

October 18, 2018

Mark Okada
Co-Founder & Chief Investment Officer
Highland Capital Management, LP
300 Crescent Court
Suite 700
Dallas, TX 75201

Dear Mr. Okada,

We are former employees of Toys “R” Us.

We write to follow up on a July letter sent to your firm by Carrie Gleason and Jim Baker.

We lost our jobs a few months ago after Highland Capital and other creditors decided to push Toys “R” Us from bankruptcy to liquidation.

While Highland Capital may debate the details of its role in the Toys “R” Us bankruptcy, the \$106 million in Toys “R” Us debt that Highland Capital has invested in leaves no doubt about your firm’s desire to profit off of our company’s collapse. Highland Capital and other creditors’ recent announcement that you plan to revive the Toys “R” Us brand makes that point even more clearly.

The financial firms like Highland Capital that took Toys “R” Us into bankruptcy and liquidation have put 33,000 people out of work.

As you know, Toys “R” Us had a severance policy in place for years prior to the bankruptcy. We and other employees were counting on that severance to support us in the event we were laid off. But that severance policy was terminated shortly before Toys “R” Us announced it was liquidating. Toys “R” Us employees never received the \$75 million in severance we were promised.

The *Wall Street Journal* recently reported that KKR and Bain Capital, two of Toys “R” Us’ former owners, plan to contribute at least \$20 million to a hardship fund for fired Toys “R” Us employees.

We believe that Toys “R” Us’ creditors, including Highland Capital, should follow KKR’s and Bain Capital’s lead and also contribute to the hardship fund.

We also believe that if Highland Capital and other creditors seek to revive the Toys “R” Us brands, you should commit to first hire Toys “R” Us employees who lost their jobs when the company liquidated, should commit to recognize the years of service we provided to the company, and should provide us pay and benefits at least equivalent to what we received prior to the bankruptcy.

Toys “R” Us employees like us were the ones that made Toys “R” Us a beloved brand. Highland Capital should show us the respect we have earned.

Sincerely,

Egidio	Abreu	5653	National City	CA
Catherine	Acevedo	6357	Westbury	NY
Zulma	Aleem	6386	Paramus	NJ

Gwendolyn	Allen	6562	Durham	NC
Marietta	Allen	6562	Durham	NC
Eddie	Allen Jr	7023	Monroe	LA
Sigouryner	Anthony	7022	Monroe	LA
Shelby	Arquilla	9254	Boardman	OH
Isael	Arriaga	5625	Chula Vista	CA
Brenda	Arrigo	6385	Warwick	RI
Tracy	Auerbach	5670	Tempe	AZ
Robby Jay	Baldonado Pascua	8017	Anchorage	AK
Chris	Barraco	9275	Toledo	OH
Debbie	Beard	5670	Phoenix	AZ
PAm	Beery	9210	Boardman	OH
Andre	Best	6365	Elizabeth	NJ
Timothy	Bon	5645	Phoenix	AZ
Nicholas	Bordonaro	6317	Lake Grove	NY
Kate	Bourassa	7504	Auburn	MA
Lisa	Boxley	6562	Durham	NC
Philomena	Boyd	7506	Woburn	MA
David	Bradley	8360	Midlothian	VA
John	Brisbin	8735	St.Petersburg	FL
Kim	Brodie	6424	Massapequa	NY
Sabrina	Brooker	5670	Phoenix	AZ
Karen	Brown	6562	Durham	NC
Deosjah	Brown	9275	Toledo	OH
Yvette	Brown	6352	Bronx	NY
Carolyn	Brubaker	8368	Altoona	PA
Christine	Bumcrots	9275	Toledo	OH
Bethany	Burton	5753	West Palm Beach	FL
Margaret	Burton	7063	St Augustine	FL
Marta	Bushay	8915	Olympia	WA
Erin	Cain	6373	Mays Landing	NJ

Melissa	Cajigas	8716	Boynton Beach	FL
Jeanet	Calderon	6352	Bronx	NY
Karen	Caldwell	8820	Fayetteville	GA
Patty	Campesi	9210	Boardman	OH
Mark	Cannon	9501	Lees Summit	MO
Sara	Casey	446	Brooklyn	NY
Kimberly	Castor	6318	Carteret	NJ
Martha	Castro	5839	Medford	OR
Christine	Chongway	9574	Tigard	OR
Cheryl	Claude	6318	Woodbridge	NJ
Heather	Corder	8004	Portland	OR
Megan	Craig	6068	Flint	MI
Louann	Crawford	6342	Freehold	NJ
Ryan	Creson	8928	Paducah	Ky
Keven	Daly	6373	Mays Landing	NJ
Steve	Davies	6489	Onalaska	WI
Rick	Davis	6562	Durham	NC
Giovanna	De La Rosa-Scherman	5625	Chula Vista	CA
Lindsey	Dean	6562	Durham	NC
Vincent	DeGennaro	6317	Lake Grove	NY
Natalie	DeMolfetto	6312	Staten Island	NY
Kenee	Demory	6562	Durham	NC
Mary	Di Pietro	8716	Boynton Beach	FL
Jeana	Dinsmore	9574	Tigard	OR
Jessa	Dougherty	5645	Phoenix	AZ
Sean	Dunkirk	5645	Phoenix	AZ
Jennifer	Dunne	6428	Orange Park	FL
Sari	Dyce	9210	Boardman	OH
Christine	Ebersole	6378	Commack	NY
Charlene	Edwards	8820	Fayetteville	GA
Kelsey	Ennis	8004	Portland	OR

Teresa	Esch	9548	Tulsa	OK
Sarai	Esperanza Ochoa	5625	Chula Vista	CA
Dawn	Farber	6359	Whitehall	PA
Anthony	Fiasco	8929	Cincinnati	OH
Todd	Fleeger	9210	Boardman	OH
Gabriella	Florentine	7031	Houston	TX
Yessenia	Flores	6317	Lake Grove	NY
Eddie	Floress	6409	Boca Raton	FL
Edith	Foster	6369	North Brunswick	NJ
Karen	Fowler	6378	Commack	NY
Donald	Fox	9254	Boardman	OH
Marcy	Frank	9216	Washington	PA
Renee	Frost	8820	Fayetteville	GA
Ismael	Fructos	5625	Chula Vista	CA
Paula	Gant	8708	Cutler Bay	FL
Madelyn	Garcia	8716	Boynton Beach	FL
Christopher	Gardner	7022	Monroe	LA
Devon	Gary	5839	Medford	OR
Colleen	Gebhart	9254	Boardman	OH
Stacy	Gibeault	8405	Auburn	MA
Esther	Giebel	6373	Mays Landing	NJ
Patricia	Gilson	8011	Bellevue	WA
Shemeka	Gipson Jackson	7023	Monroe	LA
Emily	Gober	7022	Monroe	LA
Katrina	Gonzalez	8745	Sanford	FL
Cheyane	Goodrixh	7504	Auburn	MA
Alexandra	Gracia	8713	Schaumburg	IL
Claude	Graham	8928	Paducah	KY
Angelisa	Grammer	9501	Lee's Summit	MO
Dennis	Graves	8732	Orange park	FL
Jerome	Gray	6449	Philadelphia	PA

Lori	Grice	9275	Toledo	OH
Ruby	Gurrola	6465	Phoenix	AZ
Thomas	Gutierrez	5645	Phoenix	AZ
Andres	Guzman	5625	San Diego	CA
Juan Marcos	Guzman	5625	Chula Vista	CA
Marcus	Hanley	8004	Portland	OR
Jeriad	Harbison	5839	Medford	OR
Aubrie	Harnden	5839	Medford	OR
Marcy	Harp	6562	Durham	NC
Judith	Harper	6557	Tempe	AZ
Tionna	Harris	6373	Mays Landing	NJ
Nickolas	Harvey	9574	Tigard	OR
Keuana	Hayes	7022	Monroe	LA
Savannah	Helminak	9210	Boardman	OH
Shirley	Hemphill	8820	Hampton	GA
Sandra	Hindman	9275	Toledo	OH
Jessica	Hoglund	6317	Lake Grove	NY
Laura	Hoh	6017	Aurora	IL
Maurice	Holmes	8004	Portland	OR
Julie	Honzay	5670	Phoenix	AZ
Tyler	Hooven	8331	Colonial Heights	VA
Devin	Hopkins	6562	Durham	NC
Patricia	Horan	6371	Bensalem	PA
Pamela	Houseal	8712	Palm Beach Gardens	FL
PAmela	Howington	8004	Portland	OR
Alisha	Hudson	9257	Lexington	KY
Karen	Huerta	5667	Glendale	CA
Peter	Huerta	5603	Burbank	CA
Robert	Huerta	5603	Burbank	CA
Joyce	Humphries	9254	Boardman	OH
Violet	Hunt	6068	Flint	MI

Kenneth	Hutchison	6068	Flint	MI
Tyrando	Hymes	9254	Boardman	OH
Michelle	Iandimarino	9254	Boardman	OH
Sarah	Jackson	9573	Modesto	CA
Kotera	Jackson	7022	Monroe	LA
Skylar	Jackson	7022	Monroe	LA
Michelle	Jakubiak	7504	Worcester	MA
Jonathan	James	8004	Vancouver	WA
Alethia	Jenkins	8729	Jax	FL
Melody	Johnson	8004	Portland	OR
Sally	Johnson	8312	Media	PA
Craig	Johnson	7504	Auburn	MA
Amber	Johnstone	9254	Boardman	OH
Wendy	Kaltenbach	6562	Durham	NC
Linda	Kane	8875	Pasadena	MD
Gwen	Kent	8004	Portland	OR
Dorothy	Kiekenapp	8712	Palm Beach Gardens	FL
Anthony	Kittleson	5683	Ontario	CA
Colleen	Kleven	5803	Concord	CA
Cathy	Koperwhats	6318	Iselin	NJ
Alleah	Kozeroff	5839	Medford	OR
Dorothy	Kugler	9254	Boardman	OH
Cindy	Kurz	6357	Westbury	NY
Sandra	Lalley	9203	Cuyahoga Falls	OH
Laura	Lamarche	7504	Leicester	MA
Tracy	Lamb	8733	Gainesville	FL
Esther	Landeros	5662	Alhambra	CA
Emily	Larson	9203	Cuyahoga Falls	OH
Tracy	Leigh Forbes	5670	Tempe	AZ
Beverly	Leombruno	9254	Boardman	OH
Regina	Lift	5662	Alhambra	CA

Eric	Lilje	9275	Toledo	OH
Kimabley	Lindley	8820	Fayetteville	GA
Kathryn	Locantore	6468	Millbury	MA
Ivy	Lopez	9591	Jacksonville	NC
Aracelis	Lopez	6605	Kissimmee	FL
Sandra	Lopez	5683	Ontario	CA
Othelia	Lyles	6352	Bronx	NY
Jessica	MacArthur	7504	Auburn	MA
Michelle	Magdaluyo	5653	National City	CA
Traci	Majcher	9236	Hoffmen Estates	IL
Michelle	Malczewski	9275	Toledo	OH
Sharon	Malczewski	9275	Toledo	OH
Michael	Malczewski	9275	Toledo	OH
Michael	Malenitza	6317	Lake Grove	NY
Todd	Manley	9210	Boardman	OH
Elizabeth	Marin	9574	Tigard	OR
Melissa	Martin	5670	Phoenix	AZ
Angella	Martin	6068	Flint	MI
Scott	Matyas	6369	North Brunswick	NJ
Dwayne	Mauldin	6378	Commack	NY
Vickie	McCartney	6068	Flint	MI
Bonnie	Mcgee	9275	Toledo	OH
Bronte	McKinney	8004	Portland	OR
Ryan	Meller	6317	Lake Grove	NY
Feliz	Merino	5645	Phoenix	AZ
Ines	Merino	5664	Phoenix	AZ
Kathy	Meyer	6305	East Brunswick	NJ
Nancy	Miller	6329	Union	NJ
Debbie	Mizen	9254	Boardman	OH
Penny	Moody	7537	Williston	VT
Barbara	Moorman	6413	Silver Spring	MD

Madilyn	Muniz	6352	Bronx	NY
James	Muratore	6317	Lake Grove	NY
Seth	Newman	8004	Portland	OR
Samantha	Ng	6317	Lake Grove	NY
Dennis	O'Neil	5679	Glendale	AZ
Charlene	OKeefe	8004	Portland	OR
Christina	Olmsted	6079	Traverse City	MI
Edgardo	Orellana	5804	Pinole	CA
Mary	Osman	9210	Boardman	OH
Erin	Page	6310	Valley stream	NY
Vincent	Pantoja	5613	Ventura	CA
Alexandra	Panttaja-Taylor	8004	Portland	OR
Alison	Paolillo	6378	Commack	NY
Amanda	Parrott	7006	Beaumont	TX
Betty	Parton	9520	Kansas City	MO
Devin	Patton	9254	Boardman	OH
Lorna	Pawlosky	9254	Boardman	OH
Michelle	Perez	8004	Portland	OR
Carlos	Perez	8712	Palm Beach Gardens	FL
Samantha	Person	6324	Bayshore	NY
Chrystal	Peterson	8928	Paducah	KY
Leah	Phillips	5839	Medford	OR
Mary	Pierce	6317	Lake Grove	NY
Diana	Pierson	5625	Chula Vista	CA
Barbara	Pino	6305	East Brunswick	NJ
Tracy	Place	7504	Auburn	MA
Ashley	Poole	6562	Durham	NC
Dreana	Pranzo	6378	Commack	NY
Joelle	Provenche	5645	Scottsdale	AZ
Joan	Radewonuk	8385	Salisbury	MD

Kevin	Ramos	6317	Lakegrove	NY
Shammericka	Reed	7023	Monroe	LA
Brian	Rehman	9216	Washington	PA
Ann Marie	Reinhart	6562	Durham	NC
Denisha	Richey	9210	Boardman	OH
Yasmin	Rielle	8712	Palm Beach Gardens	FL
Jason	Rivera	6352	Bronx	NY
Sadat	Rizvanolli	8716	Boynton Beach	FL
Jasmine	Robinson	6503	East Hanover	NJ
Matthew	Rodnicki	9275	Toledo	OH
Michael	Rodriquez	9254	Boardman	OH
Nadia	Romo	7549	Ontario	CA
Dyann	Rosales	5825	Pittsburg	CA
Dawn	Rotuno	6378	Commack	NY
Phillip	Rowe	9210	Boardman	OH
David	Roygulchareon	6338	Woodside	NY
Kaylee	Rudnik	6318	Iseling	NJ
Joseph	Ryan	6373	Mays Landing	NJ
Patricia	Sabatos	9254	Boardman	OH
Nancy	Sadkin	6344	Wayne	NJ
Surlena	Salazar	5670	Phoenix	AZ
Carlos Aaron	Saldivar	5625	Chula Vista	CA
Carlos	Saldivar	5625	Chula Vista	CA
Maria	Sanchez	8928	Paducah	KY
Mary Jane	Sanchez	8928	Paducah	KY
Martha	Santiago	6352	Bronx	NY
Wanda	Santiago	6352	Bronx	NY
Darby	Satterlee	5670	East Wenatchee	WA
Marlana	Saulters	9271	Westland	MI
Pat	Sbatos	9254	Boardman	OH
Sharyn	Scheetz	9254	Boardman	OH

Ashley	Schober	6317	Lake Grove	NY
Christine	Schvab- Johnson	8732	Orange Park	FL
Margaret	Schwartz	9236	Schaumburg	IL
Mallien	Scott	9254	Boardman	OH
Jennifer	Serencses	6318	South River	NJ
Carol	Shepard	6336	Bronx	NY
Jordan	Silk	5644	Phoenix	AZ
Sharon	Simmons	8928	PAducah	KY
Christie	Simmons	8820	Fayetteville	GA
Jamarius	Sims	7022	Monroe	LA
Christopher	Smith	6005	Melrose Park	IL
Sharon	Spann	6320	Yonkers	NY
Leeayne	Spickle	9254	Boardman	OH
Zuzanna	Steciuk Toso	8729	Jacksonville	FL
David	Stewart	8004	Portland	OR
Wendi	Stratton	8004	Portland	OR
Margaret	Styciura	6358	Eatontown	NJ
Gerald	Tarr	9210	Boardman	OH
Michael	Theiss-Cook	8004	Portland	OR
Genevieve	Thelusma	8702	Royal Palm Beach	FL
Erricka	Thibodeaux	7026	Lafayette	LA
Samantha	Thompson	8004	Portland	OR
Alene	Timme	8004	Portland	OR
Austin	Tonning	8004	Portland	OR
Jacob	Totten	6314	Albany	NY
Marie	Traina	8729	Jacksonville	FL
Paul	Treantafel	7504	Auburn	MA
Denise	Treiber	9541	Saint Louis	MO
Margaret	Trella	9210	Boardman	OH
Jason	Tucker	8712	Palm Beach Gardens	FL
Richard	Turner	9501	Lees summit	MO

Wilman	Ulecia	8015	Olympia	WA
Antoinette	Ulmer	1604	Albany	NY
PAtty	Van Fossan	9210	Boardman	OH
Patty	Van Fossan	9210	Boardman	OH
Cathrine	Vasquez	6305	East brunswick	NJ
Fran	Veneri	8305	Philadelphia	PA
Tammy	Vitulo	9210	Boardman	OH
Robert	Vitulo	9210	Boardman	OH
Catherine	Wadsworth	9282	Amherst	NY
Theresa	Walker	8712	Palm Beach Gardens	FL
Kathleen	Wallace	7022	Monroe	LA
Marlo	Warren	7022	Monroe	LA
Taylor	Weislak	9275	Toledo	OH
Casey	White	8004	Portland	OR
Jennifer	Whitley	7022	Monroe	LA
Laurie	Wildeman	6050	Rochester	MN
Maryjane	Williams	7814	Waco	TX
Jennifer	Williams	7063	St Augustine	FL
Thelmeca	Williams	8820	Fayetteville	GA
Steven	Williams	7022	Monroe	LA
Vivian	Williams	7022	Monroe	LA
Michael	Willis	9210	Boardman	OH
Janae	Wilson	8712	Palm Beach Gardens	FL
Sarah	Woodhams	6462	Montgomeryville	PA
Michele	Yazzetti	6336	Bronx	NY
Jennifer	York	9254	Boardman	OH
Jordyn	Youngblood	8803	Stockbridge	GA
Fadi	Zayed	9574	Tigard	OR
Jennifer	Zieleniewski	6503	East Hanover	NJ
James	Zieleniewski	6623	Secaucus	NJ

On behalf of 33,000 laid off Toys R Us employees.
312 signers as of 10/12/18 with the list growing.