

Delivery Incident Report

Exhibit C — independent survey for Harper Interiors LLC

Report reference: DIR-2231. Prepared by: Atlantic Cargo Survey Associates, an independent marine and freight surveyor, for Harper Interiors LLC. Report date: March 18, 2026.

Subject shipment: Shipment Order HO-2231, custom furniture, delivered by Coastline Logistics Inc. to Harper Interiors LLC in Savannah, Georgia on March 2, 2026. Inspection date: March 13, 2026, at the Harper Interiors warehouse.

Purpose: to document the condition of the delivered Goods, describe the damage observed, and state the assessed cost to repair or replace the affected items. This report does not opine on liability or on any legal question between the parties.

1. Shipment described

The shipment under Order HO-2231 comprised three product lines from the Client's Coastal Collection, built to order for a hospitality project:

Line A: twelve (12) solid oak dining tables. Line B: twenty-four (24) upholstered armchairs with hardwood frames. Line C: eight (8) walnut sideboards with veneer facing.

Each item was crated individually at the Client's factory. The crates were labeled fragile and marked with the correct up orientation. The surveyor reviewed the packing photographs taken before dispatch, which show the Goods in undamaged, factory-new condition at the time of crating.

2. Damage findings and assessed value

On inspection the surveyor found impact and moisture damage across all three product lines. The findings, and the assessed cost to bring each line back to saleable condition, are set out below.

Line A — oak dining tables: water staining and impact fractures to the tops on all twelve units. Assessed at \$3,600 per unit, twelve units, for a subtotal of \$43,200.

Line B — upholstered armchairs: cracked frames and soiled upholstery on all twenty-four units. Assessed at \$1,200 per unit, twenty-four units, for a subtotal of \$28,800.

Line C — walnut sideboards: veneer delamination and corner crushing on all eight units. Assessed at \$1,800 per unit, eight units, for a subtotal of \$14,400.

Total assessed damage: \$86,400. This figure is the surveyor's estimate of the cost to repair or replace the damaged Goods and does not include freight, storage, or any other consequential cost.

3. Condition notes and photographs

The surveyor took ninety-four photographs, logged as plates 1 through 94. Representative plates are described here; the full set is held on file.

Plates 1 to 30 show the oak tables with ring-shaped water marks and star fractures radiating from single impact points near the center of each top. The pattern is consistent with a heavy object resting on stacked, inverted tables.

Plates 31 to 70 show the armchairs. Several frames are cracked at the front rail. Upholstery on multiple units shows grey transfer marks consistent with contact with a dirty surface.

Plates 71 to 94 show the sideboards with veneer lifting along the top edges and crushed corners on the lower left of six units.

4. Methodology and conclusion

The surveyor inspected each unit individually under warehouse lighting, compared it to the Client's pre-dispatch photographs, and priced each line using the Client's current production and material costs.

In the surveyor's opinion the damage occurred in transit or handling after the Goods left the Client's factory in sound condition. The damage is uniform across the shipment and is not consistent with a manufacturing defect.

This report is limited to the condition and assessed value of the Goods. Any question of contractual notice, liability, or the parties' respective rights is outside the scope of this survey and is left to the parties and their advisers.

Signed: J. Okafor, Senior Surveyor, Atlantic Cargo Survey Associates.