



Borden Financial Reorg

Announcement Summary & FAQs: Consumers

ANNOUNCEMENT SUMMARY

- On January 5, 2020, Borden and its affiliates initiated voluntary Chapter 11 proceedings under the U.S. Bankruptcy Code in Wilmington, Delaware.
- We start this process from an advantageous position because 1) we are EBITDA-positive, and 2) we are a heritage American brand that has been in business since 1857. We are extremely confident and optimistic about the future.
- We intend to use the court process to pursue a financial reorganization designed to reduce our current debt load, maximize value and position the company for long-term success. Despite Borden's numerous achievements during the past 18 months, we continue to be impacted by the rising cost of raw milk and market challenges facing the dairy industry. These challenges have contributed to making our current level of debt unsustainable.
- For the last few months, we have engaged in discussions with our lenders to evaluate a range of potential strategic plans for the Company. Ultimately, we made the determination that the best way to protect the Company, for the benefit of all stakeholders, is to reorganize through a court-supervised process.
- During these proceedings, we fully expect it to be business as usual. We are committed to being the most service-oriented dairy Company that provides on-time, in-full deliveries of all our product lines. It is our intent to move through this process as quickly and efficiently as possible.
- As we work to become the undisputed dairy leader, we need to raise new investor capital so that we can continue to innovate with new products, modernize our facilities and equipment, and improve Borden's ability to compete in today's market.
- We remain committed to "The Borden Difference," which is our promise to be the most service-oriented dairy Company that puts people first.



FAQs

Is Borden no longer going to be on shelves?

Borden is here to stay. It's business as usual. We will continue providing consumers with delicious and nutritious products consumers love.

Will it be harder to find my favorite Borden product?

No, it's business as usual at Borden. We will continue to provide our retailers with on-time, in-full deliveries of our product lines.

Will product prices increase?

We can't predict. Product prices are based on a variety of factors, but we can guarantee that we will continue focusing on creating delicious and nutritious products consumers love.

Will the Company continue innovating/introducing new products?

Absolutely – we remain committed to innovation. The reason we are going through this process is so that we can raise new investor capital for this kind of growth purpose.

Will the Company continue advertising/marketing?

Yes, it's business as usual at Borden. Borden is one of America's most reputable and recognizable brands, and we will continue to promote the Company throughout this process.

How is this different from the Dean Foods bankruptcy?

These situations are very different. We believe that, from an operational standpoint, we are in a much better position than Dean Foods. Borden is EBITDA-positive and growing, which means we have solid earnings and are healthy. Dean Foods is not profitable. Borden intends to continue operations and strengthen our position to achieve long-term prosperity, whereas Dean Foods announced its intention to sell substantially all of its assets. We are confident that, once we fix our balance sheet, we will be equipped to win together in the market.

For how long do you predict this process will last?

We can't predict, but it is our intent to move through this process as quickly and efficiently as possible.

Where can I access more information/updates?

We will keep you informed of important milestones as the process moves forward. For additional information about the reorganization, please visit www.bordenfinancialreorg.com.