

Communications Policy

Toys R Us ANZ Limited and its subsidiaries (the Company)

1. Background

1.1 Overview

The Company is committed to effective communication with its customers, shareholders, market participants, employees, suppliers, financiers, creditors, other stakeholders and the wider community. The Company will ensure that all stakeholders, market participants and the wider community are informed of its activities and performance.

The Company will endeavour to make publicly available all information to ensure that trading in its shares takes place in an efficient, competitive and informed market.

1.2 Purpose

This Communications Policy contains the Company's approach and commitment to communication. The Policy is designed to ensure that the Company:

- (a) provides timely and accurate information equally to all shareholders and market participants regarding the Company including its financial situation, performance, ownership, strategies, activities and governance; and
- (b) adopts channels for disseminating information that are fair, timely and cost efficient.

In addition to those policies and processes contained in the Continuous Disclosure Policy, the Company has implemented processes to ensure achievement of these goals.

2. Confidentiality

Information that the Company considers private and that is not generally available outside the Company (**Confidential Information**) and information that the Company owns, develops, pays to have developed or to which it has an exclusive right (**Proprietary Information**) must be treated by the Company and all employees as follows:

- (a) the Company and all employees must ensure that they do not disclose any Confidential Information or Proprietary Information to any third party or other employee who does not have a valid business reason for receiving that information;

- (b) if Confidential Information or Proprietary Information is required to be provided to third parties or other employees for valid business purposes, the Company and its employees must:
 - (i) take adequate precautions to ensure that information is only used for those purposes for which it is provided and is not misused or disseminated to the Company's detriment; and
 - (ii) ensure that the information is returned or destroyed when the purpose is complete.

Such precautions include obtaining a confidentiality agreement or other undertaking. Advice about these measures can be obtained from the Company Secretary.

Any information concerning the Company which is not generally available and which may have a material effect on the price or value of the Company securities may need to be disclosed in order for the Company to comply with its continuous disclosure obligations referred to in its Continuous Disclosure Policy and in section 3 of this Communications Policy.

3. Communications with shareholders, employees and the market

3.1 *Continuous and periodic disclosure*

The Company is a public company listed on the ASX. It is subject to continuous disclosure requirements under the Corporations Act and the ASX Listing Rules, in addition to periodic and specific disclosure requirements.

A fundamental component of the Company's Communication Policy is its continuous disclosure program. To ensure the Company complies with its continuous disclosure obligations, the Board has adopted a Continuous Disclosure Policy.

In addition to its continuous disclosure obligations, the Company will make other periodic disclosures as required by law, and in relation to those matters set out in the schedule to this policy, as contemplated by the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

3.2 *Communications with the ASX*

All communication with the ASX will be in accordance with the ASX Listing Rules. The Company Secretary (or in their absence, a person nominated by the Company Secretary) is responsible for communications with ASX.

For further information refer to the Company's Continuous Disclosure Policy.

3.3 Company Meetings

The meetings of shareholders of the Company represent an excellent opportunity for the Company to provide information to its shareholders. The Company encourages attendance at, and participation in, general meetings.

A notice of a meeting will be sent to shareholders prior to meetings, including details of the time and place of the meeting, the resolutions to be considered and proxy voting procedures.

The Company recognises that some shareholders will not be able to attend its meetings of shareholders. To allow for the participation of any such shareholders, the Company encourages shareholders to forward their questions to the Company Secretary prior to the meeting. Where appropriate, these questions will be read out and answered at the meeting, or, if this is not practicable, the question and answer will be recorded in the transcript of the meeting.

The Company will regularly review its policies and procedures that it has in place to facilitate and encourage participation in shareholder meetings including in relation to:

- (a) participation in meetings involving electronic communications, such as the linking of multiple venues by live telecommunications or through the live webcasting of meetings; and
- (b) providing direct voting facilities to allow shareholders to vote ahead of the meeting without having to attend or appoint a proxy.

3.4 Website

The Company's website is one of the cornerstones of the Company's Communication Policy with shareholders and the market. All information released to the ASX will be posted on the Company's website as soon as practicable after the ASX has confirmed that it has received the information. The Company's website also serves as an important communication tool for the Company's employees and external stakeholders, such as customers, suppliers and financiers.

The Company's website contains a range of information of relevance to stakeholders including relevant corporate governance policies and codes, media and market announcements and presentations to shareholders and institutional investors. The Schedule to this Policy contains a list of the content that is to be disclosed on the Company's website.

Stakeholders are encouraged to view the website on a regular basis so that they can keep up to date with information concerning the Company. The website has been designed to enable information to be accessed in a clear and readily accessible manner.

3.5 Briefings

The Company recognises the importance of the relationship between the Company and its institutional investors, brokers and analysts. The Company may from time to time conduct briefings to these groups. In these cases, the following protocols will apply:

- (a) material information which is required to be disclosed under the Continuous Disclosure Policy will not be disclosed at these briefings unless it has been previously, or is simultaneously, released to the market;
- (b) if material information which has not been disclosed is inadvertently released, the Company will immediately release it to the market via the ASX and place it on the Company's website;
- (c) questions at briefings that deal with material information that has not previously been disclosed will not be answered; and
- (d) the Company will place a copy of the presentation material on the Company's website.

3.6 Communication with employees

The Company recognises that its employees are central to the Company's success. In order to enable staff to fulfil their role to the high standards required and to promote employee satisfaction, the Company aims to ensure effective communication with employees. Effective communication with employees starts with their direct manager and with accessibility to senior management.

3.7 Employee briefings

The Company will from time to time conduct employee briefings so that all staff are aware of activities within the Company. These briefings may be conducted by the Managing Director and CEO or an appropriate manager.

3.8 Electronic communication

The Company recognises that it is often efficient to communicate electronically and accordingly:

- (a) shareholders will be given the option to receive communications from, and send communications to, the Company and its share registry electronically; and
- (b) the Company's email system allows staff and stakeholders to communicate simply and easily with management and staff of the Company.

The Company will endeavour to format communications to shareholders from the Company and its share registry so as to be easily readable on a computer screen or other electronic devices which are commonly used for that purpose. The Company will also endeavour to include a printer-friendly option in these electronic communications to allow shareholders to retain a hard copy of the communication.

Employees and other stakeholders have access to the Company's email system and are encouraged to use it to improve the flow of information and communication generally.

The Company will use email to ensure a continued flow of information and to communicate effectively with staff. Staff should feel free to communicate with any member of management by email.

4. Other communications

4.1 *Communications with the media*

All communication with the media will be through the Chair, the Managing Director/CEO or the Company Secretary, or persons authorised by the Board.

4.2 *Communications with other stakeholders*

The Company is committed to ensuring that all stakeholders regularly receive information about the Company and its activities. While individual briefings may be held with key stakeholders, such as financiers, the principal means of ensuring that stakeholders have access to information will be through the Company's website.

5. Other matters

5.1 *Questions*

If you have any questions arising from the Company's Communications Policy, please contact the Company Secretary.

5.2 *Amendment of policy*

This Policy can only be amended with the approval of the Board.

5.3 *Adoption of Policy and Board review*

This Policy was adopted by the Board with effect from December 2018 and replaces any previous policy in this regard. The Board will review this Policy periodically. The Company Secretary will communicate any amendments to employees as appropriate.

Schedule (Periodic Disclosures)

The Company will disclose in its annual report, on its website, or in other appropriate communications, the following:

Roles and responsibilities of board and management

1. the respective roles and responsibilities of its board and management;
2. those matters expressly reserved to the board and those delegated to management;

Appointment of new directors

3. to shareholders, all material information in the Company's possession relevant to a decision on whether or not to elect or re-elect a director;
4. to shareholders, the following information about a candidate standing for election or re-election as a director:
 - (a) biographical details, including their relevant qualifications and experience and the skills they bring to the board;
 - (b) details of any other material directorships currently held by the candidate;
 - (c) in the case of a candidate standing for elections as a director for the first time:
 - (i) any material adverse information revealed by the checks the Company has performed about the director;
 - (ii) details of any interest, position, association or relationship that might influence, or reasonably be perceived to influence, in a material respect, their independent judgement;
 - (iii) if the board considers that the candidate will, if elected, qualify as an independent director, a statement to that effect,
 - (d) in the case of a candidate standing for re-election as a director:
 - (i) the term of office currently served by the director; and
 - (ii) if the board considers the director to be an independent director, a statement to that effect;

Diversity Policy

5. its diversity policy, or a summary of that policy;
6. the measurable objectives that its board, or a relevant committee, has set for achieving gender diversity and its progress towards achieving those objectives;
7. the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the Company has defined "senior executive" for these purposes);
8. if the Company is a "relevant employer" under the Workplace Gender Equality Act, the Company's most recent "Gender Equality Indicators", as defined in and published under that Act;
9. as a larger Company with a significant number of employees, the numbers of women at senior executive level and the relative proportion of women and men in management roles immediately below senior executive;

Performance evaluation processes for board and senior executives

10. its process for periodically evaluating the performance of the board, its committees and individual directors and, in relation to each reporting period, whether such a performance evaluation was undertaken in the reporting period in accordance with that process;
11. knowledge that the Company has gained from the evaluations mentioned above and any governance changes it has made as a result;
12. its process for periodically evaluating the performance of its senior executives and, in relation to each reporting period, whether such a performance evaluation was undertaken in the reporting period in accordance with that process;

Nomination Committee

13. the charter and members of its Nomination Committee;
14. as at the end of each reporting period, the number of times the Nomination Committee met throughout the period and the individual attendances of the members at those meetings;

Board skills matrix

15. skills matrix which sets out the mix of skills and diversity that the board currently has or its looking to achieve in its membership;

Independent directors

16. the names of the directors considered by the board to be independent directors;
17. the length of service of each director;
18. the interest, position, association or relationship of a director which may cause doubts about that director's independence but which the board believes does not compromise that director's independence;
19. if applicable, an explanation of why the board is of the opinion that the relevant interest, position, association or relationship does not compromise a director's independence;
20. if an independent director is no longer independent, that fact in a timely manner;

Code of Conduct

21. its code of conduct, or a summary of it;

Audit & Risk Committee

22. the charter and relevant qualifications and experience of the members of its Audit & Risk Committee;
23. in relation to each reporting period, the number of times that the Audit & Risk Committee met throughout the period and the individual attendances of the members at those meetings;
24. in relation to each reporting period, whether a review of the Company's risk management framework has taken place;
25. if a review of the Company's risk management framework has taken place, any knowledge that the Company has gained from the review and any changes it has made to its risk management framework as a result;
26. how the Company's internal audit function is structured and what role it performs;
27. whether the Company has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks;

Disclosure obligations

28. its disclosure obligations compliance policy (Continuous Disclosure Policy), or a summary of that policy;

Shareholders

29. the policies and processes in place to facilitate and encourage participation at meetings of shareholders;

meetings;
30. in relation to each reporting period, whether a review of the Company's risk management framework has taken place;
31. if a review of the Company's risk management framework has taken place, any knowledge that the Company has gained from the review and any changes it has made to its risk management framework as a result;
32. how the Company's internal audit function is structured and what role it performs;
33. whether the Company has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks;

Remuneration

34. the relationship between remuneration and performance and how it is aligned to the creation of value for shareholders;
35. the charter and members of its Remuneration Committee;
36. as at the end of each reporting period, the number of times the Remuneration Committee met throughout the period and the individual attendances of the members at those meetings;
37. separately, its policies and practices regarding the remuneration of non- executive directors and the remuneration of executive directors and other senior executives, including a summary of the Company's policies and practices regarding the deferral of performance-based remuneration and reduction, cancellation or clawback of performance-based remuneration in the event of serious misconduct or a material misstatement in the Company's financial statements;
38. if the Company has an equity-based remuneration scheme, its policy on whether participants are permitted to enter into transactions which limit the economic risk of participating in the scheme;

Securities Trading Policy

39. its Securities Trading Policy to the ASX market announcements office for release to the market;
40. following any material change made to its Securities Trading Policy, a copy of the amended Securities Trading Policy, within 5 business days of the material change taking effect; and
41. its Securities Trading Policy immediately upon the request of the ASX.

Corporate Governance Materials

42. the names, photographs and brief biographical information for each of its directors and senior executives;
43. its constitution, board charter and the charters of each of its board committees;
44. the corporate governance policies and other corporate governance materials referred to within the Principles and Recommendations;

Other Materials and information

45. copies of its annual reports and financial statements;
46. copies of its announcements to the ASX;
47. copies of notices of meetings of shareholders and any accompanying documents;
48. if maintained by the Company, webcasts and/or transcripts of meetings of shareholders and copies of any documents tabled or otherwise made available at those meetings;
49. if maintained by the Company, webcasts and/or transcripts of investor or analyst presentations and copies of any materials distributed at those presentations;
50. an overview of the Company's current business;
51. a description of how the Company is structured;
52. a summary of the Company's history;
53. a key events calendar showing the expected dates in the forthcoming year for:
 - (a) results presentations and other significant events for investors and analysts;
 - (b) the AGM;

- (c) books closing dates for determining entitlements to dividends or distributions; and
 - (d) ex-dividend and payment dates for dividends or distributions;
54. once they are known, the time, venue and other relevant details for results presentations and the AGM;
 55. if the Company has different classes of securities on issue, a brief description of those different classes and the rights attaching to them;
 56. historical information about the market prices of the Company's securities;
 57. a description of the Company's dividend or distribution policy;
 58. copies of media releases made by the Company;
 59. contact details for enquiries from shareholders, analysts or the media;
 60. contact details for its securities registry; and
 61. links to download key security holder forms, such as transfer and transmission forms, dividend or distribution reinvestment plan forms etc.

Approved by the Board
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