

The North West Company Inc.

Notice of Meeting and Management Information Circular for an Annual General and Special Meeting of Shareholders of The North West Company Inc.

APRIL 8, 2026



The North West Company Inc.



April 8, 2026

Dear Shareholder:

You are invited to attend an annual general and special meeting (the “**Meeting**”) of the shareholders of the common voting shares and variable voting shares of The North West Company Inc. (“**North West**”) to be held virtually on Wednesday, June 10, 2026 at 11:30 a.m. (Central Time) via live video webcast online at <https://meetings.lumiconnect.com/400-324-378-866> for the purposes set forth below.

This year North West will hold its Meeting in a virtual-only format, which will be conducted via live webcast. At the Meeting, shareholders will have an equal opportunity to participate online regardless of their geographic location.

This Notice of Meeting and Management Information Circular (the “**Circular**”) describes the business to be conducted at the Meeting, the resolutions to be voted upon and the voting process, and provides information on executive compensation and corporate governance at North West. We hope that you will take the time to read the Circular in advance of the Meeting as it provides background information that will help you exercise your right to vote on a number of important matters. We encourage you to exercise your vote by voting as outlined in the accompanying Circular.

You can find our 2025 Annual Report, which includes our consolidated financial statements and the auditor’s report to shareholders for the financial year ended January 31, 2026, and the Management’s Discussion and Analysis, on our website at www.northwest.ca or on SEDAR+ at www.sedarplus.ca.

At the Meeting, you will be asked to consider and vote upon:

- the election of the directors of North West, who will serve until the next annual general meeting of shareholders;
- the appointment of PricewaterhouseCoopers LLP as external auditor, who will serve until the next annual general meeting of shareholders, and to authorize the directors to set the auditor’s compensation;
- an ordinary resolution to approve, with or without variation, an amendment to North West’s amended and restated director deferred share unit plan, as further described in the Circular; and
- an advisory resolution on North West’s approach to executive compensation.

Finally, we would like to thank you for your continued support of North West.

Sincerely,

“Brock Bulbuck”

Brock Bulbuck
Chair of the Board

“Daniel McConnell”

Daniel McConnell
President and Chief Executive Officer

The North West Company Inc.

Notice of Annual General and Special Meeting of Shareholders

You are invited to the 2026 Annual General and Special Meeting of common and variable voting shareholders (the “**Meeting**”) of The North West Company Inc. (“**North West**”).

Date: Wednesday, June 10, 2026
Place: <https://meetings.lumiconnect.com/400-324-378-866>

Time: 11:30 a.m.
(Central Time)

The Meeting will have the following purposes:

1. to receive North West’s consolidated annual financial statements for the year ended January 31, 2026, including the external auditor’s report;
2. to elect the directors of North West, who will serve until the next annual general meeting of shareholders;
3. to appoint PricewaterhouseCoopers LLP as external auditor, who will serve until the next annual general meeting of shareholders, and to authorize the directors to set the auditor’s compensation;
4. to consider and, if deemed appropriate, to approve, with or without variation, an ordinary resolution amending North West’s amended and restated director deferred share unit plan, as disclosed in the Management Information Circular dated April 8, 2026 (the “**Circular**”);
5. to consider an advisory resolution on North West’s approach to executive compensation disclosed in the Circular; and
6. to consider any other business which may be properly brought before the Meeting, and any and all adjournments thereof.

The accompanying Circular provides detailed information relating to the above matters. You have the right to vote at the Meeting as set out in the Circular if you are a holder of North West common voting shares or variable voting shares as of the close of business on May 6, 2026.

**BY ORDER OF THE BOARD
OF DIRECTORS OF
THE NORTH WEST COMPANY INC.**

“Alexis Cloutier”

Winnipeg, Manitoba, Canada
April 8, 2026

Alexis Cloutier
Vice-President, Legal and Corporate Secretary
The North West Company Inc.

Management Information Circular

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Management Information Circular

FORWARD-LOOKING STATEMENTS

This management information circular contains forward-looking statements about The North West Company Inc. ("**North West**"), including its business operations, strategy and expected financial performance and condition. Forward-looking statements 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 North West, economic factors and the retail industry in general.

Forward-looking statements reflect North West'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. North West'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. North West can give no assurance that such estimates, beliefs and assumptions will prove to be correct. Numerous risks and uncertainties could cause North West's actual results to differ materially from those expressed, implied or projected in the forward-looking statements, including those described in this management information circular. 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, Jordan's Principle and Inuit Child First in Canadian Operations, and the U.S. Supplemental Nutrition Assistance Program 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, North West'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, North West's ability to complete and realize benefits from capital projects, E-Commerce investments, strategic transactions and the integration of acquisitions, North West's ability to realize benefits from investments in information technology ("IT") and systems, including IT system implementations, or unanticipated results from these initiatives and North West's success in anticipating and managing the foregoing risks.

The reader is cautioned that the foregoing list of factors that may affect North West's forward-looking statements is not exhaustive. Other risks and uncertainties not presently known to North West or that North West 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 North West's materials filed with the Canadian securities regulatory authorities from time to time, including, without limitation, the Risk Factors section of the 2025 Annual Information Form, the Risk Management section of the 2025 Annual Report, and in North West's most recent consolidated financial statements, 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 North West's expectations only as of the date of this management information circular. Other than as specifically required by applicable law, North West does not intend to update any forward-looking statements whether as a result of new information, future events or otherwise.

NON-GAAP FINANCIAL MEASURES

This management information circular refers to "EBITDA", which is not a recognized financial measure under International Financial Reporting Standards. North West's method of calculating EBITDA may differ from other companies and may not be comparable to measures used by other companies. See the "Non-GAAP" measures section of North West's Annual Report for the year ended January 31, 2026, for further information.

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PART I — VOTING INFORMATION

Unless stated otherwise, information contained in this Management Information Circular (the “**Circular**”) is given as of April 8, 2026.

WHAT MATTERS WILL I BE VOTING UPON?

Shareholders will be asked to vote upon the following matters:

1. to elect the directors of North West, who will serve until the next annual general meeting of shareholders;
2. to appoint PricewaterhouseCoopers LLP as external auditor, who will serve until the next annual general meeting of shareholders, and to authorize the directors to set the auditor’s compensation;
3. to consider and, if deemed appropriate, to approve, with or without variation, an ordinary resolution amending North West’s amended and restated director deferred share unit plan, as disclosed in the Circular;
4. to consider an advisory resolution on North West’s approach to executive compensation disclosed in the Circular; and
5. to consider any other business which may be properly brought before the annual general and special meeting (the “**Meeting**”), and any and all adjournments thereof.

WHO CAN VOTE?

You (the “**Shareholder**” or “**Shareholders**”) are entitled to one vote for each North West common voting share (“**Common Voting Share**”) and North West variable voting share (“**Variable Voting Share**”) you own as of the record date, subject to the voting restrictions and adjustments attached to the Variable Voting Shares, as discussed below under “RESTRICTIONS ON VOTING”. The Board of Directors of North West (the “**Board**” or the “**Directors**”) have set May 6, 2026, as the record date (the “**Record Date**”).

HOW DO I ATTEND AND PARTICIPATE AT THE MEETING?

Consistent with our ESG strategy, which is informed by our unique business model dedicated to supporting underserved communities in remote geographical locations, North West is holding the Meeting in a virtual-only format, which will be conducted via live video webcast through the LUMI platform. Shareholders will not be able to attend the Meeting in person. Attending the Meeting online enables all Shareholders — both Registered Shareholders (as defined below) and duly appointed proxyholders, including non-registered (beneficial) Shareholders who have duly appointed themselves as proxyholder — the same participation experience, regardless of geographic location, unlike hybrid meetings that offer two distinct experiences and may discourage virtual attendees from actively participating in the Meeting. The LUMI platform allows for Shareholders to vote, raise points of order, make motions and participate in a real-time Q&A session by submitting questions in writing, by telephone or through the LUMI platform. Shareholders can interact with our Chair and CEO to have their concerns heard and to contribute to an inclusive dialogue.

Registered Shareholders and duly appointed proxyholders can vote online at the appropriate times during the Meeting.

If you are a **Registered Shareholder or duly appointed proxyholder**:

- Log in online at <https://meetings.lumiconnect.com/400-324-378-866>. It is recommended that you log in at least one hour before the Meeting starts.
- Click on “I have a control number” and then enter your 13-digit control number and password “northwest2026” (case sensitive).
 - Registered Shareholder: The control number will be located on the form of proxy or in the email notification you received from North West’s transfer agent, TSX Trust Company.
 - Duly Appointed Proxyholders: North West’s transfer agent, TSX Trust Company, will provide the proxyholder with a control number by email after the proxy voting deadline has passed and the proxyholder has been duly appointed and registered as described under the heading “APPOINTMENT OF A THIRD PARTY AS A PROXY” below.

OR

If you are a **guest**, including a **non-registered (beneficial) Shareholder who has not duly appointed yourself as proxyholder**:

- Log in online at <https://meetings.lumiconnect.com/400-324-378-866>. It is recommended that you log in at least one hour before the Meeting starts.
- Click on “I am a guest” and then complete the online form to provide brief details (name, company and email).

Guests, including non-registered (beneficial) Shareholders who have not duly appointed themselves as proxyholder, can listen to the Meeting, but are not able to vote, raise points of order, make motions or participate in the real-time Q&A session.

It is your responsibility to ensure Internet connectivity for the duration of the Meeting and you should allow ample time to log in to the Meeting online before it begins. For additional information about attending the Meeting online (including technical and logistical matters related to accessing the Meeting online), refer to the LUMI AGM user guide available on our website at www.northwest.ca. For any technical difficulties experienced during the check-in process or during the Meeting, please contact LUMI at support-ca@lumiglobal.com.

HOW DO I ASK QUESTIONS?

Only Registered Shareholders and duly appointed proxyholders, including non-registered (beneficial) Shareholders who have duly appointed themselves as proxyholder, can submit questions (or raise points of order or make motions):

- In advance of the Meeting by contacting the Corporate Secretary by email at board@northwest.ca, by telephone at 1-800-563-0002 (option 1), or by mail to the Corporate Secretary at 77 Main Street, Winnipeg, Manitoba, Canada, R3C 1A3. Questions submitted in advance must be received by 11:30 a.m. (Central time) on June 8, 2026 to be addressed at the Meeting.
- During the Meeting at <https://meetings.lumiconnect.com/400-324-378-866>

- In writing by selecting the messaging tab and typing your question (or point of order or motion) within the box at the top of the screen (once finished, press the “send” button to the right of the box to submit your question (or point of order or motion)) — a North West representative will read out the question (or point of order or motion) at the Meeting; or
- By telephone by selecting the messaging tab and typing your phone number within the box at the top of the screen (once finished, press the “send” button to the right of the box to submit your phone number) — a LUMI representative will phone the number provided. When you answer the call you will be on mute and you will hear the meeting through your phone. Please mute your computer and listen to the live feed on your phone only. You will be unmuted at the appropriate time for you to ask your question (or raise a point of order or make a motion) live.

Questions (as well as points of order and motions) can be submitted at any time during the Meeting until the chair of the Meeting closes the question period.

It is recommended that Registered Shareholders and duly appointed proxyholders attending the Meeting online submit their questions (or points of order or motions) in advance of the Meeting or as soon as possible during the Meeting so that they can be addressed at the appropriate time.

Assuming they have been submitted in sufficient time, questions related to the matters of business to be voted on will be addressed at the time such matter is being discussed, before a vote is held on each matter. Other questions will be addressed during the question period after the formal business of the Meeting has been completed. Questions submitted online will be moderated before being sent to the chair of the Meeting. Questions on the same topic or otherwise related will be grouped, summarized and addressed at the same time.

Questions should be of interest to all Shareholders and not personal in nature. To ensure fairness for all, the chair of the Meeting will decide on the order questions are responded to and the amount of time allocated to each question. If you duly submit a question that is not answered during the Meeting (including a question relating to a personal matter), we will communicate with you after the Meeting if you have provided your contact information.

A video of the entire webcast (including the question period) will be available on our website following the Meeting. If there are any questions that cannot be answered during the Meeting due to time constraints, they will be posted on our website with the corresponding answers as soon as practicable after the Meeting and will remain available until one week after posting.

LUMI has been facilitating annual shareholder meetings for over 30 years. The LUMI platform has been designed to be intuitive and easy to use for all shareholders. It is a platform for shareholders to ask questions, raise points of order or make motions and otherwise share feedback, thereby allowing shareholders to engage and participate at meetings. We have used the LUMI platform for the past six annual general shareholder meetings and our Chair is familiar with the platform.

REGISTERED SHAREHOLDERS

You are a registered Shareholder if your name appears on your Share certificate (a “**Registered Shareholder**”). The enclosed form of proxy indicates whether you are a Registered Shareholder. Please also see “HOW DO I VOTE IF I AM A REGISTERED SHAREHOLDER?” below.

Each Shareholder is entitled to one vote for each Common Voting Share and one vote for each Variable Voting Share (collectively with the Common Voting Shares, the “**Shares**”) registered in the Shareholder’s name as of the Record Date. If a Shareholder sells some or all of the Shares that the Shareholder owns after the Record Date, the person who purchased the Shares will become a Shareholder, but is not eligible to vote at the Meeting.

NON-REGISTERED (BENEFICIAL) SHAREHOLDERS

You may be a non-registered (beneficial) Shareholder (as opposed to a Registered Shareholder) if your Shares are held on your behalf, or for your account, by a broker, a securities dealer, a bank, a trust company or another similar entity (an “**Intermediary**”). If you are a non-registered (beneficial) Shareholder, your Intermediary will be the entity legally entitled to vote your Shares. In order to vote your Shares, you must carefully follow the instructions that your Intermediary delivered to you with this Circular. Instead of completing the form of proxy that may be enclosed with this Circular, you will likely be asked to complete and deliver a different form to your Intermediary. This form will instruct the Intermediary how to vote your Shares at the Meeting on your behalf. As a non-registered (beneficial) Shareholder, while you are invited to attend the Meeting, you will not be entitled to vote at the Meeting, unless you submit all required information to your Intermediary well in advance of the Meeting and carefully follow its instructions and procedures. Please also see “HOW DO I VOTE IF I AM A NON-REGISTERED (BENEFICIAL) SHAREHOLDER?” starting on page 10 of this Circular.

HOW DO I VOTE IF I AM A REGISTERED SHAREHOLDER?

If you are a Registered Shareholder, you can vote your Shares prior to the Meeting, by proxy, or at the Meeting.

VOTING BY PROXY

Vote on the Internet. Go to www.meeting-vote.com and follow the instructions on the screen. You will need the control number located on the enclosed form of proxy. You do not need to return your form of proxy.

Vote using your smartphone. Scan the QR Code located on your form of proxy and follow the instructions on the screen. You will need the control number located on the enclosed form of proxy. You do not need to return your form of proxy.

Vote by email. Scan and email your completed form of proxy (all pages) to proxyvote@tmx.com. You do not need to return your form of proxy.

Vote by fax. Fax your completed form of proxy (all pages) to 416-607-7964. You do not need to return your form of proxy.

Vote by mail. Complete, date and sign the enclosed form of proxy and return same in the envelope provided or send to TSX Trust Company, Attn: Proxy Department, P.O. Box 721, Agincourt, Ontario, Canada, M1S 0A1.

Please also see “What Is a Proxy?”, “Appointing a Proxyholder”, “Depositing Your Proxy” and “Can I Change My Vote?” starting on page 7 of this Circular.

VOTING AT THE MEETING

Registered Shareholders and duly appointed proxyholders (including non-registered (beneficial) Shareholders who have duly appointed themselves as proxyholder) may vote at the Meeting by completing a ballot online through the live webcast platform during the Meeting, as further described under “HOW DO I ATTEND AND PARTICIPATE AT THE MEETING?” starting on page 3 of this Circular.

Non-registered (beneficial) Shareholders who have not duly appointed themselves as proxyholder will not be able to vote at the Meeting but will be able to participate as a guest. This is because North West and its transfer agent, TSX Trust Company, do not have a record of the non-registered (beneficial) Shareholders of North West, and, as a result, will have no knowledge of a non-registered (beneficial) Shareholder’s Shares or entitlement to vote, unless the non-registered (beneficial) Shareholder is appointed as proxyholder.

If you are a non-registered (beneficial) Shareholder and wish to vote at the Meeting, you must appoint yourself as proxyholder by inserting your own name in the space provided on the voting instruction form sent to you and you must follow all applicable instructions, including the deadline provided by your broker or other Intermediary. See “HOW DO I VOTE IF I AM A NON-REGISTERED (BENEFICIAL) SHAREHOLDER?” starting on page 10 of this Circular, “APPOINTMENT OF A THIRD PARTY AS A PROXY” starting on page 11 of this Circular and “HOW DO I ATTEND AND PARTICIPATE AT THE MEETING?” starting on page 3 of this Circular.

INSTRUCTIONS FOR REGISTERED SHAREHOLDERS

The following instructions are for Registered Shareholders only. If you are a non-registered (beneficial) Shareholder, please follow your broker or other Intermediary’s instructions on how to vote your Shares and see the discussion under “HOW DO I VOTE IF I AM A NON-REGISTERED (BENEFICIAL) SHAREHOLDER?” starting on page 10 of this Circular.

If you are unable to attend the Meeting, or if you do not wish to personally cast your votes, you may still make your votes count by authorizing another person who will be at the Meeting to vote on your behalf. You may either tell that person how you want to vote, or let that person choose for you. This is called voting by proxy.

What Is a Proxy?

A proxy is a document that you may sign in order to authorize another person to cast your votes for you at the Meeting. The form of proxy that is enclosed with this

Circular is a form of proxy that you may use to authorize another person to vote on your behalf at the Meeting. You may use this form of proxy to assign your votes to the Chair (or the Chair's alternate) or to any other person of your choice. You may also use any other legal form of proxy.

Appointing a Proxyholder

Your proxyholder is the person that you appoint to cast your votes at the Meeting on your behalf. You may choose the Chair (or the Chair's alternate) or any other person that you want to be your proxyholder. Please note that your proxyholder is not required to be another Shareholder. If you want to authorize the Chair (or the Chair's alternate) as your proxyholder, and you are voting by email, fax or mail, please leave the line near the top of the form of proxy blank, as the Chair's name (and the name of the Chair's alternate) are already pre-printed on the form. If you want to authorize another person as your proxyholder, and you are voting by email, fax or mail, fill in that person's name in the blank space located near the top of the enclosed form of proxy and cross out the name of the Chair and the Chair's alternate. If you are appointing a proxyholder on the Internet or using your smartphone, please follow the instructions on the screen to appoint your proxyholder.

Your proxy authorizes the proxyholder to vote and otherwise act for you at the Meeting, including any continuation of the Meeting that may occur in the event that the Meeting is postponed or adjourned. If you return the attached form of proxy to TSX Trust Company, and have left the line for the proxyholder's name blank, then the Chair (or the Chair's alternate) will automatically become your proxyholder.

Depositing Your Proxy

To be valid, the form of proxy must be filled out, correctly signed (exactly as your name appears on the form of proxy), and returned by email, fax or mail to the transfer agent for the Shares, TSX Trust Company, by no later than 11:30 a.m. (Central Time) on June 8, 2026 (or at least 48 hours prior to the commencement of any reconvened meeting in the event of any adjournment or postponement of the Meeting). If you are appointing a proxyholder on the Internet or using your smartphone, you must do so by no later than 11:30 a.m. (Central Time) on June 8, 2026 (or at least 48 hours prior to the commencement of any reconvened meeting in the event of any adjournment or postponement of the Meeting). Your proxyholder may then vote on your behalf at the Meeting once they have been registered as described below under "APPOINTMENT OF A THIRD PARTY AS A PROXY" starting on page 11 of this Circular.

You may instruct your proxyholder how you want to vote on the issues listed in the Notice of Meeting by checking the appropriate boxes on the form of proxy. If you have specified on the form of proxy how you want to vote on a particular issue, then your proxyholder must cast your votes as instructed. Depending on the particular resolution, if you do not wish to vote in favour of a matter proposed at the Meeting you may, as applicable to the specific resolution, withhold your vote from, or vote your Shares against, such resolution at the Meeting. By checking "**WITHHOLD FROM VOTING**" on the form of proxy, where applicable, you will be abstaining

from voting. By checking **"AGAINST"** on the form of proxy, where applicable, you will be voting against the particular resolution.

If you have NOT specified how to vote on a particular matter, your proxyholder is entitled to vote your Shares as your proxyholder sees fit. Please note that if your form of proxy does not specify how to vote on any particular matter, and if you have authorized the Chair (or the Chair's alternate) to act as your proxyholder (by leaving the line for the proxyholder's name blank on the form of proxy), your Shares will be voted at the Meeting as follows:

- **"FOR"** the election of the eleven nominees to the Board;
- **"FOR"** the re-appointment of PricewaterhouseCoopers LLP as auditors of North West and to authorize the Audit Committee of the Board to fix the auditors' remuneration;
- **"FOR"** the amendment to North West's amended and restated director deferred share unit plan;
- **"FOR"** the advisory resolution on North West's approach to executive compensation; and
- **"FOR"** management proposals generally.

For more information on these matters, please see "PART II — BUSINESS OF THE MEETING" starting on page 16 of this Circular. If any other issues properly arise at the Meeting that are not described in the Notice of Meeting, or if any amendments or variations are proposed to the matters described in the Notice of Meeting, your proxyholder is entitled to vote your Shares as your proxyholder sees fit. The Notice of Meeting sets out all the matters to be determined at the Meeting that are known to the Directors as of April 8, 2026.

Can I Change My Vote?

If you want to change your vote or revoke your proxy after you have signed and delivered it to TSX Trust Company by email, fax or mail, or if you voted or appointed a proxyholder on the Internet or using your smartphone, you may do so by delivering another properly executed form of proxy bearing a later date and delivering it as set out above under "Depositing Your Proxy", starting on page 8 of this Circular, by no later than 11:30 a.m. (Central Time) on June 8, 2026 (or at least 48 hours prior to any reconvened meeting in the event of any adjournment(s) or postponement(s) of the Meeting), or in any other manner permitted by law.

If a Shareholder has followed the process for attending and voting at the Meeting online, voting at the Meeting online will revoke such Shareholder's previous proxy. If you do not wish to revoke a previously submitted proxy, you should not vote during the Meeting.

If you revoke your proxy and do not replace it with another form of proxy that is deposited with TSX Trust Company on or before the deadline at 11:30 a.m. (Central

Time) on June 8, 2026, you may still vote your own Shares at the Meeting provided you are a Registered Shareholder whose name appeared on the Shareholders' register of North West as at May 6, 2026.

HOW DO I VOTE IF I AM A NON-REGISTERED (BENEFICIAL) SHAREHOLDER?

The information set forth in this section is important to many Shareholders, as a substantial number of persons do not hold Shares in their own name.

Holders who do not hold their Shares in their own name ("**Beneficial Shareholders**" collectively or "**Beneficial Shareholder**" individually) should note that the only proxies that can be recognized and acted upon at the Meeting are those deposited by Shareholders whose names appear on the records maintained by or on behalf of North West as the registered holders of Shares on the Record Date. If such Shares are listed in an account statement provided to a Shareholder by a broker or other Intermediary, then in almost all cases those Shares will not be registered in that holder's name on the records of North West. Such Shares will more likely be registered under the name of the holder's broker, an agent or nominee of that broker or other Intermediary. In Canada, the vast majority of such Shares are typically registered under the name of CDS & Co., the registration name for CDS Clearing and Depository Services Inc., which acts as nominee for many Canadian brokerage firms. Shares held by brokers or their agents or nominees or other Intermediary can only be voted upon the instructions of the Beneficial Shareholder. Without specific instructions, the Intermediaries are prohibited from voting the Shares for their clients. North West does not know for whose benefit Shares registered in the name of CDS & Co. are held.

Applicable regulatory policy requires brokers and other Intermediaries to seek voting instructions from Beneficial Shareholders in advance of shareholder meetings. Every broker or other Intermediary has its own mailing procedures and provides its own return instructions, which should be carefully followed by Beneficial Shareholders in order to ensure that their Shares are voted at the Meeting. Often, the form of proxy supplied to a Beneficial Shareholder by its broker is identical to the form of proxy provided to Registered Shareholders, however, its purpose is limited to instructing the Registered Shareholder how to vote on behalf of the Beneficial Shareholder. The majority of brokers now delegate responsibility for obtaining instructions from clients to Broadridge Financial Solutions, Inc. ("**Broadridge**"). Broadridge typically mails a scannable voting instruction form in lieu of the form of proxy. The Beneficial Shareholder is requested to complete and return the voting instruction form to Broadridge as instructed by Broadridge. Alternatively, the Beneficial Shareholder can call a toll-free telephone number or access the Internet to provide instructions regarding the voting of the Shares held by the beneficial holder. Broadridge then tabulates the results of all instructions received and provides appropriate instructions respecting the voting of Shares to be represented at a meeting. A Beneficial Shareholder receiving a voting instruction form cannot use that voting instruction form to vote Shares directly at the Meeting as the voting instruction form must be

returned as directed by Broadridge well in advance of the Meeting in order to have such Shares voted.

If you are a Beneficial Shareholder, you may only attend the Meeting as a proxyholder for the registered holder and vote your Shares, as applicable, in that capacity. If you wish to attend the Meeting and vote your own Shares, you must do so as proxyholder for the registered holder. To do this, you should enter your own name in the blank space on the applicable form of proxy or voting instruction form provided to you (and cross out the name of the Chair and the Chair's alternate) and return the document to your broker or other Intermediary (or the agent of such broker or other Intermediary) in accordance with the instructions provided by such broker or other Intermediary well in advance of the Meeting and carefully follow its instructions and procedures. You should then register your duly appointed proxyholder as described below under "APPOINTMENT OF A THIRD PARTY AS A PROXY".

APPOINTMENT OF A THIRD PARTY AS A PROXY

Shareholders who wish to appoint someone other than the Chair (or the Chair's alternate) as their proxyholder to attend and participate at the Meeting as their proxyholder and vote their Shares MUST submit their form of proxy or voting instruction form, as applicable, appointing that person as proxyholder and they MUST complete the additional step of registering the proxyholder by contacting TSX Trust Company, as described in Step 2 below. Registering your proxyholder is an additional step to be completed AFTER you have submitted your form of proxy or voting instruction form. Failure to register the proxyholder will result in the proxyholder not receiving a control number, which is required to vote at the Meeting.

- Step 1: Submit your form of proxy or voting instruction form: To appoint someone other than the Chair (or the Chair's alternate) as proxyholder, insert that person's name in the blank space provided in the form of proxy or voting instruction form (if permitted) and follow the instructions for submitting such form of proxy or voting instruction form. This must be completed before registering such proxyholder, which is an additional step to be completed once you have submitted your form of proxy or voting instruction form.

If you are a non-registered (beneficial) Shareholder and wish to vote at the Meeting, you have to insert your own name in the space provided on the voting instruction form sent to you by your Intermediary, follow all of the applicable instructions provided by your Intermediary AND register yourself as proxyholder, as described below. By doing so, you are instructing your Intermediary to appoint you as proxyholder. It is important that you comply with the signature and return instructions provided by your Intermediary. Please also see further instructions under "HOW DO I ATTEND AND PARTICIPATE AT THE MEETING?" starting on page 3 of this Circular.

- Step 2: Register your proxyholder: To register a third party proxyholder, Shareholders must contact TSX Trust Company by going to TSX Trust

Company's website to complete and submit the electronic form at <https://www.tsxtrust.com/control-number-request> by 11:30 a.m. (Central Time) on June 8, 2026, or, if the Meeting is adjourned or postponed, not less than 48 hours (excluding Saturdays, Sundays and holidays) before the time and date of the adjourned or postponed Meeting, and provide TSX Trust Company with the required proxyholder contact information so that TSX Trust Company may provide the proxyholder with a control number via email. Without a control number, proxyholders will not be able to vote or ask questions at the Meeting but will be able to participate as a guest.

IS MY VOTE CONFIDENTIAL?

The transfer agent protects the confidentiality of individual Shareholder votes, except where (a) the Shareholder clearly intends to communicate the Shareholder's individual position to management; or (b) as necessary to comply with legal requirements. All proxies are considered confidential and will be returned to North West's transfer agent, TSX Trust Company. The transfer agent will also act as the Meeting's scrutineers and will count the proxies and tabulate and verify the results. The transfer agent will refer a proxy to North West if it has a comment or is intended for North West's management, or in connection with the applicable legal requirements.

HOW MANY SHARES ARE ENTITLED TO VOTE?

As of April 8, 2026, the Common Voting Shares and the Variable Voting Shares are the only classes of Shares of North West outstanding which entitle holders to vote at meetings of Shareholders.

As of January 31, 2026, 31,911,626 Common Voting Shares and 15,717,827 Variable Voting Shares were outstanding. Each Shareholder is entitled to one vote per Share on all matters to be voted on at Shareholder meetings, subject to the voting restrictions and adjustments attached to the Variable Voting Shares, as discussed below under "RESTRICTIONS ON VOTING" starting on page 13 of this Circular.

A quorum is required to conduct the business of the Meeting. Two or more individuals present either holding personally or representing as proxies not less in aggregate than 25% of the outstanding Shares will constitute a quorum at the Meeting. North West's list of Shareholders as of the Record Date will be used to deliver to Shareholders both the Notice of Meeting and this Circular, as well as to determine who is eligible to vote.

ARE THERE ANY PRINCIPAL HOLDERS OF SHARES?

As of April 8, 2026, based on an alternative monthly report filed on February 9, 2026, FMR LLC and certain of its affiliates (collectively, "FMR") control or direct 5,057,050 Common Shares, representing approximately 10.59% of the outstanding shares of that class. Based on publicly available filings, to the knowledge of the Board and the executive officers of North West, other than FMR, no person or

company is known to beneficially own, or control or direct, directly or indirectly, voting securities carrying 10% or more of the voting rights attached to any class of voting securities of North West.

RESTRICTIONS ON VOTING?

Why does North West have Common Voting Shares and Variable Voting Shares?

North West's Articles provide restrictions with respect to subscriptions, issues, transfers or purchases of Common Voting Shares which would cause North West to cease to be "Canadian" as defined in the *Canada Transportation Act* (the "CTA"). The CTA requires that North West, as a corporation which holds a scheduled Canadian airline license, be Canadian; that is, controlled in fact by Canadians and that at least 51% of its voting interests be owned and controlled by Canadians. In addition, the CTA requires that no more than 25% of the voting interests of North West may be owned directly or indirectly by any single non-Canadian, either individually or in affiliation with another person, and no more than 25% of the voting interests of North West may be owned directly or indirectly by one or more non-Canadians authorized to provide an air service in any jurisdiction, either individually or in affiliation with another person.

Please note that regardless of how your Shares are held, you must complete the declaration on your form of proxy or voting instruction form regarding whether or not the Shares you represent are owned or controlled by a "Canadian" for the purposes of North West's ownership restrictions. If you do not complete such a declaration, or complete it improperly, the voting rights attached to the Shares you represent will not be counted.

Who can own or control Common Voting Shares?

Common Voting Shares may only be beneficially owned and controlled, directly or indirectly, by Canadians. Any Common Voting Share beneficially owned or controlled, directly or indirectly, by a person who is not a Canadian is automatically converted to a Variable Voting Share.

What is the voting right attached to a Common Voting Share?

Each Common Voting Share confers the right to one vote at all meetings of North West's Shareholders.

Who can own or control Variable Voting Shares?

Variable Voting Shares may only be beneficially owned or controlled, directly or indirectly, by non-Canadians. Therefore, any Variable Voting Share owned or controlled, directly or indirectly, by a person who is Canadian is automatically converted to a Common Voting Share.

What is the voting right attached to a Variable Voting Share?

Variable Voting Shares carry one vote per Variable Voting Share held, except where (i) the number of issued and outstanding Variable Voting Shares exceeds 49% of the

total number of all issued and outstanding Shares or 49% of the votes that may be cast at a particular meeting, including securities convertible into such Shares and currently exercisable options and rights to acquire such Shares or such convertible securities (or any greater percentage permitted by the CTA or that the Governor in Council may specify pursuant to the CTA), (ii) any single non-Canadian, either individually or in affiliation with any other person, holds, in the aggregate, a number of Variable Voting Shares that exceeds 25% of the total number of all issued and outstanding Shares, or 25% of the number of votes that may be cast at a particular meeting, including securities convertible into such Shares and currently exercisable options and rights to acquire such Shares or such convertible securities (or any greater percentage permitted by the CTA or that the Governor in Council may specify pursuant to the CTA), or (iii) one or more non-Canadians authorized to provide air services, together with such persons in affiliation with them, hold, in the aggregate, a number of Variable Voting Shares that exceeds 25% of the total number of all issued and outstanding Shares, or 25% of the number of votes that may be cast at a particular meeting, including securities convertible into such Shares and currently exercisable options and rights to acquire such Shares or such convertible securities (or any greater percentage permitted by the CTA or that the Governor in Council may specify pursuant to the CTA). If either of the above-noted thresholds is surpassed at any time, the votes attributed to holders of Variable Voting Shares will be affected as follows:

- first, if required, a reduction of the voting rights of any single non-Canadian owner (inclusive of any single non-Canadian owner authorized to provide air service) carrying more than 25% of the votes (the “**Stage 1 Reduction**”) to ensure that such non-Canadian owners never carry more than 25% of the votes that holders of Voting Shares cast at any Meeting of Shareholders;
- second, if required and after giving effect to the Stage 1 Reduction, a further proportional reduction of the voting rights of all non-Canadian owners authorized to provide an air service to ensure that such non-Canadian owners authorized to provide an air service (the “**Stage 2 Reduction**”), in the aggregate, never carry more than 25% of the votes that holders of Voting Shares cast at any Meeting of Shareholders; and
- third, if required and after giving effect to the Stage 1 Reduction and the Stage 2 Reduction if any, a proportional reduction of the voting rights for all non-Canadian owners as a class to ensure that non-Canadians never carry, in aggregate, more than 49% of the votes that owners of Voting Shares cast at any Meeting of Shareholders.

The constraints described above do not apply to Variable Voting Shares held by a non-Canadian by way of security only, subject to compliance with certain requirements set forth in North West’s Articles, or to Variable Voting Shares held by one or more underwriters solely for the purpose of distributing the Variable Voting Shares to the public, or by any person acting in relation to the Variable Voting Shares solely in its capacity as an intermediary in the payment of funds or the delivery of

securities, or both, in connection with trades in securities and that provides centralized facilities for the clearing of trades in securities.

SOLICITATION OF PROXIES

This solicitation of your proxy (your vote) is made by or on behalf of the Board. North West will pay the costs related to the foregoing solicitation of your proxy. This solicitation will be made primarily by mail. Employees of North West and its subsidiaries, or representatives of TSX Trust Company, may also ask for proxies to be returned, but will not be paid any additional compensation for doing so.

HOW IS A VOTE PASSED?

The matters scheduled to be voted upon at the Meeting consist of ordinary resolutions. Ordinary resolutions are passed by a simple majority, meaning that if more than half of the votes that are cast are in favour, then the resolution passes.

WILL THERE BE ANY OTHER BUSINESS CONDUCTED AT THE MEETING?

As of April 8, 2026, management and the Directors do not know of any matters to be brought before the Meeting other than those set forth in the Notice of Meeting accompanying this Circular. If any amendment, variation or other business is properly brought before the Meeting, the enclosed form of proxy and voting instruction confers discretion on the persons named on the form of proxy to vote on such matters.

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PART II — BUSINESS OF THE MEETING

RECEIVING OUR ANNUAL CONSOLIDATED FINANCIAL STATEMENTS

Our annual consolidated financial statements for the financial year ended January 31, 2026, including the external auditor's report, will be presented at the Meeting, and are included in our 2025 Annual Report. The financial statements have been prepared in accordance with International Financial Reporting Standards, as issued by the International Accounting Standards Board.

Our 2025 Annual Report has been mailed to Registered and Beneficial Shareholders who have requested that these materials be sent to them. These documents are also available on North West's website at www.northwest.ca and under North West's profile on SEDAR+ at www.sedarplus.ca.

APPOINTING OUR AUDITOR

The Board proposes the appointment of PricewaterhouseCoopers LLP ("**PWC**") as our auditors until the next annual meeting of Shareholders. PWC has been the auditors of North West since January 1, 2011, and auditors of its predecessor companies since June 10, 1987.

At the 2025 Annual General Meeting, the appointment of PWC as auditors of North West, until the next annual meeting of Shareholders, was approved by 83.42% of the Shares voted on the resolution.

If you return a form of proxy but do not specify how you want your Shares voted, the persons named as proxyholders will cast the votes represented by proxy at the Meeting "**FOR**" the reappointment of PricewaterhouseCoopers LLP, Chartered Accountants, Winnipeg, Manitoba, as auditors of North West to hold office until the next annual meeting of Shareholders at a remuneration to be determined by the Audit Committee of the Board.

AUDIT FEES

Fees payable to PWC for the financial years ended January 31, 2026 ("Fiscal 2025"), and January 31, 2025 ("Fiscal 2024"), are set out in the table below.

Type of Fees (\$ in thousands)	Fiscal 2025	% of Total Fees	Fiscal 2024	% of Total Fees
Audit Fees	\$589	91.3	\$569	92.4
Audit-Related Fees	\$ 22	3.4	\$ 13	2.1
Tax-Related Fees	\$ 34	5.3	\$ 34	5.5
All other Fees	—	—	—	—
Total	\$645	100	\$616	100

The nature of each category of fees is described below:

Audit Fees

Audit fees were paid for professional services rendered by the auditors for the audit of North West's annual consolidated financial statements or services provided in connection with statutory and regulatory filings or engagements, and the review of North West's interim consolidated financial statements.

Audit-Related Fees

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

Tax-Related Fees

Tax-related fees include professional services for tax compliance services.

All Other Fees

Generally, these fees include professional services for business consulting and tax consultation on reorganizations and other tax matters.

PRE-APPROVAL POLICY AND PROCEDURES

As part of North West's governance structure, the Audit Committee annually reviews and 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.

ELECTING OUR BOARD OF DIRECTORS

Our Articles provide that the Board may consist of a minimum of three and a maximum of thirteen Directors. The Board has determined to nominate each of the eleven persons listed below for election as a Director at the Meeting. The Board recommends that Shareholders vote **"FOR"** the election of each of the eleven nominees as Directors.

You will vote on electing the following eleven nominees to the Board:

- Brock Bulbuck
- Stewart Glendinning
- Rachel Huckle
- Annalisa King
- Violet Konkle
- Steven Kroft
- Daniel McConnell
- Jennefer Nepinak
- Gregg Saretsky
- Paul Soubry
- Victor Tootoo

Each Director elected at the Meeting shall hold office until the close of the next annual meeting of Shareholders or until a successor has been elected or appointed in accordance with our Articles and By-laws.

North West does not contemplate that any of the nominees will be unable to serve as a Director, but if it should occur for any reason prior to the Meeting or any postponement or adjournment thereof it is intended that discretionary authority shall be exercised by the persons named in the accompanying form of proxy to vote any proxy for the election of the remaining nominees and any other person or persons in place of any nominee or nominees unable to serve.

All nominated Directors are currently Directors of North West. The Director profiles starting on page 21 of this Circular give you detailed information about each of these nominees.

If you return a form of proxy but do not specify how you want your Shares to be voted, the persons named as proxy holders will cast the votes represented by proxy at the Meeting **"FOR"** the listed Director nominees. Each Director elected will hold office until the next annual meeting of Shareholders or until the Director's successor is elected or appointed, unless the Director's office is vacated earlier.

AMENDMENT TO THE DIRECTOR DEFERRED SHARE UNIT PLAN

Background

North West offers a deferred share unit plan for its independent directors (the **"DSU Plan"**), adopted effective December 13, 2016, and subsequently amended on June 9, 2021. The purpose of the DSU Plan is to enhance the ability of North West to attract and retain independent directors whose training, experience and ability will contribute to the effective governance of North West, and to directly align their interests with the interests of Shareholders by providing compensation for services to North West in the form of deferred share units (**"DSUs"**). There are 262,531 DSUs outstanding as at April 8, 2026, which represents 0.6% of the total issued and outstanding North West Shares.

The DSU Plan currently limits the aggregate value of DSUs that may be granted to any one participant pursuant to automatic awards and discretionary grants, together with any other awards granted under any other equity compensation arrangements of North West, in any one calendar year, to \$100,000. At the Meeting, Shareholders will be asked to approve a resolution to amend the DSU Plan (the **"DSU Amendment Resolution"**) to increase the limitation on individual participation grants in any one calendar year from \$100,000 to \$150,000 (the **"DSU Amendment"**). The Board believes that a higher limit on equity compensation awards to directors will benefit North West by providing more flexibility to allocate DSUs to directors as part of their compensation and further align their interests with North West's Shareholders. Pursuant to Section 10 of the DSU Plan, an increase to the Section 4(j) limitation requires the approval of the Shareholders of North West. A copy of the DSU Amendment is set out in Schedule "A" to this Circular.

TSX Approval

The DSU Amendment is subject to the approval of the TSX. The TSX has conditionally approved the DSU Amendment, subject to the receipt of Shareholder approval.

Shareholder Approval

The Board has concluded that the approval of the DSU Amendment in the form attached as Schedule "A" to this Circular is in the best interests of North West and its Shareholders. Accordingly, the Board unanimously recommends that Shareholders entitled to vote on the DSU Amendment Resolution vote "FOR" such DSU Amendment Resolution. If you return a form of proxy but do not specify how you want your Shares voted, the persons named as proxy holders will cast their votes represented by proxy at the Meeting "FOR" the DSU Amendment Resolution.

In order to be passed, this resolution requires approval by more than 50% of the votes cast by Shareholders, either present in person or represented by proxy, at the Meeting.

The DSU Amendment Resolution is as follows:

BE IT RESOLVED THAT:

- 1. The second amendment to the amended and restated director deferred share unit plan (the "Deferred Share Unit Plan") of The North West Company Inc. (the "Corporation"), substantially as set forth in Schedule "A" to this Circular, is hereby approved.**
- 2. Any one director or officer of the Corporation is hereby authorized and empowered to execute or cause to be executed, whether under the seal of the Corporation or otherwise and to deliver or cause to be delivered, all such documents and instruments and to do or cause to be done all such other acts and things as such director or officer may determine to be necessary or desirable in order to carry out the intent of this resolution, such determination to be conclusively evidenced by the execution and delivery of such documents and other instruments or the doing of any such act or thing.**

ADVISORY RESOLUTION ON EXECUTIVE COMPENSATION APPROACH

The Board, through the Human Resources, Compensation and Pension Committee (the "**Compensation Committee**"), is responsible for formulating and monitoring the effectiveness of North West's executive compensation program. In creating North West's executive compensation program, North West is guided by the goal of aligning the interests of North West's executives with the long-term interests of the Shareholders. Please read our report on executive compensation, starting on page 51 of this Circular. We describe our compensation philosophy, the objectives and elements of each program, and the way we measure and assess the performance

and make compensation decisions. We explain how and why a large portion of our executive's compensation is linked to performance and earned over the longer term.

You will have an opportunity to vote on our approach to executive compensation at the upcoming Meeting. Your vote is advisory and non-binding, and will provide the Board and the Compensation Committee with important feedback.

“RESOLVED on an advisory basis and not to diminish the role and responsibilities of the Board, that the Shareholders accept the approach to executive compensation disclosed in North West’s Circular delivered in advance of the 2026 annual general and special meeting of Shareholders.”

Approval of this resolution will require that it be passed by a majority of the votes cast by Shareholders. As this is an advisory vote, the results will not be binding on the Board. However, the Board and the Compensation Committee will consider the outcome of the vote as part of its ongoing review of North West’s executive compensation program. North West encourages Shareholders with specific concerns to contact the Board directly by writing to the Chair of the Board, 77 Main Street, Winnipeg, Manitoba, R3C 1A3.

At the 2025 Annual General Meeting, North West’s approach to executive compensation was approved by 97.35% of the Shares voted on the advisory vote.

If you return a form of proxy but do not specify how you want your Shares voted, the persons named as proxy holders will cast the votes represented by proxy at the Meeting **“FOR”** the advisory resolution.

OTHER BUSINESS

North West will consider any other business that may properly come before the Meeting. As at the date of this Circular, we are not aware of any other business to be considered at the Meeting.

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PART III — DIRECTOR INFORMATION

DIRECTOR NOMINEES

The Articles of North West provide that the Board shall consist of a minimum of three Directors and a maximum of thirteen Directors, with the actual number to be determined from time to time by the Board. The Board has determined that, at the present time, the appropriate number of Directors to be elected at the Meeting is eleven.

The following biographies highlight the experience, attributes and qualifications of each Director nominee. Specifically, the following tables state their name and age, a summary of their career experience, the period during which they have served as a Director of North West, their independence status, their non-public and public company board memberships, their meeting attendance, their equity ownership in North West, and the voting results for each incumbent Director from last year's election.

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Brock Bulbuck**Independent**

Mr. Bulbuck served as Chief Executive Officer of Boyd Group Services Inc. from 2010 to 2019 before moving into the Executive Chair role of Boyd from 2020 to 2021. After joining Boyd in 1993, Mr. Bulbuck served in many senior leadership roles and played a leading role in the overall development and growth of the business. Mr. Bulbuck also serves as a Director on the Board of Boyd Group Services Inc. He is also a past Chair of the Winnipeg Football Club Board of Directors, a past member of the Canadian Football League Board of Governors and a current Director of the Pan Am Clinic Foundation. Mr. Bulbuck has a Bachelor of Commerce (Honors) degree from the University of Manitoba and is a Chartered Professional Accountant.

Winnipeg, Manitoba
Canada

Age: 66

Director Since: 2018

Board/Committee Membership	Attendance	Attendance (Total)
Board of Directors (Chair) ⁽¹⁾	4 of 4 100%	4 of 4 100%

Other Current Public Company Directorships

Boyd Group Services Inc.

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	2,000	48,106	50,106	2,435,653	832,500	Yes
2024	2,000	40,924	42,924	1,993,391	832,500	Yes
Net Change	–	7,182	7,182	442,262		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,712,761	98.00%	463,469	2.00%	23,176,230

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Stewart Glendinning**Independent**

Ocean Ridge, Florida
United States

Age: 60
Director Since: 2014

Mr. Glendinning has served as 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.

Board/Committee Membership	Attendance	Attendance (Total)
Board of Directors	4 of 4	100%
Audit Committee	3 of 4	75%
Governance Committee (Chair)	4 of 4	100%
		11 of 12
		92%

Other Current Public Company Directorships

None

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	62,510	62,510	3,038,611	459,000	Yes
2024	–	55,036	55,036	2,555,872	459,000	Yes
Net Change	–	7,474	7,474	482,739		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,351,886	96.44%	824,343	3.56%	23,176,229

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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.

Toronto, Ontario
Canada

Age: 51

Director Since: 2022

Board/Committee Membership	Attendance	Attendance (Total)		
Board of Directors	4 of 4	100%		
Audit Committee	4 of 4	100%	13 of 13	100%
Compensation Committee	5 of 5	100%		

Other Current Public Company Directorships

None

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	15,649	15,649	760,698	459,000	Yes
2024	–	11,504	11,504	534,246	459,000	Yes
Net Change	–	4,145	4,145	226,452		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,716,310	98.02%	459,920	1.98%	23,176,230

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Annalisa King**Independent**

Vancouver,
British Columbia
Canada

Age: 59

Director Since: 2014

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 set out below, and the Vancouver Airport Authority, Ms. King is a director of 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 in 2018.

Board/Committee Membership	Attendance	Attendance (Total)		
Board of Directors	4 of 4	100%		
Audit Committee (Chair)	4 of 4	100%	12 of 12	100%
Governance Committee	4 of 4	100%		

Other Current Public Company Directorships

Saputo Inc.; First Capital Real Estate Investment Trust; DRI Healthcare Trust

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	23,267	23,267	1,131,009	459,000	Yes
2024	–	20,886	20,886	969,946	459,000	Yes
Net Change	–	2,381	2,381	161,063		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,411,568	96.70%	764,661	3.30%	23,176,229

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Violet Konkle**Independent**

Ms. Konkle is the past President and Chief Executive Officer of The Brick Ltd. Prior to joining The Brick in 2010 as President of Business Support, she held a number of positions with Walmart Canada, including Chief Operating Officer and Chief Customer Officer. Ms. Konkle also held a number of senior executive positions with Loblaw Companies Ltd., including Executive Vice President, Atlantic Wholesale Division. Ms. Konkle is a director of Boyd Group Services Inc., GFL Environmental Inc., Elswood Investment Corporation and Abarta. She is a past director of Longo's Fruit Markets Inc., Bailey Metal Products, Dare Foods, The Brick Ltd., Trans Global Insurance, the Canadian Chamber of Commerce and Habitat for Humanity. Ms. Konkle obtained her ICD.D designation from the Institute of Corporate Directors in 2014.

Fenwick, Ontario
Canada

Age: 72

Director Since: 2014

Board/Committee Membership	Attendance	Attendance (Total)		
Board of Directors	4 of 4	100%		
Compensation Committee (Chair)	5 of 5	100%	13 of 13	100%
Governance Committee	4 of 4	100%		

Other Current Public Company Directorships

Boyd Group Services Inc.; GFL Environmental Inc.

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	3,650	42,785	46,435	2,257,205	459,000	Yes
2024	3,650	39,205	42,855	2,005,976	459,000	Yes
Net Change	–	3,580	3,580	251,238		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,386,506	96.59%	789,724	3.41%	23,176,230

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Steven Kroft**Independent**Winnipeg, Manitoba
Canada

Age: 59

Director Since: 2021

Mr. 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.

Board/Committee Membership	Attendance	Attendance (Total)	
Board of Directors	4 of 4	100%	
Governance Committee	4 of 4	100%	13 of 13
Compensation Committee	5 of 5	100%	

Other Current Public Company Directorships

None

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	19,383	19,383	942,208	459,000	Yes
2024	–	15,204	15,204	706,074	459,000	Yes
Net Change	–	4,179	4,179	236,134		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,709,509	97.99%	466,720	2.01%	23,176,229

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Daniel McConnell**Non-Independent
(President and Chief Executive Officer)**

Mr. McConnell is the President & Chief Executive Officer at The North West Company. He has been with The North West 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 over the years including Executive Vice-President and Chief Development Officer. He became the President of the International Retail division in 2018 and relocated to Boca Raton with his family. 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.

Winnipeg, Manitoba
Canada

Age: 50

Director Since: 2021

Board/Committee Membership	Attendance	Attendance (Total)
Board of Directors ⁽⁴⁾	4 of 4 100%	4 of 4 100%

Other Current Public Company Directorships

None

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs) ⁽⁵⁾	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$) ⁽⁶⁾	Meets Share Ownership Target
2025	50,200	–	50,200	2,440,222	N/A	Yes
2024	43,330	–	43,330	2,012,245	N/A	Yes
Net Change	6,870	–	6,870	427,977		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,640,472	97.69%	535,758	2.31%	23,176,230

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Winnipeg, Manitoba
Canada

Age: 54
Director Since: 2019

Ms. 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.

Board/Committee Membership	Attendance		Attendance (Total)	
Board of Directors	4 of 4	100%		
Compensation Committee	4 of 5	80%	12 of 13	92%
Governance Committee	4 of 4	100%		

Other Current Public Company Directorships

None

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	24,585	24,585	1,195,077	459,000	Yes
2024	–	22,128	22,128	1,027,624	459,000	Yes
Net Change	–	2,457	2,457	167,453		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,712,412	98.00%	463,817	2.00%	23,176,229

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Bellevue, Washington
United States

Age: 66
Director Since: 2025

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.

Board/Committee Membership ⁽⁷⁾	Attendance	Attendance (Total)
Board of Directors	2 of 2	100%
Audit Committee	2 of 2	100%
Compensation Committee	1 of 2	50%
		5 of 6
		83%

Other Current Public Company Directorships

InterGlobe Aviation Limited

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	2,639	2,639	128,282	459,000	No ⁽⁸⁾

Voting Results for 2025 Annual Shareholders Meeting⁽⁷⁾

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
N/A	N/A	N/A	N/A	N/A

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Winnipeg Manitoba
Canada

Age: 63
Director Since: 2026

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.

Board/Committee Membership ⁽⁹⁾	Attendance	Attendance (Total)
Board of Directors	N/A	N/A
Audit Committee	N/A	N/A
Compensation Committee	N/A	N/A

Other Current Public Company Directorships

None

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	–	–	–	459,000	No ⁽⁸⁾

Voting Results for 2025 Annual Shareholders Meeting⁽⁹⁾

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
N/A	N/A	N/A	N/A	N/A

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Victor Tootoo**Independent**

Iqaluit, Nunavut
Canada

Age: 61

Director Since: 2015

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. 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.

Board/Committee Membership	Attendance	Attendance (Total)		
Board of Directors	4 of 4	100%		
Audit Committee	4 of 4	100%	12 of 12	100%
Governance Committee	4 of 4	100%		

Other Current Public Company Directorships

None

Equity Ownership⁽²⁾

Year	Shares	Deferred Share Units (DSUs)	Total Shares and DSUs	Total Value of Shares and DSUs ⁽³⁾ (\$)	Minimum Required to Meet Ownership Guidelines (\$)	Meets Share Ownership Target
2025	–	23,607	23,607	1,147,536	459,000	Yes
2024	–	21,215	21,215	985,225	459,000	Yes
Net Change	–	2,392	2,392	162,311		

Voting Results for 2025 Annual Shareholders Meeting

Votes For	% of Votes For	Votes Against	% of Votes Against	Total Votes
22,419,280	96.73%	756,949	3.27%	23,176,229

Notes

- (1) The Chair of the Board is an ex-officio member of all Board Committees.
- (2) The table shows the number and value of Shares and DSUs as at January 31, 2026, valued at the closing price of the Shares at January 31, 2026 of \$48.61. The table also shows the number and value of Shares and DSUs as at January 31, 2025, valued at the closing price as at January 31, 2025 of \$46.44.
- (3) Indicates Shares owned either directly or subject to the Director's control and direction.
- (4) The President and Chief Executive Officer attends Board Committee meetings as an invited guest.
- (5) Mr. McConnell is not eligible to participate in the Director Deferred Share Unit Plan, as he is an employee of North West.
- (6) See "SHARE OWNERSHIP GUIDELINES" starting on page 83 for more information about the executive share ownership guidelines applicable to Mr. McConnell.
- (7) Mr. Saretsky was appointed to the Board on August 1, 2025.
- (8) Directors have five years from their date of initial appointment to the Board to meet the minimum shareholding requirement. Mr. Saretsky was appointed to the Board in 2025. Mr. Soubry was appointed to the Board on 2026.
- (9) Mr. Soubry was appointed to the Board on April 8, 2026.

DIRECTOR COMPENSATION

DIRECTOR FEES

The Governance and Nominating Committee (the “**Governance Committee**”) is responsible for reviewing Director compensation and recommending to the Board the amount and structure of Director compensation. The compensation program for Directors is designed to attract and retain highly qualified Directors with a desired range of skills, expertise and experience, as well as being aligned with Shareholder interests. The Governance Committee conducts an in-depth market review every three years to assess the market competitiveness of Director compensation, including share ownership requirements.

The comparator group used to benchmark the Fiscal 2025 (defined below) Director compensation consisted of the 21 companies listed below in the Canadian and US retail sector with industry similarity:

Canadian Companies:

Aritzia Inc.
Boyd Group Services Inc.
Dollarama Inc.
Indigo Books & Music Inc.
High Liner Foods Incorporated
Intertape Polymer Group Inc.
Maple Leaf Foods Inc.
NFI Group Inc.
Premium Brands Holding Corp.
Sleep Country Canada Holdings Inc.
Rogers Sugar Inc.

U.S. Companies

The Chefs’ Warehouse Inc.
Hibbett, Inc.
John B. Sanfilippo & Son Inc.
Grocery Outlet Holding Corp.
Ollie’s Bargain Outlet Holdings Inc.
PriceSmart, Inc.
Sportsman’s Warehouse Holdings Inc.
Sprouts Farmers Market Inc.
Weis Markets Inc.

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The following table provides a detailed breakdown of the compensation schedule for non-management Directors from February 1, 2025 to January 31, 2026 (“**Fiscal 2025**”).

	Fiscal 2025
Annual Cash Retainer⁽¹⁾⁽²⁾	(\$)
Chair of the Board	177,500
Board Members	73,674
Audit Committee Chair	26,000
Governance Committee Chair	21,000
Compensation Committee Chair	26,000
Audit Committee members	11,000
Governance Committee members	11,000
Compensation Committee members	12,500
Annual Equity Retainer⁽³⁾	
Chair of the Board	100,000
Board Members	79,326
Travel Fees	1,500 (when total travel time for a round trip is greater than or equal to 6 hours but less than 10 hours) or 3,000 (when total travel time for a round trip is greater than or equal to 10 hours)

Notes

- (1) Any Director that is a Canadian resident is paid in Canadian dollars. Any Director that is a U.S. resident is paid in U.S. dollars.
- (2) Annual Retainers are divided into four equal payments and paid per fiscal quarter (either by cash or the grant of Deferred Share Units at the discretion of the Director).
- (3) Annual Equity Retainer is paid by the grant of Deferred Share Units in July of each year.

In 2025, the Governance Committee engaged Korn Ferry to benchmark the market competitiveness of Director compensation. The comparator group selected to benchmark Director compensation for the 2025 review consisted of the following 22 companies in the Canadian and US retail sector with industry similarity:

Canadian Companies:

Boyd Group Services Inc.
 BRP Inc.
 Dollarama Inc.
 Jamieson Wellness Inc.
 High Liner Foods Incorporated
 Lassonde Industries Inc.
 Maple Leaf Foods Inc.
 NFI Group Inc.
 Pet Value Holdings Ltd.
 Premium Brands Holding Corp.
 Rogers Sugar Inc.

U.S. Companies

B&G Foods, Inc.
 The Chefs' Warehouse Inc.
 J&J Snack Foods Corp.
 John B. Sanfilippo & Son Inc.
 Grocery Outlet Holding Corp.
 Ollie's Bargain Outlet Holdings Inc.
 PriceSmart, Inc.
 Sportsman's Warehouse Holdings Inc.
 Sprouts Farmers Market Inc.
 Weis Markets Inc.

Based on the in-depth review of Director compensation completed by Korn Ferry in 2025, the Board, on the recommendation of the Governance Committee, approved the following changes to director compensation, effective April 8, 2026:

- an increase of \$7,500 to the annual cash retainer for the Chair of the Board, from \$177,500 to \$185,000;
- an increase of \$6,326 to the annual cash retainer for the Board members, from \$73,674 to \$80,000;
- an increase of \$500 to the annual cash retainer for the Audit Committee members, from \$11,000 to \$11,500;
- an increase of \$40,000 to the annual equity retainer for the Chair of the Board, from \$100,000 to \$140,000; and
- an increase of \$30,674 to the annual equity retainer for the Board members, from \$79,326 to \$110,000.

The Governance Committee did not recommend any changes to the annual retainers for the Chairs of the Committees or the members of the Governance Committee or the Compensation Committee.

DIRECTOR DEFERRED SHARE UNIT PLAN

North West offers a DSU Plan. The purpose of the DSU Plan is to enhance the ability of North West to attract and retain independent Directors whose training, experience and ability will contribute to the effective governance of North West, and to directly align their interests with the interests of Shareholders by providing compensation for services to North West in the form of DSUs.

DSUs Granted prior to December 2016

For DSUs granted prior to December 2016, Directors were credited with DSUs for the amount of the annual equity retainer, and for the portion of the annual cash retainer and meeting fees each Director elected to allocate on an annual basis to the DSU Plan. Participants were credited with DSUs on a quarterly basis. The number of DSUs underlying an award was calculated on the date of grant by dividing the portion of the Director's fees that were payable to the participant in DSUs for the current quarter, by the fair market value of the Shares on the date that the award was granted. Fair market value was determined by calculating the weighted average trading price of the Shares on the TSX for the five trading days on which the Shares traded immediately preceding such date. The grant for DSUs could not exceed \$100,000 per calendar year for any Director.

Each DSU entitles the holder to receive one Share at the time of exercise. A participant may elect at the time of exercise of any DSUs granted prior to December 2016, subject to the consent of North West, to receive 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, in consideration for the surrender by the participant to North West the right to receive Shares from the exercising of DSUs.

DSUs, which vested immediately on the grant date, can be exercised by the holder at any time after the Director resigns or retires from the Board, but no later than December 31 of the first calendar year commencing after the holder ceases to be a Director.

DSUs Granted after December 2016

Effective December 2016, the DSU Plan was amended to change the terms of those DSUs credited to Directors for the portion of the annual cash retainer and meeting fees each Director elects to allocate on an annual basis to the DSU Plan after December 31, 2016, and now also entitles Directors to allocate on an annual basis, any Committee cash retainers to the DSU Plan (individually and collectively, the “**Cash DSUs**”). Participants are credited with Cash DSUs on a quarterly basis. The number of Cash DSUs underlying an award remains the same, and is calculated on the date of grant by dividing the portion of the Director’s fees that were payable to the participant in Cash DSUs for the current quarter, by the fair market value of the Shares on the date that the award was granted.

Under the terms of the amended DSU Plan, the holders of any DSUs granted after December 31, 2016, for the Cash DSUs are 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. Directors are not entitled to receive Shares for Cash DSUs at the time of exercise. There is no limit for the amount of Cash DSUs that can be granted to any Director.

Directors remain entitled to receive one Share at the time of exercise for any DSUs credited for the amount of the annual equity retainer (the “**Share DSUs**”). The grant for Share DSUs cannot exceed \$100,000 per calendar year for any Director. See “PART II — BUSINESS OF THE MEETING — AMENDMENT TO THE DIRECTOR DEFERRED SHARE UNIT PLAN” starting on page 18 of this Circular for information regarding the Board’s recommendation that Shareholders approve a resolution to amend the DSU Plan to increase this amount to \$150,000.

The remaining terms of the original DSU Plan remain unchanged for both Cash DSUs and Share DSUs.

There were 262,531 DSUs outstanding as at January 31, 2026. See “PART III — DIRECTOR INFORMATION — DIRECTOR NOMINEES” starting on page 21 of this Circular for the number of current DSUs held by individual Directors.

DIRECTOR TOTAL COMPENSATION FOR FISCAL 2025

The following table shows the amounts, before withholdings, earned by the non-management Directors who served as Directors during the year ended January 31, 2026, in respect of membership and attendance on North West’s Board and its Board Committees. The Directors are also reimbursed for reasonable travel and other

expenses properly incurred by them in attending Board or Board Committee meetings in connection with their services as Directors.

Name	Fees Earned (\$) ⁽¹⁾	Share-Based Awards (\$) ⁽²⁾	Option-Based Awards (\$)	Non-Equity Incentive Plan Compensation (\$)	Pension Value (\$)	All Other Compensation (\$)	Total (\$)
Brock Bulbuck ⁽³⁾	–	279,000	–	–	–	–	279,000
Stewart Glendinning ⁽⁴⁾	9,779	270,029	–	–	–	–	279,808
Rachel Huckle ⁽⁵⁾	–	179,825	–	–	–	–	179,825
Annalisa King	127,999	79,326	–	–	–	–	207,325
Violet Konkle ⁽⁶⁾	96,599	107,726	–	–	–	–	204,325
Steven Kroft ⁽⁷⁾	–	175,325	–	–	–	–	175,325
Jennefer Nepinak ⁽⁸⁾	94,499	80,826	–	–	–	–	175,325
Gregg Saretsky ⁽⁹⁾	–	121,947	–	–	–	–	121,947
Victor Tootoo	98,999	79,326	–	–	–	–	178,325

Notes

- (1) Represents fees paid to the Director in cash.
- (2) Represents awards under the DSU Plan for the fiscal year ended January 31, 2026.
- (3) Mr. Bulbuck received \$100,000 in Share DSUs and \$179,000 in Cash DSUs.
- (4) Mr. Glendinning received \$100,000 in Share DSUs and \$170,029 in Cash DSUs. Mr. Glendinning's fees, which are paid in U.S. dollars, were translated to Canadian dollars using an average rate of 1.3819.
- (5) Ms. Huckle received \$79,326 in Share DSUs and \$100,499 in Cash DSUs.
- (6) Ms. Konkle received \$79,326 in Share DSUs and \$28,400 in Cash DSUs.
- (7) Mr. Kroft received \$79,326 in Share DSUs and \$95,999 in Cash DSUs.
- (8) Ms. Nepinak received \$79,326 in Share DSUs and \$1,500 in Cash DSUs.
- (9) Mr. Saretsky was appointed to the Board on August 1, 2025 and received \$46,566 in Share DSUs and \$75,381 in Cash DSUs.

DIRECTOR SHARE OWNERSHIP REQUIREMENTS

To ensure Directors are aligned with Shareholder interests, all non-management Directors of North West are required to hold Shares or DSUs at levels set by the Board. North West's share ownership requirements were reviewed in 2025 by the Governance Committee to ensure alignment with market and best governance practice. Minimum Share ownership requirement for Directors remains at three times the annual cash and equity retainer. Directors have five years from their initial appointment to the Board to comply with these minimum Share ownership requirements.

CORPORATE GOVERNANCE

INTRODUCTION

The Board is committed to fulfilling its mandate to supervise the management of the business and affairs of North West in accordance with the highest standards of ethical

conduct and in the best interests of the Shareholders of North West. It is focused on processes that truly matter in creating and sustaining investor value and long-term health of our enterprise. The Board has, in light of governance requirements and best practice standards in Canada, implemented a comprehensive set of governance systems and materials. In addition to the governance practices set out in National Policy 58-201 — *Corporate Governance Guidelines* and National Instrument 58-101 — *Disclosure of Corporate Governance Practices*, North West is subject to rules of the Canadian Securities Administrators regarding both audit committees and the certification of certain annual and interim filings, and the TSX.

The responsibility of the Board is to oversee the conduct of North West's business. The Board discharges its responsibilities either directly, or through its committees. The Directors are kept informed of North West's operations at meetings of the Board and its Committees, and through reports and discussions with management. As of April 8, 2026, the Board consists of eleven Directors.

North West's corporate governance framework is supported by clearly defined roles for its Board and Committees. The Governance Committee provides direction, reviews best governance practices, monitors compliance, and makes recommendations to the Board to enhance corporate governance and Board effectiveness. The Board has approved the disclosure of corporate governance practices and structure as set out in this section.

ABOUT THE BOARD

The Board's mandate provides that the Board is responsible for the stewardship and oversight of management of North West and its business. A copy of this mandate is attached as Schedule "B" to this Circular. The Board reviews its mandate on a regular basis. The Board's principal duties include overseeing North West's business strategy and strategic planning process, succession planning, as well as approving policies, procedures and systems for implementing strategy and managing risk.

North West's Board is also responsible for North West's health and safety, and environmental and social initiatives, and has delegated responsibility for oversight to the Compensation Committee, the Governance Committee and the Audit Committee. In addition to the information provided in our 2025 Annual Report under the heading "Risk Management", North West's Sustainability Report is available on North West's website at www.northwest.ca.

The Board holds four regular meetings each year, as well as additional meetings as required. At each regularly scheduled meeting, the Board receives presentations from executives of North West. At the end of every Board meeting, in order to facilitate an open and candid discussion among independent Directors, a session is held without any management, including the Chief Executive Officer, present.

Strategy

The Board oversees the development of North West's strategic direction and the implementation by management of North West's strategic goals. North West's strategy is an important priority of the Board, and at least one part of every regular

Board meeting is dedicated to the review of North West’s strategy. The Board also receives quarterly strategic updates from management and considers changes to North West’s strategic direction.

Risk Management

North West’s Board is responsible for risk oversight. The Board has approved the adoption and implementation of a formal Enterprise Risk Management framework across North West on an integrated basis. The primary goal of risk management is to ensure that the outcomes of risk-taking are consistent with North West’s business activities, strategies and risk appetite. As part of the risk management framework, North West management provides the Board and the Audit Committee with regular updates on key risks including Cyber Security, Information Technology and Privacy risks, a summary of which follows:

Cyber Security, Information Technology and Privacy Risks

The Board has the responsibility for overseeing and monitoring North West’s privacy, IT and cybersecurity risks.

North West relies on the integrity and continuous availability of its IT systems. In the ordinary course of business, North West collects, processes, transmits and retains confidential and personal information (collectively “**Confidential Information**”) regarding North West and its customers, employees and suppliers. North West’s IT systems are exposed to the risks of “cyber-attack”, including viruses that can disrupt, paralyze or prevent access to IT systems or result in unauthorized access to Confidential Information.

North West has implemented a cyber risk framework which includes 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 by bad actors, and there is a risk that North West’s security measures, or its third party service providers’ 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 North West and may result in regulatory enforcement actions or litigation.

Although to date North West has not experienced any material losses relating to cybersecurity or other information security breaches, there can be no assurance that the Company will not incur such losses in the future despite its efforts, due to, among other things, the evolving nature of these threats.

Further information on risks, including cyber security, information technology and privacy risks and climate-related risks, is provided in North West’s 2025 Annual Information Form under Description of the Business — Risk Factors.

Structure and Committees

The Board exercises its duties through its Committees. The Board has three Committees that oversee the activities of North West. The Chair of the Board is an ex-officio non-voting member of all Committees of the Board. The President and Chief Executive Officer attends Board Committee meetings as an invited guest.

The mandates of the Board and each of its Committees are reviewed by each Committee, and the Governance Committee, regularly, and can be found in the Sustainability section of our website at www.northwest.ca. The Audit Committee mandate is also attached as Appendix A to North West's Annual Information Form, which can be found on our website at www.northwest.ca and under North West's profile on SEDAR+ at www.sedarplus.ca.

Governance and Nominating Committee (“Governance Committee”)

The Governance Committee is composed of six Directors, namely Stewart Glendinning (Chair), Annalisa King, Violet Konkle, Steven Kroft, Jennefer Nepinak and Victor Tootoo, all of whom are independent as defined in *National Instrument 52-110 — Audit Committees*.

The Governance Committee is responsible for developing and monitoring North West's approach to corporate governance in accordance with good corporate governance practice and applicable laws and policies. In particular, the Governance Committee is responsible for overseeing the role, composition, and effectiveness of the Board and its Committees. In this regard, the Governance Committee is responsible for such matters as: establishing and reviewing the mandate of the Board and its Committees; identifying and evaluating candidates for nomination to the Board; overseeing the orientation and education programs for the Directors; assessing the effectiveness of the Board, its Committees and individual Directors; establishing and reviewing general corporate policies and practices, such as related party transaction policies and insider trading guidelines; and overseeing management's development of policies and practices related to shareholder engagement.

Human Resources, Compensation and Pension Committee (“Compensation Committee”)

The Compensation Committee is composed of six Directors, namely Violet Konkle (Chair), Rachel Huckle, Steven Kroft, Jennefer Nepinak, Gregg Saretsky and Paul Soubry all of whom are independent as defined in *National Instrument 52-110 — Audit Committees*.

The Compensation Committee is responsible for ensuring that appropriate and effective human resource recruitment, development, compensation, retention, succession planning, and performance evaluation programs are developed and implemented in conformity with North West's strategic objectives, and with a view to attracting and retaining the best qualified executives, management and employees. See “PART IV — COMPENSATION DISCUSSION AND ANALYSIS” starting on page 51 of this Circular for the report presented this year on executive compensation.

Audit Committee

The Audit Committee is composed of six Directors, namely Annalisa King (Chair), Stewart Glendinning, Rachel Huckle, Gregg Saretsky, Paul Soubry and Victor Tootoo, all of whom are independent and financially literate, as those terms are defined in *National Instrument 52-110 — Audit Committees*.

The Audit Committee is responsible for overseeing the integrity of North West's financial statements. In this regard, the primary duties of the Audit Committee involve reviewing North West's disclosure controls and procedures, overseeing the internal controls over financial reporting, and reviewing all significant accounting policies and any proposed changes thereto.

The Audit Committee reviews and recommends to the Board the approval of North West's annual and quarterly financial statements and management's discussion and analysis, and is responsible for recommending to the Board the appointment of the external auditors and their compensation. It is also responsible for approving the external audit plan, evaluating the external auditors' performance, assessing the independence of the external auditors, and pre-approving all non-audit related fees.

The Audit Committee oversees the internal audit function, approves the internal audit plan and reviews internal audit reports. It is responsible for overseeing North West's processes for identifying and assessing major risk exposures and the steps taken to monitor and control such risks.

In-Camera Sessions

The Board and its Committees conduct "in-camera" sessions at each meeting, at which no management Directors or other members of management are present. The in-camera sessions are intended not only to encourage the Board and its Committees to fully and independently fulfil their mandates, but also to facilitate the performance of fiduciary duties and responsibilities of the Board and its Committees on behalf of the Shareholders.

Independent Board Chair

Brock Bulbuck is the Chair of the Board. Mr. Bulbuck is an independent Director as defined in *National Instrument 52-110 — Audit Committees*. As Chair of the Board, his responsibilities include ensuring the Board functions effectively and independently of management, and that it meets its obligations and responsibilities as set out in its mandate. The Chair of the Board sets the "tone" for the Board and its members to foster ethical and responsible decision making, appropriate oversight of management, and effective governance practices. The Board has developed and approved a written position description of the Chair of the Board, a copy of which can be found on our website at www.northwest.ca.

Chief Executive Officer Position Description

A written position description for the Chief Executive Officer has been developed and approved by the Board, a copy of which can be found on our website at

www.northwest.ca. The Chief Executive Officer reports to the Board and has general supervision and control over the business and affairs of North West. The Chief Executive Officer provides effective leadership and vision for North West to grow value responsibly, in a profitable and sustainable manner. The Chief Executive Officer sets the “tone” for management to foster ethical and responsible decision making, appropriate management, and effective governance practices.

BOARD NOMINATION, COMPOSITION AND RENEWAL

Board Tenure and Term Limits

Pursuant to North West’s Corporate Governance Policy (the “**Governance Policy**”), Directors are not permitted to stand for re-election after reaching the age of 75 years or after having served on the Board for 15 years, unless otherwise agreed upon by the Board of Directors in connection with board succession planning and transition. The Board does not believe that Directors should expect to be re-nominated annually until they reach the normal retirement age or the term limit established by the Board. The Board relies on regular formal Board, Board Committee, and Director assessments for evaluating Board members and the overall performance of the Board and its Committees. With respect to its composition, the Board strives to achieve a balance between experience, on the one hand, and the need for renewal and fresh perspectives, on the other.

The average tenure of North West’s independent Directors at April 8, 2026 (immediately before the appointment of Paul Soubry to the Board) is seven years with three independent Directors having served on the Board for a period of less than five years, three Directors having served on the Board for between five and ten years, and three Directors having served on the Board for more than ten years.

Expertise and Composition of the Board

The Governance Committee annually reviews both the size and composition of the Board. In considering new nominees for the Board, the Governance Committee assesses: (a) the competencies, skills and attributes that the Board, as a whole, should possess and that each existing Director possesses (see “Skills Matrix” starting on page 43 of this Circular); (b) candidate’s competencies, skills and attributes, as well as the candidate’s diversity of gender, indigenous heritage, nationality, geography, experience and other attributes (including whether the candidate is a person with a disability or a member of a visible minority); and (c) the diversity of gender, indigenous heritage, persons with disabilities, visible minorities, nationality, geography, experience and other attributes of the Board, as a whole. The Governance Committee then makes recommendations on candidates to the Board.

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Skills Matrix

The Board believes that it has the appropriate diversity of skill, experience and expertise on the Board required to perform effectively and to act in the best interests of North West and its Shareholders. The skills matrix is used to assess the Board's overall strengths and to assist in the Board's ongoing renewal process, which balances the need for experience and knowledge of North West's business with the benefit of board renewal and diversity. In 2025 the Governance Committee conducted a review of the skills matrix, which resulted in the Board identifying the 13 important qualifications included in the skills matrix set out below. Although the Directors have a breadth of experience in many areas, the skills matrix lists the 13 important qualifications determined by the Board and highlights the key skills for each Director. The skills matrix is not intended to be an exhaustive list of each Director's skills.

Skills ⁽¹⁾	Directors										
	B. Bulbuck	S. Glendinning	R. Huckle	A. King	V. Konkle	S. Kroft	D. McConnell	J. Nepinak	G. Saretsky	P. Soubry	V. Tootoo
Retail Industry	✓	✓	✓	✓	✓	✓	✓	✓			✓
Warehousing, Distribution and Logistics		✓	✓		✓	✓	✓	✓			✓
Airline Industry				✓			✓		✓	✓	✓
C-level Executive	✓	✓	✓	✓	✓	✓	✓		✓	✓	
International Markets	✓	✓		✓	✓	✓	✓		✓	✓	
Community Relations / Government Relations			✓			✓	✓	✓	✓	✓	✓
Information Technology		✓	✓	✓			✓		✓	✓	✓
Finance / Accounting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Audit Financial Expertise	✓	✓	✓	✓					✓		✓
Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Human Resources / Executive Compensation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ESG	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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Note

(1) Description of skills:

- **Retail Industry** — Experience as a CEO or other senior executive of a company in the retail industry, or equivalent experience
- **Warehousing, Distribution and Logistics** — Experience with, or understanding of, consumer goods logistics, warehousing and/or distribution
- **Airline Industry** — Experience as a CEO or other senior executive of a company in the airline industry, or equivalent experience
- **C-level Executive** — Experience as a CEO or other C-suite executive of a large public or private organization similar in complexity to North West, or equivalent expertise
- **International Markets** — Experience as a senior executive or advisor to a company operating in the United States or other international consumer markets served by North West
- **Community Relations / Government Relations** — Experience in, or strong understanding of the workings of, community partners, government, relevant government agencies and/or public policy in the communities served by North West
- **Information Technology** — Experience with, or understanding of, major information technology or systems implementations, digital technology and/or cybersecurity
- **Finance / Accounting** — Experience with, or understanding of, financial accounting and reporting, corporate finance and familiarity with internal financial controls and IFRS
- **Audit Financial Expertise** — Experience as a current or former chartered professional or certified public accountant, or current or former Chief Financial Officer
- **Risk Management** — Experience in, or understanding of, internal risk controls, risk assessment, risk management and/or reporting
- **Human Resources / Executive Compensation** — Experience in, or understanding of, compensation and benefit plans, leadership development, talent management, succession planning, workplace safety and/or human resource principles and practices generally
- **Corporate Governance** — Experience as a board member of a public company, as professional or legal governance counsel to the board of a public company, or equivalent experience in corporate governance principles and practices at a major organization
- **ESG** — Experience with, or understanding of, corporate responsibility risks and opportunities, including ESG and climate related matters, and their relationship to North West's business and strategy, and experience in stakeholder expectations and the company's overall ESG obligations and overseeing material ESG, including climate related, disclosure

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Board Diversity

The provisions of the Governance Policy and the Board Diversity Policy (the “**Diversity Policy**”) are based on the belief that a diverse board comprised of people representing different points of view add greater value than a board comprised of directors with similar backgrounds.

The Governance Policy and the Diversity Policy both expressly encourage diversity in the composition of the Board in the broadest sense and with respect to a wide range of attributes. The Board accordingly aims to be comprised of directors who have a range of perspectives, insights and views in relation to the opportunities and issues facing North West, with an emphasis on finding the best qualified candidate given the needs and circumstances. In considering new nominees for the Board, the Governance Committee will consider a candidate’s diversity of gender, indigenous heritage, nationality, geography, experience and other attributes (including whether the candidate is a person with a disability or a member of a visible minority).

Although targets have not been set for representation of women, persons of indigenous heritage, persons with disabilities or members of visible minorities on the Board, the Board has emphasized its commitment to the recruitment of women and persons of indigenous heritage in recent years by making the identification of candidates who are women or persons of indigenous heritage, and the level of representation of women and persons of indigenous heritage on the Board, key search criteria in the director selection and nomination process it has undertaken. The Board has determined that, at this time, targets would not be the most effective way of ensuring it is comprised of diverse attributes and backgrounds. North West will continue to focus on encouraging diversity in the composition of the Board as a key search criterion when selecting directors.

Of the eleven director nominees, four identify as women (36% of all director nominees), two identify as persons of indigenous heritage (18% of all director nominees), one identifies as a visible minority (9% of all director nominees) and none identify as persons with disabilities.

DIVERSITY OF NORTH WEST MANAGEMENT

North West believes that a diversity of backgrounds, opinions, and perspectives and a culture of inclusion helps create a healthy and dynamic workplace, which improves overall business performance. North West also recognizes that supporting a diverse workplace helps North West attract and retain talented individuals for its leadership team.

Specific targets or quotas for gender or other diversity representation have not been adopted for executive officer positions due to the need to consider a balance of criteria in each individual appointment. This includes the importance that appointments are made, and are perceived to be made, on the merits of the individual and the needs of North West at the relevant time. In addition, targets or quotas based on specific criteria could limit North West’s ability to ensure the overall composition of its leadership team meets the needs of North West and its

Shareholders. One exception is that North West is creating more targeted career paths for executive candidates of indigenous heritage.

With respect specifically to gender diversity, as of April 8, 2026, the composition is four women out of twenty-three (17%) (April 9, 2025 — 18%) total executive officers (as defined in National Instrument 51-102 *Continuous Disclosure Obligations*). North West has an inclusive talent-based workplace and this is reflected in the diversity of its employee base.

DIRECTOR REQUIREMENTS AND EXPECTATIONS

Board Independence

The Board has reviewed the status of each of its Directors to determine whether such Director is “independent” as defined under *National Instrument 52-110 — Audit Committees*. Such review is based on the applicable factual circumstances, including financial, contractual and other relationships. Of the eleven nominee Directors, ten are independent: Brock Bulbuck; Stewart Glendinning; Rachel Huckle; Annalisa King; Violet Konkle; Steven Kroft; Jennefer Nepinak; Gregg Saretsky; Paul Soubry and Victor Tootoo. Daniel McConnell, the President and Chief Executive Officer of North West, is not independent. The independent Directors meet separately from management at all meetings.

Code of Ethical Conduct and Disclosure

The Board believes that a culture of strong corporate governance and ethical business conduct must be endorsed by the Board and all employees. The Code of Conduct (as defined below) addresses many areas of business conduct.

North West has a written code of conduct for its Directors and employees (the “**Code of Conduct**”). A copy of the Code of Conduct can be found on North West’s website at www.northwest.ca and under North West’s profile on SEDAR+ at www.sedarplus.ca. Management is responsible to advise the Board on any compliance issues relating to the Code of Conduct. To the knowledge of the Board, there have been no departures from the Code of Conduct during Fiscal 2025 that would have required the filing of a material change report.

Each Director and employee of North West must possess and exhibit the highest degree of integrity, professionalism and values, and must never be in a conflict of interest with North West. A Director who has a conflict of interest regarding any particular matter under consideration should advise the Board, refrain from debate on the matter and abstain from any vote regarding it.

North West’s Respectful Workplace Policy provides a procedure for employees to raise concerns or questions regarding various matters, including discrimination based on gender, race, disability, ethnicity, nationality, religion, sexual orientation, and/or gender identity.

North West’s Whistleblower Policy provides a procedure for employees to raise concerns or questions regarding various matters, including any audit and accounting concerns.

North West also has a Corporate Disclosure Policy which is reviewed by the Board on a regular basis. Quarterly and annual disclosure and financial packages are reviewed by the Disclosure Committee of Management prior to being recommended for Board approval and CEO/CFO certification of annual filings.

Attendance of Directors at Board and Committee Meetings

Each Director is expected to attend all meetings of the Board, and the Committees upon which they serve, and to come to such meetings fully prepared. The following table provides a summary of the Board and Board Committee meetings held during the twelve-month period ended January 31, 2026. Each Director nominee's attendance record for such meetings, as applicable, is set forth starting on page 21 of this Circular in their respective biographies. Overall, the Directors attended 97% of Board and Committee meetings in Fiscal 2025.

Type of Meeting Held	Number of Meetings	Attendance
Board of Directors	4	100%
Audit Committee	4	94%
Compensation Committee	5	91%
Governance Committee	4	100%

Related Party Transactions and Conflicts of Interest

The Governance Committee has oversight and responsibility for pre-approving any related party transactions (as defined under International Financial Reporting Standards) and, with the Board Chair, respond to potential conflict of interest situations. The Audit Committee is also required to review related party transactions.

In the event a Director or officer has a material interest in any transaction or agreement entered into by North West, such interest must be declared and recorded. If the transaction or agreement is being considered by the Board, the Director is also required to exclude him or herself from any discussions or vote relating to such transaction or agreement.

Public Company Directorships

The Board has not implemented a formal policy which limits the number of public company directorships its Directors can hold. The Board believes that its Director evaluation program is the best method for ensuring that Directors remain accountable and continue to discharge their duties as North West Directors. The Board also monitors and is guided by industry best practices with respect to limiting the number of public company directorships each Director can hold.

The names of all other reporting issuers on which each Director of North West serves as a Director is set out in this Circular is set forth starting on page 21 of this Circular in their respective biographies. Brock Bulbuck and Violet Konkle and both sit on the Board of Directors of Boyd Group Services Inc. The Board does not believe that this relationship impacts the ability of these Directors to act in North West's best interests.

DIRECTOR DEVELOPMENT AND ASSESSMENT

New Director Orientation

North West has a formal orientation process for new Directors, which is tailored to the skills, experience and background of the individual new Director. Directors are required to read and become familiar with North West's various corporate policies, all Board and Committee mandates, and certain indigenous-focused background materials. Directors meet with the Corporate Secretary who provides the Director with an overview of North West's corporate structure and governance practices. Directors also meet with members of senior management, at which time senior management provides the new Director with an overview of North West's business, operations and initiatives. Directors are required to tour one or more of the major store banners during the first 18 months of their appointment. Private meetings with other Directors are encouraged to establish rapport and understand Board dynamics. A new Director may also be assigned a mentor to assist them with any issues they encounter during their first year of service.

Director Continuing Education

Directors are kept informed as to matters impacting North West's operations through reports and presentations at Board meetings. In addition, at each quarterly Board meeting, the Board receives information on the operations of North West, including a report from the Chief Executive Officer, a report on corporate development activities, a report on operations and strategic initiatives, a financial overview and other pertinent information, such as legislative and policy updates. All executives are available for discussions with Directors concerning any questions or comments which may arise between Board meetings.

Annually, the Board travels to a different store division or geographic area to visit stores and meet customers, community leaders, management and staff to better understand North West's operations. Directors also have the opportunity to meet one-on-one with North West's executive team members and to accompany such members on store tours in order to become familiar with the communities in which North West operates.

Directors have the opportunity to participate in external director education events through North West's membership in the Institute of Corporate Directors. Third parties provide presentations to the Board at Board meetings and virtual-only educational lunches. Directors also may elect to receive ongoing industry information through North West's membership in various industry associations such as the Retail Council of Canada. Directors may, with the consent of the Chair of the Governance Committee, engage outside advisors at the expense of North West.

Board and Director Assessment

Assessment of the Board, Board Committees and Board and Committee Chairs

The performance and effectiveness of the Board and its Committees, the Chair of the Board and individual Directors (including in their capacity as Committee members), are regularly assessed under the Governance Committee's oversight through processes that are intended to encourage candid and constructive commentary.

Each year, each Director completes an online survey of their assessment of the functioning of the Board. Directors are asked to rate the Board's performance based

on criteria which address, among other things, the Board's composition and practices, relationship with management, and the oversight of North West's strategy, risk and financial reporting. The executive management team is also included in the assessment process and are asked to complete a separate Board assessment survey. The annual online survey also requires each Director to assess each Board Committee. Directors are asked to rate the performance of each Committee against a set of criteria, including each Committee's composition, practices, relationship with the Board and management, and performance of its duties. The assessment of the performance of the Chair of the Board and the Chairs of each Committee are also included in the annual online survey.

The results of the evaluations are reviewed by the Chair of the Governance Committee with the Chair of the Board, and are also discussed at the meetings of the Governance Committee and the Board. The Governance Committee is also responsible for creating a plan to address any deficiency or implementing any suggestions elicited through the assessment process.

Individual Director Assessments

Peer evaluations of independent Directors are completed annually through an online survey. Directors are asked to evaluate each other's skills, knowledge and participation on the Board. The peer evaluation is intended to ensure that each Director is contributing to the ongoing stewardship of North West. Results of the peer reviews are reviewed by the Chair of the Board, who then meets with each Director to provide feedback on the results of the survey.

COMMUNICATION WITH SHAREHOLDERS

North West is committed to transparent and effective communication with its Shareholders. In support of this commitment, the Board has developed practices to facilitate Shareholder engagement.

North West has a Corporate Disclosure Policy, which is reviewed on a regular basis. Quarterly and annual financial disclosures are reviewed by an internal Disclosure Committee and CEO/ CFO certification of annual and interim filings prior to being recommended for Board approval. North West's quarterly conference calls with analysts are accessible on a recorded basis to interested Institutional and retail investors, the media and members of the public. North West includes all significant disclosure documents on its website at www.northwest.ca and under its profile on SEDAR+ at www.sedarplus.ca.

North West's President and Chief Executive Officer and Executive Vice President and Chief Financial Officer are responsible for maintaining communications with the investing public and responding to inquiries and requests for information from Shareholders and potential investors. Shareholders are welcome to contact the President and Chief Executive Officer and the Executive Vice President and Chief Financial Officer to discuss matters relating to the business. Shareholders may also communicate directly with the independent members of the Board of Directors by writing to:

Chair, Governance and Nominating Committee
The North West Company
77 Main Street
Winnipeg, Manitoba, Canada R3C 1A3

North West also encourages feedback from its Shareholders and engages in regular communications with financial analysts and institutional investors. North West also solicits feedback through its "Say on Pay" advisory resolution on executive compensation.

CORPORATE CEASE TRADE ORDERS OR BANKRUPTCIES

Other than as disclosed below, no Director is, or has been within the past 10 years:

- (i) a director, chief executive officer or chief financial officer of any company that was subject to (A) a cease trade order, (B) an order similar 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 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 company that was subject to an order that was issued after the Director 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) 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 the Director; or
- (v) 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 securityholder in deciding whether to vote for a Director.

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.

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PART IV — COMPENSATION DISCUSSION AND ANALYSIS

LETTER TO OUR SHAREHOLDERS

We believe that it is important that North West clearly communicate to Shareholders our compensation plans and programs and the underlying philosophy. Compensation is used to attract, motivate, and retain outstanding talent, link compensation to business results and individual performance, and promote decision making that delivers returns to our Shareholders on a sustainable and consistent basis.

The Human Resources, Compensation and Pension Committee (the “**Compensation Committee**”) is responsible for recommending short-term and long-term performance-based incentive awards for Board approval. We structure North West’s compensation programs to deliver the right outcomes for our Shareholders, our customers and our employees. These programs introduce a level of variability in our compensation outcomes which protect Shareholders in difficult years, and reward management in years of superior performance. We rely on specific pre-determined performance targets, benchmarks, independent advisors, and rigorous analysis, and use our experience and careful application of the Board’s business judgement when setting compensation.

At North West, we view ourselves as a total return company. Our fundamental objective is to deliver to Shareholders a strong and growing dividend, supported by consistent earnings gains. This goal is supported by North West’s compensation policies. Annual incentives are driven by how well management performs against earnings targets, adjusted for capital efficiency. Payments are reduced, potentially to zero, if results are below target. Our long-term incentive plans provide equity awards which recognize the importance of earnings, dividends and share price appreciation to our Shareholders.

In 2025, the Committee continued to review and refine the Company’s compensation-related policies to ensure alignment with good governance and market practice. This work included a review of the executive share ownership policy to ensure alignment of the interests of executives with the interests of Shareholders and to promote North West’s commitment to sustainable value creation and good corporate governance. The Committee continues to work with our independent advisors to ensure that our policies and practices are aligned with our objectives of competitive, fair and performance-driven compensation. As it relates to performance-driven compensation, 2025 variable pay targets were established to align with the objectives of the Company’s Next 100 strategy. In addition to reviewing compensation and governance policies, the Committee continues to oversee the Company’s work on talent management and succession planning.

We believe our approach to executive compensation is working as intended. In the following pages, you will find a straightforward and transparent description of our executive pay practices, the specific corporate and individual measures of

performance that factored into North West’s compensation program for 2025, and the payments Named Executive Officers received in respect of 2025 from these programs.

On behalf of the members of the Compensation Committee and the Board, we want to thank you for your continued support of North West.

Sincerely,

“Violet Konkle”

“Brock Bulbuck”

Violet A. M. Konkle
Chair, Human Resources,
Compensation and Pension Committee

Brock Bulbuck
Chair of the Board

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INTRODUCTION

The following Compensation Discussion and Analysis (“**CD&A**”) is intended to provide North West’s Shareholders with a description of the processes and decisions involved in the design, oversight and payout of our compensation programs for the named executive officers (“**NEOs**”) for the fiscal year ended January 31, 2026. Although the CD&A focuses on the compensation policies and practices for NEOs, these programs generally apply to North West’s entire executive team.

The NEOs during fiscal 2025 were as follows:

- Daniel McConnell, President and Chief Executive Officer;
- John King, Executive Vice President and Chief Financial Officer;
- Jim Caldwell, President, Canadian Retail;
- Kyle Hill, President, Alaska Commercial Company; and
- J. Kevin Proctor, President, Cost-U-Less and Riteway Foods.

COMPENSATION GOVERNANCE

The Compensation Committee assists the Board in establishing North West’s compensation philosophy and structure, and in discharging its oversight accountabilities relating to the compensation and retention of key senior management employees, and in particular, the President and Chief Executive Officer. The Compensation Committee is comprised of five independent Directors: Violet Konkle, who serves as Chair, Rachel Huckle, Steven Kroft, Jennefer Nepinak and Gregg Saretsky. No member of the Compensation Committee has ever been an officer or employee of North West or any of its affiliates.

All members have direct experience in compensation matters as either current or former chief executive officers, executive officers or through board of director positions in other publicly traded companies. Additional information regarding the Compensation Committee members is provided in the individual Director biographies found in the Director Nominees section starting on page 21 of this Circular. The Chair of the Board also participates in all Compensation Committee meetings as an ex-officio member. Collectively, this experience provides the Compensation Committee with the knowledge, skills, experience and background in executive compensation and human resource matters to make decisions on the suitability of North West’s compensation policies and practices.

The responsibilities, powers and operation of the Compensation Committee are set out in its mandate, which is attached as Schedule “B” to this Circular.

The Compensation Committee held five meetings in fiscal 2025. The President and Chief Executive Officer, Executive Vice President and Chief Financial Officer, and Vice President, Legal and Corporate Secretary attend meetings of the Compensation Committee, but do not have the right to vote on any matter. Other senior executives may also attend parts of a meeting to present on relevant topics. No executive, including the President and Chief Executive Officer, is present when their compensation is considered.

The Compensation Committee has instituted good governance practices that enhance the Compensation Committee’s ability to effectively carry out its accountabilities. These practices include:

- utilizing a work plan which sets out the timetable of all regularly occurring matters for which the Compensation Committee has accountability;
- retaining an external independent advisor to advise the Compensation Committee on compensation levels and program design, and requiring their attendance when their reports are discussed and when requested to attend by the Chair of the Compensation Committee; and
- holding in-camera sessions without management present during every Compensation Committee meeting.

In addition, the Compensation Committee receives feedback from Shareholders on compensation matters through an annual advisory resolution on North West’s approach to executive compensation.

EXECUTIVE COMPENSATION PHILOSOPHY

North West embraces an organization wide market competitive pay-for-performance compensation philosophy linked to the delivery of superior total returns to its Shareholders through a focus on both earnings growth and annual cash dividend yield. North West’s total compensation objective for executives is to provide target pay that is competitive with the market median and which will deliver actual pay in the upper quartile of the market when sustainable upper quartile performance is achieved. A significant portion of each executive’s compensation is also “at risk” to motivate executives and align their interests with the creation of long-term Shareholder value.

North West’s executive compensation program is designed to accomplish the following goals:

- attract and retain top talent;
- motivate superior performance;
- maintain strong pay-for-performance alignment by linking executive compensation outcomes to the Shareholder experience;
- reward performance against key measures that drive dividend yield and long-term value growth for Shareholders; and
- follow good governance practices.

Total compensation is linked to the achievement of operational and strategic targets, and total shareholder returns compared to other public retailers and high dividend yield companies. The executive compensation philosophy is to provide a market competitive annual salary commensurate with the responsibilities of the executive, with all other compensation elements except benefits, subject to performance.

The following charts illustrate the portion of each NEO’s target compensation that is “at risk”, contingent on performance.

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President and CEO



■ Base Salary 24%
■ At Risk (STIP and LTIP) 76%

Chief Financial Officer



■ Base Salary 34%
■ At Risk (STIP and LTIP) 66%

All Other NEOs



■ Base Salary 36%
■ At Risk (STIP and LTIP) 64%

Compensation planning for short-term incentives (“**STIP**”) is integrated with the annual business planning and budgeting process. STIP awards are 100% “at risk” and can payout at 0% if corporate performance is not met for the year. Annual corporate performance, business unit performance and individual performance targets for executives are set based on the overall strategic plan and business priorities. If an executive does not meet at least 90% of the performance target, no payouts are provided under the STIP. In addition, if the corporate performance achieved is less than 80% of target, the Board has discretion to not pay any award, even if business unit and individual performance targets were achieved by the executive for that year. See “ELEMENTS OF 2025 EXECUTIVE COMPENSATION — SHORT TERM INCENTIVE PLAN” starting on page 62 of this Circular for more details on the STIP.

Performance in the context of the long-term incentive (“**LTIP**”) is based on value creation for its Shareholders and is designed to encourage executives to remain with North West over the long term. The components of LTIP for NEOs are shown in the following graph:



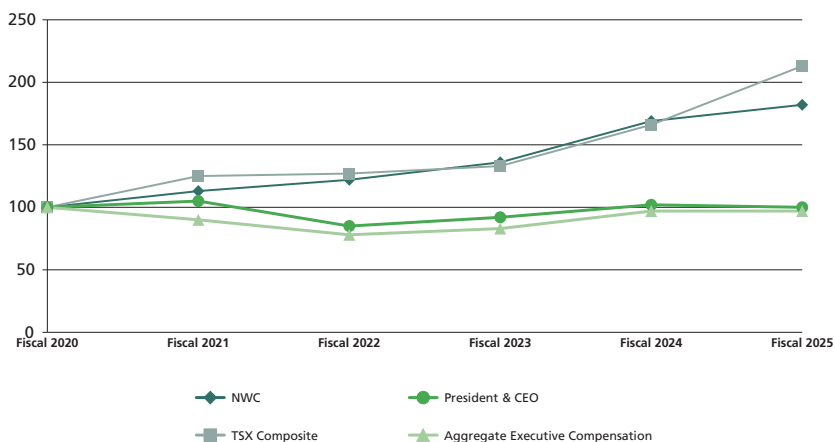
■ Options 25%
■ Financial Measure PSU 30%
■ Time-vesting PSU 25%
■ TSR PSU 20%

A significant portion of the long-term incentive is also “at risk”. 75% of the LTIP award is performance share units (“**PSUs**”) that vest at the end of each three-year cycle. The payment of PSUs is based on total shareholder return relative to its comparator peer group, financial performance versus target, and time-based vesting. 25% of the LTIP award is share options which only have value to the extent share price increases. Overall, the LTIP is specifically designed to reinforce North West’s performance goal of delivering superior total shareholder returns, consisting of sustainable dividends, earnings and share price growth. See “ELEMENTS OF 2025 EXECUTIVE COMPENSATION — LONG TERM INCENTIVE PLAN — Performance Share Units” starting on page 64 of this Circular and “ELEMENTS OF 2025

SHAREHOLDER RETURN AND EXECUTIVE COMPENSATION

Below is a comparison of the cumulative total return between North West and the TSX Composite Index for the fiscal years ended January 31, 2021 (“Fiscal 2020”), to January 31, 2026 (“Fiscal 2025”). This comparison assumes \$100 was invested on January 31, 2021, and all dividends were reinvested. The table and graph below also show the trend in total compensation of the President and Chief Executive Officer for Fiscal 2020 to Fiscal 2025 and the total compensation of all of North West’s NEOs (“Aggregate Executive Compensation”) for the same period. The graph compares this compensation to North West’s return to Shareholders and returns under the TSX Composite Index for this same period.

Total compensation for the purposes of this comparison includes base salary, STIP and LTIP (“Total Compensation”). To provide a consistent basis of comparison, the figures include the Total Compensation for only the top five named executive officers. The methodology used by North West has been adopted solely for the purposes of the comparison described below. It is not a recognized or prescribed methodology, and may not be comparable to methodologies used by other issuers for this purpose.



	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	1 Year Annual Return (2024-2025)	5 Year Compounded Annual Return
NWC	100	113	122	136	169	182	8.1%	12.8%
TSX Composite	100	125	127	133	166	213	28.3%	16.4%
President & CEO Compensation ⁽¹⁾	100	105	85	92	102	100		
Aggregate Executive Compensation	100	90	78	83	97	97		

Note

- (1) President and CEO Total Compensation includes Total Compensation for Mr. Edward Kennedy up to his retirement on August 1, 2021, and Mr. McConnell's Total Compensation as President and CEO from August 1, 2021, to January 31, 2026.

As shown in the graph and table above, North West Shares produced a compound annual return of 12.8%, compared to the TSX Composite Index return of 16.4% over the past five-year period which includes a return of 8.1% on North West Shares in 2025. The President and CEO's compensation and the Aggregate Executive Compensation have been below the performance of the Company's Shares over the past five years however, the correlation of Total Compensation to the Company's Share price can be impacted in the short-to-medium term by factors such as annual incentive plan payments and LTIP grants. The value of LTIP grants are calculated at the time of the grant using grant date fair values which do not reflect the actual value of compensation received when the LTIP vests or are exercised. In the longer-term, NEO compensation is directly impacted by North West's Share price performance through share options and PSU awards which aligns a significant portion of NEO compensation with shareholder returns. In 2025, Aggregate Executive Compensation decreased 0.3% to \$9.4 million compared to \$9.5 million in 2024 and as a percentage of EBIT was 4.4% in 2025 compared to 4.5% in 2024. This decrease was primarily due to lower STIP outcomes compared to last year aligned with a 1.2% increase in consolidated EBIT compared to a 6.9% increase in 2024. Further information on the components included in total compensation for the President and CEO and the aggregate executive compensation are provided in "2025 PERFORMANCE AND COMPENSATION — SUMMARY COMPENSATION TABLE" starting on page 72 of this Circular.

North West believes that its executive compensation program supports a strong relationship between compensation earned by a NEO and the returns received by the Shareholder. It is structured to reduce the fixed cost component of compensation by paying market median salaries, while enhancing potential realizable pay through incentive plans tied to performance. For stock options and PSUs, there is a direct correlation between our Share price performance and the actual compensation realized by North West executives.

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DESIGN OF COMPENSATION PROGRAM AND ROLE OF COMPENSATION CONSULTANTS

The objective of North West's compensation program is to establish a clear relationship between pay and performance. This is accomplished by an appropriate mix of short and long-term incentives, with metrics designed to reward operational performance and long-term value creation for Shareholders.

An independent compensation consultant conducts an in-depth market review regularly to ensure base pay, incentives and total compensation are competitive and aligned with performance.

Meridian Compensation Partners Inc. ("**Meridian**") was engaged by the Compensation Committee to provide independent advice and recommendations on the competitiveness and design of North West's executive compensation program, governance trends and other items requested by the Compensation Committee.

In 2025, Meridian reviewed and provided advice on the core compensation comparator group, the TSR Comparator Group, benchmarking of NEO compensation, CEO pay and performance, LTIP design, share ownership policy, compensation and governance trends, and an overall risk review of North West's compensation program.

North West's core comparator peer group for 2025 consisted of the companies listed in the table below. The companies were selected by the Compensation Committee based on industry similarity and relative-size of the company and includes companies in Canada and the U.S. which are reflective of North West's operations.

Canadian Companies

Aritzia Inc.	Maple Leaf Foods Inc.
Boyd Group Services Inc.	Neighbourly Pharmacy Inc.
Dollarama Inc.	NFI Group Inc.
High Liner Foods Incorporated	Premium Brands Holdings Corporation
Indigo Books and Music Inc. ⁽¹⁾	Rogers Sugar Inc.
Jamieson Wellness Inc.	Sleep Country Canada Holdings Inc. ⁽¹⁾
Lassonde Industries Inc.	

U.S. Companies

Grocery Outlet Holding Corp.	Sportsman's Warehouse Holdings Inc.
Hibbett Sports Inc. ⁽¹⁾	Sprouts Farmers Market Inc.
John B. Sanfilippo & Son Inc. ⁽¹⁾	The Chef's Warehouse Inc.
Ollie's Bargain Outlet Holdings Inc.	Weis Markets Inc.
PriceSmart Inc.	

Note

- (1) Indigo Books & Music Inc., Sleep Country Canada Holdings Inc., Hibbett, Inc. and John B. Sanfilippo & Son, Inc. are no longer publicly traded following acquisition, and have been removed from the core comparator peer group for 2026.

North West’s relative size compared to the comparator group is summarized in the following table:

	Revenue	Total Assets	Market Capitalization
North West’s percentile ranking versus the comparator group ⁽¹⁾	40%	39%	56%

Note

(1) Comparator group financial data sourced from S&P Capital IQ. Assets and revenue are measured over a trailing twelve-month period and market cap is measured as at January 31, 2026. Financial data for acquired companies (Indigo Books & Music Inc., Sleep Country Canada Holdings Inc., Hibbett, Inc., and John B. Sanfilippo & Son, Inc.) are up to their respective acquisition dates.

In benchmarking the total compensation for each executive compared to the peer group, factors such as individual performance, relevant experience, scope of the role, internal equity and retention risk were considered. Upon consideration of these factors, the Compensation Committee approved an increase in the base salary for executives as noted in “ELEMENTS OF 2025 EXECUTIVE COMPENSATION” starting on page 60 of this Circular.

North West has not engaged Meridian to provide any services other than executive compensation advisory services to the Compensation Committee in 2017 through 2025. The pre-approval of the Compensation Committee is required prior to engaging Meridian to provide any other services to North West. The following presents the aggregate fees billed for executive compensation services by external independent consultants to the Compensation Committee for its fiscal years ended January 31, 2026 (“2025”), and January 31, 2025 (“2024”).

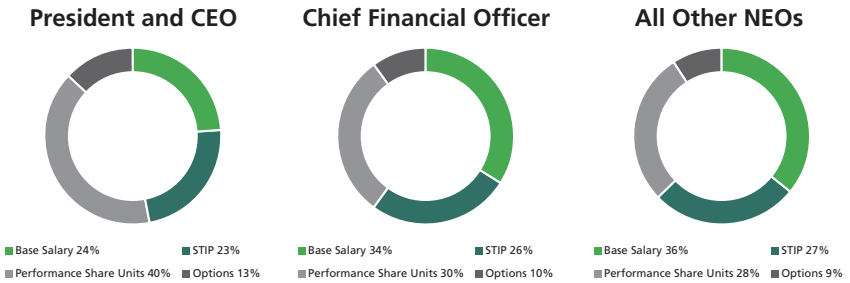
Advisor	Fiscal Year	Fees (\$ in Thousands)
Meridian	2025	194
Meridian	2024	177

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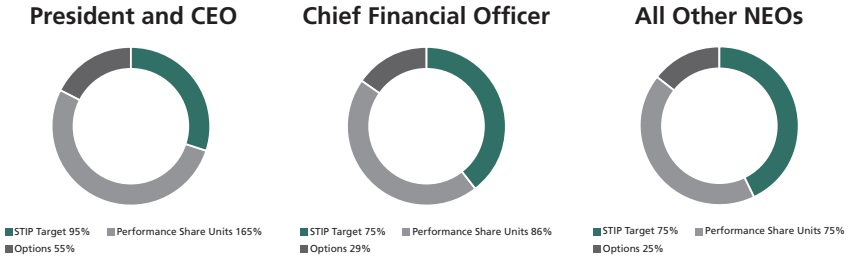
ELEMENTS OF 2025 EXECUTIVE COMPENSATION

The key elements of executive compensation for 2025 were: (i) annual base salary; (ii) short-term incentive awards; and (iii) long-term incentive awards (performance share units and options). Other elements of executive compensation include group benefits, pension benefits and perquisites.

The compensation program is designed to support our strategy, pay our executives for performance and be competitive with the market. The following charts illustrate the percentage weighting of each element of our NEO's 2025 target total compensation mix.



The following charts show the compensation mix described above as a percentage of base salary.



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ANNUAL BASE SALARY

Base salaries are established based on the scope and complexity of the role, the executive's experience and performance. Annual increases to base salary are generally within the range applied to all employees of North West, which are reflective of market and inflationary adjustments. Additional increases beyond this percentage may be made to reflect additional responsibilities, or to bring an executive's base salary within a competitive range of the median of the comparator market compensation data.

Consistent with North West's approach to salary increases described above, the following base salaries were approved by the Board in 2025 and became effective in May 2025. The increases in base salaries in 2025 were generally within the range provided to all employees.

NEO	2025 Base Salary (\$)	2024 Base Salary (\$)	Base Salary Increase (%)
Daniel McConnell, President and Chief Executive Officer	930,000	900,000	3.3
John King, Executive Vice President and Chief Financial Officer	526,925	509,100	3.5
Jim Caldwell, President, Canadian Retail	456,700	441,250	3.5
Kyle Hill, President, Alaska Commercial Company ⁽¹⁾	521,541	498,655	4.6
J. Kevin Proctor, President, Cost-U-Less and Riteway Foods ⁽²⁾	521,541	498,655	4.6

Notes

- (1) Mr. Hill's annual base salary was US\$374,670 in 2025 and US\$362,000 in 2024 and was translated to Canadian dollars using an average rate of 1.3920 in 2025 and 1.3775 in 2024.
- (2) Mr. Proctor's annual base salary was US\$374,670 in 2025 and US\$362,000 in 2024 and was translated to Canadian dollars using an average rate of 1.3920 in 2025 and 1.3775 in 2024.

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SHORT TERM INCENTIVE PLAN (“STIP”)

The STIP consists of an annual cash payment based on achievement of financial, operational and strategic/individual performance initiatives and targets set by the Board on an annual basis. The Compensation Committee receives quarterly reports on the performance of the STIP metrics, including performance against targets. No increases were made to the 2025 target STIP award for all NEOs, which remained unchanged from 2024. Target STIP awards are set as a percentage of each NEO’s base salary summarized in the following table:

NEO	STIP Design (STIP Target as a % of Base Salary)
President & CEO	95%
Executive Vice President & Chief Financial Officer	75%
All other NEOs	75%

The payout curve for STIP performance relative to target STIP earnings for the NEOs is as follows:

NEO	Less than 90% of Target STIP Performance ⁽²⁾	90% of Target STIP Performance (Threshold)	100% of Target STIP Performance	110% of Target STIP Performance (Maximum)
All NEOs ⁽¹⁾	0%	50%	100%	200%

Notes

- (1) Linear curve between threshold and target performance and target and maximum performance, starting at 50% when STIP performance achieves 90% of target.
- (2) If the corporate performance achieved is less than 80% of target for the year, the Board has the discretion to not pay any award, even if business unit and individual performance targets were achieved by the executive for that year.

Consolidated STIP Earnings for 2025 is summarized in the following table:

	Below Threshold Less than \$208.6 million	Threshold \$208.6 million	Target Threshold \$231.8 million	Maximum Threshold \$255.0 million	2025 Consolidated STIP Earnings ⁽¹⁾ \$221.9 million
All NEOs	0%	50%	100%	200%	95.7%

Note

- (1) Consolidated EBIT reported in North West’s 2025 Annual Report, adjusted for foreign exchange, incentive plan expenses, other normalizing factors and cost of capital.

The STIP weightings for each NEO for 2025 are comprised of the following measures:

NEO	Consolidated STIP Earnings ⁽¹⁾	Business Unit/ Performance ⁽²⁾	Individual Performance ⁽³⁾	Total
Daniel McConnell, President and Chief Executive Officer	75%	–	25%	100%
John King, Executive Vice President and Chief Financial Officer	60%	15%	25%	100%
Jim Caldwell, President, Canadian Retail	10%	65%	25%	100%
Kyle Hill, President, Alaska Commercial Company	10%	65%	25%	100%
J. Kevin Proctor, President, Cost-U-Less and Riteway Foods	10%	65%	25%	100%

Notes

- (1) Corporate Performance: Consolidated earnings, before interest and income tax (“**EBIT**”) adjusted for foreign exchange, incentive plan expenses, other normalizing factors and cost of capital. If the maximum STIP weightings for Business Unit Performance or Individual Performance are not applied to any NEO in any given year, the unallocated balance must be applied to Consolidated STIP Earnings.
- (2) Business Unit Performance: Business Unit EBIT adjusted for foreign exchange, incentive plan expenses, other normalizing factors and cost of capital of the business unit.
- (3) Individual Performance: initiatives and performance measures unique to function and aligned with corporate or business unit objectives.

Refer to “2025 PERFORMANCE AND COMPENSATION — STIP and LTIP Awards — 2025 STIP Awards” starting on page 75 of this Circular for actual STIP awards earned by each NEO for 2025 performance.

LONG TERM INCENTIVE PLAN (“LTIP”)

The LTIP is designed to motivate and reward executives to deliver total returns based on growth in share price and dividends, and recognize consistent achievement against operational and strategic targets and North West’s total returns compared to the TSR Comparator Group described below.

No increases were made to the 2025 target LTIP award for all NEOs, which remained unchanged from 2024. Target LTIP awards for each NEO, expressed as a percentage of base salary, are as follows:

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NEO	LTIP (as a % of Base Salary)
Daniel McConnell, President and Chief Executive Officer	220%
John King, Executive Vice President and Chief Financial Officer	115%
Jim Caldwell, President, Canadian Retail	100%
Kyle Hill, President, Alaska Commercial Company	100%
J. Kevin Proctor, President, Cost-U-Less and Riteway Foods	100%

Performance Share Units (“PSUs”)

The payment of PSUs at the end of each three-year vesting cycle is based on three criteria as follows:

1. Operating: $\frac{1}{3}$ of each PSU grant is based on three-year actual earnings performance relative to target earnings;
2. Relative TSR: $\frac{1}{3}$ of each PSU grant is based on total shareholder return (“**TSR**”) relative to a defined peer group for the three-year period; and
3. Time-vesting: $\frac{1}{3}$ of each PSU grant is time based. All awards fully vest at the end of the third year of the performance cycle.

The Operating PSUs are measured based on operating performance comprised of consolidated earnings and/or Strategic Business Unit earnings targets over the three-year vesting period. The operating measure for Mr. McConnell and Mr. King is based on consolidated earnings versus target and the operating measure for Mr. Caldwell, Mr. Hill and Mr. Proctor is based on 60% consolidated earnings and 40% business unit earnings versus target.

For the 2023 Operating PSU awards, North West set three one-year earnings targets reflective of high levels of economic volatility post-COVID. For the 2024 and 2025 PSU awards, the metric weightings were shifted slightly to vest 40% of the PSUs based on the operating measure versus a three-year earnings target, 27% on relative TSR measure and 33% on time.

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The performance and payout shoulders for the operating portion of the PSU award for 2023 are as follows for each NEO:

0% of Target PSU below Threshold	50% of Target PSU at Threshold⁽¹⁾	100% of Target PSU at Target Performance⁽¹⁾	200% of Target PSU at Maximum Performance⁽¹⁾
Less than 85% of three-year Earnings Performance	85% of three-year Earnings Performance	100% of three-year Earnings Performance	105% of three-year Earnings Performance

Note

(1) PSU payout is interpolated between threshold and target performance, and between target and maximum performance.

The consolidated operating earnings for the 2023 PSU award is summarized in the following table:

	Below Threshold Less than \$560.2 million	Threshold \$560.2 million	Target Threshold \$659.0 million	Maximum Threshold \$692.0 million	2025 Consolidated PSU Operating Earnings⁽¹⁾ \$664.1 million
All NEOs	0%	50%	100%	200%	100.8%

Note

(1) Consolidated EBIT reported in North West's 2025 Annual Report, adjusted for foreign exchange, incentive plan expenses and other normalizing factors.

The performance and payout shoulders for the operating portion of the PSU award for 2024 and 2025 are as follows for each NEO:

0% of Target PSU below Threshold	50% of Target PSU at Threshold⁽¹⁾	100% of Target PSU at Target Performance⁽¹⁾	200% of Target PSU at Maximum Performance⁽¹⁾
Less than 90% of three-year Earnings Performance	90% of three-year Earnings Performance	100% of three-year Earnings Performance	110% of three-year Earnings Performance

Note

(1) PSU payout is interpolated between threshold and target performance, and between target and maximum performance.

The following TSR comparator group, which includes 13 retail industry peers based on correlation and business similarity and 9 “high yield” peers (collectively, the “**TSR Comparator Group**”), was used to determine North West’s relative TSR for the PSUs granted in 2023.

Retail Peers		High Yield Peers
A&W Revenue Royalties/	Metro Inc.	Algonquin Power & Utilities Corp.
A&W Food Services	Pizza Royalty Corp.	ATCO Ltd.
Alimentation Couche-Tard Inc.	Restaurant Brands Int’l.	BCE Inc.
Canadian Tire Corporation	Ross Stores Inc.	Emera Incorporated
Costco Wholesale Corp.	Wal-Mart Stores Inc.	First Capital REIT
Dollarama Inc.	Winmark Corporation	Fortis Inc.
Empire Company		Sienna Senior Living Inc.
Loblaw Companies Ltd.		Superior Plus Corp.
		Thompson Reuters Corporation

Note

- (1) Hibbett Inc., Innergex Renewable Energy Inc. and Sleep Country Canada Holdings Inc. are no longer publicly traded following acquisition and have been removed from the 2023 TSR Comparator Group.

The following TSR comparator group, which includes 13 retail industry peers based on correlation and business similarity and 9 “high yield” peers, will be used to determine North West’s relative TSR for the PSUs granted in 2024.

Retail Peers		High Yield Peers
A&W Revenue Royalties /	Premium Brands Holdings	Algonquin Power & Utilities
A&W Food Services	Corp.	Corp.
Alimentation Couche-Tard Inc.	Pizza Pizza Royalty	ATCO Ltd.
Canadian Tire Corporation	Restaurant Brands Int’l.	BCE Inc.
Dollarama Inc.	Ross Stores Inc.	Emera Incorporated
Empire Company	The Campbell’s Co.	First Capital REIT
Loblaw Companies Ltd.	Winmark Corp.	Fortis Inc.
Metro Inc.		Sienna Senior Living Inc.
		Superior Plus Corp.
		Thompson Reuters Corporation

Note

- (1) Hibbett Inc., Innergex Renewable Energy Inc. and Sleep Country Canada Holdings Inc. are no longer publicly traded following acquisition and have been removed from the 2024 TSR Comparator Group.

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The following TSR comparator group, which includes 16 retail industry peers based on correlation and business similarity and 9 “high yield” peers, will be used to determine North West’s relative TSR for the PSUs granted in 2025.

Retail Peers		High Yield Peers
A&W Revenue Royalties / A&W Food Services	Pizza Pizza Royalty Corporation Restaurant Brands International	Algonquin Power & Utilities Corp. ATCO Ltd.
Alimentation Couche-Tard Inc.	Rogers Sugar Inc.	BCE Inc.
Canadian Tire Corporation	Ross Stores Inc.	Emera Incorporated
Cassey’s General Stores Inc.	Saputo Inc.	First Capital REIT
Dollarama Inc.	The Campbell’s Company	Fortis Inc.
Empire Company Limited	Winmark Corporation	Sienna Senior Living Inc.
Loblaw Companies Limited		Superior Plus Corp.
Metro Inc.		Transcontinental Inc.
Premium Brands Holdings Corporation		

The performance and payout shoulders for the relative TSR portion of the PSU award are as follows for each NEO:

0% of Target PSU below Threshold	50% of Target PSU at Threshold	100% of Target PSU at Target Performance	200% of Target PSU at Maximum Performance
Less than 25th percentile of TSR Group based on three-year annualized TSR ⁽¹⁾	25th percentile of TSR Group based on three-year annualized TSR ⁽¹⁾	50th percentile of TSR Group based on three-year annualized TSR ⁽¹⁾	75th percentile of TSR Group based on three-year annualized TSR ⁽¹⁾

Note

(1) PSU payout is interpolated between threshold and target performance, and between target and maximum performance.

The Compensation Committee retains the discretion to add entities to the TSR Comparator Group to replace any entities that are delisted as a publicly traded issuer, or are for other reasons no longer an appropriate entity to be included in the TSR Comparator Group.

The vesting period for PSUs is three years, and dividend equivalents accumulate over the three-year period. Dividend equivalents vest at the time the PSUs vest and to the same extent as the performance criteria for the PSUs are achieved.

Refer to “2025 PERFORMANCE AND COMPENSATION — SUMMARY COMPENSATION TABLE” starting on page 72 of this Circular for information on actual PSU awards granted to each NEO in 2025 and for amounts paid out under existing PSU grants in 2025.

SHARE OPTION PLAN

The delivery of top-quartile total returns through share price and earnings growth and dividend yield is a key long-term objective of North West. The purpose of the Share Option Plan is to promote long-term shareholder value creation by fostering greater alignment of interests between the executives and Shareholders of North West including:

- providing a long-term incentive vehicle that allows them to accumulate a meaningful financial interest in North West, commensurate with the responsibility, time horizon of the role, commitment and risk associated with their role; and
- assisting North West in attracting, retaining, and motivating qualified individuals with the experience and ability to deliver strong results and support their business strategy.

The options are time-vested awards that vest one quarter per year at the end of years one, two, three and four, with expiry of options at the end of year seven.

Refer to “2025 PERFORMANCE AND COMPENSATION — SUMMARY COMPENSATION TABLE” starting on page 72 of this Circular and “OUTSTANDING EQUITY BASED AWARDS” starting on page 82 of this Circular for information on actual LTIP awards granted to each NEO in 2025.

OTHER ELEMENTS OF 2025 COMPENSATION

Benefits

Executives are eligible to receive benefits which include medical and dental insurance, life insurance, accidental death insurance, short-term disability insurance and long-term disability insurance. In addition, executives are eligible for an annual executive wellness assessment designed for health awareness and preventive care. In lieu of executive perquisites such as company cars, memberships, financial counselling and tax preparation, senior executives of North West receive a benefit payable in cash equal to 10% of base salary.

Pension Plans

Eligible executives in Canada participate in a non-contributory Defined Benefit Pension Plan (“**Executive Pension Plan**”), subject to ITA limits, where the normal retirement age is set at age 65. The annual benefit payable upon retirement is based on a range of 1.4% to 1.7% per year of service as an executive, of the final average earnings (base salary and STIP) prior to retirement (based on highest three consecutive years of annual earnings in the ten-year period preceding retirement). Upon death, reduced payments continue to the spouse, if applicable. Executives may elect to contribute to the plan to provide for ancillary benefits. For retirement prior to 65 years of age, the total benefit payable is reduced by 3% per year prior to age 65. Alternatively, for retirement prior to age 65, the Board has the discretion to reduce the total benefit payable by 3% per year prior to age 60 if the member is at least age 55 and has ten years of service as a specified executive of North West at the time of retirement. Benefits in excess of ITA limits for service in the Executive Pension Plan are provided by a separate non-registered pension plan called the “**Excess Plan**”.

Some NEOs may also have accumulated a pension obligation for service as a non-executive in the defined benefit provision of North West’s registered Staff Pension Plan, which is subject to ITA limits. A non-contributory Staff Pension Plan defined benefit member receives a benefit of 0.7% of average pensionable earnings up to the average Yearly Maximum Pension Earnings (“**YMPE**”) plus 1.05% of their average earnings in excess of the average YMPE. The Staff Pension Plan was closed to new members effective January 1, 2011.

Effective January 1, 2022, the Executive Pension Plan was closed to new members. New Canadian-based executives participate in the defined contribution provision of the registered Staff Pension Plan for eligible Canadian employees. The defined contribution provision of the Staff Pension Plan is a non-contributory pension plan whereby North West makes contributions based on a percentage of pensionable earnings. Pensionable earnings are comprised of base salary and STIP. The contribution percentage is determined using a points system based on the member’s age and years of membership in the pension plan as set out in the following table:

Age + Years of Pension Plan Membership	Contribution (as a % of Pensionable Earnings)
Less than 50 points	2.0%
50 – 54 points	5.0%
55 – 59 points	6.0%
60 or greater	7.5%

Contributions in excess of ITA limits for service in the defined contribution provision of the Staff Pension Plan are provided by a separate non-registered unfunded pension plan called the (“**Supplemental Employee Retirement Plan**” or “**SERP**”).

An application was filed to merge the Staff Pension Plan and the Executive Pension Plan into one pension plan (“The North West Company Pension Plan”) effective May 1, 2025. The merger of the pension plans, which is subject to regulatory approvals, is being undertaken for administrative purposes and does not affect the pension benefits of pension plan members.

Executives in North West’s International division have the option to participate in North West’s International 401(k) Plan, a defined contribution plan qualified under sections 401(a) and 401(k) of the Internal Revenue Code. Eligible employees may elect to contribute a portion of their salary to the plan, and North West provides 100% matching contributions on the employee’s first 3% of contributions and 50% matching on the next 2% of contributions where North West’s maximum match is 4%.

See “2025 PERFORMANCE AND COMPENSATION — SUMMARY COMPENSATION TABLE — Pension Benefits” starting on page 80 of this Circular for additional information regarding the value of these pension benefits.

Employee Share Ownership Plan

Executives are entitled to participate in North West’s Employee Share Ownership Plan (“**EOP Plan**”). Under the EOP Plan, North West contributes \$1 for every \$3

contributed by the employee for the purchase of North West Shares, subject to an annual maximum contribution by North West equal to 2% of the employee's base salary. North West pays all normal administrative costs, including broker's commissions on Share purchases.

Executive Deferred Share Unit Plan

The Company has an Executive Deferred Share Unit Plan (the "**Executive DSU Plan**"), under which all executives are eligible to defer their annual STIP award into DSUs. The Executive DSU Plan is designed to directly align executive's interests with the long-term interests of Shareholders by encouraging financial commitment to North West through DSUs, which must be held for the full duration of the executive's employment with North West.

Elections to participate in the Executive DSU Plan must be made by an executive prior to December 31 of the calendar year immediately prior to the performance year to which the annual STIP award relates. For example, an election by an executive officer to defer a portion of their approved STIP award for the 2026 fiscal year of North West, must have been made prior to December 31, 2025. Such elections, once made, are irrevocable. An account (a "**DSU Account**"), is maintained by North West for each executive participating in the Executive DSU Plan, and will be credited with the executive's award of DSUs from time to time as well as the date and price at which DSUs were granted. Except with the prior approval of the Board, the maximum number of DSUs which are permitted to be credited to an executive's DSU Account (prior to any adjustments for dividends), shall not exceed:

- (a) for an executive, whose minimum share ownership requirements are one times the executive's base salary, 50% of the executive's base salary in value based on the fair market value of the Shares underlying the DSUs at the original award date; and
- (b) for an executive, whose minimum share ownership requirements are two or more times the executive's base salary, 100% of the executive's base salary in value based on the fair market value of the Shares underlying the DSUs at the original award date.

Participants are credited with DSUs at the time the annual STIP award is paid. The number of DSUs underlying an award is calculated on the date of grant by dividing the portion of the STIP award that is payable to the participant in DSUs by the fair market value of the Shares on the date that the award is granted. Fair market value is determined by calculating the weighted average trading price of the Shares on the TSX for the five trading days on which the Shares traded immediately preceding such date.

DSUs credited to an executive vest immediately and are payable in cash only following the cessation of employment with North West. DSUs attract dividend equivalents as dividends are declared and approved by the Board to be payable on Shares. DSU holdings of North West executive officers are included in their respective equity ownership levels for purposes of share ownership requirements discussed in this Circular.

See "SHARE OWNERSHIP GUIDELINES" starting on page 83 of this Circular for more details.

RISK MANAGEMENT

Through the combination of short and long-term incentives, North West's executive compensation program provides for a significant portion of each executive's compensation to be "at risk". Consequently, it is important that these incentives do not provide an incentive to North West's executives to achieve financial, operational or strategic objectives by taking excessive or unexpected risks. North West believes that its compensation policies and practices provide balanced incentives that are aligned with our business strategy and longer term shareholder value creation.

As required by its mandate, the Compensation Committee regularly reviews and ensures its executive compensation plan through its design, structure and application, has a clear link between pay and performance and does not encourage excessive risk taking. In 2025, the Compensation Committee's independent advisor conducted a compensation risk review and concluded that North West's compensation program and policies apply a balanced approach to short-term and long-term risk and are not likely to have a material adverse effect on North West, its business or its value. Key areas of risk management include the following measures:

- the compensation program is designed to compensate all executives based on the same or substantially equivalent performance goals and is consistent with North West's compensation philosophy;
- there is a balance between short-term performance incentives and equity based awards that vest over time;
- the short-term and long-term incentive plan's performance goals have minimum thresholds and maximum caps. Actual results are measured against pre-approved metrics that are defined at the beginning of the fiscal year, and are substantially linked to North West's financial performance and business strategy;
- North West's Share ownership guidelines require executives to own, directly or indirectly, Shares valued at a pre-defined percentage of their base salary; and
- equity is awarded annually with overlapping vesting periods which ensures that executives are exposed to long-term consequences of their decisions through unvested equity awards.

EXECUTIVE COMPENSATION CLAWBACK POLICY

North West's clawback policy is applicable to STIP and LTIP awards. The clawback provision is triggered at the discretion of the Compensation Committee upon (i) any misstatement in, or restatement of, North West's financial statements, or (ii) any act of mistake, negligence, gross negligence, fraud or intentional misconduct by an executive or former executive, whereby the incentive compensation actually paid or awarded in the preceding 36 months would have been lower had the financial results been correctly reported.

HEDGING AND SPECULATIVE TRADING PROHIBITION

North West's share trading restrictions prohibit employees, officers and Directors from purchasing or selling North West Shares for short-term speculative purposes, from engaging in short selling of or trading in options in securities of North West. Employees, officers and Directors are also prohibited from purchasing financial instruments, including prepaid variable forward contracts, equity swaps, collars or units of exchange funds that are designed to hedge or offset a decrease in market value of equity securities granted as compensation or held, directly or indirectly, by employees.

2025 PERFORMANCE AND COMPENSATION

SUMMARY COMPENSATION TABLE

The following table summarizes the base salary, incentive-based awards, and other compensation awarded to the NEOs for the fiscal year ended January 31, 2026.

Name/ Principal Position	Year	Salary (\$) ⁽¹⁾	Share Based Awards (\$) ⁽²⁾	Option Awards (\$) ⁽³⁾	Annual (Non- Equity) Incentive Plans (\$) ⁽⁴⁾	Pension Value (\$) ⁽⁵⁾	All Other Compensation (\$) ⁽⁶⁾	Total Annual Compensation (\$)
Dan McConnell President and CEO	2025	923,077	1,534,500	511,500	897,154	396,000	114,114	4,376,345
	2024	868,846	1,485,000	495,000	1,096,241	976,800	107,621	5,029,508
	2023	789,039	1,262,250	420,750	1,086,763	715,000	98,053	4,371,855
John King Executive Vice President and Chief Financial Officer	2025	522,812	454,473	151,491	423,347	209,300	56,990	1,818,413
	2024	503,504	439,099	146,366	474,845	587,600	55,792	2,207,206
	2023	499,697	290,910	96,970	442,933	157,700	52,419	1,540,629
Jim Caldwell President, Canadian Retail	2025	453,135	342,525	114,175	266,651	64,760	56,255	1,297,501
	2024	436,401	330,937	110,313	427,901	63,714	54,565	1,423,831
	2023	433,108	252,144	84,048	396,957	59,089	48,966	1,274,312
Kyle Hill ⁽⁷⁾ President, Alaska Commercial Company	2025	517,471	391,156	130,385	429,897	–	11,719	1,480,628
	2024	511,451	373,991	124,664	280,241	–	11,968	1,302,315
	2023	461,954	279,363	93,121	152,741	–	12,966	1,000,145
J. Kevin Proctor ⁽⁸⁾ President, Cost U Less Retail	2025	517,471	391,156	130,385	332,808	–	11,266	1,383,086
	2024	511,451	373,991	124,664	346,720	–	11,503	1,368,329
	2023	461,954	279,363	93,121	155,361	–	12,081	1,001,880

Notes

- (1) There were 26 pay periods in 2024 and 2025 compared to 27 pay periods in 2023 for Mr. McConnell, Mr. King and Mr. Caldwell. There were 26 pay periods in 2023 and 2025, for Mr. Hill and Mr. Proctor compared to 27 pay periods in 2024. Additional information on base salary is provided in "ELEMENTS OF 2025 EXECUTIVE COMPENSATION — ANNUAL BASE SALARY" on page 61 of this Circular.
- (2) Represents the grant value of the PSUs when awarded. The grant value of a PSU award assumes vesting at 100% of Target. The grant value is the fair value of the PSU award for the fiscal year under North West's PSU plan multiplied by the number of Shares granted. The fair market value at the grant date was calculated by using the volume weighted average closing market price for the five days prior to February 1 of the grant year. The total PSUs granted in 2023, 2024 and 2025 to each NEO are summarized below. The PSUs granted in 2023 vested on January 31, 2026.

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NEO	2023 PSU Grant	2024 PSU Grant	2025 PSU Grant
Daniel McConnell	34,878	38,234	32,593
John King	8,038	11,305	9,653
Jim Caldwell	6,967	8,521	7,275
Kyle Hill	5,716	6,990	5,969
J. Kevin Proctor	5,716	6,990	5,969

- (3) These amounts reflect the grant value of the options when granted. The grant date fair value of stock options is calculated by Meridian using the Black-Scholes methodology. On advice from Meridian, North West has chosen to use the Black-Scholes model as the methodology for calculating the fair value of the options granted as this methodology is commonly used by issuers. The Black-Scholes fair value factor was multiplied by the volume weighted average closing price of the Shares on the TSX for the five trading days immediately preceding the grant date and divided by the target compensation for each NEO to calculate the number of options to grant to each eligible participant. See "OUTSTANDING EQUITY BASED AWARDS" starting on page 82 of this Circular for details.
- (4) Represents the dollar value of all amounts earned for services performed during the fiscal year that are related to awards under non-equity incentive plans and all earnings on any such outstanding awards. See "2025 PERFORMANCE AND COMPENSATION — SUMMARY COMPENSATION TABLE — STIP and LTIP Awards" starting on page 74 of this Circular for details.
- (5) See table called "Pension Benefits" for details.
- (6) See table called "All Other Compensation" for details.
- (7) Mr. Hill's compensation was translated from U.S. dollars to Canadian dollars using an average rate of 1.3920 in 2025, 1.3775 in 2024 and 1.3504 in 2023.
- (8) Mr. Proctor's compensation was translated from U.S. dollars to Canadian dollars using an average rate of 1.3920 in 2025, 1.3775 in 2024 and 1.3504 in 2023.

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STIP and LTIP Awards

The table below shows the STIP and LTIP awards by each NEO that were vested or earned during the fiscal year ended January 31, 2026.

Name	Option-Based Awards/Value Vested During the Year (\$)⁽¹⁾	Option-Based Awards/Value Exercised During the Year (\$)⁽²⁾	Share-Based Awards/Value Vested During the Year (\$)⁽³⁾	Non-Equity Incentive Plan Compensation/ Value Earned During the Year (\$)⁽⁴⁾
Daniel McConnell	742,114	601,392	2,222,141	897,154
John King	209,311	513,783	512,117	423,347
Jim Caldwell	142,135	80,200	433,886	266,651
Kyle Hill	142,245	215,255	481,863	429,897
J. Kevin Proctor	132,134	–	483,556	332,808

Notes

- (1) The value of the option-based awards which vested during the fiscal year ended January 31, 2026 was calculated based on the fair value of the option as determined by the closing price of North West's Shares on the TSX at January 31, 2026, and the option strike price as follows:
 - (a) 2019 grant — \$20.29 value per option based on the difference between the fair value of the option as at January 31, 2026, of \$48.61 and the strike price of \$28.32.
 - (b) 2020 grant — \$19.38 value per option based on the difference between the fair value of the option as at January 31, 2026, of \$48.61 and the strike price of \$29.23.
 - (c) 2021 grant — \$13.10 value per option based on the difference between the fair value of the option as at January 31, 2026, of \$48.61 and the strike price of \$35.51. In addition to the 2021 grant, Mr. McConnell was granted 27,301 options on September 20, 2021 resulting from his appointment to President and Chief Executive Officer with an \$13.94 value per option based on the difference between the fair value of the option as at January 31, 2026, of \$48.61 and the strike price of \$34.67.
 - (d) 2022 grant — \$12.78 value per option based on the difference between the fair value of the option as at January 31, 2026, of \$48.61 and the strike price of \$35.83.
 - (e) 2023 grant — \$9.56 value per option based on the difference between the fair value of the option as at January 31, 2026, of \$48.61 and the strike price of \$39.05.
 - (f) 2024 grant — \$9.57 value per option based on the difference between the fair value of the option as at January 31, 2026, of \$48.61 and the strike price of \$39.04.
- (2) Represents the pre-tax amount received by each NEO from options exercised during the fiscal year ended January 31, 2026.
- (3) The value of the Share-based awards that vested during the year was calculated by multiplying the number of PSUs that vested by \$49.15, which is the fair market value of North West Shares at January 31, 2026. Fair market value was calculated by using the volume weighted average closing price of the Shares on the TSX for the five trading days immediately preceding the vesting date of February 1, 2025. The value also includes the equivalent of dividends earned up to January 31, 2026, on vested PSUs.
- (4) Please refer to "2025 PERFORMANCE AND COMPENSATION — STIP and LTIP Awards — 2025 STIP Awards" starting on page 75 of this Circular for information on the calculation of the STIP awards.

2025 STIP Awards

The following chart summarizes North West's performance against the STIP targets set for each of the NEOs for the 2025 fiscal year. The weighting of each initiative varies by each NEO.

North West does not provide further details about the business unit and individual measures as the STIP targets and objectives are aligned with North West's main priorities, and constitute targets and ongoing projects which are confidential and highly strategic, the disclosure of which could seriously jeopardize their completion. The targets for the business unit and individual measures are set on a basis that is expected to be challenging to achieve. Please refer to the "Strategies" section in North West's 2025 Annual Report for more details on these initiatives, which can be found on North West's website at www.northwest.ca or under North West's profile on SEDAR+ at www.sedarplus.ca.

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2025 STIP Performance Measures	Performance Against Target	Dan McConnell	John King	Jim Caldwell	Kyle Hill	J. Kevin Proctor
Consolidated STIP Earnings versus Target	95.7% Below Target of 100%	•	•	•	•	•
Business Unit Measures⁽¹⁾						
Strategic Business Unit (SBU) STIP Earnings: SBU EBIT (adjusted for foreign exchange, incentive plan expenses, other normalizing factors and cost of capital) versus Target						
			•	•	•	•
Individual Measures⁽¹⁾						
Strategy: This measure applies to the development and execution of the Next 100 strategy aligned with the growth objectives and risk profile approved by the Board						
		•	•	•	•	•
Environment, Social, Governance (“ESG”): This measure relates to effectively implementing the Company’s ESG policies and practices, including work on cultural awareness, diversity, equity and inclusion policies, attracting, developing and retaining top talent that is inclusive of the diverse peoples and cultures that are represented within the communities we serve, all in alignment with the Company’s sustainability roadmap						
		•	•	•	•	•
Other Initiatives: These are individual measures for the corporation or SBU which support North West’s key corporate initiatives						
		•	•	•	•	•

Note

- (1) A “•” indicates the inclusion of the NEO in the specific Business Unit Measure or Individual Measure and is not an indication of performance versus target for the specific measure. The range of performance included measures which exceeded target performance, met target performance and were below target performance. Metrics are chosen on the basis of their strategic importance.

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The following sets out the individual STIP awards in fiscal 2025 for each NEO. No discretionary adjustment was applied in determining individual NEO awards.

NEO	STIP Performance Measure	% Weight of Measure	% of Base Salary Target	Earned STIP \$	Earned STIP % of Target STIP
Daniel McConnell	Consolidated STIP Earnings	75%			
	Strategy & Individual Goals	25%			
	TOTAL	100%	95%	897,154	101.5%
John King	Consolidated STIP Earnings	60%			
	Business Unit STIP Earnings	15%			
	Strategy & Individual Goals	25%	75%	423,347	107.1%
Jim Caldwell	Consolidated STIP Earnings	10%			
	Business Unit STIP Earnings	65%			
	Strategy & Individual Goals	25%	75%	266,651	77.8%
Kyle Hill	Consolidated STIP Earnings	10%			
	Business Unit STIP Earnings	65%			
	Strategy & Individual Goals	25%	75%	429,897	109.9%
J. Kevin Proctor	Consolidated STIP Earnings	10%			
	Business Unit STIP Earnings	65%			
	Strategy & Individual Goals	25%	75%	332,808	85.1%

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PSUs Vested in 2025

The following sets out the calculation of the individual PSUs earned or vested during the fiscal year ended January 31, 2026, for each NEO. No discretionary adjustment was used by the Board in determining individual PSU payments.

NEO	Time-vesting ⁽¹⁾	Operating ⁽¹⁾		Relative ⁽¹⁾		Value of Vested PSU (\$) ⁽³⁾
	Vesting %	2023-2025 Earnings Performance	Vesting %	TSR ⁽²⁾ Performance	Vesting %	
Daniel McConnell	100	100.8%	115.5	P58	132.9	2,222,141
John King	100	100.8%	115.5	P58	132.9	512,117
Jim Caldwell	100	100.4%	107.6	P58	132.9	433,886
Kyle Hill	100	97.2%	98.2	P58	132.9	481,863
J. Kevin Proctor	100	97.5%	99.4	P58	132.9	483,556

Notes

- (1) See "ELEMENTS OF 2025 EXECUTIVE COMPENSATION — LONG TERM INCENTIVE PLAN — Performance Share Units" starting on page 64 of this Circular for further details on the methodology used to calculate the number of PSUs that vested.
- (2) TSR relative performance was calculated by Meridian, and represents the data point that is higher than 58% of all other data in the sample when ranked from low to high.
- (3) The value of the PSU awards was calculated by multiplying the number of PSUs that vested by \$49.15, which is the fair market value of North West Shares. Fair market value was calculated by using the volume weighted average closing price of the Shares on the TSX for the five trading days immediately preceding the vesting date. The value also includes the equivalent of dividends earned up to January 31, 2026 on vested PSUs. The PSU payment for Mr. Hill and Mr. Proctor was translated to Canadian dollars using an average rate of 1.3920.

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All Other Compensation

The following table shows the breakdown of “All Other Compensation” in the Summary Compensation Table for 2023 to 2025. These amounts reflect the aggregate incremental costs to North West.

NEO	Year	Flexible Benefits (\$)	Employee Share Ownership Plan (\$)	Other (\$)	Total All Other Compensation (\$)
Daniel McConnell	2025	92,308	18,460	3,346	114,114
	2024	86,885	17,375	3,361	107,621
	2023	78,904	15,779	3,370	98,053
John King	2025	52,281	–	4,709	56,990
	2024	50,350	–	5,442	55,792
	2023	49,970	–	2,449	52,419
Jim Caldwell	2025	45,314	8,666	2,275	56,255
	2024	43,640	8,666	2,259	54,565
	2023	43,311	3,333	2,322	48,966
Kyle Hill ⁽¹⁾	2025	–	10,254	1,465	11,719
	2024	–	10,537	1,431	11,968
	2023	–	9,497	3,469	12,966
J. Kevin Proctor ⁽¹⁾	2025	–	9,801	1,465	11,266
	2024	–	10,072	1,431	11,503
	2023	–	9,508	2,573	12,081

Note

(1) Benefits denominated in U.S. dollars were translated to Canadian dollars using an average exchange rate of 1.3920 in 2025, 1.3775 in 2024 and 1.3504 in 2023.

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Pension Benefits

The following is a summary of the retirement income of each of the NEOs under the defined benefit provisions of North West's pension arrangements. Please refer to "ELEMENTS OF 2025 EXECUTIVE COMPENSATION — OTHER ELEMENTS OF 2025 COMPENSATION" starting on page 68 of this Circular for information regarding the terms and conditions of payments and benefits under the plan, including the formula for determining benefits.

Defined Benefit Plans

Name	Years of Credited Service (#)	Annual Benefits payable at year end (\$)	Annual Benefits payable at age 65 (\$)	Defined Benefit Obligation at start of year (\$)	Compensatory Change (\$)	Non-Compensatory Change (\$)	Defined Benefit Obligation at year end ⁽¹⁾
Daniel McConnell ⁽²⁾	23.5	491,300	963,300	6,116,700	396,000	5,500	6,518,200
John King ⁽²⁾	29.5	350,300	437,700	4,771,300	209,300	101,300	5,081,900
Kyle Hill ⁽³⁾	2.8	19,500	19,500	138,000	—	(3,000)	135,000

Notes

- Pensionable earnings are determined on a calendar-year basis, and include base salary and STIP. The defined benefit obligation under the defined benefit pension plan are calculated by North West's independent actuaries based on the same valuation method and significant assumptions used in determining the defined benefit obligations as disclosed in the notes to North West's audited Consolidated Financial Statements for the year-ended January 31, 2026. The underlying assumption used by the actuary is a 4% annual increase in pensionable earnings. Pensionable earnings in excess of 4% are allocated into the compensatory amount which comprises the defined benefit obligation as shown in this table (the reverse also applies in the event pensionable earnings grow less than 4%, which results in a negative amount for the year). The year-end defined benefit obligation is determined by projecting the previous calendar year pensionable earnings to retirement age for each NEO. The actuary determines the highest three consecutive years of pensionable earnings to determine the accrued pension and obligation. In most situations, this is the last or final three years.
- Values include 6.17 years of Staff Pension Plan service for Mr. McConnell and 9.92 years of Staff Pension Plan service for Mr. King. The actuary determines the highest five consecutive year average earnings in the ten years prior to the end of employment to determine the accrued pension and obligation for the Staff Pension plan.
- Mr. Hill was appointed President, Alaska Commercial Company in August 2021 and ceased accruing benefits in the Executive Pension Plan and Excess Plan.

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Defined Contribution Plans

Name	Accumulated Value At Start Of Year (\$)	Compensatory (\$)	Accumulated Value At Year End (\$)
Jim Caldwell ⁽¹⁾	151,820	64,760	216,580
Kyle Hill ⁽²⁾	–	–	–
J. Kevin Proctor ⁽²⁾	–	–	–

Notes

- (1) Mr. Caldwell is a member of the defined contribution provision of the Staff Pension Plan.
- (2) Mr. Hill and Mr. Proctor are eligible to participate in North West's International division 401(k) Plan.

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OUTSTANDING EQUITY BASED AWARDS

The following are the total unexercised option-based awards and share-based awards granted to North West's NEOs as at January 31, 2026.

Name	Option Based Awards				Share Based Awards			
	Option Grant Year	# of securities underlying unexercised options ⁽¹⁾	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options (\$) ⁽²⁾	# of Shares that have not vested to nearest Share ⁽³⁾	Market or payout value of Share-based awards that have not vested (\$) ⁽⁴⁾	Market or payout of vested Share-based awards not paid out or distributed ⁽⁵⁾
Daniel McConnell	2019	2,139	28.32	October 1, 2026				
	2020	36,378	29.23	June 19, 2027				
	2021	21,581	35.51	April 22, 2028				
	2021	27,301	34.67	September 20, 2028				
	2022	77,172	35.83	April 29, 2029				
	2023	69,520	39.05	April 25, 2030				
	2024	68,370	39.04	April 26, 2031				
	2025	49,612	54.39	April 25, 2032	3,716,863	74,596	3,666,393	6,335,811
John King	2020	31,073	29.23	June 19, 2027				
	2021	19,750	35.51	April 22, 2028				
	2022	18,144	35.83	April 29, 2029				
	2023	16,022	39.05	April 25, 2030				
	2024	20,216	39.04	April 26, 2031				
	2025	14,694	54.39	April 25, 2032	1,439,438	22,073	1,084,888	3,316,914
Jim Caldwell	2021	2,884	34.67	September 20, 2028				
	2022	10,726	35.83	April 29, 2029				
	2023	13,887	39.05	April 25, 2030				
	2024	15,236	39.04	April 26, 2031				
	2025	11,074	54.39	April 25, 2032	455,849	16,637	817,709	963,346
Kyle Hill	2021	122	34.67	September 20, 2028				
	2022	3,226	35.83	April 29, 2029				
	2023	5,697	39.05	April 25, 2030				
	2024	9,375	39.04	April 26, 2031				
	2025	9,085	54.39	April 25, 2032	187,111	13,648	933,752	481,863
J. Kevin Proctor	2021	9,984	35.08	June 21, 2028				
	2022	12,903	35.83	April 29, 2029				
	2023	11,394	39.05	April 25, 2030				
	2024	12,500	39.04	April 26, 2031				
	2025	9,805	54.39	April 25, 2032	528,536	13,648	933,752	483,556

Notes

- (1) Options granted in 2018 onward are time-vested awards that vest one-quarter per year at the end of years one, two, three and four.
- (2) The market value of all unexercised in-the-money standard options granted in 2019 and onward, are calculated based on the difference between \$48.61, the closing price of a common Share on January 31, 2026, and the option exercise price noted in the above table.
- (3) Includes the number of unvested PSUs outstanding as at January 31, 2026.

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- (4) The market value of the unvested Share-based awards is calculated by multiplying the portion of the outstanding PSUs which are time-based (one-third of the PSU grants for 2024 and 2025) granted to the NEO by the fair market value of the Shares as at February 1, 2025 (\$49.15). Fair market value is calculated based on the volume weighted average closing price of the Shares on the TSX for the five trading days immediately preceding February 1, 2026. The two-thirds portion of the outstanding PSU grants for 2024 and 2025 which are subject to performance conditions are valued at the fair market value of the Shares as at February 1, 2026 (\$49.15) based on the achievement of target performance. The final amounts in the table include dividends earned up to January 31, 2026, on granted PSUs. No assumption is made for future dividends.
- (5) Includes the PSUs granted in 2023 that vested on January 31, 2026, plus all other outstanding vested PSUs and Executive DSUs multiplied by \$49.15 which is the fair market value of North West shares calculated based on the volume weighted average closing price of the Shares on the TSX for the five trading days immediately preceding the vesting date.

SHARE OWNERSHIP GUIDELINES

The Board established a Share Ownership Policy outlining the minimum levels of Share ownership required for all executives. In 2025, the Compensation Committee, with the support of its independent advisor, completed a review of the Share Ownership Policy. The policy is designed to align the interests of those executives with the interests of Shareholders, to demonstrate financial commitment to North West through personal Share ownership, and to promote North West's long-term commitment to sound corporate governance.

The following are included as "Shares" for the purposes of determining the Share ownership level for each executive:

- all Shares owned by the executive, an executive's spouse and any dependent children living in the same household (either purchased through the open market or those obtained from North West treasury through the exercise of stock options);
- unvested time-based PSUs;
- vested PSUs; and
- vested DSUs.

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Once an executive achieves the guidelines, if the Share price declines and the market value of the Shares held drops below the minimum, as long as the executive holds the minimum number of Shares (at peak price) going forward, the executive is considered to be in compliance with the guidelines.

North West believes that given the short and long-term incentive programs in place for executives, that there are sufficient mechanisms available to assist an executive to reach required ownership levels within five years. Executives who are subject to this policy are required to abide by the following until their minimum Share ownership requirement is met:

- convert 50% of after-tax performance share units into Shares;
- purchase or hold Shares equivalent to 50% of the after-tax value of any stock options exercised by the Executive; and
- fully participate in North West's Employee Share Ownership Plan.

The table below shows the market value of Shares held by each of the NEOs as of January 31, 2026, based on the closing price of North West on the TSX on January 31, 2026, and the actual ownership as a multiple of their respective base salary.

NEO	Market Value of Shares (\$)⁽¹⁾	Minimum Ownership as a multiple of Base Salary	Actual Ownership as a multiple of Salary
Daniel McConnell	10,435,057	5.0	11.2
John King	10,398,259	2.0	19.7
Jim Caldwell	1,369,843	2.0	3.0
Kyle Hill	1,665,007	2.0	4.4
J. Kevin Proctor	769,489	2.0	2.1

Note

- (1) Includes any Shares purchased through the open market, 100% of unvested time-based PSUs, vested PSUs and DSUs; all multiplied by the January 31, 2026, closing price of \$48.61.

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SUMMARY OF SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS

The total number of underlying Shares issuable to any participant pursuant to North West's Share Option Plans and the DSU Plan and all other equity compensation plans of North West will not exceed 10% of the issued and outstanding Shares at the date of any grants. The maximum number of Shares available for issuance under the Share Option Plans is a fixed number set at 4,354,020. The maximum number of Shares available for issuance under the DSU Plan is a fixed number set at 484,970. The maximum number of Shares available for issuance under the PSU plan is a fixed number set at 860,000. The following table provides information on securities authorized for issuance under equity compensation plans as at January 31, 2026:

Equity Compensation Plan	Securities to be issued upon exercise of outstanding options and Director DSUs (A)	Weighted average exercise price of outstanding options and Director DSUs (B)	Securities remaining available for future issuance under equity compensation plans (excluding securities reflected in column A)
Options ⁽¹⁾	1,139,513	\$38.36	2,491,320
Director Deferred Share Units	262,531	NA	204,346
Treasury-settled Performance Share Units	369,832	NA	426,492

Note

- (1) The outstanding options have a weighted average remaining life of 3.7 years. Further information on share options, DSUs and PSUs is provided in Note 15 to the Company's audited consolidated financial statements for the year ended January 31, 2026, which is available under the Company's profile on SEDAR+ at www.sedarplus.ca or on the Company's website at www.northwest.ca.

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ADDITIONAL INFORMATION ON EQUITY COMPENSATION PLANS

The following table provides additional information on the Director Deferred Share Unit Plan, Treasury Settled Performance Share Units and the Share Option Plan as at January 31 for the past three years:

	2026	2025	2024
Total Shares issued and outstanding as at January 31	47,629,453	47,871,258	47,711,467
Total weighted average Shares issued and outstanding for the year ended January 31	47,830,959	47,788,168	47,746,920
Director Deferred Share Units (“DSUs”)			
Number of underlying Shares reserved for issuance upon exercise of all DSUs	262,531	242,874	264,837
DSU Dilution — Shares reserved under the DSU Plan as a % of total Shares issued and outstanding as at January 31	0.55%	0.51%	0.56%
Number of DSUs granted during the fiscal year (February 1 to January 31)	36,549	38,044	58,363
DSU Burn Rate — % of DSUs granted during the fiscal year as a % of weighted average Shares outstanding for the year ended January 31	0.08%	0.08%	0.12%
Number of DSUs available for future issuance under equity compensation plans	204,346	224,003	202,040
Treasury Settled Performance Share Units (“TPSUs”)			
Number of underlying Shares reserved for issuance upon exercise of all TPSUs	369,832	329,143	326,611
TPSU Dilution — Shares reserved under the TPSU Plan as a % of total Shares issued and outstanding as at January 31	0.78%	0.69%	0.68%
Number of TPSUs granted during the fiscal year (February 1 to January 31)	74,131	101,438	85,184
TPSU Burn Rate — % of TPSUs granted during the fiscal year as a % of weighted average Shares outstanding for the year ended January 31	0.15%	0.21%	0.18%
Number of TPSUs available for future issuance under equity compensation plans	426,492	470,530	390,441
Share Option Plan			
Number of underlying Shares reserved for issuance upon exercise of all options	1,139,513	1,128,718	1,402,250
Option Dilution — Shares reserved under Share Option Plans as a % of total Shares issued and outstanding as at January 31	2.39%	2.36%	2.94%
Number of options granted during the fiscal year (February 1 to January 31)	161,329	231,870	211,484
Option Burn Rate — % of options granted during the fiscal year as a % of weighted average Shares outstanding for the year ended January 31	0.34%	0.49%	0.44%
Number of options available for future issuance under equity compensation plans	2,491,320	2,566,525	2,547,403
Total Equity Compensation Plans			
Total Dilution — Shares reserved under all equity compensation plans as a % of total Shares issued and outstanding as at January 31	3.72%	3.55%	4.18%
Total Burn Rate — options and DSUs granted during the fiscal year as a % of weighted average Shares outstanding as at January 31	0.57%	0.78%	0.74%
Total Overhang — options and DSUs available for future issuance plus options and DSUs outstanding but not exercised as a % of Shares issued and outstanding as at January 31	10.28%	10.36%	10.76%

TERMINATION AND CHANGE OF CONTROL BENEFITS

The following table summarizes the payments that would be received by each NEO pursuant to contractual provisions where the executive ceases to be employed by North West. The amounts calculated are based on compensation as at January 31, 2026. The provisions contained in the plan documents for the PSU plan and in the Original Option Plan and Amended and Restated Option Plan for termination and change of control apply to all NEOs.

The actual amount that each NEO could receive in the future as a result of termination of employment or change of control could differ materially from the amounts set forth as a result of a variety of factors, such as changes in Share price or base salary, timing of the termination or change of control, and the vesting and granting of additional Share awards. Upon a change of control, the vesting of unearned PSUs is based on the actual performance achieved as of the date of the change of control in accordance with the PSU plan. The following table also does not include any potential common law entitlements arising in the event of termination or change of control, or any amounts that may be agreed upon at the time of termination, or amounts paid at the discretion of the Board.

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	For Cause (\$)	Without Cause (\$)	Change of Control (\$)	Retirement (\$) ⁽¹⁾	Death or Disability (\$)	Resignation (\$)
Daniel McConnell						
Base/Bonus/Perquisite ⁽²⁾	-	4,039,395	-	-	-	-
PSUs ⁽³⁾	-	3,666,393	3,666,393	3,666,393	1,892,537	-
Options ⁽⁴⁾	-	3,716,863	3,716,863	3,716,863	2,647,267	-
Total	-	11,422,651	7,383,256	7,383,256	4,539,804	-

John King						
Base/Bonus/Perquisite	-	-	-	-	-	-
PSUs ⁽³⁾	-	559,851	1,084,888	1,084,888	559,851	-
Options ⁽⁴⁾	-	1,159,782	1,439,438	1,439,438	1,159,782	-
Total	-	1,719,633	2,524,326	2,524,326	1,719,633	-

Jim Caldwell						
Base/Bonus/Perquisite ⁽⁵⁾	-	456,700	-	-	-	-
PSUs ⁽³⁾	-	421,986	817,709	817,709	421,986	-
Options ⁽⁴⁾	-	229,869	455,849	455,849	229,869	-
Total	-	1,108,555	1,273,558	1,273,558	651,855	-

Kyle Hill						
Base/Bonus/Perquisite	-	-	-	-	-	-
PSUs ⁽³⁾	-	481,860	933,752	933,752	481,860	-
Options ⁽⁴⁾	-	1,701	187,111	187,111	1,701	-
Total	-	483,561	1,120,863	1,120,863	483,561	-

J. Kevin Proctor						
Base/Bonus/Perquisite	-	-	-	-	-	-
PSUs ⁽³⁾	-	481,860	933,752	933,752	481,860	-
Options ⁽⁴⁾	-	343,128	528,536	528,536	343,128	-
Total	-	824,988	1,462,288	1,462,288	824,988	-

Notes

- (1) The amounts for retirement for all NEOs assume the NEO has been approved as a "Qualified Retirement" by the Board pursuant to the terms of these incentive plans.
- (2) The base salary, bonus and perquisite amount to be paid to Mr. McConnell upon termination without cause is pursuant to the terms of his employment agreement.
- (3) This amount reflects the amounts payable under the plan document for North West's PSU plan. The value of the PSUs is calculated by multiplying the number of qualified Share units by the fair market value as determined under the PSU plans (\$49.15) as at January 31, 2026. Upon a change of control, the vesting of unearned PSUs is based on the actual performance achieved as of the date of the change of control in accordance with the PSU plan. PSUs are calculated at target in the table above. With respect to death or disability, the amounts are prorated as at January 31, 2026, pursuant to the terms of the PSU plan.

- (4) These amounts reflect the amounts payable under the Original Option Plan and Amended and Restated Option Plan. With respect to the amounts payable upon Retirement, the amounts payable assume that all NEOs were approved for “Qualified Retirement” under the Original Option Plan and Amended and Restated Option Plan. The value of the options is calculated by multiplying the number of qualified options by the January 31, 2026, closing Share price of \$48.61, and subtracting from that amount the number of qualified options multiplied by the exercise price of each option.
- (5) The base salary, bonus and perquisite amount to be paid to Mr. Caldwell upon termination without cause is pursuant to the terms of his employment agreement.

EMPLOYMENT AGREEMENTS/OFFERS OF EMPLOYMENT

President and Chief Executive Officer

The key terms of Mr. McConnell’s employment agreement relating to termination are as follows:

Termination without Cause

Mr. McConnell is entitled to receive a payment in the amount of two (2) times: (i) Base Salary, (ii) the greater of his average STIP paid in the previous two years or target STIP at 95% of base salary and (iii) flexible benefits. In addition, all vested and unvested PSUs and options granted prior to the termination date shall continue to vest in accordance with the original vesting schedules and be settled in accordance with the applicable plans, with performance contingent PSUs subject to performance conditions (collectively the “**Termination Payment**”).

Termination by the Executive for “Good Reason” as defined in the Employment Agreement

Mr. McConnell may terminate his employment for Good Reason, which equates with constructive dismissal, and will be entitled to the Termination Payment.

Non-Competition / Non-Solicitation

Mr. McConnell is bound by non-competition covenants and non-solicitation covenants of 12 months and 24 months respectively from the date of termination of his employment.

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President, Canadian Retail

The key terms of Mr. Caldwell's employment agreement relating to termination are as follows:

Termination without Cause	Mr. Caldwell is entitled to receive a payment in the amount of one (1) times his Base Salary as at the Date of Termination. In addition, all vested and unvested PSUs and options shall be settled in accordance with the applicable plans.
Non-Competition / Non-Solicitation	Mr. Caldwell is bound by non-competition and non-solicitation covenants for a period of nine months from the date of termination of his employment.

PART V — ADDITIONAL INFORMATION

INDEBTEDNESS OF DIRECTORS AND EXECUTIVES

None of the Directors or executives of North West or its affiliated entities, nor any associate or affiliate of any of them, as at January 31, 2026, is or was indebted, directly or indirectly, to North West or any of its affiliated entities at any time.

DIRECTOR AND OFFICER LIABILITY INSURANCE

North West maintains a Director and Officer liability insurance program. The program covers costs to defend and settle claims against North West's Directors and officers to an annual limit of \$50 million, with additional \$50 million coverage in Side A DIC coverage. The primary policy includes a \$250,000 deductible for an indemnifiable occurrence with no deductible for a non-indemnifiable occurrence. The cost of coverage for the period July 1, 2025, to June 30, 2026, was approximately \$407,000. Directors and officers do not pay premiums, and no indemnity claims were made or paid in 2025.

INTEREST OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

Management of North West is not aware of any material interest, direct or indirect, of any informed person (being a director or executive officer of North West or a person who beneficially owns or controls, directly or indirectly, more than 10% of the voting rights attached to Shares of North West) or any associate or affiliate of any of the foregoing persons, in any transaction since the commencement of our most recently completed financial year or in any proposed transaction which has materially affected or would materially affect us or any of our subsidiaries.

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WHERE TO FIND ADDITIONAL INFORMATION

Current financial information for North West is provided in North West's comparative financial statements and Management's Discussion and Analysis for the most recently completed financial year. This information and additional information relating to North West can be found under North West's profile on SEDAR+ at www.sedarplus.ca and on North West's website at www.northwest.ca.

Copies of North West's Annual Information Form, Annual Report (including Management's Discussion and Analysis), financial statements, Report Under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* and this Circular may be obtained upon request to the Corporate Secretary of North West. North West may require the payment of a reasonable charge if the request is made by a person who is not a Shareholder of North West.

PART VI — DIRECTORS' APPROVAL

The contents and the sending of this Circular have been approved by the Board.

**BY ORDER OF THE BOARD
OF DIRECTORS OF
THE NORTH WEST COMPANY INC.**

"Alexis Cloutier"

Winnipeg, Manitoba, Canada
April 8, 2026

Alexis Cloutier
Vice-President, Legal and Corporate Secretary
The North West Company Inc.

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Schedule “A” — Amendment to the Director Deferred Share Unit Plan

AMENDMENT NO. 2

AMENDED AND RESTATED DIRECTOR DEFERRED SHARE UNIT PLAN

WHEREAS The North West Company Inc. (the “Company”) adopted an amended and restated director deferred share unit plan effective as of December 13, 2016, as amended on June 9, 2021 (the “Director DSU Plan”);

AND WHEREAS the Company desires to amend Section 4(j) of the Director DSU Plan to increase the limitation on individual participant grants as hereinafter described;

AND WHEREAS Section 10 of the Director DSU Plan provides that the board of directors of the Company (the “Board”), may amend the Director DSU Plan at any time in their discretion, subject to shareholder approval for any increase of the limit specified in Section 4(j);

AND WHEREAS the Board and the shareholders of the Company have approved the amendment to the Director DSU Plan contained herein.

NOW THEREFORE the Director DSU Plan is amended as follows:

1. Section 4(j) is hereby deleted in its entirety and replaced by the following:

“(j) **Limitation on Individual Participant Grants** — The value of Deferred Share Units issued under Sections 4(a) and 4(i) and any other awards granted under any other equity compensation arrangements of the Corporation in any one calendar year to any one Participant shall not exceed \$150,000.”

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Schedule “B” — Mandate of the Board of Directors

The Board of Directors (the “Board”) of The North West Company Inc. (“North West”) is responsible for the stewardship of North West, providing independent and effective leadership in supervising the business and affairs of North West. The Board will discharge this responsibility by developing and determining policies by which the business and affairs of North West are to be managed, and by overseeing the management of North West.

A. COMPOSITION, BOARD ORGANIZATION, AND MEETINGS

- The Board will be comprised of between three and thirteen directors, with the number of directors from time to time being fixed by the Board. The Board will be constituted with a majority of individuals who are “independent” within the meaning of *National Instrument 58-101 — Disclosure of Corporate Governance Practices*.
- All directors will have the skills and abilities appropriate to their election or appointment as a director.
- The directors will be elected at each annual general meeting of shareholders (“AGM”) subject to North West’s bylaws to hold office for a term expiring at the close of the next AGM following such an election.
- The Board is responsible for establishing formal delegations of authority, which define the limits of management’s power and authority, and delegating to management certain powers to manage the affairs of North West. The Board has delegated to the Chief Executive Officer (“CEO”) certain powers and authorities to manage the business and affairs of North West, subject to the *Canada Business Corporations Act* and the articles and by-laws of North West. Any power or authority not so delegated remains within the Board.
- The Board has established the following committees to assist the Board in discharging its duties: the Audit Committee, the Governance and Nominating Committee, and the Human Resources, Compensation and Pension Committee. Each committee has its own Board approved mandate. The Board may establish additional committees or merge or dispose of any committee, as circumstances require. The Board is responsible for overseeing the duties delegated to each committee.
- Quorum for a Board meeting will be a majority of the directors. All directors are expected to attend, review all meeting materials for and be prepared to participate at every Board meeting.
- In fulfilling its responsibilities, the Board shall have unrestricted access to management, and authority to select, retain, terminate and approve the fees of any independent advisor to assist it in performing its responsibilities.

- The independent members of the Board will meet in camera at the end of every Board meeting without the non-independent members of the Board or management in attendance.
- Minutes of the Board and its committees shall be recorded and maintained by the Corporate Secretary and subsequently presented to the Board or its committees for approval.

B. DUTIES AND RESPONSIBILITIES

The Board's duties include:

1. Strategic Planning

- Providing oversight and guidance on the strategic issues facing North West.
- Requiring the CEO, in collaboration with the Board, to develop and present to the Board for approval, North West's long-term strategic plan.
- Approving North West's financial objectives and annual operating plan, including capital allocations, expenditures, and transactions exceeding threshold amounts set by the Board.
- Monitoring implementation and effectiveness of the approved strategic and operating plans.
- Approving major business decisions not specifically delegated to management.

2. Identification and Management of Risks

- Ensuring that processes are in place for management to identify and manage the principal risks inherent in North West's business and operations (including risks related to cybersecurity and artificial intelligence).
- Reviewing the systems that are implemented by management to manage and monitor those risks.
- Reviewing the processes that ensure compliance with applicable legal and regulatory requirements.

3. Financial Performance and Internal Controls

- Overseeing the financial reporting and disclosure obligations of the Board.
- Recommending the appointment and remuneration of North West's external auditors to North West's shareholders.
- Overseeing the integrity of North West's management information systems and the adequacy of North West's internal accounting and disclosure controls and procedures.

- Reviewing and approving North West’s annual and quarterly financial statements, management’s discussion and analysis, annual information form, management information circular, and other public disclosure documents that require Board approval.
- Overseeing compliance with applicable audit and accounting requirements.
- Approving the issuance of securities and the declaration of dividends

4. Communications and Public Disclosure

- Approving North West’s communication policies.
- Overseeing establishment of processes for accurate, timely, and appropriate full public disclosure.
- Approving a written disclosure policy, and monitoring compliance of such policy and applicable corporate, securities and stock exchange requirements.
- Overseeing any policies and practices related to shareholder engagement.

5. Human Resources Management, Succession Planning and Executive Compensation

- Supervising the succession planning processes of North West, and approving the selection, appointment, development, evaluation and compensation of the CEO and other senior officers.
- Overseeing North West’s executive compensation program (including considering say-on-pay advisory vote results and related feedback) and overall compensation philosophy for all other employees.
- Overseeing and monitoring North West’s approach to human resource management (including related to North West’s diversity, equity and inclusion strategies and any related policies).
- Ensuring there are policies and practices in place to enable North West to attract, develop, and retain the human resources required by North West to meet its business objectives.

6. Governance

- Developing a set of corporate governance principles and guidelines.
- Establishing appropriate structures and procedures to allow the Board to function independently of management.
- Establishing Board committees and defining their mandates to assist the Board in carrying out its roles and responsibilities.
- Approving the compensation of the directors, the Board Chair and the Chairs of the Board committees.

- Setting expectations and responsibilities of directors, including attendance at, preparation for, and participation in meetings.
- Undertaking regular evaluations of the Board, its committees, its members, and reviewing its composition with a view to the effectiveness and independence of the Board and its members.
- Ensuring that each new director engages in a comprehensive orientation process and that all directors are provided with continuing education opportunities.
- Identifying competencies and skills necessary for the Board as a whole and for each individual director.
- Overseeing matters related to the diversity of the Board as a whole and any related policies.
- Identifying qualified candidates to become new directors.
- Reviewing the Board mandate on a regular basis, or as a result of legislative or regulatory changes, to ensure it appropriately reflects the Board's stewardship responsibilities.

7. Integrity, Ethics and Social Responsibility

- Establishing North West's values, including approving North West's Code of Business Conduct and Ethics.
- Monitoring compliance with the Code of Business Conduct and Ethics.
- Approving any other policies and practices for dealing with matters related to integrity and ethics.
- Overseeing and monitoring North West's approach to ESG (environmental, social, governance) and climate change matters, including any ESG strategies, risk management and reporting.
- To the extent possible, satisfying itself of the integrity of the CEO and other senior officers and that the CEO and other senior officers create a culture of integrity throughout North West.

Approved by the Board of Directors effective December 9, 2025.

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Nor'Westers are associated with the vision, perseverance, and enterprising spirit of the original North West Company and Canada's early fur trade. We trace our roots to 1668, and the establishment of one of North America's early trading posts at Waskaganish on James Bay. Today, we continue to embrace this pioneering culture as true "frontier merchants."

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