

**ONTARIO
SUPERIOR COURT OF JUSTICE
(COMMERCIAL LIST)**

THE HONOURABLE MR.)
)
JUSTICE CAVANAGH) MONDAY, THE 20TH
 DAY OF SEPTEMBER, 2021

**IN THE MATTER OF THE COMPANIES' CREDITORS
ARRANGEMENT ACT, R.S.C. 1985, c. C-36, AS AMENDED**

**AND IN THE MATTER OF A PLAN OF COMPROMISE OR
ARRANGEMENT OF YATSEN GROUP OF COMPANIES
INC., SAR REAL ESTATE INC. AND THE COMPANIES
LISTED IN SCHEDULE "A"**

SANCTION ORDER

THIS MOTION, made by Yatsen Group of Companies Inc., SAR Real Estate Inc. and the companies listed in Schedule "A" hereto (collectively, the "**Applicants**") for an Order (the "**Sanction Order**") pursuant to the *Companies' Creditors Arrangement Act*, R.S.C. 1985, c. C-36, as amended (the "**CCAA**"), sanctioning the Plan of Compromise and Arrangement dated September 9, 2021, which is attached as Schedule "B" hereto (and as it may be amended, restated, modified and/or supplemented from time to time in accordance with its terms, the "**Plan**"), was heard this day by video conference at Toronto, Ontario.

ON READING the Notice of Motion, the Affidavit of Joseph McCullagh sworn September 1, 2021 and the exhibits thereto, the Affidavit of Joseph McCullagh sworn September 1, 2021, and the exhibits thereto, and the Sixth Report of Alvarez & Marsal Canada Inc. ("**A&M**"), in its capacity as Monitor of the Applicants (the "**Monitor**") dated September 10, 2021 (the "**Sixth Report**"), and on hearing the submissions of counsel for the Applicants, counsel for the Monitor, and such other counsel as were present, no one else appearing although

duly served as appears from the Affidavit of Service of Trish Barrett sworn September 1, 2021, filed,

DEFINED TERMS

1. THIS COURT ORDERS that any capitalized terms not otherwise defined in this Sanction Order shall have the meanings ascribed to such terms in the Plan or the Meeting Order granted by this Court on August 4, 2021 (the “**Meeting Order**”), as applicable.

SERVICE, NOTICE AND MEETING

2. THIS COURT ORDERS that the time for service of the Notice of Motion and the Motion Record herein be and is hereby validated so that the Motion is properly returnable today and hereby dispenses with further service thereof.
3. THIS COURT ORDERS AND DECLARES that there has been good and sufficient notice, service and delivery of the Meeting Order, the Information Package and the Plan to all Persons upon which notice, service and delivery was required, and that the Creditors’ Meeting was duly convened and held on September 9, 2021, in conformity with the CCAA and the Meeting Order.

SANCTION OF THE PLAN

4. THIS COURT DECLARES that the relevant class of creditors of the Applicants for purposes of voting on the Plan is the Affected Landlord Creditors Class, and that the Plan has been approved by the Required Majorities of Affected Landlord Creditors in the Affected Landlord Creditors Class, as required by the Meeting Order and in conformity with the CCAA.
5. THIS COURT DECLARES that the activities of the Applicants have been in compliance with the provisions of the CCAA, the Amended and Restated Initial Order granted in these proceedings dated February 2, 2021 (the “**Amended and Restated Initial Order**”), the Claims Procedure Order granted by this Court dated August 4, 2021 (the “**Claims Procedure Order**”) and the Meeting Order, the Court is satisfied that the Applicants

have not done or purported to do anything that is not authorized by the CCAA, and the Plan and the transactions contemplated thereby are fair and reasonable.

6. THIS COURT ORDERS AND DECLARES that the Plan is hereby sanctioned and approved pursuant to section 6 of the CCAA.

PLAN IMPLEMENTATION

7. THIS COURT ORDERS AND DECLARES that the Plan and all associated steps, compromises, transactions, arrangements, agreements and releases effected thereby are hereby approved and shall be deemed to be implemented, binding and effective in accordance with the provisions of the Plan as of the Plan Implementation Date at the time or times and in the manner set forth in the Plan (including Section 5.2 thereof).
8. THIS COURT ORDERS that each of the Applicants, their respective directors and officers and the Monitor are authorized and directed to take all steps and actions, and do all things, necessary or appropriate to implement the Plan in accordance with its terms and to enter into, execute, deliver, complete, implement and consummate all of the steps, transactions, distributions and deliveries contemplated by the Plan, and such steps and actions are hereby authorized, ratified and approved. None of the Applicants, their respective directors and officers or the Monitor shall incur any liability as a result of acting in accordance with the terms of the Plan and this Sanction Order.
9. THIS COURT ORDERS that upon the satisfaction or waiver of the conditions precedent set out in section 9.1 of the Plan in accordance with the terms of the Plan, as confirmed by the Applicants, or their counsel on their behalf, in writing, the Monitor is authorized and directed to deliver to counsel to the Applicants a certificate substantially in the form attached hereto as Schedule "C" (the "**Monitor's Plan Implementation Certificate**") signed by the Monitor, certifying that the Plan Implementation Date has occurred, that the Plan is effective in accordance with its terms and the terms of this Sanction Order, and that the Charges, the Stay Period (as defined in the Amended and Restated Initial Order) and the CCAA Proceedings are terminated. The Monitor shall file the Monitor's Plan Implementation Certificate with this Court promptly following the Plan

Implementation Date and post a copy of same, once filed, on the Monitor's Website and provide a copy to the Service List.

10. THIS COURT ORDERS that, subject to the payment or other satisfaction (including, without limitation, by way of a reserve of funds to be held by the Monitor in an amount acceptable to the Monitor and the Applicants, or by way of an agreement of the Applicants and the Monitor, and, if in respect to the DIP Charge (as defined in the Amended and Restated Initial Order), the DIP Lender (as defined in the Amended and Restated Initial Order)) of any amounts secured by the Charges that remain owing on the Plan Implementation Date or that may become owing following the Plan Implementation Date in respect of matters relating to the completion of these CCAA Proceedings or the Chapter 15 Proceedings, each of the Charges shall be terminated, discharged and released upon the delivery of the Monitor's Plan Implementation Certificate to the Applicants on the Plan Implementation Date.

EFFECT OF PLAN AND CCAA ORDERS

11. THIS COURT ORDERS that, from and after the Plan Implementation Date, the Plan shall inure to the benefit of and be effective and binding upon the Applicants, the Released Parties, the Affected Landlord Creditors, all Persons with Released Claims, and all other Persons named or referred to in, affected by or subject to the Plan, including, without limitation, their respective heirs, administrators, executors, legal representatives, successors, and assigns.
12. THIS COURT ORDERS AND DECLARES that the compromises, releases, limitations and injunctions set out in Article 7 of the Plan are hereby approved and shall be binding and effective as at the Plan Implementation Date.
13. THIS COURT ORDERS that on the Plan Implementation Date, pursuant to and in accordance with the Plan, the Applicants shall be forever released and discharged from any and all obligations in respect of the Affected Landlord Claims and the ability of any Person to proceed against the Applicants or any of them in respect of or relating to any Affected Landlord Claims shall be permanently and forever barred, estopped, stayed and

enjoined, and all proceedings with respect to, in connection with or relating to such Affected Landlord Claims shall be permanently stayed, subject only to the right of Affected Landlord Creditors to receive distributions pursuant to the Plan in respect of their Affected Landlord Claims, as applicable.

14. THIS COURT ORDERS that, without limiting the provisions of the Claims Procedure Order, and subject to paragraphs 18 and 19 of the Claims Procedure Order in respect of the Existing Allowed Landlord Creditors and the Existing Allowed Landlord Claims: (a) any Landlord that did not file a Notice of Dispute of Claim (as defined in the Claims Procedure Order) by the Claims Bar Date (as defined in the Claims Procedure Order), the Restructuring Period Claims Bar Date (as defined in the Claims Procedure Order) or such other bar date provided for in the Claims Procedure Order, as applicable, whether or not such Landlord received direct notice of the claims process established by the Claims Procedure Order, shall be and is hereby forever barred from disputing its Claim as set out in its Notice of Claim and from making any further Claim against any of the Applicants, and any such Landlord's Claim beyond the Claim that is set forth in its Notice of Claim shall be and is hereby forever barred and extinguished; and (b) any Landlord that did not file a D&O Proof of Claim (as defined in the Claims Procedure Order) by the Claims Bar Date, whether or not such Landlord received direct notice of the claims process established by the Claims Procedure Order, shall be and is hereby forever barred from making any D&O Claim and such Landlord's D&O Claim shall be and is hereby forever barred and extinguished. Nothing in the Plan extends or shall be interpreted as extending or amending the Claims Bar Date or any other date provided for in the Claims Procedure Order, or gives or shall be interpreted as giving any rights to any Landlord in respect of Claims or D&O Claims that have been barred or extinguished pursuant to the Claims Procedure Order, the Meeting Order, the Plan or this Sanction Order.
15. THIS COURT ORDERS that, pursuant to and in accordance with the terms of the Plan, on the Plan Implementation Date, any and all Released Claims shall be fully, finally, irrevocably and forever compromised, released, discharged, cancelled and barred, and the ability of any Landlord to proceed against any Released Party in respect of or relating to any Released Claims shall be permanently and forever barred, estopped, stayed and

enjoined, and all proceedings with respect to, in connection with or relating to such Released Claims shall be permanently stayed.

16. THIS COURT ORDERS that, on the Plan Implementation Date, each Affected Landlord Creditor and any Person having a Released Claim shall be deemed to have consented and agreed to all of the provisions of the Plan, in its entirety, and each Affected Landlord Creditor and any Person having a Released Claim shall be deemed to have executed and delivered all consents, releases, assignments and waivers, statutory or otherwise, required to implement and carry out the Plan.
17. THIS COURT ORDERS AND DECLARES that, subject to performance by the Applicants of their obligations under the Plan and except as specifically provided in the Plan, all Leases, Lease Amendments and other agreements to which any of the Applicants is a party on the Plan Implementation Date shall be and remain in full force and effect, unamended, as at the Plan Implementation Date and no party to any such obligation or agreement shall, on or following the Plan Implementation Date, accelerate, terminate, refuse to renew, rescind, repudiate, disclaim, resiliate or refuse to perform its obligations thereunder, or enforce or exercise (or purport to enforce or exercise) any right or remedy under or in respect of any such obligation or agreement, by reason: (i) of any event which occurred prior to, and not continuing after, the Plan Implementation Date, or which is or continues to be suspended or waived under the Plan, which would have entitled such party to enforce those rights or remedies; (ii) that the Applicants sought or obtained relief or have taken steps in connection with the Plan or in the CCAA Proceedings or the Chapter 15 Proceedings; (iii) of any default or event of default arising as a result of the financial condition or insolvency of the Applicants on or prior to the Plan Implementation Date; (iv) of the effect upon the Applicants of the completion of any of the transactions contemplated under the Plan; or (v) of any compromises, settlements, or restructurings effected pursuant to the Plan.

TERMINATION OF THE CCAA PROCEEDINGS

18. THIS COURT ORDERS AND DECLARES that, on the Plan Implementation Date, upon the delivery of the Monitor's Plan Implementation Certificate pursuant to this Sanction Order, these CCAA Proceedings shall be terminated.
19. THIS COURT ORDERS AND DECLARES that all Orders of the Court made in the CCAA Proceedings shall continue in full force and effect in accordance with their respective terms, except to the extent that such Orders are varied by or inconsistent with this Sanction Order or any further Order of this Court made in these CCAA Proceedings. Notwithstanding the generality of the foregoing, and for greater certainty, the determination of any Disputed Distribution Claims that remain outstanding as at the Plan Implementation Date shall, notwithstanding the termination of the CCAA Proceedings and the implementation of the Plan, continue to be subject to the Claims Procedure Order and the Plan in all respects.
20. THIS COURT ORDERS that, notwithstanding the termination of the CCAA Proceedings, the Court shall remain seized of any matter arising from these CCAA Proceedings or in respect of the Plan, including in respect of any matters arising from or that are incidental to the CCAA Proceedings, and the Applicants and A&M shall have the authority from and after the date of this Sanction Order to apply to this Court to address matters incidental to these CCAA Proceedings notwithstanding the termination thereof.

THE MONITOR

21. THIS COURT ORDERS that the activities and conduct of the Monitor prior to the date hereof in relation to the Applicants and these CCAA proceedings are hereby ratified and approved.
22. THIS COURT ORDERS that the Third Report of the Monitor dated June 18, 2021, the Fourth Report of the Monitor dated July 16, 2021, the Fifth Report of the Monitor dated July 29, 2021, and the Sixth Report be and are hereby approved.

23. THIS COURT ORDERS that only the Monitor, in its personal capacity and only with respect to its own personal liability, shall be entitled to rely upon or utilize in any way the approvals set forth in paragraphs 21 and 22.
24. THIS COURT ORDERS that the fees and disbursements of the Monitor and its counsel as described in the Sixth Report be and are hereby approved, and the Monitor and its counsel shall no longer be required to pass their accounts pursuant to the CCAA and the Amended and Restated Initial Order.
25. THIS COURT ORDERS that the Monitor, in addition to its prescribed rights and obligations under the CCAA and the powers provided to the Monitor herein, in the Orders granted in these CCAA Proceedings and the Plan, shall be and is hereby authorized, directed and empowered to perform its functions and fulfill its obligations under the Plan to facilitate the implementation of the Plan.
26. THIS COURT ORDERS that the Monitor has satisfied all of its obligations up to and including the date of this Sanction Order, and that: (i) in carrying out the terms of this Sanction Order and the Plan (including without limitation holding and disbursing the Disputed Claims Reserve in accordance with the Plan), the Monitor shall have all the protections given to it by the CCAA, the Amended and Restated Initial Order, the Claims Procedure Order, the Meeting Order, this Sanction Order and as an officer of the Court, including the stay of proceedings in its favour; (ii) the Monitor shall incur no liability or obligation as a result of carrying out the provisions of this Sanction Order and/or the Plan (including without limitation holding and disbursing the Disputed Claims Reserve in accordance with the Plan) and in performing its duties as Monitor in the CCAA Proceedings, save and except for any gross negligence or wilful misconduct on its part; (iii) the Monitor shall be entitled to rely on the books and records of the Applicants and any information provided by the Applicants without independent investigation; and (iv) the Monitor shall not be liable for any claims or damages resulting from any errors or omissions in such books, records or information, or with respect to any such information disclosed to or provided by the Monitor, including with respect to reliance thereon by any Person.

27. THIS COURT ORDERS that on the Plan Implementation Date, upon the delivery of the Monitor's Plan Implementation Certificate pursuant to this Sanction Order, the Monitor shall be discharged and released from its duties, other than those obligations, duties and responsibilities that are necessary, required or desirable (i) to give effect to the terms of the Plan and this Sanction Order, including assisting with and/or completing any remaining distributions provided for in the Plan; (ii) to complete the resolution of any remaining disputed claims pursuant to the Claims Procedure Order; and (iii) in connection with the completion by the Monitor of all other matters for which it is responsible in connection with the Plan or pursuant to the Orders of this Court made in the CCAA Proceedings.
28. THIS COURT ORDERS that, subject to paragraph 27 of this Sanction Order, upon the delivery of the Monitor's Plan Implementation Certificate, A&M shall be deemed to be discharged from its duties as Monitor and released of all claims relating to its activities as Monitor, whether before, on or after the date of this Sanction Order, including, for certainty, any activities referenced in paragraph 27 of this Sanction Order.
29. THIS COURT ORDERS that, notwithstanding any provision of this Sanction Order, the termination of the CCAA Proceedings or the discharge of the Monitor, nothing herein shall affect, vary, derogate from, limit or amend, and A&M shall continue to have the benefit of, any and all of the rights, approvals and protections in favour of the Monitor at law or pursuant to the CCAA, the Amended and Restated Initial Order, any other Order of this Court in these CCAA Proceedings or otherwise, including all approvals, protections and stays of proceedings in favour of A&M in its capacity as Monitor, all of which are expressly continued and confirmed.

EXTENSION OF THE STAY PERIOD

30. THIS COURT ORDERS that the Stay Period (as defined in the Amended and Restated Initial Order) be and is hereby extended to and including the earlier of (a) the delivery of the Monitor's Plan Implementation Certificate pursuant to the terms of this Sanction Order; and (b) October 30, 2021.

GENERAL

31. THIS COURT ORDERS that this Sanction Order shall be posted on the Monitor's Website at www.alvarezandmarsal.com/YatsenGroup and is only required to be served upon the parties on the Service List and those parties who appeared at the hearing of the motion for this Sanction Order.
32. THIS COURT ORDERS that the Applicants and the Monitor may from time to time apply to this Court to amend, vary, supplement or replace this Sanction Order or for advice and direction with respect to any matter arising from or under the Plan or this Sanction Order.
33. THIS COURT ORDERS that subject to any further Order of this Court, in the event of any conflict, inconsistency, ambiguity or difference between the provisions of the Plan and this Sanction Order, the terms, conditions and provisions of the Plan shall govern and be paramount, and any such provision of this Sanction Order shall be deemed to be amended to the extent necessary to eliminate any such conflict, inconsistency, ambiguity or difference.

EFFECT, RECOGNITION AND ASSISTANCE

34. THIS COURT ORDERS that this Sanction Order shall have full force and effect in all provinces and territories of Canada and abroad as against all persons and parties against whom it may otherwise be enforced.
35. THIS COURT HEREBY REQUESTS the aid and recognition of any court, tribunal, regulatory or administrative body having jurisdiction in Canada, in the United States or in any other foreign jurisdiction, to give effect to this Sanction Order and to assist the Applicants, the Monitor and their respective agents in carrying out the terms of this Sanction Order. All courts, tribunals, regulatory and administrative bodies are hereby respectfully requested to make such orders and to provide such assistance to the Applicants and to the Monitor, as an officer of this Court, as may be necessary or desirable to give effect to this Sanction Order, to grant representative status to the

Monitor in any foreign proceeding, or to assist the Applicants and the Monitor and their respective agents in carrying out the terms of this Sanction Order.

36. THIS COURT ORDERS that each of the Applicants and the Monitor be at liberty and are hereby authorized and empowered to apply to any court, tribunal, regulatory or administrative body, wherever located, for the recognition of this Sanction Order, and for assistance in carrying out the terms of this Sanction Order, including, without limitation, the Monitor in its capacity as the foreign representative of the Applicants and of the within proceedings in the United States pursuant to Chapter 15 of the U.S. Bankruptcy Code.
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Schedule "A"

1. HEAP Japanese Food Inc.
2. KB Wisconsin Food Inc.
3. MT Security Square Food Inc.
4. SAR Buckland Food Inc.
5. SAR Coastland Food Inc.
6. SAR Coventry Food Inc.
7. SAR Dulles Expo Center Inc.
8. SAR First Colony Food Inc.
9. SAR Glenbrook Food Inc.
10. SAR Greenbrier Food Inc.
11. SAR Laurel Food Inc.
12. SAR Lloyd Food Inc.
13. SAR Oglethorpe Food Inc.
14. SAR Orange Park Food Inc.
15. SAR Oviedo Food Inc.
16. SAR Park Place Food Inc.
17. SAR Plymouth Food Inc.
18. SAR Ramsey Food Inc.
19. SAR Santa Rosa Food Inc.
20. SAR Security Square Food Inc.
21. SAR St. Charles Food Inc.
22. SAR Stafford Food Inc.
23. SAR Superstition Springs Food Inc.
24. SAR Tanforan Food Inc.

25. SAR Valley Plaza Food Inc.
26. SAR Westgate Massachusetts Food Inc.
27. SAR Willowbrook Food Inc.
28. SJ Arsenal Inc.
29. SJ Boynton Inc.
30. SJ Fox Run Inc.
31. SJ Lenox Food Inc.
32. SJ Macon Food Inc.
33. SJ Rosspark Food Inc.
34. SJ Savannah Food Inc.
35. SJ South Hills Food Inc.

Schedule “B”

**Plan of Compromise and Arrangement
(see attached)**

**ONTARIO
SUPERIOR COURT OF JUSTICE
COMMERCIAL LIST**

**IN THE MATTER OF THE *COMPANIES' CREDITORS
ARRANGEMENT ACT*, R.S.C. 1985, c. C-36, AS AMENDED**

**AND IN THE MATTER OF A PLAN OF COMPROMISE OR
ARRANGEMENT OF YATSEN GROUP OF COMPANIES INC.,
SAR REAL ESTATE INC. AND THE COMPANIES LISTED IN
SCHEDULE "A"**

APPLICANTS

**PLAN OF COMPROMISE AND ARRANGEMENT
pursuant to the *Companies' Creditors Arrangement Act*
concerning, affecting and involving**

**YATSEN GROUP OF COMPANIES INC., SAR REAL ESTATE INC.
AND THE COMPANIES LISTED IN SCHEDULE "A"**

September 9, 2021

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PLAN OF COMPROMISE AND ARRANGEMENT

WHEREAS Yatsen Group of Companies Inc. (“**YGC**”), SAR Real Estate Inc. and the companies listed in Schedule “A” hereto (collectively, the “**Applicants**”) are debtor companies under the *Companies’ Creditors Arrangement Act*, R.S.C. 1985, c. C-36, as amended (the “**CCAA**”);

AND WHEREAS on January 25, 2021 (the “**Filing Date**”), the Applicants commenced proceedings under the CCAA (the “**CCAA Proceedings**”) and obtained an Initial Order of the Ontario Superior Court of Justice (Commercial List) (the “**Court**”) under the CCAA dated January 25, 2021 (the “**Initial Order**”);

AND WHEREAS the Initial Order was amended and restated pursuant to the Amended and Restated Initial Order of the Court under the CCAA dated February 2, 2021 (as it may be amended, restated, varied and/or supplemented from time to time, the “**Amended and Restated Initial Order**”);

AND WHEREAS on January 25, 2021, the Monitor (as defined below) commenced recognition proceedings on behalf of the Applicants pursuant to Chapter 15 of the United States Bankruptcy Code (the “**Chapter 15 Proceedings**”), and on February 24, 2021 obtained an order of the United States Bankruptcy Court for the District of Delaware (the “**US Court**”) recognizing, on a final basis, the CCAA Proceedings as foreign main proceedings and recognizing and enforcing the Amended and Restated Initial Order in the United States;

AND WHEREAS the Applicants file the Plan (as defined below) with the Court pursuant to the CCAA and hereby propose and present the Plan to the Affected Landlord Creditors (as defined below) under and pursuant to the CCAA.

ARTICLE 1 INTERPRETATION

1.1 Definitions

In the Plan, unless otherwise stated or unless the subject matter or context otherwise requires:

“**Affected Landlord Claim**” means any Claim by a Landlord against one or more of the Applicants that is not an Unaffected Claim, including, for certainty, an Existing Allowed Landlord Claim.

“**Affected Landlord Creditor**” means any Landlord holding an Affected Landlord Claim, but only in respect of and to the extent of its Affected Landlord Claim, including, for certainty, an Existing Allowed Landlord Creditor, and including any transferee or assignee of a transferred Affected Landlord Claim that is recognized as an Affected Landlord Creditor in accordance with the Meeting Order, or a trustee, executor, liquidator, receiver, receiver and manager, or other Person acting on behalf of or through the Affected Landlord Creditor.

“**Affected Landlord Creditors Class**” means the class of Affected Landlord Creditors entitled to vote on the Plan at the Creditors’ Meeting in accordance with the terms of the Meeting Order.

“Aggregate Disputed Claims Potential Payable Amount” has the meaning ascribed thereto in Section 4.1(a) hereof.

“Allowed Distribution Claim” means an Affected Landlord Claim, or such portion thereof, that is not barred by any provision of the Claims Procedure Order and that has been finally determined and accepted for distribution purposes in accordance with the Claims Procedure Order and the CCAA (including, for certainty, the Existing Allowed Landlord Claims).

“Amended and Restated Initial Order” has the meaning ascribed thereto in the recitals hereof.

“Applicable Law” means any law, statute, order, decree, judgment, rule, regulation, ordinance or other pronouncement having the effect of law whether in Canada, the United States or any other country, or any domestic or foreign state, county, province, city or other political subdivision of any Governmental Entity.

“Applicants” has the meaning ascribed thereto in the recitals hereof.

“Barred D&O Claim” means any D&O Claim that has been forever barred pursuant to the Claims Procedure Order.

“Business Day” means a day, other than Saturday, Sunday or a statutory holiday, on which banks are generally open for business in Toronto, Ontario.

“Canadian Tax Act” means the *Income Tax Act* (Canada), as amended.

“CCAA” has the meaning ascribed thereto in the recitals hereof.

“CCAA Proceedings” has the meaning ascribed thereto in the recitals hereof.

“Chapter 15 Proceedings” has the meaning ascribed thereto in the recitals hereof.

“Charges” has the meaning ascribed thereto in the Amended and Restated Initial Order and any other Court-ordered charge(s) that may be granted in these CCAA Proceedings.

“Claim” means:

- (a) any right or claim of any Person against any of the Applicants, whether or not asserted, in connection with any indebtedness, liability or obligation of any kind whatsoever of any such Applicant in existence on the Filing Date, and costs payable in respect thereof, whether or not such right or claim is reduced to judgment, liquidated, unliquidated, fixed, contingent, matured, unmatured, disputed, undisputed, legal, equitable, secured, unsecured, perfected, unperfected, present, future, known, or unknown, by guarantee, surety or otherwise, and whether or not such right is executory or anticipatory in nature, including any right or ability of any Person to advance a claim for contribution or indemnity or otherwise with respect to any matter, action, cause or chose in action, whether existing at present or commenced in the future, which indebtedness, liability or obligation is based in whole or in part on facts which existed prior to the Filing

Date and any other claims that would have been claims provable in bankruptcy had such Applicant become bankrupt on the Filing Date; and

(b) any Restructuring Period Claim,

provided that, for greater certainty, the definition of “Claim” herein shall not include any D&O Claim.

“**Claims Procedure Order**” means the Order granted by the Court under the CCAA in the CCAA Proceedings dated August 4, 2021, establishing a claims procedure in respect of the Applicants and the Directors and Officers, as same may be further amended, restated, varied and/or supplemented from time to time.

“**Company Advisors**” means the Applicants’ legal counsel, Goodmans LLP and Katten Muchin Rosenman LLP, and advisor, Hilco Real Estate, LLC.

“**Court**” has the meaning ascribed thereto in the recitals.

“**Creditors’ Meeting**” means the virtual meeting of the Affected Landlord Creditors called by the Applicants for the purpose of considering and voting in respect of the Plan pursuant to the Meeting Order.

“**D&O Claim**” means any right or claim of any Landlord against one or more of the Directors and/or Officers howsoever arising, whether or not such right or claim is reduced to judgment, liquidated, unliquidated, fixed, contingent, matured, unmatured, disputed, undisputed, legal, equitable, secured, unsecured, perfected, unperfected, present, future, known, or unknown, by guarantee, surety or otherwise, and whether or not such right is executory or anticipatory in nature, including any right or ability of any Landlord to advance a claim for contribution or indemnity or otherwise against any such Directors and/or Officers with respect to any matter, action, cause or chose in action, whether existing at present or commenced in the future, for which any Director or Officer is alleged to be, by statute or otherwise by law or equity, liable to pay in his or her capacity as a Director or Officer.

“**Director**” means anyone who is or was or may be deemed to be or have been, whether by statute, operation of law or otherwise, a director or *de facto* director of any of the Applicants, in such capacity.

“**Disputed Distribution Claim**” means an Affected Landlord Claim, or such portion thereof, that is not barred by any provision of the Claims Procedure Order, that has not been finally determined as an Allowed Distribution Claim, that is validly disputed for distribution purposes in accordance with the Claims Procedure Order and that remains subject to adjudication for distribution purposes in accordance with the Claims Procedure Order (and for certainty does not include any Existing Allowed Landlord Claim).

“**Disputed Distribution Claims Reserve**” means the reserve, if any, to be established by the Applicants and to be held in a segregated account by the Monitor, which reserve shall be comprised of an amount reserved on the Plan Implementation Date equal to the Aggregate Disputed Claims Potential Payable Amount in respect of Affected Landlord Claims that are Disputed Distribution Claims as at the Plan Implementation Date.

“**Distribution Amount**” has the meaning ascribed thereto in Section 3.4(b).

“**Effective Time**” means such time on the Plan Implementation Date as the Applicants may determine.

“**Encumbrance**” means any charge, mortgage, lien, pledge, claim, restriction, hypothec, adverse interest, security interest or other encumbrance whether created or arising by agreement, statute or otherwise at law, attaching to property, interests or rights and shall be construed in the widest possible terms and principles known under the law applicable to such property, interests or rights and whether or not they constitute specific or floating charges as those terms are understood under the laws of the Province of Ontario.

“**Existing Allowed Landlord Claim**” means a Claim of a Landlord against one or more of the Applicants that, as at the date of the Claims Procedure Order, has been agreed to in writing by such Landlord and the applicable Applicant(s), and consented to by the Monitor for voting and distribution purposes.

“**Existing Allowed Landlord Creditor**” means a Landlord in respect of and to the extent of its Existing Allowed Landlord Claim.

“**Filing Date**” has the meaning ascribed thereto in the recitals hereof.

“**Final Order**” means any order, ruling or judgment of the Court, or any other court of competent jurisdiction, (i) that is in full force and effect, (ii) that has not been reversed, modified or vacated and is not subject to any stay, and (iii) in respect of which all applicable appeal periods have expired and any appeals therefrom have been finally disposed of, leaving such order, ruling or judgment wholly operable.

“**Governmental Entity**” means any government, regulatory authority, governmental department, agency, commission, bureau, official, minister, Crown corporation, court, board, tribunal or dispute settlement panel or other law, rule or regulation-making organization or entity: (a) having or purporting to have jurisdiction on behalf of any nation, province, territory or state or any other geographic or political subdivision of any of them; or (b) exercising, or entitled or purporting to exercise any administrative, executive, judicial, legislative, policy, regulatory or taxing authority or power.

“**Initial Order**” has the meaning ascribed thereto in the recitals hereof.

“**Insurance Policy**” means any insurance policy pursuant to which any Director or Officer is insured in its capacity as a Director or Officer of an Applicant.

“**Intercompany Claim**” means any Claim against an Applicant by (A) another Applicant or (B) a non-Applicant affiliate of one or more of the Applicants.

“**Landlord**” means a landlord under a Lease, on behalf of itself and all of such landlord’s affiliates, shareholders, directors, officers, agents and other representatives who are a party to or may have a Claim in respect of such Lease (and, for certainty, does not include a landlord under a real property lease that has been guaranteed by YGC but under which the tenant is not an Applicant, in such landlord’s capacity as landlord under such lease).

“**Lease**” means a real property lease or occupancy agreement with an Applicant as the tenant under such lease or occupancy agreement, as such lease or occupancy agreement may have been or may be amended from time to time pursuant to its terms (and, for certainty, does not include a real property lease or occupancy agreement that has been guaranteed by YGC but under which the tenant is not an Applicant).

“**Lease Amendment**” means an amending agreement to a Lease between one or more Applicants and a Landlord, which amending agreement has been entered into by such Applicant(s) and the Landlord after the Filing Date and on or prior to the Plan Implementation Date.

“**Meeting Order**” means the Order granted by the Court under the CCAA in the CCAA Proceedings dated August 4, 2021, that, among other things, sets the date for the Creditors’ Meeting, as same may be amended, restated, varied and/or supplemented from time to time.

“**Monitor**” means Alvarez & Marsal Canada Inc., in its capacity as Court-appointed Monitor of the Applicants in the CCAA Proceedings.

“**Monitor’s Website**” means the case website established by the Monitor in respect of the CCAA Proceedings at the following URL: www.alvarezandmarsal.com/YatsenGroup.

“**Non-Barred D&O Claim**” means any D&O Claim that is not a Barred D&O Claim.

“**Non-Released D&O Claims**” has the meaning ascribed thereto in Section 7.1 hereof.

“**Notice of Claim**” has the meaning ascribed thereto in the Claims Procedure Order.

“**Officer**” means anyone who is or was or may be deemed to be or have been, whether by statute, operation of law or otherwise, an officer or *de facto* officer of any of the Applicants, in such capacity.

“**Order**” means any order of the Court made in connection with the CCAA Proceedings.

“**Person**” means any individual, corporation, firm, limited or unlimited liability company, general or limited partnership, association (incorporated or unincorporated), trust, unincorporated organization, joint venture, trade union, Governmental Entity or any agency, regulatory body or officer thereof or any other entity, wherever situate or domiciled, and whether or not having legal status.

“**Plan**” means this Plan of Compromise and Arrangement filed by the Applicants pursuant to the CCAA and the Meeting Order, as this Plan may be amended, restated, modified and/or supplemented from time to time in accordance with the terms hereof.

“**Plan Implementation Date**” means the Business Day on which the Plan becomes effective, which shall be the Business Day on which, pursuant to Section 9.2 hereof, the Applicants (or their counsel) deliver written notice to the Monitor (or its counsel) that the conditions set out in Section 9.1 hereof have been satisfied or waived in accordance with the terms hereof.

“Post-Filing Lease Payments” means any payment obligations incurred by any of the Applicants pursuant to a Lease from and after the Filing Date but before the earlier of (i) the Plan Implementation Date, and (ii) if applicable, the disclaimer, repudiation, resiliation or termination of the applicable Lease, in each case which are required to be paid pursuant to the Amended and Restated Initial Order.

“Released Claims” has the meaning ascribed thereto in Section 7.1 hereof.

“Released Party” and **“Released Parties”** have the meanings ascribed thereto in Section 7.1 hereof.

“Required Majorities” means with respect to the Affected Landlord Creditors Class, a majority in number of Affected Landlord Creditors representing at least two thirds in value of the Voting Claims of Affected Landlord Creditors, in each case who are entitled to vote at the Creditors’ Meeting in accordance with the Meeting Order and who are present and voting in person or by proxy on the resolution approving the Plan at the Creditors’ Meeting.

“Restructuring Period Claim” means any right or claim of any Person against any of the Applicants in connection with any indebtedness, liability or obligation of any kind whatsoever owed by any such Applicant to such Person arising out of the restructuring, disclaimer, resiliation, termination or breach by such Applicant on or after the Filing Date of any contract, lease or other agreement whether written or oral.

“Sanction Order” means the Order of the Court sanctioning and approving the Plan.

“Taxing Authority” means any one of Her Majesty the Queen, Her Majesty the Queen in right of Canada, Her Majesty the Queen in right of any province or territory of Canada, the Canada Revenue Agency, any similar revenue or taxing authority of Canada and each and every province or territory of Canada and any political subdivision thereof, the United States Internal Revenue Service, any similar revenue or taxing authority of the United States and each and every state of the United States, and any Canadian, American or other government, regulatory authority, government department, agency, commission, bureau, minister, court, tribunal or body or regulation making entity exercising taxing authority or power.

“Unaffected Claim” means:

- (a) any Claim secured by any of the Charges;
- (b) any Claim enumerated in section 19(2) of the CCAA;
- (c) any equity claim enumerated in section 2(1) of the CCAA;
- (d) any Claim in respect of a Post-Filing Lease Payment;
- (e) any Unaffected YGC Guarantee Claim;
- (f) any Intercompany Claim; and

- (g) any other Claim by any Person that is not a Landlord, including, without limitation, any Claims of Wells Fargo against YGC as guarantor under the Wells Fargo Canadian Guarantee.

“**Unaffected Creditor**” means a Person who has an Unaffected Claim, but only in respect of and to the extent of such Unaffected Claim.

“**Unaffected YGC Guarantee Claims**” means any Claims pursuant to any guarantees provided by YGC in respect of obligations of any of its subsidiaries that are not Applicants in the CCAA Proceedings, and for certainty does not include the guarantees provided by YGC in respect of obligations of any of its subsidiaries that are Applicants in the CCAA Proceedings.

“**Undeliverable Distribution**” has the meaning ascribed thereto in Section 4.6 hereof.

“**US Court**” has the meaning ascribed thereto in the recitals hereof.

“**US Dollars**” means the lawful currency of the United States of America.

“**US Tax Code**” means the United States Internal Revenue Code of 1986, as amended.

“**Voting Claim**” shall have the meaning ascribed thereto in the Claims Procedure Order.

“**Wells Fargo**” means Wells Fargo Bank, National Association, as the administrative agent under the Wells Fargo Canadian Guarantee.

“**Wells Fargo Canadian Guarantee**” means the Canadian Guaranty and Security Agreement dated as of September 30, 2019, among Edjar Food Group Inc., as grantor, and each other grantor from time to time party thereto.

“**YGC**” has the meaning ascribed thereto in the recitals hereof.

1.2 Certain Rules of Interpretation

For the purposes of the Plan:

- (a) any reference in the Plan to a contract, lease or other agreement or document being in a particular form or on particular terms and conditions means that such document shall be substantially in such form or substantially on such terms and conditions;
- (b) any reference in the Plan to an Order or an existing document or exhibit filed or to be filed means such Order, document or exhibit as it may have been or may be amended, modified, or supplemented;
- (c) unless otherwise specified, all references to currency are in US Dollars;
- (d) the division of the Plan into “articles” and “sections” and the insertion of a table of contents are for convenience of reference only and do not affect the construction or interpretation of the Plan, nor are the descriptive headings of

“articles” and “sections” intended as complete or accurate descriptions of the content thereof;

- (e) the use of words in the singular or plural, or with a particular gender, including a definition, shall not limit the scope or exclude the application of any provision of the Plan or a schedule hereto to such Person (or Persons) or circumstances as the context otherwise permits;
- (f) the words “includes” and “including” and similar terms of inclusion shall not, unless expressly modified by the words “only” or “solely”, be construed as terms of limitation, but rather shall mean “includes but is not limited to” and “including but not limited to”, so that references to included matters shall be regarded as illustrative without being either characterizing or exhaustive;
- (g) unless otherwise specified, all references to time herein and in any document issued pursuant hereto mean local time in Toronto, Ontario and any reference to an event occurring on a Business Day shall mean prior to 5:00 p.m. (Toronto time) on such Business Day;
- (h) unless otherwise specified, time periods within or following which any payment is to be made or act is to be done shall be calculated by excluding the day on which the period commences and including the day on which the period ends and by extending the period to the next succeeding Business Day if the last day of the period is not a Business Day;
- (i) unless otherwise provided, any reference to a statute or other enactment of parliament or a legislature includes all regulations made thereunder, all amendments to or re-enactments of such statute or regulations in force from time to time, and, if applicable, any statute or regulation that supplements or supersedes such statute or regulation; and
- (j) references to a specified “article” or “section” shall, unless something in the subject matter or context is inconsistent therewith, be construed as references to that specified article or section of the Plan, whereas the terms “the Plan”, “hereof”, “herein”, “hereto”, “hereunder” and similar expressions shall be deemed to refer generally to the Plan and not to any particular “article”, “section” or other portion of the Plan and include any documents supplemental hereto.

1.3 Successors and Assigns

The Plan shall be binding upon and shall enure to the benefit of the heirs, administrators, executors, legal personal representatives, successors and assigns of any Person or party directly or indirectly named or referred to in or subject to Plan.

1.4 Governing Law

The Plan shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. All questions as to the interpretation

or application of the Plan and all proceedings taken in connection with the Plan and its provisions shall be subject to the jurisdiction of the Court.

ARTICLE 2 PURPOSE AND EFFECT OF THE PLAN

2.1 Purpose

The purpose of the Plan is:

- (a) to implement a restructuring of the Applicants;
- (b) to provide for a settlement of, and consideration for, all Allowed Distribution Claims;
- (c) to effect a release and discharge of all Affected Landlord Claims and Released Claims; and
- (d) to ensure the continuation of the Applicants and their business,

in the expectation that the Persons who have a valid economic interest in the Applicants will derive a greater benefit from the implementation of the Plan than they would derive from a bankruptcy of the Applicants.

2.2 Persons Affected

The Plan provides for a full and final release and discharge of the Affected Landlord Claims and Released Claims, a compromise and settlement of, and consideration for, all Allowed Distribution Claims and a restructuring of the Applicants. The Plan will become effective at the Effective Time in accordance with its terms and in the sequence set forth in Section 5.2 hereof and shall be binding on and enure to the benefit of the Applicants, the Affected Landlord Creditors, the Released Parties, any Person with a Released Claim and all other Persons directly or indirectly named or referred to in or subject to Plan.

2.3 Persons Not Affected

The Plan does not affect the Unaffected Creditors. Nothing in the Plan shall affect the Applicants' rights and defences, both legal and equitable, with respect to any Unaffected Claims including all rights with respect to legal and equitable defences or entitlements to set-offs or recoupments against such Unaffected Claims.

ARTICLE 3 CLASSIFICATION AND TREATMENT OF CREDITORS AND RELATED MATTERS

3.1 Claims Procedure

The procedure for determining the validity and quantum of the Affected Landlord Claims for voting and distribution purposes under the Plan shall be governed by the Claims Procedure Order, the Meeting Order, the CCAA, the Plan and any further Order of the Court, as applicable.

3.2 Classification of Creditors

In accordance with the Meeting Order, the only class of creditors for the purposes of considering and voting on the Plan will be the Affected Landlord Creditors Class.

3.3 Creditors' Meetings

The Creditors' Meeting shall be held in accordance with the Meeting Order and any further Order of the Court, as applicable. The only Persons entitled to attend and vote at the Creditors' Meeting are those specified in the Meeting Order and any further Order of the Court, as applicable.

3.4 Treatment of Affected Landlord Claims

- (a) Each Affected Landlord Creditor shall receive distributions as set forth below only to the extent that its Affected Landlord Claim is an Allowed Distribution Claim and has not been paid, released, or otherwise satisfied prior to the Plan Implementation Date.
- (b) In accordance with the terms and in the sequence set forth in Section 5.2 hereof, under the supervision of the Monitor, and in full and final satisfaction of all Affected Landlord Claims, each Affected Landlord Creditor with an Allowed Distribution Claim will receive a cash payment equal to 50% of such Affected Landlord Creditor's Allowed Distribution Claim (each, a "**Distribution Amount**").

3.5 Unaffected Claims

- (a) Unaffected Claims shall not be compromised, released, discharged, cancelled or barred by the Plan.
- (b) Unaffected Creditors will not receive any consideration or distributions under the Plan in respect of their Unaffected Claims, and they shall not be entitled to vote on the Plan at the Creditors' Meetings in respect of their Unaffected Claims.

3.6 Disputed Distribution Claims

Any Affected Landlord Creditor with a Disputed Distribution Claim shall not be entitled to receive any distribution hereunder with respect to such Disputed Distribution Claim unless and until such Claim becomes an Allowed Distribution Claim, and then only in respect of and to the extent of such Allowed Distribution Claim. A Disputed Distribution Claim shall be resolved in the manner set out in the Claims Procedure Order. Distributions pursuant to Section 3.4 hereof shall be made in respect of any Disputed Distribution Claim that is finally determined to be an Allowed Distribution Claim in accordance with the Claims Procedure Order, which distributions shall be made pursuant to Article 6 hereof.

3.7 D&O Claims

All Barred D&O Claims shall be fully, finally, irrevocably and forever released, discharged, and cancelled without consideration on the Plan Implementation Date. All Non-Barred D&O Claims will not be compromised, released, discharged or cancelled pursuant to the Plan and shall be treated as set forth in Section 7.2 hereof. Any Claim of a Director or Officer against the Applicants for indemnification or contribution in respect of any Non-Barred D&O Claim or any Non-Released D&O Claim shall be treated for all purposes under the Plan as an Unaffected Claim.

3.8 Extinguishment of Claims

On the Plan Implementation Date, in accordance with the terms and in the sequence set forth in Section 5.2 hereof and in accordance with the provisions of the Sanction Order, the treatment of Affected Landlord Claims and all Released Claims, in each case as set forth herein, shall be final and binding on the Applicants, all Affected Landlord Creditors and any Person having a Released Claim (and their respective heirs, executors, administrators, legal personal representatives, successors and assigns), and all Affected Landlord Claims and all Released Claims shall be fully, finally, irrevocably and forever compromised, settled, released, discharged, cancelled and barred, and the Applicants and the Released Parties shall thereupon have no further obligation whatsoever in respect of the Affected Landlord Claims or the Released Claims; provided that nothing herein releases the Applicants or any other Person from their obligations to make distributions in the manner and to the extent provided for in the Plan or to comply with the terms of any Leases or Lease Amendments from and after the Plan Implementation Date, and provided further that such discharge and release of the Applicants shall be without prejudice to the right of a Landlord in respect of a Disputed Distribution Claim to prove such Disputed Distribution Claim in accordance with the Claims Procedure Order so that such Disputed Distribution Claim may, as applicable, become an Allowed Distribution Claim entitled to receive consideration under Section 3.4 hereof.

3.9 Guarantees and Similar Covenants

No Person who has a Claim under any guarantee, indemnity or similar covenant in respect of any Claim that is compromised and released under the Plan or who has any right to claim over in respect of or to be subrogated to the rights of any Person in respect of a Claim that is compromised and/or released under the Plan shall be entitled to any greater rights than the Person whose Claim is compromised and/or released under the Plan.

ARTICLE 4

PROVISIONS REGARDING DISTRIBUTIONS AND PAYMENTS

4.1 Distribution Mechanics with respect to Allowed Distribution Claims

- (a) On or prior to the Plan Implementation Date, the Applicants shall, in consultation with the Monitor, determine (i) the aggregate amount payable to Affected Landlord Creditors in respect of Allowed Distribution Claims as at the Plan Implementation Date, and (ii) the aggregate amount that would otherwise be payable to Affected Landlord Creditors in respect of Disputed Distribution Claims

should such Disputed Distribution Claims be finally determined and accepted in full as Allowed Distribution Claims (with the amount described in this subsection (ii) being the “**Aggregate Disputed Claims Potential Payable Amount**”).

- (b) On the Plan Implementation Date, or as soon as practicable thereafter (and in any event no later than fourteen (14) days following the Plan Implementation Date), the Applicants shall, in consultation with the Monitor, pay or cause to be paid to each Affected Landlord Creditor with an Allowed Distribution Claim, its Distribution Amount by way of cheque sent by courier or prepaid ordinary mail to the address set forth on such Affected Landlord Creditor’s Notice of Claim (or such other address provided to the Applicants by the applicable Affected Landlord Creditor by no later than five (5) Business Days prior to the Plan Implementation Date), or by way of such other payment method and by any later date as agreed to by the Applicants and the applicable Affected Landlord Creditor.
- (c) On the Plan Implementation Date, the Applicants shall segregate and pay to the Monitor, in trust, an amount equal to the Aggregate Disputed Claims Potential Payable Amount, and the Monitor shall hold such amount, in trust, in the Disputed Distribution Claims Reserve.

4.2 Modifications to Distribution Mechanics

Subject to the consent of the Monitor, the Applicants shall be entitled to make such modifications to the process for making distributions pursuant to the Plan as the Applicants deem necessary or desirable in order to achieve the proper distribution of consideration to be distributed pursuant to the Plan, and any such modifications shall not require an amendment to the Plan or any further Order of the Court.

4.3 Currency

Unless otherwise specifically provided for in the Plan or the Sanction Order, all monetary amounts referred to in the Plan shall be denominated in US Dollars and, for the purposes of distributions under the Plan, Claims shall be denominated in US Dollars and all payments and distributions provided for in the Plan shall be made in US Dollars. Any Claims denominated in any other currency shall be converted to US Dollars at the Bank of Canada daily exchange rate in effect at the Filing Date.

4.4 Interest

Interest shall not accrue or be paid on Affected Landlord Claims on or after the Filing Date, and no holder of an Affected Landlord Claim shall be entitled to interest accruing on or after the Filing Date.

4.5 Allocation of Distributions

All distributions made pursuant to the Plan shall be allocated first towards the repayment of any accrued but unpaid interest in respect of such Claim, and second, towards the repayment of the principal amount in respect of such Claim, in each case, to the extent applicable.

4.6 Treatment of Undeliverable Distributions

If any distribution to an Affected Landlord Creditor under this Article 4 is returned as undeliverable (an “**Undeliverable Distribution**”), no further distributions to the applicable Affected Landlord Creditor shall be made unless and until the Applicants are notified by such Affected Landlord Creditor of such Affected Landlord Creditor’s current address, at which time all such distributions shall be made to such Affected Landlord Creditor at such address. All claims for Undeliverable Distributions must be made on or before the date that is six months following the Plan Implementation Date, after which date any entitlement with respect to such Undeliverable Distribution shall be forever released and discharged and forever barred, without any compensation or claim therefor, notwithstanding any federal, state or provincial laws to the contrary, at which time any such Undeliverable Distributions shall be returned to the Applicants. Nothing contained in the Plan shall require the Applicants to attempt to locate any Person to whom a distribution is payable. No interest shall be payable in respect of an Undeliverable Distribution.

4.7 Withholding Rights

The Applicants and the Monitor shall be entitled to deduct and withhold from any consideration payable to any Person such amounts as the Applicants or the Monitor are required to deduct and withhold with respect to such payment under the Canadian Tax Act, the US Tax Code or other Applicable Law, or corresponding provision of provincial, territorial or state law or other Applicable Law. To the extent that amounts are so withheld or deducted, such withheld or deducted amounts shall be treated for all purposes hereof as having been paid to the Person in respect of which such withholding was made, provided that such amounts are actually remitted to the appropriate Taxing Authority.

4.8 Calculations

All amounts of consideration to be received hereunder will be calculated to the nearest cent (\$0.01). All calculations and determination made by the Monitor and/or the Applicants and agreed to by the Monitor for the purposes of and in accordance with the Plan, including, without limitation, the allocation of consideration, shall be conclusive, final and binding upon the Affected Landlord Creditors and the Applicants.

ARTICLE 5 PLAN IMPLEMENTATION

5.1 Corporate Actions

The adoption, execution, delivery, implementation and consummation of all matters contemplated under the Plan involving corporate actions of the Applicants will occur and be effective as of the Plan Implementation Date, and shall be deemed to be authorized and approved under the Plan and by the Court, where applicable, as part of the Sanction Order, in all respects and for all purposes without any requirement of further action by shareholders, directors or officers of the Applicants. All necessary approvals to take actions shall be deemed to have been obtained from the directors, officers or the shareholders of the Applicants, as applicable, including the deemed passing by shareholders of any resolution or special resolution, and any

shareholders' agreement or agreement between a shareholder and another Person limiting in any way the right to vote shares held by such shareholder or shareholders with respect to any of the steps contemplated by the Plan shall be deemed to have no force or effect.

5.2 Plan Implementation Date Transactions

The following steps, agreements, compromises and releases to be effected in the implementation of the Plan shall occur, and be deemed to have occurred, concurrently (unless otherwise noted herein or determined by the Applicants, in consultation with the Monitor), without any further act or formality on the Plan Implementation Date beginning at the Effective Time:

- (a) in accordance with Sections 3.4(b) and Article 4, the Applicants shall cause to be paid to each Affected Landlord Creditor with an Allowed Distribution Claim its Distribution Amount, in each case, in final and full compromise and satisfaction of such Affected Landlord Creditor's Allowed Distribution Claims, and all Allowed Distribution Claims shall be fully, finally, irrevocably and forever compromised, settled, released, discharged, cancelled and barred;
- (b) the Applicants shall transfer to the Monitor cash in an amount equal to the Aggregate Disputed Claims Potential Payable Amount in respect of any Affected Landlord Claims that are Disputed Distribution Claims and the Monitor shall hold such cash in the Disputed Distribution Claims Reserve to be distributed pursuant to Article 6 hereof, and all Affected Landlord Claims that are Disputed Distribution Claims shall be fully, finally, irrevocably and forever compromised, released, discharged, cancelled and barred as against the Applicants, and the recourse of any Affected Landlord Creditors with Disputed Distribution Claims shall be solely as against the Disputed Distribution Claims Reserve pursuant to the terms and subject to the conditions of Article 6 hereof;
- (c) any amounts secured by the Charges shall be paid or otherwise satisfied or provided for in a manner acceptable to the Applicants, the Monitor and the beneficiaries of such Charges, as applicable, and the Charges shall be, and shall be deemed to be, released pursuant to the Sanction Order; and
- (d) the releases set forth in Article 7 shall become effective.

5.3 Issuances Free and Clear

Any payment of consideration pursuant to the Plan will be free and clear of any Encumbrances.

ARTICLE 6 PROCEDURE FOR DISTRIBUTIONS REGARDING DISPUTED DISTRIBUTION CLAIMS

6.1 No Distribution Pending Allowance

An Affected Landlord Creditor holding a Disputed Distribution Claim will not be entitled to receive a distribution under the Plan in respect of such Disputed Distribution Claim or any

portion thereof unless and until, and then only to the extent that, such Disputed Distribution Claim becomes an Allowed Distribution Claim.

6.2 Disputed Distribution Claims

- (a) On the Plan Implementation Date, pursuant to Section 5.2(b) hereof, an amount of cash equal to the Aggregate Disputed Claims Potential Payable Amount shall be transferred to the Monitor by the Applicants and held by the Monitor in the Disputed Distribution Claims Reserve for the benefit of the Affected Landlord Creditors with Disputed Distribution Claims, pending the final determination of the Disputed Distribution Claims in accordance with the Claims Procedure Order and the Plan.
- (b) To the extent that any Disputed Distribution Claim becomes an Allowed Distribution Claim in accordance with the Claims Procedure Order, the Monitor, in consultation with the Applicants, shall distribute from the Disputed Distribution Claims Reserve to the holder of such Allowed Distribution Claim its Distribution Amount.
- (c) At any applicable time, the Monitor shall be permitted, in consultation with the Applicants, to release to the Applicants (or as may be directed by the Applicants) any amounts in the Disputed Distribution Claims Reserve that were reserved in respect of Disputed Distribution Claims (or portions thereof) that have been finally determined to not be Allowed Distribution Claims in accordance with the Claims Procedure Order.
- (d) On the date that all Disputed Distribution Claims have been finally resolved in accordance with the Claims Procedure Order, the Monitor shall, in consultation with the Applicants, release all remaining cash, if any, from the Disputed Distribution Claims Reserve to the Applicants (or as may be directed by the Applicants).

ARTICLE 7 RELEASES

7.1 Plan Releases

On the Plan Implementation Date, in accordance with the terms set forth in Section 5.2 hereof, the Applicants, the Directors and the Officers, the Monitor, the Monitor's counsel, the Company Advisors, and each and every present and former affiliate, subsidiary, director, officer, member, partner, employee, auditor, financial advisor, legal counsel and agent of any of the foregoing Persons (each of the Persons being herein referred to individually as a "**Released Party**" and all referred to collectively as "**Released Parties**") shall be released and discharged from any and all demands, claims, actions, causes of action, counterclaims, suits, debts, sums of money, accounts, covenants, damages, judgments, orders, including for injunctive relief or specific performance and compliance orders, expenses, executions, Encumbrances and other recoveries on account of any liability, obligation, demand or cause of action of whatever nature, including claims for contribution or indemnity, or rights of subrogation, which any Person may be entitled to assert,

whether or not reduced to judgment, liquidated or unliquidated, fixed, contingent, known or unknown, matured or unmatured, direct, indirect or derivative, foreseen or unforeseen, existing or hereafter arising, by guarantee, surety or otherwise, and whether or not executory or anticipatory in nature, based in whole or in part on any act, omission, transaction, duty, responsibility, indebtedness, liability, obligation, dealing or other occurrence existing or taking place on or prior to the Plan Implementation Date, that constitute or are in any way relating to, arising out of or in connection with any Claims, any D&O Claims, the business and affairs of the Applicants whenever or however conducted, the administration and/or management of the Applicants, the Plan, the CCAA Proceedings, the Chapter 15 Proceedings, or any document, instrument, matter or transaction involving any of the Applicants taking place in connection with the Plan or the implementation of the Plan (referred to collectively as the “**Released Claims**”), and all Released Claims shall be deemed to be fully, finally, irrevocably and forever waived, discharged, released, cancelled and barred as against the Released Parties, all to the fullest extent permitted by Applicable Law; provided that nothing herein will waive, discharge, release, cancel or bar: (1) the right to enforce the Applicants’ obligations under the Plan from and after the Plan Implementation Date; (2) the right to enforce the Applicants’ obligations from and after the Filing Date under any Leases or Lease Amendments, save and except for any Leases which may have been the subject of a disclaimer, rescission, rejection or termination in the CCAA Proceedings and in such cases from and after the effective date of such disclaimer, rescission, rejection or termination; (3) the right to enforce any claims for indemnification which a Landlord now has or may hereafter have against an Applicant under the relevant Lease in connection with any unrelated third party claims arising out of facts occurring prior to the Plan Implementation Date, save and except for any Leases which may have been the subject of a disclaimer, rescission, rejection or termination in the CCAA Proceedings and in such cases only for unrelated third party claims occurring prior to the effective date of such disclaimer, rescission, rejection or termination; (4) the Applicants from or in respect of any Unaffected Claim; (5) a Released Party if the Released Party is adjudged by the express terms of a judgment rendered on a final determination on the merits to have committed fraud; or (6) any Director or Officer from any D&O Claim that is not permitted to be released pursuant to section 5.1(2) of the CCAA (“**Non-Released D&O Claims**”) or from any Non-Barred D&O Claims, all of which shall be treated as set forth in Section 7.2 below. For certainty, all Barred D&O Claims shall constitute Released Claims to the fullest extent permitted by Applicable Law.

7.2 Treatment of D&O Claims

Notwithstanding anything to the contrary in Section 7.1 hereof, Non-Barred D&O Claims and Non-Released D&O Claims shall not be compromised, released, discharged or cancelled by the Plan, provided that from and after the Plan Implementation Date, any Person having a Non-Barred D&O Claim or a Non-Released D&O Claim shall be irrevocably limited to recovery in respect of such Non-Barred D&O Claim or Non-Released D&O Claim solely from the proceeds of the applicable Insurance Policies, and Persons with a Non-Barred D&O Claim or Non-Released D&O Claim shall have no right to, and shall not, directly or indirectly, make any claim or seek any recoveries in respect thereof from the Applicants, any Director or Officer or any other Released Party, other than enforcing such Person’s rights to be paid by the applicable insurer(s) from the proceeds of the applicable Insurance Policies. This Section 7.2 may be relied upon and raised or pled by any of the Applicants, any Director or Officer or any Released Party in defence or estoppel of or to enjoin any claim, action or proceeding brought in contravention of

this Section. Nothing in the Plan shall prejudice, compromise, release or otherwise affect any right or defence of any insurer in respect of an Insurance Policy or any insured in respect of a Non-Barred D&O Claim or Non-Released D&O Claim.

7.3 Injunctions

All Persons are permanently and forever barred, estopped, stayed and enjoined, from and after the Effective Time, with respect to any and all Released Claims, from (i) commencing, conducting or continuing in any manner, directly or indirectly, any actions, suits, demands or other proceedings of any nature or kind whatsoever (including, without limitation, any proceeding in a judicial, arbitral, administrative or other forum) against any of the Released Parties; (ii) enforcing, levying, attaching, collecting or otherwise recovering or enforcing by any manner or means, directly or indirectly, any judgment, award, decree or order against any of the Released Parties or their property; (iii) creating, perfecting, asserting or otherwise enforcing, directly or indirectly, any lien or encumbrance of any kind against the Released Parties or their property; or (iv) taking any actions to interfere with the implementation or consummation of the Plan; provided, however, that the foregoing shall not apply to the enforcement of any obligations under the Plan. Without limiting the generality of the foregoing, any and all litigation by any Landlord involving any one or more Applicants that is outstanding prior to or as at the Plan Implementation Date shall be permanently and forever barred, estopped, stayed and enjoined, from and after the Effective Time. The provisions of this Section 7.3 shall apply to Non-Barred D&O Claims and Non-Released D&O Claims in the same manner as Released Claims, except to the extent that the rights of such Persons to enforce such Non-Barred D&O Claims or Non-Released D&O Claims against an insurer in respect of an Insurance Policy are expressly preserved pursuant to Section 7.2 hereof.

ARTICLE 8 COURT SANCTION

8.1 Application for Sanction Order

If the Required Majorities of the Affected Landlord Creditors in the Affected Landlord Creditors Class approve the Plan, the Applicants shall be entitled to apply for the Sanction Order on such date as the Court may set.

8.2 Sanction Order

The Applicants shall seek a Sanction Order that, among other things:

- (a) declares that the Plan and the transactions contemplated thereby are fair and reasonable;
- (b) declares that as of the Effective Time, the Plan and all associated steps, compromises, transactions, arrangements, agreements and releases effected thereby are approved pursuant to section 6 of the CCAA, binding and effective as set out in the Plan upon and with respect to the Applicants, all Affected Landlord Creditors, the Released Parties, all Persons with Released Claims and all other Persons named or referred to in or subject to Plan;

- (c) declares that the steps to be taken and the compromises and releases to be effective on the Plan Implementation Date are deemed to occur and be effected as contemplated by Section 5.2 hereof on the Plan Implementation Date, beginning at the Effective Time;
- (d) declares that the releases effected by the Plan shall be approved and declared to be binding and effective as of the Plan Implementation Date upon all Affected Landlord Creditors, all Persons with Released Claims and all other Persons named or referred to in or subject to Plan, and shall enure to the benefit of such Persons;
- (e) declares that, subject to performance by the Applicants of their obligations under the Plan and except as specifically provided in the Plan, all Leases, Lease Amendments and other agreements to which any of the Applicants is a party on the Plan Implementation Date shall be and remain in full force and effect, unamended as at the Plan Implementation Date and no party to any such obligation or agreement shall on or following the Plan Implementation Date, accelerate, terminate, refuse to renew, rescind, repudiate or refuse to perform its obligations thereunder, or enforce or exercise (or purport to enforce or exercise) any right or remedy under or in respect of any such lease or other agreement, by reason:
 - (i) of any event which occurred prior to, and not continuing after, the Plan Implementation Date, or which is or continues to be suspended or waived under the Plan, which would have entitled such party to enforce those rights or remedies;
 - (ii) that the Applicants have sought or obtained relief or have taken steps as part of the Plan or in the CCAA Proceedings or the Chapter 15 Proceedings;
 - (iii) of any default or event of default arising as a result of the financial condition or insolvency of the Applicants;
 - (iv) of the effect upon the Applicants of the completion of any of the transactions contemplated by the Plan; or
 - (v) of any compromises, settlements, steps or restructurings effected pursuant to the Plan;
- (f) authorizes the Monitor to perform its functions and fulfil its obligations under the Plan to facilitate the implementation of the Plan and matters relating to the resolution of Disputed Distribution Claims and distributions from the Disputed Distribution Claims Reserve following implementation of the Plan and the termination of the CCAA Proceedings;
- (g) provides that the Monitor and its legal counsel shall not be required to pass their accounts from and after the implementation of the Plan; and

- (h) subject to payment or other satisfaction (including, without limitation, by way of a reserve of funds to be held by the Monitor in an amount acceptable to the Monitor and the Applicants) of any amounts secured by the Charges that remain owing on the Plan Implementation Date or that may become owing following the Plan Implementation Date in respect of matters relating to the completion of the CCAA Proceedings or the Chapter 15 Proceedings, declares that each of the Charges shall be terminated, discharged and released upon a filing of the Monitor of a certificate confirming the implementation of the Plan and the termination of the CCAA Proceedings on the Plan Implementation Date.

ARTICLE 9 CONDITIONS PRECEDENT AND IMPLEMENTATION

9.1 Conditions Precedent to Implementation of the Plan

The implementation of the Plan shall be conditional upon satisfaction of the following conditions prior to or at the Effective Time, each of which is for the benefit of the Applicants and may be waived only by the Applicants, in consultation with the Monitor:

- (a) the Plan shall have been approved by the Required Majorities of the Affected Landlord Creditor Class;
- (b) the Sanction Order shall have been made on terms acceptable to the Applicants and shall have become a Final Order;
- (c) the Sanction Order shall have been recognized pursuant to an order of the US Court in the Chapter 15 Proceedings and such order shall have become a Final Order;
- (d) all other orders made and judgments rendered by any competent court of law, and all rulings and decrees of any competent regulatory body, agent or official in relation to the CCAA Proceedings or the Plan shall be satisfactory to the Applicants;
- (e) all material agreements, consents and other documents relating to the Plan shall be in form and in content satisfactory to the Applicants; and
- (f) there shall not be in effect any preliminary or final decision, order or decree by a Governmental Entity, no application shall have been made to any Governmental Entity, and no action or investigation shall have been announced, threatened or commenced by any Governmental Entity, in consequence of or in connection with the Plan that restrains, impedes or prohibits (or if granted could reasonably be expected to restrain, impede or prohibit), the Plan or any material part thereof or requires or purports to require a variation of the Plan.

9.2 Monitor's Certificate

Upon delivery of written notice from the Applicants of the satisfaction or waiver of the conditions set out in Section 9.1 hereof, the Monitor shall forthwith deliver to the Applicants a

certificate stating that the Plan Implementation Date has occurred and that the Plan is effective in accordance with its terms and the terms of the Sanction Order. As soon as practicable on or following the Plan Implementation Date, the Monitor shall file a copy of such certificate with the Court.

ARTICLE 10 GENERAL

10.1 Binding Effect

The Plan will become effective on the Plan Implementation Date. On the Plan Implementation Date:

- (a) the treatment of Affected Landlord Claims and Released Claims under the Plan shall be final and binding for all purposes and shall be binding upon and enure to the benefit of the Applicants, all Affected Landlord Creditors, any Person having a Released Claim and all other Persons directly or indirectly named or referred to in or subject to the Plan and their respective heirs, executors, administrators and other legal representatives, successors and assigns;
- (b) all Affected Landlord Claims shall be forever discharged and released;
- (c) all Released Claims shall be forever discharged and released;
- (d) each Affected Landlord Creditor, each Person holding a Released Claim and all other Persons directly or indirectly named or referred to in or subject to the Plan shall be deemed to have consented and agreed to all of the provisions of the Plan, in its entirety; and
- (e) each Affected Landlord Creditor, each Person holding a Released Claim and all other Persons directly or indirectly named or referred to in or subject to Plan shall be deemed to have executed and delivered to the Applicants and to the Released Parties, as applicable, all consents, releases, assignments and waivers, statutory or otherwise, required to implement and carry out the Plan in its entirety.

10.2 Waiver of Defaults

From and after the Plan Implementation Date, all Persons shall be deemed to have waived any and all defaults of the Applicants then existing or previously committed by any of the Applicants, or caused by any of the Applicants, by any of the provisions in the Plan or steps or transactions contemplated in the Plan, or any non-compliance with any covenant, warranty, representation, term, provision, condition or obligation, expressed or implied, in any contract, lease or other agreement, written or oral, and any and all amendments or supplements thereto, existing between such Person and any of the Applicants (for greater certainty, including any default by YGC under any lease in respect of which YGC is a guarantor), and any and all notices of default and demands for payment or any step or proceeding taken or commenced in connection therewith shall be deemed to have been rescinded and of no further force or effect, provided that nothing shall be deemed to excuse the Applicants from performing their

obligations under the Plan or be a waiver of defaults by any of the Applicants under the Plan and the related documents.

10.3 Deeming Provisions

In the Plan, the deeming provisions are not rebuttable and are conclusive and irrevocable.

10.4 Non-Consummation

The Applicants reserve the right to revoke or withdraw the Plan at any time prior to the Plan Implementation Date. If the Applicants revoke or withdraw the Plan, or if the Sanction Order is not issued, nothing contained in the Plan, and no acts taken in preparation for consummation of the Plan, shall (i) constitute or be deemed to constitute a waiver or release of any Claims by or against any of the Applicants or any other Person, (ii) prejudice in any manner the rights of the Applicants or any other Person in any further proceedings involving any of the Applicants, or (iii) constitute an admission of any sort by any of the Applicants or any other Person.

10.5 Modification of the Plan

- (a) The Applicants reserve the right, at any time and from time to time, to amend, restate, modify and/or supplement the Plan provided that any such amendment, restatement, modification and/or supplement must be contained in a written document which shall be served by the Applicants to the service list in the CCAA Proceedings, filed with the Court and posted by the Monitor on the Monitor's Website, and (i) if made prior to or at the Creditors' Meeting, communicated to the Affected Landlord Creditors prior to or at the Creditors' Meeting; and (ii) if made following the Creditors' Meeting, approved by the Court following notice to the Affected Landlord Creditors.
- (b) Notwithstanding Section 10.5(a) hereof, any amendment, restatement, modification and/or supplement may be made by the Applicants with the consent of the Monitor, without further Order or approval of the Court, provided that it concerns a matter which, in the opinion of the Applicants, acting reasonably, is of an administrative nature and required to better give effect to the implementation of the Plan and the Sanction Order or to cure any errors, omissions or ambiguities and is not materially adverse to the financial or economic interests of the Affected Landlord Creditors.
- (c) Any amended, restated, modified and/or supplementary plan or plans of compromise or arrangement filed with the Court and, if required by this Section, approved by the Court, shall, for all purposes, be and be deemed to constitute the Plan.

10.6 Paramountcy

From and after the Effective Time on the Plan Implementation Date, any conflict between:

- (a) the Plan or any Order in the CCAA Proceedings; and

- (b) the covenants, warranties, representations, terms, conditions, provisions or obligations, expressed or implied, of any contract, lease or other agreement, written or oral, and any and all amendments or supplements thereto existing between one or more of the Affected Landlord Creditors and one or more of the Applicants as at the Plan Implementation Date or the articles, bylaws or other constating documents of the Applicants at the Plan Implementation Date,

will be deemed to be governed by the terms, conditions and provisions of the Plan and the applicable Order, which shall take precedence and priority.

10.7 Severability of Plan Provisions

If any term or provision of the Plan is held by the Court to be invalid, void or unenforceable, the Court, at the request of the Applicants, shall have the power to either (a) sever such term or provision from the balance of the Plan and provide the Applicants with the option to proceed with the implementation of the balance of the Plan, (b) alter and interpret such term or provision to make it valid or enforceable to the maximum extent practicable, consistent with the original purpose of the term or provision held to be invalid, void or unenforceable, and such term or provision shall then be applicable as altered or interpreted, or (c) withdraw the Plan. Provided that the Applicants proceed with the implementation of the Plan, then notwithstanding any such holding, alteration or interpretation, the remainder of the terms and provisions of the Plan shall remain in full force and effect and shall in no way be affected, impaired or invalidated by such holding, alteration or interpretation.

10.8 Responsibilities of the Monitor

Alvarez & Marsal Canada Inc. is acting in its capacity as Monitor in the CCAA Proceedings with respect to the Applicants, the CCAA Proceedings and the Plan and not in its personal or corporate capacity, and will not be responsible or liable for any obligations of the Applicants under the Plan, the Sanction Order or otherwise. The Monitor will have the powers and protections granted to it by the Plan, the CCAA, the Amended and Restated Initial Order, the Sanction Order and any other Order made in the CCAA Proceedings.

10.9 Passing of Accounts of the Monitor

From and after the implementation of the Plan, the Monitor and its counsel shall no longer be required to pass their accounts pursuant to the CCAA and the Amended and Restated Initial Order, subject to such matters being confirmed in the Sanction Order, and the Affected Landlord Creditors hereby consent to the fees and expenses of the Monitor and its counsel subject to the waiver of the requirement to pass accounts being granted under the Sanction Order.

10.10 Notices

Any notice or other communication to be delivered hereunder must be in writing and reference the Plan and may, subject as hereinafter provided, be made or given by personal delivery, prepaid ordinary mail, prepaid courier, fax or email addressed to the respective parties as follows:

If to the Applicants:

c/o Goodmans LLP
Bay Adelaide Centre
333 Bay Street, Suite 3400
Toronto, Ontario M5H 2S7

Attention: L. Joseph Latham / Caroline Descours
Email: jlatham@goodmans.ca / cdescours@goodmans.ca

If to the Monitor:

Alvarez & Marsal Canada Inc.
Royal Bank Plaza, South Tower
200 Bay Street, Suite 2900
Toronto, ON M5J 2J5

Attention: Alan J. Hutchens / Joshua Nevsky / Andrew Sterling
Email: ahutchens@alvarezandmarsal.com /
jnevsky@alvarezandmarsal.com /
asterling@alvarezandmarsal.com

with a copy (which shall not constitute notice) to:

Osler, Hoskin & Harcourt LLP
Box 50, 1 First Canadian Place
100 King Street West, Suite 6200
Toronto, ON M5X 1B8

Attention: Tracy C. Sandler / Dave Rosenblat
Email: tsandler@osler.com / drosenblat@osler.com

If to an Affected Landlord Creditor, to the mailing address, fax number or email address provided on such Affected Landlord Creditor's Notice of Claim (or where such Affected Landlord Creditor is represented by counsel known by the Applicants, the address, fax number and email address of such counsel may be substituted)

or to such other address as any party may from time to time notify the others in accordance with this Section. Any such communication so given or made shall be deemed to have been given or made and to have been received (a) if made by personal delivery, on the day of delivery, (b) if sent by ordinary mail, on the third Business Day after mailing within Ontario, the fifth Business Day after mailing within Canada (other than within Ontario) or in the United States, and the tenth Business Day after mailing internationally (other than the United States), (c) if sent by courier, on the next Business Day following dispatch, and (d) if sent by fax, e-mail or other means of electronic communication, on the day of faxing or sending, provided that such day in either event is a Business Day and the communication is so sent before 5:00 p.m. (Toronto time) on such day; otherwise, such communication shall be deemed to have been given and made and to have been received on the next following Business Day.

10.11 Further Assurances

Each of the Persons directly or indirectly named or referred to in or subject to Plan will execute and deliver all such documents and instruments and do all such acts and things as may be necessary or desirable to carry out the full intent and meaning of the Plan and to give effect to the transactions contemplated herein.

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SCHEDULE “A”

1. HEAP Japanese Food Inc.
2. KB Wisconsin Food Inc.
3. MT Security Square Food Inc.
4. SAR Buckland Food Inc.
5. SAR Coastland Food Inc.
6. SAR Coventry Food Inc.
7. SAR Dulles Expo Center Inc.
8. SAR First Colony Food Inc.
9. SAR Glenbrook Food Inc.
10. SAR Greenbrier Food Inc.
11. SAR Laurel Food Inc.
12. SAR Lloyd Food Inc.
13. SAR Oglethorpe Food Inc.
14. SAR Orange Park Food Inc.
15. SAR Oviedo Food Inc.
16. SAR Park Place Food Inc.
17. SAR Plymouth Food Inc.
18. SAR Ramsey Food Inc.
19. SAR Santa Rosa Food Inc.
20. SAR Security Square Food Inc.
21. SAR St. Charles Food Inc.
22. SAR Stafford Food Inc.
23. SAR Superstition Springs Food Inc.

24. SAR Tanforan Food Inc.
25. SAR Valley Plaza Food Inc.
26. SAR Westgate Massachusetts Food Inc.
27. SAR Willowbrook Food Inc.
28. SJ Arsenal Inc.
29. SJ Boynton Inc.
30. SJ Fox Run Inc.
31. SJ Lenox Food Inc.
32. SJ Macon Food Inc.
33. SJ Rosspark Food Inc.
34. SJ Savannah Food Inc.
35. SJ South Hills Food Inc.

Schedule “C”

Monitor’s Certificate of Plan Implementation

Court File No. CV-21-00655505-00CL

**ONTARIO
SUPERIOR COURT OF JUSTICE
(COMMERCIAL LIST)**

**IN THE MATTER OF THE COMPANIES’ CREDITORS
ARRANGEMENT ACT, R.S.C. 1985, c. C-36, AS AMENDED**

**AND IN THE MATTER OF A PLAN OF COMPROMISE OR
ARRANGEMENT OF YATSEN GROUP OF COMPANIES INC.,
SAR REAL ESTATE INC. AND THE COMPANIES LISTED IN
SCHEDULE “A”**

CERTIFICATE OF THE COURT-APPOINTED MONITOR

(Plan Implementation)

All capitalized terms not otherwise defined herein shall have the meanings ascribed thereto in the Plan of Compromise and Arrangement concerning, affecting and involving Yatsen Group of Companies Inc., SAR Real Estate Inc. and the companies listed in Schedule “A” hereto (collectively, the “**Applicants**”) dated September 9, 2021 (the “**Plan**”), which is attached as Schedule “B” to the Sanction Order of the Honourable Mr. Justice Cavanagh made in these proceedings on September 20, 2021 (the “**Sanction Order**”), as the Plan may be further amended, varied, restated or supplemented from time to time in accordance with its terms.

Pursuant to section 9.2 of the Plan and paragraph 9 of the Sanction Order, Alvarez & Marsal Canada Inc. in its capacity as the Court-appointed monitor of the Applicants (the “**Monitor**”) delivers this certificate to counsel to the Applicants (on behalf of the Applicants) and hereby certifies that:

1. The Monitor has received written confirmation from the Applicants that the conditions precedent set out in section 9.1 of the Plan have been satisfied or waived, as applicable.

2. Pursuant to the terms of the Plan, the Plan Implementation Date has occurred.
3. The Plan is effective in accordance with its terms and the terms of the Sanction Order.
4. This Certificate will be filed with the Court.
5. Effective upon the delivery of this Certificate pursuant to the Sanction Order, the Charges, the Stay Period and the CCAA Proceedings shall be terminated.

DATED at the City of Toronto, in the Province of Ontario, this ____ day of _____, 2021.

ALVAREZ & MARSAL CANADA INC., in its capacity
as Court-appointed Monitor of the Applicants

By:

Name:

Title:

**IN THE MATTER OF THE COMPANIES' CREDITORS ARRANGEMENT ACT,
R.S.C. 1985, c. C-36, AS AMENDED**

Court File No.: CV-21-00655505-00CL

**AND IN THE MATTER OF A PLAN OF COMPROMISE OR ARRANGEMENT OF
YATSEN GROUP OF COMPANIES INC., SAR REAL ESTATE INC. AND THE
COMPANIES LISTED IN SCHEDULE "A"**

Applicants

**ONTARIO
SUPERIOR COURT OF JUSTICE
(COMMERCIAL LIST)**

Proceeding commenced at Toronto

SANCTION ORDER

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