



2026 Annual General and Special
Meeting of Shareholders

A Relentless Pursuit of Value

June 10th, 2026



Chair remarks



Caution Concerning Forward Looking Statements and Non-GAAP Financial Measures

Certain information presented today may constitute forward-looking statements. Such statements reflect North West’s current expectations, estimates, projections and assumptions. These forward-looking statements are not guarantees of future performance and are subject to certain risks which could cause actual performance and financial results in the future to vary materially from those contemplated in the forward-looking statements. Any forward-looking statements are current only as of the date they are made and the company disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future results, or otherwise, other than what required by law. For additional information on these risks, please see North West’s Annual Information Form under the heading “Risk Factors”.

This presentation will also refer to “EBITDA”, “Adjusted EBITDA” and “Adjusted Net Earnings”, which are not recognized financial measures under International Financial Reporting Standards. North West’s method of calculating these measures may differ from other companies and may not be comparable to measures used by other companies. For further information, please see North West’s Annual Report under the heading “Non-GAAP Financial Measures”.



Attendance and Voting



Election of Board of Directors



Stewart Glendinning



Rachel Huckle



Annalisa King



Violet Konkle



Steven Kroft



Jennefer Nepinak



Gregg Saretsky



Paul Soubry



Victor Tootoo



Dan McConnell



Brock Bulbuck






Receive Audited Financial Statements



Election of Directors



Appointment of Auditors



Amendment of Director Deferred
Share Unit Plan



■ Advisory Resolution on Executive Compensation





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



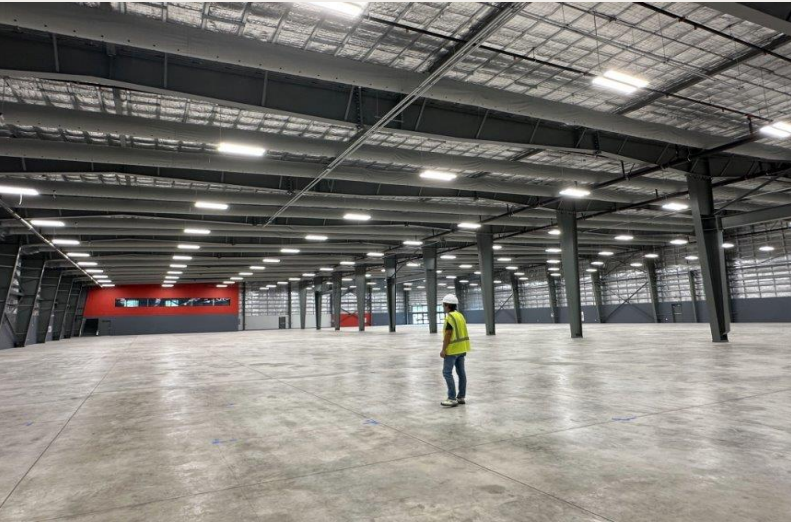
Invested in our Store Network

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

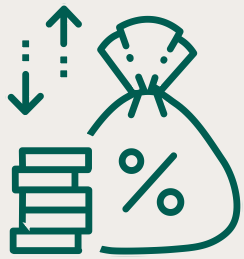
North West commits to developing stronger community bonds by recognizing the past and committing to a better future

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

