

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

In re

WESCO AIRCRAFT HOLDINGS, INC., et al.,¹
Debtors.

Case No. 23-90611 (DRJ)

Chapter 11

(Jointly Administered)

**AFFIDAVIT OF PUBLICATION OF THE NOTICE OF HEARING TO CONSIDER
CONFIRMATION OF THE CHAPTER 11 PLAN FILED BY THE DEBTORS AND
RELATED DEADLINES IN THE NEW YORK TIMES, THE FINANCIAL TIMES AND
THE DALLAS MORNING NEWS**

This Affidavit of Publication includes the sworn statements verifying that the Notice of Hearing to Consider Confirmation of the Chapter 11 Plan Filed by the Debtors and Related Deadlines was published and incorporated by reference herein as follows:

1. In *The New York Times* on January 22, 2024, attached hereto as **Exhibit A**.
2. In *The Financial Times* on January 22, 2024, attached hereto as **Exhibit B**.
3. In *The Dallas Morning News* on January 22, 2024, attached hereto as **Exhibit C**.

¹ The Debtors operate under the trade name Incora and have previously used the trade names Wesco, Pattonair, Haas, and Adams Aviation. A complete list of the Debtors in these chapter 11 cases, with each one's federal tax identification number and the address of its principal office, is available on the website of the Debtors' noticing agent at <http://www.kccllc.net/incora/>. The service address for each of the Debtors in these cases is 2601 Meacham Blvd., Ste. 400, Fort Worth, TX 76137.



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Exhibit A

Exhibit B

AFFIDAVIT OF PUBLICATION

IN THE MATTER OF: {KCC}

STATE OF NEW YORK

ss:

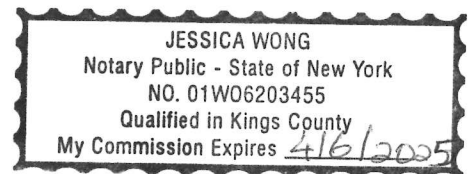
COUNTY OF NEW YORK

I, Jonathan Florez, being duly sworn, hereby certify that (a) I am the Account Planner, US Advertising of FT Publications, Inc. Publisher of the FINANCIAL TIMES, a daily newspaper published worldwide, and of general circulation in the city and county of New York, and (b) that the Notice of which the annexed is a copy was published in THE FINANCIAL TIMES ON THE:

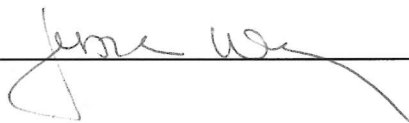
22nd Day of January 2024.

Jonathan Florez, ACCOUNT PLANNER, **ADVERTISING:**

Signature:



Date: 01/22/2024



**NOTICE OF HEARING TO CONSIDER CONFIRMATION OF
THE CHAPTER 11 PLAN FILED BY THE DEBTORS
AND RELATED DEADLINES**

PLEASE TAKE NOTICE that on January 12, 2024, the United States Bankruptcy Court for the Southern District of Texas (the "**Court**") entered an order (Docket No. 1228) (the "**Disclosure Statement Order**") that, among other things: (a) approved the *Disclosure Statement for the Modified First Amended Joint Chapter 11 Plan of Wesco Aircraft Holdings, Inc. et al.* (Docket No. 1224) (the "**Disclosure Statement**") as containing "adequate information" pursuant to section 1125(a) of title 11 of the United States Bankruptcy Code (the "**Bankruptcy Code**"); and (b) authorized the above-captioned debtors and debtors in possession (the "**Debtors**") to solicit acceptances for the *Modified First Amended Joint Chapter 11 Plan of Wesco Aircraft Holdings, Inc. et al.* (Docket No. 1223) (as may be amended, supplemented, or otherwise modified from time to time, the "**Plan**").²

PLEASE TAKE FURTHER NOTICE that a preliminary status conference (the "**Preliminary Status Conference**") in relation to further consideration of confirmation will be held on **February 22, 2024, at 4:00 p.m. (CST)**, solely by audio and video connection. Subject to the outcome of the Preliminary Status Conference, a hearing to consider confirmation of the Plan (the "**Confirmation Hearing**") will be held on **February 27, 2024, at 9:00 a.m. (CST)**. The Confirmation Hearing will be held before the Honorable Marvin Isgur, United States Bankruptcy Judge, in Courtroom 404 at 515 Rusk Street, Houston, TX 77002. The Confirmation Hearing may be continued from time to time without further notice other than by an announcement in open court or notice filed on the Court's docket and served on all parties entitled to the notice.

PLEASE TAKE FURTHER NOTICE that the Plan may be modified, if necessary, pursuant to section 1127 of the Bankruptcy Code, before, during or as a result of the Confirmation Hearing, without further notice to interested parties.

PLEASE TAKE FURTHER NOTICE that the deadline for filing objections to the Plan (including with regard to the treatment of Executory Contracts and Unexpired Leases thereunder) is **February 15, 2024, at 5:00 p.m. (CST)** (the "**Confirmation Objection Deadline**"). Any objection to the Plan must: (a) be in writing; (b) conform to the Bankruptcy Rules, the Local Rules, and any orders of the Court; (c) set forth the name and address of the objecting party and the nature and amount of Claims or Interests held or asserted by the objecting party; (d) state, with particularity, the legal and factual basis for the objection; and (e) be filed with the Court on or before the **Confirmation Objection Deadline**.

PLEASE TAKE FURTHER NOTICE that holders of Claims entitled to vote on the Plan will receive (i) copies of the Disclosure Statement Order and the Disclosure Statement (including the Plan and certain exhibits thereto), (ii) this notice, and (iii) a Ballot, together with a pre-addressed postage pre-paid envelope to be used by them in voting to accept or to reject the Plan and opting out of the Third-Party Releases contained in the Plan. Failure to follow the instructions set forth on a Ballot may disqualify that Ballot and any vote or election attempted to be cast through the Ballot.

PLEASE TAKE FURTHER NOTICE that certain other holders or purported holders of Claims or Interests, which are not entitled to vote on the Plan, will receive (i) copies of the Disclosure Statement Order and the Disclosure Statement (including the Plan and certain exhibits thereto), (ii) this notice, and (iii) a Notice of Non-Voting Status, together with pre-addressed postage pre-paid envelope to be used by them in opting out of the Third-Party Releases contained in the Plan. Failure to follow the instructions set forth on a Notice of Non-Voting Status may disqualify any election attempted to be cast through the form attached to the Notice of Non-Voting Status.

PLEASE TAKE FURTHER NOTICE that the date for determining which holders of Claims are entitled to vote on the Plan is January 9, 2024 (the "**Voting Record Date**").

PLEASE TAKE FURTHER NOTICE that the deadline for voting on the Plan or opting out of the Third-Party Releases is on **February 15, 2024, at 5:00 p.m. (CST)** (the "**Voting Deadline**"). To vote on the Plan or opt out of the Third-Party Releases, you must: (a) follow the instructions on your Ballot or Notice of Non-Voting Status carefully; (b) complete all of the required information on the Ballot or Notice of Non-Voting Status; and (c) execute and return your completed Ballot or Notice of Non-Voting Status according to and as set forth in detail in the voting instructions so that it is actually received by the Debtors' solicitation agent, Kurtzman Carson Consultants LLC (the "**Solicitation Agent**") on or before the Voting Deadline. If you believe you are entitled to vote on the Plan, but have not received a Ballot, please contact the Solicitation Agent immediately.

PLEASE TAKE FURTHER NOTICE that additional copies of the Disclosure Statement, including the Plan, or any other solicitation materials (except for Ballots) are available free of charge on the Debtors' case information website (https://www.kcdcl.net/incra) or from the Solicitation Agent at (888) 251-2937 (U.S./Canada) or +1 (310) 751-2613 (International) or by writing the Solicitation Agent at IncoRA Ballot Processing Center, c/o KCC, 222 N. Pacific Coast Highway, Suite 300, El Segundo, CA 90245. Please be advised that the Solicitation Agent is authorized to answer questions about, and provide additional copies of, solicitation materials, but may not advise you as to whether you should vote to accept or reject the Plan.

PLEASE TAKE FURTHER NOTICE that Article VIII of the Plan contains certain releases, exculpations and injunctions. These provisions affect your rights, including your rights against persons other than the Debtors. The Third-Party Release provisions are quoted below in full. If you are a holder of a Claim against or Interest in the Debtors, you may opt out from the Third-Party Release provisions by timely returning a Ballot or a form attached to a Notice of Non-Voting Status. If you wish to opt out of the Third-Party Release provisions and have not received a Ballot or a Notice of Non-Voting Status, please contact the Solicitation Agent **immediately** through the website or phone number in the previous paragraph.

Article VIII of the Plan provides for the following release by Holders of

Claims or Interests ("Third-Party Release"): As of the Effective Date, each of the Releasing Parties (other than the Debtors) shall be deemed to have irrevocably and nonexclusively, on behalf of itself, its heirs, assigns, individually and collectively, released, acquitted, and discharged each of the Released Parties from any and all Causes of Action, including any derivative Causes of Action asserted or assertable by or on behalf of a Debtor, Reorganized Debtor, or any of their Estates, and any Causes of Action asserted or assertable by or on behalf of the holder of any Claim or Interest or other Entity, whether known or unknown, foreseen or unforeseen, asserted or unasserted, matured or unmatured, existing or hereafter arising, in law, equity, contract, tort, or otherwise that the Releasing Parties (whether individually or collectively) ever had, now have, or thereafter can, shall, or may have, based on or relating to, or in any manner arising from, in whole or in part: (i) the Debtors, the Debtors' in- or out-of-court restructuring efforts, intercompany transactions, the Chapter 11 Cases, the purchase, sale, or rescission of any security of the Debtors, the Global Settlement, the formulation, preparation, dissemination, negotiation, or filing of the Restructuring Support Agreement, the Definitive Documents, the DIP Financing, the New Exit Notes, the New Takeback Notes, the New Revolver Facility, the New Common Equity, the Disclosure Statement, or the Plan, including the Plan Supplement; (ii) any Restructuring Transaction, contract, instrument, release, or other agreement or document (including any legal opinion requested by any Entity regarding any transaction, contract, instrument, document, or other agreement contemplated by the Plan or the reliance by any Released Party on the Plan or the Confirmation Order in lieu of such legal opinion) created or entered into in connection with the Restructuring Support Agreement, the Definitive Documents, the DIP Financing, the use of cash collateral authorized under the DIP Orders and the adequate protection granted in connection therewith, the New Exit Notes, the New Takeback Notes, the New Revolver Facility, the New Common Equity, the Disclosure Statement, or the Plan, including the Plan Supplement; (iii) the business or contractual arrangements between any Debtor and any Released Party, whether before or during the Debtors' restructuring, or the restructuring of Claims and Interests before or during the Chapter 11 Cases; (iv) the assumption, rejection, or amendment of any Executory Contract and/or Unexpired Lease; (v) the subject matter of, or the transactions or events giving rise to, any Claim or Interest that is affected through the Restructuring (including pursuant to the Plan) or classified in the Plan; (vi) the filing or administration of the Chapter 11 Cases, the pursuit of Confirmation, the pursuit of Consummation, the administration and implementation of the Plan, including the issuance or distribution of securities pursuant to the Plan, or the distribution of property under the Plan or any other related agreement; (vii) the 2022 Financing Transactions, the Financing Litigation or the settlement thereof, including pursuant to the Global Settlement; and (viii) any other act or omission, transaction, agreement, event, or other occurrence taking place on or before the Effective Date arising from or relating to any of the foregoing, including the 1L Indenture, 1.25L Indenture, 2024 Unsecured Indenture, 2026 Unsecured Notes Indenture, 2027 Unsecured Notes Indenture, the PIK Notes Indenture, or the ABL Credit Agreement and including any amendments to the foregoing and all matters relating thereto (collectively, the "**Covered Released Matters**").

Notwithstanding anything to the contrary in the foregoing, the releases set forth above shall not release (a) to the extent that any Causes of Action against any Releasing Party are not released or discharged pursuant to the Plan, any rights of such Releasing Party to assert any and all counterclaims, crossclaims, offsets, indemnities, claims for contribution, defenses, and similar claims in response to such Causes of Action (provided that, except as set forth in Article V.D.2, no such counterclaims, crossclaims, offsets, indemnities, claims for contribution, defenses, or similar claims may be asserted against the Debtors, or the Reorganized Debtors or any Released Party to the extent such claims have been released or discharged pursuant to the Plan), (b) any Cause of Action (other than any Cause of Action against the Debtors, the Reorganized Debtors, or any Related Party of the Reorganized Debtors) unknown to such Releasing Party as of the Effective Date that arises out of actual fraud, or gross negligence of an Entity other than such Releasing Party, (c) any Cause of Action against any Excluded Party, (d) any post-Effective Date obligations of any Entity under the Plan, any Restructuring Transaction, any Definitive Document (including those set forth in the Plan Supplement), or other document, instrument or agreement executed to implement the Plan, or (e) the right of any Releasing Party to receive any distribution under the Plan or payment of any Cure Claim.

For the avoidance of doubt, Langur Maize shall be deemed to have opted out of the Third-Party Release and shall not be Releasing Parties or Released Parties.

Definition of "Released Parties": Means, collectively, the Releasing Parties; provided that no Excluded Party shall be a Released Party.

Definition of "Releasing Parties": Means, collectively, and in each case in its capacity as such: (a) each Debtor; (b) each Reorganized Debtor; (c) each non-Debtor affiliate; (d) each of the Consenting 1L Noteholders, the Consenting 1.25L Noteholders and the Consenting Equity Holders; (e) the Committee and its members; (f) the DIP Purchasers; (g) Wilmington Savings Fund Society, FSB, in its capacity as current and/or former indenture trustee, notes agent and collateral agent, as applicable, under the DIP Notes Purchase Agreement, the 1L Indenture, the 1.25L Indenture, the Unsecured Notes Indentures and the PIK Notes Indenture; (h) BOKF, in its capacity as current and/or former indenture trustee under the Unsecured Notes Indentures; (i) the ABL Agent and the ABL Lenders; (j) the New Revolver Facility Agent and the New Revolver Facility Lenders; (k) the New Notes Indenture Trustees; (l) each holder of Claims or Interests that is entitled to vote on the Plan and does not elect to opt out of the Third-Party Release; (m) each holder of Claims or Interests that is deemed to reject or presumed to accept the Plan but does not elect to opt out of the Third-Party Release; (n) with respect to each of the Entities in the foregoing clauses (a) through (m), each such Entity's current and former Related Parties; provided that, if any holder of a Claim or Interest does not elect to opt out of the Third-Party Release in any of its capacities, such holder and each of its Related Parties that is also a holder of a Claim or Interest shall be

deemed to have opted out of the Third-Party Release in all capacities; *provided, further*, that no Excluded Party shall be a Releasing Party. Notwithstanding any of the foregoing, the Langur Maize shall be deemed to have opted out of the Third-Party Release and shall not be Releasing Parties or Released Parties.

Article VIII of the Plan provides for the injunction (the "Injunction"): Upon entry of the Confirmation Order, all Persons and Entities shall be ENJOINED from taking any actions to interfere with the implementation or consummation of this Plan, or the vesting of the Estates' assets in, and the enjoyment of such assets by, the Reorganized Debtors pursuant to this Plan.

Except as otherwise expressly provided in this Plan or in the Confirmation Order, all Persons and Entities are permanently ENJOINED, from and after the Effective Date, from commencing or continuing any action, the employment of process, or any other act, to pursue, collect, recover or offset any Claim, Interest, debt, obligation or Cause of Action that has been extinguished, discharged, released or made subject to exculpation under this Plan (the "**Covered Matters**"), whether against the Debtors, the Reorganized Debtors, (solely with respect to the Releasing Parties) the Released Parties, or the Exculpated Parties (the "**Covered Entities**"). The acts enjoined by the foregoing injunction include any act to:

1. enforce, attach, collect, or recover by any manner or means any judgment, award, decree, or order against a Covered Entity or any of the property or interests in property of a Covered Entity on account of or in connection with or with respect to any Covered Matter;

2. create, renew, perfect, or enforce any lien or encumbrance of any kind against a Covered Entity or any of the property or interests in property of a Covered Entity on account of or in connection with or with respect to any Covered Matter; or

3. assert any right of setoff, subrogation, or recoupment of any kind against any obligation due from a Covered Entity or from any of the property or interests in property of a Covered Entity on account of or in connection with or with respect to any Covered Matter, unless the Person or Entity holding such setoff, subrogation or recoupment right has asserted such a right and has expressly stated its intent to preserve its right in a document filed with the Bankruptcy Court and served on the Debtors and the applicable Covered Entity no later than the earlier of (x) 28 days after entry of the Confirmation Order and (y) the Effective Date.

Without limiting the generality of the foregoing, no Entity shall treat, or cause any other Entity to treat, any stock (within the meaning of Section 382(g)(4)(D) of the Internal Revenue Code of 1986, as amended) of any Debtor held by an 50-Percent Shareholder as "becoming worthless" (within the meaning of Section 382(g)(4)(D) of the Internal Revenue Code of 1986, as amended), with respect to any taxable year ending prior to the Effective Date.

With respect to any Covered Entity, no Entity or Person may commence or continue any action, employ any process, or take any other act to pursue, collect, recover or offset any Claim, Interest, debt, obligation, or Cause of Action relating or reasonably likely to relate to any act or omission in connection with, relating to, or arising out of a Covered Released Matter, Covered Matter, or Covered Exculpation Matter (including one that alleges the actual fraud, gross negligence, or willful misconduct of a Covered Entity), unless expressly authorized by the Bankruptcy Court after (1) it determines that, after notice and a hearing, such Claim, Interest, debt, obligation, or Cause of Action is colorable and (2) it specifically authorizes such Entity or Person to bring such Claim or Cause of Action. The Bankruptcy Court shall have sole and exclusive jurisdiction to determine whether any such Claim, Interest, debt, obligation, or Cause of Action is colorable and, only to the extent legally permissible and as provided for in Article XI, shall have jurisdiction to adjudicate such underlying colorable Claim, Interest, debt, obligation, or Cause of Action. Notwithstanding the foregoing, this paragraph shall not apply to the Langur Maize Retained Causes of Action.

Notwithstanding anything to the contrary in the foregoing, the injunction does not enjoin any Entity from bringing an action to enforce the terms of this Plan, the Confirmation Order, the Restructuring Support Agreement, any other Definitive Document, or other document, instrument, or agreement executed to implement this Plan, the Confirmation Order, the Restructuring Support Agreement or any other Definitive Document. The injunctions set forth in this Article VIII.G shall extend to any successors of the Debtors, the Reorganized Debtors, the Released Parties, the Exculpated Parties and all of their respective property and interests in property.

Dated: January 12, 2024, Sincerely, */s/ Patrick L. Hughes*, Charles A. Beckham, Jr. (TX Bar No. 02016600), Patrick L. Hughes (TX Bar No. 10227300), Kelli S. Norfleite (TX Bar No. 24070678), Martha Wyrick (TX Bar No. 24010606), Re'Necca Sherald (TX Bar No. 24121543), HAYNES AND BOONE, LLP, 1221 McKinney Street, Suite 4000, Houston, TX 77010, Telephone: 1 (713) 547-2000, Email: Charles.Beckham@HaynesBoone.com, Patrick.Hughes@HaynesBoone.com, Kelli.Norfleite@HaynesBoone.com, Martha.Wyrick@HaynesBoone.com, ReNecca.Sherald@HaynesBoone.com -and- Dennis F. Dunne (admitted *pro hac vice*), Samuel A. Khalil (admitted *pro hac vice*), Benjamin M. Schak (admitted *pro hac vice*), MILBANK LLP, 55 Hudson Yards, New York, NY 10001, Telephone: 1 (212) 530-5000, Email: DDunne@Milbank.com, SKhalil@Milbank.com, BSchak@Milbank.com, Counsel to the Debtors and Debtors in Possession

If you have any questions related to this notice, please call (888) 251-2937 (U.S./Canada) or +1 (310) 751-2613 (International), or visit www.kcdcl.net/incra.

¹ The Debtors operate under the trade name IncoRA and have previously used the trade names Wesco, Pattonair, Haas, and Adams Aviation. A complete list of the Debtors in these chapter 11 cases, with each one's federal tax identification number and the address of its principal office, is available on the website of the Debtors' noticing agent at <http://www.kcdcl.net/incra/>. The service address for each of the Debtors in these cases is 2601 Meacham Blvd., Ste. 400, Fort Worth, TX 76137.

² Capitalized terms not otherwise defined herein have the meanings set forth in the Plan, the Disclosure Statement, or the Disclosure Statement Order, as applicable.



Rutherford Hall
‘Never miss an opportunity to do down a competitor’
WORK & CAREERS

Office politics is not optional: play the game or be its victim



Miranda Green
Business Life

If there is one thing most people seem to hate more than politics, it's office politics. Back-stabbing, conniving, sucking up and kicking down: being on career-enhancing manoeuvres makes people a target of derision among colleagues. This is often laced with envy if their machinations produce results.

As the Divine Comedy put it in their 2019 song "Office Politics": "Press the flesh, do the deal/ Book your place on the hamster wheel".

But in recent weeks, I've had a rethink, after being embroiled in holiday-period, mid-life job chat with friends and contemporaries. Many feel stymied, overlooked or are bored and miserable in roles they have outgrown.

As with so much in life, when you reach the end of what the Americans call the "pity party", you need some constructive advice. Empathy can be good. But sometimes it's better to have a more bracing perspective.

One shocking set of potential solutions came from consulting the most recent book by go-to theorist of office politics, Jeffrey Pfeffer, professor of organisational behaviour at Stanford. In *The 7 Rules of Power* he warns that "people opt out of the quest



Kenneth Andersson

for power" often because they see bad people using it for ill. But they become victims of this decision, missing out on the benefits of playing the game.

"A comprehensive meta-analysis of the effects of political skill [at work] found it was positively related to job satisfaction, work productivity, career success and personal reputation, and negatively related to physiological strain." In other words, the consequences of holding back from the fray could be feeling unrecognised and unhappy, watching both your output and health decline — yikes.

Prof Pfeffer is not one to sugar-coat his messages. He has spent a lifetime getting his disciples, at Stanford and elsewhere, to accept what he calls the brutal realities: playing politics is fundamental to getting anywhere at work. Interestingly, resistance to this message is widespread — people prefer what he deems the soothing idea that

“Holding back from the fray could leave you feeling unrecognised and unhappy, with output and health declining”

the light of great work will shine, even under a bushel.

The Pfeffer method is probably most suitable to corporate life. But there are tips for anyone seeking a route up, or out of an unfulfilling rut. They include making yourself and your achievements as visible as possible, projecting confidence and authority, and making sure you network, network, network: you have to become an invaluable conduit and contact.

His first piece of advice, however, is to face up to the fact that this stuff is vital: you need to, in his words, "get out of your own way". Don't disapprove of people you see engaged in self-promoting stratagems, learn from them. And if your identity depends on belief in, as Pfeffer satirically puts it, "a just world and the ultimate triumph of merit", you are in danger of sacrificing what you want from your working life.

Don't get me wrong. Democratic politics has been a life-long obsession to me, but I am not totally sold on the Pfeffer method of mastering the work-based variety. Do not expect a memoir entitled: How I stopped worrying and learned to love office politics. While Pfeffer argues you can't fight "the behavioural realities of power", straying

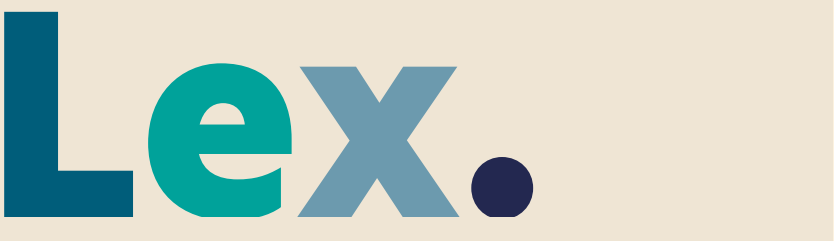
too far from your core values will make you feel dreadful. But I am convinced by one thing: hiding from the trade-offs you are already making will send you straight back to that pity party.

Some prefer — and are better suited to — ploughing their own furrows. It seems a better use of energy than a preoccupation with internal status games. But Pfeffer would probably think this is culpably naive: I suppose it's your own fault if you haven't learnt how to at least play the system in order to be left alone to plough that furrow. By the way, you do need appropriate recognition and reward. Very few can eat or shelter under their ideals.

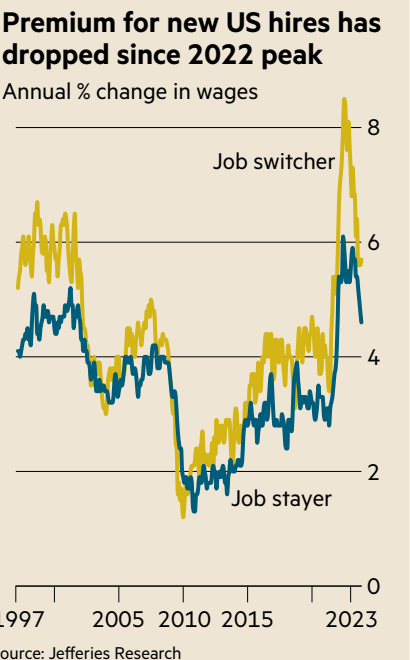
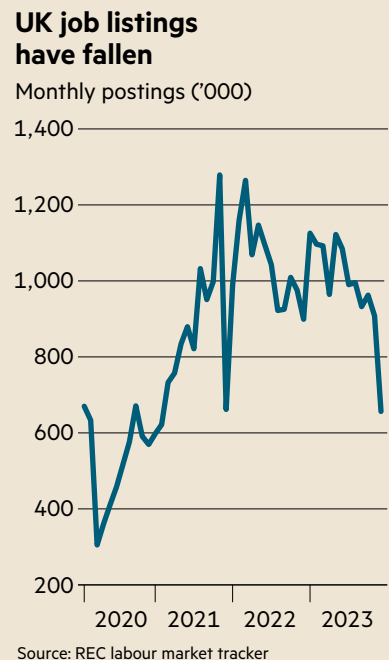
Here's his warning to the mid-life cohort: "The ability to do power becomes more important as your career advances." If "at a certain level everybody is smart," you need other ways to make your mark.

And having to negotiate between your own and other people's agendas is just part of adult life. This year, it may be time to act strategically to try to secure your place — if not on the hamster wheel, then at least somewhere you won't complain about.

miranda.green@ft.com



Recruiter slump signals market stasis, not crash



Do you like your colleagues? Or is there someone who sets your teeth on edge? If so, you are in for a tough spell. The chances of anyone in your immediate vicinity changing jobs have plummeted.

That, at least, is what recent trading at Hays, PageGroup and Robert Walters suggests. The UK and US look especially weak. PageGroup's UK fee income fell by a fifth; in the US, it was down almost a quarter. Hays reported a similar trend, worsening into December. The slowdown has affected the market for permanent jobs more than that for temps. Such gloomy results look hard to square with a resilient jobs market. UK unemployment was 4.2 per cent in the second and third quarters. US December employment data was surprisingly strong.

Yet recruiters spend only a sliver of their time filling newly created jobs. The bread and butter is so-called job churn, created by companies and candidates seeking that elusive perfect match. There was a lot of that post-Covid, as people reconsidered their life goals. It has now come to a screeching halt.

Companies are posting fewer job offers, as confirmed by the Recruitment and Employment Confederations' labour market tracker. Roles that do come up take ages to fill. Anecdotally,

employers are offering only 5-10 per cent more than a candidate's current salary, down from as high as 20-30 in 2022. Smaller rises make candidates more reluctant to take the leap, and counter-offers from their current employer are more likely to succeed.

The slowdown appears to be particularly acute in highly paid non-technical jobs, such as senior employees in HR, legal and finance. Such people are the labour market equivalent of big-ticket discretionary buys, perhaps less crucial to the day-to-day running of organisations than they might hope.

Macro headwinds have made potential employers cautious about taking on new staff, but not so cautious that they are cutting the headcount. Some of the slowdown is cyclical, too. Companies will be bedding down their recent spate of expensive hires and soothing existing workers who may now be feeling relatively underpaid.

A deep chill on job moves is clearly bad news for potential candidates, forced to hunker down and hope for better days. Yet longer term, demographics are on their side. Shrinking workforces and the need for new skills point to a long-term bull market in talent.

NIKKEI Asia The voice of the Asian century

CROSSWORD No 17,635 by MOO

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Scan the QR code to access FT crosswords over the last 30 days — cryptic, Polymath, Weekend and Sunday puzzles — or go to ft.com/crosswordapp

JOTTER PAD

1 Wife that was case manager for a businessman? (8)

2 Irish town's gang that got you into the red perhaps (9)

3 Tale of Ottoman rulers overthrown (4)

5 Yours truly's outrage over city bungler (8)

6 Italian lady careful about getting tipsy on this? (10)

7 Take to the streets and celebrate, having had change of heart (5)

8 Many in district changing political allegiance (6)

9 A new setter, heavenly creature (5)

14 Crowd jostling daughter at canteen (10)

17 Old English holding on, that's clear (9)

18 Loathing one's experience under dictatorial head (8)

19 At first young debater badly misled (8)

22 Briefly glimpse wealthy chap take his leave? (3,3)

23 Drop Tory leader? That's a sore point! (5)

25 Lots of English drinking beer? On the contrary (5)

27 Leader's offence leaving Charlie upset (4)

Legal Notices

IN THE UNITED STATES BANKRUPTCY COURT
FOR THE SOUTHERN DISTRICT OF TEXAS, HOUSTON DIVISION
In re: **WESCO AIRCRAFT HOLDINGS, INC., et al.,** Debtors.
Case No. 23-90611 (MI) Chapter 11 (Jointly Administered)

NOTICE OF HEARING TO CONSIDER CONFIRMATION OF THE CHAPTER 11 PLAN AND RELATED DEADLINES

PLEASE TAKE NOTICE that on January 12, 2024, the United States Bankruptcy Court for the Southern District of Texas (the "Court") entered an order (Docket No. 1228) (the "Disclosure Statement Order") that, among other things: (a) approved the Disclosure Statement for the Modified First Amended Joint Chapter 11 Plan of Wesco Aircraft Holdings, Inc. et al. (Docket No. 1224) (the "Disclosure Statement") as containing "adequate information" pursuant to section 1125(a) of title 11 of the United States Bankruptcy Code (the "Bankruptcy Code"); and (b) authorized the above-captioned debtors and debtors in possession (the "Debtors") to solicit acceptances for the Modified First Amended Joint Chapter 11 Plan of Wesco Aircraft Holdings, Inc. et al. (Docket No. 1223) (as may be amended, supplemented, or otherwise modified from time to time, the "Plan").

PLEASE TAKE FURTHER NOTICE that a preliminary status conference (the "Preliminary Status Conference") in relation to further consideration of confirmation will be held on **February 22, 2024, at 4:00 p.m. (CST)**, solely by audio and video connection. Subject to the outcome of the Preliminary Status Conference, a hearing to consider confirmation of the Plan (the "Confirmation Hearing") will be held on **February 27, 2024, at 9:00 a.m. (CST)**. The Confirmation Hearing will be held before the Honorable Marvin Isgur, United States Bankruptcy Judge, in Courtroom 404 at 515 Rusk Street, Houston, TX 77002. The Confirmation Hearing may be continued from time to time without further notice other than by an announcement in open court or notice filed on the Court's docket and served on all parties entitled to the notice.

PLEASE TAKE FURTHER NOTICE that the Plan may be modified, if necessary, pursuant to section 1127 of the Bankruptcy Code, before, during or as a result of the Confirmation Hearing, without further notice to interested parties.

PLEASE TAKE FURTHER NOTICE that the deadline for filing objections to the Plan (including with regard to the treatment of Executory Contracts and Unexpired Leases thereunder) is **February 15, 2024, at 5:00 p.m. (CST)** (the "Confirmation Objection Deadline"). Any objection to the Plan must: (a) be in writing; (b) conform to the Bankruptcy Rules, the Local Rules, and any orders of the Court; (c) set forth the name and address of the objecting party and the nature and amount of Claims or Interests held or asserted by the objecting party; (d) state, with particularity, the legal and factual basis for the objection; and (e) be filed with the Court on or before the Confirmation Objection Deadline.

PLEASE TAKE FURTHER NOTICE that holders of Claims entitled to vote on the Plan will receive (i) copies of the Disclosure Statement and the Plan and the Disclosure Statement (including the Plan and certain exhibits thereto), (ii) this notice, and (iii) a Ballot, together with a pre-addressed postage pre-paid envelope to be used by them in voting to accept or to reject the Plan and opting out of the Third-Party Releases contained in the Plan. Failure to follow the instructions set forth on a Ballot may disqualify any election attempted to be cast through the form attached to the Notice of Non-Voting Status.

PLEASE TAKE FURTHER NOTICE that the date for determining which holders of Claims are entitled to vote on the Plan is January 9, 2024 (the "Voting Record Date").

PLEASE TAKE FURTHER NOTICE that the deadline for voting on the Plan or opting out of the Third-Party Releases is on **February 15, 2024, at 5:00 p.m. (CST)** (the "Voting Deadline"). To vote on the Plan or opt out of the Third-Party Releases, you must: (a) follow the instructions on your Ballot or Notice of Non-Voting Status carefully; (b) complete all of the required information on the Ballot or Notice of Non-Voting Status; and (c) execute and return your completed Ballot or Notice of Non-Voting Status according to and as set forth in detail in the voting instructions so that it is actually received by the Debtors' Solicitation Agent, Kurtzman Carson Consultants LLC (the "Solicitation Agent") on or before the Voting Deadline. If you believe you are entitled to vote on the Plan, but have not received a Ballot, please contact the Solicitation Agent immediately.

PLEASE TAKE FURTHER NOTICE that the Plan and the Disclosure Statement, including the Plan, or any other solicitation materials (except for Ballots) are available free of charge on the Debtors' case information website (<https://www.kcdcl.net/incora>) or from the Solicitation Agent at (888) 251-2937 (U.S./Canada) or +1 (310) 751-2613 (International) or by writing the Solicitation Agent at Incora Ballot Processing Center, c/o KC, 222 N. Pacific Coast Highway, Suite 300, B. Segundo, CA 90245. Please be advised that the Solicitation Agent is authorized to answer questions about, and provide additional copies of, solicitation materials, but may not advise you as to whether you should vote to accept or reject the Plan.

PLEASE TAKE FURTHER NOTICE that Article VIII of the Plan contains certain releases, exculpations and injunctions. These provisions affect your rights, including your rights against persons other than the Debtors. The Third-Party Release provisions are quoted below in full. If you are a holder of a Claim against or interest in the Debtors, you may opt out from the Third-Party Release provisions by timely returning a Ballot or a form attached to a Notice of Non-Voting Status. If you wish to opt out of the Third-Party Release provisions and have not received a Ballot or a Notice of Non-Voting Status, please contact the Solicitation Agent immediately through the website or phone number in the previous paragraph.

Article VIII of the Plan provides for the following release by Holders of

Claims or Interests ("Third-Party Release"): As of the Effective Date, each of the Released Parties (other than the Debtors) shall be deemed to have expressly, absolutely, unconditionally, irrevocably, generally, individually, and collectively, released, acquitted, and discharged each of the Released Parties from any and all Causes of Action, including any derivative Causes of Action asserted or assertable by or on behalf of a Debtor, Reorganized Debtor, or any of their Estates, and any Causes of Action asserted or assertable by or on behalf of the holder of any Claim or Interest or other ENTITY, whether known or unknown, foreseen or unforeseen, asserted or unasserted, matured or unmatured, existing or hereafter arising, in law, equity, contract, tort, or otherwise that the Released Parties (whether individually or collectively) ever had, now have, or hereafter can, shall, or may have, based on or relating to, or in any manner arising from, in whole or in part: (i) the Debtors' debtors' in- or out-of-court restructuring efforts, intercompany transactions, the Chapter 11 Cases, the purchase, sale, or rescission of any security of the Debtors, the Global Settlement, the formulation, preparation, dissemination, negotiation, or filing of the Restructuring Support Agreement, the Definitive Documents, the DIP Financing, the New Exit Notes, the New Takeback Notes, the New Revolver Facility, the New Common Equity, the Disclosure Statement, or the Plan, including the Plan Supplement; (ii) any Restructuring Transaction, contract, instrument, release, or other agreement or document (including any legal opinion requested by any Entity regarding any transaction, contract, instrument, document, or other agreement contemplated by the Plan or the reliance by any Released Party on the Plan or the Confirmation Order in lieu of such legal opinion) created or entered into in connection with the Restructuring Support Agreement, the Definitive Documents, the DIP Financing, the use of cash collateral authorized under the DIP Orders and the adequate protection granted in connection therewith, the New Exit Notes, the New Takeback Notes, the New Revolver Facility, the New Common Equity, the Disclosure Statement, or the Plan, including the Plan Supplement; (iii) the business or contractual arrangements between any Debtor and any Released Party, whether before or during the Debtors' restructuring, or the restructuring of Claims and Interests before or during the Chapter 11 Cases; (iv) the assumption, rejection, or amendment of any Executory Contract and/or Unexpired Lease; (v) the subject matter of, or the transactions or events giving rise to, any Claim or Interest that is affected through the Restructuring (including pursuant to the Plan) or classified in the Plan; (vi) the filing or administration of the Chapter 11 Cases, the purchase, sale, or rescission of any security of the Debtors, the Global Settlement, the formulation, preparation, dissemination, negotiation, or filing of the Restructuring Support Agreement, the Definitive Documents, the DIP Financing, the use of cash collateral authorized under the DIP Orders and the adequate protection granted in connection therewith, the New Exit Notes, the New Takeback Notes, the New Revolver Facility, the New Common Equity, the Disclosure Statement, or the Plan, including the Plan Supplement; (vii) the assumption, rejection, or amendment of any Executory Contract and/or Unexpired Lease; (viii) any other act or omission, transaction, agreement, event, or other occurrence taking place on or before the Effective Date arising from or relating to any of the foregoing, including the 11 Indenture, 1,251 Indenture, 2024 Unsecured Indenture, 2026 Unsecured Notes Indenture, 2027 Unsecured Notes Indenture, the PIR Notes Indenture, or the ABL Credit Agreement and including any amendments to the foregoing and all matters relating thereto (collectively, the "Covered Released Matters").

Notwithstanding anything to the contrary in the foregoing, the releases set forth above shall not release (a) to the extent that any Causes of Action against any Released Party are not released or discharged pursuant to the Plan, any rights of such Released Party to assert any and all counterclaims, crossclaims, defenses, indemnities, claims for contribution, defenses, and similar claims in response to such Causes of Action (provided that, except as set forth in Article V.D.2, no such counterclaims, crossclaims, offsets, indemnities, claims for contribution, defenses, or similar claims may be asserted against the Debtors, or the Reorganized Debtors or any Released Party to the extent such claims have been released or discharged pursuant to the Plan); (b) any Cause of Action (other than any Cause of Action against the Debtors, the Reorganized Debtors, or any Related Party of the Reorganized Debtors) unknown to such Released Party as of the Effective Date that arises out of actual fraud, or gross negligence of an Entity other than such Released Party; (c) any Cause of Action against any Excluded Party; (d) any post-Effective Date obligations of any Entity under the Plan, any Restructuring Transaction, any Definitive Document (including those set forth in the Plan Supplement), or other document, instrument, or agreement executed to implement the Plan, or the right of any Released Party to receive any distribution under the Plan or payment of any Claim; (e) any Cause of Action relating to or arising out of the actual fraud, gross negligence, or willful misconduct of a Covered Entity, unless expressly authorized by the Bankruptcy Court after (1) it determines that, after notice and a hearing, such Claim, Interest, debt, obligation, or Cause of Action is colorable and (2) it specifically authorizes such Entity or Person to bring such Claim or Cause of Action. The Bankruptcy Court shall have sole and exclusive jurisdiction to determine whether any such Claim, Interest, debt, obligation, or Cause of Action is colorable and, only to the extent legally permissible and as provided for in Article XI, shall have jurisdiction to adjudicate such underlying colorable Claim, Interest, debt, obligation, or Cause of Action. Notwithstanding the foregoing, this paragraph shall not apply to the Langmuir Maize Retained Causes of Action.

Notwithstanding anything to the contrary in the foregoing, the injunction does not enjoin any Entity from bringing an action to enforce the terms of this Plan, the Confirmation Order, the Restructuring Support Agreement, any other Definitive Document, or other document, instrument, or agreement executed to implement this Plan, the Confirmation Order, the Restructuring Support Agreement or any other Definitive Document. The injunctions set forth in this Article VIII.G shall extend to any successors of the Debtors, the Reorganized Debtors, the Released Parties, the Excluded Parties and all of their respective property and interests in property.

Dated: January 12, 2024, Sincerely, */s/ Patrick L. Hughes*, Charles A. Beckham, Jr. (TX Bar No. 02016600), Patrick L. Hughes (TX Bar No. 10227300), Kelli S. Norfleet (TX Bar No. 24070678), Martha Myrick (TX Bar No. 24101606), Rebecca Sheraldi (TX Bar No. 24121543), HAYNES AND BOONE, LLP 1221 McKinney Street, Suite 4000, Houston, TX 77010, Telephone: (713) 547-2000, Email: Charles.Beckham@HaynesBoone.com, Patrick.Hughes@HaynesBoone.com, Kelli.Norfleet@HaynesBoone.com, Martha.Myrick@HaynesBoone.com, Rebecca.Sheraldi@HaynesBoone.com, and Dennis L. Dunne (admitted pro hac vice), Samuel A. Khalil (admitted pro hac vice), Benjamin M. Schak (admitted pro hac vice), MILBANK LLP 55 Hudson Yards, New York, NY 10001, Telephone: (212) 530-5000, Email: DDunne@Milbank.com, SKhalil@Milbank.com, BSchak@Milbank.com, Counsel to the Debtors and Debtors in Possession.

If you have any questions related to this notice, please call (888) 251-2937 (U.S./Canada) or +1 (310) 751-2613 (International), or visit www.kcdcl.net/incora.

¹ The Debtors operate under the trade name Incora and have previously used the trade names Wesco, Pattonair, Haas, and Adams Aviation. A complete list of the Debtors in this chapter 11 cases, with each party's federal tax identification number and the address of its principal office, is available on the website of the Debtors' noticing agent at <http://www.kcdcl.net/incora/>. The service address for each of the Debtors in these cases is 2601 Meacham Blvd., Ste. 400, Fort Worth, TX 76137.

² Capitalized terms not otherwise defined herein have the meanings set forth in the Plan, the Disclosure Statement, or the Disclosure Statement Order, as applicable.

Exhibit C

AFFIDAVIT OF PUBLICATION

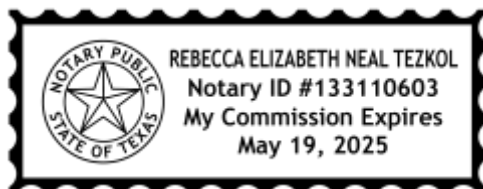
STATE OF TEXAS

COUNTY OF DALLAS

Before me, a Notary Public in and for Dallas County, this day personally appeared Mert Tezkol, advertising Representative for The Dallas Morning News, being duly sworn by oath, states the attached advertisement of

Case No. 23-90611 (MI) AD# 1863643
was published in The Dallas Morning News

DATE PUBLISHED
January 22, 2024

A handwritten signature in blue ink, appearing to read "Mert Tezkol".
Mert Tezkol

January 22, 2024

A handwritten signature in blue ink, appearing to read "Rebecca E. Tezkol".
(Notary Public)

NOTICE OF HEARING TO CONSIDER CONFIRMATION OF
THE CHAPTER 11 PLAN FILED BY THE DEBTORS
AND RELATED DEADLINES

PLEASE TAKE NOTICE THAT on January 12, 2024, the United States Bankruptcy Court for the Southern District of Texas (the "**Court**") entered an order [Docket. No. 1228] (the "**Disclosure Statement Order**") that, among other things: (a) approved the *Disclosure Statement for the Modified First Amended Joint Chapter 11 Plan of Wesco Aircraft Holdings, Inc. et al.* [Docket. No. 1224] (the "**Disclosure Statement**") as containing "adequate information" pursuant to section 1125(a) of title 11 of the United States Bankruptcy Code (the "**Bankruptcy Code**"); and (b) authorized the above-captioned debtors and debtors in possession (the "**Debtors**") to solicit acceptances for the *Modified First Amended Joint Chapter 11 Plan of Wesco Aircraft Holdings, Inc. et al.* [Docket. No. 1223] (as may be amended, supplemented, or otherwise modified from time to time, the "**Plan**").²

PLEASE TAKE FURTHER NOTICE THAT a preliminary status conference (the "**Preliminary Status Conference**") in relation to further consideration of confirmation will be held on **February 22, 2024, at 4:00 p.m. (CST)**, solely by audio and video connection. Subject to the outcome of the Preliminary Status Conference, a hearing to consider confirmation of the Plan (the "**Confirmation Hearing**") will be held on **February 27, 2024, at 9:00 a.m. (CST)**. The Confirmation Hearing will be held before the Honorable Marvin Isgur, United States Bankruptcy Judge, in Courtroom 404 at 515 Rusk Street, Houston, TX 77002. The Confirmation Hearing may be continued from time to time without further notice other than by an announcement in open court or notice filed on the Court's docket and served on all parties entitled to the notice.

PLEASE TAKE FURTHER NOTICE THAT the Plan may be modified, if necessary, pursuant to section 1127 of the Bankruptcy Code, before, during or as a result of the Confirmation Hearing, without further notice to interested parties.

PLEASE TAKE FURTHER NOTICE THAT the deadline for filing objections to the Plan (including with regard to the treatment of Executory Contracts and Unexpired Leases thereunder) is **February 15, 2024, at 5:00 p.m. (CST)** (the "**Confirmation Objection Deadline**"). Any objection to the Plan **must**: (a) be in writing; (b) conform to the Bankruptcy Rules, the Local Rules, and any orders of the Court; (c) set forth the name and address of the objecting party and the nature and amount of Claims or Interests held or asserted by the objecting party; (d) state, with particularity, the legal and factual basis for the objection; and (e) be filed with the Court on or before the **Confirmation Objection Deadline**.

PLEASE TAKE FURTHER NOTICE THAT holders of Claims entitled to vote on the Plan will receive (i) copies of the Disclosure Statement Order and the Disclosure Statement (including the Plan and certain exhibits thereto), (ii) this notice, and (iii) a Ballot, together with a pre-addressed postage pre-paid envelope to be used by them in voting to accept or to reject the Plan and opting out of the Third-Party Releases contained in the Plan. Failure to follow the instructions set forth on a Ballot may disqualify that Ballot and any vote or election attempted to be cast through the Ballot.

PLEASE TAKE FURTHER NOTICE THAT certain other holders or purported holders of Claims or Interests, which are not entitled to vote on the Plan, will receive (i) copies of the Disclosure Statement Order and the Disclosure Statement (including the Plan and certain exhibits thereto), (ii) this notice, and (iii) a Notice of Non-Voting Status, together with pre-addressed postage pre-paid envelope to be used by them in opting out of the Third-Party Releases contained in the Plan. Failure to follow the instructions set forth on a Notice of Non-Voting Status may disqualify any election attempted to be cast through the form attached to the Notice of Non-Voting Status.

PLEASE TAKE FURTHER NOTICE THAT the date for determining which holders of Claims are entitled to vote on the Plan is January 9, 2024 (the "**Voting Record Date**").

PLEASE TAKE FURTHER NOTICE THAT the deadline for voting on the Plan or opting out of the Third-Party Releases is on **February 15, 2024, at 5:00 p.m. (CST)** (the "**Voting Deadline**"). To vote on the Plan or opt out of the Third-Party Releases, you **must**: (a) follow the instructions on your Ballot or Notice of Non-Voting Status carefully; (b) complete all of the required information on the Ballot or Notice of Non-Voting Status; and (c) execute and return your completed Ballot or Notice of Non-Voting Status according to and as set forth in detail in the voting instructions so that it is actually received by the Debtors' solicitation agent, Kurtzman Carson Consultants LLC (the "**Solicitation Agent**") on or before the Voting Deadline. If you believe you are entitled to vote on the Plan, but have not received a Ballot, please contact the Solicitation Agent immediately.

PLEASE TAKE FURTHER NOTICE THAT additional copies of the Disclosure Statement, including the Plan, or any other solicitation materials (except for Ballots) are available free of charge on the Debtors' case information website (<https://www.kcdclc.net/incora>) or from the Solicitation Agent at (888) 251-2937 (U.S./Canada) or +1 (310) 751-2613 (international) or by writing the Solicitation Agent at Incora Ballot Processing Center, c/o KCC, 222 N. Pacific Coast Highway, Suite 300, El Segundo, CA 90245. Please be advised that the Solicitation Agent is authorized to answer questions about, and provide additional copies of, solicitation materials, but may not advise you as to whether you should vote to accept or reject the Plan.

PLEASE TAKE FURTHER NOTICE THAT Article VIII of the Plan contains certain releases, exculpations and injunctions. These provisions affect your rights, including your rights against persons other than the Debtors. The Third-Party Release provisions are quoted below in full. If you are a holder of a Claim against or Interest in the Debtors, you may opt out from the Third-Party Release provisions by timely returning a Ballot or a form attached to a Notice of Non-Voting Status. If you wish to opt out of the Third-Party Release provisions and have not received a Ballot or a Notice of Non-Voting Status, please contact the Solicitation Agent **immediately** through the website or phone number in the previous paragraph.

Article VIII of the Plan provides for the following release by Holders of Claims or Interests ("Third-Party Release"): As of the Effective Date, each of the Releasing Parties (other than the Debtors) shall be deemed to have expressly, absolutely, unconditionally, irrevocably, generally, individually, and collectively, released, acquitted, and discharged each of the Released Parties from any and all Causes of Action, including any derivative Causes of Action asserted or assertable by or on behalf of a Debtor, Reorganized Debtor, or any of their Estates, and any Causes of Action asserted or assertable by or on behalf of the holder of any Claim or Interest or other Entity, whether known or unknown, foreseen or unforeseen, asserted or unasserted, matured or unmatured, existing or hereafter arising, in law, equity, contract, tort, or otherwise that the Releasing Parties (whether individually or collectively) ever had, now have, or thereafter can, shall, or may have, based on or relating to, or in any manner arising from, in whole or in part: (i) the Debtors, the Debtors' in- or out-of-court restructuring efforts, intercompany transactions, the Chapter 11 Cases, the purchase, sale, or rescission of any security of the Debtors, the Global Settlement, the formulation, preparation, dissemination, negotiation, or filing of the Restructuring Support Agreement, the Definitive Documents, the DIP Financing, the New Exit Notes, the New Takeback Notes, the New Revolver Facility, the New Common Equity, the Disclosure Statement, or the Plan, including the Plan Supplement; (ii) any Restructuring Transaction, contract, instrument, release, or other agreement or document (including any legal opinion requested by any Entity regarding any transaction, contract, instrument, document, or other agreement contemplated by the Plan or the reliance by any Released Party on the Plan or the Confirmation Order in lieu of such legal opinion) created or entered into in connection with the Restructuring Support Agreement, the Definitive Documents, the DIP Financing, the use of cash collateral authorized under the DIP Orders and the adequate protection granted in connection therewith, the New Exit Notes, the New Takeback Notes, the New Revolver Facility, the New Common Equity, the Disclosure Statement, or the Plan, including the Plan Supplement; (iii) the business or contractual arrangements between any Debtor and any Released Party, whether before or during the Debtors' restructuring, or the restructuring of Claims and Interests before or during the Chapter 11 Cases; (iv) the assumption, rejection, or amendment of any Executory Contract and/or Unexpired Lease; (v) the subject matter of, or the transactions or events giving rise to, any Claim or Interest that is affected through the Restructuring (including pursuant to the Plan) or classified in the Plan; (vi) the filing or administration of the Chapter 11 Cases, the pursuit of Confirmation, the pursuit of Consummation, the administration and implementation of the Plan, including the issuance or distribution of securities pursuant to the Plan, or the distribution of property under the Plan or any other related agreement; (vii) the 2022 Financing Transactions, the Financing Litigation or the settlement thereof, including pursuant to the Global Settlement; or (viii) any other act or omission, transaction, agreement, event, or other occurrence taking place on or before the Effective Date arising from or relating to any of the foregoing, including the 1L Indenture, 1.25L Indenture, 2024 Unsecured Indenture, 2026 Unsecured Notes Indenture, 2027 Unsecured

Notes Indenture, the PIK Notes Indenture, or the ABL Credit Agreement and including any amendments to the foregoing and all matters relating thereto (collectively, the "**Covered Matters**").

Notwithstanding anything to the contrary in the foregoing, the releases set forth above shall not release (a) to the extent that any Causes of Action against any Releasing Party are not released or discharged pursuant to the Plan, any rights of such Releasing Party to assert any and all counterclaims, crossclaims, offsets, indemnities, claims for contribution, defenses, and similar claims in response to such Causes of Action (*provided* that, except as set forth in Article V.D.2, no such counterclaims, crossclaims, offsets, indemnities, claims for contribution, defenses, or similar claims may be asserted against the Debtors, or the Reorganized Debtors or any Released Party to the extent such claims have been released or discharged pursuant to the Plan), (b) any Cause of Action (other than any Cause of Action against the Debtors, the Reorganized Debtors, or any Related Party of the Reorganized Debtors) unknown to such Releasing Party as of the Effective Date that arises out of actual fraud, or gross negligence of an Entity other than such Releasing Party, (c) any Cause of Action against any Excluded Party, (d) any post-Effective Date obligations of any Entity under the Plan, any Restructuring Transaction, any Definitive Document (including those set forth in the Plan Supplement), or other document, instrument or agreement executed to implement the Plan, or (e) the right of any Releasing Party to receive any distribution under the Plan or payment of any Cure Claim.

For the avoidance of doubt, Langur Maize shall be deemed to have opted out of the Third-Party Release and shall not be Releasing Parties or Released Parties.

Definition of "Released Parties": Means, collectively, the Releasing Parties; *provided* that no Excluded Party shall be a Released Party.

Definition of "Releasing Parties": Means, collectively, and in each case in its capacity as such: (a) each Debtor; (b) each Reorganized Debtor; (c) each Non-Debtor affiliate; (d) each of the Consenting 1L Noteholders, the Consenting 1.25L Noteholders and the Consenting Equity Holders; (e) the Committee and its members; (f) the DIP Purchasers; (g) Wilmington Savings Fund Society, FSB, in its capacity as current and/or former indenture trustee, notes agent and collateral agent, as applicable, under the DIP Notes Purchase Agreement, the 1L Indenture, the 1.25L Indenture, the Unsecured Notes Indentures and the PIK Notes Indenture; (h) BOKF, in its capacity as current and/or former indenture trustee under the Unsecured Notes Indentures; (i) the ABL Agent and the ABL Lenders; (j) the New Revolver Facility Agent and the New Revolver Facility Lenders; (k) the New Notes Indenture Trustees; (l) each holder of Claims or Interests that is entitled to vote on the Plan and does not elect to opt out of the Third-Party Release; (m) each holder of Claims or Interests that is deemed to reject or presumed to accept the Plan but does not elect to opt out of the Third-Party Release; (n) with respect to each of the Entities in the foregoing clauses (a) through (m), each such Entity's current and former Related Parties; *provided* that, if any holder of a Claim or Interest does not elect to opt out of the Third-Party Release in any of its capacities, such holder and each of its Related Parties that is also a holder of a Claim or Interest shall be deemed to have not opted out of the Third-Party Release in all capacities; *provided, further*, that no Excluded Party shall be a Releasing Party. Notwithstanding any of the foregoing, Langur Maize shall be deemed to have opted out of the Third-Party Release and shall not be Releasing Parties or Released Parties.

Article VIII of the Plan provides for an injunction (the "Injunction"): Upon entry of the Confirmation Order, all Persons and Entities shall be **ENJOINED** from taking any actions to interfere with the implementation or consummation of this Plan, or the vesting of the Estates' assets in, and the enjoyment of such assets by, the Reorganized Debtors pursuant to this Plan.

Except as otherwise expressly provided in this Plan or in the Confirmation Order, all Persons and Entities are permanently **ENJOINED**, from and after the Effective Date, from commencing or continuing any action, the employment of process, or any other act, to pursue, collect, recover or offset any Claim, Interest, debt, obligation or Cause of Action that has been extinguished, discharged, released or made subject to exculpation under this Plan (the "**Covered Matters**"), whether against the Debtors, the Reorganized Debtors, (solely with respect to the Releasing Parties) the Released Parties, or the Exculpated Parties (the "**Covered Entities**"). The acts enjoined by the foregoing injunction include any act to:

1. enforce, attach, collect, or recover by any manner or means any judgment, award, decree, or order against a Covered Entity or any of the property or interests in property of a Covered Entity on account of or in connection with or with respect to any Covered Matter;
2. create, renew, perfect, or enforce any lien or encumbrance of any kind against a Covered Entity or any of the property or interests in property of a Covered Entity on account of or in connection with or with respect to any Covered Matter; or
3. assert any right of setoff, subrogation, or recoupment of any kind against any obligation due from a Covered Entity or from any of the property or interests in property of a Covered Entity on account of or in connection with or with respect to any Covered Matter, unless the Person or Entity holding such setoff, subrogation or recoupment right has asserted such a right and has expressly stated its intent to preserve its right in a document filed with the Bankruptcy Court and served on the Debtors and the applicable Covered Entity no later than the earlier of (x) 28 days after entry of the Confirmation Order and (y) the Effective Date.

Without limiting the generality of the foregoing, no Entity shall treat, or cause any other Entity to treat, any stock (within the meaning of Section 382(g) (4)(D) of the Internal Revenue Code of 1986, as amended) of any Debtor held by any 50-Percent Shareholder as "becoming worthless" (within the meaning of Section 382(g) (4)(D) of the Internal Revenue Code of 1986, as amended), with respect to any taxable year ending prior to the Effective Date.

With respect to any Covered Entity, no Entity or Person may commence or continue any action, employ any process, or take any other act to pursue, collect, recover or offset any Claim, Interest, debt, obligation, or Cause of Action relating or reasonably likely to relate to any act or omission in connection with, relating to, or arising out of a Covered Released Matter, Covered Matter, or Covered Exculpation Matter (including one that alleges the actual fraud, gross negligence, or willful misconduct of a Covered Entity), unless expressly authorized by the Bankruptcy Court after (1) it determines that, after notice and a hearing, such Claim, Interest, debt, obligation, or Cause of Action is colorable and (2) it specifically authorizes such Entity or Person to bring such Claim or Cause of Action. The Bankruptcy Court shall have sole and exclusive jurisdiction to determine whether any such Claim, Interest, debt, obligation, or Cause of Action is colorable and, only to the extent legally permissible and as provided for in Article XI, shall have jurisdiction to adjudicate such underlying colorable Claim, Interest, debt, obligation, or Cause of Action. Notwithstanding the foregoing, this paragraph shall not apply to the Langur Maize Retained Causes of Action.

Notwithstanding anything to the contrary in the foregoing, the injunction does not enjoin any Entity from bringing an action to enforce the terms of this Plan, the Confirmation Order, the Restructuring Support Agreement, any other Definitive Document, or other document, instrument, or agreement executed to implement this Plan, the Confirmation Order, the Restructuring Support Agreement or any other Definitive Document. The injunctions set forth in this Article VIII.G shall extend to any successors of the Debtors, the Reorganized Debtors, the Released Parties, the Exculpated Parties and all of their respective property and interests in property.

Dated: January 12, 2024. Sincerely, */s/ Patrick L. Hughes* , Charles A. Beckham, Jr. (TX Bar No. 02016600), Patrick L. Hughes (TX Bar No. 10227300), Kelli S. Norfleet (TX Bar No. 24070678), Martha Wyrick (TX Bar No. 24016066), ReNecia Sherald (TX Bar No. 24121543), HAYNES AND BOONE, LLP, 1221 McKinney Street, Suite 4000, Houston, TX 77010, Telephone: 1 (713) 547-2000, Email: Charles.Beckham@HaynesBoone.com, Patrick.Hughes@HaynesBoone.com, Kelli.Norfleet@HaynesBoone.com, Martha.Wyrick@HaynesBoone.com, ReNecia.Sherald@HaynesBoone.com -and- Dennis F. Dunne (admitted *pro hac vice*), Samuel A. Khalil (admitted *pro hac vice*), Benjamin M. Schak (admitted *pro hac vice*), MILBANK LLP, 55 Hudson Yards, New York, NY 10001, Telephone: 1 (212) 530-5000, Email: DDunne@Milbank.com, SKhalil@Milbank.com, BSchak@Milbank.com, *Counsel to the Debtors and Debtors in Possession*

If you have any questions related to this notice, please call (888) 251-2937 (U.S./Canada) or +1 (310) 751-2613 (International), or visit www.kcdclc.net/incora.

¹ The Debtors operate under the trade name Incora and have previously used the trade names Wesco, Pattonair, Haas, and Adams Aviation. A complete list of the Debtors in these chapter 11 cases, with each one's federal tax identification number and the address of its principal office, is available on the website of the Debtors' noticing agent at <http://www.kcdclc.net/incora/>. The service address for each of the Debtors in these cases is 2601 Meacham Blvd., Ste. 400, Fort Worth, TX 76137.

² Capitalized terms not otherwise defined herein have the meanings set forth in the Plan, the Disclosure Statement, or the Disclosure Statement Order, as applicable.

