

Alvarez & Marsal Canada Inc., in its capacity as CCAA Monitor, has commenced a sale and investment solicitation process (the “SISP”) in connection with Toys “R” Us Canada’s (“TRU Canada” or the “Company”) ongoing restructuring proceedings under the Companies Creditors’ Arrangement Act (“CCAA”).

## Overview

- TRU Canada is a leading specialty retailer of toys, games, baby products, and related merchandise, operating in Canada under the Toys “R” Us® and Babies “R” Us® banners
- Established in 1984, the Company has a long operating history and a national retail footprint supported by exceptional brand equity and a loyal customer following
- During FY25, TRU Canada’s pro-forma 17-store network generated revenue of \$71.1 million and 4-Wall EBITDA of \$1.0 million
- The SISP provides a unique opportunity to acquire: (i) all or a subset of the Company’s business as a going concern, or (ii) one or more components of the Company’s assets, including the intellectual property



## Investment Highlights

### ICONIC BRAND

TRU Canada enjoys a loyal customer base supported by strong brand awareness  
The “R” Club loyalty program boasts over 3.5 million active members

### NATIONAL FOOTPRINT

With a broad store network across Canada, TRU Canada offers an exceptional opportunity to leverage a world-renowned brand with an expansive product offering  
Attractive growth and profitability opportunities, including re-establishing an e-commerce presence, licensing opportunities and re-opening in previously profitable locations

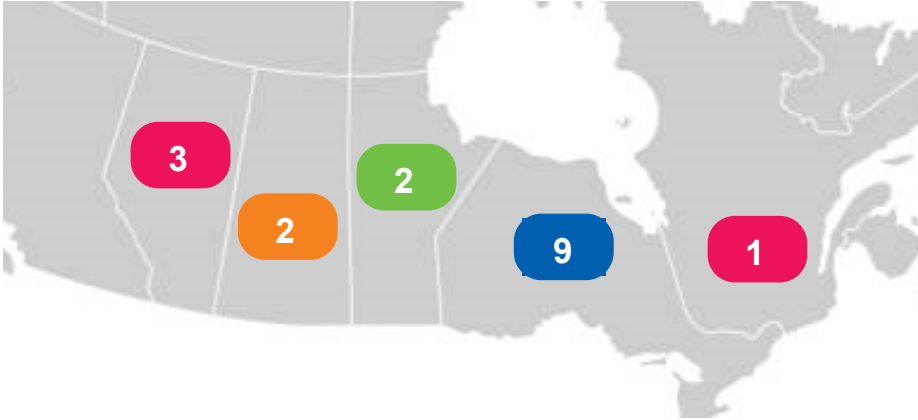
### IN-STORE EXPERIENCE

Recently invested in and experiential “PLAYLAB” concept at eight of its store locations  
PLAYLABS boast a three-level indoor play structure, an indoor “creative space” and a party space to drive traffic, in-store sales and a new profitable revenue stream

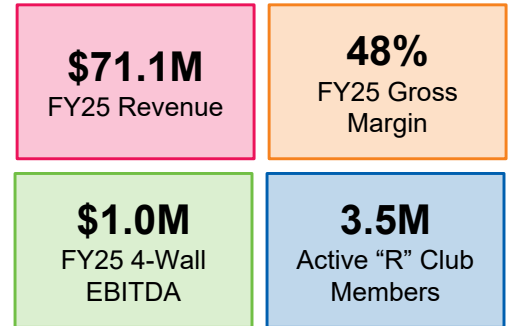
### INTELLECTUAL PROPERTY

TRU Canada owns the Toys “R” Us® and Babies “R” Us® intellectual property and associated domain names in Canada  
Growing and profitable private brand offering

## Store Network



\*Pro-Forma 17-store network



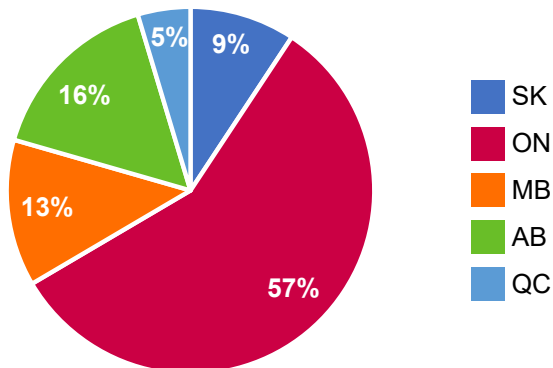
## Intellectual Property

- TRU Canada owns the Toys "R" Us® and Babies "R" Us® intellectual property rights in Canada
- [toysrus.ca](http://toysrus.ca) and [babiesrus.ca](http://babiesrus.ca) recently generated in excess of \$75 million in annual revenue
- Significant opportunity to expand private brand and scale higher-margin white label products
- The SISF provides the unique opportunity to acquire the intellectual property on a stand-alone basis

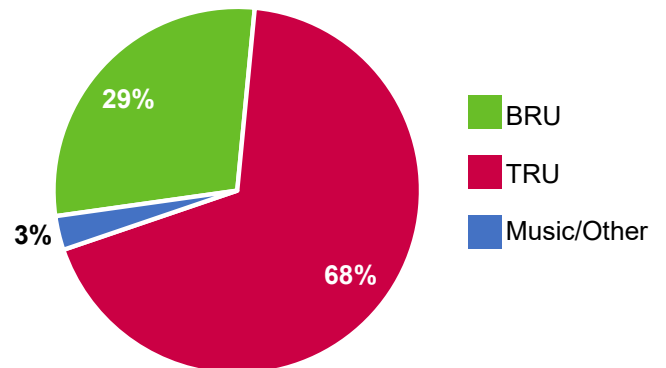


## FY25 Revenue Breakdown

Revenue by Province



Revenue by Segment



## CCAA & Restructuring Plan

- TRU Canada commenced CCAA proceedings on February 3, 2026
- The CCAA will allow the Company to right size its store network, reduce its fixed cost structure, and emerge as a more efficient and resilient retailer, with an exceptional brand and loyal customer base
- The SISP is designed to solicit one or more offers for a sale, recapitalization, restructuring or other strategic transaction in respect of, all or part of the Company, its assets, shares and/or business operations. TRU Canada's intellectual property can be bid on as a stand-alone asset
- Key dates in the SISP are as follows:

<b>April 1, 2026</b>	<ul style="list-style-type: none"> <li>• Court Approval of the SISP</li> </ul>
<b>May 1, 2026</b>	<ul style="list-style-type: none"> <li>• Phase 1 Bid Deadline</li> <li>• Non-binding letters of interest</li> </ul>
<b>May 29, 2026</b>	<ul style="list-style-type: none"> <li>• Phase 2 Bid Deadline</li> <li>• Binding Offers</li> </ul>
<b>June 5, 2026</b>	<ul style="list-style-type: none"> <li>• Selection of Successful Bid(s), including an Auction (if required)</li> </ul>

- Additional information regarding the CCAA proceedings and the SISP is available on Monitor's website at: [www.alvarezandmarsal.com/TRUCanada](http://www.alvarezandmarsal.com/TRUCanada)

## Next Steps

Interested parties who wish to pursue a transaction and receive additional information will be required to sign a Non-Disclosure Agreement, which can be obtained by contacting A&M by email or telephone as noted below:

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