



2026 Annual General and Special
Meeting of Shareholders

A Relentless Pursuit of Value

June 10th, 2026



President & Chief Executive Officer Remarks

THE NEXT 100

A strategy designed to strengthen operational excellence, expand our capabilities, and create enduring value for our customers, communities, and shareholders.



2025 was a year of disciplined execution and resilient performance within a challenging environment.

The Next 100 continues to guide how we do that work. In 2025, we made tangible progress across our strategic priorities.



Implemented over 1400 new planograms



Transitioning to Electronic Shelf Labels



Expanded Private Label Products



Invested in our Store Network

Investing in our Store Network

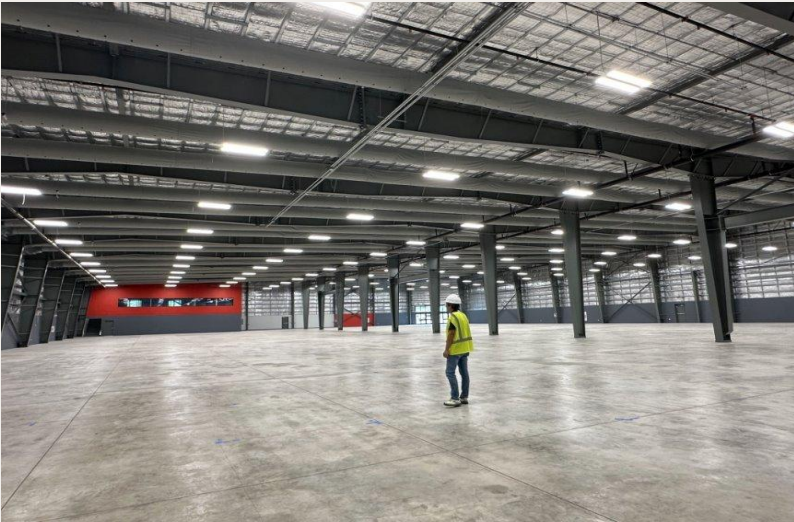


Investing in Growth... Expanding our Reach



**COST
U.LESS**

RiteWay



Investing in Growth... Expanding our Reach



Investing in Internal Processes and Development



Supporting the communities we are proud to serve.



People Planet Partnerships

Sustainability and responsible business practices remain essential to how we operate.

Well-being and Security

North West commits to working collaboratively with Indigenous Peoples to advance health and well-being in the communities we serve

Stronger Community Bonds

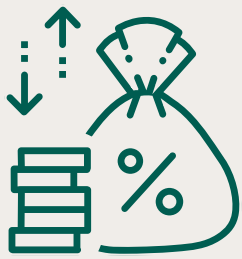
North West commits to developing stronger community bonds by recognizing the past and committing to a better future

Inclusion and Economic Success

North West commits to improving Indigenous inclusion in store and head office management while encouraging Indigenous economic development



Financial results – Q1 2026



Sales in the first quarter down **1.5%** as sales gains in International Operations were offset by the impact of foreign exchange and lower sales in Canadian Operations



Net earnings increasing **5.4%** compared to the first quarter last year



This journey energizes our teams, driven by a shared commitment to delivering more for our customers.





Our People, Our Principles, Our Path Forward



Question Period



THE

NORTH WEST

COMPANY