeaways	0.5
03/09/2023	CMS	Draft email to Avaya re: r&D roadmap	0.1
03/09/2023	CMS	Draft email to Avaya's R&D team re: CEO dashboarding	0.1
03/09/2023	CMS	Draft internal email to leadership team re: transformation program next steps	0.2
03/09/2023	CMS	Draft internal email to team re: AlixPartners transformation program initiatives and next steps	0.1
03/09/2023	CMS	Meeting with C. McShane, J. Wilken (both AlixPartners) re: align on the engagement approach of the legal lead	0.1
03/09/2023	CMS	Update presentation for weekly cost transformation program decision board	0.3
03/09/2023	CMS	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	1.2
03/09/2023	EK	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	1.2
03/09/2023	FDC	Discussion with F. Mubarak on Avaya portfolio strategy, roadmap challenges and mid term sales and portfolio needs	1.5
03/09/2023	FDC	Discussion with M. Vollmer, F. Mubarak on Sales headcount ramp down plans	1.0
03/09/2023	FDC	Establish concept/structure for Germany cost transformation program	1.0
03/09/2023	FDC	Germany transformation program alignment discussion with R Schmidl (Avaya Germany MD)	1.0
03/09/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, R. Hecker (all Avaya) re: real estate review	0.5
03/09/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, R. Reifenberg (all Avaya) re: deep-dive research & development	0.8
03/09/2023	FDC	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, T. Kagerer, L. Fink (all Avaya) re: deep-dive carrier business	0.9
03/09/2023	FDC	Preparation for decision board update: Sales, Sales Ops and Germany content preparation	1.5
03/09/2023	FDC	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	1.2



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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/09/2023	FDC	Working session with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis (both Avaya) re: final alignment of identified savings effects	0.5
03/09/2023	JGM	Meeting with T. Hines Cope (Avaya) re: final listing of potential people related cost savings	0.3
03/09/2023	JGM	Perform calculation of potential cost savings by type and area for finance organization	0.9
03/09/2023	JGM	Prepare updates to presentation to senior leadership on finance area cost savings initiatives	0.6
03/09/2023	JJM	Correspondence with C. Terry (K&E) re: lease rejections claims	0.1
03/09/2023	JJM	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	JJM	Process updates to lease rejections presentation deck	1.4
03/09/2023	JJM	Revise outstanding lease obligations Analyze rejections presentation	2.4
03/09/2023	JMM	Meeting with S. Segireddy, J. Miller (both AlixPartners) re: discuss additional opportunities for contractor spend in IT	0.2
03/09/2023	JMM	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	JMM	Verify savings results for week	1.2
03/09/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken (all AlixPartners) re: debrief from the 3/9 decision board meeting and align on key takeaways	0.5
03/09/2023	JW	Distribute key action items from the 3/9 decision board meeting to the teams	0.5
03/09/2023	JW	Finalize the backup file for the headcount status summary as of 3/9	0.5
03/09/2023	JW	Follow-up with A. Crowley (Avaya) on the next steps for the Real Estate leadership discussion - via email	0.2
03/09/2023	JW	Follow-up with A. Crowley (Avaya) on the recruiting budget via email	0.1
03/09/2023	JW	Follow-up with F. Hayes (Avaya) on US lease rejections and Serbia (via email)	0.2
03/09/2023	JW	Incorporate feedback into presentation materials for the 3/9 decision board	1.0
03/09/2023	JW	Incorporate the latest submissions into the progress status update for the 3/9 decision board meeting	1.0
03/09/2023	JW	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: review support documentation for cost savings reported in decision board	0.2
03/09/2023	JW	Meeting with C. McShane, J. Wilken (both AlixPartners) re: align on the engagement approach of the legal lead	0.1
03/09/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss progress update on IT cost savings, additional PM opportunities and R&D metrics	0.5
03/09/2023	JW	Organize AlixPartners coverage in the meeting with the Finance organization	0.2
03/09/2023	JW	Provide feedback on results of the IT working sessions	0.4
03/09/2023	JW	Review materials available to validate the CoE strategy and form a view on risks	0.5
03/09/2023	JW	Review backup file for the headcount status summary as of 3/9	0.5
03/09/2023	JW	Review working documents with cost take out assessment of the legal organization	0.3
03/09/2023	JW	Review working documents with cost take out assessment of the product organization	0.2
03/09/2023	JW	Schedule a meeting with the Finance organization to take them through the savings tracker	0.1
03/09/2023	JW	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	1.2

AlixPartners

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Durham, NC 27713

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03/09/2023	JW	Draft discussion points for upcoming meeting with the AlixPartners organization	0.7
03/09/2023	JW	Draft next steps for validating the CoE strategy	0.2
03/09/2023	MG	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	MG	Prepare and send initiative trackers to FBPs for March OL sync	0.1
03/09/2023	MG	Analyze Legal team in new census (pre-feedback)	2.0
03/09/2023	MG	Update Legal fact-pack with new census (pre-feedback)	1.9
03/09/2023	RL	Correspondence re: AlixPartners FY23 updates and long term outlook	0.6
03/09/2023	RL	Correspondence re: OCP pricing	0.3
03/09/2023	RL	Correspondence with internal team re: pipeline tracker detail	0.4
03/09/2023	RL	Meeting with B. Tsui, R. Li (both AlixPartners) re: clarify where to input transfers in cost transformation reporting template	0.1
03/09/2023	RL	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	RL	Review AlixPartners personnel plan and summarize for team	0.6
03/09/2023	RL	Review correspondence with Avaya team re: OCP AlixPartners budget review	0.7
03/09/2023	RL	Review updated March OL trackers	0.4
03/09/2023	RL	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	1.2
03/09/2023	RW	Meeting with A. Danis, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran (all Avaya) re: alignment of identified potential for FY 2023	0.7
03/09/2023	RW	Consolidate workshop documents and send to participants	0.5
03/09/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, R. Hecker (all Avaya) re: real estate review	0.5
03/09/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, R. Reifenberg (all Avaya) re: deep-dive research & development	0.8
03/09/2023	RW	In-person workshop with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), F. Mubarak, R. Schmidl, A. Beltran, R. Hellbruck, T. Kagerer, L. Fink (all Avaya) re: deep-dive carrier business	0.9
03/09/2023	RW	Prepare overview of identified savings potential	1.1
03/09/2023	RW	Prepare presentation for decision board	1.1
03/09/2023	RW	Review data received from finance department	0.7
03/09/2023	RW	Review data received from service department	0.5
03/09/2023	RW	Summarize key outcomes from workshop	0.7
03/09/2023	RW	Video Conference with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, R. Wendeborn (all AlixPartners), A. Masarek, B. Barlow, S. Shah, A. Crowley, D. Austin (all Avaya) re: weekly cost transformation decision board	1.2
03/09/2023	RW	Working session with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), A. Beltran, L. Schultheis (both Avaya) re: final alignment of identified savings effects	0.5
03/09/2023	RW	Working session with L. Schultheis (Avaya) re: detailed break-down of savings effects	0.9
03/09/2023	SS	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	SSS	Break-down the Legal baseline by Law and Litigation	0.2

AlixPartners

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03/09/2023	SSS	Calculate updated cost-savings for IT contractor spend and identify outliers in contractor spend	1.2
03/09/2023	SSS	Establish new contractor baseline and PO spend for IT	1.2
03/09/2023	SSS	Map the updated contractor baseline from WoW file to HC submitted by IT team - identify the gaps	1.4
03/09/2023	SSS	Meeting with A. Chaturvedi, B. Tsui, S. Segireddy (all AlixPartners) re: align on baseline split for legal into law and litigation	0.2
03/09/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss progress update on IT cost savings, additional PM opportunities and R&D metrics	0.5
03/09/2023	SSS	Meeting with S. Segireddy, J. Miller (both AlixPartners) re: discuss additional opportunities for contractor spend in IT	0.2
03/09/2023	SSS	Meeting with S. Spitzer, A. Chaturvedi, B. Tsui, J. Mennie, R. Li, S. Segireddy, M. Grover (AlixPartners) re: cost transformation team alignment	0.2
03/09/2023	SSS	Perform research on key product development and R&D metrics in prep for CEO dashboard	0.4
03/09/2023	SSS	Reverify 4 contractors on radial in IT L&D team - move it to S&T team	0.6
03/09/2023	SSS	Review DB deck and validate the cost-savings estimates	0.6
03/09/2023	SSS	Review R&D and PM current OKRs - highlight key current metrics	0.7
03/09/2023	SSS	Update IT one-pager based on latest feedback on contractors, and add fill in one-pager on initiatives	0.3
03/09/2023	SSS	Validate IT HC actions submitted to HR and identify potential gaps	0.5
03/09/2023	SSS	Validate on how the HC transfers will be captured in the March walk to OL tracker	0.3
03/10/2023	AC	Revise shells for severance package letters	1.6
03/10/2023	AC	Changes to master cost transformation tracker model based on latest upcoming people cost and non-people cost actions	2.7
03/10/2023	AC	Conference call with D. Bagatta and T. Hines-Cope (both Avaya) re: upcoming headcount actions	0.6
03/10/2023	AC	Create a cost sheet for calculating severance for Canadian headcount actions	1.9
03/10/2023	AC	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners), G. Nowak (Avaya) re: review cost transformation savings calculations for Sales NA	0.5
03/10/2023	AC	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/10/2023	AC	Meeting with A. Chaturvedi, S. Segireddy (both AlixPartners) re: discuss process improvement opportunities on headcount actions reconciliation between HR, Finance and AlixPartners	0.3
03/10/2023	AC	Updates to timing of cost savings for Finance department's headcount actions	0.7
03/10/2023	AD	Review materials provided by AlixPartners re: center of excellence set up	0.3
03/10/2023	AD	Review materials provided by AlixPartners, re: FY23 plan	0.4
03/10/2023	AD	Review materials provided by R&D re: production velocity on AXP platform	0.9
03/10/2023	BT	Draft additional guidance for Sales NA FBP on how to calculate savings for cost transformation program	1.5
03/10/2023	BT	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners), G. Nowak (Avaya) re: review cost transformation savings calculations for Sales NA	0.5
03/10/2023	BT	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6

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03/10/2023	BT	Meeting with B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners), B. Barlow, D. Manganello, M. Vollmer, M. Molne, I. Bhat, S. Montemarano, A. Coelho (all Avaya) re: align on cost transformation reporting expectations	0.6
03/10/2023	BT	Review Sales North America cost savings reporting materials sent by G. Nowak	0.4
03/10/2023	BT	Update March exits file with names submitted in the IT function and review output	1.3
03/10/2023	BT	Update March exits financial model to include field that flags who made the name submission	1.5
03/10/2023	BT	Update March exits financial model with additional exits in the AlixPartners function and review output	0.5
03/10/2023	CMS	Review dashboard presentation materials from R&D team and drafting email correspondence re: same	0.3
03/10/2023	CMS	Review email correspondence with J. Horgan re: fresh start accounting	0.2
03/10/2023	CMS	Telephone call with C. McShane, J. Wilken (both AlixPartners) re: various cost transformation program related topics	0.2
03/10/2023	FDC	Review marketing KPIs for K Howland's dashboard proposal	0.3
03/10/2023	FDC	Review Sales Ops transformation initiatives and execution plan by respective workstream leads	1.5
03/10/2023	FDC	Summarize Germany cost transformation workshop conclusions and execution	2.0
03/10/2023	FDC	Plan preliminary Germany headcount transformation	1.0
03/10/2023	JJM	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/10/2023	JJM	Update lease rejections presentation to reflect changes in Santa Clara decision	0.3
03/10/2023	JMM	Analyze additional Information Technology cost reduction opportunities	1.1
03/10/2023	JMM	Summarize first Chief Information Officer 100 day plan	0.8
03/10/2023	JMM	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/10/2023	JMM	Meeting with R. Driscoll (Avaya) re: Information Technology Cost Reduction	1.1
03/10/2023	JW	Finalize agenda items for meetings the following week	0.5
03/10/2023	JW	Conduct organizational analytics & opportunity assessments for the contract management organization	0.5
03/10/2023	JW	Conduct organizational analytics & opportunity assessments for the IT security organization	0.5
03/10/2023	JW	Conduct organizational analytics & opportunity assessments for the legal organization	1.0
03/10/2023	JW	Conduct organizational deep dive to identify shadow organization in the sales support area	0.7
03/10/2023	JW	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/10/2023	JW	Meeting with B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners), B. Barlow, D. Manganello, M. Vollmer, M. Molne, I. Bhat, S. Montemarano, A. Coelho (all Avaya) re: align on cost transformation reporting expectations	0.6
03/10/2023	JW	Review materials for a call with V. Carnevale (Avaya)	0.3
03/10/2023	JW	Telephone call with C. McShane, J. Wilken (both AlixPartners) re: various cost transformation program related topics	0.2
03/10/2023	MG	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6

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03/10/2023	MG	Meeting with B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners), B. Barlow, D. Manganello, M. Vollmer, M. Molne, I. Bhat, S. Montemarano, A. Coelho (all Avaya) re: align on cost transformation reporting expectations	0.6
03/10/2023	MG	Analyze Legal team in new census (post-feedback)	2.4
03/10/2023	MG	Update Legal fact-pack with new census (post-feedback)	1.3
03/10/2023	RL	Correspondence with internal team re: AlixPartners initiative detail and validation	0.8
03/10/2023	RL	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/10/2023	RL	Review AlixPartners presentation and correspondence with internal team re: observations	0.6
03/10/2023	RL	Review correspondence with internal team and Avaya re: AlixPartners outlook and initiative detail	0.4
03/10/2023	RL	Review draft AlixPartners outlook initiative detail	0.7
03/10/2023	RW	Call with A. Beltran (Avaya) re: discussion of requested information and planning for next week	0.3
03/10/2023	RW	Review bookings data	0.8
03/10/2023	RW	Review data received during workshop	0.5
03/10/2023	RW	Review installed base data	1.1
03/10/2023	RW	Review workshop notes	0.8
03/10/2023	SS	Review potential German cost reduction plan and provide comments	1.7
03/10/2023	SSS	Compile additional savings opportunities in Product Management by consolidation of the PMO/Offer Mgmt team into other functions	0.6
03/10/2023	SSS	Meeting with A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/10/2023	SSS	Meeting with A. Chaturvedi, S. Segireddy (both AlixPartners) re: discuss process improvement opportunities on headcount actions reconciliation between HR, Finance and AlixPartners	0.3
03/10/2023	SSS	Meeting with B. Tsui, J. Wilken, S. Segireddy, M. Grover (all AlixPartners), B. Barlow, D. Manganello, M. Vollmer, M. Molne, I. Bhat, S. Montemarano, A. Coelho (all Avaya) re: align on cost transformation reporting expectations	0.6
03/10/2023	SSS	Meeting with S. Supasithumrong (Avaya) re: working session on IT contractor savings validation and identify new opportunities	1.1
03/10/2023	SSS	Meeting with S. Supasithumrong (Avaya) re: working session on IT contractor savings validation and identify new opportunities	0.6
03/10/2023	SSS	Perform research on the ratios of platform product vs end customer product team	0.3
03/10/2023	SSS	Reconcile the difference in IT contractor spend baseline by comparing at SOW level	0.9
03/10/2023	SSS	Draft summary email to client leadership on identified IT initiatives and progress	0.2
03/10/2023	SSS	Review R&D Growth the Business deck and draft improvement opportunities	0.7
03/10/2023	SSS	Summarize the process improvement opportunities on Headcount actions reconciliation between HR, Finance and Alix	0.3
03/10/2023	SSS	Update the IT cost-savings March actions after the working session with S. Supasithumrong (Avaya) and the one-pager	0.7
03/11/2023	AD	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, J. Wilken, J. McGlynn (AlixPartners) re: Discuss strategic options for certain business units related to overall transformation efforts	1.0

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03/11/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: discuss strategic options for certain business units related to overall transformation efforts	1.0
03/11/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: discuss strategic options for certain business units related to overall transformation efforts	1.0
03/11/2023	FDC	Create Germany workshop read-out and draft proposal for way forward	3.0
03/11/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: discuss strategic options for certain business units related to overall transformation efforts	1.0
03/11/2023	JW	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: discuss strategic options for certain business units related to overall transformation efforts	1.0
03/11/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, J. Wilken, J. McGlynn (AlixPartners) re: Discuss strategic options for certain business units related to overall transformation efforts	1.0
03/12/2023	FDC	Create preliminary business model for GSMB Analyze go-forward x legacy portfolio, with revenue and customer base impacts	3.0
03/12/2023	FDC	Modelling preliminary run rate headcount impacts of a unified GTM for Germany	1.0
03/12/2023	FDC	Planning Germany transformation sequence: systems, customer base and headcount	0.5
03/12/2023	FDC	Update Germany workshop readout document to reflect preliminary headcount trends	0.5
03/13/2023	AC	Add additional actions for strategic initiatives on ECVT (execution collaboration value tracker) tool	0.9
03/13/2023	AC	Conference call with D. Bagatta and T. Hines-Cope (both Avaya) re: upcoming headcount actions	0.7
03/13/2023	AC	Draft response with evidence requested from French Works Council for upcoming headcount actions	1.2
03/13/2023	AC	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners), C. Patrick (Avaya) re: finance exits in March 2023	0.2
03/13/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	AC	Prepare finance outlook summary for FP&A discussion	1.3
03/13/2023	AC	process changes to list of upcoming exit actions received over the weekend	1.8
03/13/2023	AC	Updates to shot-clock presentation for HR and legal departments	1.0
03/13/2023	ADP	Review capital project data	1.7
03/13/2023	ADP	Draft emails for R. Driscoll, S. Supath, E. Lenihan, T. Cope (Avaya)	0.8
03/13/2023	ADP	Draft IT decision board pages	2.4
03/13/2023	ADP	Analyze IT Contractor spend	2.2
03/13/2023	ADP	Meeting with A. Patti, J. Miller (both AlixPartners) re: update on IT action items for week of 3/13 and decision board slides on 3/16	0.6
03/13/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	ADP	Meeting with J. Wilken, A. Patti (both AlixPartners) re: debrief from IT working sessions last week and align on next steps	0.5

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03/13/2023	ADP	Meeting with S. Segireddy, A. Patti (both AlixPartners) re: update on IT action items for week of 3/13	0.6
03/13/2023	ADP	Revising IT decision board pages	1.1
03/13/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	AD	Telephone call with C. McShane, A. Danis (both AlixPartners) re: various cost transformation program related topics	0.2
03/13/2023	AD	Video call with A. Danis, F. Carvalho, R. Wendeborn (all) re: Internal alignment and status update	0.5
03/13/2023	BT	Analyze unidentified March Exits through research in Census files	1.7
03/13/2023	BT	Calculate Sales NA YTD people cost savings based on fully loaded costs and exit dates per HR	1.1
03/13/2023	BT	Compare savings amounts in file received from G. Nowak (Avaya) to the Fully Loaded Cost shared by HR to find discrepancies	1.3
03/13/2023	BT	Compile data received from G. Nowak (Avaya) for reconciliation of Cost Savings to March Outlook	0.9
03/13/2023	BT	Confirm March Exits in M. El Ali exits that are not in March Exits list provided by HR	1.1
03/13/2023	BT	Draft and send supporting documents and e-mail to HR re: M. El Ali exits	0.5
03/13/2023	BT	Meeting with A. Chaturvedi, B. Tsui (both AlixPartners), C. Patrick (Avaya) re: finance exits in March 2023	0.2
03/13/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	BT	Review updated March Exit list and compare to prior March Exits financial model	1.5
03/13/2023	BT	Send e-mail to G. Nowak (Avaya) for data requests	0.2
03/13/2023	CMS	Draft email correspondence to AlixPartners team re: internal Avaya communications re: transformation program	0.2
03/13/2023	CMS	Draft email to AlixPartners team re: employee comms re: transformation program	0.1
03/13/2023	CMS	Draft presentation materials re: 15 different transformation program-related topics and communicating with team re: same	2.4
03/13/2023	CMS	Draft presentation materials re: multiple transformation program workstreams for discussion with management	0.8
03/13/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	CMS	Meeting with C. McShane, J. Wilken (both AlixPartners), D. Austin (Avaya) re: Discuss various cost-take-out topics related to overall transformation efforts	0.7
03/13/2023	CMS	Meeting with C. McShane, J. Wilken and J. Miller (all AlixPartners) re: Discuss IT transformation plan and next steps	0.4
03/13/2023	CMS	Meeting with C. McShane, R. Li (both AlixPartners) re: OCP and AlixPartners workstreams update	0.7
03/13/2023	CMS	Telephone call with C. McShane, A. Danis (both AlixPartners) re: various cost transformation program related topics	0.2

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Transformation Program
Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/13/2023	FDC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	FDC	Model Germany 'go-forward' cost structures	3.0
03/13/2023	FDC	Plan Avaya Germany cost-out engagement phases	1.0
03/13/2023	FDC	Video call with A. Danis, F. Carvalho, R. Wendeborn (AlixPartners) re: Internal alignment and status update	0.5
03/13/2023	JGM	Meeting with J. McGlynn, J. Crelli (both AlixPartners), S. Shah, V. Carnevale (both Avaya), R.D. Kohut (K&E) re: other postemployment benefits	0.5
03/13/2023	JJM	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	JJM	Prepare analysis on March actions headcount reduction plan	2.7
03/13/2023	JJM	Review quarterly finance compliance submission dashboard	1.4
03/13/2023	JJM	Review R&D KPI slides provided by Avaya	2.1
03/13/2023	JJM	Review update sales outlook KPI slides	1.4
03/13/2023	JMM	Analyze Information Technology cost reduction levers	1.0
03/13/2023	JMM	Revise decision board slides	1.0
03/13/2023	JMM	Develop content related to Information Technology transformation planning	0.6
03/13/2023	JMM	Meeting with A. Patti, J. Miller (both AlixPartners) re: update on IT action items for week of 3/13 and decision board slides on 3/16	0.6
03/13/2023	JMM	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	JMM	Meeting with C. McShane, J. Wilken and J. Miller (all AlixPartners) re: Discuss IT transformation plan and next steps	0.4
03/13/2023	JW	Analyze the product organization	1.0
03/13/2023	JW	Emails to B. Barlow and A. Crowley re: status of the March OL and planned cost additions for recruiting	0.3
03/13/2023	JW	Emails to V. Carnevale to prepare for a working session with his team	0.2
03/13/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	JW	Meeting with C. McShane, J. Wilken (both AlixPartners), D. Austin (Avaya) re: Discuss various cost-take-out topics related to overall transformation efforts	0.7
03/13/2023	JW	Meeting with C. McShane, J. Wilken and J. Miller (all AlixPartners) re: Discuss IT transformation plan and next steps	0.4
03/13/2023	JW	Meeting with J. Wilken, A. Patti (both AlixPartners) re: debrief from IT working sessions last week and align on next steps	0.5
03/13/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss R&D cost savings March updates	0.2
03/13/2023	JW	Provide comments to the decision board draft materials from IT	0.3
03/13/2023	JW	Provide comments to various transformation related topics for an internal team meeting	1.0
03/13/2023	JW	Review discussion materials for a meeting with legal	0.3
03/13/2023	JW	Revise discussion materials for a meeting with legal	0.4
03/13/2023	JMC	Correspond with S. Grunwald (Avaya) re: OPEB details	0.1

AlixPartners

Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713

Re: Transformation Program
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03/13/2023	JMC	Meeting with J. McGlynn, J. Crelli (both AlixPartners), S. Shah, V. Carnevale (both Avaya), R.D. Kohut (K&E) re: other postemployment benefits	0.5
03/13/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners), D. Manganello, J. Arena, G. Rottner, S. White, (all Avaya) re: weekly follow-up	0.7
03/13/2023	MG	Prepare action items following AlixPartners/OCP Calls	1.1
03/13/2023	MG	Review March actions tracker	1.0
03/13/2023	RL	Draft internal status slides for OCP and AlixPartners	0.7
03/13/2023	RL	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	RL	Meeting with C. McShane, R. Li (both AlixPartners) re: OCP and AlixPartners workstreams update	0.7
03/13/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners), D. Manganello, J. Arena, G. Rottner, S. White, (all Avaya) re: weekly follow-up	0.7
03/13/2023	RL	Prepare notes and follow-up items for AlixPartners cost optimization next steps	0.4
03/13/2023	RW	Analyze customer segmentation	0.8
03/13/2023	RW	Analyze revenue composition	0.7
03/13/2023	RW	Definition of actions to realize improvement potentials	1.3
03/13/2023	RW	Detailing of improvement potentials identified in previous week's workshops	2.7
03/13/2023	RW	Prepare presentation on improvement potentials	2.1
03/13/2023	RW	Review contract data received	0.5
03/13/2023	RW	Review draft presentation on transformation Germany	0.7
03/13/2023	RW	Video call with A. Beltran (Avaya) re: Update on measures and potentials	0.8
03/13/2023	RW	Video call with A. Danis, F. Carvalho, R. Wendeborn (AlixPartners) re: Internal alignment and status update	0.5
03/13/2023	SSS	Summarize IT initiatives and next steps on contractor reconciliation	0.3
03/13/2023	SSS	Review R&D Growth the Business and Run the Business decks	1.2
03/13/2023	SSS	Revise R&D metrics one pager for review with T. Sherwood (Avaya)	0.6
03/13/2023	SSS	Evaluate by each function and leader the mix of Program Management/ Operations vs Core role Put together a summary view of the split	1.2
03/13/2023	SSS	Identify opportunities for Program Management roles across functions and form three hypotheses	1.3
03/13/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/13/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: discuss R&D cost savings March updates	0.2
03/13/2023	SSS	Meeting with S. Montemarano (Avaya) re: working session on March savings tracker and walk to OL updates	1.0
03/13/2023	SSS	Meeting with S. Segireddy, A. Patti (both AlixPartners) re: update on IT action items for week of 3/13	0.6
03/13/2023	SSS	Review IT SOWs and compare it with WoW file from procurement	0.9
03/13/2023	SSS	Segment all job titles at Avaya by Program Management/ Operations roles vs Core Do three iterations of the analysis due to outliers	1.0

AlixPartners

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 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

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03/13/2023	SSS	Summarize three hypotheses of savings opportunities in Program Management roles across the Avaya	0.2
03/14/2023	AC	Meeting with C. McShane, A. Chaturvedi and J. Wilken (all AlixPartners) re:preparation for upcoming headcount reductions	0.4
03/14/2023	AC	analyze severance calculations for 89 upcoming headcount actions	1.9
03/14/2023	AC	Meeting with A. Chaturvedi, C. Mulh (both AlixPartners) re: Shot-clock for remaining headcount reductions	0.5
03/14/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	AC	Meeting with D. Bagatta (Avaya) re: Daily update call to discuss upcoming headcount reductions	0.6
03/14/2023	AC	process latest list of upcoming headcount actions, create pivot summaries by leader	2.8
03/14/2023	AC	Provide comments and edits for internal communications on upcoming headcount actions	1.3
03/14/2023	ADP	Analyze the IT decision board pages	1.5
03/14/2023	ADP	Update IT decision board pages	2.1
03/14/2023	ADP	Analyze IT Contractor data	2.7
03/14/2023	ADP	Meeting with A. Patti, J. Miller (both AlixPartners) re: finalizing draft IT pages for decision board	0.4
03/14/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	ADP	Meeting with M. Molne (Avaya) re: Tie out of IT savings initiatives with IT and Finance	0.8
03/14/2023	AD	Meeting with A. Danis, J. Wilken (both AlixPartners), B. Barlow, H. Gou (both Avaya) re: discuss the March-OL and current understanding of variances against plan	0.5
03/14/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	AD	Meeting with C. McShane, A. Danis, R. Li (all AlixPartners) re: OCP and AlixPartners review and updates	1.2
03/14/2023	AD	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (5) transformation program workstreams	0.9
03/14/2023	AD	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	1.0
03/14/2023	AD	Review CCaaS roadmap	1.1
03/14/2023	AD	Review product roadmap 'Over the top' offering	0.9
03/14/2023	BT	Analyze overlaps in role titles and job descriptions in updated HRID list for E. Wells, A. Clark, C. Lewis and C. Cleary	0.5
03/14/2023	BT	Documented findings of role titles and job descriptions; communicated research output to S. Segireddy (AlixPartners)	0.3
03/14/2023	BT	Draft e-mail to G. Nowak (Avaya) to explain PC cost savings calculations in Sales North America PC	0.3

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03/14/2023	BT	Meeting with B. Tsui, J. Mennie (both AlixPartners) re: March OL vs January OL by Function	0.6
03/14/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: March outlook vs targets	0.2
03/14/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	BT	Meeting with F. Carvalho, B. Tsui, S. Segireddy (all AlixPartners) re: discuss consolidation opportunities of offer mgmt teams across sales ops and product management	0.5
03/14/2023	BT	Meeting with V. Santacatterina, B. Dhariwal, K. Thomas (all Avaya) re: March Finance Outlook and Cost Savings Tracker for Sales International	0.2
03/14/2023	BT	Prepare talking points for meeting re: March Finance Outlook and Cost Savings Tracker for Sales International	0.1
03/14/2023	BT	Research role title and job descriptions mapped in E. Wells, A. Clark, C. Lewis and C. Cleary orgs	0.8
03/14/2023	BT	Review discrepancies in Sales North America Cost Savings Tracker vs March Outlook and research potential causes	1.0
03/14/2023	BT	Review March Outlook data and shift view to quarterly Outlook view by Leader and by Function	2.0
03/14/2023	BT	Review March Outlook file and analyze data to have a summarized functional view	1.5
03/14/2023	BT	Review request to provide details on functions Perform per role title for E. Wells, A. Clark, C. Lewis, C. Cleary org	0.3
03/14/2023	BT	Update Sales North America cost transformation tracker PC savings model	1.6
03/14/2023	CJM	Meeting with A. Chaturvedi, C. Mulh (both AlixPartners) re: Shot-clock for remaining headcount reductions	0.5
03/14/2023	CMS	Meeting with C. McShane, A. Chaturvedi and J. Wilken (all AlixPartners) re:preparation for upcoming headcount reductions	0.4
03/14/2023	CMS	Draft slides in preparation for calibration session with AlixPartners team re: various (11) workstreams	0.5
03/14/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	CMS	Meeting with C. McShane, A. Danis, R. Li (all AlixPartners) re: OCP and AlixPartners review and updates	1.2
03/14/2023	CMS	Meeting with C. McShane, J. Mennie (both AlixPartners) re: status update on inventory of current dashboards	0.2
03/14/2023	CMS	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (5) transformation program workstreams	0.9
03/14/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	1.0
03/14/2023	CMS	Review draft product roadmap from Avaya management team	0.3
03/14/2023	EK	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (5) transformation program workstreams	0.9

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03/14/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	1.0
03/14/2023	FDC	Create analysis framework for Germany cost-out project	2.0
03/14/2023	FDC	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (5) transformation program workstreams	0.9
03/14/2023	FDC	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	1.0
03/14/2023	FDC	Meeting with F. Carvalho, B. Tsui, S. Segireddy (all AlixPartners) re: discuss consolidation opportunities of offer mgmt teams across sales ops and product management	0.5
03/14/2023	FDC	Review cost initiatives for INTL Theatre with Fadi K.	0.5
03/14/2023	FDC	Review SAP migration scenarios for Germany operation with Colm C.	1.0
03/14/2023	FDC	Video call with F. Carvalho, R. Wendeborn (both AlixPartners) re: alignment of savings potential for German entity	0.5
03/14/2023	JGM	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (5) transformation program workstreams	0.9
03/14/2023	JGM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	1.0
03/14/2023	JGM	Meeting with J. McGlynn, J. Crelli (both AlixPartners), S. Grunwald (Avaya) re: postretirement benefits	0.3
03/14/2023	JJM	Email correspondence with M. Delmonte (A&M) re: lease rejections	0.2
03/14/2023	JJM	Meeting with B. Tsui, J. Mennie (both AlixPartners) re: March OL vs January OL by Function	0.6
03/14/2023	JJM	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	JJM	Meeting with C. McShane, J. Mennie (both AlixPartners) re: status update on inventory of current dashboards	0.2
03/14/2023	JJM	Prepare inventory warehouse of existing KPI dashboards	2.8
03/14/2023	JJM	Review March vs January ICE outlook comparison	1.7
03/14/2023	JMM	Analyze Information Technology cost reduction levers	1.0
03/14/2023	JMM	Meeting with A. Patti, J. Miller (both AlixPartners) re: finalizing draft IT pages for decision board	0.4
03/14/2023	JMM	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	JMM	Refine decision board slides	0.8
03/14/2023	JMM	Review Information Technology Statement of Work documents to understand potential cost reduction opportunities	0.8
03/14/2023	JW	Analyze the product organization	1.0
03/14/2023	JW	Emails to B. Barlow and A. Crowley re: status of the March OL and planned cost additions for recruiting	0.3

AlixPartners

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03/14/2023	JW	Emails to V. Carnevale to prepare for a working session with his team	0.2
03/14/2023	JW	Meeting with A. Crowley (Avaya) re: Catch up on the Real Estate strategy discussion with senior leadership	0.3
03/14/2023	JW	Meeting with A. Danis, J. Wilken (both AlixPartners), B. Barlow, H. Gou (both Avaya) re: discuss the March-OL and current understanding of variances against plan	0.5
03/14/2023	JW	Meeting with B. Tsui, J. Wilken both (AlixPartners) re: March outlook vs targets	0.2
03/14/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	JW	Meeting with E. Koza, B. Roof, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (5) transformation program workstreams	0.9
03/14/2023	JW	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	1.0
03/14/2023	JW	Meeting with F. Hayes, M. Molne (Avaya) re: Weekly touch base on transformation related topics for GBO	0.5
03/14/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners), V. Carnevale, W. Parkin, D. Martin (all Avaya) re: AlixPartners and global support pipeline validation	1.0
03/14/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: prep session for client's meeting on consolidation opportunities within product management	0.8
03/14/2023	JW	Provide comments to the decision board draft materials from IT	0.3
03/14/2023	JW	Provide comments to various transformation related topics for an internal team meeting	1.0
03/14/2023	JW	Review discussion materials for a meeting with legal	0.3
03/14/2023	JW	Meeting with C. McShane, A. Chaturvedi and J. Wilken (all AlixPartners) re: preparation for upcoming headcount reductions	0.4
03/14/2023	JMC	Compile pension and other postretirement benefits documents shared with lender advisors	0.6
03/14/2023	JMC	Meeting with J. McGlynn, J. Crelli (both AlixPartners), S. Grunwald (Avaya) re: postretirement benefits	0.3
03/14/2023	JMC	Review other postretirement benefits materials in preparation for meeting	0.3
03/14/2023	MG	Create shell for decision board meeting	0.4
03/14/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners), V. Carnevale, W. Parkin, D. Martin (all Avaya) re: AlixPartners and global support pipeline validation	1.0
03/14/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners), G. Pannuzzo, K. Thomas (both Avaya) re: AlixPartners and global support pipeline validation	0.5
03/14/2023	MG	Prepare for legal cost savings call	0.7
03/14/2023	MG	Review March actions tracker	1.0
03/14/2023	MG	Update pages for Legal cost savings call	2.9
03/14/2023	RL	Continue updating status slides re: AlixPartners cost optimization	1.2
03/14/2023	RL	Provide comments on March outlook read out	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
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 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/14/2023	RL	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	RL	Meeting with C. McShane, A. Danis, R. Li (all AlixPartners) re: OCP and AlixPartners review and updates	1.2
03/14/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners), G. Pannuzzo, K. Thomas (both Avaya) re: AlixPartners and global support pipeline validation	0.5
03/14/2023	RL	Review March OL variance and detail	0.6
03/14/2023	RL	Update internal status slides re: AlixPartners cost optimization	0.6
03/14/2023	RW	Analyze customer level revenue data	2.8
03/14/2023	RW	Develop customer segmentation on product level	2.4
03/14/2023	RW	Meeting with A. Beltran (Avaya) re: review of provided data	0.6
03/14/2023	RW	Office tour with R. Hecker (Avaya) re: Reduction of office space	0.5
03/14/2023	RW	Prepare for meeting with A. Beltran (Avaya)	0.6
03/14/2023	RW	Prepare for meeting with P. Hellbruck (Avaya)	0.5
03/14/2023	RW	Update presentation on improvement potentials	1.8
03/14/2023	RW	Video call with F. Carvalho, R. Wendeborn (both AlixPartners) re: alignment of savings potential for German entity	0.5
03/14/2023	RW	Video call with P. Hellbruck (Avaya) re: Status of improvement initiatives	0.8
03/14/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, J. McGlynn (all AlixPartners) re: status update / next steps calibration on various (6) transformation program workstreams	1.0
03/14/2023	SSS	Analyze R&D headwinds in FY23 due to transfers	0.6
03/14/2023	SSS	Create slide deck for discussion with Tim/ Ahmed on process improvement opportunities and KPIs	1.7
03/14/2023	SSS	Double click into Org charts for AlixPartners and Sales Ops to review program management roles in prep for discussion	0.8
03/14/2023	SSS	Further modify three hypothesis on program management roles consolidation in Quote to cash process for discussion with Tim/ Ahmed	1.2
03/14/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/14/2023	SSS	Meeting with F. Carvalho, B. Tsui, S. Segireddy (all AlixPartners) re: discuss consolidation opportunities of offer mgmt teams across sales ops and product management	0.5
03/14/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: prep session for client's meeting on consolidation opportunities within product management	0.8
03/14/2023	SSS	Meeting with S. Martins, S. Montemarana, T. Hines Cope (all Avaya) re: weekly R&D check-in to cost savings initiatives	0.5
03/14/2023	SSS	Perform market research on Quote to Cash process and associated teams in the process	1.2
03/14/2023	SSS	Review LRP BK plan for product segmentation to map Product Management organization to revenue forecast	1.1
03/15/2023	AC	Meeting with A. Chaturvedi, B. Tsui (AlixPartners), C. Patrick (Avaya) re: weekly call to discuss finance, HR, legal, and marketing outlooks	0.5
03/15/2023	AC	Create summary of upcoming actions for payroll team	1.2
03/15/2023	AC	Create template for exit package preparation	1.6

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03/15/2023	AC	Meeting with A. Chaturvedi, B. Tsui, M. Grover (all AlixPartners) re: severance costs	0.5
03/15/2023	AC	Meeting with A. Chaturvedi, J. Mennie (both AlixPartners), D. Bagatta (Avaya) re: Daily update call to discuss upcoming headcount reductions	0.5
03/15/2023	AC	Severance Analyze US headcount reductions	2.2
03/15/2023	AC	Updates to shot-clock for actions to take for upcoming headcount reductions	1.6
03/15/2023	ADP	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	ADP	Analyze decision board IT pages	2.2
03/15/2023	ADP	Decision board IT page updates	2.5
03/15/2023	ADP	Analyze IT March outlook	1.8
03/15/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: debrief from IT savings call	0.2
03/15/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: review IT pages	0.4
03/15/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll (Avaya) re: IT savings tie-out call	0.7
03/15/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll (Avaya) re: review of IT decision board pages	0.6
03/15/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners) re: Discuss Finance Savings tracker submissions	0.3
03/15/2023	ADP	Meeting with J. Wilken, A. Patti (AlixPartners), M. Molne (Avaya) re: Discuss IT Savings tracker submission	0.5
03/15/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	AD	Discussion with C. McShane, A. Danis, F. Carvalho (all AlixPartners) re: various transformation program topics	0.2
03/15/2023	AD	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners), T. Sherwood, A. Helmy (both Avaya) re: working session on R&D/ PM metrics, development process and consolidation opportunities in Quote to Cash	1.1
03/15/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn, R. Li (all AlixPartners) re: preparation for decision board meeting the following day	0.5
03/15/2023	AD	Review revenue reports	0.8
03/15/2023	AD	Video call with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), C. Cleary (Avaya) re: SAP migration for German business	1.0
03/15/2023	BT	Meeting with A. Chaturvedi, B. Tsui (AlixPartners), C. Patrick (Avaya) re: weekly call to discuss finance, HR, legal, and marketing outlooks	0.5
03/15/2023	BT	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	BT	Draft AlixPartners view of March Outlook by Leader and Function broken out by PC, NPC, and Headcount	2.3
03/15/2023	BT	Draft and send description of errors found in cost savings tracker for Sales CALA to A. Salvatelli, A. Coelho, and V. Almedia (Avaya)	0.3
03/15/2023	BT	Draft and send note on errors found in Sales North America cost savings tracker	0.3
03/15/2023	BT	Edit cost savings tracker for Sales North America	1.5

AlixPartners

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03/15/2023	BT	Meeting with A. Chaturvedi, B. Tsui, M. Grover (all AlixPartners) re: severance costs	0.5
03/15/2023	BT	Meeting with A. Coelho, A. Salvatelli, K. Thomas (Avaya) re: Sales CALA Cost Savings tracker and tie-out to March Outlook	0.3
03/15/2023	BT	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: review March outlook vs target and discuss next steps for decision board presentation materials	0.5
03/15/2023	BT	Meeting with B. Tsui, M. Grover (both AlixPartners) re: March actions tracker	0.7
03/15/2023	BT	Meeting with G. Nowak, J. Edgecomb, K. Thomas (Avaya) re: Sales NA Savings Tracker	0.5
03/15/2023	BT	Research exits for Leaders that have reports aligned to Services function	0.4
03/15/2023	BT	Review cost savings tracker for Sales CALA	0.5
03/15/2023	BT	Review cost transformation savings tracker for Sales North America	0.7
03/15/2023	BT	Update March Actions PC tracker based on file received from S. Sadasivan (Avaya)	0.5
03/15/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	CMS	Discussion with C. McShane, A. Danis, F. Carvalho (all AlixPartners) re: various transformation program topics	0.2
03/15/2023	CMS	Draft email correspondence with Avaya management team re: cost transformation decision board planning	0.1
03/15/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn, R. Li (all AlixPartners) re: preparation for decision board meeting the following day	0.5
03/15/2023	CMS	Meeting with C. McShane, J. McGlynn (both AlixPartners) re: Discuss cost savings and approach for gap analysis	0.3
03/15/2023	CMS	Meeting with C. McShane, J. McGlynn, E. Deichmann, S. Segireddy (all AlixPartners) re: discuss product roadmap implications on BK plan and align on template to map the impact	0.6
03/15/2023	CMS	Review decision board materials and drafting email correspondence with Avaya and AlixPartners teams re: same	0.4
03/15/2023	ED	Meeting with C. McShane, J. McGlynn, E. Deichmann, S. Segireddy (all AlixPartners) re: discuss product roadmap implications on BK plan and align on template to map the impact	0.6
03/15/2023	EK	Review status and dates of transformation programs and progress	1.0
03/15/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	FDC	Analyze and update savings initiatives for INTL, NA, CALA Theatres for CEO review	1.5
03/15/2023	FDC	Discussion with C. McShane, A. Danis, F. Carvalho (all AlixPartners) re: various transformation program topics	0.2
03/15/2023	FDC	Internal video call with F. Carvalho, R. Wendeborn (both AlixPartners) re: Alignment of customer segmentation	1.1
03/15/2023	FDC	Prepare CEO and decision board review for Germany transformation	2.5
03/15/2023	FDC	Quantification of 'cost to achieve' and savings initiatives for Germany	1.5
03/15/2023	FDC	Review CALA cost transformation initiatives	0.5

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03/15/2023	FDC	Video call with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), C. Cleary (Avaya) re: SAP migration for German business	1.0
03/15/2023	JGM	Meeting with B. Barlow (Avaya) re: Discuss increases in non people costs for the finance organization	0.2
03/15/2023	JGM	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn, R. Li (all AlixPartners) re: preparation for decision board meeting the following day	0.5
03/15/2023	JGM	Meeting with C. McShane, J. McGlynn (both AlixPartners) re: Discuss cost savings and approach for gap analysis	0.3
03/15/2023	JGM	Meeting with C. McShane, J. McGlynn, E. Deichmann, S. Segireddy (all AlixPartners) re: discuss product roadmap implications on BK plan and align on template to map the impact	0.6
03/15/2023	JGM	Perform analysis related to finance org cost saving for leadership meeting	0.7
03/15/2023	JJM	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	JJM	Meeting with A. Chaturvedi, J. Mennie (both AlixPartners), D. Bagatta (Avaya) re: Daily update call to discuss upcoming headcount reductions	0.5
03/15/2023	JJM	Meeting with J. Wilken, J. Mennie, S. Segireddy (all AlixPartners) re: R&D and product roadmap KPI dashboards	0.3
03/15/2023	JJM	Review product KPI metric report	2.4
03/15/2023	JMM	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	JMM	Meeting with J. Wilken, J. Miller (both AlixPartners) re: recap of decision board IT discussion	0.2
03/15/2023	JMM	Finalize decision board slides	0.9
03/15/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: debrief from IT savings call	0.2
03/15/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: review IT pages	0.4
03/15/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll (Avaya) re: IT savings tie-out call	0.7
03/15/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll (Avaya) re: review of IT decision board pages	0.6
03/15/2023	JW	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners) re: Discuss Finance Savings tracker submissions	0.3
03/15/2023	JW	Meeting with J. Wilken, A. Patti (AlixPartners), M. Molne (Avaya) re: Discuss IT Savings tracker submission	0.5
03/15/2023	JW	Meeting with J. Wilken, J. Miller (both AlixPartners) re: recap of decision board IT discussion	0.2
03/15/2023	JW	Compare March Outlook against ICE target per January	0.3
03/15/2023	JW	Finalize 3/16 decision board Agenda	0.2
03/15/2023	JW	Finalize decision board materials for a meeting the following day	1.5

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03/15/2023	JW	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners), T. Sherwood , A. Helmy (both Avaya) re: working session on R&D/ PM metrics, development process and consolidation opportunities in Quote to Cash	1.1
03/15/2023	JW	Meeting with B. Tsui, J. Wilken (both AlixPartners) re: review March outlook vs target and discuss next steps for decision board presentation materials	0.5
03/15/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn, R. Li (all AlixPartners) re: preparation for decision board meeting the following day	0.5
03/15/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: debrief from IT savings call	0.2
03/15/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: review IT pages	0.4
03/15/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll (Avaya) re: IT savings tie-out call	0.7
03/15/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners), R. Driscoll (Avaya) re: review of IT decision board pages	0.6
03/15/2023	JW	Meeting with J. Wilken, J. Mennie, S. Segireddy (all AlixPartners) re: R&D and product roadmap KPI dashboards	0.3
03/15/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: next steps on the product roadmap and R&D KPIs	0.3
03/15/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners), S. Martins, S. Montemarana, S. White (all Avaya) re: discuss R&D initiatives, transfers and product development process	0.5
03/15/2023	JW	Prepare decision board content that needs to be finalized by workstream leads	0.2
03/15/2023	JW	Review preliminary March OL	0.5
03/15/2023	JW	Share summary view with B. Barlow (Avaya) and ask for confirmation	0.2
03/15/2023	MG	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	MG	Analyze severance methodology	2.1
03/15/2023	MG	Meeting with A. Chaturvedi, B. Tsui, M. Grover (all AlixPartners) re: severance costs	0.5
03/15/2023	MG	Meeting with B. Tsui, M. Grover (both AlixPartners) re: March actions tracker	0.7
03/15/2023	MG	Prepare for FBP Meeting	0.3
03/15/2023	MG	Review March actions tracker	2.0
03/15/2023	RL	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	RL	Develop status update materials re: OCP efforts	1.4
03/15/2023	RL	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn, R. Li (all AlixPartners) re: preparation for decision board meeting the following day	0.5
03/15/2023	RL	Review March OL trackers and draft diligence / validation questions	0.8
03/15/2023	RL	Update AlixPartners overview and draft proposed next steps	1.3
03/15/2023	RW	Analyze revenue data received for healthcare business	0.8
03/15/2023	RW	Develop customer segmentation on product level	2.6
03/15/2023	RW	Internal video call with F. Carvalho, R. Wendeborn (both AlixPartners) re: Alignment of customer segmentation	1.1
03/15/2023	RW	Meeting with A. Beltran, A. Peuser, C. Kischkies (Avaya) re: Revenue analytics	1.0
03/15/2023	RW	Prepare for meeting on revenue analytics	0.6

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03/15/2023	RW	Prepare for meeting on SAP migration for German business	0.5
03/15/2023	RW	Prepare output for customer segmentation	1.7
03/15/2023	RW	Video call with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), C. Cleary (Avaya) re: SAP migration for German business	1.0
03/15/2023	RW	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	SSS	Meeting with C. McShane, A. Danis, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/15/2023	SSS	Analyze LRP data to determine the growth products for business where R&D metrics are key	1.8
03/15/2023	SSS	Learn about Ringcentral partnership model to determine the need for KPI metrics for UCaaS	0.8
03/15/2023	SSS	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners), T. Sherwood, A. Helmy (both Avaya) re: working session on R&D/ PM metrics, development process and consolidation opportunities in Quote to Cash	1.1
03/15/2023	SSS	Meeting with C. McShane, J. McGlynn, E. Deichmann, S. Segireddy (all AlixPartners) re: discuss product roadmap implications on BK plan and align on template to map the impact	0.6
03/15/2023	SSS	Meeting with J. Wilken, J. Mennie, S. Segireddy (all AlixPartners) re: R&D and product roadmap KPI dashboards	0.3
03/15/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: next steps on the product roadmap and R&D KPIs	0.3
03/15/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners), S. Martins, S. Montemarana, S. White (all Avaya) re: discuss R&D initiatives, transfers and product development process	0.5
03/15/2023	SSS	Review Product information on Avaya from client decks and docs from Avaya.com	1.5
03/15/2023	SSS	Review seats to revenue \$ forecast in CCaaS and OTT assumptions	1.1
03/16/2023	AC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	AC	Meeting with D. Bagatta (Avaya) re: Daily update call to discuss upcoming headcount reductions	0.5
03/16/2023	AC	Review Canadian severance cost calculations	1.1
03/16/2023	AC	Review cost realization trackers from finance, HR, legal FP&A	2.4
03/16/2023	AC	Review Middle East severance cost calculations	0.4
03/16/2023	AC	Update headcount analysis summary for latest census	2.8
03/16/2023	AC	Update severance calculations for US headcount reductions in March 2023	2.6
03/16/2023	ADP	Analyze IT attrition and new hires	2.2
03/16/2023	ADP	Analyze cloud spend savings	1.1
03/16/2023	ADP	Analyze IT March outlook	2.1
03/16/2023	ADP	Analyze IT savings tracker data	2.3
03/16/2023	ADP	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	ADP	Update IT savings initiative list	0.4

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Transformation Program
 Code: 20005778P00006.1.25

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/16/2023	AD	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0
03/16/2023	AD	Email communication with A. Helmy re: product roadmap	0.3
03/16/2023	AD	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: finalize key messages to the decision board	0.5
03/16/2023	AD	Review AlixPartners roadmap and its remediation plan	1.1
03/16/2023	BT	Create documentation for Global Sales file locations, file versions, and notes	1.2
03/16/2023	BT	Draft and send e-mail to Sales International FBPs for status of cost savings template and provide clarity on instructions	0.6
03/16/2023	BT	Edit Sales CALA cost savings tracker from cumulative savings view to incremental savings view	0.6
03/16/2023	BT	Meeting with B. Tsui, M. Grover (both AlixPartners), A. Coelho, A. Salvatelli, V. Almeida (all Avaya) re: cost transformation savings tracker for sales CALA	0.5
03/16/2023	BT	Meeting with B. Tsui, M. Grover (both AlixPartners), M. Vollmer, G. Nowak, J. Edgcombe (all Avaya) re: cost transformation savings tracker for sales North America	0.5
03/16/2023	BT	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	BT	Meeting with F. Carvalho, B. Tsui (both AlixPartners) re: global sales cost savings responses received from FBPs	0.3
03/16/2023	BT	Prepare for call with Sales CALA FBP team	0.3
03/16/2023	BT	Prepare for call with Sales North America FBP team	0.3
03/16/2023	BT	Review Avaya product and service lines	0.5
03/16/2023	BT	Review exit list from Finance against HR exit list for the Finance function	0.3
03/16/2023	BT	Review Non-ICE savings in Sales North America function	0.3
03/16/2023	BT	Review Sales CALA cost savings tracker received from FBPs	1.0
03/16/2023	BT	Update March Actions tracker with file received from S. Sadasivan (Avaya)	0.7
03/16/2023	BT	Update Sales North America cost savings tracker template to add section for Non-ICE savings	0.4
03/16/2023	CMS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0
03/16/2023	CMS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: finalize key messages to the decision board	0.5
03/16/2023	CMS	Meeting with C. McShane, J. Wilken, R. Li, M. Grover (all AlixPartners) re: AlixPartners & OCP - margin improvement / root cause analysis	1.1
03/16/2023	EK	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

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03/16/2023	EK	Prepare for confirmation hearing	0.6
03/16/2023	FDC	Call with F. Carvalho (AlixPartners), F. Moubarack (Avaya) re: alignment on Germany cost transformation program and way forward	0.5
03/16/2023	FDC	Call with F. Carvalho (AlixPartners), R. Schmidl (Avaya) re: alignment on Germany cost transformation program and way forward	0.5
03/16/2023	FDC	Meeting with F. Carvalho (AlixPartners), G. Nowak (Avaya) re: cost initiative review for NA Theatre	0.5
03/16/2023	FDC	Create business and customer segmentation framework for Germany transformation	2.2
03/16/2023	FDC	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0
03/16/2023	FDC	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	FDC	Meeting with F. Carvalho, B. Tsui (both AlixPartners) re: global sales cost savings responses received from FBPs	0.3
03/16/2023	JGM	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: finalize key messages to the decision board	0.5
03/16/2023	JJM	Develop draft of KPIs related to liquidity council slides	2.6
03/16/2023	JJM	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	JJM	Meeting with J. Crelli, J. Mennie, S. Segireddy (all AlixPartners) re: R&D KPIs for CCaaS and UCaaS revenue projections	0.4
03/16/2023	JJM	Meeting with R. Joseph, J. Prasertlum, J. Mennie (all AlixPartners) re: Historical liquidity council reporting metrics	0.2
03/16/2023	JJM	Prepare status update summary on dashboards with open item tracking	1.7
03/16/2023	JJM	Update headcount actions Analyze the cost saving trackers	2.8
03/16/2023	JMM	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0
03/16/2023	JMM	Iterate Information Technology cost reduction process	0.7
03/16/2023	JMM	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	JMM	Validate recent Information Technology savings	0.5
03/16/2023	JRP	Meeting with R. Joseph, J. Prasertlum, J. Mennie (all AlixPartners) re: Historical liquidity council reporting metrics	0.2
03/16/2023	JW	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0
03/16/2023	JW	Analyze March Outlook	1.0
03/16/2023	JW	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken, J. McGlynn (all AlixPartners) re: finalize key messages to the decision board	0.5

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
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03/16/2023	JW	Meeting with C. McShane, J. Wilken, R. Li, M. Grover (all AlixPartners) re: AlixPartners & OCP - margin improvement / root cause analysis	1.1
03/16/2023	JW	Provide comments to the internal teams for the upcoming meeting with the product management organization	0.3
03/16/2023	JW	Provide comments to various workstreams with regard to the savings tracking process and templates	1.0
03/16/2023	JW	Review materials for the upcoming meeting with the product management organization	0.3
03/16/2023	JMC	Meeting with J. Crelli, J. Mennie, S. Segireddy (all AlixPartners) re: R&D KPIs for CCaaS and UCaaS revenue projections	0.4
03/16/2023	MG	Meeting with B. Tsui, M. Grover (both AlixPartners), A. Coelho, A. Salvatelli, V. Almeida (all Avaya) re: cost transformation savings tracker for sales CALA	0.5
03/16/2023	MG	Meeting with B. Tsui, M. Grover (both AlixPartners), M. Vollmer, G. Nowak, J. Edgcombe (all Avaya) re: cost transformation savings tracker for sales North America	0.5
03/16/2023	MG	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	MG	Meeting with C. McShane, J. Wilken, R. Li, M. Grover (all AlixPartners) re: AlixPartners & OCP - margin improvement / root cause analysis	1.1
03/16/2023	MG	Prepare for Sales NA Savings Meeting	1.7
03/16/2023	MG	Review March actions tracker	2.0
03/16/2023	RL	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0
03/16/2023	RL	Correspondence with internal team re: transformation efforts	0.4
03/16/2023	RL	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	RL	Meeting with C. McShane, J. Wilken, R. Li, M. Grover (all AlixPartners) re: AlixPartners & OCP - margin improvement / root cause analysis	1.1
03/16/2023	RL	Review Services tracker	0.6
03/16/2023	RL	Review OCP status and efforts to date	0.8
03/16/2023	RL	Update AlixPartners status materials	0.6
03/16/2023	RW	Summarize project status update	0.5
03/16/2023	RW	Analyze customer ranking by product line	1.2
03/16/2023	RW	Create customer level revenue analysis by product line	2.8
03/16/2023	RW	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	RW	Prepare customer ranking by product line	2.4
03/16/2023	RW	Update presentation on improvement potentials	1.2
03/16/2023	RW	Video call with F. Geschwinde, M. Höckelsberger (Avaya) re: warehouse and logistics savings potentials	0.8
03/16/2023	RJ	Meeting with R. Joseph, J. Prasertlum, J. Mennie (all AlixPartners) re: Historical liquidity council reporting metrics	0.2

AlixPartners

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03/16/2023	SS	Meeting with E. Koza, B. Roof, S. Spitzer, C. McShane, A. Danis, F. Carvalho, J. Wilken, R. Li, J. Miller (all AlixPartners), A. Masarek and other senior executives (Avaya) re: weekly cost transformation decision board	1.0
03/16/2023	SSS	Compare product profitability deck with the long range plan data to segment the products for R&D KPI coverage model	2.2
03/16/2023	SSS	Revise product roadmap template for inputs from client on updated roadmap compared to November commit	0.3
03/16/2023	SSS	Analyze R&D submitted template and identify improvement areas in FY24 savings	0.4
03/16/2023	SSS	Create a consolidate template with Macros that combines all functional trackers into one summary file	1.2
03/16/2023	SSS	Edit R&D metrics deck based on feedback from session with the client	0.4
03/16/2023	SSS	Meeting with C. McShane, A. Danis, A. Chaturvedi, F. Carvalho, B. Tsui, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.5
03/16/2023	SSS	Meeting with J. Crelli, J. Mennie, S. Segireddy (all AlixPartners) re: R&D KPIs for CCaaS and UCaaS revenue projections	0.4
03/16/2023	SSS	Meeting with S. Montemarano (Avaya) re: R&D FY24 savings alignment	1.0
03/16/2023	SSS	Review DB deck on March OL and the gap to BK plan	0.4
03/17/2023	AC	Update termination letter package for Canadian employee	0.6
03/17/2023	AC	Meeting with D. Bagatta (Avaya) re: Daily update call to discuss upcoming headcount reductions	0.5
03/17/2023	AC	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	AC	Review FP&A cost realization trackers	1.3
03/17/2023	AC	Update APAC severance analysis calculation for upcoming headcount exits	1.6
03/17/2023	AC	update global headcount reduction analysis including updates to exit category, exit dates, and severance amounts	2.8
03/17/2023	AC	Update mail merge workbook for creating severance packages for US and Canadian employees	2.9
03/17/2023	ADP	Consolidation of IT, Real Estate and MLP savings trackers into overall file	2.5
03/17/2023	ADP	Prepare IT Savings template	2.2
03/17/2023	ADP	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	ADP	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: IT workstream week recap	0.4
03/17/2023	ADP	Meeting with M. Molne (Avaya) re: Discuss IT Savings tracker	1.1
03/17/2023	ADP	Update IT savings initiative list	0.7
03/17/2023	AD	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners) re: next steps on the product roadmap and R&D KPIs	0.6
03/17/2023	AD	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	AD	Review submission - AlixPartners	0.8
03/17/2023	AD	Review submission - Global Support	0.6

AlixPartners

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03/17/2023	AD	Video call with C. McShane, A. Danis (both AlixPartners) re: cost transformation program planning	0.3
03/17/2023	BT	Draft and send e-mail to A. Beltran (Avaya) re: the GSMB cost savings tracker	0.2
03/17/2023	BT	Meeting with B. Tsui, S. Segireddy, M. Grover (all AlixPartners) re: financial model for 'Walk to OL' in savings tracker	0.5
03/17/2023	BT	Meeting with F. Carvalho, B. Tsui, M. Grover (all AlixPartners) re: review global sales savings reported by FBPs	0.9
03/17/2023	BT	Review financial model for 'Walk to OL' in savings tracker	0.5
03/17/2023	BT	Review Global Sales cost savings reports in preparation for call with F. Carvalho and M. Grover (AlixPartners)	0.4
03/17/2023	CMS	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	CMS	Draft follow up email to Avaya management team re: 3/16 decision board meeting	0.3
03/17/2023	CMS	Review decision board slide materials	0.3
03/17/2023	CMS	Telephone call with M. Delmonte (A&M) re: various transformation program diligence items	0.5
03/17/2023	CMS	Video call with C. McShane, A. Danis (both AlixPartners) re: cost transformation program planning	0.3
03/17/2023	EK	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	FDC	Discussion with A. Crowley (Avaya) re: Germany transformation plan	0.5
03/17/2023	FDC	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	FDC	Meeting with F. Carvalho, B. Tsui, M. Grover (all AlixPartners) re: review global sales savings reported by FBPs	0.9
03/17/2023	FDC	Meeting with F. Carvalho, R. Wendeborn (both AlixPartners) re: planning Monday workshop with Germany team on GEBG+GSMB integration scenarios	0.5
03/17/2023	FDC	Prepare (analysis, insight, planning) for Monday workshop session on Germany project	2.5
03/17/2023	JGM	Coordinated with finance leadership team on potential date changes for exit	0.9
03/17/2023	JGM	Meeting with B. Roof, J. McGlynn (both AlixPartners), K. Speed, B. Barlow (both Avaya) re: discuss plan to achieve non people cost saving for FY23	0.8
03/17/2023	JGM	Perform analysis on updated forecast for finance non-people cost to identify gaps from ongoing initiatives	0.7
03/17/2023	JJM	Compare latest people cost actions savings against outlook files	2.6
03/17/2023	JJM	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	JJM	Reconcile differences between updated savings tracking file and prior version	2.2
03/17/2023	JJM	Review March actions severance documentation materials	2.8
03/17/2023	JMM	Brainstorm Information Technology cost reduction levers and their applicability for Avaya	1.0

AlixPartners

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03/17/2023	JMM	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	JMM	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: IT workstream week recap	0.4
03/17/2023	JMM	Meeting with R. Driscoll (Avaya) re: Information Technology Cost Reduction Next Steps - Lever Analysis Planning	0.6
03/17/2023	JW	Create new consolidation methodology and assign internal owner	0.7
03/17/2023	JW	Emails to Finance Business Partners to follow-up on their submissions	1.5
03/17/2023	JW	Emails to internal teams on various topics related to cost savings tracking	0.6
03/17/2023	JW	Finalize materials for the next discussion with product management on potential activity overlap	0.5
03/17/2023	JW	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners) re: next steps on the product roadmap and R&D KPIs	0.6
03/17/2023	JW	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	JW	Meeting with J. Wilken, A. Patti, J. Miller (all AlixPartners) re: IT workstream week recap	0.4
03/17/2023	JW	Provide input on product roadmap template	0.5
03/17/2023	JW	Review file to consolidate trackers received	0.5
03/17/2023	JW	Review incoming tracker submissions	1.5
03/17/2023	JW	Review trackers received from Finance	0.5
03/17/2023	MG	Meeting with B. Tsui, S. Segireddy, M. Grover (all AlixPartners) re: financial model for 'Walk to OL' in savings tracker	0.5
03/17/2023	MG	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	MG	Meeting with F. Carvalho, B. Tsui, M. Grover (all AlixPartners) re: review global sales savings reported by FBPs	0.9
03/17/2023	MG	Prepare AlixPartners program objectives and timeline	1.6
03/17/2023	MG	Prepare AlixPartners program timeline	1.0
03/17/2023	MG	Prepare for Sales CALA Initiative Tracker Meeting	0.4
03/17/2023	MG	Review March actions tracker	1.0
03/17/2023	RL	Discussion with R. Brookes and D. Lange (both Avaya) re: co-delivery status	0.5
03/17/2023	RL	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	RL	Meeting with G. Pannuzzo (Avaya) re: Services initiatives tracker	1.2
03/17/2023	RL	Review AlixPartners savings tracker and prepare follow-up questions	1.8
03/17/2023	RL	Review Services initiatives tracker and prepare follow-up questions	1.6
03/17/2023	RW	Adjust customer level revenue analysis by product line	2.1
03/17/2023	RW	Develop product level income statements for FY 2022 baseline	2.7
03/17/2023	RW	Develop product level income statements for pro-forma future state	0.9
03/17/2023	RW	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6



Alan Masarek
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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/17/2023	RW	Meeting with F. Carvalho, R. Wendeborn (both AlixPartners) re: planning Monday workshop with Germany team on GEBG+GSMB integration scenarios	0.5
03/17/2023	RW	Review headcount details by function	0.6
03/17/2023	RW	Review income statement for carrier business	0.8
03/17/2023	RW	Revise customer level revenue analysis by product line	0.6
03/17/2023	RW	Update customer ranking	0.4
03/17/2023	RW	Video call with A. Beltran (Avaya) re: Develop product level income statements	0.6
03/17/2023	SS	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	SS	Review current cost reduction plan and provide comments	1.1
03/17/2023	SSS	Update consolidation savings file for all functions	2.4
03/17/2023	SSS	Do final edit to the PM roadmap template, PM opportunities deck	1.1
03/17/2023	SSS	Edit the R&D KPI template to add new recommended metrics	0.7
03/17/2023	SSS	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners) re: next steps on the product roadmap and R&D KPIs	0.6
03/17/2023	SSS	Meeting with B. Tsui, S. Segireddy, M. Grover (all AlixPartners) re: financial model for 'Walk to OL' in savings tracker	0.5
03/17/2023	SSS	Meeting with E. Koza, C. McShane, S. Spitzer, A. Danis, A. Chaturvedi, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/17/2023	SSS	Meeting with S. Montemarano (Avaya) re: R&D FY24 savings alignment	0.5
03/17/2023	SSS	Review initial tracker submission for Finance, Marketing and Legal functions and root-cause the drivers for gaps	0.6
03/17/2023	SSS	Update Service tracker into consolidated savings file	0.3
03/18/2023	JGM	Create further analysis re: finance area cost savings for planning execution	0.6
03/19/2023	SSS	Edit consolidated savings tracker for Finance, Marketing and Legal functions	0.4
03/20/2023	ADP	Update IT Savings initiatives	1.7
03/20/2023	ADP	Analyze IT savings validation	1.6
03/20/2023	ADP	Meeting with A. Patti, J. Miller (both AlixPartners) re: IT portfolio management discussion	1.0
03/20/2023	ADP	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	ADP	Meeting with J. Wilken, A. Patti (both AlixPartners), M. Molne (Avaya) re: Weekly IT pipeline validation	0.6
03/20/2023	ADP	Preparing IT Portfolio Management deck	1.8
03/20/2023	ADP	preparing IT Walk to FY23 Exit run-rate slides	1.5
03/20/2023	AD	Meeting with A. Danis, J. Wilken (both AlixPartners), D. Austin (Avaya) re: morning stand-up, chapter 11 lease impact and sales ops	0.4
03/20/2023	AD	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), S. Dias, J. Arena (both Avaya) re: AlixPartners COE savings sync	1.0
03/20/2023	AD	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	CMS	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	FDC	Refresh savings tracker for Sales Support, GSMB	0.3

AlixPartners

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03/20/2023	FDC	Meeting with F. Carvalho, R. Wendeborn (AlixPartners) re: model scenarios for Tuesday workshop with Germany team on GEBG+GSMB integration	1.0
03/20/2023	FDC	Create transformation framework correlating headcount to revenues	2.5
03/20/2023	FDC	Meeting with F. Carvalho, M. Grover (both AlixPartners), C. Patrick (Avaya) re: weekly FBP check-in	0.1
03/20/2023	FDC	Meeting with F. Carvalho, S. Segireddy, M. Grover (all AlixPartners) re: alignment for quarterly savings calculation across sales trackers	0.8
03/20/2023	FDC	Model base case scenario for Germany GSMB carve-out	3.0
03/20/2023	FDC	Review Sales initiatives savings tracker	1.5
03/20/2023	JJM	Email correspondence with C. Terry (K&E) and J. Amico (AlixPartners) re: Morristown lease restructure	0.4
03/20/2023	JJM	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	JJM	Meeting with D. Bagatta (Avaya) re: Daily update call to discuss upcoming headcount reductions	0.3
03/20/2023	JJM	Reconcile implied run-rate in cost savings tracker	2.2
03/20/2023	JJM	Reconcile people cost savings actions in consolidated tracking file	1.4
03/20/2023	JJM	Review Morristown lease restructuring proposal	0.7
03/20/2023	JJM	Review updated lease rejection cash obligation files	0.6
03/20/2023	JJM	Update people cost actions Analyze March actions	1.8
03/20/2023	JMM	Draft Information Technology Investment/Project Portfolio Optimization presentation	0.5
03/20/2023	JMM	Meeting with A. Patti, J. Miller (both AlixPartners) re: IT portfolio management discussion	1.0
03/20/2023	JMM	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	JMM	Research Information Technology Investment/Project Portfolio Optimization	1.0
03/20/2023	JW	Correspond with A. Patti (AlixPartners) re: savings tracking focus areas	0.3
03/20/2023	JW	Correspond with F. Carvalho (AlixPartners) re: savings tracking focus areas	0.3
03/20/2023	JW	Correspond with M. Grover (AlixPartners) re: savings tracking focus areas	0.3
03/20/2023	JW	Correspond with R. Li (AlixPartners) re: savings tracking focus areas	0.3
03/20/2023	JW	Correspond with S. Segireddy (AlixPartners) re: savings tracking focus areas	0.3
03/20/2023	JW	Correspond with the Avaya Finance team to kick tactical plan into action	0.3
03/20/2023	JW	Create list of priorities for the AlixPartners team	0.3
03/20/2023	JW	Develop tactical plan to drive transparency in the Sales Support workstream	0.3
03/20/2023	JW	Meeting with A. Danis, J. Wilken (both AlixPartners), D. Austin (Avaya) re: morning stand-up, chapter 11 lease impact and sales ops	0.4
03/20/2023	JW	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), S. Dias, J. Arena (both Avaya) re: AlixPartners COE savings sync	1.0
03/20/2023	JW	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	JW	Meeting with J. Wilken, A. Patti (both AlixPartners), M. Molne (Avaya) re: Weekly IT pipeline validation	0.6
03/20/2023	JW	Meeting with J. Wilken, M. Grover (both AlixPartners) re: initiative / savings trackers sync	0.1
03/20/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: savings tracker consolidation status update and next steps	0.4

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03/20/2023	JW	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: alignment for quarterly savings calculation across all trackers	0.9
03/20/2023	JW	Provide comments to the IT workstream on suggested next steps to drive the IT transformation forward	0.3
03/20/2023	JW	Provide comments to the Sales Support workstream on how to prepare for the next decision board meeting	0.2
03/20/2023	JW	Review savings tracker and share observations with the AlixPartners teams	2.0
03/20/2023	MG	Identify data needs for HR/Finance/Marketing/Law initiative trackers	1.1
03/20/2023	MG	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), S. Dias, J. Arena (both Avaya) re: AlixPartners COE savings sync	1.0
03/20/2023	MG	Meeting with B. Dhariwal, V. Santacatterina (both Avaya) re: cost transformation team alignment	0.3
03/20/2023	MG	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	MG	Meeting with F. Carvalho, M. Grover (both AlixPartners), C. Patrick (Avaya) re: weekly FBP check-in	0.1
03/20/2023	MG	Meeting with F. Carvalho, S. Segireddy, M. Grover (all AlixPartners) re: alignment for quarterly savings calculation across sales trackers	0.8
03/20/2023	MG	Meeting with J. Wilken, M. Grover (both AlixPartners) re: initiative / savings trackers sync	0.1
03/20/2023	MG	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: alignment for quarterly savings calculation across all trackers	0.9
03/20/2023	MG	Meeting with R. Li, M. Grover (both AlixPartners), B. Fasehun, J. Arena (both Avaya) re: weekly follow-up	1.0
03/20/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: analyze sales intl and sales cala tracker responses, align with program methodology	2.1
03/20/2023	MG	Update PC actions file	1.9
03/20/2023	RL	Meeting with R. Li, S. Segireddy (both AlixPartners), G. Pannuzzo (Avaya) re: savings tracker review and open questions for services function	0.6
03/20/2023	RL	Meeting with A. Danis, J. Wilken, R. Li, M. Grover (all AlixPartners), S. Dias, J. Arena (both Avaya) re: AlixPartners COE savings sync	1.0
03/20/2023	RL	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	RL	Meeting with R. Li, M. Grover (both AlixPartners), B. Fasehun, J. Arena (both Avaya) re: weekly follow-up	1.0
03/20/2023	RL	Review AlixPartners initiatives tracker and prepare follow-up questions	1.3
03/20/2023	RW	Meeting with F. Carvalho, R. Wendeborn (AlixPartners) re: model scenarios for Tuesday workshop with Germany team on GEBG+GSMB integration	1.0
03/20/2023	RW	Analyze revenue scenarios provided by management	1.5
03/20/2023	RW	Calculation of required savings bases on revenue scenarios	2.1
03/20/2023	RW	Develop product level income statements for pro-forma future state	2.7
03/20/2023	RW	Prepare revenue scenarios	2.2
03/20/2023	RW	Update customer ranking by product line	1.9
03/20/2023	RW	Video call with A. Beltran (Avaya) re: review of cost tracker	0.5
03/20/2023	RW	Video call with A. Beltran (Avaya) re: review of product level income statements	0.5
03/20/2023	RW	Video call with A. Beltran (Avaya) re: update of cost tracker	1.0

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03/20/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners), G. Pannuzzo (Avaya) re: savings tracker review and open questions for services function	0.6
03/20/2023	SSS	Create summary view with savings build up for consolidated summary tracker with logic to outline the gaps	1.8
03/20/2023	SSS	Create variance analysis on consolidation tracker from January Outlook to March Outlook	1.7
03/20/2023	SSS	Meeting with C. McShane, A. Danis, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, J. Miller (AlixPartners) re: cost transformation team alignment	0.5
03/20/2023	SSS	Meeting with F. Carvalho, S. Segireddy, M. Grover (all AlixPartners) re: alignment for quarterly savings calculation across sales trackers	0.8
03/20/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: savings tracker consolidation status update and next steps	0.4
03/20/2023	SSS	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: alignment for quarterly savings calculation across all trackers	0.9
03/20/2023	SSS	Meeting with S. Segireddy (AlixPartners), S. Montemarano, S. Martins (both Avaya) re: Weekly R&D Savings tracking and check-in	0.4
03/20/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: analyze sales intl and sales cala tracker responses, align with program methodology	2.1
03/20/2023	SSS	Reconcile January Summary view in the consolidate tracker for Corp, Gov and CRO other functions	0.4
03/20/2023	SSS	Review GSMB functional tracker and merge into consolidated savings tracker	0.4
03/21/2023	ADP	Analyze IT savings initiative updates	2.6
03/21/2023	ADP	Update savings tracker	1.6
03/21/2023	ADP	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	ADP	Meeting with A. Patti, J. Miller (both AlixPartners) re: discuss IT portfolio management deck	0.3
03/21/2023	ADP	Meeting with M. Molne, M. Blake (both Avaya) re: Follow-up on IT savings initiative validation	1.1
03/21/2023	ADP	Meeting with S. Segireddy, A. Patti (both AlixPartners) re: IT, MLP and RE Cost-savings for FY24	0.2
03/21/2023	ADP	Meeting with S. Segireddy, A. Patti (both AlixPartners) re: MLP savings tracker discussion	0.4
03/21/2023	ADP	Prepare IT Project Portfolio Management deck	2.5
03/21/2023	AD	Detailed review of the savings tracker for NA sales	0.7
03/21/2023	AD	Detailed review of the savings tracker for Services	0.4
03/21/2023	AD	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	AD	Meeting with A. Helmy (Avaya) re: Detailed review of the product roadmap focused on OCP	1.1
03/21/2023	AD	Meeting with F. Carvalho, R. Wendeborn and A. Danis (all AlixPartners) re: model scenarios for Tuesday workshop with Germany team on GEBG+GSMB integration	1.5
03/21/2023	AD	Review product roadmap / October version	0.8

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03/21/2023	CMS	Meeting with C. McShane, J. Wilken (all AlixPartners) re: status of various transformation-related topics	0.2
03/21/2023	FDC	Video call with F. Carvalho, R. Wendeborn (both AlixPartners), F. Mubarak (Avaya) re: preliminary review of Germany restructuring process	1.0
03/21/2023	FDC	Meeting with F. Carvalho (AlixPartners), M. Vollmer, G. Nowak (Avaya) re: alignment on NA savings gap	1.0
03/21/2023	FDC	Revise preliminary version of Sales Ops savings tracker	2.8
03/21/2023	FDC	Document gaps in preliminary Sales Ops savings tracker	0.7
03/21/2023	FDC	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	FDC	Meeting with A. Helmy (Avaya) re: NA sales submission review	0.7
03/21/2023	FDC	Meeting with F. Carvalho, R. Wendeborn and A. Danis (all AlixPartners) re: model scenarios for Tuesday workshop with Germany team on GEBG+GSMB integration	1.5
03/21/2023	FDC	Reconcile savings initiatives versus baseline and target: CALA Theatre	0.5
03/21/2023	FDC	Reconcile savings initiatives versus baseline and target: INTL Theatre	1.2
03/21/2023	FDC	Reconcile savings initiatives versus baseline and target: NA Theatre	1.5
03/21/2023	FDC	Validation session of INTL Theatre savings	0.5
03/21/2023	JJM	Draft email template for executive approval re: March RIFs	1.2
03/21/2023	JJM	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	JJM	Prepare list of updates related to severance actions packages	2.4
03/21/2023	JJM	Prepare updated severance packages extract file	2.3
03/21/2023	JJM	Reconcile cost saving totals in decision board slides	1.9
03/21/2023	JMM	Draft Information Technology Investment/Project Portfolio Optimization presentation	1.0
03/21/2023	JMM	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	JMM	Meeting with A. Patti, J. Miller (both AlixPartners) re: discuss IT portfolio management deck	0.3
03/21/2023	JMM	Prepare Information Technology Help Desk meeting	0.6
03/21/2023	JMM	Review Information Technology Portfolio/Project Management presentation pages	0.5
03/21/2023	JW	Correspond with H. Clarke (Avaya) on Real Estate cost per seats	0.2
03/21/2023	JW	Correspond with R. Li (AlixPartners) on AlixPartners and Services savings tracker via teams chat	0.4
03/21/2023	JW	Draft summary views for Mar-OL status update	0.5
03/21/2023	JW	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	JW	Meeting with C. McShane, J. Wilken (all AlixPartners) re: status of various transformation-related topics	0.2
03/21/2023	JW	Meeting with C. McShane, J. Wilken (all AlixPartners) re: status of various transformation-related topics	0.2

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03/21/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: identify March savings tracker gaps for run-rate savings and align on action plan	0.6
03/21/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: March savings tracker walk from January outlook to March outlook	0.4
03/21/2023	JW	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: March outlook reconciliation alignment	0.4
03/21/2023	JW	Outline tactical next steps for the team to prepare for the 3/23 decision board update	0.5
03/21/2023	JW	Provide feedback to questions from M. Grover (via teams chat)	0.5
03/21/2023	JW	Provide feedback to questions from S. Segireddy (via teams chat)	0.5
03/21/2023	JW	Provide input into January Vs March outlook variance	2.0
03/21/2023	JW	Review latest AlixPartners discussion materials	0.2
03/21/2023	JW	Review savings tracker update status and share observations with the team (I)	0.5
03/21/2023	JW	Review savings tracker update status and share observations with the team (II)	0.5
03/21/2023	JW	Review savings tracker update status and share observations with the team (III)	0.5
03/21/2023	JW	Review savings tracker update status and share observations with the team (IIII)	0.5
03/21/2023	JW	Update transformation status update narrative	0.5
03/21/2023	MG	Summarize FY24 savings assumptions for Finance	1.1
03/21/2023	MG	Summarize FY24 savings assumptions for HR	0.9
03/21/2023	MG	Summarize FY24 savings assumptions for Law	0.7
03/21/2023	MG	Summarize FY24 savings assumptions for Marketing	1.1
03/21/2023	MG	Finalize Savings logic for Sales CALA	1.4
03/21/2023	MG	Finalize Savings logic for Sales International	2.1
03/21/2023	MG	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	MG	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: March outlook reconciliation alignment	0.4
03/21/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: working session on March savings tracker alignment for FY24 and run-rate savings	0.9
03/21/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners), V. Santacatterina, B. Dhariwal (both Avaya) re: align on sales Intl NPC savings ramp up/down	0.7
03/21/2023	RL	Meeting with R. Li, S. Segireddy (both AlixPartners), G. Pannuzzo, J. Tarquini IV (both Avaya) re: working session on March savings tracker alignment for baseline, cost-savings and walk to outlook	1.1
03/21/2023	RL	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	RL	Meeting with R. Li, S. Segireddy (both AlixPartners) re: align on follow-up actions on AlixPartners and services trackers	0.2
03/21/2023	RL	Meeting with R. Li, S. Segireddy (both AlixPartners) re: reconcile March outlook baseline with January outlook for AlixPartners and services functions	0.5
03/21/2023	RL	Review AlixPartners tracker and correspondence on observations and follow-up questions	0.6
03/21/2023	RW	Video call with F. Carvalho, R. Wendeborn (both AlixPartners), F. Mubarak (Avaya) re: preliminary review of Germany restructuring process	1.0
03/21/2023	RW	Develop revenue scenarios	2.6

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/21/2023	RW	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	RW	Meeting with F. Carvalho, R. Wendeborn and A. Danis (all AlixPartners) re: model scenarios for Tuesday workshop with Germany team on GEBG+GSMB integration	1.5
03/21/2023	RW	Meeting with S. Segireddy, R. Wendeborn (both AlixPartners), A. Beltran (Avaya) re: Savings alignment on GSMB based on March outlook	0.6
03/21/2023	RW	Update product level income statement	1.8
03/21/2023	RW	Video call with A. Beltran (Avaya) re: Product level income statement	0.8
03/21/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners), G. Pannuzzo, J. Tarquini IV (both Avaya) re: working session on March savings tracker alignment for baseline, cost-savings and walk to outlook	1.1
03/21/2023	SSS	Update consolidated savings tracker to reconcile from January Outlook to March Outlook	0.9
03/21/2023	SSS	Add new trackers for Sales, Services and AlixPartners functions into the consolidate tracker and ensure data accuracy	0.7
03/21/2023	SSS	Analyze GSMB savings tracker	0.3
03/21/2023	SSS	Edit the March Savings Walk and Summary tracker with January Savings numbers across functions: Corporate, Government, Sales Ops and Q20. Ensure baseline and walk accuracy	0.9
03/21/2023	SSS	Identify transfer across all the ICE functions manually and create a summary view	1.6
03/21/2023	SSS	Meeting with A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	0.6
03/21/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: Identify March savings tracker gaps for run-rate savings and align on action plan	0.6
03/21/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: March savings tracker walk from January outlook to March outlook	0.4
03/21/2023	SSS	Meeting with J. Wilken, S. Segireddy, M. Grover (all AlixPartners) re: March outlook reconciliation alignment	0.4
03/21/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners) re: align on follow-up actions on AlixPartners and services trackers	0.2
03/21/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners) re: reconcile March outlook baseline with January outlook for AlixPartners and services functions	0.5
03/21/2023	SSS	Meeting with S. Segireddy, A. Patti (both AlixPartners) re: IT, MLP and RE Cost-savings for FY24	0.2
03/21/2023	SSS	Meeting with S. Segireddy, A. Patti (both AlixPartners) re: MLP savings tracker discussion	0.4
03/21/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: working session on March savings tracker alignment for FY24 and run-rate savings	0.9
03/21/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners), V. Santacatterina, B. Dhariwal (both Avaya) re: align on sales Intl NPC savings ramp up/down	0.7
03/21/2023	SSS	Meeting with S. Segireddy, R. Wendeborn (both AlixPartners), A. Beltran (Avaya) re: Savings alignment on GSMB based on March outlook	0.6
03/21/2023	SSS	Modify the savings walk template across all function to account for transfers	0.6

AlixPartners

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Re: Transformation Program
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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/21/2023	SSS	Update variance analysis manually on consolidation tracker from January Outlook to March Outlook	1.5
03/22/2023	ADP	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	ADP	Help Desk Analysis	0.4
03/22/2023	ADP	Meeting with A. Patti, J. Miller (AlixPartners) re: Help Desk Ticket Analysis	1.1
03/22/2023	ADP	Help Desk MBR review	1.8
03/22/2023	ADP	Revise IT Project Portfolio Management pages	2.5
03/22/2023	ADP	Meeting with A. Patti, J. Miller (both AlixPartners) re: IT portfolio management deck discussion	0.4
03/22/2023	ADP	Meeting with A. Patti, J. Miller (both AlixPartners), M. Blake, L. Sefak (both Avaya) re: help desk deep dive	1.5
03/22/2023	ADP	Meeting with J. Wilken, A. Patti (both AlixPartners), M. Blake, L. Sefak (both Avaya) re: IT savings tracker	0.2
03/22/2023	ADP	Meeting with R. Li, S. Segireddy, A. Patti (all AlixPartners) re: reconcile transfers between IT and services functions	0.3
03/22/2023	ADP	Meeting with S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: review actions to update functional level appendix slides	0.1
03/22/2023	ADP	Update savings tracker	1.2
03/22/2023	AD	Revise key messages for the upcoming decision board meeting	0.5
03/22/2023	AD	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners), T. Sherwood (Avaya) re: product roadmap discussion - compare current roadmap vs Nov roadmap	0.5
03/22/2023	AD	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	AD	Design of the AlixPartners remediation plan	1.1
03/22/2023	AD	Review IT deck re: capex prioritization	0.8
03/22/2023	AD	Video call with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), R. Schmidl, A. Beltran (both Avaya) re: transformation of Germany business	1.8
03/22/2023	AD	Video conference with C. McShane, A. Danis (both AlixPartners) re: various transformation program initiatives	0.8
03/22/2023	AD	Video conference with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), B. Barlow, H. Gou (both Avaya) re: various March outlook and FY23 cost savings tracking topics	0.8
03/22/2023	AD	Update decision board deck for Thursday with detailed deviation analysis	0.5
03/22/2023	AD	Revise decision board deck for Thursday, overall tracking	0.7
03/22/2023	CMS	Video conference with C. McShane, A. Danis (both AlixPartners) re: various transformation program initiatives	0.8
03/22/2023	CMS	Video conference with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), B. Barlow, H. Gou (both Avaya) re: various March outlook and FY23 cost savings tracking topics	0.8
03/22/2023	CMS	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/22/2023	FDC	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	FDC	Revise decision board presentation	2.5
03/22/2023	FDC	Meeting with F. Carvalho (AlixPartners), S. Haddad (Avaya) re: alignment on savings initiatives in theatre	0.5
03/22/2023	FDC	Meeting with F. Carvalho (AlixPartners), K. Howland (Avaya) re: Marketing budget	0.6
03/22/2023	FDC	Meeting with F. Carvalho, M. Grover (both AlixPartners), J. Edgecombe (Avaya) re: sales NA weekly pipeline validation	0.2
03/22/2023	FDC	Meeting with F. Carvalho (AlixPartners), M. Vollmer, G. Nowak, J. Edgecombe (Avaya) re: North America savings initiatives reconciliation and way forward	1.0
03/22/2023	FDC	Video call with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), R. Schmidl, A. Beltran (both Avaya) re: transformation of Germany business	1.8
03/22/2023	FDC	Video call with F. Carvalho, R. Wendeborn (both AlixPartners) re: alignment of decision board update	0.3
03/22/2023	FDC	Video call with F. Carvalho, S. Segireddy, R. Wendeborn (all AlixPartners), A. Beltran (Avaya) re: cost transformation tracker alignment	0.5
03/22/2023	FDC	Video conference with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), B. Barlow, H. Gou (both Avaya) re: various March outlook and FY23 cost savings tracking topics	0.8
03/22/2023	JGM	Meeting with B. Barlow (Avaya) re: discuss tactical plan to execute on non people cost saving initiatives	0.6
03/22/2023	JGM	Meeting with S. Spitzer, J. McGlynn (both AlixPartners), M. Roach (Avaya), A. Sexton (K&E) re: discuss tax implications of the restructuring and associated strategies	0.5
03/22/2023	JGM	Sent emails to owners of non people cost savings initiatives re: timely execution	0.7
03/22/2023	JGM	Update cost savings presentation for finance department for following day meeting	0.9
03/22/2023	JJM	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	JJM	Draft status update re: KPI dashboard progress	1.1
03/22/2023	JJM	Draft slides for sales funnel dashboard	2.8
03/22/2023	JJM	Meeting with D. Bagatta (Avaya) re: status update on severance packages	0.2
03/22/2023	JJM	Reconcile people costs in sales ops savings tracker	0.7
03/22/2023	JJM	Review sales funnel slide examples	0.8
03/22/2023	JJM	Review updated draft of product roadmap KPI slides	0.6
03/22/2023	JJM	Update quote to order cost savings tracker for latest people cost actions	1.6
03/22/2023	JMM	Meeting with A. Patti, J. Miller (AlixPartners) re: Help Desk Ticket Analysis	1.1
03/22/2023	JMM	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	JMM	Finalize Information Technology Portfolio/Project Management presentation pages	0.5
03/22/2023	JMM	Iterate Information Technology Portfolio/Project Management presentation pages	0.5
03/22/2023	JMM	Meeting with A. Patti, J. Miller (both AlixPartners) re: IT portfolio management deck discussion	0.4

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03/22/2023	JMM	Meeting with A. Patti, J. Miller (both AlixPartners), M. Blake, L. Sefak (both Avaya) re: help desk deep dive	1.5
03/22/2023	JW	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners), T. Sherwood (Avaya) re: product roadmap discussion - compare current roadmap vs Nov roadmap	0.5
03/22/2023	JW	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	JW	Review IT Portfolio Management Deck	0.4
03/22/2023	JW	Analyze the latest materials received from Finance	0.8
03/22/2023	JW	Correspond with B. Barlow (Avaya) to align latest changes program savings per March OL	0.3
03/22/2023	JW	Finalize backup materials needed for the decision board meeting the following day	0.7
03/22/2023	JW	Finalize cost savings status view to align key messages with B. Barlow (Avaya)	0.5
03/22/2023	JW	Finalize presentation materials for the decision board meeting the following day	0.6
03/22/2023	JW	Meeting with J. Wilken, A. Patti (both AlixPartners), M. Blake, L. Sefak (both Avaya) re: IT savings tracker	0.2
03/22/2023	JW	Meeting with J. Wilken, R. Li, S. Segireddy (all AlixPartners) re: review updated services January actions cost savings changes	0.5
03/22/2023	JW	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: review decision board slides and align on slides/ next steps	0.4
03/22/2023	JW	Prepare key messages for a meeting with B. Barlow (Avaya) and other Finance leads	0.3
03/22/2023	JW	Provide feedback on various questions from the workstream teams related to savings capture	0.5
03/22/2023	JW	Provide input to the January Vs March OL variance analysis	0.3
03/22/2023	JW	Review status of savings reconciliation from January to March Outlook	0.5
03/22/2023	JW	Revise presentation materials for the upcoming decision board meeting based on latest input from Finance	1.0
03/22/2023	JW	Draft email to B. Barlow (Avaya) to plan time before the decision board meeting	0.2
03/22/2023	JW	Video conference with C. McShane, A. Danis, F. Carvalho, J. Wilken (all AlixPartners), B. Barlow, H. Gou (both Avaya) re: various March outlook and FY23 cost savings tracking topics	0.8
03/22/2023	MG	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	MG	Meeting with A. Coelho, A. Salvatelli (both Avaya) re: Weekly Sales CALA Pipeline	0.5
03/22/2023	MG	Meeting with F. Carvalho, M. Grover (both AlixPartners), J. Edgcombe (Avaya) re: sales NA weekly pipeline validation	0.2
03/22/2023	MG	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: 1) discuss transfers math reconciliation across all functions, 2) DB prep discussion	0.7
03/22/2023	MG	Meeting with S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: review actions to update functional level appendix slides	0.1
03/22/2023	MG	Prepare headwinds/tailwinds summary for decision board deck	0.6
03/22/2023	MG	Prepare savings summary for decision board deck	0.8
03/22/2023	MG	Update QA decision board deck	1.1

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/22/2023	MG	Update decision board one pages for Finance	0.6
03/22/2023	MG	Update decision board one pages for HR	0.2
03/22/2023	MG	Update decision board one pages for Legal	0.4
03/22/2023	MG	Update decision board one pages for Marketing	0.5
03/22/2023	MG	Update PC actions file based on most recent data from HR	1.7
03/22/2023	\$0	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	\$0	Meeting with R. Li, S. Segireddy (both AlixPartners), G. Pannuzzo, J. Tarquini IV (both Avaya) re: services cost savings working session for March actions and bridge to January actions	1.4
03/22/2023	\$0	Develop savings tracker bridge and variance analysis	1.7
03/22/2023	\$0	Meeting with J. Wilken, R. Li, S. Segireddy (all AlixPartners) re: review updated services January actions cost savings changes	0.5
03/22/2023	\$0	Meeting with R. Li, S. Segireddy (both AlixPartners) re: 1) services baseline, savings and Savings walk working session, 2) build a initiative level to reconcile savings from January to March	1.9
03/22/2023	\$0	Meeting with R. Li, S. Segireddy (both AlixPartners) re: AlixPartners baseline, savings and savings walk working session	1.1
03/22/2023	\$0	Meeting with R. Li, S. Segireddy (both AlixPartners) re: review services ICE function gaps to target and align on next steps	0.5
03/22/2023	\$0	Meeting with R. Li, S. Segireddy, A. Patti (all AlixPartners) re: reconcile transfers between IT and services functions	0.3
03/22/2023	\$0	Update savings tracker bridge and variance analysis and prepare follow-up questions	1.4
03/22/2023	RW	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1
03/22/2023	RW	Develop revenue scenarios	1.3
03/22/2023	RW	Continue to develop revenue scenarios	2.4
03/22/2023	RW	Prepare illustration of future setup of Germany business	2.1
03/22/2023	RW	Update target state headcount numbers	0.8
03/22/2023	RW	Video call with A. Danis, F. Carvalho, R. Wendeborn (all AlixPartners), R. Schmidl, A. Beltran (both Avaya) re: transformation of Germany business	1.8
03/22/2023	RW	Video call with F. Carvalho, R. Wendeborn (both AlixPartners) re: alignment of decision board update	0.3
03/22/2023	RW	Video call with F. Carvalho, S. Segireddy, R. Wendeborn (all AlixPartners), A. Beltran (Avaya) re: cost transformation tracker alignment	0.5
03/22/2023	SS	Meeting with S. Spitzer, J. McGlynn (both AlixPartners), M. Roach (Avaya), A. Sexton (K&E) re: discuss tax implications of the restructuring and associated strategies	0.5
03/22/2023	SSS	Meeting with A. Danis, J. Wilken, S. Segireddy (all AlixPartners), T. Sherwood (Avaya) re: product roadmap discussion - compare current roadmap vs Nov roadmap	0.5
03/22/2023	SSS	Meeting with C. McShane, A. Danis, F. Carvalho, J. Wilken, J. Mennie, R. Li, S. Segireddy, M. Grover, A. Patti, R. Wendeborn, J. Miller (all AlixPartners) re: cost transformation team alignment	1.1

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<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
03/22/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners), G. Pannuzzo, J. Tarquini IV (both Avaya) re: services cost savings working session for March actions and bridge to January actions	1.4
03/22/2023	SSS	Consolidate newly submitted trackers across functions into the consolidate tracker	0.5
03/22/2023	SSS	Meeting with J. Wilken, R. Li, S. Segireddy (all AlixPartners) re: review updated services January actions cost savings changes	0.5
03/22/2023	SSS	Meeting with J. Wilken, S. Segireddy (both AlixPartners) re: review decision board slides and align on slides/ next steps	0.4
03/22/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners) re: 1) services baseline, savings and savings walk working session, 2) build a initiative level to reconcile savings from January to March	1.9
03/22/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners) re: AlixPartners baseline, savings and savings walk working session	1.1
03/22/2023	SSS	Meeting with R. Li, S. Segireddy (both AlixPartners) re: review services ICE function gaps to target and align on next steps	0.5
03/22/2023	SSS	Meeting with R. Li, S. Segireddy, A. Patti (all AlixPartners) re: reconcile transfers between IT and services functions	0.3
03/22/2023	SSS	Meeting with S. Segireddy, M. Grover (both AlixPartners) re: 1) discuss transfers math reconciliation across all functions, 2) DB prep discussion	0.7
03/22/2023	SSS	Meeting with S. Segireddy, M. Grover, A. Patti (all AlixPartners) re: review actions to update functional level appendix slides	0.1
03/22/2023	SSS	Prepare decision board slides	1.5
03/22/2023	SSS	Reconcile January actions to March actions across all functions excl Services and AlixPartners	1.4
03/22/2023	SSS	Video call with F. Carvalho, S. Segireddy, R. Wendeborn (all AlixPartners), A. Beltran (Avaya) re: cost transformation tracker alignment	0.5
Total Professional Hours			<u>2,368.2</u>

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PROFESSIONAL	RATE	HOURS	FEES
Eric Koza	\$1,400	17.9	\$ 25,060.00
Stephen Spitzer	\$1,280	19.3	24,704.00
Andrej Danis	\$1,140	124.5	141,930.00
Jason Miller	\$1,140	51.7	58,938.00
Christofer Mulh	\$1,115	0.5	557.50
Conor McShane	\$1,115	97.3	108,489.50
James G McGlynn	\$1,020	83.6	85,272.00
Jens Wilken	\$1,020	238.3	243,066.00
Raymond Li	\$1,020	108.6	110,772.00
Eric Deichmann	\$950	1.9	1,805.00
Fernando Santos de Carvalho	\$950	214.8	204,060.00
Joel Amico	\$950	0.5	475.00
Robert Wendeborn	\$950	230.7	219,165.00
Rohan Joseph	\$950	1.6	1,520.00
Vinay Prathy	\$860	0.6	516.00
Alexander Patti	\$825	203.5	167,887.50
Subhash Segireddy	\$825	219.9	181,417.50
Aashish Chaturvedi	\$735	215.5	158,392.50
James Mennie	\$735	114.8	84,378.00
Jeffrey Prasertlum	\$735	0.2	147.00
Maneel Grover	\$735	201.3	147,955.50
Shagun Jain	\$735	4.0	2,940.00
Brian Tsui	\$725	209.8	152,105.00
John M Crelli	\$605	7.4	4,477.00
Total Professional Hours and Fees		<u>2,368.2</u>	<u>\$ 2,126,030.00</u>

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Re: Travel Time
 Code: 20005778P00006.1.31

<u>DATE</u>	<u>PROFESSIONAL</u>	<u>DESCRIPTION OF SERVICES</u>	<u>HOURS</u>
02/17/2023	AD	Travel time from New York, NY to Miami, FL (return from client meetings)	2.5
02/17/2023	FDC	Travel time from New York, NY to Dallas, TX (return from client meetings)	2.5
02/27/2023	JGM	Travel time from Atlanta, GA to New York, NY (Client Meetings)	3.2
03/01/2023	JGM	Travel time from New York, NY to Atlanta, GA (return from client meetings)	3.0
03/05/2023	AD	Travel time from Miami, FL to Frankfurt, Germany (client meetings)	11.0
03/05/2023	FDC	Travel time from Dallas, TX to Frankfurt, Germany (client meetings)	6.0
03/06/2023	FDC	Travel time from Dallas, TX to Frankfurt, Germany (client meetings)	6.0
03/10/2023	AD	Travel time from Frankfurt, Germany to Miami, FL (return from client meetings)	11.0
03/10/2023	FDC	Travel time from Frankfurt, Germany to Dallas, TX (return from client meetings)	12.0
03/13/2023	AD	Travel time from Miami, FL to New York, NY (client meetings)	3.5
03/13/2023	FDC	Travel time from Dallas, TX to New York, NY (client meetings)	3.5
03/13/2023	JW	Travel time from Chicago, IL to New York, NY (client meetings)	5.0
03/16/2023	AD	Travel time from New York, NY to Miami, FL (return from client meetings)	3.5
03/16/2023	FDC	Travel time from New York, NY to Dallas, TX (return from client meetings)	3.5
03/16/2023	JW	Travel time from New York, NY to Chicago, IL (return from client meetings)	5.0
03/20/2023	JGM	Travel time from Atlanta, GA to New York, NY (client meetings)	3.0
03/21/2023	JGM	Travel time from New York, NY to Atlanta, GA (return from client meetings)	3.0
Total Professional Hours			<u>87.2</u>

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Travel Time
 Code: 20005778P00006.1.31

PROFESSIONAL	RATE	HOURS	FEES
Andrej Danis	\$1,140	31.5	\$ 35,910.00
James G McGlynn	\$1,020	12.2	12,444.00
Jens Wilken	\$1,020	10.0	10,200.00
Fernando Santos de Carvalho	\$950	33.5	31,825.00
Total Professional Hours and Fees		87.2	\$ 90,379.00
Less 50% Travel Fees			(45,189.50)
Total Professional Fees			\$ 45,189.50

Exhibit B

Summary and Description of AlixPartners' Expenses

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

<u>DATE</u>	<u>DESCRIPTION OF SERVICES</u>	<u>AMOUNT</u>
02/16/2023	Lodging Rebecca Roof New York 2023-02-12 2023-02-16	1,503.10
02/16/2023	Lodging Andrej Danis New York 2023-02-13 2023-02-16	719.64
02/16/2023	Lodging Fernando Santos De Carvalho New York 2023-02-13 2023-02-17	1,142.83
02/14/2023	Individual Meal - Andrej Danis - Breakfast	20.00
02/14/2023	Individual Meal - Andrej Danis - Dinner	80.00
02/14/2023	Individual Meal - Andrej Danis - Lunch	20.26
02/14/2023	Taxi/Car Service Andrej Danis Airport to Hotel	69.93
02/14/2023	Taxi/Car Service Andrej Danis Home to Airport	49.64
02/14/2023	Internet Access Andrej Danis	19.00
02/14/2023	Taxi C McShane Office to Home	36.16
02/14/2023	Taxi/Car Service Fernando Santos De Carvalho Airport to NYC	21.97
02/14/2023	Taxi/Car Service Fernando Santos De Carvalho Home to DFW	66.15
02/14/2023	Individual Meal - Rebecca Roof - Dinner	80.00
02/14/2023	Individual Meal - Fernando Santos De Carvalho - Breakfast	28.96
02/14/2023	Individual Meal - Fernando Santos De Carvalho - Dinner	35.08
02/15/2023	Individual Meal - Andrej Danis - Dinner	80.00
02/15/2023	Individual Meal - Andrej Danis - Lunch	10.88
02/15/2023	Taxi C McShane from Client site to Home	35.74
02/15/2023	Taxi C McShane Client site to Home	40.79
02/15/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	51.43
02/15/2023	Individual Meal - Rebecca Roof - Dinner	51.55
02/15/2023	Individual Meal - Fernando Santos De Carvalho - Dinner	66.37
02/15/2023	Individual Meal - Fernando Santos De Carvalho - Breakfast	23.48
02/16/2023	Individual Meal - Andrej Danis - Dinner	76.26
02/16/2023	Individual Meal - Andrej Danis - Lunch	47.37
02/16/2023	Group Meal lunch with Conor McShane and Andrej Danis	27.09
02/16/2023	Taxi C McShane Client site to Meeting uptown	18.35

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

DATE	DESCRIPTION OF SERVICES	AMOUNT
02/16/2023	Taxi C McShane Home to Client site	67.04
02/16/2023	Individual Meal - Fernando Santos De Carvalho - Breakfast	17.59
02/16/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	12.47
02/16/2023	Group Meal with Client/Contact Fernando Santos De Carvalho - Lunch - Fernando Santos De Carvalho; Kim Howland	86.23
02/16/2023	Individual Meal - Rebecca Roof - Dinner	23.79
02/16/2023	Taxi/Car Service Rebecca Roof Hotel to Meeting	44.53
02/16/2023	Taxi/Car Service Rebecca Roof Meeting to Hotel	50.82
02/16/2023	Individual Meal - Fernando Santos De Carvalho - Dinner	60.09
02/17/2023	Taxi/Car Service Andrej Danis Airport to Home	71.95
02/17/2023	Taxi/Car Service Andrej Danis Hotel to Airport	61.99
02/17/2023	Internet Access Andrej Danis	19.00
02/17/2023	Individual Meal - Fernando Santos De Carvalho - Breakfast	18.28
02/17/2023	Taxi/Car Service Fernando Santos De Carvalho NY to JFK	56.46
02/17/2023	Taxi/Car Service Fernando Santos De Carvalho DFW to Home	59.13
02/17/2023	Internet Access Fernando Santos De Carvalho	19.00
02/17/2023	Taxi/Car Service Rebecca Roof Airport to Home	105.00
02/17/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	28.69
02/20/2023	Airfare Andrej Danis 2023-02-21 MIA- LGA	596.32
02/21/2023	Lodging Andrej Danis New York 2023-02-21 2023-02-23	479.76
02/21/2023	Individual Meal - Andrej Danis - Dinner	80.00
02/21/2023	Individual Meal - Andrej Danis - Lunch	56.55
02/21/2023	Internet Access Andrej Danis	19.00
02/21/2023	Taxi/Car Service Rebecca Roof Client to Airport	116.81
02/21/2023	Airfare Rebecca Roof 2023-02-26 IAH- LGA	483.31
02/21/2023	Airfare Rebecca Roof 2023-03-01 LGA- IAH	136.60
02/22/2023	Individual Meal - Andrej Danis - Breakfast	13.69

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

<u>DATE</u>	<u>DESCRIPTION OF SERVICES</u>	<u>AMOUNT</u>
02/22/2023	Individual Meal - Andrej Danis - Dinner	80.00
02/22/2023	Individual Meal - Andrej Danis - Lunch	24.06
02/22/2023	Taxi/Car Service Andrej Danis Home to Airport	70.23
02/22/2023	Taxi/Car Service Andrej Danis Airport to Home	53.56
02/22/2023	Taxi/Car Service Conor McShane Office to Home	41.12
02/23/2023	Individual Meal - Andrej Danis - Dinner	54.27
02/23/2023	Individual Meal - Andrej Danis - Breakfast	3.91
02/23/2023	Individual Meal - Andrej Danis - Lunch	24.06
02/23/2023	Taxi/Car Service Conor McShane City to Home	37.69
02/23/2023	Taxi/Car Service Conor McShane Home to Office	50.56
02/23/2023	Airfare James McGlynn 2023-02-27 ATL- LGA	636.96
02/23/2023	Train Robert Wendeborn - Frankfurt	212.77
02/24/2023	Individual Meal - Andrej Danis - Breakfast	10.00
02/24/2023	Taxi/Car Service Andrej Danis Airport to Home	57.58
02/24/2023	Taxi/Car Service Andrej Danis Hotel to Airport	58.25
02/24/2023	Internet Access Andrej Danis	19.00
02/24/2023	Taxi/Car Service Conor McShane Office to Home	40.70
02/24/2023	Taxi/Car Service Robert Wendeborn Theodor-heuss-allee 112 to Am hauptbahnhof 60239	9.54
02/25/2023	Taxi/Car Service Robert Wendeborn Arnulfstraße 4 to Dewetstraße 1	13.91
02/26/2023	Airfare Fernando Santos De Carvalho 2023-03-05 DFW- FRA	3,473.65
02/26/2023	Lodging Rebecca Roof New York 2023-02-26 2023-03-01	955.64
02/27/2023	Internet Access Fernando Santos De Carvalho	19.00
02/27/2023	Lodging James McGlynn New York 2023-02-27 2023-03-01	593.49
02/27/2023	Individual Meal - James McGlynn - Dinner	5.61
02/27/2023	Individual Meal - James McGlynn - Breakfast	5.99
02/27/2023	Individual Meal - Rebecca Roof - Dinner	51.35

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

DATE	DESCRIPTION OF SERVICES	AMOUNT
02/27/2023	Taxi/Car Service Rebecca Roof Home to Airport	105.00
02/27/2023	Public Transportation Robert Wendeborn	20.47
02/28/2023	Airfare Andrej Danis 2023-03-05 MIA- FRA	2,897.55
02/28/2023	Individual Meal - James McGlynn - Dinner	3.34
02/28/2023	Taxi/Car Service James McGlynn Airport to Hotel	93.98
02/28/2023	Individual Meal - Rebecca Roof - Dinner	64.44
02/28/2023	Taxi/Car Service Rebecca Roof Client to Airport	139.18
03/01/2023	Internet Access Fernando Santos De Carvalho	29.00
03/01/2023	Individual Meal - James McGlynn - Dinner	19.96
03/01/2023	Parking/Tolls James McGlynn	53.00
03/02/2023	Taxi/Car Service Conor McShane Home to Office	61.71
03/02/2023	Taxi/Car Service James McGlynn Office to Airport	90.43
03/03/2023	Taxi/Car Service Rebecca Roof Airport to Home	105.00
03/03/2023	Taxi/Car Service Rebecca Roof Client to Dinner	38.65
03/03/2023	Taxi/Car Service Rebecca Roof Client to Airport	116.81
03/03/2023	Taxi/Car Service Rebecca Roof Hotel to Airport	80.18
03/03/2023	Taxi/Car Service Rebecca Roof Client to Hotel	15.93
03/03/2023	Taxi/Car Service Rebecca Roof Hotel to Client	22.94
03/04/2023	Train Robert Wendeborn - Frankfurt	204.95
03/05/2023	Internet Access Andrej Danis	31.60
03/05/2023	Internet Access Fernando Santos De Carvalho	25.00
03/06/2023	Lodging Andrej Danis Frankfurt 2023-03-06 2023-03-10	660.43
03/06/2023	Individual Meal - Andrej Danis - Dinner	51.83
03/06/2023	Individual Meal - Andrej Danis - Breakfast	40.00
03/06/2023	Individual Meal - Andrej Danis - Lunch	27.73
03/06/2023	Taxi/Car Service Andrej Danis Home to Airport	46.99
03/06/2023	Taxi/Car Service Andrej Danis Airport to Hotel	42.51

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

<u>DATE</u>	<u>DESCRIPTION OF SERVICES</u>	<u>AMOUNT</u>
03/06/2023	Lodging Fernando Santos De Carvalho Frankfurt 2023-03-06 2023-03-10	730.64
03/06/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	19.99
03/06/2023	Taxi/Car Service Fernando Santos De Carvalho Airport to Hotel	43.59
03/06/2023	Internet Access Fernando Santos De Carvalho	35.00
03/06/2023	Lodging Robert Wendeborn Frankfurt 2023-03-06 2023-03-09	437.69
03/06/2023	Taxi/Car Service Robert Wendeborn Home to City	23.93
03/07/2023	Group Meal - Andrej Danis - Lunch - Andrej Danis; Robert Wendeborn	13.33
03/07/2023	Group Meal - Andrej Danis - Dinner - Klaus Hoelbling; Andrej Danis; Robert Wendeborn; Fernando Santos De Carvalho; Roberto Schmidl; Antonio Beltran; Peter Hellbrueck; Fadi Mubarak	640.00
03/07/2023	Taxi/Car Service Robert Wendeborn Hotel to Client	15.20
03/08/2023	Individual Meal - Andrej Danis - Breakfast	7.33
03/08/2023	Group Meal - Andrej Danis - Lunch - Andrej Danis; Robert Wendeborn	67.11
03/08/2023	Internet Access Conor McShane	10.00
03/08/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	15.56
03/08/2023	Taxi/Car Service Robert Wendeborn Hotel to Client	26.93
03/08/2023	Taxi/Car Service Robert Wendeborn Client to Hotel	25.60
03/09/2023	Individual Meal - Andrej Danis - Breakfast	40.00
03/09/2023	Group Meal - Andrej Danis - Lunch - Andrej Danis; Robert Wendeborn; Fernando Santos De Carvalho	81.68
03/09/2023	Taxi/Car Service Andrej Danis Hotel to Office	20.48
03/09/2023	Airfare Andrej Danis 2023-03-13 MIA- LGA	434.01
03/09/2023	Group Meal - Fernando Santos De Carvalho - Dinner - Andrej Danis; Fernando Santos De Carvalho; Fadi Moubarak	204.88
03/09/2023	Taxi/Car Service Rebecca Roof Airport to Home	105.00
03/09/2023	Individual Meal - Robert Wendeborn - Breakfast	25.51

AlixPartners

Alan Masarek
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 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

DATE	DESCRIPTION OF SERVICES	AMOUNT
03/09/2023	Public Transportation Robert Wendeborn	4.56
03/09/2023	Taxi/Car Service Robert Wendeborn City to HBF	14.79
03/09/2023	Train Robert Wendeborn - Muenchen	5.97
03/10/2023	Taxi/Car Service Andrej Danis Hotel to Airport	42.51
03/10/2023	Individual Meal - Andrej Danis - Lunch	43.09
03/10/2023	Individual Meal - Andrej Danis - Breakfast	29.30
03/10/2023	Taxi/Car Service Fernando Santos De Carvalho Frankfurt to Airport	46.88
03/10/2023	Airfare Fernando Santos De Carvalho 2023-03-13 DFW- LGA	745.23
03/10/2023	Airfare Jens Wilken 2023-03-13 ORD- LGA	569.68
03/10/2023	Taxi/Car Service Robert Wendeborn HBF to Home	22.81
03/11/2023	Taxi/Car Service Andrej Danis Airport to Home	69.58
03/11/2023	Individual Meal - Jens Wilken - Lunch	16.20
03/12/2023	Individual Meal - Jens Wilken - Lunch	15.18
03/13/2023	Lodging Andrej Danis New York 2023-03-13 2023-03-16	1,204.19
03/13/2023	Individual Meal - Andrej Danis - Breakfast	80.00
03/13/2023	Individual Meal - Andrej Danis - Lunch	27.15
03/13/2023	Individual Meal - Andrej Danis - Dinner	24.06
03/13/2023	Lodging Fernando Santos De Carvalho New York 2023-03-13 2023-03-16	1,597.84
03/13/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	21.78
03/13/2023	Taxi/Car Service Fernando Santos De Carvalho Airport to Hotel	58.85
03/13/2023	Internet Access Fernando Santos De Carvalho	19.00
03/13/2023	Lodging Jens Wilken New York 2023-03-13 2023-03-16	1,265.13
03/13/2023	Individual Meal - Jens Wilken - Lunch	20.85
03/13/2023	Taxi/Car Service Jens Wilken Home to Airport	50.01
03/13/2023	Lodging Rebecca Roof New York 2023-03-13 2023-03-16	1,650.00
03/13/2023	Individual Meal - Rebecca Roof - Breakfast	15.47

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

DATE	DESCRIPTION OF SERVICES	AMOUNT
03/13/2023	Airfare Rebecca Roof 2023-03-16 LGA- IAH	356.66
03/13/2023	Train Robert Wendeborn - FRA	186.63
03/13/2023	Train Robert Wendeborn - Muenchen	5.97
03/14/2023	Individual Meal - Andrej Danis - Lunch	40.46
03/14/2023	Individual Meal - Andrej Danis - Breakfast	24.06
03/14/2023	Taxi/Car Service Andrej Danis Hotel to Meeting	38.74
03/14/2023	Individual Meal - Fernando Santos De Carvalho - Dinner	60.00
03/14/2023	Taxi/Car Service Fernando Santos De Carvalho Hotel to Office	19.35
03/14/2023	Individual Meal - Jens Wilken - Breakfast	3.97
03/14/2023	Taxi/Car Service Jens Wilken Airport to Alixpartners NYC office	48.89
03/14/2023	Individual Meal - Rebecca Roof - Dinner	69.59
03/14/2023	Group Meal - Engagement Team Rebecca Roof - Dinner - Rebecca Roof; Kevin Speed	160.00
03/14/2023	Taxi/Car Service Rebecca Roof Hotel to Client site	216.46
03/14/2023	Taxi/Car Service Rebecca Roof Client to Hotel	43.29
03/14/2023	Taxi/Car Service Rebecca Roof Hotel to Client	22.68
03/14/2023	Lodging Robert Wendeborn Frankfurt 2023-03-14 2023-03-15	360.69
03/14/2023	Taxi/Car Service Robert Wendeborn Train Station to Client Office	16.67
03/15/2023	Individual Meal - Andrej Danis - Lunch	56.76
03/15/2023	Individual Meal - Andrej Danis - Breakfast	9.44
03/15/2023	Group Meal - Engagement Team Conor McShane - Dinner - James Mennie; Raymond Li; Conor McShane; Andrej Danis; Jens Wilken; John Crelli; Brian Tsui	397.43
03/15/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	48.60
03/15/2023	Individual Meal - Fernando Santos De Carvalho - Breakfast	28.58
03/15/2023	Taxi/Car Service Fernando Santos De Carvalho Downtown to Hotel	36.48
03/15/2023	Taxi/Car Service Fernando Santos De Carvalho Hotel to Downtown	4.84

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

DATE	DESCRIPTION OF SERVICES	AMOUNT
03/15/2023	Taxi/Car Service Fernando Santos De Carvalho NYC to Airport	32.28
03/15/2023	Individual Meal - Jens Wilken - Breakfast	3.97
03/15/2023	Individual Meal - Rebecca Roof - Dinner	36.49
03/15/2023	Taxi/Car Service Rebecca Roof Client site to Hotel	185.18
03/15/2023	Taxi/Car Service Robert Wendeborn Client Office to Train Station	19.90
03/16/2023	Individual Meal - Andrej Danis - Breakfast	20.00
03/16/2023	Individual Meal - Andrej Danis - Lunch	12.37
03/16/2023	Individual Meal - Andrej Danis - Dinner	58.88
03/16/2023	Individual Meal - Fernando Santos De Carvalho - Lunch	47.35
03/16/2023	Individual Meal - Fernando Santos De Carvalho - Breakfast	11.92
03/16/2023	Taxi/Car Service Fernando Santos De Carvalho Hotel to Office	17.33
03/16/2023	Taxi/Car Service Fernando Santos De Carvalho NYC to Airport	61.24
03/16/2023	Individual Meal - Jens Wilken - Dinner	58.64
03/16/2023	Individual Meal - Jens Wilken - Lunch	25.83
03/16/2023	Taxi/Car Service Rebecca Roof Hotel to Airport	209.31
03/16/2023	Airfare Rebecca Roof 2023-03-20 IAH- LGA	230.46
03/16/2023	Taxi/Car Service Robert Wendeborn Train Station to Home	21.47
03/17/2023	Taxi/Car Service Andrej Danis Airport to Home	94.62
03/17/2023	Internet Access Fernando Santos De Carvalho	19.00
03/17/2023	Airfare James McGlynn 2023-03-20 ATL- LGA	530.94
03/17/2023	Taxi/Car Service Jens Wilken Airport to Home	38.90
03/17/2023	Taxi/Car Service Jens Wilken NYC office to Airport	128.83
03/17/2023	Internet Access Jens Wilken	19.98
03/17/2023	Individual Meal - Rebecca Roof - Lunch	26.39
03/17/2023	Taxi/Car Service Rebecca Roof Client to Airport	116.81
03/19/2023	Individual Meal - Rebecca Roof - Dinner	61.49
03/20/2023	Lodging James McGlynn New York 2023-03-20 2023-03-21	362.15

AlixPartners

Alan Masarek
 Chief Executive Officer
 Avaya Holdings Corp.
 2605 Meridian Parkway, Suite 200
 Durham, NC 27713

Re: Expenses
 Code: 20005778P00006.1.32

<u>DATE</u>	<u>DESCRIPTION OF SERVICES</u>	<u>AMOUNT</u>
03/20/2023	Individual Meal - James McGlynn - Dinner	5.61
03/20/2023	Individual Meal - James McGlynn - Breakfast	12.12
03/21/2023	Individual Meal - James McGlynn - Dinner	16.32
03/21/2023	Taxi/Car Service James McGlynn Airport to Hotel	55.93
03/21/2023	Parking/Tolls James McGlynn	37.00
03/21/2023	Group Meal - Rebecca Roof - Dinner - Rebecca Roof; Kevin Speed; M Manganello; M Vollmer	360.61
03/21/2023	Group Meal - Engagement Team Rebecca Roof - Lunch - James McGlynn; Rebecca Roof; Kevin Speed	80.88
03/21/2023	Taxi/Car Service Rebecca Roof Hotel to Client site	37.03
03/21/2023	Taxi/Car Service Rebecca Roof Home to Airport	105.00
03/21/2023	Taxi/Car Service Rebecca Roof Airport to Hotel	116.81
03/22/2023	Taxi/Car Service James McGlynn Office to Airport	94.43
03/22/2023	Individual Meal - Raymond Li - Dinner	46.11
03/22/2023	Taxi/Car Service Rebecca Roof Client to Dinner	25.20
03/22/2023	Taxi/Car Service Rebecca Roof Dinner to Hotel	21.36
03/22/2023	Taxi/Car Service Rebecca Roof Hotel to Client	33.60
03/22/2023	Taxi/Car Service Rebecca Roof Client to Hotel	24.35
Total Expenses		<u>\$ 35,361.54</u>



Alan Masarek
Chief Executive Officer
Avaya Holdings Corp.
2605 Meridian Parkway, Suite 200
Durham, NC 27713
0

Client: 20005778P00006

Expenses	Amount
Airfare	11,091.37
Ground Transportation	5,459.37
Lodging	13,663.22
Meals	4,755.00
Parking & Tolls	90.00
Phone and Internet	302.58
Total Expenses	<u>\$ 35,361.54</u>

Exhibit C

Certification of Eric Koza

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE SOUTHERN DISTRICT OF TEXAS
HOUSTON DIVISION**

In re:)	
)	Chapter 11
AVAYA INC., <i>et al.</i> , ¹)	Case No. 23-90088 (DRJ)
)	
Reorganized Debtors.)	(Jointly Administered)

CERTIFICATION OF ERIC KOZA

I, Eric Koza, declare under the penalty of perjury as follows:

1. I am a Partner and Managing Director in the firm of AlixPartners, LLP (“AlixPartners”), which has a place of business at 909 Third Avenue, Floor 30, New York, New York 10022.

2. I reviewed the *Combined Final Application of AlixPartners, LLP, Chief Restructuring Officer, Interim Chief Financial Officer and Restructuring Advisor to the Debtors, for Allowance of (I) Compensation for Professional Services Rendered and Reimbursement of Expenses Incurred for the Period from February 14, 2023, Through and Including March 22, 2023, and (II) a Completion Fee* (the “Fee Application”).²

3. To the best of my knowledge, information and belief, the statements contained in this Fee Application are true and correct. In addition, I believe that this Fee Application complies with Bankruptcy Local Rule 2016-1(a).

¹ A complete list of each of the Reorganized Debtors in these chapter 11 cases may be obtained on the website of the Reorganized Debtors’ claims and noticing agent at <http://www.kcellc.net/avaya>. The location of Reorganized Debtor Avaya Inc.’s principal place of business and the Reorganized Debtors’ service address in these chapter 11 cases is 350 Mount Kemble Avenue, Morristown, New Jersey 07960.

² Capitalized terms used but not otherwise defined herein shall have the meanings assigned to such terms in the Fee Application.

4. In connection therewith, I hereby certify as follows:
- a) The fees and disbursements sought are billed at rates and in accordance with practices customarily employed by AlixPartners and are reasonable and generally accepted by AlixPartners' clients;
 - b) In providing reimbursable services, AlixPartners does not make a profit on such service, whether the service is performed by AlixPartners in-house or through a third party and seeks reimbursement of services purchased from or contracted for with a third-party vendor only in the amount billed to AlixPartners by and paid or to be paid by AlixPartners to the vendor;
 - c) In accordance with Bankruptcy Rule 2016(a) and Bankruptcy Code section 504, no agreement or understanding exists between AlixPartners and any other person for the sharing of compensation to be received in connection with these Chapter 11 Cases except as authorized pursuant to the Bankruptcy Code, Bankruptcy Rules and Bankruptcy Local Rules; and
 - d) All services for which compensation is sought were professional services on behalf of the Debtors and not on behalf of any other person.

5. I certify, under penalty of perjury, that the foregoing statements made by me are true to the best of my knowledge, information and belief.

Dated: May 4, 2023

ALIXPARTNERS, LLP
909 Third Avenue, 28th Floor
New York, New York 10022

/s/ Eric Koza

By: Eric Koza
Partner & Managing Director

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE SOUTHERN DISTRICT OF TEXAS
HOUSTON DIVISION**

In re:)	
)	Chapter 11
)	
AVAYA INC., <i>et al.</i> , ¹)	Case No. 23-90088 (DRJ)
)	
Reorganized Debtors.)	(Jointly Administered)
)	Re: Docket No.

**ORDER GRANTING COMBINED FINAL
APPLICATION OF ALIXPARTNERS, LLP,
CHIEF RESTRUCTURING OFFICER, INTERIM CHIEF
FINANCIAL OFFICER AND RESTRUCTURING ADVISOR TO
THE DEBTORS, FOR ALLOWANCE OF (I) COMPENSATION FOR
PROFESSIONAL SERVICES RENDERED AND REIMBURSEMENT
OF EXPENSES INCURRED FOR THE PERIOD FROM FEBRUARY 14, 2023,
THROUGH AND INCLUDING MARCH 22, 2023, AND (II) A COMPLETION FEE**

The Court has considered the *Combined Final Application of AlixPartners, LLP, Chief Restructuring Officer, Interim Chief Financial Officer and Restructuring Advisor to the Debtors, for Allowance of (I) Compensation for Professional Services Rendered and Reimbursement of Expenses for the Period from February 14, 2023, Through and Including March 22, 2023, and (II) a Completion Fee* (the “Application”)² filed by AlixPartners, LLP (the “Applicant”). The Court orders:

1. Applicant is allowed compensation and reimbursement of expenses in the amount of \$6,506,549.96 for the period set forth in the Application.

¹ A complete list of each of the Reorganized Debtors in these chapter 11 cases may be obtained on the website of the Reorganized Debtors’ claims and noticing agent at <http://www.kccllc.net/avaya>. The location of Reorganized Debtor Avaya Inc.’s principal place of business and the Reorganized Debtors’ service address in these chapter 11 cases is 350 Mount Kemble Avenue, Morristown, New Jersey 07960.

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

2. The compensation and reimbursement of expenses allowed in this Order are approved on a final basis.

3. The Reorganized Debtors are authorized to disburse any unpaid amounts allowed by paragraphs 1 or 2 of this Order.

Dated: _____, 2023
Houston, Texas

DAVID R. JONES
UNITED STATES BANKRUPTCY JUDGE