

The North West Company Inc.

2025 Annual Information Form

APRIL 8, 2026



Annual Information Form

Unless otherwise indicated, all information provided in this Annual Information Form ("AIF") is as at January 31, 2026.

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Glossary of Terms and Abbreviations

The following terms and abbreviations in this Annual Information Form have the meanings set forth below:

AC means the Alaska Commercial Company store banner;

AIF means the Annual Information Form;

ATM means Automated Teller Machine;

Basic Earnings per Share or **Basic EPS** are calculated by dividing the net earnings attributable to the shareholders of The North West Company Inc. by the weighted-average number of common shares outstanding during the period;

Basis Point means unit of measure that is equal to 1/100th of one percent;

Board or Board of Directors means the Board of Directors of The North West Company Inc.;

B-to-B means business to business sales;

B-to-C means business to consumer sales;

BVI means British Virgin Islands;

BCBA means the *Canada Business Corporations Act*;

Canadian Operations means the Company's retail stores offering food and everyday consumer goods and services to rural and developing small population communities in northern Canada. It also includes the Company's wholesale, logistics and distribution operations and airline in Canada;

CUL means the Cost-U-Less store banner;

Company and **North West, we, us** and **our** refers to The North West Company Inc. and/or its subsidiaries;

Debt Covenants means restrictions written into banking facilities, senior notes and loan agreements that prohibit the Company from taking certain actions that may negatively impact the interest of its lenders;

Diluted Earnings per Share or **Diluted EPS** is determined by dividing net earnings attributable to shareholders of The North West Company Inc. by the weighted-average number of shares outstanding after adjusting for the effects of all potentially dilutive shares, which comprise shares issued under the Share Option Plan, Performance Share Unit Plan and Director Deferred Share Unit Plan;

Earnings Before Interest, Income Taxes, Depreciation and Amortization or **EBITDA** means net earnings before interest, income taxes, depreciation and amortization. It provides an indication of the Company's performance before allocating the cost of interest, income tax and capital investments. See Non-GAAP Financial Measures section of the Company's 2025 Annual Report for additional information;

Earnings From Operations or **EBIT** means net earnings before interest and income taxes. It provides an indication of the Company's performance prior to interest expense and income taxes;

ESG means Environmental, Social and Governance;

Fair Value is the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act;

Gross Profit means sales less cost of goods sold and inventory shrinkage;

Gross Profit Rate means gross profit divided by sales;

GTSL means Giant Tiger Stores Limited;

Hedge is a risk management technique that may be used to manage interest rates, foreign currency exchange or other exposures arising from business transactions;

Next 100 is the Company's strategy focused on driving operational excellence, expanding our capabilities and pursuing value for our customers, our employees and our shareholders. The initiatives within the Next 100 program leverage the power of data through new tools and analytics, and will be enabled by investments in technology and training, which will help sustain the benefits of this work in the years to come;

International Operations means the Company's retail stores which offer food and everyday consumer goods and services to rural communities and urban neighbourhoods in Alaska, the South Pacific and the Caribbean. It also includes the Company's wholesale and distribution operations outside of Canada;

IT means Information Technology;

MD&A means Management Discussion & Analysis;

MFA means the Master Franchise Agreement with Giant Tiger Stores Limited;

MMS means Merchandise Management System;

NSA means North Star Air Ltd., a regional airline providing cargo and passenger services;

Nutrition North Canada or **NNC** is a Canadian Government and Federal product cost subsidy program for nutritious, perishable food sold in northern Canada;

POS means Point-of-Sale System;

RTW means the Roadtown Wholesale Trading Ltd., collectively consisting of the Riteway Food Markets banner and a significant wholesale operation in the BVI;

Same store sales is a supplementary financial measure of retail food and general merchandise sales performance from stores that have been open more than 52 weeks in the periods being compared, excluding the impact of foreign exchange and the estimated impact of the extra day of sales due to February 29th. Total same store sales consists of retail food and general merchandise sales and excludes other sales;

SEDAR+ refers to the System for Electronic Document Analysis and Retrieval of the Canadian Securities Administrators;

SNAP refers to the U.S. Supplemental Nutrition Assistance Program that provides food benefits to low-income families to supplement their grocery budget so they can afford the nutritious food essential to health and well-being;

SOFR means Secured Overnight Financing Rate;

Senior Notes has the meaning set out in "Capital Structure: Debt" section;

TNI means Transport Nanuk Inc.;

TSX refers to the Toronto Stock Exchange;

US\$ means United States dollars;

WFM means Workforce Management System;

WMS means Warehouse Management System;

Working Capital means total current assets less total current liabilities; and

Year means the Company's fiscal year which ends on January 31. The years ended January 31, 2025, January 31, 2021 and January 31, 2017 respectively had 366 days due to the February 29 leap year. All other fiscal years referenced have 365 days.

Presentation of our Financial Information

Financial information in this Annual Information Form ("AIF") has been prepared in accordance with International Financial Reporting Standards, as issued by the International Accounting Standards Board. All financial information is presented in Canadian dollars, unless otherwise stated, and has been rounded to the nearest thousand.

Additional financial information is provided in the 2025 Annual Report available on SEDAR+ at www.sedarplus.ca or on the Company's website at www.northwest.ca.

Forward-looking Statements

This Annual Information Form contains forward-looking statements about the Company including its business operations, strategy, expected financial performance and condition, and legal matters. Specific forward-looking statements in this AIF include, but are not limited to, future or conditional future financial performance (including sales, earnings, growth rates, capital expenditures, dividends, debt levels, financial capacity, access to capital and liquidity), ongoing business strategies or prospects, the Company's plans regarding sales of private label products and intentions regarding a normal course issuer bid and the number of shares purchased, the potential impact of a pandemic on the Company's operations, supply chain and the Company's related business continuity plans, the realization of cost savings from cost reduction plans, the anticipated impact of The Next 100 strategic priorities and possible future action by the Company. Forward-looking statements are contained throughout this AIF and are typically identified by words such as "expects", "anticipates", "plans", "believes", "estimates", "intends", "targets", "projects", "forecasts", "foresees", "could", "goals", "intends", "seeks", "strives", "will", "may", "should" and other similar expressions, or negative versions thereof, as they relate to North West and its management.

Forward-looking statements are based on current expectations and projections about future events and are inherently subject to, among other things, risks, uncertainties and assumptions about the Company, economic factors and the retail industry in general.

Forward-looking statements reflect the Company's estimates, beliefs and assumptions, which are based on management's perception of historical trends, current conditions and expected future developments, as well as other factors it believes are appropriate in the circumstances. The Company's estimates, beliefs and assumptions are inherently subject to significant business, economic, competitive and other uncertainties and contingencies regarding future events and, as such, are subject to change. The Company can give no assurance that such estimates, beliefs and assumptions will prove to be correct. Numerous risks and uncertainties could cause the Company's actual results to differ materially from those expressed, implied or projected in the forward-looking statements, including those described in this AIF and the Company's 2025 Annual Report. Such risk and uncertainties include, but are not limited to: changes in inflation, tariffs, commodity prices, interest and foreign exchange rates, government fiscal health and changes in government policy that result in a reduction in financial support for programs benefiting individuals including Nutrition North Canada ("NNC"), Jordan's Principle and Inuit Child First Initiative ("ICFI") in Canadian Operations, and the U.S. Supplemental Nutrition Assistance Program ("SNAP") and Alaska by-pass mail system in International Operations, which contribute to lower living costs for eligible customers, the expected impact from settlement payments to Indigenous Peoples including First Nations Child and Family Services and Jordan's Principle, the Company's ability to maintain an effective supply chain, changes in accounting policies and methods used to report financial condition, uncertainties associated with critical accounting assumptions and estimates, including estimates of contingent consideration, the effect of applying future accounting changes, business competition, technological change, changes in government regulations and legislation, changes in tax laws, unexpected judicial or regulatory proceedings, catastrophic events, the Company's ability to complete and realize benefits from capital projects, E-Commerce investments, strategic transactions and the integration of acquisitions, the Company's ability to realize benefits from investments in information technology ("IT") and systems, including IT system implementations, or unanticipated results from these initiatives and the Company's success in anticipating and managing the foregoing risks.

The reader is cautioned that the foregoing list of important factors that may affect the Company's forward-looking statements is not exhaustive. Other risks and uncertainties not presently known to the Company or that the Company presently believes are not material could also cause actual results or events to differ materially from those expressed in its forward-looking statements. Additional risks and uncertainties are discussed in the Company's materials filed with the Canadian securities regulatory authorities from time to time, including, without limitations, the Risk Factors sections of the 2025 Annual Report, and in our most recent consolidated financial statements, management information circular, material change reports and news releases. The reader is also cautioned to consider these and other factors carefully and not place undue reliance on forward-looking statements, which reflect the Company's expectations only as of the date of this AIF. Other than as specifically required by applicable law, the Company does not intend to update any forward-looking statements whether as a result of new information, future events or otherwise.

Additional information on the Company can be found on SEDAR+ at www.sedarplus.ca or on the Company's website at www.northwest.ca.

The North West Company Inc.

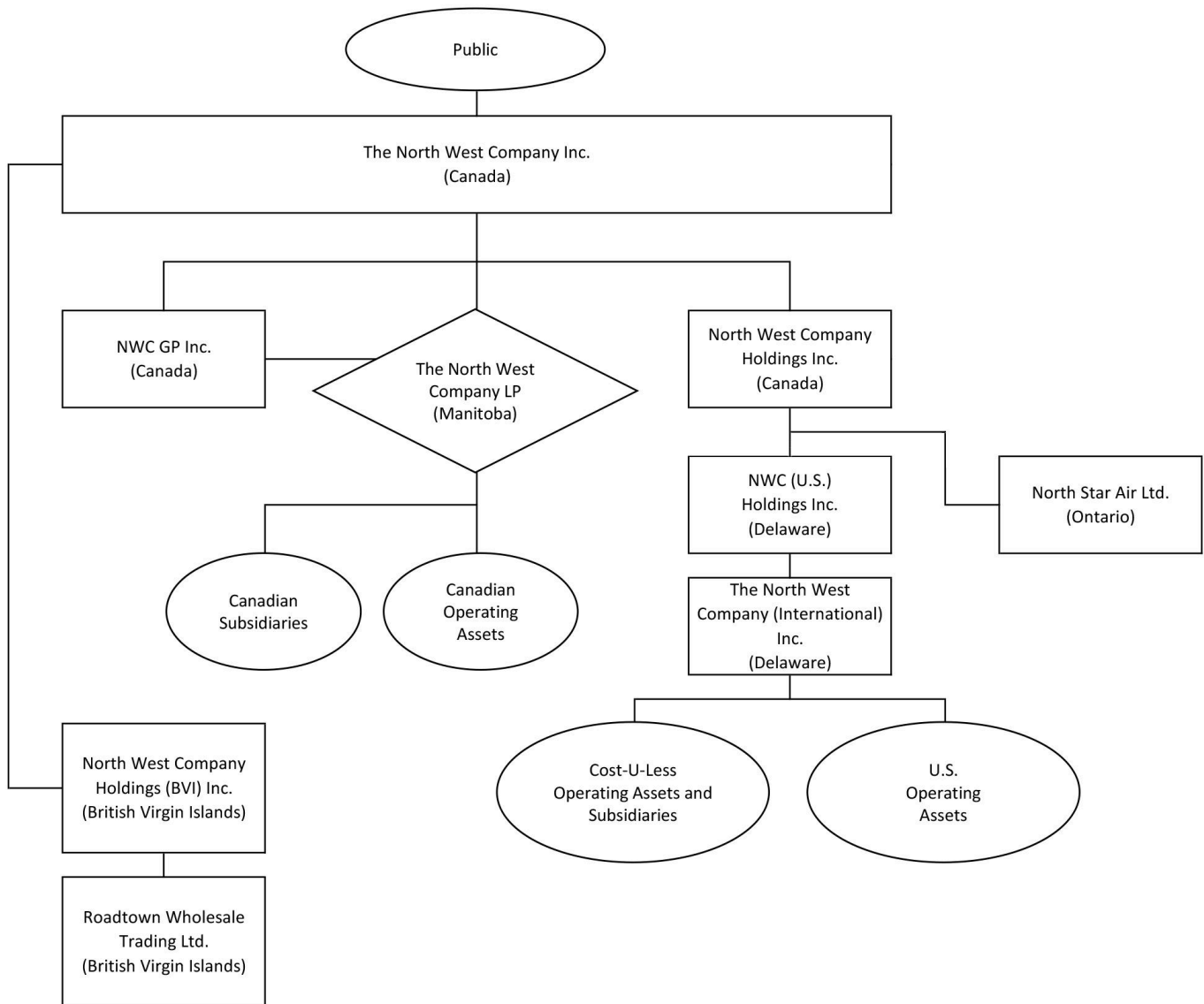
The North West Company Inc. ("North West" or the "Company") is a corporation amalgamated under the Canada Business Corporations Act ("CBCA") and governed by the laws of Canada. Operations commenced in 1987 when the Company's predecessor purchased 178 stores comprising the Northern Stores Division of the Hudson's Bay Company. Today, it is a leading retailer to rural and developing small population communities in northern Canada, rural Alaska, the South Pacific and the Caribbean.

The head office of the Company is located at Gibraltar House, 77 Main Street, Winnipeg, Manitoba, R3C 2R1.

Copies of the AIF, as well as the Company's 2025 Annual Report can be obtained at www.sedarplus.ca or on the Company's corporate website at www.northwest.ca.

Intercorporate Relationships

The chart below illustrates on a simplified basis, the corporate structure of the Company as at January 31, 2026. In each case, the Company controls each subsidiary listed below, either directly or indirectly.



General Development of the Business - Overview

The North West Company is a leading retailer to rural and developing small population communities in northern Canada, rural Alaska, the South Pacific and the Caribbean. Its stores offer a broad range of products and services with an emphasis on food and a compelling value offer of being the best local shopping choice for everyday household and lifestyle needs. The Company's mission is to be a trusted provider of goods and services within harder-to-access, under-served communities. Our vision is to help our customers live better. This starts with our customers' ability and desire to shop locally with us for the widest possible range of products and services that meet their everyday needs. We respond by striving to be innovative, reliable, convenient, welcoming and adaptable, at the lowest local price, within what are typically higher cost environments. For our associates, we strive to be a preferred, fulfilling place to work. For our investors, we strive to deliver sustainable, total returns through earnings growth, dividends and disciplined capital allocation.

The strategies at North West are guided by our vision and aligned with a total return approach to investment performance. We aim to deliver top-quartile returns through earnings growth and dividend yield with opportunities considered in terms of their growth potential and ability to sustain an attractive cash return within a lower business risk profile. The Company's overriding goal is to offer essential products and services that help our customers to live better and to deliver sustainable growth through operational excellence and by continuing to build capability for the future.

The Company has a rich enterprising legacy as one of the longest continuing retail enterprises in the world. The history of the Company dates back to 1668 with the establishment of one of North America's early trading posts at Waskaganish on James Bay. This store was the first of many fur-trading outlets established by the Hudson's Bay Company throughout what is now northern Canada. In 1821, the Hudson's Bay Company merged with its rival, The North West Company. Over time, the original fur-trading outlets diversified their product lines eventually operating as the Northern Stores Division of the Hudson's Bay Company. In 1987, a group of private investors partnered with management and employees to purchase the Northern Stores Division of the Hudson's Bay Company and operate it as Northern Stores Inc. The Company's name was subsequently changed to The North West Company Inc., its shares listed on the Winnipeg and Toronto Stock Exchanges ("TSX") and a public offering made in 1992.

In 1992, the Company acquired Alaska Commercial Company ("AC") which served remote markets in rural Alaska. Alaska Commercial Company traces its roots back to the Russian-American Company, a semi-official colonial trading company chartered by Tsar Paul in 1799. In January 2017, Alaska Commercial Company celebrated its 150th anniversary of service to rural Alaska, dating back to the purchase of Alaska from Russia in 1867.

In 1997, the Company was reorganized into an income trust pursuant to a Plan of Arrangement whereby the outstanding shares of The North West Company Inc. were exchanged on a one-for-one basis for trust units of the North West Company Fund.

In 2002, the Company signed a 30-year Master Franchise Agreement ("MFA") with Giant Tiger Stores Limited, granting it the exclusive right to open Giant Tiger stores in western Canada. Under the agreement, Giant Tiger Stores Limited provided product sourcing, merchandising, systems and administration support in return for a royalty based on sales. The Company was responsible for opening, owning, operating and providing food buying and distribution services to these stores. See below.

In 2007, the Company acquired Cost-U-Less, Inc. ("CUL"), a U.S. public company traded on the Nasdaq Capital Market. Through this acquisition, the Company operates a chain of mid-size warehouse format stores serving islands in the South Pacific and Caribbean.

On January 1, 2011, the North West Company Fund converted from an income trust to a corporation called The North West Company Inc. pursuant to a Plan of Arrangement.

In 2017, the Company acquired 77% of the outstanding common shares of Roadtown Wholesale Trading Ltd. ("RTW"), operating primarily as RiteWay Food Markets in the British Virgin Islands ("BVI"). RTW is the leading retailer in the BVI with nine retail outlets and a significant wholesale operation.

Also in 2017, the Company acquired 100% of the outstanding common shares of North Star Air Ltd. ("NSA"). NSA is a Thunder Bay based airline, providing cargo and passenger services within the following regions of Canada: northwestern Ontario, northern Manitoba and Nunavut through its hubs in Pickle Lake, Red Lake, Sioux Lookout and Kapuskasing, Ontario and Thompson, Manitoba. The acquisition was completed to gain efficiencies in its logistics network and enable faster, more consistent delivery of merchandise to its stores in northern Canada. The Company's shareholders approved a variable voting share structure to comply with Canadian ownership rules for airlines under the Canada Transportation Act.

On July 5, 2020, the Company completed the sale of 36 of the Company's 46 Giant Tiger stores to Giant Tiger Stores Limited and terminated the MFA. For additional information on the Giant Tiger Transaction see Note 26 to the annual audited consolidated financial statements.

General Development of the Business - Three Year History

The strategies at North West are guided by our vision and aligned with a total return approach to investment performance. We aim to deliver top-quartile returns through earnings growth and dividend yield with opportunities considered in terms of their growth potential and ability to sustain an attractive cash return within a lower business risk profile.

The Company's overriding goal is to offer essential products and services that help our customers to live better and our business to grow through the following priorities:

- **Operational Excellence** in all facets of our business with a priority on ensuring in-stock availability on essential products that our customers rely on and reducing costs to help provide value to our customers;
- **Investing in Stores, Products and Services** through store openings in new and existing markets, store renovations, refined merchandise assortments and expanded product categories and services, including pursuing wholesale and B-to-B opportunities, consistent with our core capability as an essential everyday product and service provider in remote markets;
- **Building a Superior Logistics and Supply Chain Capability** with an ongoing focus on optimizing our transportation mix and air cargo capability to provide faster, more reliable and lower cost service to our stores and customers in remote markets;
- **Optimizing our IT Infrastructure** for our stores and support offices to deliver efficiencies and more streamlined processes and drive improvements in category management, pricing, data analytics, forecasting, replenishment and inventory management; and
- **Environmental, Social and Governance** priorities aligned with our ESG framework developed around People, Planet and Partnerships. This includes ensuring that we attract, develop and retain top talent that is inclusive of the diverse peoples and cultures that are represented within the communities we serve and that we are responsible towards the planet, the communities we serve and other stakeholder interests.

Collectively these priorities are referred to as "The Next 100", which is focused on driving operational excellence, expanding our capabilities and pursuing value for our customers, our employees and our shareholders. The initiatives within the Next 100 program leverage the power of data through new tools and analytics, and will be enabled by investments in technology and training which will help sustain the benefits of this work in the years to come. The Next 100 touches on every aspect of our business and aims to drive annualized incremental EBIT, which has ramped-up through 2025 and is expected to continue through 2026 and 2027 as our initiatives reach maturity. As we lay the groundwork for these improvements, we are investing in additional resources and technology to support the execution of the Next 100 program. In addition to this investment in resources, we anticipate incurring one-time costs, including professional fees and other expenses, in advance of the incremental EBIT being realized. The following is an update on the strategic initiatives and key business developments over the past three fiscal years ending January 31:

DEVELOPMENTS FOR 2025

Operational Excellence

We continue to focus on being in-stock on food and other essential items such as transportation, home furnishings and appliances, while striving to provide value for our customers within a high cost environment by minimizing as much as possible the impact of cost increases from suppliers. In addition, we continue to seek opportunities to deliver cost savings in other aspects of our business through improved store labour planning, lower inventory shrink and other expense management initiatives.

In 2025, we implemented an inventory forecasting and replenishment application in our stores in northern Canada and plan to extend the roll-out of this application to our stores in Alaska in late 2026. The implementation of forecasting and replenishment is expected to improve our in-stock position on essential food items, reduce inventory shrink and enable more efficient logistics planning.

Investing in Stores, Products and Services

As part of the refinement of merchandise assortments included in our Next 100 work, the Company added Loblaw Companies Ltd. as a supplier and began incorporating Loblaw private label products in the new merchandise assortments in its northern Canada stores throughout 2025. In addition, the assortment of private label products in our International Operations was expanded in 2025.

Building a Superior Logistics and Supply Chain Capability

NSA's cargo aircraft utilization rates and service levels continue to meet targets and deliver consistent service to northern Canada and were a key factor in maintaining good in-stock rates in our stores. Third party cargo, charter and scheduled passenger business contributed to earnings gains in 2025. A PC-12 Pilatus aircraft was acquired late in the second quarter of 2025 to provide additional capacity in our scheduled and charter passenger business and to help maintain service levels during planned maintenance cycles. NSA also completed the construction of a hangar in Thunder Bay, Ontario to support its cargo and passenger business.

Optimizing our IT Infrastructure

Investments continue to be made in upgrading hardware and replacing legacy applications in 2025, including the implementation of an inventory forecasting and replenishment application for stores in northern Canada. In 2026, the Company expects to implement a new warehouse management system ("WMS") in International Operations which is anticipated to be fully operational in the third quarter. In addition, the Company will be replacing its legacy payroll system and implementing a new prepaid card in Canadian Operations in 2026.

Environmental, Social and Governance

We made progress on our three strategic pillars: People, Planet and Partnerships, focusing on priorities that matter to our customers, employees and community partners, while adapting to evolving regulatory expectations.

People: We continue to provide access to nutritious food and essential services in the regions we serve and to contribute to local economic vitality through job creation and strong supplier partnerships. In 2025, we created business relationships with Indigenous and local suppliers, progressed initiatives to advance Indigenous representation within our operating regions, and supported community health, nutrition and education programs through our Healthy Horizons Foundation (HHF). We also responded to natural disaster events affecting the communities we serve, providing relief and support when and where needed.

Planet: In 2025, we advanced operational efficiency and resource management across our business. We strengthened our greenhouse gas (GHG) inventory and data-collection processes in anticipation of emerging reporting standards. We also improved food waste monitoring across our store operations. While we have made progress, we recognize that this pillar is at an early stage of development.

Partnerships: We remain committed to doing business with integrity, exercising strong governance, protecting human rights across our operations and value chain, while responsibly using data and technology. To support embedding ESG within the business, we have enhanced the development of monitoring systems and dashboards to track progress of prioritized sustainability objectives under the Next100.

Further information on our ESG Strategy is provided in the Corporate Social Responsibility and Sustainability section.

DEVELOPMENTS FOR 2025 - BUSINESS HIGHLIGHTS

- On November 20, 2025, the Company renewed its Normal Course Issuer Bid ("NCIB"). Under the NCIB, the Company may acquire up to a maximum of 4,752,020 of its shares, or approximately 10% of its float for cancellation over the following 12 months. During the year ended January 31, 2026, the Company purchased 309,564 common shares having a book value of \$1.2 million for cash consideration of \$15.0 million.
- Quarterly dividends increased \$0.01 per share or 2.5% to \$0.41 per share in September 2025 and annual dividends per share have increased 3.0% on a compound annual growth basis over the past 10 years.
- North Star Air acquired a PC-12 Pilatus aircraft and opened a hangar in Thunder Bay, Ontario.
- A new AC store offering an expanded assortment of produce, deli, bakery and grocery opened in Utqiagvik, Alaska, increasing the number of stores in the community to two.

DEVELOPMENTS FOR 2024

Operational Excellence

We continued to focus on being in-stock on food and other essential items such as transportation, home furnishings and appliances, while striving to provide value for our customers within a high cost environment by minimizing as much as possible the impact of cost increases from suppliers. In addition, we sought opportunities to deliver cost savings in other aspects of our business through improved store labour planning, lower inventory shrink and other expense management initiatives.

In 2024, we piloted an inventory forecasting and replenishment application which is planned to be rolled out to stores in northern Canada in 2025. The implementation of forecasting and replenishment is expected to improve our in-stock position on essential food items, reduce inventory shrink and enable more efficient logistics planning.

Investing in Stores, Products and Services

Three new stores were opened, including two stores in Canadian Operations and one store in International Operations as follows:

- a Quickstop convenience store in Grassy Narrows, Ontario;
- a Valu Lots store in Fisher River, Manitoba;
- an AC store in Anaktuvuk Pass, Alaska.

In addition, an AC Quickstop convenience store in Bethel, Alaska was converted into an AC Motorsports dealership.

As part of the refinement of merchandise assortments included in our Next 100 work, the Company added Loblaw Companies Ltd. as a supplier and expects to begin selling Loblaw private label products in its northern Canada stores in the first quarter of 2025 as the new assortments are implemented. Development of new private label products for our International Operations began in 2024, with the implementation of an expanded private label assortment planned for late 2025.

Building a Superior Logistics and Supply Chain Capability

NSA's cargo aircraft utilization rates and service levels continue to meet targets and deliver consistent service to northern Canada and were a key factor in maintaining good in-stock rates in our stores. Third party cargo, charter and scheduled passenger business contributed to earnings gains in 2024. NSA is building a hangar in Thunder Bay, Ontario to support its cargo and passenger business, which is expected to be completed in the second quarter of 2025.

Optimizing our IT Infrastructure

Investments are being made in upgrading hardware and replacing legacy software, including the implementation of new pricing and data analytics software, and the implementation of a new warehouse management system ("WMS") in International Operations in 2025 followed by the implementation of the WMS in Canadian Operations in 2026.

Environmental, Social and Governance

ESG is integrated within our strategies and work priorities and guide our decisions across the Company. We recognize that one of the strengths of our Company is the diversity of our workforce and that continuing to enhance a culture of diversity, equity and inclusion is critical to our business and our ability to attract, develop and retain top talent. We completed a prioritization exercise to determine which areas of ESG have the greatest impact on our business and business partners, including the communities we serve, employees and other stakeholders. The results of this exercise have been incorporated into our strategy and work priorities. Our ESG strategy is embedded in our business operations and unique business model, supporting underserved communities in remote geographical locations.

As we continue to develop and implement our action plans, we recognize that this is an ongoing learning process that requires adaptability to make progress towards our ESG objectives. Our ESG strategy also aims to complement "Our Promise to Indigenous Peoples" and our commitment to building more collaborative relationships that will enhance the inclusion and social well-being of Indigenous People in Canada. North West is fully committed to the spirit of reconciliation reflected in the Truth and Reconciliation Commission of Canada's Call to Action and final report.

Another factor that is critical to our success is talent attraction, development and retention, including the training and development of our front-line employees. In 2024, we launched "Compass", an innovative learning platform, has provided employees with new tools to support their well-being and professional growth.

DEVELOPMENTS FOR 2024 - BUSINESS HIGHLIGHTS

- On November 19, 2024, the Company renewed its Normal Course Issuer Bid ("NCIB"). Under the NCIB, the Company may acquire up to a maximum of 4,765,289 of its shares, or approximately 10% of its float for cancellation over the following 12 months. During the year ended January 31, 2025, the Company did not purchase any common shares.
- Three new stores were opened, two in Canadian Operations and one in International Operations, in addition to converting an existing AC Quickstop convenience store in Bethel, Alaska to an AC motorsports dealership.
- Quarterly dividends increased \$0.01 per share or 2.6% to \$0.40 per share in September 2024 and annual dividends per share have increased 3.1% on a compound annual growth basis over the past 10 years.
- In 2024, North West received an Impact Award from Canadian Grocer in the Diversity, Equity and Inclusion category for our Indigenous Procurement Strategy which aims to reduce barriers and obstacles to allow the development of economic partnerships with local and Indigenous businesses and suppliers. In addition, we continued to advance our Indigenous Cultural training as part of Our Promise to Indigenous Peoples, having over 200 employees in associate, manager, director and executive roles completing a two-day Indigenous Cultural workshop.

DEVELOPMENTS FOR 2023

Operational Excellence

We focused on being in-stock on food and other essential items such as transportation, home furnishings and appliances, while striving to provide value for our customers within a high cost and high inflation environment by minimizing as much as possible the impact of cost increases from suppliers. In-stock performance on essential food items and categories such as transportation, home furnishings and appliances remained strong. We increased the amount of food and other essential products shipped on sealift and winter road by 6.8% compared to last year to leverage lower freight costs and help mitigate higher freight and merchandise cost inflation. In addition, we continued to seek opportunities to deliver cost savings in other aspects of our business through improved store labour planning, lower inventory shrink and other expense management initiatives.

Investing in Stores, Products and Services

Six new stores were opened, including four stores in Canada and two stores in International Operations as follows:

- a Northern store in Kugaaruk, Nunavut and an AC store in Point Hope, Alaska, both new markets;
- a motorsports dealership in Thompson, Manitoba;
- a Northern store in Arviat, Nunavut offering an expanded selection of motorsports, furniture, appliances and other general merchandise;
- a QuickStop convenience store in Taloyoak, Nunavut;
- a small CUL store focused on B-to-B opportunities and serving customers in Nadi, Fiji.

In addition, a new store was opened in Wasagamack, Manitoba replacing a smaller store that was located on an island adjacent to the community and major renovations were completed in South Indian Lake and Cross Lake, Manitoba and Chisasibi and Puvirnituq, Quebec. Overall, investment in property and equipment increased to \$114.2 million compared to \$112.6 million last year.

Building a Superior Logistics and Supply Chain Capability

NSA's cargo aircraft utilization rates and service levels continue to exceed targets and deliver consistent service to northern Canada stores. Five Northern stores were added to the NSA logistics network in 2023. NSA's service levels were a key factor in maintaining good in-stock rates in our stores. Third party cargo, charter and scheduled passenger revenues exceeded annual targets and contributed to earnings gains in 2023.

Optimizing our IT Infrastructure

The roll-out of the point-of-sale ("POS") was completed in Northern stores. Investments are being made in upgrading hardware and replacing legacy software including the planned implementation of pricing and data analytics software in 2024.

Environmental, Social and Governance

ESG is integrated within our strategies and work priorities and guide our decisions across the Company. We recognize that one of the strengths of our Company is the diversity of our workforce and that continuing to enhance a culture of diversity, equity and inclusion is critical to our business and our ability to attract, develop and retain top talent. In 2023, we completed a materiality assessment to determine which areas of ESG have the greatest impact on our business and business partners, including the communities we serve, employees and other stakeholders. The results of the materiality assessment have been incorporated into our ESG Strategy and our work priorities.

As we continue to develop and implement our action plans, we recognize that this is an ongoing learning process that requires adaptability to make progress towards our ESG objectives. Our ESG Strategy also aims to complement "Our Promise to Indigenous Peoples" and our commitment to building more collaborative relationships that will enhance the inclusion and social well-being of Indigenous People in Canada. North West is fully committed to the spirit of reconciliation reflected in the Truth and Reconciliation Commission of Canada's Call to Action and final report.

DEVELOPMENTS FOR 2023 - BUSINESS HIGHLIGHTS

- On November 15, 2023, the Company renewed its Normal Course Issuer Bid ("NCIB"). Under the NCIB, the Company may acquire up to a maximum of 4,733,380 of its shares, or approximately 10% of its float for cancellation over the following 12 months. During the year ended January 31, 2024, the Company purchased 153,998 common shares having a book value of \$0.6 million for cash consideration of \$5.0 million.
- Six new stores were opened, four in Canada and two in International Operations.
- Quarterly dividends increased \$0.01 per share or 2.6% to \$0.39 per share in September 2023 and annual dividends per share have increased 3.2% on a compound annual growth basis over the past 10 years.

Description of the Business - General

The North West Company is a leading retailer of food and everyday consumer goods and services to rural and developing small population communities in northern Canada, rural Alaska, the South Pacific and the Caribbean and the business is summarized under either Canadian Operations or International Operations.

The Company believes in a strong local identity. Local assortment is tailored to the size and need of the individual market. Food offerings consist of perishable and non-perishable products including groceries, dairy, produce, meat, convenience foods, food service, home meal replacement, health and beauty aids, paper products and cleaning supplies. Our general merchandise assortment is broad, and includes family apparel, housewares, sporting goods, toys, furniture, appliances, home entertainment, snowmobiles, all-terrain vehicles ("ATVs"), boats and outboard motors. The Company also offers other everyday products and services such as gasoline, pharmacy and financial services such as cheque cashing, ATMs and prepaid card products. Our business is focused on developing efficient sustainable processes to provide the widest possible range of products and services our customers require to help them live better and to provide these products and services on a consistent and reliable basis.

Additional financial information on the Company's Canadian and International Operations is provided in the Company's 2025 Annual Report, which is incorporated by reference.

CANADIAN OPERATIONS

The Canadian Operations operate retail stores primarily through The North West Company LP. With 56.5% of consolidated sales, Canada is the largest market for the Company. Its network of stores and related businesses generated \$1.5 billion in revenues and \$224.3 million in EBITDA for the year ended January 31, 2026. The banners and formats that comprise our Canadian Operations at January 31, 2026 are described below.

NORTHERN CANADA STORES

Banner	# of Locations	Format
Northern	121	Combination of food, financial services and general merchandise stores in remote communities
Quickstop	30	Convenience stores offering extended hours, ready-to-eat foods, fuel and related services
NorthMart	5	Expanded fresh foods, apparel and health products and services in larger northern markets

These stores are located across northern Canada. Communities vary in size from small remote settlements to larger regional centres. Populations range from approximately 200 to 8,000 people. The average store has approximately 6,000 square feet of selling space and features a broad assortment of food, general merchandise and services, including financial services, proprietary credit programs and income tax preparation.

Selected Northern and NorthMart stores feature an expanded assortment of products and services that include convenience foods such as a Tim Hortons, Pizza Hut and KFC. Expanded services may include pharmacies, fuel sales and post offices.

RURAL CANADA STORES

Banner	# of Locations	Format
Giant Tiger	5	Junior discount stores offering food, family fashion and household products

On July 5, 2020, the Company sold 36 of its 46 Giant Tiger stores to Giant Tiger Stores Limited for cash consideration of \$45.0 million, subject to working capital adjustments, and additional contingent consideration payable of up to \$22.5 million. The amount of additional contingent consideration is dependent on achieving certain financial measures which may result in the actual amount of contingent consideration being higher or lower than the amount estimated by the Company, including the possibility of no further consideration owing if certain financial measures are not met. Additional information on the promissory note receivable is included in Note 16 and Note 26 to the annual audited consolidated financial statements.

The Company retained and operates five key stores in northern market locations. The remaining five stores are located in larger, rural centres and have, on average, 18,000 square feet of selling space. Giant Tiger stores offer a selection of food, family apparel, trend-right fashion apparel and general merchandise in a convenient, easy-to-shop environment.

NORTH STAR AIR LTD.

On June 15, 2017, the Company acquired 100% of the outstanding common shares of North Star Air Ltd. ("NSA"). NSA is a Thunder Bay based airline, providing cargo and passenger services in the following regions of Canada: northwestern Ontario, northern Manitoba and Nunavut through its hubs in Pickle Lake, Red Lake, Sioux Lookout and Kapuskasing, Ontario and Thompson, Manitoba. The acquisition was completed to gain efficiencies in the Company's logistics network and enables it to provide faster, more consistent delivery of merchandise to its stores in northern Canada that are generally inaccessible by all-weather roads. NSA's current fleet comprises 19 aircraft, including three Basler BT-67, eight Pilatus PC-12, five ATR 72 and three Dash 8's. These aircraft have been selected for their ability to deliver cargo, fuel and passengers to northern Canada on a cost efficient basis.

In 2025, NSA completed the construction of a new hangar in Thunder Bay, Ontario to support its cargo and passenger business.

OTHER - CANADA

Banner	# of Locations	Format
Valu Lots	3	Discount centres and direct-to-customer food distribution outlets for remote communities
NWC Motorsports	2	Dealership offering sales, service, parts and accessories for Ski-doo, Honda, Can-Am and other premier brands
Drug Stores	3	Stand-alone pharmacy and convenience stores in northern markets
Solo Market	1	Full service grocery and pharmacy serving a road accessible northern community

The Company also operates complementary businesses that apply its knowledge of the north. These include:

- Crescent Multi foods, a distributor of produce and fresh meats, serving the Company's stores and third-party customers in Saskatchewan, Manitoba and northwestern Ontario;
- North West Tele-pharmacy Solutions, a leading provider of contract tele-pharmacist services across Canada; and
- A 50% ownership interest in Transport Nanuk Inc., a Canadian shipping company serving communities in the eastern Arctic.

INTERNATIONAL OPERATIONS

The Company's International Operations operate primarily through its U.S. subsidiary, The North West Company (International) Inc., its Cost-U-Less ("CUL") operating subsidiaries and Roadtown Wholesale Trading Ltd. ("RTW"). The International Operations comprise 43.5% of consolidated sales. Its network of 60 stores together with its wholesale operations generated \$1.1 billion in revenues and \$108.4 million in EBITDA for the year-ended January 31, 2026. The banners and formats that comprise our International Operations at January 31, 2026 are described below.

ALASKA

Banner	# of Locations	Format
Alaska Commercial Company	35	Combination of food and general merchandise offered to remote and rural regions
Quickstop	4	Convenience stores offering extended hours, ready-to-eat foods and related services
AC Motorsports	1	Dealership offering sales, service, parts and accessories for Honda, Yamaha, Ski-doo and Can-Am brands

These retail stores are located in the remote and rural regions of Alaska whose populations range from approximately 200 to 8,500 people. The average selling square footage of the Alaska Commercial Company stores is approximately 8,000 square feet. These stores offer a broad assortment of food and general merchandise similar to the Northern and NorthMart stores in Canada.

The Company's International Operations operate Pacific Alaska Wholesale, a complementary business that provides wholesale food and general merchandise to independent grocery stores, commercial accounts and individual households in rural Alaska. It also operates Span Elite, an E-commerce platform that specializes in providing groceries to rural Alaskan residents.

In 2024, the Company acquired a motorsports dealership in Alaska offering sales, service, parts and accessories for Honda, Yamaha, Ski-doo and Can-Am brands.

SOUTH PACIFIC ISLANDS AND CARIBBEAN

Banner	# of Locations	Format
Cost-U-Less	11	Mid-size warehouse format stores offering discount food and general merchandise
Riteway Food Markets	9	Leading retail and wholesale operation in the BVI

The CUL stores are mid-size warehouse style retail stores located in the South Pacific and Caribbean serving communities ranging from 37,000 to 285,000 people. RTW is the leading retailer in the BVI with nine retail outlets and a significant wholesale operation. The CUL and RTW stores offer a variety of U.S. and other branded food and general merchandise, in addition to merchandise purchased locally. The average selling square footage of the CUL and RTW stores is approximately 29,000 square feet and 7,000 square feet respectively.

DISTRIBUTION AND INFRASTRUCTURE

The Company's Canadian Operations include both a wholly owned and third party distribution centre in Winnipeg, Manitoba. AC operates a distribution centre in the Port of Tacoma, Washington and a distribution centre in Anchorage, Alaska. CUL operates a distribution centre in San Leandro, California and uses third party facilities in both Florida and California. RTW operates a wholesale facility in Tortolla, BVI and uses third party facilities in Florida.

Due to the vast geography of the store network, transportation is an important element of operations. In Canada, 115 stores are inaccessible by all-weather roads. All of the AC stores are serviced by air or water transportation. The CUL stores, RTW retail and RTW wholesale operations rely on air and long-haul water transportation. All available modes of transportation including sealift, long-haul water transportation, barge, trucks including via winter roads, rail and air are used. In addition to owning NSA, the Company also has a 50% ownership interest in Transport Nanuk Inc. ("TNI"), a Canadian shipping company servicing the eastern Arctic and purchases freight handling and shipping services from TNI and its subsidiaries.

The Company operates 230 stores of which 153 are owned and the remaining stores are located in leased facilities. The Company also has a significant investment in staff housing in northern Canada which is required due to the limited availability of third party rental units and low vacancy rates across the north.

The Company's Canadian Operations source both food and general merchandise through its head office in Winnipeg, Manitoba from distributors and manufacturers located primarily in Canada and the United States. In the International Operations, the Company's buying offices in Anchorage, Alaska, Boca Raton, Florida and Tortolla, BVI source food and general merchandise predominantly from U.S. distributors and manufacturers. In addition to suppliers in Canada and the United States, the Company also sources a portion of its general merchandise from overseas and some merchandise is purchased from regional or local suppliers serving the CUL and RTW markets.

REAL ESTATE AND STORE DEVELOPMENT

Real estate and store development services required to support North West's network of retail, distribution and administrative facilities is managed by Company employees. The Company uses both internal and external resources in the construction, development and maintenance of its properties.

FINANCIAL SERVICES

Customers are offered convenient, local access to a variety of financial services. Northern, NorthMart and Alaska Commercial Company stores each offer a proprietary, revolving credit card for day-to-day purchases within its stores, similar to those offered by major department store chains. An extended payment program is also available to finance larger purchases at the stores. In addition to revolving credit, these stores also offer financial services such as prepaid card products, ATMs, cheque cashing, debit card cash withdrawal, cash transfer, bill payment, personal income tax preparation, money order and gift card services.

Day-to-day credit decisions are centralized at the Company's head office, freeing up store manager time for the marketing of products and services. The store manager's knowledge of the local economic conditions and their personal acquaintances with their customers continue to provide valuable input into the credit decision process. A central credit management system helps ensure consistency in the application of credit verification procedures, including policies governing: credit approvals, limits, collections and fraud prevention. It also allows for the continuous monitoring of account activity and balances at the head office so that credit specialists can provide advice to store managers. The Company has an unsecured, non-interest bearing promissory note receivable of \$12,500 (January 31, 2025 – \$12,500) from Giant Tiger Stores Limited that has been classified as accounts receivable. The Company does not have any other individual customer accounts greater than 10% of total accounts receivable and provides an impairment allowance for potentially uncollectible accounts receivable.

CUSTOMERS

The Company operates the majority of its stores in developing, small population Canadian and Alaskan communities. The Company's largest customer segment in these remote markets is largely dependent on government transfer payments in the form of social assistance, child care benefits, old age security, and supplemental nutrition assistance programs. A major source of employment income in these markets is generated from local government and spending on public infrastructure. This includes housing, schools, health care facilities, military facilities, roads and sewers. Income levels are also influenced by activities such as fishing, resource exploration, pipeline construction, tourism and hydroelectricity development and related construction activity. Income levels of CUL and RTW customers range from lower-income to affluent. In several CUL markets, the economy is dependent on tourism and government subsidies. In the British Virgin Islands, served by our RTW banner, the economy is highly dependent on tourism.

STORES AND OTHER FACILITIES

The table below sets out the number of stores, location of stores by region and whether the stores are owned or leased as at January 31, 2026.

	Owned	Leased	Total
CANADA			
Alberta	3	—	3
Newfoundland/Labrador	6	1	7
Manitoba	22	13	35
Northwest Territories	17	4	21
Nunavut	38	7	45
Ontario	8	16	24
Quebec	17	2	19
Saskatchewan	11	5	16
Total Canada	122	48	170
INTERNATIONAL			
Alaska	23	17	40
Caribbean	7	7	14
South Pacific	1	5	6
Total International	31	29	60
Total	153	77	230

The table below sets out the number of stores and selling square footage under our various retail formats.

Banner	Number of Stores		Selling SQF	
	2025	2024	2025	2024
Northern	121	121	701,484	701,484
Quickstop	30	30	36,335	36,335
NorthMart	5	5	128,185	128,185
Giant Tiger	5	5	90,470	90,470
Other formats	9	9	66,261	66,261
Total Canada	170	170	1,022,735	1,022,735
Alaska Commercial	35	34	284,836	277,519
Quickstop	4	4	10,511	10,511
Cost-U-Less	11	12	312,960	318,846
Riteway Food Markets	9	9	66,733	61,899
Other formats	1	1	1,776	1,776
Total International	60	60	676,816	670,551
Total	230	230	1,699,551	1,693,286

Selling areas of stores in small population, developing communities in Canada and Alaska range in size from 900 square feet to 14,600 square feet. In regional and rural communities in Canada and Alaska, selling areas range from 3,000 square feet to 47,000 square feet. In the CUL stores, selling areas range from 13,500 square feet to 35,500 square feet. The Company owns employee residences and staff houses, which are typically located adjacent to the more remote store locations.

COMPETITION

In the vast majority of the northern and small market, developing communities that it serves, the Company's stores are the leading providers of food, everyday and seasonal general merchandise and financial services. Local competition consists of stores operated by independent store owners and local co-operatives, some of which are associated with regional or national buying groups. The strength of independent store competition varies considerably depending on the management skills, financial strength and scale of local operators. Additionally, the commitment of local staff to the store and to customer relationships, and the ability to maintain consistent standards are other key factors influencing their success. In Canada, all of the communities in which the Company operates have access to online mail order services such as those provided by Amazon, Wal-Mart, Costco and smaller regional and specialized competitors. In the International Operations, this type of competition is generally more intense and includes online mail-order sales from retailers such as Amazon, Safeway, Wal-Mart and Costco. The CUL stores face equally highly competitive local, national and international discount and grocery retailers. RTW is the leading retailer in the BVI and faces competition from local independent store owners. Giant Tiger stores are located in larger northern market locations and are subject to a higher level of competitive intensity compared to more remote markets.

INVESTING ACTIVITIES

Net cash used in investing activities was \$137.8 million compared to \$131.0 million in 2024 and \$107.7 million in 2023. The increase compared to 2024 and 2023 is largely due to investments in stores, including store renovations, equipment replacements and new stores. Investments in aircraft, a hangar in Thunder Bay, Ontario, staff housing and information technology were also factors. Net investing in Canadian Operations was \$97.8 million compared to \$87.5 million, net of \$15.0 million in proceeds from the promissory note receivable in 2024 and \$59.4 million, net of \$15.0 million in promissory note receivable in 2023. Investing in International Operations was \$40.0 million compared to \$43.5 million in 2024 and \$48.3 million in 2023.

Additional information on the Company's capital expenditures is included in the Company's MD&A and Consolidated Annual Audited Financial Statements for the fiscal year ended January 31, 2026, which are filed on SEDAR+ at www.sedarplus.ca and on the Company's website at www.northwest.ca.

MANAGEMENT SALES AND OPERATIONS

Each store employs a full-time manager who has the primary accountability to monitor daily operations, maximize selling opportunities and safeguard the Company's assets. All stores have direct access to sales and operations support, procurement and marketing, logistics, accounting, finance, legal, human resources, information technology, store development and real estate services provided by its support offices located in Winnipeg, Manitoba; Anchorage, Alaska; Boca Raton, Florida; Tortolla, BVI and Thunder Bay, Ontario.

The Company's Canadian and International retail operations report to their respective Presidents. A team of Vice-Presidents and Directors are accountable for the execution of corporate strategies, policies and programs at store level along with supporting specialist teams.

EMPLOYEES

At January 31, 2026, the Company employed 7,001 people, including 2,231 in its International Operations. Of these, there are 2,356 self-identified Indigenous employees serving northern communities, and of the Indigenous employees, approximately 130 hold managerial positions. The Company is active in the recruitment of Indigenous people for positions in stores, corporate offices and distribution centres.

Training and development of employees is a major focus of the Company with a particular emphasis on building highly capable, thoroughly trained store teams. The sales and operations teams for Canadian and International Operations, together with support from Human Resources and Training and Development, are accountable for providing training on best practices to the store managers and their teams and for ensuring compliance with operational standards. The company remains committed to investing in its training programs, strengthening both capability and execution at the store level through its Manager-in-Training and Department Manager-in-Training initiatives. These programs provide training to potential store managers and department managers on store operating processes, standards and policies, community relations, and the Company's management systems prior to them managing a store or a department within a store. A store training centre in Winnipeg, Manitoba is able to graduate up to 100 individuals each year into store key roles. In 2025, employees had access to 270 training assets, including job aids, courses and videos, covering a broad range of topics through the company's learning management system. Subject areas span health and safety, compliance, food handling, retail concepts, financial services, cultural awareness, and diversity and inclusion. North West continues to invest in digital and mobile learning, incorporating microlearning and gamification techniques to boost learner engagement while expanding reach and accessibility across all banners.

In 2025, Indigenous Cultural Safety training was provided to 364 employees across the organization with associate, manager, director and executive roles completing the program. The program explores the history and lived realities of Indigenous communities, fosters an understanding of diverse cultural practices and perspectives, and provides participants with tools to strengthen meaningful relationships in the communities the company serves.

INTANGIBLE PROPERTIES

The Company protects its trademarks and the design presentations associated with the trademarks which are material to the business including those associated with its store banners, financial services, proprietary brands, domain names and packaging designs. All intellectual property and associated rights are considered to be important assets of the Company and are enforced vigorously where appropriate.

SEASONALITY

The Company's business follows a seasonal pattern where historically, the first quarter sales are the lowest and fourth quarter sales are the highest, reflecting consumer buying patterns. Due to the remote location of many of the Company's stores, weather conditions are often more extreme compared to other retailers and can affect sales in any quarter. Net earnings generally follow higher sales, but can be dependent on changes in merchandise sales blend, promotional activity in key sales periods, variability in share-based compensation costs related to changes in the Company's share price and other factors which can affect net earnings.

The following table is a summary of selected quarterly financial information for the past two fiscal years:

(\$ in millions, except per share amounts)	Fiscal 2025				Fiscal 2024			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1 ⁽²⁾
Sales	\$ 675.5	\$ 634.3	\$ 647.0	\$ 641.4	\$ 674.9	\$ 637.5	\$ 646.5	\$ 617.5
EBITDA ⁽¹⁾	88.5	88.9	85.2	70.1	90.4	83.4	83.4	67.9
Earnings from operations	57.8	58.7	55.2	40.3	60.7	54.1	54.9	39.8
Net earnings	39.5	41.1	37.6	27.7	42.8	36.4	36.9	27.2
Net earnings attributable to shareholders of the Company	37.5	40.1	36.1	25.8	41.1	35.4	35.3	25.5
Basic EPS	0.79	0.84	0.75	0.54	0.86	0.74	0.74	0.53
Diluted EPS	0.78	0.82	0.74	0.53	0.85	0.72	0.73	0.53

(1) See Non-GAAP Financial Measures section of the Company's 2025 Annual Report for additional information.

(2) The first quarter of 2024 had 90 days of operations compared to 89 days of operations in 2025 as a result of February 29th which resulted in 366 days of operations in 2024 compared to 365 days of operations in 2025.

ENVIRONMENT

The Company is subject to environmental regulations pursuant to federal, provincial and state legislation. Environmental legislation provides for restrictions and prohibitions on releases or emissions of various substances handled. A breach of such legislation may result in the imposition of fines and penalties. The Company has operating, training, monitoring and testing procedures and also retains environmental consulting engineers to help ensure compliance with applicable environmental laws. The Company believes it is in substantial compliance with applicable environmental laws and regulations.

Description of the Business - Risk Factors

The mandate of the Board of Directors includes ensuring that processes are in place to identify and manage the principle risks of the business, including environmental and climate-related risks, for which the Board has delegated primary responsibility to the Audit Committee. The North West Company maintains an Enterprise Risk Management ("ERM") program which assists in identifying, evaluating and managing risks that may reasonably have an impact on the Company. Management is accountable for completing an annual ERM assessment to evaluate risks and the potential impact that the risks may have on the Company's financial performance and ability to execute its strategies and achieve its objectives. The results of this annual assessment and quarterly updates are presented to the Audit Committee and reported to the Board of Directors. The principle risks, including environmental and climate-related risks, and the related mitigation strategies are incorporated into the Company's strategic planning process.

The North West Company is exposed to a number of risks in its business. The descriptions of the risks below are not the only ones facing the Company. Additional risks and uncertainties not presently known to the Company, or that the Company deems immaterial, may also impair the operations of the Company. If any of such risks actually occur, the business, financial condition, liquidity, results of operations and reputation of the Company could be materially adversely affected. Readers of this AIF are also encouraged to refer to the Company's Annual Management's Discussion and Analysis which provides further information on the risk factors facing the Company and which is hereby incorporated by reference, and our most recent consolidated financial statements, management information circular, quarterly reports, material change reports and news releases. While the Company employs strategies to minimize these risks, these strategies do not guarantee that events or circumstances will not occur that could negatively impact the Company's financial condition and performance.

Careful consideration should be given to the risk factors which include, but are not limited to, the following:

EMPLOYEE DEVELOPMENT AND RETENTION

Attracting, retaining and developing high caliber employees is essential to effectively managing our business, executing our strategies and meeting our objectives. Due to the vast geography, small size and remoteness of the Company's markets, there is an ongoing need for capable staffing, particularly at the store management level. The degree to which the Company is not successful in retaining and developing employees and establishing appropriate succession plans could lead to a lack of knowledge, skills and experience required to effectively run our operations and execute our strategies and could negatively affect financial performance. The Company's overall priority on building and sustaining store people capacity reflects the importance of mitigating against this risk. In addition to compensation programs and investments in staff housing that are designed to attract and retain qualified personnel, the Company also continues to implement and refine initiatives such as comprehensive store-based manager-in-training programs.

These risks also impact the Company's airline operations. Transport Canada has Canadian Airline Regulations ("CAR") with respect to pilot fatigue and flight duty times. These regulations have resulted in an increase in the number of pilots required by NSA which, combined with a Canada-wide shortage of pilots and aircraft mechanics, may result in higher recruitment and compensation costs and have a negative impact on the Company's financial performance. Changes to flight schedules, operating schedules, fatigue management systems and employee recruiting, compensation and training programs are expected to help mitigate the impacts of the new regulations and employee development and retention risk.

In addition to the foregoing, a pandemic could impact the health and wellness of the Company's employees, result in labour shortages or the temporary closure of stores, distribution facilities, airline or support offices.

COMPETITION

The Company has a leading market position in a large percentage of the markets it serves. Sustaining and growing this position depends on our ability to continually improve customer satisfaction while identifying and pursuing new sales opportunities. We actively monitor competitive activity and we are proactive in enhancing our value offer elements, ranging from in-stock position to service and pricing. To the extent that the Company is not effective in responding to consumer trends or enhancing its value offer, it could have a negative impact on the Company's financial performance and reputation. Furthermore, the entry of new competitors, an increase in competition, both local and outside the community, a significant expansion of E-Commerce, or the introduction of new products and services in the Company's markets could also negatively affect the Company's financial performance.

CYBER-SECURITY

The Company relies on the integrity and continuous availability of its IT systems including networks, data hosting and processing facilities, cloud-based services and hardware. In the ordinary course of business, the Company collects, processes, transmits and retains confidential and personal information (collectively "Confidential Information") regarding the Company and its customers, employees and suppliers. The Company's IT systems are exposed to the risk of "cyber-attack", including viruses that can disrupt, paralyze or prevent access to IT systems or result in unauthorized access to Confidential Information.

The Company has security software and measures, including monitoring, testing and employee training, to prevent unauthorized access to its IT systems and Confidential Information, and to reduce the likelihood of disruptions. Cyber-attacks are constantly evolving and are becoming more frequent and sophisticated in nature, especially with the expanded use of Artificial Intelligence ("AI") by bad actors and there is a risk that the Company's security measures may be breached or unauthorized access may not be detected on a timely basis. Furthermore, employee error, faulty password management or malfeasance may result in unauthorized access to IT systems and Confidential Information. Any prolonged failure relating to IT system availability, breaches of IT system security, a significant loss of data, an impairment of data integrity or unauthorized access to Confidential Information, could adversely affect the financial performance, operations and reputation of the Company and may result in regulatory enforcement actions or litigation.

COMMUNITY RELATIONS

A portion of the Company's sales are derived from communities and regions that restrict commercial land ownership and usage by non-Indigenous or non-local owned businesses, or which have enacted policies and regulations to support locally-owned businesses. We successfully operate within these environments through initiatives that promote positive community and customer relations. These include store lease arrangements with community-based development organizations and initiatives to recruit local residents into management positions and to incorporate community stakeholder advice into our business at all levels. Further information on community relations is provided under Corporate Social Responsibility and Sustainability. To the extent the Company is not successful in maintaining these relations or is unable to renew lease agreements with community-based organizations, or is subject to punitive fees or operating restrictions, it could have an adverse effect on the Company's reputation and financial performance.

CLIMATE CHANGE, NATURAL DISASTERS AND FIRE

The Company's operations are exposed to extreme weather conditions ranging from blizzards to hurricanes, typhoons and cyclones which can cause loss of life, damage to or destruction of key stores and facilities, or temporary business disruptions. The stores located in the South Pacific, Caribbean and coastal areas of Alaska are also at risk of earthquakes, volcano and tsunamis which can result in loss of life and destruction of assets. The destruction of assets and the impact on the local economy resulting from these types of extreme weather conditions, particularly where more than one location is impacted, could have a material adverse effect on the operations and financial condition and performance of the Company. Severe weather conditions can also have a negative impact on NSA's operations by disrupting the transportation of merchandise and passengers.

The impact of warmer ocean water temperatures has increased the risk of frequency, severity and duration of hurricanes and typhoons especially in the northeastern Caribbean. Collectively the stores in this region have sales of \$443.4 million and assets of \$207.6 million for the year-ended January 31, 2026. In 2017, islands in this region were devastated by two category five hurricanes which resulted in the destruction of the Company's CUL store in St. Thomas and three RTW stores and significantly damaged a CUL store in St. Maarten. Rebuilding has significantly increased resiliency to future hurricanes, however, these markets remain exposed to this risk.

The Company completed a specific climate-related risk management assessment of its stores in the northeastern Caribbean and upgraded its most hurricane-vulnerable stores to improve the building construction to a category five hurricane resiliency level. These improvements should help mitigate the impact of hurricanes on the Company's stores however, there can be no certainty that the damage from hurricanes will not include significant damage to or loss of stores and warehouses. In addition, hurricanes can result in significant damage to or destruction of important infrastructure, including residences, which in turn may result in people relocated from an island. Any prolonged reduction in population in the communities the Company operates in could have a material impact on the financial performance of the Company.

Longer-term global warming conditions would also have a more pronounced effect, both positive and negative, on the Company's most northern latitude stores. On the downside, global warming will result in rising sea levels, which will cause flooding, and melting permafrost which could damage or destroy the Company's stores, warehouses and housing. The Company operates in 72 communities in northern Canada and 20 communities in Alaska that are potentially exposed to changes in permafrost. Collectively, stores in these communities have sales of \$968.5 million and assets of \$507.3 million for the year-ended January 31, 2026. Rising sea levels and melting permafrost would also have the same negative impact on our customers which, combined with the potential damage to our facilities, could have a material adverse effect on the Company's operations, financial condition and performance. The Company has in-depth knowledge of and expertise in construction in northern markets and continues to incorporate new engineering and construction techniques in designing buildings and facilities to help mitigate the impact of changing permafrost conditions and minimize damage to the permafrost.

The Company relies upon the availability of winter roads to 40 communities in northern Canada. Global warming conditions may shorten or eliminate the availability of winter roads which would result in higher transportation costs to these remote locations. To the extent that higher transportation costs cannot be offset by other cost reductions or passed on through higher prices, this may result in lower operating margins which may have an adverse effect on the Company's financial performance. This risk related to the availability of winter roads is partially mitigated by the utilization of the Company's wholly-owned airline to transport merchandise to its stores.

On the upside, global warming could result in higher economic growth in the Company's northern markets and would reduce some operating expenses such as utility costs and enable the Company to use lower-cost searift year-round to transport merchandise to the Company's stores compared to higher cost air transportation.

The Company's stores in northern Canada and Alaska are exposed to the risk of wild fires and other fire related losses. In many of the Company's remote northern markets, there is limited fire fighting equipment and capability. In the event of a fire there is a high risk of a complete loss of the building, equipment and inventory. 2025 was one of the worst wildfire seasons on record in northern Canada. While the Company did not sustain any significant damage to its assets, several communities that the Company serves had full or partial evacuations, including three communities that were evacuated for an extended period of time due to the destruction of hydro transmission lines. In 2023, the Company's store in Fox Lake, Alberta was destroyed by wildfire. In 2018, the Company had three fires in northern Canada which destroyed one store and significantly damaged two other stores. Two of the fires were caused by electrical malfunction and one was arson-related. The Company was able to re-open the stores with reduced selling square footage and a limited merchandise assortment while reconstruction and repairs were being completed. The Company completed an independent review of its fire mitigation policies and procedures to identify opportunities to improve fire prevention in its northern Canada stores and has upgraded facilities to reduce the risk of fire-related losses.

In addition to the risk mitigation activities previously noted, the Company also maintains insurance to help mitigate the impact of losses however, there can be no assurance that one or more large claims or that any given loss will be mitigated in all circumstances. Further information on insurance risk is provided below.

ECONOMIC ENVIRONMENT

External factors which affect customer demand and personal disposable income, and over which the Company exercises no influence, include government fiscal health, general economic growth, changes in commodity prices, inflation, tariffs, price increases from suppliers, unemployment rates, personal debt levels, levels of personal disposable income, interest rates and foreign exchange rates. Changes in inflation rates, commodity prices, tariffs, price increases from suppliers and foreign exchange rates are unpredictable and may impact the cost of merchandise and the prices charged to consumers which in turn could negatively impact the Company's reputation and financial results. A pandemic could result in an economic downturn, restrictions on travel and trade, disruptions to financial markets and negatively impact the availability and cost of capital, which in turn could have an adverse impact on the Company's financial results and condition.

Our largest customer segments derive most of their income directly or indirectly from government infrastructure spending or direct payment to individuals in the form of social assistance, child care benefits and old age security. While these tend to be stable sources of income, independent of economic cycles, a decrease in government income transfer payments to individuals, a recession, or a significant and prolonged decline in consumer spending could have an adverse effect on the Company's operations and financial performance.

Furthermore, customers in many of the Company's markets benefit from product cost subsidies through programs such as Nutrition North Canada ("NNC"), Jordan's Principle and Inuit Child First in Canadian Operations and the U.S. Supplemental Nutrition Assistance Program ("SNAP") and Alaska by-pass mail system in International Operations, which contribute to lower living costs for eligible customers. If there are changes in government policy that result in a reduction in financial support for these programs, or if these subsidies and programs are not adjusted for cost inflation, a negative impact on consumer demand for the Company's products and services could have an adverse effect on the Company's operations, financial condition and reputation.

A major source of employment income in the remote markets where the Company operates is generated from local government and spending on public infrastructure. This includes housing, schools, health care facilities, military facilities, roads and sewers. Local employment levels will fluctuate from year-to-year depending on the degree of infrastructure activity and a community's overall fiscal health. A similar fluctuating source of income is employment related to tourism and natural resource development. A significant or prolonged reduction in government transfers, spending on infrastructure projects, natural resource development and tourism spending would have a negative impact on consumer income which in turn could result in a decrease in sales and gross profit, particularly for more discretionary general merchandise items.

Management regularly monitors economic conditions and considers factors which can affect customer demand in making operating decisions and the development of strategic initiatives and long-range plans however, changes in economic conditions may adversely impact consumer demand for the Company's products and services which could adversely affect the Company's financial performance, financial condition and reputation.

LOGISTICS AND SUPPLY CHAIN

The Company relies on a complex and elongated outbound supply chain due to the remoteness of the Company's stores. The delivery of merchandise to a substantial portion of the Company's stores involves multiple carriers and multiple modes of transportation including trucks, trains, aircraft, ships and barges through various ports and transportation hubs. The Company's reputation and financial performance can be negatively impacted by supply chain events or disruptions outside of the Company's control, including changes in foreign and domestic regulations which increase the cost of transportation; the quality of transportation infrastructure such as roads, ports and airports; labour disruptions at transportation companies; the impact of a pandemic that reduces the availability of product or restricts transportation to distribution facilities or the communities the Company serves; or the consolidation, financial difficulties or bankruptcy of transportation companies. To help mitigate these risks, the Company owns an airline, North Star Air Ltd. and has an investment in Transport Nanuk Inc., an arctic shipping company, which provides the Company with greater control over key components of our logistics network and service to our stores in northern Canada.

BUSINESS MODEL AND CHANGE MANAGEMENT

The Company sells a broad range of products and services across geographically and culturally diverse markets within a high operating cost environment. Operational scale can be difficult to achieve across these remote geographies and the complexity of the Company's business model is higher compared to more narrowly-focused or larger retailers. Management continuously assesses the strength of its customer value offer to ensure that specific markets, products and services are financially attractive. The Company continues to focus on simplifying work across the business, with an emphasis on store processes. Certain Company initiatives may reduce the cost of operations and help ensure the Company has an efficient operating structure. These initiatives may include improving processes and generating efficiencies across the Company's administrative, store and distribution network. The success of strategic initiatives is dependent on effective leadership and change management to realize their intended benefits. Ineffective leadership or change management could result in a lack of integrated processes and procedures, decreased employee engagement, ineffective communication and training, a lack of requisite knowledge or may not achieve the benefits intended. Any of the foregoing could disrupt operations, increase the risk of customer dissatisfaction, adversely affect the Company's reputation or financial performance. To the extent the Company is not successful in developing and executing its strategies, it could have an adverse effect on the financial condition, reputation and performance of the Company.

INFORMATION TECHNOLOGY

The Company relies on information technology ("IT") to support the current and future requirements of the business. A significant or prolonged disruption in the Company's current IT systems could negatively impact day-to-day operations of the business which could adversely affect the Company's financial performance and reputation. In 2026, the Company will continue with its implementation of a new Warehouse Management System ("WMS"), an inventory forecasting and replenishment application at store level, and pricing and data analytics software. In addition, the Company will also be implementing a new payroll system and a new prepaid card in Canadian Operations which will require a change in network processor and other-related applications.

The failure to successfully upgrade legacy systems, or to migrate from legacy systems to new IT systems, could have an adverse effect on the Company's operations, reputation and financial performance. There is also a risk that the anticipated benefits, cost savings or operating efficiencies related to upgrading or implementing new IT systems may not be realized which could adversely affect the Company's operations, financial performance or reputation. To help mitigate these risks, the Company uses a combination of specialized internal and external IT resources as well as a strong governance structure and disciplined project management.

The Company also depends on accurate and reliable information from its IT systems for decision-making and operating the business. As the volume of data and the complexity and integration of IT systems increases, there is a greater risk of errors in data or misinterpretation of the data which could negatively impact decision making and in turn, have an adverse effect on the Company's financial performance.

ENVIRONMENTAL

The Company owns and leases a large number of facilities and real estate, particularly in remote locations, and is subject to environmental risks associated with the contamination of such facilities and properties. The Company operates retail fuel outlets in a number of locations and uses fuel to heat stores and housing. The Company also has aviation fuel storage containers and operates aviation fuel dispensing equipment. Contamination resulting from gasoline, heating and aviation fuel is possible. The Company employs operating, training, monitoring and testing procedures to minimize the risk of contamination. The Company also operates refrigeration equipment in its stores and distribution centres which, if the equipment fails, could release gases that may be harmful to the environment. The Company has monitoring and preventative maintenance procedures to reduce the risk of this contamination occurring. Even with these risk mitigation policies and procedures, the Company could incur increased or unexpected costs related to environmental incidents and remediation activities, including litigation and regulatory compliance costs, all of which could have an adverse effect on the reputation and financial performance of the Company.

LAWS, REGULATIONS AND STANDARDS

The Company is subject to various laws, regulations and standards administered by federal, provincial and foreign regulatory authorities, including but not limited to income, commodity and other taxes, securities laws, anti-trust and competition laws, NNC and SNAP regulations, duties, currency repatriation, health and safety, labour and employment standards, minimum wage laws, Payment Card Industry ("PCI") standards, anti-money laundering ("AML") regulations, licensing requirements, product packaging and labeling regulations, hazardous waste regulations and zoning laws. New accounting standards and pronouncements or changes in accounting standards may also impact the Company's financial results.

These laws, regulations and standards and their interpretation by various courts and agencies are subject to change. In the course of complying with such changes, the Company may incur significant costs. Failure by the Company to fully comply with applicable laws, regulations and standards could result in financial penalties, assessments, sanctions, loss of operating licenses or legal action that could have an adverse effect on the reputation, financial condition and financial performance of the Company.

The Company is also subject to various privacy laws and regulations regarding the protection of personal information of its customers and employees. Any failure in the protection of this information or non-compliance with laws or regulations could negatively affect the Company's reputation and financial performance.

A portion of the Company's sales and net earnings are derived from financial services and pharmacy operations, which are subject to additional laws, regulations and standards. Changes in legislation regarding financial services fees, including but not limited to ATM, prepaid card and cheque-cashing fees and fees earned on customer accounts receivable, could have an adverse impact on the Company's financial performance if other fees or offsetting cost reductions cannot be implemented. In Canada, on-going prescription drug reform, changes in dispensing fees, and the implementation of a national pharmacare system could have an adverse effect on the Company's financial performance if other fees or offsetting cost reductions cannot be implemented.

The airline industry is also subject to extensive legal, regulatory and administrative controls and oversight, including airline safety standards. Failure by the Company to comply with these laws, regulations and standards could result in the loss of operating licenses and could have an adverse effect on the Company's financial performance and reputation.

Furthermore, changes in legislation, including costs associated with recycling and disposal of consumer goods packaging and food waste, hazardous waste regulation, including carbon taxes and the implementation of other greenhouse gas reduction initiatives and regulations related to transitioning to a low-carbon and more climate resilient future, could result in additional costs which could have a negative impact on the Company's financial performance if the Company is not able to fully pass on these additional costs to its customers or identify other offsetting cost reductions and efficiencies. In addition, failure to comply with these laws, standards and regulations could have an adverse effect on the Company's financial performance, financial condition and reputation.

FUEL AND UTILITY COSTS

Compared to other retailers, the Company is more exposed to fluctuations in the price of energy, particularly oil. Due to the vast geography and remoteness of the store network, expenses related to aviation fuel, bunker fuel for ships, diesel, diesel-generated electricity and heating fuel costs are a more significant component of the Company's and its customers' expenses. To the extent that escalating fuel and utility costs cannot be offset by alternative energy sources, energy conservation practices or offsetting productivity gains, this may result in higher retail prices or lower operating margins which may affect the Company's financial performance and reputation. In this scenario, consumer retail spending could also be negatively affected by higher household energy-related expenses which could have an adverse effect on the Company's financial performance.

FOOD, DRUG, PRODUCT AND SERVICE SAFETY

The Company is exposed to risks associated with food and drug safety, product packaging, labelling, handling storage and distribution, and general merchandise product defects. The Company also operates pharmacies and provides tele-pharmacy services and is subject to risks associated with the distribution of prescription drugs, errors made through medication dispensing or patient services and consultation. Food sales represent approximately 77% of total Company sales. A significant outbreak of a food-borne illness or food safety issues including food tampering or contamination, or increased public concerns with certain food products could have an adverse effect on the reputation and financial performance of the Company and could lead to unforeseen liabilities from legal claims. The Company has food preparation, handling, dispensing and storage procedures which help mitigate these risks.

The Company also has product recall procedures in place in the event of a food-borne illness outbreak or product defect. The existence of these procedures does not eliminate the underlying risks, and the ability of these procedures to mitigate risk in the event of a food-borne illness or product recall is dependent on their successful execution.

SOCIAL

Social and political issues raise public awareness, perspectives and actions through protests and/or media campaigns. Issues that may relate to the Company's business include, but are not limited to food security, minimum wages, Indigenous rights, diversity and inclusion, local and ethical sourcing, nutritional labelling, the environment and climate change. Ineffective action or inaction on these matters, including perceived failure to adequately address these matters, could adversely affect the Company's reputation or financial performance.

INSURANCE

The Company manages its exposure to certain risks through an integrated insurance program which combines an appropriate level of self-insurance and the purchase of various insurance policies. The Company's insurance program is based on various lines and limits of coverage and is arranged with financially stable insurance companies as rated by professional rating agencies. Global insurance market conditions continue to be challenging as insurance companies limit their capacity for underwriting risks in certain geographic areas such as the Caribbean and northern Canada or in sectors such as aviation. Insurance companies that do provide coverage in these areas are requiring significantly higher insurance premiums and higher self-insured retention levels from companies. These factors may result in higher insurance costs and changes in self-insured retention levels which could result in greater earnings volatility in the event of future losses. There can be no assurance that the Company's insurance program will be sufficient to cover one or more large claims, or that any given risk will be mitigated in all circumstances. There can also be no assurance that the Company will be able to continue to purchase insurance coverage at reasonable rates or maintain its self-insured retention levels. To the extent that the Company's insurance policies do not provide sufficient coverage for a loss, it could have an adverse impact on the Company's operating results and financial condition.

VENDOR AND THIRD PARTY SERVICE PARTNER MANAGEMENT

The Company relies on a broad base of manufacturers, suppliers and operators of distribution facilities to provide goods and services. Events, such as a pandemic, or disruptions affecting these suppliers outside of the Company's control could in turn result in delays in the delivery of merchandise to the stores and therefore negatively impact the Company's reputation and financial performance. A portion of the merchandise the Company sells may be sourced from less developed countries which increases certain risks to the Company including risks associated with product safety, general merchandise product defects and products that do not meet the required standards. Additionally, products sourced from less developed countries may have an increased risk of non-compliance with human rights, forced labour, child labour and ethical and safe business practices which could negatively impact the Company's reputation. The Company uses offshore consolidators and sourcing agents to monitor product quality and ethical sourcing standards however, the Company does not have any direct influence over how these vendors and service partners are managed and there is no certainty that these risks can be completely mitigated in all circumstances.

NSA also relies upon suppliers and third party service partners for specialized aviation parts and aircraft maintenance services. A prolonged disruption affecting the supply of parts or provision of maintenance services could negatively impact the availability of aircraft to service the Company's stores and customers, or result in higher than anticipated costs, which could have an adverse effect on the Company's financial performance and reputation.

ETHICAL BUSINESS CONDUCT

The Company has a Code of Business Conduct and Ethics policy which governs both employees and Directors. The Company also has a Whistleblower Policy that provides direct access to members of the Board of Directors. Unethical business conduct could negatively impact the Company's reputation and relationship with its customers, investors and employees, which in turn could have an adverse effect on the financial performance of the Company.

INCOME TAXES

In the ordinary course of business, the Company is subject to audits by tax authorities. The Company regularly reviews its compliance with tax legislation, filing positions, the adequacy of its tax provisions and the potential for adverse outcomes. While the Company believes that its tax filing positions are appropriate and supportable, the possibility exists that certain matters may be reviewed and challenged by the tax authorities. If the final outcome differs materially from the tax provisions, the Company's income tax expense and its earnings could be affected positively or negatively in the period in which the outcome is determined.

LITIGATION AND CASUALTY LOSSES

In the normal course of business, the Company is involved in and potentially subject to claims and legal proceedings that may involve its customers, suppliers and others. The potential outcomes of claims and legal proceedings is uncertain. The Company records a provision for litigation claims if management believes the Company has liability for such claim or legal action. If management's assessment of liability or the amount of any such claim is incorrect, any difference between the final judgment amount and the provision would become an expense or a recovery in the period such claim was resolved. If the Company is unsuccessful in defending its position, the resolution of claims could have an adverse effect on the Company's financial results, financial condition and reputation.

In February 2025, two Statements of Claims for putative class action proceedings were filed in the Manitoba Court of King's Bench against The North West Company Inc. and certain Canadian subsidiaries: Kusugak et al (the "Kusugak Claim") and Muskego et al (the "Muskego Claim", collectively with the Kusugak Claim, the "Claims"). The Claims allege that the Company misrepresented the amount of federal subsidy it passed through to consumers through the Nutrition North Canada subsidy program (the "Subsidies") between April 1, 2011 and the present. The Claims are brought by individuals who allegedly purchased subsidized goods at the Company's stores and seek damages, including, for alleged negligent misrepresentation and unjust enrichment as well as breach of contract, the *Competition Act* and certain provincial and territorial consumer protection acts. These actions are at an early stage and have not been certified as class proceedings. The Company believes these Claims are without merit and maintains that its practices regarding the Subsidies were fully compliant with the Government of Canada agreements and plans to actively defend these actions. In September 2025, the Kusugak Claim was amended to add additional plaintiffs, and in November 2025, the Muskego Claim was discontinued. The Company has brought a motion to strike the Kusugak Claim, which was heard in December 2025 and the judgment remains under reserve.

Consistent with risks inherent in the aviation industry, NSA could be subject to large liability claims arising out of major accidents or disasters involving aircraft which can result in serious injury, death or destruction of property. Accidents and disasters may occur from factors outside of the Company's control such as severe weather, lightning strikes, wind shear and bird strikes. Any such accident or disaster could have a material adverse effect on the Company's reputation, results from operations and financial condition.

MANAGEMENT OF INVENTORY

Success in the retail industry depends on being able to select the right merchandise, in the correct quantities in proportion to the demand for such merchandise. A miscalculation of consumer demand for merchandise could result in having excess inventory for some products and missed sales opportunities for others which could have an adverse effect on the Company's operations, financial performance and reputation. Excess inventory may also result in higher markdowns or inventory shrinkage all of which could have an adverse effect on the financial performance of the Company. In 2026, the Company will continue to implement a new IT application for inventory forecasting and replenishment at store level and a warehouse management system in International Operations. The failure to successfully implement these applications and the applicable processes and change management requirements, may increase the risks associated with inventory management.

POST-EMPLOYMENT BENEFITS

The Company engages professional investment advisors to manage the assets in the defined benefit pension plans. The performance of the Company's pension plans and the plan funding requirements are impacted by the returns on plan assets, changes in the discount rate and regulatory funding requirements. If capital market returns are below the level estimated by management or if the discount rate used to value the liabilities of the plans decreases, the Company may be required to make contributions to its defined benefit pension plans in excess of those currently contemplated, which may have an adverse effect on the Company's financial performance.

The Company regularly monitors and assesses the performance of the pension plan assets and the impact of changes in capital markets, changes in plan member demographics, and other economic factors that may impact funding requirements, benefit plan expenses and actuarial assumptions. The Company makes cash contributions to the pension plan as required and also uses letters of credit to satisfy a portion of its funding obligations. Effective January 1, 2011, the Company entered into an amended and restated staff pension plan and added a defined contribution plan. Under the amended pension plan, all members who did not meet a qualifying threshold based on number of years in the pension plan and age were transitioned to the defined contribution pension plan effective January 1, 2011 and no longer accumulate years of service under the defined benefit pension plan. Effective January 1, 2022, the defined benefit pension plan for Canadian-based executives was closed to new members however, members prior to the closure will continue to accumulate service in the plan until the end of their employment. All of the Company's defined benefit pension plans are closed to new members and all new eligible employees will participate in the staff defined contribution plan. Further information on post-employment benefits is provided in Note 13 to the annual audited consolidated financial statements.

GEOPOLITICAL

Changes in the domestic or international political environment may impact the Company's ability to source and provide products and services. Acts of terrorism, riots, and political instability, especially in less developed markets, could have an adverse effect on the financial performance of the Company.

DEPENDENCE ON KEY FACILITIES

There are five major distribution centres which are located in Winnipeg, Manitoba; Anchorage, Alaska; San Leandro, California; Port of Tacoma, Washington; and a third party managed facility in Fort Lauderdale, Florida. In addition, the Company's Canadian Operations support office is located in Winnipeg, Manitoba, NSA's support office is located in Thunder Bay, Ontario and the International Operations has support offices in Anchorage, Alaska and Boca Raton, Florida. A significant or prolonged disruption at any of these facilities due to fire, severe weather conditions, natural disasters, or otherwise could have a material adverse effect on the financial performance of the Company.

FINANCIAL RISKS

In the normal course of business, the Company is exposed to financial risks that have the potential to negatively impact its financial performance. The Company manages financial risk with oversight provided by the Board of Directors, who also approve specific financial transactions. The Company uses derivative financial instruments only to hedge exposures arising in respect of underlying business requirements and not for speculative purposes. These risks and the actions taken to minimize the risks are described below. Further information on the Company's financial instruments and associated risks are provided in Note 16 to the annual audited consolidated financial statements.

INTEREST RATE RISK

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is exposed to interest rate risk primarily through its long-term borrowings. The Company manages exposure to interest rate risk through a combination of fixed and floating interest rate debt and may use interest rate swaps. Further information on long-term debt is provided in Note 12 to the annual audited consolidated financial statements. As at January 31, 2026, the Company had no outstanding interest rate swaps.

CREDIT RISK

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Company is exposed to credit risk primarily in relation to individual and commercial accounts receivable. The Company manages credit risk by performing regular credit assessments of its customers and provides allowances for potentially uncollectible accounts receivable. The Company has an unsecured, non-interest bearing promissory note receivable of \$12.5 million for contingent consideration arising from the sale of 36 stores to Giant Tiger Stores Limited on July 5, 2020 classified as accounts receivable. Based on the financial measures achieved in 2024 and 2025, the \$12.5 million contingent consideration recorded in accounts receivable is past due. The Company does not have any other individual customer accounts greater than 10% of total accounts receivable.

The Company has filed a Statement of Claim against Giant Tiger Stores Limited for breach of the asset purchase agreement for failing to pay the contingent cash consideration when due. The Company's Claim seeks \$7.5 million in respect of the 2024 contingent consideration. The Company has also brought a motion to amend its Claim to seek an additional \$10.6 million in respect of the 2025 contingent consideration plus damages. Giant Tiger Stores Limited has filed a Statement of Defence and Counterclaim seeking rectification of the asset purchase agreement, and has further denied that any contingent cash consideration is owing. Further information on the promissory note is included in Note 26 to the consolidated financial statements.

LIQUIDITY RISK

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they come due or can do so only at excessive cost. The Company manages liquidity risk by maintaining adequate credit facilities to fund operating requirements, pension plan contributions and planned sustaining and growth-related capital expenditures, and regularly monitoring actual and forecasted cash flow and debt levels. At January 31, 2026, the Company had undrawn committed revolving loan facilities available of \$408.0 million (January 31, 2025 - \$438.8 million). The undrawn capacity on existing loan facilities and the extension of the maturity dates of these facilities to April 2031 helps reduce liquidity risk.

CURRENCY RISK

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company is exposed to currency risk, primarily the U.S. dollar, through its net investment in International Operations and its U.S. dollar denominated borrowings. The Company manages its exposure to currency risk by hedging the net investment in foreign operations with a portion of U.S. dollar denominated borrowings. At January 31, 2026, the Company had US\$70.0 million in U.S. denominated debt compared to US\$70.0 million at January 31, 2025.

The Company is also exposed to currency risk relating to the translation of International Operations earnings to Canadian dollars. In 2025, the average exchange rate used to translate U.S. denominated earnings from the International Operations was 1.3920 compared to 1.3775 last year. The Canadian dollar's depreciation in 2025 compared to the U.S. dollar in 2024 positively impacted consolidated net earnings by \$0.6 million. In 2024, the average exchange rate was 1.3775 compared to 1.3504 in 2023 which resulted in an increase in 2024 consolidated net earnings of \$1.0 million compared to 2023.

Corporate Social Responsibility & Sustainability

The North West Company opened its first store in 1668 as a trading post in the Cree Nation of Waskaganish in northern Canada and many of our stores in northern Canada and Alaska have been in operation for over 200 years.

Our ESG Strategy is informed by our unique business model dedicated to supporting underserved communities in remote geographical locations. Through our shared-value approach, our framework helps us identify ESG risks and opportunities that are important to our business and partners. At its heart is our vision to enrich the experiences of both the communities we serve and our employees.

We aim to build trust with our community partners by delivering vital products and services that enhance health, nutrition and overall quality of life. Equally, we foster a diverse, equitable and inclusive workplace that empowers employees to develop their skills and advance their careers. Our ambitions are anchored in three strategic pillars: People, Planet and Partnerships.

- **People** Support employees and local communities to advance towards a healthier, inclusive and equitable future
- **Planet** Improve the management of waste, emissions and energy
- **Partnerships** Maintain trust with our partners

ESG matters have the potential to impact business operations, regulatory compliance, reputation and financial outcomes, and are therefore an important area of focus for North West's Board of Directors and its committees. At North West, we manage ESG objectives in the context of our business strategy while also taking into consideration the feedback and interests of our partners. Starting in 2023, North West began including ESG as part of the criteria for the Company's short-term incentive program, linking sustainability-related activities to compensation beginning with executive and senior leadership..

The Board of Directors are accountable for overseeing the Company's ESG Strategy and Corporate Sustainability initiatives which are integrated within the Company's risk management and strategic planning process. In addition to the information provided on climate change and environmental risk factors previously noted under Risk Management, further information on the Sustainability Report and the report on Fighting Against Forced Labour and Child Labour in Supply Chains Act ("Modern Slavery") are available on the Company's website at www.northwest.ca.

Dividends

GENERAL

Past dividend practices at the Company are aligned with a total return approach to investment performance. The Company aims to deliver top quartile returns through earnings growth and income yield. The Company has paid dividends or distributions for 38 consecutive years. In 2025, the Company paid quarterly dividends of \$0.40 per share in the first and second quarters, and \$0.41 per share in the third and fourth quarters or \$1.62 per share for the year. The payment of dividends on the Company's common shares is subject to the discretion of the Board of Directors, and will vary based on, among other factors, the financial performance of the Company, its current and anticipated future business needs and the satisfaction of solvency tests imposed by the CBCA for the declaration of dividends and other conditions existing at such future time.

The Company currently pays quarterly dividends to shareholders on approximately the 24th day of April and the 15th day of July, October and January, or the first business day following the 15th. The record date for any dividend is on approximately the 15th day of April, and or about the last business day of the month preceding the dividend date, or such other day as may be determined by the Board of Directors. In accordance with stock exchange rules, an ex-dividend date occurs two trading days prior to the record date to permit time for settlement of trades of securities, and dividends must be declared a minimum of seven trading days before the record date.

DIVIDEND HISTORY

The following table shows the quarterly cash dividend per common share declared and paid by the Company for the past three fiscal years:

QUARTER	2025 (\$/share)	2024 (\$/share)	2023 (\$/share)
First Quarter	\$ 0.40	\$ 0.39	\$ 0.38
Second Quarter	0.40	0.39	0.38
Third Quarter	0.41	0.40	0.39
Fourth Quarter	0.41	0.40	0.39
Total	\$ 1.62	\$ 1.58	\$ 1.54

The dividends paid were designated as eligible dividends in accordance with the provisions of the Canadian Income Tax Act.

Capital Structure

DESCRIPTION

The Company's objectives in managing capital are to deploy capital to provide an appropriate total return to shareholders while maintaining a capital structure that provides the flexibility to take advantage of the growth opportunities of the business, maintain existing assets, meet obligations and financial covenants and enhance shareholder value. The capital structure of the Company consists of bank advances, long-term debt and shareholders' equity. The Company manages capital to optimize efficiency through an appropriate balance of debt and equity. In order to maintain or adjust its capital structure, the Company may purchase shares for cancellation pursuant to normal course issuer bids, issue additional shares, borrow additional funds, adjust discretionary capital spending and adjust the amount of dividends paid or refinance debt at different terms and conditions.

DEBT

The Company has US\$70.0 million in senior notes it issued in two tranches; US\$35.0 million due June 16, 2027 with a fixed interest rate of 2.88% and US\$35.0 million due June 16, 2032 with a fixed interest rate of 3.09%. Interest is payable semi-annually on both tranches. The Company also has outstanding \$100.0 million senior notes that mature September 26, 2029 and have a fixed interest rate of 3.74%. All senior notes are secured by certain assets of the Company and rank *pari passu* with the Company's other senior debt comprised of the \$400.0 million Canadian Operations loan facilities and the US\$52.0 million loan facilities (collectively "Senior Debt"). The US\$70.0 million senior notes have been designated as a hedge against the U.S. dollar investment in the International Operations.

The Canadian Operations have committed, revolving loan facilities of \$400.0 million (January 31, 2025 - \$400.0 million) that bear a floating rate of interest based on the Canadian Overnight Repo Rate or the Canadian prime interest rate and mature on March 1, 2027. These facilities are secured by certain assets of the Company and rank *pari passu* with the Company's other Senior Debt. At January 31, 2026, the Company had \$116.3 million drawn on these facilities (January 31, 2025 - \$94.5 million). In April 2026, the Company extended the maturity date on these facilities to April 8, 2031.

The Company has committed, revolving loan facilities of US\$52.0 million that bear interest at SOFR plus a spread and mature on March 1, 2027. These loan facilities are secured by certain assets of the Company and rank *pari passu* with the Company's other Senior Debt. At January 31, 2026, the Company had drawn US\$NIL on these facilities (January 31, 2025 - US\$NIL). In April 2026, the Company extended the maturity date on these facilities to April 8, 2031.

The International Operations have an available, committed, revolving loan facility of US\$50.0 million (January 31, 2025 - \$50.0 million) for working capital and general business purposes that matures January 25, 2028. This facility bears a floating rate of interest based on SOFR plus a spread and is secured by certain accounts receivable and inventories of the International Operations. At January 31, 2026, the Company had drawn US\$NIL on this facility (January 31, 2025 - US\$NIL).

SHAREHOLDERS' EQUITY

The Company has two classes of shares, Variable Voting Shares and Common Voting Shares, which have equivalent rights as shareholders except for voting rights. Holders of Variable Voting Shares are entitled to one vote per share except where (i) the number of outstanding Variable Voting Shares exceeds 49% of the total number of all issued and outstanding Variable Voting Shares and Common Voting Shares, or (ii) the total number of votes cast by or on behalf of the holders of Variable Voting Shares at any meeting on any matter on which a vote is to be taken exceeds 49% of the total number of votes cast at such meeting.

If either of the above-noted thresholds is surpassed at any time, the vote attached to each Variable Voting Share will decrease automatically without further act or formality. Under the circumstances described in paragraph (i) above, the Variable Voting Shares as a class cannot carry more than 49% of the total voting rights attached to the aggregate number of issued and outstanding Variable Voting Shares and Common Voting Shares of the Company. Under the circumstances described in paragraph (ii) above, the Variable Voting Shares as a class cannot, for a given Shareholders' meeting, carry more than 49% of the total number of votes cast at the meeting.

Variable Voting Shares may only be held, beneficially owned or controlled, directly or indirectly, by persons who are not Canadians (within the meaning of the Canada Transportation Act). An issued and outstanding Variable Voting Share is converted into one Common Voting Share automatically and without any further act of the Company or the holder, if such Variable Voting Share becomes held, beneficially owned and controlled, directly or indirectly, otherwise than by way of security only, by a Canadian, as defined in the Canada Transportation Act.

The Company is authorized to issue an unlimited number of shares. As at January 31, 2026, there were 31,911,626 (January 31, 2025 - 31,121,644) common voting shares and 15,717,827 (January 31, 2025 - 16,749,614) variable voting shares issued and outstanding. The total shares outstanding as of January 31, 2026 were 47,629,453 (January 31, 2025 - 47,871,258).

The rights, privileges, restrictions and conditions attached to the common shares of the Company are:

- (i) Voting Rights - The holders of the Company's shares are entitled to one vote per share at all meetings of the shareholders of the Company.
- (ii) Dividends - The holders of the Company's shares are entitled to receive any dividend declared by the Board on shares. See "Dividends" section.
- (iii) Rights Upon Dissolution - In the event of liquidation, dissolution or winding up of the Company, whether voluntary or involuntary, the holders of the Company's shares are entitled to receive, after payment of all liabilities of the Company, the remaining assets and property of the Company.

On November 20, 2025, the Company renewed its Normal Course Issuer Bid ("NCIB"). Under the NCIB, the Company may acquire up to a maximum of 4,752,020 of its shares, or approximately 10% of its float for cancellation over the following 12 months. During the year ended January 31, 2026, the Company purchased 309,564 common shares having a book value of \$1.2 million for cash consideration of \$15.0 million. The excess of the purchase price over the book value of the shares of \$13.8 million was charged to retained earnings. All shares purchased were cancelled. During the year ended January 31, 2025, the Company purchased no common shares.

In connection with the NCIB, the Company has established an automatic securities purchase plan with its designated broker to facilitate the purchase of shares under the NCIB at times when the Company would ordinarily not be permitted to purchase its shares due to regulatory restrictions or self-imposed blackout periods. Under the plan, before entering a self-imposed blackout period, North West may, but is not required to, ask the designated broker to make purchases under the NCIB within specific parameters.

The Company has granted PSUs to officers and senior management. Each PSU entitles the participant to receive either a cash payment equal to the market value of the number of notional units granted or one share of the Company for each notional unit granted at the end of the vesting period based on the achievement of specific performance based criteria. The PSU account for each participant includes the value of dividends from the Company as if reinvested in additional PSUs. PSU awards vest with the employee on the third fiscal year following the date of the grant to which the award relates. Compensation expense is measured based on the grant date fair market value of the award and recognized over the vesting period based on the estimated total compensation to be paid. Compensation costs related to the PSUs for the year ended January 31, 2026 are \$7.7 million (January 31, 2025 – \$7.7 million). Equity settled PSUs are redeemed with shares transferred from a trust established for this plan or by issuing shares from treasury. There were 94,157 PSUs (January 31, 2025 – 174,389) partially settled by releasing 46,262 shares (January 31, 2025 – 85,618) from the employee trust during the year ended January 31, 2026. There were 3,349 PSUs (January 31, 2025 – 13,631) partially settled by releasing 3,349 shares issued from treasury (January 31, 2025 – 6,743). The total number of PSUs outstanding at January 31, 2026 that may be settled in treasury shares is 369,832 (January 31, 2025 – 329,143).

The Company has a Director Deferred Share Unit Plan ("DDSU") available for independent directors. Participants are credited with deferred share units for the amount of the annual equity retainer and fees each participant elects to allocate to the DDSU plan. Each deferred share unit entitles the holder to receive either a cash payment equal to the market value of the number of DDSUs granted or one share of the Company. The DDSUs are exercisable by the holder at any time after they cease to be a director, but no later than December 31 of the first calendar year commencing after they leave the Company. A participant may elect at the time of exercise of any DDSUs, subject to the consent of the Company, to have the Company pay an amount in cash equal to the aggregate current market value of the shares, determined based on the closing price of the shares on the TSX on the trading day preceding the exercise date. This cash payment is in consideration for the surrender by the participant to the Company the right to receive shares from exercising the DDSUs. Effective December 2016, the Plan was amended for those DDSUs credited to participants for the portion of the annual cash retainer and fees each participant elects to allocate to the Plan. The holder of these DDSUs is entitled to receive at the time of exercise, an amount in cash equal to the aggregate current market value of the shares, determined based on the closing price of the shares on the TSX on the trading day preceding the exercise date. The total number of DDSUs outstanding at January 31, 2026 is 262,531 (January 31, 2025 – 242,874). There were 16,893 DDSUs exercised during the year ended January 31, 2026 (January 31, 2025 – 60,007), all of which were settled in cash (January 31, 2025 - 60,007 DDSUs settled in cash).

The Company has a Share Option Plan that provides for the granting of options to certain officers and senior management. Options confer upon the holder a right to purchase one common share at a specific price described when the option is issued. The maximum number of shares available for issuance is a fixed number set at 4,354,020, representing 9.1% of the Company's issued and outstanding shares at January 31, 2026. During fiscal 2025, 67,759 (January 31, 2025 - 159,791) common shares were issued under share-based payment plans. There were no options exercised in 2025 or 2024 for cash consideration. As at January 31, 2026, there were 1,139,513 options outstanding, an increase of 10,795 options from January 31, 2025.

Market for Securities

DESCRIPTION

The Company's common shares are listed and posted for trading on the TSX under the symbol "NWC". The following table provides trading information for the common shares for the period from February 1, 2025 to January 31, 2026 as reported by the TSX:

Month	High (\$)	Low (\$)	Close (\$)	Volume
February	48.01	44.48	46.57	3,922,954
March	51.69	45.49	50.84	3,716,144
April	55.54	47.23	55.30	6,170,383
May	57.89	53.65	57.26	4,303,894
June	57.95	47.50	48.27	5,518,814
July	49.19	46.14	47.56	4,880,256
August	52.48	47.07	50.46	4,446,558
September	51.72	47.25	47.82	7,789,533
October	48.05	44.62	45.50	5,290,030
November	50.15	44.98	49.21	4,486,819
December	50.46	45.16	48.91	6,080,073
January	51.08	48.21	48.61	4,676,864

ESCROWED SECURITIES

To the Company's knowledge, no securities of the Company were held in escrow as at January 31, 2026.

Directors and Executives of the Company

The name, jurisdiction of residence, position held at April 8, 2026 and principal occupation for each of our directors and executives are set out below. The term of office of each director expires at the next annual general meeting of shareholders of The North West Company Inc.

DIRECTORS

Name and Jurisdiction of Residence	Position with North West	Principal Occupation
Brock Bulbuck ⁽¹⁾ Winnipeg, Manitoba, Canada	Chair of the Board and Director (Director since 2018)	Corporate Director
Stewart F. Glendinning ⁽²⁾⁽³⁾ Ocean Ridge, Florida, USA	Chair, Governance and Nominating Committee and Director (Director since 2014)	Chief Financial Officer, Dollar Tree, Inc.
Rachel L. Huckle ⁽²⁾⁽⁴⁾ Toronto, Ontario, Canada	Director (Director since 2022)	Chief Executive Officer Staples Inc.
Annalisa King ⁽²⁾⁽³⁾ Vancouver, British Columbia, Canada	Chair, Audit Committee and Director (Director since 2014)	Corporate Director
Violet A. M. Konkle ⁽³⁾⁽⁴⁾ Fenwick, Ontario, Canada	Chair, Human Resources, Compensation and Pension Committee and Director (Director since 2014)	Corporate Director
Steven Kroft ⁽³⁾⁽⁴⁾ Winnipeg, Manitoba, Canada	Director (Director since 2021)	President, Falcon Capital Corporation
Daniel G. McConnell ⁽¹⁾ Winnipeg, Manitoba, Canada	President & CEO (Director since 2021)	President & Chief Executive Officer, The North West Company Inc.
Jennefer Nepinak ⁽³⁾⁽⁴⁾ Winnipeg, Manitoba, Canada	Director (Director since 2019)	Vice President, Strategic Partnerships & Reconciliation, Tipi Group
Gregg Saretsky ⁽²⁾⁽⁴⁾ Bellevue, Washington, USA	Director (Director since 2025)	Corporate Director
Paul Soubry ⁽²⁾⁽⁴⁾ Winnipeg, Manitoba, Canada	Director (Director since 2026)	Corporate Director
Victor Tootoo ⁽²⁾⁽³⁾ Iqaluit, Nunavut, Canada	Director (Director since 2015)	President and CEO, Northern Allied Nunavut Travel Inc.

- (1) The Chair of the Board is not a member of any Board Committee, but attends all meetings in an ex-officio capacity. The President and Chief Executive Officer is not a member of any Board Committee, but attends these meetings as an invited guest.
- (2) Member of the Audit Committee.
- (3) Member of the Governance and Nominating Committee.
- (4) Member of the Human Resources, Compensation and Pension Committee.

Each of the directors listed have held their respective positions and offices with the same, predecessor or associated firms or organizations as their principal occupation for the past five years, except as follows:

Stewart F. Glendinning is the Chief Financial Officer of Dollar Tree Inc. since March 2025, after having served as its Chief Transformation Officer since January 2025. Prior to joining Dollar Tree, he served as Chief Executive Officer of Express Inc. from September 2023 to December 2024, prior to which he served as President, Prepared Foods of Tyson Foods and before that as Executive Vice President and Chief Financial Officer of Tyson. Prior to joining Tyson, he worked with Molson Coors Brewing Company beginning in 2005 where he held the positions of (i) Chief Financial Officer, Molson Coors UK, (ii) Global Chief Financial Officer, Molson Coors Brewing Company, (iii) President and Chief Executive Officer, Molson Coors UK, (iv) President and Chief Executive Officer, Molson Coors Canada, and (v) President and Chief Executive Officer of Molson Coors International. Mr. Glendinning holds a Bachelor of Business Administration from the College of William and Mary, and his Juris Doctor degree from the University of Miami Law School.

Rachel L. Huckle is the Chief Executive Officer for Staples Inc. Prior to that, starting in 2019, she held various positions at Staples Canada ULC including: (i) Chief Executive Officer; (ii) President and Chief Operating Officer; and (iii) Chief Retail Officer. Before joining Staples, Ms. Huckle worked with Loblaw Companies Ltd. and Shoppers Drug Mart, beginning in 1996 where she held a variety of positions including: (i) Vice President Operations; (ii) Vice President, Loyalty and Customer insights; (iii) Senior Vice President, Health and Wellness; and (iv) Senior Vice President Merchandising — Centre of Store. Ms. Huckle has a Masters in Business Administration from Rotman School of Management and a Masters of Finance from Smith School of Business.

Steven Kroft was Chief Executive Officer and Executive Chair of the CEL Group of Companies from 1998 until its sale in 2022. Under his leadership, Conviron and Argus Controls became widely recognized as the world leaders in the supply and manufacture of controlled environment equipment used primarily in agricultural research and high value plant production applications. A lawyer, Mr. Kroft previously practiced law with a major Manitoba law firm from 1992 to 1997. Mr. Kroft is the President and founder of Falcon Capital Corporation, a firm with investments in a range of companies and real estate. Mr. Kroft sits on the boards of privately held companies GRYD Digital and Shipfusion, as well as Manitoba First Fund, a venture fund of funds established by the Province of Manitoba. Mr. Kroft is a Director Emeritus of the Business Council of Manitoba, a director of the True North Youth Foundation, a member of the University of Manitoba's President's Advisory Council, and Past-Chair of CancerCare Manitoba Foundation. Mr. Kroft obtained his ICD.D designation from the Institute of Corporate Directors in 2017.

Jennefer Nepinak serves as Vice-President of Strategic Partnerships and Reconciliation at the TIPI Group of Companies. A member of Minegozhiibe Anishinabe (Pine Creek First Nation), she is fluent in Ojibwe and brings a deep cultural and community-centered perspective to her work. Throughout her career, Ms. Nepinak has held senior leadership roles with the University of Winnipeg, the Canadian Museum for Human Rights, the Treaty Relations Commission of Manitoba, multiple First Nation governments, and both the Government of Canada and the Government of Manitoba. Her work is grounded in a balanced approach that prioritizes the recognition and integration of Indigenous ways of knowing and being. She brings extensive governance experience, having served on several prominent boards, including the Assembly of Manitoba Chiefs, the University of Winnipeg Board of Regents, and Manitoba Hydro. Ms. Nepinak earned a Bachelor of Arts in Sociology in 1997 and completed her law degree through the University of Manitoba and Osgoode Hall Law School at York University in 2000. She later obtained her designation from the Institute of Corporate Directors at the Rotman School of Management in 2018 and completed Executive Training at Harvard Business School in 2025. She is currently pursuing a Master of Arts in Indigenous Governance.

Gregg Saretsky is a Corporate Director who serves on the Board of Directors of InterGlobe Aviation Limited, the owner of India's largest airline, IndiGo, since October 2020 and is the Chair of its Safety & Risk Management Committee. He also serves on the Advisory Board of RECARO Holding GmbH, a German Industrial Company, since October 2018. From 2010 to 2018, Mr. Saretsky served as President and Chief Executive Officer of WestJet Airlines Ltd., having joined the airline's vacations division in 2009 and serving as its Executive Vice President of Operations from 2009 to 2010. Prior to that, Mr. Saretsky served in various senior-level commercial and operational roles at Alaska Air Group, Inc., from 1998 to 2008, and in various executive roles at Canadian Airlines International Ltd., from 1985 to 1997. Previously, Mr. Saretsky served on the Board of Directors of Southwest Airlines and was Chair of the Finance Committee between November 2024 and March 2026. He also served on the Board of Sabre Corporation, a software and technology company for the travel industry, where he served as Chair of the Nominating & Governance Committee and as Vice-Chair of the board, between June 2020 until August 2024, and as Chairman of the Board of Directors of Fort McMurray Wood Buffalo Economic Development & Tourism, an organization focused on regional economic growth and tourism, from August 2018 to May 2024. Mr. Saretsky earned a B.Sc. and a M.B.A. from the University of British Columbia.

Paul Soubry was President and Chief Executive Officer of NFI Group Inc. ("NFI") from January 2009 to January 2026. He holds a Bachelor of Commerce (Honours) degree from the University of Manitoba and completed the executive development program at Harvard Business School. Mr. Soubry has a sales, marketing, business development and operations background in businesses held by both trade and private equity owners, with substantial experience in business transformations and LEAN operational practices. Prior to joining NFI, Mr. Soubry worked for StandardAero for 24 years where he held a variety of increasingly senior positions including being named President in 2001, Chief Operating Officer in 2006, and Chief Executive Officer in 2007. Mr. Soubry currently serves on the board of True North Sports and Entertainment Limited/ Winnipeg Jets Hockey Club and The Wawanesa Mutual Insurance Company. In 2003, Mr. Soubry was named one of the recipients of "Canada's Top 40 under 40" award, was inducted in the Canadian Manufacturers and Exporters Hall of Fame in 2014, and was recognized as Canada's 2016 CEO of the Year by the Financial Post and awarded an Honourary Doctorate of Laws from the University of Manitoba in 2022. Mr. Soubry is a member of the Institute of Corporate Directors and a graduate of the Directors Education Program.

EXECUTIVES

Name and Jurisdiction of Residence	Principal Occupation with North West
Daniel G. McConnell Winnipeg, Manitoba, Canada	President and Chief Executive Officer (Executive since 2008)
Jim R. Caldwell Winnipeg, Manitoba, Canada	President, Canadian Retail (Executive since 2021)
Kyle A. Hill Anchorage, Alaska, USA	President, Alaska Commercial Company (Executive since 2018)
J. Kevin Proctor Boca Raton, Florida, USA	President Retail, Cost-U-Less & Riteway (Executive since 2021)
John D. King Winnipeg, Manitoba, Canada	Executive Vice-President & Chief Financial Officer (Executive since 2006)
Alison F. Coville Toronto, Ontario, Canada	Chief People Officer (Executive since 2021)
Vineet Gupta Toronto, Ontario, Canada	Chief Information Officer (Executive since 2022)
Cole J. A. Akerstream Winnipeg, Manitoba, Canada	Vice-President, Real Estate & Store Development (Executive since 2019)
Michael T. Beaulieu Winnipeg, Manitoba, Canada	Vice-President, Canadian Store Operations (Executive since 2013)
David M. Chatyrbok Winnipeg, Manitoba, Canada	Vice-President, Canadian Merchandising (Executive since 2009)
Hong Chung Winnipeg, Manitoba, Canada	Vice-President, IT Business Applications (Executive since 2024)
Alexis E. Cloutier Winnipeg, Manitoba, Canada	Vice-President, Legal & Corporate Secretary (Executive since 2024)
Shannon L. Earle Winnipeg, Manitoba, Canada	Vice-President, People & Culture (Executive since 2023)
Leanne G. Flewitt Winnipeg, Manitoba, Canada	Vice-President & Chief Transformation Officer (Executive since 2013)
Matt D. Johnson Boca Raton, Florida, USA	Vice-President, Cost-U-Less Merchandising (Executive since 2014)
Marc A. Jones Anchorage, Alaska, USA	Vice-President, Merchandising, Alaska Commercial Company (Executive since 2026)
Matthew A. LeClair Winnipeg, Manitoba, Canada	Vice-President, Canadian Supply Chain, Logistics and Distribution (Executive since 2024)
Jeff W. Mancini Anchorage, Alaska, USA	Vice-President, Operations, Alaska Commercial Company (Executive since 2026)
Randy L. Roller Winnipeg, Manitoba, Canada	Vice-President & General Manager, Facilities and Store Planning (Executive since 2022)

Name and Jurisdiction of Residence	Principal Occupation with North West
Douglas S. Ruckle Anchorage, Alaska, USA	Vice-President, Alaska Commercial Company, Supply Chain Optimization (Executive since 2021)
Nicolas Sabogal Boca Raton, Florida, USA	Vice-President, Strategy, Planning & Analytics (Executive since 2021)
Kevin T. Sie Winnipeg, Manitoba, Canada	Vice-President, Finance (Executive since 2019)
James W. Walker Anchorage, Alaska, USA	Vice-President & General Manager, Wholesale Operations (International Operations) (Executive since 2008)
Ben M. Woods Boca Raton, Florida, USA	Vice-President, Cost-U-Less Operations & Logistics (Executive since 2025)
Frank W. Kelner Thunder Bay, Ontario, Canada	Chair & Chief Executive Officer, North Star Air Ltd. (Executive since 2017)
Jeffrey B. Stout Thunder Bay, Ontario, Canada	President & Chief Operating Officer, North Star Air Ltd. (Executive since 2017)
Thomas J. Meilleur Thunder Bay, Ontario, Canada	Vice-President, North Star Air Ltd. (Executive since 2017)

All of the executives have held their present positions with the Company during the past five years, except as follows:

Daniel G. McConnell has been with the Company for over 20 years, joining in 2002 in the role of Manager, Real Estate and Store Development and quickly advancing to hold multiple management positions including Executive Vice-President and Chief Development Officer. He became President of the International Retail division in 2018 and relocated to Boca Raton. He returned to Winnipeg in August 2021 to take on the role of President and Chief Executive Officer. Mr. McConnell was born in Winnipeg, Manitoba. He received his Bachelor of Arts from the University of Winnipeg and has a Master's Degree in Business Administration from the University of Wales and many years' experience in retail development.

Jim R. Caldwell joined the Company in 2021 as President, Canadian Retail. Mr. Caldwell is a seasoned leader with 40 years of retail experience covering functional areas in operations, merchandising, distribution, sales and marketing. He has served in senior roles with Walmart, Lowes, The Brick and most recently as President & CEO of OK Tire. Mr. Caldwell also formerly served on the Board of Directors for the Retail Council of Canada and the Canadian Association of Chain Drug Stores Council of Representatives.

Kyle A. Hill joined the Company in 2018, as Vice-President of Strategy and Special Projects and was promoted to Executive Vice-President in 2019. In 2020, he took on the role of Vice-President of Procurement and Marketing with the Alaska Commercial Company business unit and was appointed its President in 2021. Mr. Hill's previous experience includes positions at Google and NASA followed by three years at the Boston Consulting Group. Most recently Mr. Hill co-founded and was Executive Director of Teach for Canada, a non-profit organization that partners with northern First Nations to recruit, train, and support teachers. He has a Bachelor, Masters and Doctorate degrees in physics and mathematics and was a Rhodes Scholar at the University of Oxford. He serves on the Boards of the Donner Canadian Foundation and Teach For Canada.

J. Kevin Proctor joined the Company in 2021 as a President in The North West Company (International) Inc., accountable for the Cost-U-Less and Riteway Foods banners. Mr. Proctor is a senior executive with over 20 years of global retail leadership in Grocery, Real Estate and Supply Chain. Prior to joining the Company, Mr. Proctor served as Chief Investment Officer and Chief Operating Officer at Save-A-Lot where he led its divestiture and subsequent business transformation activities. Mr. Proctor started his career and spent over 16 years with Lidl, one of Europe's leading discount food store chains, where he held progressively senior roles including Regional Vice President Operations and Chief Development & Supply Chain Officer. Mr. Proctor was also selected to spearhead its expansion in the highly competitive US market.

Alison F. Coville joined the Company in 2021 as Chief People Officer. A seasoned and passionate leader, she comes to the Company from a long career in retail with the Hudson's Bay Company, where she served in several senior roles from SVP Managing Director to President, Hudson Bay and Home Outfitters.

Vineet Gupta joined the Company in 2022 as Chief Information Officer. Mr. Gupta is an accomplished executive who has led large scale technology and digital transformations in both the hospitality and financial services industries. He has held Global CIO and CTO roles and has over 20 years of experience executing technology strategies aligned with corporate objectives. He has managed large global teams delivering technology and digital solutions worldwide. Mr. Gupta began his career as an engineer in the Transportation and Aerospace industries before moving to hospitality where he spent the majority of his career.

Hong Chung joined the Company in 2024 as Vice-President, IT Business Applications. Mr. Chung brings over 20 years of experience, with a majority of his career spent in the telecommunications industry, leading teams through major technology changes and new business and operating models. Most recently, he held a critical leadership position with the Government of Manitoba, responsible for Manitoba's COVID-19 vaccination campaign and was the Provincial Chief Information Officer where he developed and executed strategies to transform IT.

Alexis E. Cloutier joined the Company in 2024 as Vice President, Legal and Corporate Secretary, bringing with her extensive experience in mergers & acquisitions, public company governance, ESG and corporate/commercial law. Prior to joining the Company, Ms. Cloutier spent 10 years in increasingly senior legal roles at Bell Canada (and Manitoba Telecom Services Inc.), most recently as Assistant General Counsel and Deputy Corporate Secretary. Previously, she practiced as a capital markets lawyer at a Canadian law firm, with an emphasis on securities and mergers & acquisitions. Alexis holds a Bachelor of Laws from the University of British Columbia and a Bachelor of Arts, Economics (Honours) from The University of Winnipeg.

Shannon L. Earle joined the Company in 2023 as Vice-President, People & Culture. Prior to joining North West, Ms. Earle was Vice-President, Human Resources & Communications at the Workers Compensation Board of Manitoba. She has extensive experience in Human Resources with over 20 years encompassing various industries in both Canada and the United States.

Leanne Flewitt joined the Company in 1993 and has grown her career predominantly in the areas of Merchandising and Supply Chain. She previously held senior roles at the Company including: Vice-President, Merchandise Performance Services, Vice-President, Project Enterprise and Vice-President, Logistics, Supply Chain & Distribution before assuming her current role as Vice-President and Chief Transformation Officer.

Marc A. Jones joined the Company in 2026 as Vice President Merchandising for the Alaska Commercial Company. Prior to joining North West, he held a variety of retail leadership positions, including: CEO & President of Homeland Acquisition Corporation, an 80 store multi-state employee owned supermarket chain based in Oklahoma; Chief Merchandising & Supply Chain Officer of The Fresh Market, a 140 store, fresh-focused, NASDAQ listed retailer; Vice President of Daymon Worldwide, an international private label development company; and Director of Jobs at RestoreOKC, an Oklahoma City non-profit, where he focused on workforce development and social enterprise. Mr. Jones's responsibilities have taken him across a variety of geographies in the United States, Canada and overseas to Hong Kong. Marc holds undergraduate degrees from Queen's University in Kingston, Ontario and a Master of Business Administration from Harvard University in Boston, Massachusetts.

Matthew A. LeClair joined the Company in 2005, and during his tenure has held increasingly senior roles across the business including Director level roles in Planning, Business Development and Logistics & Distribution. As Director, Logistics & Distribution for NWCI, he was instrumental in leading freight operations, distribution centers and supply chain functions for both Cost-U-Less and RTW. In 2024, Mr. LeClair moved into his current role as Vice-President, Canadian Supply Chain, Logistics and Distribution.

Jeff W. Mancini joined the Company in 2019 as Director, Sales and Operations. During his time in this role, he supported and supervised all three retail groups within Alaska Commercial Company, providing him with broad exposure and insight into the diverse markets and communities the banner serves. In 2026, Jeff was promoted to Vice President, Store Operations, where he is responsible for leading store operations across the banner and driving execution, performance, and consistency across a geographically complex network. Prior to joining the Company, Jeff served as Director, Sales and Merchandising with Grocery Outlet for five years and has spent his entire career in grocery retail, beginning with Safeway in 1992 as a Courtesy Clerk. In 2003, Jeff joined H-E-B, where he spent 12 years in store operations. Jeff holds a Bachelor of Business Administration (Honours) from American InterContinental University.

Randy L. Roller joined the Company in 2022 as Vice-President & General Manager, Facilities and Store Planning. Prior to joining North West, Mr. Roller was Chief Operating Officer at a large, fully integrated design, engineering, construction, and maintenance services firm specializing in primary and secondary food processing facilities. He has extensive construction experience at the executive level, having spent many years leading and implementing critical system improvements including safety and lean construction initiatives, as well as leading design, costing, procurement and quality assurance improvements. Mr. Roller is a current member of the Institute of Corporate Directors having achieved the ICD.D designation in 2018 and is currently serving on various not-for-profit boards.

Douglas S. Ruckle joined the Company in September of 2001 as the General Merchandise Manager at the Dillingham store, bringing with him over 15 years of retail management experience to Alaska Commercial Company. Mr. Ruckle was promoted to District Manager and then Category Manager before being named Vice-President, Alaska Commercial Company Merchandising in August 2021 and then Vice-President, Alaska Commercial Company, Supply Chain Optimization in 2026. Mr. Ruckle has a Bachelor's degree in Business Administration from Texas A&M with majors in Marketing and Management.

Nicolas Sabogal joined the Company in October of 2019 as Director of Business Development in International Retail operations. In 2021, he was appointed Vice-President, Strategy, Planning and Analytics. Prior to joining the Company, Mr. Sabogal worked in the Financial Markets practice at PricewaterhouseCoopers in both Columbia and the United States, providing audit and consulting services for a wide array of public, private and government clients across various industries. Before joining PwC, he was Head of the Financial Risk Management Department of the Colombian Mercantile Exchange Clearinghouse.

Ben M. Woods joined the Company in 2025 as Vice-President, Operations & Logistics in Cost-U-Less. Before joining the Company, Mr. Woods served as President of Sysco Bahamas Food Services where he oversaw sales strategy, warehouse and transportation operations, and organizational development across the Caribbean. Previously, Mr. Woods spent over 25 years with PriceSmart in progressively senior roles, including Senior Vice President and Country Manager positions in Asia, Central America and the Caribbean.

As at January 31, 2026, the foregoing directors and officers, as a group, beneficially owned, directly or indirectly, or exercised control or direction over 1,208,414 common shares or approximately 2.5% of the issued and outstanding common shares of the Company. The information as to shares beneficially owned, not being with our knowledge, has been furnished by the respective individuals.

As at January 31, 2026, based on public filings, there were no shareholders who beneficially owned, or controlled or directed, directly or indirectly, more than 10.0% of the Company's issued and outstanding common shares.

CORPORATE CEASE TRADE ORDERS, BANKRUPTCIES, PENALTIES OR SANCTIONS

Other than as disclosed below, no director or executive officer of the Company is, or has been within the past 10 years:

- (i) a director, chief executive officer or chief financial officer of any other company that was the subject to (A) a cease trade, (B) an order similar order to a cease trade order, or (C) an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days (an "order"), that was issued while the director or executive officer was acting in the capacity as director, chief executive officer or chief financial officer;
- (ii) a director, chief executive officer or chief financial officer of any other company that was subject to an order that was issued after the director or executive officer ceased to be a director, chief executive officer or chief financial officer and which resulted from an event that occurred while that person was acting in the capacity as director, chief executive officer or chief financial officer;
- (iii) a director or executive officer of any company that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets;
- (iv) has become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold the assets of that individual; or
- (v) has been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority, or any other penalties or sanctions imposed by a court or regulatory body that would be likely to be considered important to a reasonable investor making an investment decision.

Mr. Stewart Glendinning

From September 2023 to December 2024, Mr. Stewart Glendinning was the Chief Executive Officer of Express, Inc., a multi-brand fashion retailer with an omnichannel platform, including both physical and online stores. Express, Inc. and certain of its subsidiaries ("Express") filed voluntary Chapter 11 petitions in the U.S. Bankruptcy Court for the District of Delaware on April 22, 2024. On June 21, 2024, the retail operating assets and selected liabilities related to the operations of Express were sold to PHOENIX Retail, LLC and EXPWHP, LLC. On December 31, 2024, the Chapter 11 plan became effective.

Audit Committee

DESCRIPTION

The Audit Committee is appointed annually by the Company's Board of Directors. The responsibilities and duties of the Audit Committee are set out in the Audit Committee Mandate attached hereto as Appendix A. The following table sets out the name of each of the current members of our Audit Committee, whether such member is independent and financially literate, as those terms are defined in National Instrument 52-110 *Audit Committees*. It also summarizes the relevant education and experience of each member.

Name	Independent	Financially Literate	Relevant Education and Experience
Annalisa King	✓	✓	Ms. King is currently the Chair of the Board for the Vancouver Airport Authority. Prior to that, Ms. King was Senior Vice President and Chief Financial Officer of Best Buy Canada Ltd., where she was responsible for Finance, including all accounting, tax and control functions, Information and E-commerce Technology, Legal and Real Estate. She served in this position from 2008 through 2016. Before her role at Best Buy Canada Ltd., she was Senior Vice President of Business Transformation for Maple Leaf Foods Inc. and has also held senior positions, primarily in finance and accounting, throughout her career at consumer packaged goods companies, Maple Leaf Foods, Kraft and Pillsbury Canada. In addition to the public company directorships with Saputo Inc., First Capital Real Estate Investment Trust and DRI Healthcare Trust, Ms. King is a director of the Vancouver Airport Authority and two private companies. Ms. King obtained her ICD.D designation from the Institute of Corporate Directors in 2013, and obtained fellowship from the National Association of Corporate Directors.
Stewart F. Glendinning	✓	✓	Mr. Glendinning is the Chief Financial Officer of Dollar Tree Inc. since March 2025, after having served as its Chief Transformation Officer since January 2025. Prior to joining Dollar Tree, he served as Chief Executive Officer of Express Inc. from September 2023 to December 2024, prior to which he served as President, Prepared Foods of Tyson Foods and before that as Executive Vice President and Chief Financial Officer of Tyson. Prior to joining Tyson, he worked with Molson Coors Brewing Company beginning in 2005 where he held the positions of (i) Chief Financial Officer, Molson Coors UK, (ii) Global Chief Financial Officer, Molson Coors Brewing Company, (iii) President and Chief Executive Officer, Molson Coors UK, (iv) President and Chief Executive Officer, Molson Coors Canada, and (v) President and Chief Executive Officer of Molson Coors International. Mr. Glendinning holds a Bachelor of Business Administration from the College of William and Mary, and his Juris Doctor degree from the University of Miami Law School.
Rachel L. Huckle	✓	✓	Ms. Huckle is the Chief Executive Officer for Staples Inc. Prior to that, starting in 2019, she held various positions at Staples Canada ULC including: (i) Chief Executive Officer; (ii) President and Chief Operating Officer; and (iii) Chief Retail Officer. Before joining Staples Ms. Huckle worked with Loblaw Companies Ltd. and Shoppers Drug Mart, beginning in 1996 where she held a variety of positions including: (i) Vice President Operations; (ii) Vice President, Loyalty and Customer Insights; (iii) Senior Vice President, Health and Wellness; and (iv) and Senior Vice President Merchandising — Centre of Store. Ms. Huckle has a Masters in Business Administration from Rotman School of Management, and a Masters of Finance from Smith School of Business.
Gregg Saretsky	✓	✓	Mr. Saretsky is a Corporate Director who serves on the Board of Directors of InterGlobe Aviation Limited, the owner of India's largest airline, IndiGo, since October 2020 and is the Chair of its Safety & Risk Management Committee. He also serves on the Advisory Board of RECARO Holding GmbH, a German Industrial Company, since October 2018. From 2010 to 2018, Mr. Saretsky served as President and Chief Executive Officer of WestJet Airlines Ltd., having joined the airline's vacations division in 2009 and serving as its Executive Vice President of Operations from 2009 to 2010. Prior to that, Mr. Saretsky served in various senior-level commercial and operational roles at Alaska Air Group, Inc., from 1998 to 2008, and in various executive roles at Canadian Airlines International Ltd., from 1985 to 1997. Previously, Mr. Saretsky served on the Board of Directors of Southwest Airlines and was Chair of the Finance Committee between November 2024 and March 2026. He also served on the board of Sabre Corporation, a software and technology company for the travel industry, where he served as Chair of the Nominating & Governance Committee and as Vice-Chair of the board, between June 2020 until August 2024, and as Chairman of the Board of Directors of Fort McMurray Wood Buffalo Economic Development & Tourism, an organization focused on regional economic growth and tourism, from August 2018 to May 2024. Mr. Saretsky earned a B.Sc. and an M.B.A. from the University of British Columbia.

AUDIT COMMITTEE (CONTINUED)

Name	Independent	Financially Literate	Relevant Education and Experience
Paul Soubry	✓	✓	Mr. Soubry was President and Chief Executive Officer of NFI Group Inc. ("NFI") from January 2009 to January 2026. He holds a Bachelor of Commerce (Honours) degree from the University of Manitoba and completed the executive development program at Harvard Business School. Mr. Soubry has a sales, marketing, business development and operations background in businesses held by both trade and private equity owners, with substantial experience in business transformations and LEAN operational practices. Prior to joining NFI, Mr. Soubry worked for StandardAero for 24 years where he held a variety of increasingly senior positions including being named President in 2001, Chief Operating Officer in 2006, and Chief Executive Officer in 2007. Mr. Soubry currently serves on the board of True North Sports and Entertainment Limited/Winnipeg Jets Hockey Club and The Wawanesa Mutual Insurance Company. In 2003, Mr. Soubry was named one of the recipients of "Canada's Top 40 under 40" award, was inducted in the Canadian Manufacturers and Exporters Hall of Fame in 2014, and was recognized as Canada's 2016 CEO of the Year by the Financial Post and awarded an Honourary Doctorate of Laws from the University of Manitoba in 2022. Mr. Soubry is a member of the Institute of Corporate Directors and a graduate of the Directors Education Program.
Victor Tootoo	✓	✓	Mr. Tootoo is the President and CEO of Northern Allied Nunavut Travel Inc., a travel management company which caters to corporations in Northern Canada; President of AV Nunavut Fuels Inc., which purchases and distributes fuel to Northern Canada; President of Kivallingmiut and Auyuittuq Aviation, which provides helicopter and charter services in Northern Canada; and President of Nahanni Nunavut Construction, which provides civil project management and general contractor services. Previously, Mr. Tootoo was President of NVision Insight Group, which specializes in empowering Indigenous communities and works with all levels of government and Inuit organizations in northern Canada. Prior to launching his commercial career, Mr. Tootoo held numerous positions with various governments in the North. Mr. Tootoo holds a Chartered Professional Accountants designation, and also attended Assiniboine Community College where he obtained a Diploma in Business Administration.

EXTERNAL AUDIT SERVICES

Fees paid to the external auditors, PricewaterhouseCoopers LLP, by the Company and its subsidiaries for professional services rendered during fiscal 2025 and 2024 are summarized in the table below.

Fee type (\$ in thousands)	2025		2024	
Audit Fees	\$	589	\$	569
Audit-Related Fees		22		13
Tax Fees		34		34
Total	\$	645	\$	616

AUDIT FEES

Audit fees were paid for professional services rendered by the auditors for the audit of the Company's annual financial statements, including its subsidiaries, and fees for services provided in connection with statutory and regulatory filings or engagements, the review of the Company's interim financial statements and the interpretation of accounting and reporting standards.

AUDIT-RELATED FEES

Audit related fees include charges related to professional services for store audit procedures, review of procedures for the Company, confirmation on compliance with debt covenants and due diligence procedures required by contract.

TAX FEES

Tax related fees include professional services for tax compliance services.

PRE-APPROVAL POLICIES AND PROCEDURES

As part of the Company's governance structure, the Audit Committee annually approves the terms of the external auditor's engagement. To further ensure the independence of the auditors is not compromised, the Audit Committee also pre-approves all engagements of the auditors for non-audit related services in accordance with its pre-approval policy.

Interest of Experts

The only persons who are named as having prepared or certified a statement, report or valuation described or included in a filing, or referred to in a filing, under National Instrument 51-102, *Continuous Disclosure* by the Company during, or relating to, the Company's most recently completed financial year, and whose profession or business gives authority to the statement, report or valuation made by the person or the Company, is PricewaterhouseCoopers LLP, Chartered Professional Accountants.

PricewaterhouseCoopers LLP have prepared an independent auditor's report dated April 8, 2026 in respect of the Company's consolidated financial statements as at January 31, 2026 and January 31, 2025 and for the years then ended. PricewaterhouseCoopers LLP has advised that they are independent with respect to the Company within the meaning of the Chartered Professional Accountants of Manitoba Code of Professional Conduct.

Conflicts of Interest

No director or officer of the Company, or any associate or affiliate of the foregoing persons, has any substantial interest, direct or indirect, in any material transaction with the Company for the period February 1, 2025 to January 31, 2026.

Legal Proceedings

In February 2025, two Statements of Claims for putative class action proceedings were filed in the Manitoba Court of King's Bench against The North West Company Inc. and certain Canadian subsidiaries: Kusugak et al (the "Kusugak Claim") and Muskego et al (the "Muskego Claim", collectively with the Kusugak Claim, the "Claims"). The Claims allege that the Company misrepresented the amount of federal subsidy it passed through to consumers through the Nutrition North Canada subsidy program (the "Subsidies") between April 1, 2011 and the present. The Claims are brought by individuals who allegedly purchased subsidized goods at the Company's stores and seek damages, including, for alleged negligent misrepresentation and unjust enrichment as well as breach of contract, the *Competition Act* and certain provincial and territorial consumer protection acts. These actions are at an early stage and have not been certified as class proceedings. The Company believes these Claims are without merit and maintains that its practices regarding the Subsidies were fully compliant with the Government of Canada agreements and plans to actively defend these actions. In September 2025, the Kusugak Claim was amended to add additional plaintiffs, and in November 2025, the Muskego Claim was discontinued. The Company has brought a motion to strike the Kusugak Claim, which was heard in December 2025 and the judgment remains under reserve.

Interest of Management and Others in Material Transactions

Management is not aware of any director or executive of the Company, or other insider of the Company, or any associate or affiliate of the foregoing persons who has any substantial interest, direct or indirect, in any material transaction since the commencement of the Company's most recently completed financial year or in any proposed transaction.

Transfer Agent & Registrar

The transfer agent and registrar of the Company is TSX Trust Company. Its principal office is located at 600 The Dome Tower, 333-7th Ave SW, Calgary, AB, T2P 2Z1 and its mailing address is P.O. Box 700, Station B, Montreal, QC, H3B 3K3.

Material Contracts

There were no material contracts entered into by the Company during the most recently completed financial year, other than those entered into in the ordinary course of business.

A copy of the foregoing documents may be examined during normal business hours at the office of the Company located at Gibraltar House, 77 Main Street, Winnipeg, Manitoba, R3C 2R1 and are available on SEDAR+ at www.sedarplus.ca.

Additional Information

Additional information, including director and executive remuneration and indebtedness, principal holders of the Company's securities, and securities authorized for issuance under equity compensation plans, is contained in the Company's Management Information Circular to be issued in connection with the 2026 Annual General and Special Meeting of Shareholders to be held on June 10, 2026 at 11:30 a.m. (Central Time) by virtual only meeting via live video webcast online.

Additional information relating to the Company and additional financial information is provided in the Company's Consolidated Financial Statements and Management's Discussion and Analysis for the year ended January 31, 2026 and the Company's 2025 Annual Report, all of which are available on SEDAR+ at www.sedarplus.ca and at www.northwest.ca.

Copies of the information referred to in this section, as well as the AIF, can be obtained by writing to the Corporate Secretary, The North West Company Inc., Gibraltar House, 77 Main Street, Winnipeg, Manitoba, R3C 2R1.

Appendix A - Audit Committee Mandate

The Audit Committee (the "Committee") of the Board of Directors (the "Board") of The North West Company Inc. ("North West") has the oversight, responsibilities and specific duties described below.

1. Purpose

The primary purpose of the Committee is to assist the Board in fulfilling its oversight responsibilities with respect to:

- (a) the integrity of North West's accounting and financial reporting practices and procedures;
- (b) the adequacy of North West's internal accounting and disclosure controls and procedures;
- (c) the quality and integrity of North West's consolidated annual and quarterly financial statements and management's discussion and analysis;
- (d) the independence and performance of North West's external auditor;
- (e) compliance by North West with legal and regulatory requirements in regard to financial reporting and disclosure that North West is subject to;
- (f) the performance of the internal audit function, and ensuring processes are in place to ensure the independence of the internal audit function; and
- (g) the implementation of appropriate systems and processes to identify and manage North West's principal risks.

2. Committee Composition

- (a) The Committee will be comprised of a minimum of three directors who are "independent" directors within the meaning of National Instrument 52-110 Audit Committee ("NI 52-110"). Any Committee member, who, for any reason, is no longer independent, immediately ceases to be a Committee member;
- (b) All Committee members will be "financially literate". "Financially literate" means the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by North West's consolidated financial statements;
- (c) At least one Committee member will be an "audit financial expert". "Audit financial expert" means (i) chartered accountant, (ii) a certified public accountant, (iii) a former or current Chief Financial Officer of a public company or corporate controller of similar experience, (iv) a current or former partner of an audit company, or (v) a person having similar demonstrably meaningful audit experience⁽²⁾;
- (d) Committee members will be appointed and removed by the Board. The Committee Chairperson will be appointed by the Board.

3. Reports⁽³⁾

The Committee shall report to the Board on a regular basis (typically following each Committee meeting), including prior to the public disclosure by North West of its quarterly and annual financial results. The Committee shall report to the Board on the activities, findings and any recommendations of the Committee. The reports of the Committee shall include any issues of which the Committee is aware with respect to the quality or integrity of North West's consolidated financial statements, its compliance with legal and regulatory requirements, and the performance and independence of North West's external auditor.

4. Responsibilities

Subject to the powers and duties of the Board, and with the requirement that the Committee provides timely summary reports to the Board on its activities, the Board hereby delegates to the Committee the following powers and duties to be performed by the Committee on behalf of and for the Board:

A. Financial Statements and Other Financial Information

The Committee shall:

- (a) review North West's consolidated interim unaudited financial statements and annual audited financial statements and related documents, prior to any public disclosure of such information;
- (b) following a review with management and the external auditor of such annual and interim consolidated financial statements and related documents including the auditor's report thereon, as applicable, recommend to the Board the approval of such financial statements and related documents;
- (c) review with management and/or the external auditor all critical accounting policies and practices used as well as significant management estimates and judgments and any changes in accounting policies or financial reporting requirements that may affect North West's consolidated financial statements;
- (d) review with management and/or the external auditor the treatment in the financial statements of any significant transactions, and other potentially difficult matters;
- (e) review with management and the external auditor all matters required to be communicated to the Committee under generally accepted auditing standards;
- (f) review and recommend to the Board for approval, other annual and quarterly financial reporting documents, including management's discussion and analysis, earnings press releases, the Annual Information Form, and the Annual Report of North West prior to any disclosure to the public;
- (g) review with management and the external auditor any material off-balance sheet financing mechanisms, transactions or obligations of North West;
- (h) review a summary provided by North West's management, of the status of any material existing, pending or threatened litigation, claims and assessments respecting North West and its subsidiaries;
- (i) review with management and the external auditor any correspondence with securities regulatory authority or commissions which raise material issues regarding North West's financial statements or accounting policies; and
- (j) review in advance and approve, any communications regarding material financial matters between North West and any applicable regulatory authorities or commissions.

B. Financial Reporting Control Systems

The Committee shall:

- (a) in consultation with management, the external auditor and the officer or employee responsible for the internal audit function, review, evaluate and assess the adequacy, integrity and effectiveness of North West's consolidated financial reporting processes, management information systems, and internal controls and discuss significant financial risk, exposures and the steps management has taken to monitor, control and report such exposures;
- (b) review guidelines and policies with respect to identifying and managing the principle financial risks inherent in North West's business and operations, and review the processes that are implemented by management to manage and monitor those risks;
- (c) submit to the Board, any recommendations that the Committee may have from time to time (through its own inquiries or through those of advisors retained by the Committee) with respect to financial reporting, accounting procedures and policies and internal controls;
- (d) ensure that due diligence processes and controls in connection with certification of North West's annual and interim filings are in place, monitoring their continued effectiveness, and ensure that such filings are in a form that permits their certification;
- (e) review any disclosures concerning any weaknesses or any deficiencies in the design or operation of internal controls made to the Committee by the CEO and CFO during their certification process for forms filed with applicable securities regulatory authorities and commissions;

- (f) review with management and/or the external auditor any related party transactions (as defined under "International Financial Reporting Standards");
- (g) review the management representation letter to the external auditor;
- (h) review reports obtained from the external auditor regarding the overall control environment and the adequacy of accounting system controls;
- (i) review any new appointments to Vice President positions of North West and its subsidiaries with financial reporting responsibilities;
- (j) satisfy itself that adequate procedures are in place for the review of North West's disclosure of North West's financial information extracted or derived from North West's consolidated financial statements, and periodically assess the adequacy of those procedures;
- (k) establish procedures for: (i) the receipt, retention, and treatment of complaints received by the issuer regarding internal accounting controls or auditing matters; and (ii) the confidential, anonymous submission by employees of North West or its subsidiaries of concerns regarding questionable accounting, internal accounting controls, or auditing matters and receive regular reports thereon as appropriate;
- (l) review and approve North West's (and its respective subsidiaries) hiring policies regarding employees and former employees of the present and former external auditor of North West; and
- (m) review annually North West's property and liability insurance policies (other than Director and Officer Liability Insurance), and satisfy itself that adequate insurance programs are in place.

C. Disclosure Controls

The Committee shall:

- (a) satisfy itself that management has developed and implemented a system of disclosure controls to ensure that North West meets its continuous disclosure obligations;
- (b) receive regular reports from management on the functioning of the disclosure compliance system, including any significant instances of non-compliance with such system, in order to satisfy itself that such system may be reasonably relied upon; and
- (c) review any disclosures concerning any weaknesses or any deficiencies in the design or operation of disclosure controls made to the Committee by the CEO and CFO during their certification process for forms filed with applicable securities regulatory authorities and commissions.

D. Internal Audit

The Committee shall:

- (a) review and concur with any appointment or dismissal of the senior internal audit officer or employee;
- (b) communicate directly with the senior internal audit officer or employee;
- (c) review the performance of, and ensure processes are in place for the independence of, the internal audit function;
- (d) meet separately with the senior internal audit officer or employee to discuss any matters that the Committee or auditor believe should be discussed in private;
- (e) review and approve the proposed annual corporate internal audit plan, including assessment of major risks, areas of focus, responsibilities and objectives, and staffing; and
- (f) receive quarterly reports from internal audit on (a) the progress on the internal audit plan, including any significant changes to it; (b) significant internal audit findings, including issues as to the adequacy of internal control over financial reporting and any procedures implemented in light of significant control deficiencies; and (c) any significant internal fraud issues.

E. External Auditor

The Committee shall:

- (a) obtain confirmation from the external auditor that it will be accountable to, and report directly to, the Committee;
- (b) review and approve the external auditor's annual audit plan;
- (c) meet with the external auditor on a regular basis in the absence of management, and discuss in private with the external auditor matters affecting the conduct of their audit and other corporate matters;
- (d) review regularly the performance, qualifications, independence and remuneration of the external auditor, as well as the competence and responsiveness of the individual partners assigned to North West's account;
- (e) recommend to the Board each year the remuneration of, and the retention or replacement of the external auditor to be nominated for the purpose of preparing or issuing an audit report or performing other audit, review or attest services for North West, and annually approve the terms of such engagement;
- (f) if there is a plan to change the external auditor, review all issues related to the change and the steps planned for an orderly transition, including applicable securities law requirements;
- (g) oversee the work of the external auditor engaged for the purpose of preparing or issuing an audit report or performing other services;
- (h) discuss with the external auditor the quality of North West's accounting principles and policies;
- (i) resolve any disagreements between management and the external auditor regarding financial reporting;
- (j) relay its expectations to the external auditor from time to time including its expectation that (i) any disagreements of a material nature with management be brought to the attention of the Committee; (ii) any irregularities in the financial information be reported to the Committee; and (iii) the external auditor discloses any conflict of interest that may arise in their engagement; and
- (k) pre-approve all non-audit services to be provided to North West or its subsidiary entities by its external auditor to obtain assurance that the performance of such services will not compromise the independence of the external auditor. The Committee may delegate to the Chair of the Committee authority to pre-approve non-audit services in satisfaction of this requirement. The pre-approval of non-audit services by the Chair of the Committee must be presented to the full Committee at its first scheduled meeting following such pre-approval.

F. Enterprise Risk Management ("ERM")

The Committee shall:

- (a) review North West's processes for identifying, assessing and managing risk and North West's exposures, including North West's ERM reporting frameworks;
- (b) at least annually, obtain from management a report identifying and addressing North West's exposure to principal risks (including with respect to ESG (environmental, social, governance) and climate change, information technology, cybersecurity, privacy and artificial intelligence), and the steps management has taken to monitor and control such exposures;
- (c) oversee risks that may have a material impact on North West's financial statements; and
- (d) provide regular reports and recommendations to the Board with respect to any outcomes, findings and issues arising in connection therewith.

G. Other

The Committee shall assess the performance of the CFO and report their views to the CEO, in conjunction with the CEO's annual performance review of the CFO.

5. Structure

- (a) The Board shall appoint one of the Committee members to act as Chair of the Committee.
- (b) The Committee will appoint the Corporate Secretary of North West as secretary of the Committee, who will keep minutes of all meetings. In absence of the Corporate Secretary, the Committee will appoint an acting secretary who will keep minutes of the meeting.
- (c) The Committee will meet as many times as is necessary to carry out its responsibilities but in no event will the Committee meet less than quarterly each year. Meetings will be at the call of the Chair. Notwithstanding the foregoing, the external auditor of North West or any member of the Committee may call a meeting of the Committee. The Committee may hold a meeting by telephonic or electronic conference call.
- (d) No business may be transacted by the Committee except at a meeting of its members at which a quorum of the Committee is present or by a resolution in writing signed by all the members of the Committee. A majority of the members of the Committee shall constitute a quorum provided that if the number of members of the Committee is an even number one half of the number of members plus one shall constitute a quorum.
- (e) Any member of the Committee may be removed or replaced at any time by the Board or shall cease to be a member of the Committee as soon as such member ceases to be a director. Subject to the foregoing, each member of the Committee shall hold such office until the next annual general meeting of shareholders.
- (f) The external auditor of North West shall be entitled to receive notice of every meeting of the Committee to attend and be heard thereat.
- (g) The time at which and the place where the meetings of the Committee shall be held, the calling of meetings and the procedure in all respects of such meeting shall be determined by the Committee, unless otherwise provided for in North West's bylaws, or otherwise determined by resolution of the Board.
- (h) Members of the Committee shall be entitled to receive such remuneration for acting as members of the Committee as the Board may from time to time determine.

6. Chair of the Committee

The Chair of the Committee (the "Chair") is responsible for the effective functioning of the Committee in accordance with the position description attached to this mandate.

7. Independent Advice

In discharging its mandate, the Committee shall have the authority to (i) retain and receive advice from independent legal, accounting or other advisors at the expense of North West, as required to fulfill its duties, and (ii) set and pay the compensation for such advisors.

8. Evaluation

The Committee shall:

- (a) regularly review and assess the adequacy of its Mandate, and recommend any proposed changes to the Governance and Nominating Committee, for recommendation to the Board for approval; and
- (b) participate in a regular performance evaluation of the Committee, the results of which will be reviewed by the Governance and Nominating Committee, and the Board.

Approved by the Board of Directors: Effective December 9, 2025.

Committee Chair Position Description

1. Responsibility

The Chair of the Committee leads the Committee in all aspects of its work and is responsible to effectively manage the affairs of the Committee and ensure that it is properly organized and functions efficiently.

2. Specific Duties

More specifically, the Chair of the Committee will:

A. Leadership

- (a) Ensure that the responsibilities of the Committee, as set out in its mandate, are well understood by Committee members and are executed as effectively as possible.

B. Committee Meetings

- (a) Ensure that the Committee meets at least four times annually and as many additional times as necessary to carry out its duties effectively;
- (b) Ensure that all business required to come before the Committee is brought to a meeting in a timely manner;
- (c) With the Corporate Secretary, collaborate with the Board Chair, CEO and others, as appropriate, to establish the agenda for each Committee meeting;
- (d) Bring important issues forward to the Committee for consideration and resolution;
- (e) Oversee the distribution of information to the Committee in a manageable form, sufficiently in advance of each Committee meeting;
- (f) Chair Committee meetings and ensure that sufficient time is provided during Committee meetings to fully discuss agenda items, and that all business set out in the Committee agenda is brought to resolution as required;
- (g) Encourage Committee members to ask questions and express viewpoints during meetings;
- (h) Deal effectively with dissent and work constructively towards arriving at decisions and achieving consensus;
- (i) Ensure that the Committee meets in camera at the end of every Committee meeting; and
- (j) Ensure that the Committee meets in separate, non-management, closed sessions with internal personnel or outside advisors, as needed or appropriate.

C. Committee / Management Relationships

- (a) In consultation with the Board Chair and the CEO, ensure that there is an effective relationship between management and the members of the Committee.

D. Other

- (a) Carry out any other duties and responsibilities assigned by the Board; and
- (b) Evaluate on a regular basis, as the Governance Committee decides, this Position Description and recommend updates to the Board for consideration.