Court File No. BK-26-03364251-0032

ONTARIO
SUPERIOR COURT OF JUSTICE
(COMMERCIAL LIST)

IN THE MATTER OF THE NOTICE OF INTENTION TO MAKE A PROPOSAL OF NATIONAL TRAFFIC SAFETY MANAGEMENT INC.

AIDE MEMOIRE OF NATIONAL TRAFFIC SAFETY MANAGEMENT INC.

(Returnable October 26, 2026)

October 25, 2026

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TO: THE SERVICE LIST

1. This brief Aide Memoire updates the Court on the position and intended next steps of National Traffic Safety Management Inc. (the **"Company"**). The Company asks the Court not to approve the transaction with Ramudden Global (Canada) Inc. (**"Ramudden"**) (the **"Proposed Transaction"**) at this short motion, and to allow the Company to file a proposal under the *Bankruptcy and Insolvency Act*, R.S.C. 1985, c. B-3 (the **"BIA"**) that will generate superior value than the Proposed Transaction, including for unsecured creditors. Creditors should decide the outcome by vote.

2. The Company has arranged financing from COR Financial to fund a proposal. A commitment letter is expected to be received on the morning of October 26, 2026. A copy of the commitment letter will be filed with the Court on a confidential basis as soon as it is received.

3. The Company sent to TDB Restructuring Limited, in its capacity as proposal trustee of the Company, a holding proposal to be filed on Monday, October 26, 2026 to avoid a deemed bankruptcy. With the financing arranged, the Company intends to file a proposal and hold a meeting of creditors within the 21 days as required by the BIA.

4. This is a proposal proceeding. Part III of the BIA contemplates that the debtor will make a proposal and that creditors will vote on it. A sale under s. 65.13 of the BIA is available, but it does not displace the debtor's statutory right to put a proposal to its creditors.

5. Oxygen Working Capital Corp. and Labourers' International Union of North America Local 837 say they will not support a proposal, but their claims are unaffected and will be paid in full in cash on implementation. They are not prejudiced by a proposal. Unlike the current

offer, the proposal should generate value for unsecured creditors who otherwise receive no recovery.

6. If the Court decides to allow the sale approval motion to proceed rather than a proposal, a schedule will need to be set for the hearing of a contested motion and for the filing of any additional materials and facta.

ALL OF WHICH IS RESPECTFULLY SUBMITTED this 25th day of October, 2026

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Proceeding Commenced at Toronto

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