

COURT FILE NUMBER **2603-14067**

COURT **COURT OF KING'S BENCH OF ALBERTA**

JUDICIAL CENTRE **EDMONTON**

PROCEEDINGS **IN THE MATTER OF THE INTERIM RECEIVERSHIP
OF ANS 1993 LTD., 1416452 ALBERTA LTD.,
2242246 ALBERTA LTD., 2308213 ALBERTA LTD.,
786 N AND S ENTERPRISES LTD., P & N
DEVELOPMENT LTD.**



DOCUMENT **FIRST REPORT OF THE INTERIM RECEIVER
August 4, 2026**

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Contents	Page
1.0 Introduction	1
1.1 Purpose of this First Report	3
1.2 Restrictions	4
1.3 Court Materials.....	4
1.4 Defined Terms	5
1.5 Currency	5
2.0 Background	5
2.1 Overview of the Debtors	5
2.2 Related Parties.....	7
3.0 Creditors.....	9
3.1 RBC.....	9
3.2 Canada Revenue Agency.....	11
3.3 Employee Related Amounts	11
3.4 Other Secured Creditors	12
3.5 Unsecured Creditors.....	13
4.0 Issues Identified.....	13
4.1 Operational Deficiencies.....	14
4.2 Regulatory and Compliance Concerns.....	16
4.3 Significant Outstanding Liabilities	18
4.4 Marketability and Viability of a Sale	20
4.5 Funding Requirements.....	22
5.0 Conversion to Receivership	23
6.0 Other Activities of the Interim Receivership	26
7.0 Approval of Professional Fees	27
8.0 Conclusion and Recommendation	29

Appendix

Tab

Corporate Search – 2595568 Alberta Ltd.	A
Corporate Search – 2595574 Alberta Ltd.	B
Personal Property Security Registry Search – 2595568 Alberta Ltd.....	C
Personal Property Security Registry Search – 2595574 Alberta Ltd.....	D
Executed Memorandum of Understanding	E
Interim Statements of Receipts and Disbursements.....	F
Letter to Ms. Qarni dated July 27, 2026.....	G
Correspondence to Ms. Qarni dated July 30, 2026.....	H
Redacted Invoice of Dentons	I

1.0 Introduction

1. On July 2, 2026 (the "**Appointment Date**"), the Court of King's Bench of Alberta (the "**Court**") granted an order (the "**Interim Receivership Order**") pursuant to section 47 of the *Bankruptcy and Insolvency Act*, RSC 1985, c B-3, as amended (the "**BIA**"), and section 13(2) of the *Judicature Act*, RSA 2000, c J-2, as amended, appointing AlixPartners Restructuring, Inc. ("**AlixPartners**") as the interim receiver (in such capacity, the "**Interim Receiver**"), without security, of all of the current and future assets, undertakings and properties (the "**Property**") of the following entities:
 - a) ANS 1993 Ltd. ("**ANS**");
 - b) 786 N and S Enterprises Ltd. ("**786 Enterprises**");
 - c) 2242246 Alberta Ltd. ("**224 Alberta**");
 - d) 2308213 Alberta Ltd. ("**230 Alberta**");
 - e) 1416452 Alberta Ltd. ("**141 Alberta**"); and
 - f) P&N Development Ltd. ("**P&N**").(collectively, the "**Debtors**")
2. Royal Bank of Canada ("**RBC**") initially made an application on June 25, 2026 for a receivership order but later amended its application for the Interim Receivership Order on July 30, 2026 to allow the continued operations of the Child Care Facilities (as defined below) by the Director of the Debtors, Razia Qarni ("**Ms. Qarni**").
3. The Interim Receivership Order, among other things:
 - a) empowered and authorized the Interim Receiver to undertake the following where the Interim Receiver considered it necessary or desirable, *inter alia*:
 - i. to monitor the Debtors' receipts and disbursements, the business of the Debtors (the "**Business**"), the Child Care Facilities (as defined below), and dealings with the Property;

- ii. to exercise control over and possess all monies and accounts of the Debtors;
 - iii. to work with the Debtors to prepare and update a 13-week cash flow forecast and to administer a funding request model, whereunder the Debtors shall make detailed funding requests on a weekly basis for the following week;
 - iv. to market any or all of the Property (including the Business); and
 - v. to report to, meet with, and discuss with such affected persons as the Interim Receiver deems appropriate regarding all matters relating to the Property and the interim receivership; and
- b) declared that the Interim Receiver shall not operate, manage or carry on the Business, except for managing and monitoring the monies and accounts, including the following child-care and early learning centres operated by the Debtors:
- i. "Root Montessori – ELC 1" ("**Roots #1**") operating from a premises located at #205, 6413 Cartmell Place SW, Edmonton, Alberta;
 - ii. "Root Montessori – ELC 2" ("**Roots #2**"), which was planned to operate from a premises located at #201, #202, 751 Daniels Way SW, Edmonton, Alberta, that is owned by ANS and currently under construction;
 - iii. "Little Star Montessori Early Learning Centre and Roots Montessori Early Learning Centre – Pioneer" operating from a premises located at #202, 280 Pioneer Road, Spruce Grove, Alberta;
 - iv. "Dickinsfield Child Development Centre" operating from a premises located at #20, 9228 144 Ave NW, Edmonton, Alberta; and
 - v. "Learned Robin Day Care, Learned Robin Montessori Daycare, and Seven Stones Daycare & OSC" operating from a premises located at #2300, 10180 101 St NW, Edmonton, Alberta.

4. Although the Interim Receivership Order lists the aforementioned child-care and early learning centres, the Interim Receiver was made aware upon its appointment that entities currently not subject to the interim receivership operate, or intend to operate, Roots #1 and Roots #2 (further details are provided below). Furthermore, the only child-care and early learning centres currently operated by the Debtors and subject to these proceedings include the following:
 - a) Roots Montessori Early Learning Centre – Pioneer ("**Pioneer**");
 - b) Dickinsfield Child Development Centre ("**Dickinsfield**"); and
 - c) Learned Robin Montessori Daycare ("**LRM**", and together with Pioneer and Dickinsfield, the "**Child Care Facilities**").
5. AlixPartners is filing this report (the "**First Report**") in its capacity as Interim Receiver.

1.1 Purpose of this First Report

1. The purpose of this First Report is to:
 - a) provide background information on the Debtors, its creditors, and these proceedings;
 - b) summarize the Interim Receiver's understanding of the Business and the critical issues affecting the operability and saleability of the Child Care Facilities and the Interim Receiver's recommendation to convert the interim receivership proceedings to receivership proceedings pursuant to Section 243 of the BIA;
 - c) summarize the basis on which these proceedings have been funded, including by providing an interim statement of receipts and disbursements for each of the Debtors;
 - d) provide an update on the activities of the Interim Receiver since the Appointment Date;

- e) provide the Interim Receiver's recommendations in respect of:
- i. RBC's application for a receivership order (the "**Proposed Receiver Order**"), among other things: (1) terminating AlixPartners as Interim Receiver; (2) appointing AlixPartners as receiver and manager of the Debtors; and (3) adding 2595568 Alberta Ltd. ("**568 Alberta**") and 2595574 Alberta Ltd. ("**574 Alberta**" together with 568 Alberta, the "**Related Parties**") to the receivership proceedings of the Debtors; and
 - ii. the Interim Receiver's application for an order, among other things: (1) approving this First Report and the activities of the Interim Receiver as described herein; and (2) approving the fees and expenses of the Interim Receiver and its counsel, as detailed herein.

1.2 Restrictions

1. In preparing this First Report, the Interim Receiver has relied upon: (i) the Debtors' unaudited financial information; the Debtors' books and records; (iii) the affidavit of Michael Wells sworn June 23, 2026 (the "**Wells Affidavit**"), a representative of RBC; (iv) information available in the public domain; and (v) discussions held with Ms. Qarni, and other stakeholders of the Debtors.
2. The Interim Receiver has not audited or otherwise attempted to verify the accuracy or completeness of the financial information relied on to prepare this First Report in a manner that complies with Canadian Auditing Standards ("**CAS**") pursuant to the Chartered Professional Accountants of Canada Handbook and, accordingly, the Interim Receiver expresses no opinion or other form of assurance contemplated under the CAS in respect of such information. Any party, other than the Court, wishing to place reliance on the financial information should perform its own diligence

1.3 Court Materials

1. Copies of the Court materials filed to-date in these proceedings, including the Wells Affidavit, are available on the Interim Receiver's case website: www.ksvadvisory.com/experience/case/ANS1993 (the "**Case Website**").

1.4 Defined Terms

1. Capitalized terms not defined in this First Report are based on the definitions provided in the Interim Receivership Order and the Wells Affidavit.

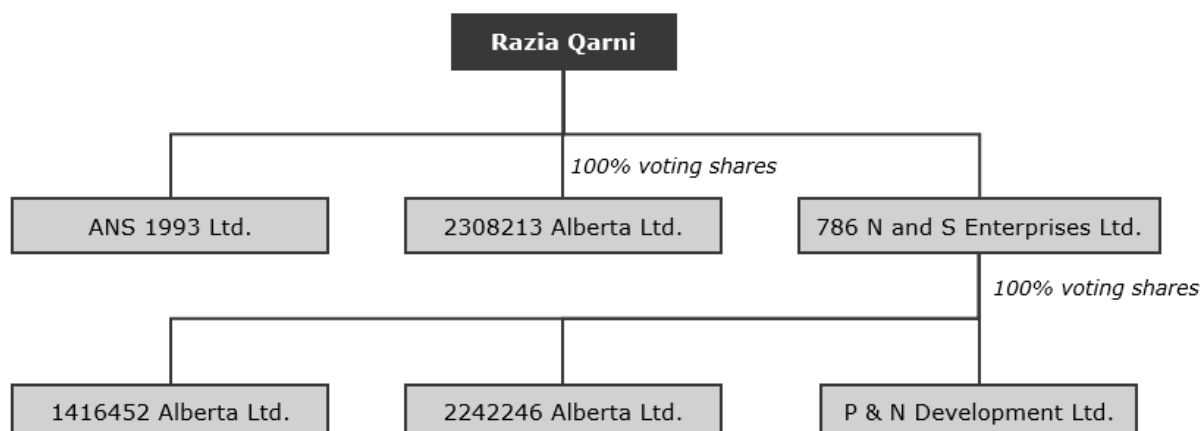
1.5 Currency

1. All references to currency in this First Report are in Canadian dollars.

2.0 Background

2.1 Overview of the Debtors

1. The Debtors are incorporated in Alberta, primarily operate in the Edmonton area, and are entities owned, directly or indirectly, by Ms. Qarni. An organization chart of the group of the Debtors is shown below¹:



2. Summary information about each of the Debtors is provided below. Additional background information on the Debtors is included in the Wells Affidavit.
 - a) **ANS** – owns two commercial condo units totalling approximately 4,657 sq. ft. located in a 20-unit 4-storey mixed-use residential/commercial condominium complex at 751 Daniels Way SW, Edmonton, Alberta (the “**ANS Property**”). The interior of the ANS Property is currently under construction and was planned to accommodate a childcare space upon

¹ The Related Parties are not included in the organizational chart.

completion. Based on discussions held with the contractor, Golden Touch Construction, the Interim Receiver understands that:

- i. construction of the ANS Property was halted around March 2026 due to the liquidity issues of the respective Debtors;
 - ii. the estimated cost to complete the construction is approximately \$660,000; and
 - iii. the remaining construction activities necessary to achieve substantial completion and occupancy readiness include interior finishes, mechanical, electrical and plumbing systems, HVAC, fire alarm and life safety systems, daycare-specific furniture and equipment, and final inspections.
- b) **786 Enterprises** – was originally incorporated as a holding company of 141 Alberta, 224 Alberta, and P&N; however, it was also intended to operate a childcare facility at the ANS Property. 786 Enterprises does not operate a childcare facility and holds no material assets; it functions solely as the parent company of the aforementioned subsidiaries.
- c) **224 Alberta** – owns a 5,920 sq. ft. condo unit and 2,605 sq. ft. outdoor playground space situated in the “The Shoppes at Chapelle Crossing”, which is a 3-building 31-unit 2-storey retail/office condominium complex located at 205 Cartmell Place SW, Edmonton, Alberta (the “**224 Property**”, and together with the ANS Property, the “**Real Properties**”). As further detailed in Section 2.2 of this First Report, a related party to the Debtors, that is not subject to the Interim Receivership Order, currently operates Roots #1 from the 224 Property.
- d) **141 Alberta** – operates Dickinsfield located at #20, 9228 144 Ave NW, Edmonton, Alberta. As at the commencement of these proceedings, Dickinsfield employed eight employees, excluding Ms. Qarni, and had approximately 75 children attending its day care and out of school care programs throughout the month of July 2026.

- e) **230 Alberta** – operates Pioneer located at #202, 280 Pioneer Road, Spruce Grove, Alberta. As at the commencement of these proceedings, Pioneer employed six employees, excluding Ms. Qarni, and had approximately 40 children attending its day care and out of school programs throughout the month of July 2026.
 - f) **P&N** – operates LRM located at #202, 280 Pioneer Road, Spruce Grove, Alberta. As at the commencement of these proceedings, LRM employed six employees, excluding Ms. Qarni, and had approximately 30 children attending its day care and out of school programs throughout the month of July 2026.
3. There are two streams of income for the Child Care Facilities:
- a) government grants and subsidies (the “**Government Grants**”) provided by the Government of Alberta, for each child based on their age, number of hours enrolled within a given month, and whether the child is enrolled in a daycare program or out-of-school care program. The details of the Government Grants are provided in an agreement (each a “**Grant Agreement**”) between each of the Child Care Facilities and the Minister of Education and Childcare; and
 - b) parent fees (the “**Parent Fees**”), which are amounts charged to the parents of each child enrolled based on their enrollment hours.

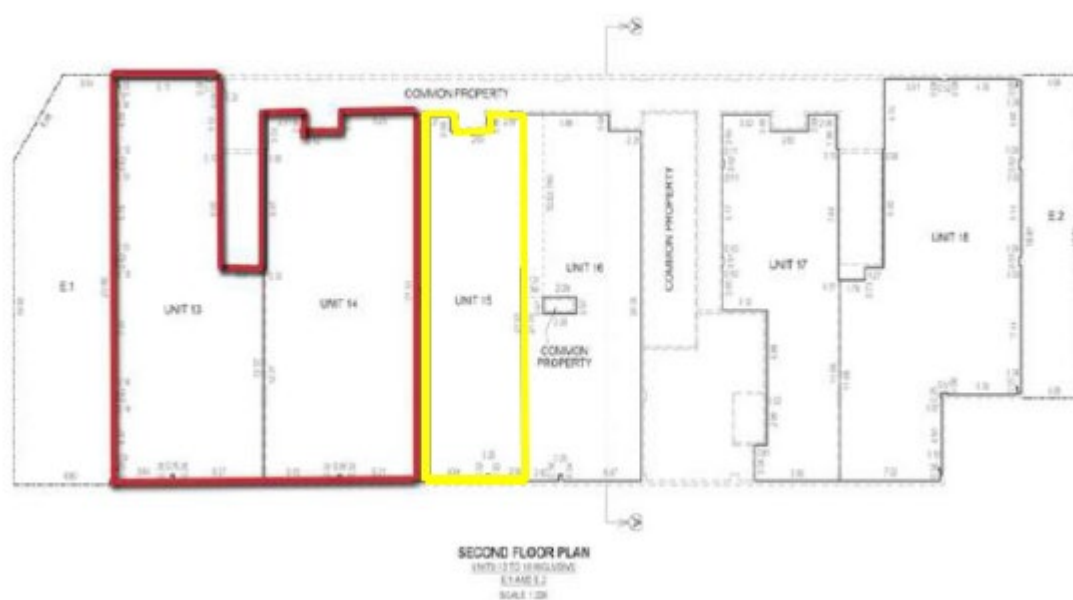
2.2 Related Parties

1. The Interim Receiver understands that the Proposed Receivership Order includes 568 Alberta and 574 Alberta as entities subject to the proposed receivership proceedings on the basis that funds advanced by RBC under the RBC Credit Facilities (as defined below) were used to fund the Related Parties’ operations. Further information regarding the Related Parties and their relationship with the Debtors are provided below.

2. Pursuant to Alberta Corporate Searches dated July 9, 2026, Ms. Qarni is listed as the sole director of both 568 Alberta and 574 Alberta. Copies of the Alberta Corporate Searches for 568 Alberta and 574 Alberta are attached as **Appendices "A" and "B"**, respectively. The Related Parties are not included in the organizational chart provided in section 2.1 as the Interim Receiver is still determining their share ownership structure.

2.2.1 568 Alberta

1. The ANS Property is connected with Unit 204 (legal unit 15), 751 Daniels Way SW, Edmonton, AB ("**Unit 204**", together with the ANS Property, the "**751 Daniels Location**"), creating an interconnected space comprised of three individually titled commercial condo units. Per the below diagram, the Interim Receiver understands that the area contained within the red box represents the ANS Property, while the area contained within the yellow box represents Unit 204.



2. 786 Enterprises was originally intended to lease Unit 204 to operate the proposed Roots #2 facility being constructed at the 751 Daniels Location (the "**Roots #2 Facility**"). Ms. Qarni advised the Interim Receiver that, because 786 Enterprises was established as a holding company, it was unable to obtain a childcare license. As such, Ms. Qarni incorporated 568 Alberta to operate the Daniels Facility upon completion of construction and to hold the lease for Unit

204.

3. The Interim Receiver understands that 786 Enterprises has funded construction costs and 568 Alberta's monthly lease payments for Unit 204 from proceeds made available through the RBC Credit Facilities (as defined below). These funds were provided by 786 Enterprises to 568 Alberta, with the intention that repayment will occur once the interior construction was completed and the Roots #2 Facility operations commenced; however, no agreement documenting this arrangement was put in place between the two parties.

2.2.2 574 Alberta

1. The Interim Receiver understands that 574 Alberta, an entity not subject to the Interim Receivership Order and not a borrower under the RBC Credit Facilities, currently operates the Roots #1 Facility from the 224 Property; however, there is no lease agreement between 224 Alberta and 574 Alberta for the 224 Property.
2. Given the interrelation of 574 Alberta and the Debtors, 574 Alberta may have improperly benefited from certain funds made available under the Credit Facilities. Notably, no rent was charged for 574 Alberta's use of the 224 Property. RBC is accordingly applying to include 574 Alberta in the receivership proceedings.
3. Copies of the Alberta Personal Property Security Registry search for 568 Alberta and 574 Alberta are attached as **Appendices "C" and "D"**, respectively.

3.0 Creditors

3.1 RBC

1. RBC is the principal secured lender of the Debtors. As outlined in paragraph 22 of the Wells Affidavit, RBC extended 14 credit facilities consisting of term loans, revolving credit facilities, and credit cards (collectively, the **"RBC Credit Facilities"**) in accordance with the various Loan Agreements entered into between RBC and the Debtors.

2. As at June 19, 2026, the total indebtedness outstanding under the Credit Facilities was approximately \$5.8 million, with interest and costs continuing to accrue (the “**RBC Indebtedness**”), summarized as follows:

Entity	# of Credit Facilities	Outstanding RBC Indebtedness
2242246 Alberta Ltd.	4	3,287,352
ANS 1993 Ltd.	1	1,410,493
786 N and S Enterprises Ltd.	3	814,691
2308213 Alberta Ltd.	2	114,487
P&N Development Ltd.	2	104,004
1416452 Alberta Ltd.	2	59,763
Total	14	5,790,791

3. The payment and performance of the RBC Indebtedness is secured by, among other things: (i) first mortgages against Real Properties; (ii) assignment of rents with respect to the Real Properties; (iii) general security agreements granted in favour of RBC by each of the Debtors; (iv) guarantees and postponement of claims granted in favour of RBC by each of the Debtors; and (v) a guarantee and postponement of claim and a postponement and assignment of claim granted in favour of RBC by Ms. Qarni for each of the Debtors.
4. On November 4, 2025, the Debtors defaulted under the Loan Agreements, and RBC issued demand letters for repayment of the RBC Indebtedness and a Notice of Intention to Enforce Security under section 244 of the BIA.
5. On April 7, 2026, the Debtors and RBC entered into a forbearance agreement (the “**Forbearance Agreement**”) wherein the Debtors agreed to, among other things, pay a fee of \$50,000 by May 1, 2026 (the “**First Forbearance Payment**”).
6. Due to the Debtors’ various and continued defaults under the Loan Agreements and the Forbearance Agreement, RBC applied to Court for the Interim Receivership Order.
7. The Interim Receiver has requested from its legal counsel an opinion in respect of the validity and enforceability of priority of secured claims against the Property, including the RBC Credit Facilities.

3.2 Canada Revenue Agency

1. Since the Appointment Date, the Interim Receiver has made numerous requests to the Debtors and their external accountant, Trusted Accounting & Tax Services Inc. ("**Trusted Accounting**"), to provide information regarding any amounts owed to the Canada Revenue Agency (the "**CRA**"), including outstanding goods and services tax/harmonized sales tax ("**GST**") and payroll source deductions ("**Source Deductions**"). This information was not provided by the Debtors.
2. Subsequent to the CRA assigning the case to a designated agent, during a call with the CRA agent on July 14, 2026, the Interim Receiver was made aware that the following amounts were outstanding:

	Corporate Income Tax	GST	Source Deductions	Total
ANS	–	–	–	–
141 Alberta	685	–	74,088	74,773
224 Alberta	–	5,538	9,505	15,043
230 Alberta	12,879	–	167,110	179,989
786 Enterprises	1,361	–	–	1,361
P&N	12,420	–	366,296	378,716
Total	27,345	5,538	616,999	649,882

3.3 Employee Related Amounts

1. In addition to amounts outstanding to the CRA, based on discussions with Worker Compensation Board of Alberta ("**WCB**") Alberta Employment Standards, the following amounts were outstanding:
 - a) approximately \$13,589 for unpaid employee premiums, which may be a priority payable over other creditors pursuant to section 129 of the *Alberta Workers Compensation Board Act*; and
 - b) approximately \$235,244 of wages and termination pay outstanding to 25 employees since December 2025. Pursuant to section 81.4 of the BIA, up to \$2,000 of unpaid wages, salaries, commissions or compensation by a person rendered during the six months prior is secured by the current assets in possession of the Interim Receiver.

3.4 Other Secured Creditors

1. Based on its review of searches of the Alberta Land Titles Office and the Alberta Personal Property Registry, the Interim Receiver understands that there are certain other secured creditors (the “**Other Secured Creditors**”) that have registered security interests against the Property, including:
 - a) **Business Development Bank of Canada** – in respect of a writ of enforcement registered against 786 Enterprises in the amount of \$48,953.55. The Interim Receiver understands that this is related to an outstanding Highly Affected Sectors Creditor Availability Program (HASCAP) loan;
 - b) **TD Auto Finance (Canada) Inc., The Bank of Nova Scotia, and Mercedes-Benz Financial Services Canada Corporation** – in respect of purchase money security interests registered against a 2018 Nissan NV 3500 Van owned by 141 Alberta, a 2021 Toyota Highlander owned by 230 Alberta, and a 2022 Mercedes-Benz GLE53 4M owned by P&N, respectively;
 - c) **Rupinder Kaur, Jaspreet Kaur, and Kulvinder Sidhu** – in respect of:
 - (i) a general security agreement registered against all present and after-acquired property of ANS, 786 Enterprises, 224 Alberta, and P&N; and
 - (ii) a mortgage against the Real Properties in the approximate amount of \$350,000;
 - d) **ICapital Financial Services Corp** – in respect of a general security agreement registered against all present and after-acquired property of 141 Alberta, 230 Alberta, and P&N;
 - e) **Canacap** – in respect of a general security agreement registered against all accounts, chattel paper, documents, equipment, general intangibles, instruments, and proceeds of 141 Alberta;
 - f) **2115338 Alberta Ltd.** – a caveat registered against the Real Properties. This party is the landlord of Pioneer who has also lent 230 Alberta amounts for leasehold improvements;

- g) **Golden Touch Construction Ltd.** – a construction lien registered against the ANS Property in the approximate amount of \$327,485; and
 - h) **City of Edmonton** – tax notification registered against the 224 Property.
2. The Interim Receiver's legal counsel has not completed a full review of the validity, enforceability, or priority of the security held by the Other Secured Creditors.

3.5 Unsecured Creditors

1. At the time of this First Report, the Interim Receiver is still attempting to understand the quantum of unsecured claims against the Debtors. Based on the Interim Receiver's discussions with Ms. Qarni, the Debtors do not maintain proper books and records; rather Ms. Qarni would pay for invoices when the Debtors had the funds to remit such amounts.
2. At this time, the Interim Receiver understands that amounts are owing to landlords of the Child Care Facilities, property managers of the Real Properties, and utility providers.

4.0 Issues Identified

1. Since the Appointment Date, the Interim Receiver has worked diligently to understand the Business and identify what critical issues, if any, faced the Child Care Facilities or their viability to operate. In doing so, the Interim Receiver has identified several issues which impact the operability or saleability of the Child Care Facilities, including:
- a) **Operational deficiencies:** a lack of documented operational controls and processes, compounded by Ms. Qarni's inability to provide the necessary information to the Interim Receiver to support the Business;
 - b) **Regulatory and compliance concerns:** regulatory conditions and compliance concerns that affect operational viability and market value of the Business;

- c) **Significant outstanding liabilities:** significant amounts owed to key stakeholders whose continued cooperation is essential to maintain operations and effect a successful sale of the Business;
- d) **Marketability and viability of a sale:** the substantial decline in the marketability and value of the Child Care Facilities, attributable to prior operational mismanagement and underperformance; and
- e) **Funding requirements:** concerns related to the quantum of funding required to continue operations and the source of such funding.

4.1 Operational Deficiencies

4.1.1 Cash Management Protocol

1. Pursuant to the Interim Receivership Order, the Interim Receiver formulated a cash management and funding process (the "**Cash Management Process**"). The Cash Management Process was documented in the Memorandum of Understanding (the "**MOU**"), which was acknowledged and agreed to by Ms. Qarni on July 7, 2026. A copy of the executed MOU is attached as **Appendix "E"**.
2. Under the Cash Management Process, Ms. Qarni shall:
 - a) by no later than 5:00 p.m. MT each Monday, provide the Interim Receiver with a breakdown of each of the Debtors' collections in the prior week, in the form provided by the Interim Receiver (the "**Cash Receipt Summary**"); and
 - b) by no later than 2:00 p.m. MT each Friday, submit to the Interim Receiver a funding request (the "**Funding Request**"), for any business or corporate expenses required to be paid in the subsequent week.
3. Despite holding numerous meetings with Ms. Qarni and Trusted Accounting, the Interim Receiver has not yet received a fully completed Funding Request. As a result, the Interim Receiver has used certain information contained therein along with its own efforts to remit critical expenses owing for rent and wages to ensure continued operation of the Business.

4.1.2 Expiring Leases

1. On July 21, 2026, the Interim Receiver was made aware that the lease for the property wherein Dickinsfield operates a childcare facility is expiring on September 30, 2026. The matter related to the expiring lease was discussed with Dickinsfield Mall AB Ltd. (the "**Dickinsfield Landlord**") on July 22, 2026. The Interim Receiver further understands that the Dickinsfield Landlord is owed approximately \$41,440 of occupancy costs under the lease.
2. On July 26, 2026, the Dickinsfield Landlord confirmed with the Interim Receiver that the lease will expire on September 30, 2026, as 141 Alberta did not exercise its renewal option within the time required by the lease. The Dickinsfield Landlord further confirmed that it does not consent to any renewal, extension or overholding and that the vacant possession of the premises will be required upon the expiry of the lease. The expiring lease for Dickinsfield would directly affect the viability of its operations past September 30, 2026, and the ability for the Interim Receiver to market and sell the business as a going concern.
3. The Interim Receiver inquired of the Dickinsfield Landlord as to whether the lease may be extended on a short-term basis during the interim receivership and the conditions that may exist for the Dickinsfield Landlord to agree to such extension. At the time of this First Report, the Interim Receiver has not received a response from the Dickinsfield Landlord.

4.1.3 Other Operational Concerns

1. Since its appointment, the Interim Receiver faced several other issues with respect to the operations that added to its concerns regarding Ms. Qarni's ability to effectively manage the Child Care Facilities while providing the Interim Receiver with information necessary to support the Business. Certain of these factors include, among other things:
 - a) the inability to provide the details and comments necessary to develop a Cash Flow that properly captures the Business' anticipated operating cash receipts and disbursements;

- b) the provision of inaccurate or incomplete information regarding the Child Care Facilities (for example, indicating that employees' wages were current up to June 2026 payroll and that June 2026 grants have not been received, when in fact the opposite was the case for each situation);
- c) although Ms. Qarni has remitted the collection of certain Parent Fees to the Interim Receiver's estate accounts, the Interim Receiver understands that Ms. Qarni continues to collect certain Parent Fees associated with Dickinsfield and Pioneer into her own personal bank account, notwithstanding the Interim Receiver directing Ms. Qarni to cease doing so;
- d) the disconnection of the Moneris terminals at Dickinsfield and Pioneer several months prior to the Appointment Date, making it difficult to collect Parent Fees;
- e) the absence of a defined pricing protocol for the Parent Fees. The Interim Receiver understands that some parents are provided with ad-hoc discounts or waived fees, as determined by Ms. Qarni;
- f) the inability to explain the quantum of the Government Grants and subsidies to be collected, or the garnishments placed on such Government Grants; and
- g) several employees having raised concerns with the Interim Receiver of Ms. Qarni's actions, including, but not limited to, unpaid wages for a substantial period of time.

4.2 Regulatory and Compliance Concerns

4.2.1 Government Grants and Sale Considerations

1. Immediately following its appointment, the Government of Alberta advised the Interim Receiver that 100% of the Government Grants were subject to garnishments and writs filed by various parties. Upon learning this, on July 7, 2026, the Interim Receiver requested that any outgoing Government Grant payments to either the Debtors or any garnishees be paused while it determined next steps.

2. Following discussions with the Government of Alberta and its legal counsel, the Government of Alberta confirmed that any outgoing payments for the Government Grants were paused and informed the Interim Receiver that the CRA, Alberta Employment Standards, and Alberta Treasury Board (Finance and Tax Administration) (each defined collectively as a “**Judgment Creditor**”) were counterparty to registered garnishments and/or requirements to pay (“**RTPs**”) against the Government Grants.
3. At the time of this First Report, the Interim Receiver understands that each Judgment Creditor will be lifting its registered garnishments, and that the Government of Alberta will be distributing any future payments for Government Grants directly to the Interim Receiver. The Interim Receiver has not yet received any Government Grants which would be the primary inflow of cash to support the Business other than any borrowings made by the Interim Receiver.
4. Despite the foregoing, the Interim Receiver understands that the Child Care Facilities have not yet filed audited 2025 financial statements with the Government of Alberta, as required. This creates an on-going risk of non-compliance that may result in indefinite suspension of the Government Grants.
5. The Government of Alberta further advised the Interim Receiver that it usually requires all obligations to government entities (for example, CRA indebtedness) be paid before approving any sale or license transfer. It is not yet clear as to whether the Government of Alberta will be willing to make certain exceptions to this requirement in light of the interim receivership proceedings. If no exceptions are made, significant amounts would have to be borrowed to remit the outstanding government obligations prior to any transaction for the Child Care Facilities.

4.2.2 Other Regulatory Concerns

1. On July 16, 2026, the Interim Receiver consulted with Creative Childcare Consulting (“**Creative**”), an early learning and childcare consulting firm to better understand the regulatory environment applicable to the Child Care Facilities. Creative advised that the Alberta childcare market is currently highly competitive and may be oversaturated. Although the Child Care Facilities benefit

from the Government Grants, which allow them to offer discounted parent fees, those advantages may not be sufficient to offset the valuation and marketability challenges created by current market conditions.

2. In addition to these market pressure, the Interim Receiver reviewed publicly available records from the Government of Alberta and Alberta Health Services (“AHS”) regarding non-compliance matters and inspection violations at the Child Care Facilities. A summary of non-compliance matters and violations issued since 2025 is presented below for each of the Child Care Facilities.

Day Care Facility	# of GOA Noncompliance	# of AHS Daycare Violations	# of AHS Kitchen Violations
Dickinsfield	1	5	2
Pioneer	45	3	3
LRM	7	4	3

4.3 Significant Outstanding Liabilities

4.3.1 Wage Arrears

1. As noted above, Alberta Employment Standards estimated approximately \$235,244 in employee wages and termination pay to be outstanding since December 2025 as summarized below:

Child Care Facility	Estimated Outstanding Wages (up to May 2026)
LRM	121,206
Dickinsfield	84,463
Pioneer	29,575
Total	235,244

2. Prior to the Appointment Date, Alberta Employment Standards issued RTPs against the Government Grants payable to LRM and Dickinsfield for \$134,000 and \$92,000, respectively, with the assumption that additional wages remain outstanding of which they are unaware. Alberta Employment Standards planned to issue an RTP against Pioneer; however, it ultimately did not proceed due to the interim receivership proceedings.

3. Many former and current employees have contacted the Interim Receiver advising that their wages have not been paid in due course prior to the interim receivership. Pursuant to the Stay granted by the Court, wages earned in June 2026 have not been remitted; however, the Interim Receiver revised the payroll remittance frequency to bi-monthly in order to remit some funds to the employees who have earned wages during the interim receivership.
4. In addition to the significant wage arrears, several employees have resigned during the proceedings due to ongoing delays and unpaid wages. The Child Care Facilities are required to maintain a certain teacher-to-child ratio, and the decrease in employees would limit the number of children the Child Care Facilities could accommodate. The resulting decrease in child counts would: (i) reduce the Parent Fees and Government Grants collected during the interim receivership; and (ii) diminish the value of the Business as a going concern.

4.3.2 Outstanding Source Deductions

1. The Interim Receiver understands from discussions with the CRA that \$607,494 is owed by the Child Care Facilities for unpaid source deductions as at December 31, 2025. The Child Care Facilities have not remitted any source deductions during 2026; instead, the CRA has been recovering unpaid amounts through garnishments of the Government Grants. Accordingly, \$139,438 in source deductions is estimated to be owing for the Child Care Facilities' 2026 payroll up to June 30, 2026. A summary of the estimated source deductions owing as at June 30, 2026 is provided below:

Child Care Facility	Estimated Outstanding Source Deductions
Dickinsfield	126,946
Pioneer	210,400
LRM	409,586
Total	746,932

2. The Interim Receiver understands that some or all of these amounts may be deemed a priority pursuant to the section 227(4) of the *Income Tax Act*.

4.3.3 Landlord Rent Arrears

1. Each Child Care Facility leases its operating premises from a different landlord. The Interim Receiver understands that these landlords are owed at least \$206,000 for outstanding rent, utilities, and common area maintenance costs (the “**Outstanding Rent**”). In addition to the Outstanding Rent, the landlord for Pioneer is further owed approximately \$234,000 in respect of a loan provided to finance certain leasehold improvements.
2. Any purchaser would likely acquire the Business as a going concern, requiring assignment of the occupation leases associated with each of the Facilities. As such, the outstanding rent amounts would be required to be cured to facilitate an assignment of leases to a purchaser and reduce any potential realization available to other creditors.

4.4 Marketability and Viability of a Sale

4.4.1 Pre-Filing Sale Process

1. Prior to the interim receivership, the Debtors conducted an abbreviated sale process to solicit offers and interest from potential parties in the Business (the “**Pre-Filing Sale Process**”). To facilitate the Pre-Filing Sale Process, the Debtors engaged Mr. Rohit Roy to act as a sales agent (the “**Former Sales Agent**”). As a result of the efforts of the Former Sales Agent, 786 Enterprises received an offer for all of the shares of 141 Alberta (the “**Dickinsfield Offer**”) and P&N (the “**LRM Offer**”, and together with the Dickinsfield Offer, the “**Pre-Filing Offers**”). The Pre-Filing Offers were subject to various conditions, including satisfaction of due diligence which had yet to be performed as of the Appointment Date.
2. Following the Appointment Date, the Interim Receiver reviewed the Pre-Filing Offers and discussed the viability of same with the Former Sales Agent. The Interim Receiver subsequently learned that the circumstances of the interim receivership and state of the Business had caused the potential purchaser to withdraw the Dickinsfield Offer outright.

3. Furthermore, the counterparty to the LRM Offer advised that, while they remained interested in acquiring LRM and the other Child Care Facilities, the transaction(s) and associated purchase price would be contingent upon: (i) the transferability of licenses; (ii) current enrolment numbers; and (3) reputation of the Child Care Facilities exiting the interim receivership.
4. The Interim Receiver concluded the Pre-Filing Offers were not viable because they were either: (i) subsequently withdrawn; (ii) were subject to due diligence which was unlikely to be satisfied given the current state of the Business; and (iii) extensive time had elapsed since the original Pre-Filing Offers were received, with no indications that the Debtors had made a meaningful effort to advance to the next stage of the proposed transactions.

4.4.2 RFP Process and Sale Considerations

1. On July 13, 2026, the Interim Receiver contacted Kluane Partners ("**Kluane**"), TailwindVentures ("**Tailwind**"), and the Former Sales Agent, with an RFP to act as sales agent for the Properties and Business. The Interim Receiver requested that each party provide a proposal to act as sales agent (each, a "**Proposal**") by July 17, 2026 at 5:00 pm MT (the "**RFP Deadline**"). Both Kluane and Tailwind submitted a Proposal prior to the RFP Deadline.
2. As part of the expedited RFP process, the Interim Receiver canvassed Kluane and Tailwind regarding the potential enterprise value of the Business. Each prospective broker either could not determine a preliminary enterprise value as part of their Proposal or determined a preliminary enterprise value that would be uneconomic in the circumstances given the deterioration in child enrollment, documented regulatory noncompliance and violations, operational deficiencies, and possible reputational damage resulting from mismanagement.
3. At the time of this First Report, the Interim Receiver was still evaluating the Proposals in consideration of the conversion to receivership detailed in section 5 below.

4.4.3 Potential Purchasers

1. Outside of the RFP process, five potential purchasers (the "**Potential Purchasers**") have reached out to the Interim Receiver and have signed an NDA to receive preliminary information regarding the Child Care Facilities.
2. The Interim Receiver has been corresponding with each of the Potential Purchasers regarding their due diligence inquiries and the viability of submitting an offer for the Business. At the time of this First Report, each of the Potential Purchasers was still considering due diligence materials but did not appear to represent a viable option for the Interim Receiver given the preliminary valuations provided or the time constraints involved.

4.5 Funding Requirements

1. Pursuant to a draft Cash Flow prepared by the Interim Receiver, the Child Care Facilities would require at least \$498,000 to fund the Business, including the estimated professional fees incurred by the Interim Receiver and its counsel, Trusted Accounting, and a childcare and early learning center consultant.
2. The Interim Receiver has borrowed \$240,000 from RBC under the Interim Receiver's Borrowing Charge based on a preliminary Cash Flow; \$195,000 of which is related to the Child Care Facilities. At the time of the Interim Receiver's appointment, the Child Care Facilities has minimal cash on hand, and the Interim Receiver was required to borrow substantial funds to maintain operations.
3. Attached as **Appendix "F"** are interim statements of receipts and disbursements (each an "**R&D**") for each of the Debtors from the Commencement of these proceedings to July 31, 2026. The cumulative cash balance in the Interim Receiver's estate accounts as at July 31, 2026 is \$185,730.
4. On July 20, 2026, the Interim Receiver met with RBC to discuss the numerous issues highlighted above. RBC ultimately determined that it would no longer fund these proceedings given: (i) the significant amount of funding required to continue operations; (ii) the significant cure costs and outstanding obligations that would likely take priority over any potential sales proceeds distributable to

RBC, including outstanding amounts owed to employees, landlords, the CRA, and WCB; and (iii) the significant risks associated with the marketability and potential value of the Child Care Facilities.

5. The Interim Receiver is in agreement with RBC's position given the significant risks involved and the uneconomical enterprise values established in the sale process conducted to date and described above.
6. Accordingly, on July 27, 2026, the Interim Receiver delivered a letter to Ms. Qarni to inform her that it would no longer be funding the Business past July 31, 2026, and to provide its consent for her to begin an orderly wind-down of the Business (a copy of which is attached as **Appendix "G"**).
7. Upon reviewing the letter, Ms. Qarni expressed concerns regarding an abrupt closure of the Child Care Facilities and its impact on the children, parents, and employees. As such, on July 30, 2026, the Interim Receiver delivered further correspondence to Ms. Qarni to inform her that the Interim Receiver will utilize additional funding from RBC to support operations through August 12, 2026 to assist an orderly transition for all affected parties (a copy of which is attached as **Appendix "H"**).

5.0 Conversion to Receivership

1. AlixPartners' appointment as Interim Receiver was made pursuant to, among others, section 47(1) of the BIA, which provides that it is "until the earliest of:
 - a) the taking of possession by a receiver, within the meaning of subsection 243(2), of the debtor's property over which the interim receiver was appointed; and
 - b) September 30, 2026, unless renewed by further Order of this Court prior to the expiry date".
2. Accordingly, the appointment is, per the statute, intended to be temporary.

3. The Proposed Receivership Order being sought by RBC is substantially the same as the Interim Receivership Order, except that it removes the time limitation on the proceedings and the restrictions on the Interim Receiver operating the Business. The Proposed Receivership Order is largely consistent with the model receivership order, except for changes AlixPartners believes appropriate in the circumstances—expressly, the ability to wind down the Business.
4. As noted above, the Interim Receiver’s investigation during the interim receivership has uncovered, among other things:
 - a) significant priority claims, including an estimated \$746,932 of unremitted CRA source deductions, representing a possible deemed trust under the BIA, which, once accounted for, materially reduce or eliminate any recovery to other creditors in selling the Child Care Facilities as going concerns; and
 - b) serious commercial and regulatory concerns, including:
 - i. an oversaturated Alberta childcare market;
 - ii. extensive documented non-compliance and inspection violations at the Child Care Facilities; and
 - iii. a Government of Alberta requirement that all obligations to government entities be paid before any sale or license transfer is approved, a requirement that already prevent the prior sale of Pioneer from closing.
5. These challenges are compounded by Ms. Qarni’s inability to provide the Interim Receiver with the timely and accurate operational and financial information needed to stabilize the Business or assess its viability.
6. Continuing to operate the Child Care Facilities through a sale process would require significant additional funding; estimated at not less than \$498,000 through October 2, 2026, which depletes majority of the \$500,000 Interim Receiver’s Borrowing Charge authorized by the Court and would be exceeded with consideration to the borrowings required for ANS, 786 Enterprises, and 224

Alberta. A sale of the Child Care Facilities is therefore expected to produce only limited and uncertain recoveries for the general body of creditors, including RBC.

7. Accordingly, given the priority claims, regulatory concerns, funding requirements, and operational deficiencies identified, the Interim Receiver is of the view its appointment as receiver is reasonable and appropriate at this time as it allows for: (i) an orderly wind-down of the Business; and (ii) processes to be considered and implemented, as appropriate, to maximize value for RBC and other stakeholders.
8. Furthermore, it is appropriate, in AlixPartners' opinion, for it to be appointed Receiver given that, as Interim Receiver, it has already worked with the Debtors and their stakeholders, including its secured lender and the Government of Alberta, the regulator that oversees the operations of the Child Care Facilities, to understand the Business, the regulatory environment, and key issues affecting the Debtors.
9. The Interim Receiver further understands that RBC is making an application to add 568 Alberta and 574 Alberta as parties to these proceedings. Based on AlixPartners' understanding of the Related Parties, it is of the view that both parties have, either directly or indirectly, benefited from certain funds made available to the Debtors, without the knowledge or consent of RBC. As such, it would be appropriate for the Related Parties to become parties to the receivership proceedings should the Court grant the Proposed Receivership Order, and at minimum, to become subject to the interim receivership proceedings.
10. If the Proposed Receivership Order is granted, the Interim Receiver understands that the Debtors and the Related parties will become subject to the receivership order in this court file number. As such, the Interim Receiver recommends that the title of proceedings be updated to accurately reflect the relevant parties in Court File Number 2603-14067.

6.0 Other Activities of the Interim Receivership

1. In addition to the items outlined above, since the Appointment Date, the Interim Receiver has performed the following additional key activities:
 - a) obtaining information regarding the Debtor's bank accounts and issuing a notice to RBC, Toronto Dominion Bank, and certain other Schedule A banks to put any such accounts on deposit only;
 - b) setting up the necessary trust accounts for the management of the Company's financial activity during these proceedings;
 - c) attending the ANS Property and securing the premises by changing locks;
 - d) meeting with Ms. Qarni to discuss, among other things, the interim receivership proceedings, the Cash Management Protocol, the Cash Flow, and information regarding the Business, including employees, operational requirements, insurance, and other critical requirements for the Interim Receiver to effectively support the operations;
 - e) corresponding with the Debtors' utility companies to continue services during the receivership proceedings
 - f) engaging with Trusted Accounting and other daycare turnaround consultants to understand where they could assist the Business during the interim receivership;
 - g) preparing a draft 13-week cash flow forecast (the "**Cash Flow**") with information provided by the Debtors;
 - h) corresponding extensively with the Debtors' stakeholders regarding the interim receivership, including: (i) the Government of Alberta; (ii) Alberta Employment Standards; (iii) the employees of the Child Care Facilities; (iv) the CRA; (v) the Child Care Facilities' landlords; and (vi) utility providers;
 - i) borrowing amounts considered necessary to administer the Funding Request Model;

- j) corresponding with the Debtors' insurance broker to determine whether insurance coverage was in place, premiums were current, and to add the Interim Receiver as an additional insured and loss payee on the policies;
- k) reviewing all disbursements identified by Ms. Qarni through the Funding Request Model and remitting payment for services duly incurred since the appointment of the Interim Receiver;
- l) discussing the Pre-Filing Sale Process and Pre-Filing Offers with the Former Sales Agent;
- m) engaging with potential purchasers for the Business and facilitating due diligence requests submitted by same;
- n) preparing a preliminary net realizable value analysis for the Facilities; and
- o) preparing this First Report.

7.0 Approval of Professional Fees

1. Pursuant to paragraph 29 of the Interim Receivership Order, the Interim Receiver and its counsel are to be paid their reasonable fees and disbursements at their standard rates and charges, incurred both before and after the making of the Interim Receivership Order. Pursuant to paragraph 30 of the Interim Receivership Order, the Interim Receiver and its counsel shall pass their accounts from time to time.
2. The Interim Receiver seeks to have its fees and disbursements, including those of its legal counsel, Dentons, approved by the Court. The Interim Receiver and its counsel have maintained detailed records of their professional time and costs.
3. The total fees for the Interim Receiver from June 8 to July 31, 2026, are \$153,505.00, plus disbursements of \$770.30 and GST of \$7,713.77, for a total of \$161,989.07. Mr. Jason Knight has separately filed an affidavit in support the Interim Receiver's application for approval of its fees and disbursements and copies of the invoices are attached thereto as Exhibit "A". All rates are for time and services provided at standard rates as set out in the Affidavit.

4. The total fees for the Interim Receiver's legal counsel, Dentons, from June 22, 2026 to July 31, 2026 are \$30,326.50, plus disbursements of \$416.96, plus technology and administration fee of \$1,516.33 and GST of \$1,612.99, for a total of \$33,872.78. Attached as **Appendix "I"** are copies of the invoices, redacted for privilege where appropriate, of Dentons. All rates are for time and services provided at standard rates. The Interim Receiver has reviewed the fees of Dentons and is of the view that they are reasonable and appropriate. All services were undertaken and completed by Dentons at the request of the Interim Receiver and were necessary for the administration of the Interim Receivership.
5. It is the Interim Receiver's opinion that the fees and disbursements of the Interim Receiver and Dentons are fair and reasonable and justified in the circumstances, and the Interim Receiver recommends that they be approved by this Honourable Court.
6. Should the Court grant the Proposed Receivership Order on August 12, 2026, the Interim Receiver estimates that an additional \$40,000 will have been incurred during the period between August 1 and August 12, 2026 (the "**Estimated Remaining Fees**"), with respect of the following activities:
 - a) the ongoing monitoring of the Business and administration Cash Management Protocol;
 - b) ongoing engagement with the Debtors' stakeholders, including the Government of Alberta, and the Potential Purchasers; and
 - c) finalizing this First Report and attending the court hearing scheduled on August 12, 2026.
7. Based on the above, the Interim Receiver respectfully requests that the Court approve the fees and expenses of the Interim Receiver and its legal counsel to July 31, 2026 and the Estimated Remaining Fees.

8.0 Conclusion and Recommendation

1. Based on the foregoing, the Interim Receiver respectfully recommends that this Court grant:
 - a) the proposed Receivership Order on the terms of the draft order set out in RBC's application materials; and
 - b) the Ancillary Order.

* * *

All of which is respectfully submitted,

AlixPartners Restructuring, Inc.

ALIXPARTNERS RESTRUCTURING, INC., solely in its capacity as Court-appointed interim receiver of **ANS 1993 Ltd., 1416452 Alberta Ltd., 2242246 Alberta Ltd., 2308213 Alberta Ltd., 786 N and S Enterprises Ltd., and P & N Development Ltd.** and not in its personal or corporate capacity

Appendix “A”

Government of Alberta ■ Corporation/Non-Profit Search

Corporate Registration System

Date of Search: 2026/07/09
Time of Search: 04:16 PM
Search provided by: ELDOR-WAL REGISTRATIONS (1987) LTD
Service Request Number: 47621257
Customer Reference Number:

Corporate Access Number: 2025955689
Business Number: 789901220
Legal Entity Name: 2595568 ALBERTA LTD.

Legal Entity Status: Active
Alberta Corporation Type: Numbered Alberta Corporation
Registration Date: 2024/03/11 YYYY/MM/DD

Registered Office:
Street: 979 175 ST SW
City: EDMONTON
Province: ALBERTA
Postal Code: T6W1Z8

Email Address: RAZIA.QARNI@HOTMAIL.COM

Primary Agent for Service:

Last Name	First Name	Middle Name	Firm Name	Street	City	Province	Postal Code	Email
QARNI	RAZIA			979 175 ST SW	EDMONTON	ALBERTA	T6W1Z8	RAZIA.QARNI@HOTMAIL.COM

Directors:

Last Name: QARNI
First Name: RAZIA
Street/Box Number: 979 175 ST SW
City: EDMONTON
Province: ALBERTA
Postal Code: T6W1Z8

Details From Current Articles:

The information in this legal entity table supersedes equivalent electronic attachments

Share Structure: 100 CLASS "A" COMMON VOTING SHARES
Share Transfers Restrictions: NONE
Min Number Of Directors: 1
Max Number Of Directors: 5
Business Restricted To: NONE
Business Restricted From: NONE
Other Provisions: NONE

Other Information:

Last Annual Return Filed:

File Year	Date Filed (YYYY/MM/DD)
2025	2025/09/08

Outstanding Returns:

Annual returns are outstanding for the 2026 file year(s).

The corporation representative has confirmed that there are no shareholders.

Filing History:

List Date (YYYY/MM/DD)	Type of Filing
2024/03/11	Incorporate Alberta Corporation
2024/03/11	Update Business Number Legal Entity
2025/09/08	Enter Annual Returns for Alberta and Extra-Provincial Corp.

The Registrar of Corporations certifies that, as of the date of this search, the above information is an accurate reproduction of data contained in the official public records of Corporate Registry.



Appendix “B”

Government of Alberta ■ Corporation/Non-Profit Search

Corporate Registration System

Date of Search: 2026/07/09
Time of Search: 10:44 AM
Search provided by: ELDOR-WAL REGISTRATIONS (1987) LTD
Service Request Number: 47615985
Customer Reference Number:

Corporate Access Number: 2025955747
Business Number: 752188359
Legal Entity Name: 2595574 ALBERTA LTD.

Legal Entity Status: Active
Alberta Corporation Type: Numbered Alberta Corporation
Registration Date: 2024/03/11 YYYY/MM/DD

Registered Office:
Street: 979 175 ST SW
City: EDMONTON
Province: ALBERTA
Postal Code: T6W1Z8

Email Address: RAZIA.QARNI@HOTMAIL.COM

Primary Agent for Service:

Last Name	First Name	Middle Name	Firm Name	Street	City	Province	Postal Code	Email
QARNI	RAZIA			979 175 ST SW	EDMONTON	ALBERTA	T6W1Z8	RAZIA.QARNI@HOTMAIL.COM

Directors:

Last Name: QARNI
First Name: RAZIA
Street/Box Number: 979 175 ST SW
City: EDMONTON
Province: ALBERTA
Postal Code: T6W1Z8

Details From Current Articles:

The information in this legal entity table supersedes equivalent electronic attachments

Share Structure: 100 CLASS "A" COMMON VOTING SHARES
Share Transfers Restrictions: NONE
Min Number Of Directors: 1
Max Number Of Directors: 3
Business Restricted To: NONE
Business Restricted From: NONE
Other Provisions: NONE

Associated Registrations under the Partnership Act:

Trade Partner Name	Registration Number
ROOTS MONTESSORI EARLY LEARNING CENTER	TN28038040

Other Information:

Last Annual Return Filed:

File Year	Date Filed (YYYY/MM/DD)
2025	2025/09/08

Outstanding Returns:

Annual returns are outstanding for the 2026 file year(s).

The corporation representative has confirmed that there are no shareholders.

Filing History:

List Date (YYYY/MM/DD)	Type of Filing
2024/03/11	Incorporate Alberta Corporation
2024/03/11	Update Business Number Legal Entity
2025/09/08	Enter Annual Returns for Alberta and Extra-Provincial Corp.

The Registrar of Corporations certifies that, as of the date of this search, the above information is an accurate reproduction of data contained in the official public records of Corporate Registry.



Appendix “C”

Search ID #: Z20328460

Transmitting Party

MLT AIKINS LLP

2100 222 3rd AVE SW
Calgary, AB T2P 0B4

Party Code: 60006660
Phone #: 403 693 4331
Reference #: 1480.463/cef

Search ID #: Z20328460

Date of Search: 2026-Jul-21

Time of Search: 12:25:12

Business Debtor Search For:

2595568 ALBERTA LTD.

Exact Result(s) Only Found

NOTE:

A complete Search may result in a Report of Exact and Inexact Matches.
Be sure to read the reports carefully.



Search ID #: Z20328460

Business Debtor Search For:

2595568 ALBERTA LTD.

Search ID #: Z20328460

Date of Search: 2026-Jul-21

Time of Search: 12:25:12

Registration Number: 24061322347

Registration Type: SECURITY AGREEMENT

Registration Date: 2024-Jun-13

Registration Status: Current

Expiry Date: 2029-Jun-13 23:59:59

Exact Match on:

Debtor

No: 3

Amendments to Registration

26072127182

Amendment

2026-Jul-21

Debtor(s)

Block

Status

Current

1 786 N AND S ENTERPRISES LTD.
751 DANIELS WAY SW
EDMONTON, AB T6W3L9

Block

Status

Current by
26072127182

2 2595574 ALBERTA LTD.
979 175 STREET SW
EDMONTON, AB T6W 1Z8

Block

Status

Current by
26072127182

3 2595568 ALBERTA LTD.
979 175 STREET SW
EDMONTON, AB T6W 1Z8

Secured Party / Parties

Block

Status

Current

1 ROYAL BANK OF CANADA
36 YORK MILLS ROAD, 4TH FLOOR
TORONTO, ON M2P 0A4
Email: albertaprod@teranet.ca

Search ID #: Z20328460

Collateral: General

<u>Block</u>	<u>Description</u>	<u>Status</u>
1	All present and after-acquired personal property, all proceeds including, without limitation, all present and after-acquired personal property that may be derived from the sale or other disposition of the collateral, including inventory, equipment, intangibles, money, chattel papers, documents of title, securities, licences, crops and instruments	Current

Search ID #: Z20328460

Business Debtor Search For:

2595568 ALBERTA LTD.

Search ID #: Z20328460

Date of Search: 2026-Jul-21

Time of Search: 12:25:12

Registration Number: 24061322475

Registration Date: 2024-Jun-13

Registration Type: SECURITY AGREEMENT

Registration Status: Current

Expiry Date: 2029-Jun-13 23:59:59

Exact Match on:

Debtor

No: 2

Amendments to Registration

26072127628

Amendment

2026-Jul-21

Debtor(s)

Block

Status

Current

1 ANS 1993 LTD.
751 DANIELS WAY SW
EDMONTON, AB T6W3L9

Block

Status

Current by
26072127628

2 2595568 ALBERTA LTD.
979 175 STREET SW
EDMONTON, AB T6W 1Z8

Secured Party / Parties

Block

Status

Current

1 ROYAL BANK OF CANADA
36 YORK MILLS ROAD, 4TH FLOOR
TORONTO, ON M2P 0A4
Email: albertaprod@teranet.ca

Collateral: General

Block

Description

Status

1 All present and after-acquired personal property, all proceeds including, without limitation, all present and after-acquired personal property that may be derived from the sale or other disposition of the collateral, including inventory, equipment, intangibles, money, chattel papers, documents of title, securities, licences, crops and instruments

Result Complete

Appendix “D”

Search ID #: Z20328445

Transmitting Party

MLT AIKINS LLP

2100 222 3rd AVE SW
Calgary, AB T2P 0B4

Party Code: 60006660
Phone #: 403 693 4331
Reference #: 1480.463/cef

Search ID #: Z20328445

Date of Search: 2026-Jul-21

Time of Search: 12:23:51

Business Debtor Search For:

2595574 ALBERTA LTD.

Exact Result(s) Only Found

NOTE:

A complete Search may result in a Report of Exact and Inexact Matches.
Be sure to read the reports carefully.



Search ID #: Z20328445

Business Debtor Search For:

2595574 ALBERTA LTD.

Search ID #: Z20328445

Date of Search: 2026-Jul-21

Time of Search: 12:23:51

Registration Number: 24061322347

Registration Date: 2024-Jun-13

Registration Type: SECURITY AGREEMENT

Registration Status: Current

Expiry Date: 2029-Jun-13 23:59:59

Exact Match on:

Debtor

No: 2

Amendments to Registration

26072127182

Amendment

2026-Jul-21

Debtor(s)

Block

Status

Current

1 786 N AND S ENTERPRISES LTD.
751 DANIELS WAY SW
EDMONTON, AB T6W3L9

Block

Status

Current by
26072127182

2 2595574 ALBERTA LTD.
979 175 STREET SW
EDMONTON, AB T6W 1Z8

Block

Status

Current by
26072127182

3 2595568 ALBERTA LTD.
979 175 STREET SW
EDMONTON, AB T6W 1Z8

Secured Party / Parties

Block

Status

Current

1 ROYAL BANK OF CANADA
36 YORK MILLS ROAD, 4TH FLOOR
TORONTO, ON M2P 0A4
Email: albertaprod@teranet.ca

Search ID #: Z20328445

Collateral: General

<u>Block</u>	<u>Description</u>	<u>Status</u>
1	All present and after-acquired personal property, all proceeds including, without limitation, all present and after-acquired personal property that may be derived from the sale or other disposition of the collateral, including inventory, equipment, intangibles, money, chattel papers, documents of title, securities, licences, crops and instruments	Current

Search ID #: Z20328445

Business Debtor Search For:

2595574 ALBERTA LTD.

Search ID #: Z20328445

Date of Search: 2026-Jul-21

Time of Search: 12:23:51

Registration Number: 24080619800

Registration Date: 2024-Aug-06

Registration Type: SECURITY AGREEMENT

Registration Status: Current

Expiry Date: 2029-Aug-06 23:59:59

Exact Match on:

Debtor

No: 2

Amendments to Registration

26072127312

Amendment

2026-Jul-21

Debtor(s)

Block

Status

Current

1 2242246 ALBERTA LTD.
SUITE 2300, 10180 101 ST NW
EDMONTON, AB T5J1V3

Block

Status

Current by
26072127312

2 2595574 ALBERTA LTD.
979 175 STREET SW
EDMONTON, AB T6W 1Z8

Secured Party / Parties

Block

Status

Current

1 ROYAL BANK OF CANADA
36 YORK MILLS ROAD, 4TH FLOOR
TORONTO, ON M2P 0A4
Email: albertaprod@teranet.ca

Collateral: General

Block

Description

Status

1 All present and after-acquired personal property, all proceeds including, without limitation, all present and after-acquired personal property that may be derived from the sale or other disposition of the collateral, including inventory, equipment, intangibles, money, chattel papers, documents of title, securities, licences, crops and instruments

Result Complete

Appendix “E”

To:	ANS 1993 Ltd., 1416452 Alberta Ltd., 2242246 Alberta Ltd., 2308213 Alberta Ltd. 786 N and S Enterprises Ltd., P&N Development Ltd., and Razia Qarni
From:	AlixPartners Restructuring, Inc., solely in its capacity as Interim Receiver of the Debtors.
Date	07/06/2026
Re:	<i>Interim Receivership of ANS 1993 Ltd. et al (Court File No. 2603-14087)</i> Memorandum of Understanding Interim Receivership Funding Request Model

Background

On July 2, 2026 (the "**Appointment Date**"), pursuant to an application made by Royal Bank of Canada ("**RBC**"), the Court of King's Bench of Alberta (the "**Court**") endorsed an interim receivership order (the "**Interim Receivership Order**") appointing AlixPartners, Inc. the interim receiver (the "**Interim Receiver**") of the following entities (each an "**Entity**"):

- ANS 1993 Ltd. ("**ANS 1993**");
- 1416452 Alberta Ltd. ("**141 Alberta**");
- 2242246 Alberta Ltd. ("**224 Alberta**");
- 2308213 Alberta Ltd. ("**230 Alberta**");
- 786 N and S Enterprises Ltd. ("**786 Enterprises**"); and
- P & N Development Ltd. ("**P & N Development**" and collectively with ANS 1993, 141 Alberta, 224 Alberta, 230 Alberta, and 786 Enterprises, the "**Companies**").

Pursuant to the terms of the Interim Receivership Order, the Interim Receiver is empowered and authorized to undertake, among other things, the following where the Interim Receiver considers it necessary or desirable:

- to receive and collect all monies and accounts now owed or owing to the Debtors;
- to monitor the Companies' receipts and disbursements, the Companies' childcare centres, and dealings with the Property (as defined in the Interim Receivership Order);
- to report, meet, and share information with affected persons, subject to such terms as confidentiality as the Interim Receiver deems advisable; and
- to work with the Companies to prepare and update a 13-week cash flow forecast (the "**Cash Flow Forecast**") and to administer a funding request model.

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Purpose

The purpose of this memorandum of understanding (this "**MOU**") is to:

1. provide the details required for the Interim Receiver to transfer all funds currently held by the Companies (the "**Existing Funds**") to one or more new trust accounts to be opened by the Interim Receiver (the "**Interim Receivership Account**");
2. outline the protocol to ensure that all future receipts, including, among other things, (i) revenue from sales, services, enrolment, or other business activities, (ii) collection of government grants, (iii) collection of accounts receivables; and (iv) refunds, rebates, or government remittances (collectively, "**Future Receipts**") are deposited into the Entity's designated operating account; and
3. outline the protocol for submitting a funding request in writing to the Interim Receiver.

1.0 Transfer of Existing Funds

The Companies agree that, by no later than **5:00 p.m. MST on July 10, 2026**, they shall:

- a) provide the Interim Receiver with a list of bank accounts held by each Entity and the cash balances therein. Should any cash be held within the personal account(s) of Razia Qarni ("**Ms. Qarni**"), the Companies shall provide the Interim Receiver the details of such amounts and Ms. Qarni shall immediately transfer such amounts to the appropriate Entity's operating account held with Royal Bank of Canada (the "**RBC Accounts**"); and
- b) provide the Interim Receiver copies of bank statements or online banking screenshots evidencing all Existing Funds.

2.0 Weekly Cash Receipt Report

All Future Receipts must be deposited into each of the Entity's RBC Accounts during the interim receivership. The Companies shall provide to the Interim Receiver the RBC Account of each Entity which will be used to collect all Future Receipts. To ensure that all Future Receipts are deposited correctly into each Entity's designated RBC Account:

- a) the Companies shall, by no later than **5:00 p.m. MT on July 10, 2026**, provide the Interim Receiver with a list of all customers, payors, government agencies, tenants, or other counterparties that remit funds to each Entity (collectively, the "**Payors**");
- b) the Companies shall further provide to each Payor, written instructions directing them to make payments to each Entity's designated RBC Accounts.

To account for any Future Receipts that may be inadvertently deposited by Payors to non-RBC Accounts, by **5:00 p.m. MT each Monday**, the Companies shall:

- a) immediately transfer any Future Receipts collected into a non-RBC Account to the appropriate RBC Accounts; and

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- b) provide the Interim Receiver with the transaction activity for the previous week for each Entity, in the form provided by the Interim Receiver, which shall be certified to ensure that the transactions represent a complete record of each Entity's collections in the prior week. A standardized template will be provided by the Interim Receiver.

3.0 Weekly Cash Disbursement Process

For any business or corporate expenses required to be paid (including payroll), the Companies shall submit to the Interim Receiver a funding request, in the form provided by the Interim Receiver (the "**Funding Request**"). Each Funding Request shall be accompanied by supporting documentary evidence (which may include, but is not necessarily limited to, receipts, invoices, payroll ledgers, government notices, and/or other similar documents).

To ensure the timely remittance of funds for necessary operating expenses, the Companies shall submit the Funding Request **every Friday by no later than 2:00 p.m. MT** which shall outline all anticipated cash disbursements for the subsequent week.

ALIXPARTNERS RESTRUCTURING, INC.,
in its capacity as the Interim Receiver of ANS 1993 Ltd., 1416452 Alberta Ltd., 2242246 Alberta Ltd., 2308213 Alberta Ltd., 786 N and S Enterprises Ltd., and P & N Development Ltd. and not in its personal or corporate capacity

Per:



Paul Lim
Senior Vice President

ACKNOWLEDGED AND AGREED TO:

RAZIA QANRI



DATE: July 10 2026

DATE: _____

Appendix “F”

Interim Receivership of ANS 1993 Ltd., 1416452 Alberta Ltd., 2242246 Alberta Ltd., 2308213 Alberta Ltd., 786 N and S Enterprises Ltd., P&N Development Ltd.

**Interim Statement of Receipts and Disbursements
For the Period Ending July 31, 2026**

	ANS	786 Enterprises	224 Alberta	141 Alberta	230 Alberta	P&N	Total
Receipts							
Interim Receiver's borrowings	20,000	5,000	25,000	45,000	90,000	55,000	240,000
Parents Fees collections	-	-	-	3,951	7,103	1,549	12,603
	20,000	5,000	25,000	48,951	97,103	56,549	252,603
Disbursements							
Salaries and Wages	-	-	-	9,861	6,288	10,001	26,150
Occupational Lease	-	-	-	8,273	23,850	8,600	40,723
	-	-	-	18,134	30,138	18,601	66,873
Balance in Interim Receiver's Accounts	20,000	5,000	25,000	30,817	66,965	37,947	185,730

Appendix “G”

Razia Qarni

Unit 20, 9228 144 Avenue NW
Edmonton, Alberta
T5E 6C6

July 27, 2026

Dear Ms. Qarni,

RE: In the Matter of the Interim Receivership of ANS 1993 Ltd., 2242246 Alberta Ltd., 786 N and S Enterprises Ltd., 1416452 Alberta Ltd., 2308213 Alberta Ltd., and P & N Development Ltd. (collectively, the “Companies”)¹

We write in our capacity as Interim Receiver of the Companies pursuant to the Interim Receivership Order dated July 2, 2026 (the “**Interim Receivership Order**”). Capitalized terms not otherwise defined in this letter have the meanings given to them in the Interim Receivership Order.

In carrying out its mandate, the Interim Receiver acts as an officer of the Court. In that capacity, the Interim Receiver owes duties to the Court and to the general body of the Companies’ stakeholders, and must act prudently and impartially in the interests of those stakeholders as a whole, rather than in the interest of any single party or in the continuation of the Business for its own sake.

The Interim Receiver’s authority is limited to the powers conferred by the Interim Receivership Order. Under paragraph 4 of the Interim Receivership Order, absent a further order of the Court, the Interim Receiver shall not operate, manage or carry on the Business, including the Child Care Facilities. While the Interim Receiver is empowered to fund operations, it is not obligated to do so, and any such funding is advanced in the Interim Receiver’s discretion, having regard to the recoveries reasonably available to stakeholders.

For the reasons set out in this letter, the Interim Receiver has concluded that continued funding of the Child Care Facilities is not commercially viable past July 31, 2026. Sustaining operations would require the Interim Receiver to borrow substantial funds under its court-authorized borrowing charge, which ranks in priority to the claims of the Companies’ stakeholders, with an uncertain prospect of recovery. Advancing such funds to sustain an unviable business could diminish stakeholder recoveries.

Next Steps

The Interim Receiver intends to provide the details included in this letter, among other things, to the Court to support a receivership application, with a view to achieving an orderly wind-down of the Business. The Interim Receiver also intends to distribute a letter to the employees

¹ 1416452 Alberta Ltd. operates Dickinsfield Child Development Center (“**Dickinsfield**”), 2308213 Alberta Ltd. operates Roots Montessori Early Learning Centre – Pioneer (“**Pioneer**”), and P & N Development Ltd. operates Learned Robin Montessori Day Care (“**LRM**”).

of the Child Care Facilities advising them of the Interim Receiver's decision and the rationale for it.

Notwithstanding this position, expenses and wages incurred after July 2, 2026, and authorized by the Interim Receiver, will continue to be paid in the ordinary course.

Pursuant to paragraph 9 of the Interim Receivership Order, you may wind down the Child Care Facilities with the express consent of the Interim Receiver. **This letter serves as notice of the Interim Receiver's consent for you to begin winding down the Business.** To that end, the Interim Receiver requests that you cooperate with an orderly wind-down of the Business during the interim receivership, as an orderly wind-down will minimize the costs of the proceedings and maximize the ultimate recovery to the Companies' creditors.

Rationale for the Interim Receiver's Decision

Ability to Manage Operations and Provide Timely Information

Since its appointment, you have not been able to demonstrate that the Child Care Facilities can be managed effectively, and have not provided the Interim Receiver with information it needs to support you in operating the Business. The factors supporting this conclusion include the following:

- despite multiple calls and meetings to guide you through the cash flow forecast, you have not provided the Interim Receiver with a cash flow forecast that thoroughly captures the Business' anticipated operating cash receipts and disbursements;
- you were unable to provide historical collection and disbursement trends of each of the Child Care Facilities since their inception;
- although the Memorandum of Understanding was signed on July 17, 2026, and several meetings were held to review the funding request model, you have not provided a complete and fully supported funding request for the Companies. As a result, the Interim Receiver has not been able to pay critical operating expenses;
- you have provided inaccurate or incomplete information regarding the Child Care Facilities (for example, that employees' wages were current up to June 2026 payroll and that June 2026 grants have not yet been received); and
- you are unaware of either the quantum of the government grants and subsidies (the "**Grants**") to be collected, or the garnishments that have been placed on such Grants.

Operational and Regulatory Risks

The Interim Receiver reviewed publicly available records from the Government of Alberta and Alberta Health Services ("**AHS**") regarding non-compliance matters and inspection violations at the Child Care Facilities. A summary of non-compliance matters and violations issued since 2025 is presented below:

Day Care Facility	# of Government of Alberta Noncompliance	# of AHS Daycare Violations	# of AHS Kitchen Violations
Dickinsfield	1	5	2
Pioneer	45	3	3
LRM	7	4	3

In addition, the Interim Receiver understands that the Child Care Facilities have not yet filed audited 2025 financial statements with the Government of Alberta, as required. This creates an ongoing risk of non-compliance that may result in indefinite suspension of Grant payments.

Lastly, the Interim Receiver was recently made aware that the lease between 1416452 Alberta Ltd. ("**141 Alberta**") and Dickinsfield Mall AB Ltd. (the "**141AB Landlord**") is expiring on September 30, 2026. Based on its discussions with the 141AB Landlord, the Interim Receiver understands that 141 Alberta did not exercise its renewal option within the time required by the lease and the 141AB Landlord does not currently consent to any renewal, extension or overholding. The Interim Receiver is inquiring as to whether the lease may be extended on a short-term basis during the interim receivership. Otherwise, Dickinsfield may not be able to continue operations past September 30, 2026, and the Interim Receiver would not be able to market and sell the business as a going concern.

Potential Recovery and Challenges in Selling the Child Care Facilities

The Interim Receiver concluded a request for proposal ("**RFP**") process in which it contacted potential sales agents, including Rohit Roy, the sales agents retained by yourself prior to the interim receivership. The Interim Receiver further held discussions with several other parties, including an early learning childcare consulting firm, the Government of Alberta, and Lovedeep Singh ("**Mr. Singh**"), who had previously submitted an offer for LRM, to assess the viability of a sale process for the Child Care Facilities.

The key points from the RFP process and discussions are provided below:

- the Alberta childcare market is oversaturated, creating potential difficulties in the marketability and sale of the Child Care Facilities;
- the decline in enrolment and potential reputational damage associated with the mismanagement of the Child Care Facilities, will reduce any potential purchase price;
- the potential purchaser who submitted an offer for Dickinsfield has withdrawn from the transaction;
- Mr. Singh, the potential purchaser who submitted an offer for LRM advised that a reduced offer will have to be submitted to reflect the decline in enrolment numbers; and
- the Government of Alberta requires all statutory arrears owing to a government entity be paid before any sale or license transfer is approved. It remains to be determined whether the Government of Alberta can, and will, make an exception to this policy in light of the interim receivership. As discussed below, the Child Care Facilities carry

significant balance of statutory arrears which will likely render pursuing a sale and license transfer approval uneconomic if an exception to the foregoing requirement is not granted.

Significant Borrowings Required to Operate

At the time of the Interim Receiver's appointment, the Child Care Facilities had minimal cash on hand, and, as a result, the Interim Receiver would be required to borrow substantial funds to maintain operations. Based on the preliminary cash flow forecast prepared by the Interim Receiver, and assuming the government grants are released by the Government of Alberta, a minimum of \$472,700 would need to be borrowed to maintain operations through to October 2, 2026.

Given the uncertainty around the profitability of the Business and the high degree of variability in the proceeds achievable from a sale of the Business, the Interim Receiver believes there is significant risk in borrowing such funds. If those funds are not recovered, they would reduce any potential recovery available to the Companies' broader stakeholders.

Other Considerations

Significant Outstanding Amounts

During the interim receivership, the Interim Receiver has directly corresponded with the Companies' stakeholders and understands significant amounts are outstanding to various parties, including:

- **Canada Revenue Agency ("CRA")** – approximately \$734,500 of source deductions are owed to the CRA for payroll across the Business;
- **Employees** – according to Alberta Employment Standards, approximately \$235,200 is estimated to be owing to current and former employees for unpaid wages up to May 31, 2026, with the Interim Receiver being aware of additional amounts owing for periods thereafter; and
- **Landlords** – approximately \$191,000 is estimated to be outstanding to the landlords of the Child Care Facilities for rent in arrears.

Each of these balances directly reduces the value attributable to the Business.

Wage Earners Protection Program

As discussed above, the Interim Receiver is aware the Business carries significant wage arrears that would be difficult for any potential purchaser to address. Conducting a wind-down of the Business within a full receivership will enable all existing and former employees to access the benefits of the Wage Earners Protection Program ("**WEPP**"). Assuming a wind-down of the Business proceeds within a full receivership proceeding, the Interim Receiver, acting then in its capacity as Receiver, will work to enroll all employees in WEPP. This will

assist in reducing your potential liability as a director of the Business for unpaid wages pursuant to section 112 of the Alberta Employment Standards Code.

Yours truly,

AlixPartners Restructuring, Inc.

ALIXPARTNERS RESTRUCTURING, INC.

solely in its capacity as court-appointed interim receiver
of the Companies, and not in its personal or corporate capacity

Appendix “H”

ITMO: Interim Receivership of ANS 1993 Ltd. et al

Summarize



Lim, Paul

To: Razia Qarni

Cc: Knight, Jason; Graham, Ross

Confidential\Client Data



Reply

Reply All

Forward



Thu 7/30/2026 6:03 PM

Hi Razia,

This correspondence supplements our letter dated July 27, 2026 regarding the Interim Receiver's determination that continued funding of the Child Care Facilities is not commercially viable beyond July 31, 2026, given that RBC is not prepared to continue funding the operations in the interim receivership proceedings.

Following our recent discussions, we recognize this decision will have an impact on parents, children, and employees should operations cease abruptly. Accordingly, we have decided to utilize additional funding from RBC to support operations through August 12, 2026. This extended timeline will provide a more orderly transition for all affected parties.

During this period, we request that you cooperate with us on the wind-down of the Business, including communications to parents and employees regarding the closure timeline. Orderly wind down on this compressed timeline will assist with reducing professional fees, which ultimately assists with reduced exposure under your personal guarantee to RBC.

Notwithstanding the foregoing, the Interim Receiver's position that the continued operations of the Child Care Facilities is not commercially viable remains the same. As such, the Interim Receiver is planning to make an application to the Court to support a receivership application, with a view to achieving an orderly but expedited wind-down of the Business to preserve any value for the benefit of the creditors and stakeholders of the Companies.

We are hoping that you will cooperate for the sake of the parents, children, and employees during this time in order to address the concerns you have communicated to us.

Regards,
Paul

Paul Lim
Senior Vice President

AlixPartners
Calgary
t: +1 (587) 437-8741
m: 5874378741
paul.lim@alixpartners.com
[AlixPartners.com](https://alixpartners.com)

Appendix “I”



Afshan Naveed
Partner

Dentons Canada LLP
850 - 2nd Street SW
15th Floor, Bankers Court
Calgary AB T2P 0R8
CANADA

AlixPartners Restructuring, Inc.
Suite 1165, 324 – 8th Avenue SW, Box 129
Calgary AB T2P 2Z2

Attention:
Jason Knight
Managing Director
jknight@ksvadvisory.com

Invoice Number: 270041495
Invoice Date: July 31, 2026
GST / HST Number: R121996078
QST Number: 1086862448 TQ 0001

Matter Number: 704083-000001
Client Name: AlixPartners Restructuring, Inc.
Description: ANS 1993 Ltd.

FOR PROFESSIONAL SERVICES RENDERED in connection with the above noted matter:

	Amount (CAD)
Professional Fees	30,326.50
Disbursements	416.96
Other Fees & Charges	1,516.33
Total Amount Before Tax	32,259.79
GST @ 5.0% on \$32,259.79	1,612.99
Total Amount Due in CAD	\$ 33,872.78

Payment Due On Receipt
Wire Transfer Bank of Montreal, 1st Canadian Place Toronto ON M5X 1A3 CANADA Swift Code: BOFMCAM2 Bank ID: 001 Transit: 00022 Account (EFT): 0004-324 Account (Wire): 00020004324 Routing: 000100022 Currency: CAD
Credit Card Payments To pay online with a credit card, visit www.dentons.com/canada-CADpay
Cheque Payments Cheques payable to Dentons Canada LLP 77 King Street West, Suite 400 Toronto-Dominion Centre Toronto ON M5K 0A1 CANADA
Additional Payment Options For alternate payment options, visit www.dentons.com/canada-paymentoptions
<i>Interest will be charged at a rate of 8% per annum on all outstanding amounts over 30 days.</i>



Invoice Details

Date	Init.	Description	Hours	Rate	Amount (CAD)
22-Jun-26	AN	Emails from and to Jason K. Review background materials with respect to appointment. Review, consider and revise draft Receivership Order. Telephone discussion with Jason K. Voicemail for Catrina W. Emails from MLT Aikins.	2.50	650.00	1,625.00
23-Jun-26	AN	Emails from and to Catrina W.	0.30	650.00	195.00
24-Jun-26	AN	Conference call with Catrina W, Lauren M, Jason K, Ross G, Mike W. Notes to file. Consideration of form of order.	0.90	650.00	585.00
25-Jun-26	AN	Conference call with Catrina W, Lauren M, Josh F, Razia Q, Jason K, Ross G and Mike W. Notes to file. Telephone discussion with Jason K. Emails from and to Catrina W.	0.90	650.00	585.00
29-Jun-26	AN	Email from Catrina W. Consider and revise draft form of order. Telephone discussion with Jason K, Paul L and Ross. Notes to file. Further revise draft form of order. Email to Jason K.	2.50	650.00	1,625.00
29-Jun-26	EA	Analyze legislation specific to daycares to determine whether any additional provisions are required in Receivership Order.	2.60	550.00	1,430.00
30-Jun-26	AN	Further consideration of provisions and powers in draft order. Emails from and to Jason K and Paul L. Revise draft form of Order. Email to Catrina W.	2.10	650.00	1,365.00
02-Jul-26	AN	Review application materials. Preparation for and thereafter attendance at Alberta Court of King's Bench before Justice Lema. Notes to file. Telephone discussion with Jason K. Emails from and to Jay S.	2.70	650.00	1,755.00
03-Jul-26	AN	Email from Catrina W with filed order.	0.10	650.00	65.00
05-Jul-26	AN	Email from Jason K.	0.10	650.00	65.00
06-Jul-26	AN	Emails from and to Ross G regarding CRA garnishment.	0.20	650.00	130.00
07-Jul-26	AN	Email from Paul L with respect to operations at Roots Montessori - ELC 1. Email from Paul L with respect to garnishments of certain entities.	0.40	650.00	260.00
08-Jul-26	AN	Review PPR search.	0.10	650.00	65.00
09-Jul-26	AN	Review PPR search for 2595574 Alberta Ltd., instruct additional searches. Review additional searches with respect to non-operating entities. Email to Paul Lim. Conference call with Paul L. Notes to file.	1.40	650.00	910.00
10-Jul-26	AN	Email from and to Razia Q. Email from Michael W. Telephone discussion with Razia Q. Detailed notes to file. Email to Paul L and Ross G.	1.00	650.00	650.00
13-Jul-26	AN	Emails from and to Ross G and Paul Lim. Review and comment on draft memorandum. Instruct land titles searches. Conference call with Ross G, Paul L, and Mike W. Conference call with Jason, Paul and Ross. Notes to file. Review draft letter to employees. Email to Ross G. Email to Catrina W.	2.40	650.00	1,560.00
14-Jul-26	AN	Email to Jennifer Twith respect to [REDACTED]. Emails from and to Paul L. Email to Elizabeth R and Michael C regarding grant funding. Emails to and from Jason K. Telephone discussion with Michael C. Notes to file. Review [REDACTED]. Review of [REDACTED].	2.70	650.00	1,755.00

DENTONS CANADA LLP

AlixPartners Restructuring, Inc.

Re: ANS 1993 Ltd.

Invoice Number:

270041495

Matter Number:

704083-000001

Page 3 of 4

Date	Init.	Description	Hours	Rate	Amount (CAD)
		[REDACTED]. Telephone discussion with Jason K. Notes to file			
14-Jul-26	JT	Consider email from Afshan N and respond.	0.10	765.00	76.50
15-Jul-26	AN	Continue review of [REDACTED]. Emails from and to Paul L and Ross G. Lengthy email to Elizabeth R at Brownlee. Emails from and to Jason K and Paul L.	1.70	650.00	1,105.00
16-Jul-26	AN	Email from Paul L. Letter to commercial coordinator booking court time. Review NVR summary. Review and consider [REDACTED]. Consideration [REDACTED]. Conference call with Paul L, Ross G and Jason K. Notes to file. Email to Paul, Jason and Ross.	2.20	650.00	1,430.00
16-Jul-26	EA	Analyze case law and jurisprudence [REDACTED]. [REDACTED]. Attend call with client to strategize next steps.	1.40	550.00	770.00
20-Jul-26	AN	Emails from and to Paul L regarding daycare license. Review [REDACTED]. Lengthy email to Catrina Webster.	0.70	650.00	455.00
21-Jul-26	AN	Emails from and to Paul L and Jason K. Emails from and to Michael C. Review and revise draft letter to Razia Q. Conference call with Jason K and Paul L. Notes to file. Emails to and from Michael C. Emails to and from Paul L. Telephone discussion with Derek P regarding potential sale.	2.30	650.00	1,495.00
21-Jul-26	EA	Provide instruction to student regarding [REDACTED] opinion. Call with Interim Receiver. Call with counsel to the Government of Alberta regarding transfer of licenses in the event of a sale.	1.20	550.00	660.00
22-Jul-26	AN	Telephone discussion with Jason K. Notes to file. Emails from and to Shane K. Conference call with Shane K, Jason K and Paul L. Notes to file. Review NDA. Email to Michael C.	1.50	650.00	975.00
22-Jul-26	EA	Call with client and counsel for potential buyer.	0.50	550.00	275.00
23-Jul-26	AN	Review draft letter to Razia Q. Emails to and from Paul L with respect to payroll. Emails to and from Paul L. Emails from and to Shayne K.	1.10	650.00	715.00
24-Jul-26	AN	Emails from and to Paul L. Email to Catrina W.	0.20	650.00	130.00
27-Jul-26	AN	Email from and to Paul L. Email from Jason K. Review revised letter to Razia. Email from Catrina W.	0.30	650.00	195.00
28-Jul-26	AN	Emails from and to Paul L. Emails to and from Catrina W and Jaye S. Consideration of application materials.	0.50	650.00	325.00
28-Jul-26	EA	Analysis on recent jurisprudence in respect [REDACTED]. Draft summary of the same for supervising lawyer. Draft application materials for approval of fees and activities.	5.10	550.00	2,805.00
29-Jul-26	AN	Emails from and to Paul L. Email to Josh F. Review and revise draft report. Review and revise draft application and form of order. Emails to and from Paul L.	1.60	650.00	1,040.00
30-Jul-26	AN	Emails from and to Josh F and Pul L. Telephone discussion with Paul L. Telephone discussion with Josh F.	2.30	650.00	1,495.00

DENTONS CANADA LLP
AlixPartners Restructuring, Inc.
Re: ANS 1993 Ltd.

Invoice Number: 270041495
Matter Number: 704083-000001
Page 4 of 4

Date	Init.	Description	Hours	Rate	Amount (CAD)
		Notes to file. Telephone discussion with Paul L and Ross G. Notes to file. Emails from and to Paul L and Jason K. Email to Jaye S. Consideration [REDACTED].			
30-Jul-26	EA	Call with client regarding application materials and updates. Draft fee affidavit.	1.80	550.00	990.00
31-Jul-26	AN	Review and revise draft fee affidavit. Emails to and from Paul L and Jason K.	0.50	650.00	325.00
31-Jul-26	EA	Review First Report and revise application materials to reflect activities included in First Report.	0.80	550.00	440.00
		Total	48.70	\$	30,326.50
Total Professional Fees				\$	30,326.50
Taxable Disbursements					
		Agents Fees	263.00		
		Land Title Search Fees	40.00		
		PPR Copy/Search	11.00		
		Search Fees	24.96		
		Tax Certificate/Search	78.00		
Total Taxable Disbursements			\$	416.96	
Taxable Other Fees & Charges					
		Technology & Administration Fee	1,516.33		
Total Taxable Other Fees & Charges			\$	1,516.33	
Total Disbursements, Other Fees & Charges				\$	1,933.29
Total Professional Fees, Disbursements, Other Fees & Charges				\$	32,259.79
Taxes					
		GST (5.0%) on Professional Fees of \$30,326.50	1,516.32		
		GST (5.0%) on Taxable Disbursements and Other Charges of \$1,933.29	96.67		
Total Taxes				\$	1,612.99
Total Amount Due in CAD				\$	33,872.78