



# NORTH WEST COMPANY FUND

2004 Annual General Meeting of Unitholders

# NORTH WEST COMPANY FUND

David Broadhurst



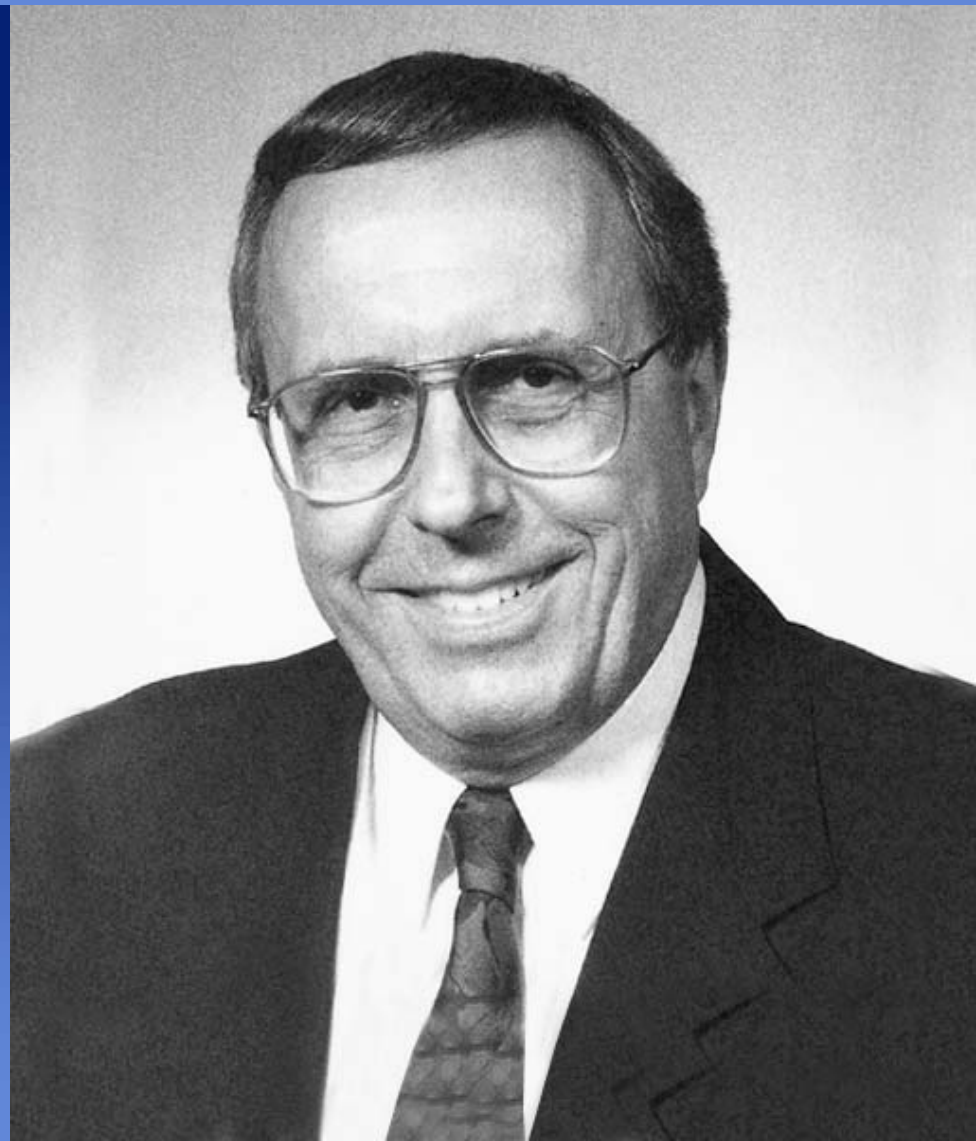
# NORTH WEST COMPANY FUND

Kevin Bolt



# NORTH WEST COMPANY FUND

Donald Beaumont



# NORTH WEST COMPANY FUND

Frank Coleman



# NORTH WEST COMPANY FUND

Nellie Cournoyea



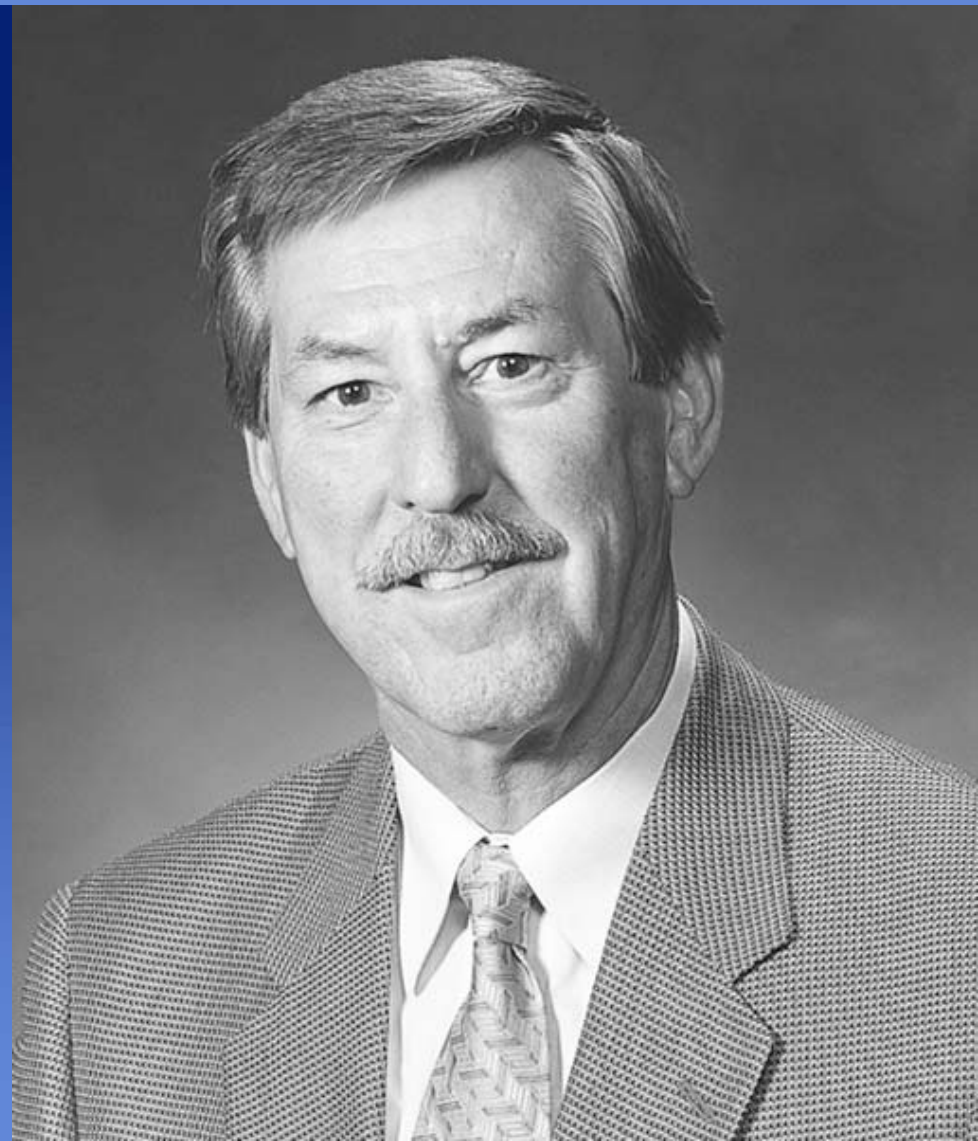
# NORTH WEST COMPANY FUND

R.J. (Bob) Kennedy



# NORTH WEST COMPANY FUND

Gary Lukassen





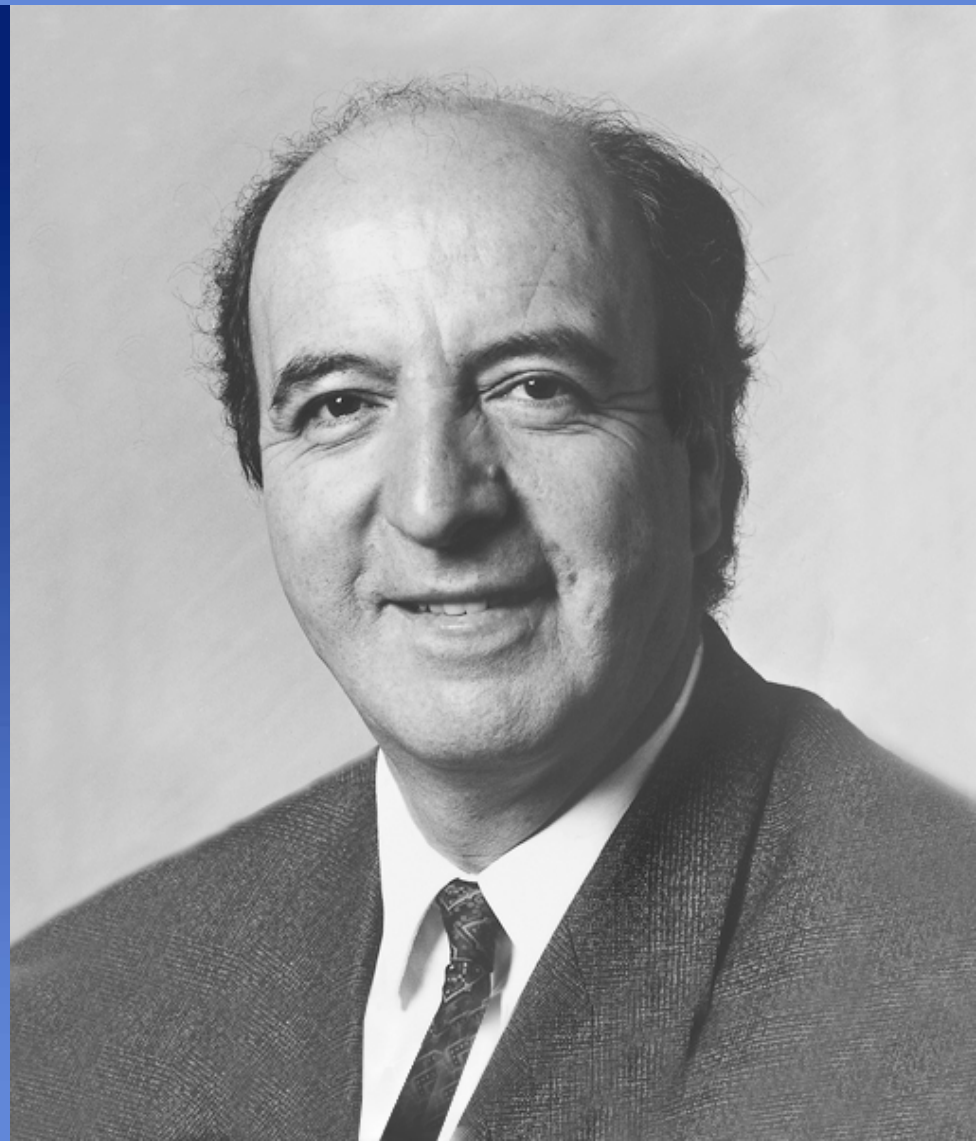
# NORTH WEST COMPANY FUND

Keith Martell



# NORTH WEST COMPANY FUND

Stanley McKay



# NORTH WEST COMPANY FUND

James Osborne



# NORTH WEST COMPANY FUND

H. Sanford  
(Sandy) Riley





# NORTH WEST COMPANY FUND

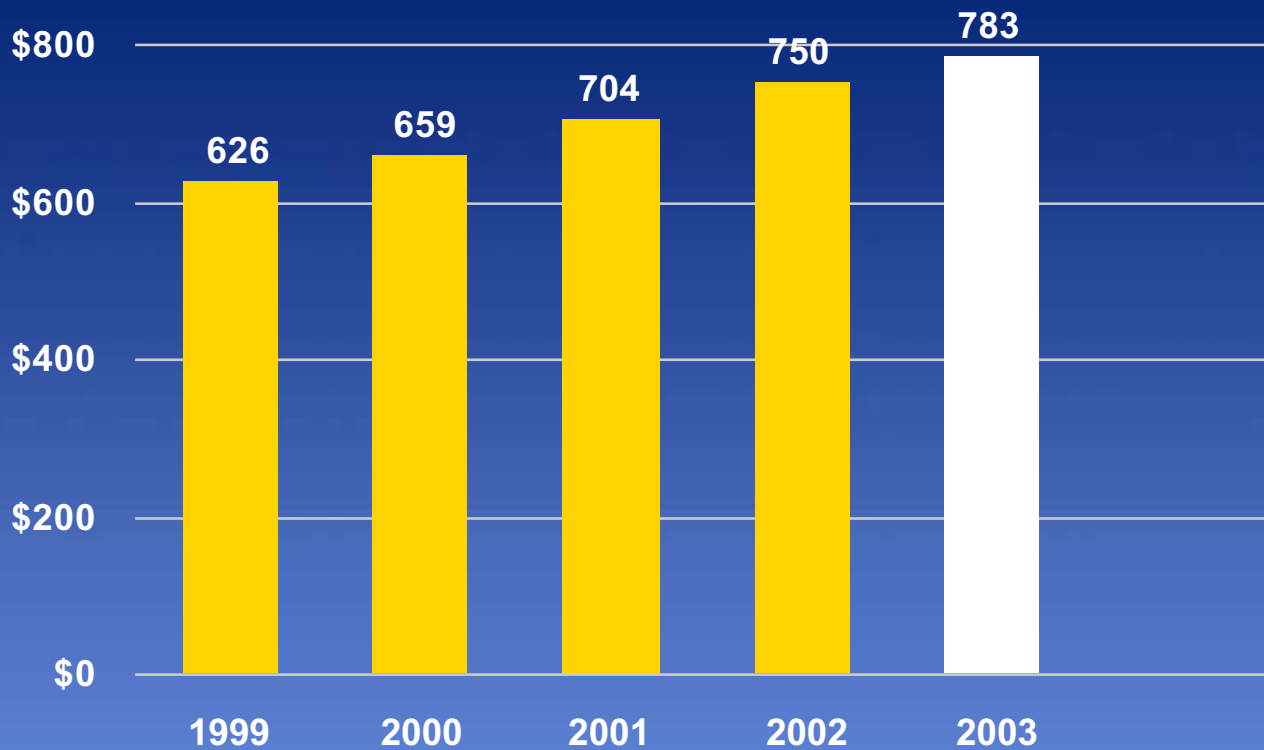
# 2003 Performance

Your **Everyday** Store



# 2003 Performance

## SALES GROWTH (\$ in millions)

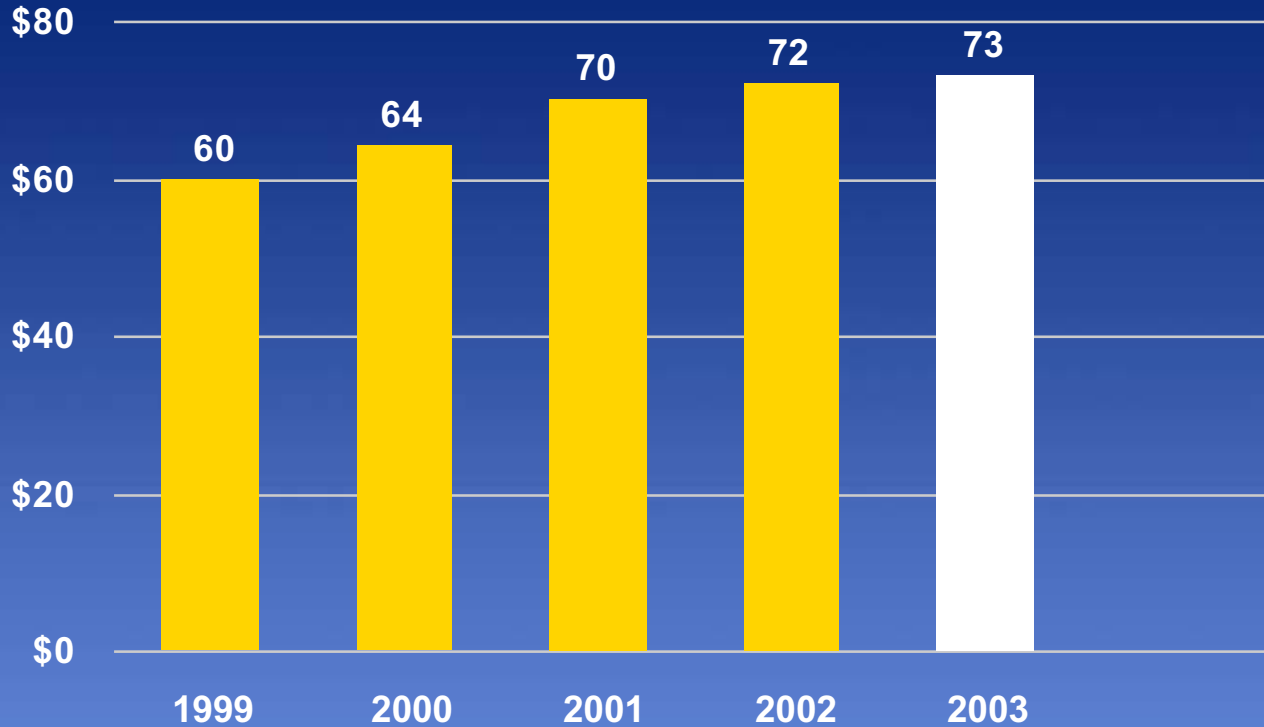


Your Everyday Store



# 2003 Performance

## TRADING PROFIT GROWTH (\$ in millions)



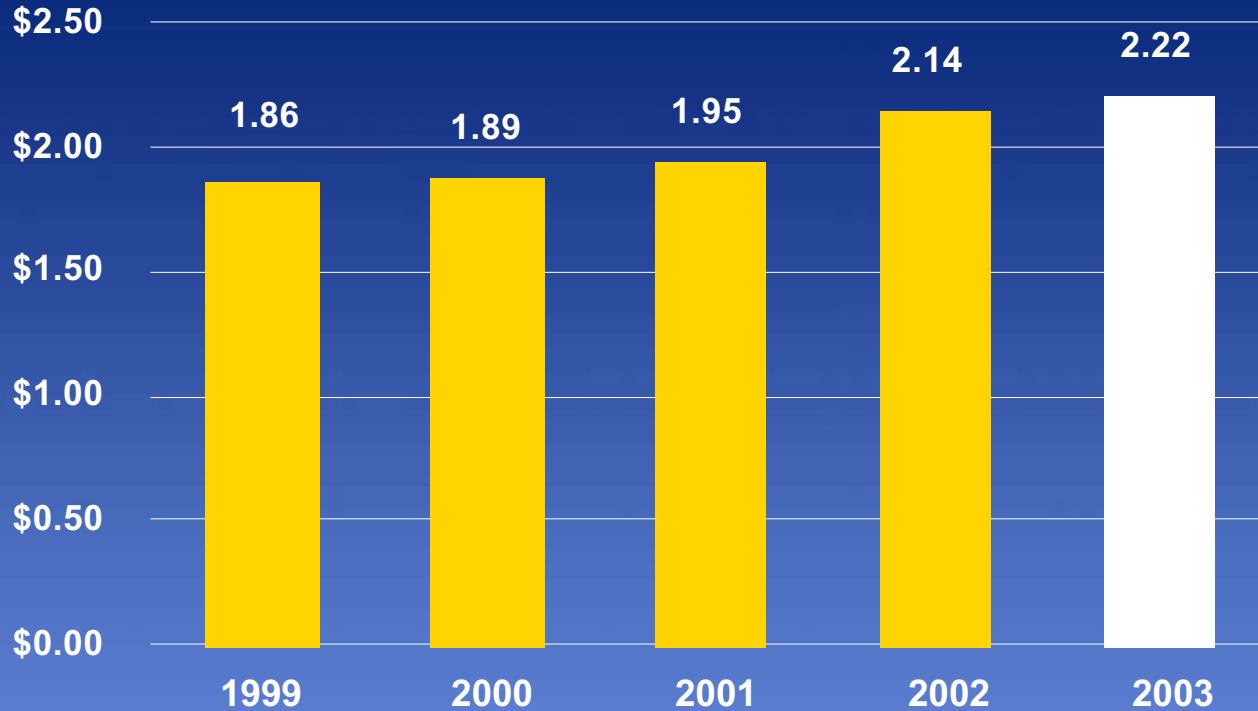
Your **Everyday** Store





# 2003 Performance

## NET EARNINGS PER UNIT

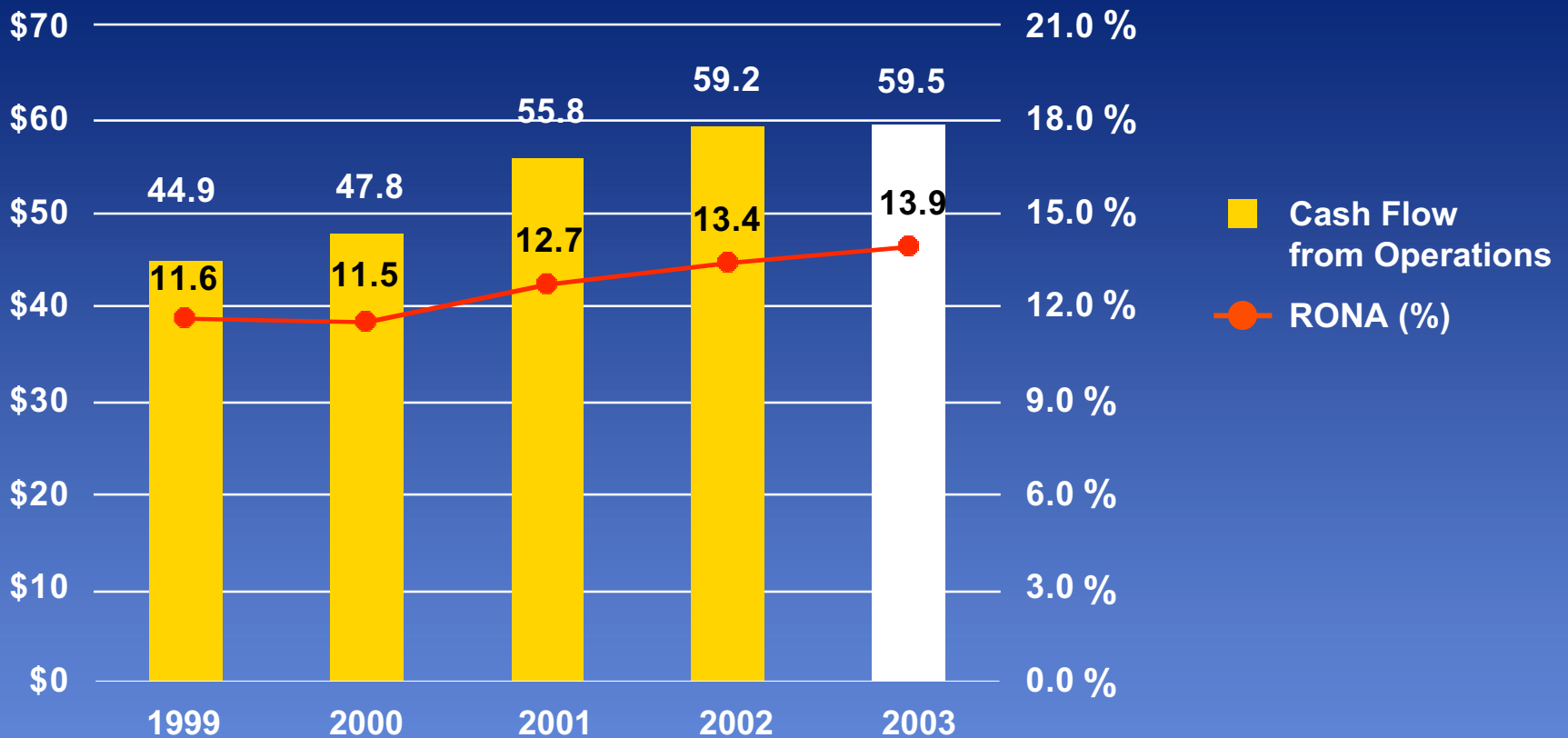


Your Everyday Store



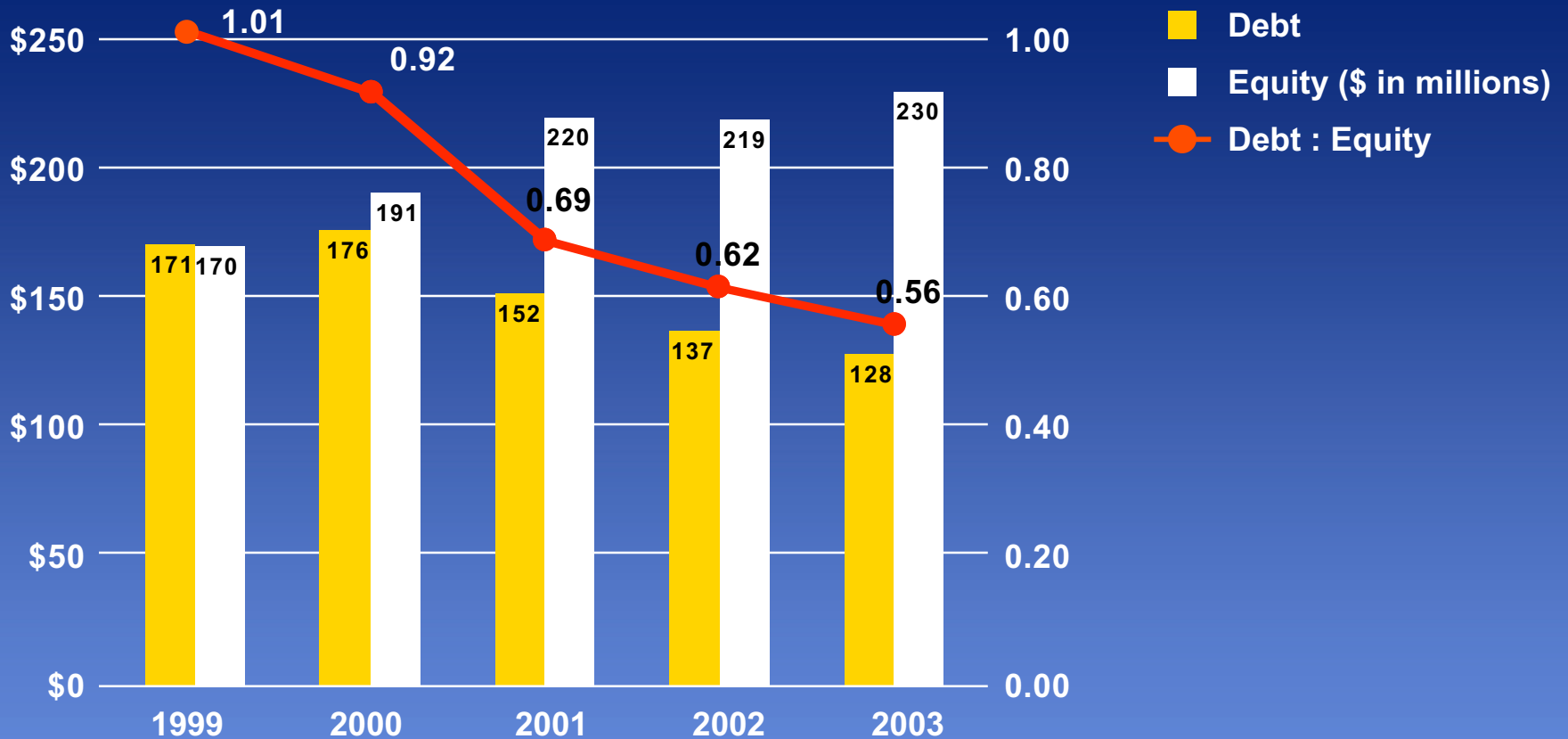
# 2003 Performance

## CASH FLOW FROM OPERATIONS (\$ in millions) / RONA (%)



# 2003 Performance

## CAPITAL STRUCTURE



# 2003 Performance

## NWF CASH PAID OUT & REINVESTED

Your **Everyday** Store



# 2003 Performance

## NWF CASH PAID OUT & REINVESTED

Fiscal Year	2003	2002	2001	2000	1999
Cash flow from Operations/unit \$	3.69	3.67	3.74	3.21	2.99
Payout \$	1.90	1.56	1.46	1.44	1.44
Payout %	51.5	42.5	39.0	44.9	48.2
Reinvested \$	1.79	2.11	2.28	1.77	1.55



# 2003 Performance

## RELATIVE UNIT PRICE PERFORMANCE (%)



# 2004 First Quarter Performance

**SALES GROWTH**

**Consolidated +2.8%**

Your **Everyday** Store



# 2004 First Quarter Performance

## SALES GROWTH

**Consolidated +2.8%**

- Giant Tiger +13.5%

Your **Everyday** Store





# 2004 First Quarter Performance

## SALES GROWTH

**Consolidated +2.8%**

- Giant Tiger +13.5%
- Alaska +5.9%

Your **Everyday** Store



# 2004 First Quarter Performance

## SALES GROWTH

### **Consolidated +2.8%**

- Giant Tiger +13.5%
- Alaska +5.9%
- Northern Canada Food +3.2%

Your **Everyday** Store



# 2004 First Quarter Performance

## SALES GROWTH

### **Consolidated +2.8%**

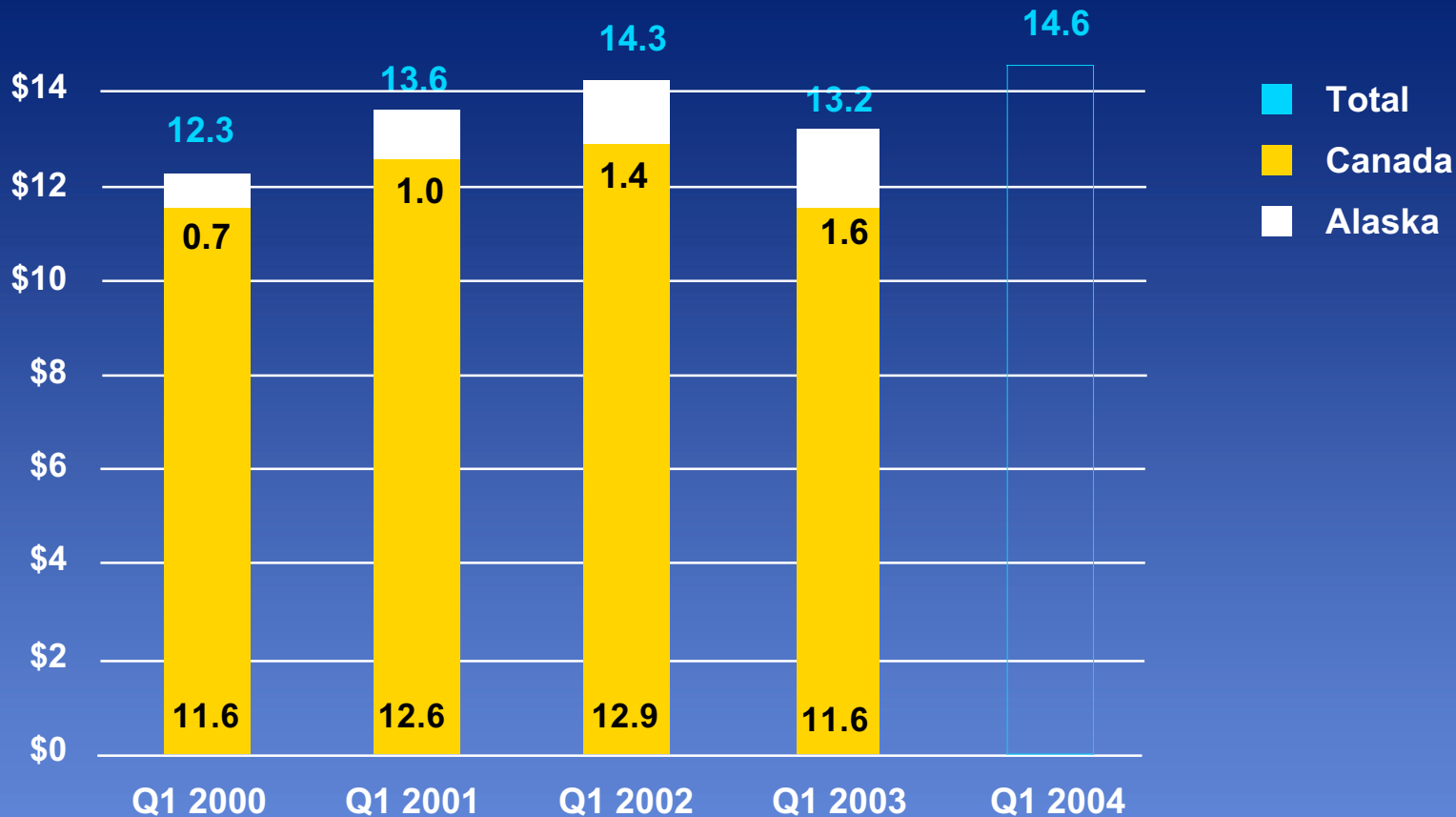
- Giant Tiger +13.5%
- Alaska +5.9%
- Northern Canada Food +3.2%
- Northern Canada General Merchandise -8.8%

Your **Everyday** Store



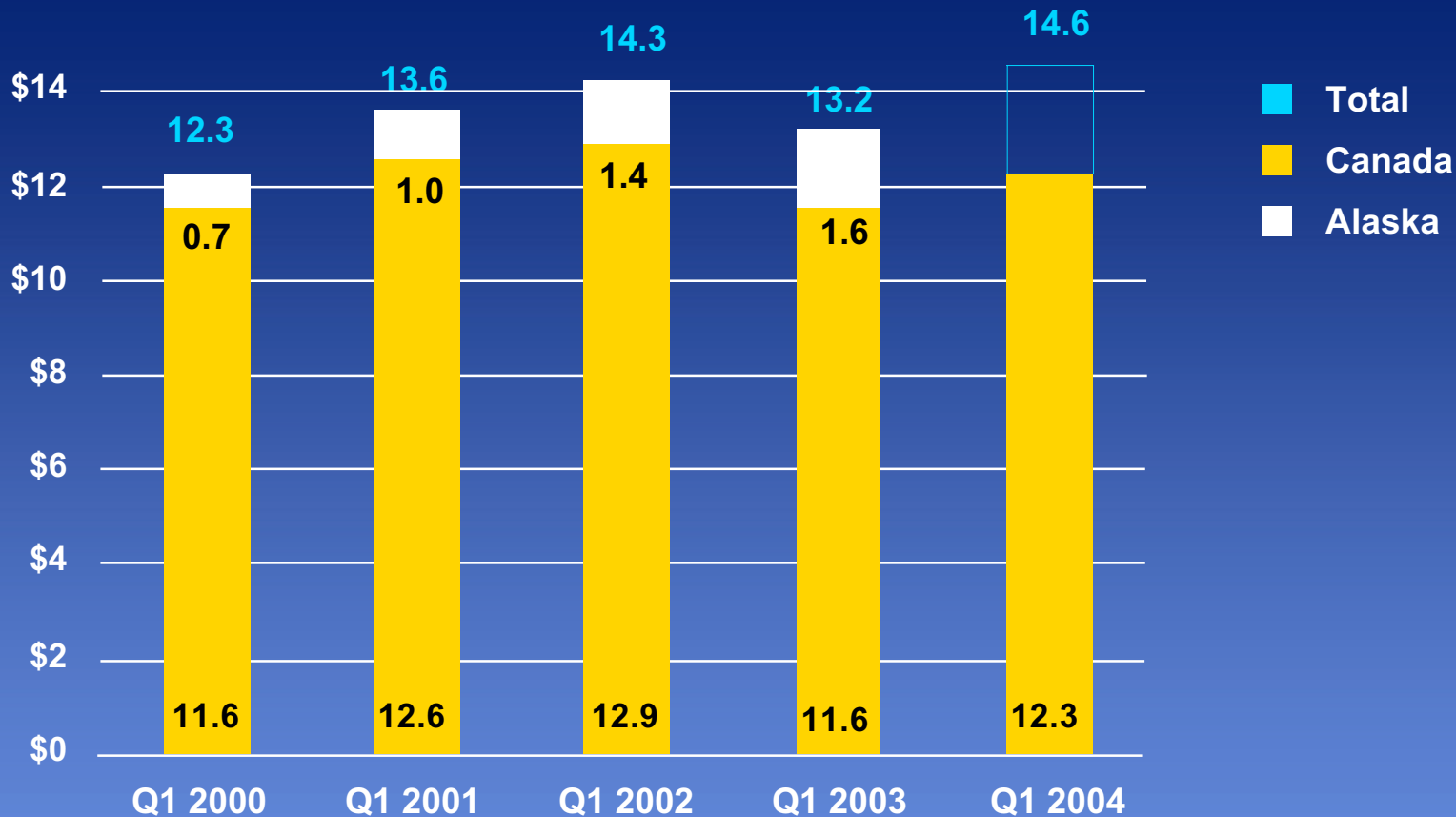
# 2004 First Quarter Performance

## TRADING PROFIT PERFORMANCE (\$ in millions)



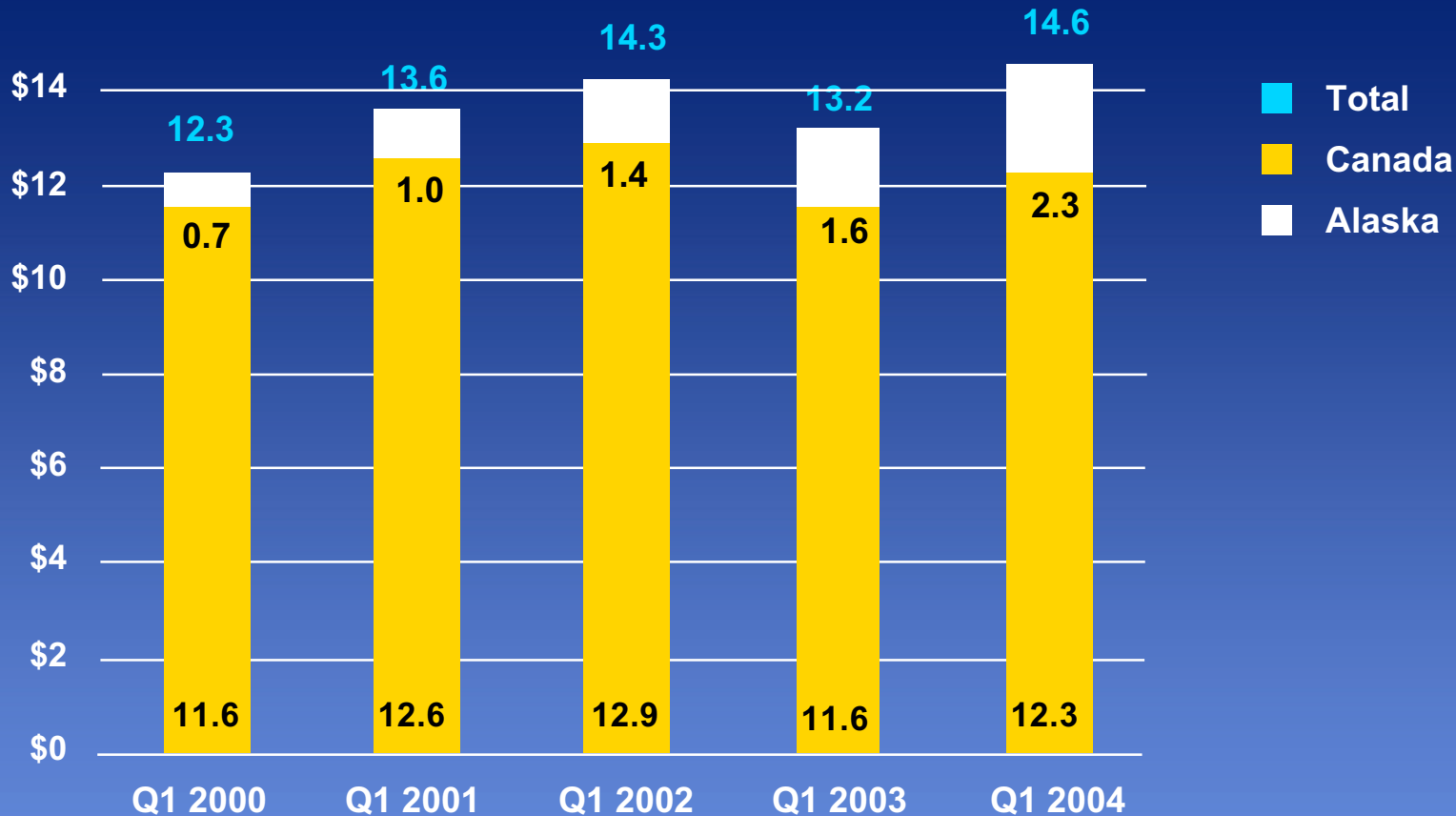
# 2004 First Quarter Performance

## TRADING PROFIT PERFORMANCE (\$ in millions)



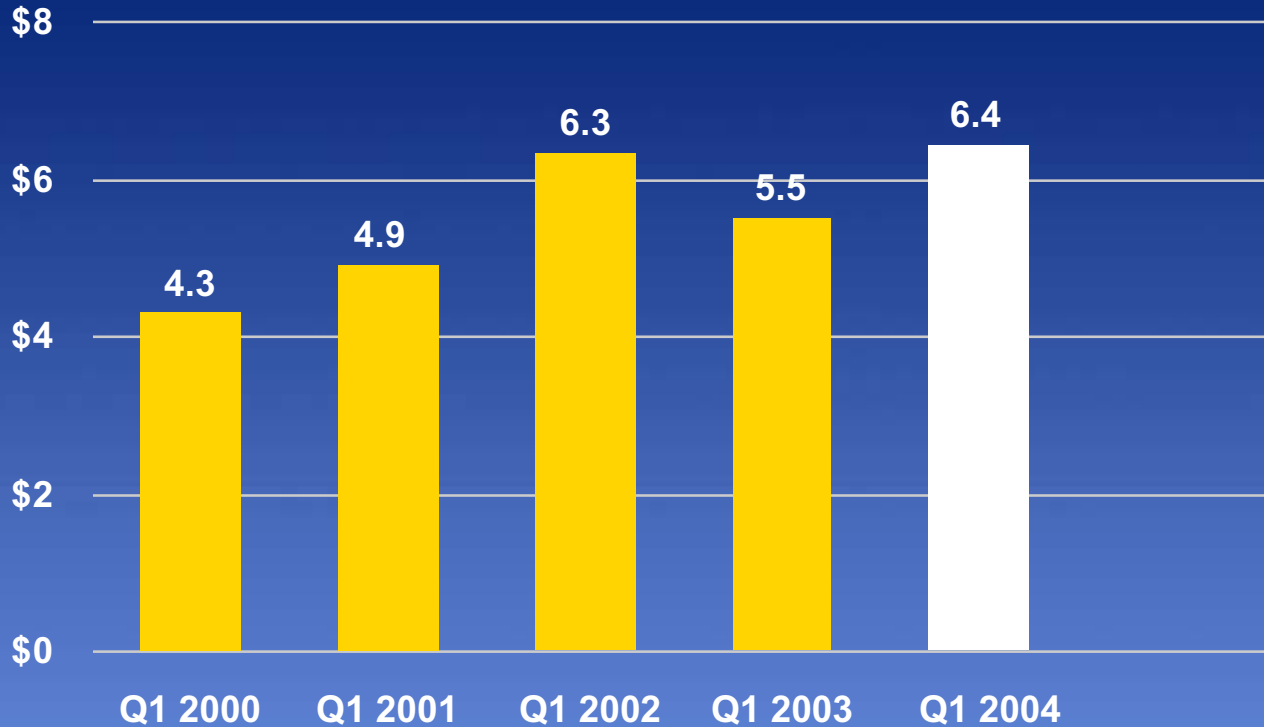
# 2004 First Quarter Performance

## TRADING PROFIT PERFORMANCE (\$ in millions)



# 2004 First Quarter Performance

## NET EARNINGS (\$ in millions)



Your Everyday Store





# NORTH WEST COMPANY FUND



# Your **Everyday** Store



The North West Company is  
a growing network of interrelated businesses...

# The North West Company is a growing network of interrelated businesses...

Northern Retail:  
Canada



Northern Retail:  
Alaska



# The North West Company is a growing network of interrelated businesses...

Northern Retail:  
Canada



Northern Retail:  
Alaska



Giant Tiger



Wholesaling



# The North West Company is a growing network of interrelated businesses...

Northern Retail:  
Canada



Northern Retail:  
Alaska



2003 Revenue  
\$780 million



Giant Tiger



Wholesaling



The North West Company  
Shared Services

With revenue potential of  
over \$1 billion within the next five years...



Northern Retail Canada  
from 132 to 137 stores



Northern Retail Alaska  
from 24 to 28 stores



Giant Tiger  
from 7 to 35 stores



Wholesaling  
from 370 to 685 accounts

# Northern Retail Group Strategic Plan for Growth 2004 – 2009



# Northern Retail Group Strategic Plan for Growth 2004 – 2009



1. Higher sales per capita
2. Operate each store as if it is the only one we operate
3. Exciting, new and exclusive merchandise
4. Lower costs through more innovative work



# Northern Retail Per Capita Sales Potential



# Northern Retail Per Capita Sales Potential

Annual income growth of 4–5%



# Northern Retail Per Capita Sales Potential



Annual income growth of 4–5%

Older shoppers =  
sell more “healthy living”

# Northern Retail Per Capita Sales Potential



Annual income growth of 4–5%

Older shoppers =  
sell more “healthy living”



# Northern Retail Per Capita Sales Potential



Annual income growth of 4–5%

Older shoppers =  
sell more “healthy living”

More mobile shoppers =  
sell more convenience

Approach each store  
as if it is the only one we operate...



Approach each store  
as if it is the only one we operate...



85 store-level managers trained  
in best practices last year



Approach each store  
as if it is the only one we operate...



85 store-level managers trained  
in best practices last year

In-depth new manager  
recruiting and training



Approach each store  
as if it is the only one we operate...



85 store-level managers trained  
in best practices last year

In-depth new manager  
recruiting and training

Local ordering of seasonal  
and trend merchandise



Approach each store  
as if it is the only one we operate...



85 store-level managers trained  
in best practices last year

In-depth new manager  
recruiting and training

Local ordering of seasonal  
and trend merchandise

Profit-sharing to  
reward performance

More exciting,  
new and exclusive merchandise...



More exciting,  
new and exclusive merchandise...



More selling space to  
seasonal and trend items

First-to-market on  
new products and services

Leverage alliance and  
major vendor partnerships



Lower costs  
through more innovative work...



Lower costs  
through more innovative work...



Energy conservation

Lower costs  
through more innovative work...



Energy conservation

Satellite communication  
link to stores

Lower costs  
through more innovative work...



Energy conservation

Satellite communication  
link to stores

Cross-training and  
shared work stations



Lower costs  
through more innovative work...



Energy conservation

Satellite communication  
link to stores

Cross-training and  
shared work stations

Non-selling activities  
removed from store

# Giant Tiger Store Venture



**GIANT TIGER**



# Giant Tiger Store Venture



**GIANT TIGER**



# Giant Tiger Store Venture



**GIANT TIGER**



# Giant Tiger Store Venture



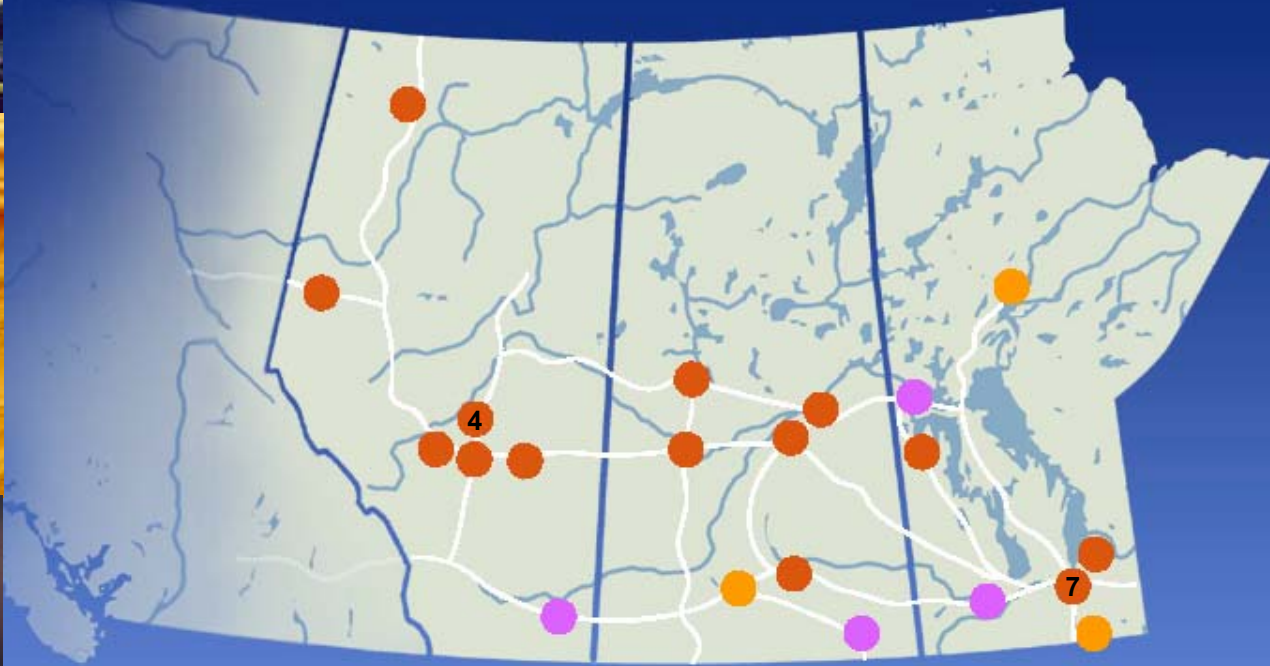
**GIANT TIGER**



# Giant Tiger Store Venture



**GIANT TIGER**



Wholesaling is  
our third exciting growth strategy...



Wholesaling is  
our third exciting growth strategy...



Frontier Expeditors and  
Crescent Multi Foods



Wholesaling is  
our third exciting growth strategy...



Frontier Expeditors and  
Crescent Multi Foods  
Focus on independent  
grocery/general stores

Wholesaling is  
our third exciting growth strategy...



Frontier Expeditors and  
Crescent Multi Foods

Focus on independent  
grocery/general stores

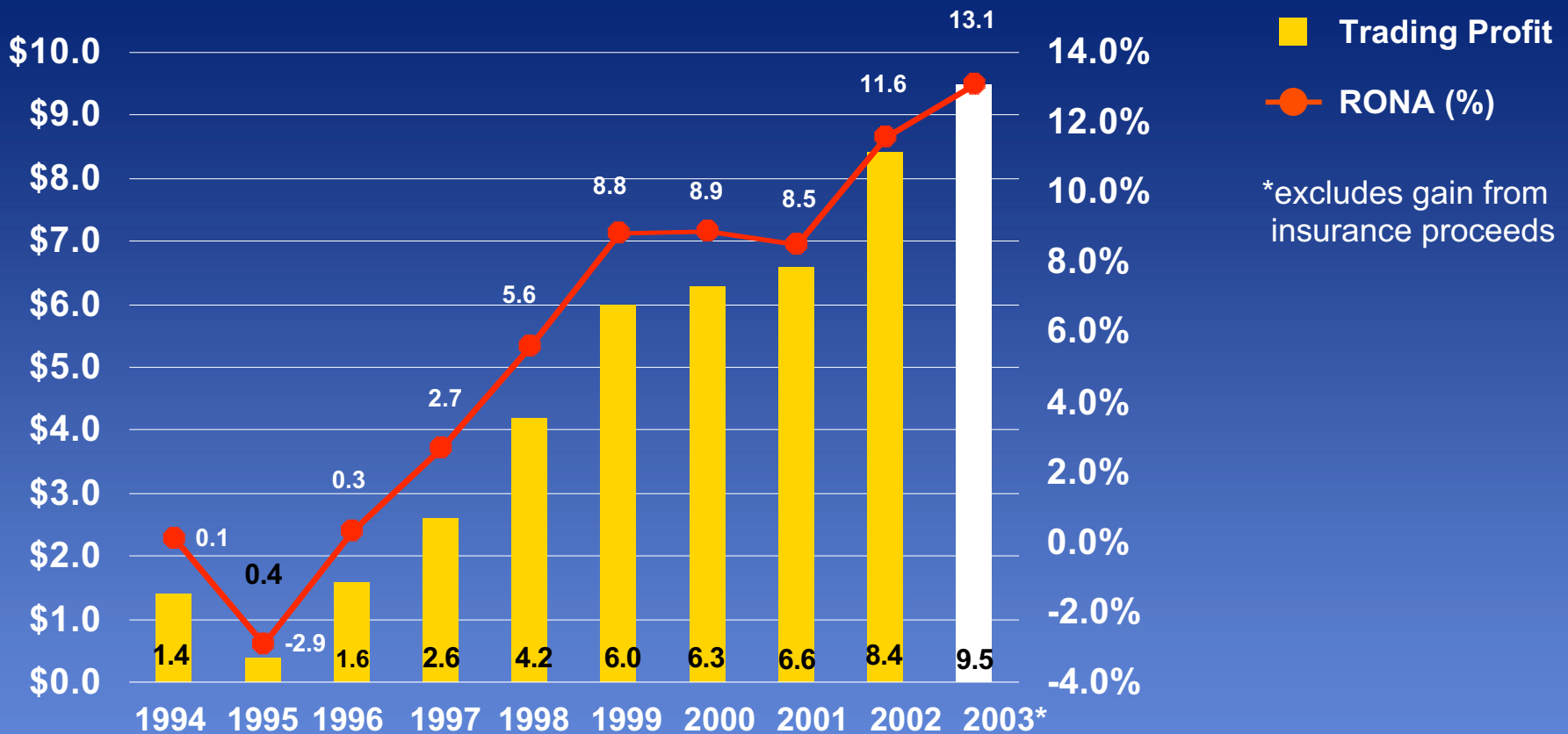
Compete through service  
and independence

# Your Everyday Store



# Alaska Profitability

## TRADING PROFIT (US \$ in thousands) / RONA (%)



\*excludes gain from insurance proceeds

# NORTH WEST COMPANY FUND

Jerry Bittner





# NORTH WEST COMPANY FUND