

THE



***NORTH WEST***

COMPANY

ENTERPRISING · SINCE 1668

A leading retailer of food and everyday products and services to rural communities and urban neighbourhoods in Canada, Alaska, the Pacific and the Caribbean.



# Banner Breakdown by Geography



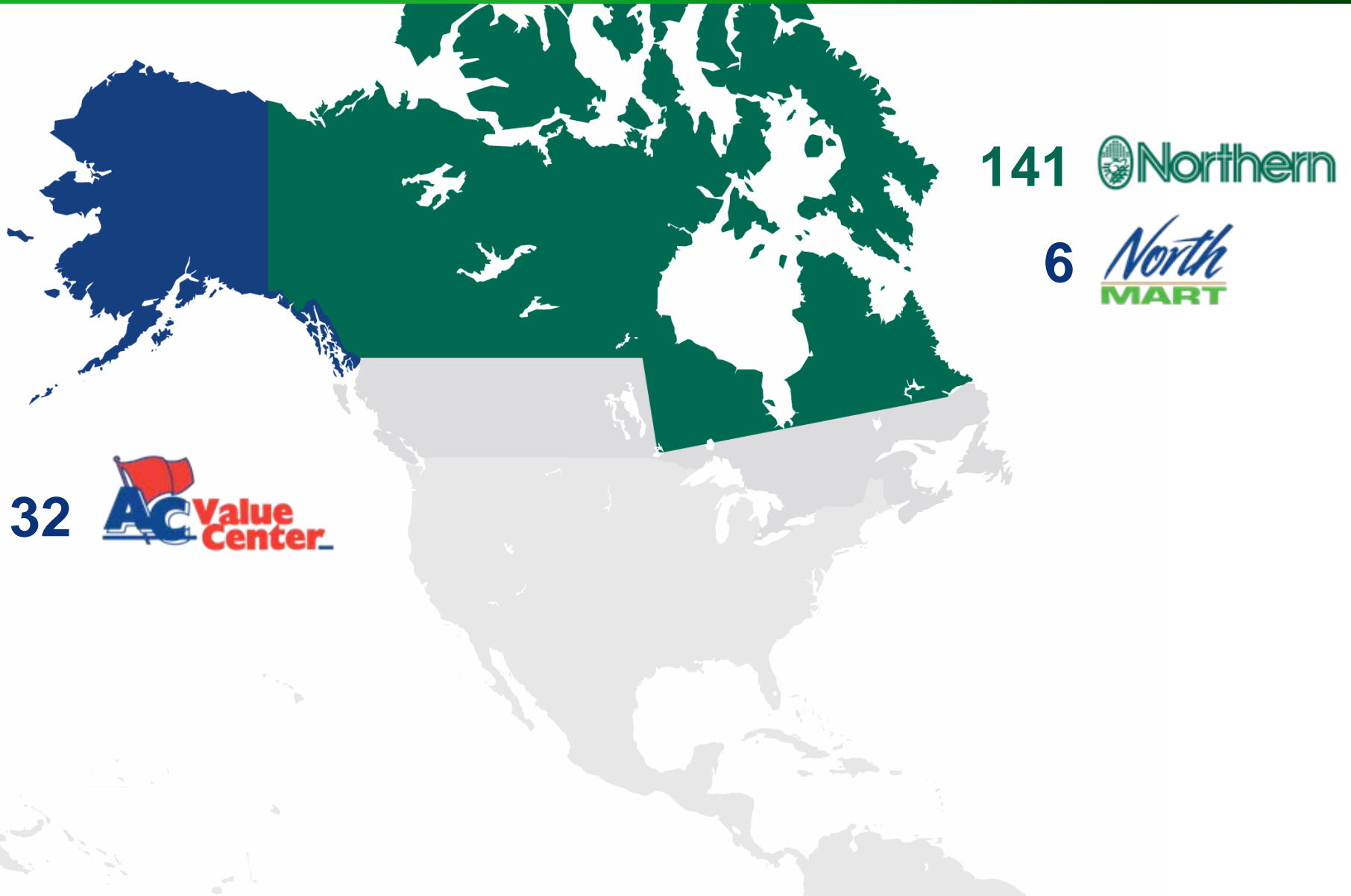
# Banner Breakdown by Geography



141  Northern

6  North  
MART

# Banner Breakdown by Geography



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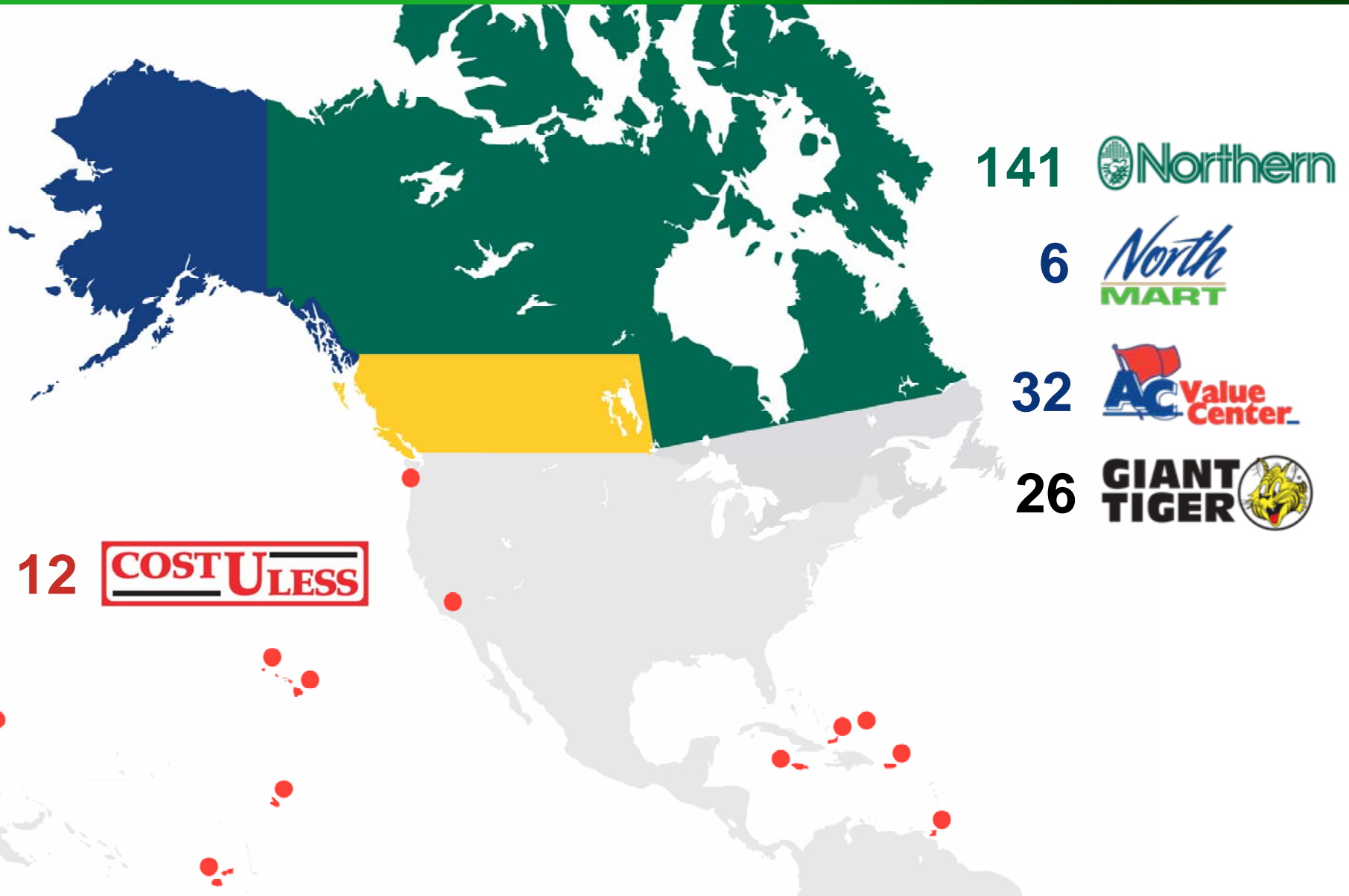
26 **GIANT TIGER** 

141  Northern

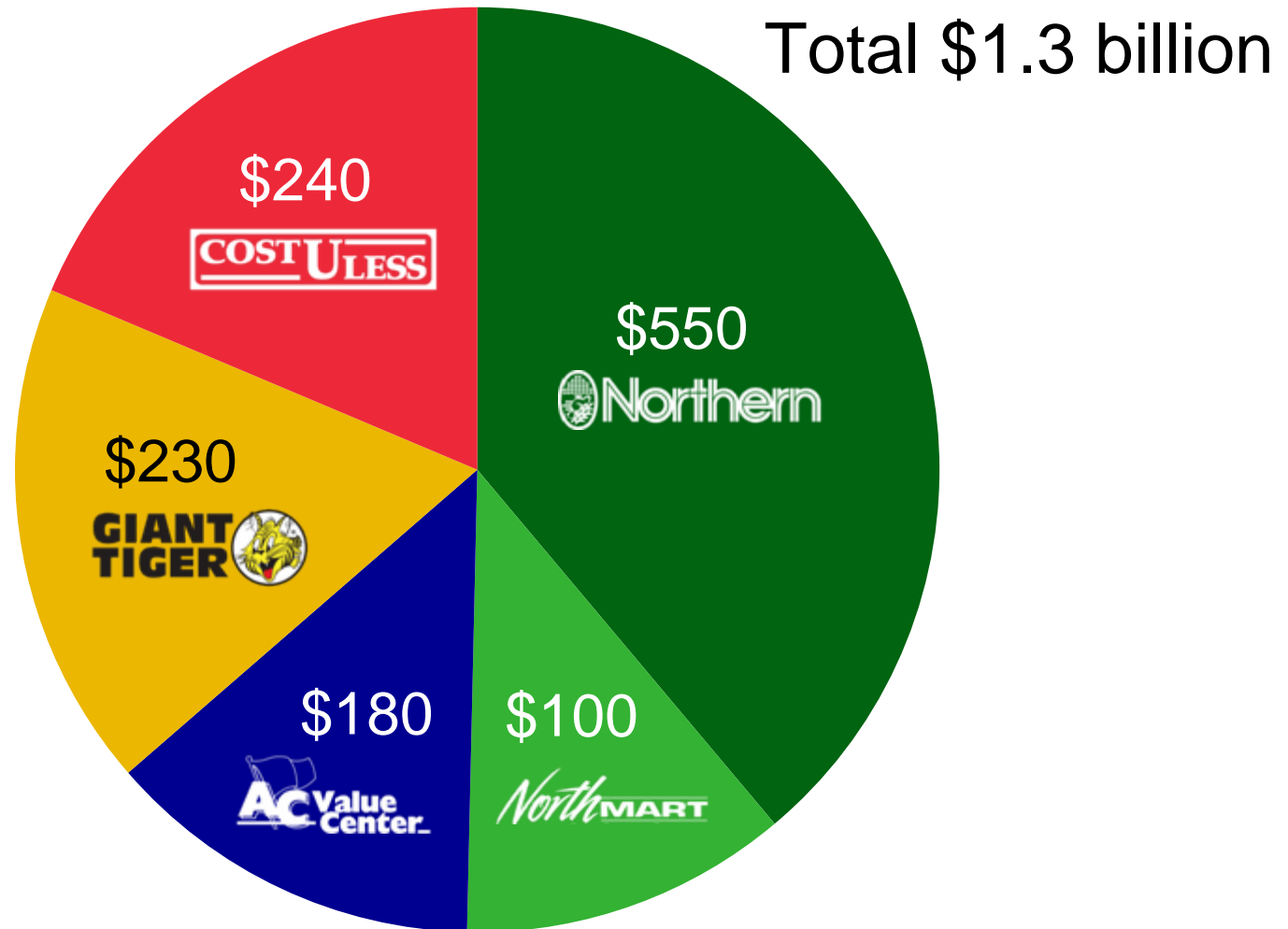
6 *North*  
MART

32  AC Value Center

# Banner Breakdown by Geography



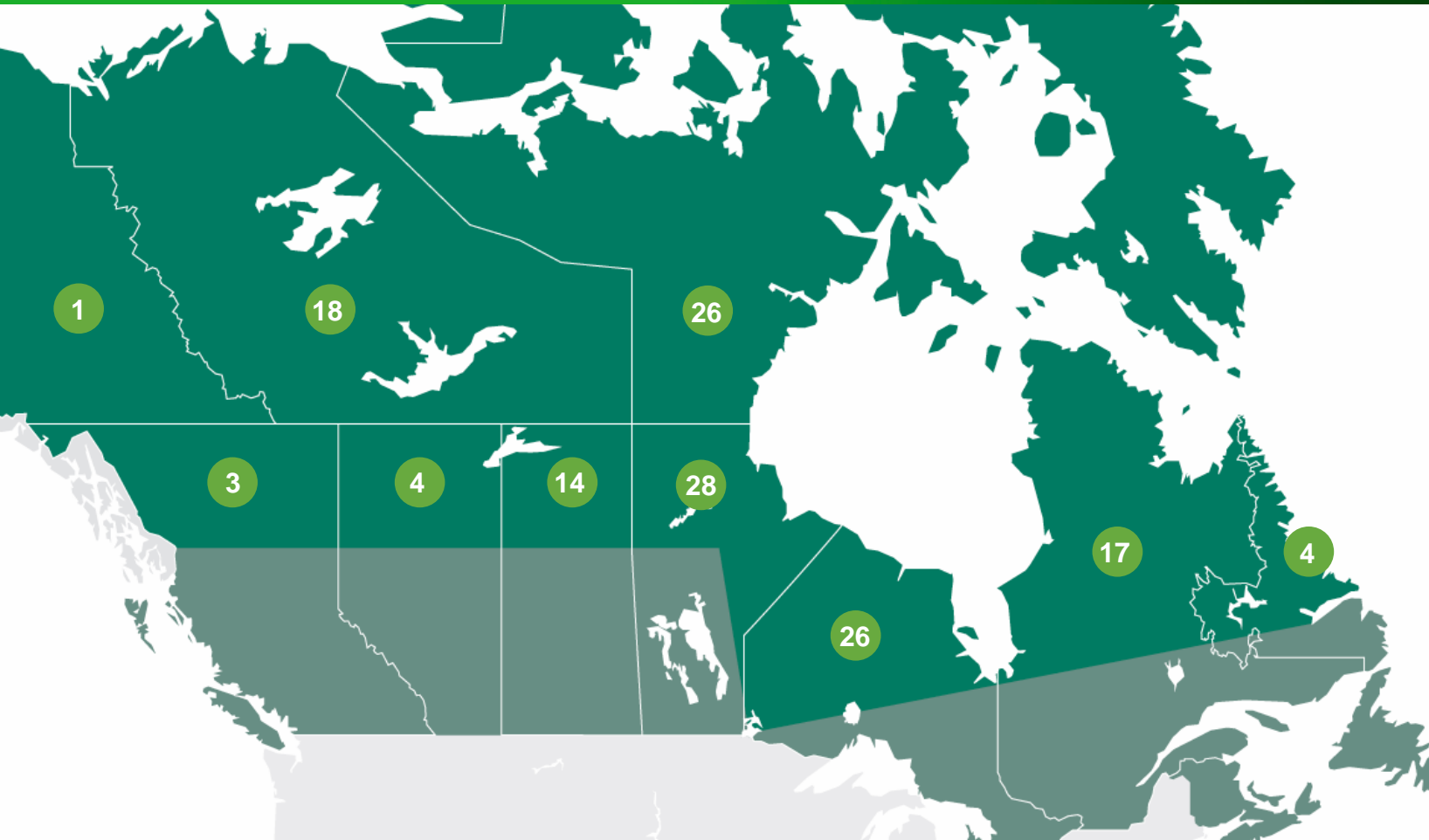
# Revenue by Banner (\$ millions)







141 Stores





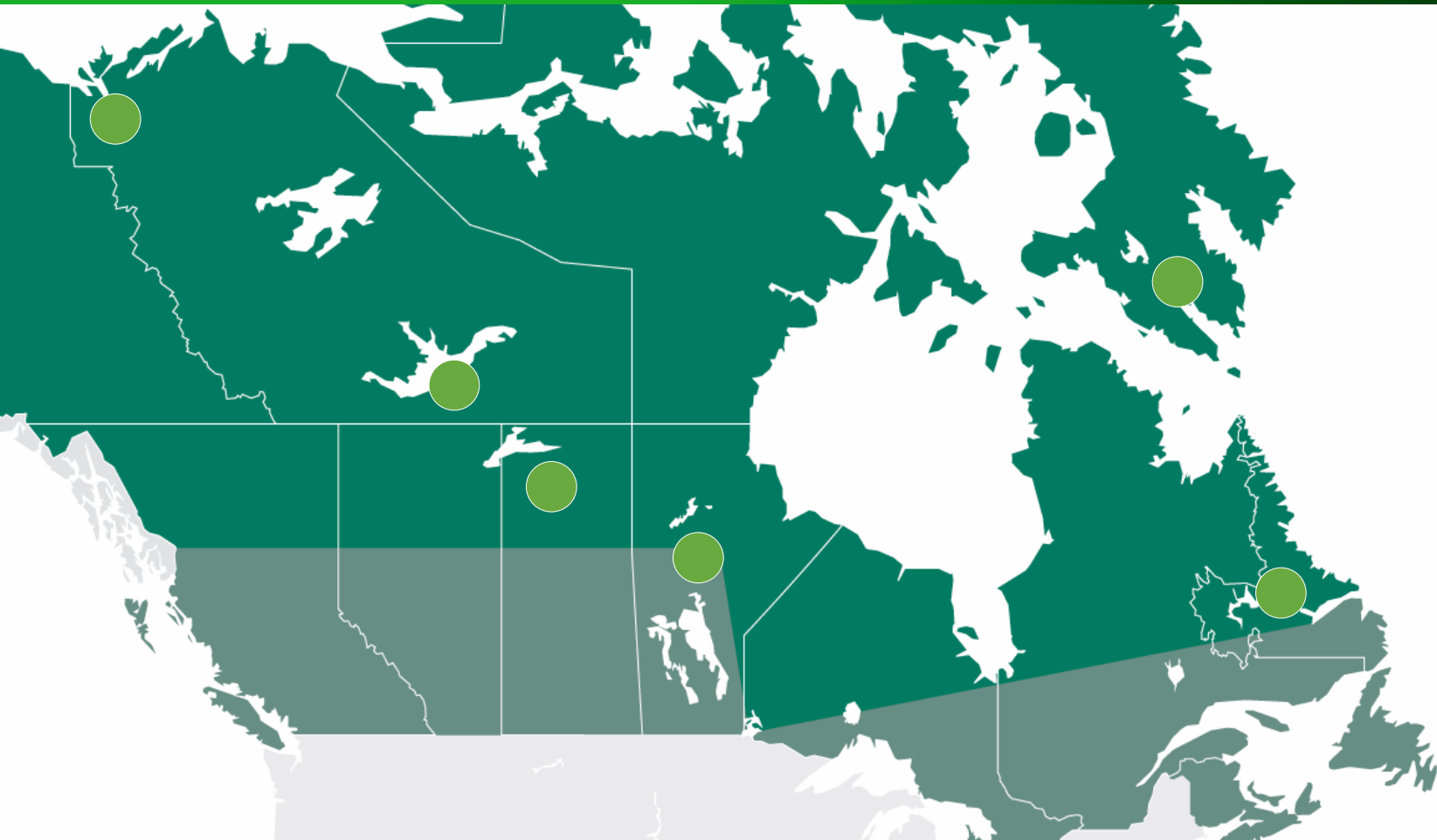
- Average 7,500 selling feet, general store format
- Remote locations with high entry barriers
- Food, financial services and big-ticket focus



# North **MART**

Always a Great Shopping Experience

6 Stores





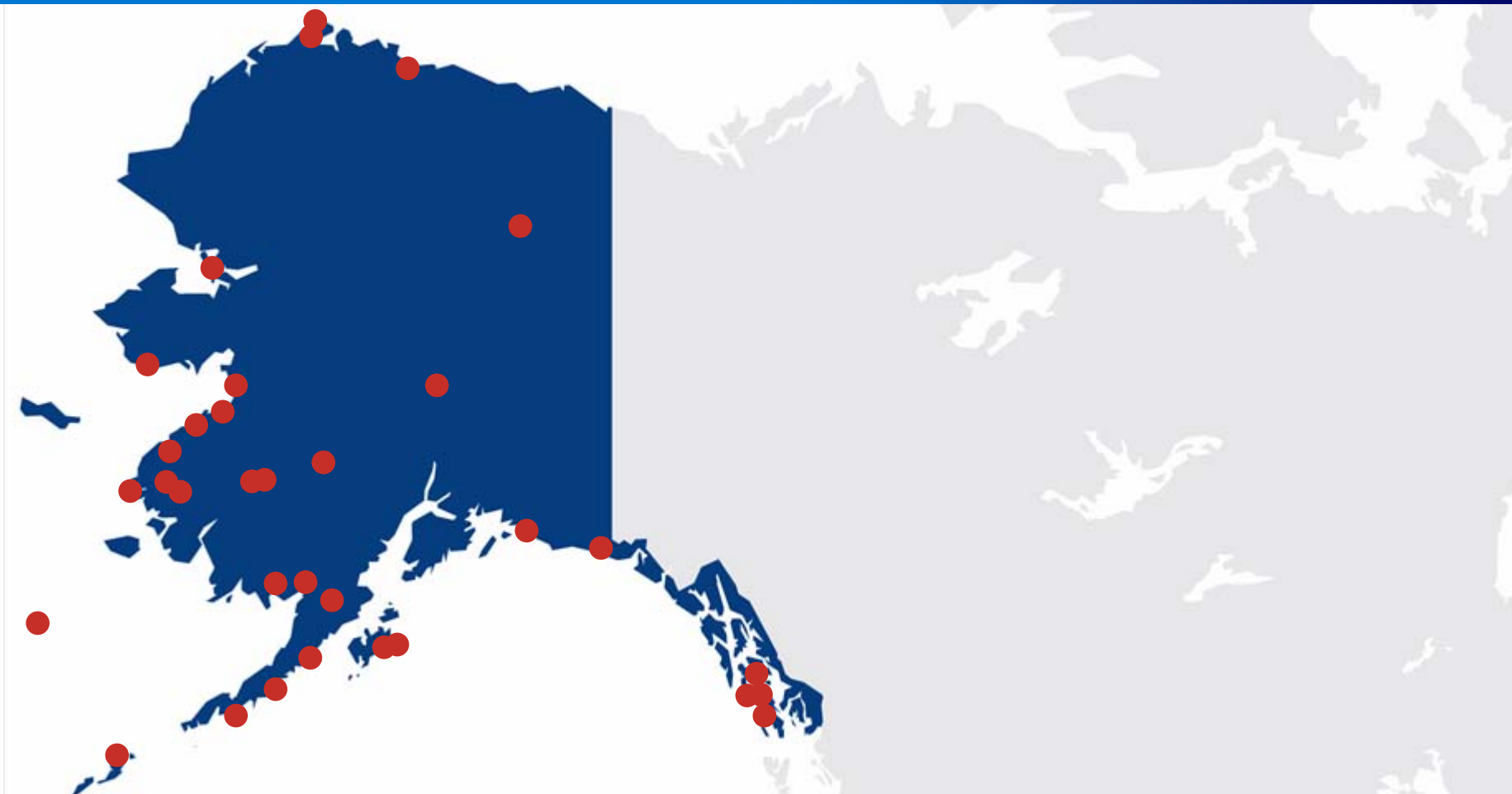


- Average 20,000 selling feet, combination format
- Regional trade centers, easier access to the south
- More emphasis on fresh food, fashion, pharmacy





32 Stores





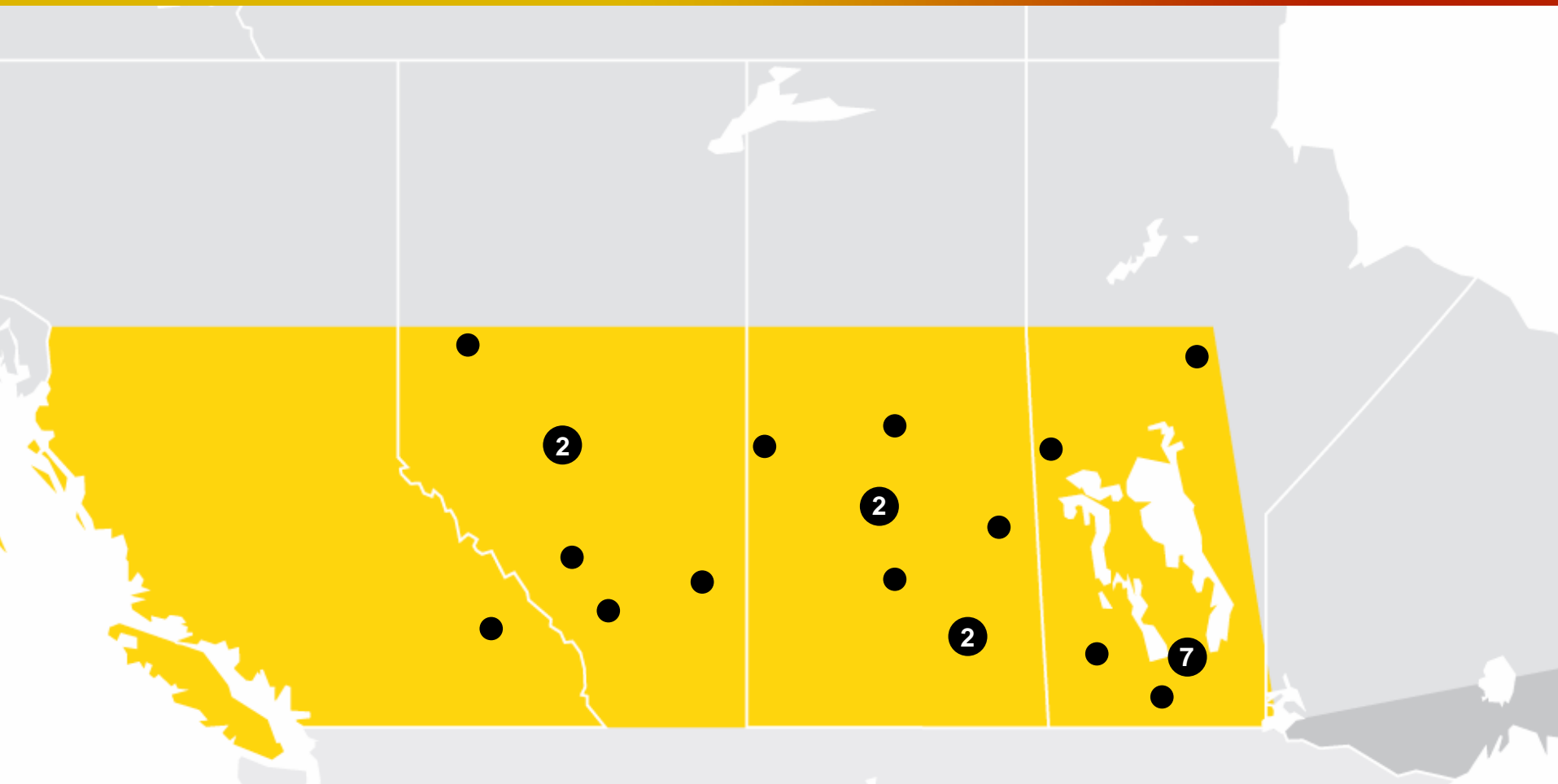
- Stores range from 5,000 to 40,000 selling feet
- Similar market position to Northern and NorthMart
- New location growth through acquisitions







26 Stores





- Average 16,000 selling feet, junior discount format
- Convenience, low food prices and trend fashion/hardlines
- Low investment per store, high inventory turns







*Your Best Value Warehouse Store.®*

12 Stores










- Average 30,000 selling feet, junior warehouse format
- Low price leader with emphasis on food
- Remote island locations generally under 75,000 population



# Synergies Between Our Banners



	Community & Customer	Outbound Logistics	Food Mix	Support Services	Financial Services	Direct Imports
	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓
	✓		✓			✓
	✓	✓	✓	✓	✓	✓
	✓	✓		✓		✓

# Synergies Between Our Banners?





# New Growth Products & Services



## Financial Services



## Fuel



## Pharmacy



# External Drivers



- Government income transfers
- Natural resource development
- Public/military infrastructure spending

# Internal Drivers



- Higher store capability
- New products & services
- GT new store maturation
- CUL integration

# Performance Targets



- 5-7%/year EBITDA growth from comp stores
- 2-3%/year EBITDA growth from non-comp business
- Distributions at 50-60% of operating cash flow
- RONA at 20%+



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