THE NORTH WEST COMPANY INC.

Report to Shareholders

Quarterly Period Ended April 30, 2022

2022 FIRST QUARTER REPORT TO SHAREHOLDERS

Report to Shareholders

The North West Company Inc. reports its results for the first quarter ended April 30, 2022. Sales increased 0.2% to $552.0 million compared to the COVID-19-related sales gains in the first quarter last year as same store sales gains in International Operations and the positive impact of foreign exchange on the translation of International Operations sales were largely offset by lower sales in Canadian Operations. Excluding the foreign exchange impact, sales decreased 0.3% compared to last year and were down 0.7%[1] on a same store basis compared to a 3.8% increase in same store sales last year. Although same store sales were down compared to the COVID-19-related sales gains last year, they were up 21.3% compared to pre-pandemic sales in the first quarter of 2019.

First quarter net earnings decreased to $28.2 million compared to $40.3 million last year and net earnings attributable to shareholders were $27.4 million or $0.57 per share compared to $0.80 per share last year on a diluted earnings per share basis. The decrease compared to last year is largely due to the impact of a $7.1 million after-tax insurance-related gain last year partially offset by a $1.7 million decrease in after-tax share-based compensation costs compared to last year. Adjusted net earnings[2], which excludes the impact of the insurance-related gain and share-based compensation costs, decreased $6.7 million or 17.8% compared to the strong earnings last year mainly due to the impact of a lower gross profit rate resulting from changes in product sales blend and higher cost inflation that was not fully passed through in retail prices. Although adjusted net earnings[2] decreased compared to 2021, they were up $16.1 million or 106.4% compared to pre-pandemic adjusted net earnings[2] in the first quarter of 2019.

The Board of Directors has approved a quarterly dividend of $0.37 per share to shareholders of record on June 30, 2022.

On behalf of the Board of Directors:

H. Sanford Riley
Chairman

Daniel G. McConnell
President and Chief Executive Officer

Management's Discussion & Analysis

The following Management's Discussion & Analysis should be read in conjunction with the Company's 2022 first quarter unaudited interim period condensed consolidated financial statements for the period ended April 30, 2022 ("Interim Condensed Consolidated Financial Statements") and the audited annual consolidated financial statements and accompanying notes included in the 2021 Annual Report.

(1) Excluding the foreign exchange impact
(2) See Non-GAAP Measures Section of Management's Discussion & Analysis

First Quarter Highlights

CONSOLIDATED RESULTS FIRST QUARTER

Key Performance Indicators and Selected First Quarter Information:

($ in thousands, except per share)	Three Months Ended April 30, 2022	April 30, 2021
Sales	**$ 552,016**	$ 550,988
Same store sales %(1)		
Food	**2.5 %**	0.5 %
General Merchandise	**(16.1)%**	23.9 %
Total	**(0.7)%**	3.8 %
Gross profit	**$ 176,040**	$ 182,572
Selling, operating and administrative expenses	**134,609**	126,260
EBITDA(2)	**64,945**	78,669
EBIT	**41,431**	56,312
Interest expense	**3,023**	3,463
Income taxes	**10,247**	12,561
Net earnings	**28,161**	40,288
Net earnings attributable to shareholders of the Company	**27,380**	39,656
Net earnings per share - basic	**0.57**	0.82
Net earnings per share - diluted	**0.57**	0.80

Sales First quarter consolidated sales increased 0.2% to $552.0 million as sales gains in International Operations and the positive impact of foreign exchange on the translation of International Operations sales were largely offset by lower sales in Canadian Operations which were down compared against COVID-19-related sales gains last year. The impact of higher inflation was also a factor. The exchange rate used for the translation of International Operations sales in the quarter was 1.2664 compared to 1.2586 last year. Excluding the foreign exchange impact, consolidated sales decreased 0.3%, with food sales increasing 1.5% and general merchandise sales decreasing 15.7%. On a same store basis, sales decreased 0.7%[1] compared to a 3.8% increase in the first quarter last year, but were up 21.3% compared to pre-pandemic sales in the first quarter of 2019. Food same store sales were up 2.5% compared to a 0.5% increase last year but general merchandise same store sales were down 16.1% compared to an exceptionally strong 23.9% same store sales gain last year driven by COVID-19-related factors including government income support payments to individuals and in-community spending as a result of travel restrictions. The impact of higher cost inflation has also contributed to changes in product sales blend as consumers allocated more of their spending to food and reduced purchases of general merchandise.

Gross Profit Gross profit decreased 3.6% due to a 125 basis point decrease in gross profit rate compared to last year. The decrease in gross profit rate was substantially due to changes in food and general merchandise sales blend as previously noted and the impact of higher merchandise and freight cost inflation that was not fully passed through in retail prices. An increase in markdowns on seasonal general merchandise and a higher blend of Cost-U-Less sales which have a lower gross profit rate consistent with a discount warehouse format were also factors.

(1) Excluding the foreign exchange impact
(2) See Non-GAAP Measures Section of Management's Discussion & Analysis

Selling, Operating and Administrative Expenses Selling, operating and administrative expenses ("Expenses") increased $8.3 million or 6.6% compared to last year and were up 146 basis points as a percentage to sales primarily due to the impact of an $8.6 million insurance-related gain last year partially offset by a $1.9 million decrease in share-based compensation costs this year mainly related to mark-to-market adjustments resulting from changes in the Company's share price. Excluding the insurance-related gain and share-based compensation costs (collectively "Non-Comparable Factors"), Expenses increased $1.7 million and were up 26 basis points as a percentage to sales. This increase in Expenses is mainly related to new stores, the impact of foreign exchange on the translation of International Operations Expenses and higher fuel-based utility costs, partially offset by lower COVID-19-related expenses and annual incentive plan costs compared to last year. COVID-19-related expenses in the quarter were $0.9 million compared to $1.6 million in the first quarter last year.

Earnings From Operations Earnings from operations decreased to $41.4 million compared to $56.3 million last year and earnings before interest, income taxes, depreciation and amortization ("EBITDA[2]") decreased 17.4% to $64.9 million compared to $78.7 million last year due to the gross profit and Expense factors previously noted. Adjusted EBITDA[2], which excludes the Non-Comparable Factors, decreased $7.0 million compared to last year and as a percentage to sales was 12.4% compared to 13.7% last year due to the sales, gross profit and Expense factors previously noted, but was up $23.6 million or 52.4% compared to pre-pandemic adjusted EBITDA[2] in the first quarter of 2019.

Interest Expense Interest expense decreased to $3.0 million compared to $3.5 million last year largely due to lower average debt. Further information on long-term debt is provided in Note 9 to the Company's Interim Condensed Consolidated Financial Statements.

Income Tax Expense Income tax expense decreased to $10.2 million compared to $12.6 million last year and the consolidated effective tax rate was 26.7% compared to 23.8% last year. The effective tax rate can fluctuate as a result of various factors, including the taxation of items such as share-based compensation and insurance-related gains, changes in tax estimates and the blend of earnings across the various tax rate jurisdictions.

Net Earnings Net earnings decreased to $28.2 million compared to $40.3 million last year. Net earnings attributable to shareholders were $27.4 million and diluted earnings per share were $0.57 per share compared to $0.80 per share last year. Adjusted net earnings[2], which excludes the after-tax impact of the $7.1 million insurance related gain and share-based compensation costs, decreased $6.7 million compared to the strong, COVID-19-related driven earnings last year due to the gross profit and Expense factors previously noted, but were up $16.1 million or 106.4% compared to the pre-pandemic first quarter of 2019.

Comprehensive Income Comprehensive income decreased to $39.5 million compared to $45.5 million last year due to lower net earnings as noted above and a decrease in net actuarial gains on the re-measurement of defined benefit pension plan assets and liabilities, partially offset by the impact of foreign exchange on the translation of International Operations. Further information on defined benefit pension plan obligations is provided in Note 19 to the Company's Interim Condensed Consolidated Financial Statements.

(1) Excluding the foreign exchange impact
(2) See Non-GAAP Measures Section of Management's Discussion & Analysis

CANADIAN OPERATIONS FIRST QUARTER

Canadian Operations results for the first quarter are summarized by the following key performance indicators:

Key Performance Indicators:

	Three Months Ended	
($ in thousands)	**April 30, 2022**	April 30, 2021
Sales	**$ 315,291**	$ 320,465
Same store sales %		
Food	**(1.0)%**	3.3 %
General Merchandise	**(16.5)%**	21.7 %
Total	**(4.2)%**	6.7 %
EBITDA(2)	**$ 43,493**	$ 54,545
EBIT	**27,581**	39,408

Sales Canadian Operations sales decreased 1.6% to $315.3 million compared to $320.5 million in the first quarter last year as inflation-related sales gains this year were more than offset by the elimination of government COVID-19 consumer income support payments that contributed to strong same store sales gains last year. Food sales decreased 0.2% and general merchandise sales decreased 16.1% compared to last year as higher cost inflation contributed to changes in customer spending from general merchandise to food. Same store sales decreased 4.2% compared to a 6.7% increase last year but were up 22.9% compared to the first quarter of 2019. On a same store basis, food sales were down 1.0% and general merchandise sales decreased 16.5% compared to a 21.7% increase last year largely due to the reduced COVID-19-related income support payments and inflation-related spending changes previously noted.

Gross Profit Gross profit decreased 5.0% due to the impact of lower sales and a decrease in gross profit rate primarily related to changes in food and general merchandise sales blend as previously noted and the impact of higher merchandise and freight cost inflation that was not fully passed through in retail prices. Higher markdowns on seasonal general merchandise compared to last year was also a factor.

Selling, Operating and Administrative Expenses Selling, operating and administrative expenses ("Expenses") increased 7.8% and were up 231 basis points as a percentage to sales compared to last year due to the impact of an $8.6 million insurance-related gain last year partially offset by a $1.8 million decrease in share-based compensation costs this year. Excluding these Non-Comparable Factors, Expenses decreased 1.0% compared to last year largely due to lower COVID-19-related expenses and annual incentive plan costs partially offset by higher fuel-based utility costs.

Earnings From Operations Earnings from operations decreased to $27.6 million compared to $39.4 million last year and EBITDA[2] decreased to $43.5 million compared to $54.5 million last year largely due to the impact of the sales, gross profit and Expense factors previously noted. Adjusted EBITDA[2], which excludes the impact of the Non-Comparable Factors, decreased $4.2 million compared to last year mainly due to a lower gross profit rate as previously noted partially offset by lower COVID-19-related expenses and annual incentive plan costs. North Star Air ("NSA") EBITDA[2] increased 1.5% compared to last year as higher passenger volumes resulting from reduced COVID-19 travel restrictions more than offset a decrease in cargo volumes compared to the COVID-19 driven cargo volumes last year and the impact of $0.4 million in Canada Emergency Wage Subsidy ("CEWS") payments received in the first quarter last year.

(2) See Non-GAAP Measures Section of Management's Discussion & Analysis

INTERNATIONAL OPERATIONS FIRST QUARTER (stated in U.S. dollars)

International Operations results for the first quarter are summarized by the following key performance indicators:

Key Performance Indicators:

	Three Months Ended	
($ in thousands)	**April 30, 2022**	April 30, 2021
Sales	**$ 186,928**	$ 183,159
Same store sales % increase		
Food	**7.2 %**	(3.1)%
General Merchandise	**(15.2)%**	30.8 %
Total	**4.7 %**	(0.1)%
EBITDA(2)	**$ 16,939**	$ 19,167
EBIT	**10,937**	13,431

Sales International Operations sales increased 2.1% to $186.9 million compared to $183.2 million in the first quarter last year led by strong food same store sales gains and the impact of new stores in Alaska. Same store sales increased 4.7% compared to a 0.1% decrease last year and were up 18.8% compared to the first quarter of 2019 driven by higher inflation and an increase in Supplemental Nutrition Assistance Program ("SNAP") benefits within Alaska and the U.S. Territories served by Cost-U-Less ("CUL") that occurred in the third quarter last year. An improved economy in tourism dependent islands in the Caribbean was also a factor. Food sales increased 3.8% and were up 7.2% on a same store basis compared to a 3.1% decrease in same store sales last year. General merchandise sales decreased 14.4% and were down 15.2% on a same store basis compared to an exceptional 30.8% increase last year driven by COVID-related income support payments. Similar to Canadian Operations, the impact of higher inflation has resulted in a shift in consumer spending from general merchandise to food. The difference in the sales increase for total and food sales compared to the respective same store sales is largely due to the impact of wholesale sales in Alaska related to the USDA Farmers to Families Food Box Program in the first quarter last year.

Gross Profit Gross profit decreased 1.7% compared to last year as the impact of sales gains was more than offset by a decrease in the gross profit rate. The change in gross profit rate is due to the impact of inflation cost factors that were not fully passed on in retail prices, an increase in markdowns in seasonal general merchandise and a higher blend of CUL sales which have a lower gross profit rate consistent with a discount warehouse format.

Selling, Operating and Administrative Expenses Selling, operating and administrative expenses ("Expenses") increased 4.1% compared to last year mainly due to new store Expenses and higher fuel-based utility costs partially offset by lower COVID-19-related expenses and annual incentive plan costs.

Earnings From Operations Earnings from operations decreased $2.5 million or 18.6% to $10.9 million compared to $13.4 million in the first quarter last year and EBITDA[2] decreased 11.6% to $16.9 million compared to $19.2 million last year due to the sales, gross profit and Expense factors previously noted.

(2) See Non-GAAP Measures Section of Management's Discussion & Analysis

FINANCIAL CONDITION

Financial Ratios

The Company's debt-to-equity ratio at the end of the first quarter was 0.47:1 compared to 0.54:1 last year.

Working capital increased $108.4 million compared to last year substantially due to a decrease in the current portion of long-term debt resulting from the repayment of $85.8 million (US$70.0 million) in senior notes that matured on June 16, 2021. Further information on long-term debt and the repayment of the senior notes is provided in the Liquidity and Capital Resources section. An increase in inventories and accounts receivable, partially offset by higher accounts payable and accrued liabilities were also factors. The $26.8 million or 11.2% increase in inventories is mainly due to planned higher purchases to help mitigate the impact of global supply chain disruptions and the impact of higher cost inflation. Higher inventories in center store grocery and categories such as transportation, specifically snow machines, boats and motors, and home furnishings and appliances that continue to be impacted by supply chain disruptions were the main factors contributing to the increase in inventories. The $7.0 million or 8.0% increase in accounts receivable is largely due to the reclassification of a portion of the promissory note receivable due in 2022. The $17.4 million or 9.9% increase in accounts payable and accrued liabilities is mainly related to the timing of payments. The impact of foreign exchange on the translation of the International Operations balance sheet also contributed to the increase in working capital as the exchange rate at April 30 was 1.2855 compared to 1.2281 last year.

Outstanding Shares

The weighted-average basic shares outstanding for the quarter decreased to 47,902,000 shares compared to 48,522,000 shares last year due to shares purchased under the Company's Normal Course Issuer Bid ("NCIB"). The weighted-average fully diluted shares outstanding for the quarter were 48,376,000 shares compared to 49,352,000 shares last year. The decrease in fully diluted shares outstanding compared to last year is due to the NCIB and redemptions under the Director Deferred Share Unit Plan partially offset by the dilutive impact of share based compensation. Further information on share capital and share-based compensation plans is provided in Note 7 and Note 14 respectively to the Company's Interim Condensed Consolidated Financial Statements.

Normal Course Issuer Bid

On November 10, 2021, the TSX approved the renewal of the NCIB. The maximum number of shares that can be purchased under the NCIB over the next 12 months is 4,773,508 which is approximately 10% of the Company's public float at October 31, 2021. The NCIB will be made in accordance with applicable regulations and the requirements of the TSX. In connection with the NCIB, the Company has established an automatic securities purchase plan (the "Plan") with its designated broker to facilitate the purchase of shares under the NCIB at times when the Company would ordinarily not be permitted to purchase its shares due to regulatory restrictions or self-imposed blackout periods. Under the Plan, before entering a self-imposed blackout period, the Company may, but is not required to, ask the designated broker to make purchases under the NCIB within specific parameters. During the three months ended April 30, 2022, the Company purchased 5,300 common shares (April 30, 2021 - 155,570) for cash consideration of $0.2 million (April 30, 2021 - $5.2 million) with the excess of the purchase price over the book value of the shares charged to retained earnings. All shares purchased were cancelled. Further information on share capital and the NCIB is provided in Note 7 to the Company's Interim Condensed Consolidated Financial Statements.

LIQUIDITY AND CAPITAL RESOURCES

The following table summarizes the major components of cash flow:

($ in thousands)	**Three Months Ended April 30, 2022**	Three Months Ended April 30, 2021	Change
Cash flows from (used in):			
Operating activities	**$ 40**	$ 10,503	$ (10,463)
Investing activities	**(12,945)**	(3,634)	(9,311)
Financing activities	**21,719**	(22,136)	43,855
Effect of changes in foreign exchange rates on cash	**309**	(1,014)	1,323
Net change in cash	**$ 9,123**	$ (16,281)	$ 25,404

Operating Activities Cash from operating activities in the quarter decreased $10.5 million compared to last year primarily due to lower net earnings as previously noted. The $2.7 million change in non-cash working capital, largely related to a change in inventories, accounts payable, accrued liabilities and accounts receivable compared to the prior year, was also a factor.

Investing Activities Cash used in investing activities in the quarter increased to $12.9 million compared to $3.6 million last year due to the impact of the $8.6 million in insurance proceeds received on the partial settlement of the 2018 fire-related insurance claims in the first quarter last year. The purchase of property and equipment in the quarter included investments in stores, fixtures and equipment. Further information on planned capital expenditures is included in the Outlook section.

Financing Activities Cash from financing activities in the quarter was $21.7 million compared to cash used in financing activities of $22.1 million last year substantially due to changes in long-term debt related to amounts drawn on revolving loan facilities and a decrease in shares purchased under the Company's NCIB. Further information on long-term debt is provided in the Sources of Liquidity section and in Note 9 to the Company's Interim Condensed Consolidated Financial Statements.

Sources of Liquidity

In March 2022, the Company extended the maturity date on its committed, revolving loan facilities in Canadian Operations to March 1, 2027 and increased the amount available by $100.0 million. The Company has $400.0 million in loan facilities, compared to $300.0 million at April 30, 2021, that bear a floating rate of interest based on Bankers Acceptances rates plus a stamping fee or the Canadian prime interest rate. At April 30, 2022, the Company had drawn $76.9 million on these facilities (April 30, 2021 - $9.1 million). The Canadian Operations also have committed, revolving loan facilities of US$52.0 million that bear interest at U.S. LIBOR or an alternative reference rate plus a spread. At April 30, 2022, the Company had drawn US$NIL on these facilities (April 30, 2021 - US$NIL). These loan facilities mature March 1, 2027 and are secured by certain assets of the Company on a *pari passu* basis with the Company's senior notes.

The Company has outstanding $100.0 million 3.74% senior notes that mature September 26, 2029, US$35.0 million 2.88% senior notes that mature on June 16, 2027 and US$35.0 million 3.09% senior notes that mature on June 16, 2032. These senior notes are secured by a floating charge on certain assets of the Company and rank *pari passu* with the Company's other senior debt comprised of the $400.0 million Canadian Operations loan facilities and the US$52.0 million loan facilities. The Company had US$70.0 million senior notes mature on June 16, 2021 which were repaid through amounts drawn on the Company's revolving loan facilities in Canadian Operations.

The International Operations have a US$40.0 million committed, revolving loan facility for working capital and general business purposes. This loan facility, which matures February 12, 2025, bears a floating rate of interest based on U.S. LIBOR plus a spread and is secured by certain accounts receivable and inventories of the International Operations. At April 30, 2022, the Company had drawn US$11.1 million on these facilities (April 30, 2021 - US$NIL).

The Company's lease liabilities are discounted at its incremental borrowing rate, generally calculated from applicable Canadian and U.S. corporate bond yields. At April 30, 2022, lease liabilities reflect a weighted-average risk-free rate of 3.6% (April 30, 2021 – 3.8%) and weighted-average remaining lease term of 9.4 years (April 30, 2021 – 10.0 years).

The loan facilities and senior notes contain covenants and restrictions including the requirement to meet certain financial ratios and financial condition tests. The financial covenants include a fixed charge coverage ratio, minimum current ratio, a leverage test and a minimum net worth test. At April 30, 2022, the Company is in compliance with the financial covenants under these facilities. Current and forecasted debt levels are regularly monitored for compliance with debt covenants. Further information on the Company's long-term debt and loan facilities is provided in Note 9 to the Company's Interim Condensed Consolidated Financial Statements.

Cash flow from operating activities and unutilized capacity available on existing loan facilities are expected to be sufficient to fund operating requirements, maturing debt obligations, pension plan contributions, planned sustaining and growth-related capital expenditures as well as anticipated dividends during 2022.

SHAREHOLDER DIVIDENDS

The Board of Directors declared a quarterly dividend of $0.37 per share to shareholders of record on June 30, 2022, to be paid on July 15, 2022.

Dividend payments are subject to the approval of the Board of Directors and are based on, among other factors, the financial performance of the Company, its current and anticipated future business needs and the satisfaction of solvency tests imposed by the Canada Business Corporations Act ("CBCA") for the declaration of dividends. The dividends are designated as eligible dividends in accordance with the provisions of the Canadian Income Tax Act.

OTHER HIGHLIGHTS

- The Company refinanced the CAD$300.0 million and US$52.0 million loan facilities originally maturing September 26, 2022. The refinanced committed revolving loan facilities, provide the Company with up to CAD$400.0 million and US$52.0 million and mature on March 1, 2027.

STRATEGY

The Company is focused on building an expanded range of essential products and services that help our customers to live better and that sustain and grow our business in a socially responsible manner, within all economic conditions. For investors, the Company is committed to delivering sustainable, superior total returns with a commitment to downside risk management, disciplined allocation of capital, cash flow optimization and dividend growth.

The Company's focus areas are set out below:

1. Our first and ongoing priority is continuing to provide a safe shopping environment for our customers and employees and remaining in-stock on essential products that our customers rely on within global supply chain disruptions.
2. Investing to grow our business through new store openings, store renovations and expanded products and services, including pursuing wholesale opportunities, consistent with our core capability as an essential everyday products and services provider in remote markets.
3. Completing the multi-year roll-out of next generation merchandise and store systems and continuing to enhance our logistics capability by optimizing our air cargo business.
4. Ensuring that we attract, develop, and retain top talent that is inclusive of the diverse peoples and cultures that are represented within the communities we serve.
5. Delivering on the priorities aligned within our diversity, equity and inclusion and ESG frameworks.

Further information on the Company's strategy is provided in the 2021 Annual Report.

OUTLOOK

The Company's near-term outlook continues to be influenced by global supply chain disruptions, inflationary cost pressures and ongoing uncertainty related to the COVID-19 pandemic. In spite of global supply chain disruptions, the Company's overall in-stock position on essential food and general merchandise items remains healthy however in the current environment these conditions can change rapidly. The transition to reduced COVID-19-related risk conditions compared to 2021 and the elimination of COVID-19-related consumer income support payments and programs such as the USDA Farmers to Families Food Box Program are expected to result in lower sales in 2022 compared to last year however, same store sales are expected to be meaningfully higher than pre-pandemic same store sales in 2019. There is uncertainty to this outlook related to the impact of inflation, supply chain disruptions and the availability of merchandise. The impact of inflation may contribute to higher sales but may also result in a lower gross profit rate if the full impact of inflationary cost increases is not passed through in retail prices. The timing of economic recoveries particularly within tourism-dependent countries is also difficult to forecast. The impact of these factors and $13.3 million in after-tax insurance-related gains on the settlement of fire insurance claims in 2021, is expected to result in lower earnings in 2022 compared to 2021 but meaningfully above pre-pandemic (2019) levels.

Beyond the duration of the current environment as previously noted, the medium and longer-term outlook for the Company is favourable based on the expected impact of government transfer payments and higher infrastructure spending in Indigenous communities, the resiliency of our essential everyday product and service focus and changes in customer relationships and in-community shopping patterns established during COVID-19, and the anticipated improved economy in tourism-dependent countries. The Company also continues to assess acquisition and other business venture opportunities within its different businesses and retail divisions.

In 2022, the Company expects that capital expenditures will be in the $120 million range (2021 - $75.9 million, net of insurance proceeds) with potential for additional store acquisitions and growth investments. The timing and amount of store-based capital expenditures are expected to continue to be impacted by the availability of building materials and COVID-19-related travel restrictions, in addition to other delays that can occur with remote location capital projects.

RISK FACTORS AND ENTERPRISE RISK MANAGEMENT

Information on risk factors inherent within the business and enterprise risk management are included in the Company's 2021 Annual Report and 2021 Annual Information Form, which are hereby incorporated by reference. These documents are available on the Company's website at *www.northwest.ca* or on Sedar at *www.sedar.com*.

QUARTERLY RESULTS OF OPERATIONS

The following is a summary of selected quarterly financial information:

Operating Results - Consolidated

	First Quarter		Fourth Quarter		Third Quarter		Second Quarter	
	89 days	89 days	92 days	92 days	92 days	92 days	92 days	92 days
($ in millions, except per share)	2022	2021	2021	2020	2021	2020	2021	2020
Sales	**$ 552.0**	$ 551.0	$ 579.0	$ 565.2	$ 553.7	$ 553.0	$ 565.1	$ 648.5
EBITDA[1]	**64.9**	78.7	73.0	71.4	78.6	75.7	81.1	110.9
Earnings from operations	**41.4**	56.3	49.6	49.1	56.1	52.9	58.5	87.8
Net earnings	**28.2**	40.3	35.6	32.8	39.2	35.9	42.4	62.6
Net earnings attributable to shareholders of the Company	**27.4**	39.7	34.6	32.1	38.7	34.6	41.9	61.9
Net earnings per share:								
Basic	**0.57**	0.82	0.72	0.66	0.81	0.71	0.86	1.27
Diluted	**0.57**	0.80	0.71	0.63	0.79	0.71	0.86	1.25
Adjusted EBITDA[1]	**68.7**	75.7	67.1	69.0	78.2	83.6	84.1	95.9
Adjusted net earnings[1]	**31.2**	37.9	32.3	30.5	38.4	42.8	44.7	50.5

(1) See Non-GAAP Measures Section of Management's Discussion & Analysis.

Historically, the Company's first quarter sales are the lowest and the fourth quarter sales are the highest, reflecting the holiday selling period. Due to the remote location of many of the Company's stores, weather conditions are often more extreme compared to other retailers and can affect sales in any quarter. Net earnings generally follow higher sales but can be dependent on changes in merchandise sales blend, promotional activity in key sales periods, markdowns to reduce excess inventories and other factors which can affect net earnings.

DISCLOSURE CONTROLS AND INTERNAL CONTROLS OVER FINANCIAL REPORTING

Management is responsible for establishing and maintaining disclosure controls and procedures for the Company in order to provide reasonable assurance that all material information relating to the Company is made known to management in a timely manner so that appropriate decisions can be made regarding public disclosure. Management is also responsible for establishing and maintaining internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial reports for external purposes in accordance with IFRS. All internal control systems, no matter how well designed, have inherent limitations. Therefore even those systems determined to be designed effectively can only provide reasonable assurance of achieving the control objectives. Additionally, management is necessarily required to use judgment in evaluating controls and procedures. Management used the Internal Control - Integrated Framework published by the Committee of Sponsoring Organizations of the Treadway Commission as the control framework in designing its internal controls over financial reporting.

There have been no changes in the internal controls over financial reporting during the quarter ended April 30, 2022 that have materially affected or are reasonably likely to materially affect the Company's internal controls over financial reporting.

ACCOUNTING STANDARDS IMPLEMENTED IN 2022

The significant accounting policies are set out in the Company's 2021 Annual Audited Consolidated Financial Statements. These policies have been applied to all periods presented in these Interim Condensed Consolidated Financial Statements, and have been applied consistently by both the Company and its subsidiaries using uniform accounting policies for like transactions and other events in similar circumstances.

FUTURE ACCOUNTING STANDARDS TO BE IMPLEMENTED

In May 2021, the International Accounting Standards Board issued Deferred Tax related to Assets and Liabilities arising from a Single Transaction, which amended IAS 12, *Income Taxes*. The amendments are effective for periods beginning on or after January 1, 2023, with early adoption permitted. The amendments narrow the scope of the recognition exemption so that it no longer applies on initial recognition to transactions that give rise to equal taxable and deductible temporary differences, such as leases. The Company does not expect adoption of the standard to have a material impact on the Company's consolidated financial statements.

There are no further IFRS or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Company.

NON-GAAP MEASURES

The Company uses the following non-GAAP financial measures: earnings before interest, income taxes, depreciation and amortization ("EBITDA"), adjusted EBITDA and adjusted net earnings. The Company believes these non-GAAP financial measures provide useful information to both management and investors in measuring the financial performance and financial condition of the Company for the reasons outlined below.

Earnings Before Interest, Income Taxes, Depreciation and Amortization (EBITDA) is not a recognized measure under IFRS. Management believes that in addition to net earnings, EBITDA is a useful supplemental measure as it provides investors with an indication of the Company's operational performance before allocating the cost of interest, income taxes and capital investments. Investors should be cautioned however, that EBITDA should not be construed as an alternative to net earnings determined in accordance with IFRS as an indicator of the Company's performance. The Company's method of calculating EBITDA may differ from other companies and may not be comparable to measures used by other companies.

Adjusted EBITDA and Adjusted Net Earnings are not recognized measures under IFRS. Management uses these non-GAAP financial measures to exclude the impact of certain income and expenses that must be recognized under IFRS. The excluded amounts are either subject to volatility in the Company's share price or may not necessarily be reflective of the Company's underlying operating performance. These factors can make comparisons of the Company's financial performance between periods more difficult. The Company may exclude additional items if it believes that doing so will result in a more effective analysis and explanation of the underlying financial performance. The exclusion of these items does not imply that they are non-recurring.

These measures do not have a standardized meaning prescribed by GAAP and therefore they may not be comparable to similarly titled measures presented by other publicly traded companies and should not be construed as an alternative to the other financial measures determined in accordance with IFRS.

Reconciliation of consolidated net earnings to EBITDA and adjusted EBITDA:

($ in thousands)	Consolidated First Quarter 2022	2021	2019
EBIT	**$ 41,431**	$ 56,312	$ 37,033
Add: Amortization	**23,514**	22,357	21,215
EBITDA	**$ 64,945**	$ 78,669	$ 58,248
Adjusted for:			
Insurance gains	**—**	(8,632)	(10,656)
Share-based compensation expense(1)	**3,737**	5,681	(2,520)
Adjusted EBITDA	**$ 68,682**	$ 75,718	$ 45,072

($ in thousands)	Canada First Quarter 2022	2021
EBIT	**$ 27,581**	$ 39,408
Add: Amortization	**15,912**	15,137
EBITDA	**$ 43,493**	$ 54,545
Adjusted for:		
Insurance gains	**—**	(8,632)
Share-based compensation expense(1)	**3,283**	5,102
Adjusted EBITDA	**$ 46,776**	$ 51,015

($ in thousands)	International (Stated in U.S. dollars) First Quarter 2022	2021
EBIT	**$ 10,937**	$ 13,431
Add: Amortization	**6,002**	5,736
EBITDA	**$ 16,939**	$ 19,167
Adjusted for:		
Share-based compensation expense(1)	**359**	460
Adjusted EBITDA	**$ 17,298**	$ 19,627

(1) Further information on share-based compensation expense is provided in Note 11 and Note 14 to the Company's Interim Condensed Consolidated Financial Statements.

Reconciliation of consolidated net earnings to adjusted net earnings:

($ in thousands)	Consolidated First Quarter 2022	2021	2019
Net earnings	**$ 28,161**	$ 40,288	$ 26,225
Adjusted for:			
Insurance gains, net of tax	**—**	(7,123)	(8,399)
Share-based compensation expense, net of tax	**3,000**	4,743	(2,731)
Adjusted net earnings	**$ 31,161**	$ 37,908	$ 15,095

The Company recorded gains on the partial settlement of insurance claims. These gains were due to the difference between the replacement cost of the assets destroyed and their book value.

Certain share-based compensation costs are presented as liabilities on the Company's consolidated balance sheets. The Company is exposed to market price fluctuations in its share price through these share-based compensation costs. These liabilities are recorded at fair value at each reporting date based on the market price of the Company's shares at the end of each reporting period with the changes in fair value recorded in selling, operating and administrative expenses. Further information on share-based compensation is provided in Note 11 and Note 14 to the Company's Interim Condensed Consolidated Financial Statements.

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Unless otherwise stated, this Management's Discussion & Analysis ("MD&A") is based on the financial information included in the Company's Interim Condensed Consolidated Financial Statements and notes to the Interim Condensed Consolidated Financial statements which have been prepared in accordance with International Financial Reporting Standards and is in Canadian dollars. The information contained in this MD&A is current to June 8, 2022.

Forward-Looking Statements

This Quarterly Report, including Management's Discussion & Analysis ("MD&A"), contains forward-looking statements about the Company, including its business operations, strategy and expected financial performance and condition. Forward-looking statements include statements that are predictive in nature, depend upon or refer to future events or conditions, or include words such as “expects”, “anticipates”, “plans”, “believes”, “estimates”, “intends”, “targets”, “projects”, “forecasts” or negative versions thereof and other similar expressions, or future or conditional future financial performance (including sales, earnings, growth rates, capital expenditures, dividends, debt levels, financial capacity, access to capital, and liquidity), on-going business strategies or prospects, the Company's intentions regarding a normal course issuer bid, the anticipated impact of the COVID-19 pandemic on the Company's operations, supply chain and the Company's related business continuity plans, the realization of expected savings from cost reduction plans and possible future action by the Company.

Forward-looking statements are based on current expectations and projections about future events and are inherently subject to, among other things, risks, uncertainties and assumptions about the Company, economic factors and the retail industry in general. They are not guarantees of future performance, and actual events and results could differ materially from those expressed or implied by forward-looking statements made by the Company due to changes in economic conditions, political and market factors in North America and internationally. These factors include, but are not limited to, the duration and the impact of the COVID-19 pandemic, changes in inflation, interest and foreign exchange rates, the Company's ability to maintain an effective supply chain, changes in accounting policies and methods used to report financial condition, including uncertainties associated with critical accounting assumptions and estimates, the effect of applying future accounting changes, business competition, technological change, changes in government regulations and legislation, changes in tax laws, unexpected judicial or regulatory proceedings, catastrophic events, the Company's ability to complete and realize benefits from capital projects, E-Commerce investments, strategic transactions and the integration of acquisitions, the Company's ability to realize benefits from investments in information technology ("IT") and systems, including IT system implementations, or unanticipated results from these initiatives and the Company's success in anticipating and managing the foregoing risks.

The reader is cautioned that the foregoing list of important factors is not exhaustive. Other risks are outlined in the Risk Management section of the 2021 Annual Report and in the Risk Factors sections of the Annual Information Form and Management Information Circular, material change reports and news releases. The reader is also cautioned to consider these and other factors carefully and not place undue reliance on forward-looking statements. Other than as specifically required by applicable law, the Company does not intend to update any forward-looking statements whether as a result of new information, future events or otherwise.

Additional information on the Company, including our Annual Information Form, can be found on SEDAR at *www.sedar.com* or on the Company's website at *www.northwest.ca*.

Consolidated Balance Sheets

(unaudited, $ in thousands)	April 30, 2022	April 30, 2021	January 31, 2022
CURRENT ASSETS			
Cash	**$ 58,549**	$ 55,255	$ 49,426
Accounts receivable (Note 5)	**93,699**	86,732	99,241
Inventories (Note 6)	**266,083**	239,285	247,988
Prepaid expenses	**17,001**	15,639	6,703
	435,332	396,911	403,358
NON-CURRENT ASSETS			
Property and equipment	**551,812**	520,333	554,457
Right-of-use assets	**99,220**	104,184	100,844
Promissory note receivable	**40,555**	49,287	40,283
Goodwill	**48,879**	46,820	48,502
Intangible assets	**32,940**	35,041	34,094
Deferred tax assets	**20,163**	9,050	21,746
Other assets	**16,335**	13,197	15,989
	809,904	777,912	815,915
TOTAL ASSETS	**$ 1,245,236**	$ 1,174,823	$ 1,219,273
CURRENT LIABILITIES			
Accounts payable and accrued liabilities	**$ 192,634**	$ 175,245	$ 221,319
Current portion of long-term debt (Note 9)	**1,157**	86,989	46,262
Current portion of lease liabilities (Note 10)	**18,334**	17,536	18,055
Income tax payable (Note 13)	**10,478**	12,775	8,854
	222,603	292,545	294,490
NON-CURRENT LIABILITIES			
Long-term debt (Note 9)	**281,417**	195,640	189,378
Lease liabilities (Note 10)	**93,988**	99,057	96,015
Defined benefit plan obligation (Note 19)	**8,714**	25,146	21,714
Deferred tax liabilities	**14,277**	12,007	14,483
Other long-term liabilities	**23,173**	24,961	22,989
	421,569	356,811	344,579
TOTAL LIABILITIES	**644,172**	649,356	639,069
SHAREHOLDERS' EQUITY			
Share capital (Note 7)	**176,730**	174,714	173,081
Contributed surplus	**8,152**	9,727	12,530
Retained earnings	**374,637**	309,990	355,674
Accumulated other comprehensive income	**24,017**	17,028	22,350
Equity attributable to The North West Company Inc.	**583,536**	511,459	563,635
Non-controlling interests	**17,528**	14,008	16,569
TOTAL EQUITY	**601,064**	525,467	580,204
TOTAL LIABILITIES & EQUITY	**$ 1,245,236**	$ 1,174,823	$ 1,219,273

See accompanying notes to condensed consolidated financial statements.

Consolidated Statements of Earnings

(unaudited, $ in thousands, except per share amounts)	**Three Months Ended April 30, 2022**	Three Months Ended April 30, 2021
SALES	**$ 552,016**	$ 550,988
Cost of sales	**(375,976)**	(368,416)
Gross profit	**176,040**	182,572
Selling, operating and administrative expenses (Notes 11, 17)	**(134,609)**	(126,260)
Earnings from operations	**41,431**	56,312
Interest expense (Note 12)	**(3,023)**	(3,463)
Earnings before income taxes	**38,408**	52,849
Income taxes (Note 13)	**(10,247)**	(12,561)
NET EARNINGS FOR THE PERIOD	**$ 28,161**	$ 40,288
NET EARNINGS ATTRIBUTABLE TO		
The North West Company Inc.	**$ 27,380**	$ 39,656
Non-controlling interests	**781**	632
TOTAL NET EARNINGS	**$ 28,161**	$ 40,288
NET EARNINGS PER SHARE		
Basic	**$ 0.57**	$ 0.82
Diluted	**$ 0.57**	$ 0.80
WEIGHTED-AVERAGE NUMBER OF SHARES OUTSTANDING (000's)		
Basic	**47,902**	48,522
Diluted	**48,376**	49,352

See accompanying notes to condensed consolidated financial statements.

Consolidated Statements of Comprehensive Income

(unaudited, $ in thousands)	**Three Months Ended April 30, 2022**	Three Months Ended April 30, 2021
NET EARNINGS FOR THE PERIOD	**$ 28,161**	$ 40,288
Other comprehensive income/(loss), net of tax:		
Items that may be reclassified to net earnings:		
Exchange differences on translation of foreign controlled subsidiaries	**1,845**	(5,132)
Items that will not be subsequently reclassified to net earnings:		
Remeasurements of defined benefit plans (Note 19)	**9,513**	10,373
Total other comprehensive income, net of tax	**11,358**	5,241
COMPREHENSIVE INCOME FOR THE PERIOD	**$ 39,519**	$ 45,529
OTHER COMPREHENSIVE INCOME/(LOSS) ATTRIBUTABLE TO		
The North West Company Inc.	**$ 11,180**	$ 5,796
Non-controlling interests	**178**	(555)
TOTAL OTHER COMPREHENSIVE INCOME	**$ 11,358**	$ 5,241
COMPREHENSIVE INCOME ATTRIBUTABLE TO		
The North West Company Inc.	**$ 38,560**	$ 45,452
Non-controlling interests	**959**	77
TOTAL COMPREHENSIVE INCOME	**$ 39,519**	$ 45,529

See accompanying notes to condensed consolidated financial statements.

Consolidated Statements of Changes in Shareholders' Equity

(unaudited, $ in thousands)	Share Capital	Contributed Surplus	Retained Earnings	AOCI[1]	Total	Non-Controlling Interests	Total Equity
Balance at January 31, 2022	$ 173,081	$ 12,530	$ 355,674	$ 22,350	$ 563,635	$ 16,569	$ 580,204
Net earnings for the period	—	—	27,380	—	27,380	781	28,161
Other comprehensive income	—	—	9,513	1,667	11,180	178	11,358
Comprehensive income	—	—	36,893	1,667	38,560	959	39,519
Shares Purchased and cancelled (Note 7)	(19)	—	(181)	—	(200)	—	(200)
Equity settled share-based payments, net of tax	(233)	(2,320)	—	—	(2,553)	—	(2,553)
Dividends (Note 8)	—	—	(17,749)	—	(17,749)	—	(17,749)
Issuance of shares (Note 7)	3,901	(2,058)	—	—	1,843	—	1,843
	3,649	(4,378)	(17,930)	—	(18,659)	—	(18,659)
Balance at April 30, 2022	**$ 176,730**	**$ 8,152**	**$ 374,637**	**$ 24,017**	**$ 583,536**	**$ 17,528**	**$ 601,064**

Balance at January 31, 2021	$ 174,213	$ 13,394	$ 282,088	$ 21,605	$ 491,300	$ 13,931	$ 505,231
Net earnings for the period	—	—	39,656	—	39,656	632	40,288
Other comprehensive income	—	—	10,373	(4,577)	5,796	(555)	5,241
Comprehensive income	—	—	50,029	(4,577)	45,452	77	45,529
Shares Purchased and cancelled (Note 7)	(558)	—	(4,673)	—	(5,231)	—	(5,231)
Equity settled share-based payments, net of tax	(16)	(3,255)	—	—	(3,271)	—	(3,271)
Dividends (Note 8)	—	—	(17,454)	—	(17,454)	—	(17,454)
Issuance of shares (Note 7)	1,075	(412)	—	—	663	—	663
	501	(3,667)	(22,127)	—	(25,293)	—	(25,293)
Balance at April 30, 2021	$ 174,714	$ 9,727	$ 309,990	$ 17,028	$ 511,459	$ 14,008	$ 525,467

(1) Accumulated Other Comprehensive Income

See accompanying notes to condensed consolidated financial statements.

Consolidated Statements of Cash Flows

(unaudited, $ in thousands)	**Three Months Ended April 30, 2022**	Three Months Ended April 30, 2021
CASH FROM (USED IN):		
Operating activities		
Net earnings for the period	**$ 28,161**	$ 40,288
Adjustments for:		
Amortization	**23,514**	22,357
Provision for income taxes (Note 13)	**10,247**	12,561
Interest expense (Note 12)	**3,023**	3,463
Equity settled share-based compensation, net of tax (Note 14)	**(2,553)**	(3,271)
Insurance proceeds, property and equipment (Note 17)	**—**	(8,632)
Taxes paid	**(10,680)**	(9,577)
Loss / (gain) on disposal of property and equipment	**13**	(35)
	51,725	57,154
Change in non-cash working capital	**(50,976)**	(48,319)
Change in other non-cash items	**(709)**	1,668
Cash from operating activities	**40**	10,503
Investing activities		
Purchase of property and equipment	**(11,944)**	(11,188)
Intangible asset additions	**(1,002)**	(1,123)
Proceeds from disposal of property and equipment	**1**	45
Insurance proceeds, property and equipment (Note 17)	**—**	8,632
Cash used in investing activities	**(12,945)**	(3,634)
Financing activities		
Net increase in long-term debt (Note 9)	**45,746**	8,134
Payment of lease liabilities, principal	**(4,618)**	(5,167)
Payment of lease liabilities, interest	**(1,016)**	(1,095)
Dividends (Note 8)	**(17,749)**	(17,454)
Interest paid	**(2,287)**	(1,986)
Net issuance of common shares	**1,843**	663
Common shares purchased and cancelled (Note 7)	**(200)**	(5,231)
Cash from/ (used in) financing activities	**21,719**	(22,136)
Effect of foreign exchange rates on cash	**309**	(1,014)
NET CHANGE IN CASH	**9,123**	(16,281)
Cash, beginning of period	**49,426**	71,536
CASH, END OF PERIOD	**$ 58,549**	$ 55,255

See accompanying notes to condensed consolidated financial statements.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

1. ORGANIZATION

The North West Company Inc. (NWC or the Company) is a corporation amalgamated under the Canada Business Corporations Act (CBCA) and governed by the laws of Canada. The Company, through its subsidiaries, is a leading retailer of food and everyday products and services. The address of its registered office is 77 Main Street, Winnipeg, Manitoba, Canada.

The Company has two reportable geographical segments, Canada and International. The International segment consists largely of wholly owned subsidiaries operating in the continental United States, Caribbean and South Pacific. The Company's business follows a seasonal pattern where historically the first quarter sales are the lowest and the fourth quarter sales are the highest, reflecting consumer holiday buying patterns.

These unaudited interim period condensed consolidated financial statements (condensed consolidated financial statements) have been approved for issue by the Board of Directors of the Company on June 8, 2022.

2. BASIS OF PREPARATION

(A) Statement of Compliance These condensed consolidated financial statements have been prepared in accordance with International Accounting Standard (IAS) 34, *Interim Financial Reporting,* as issued by the International Accounting Standards Board (IASB). These condensed consolidated financial statements should be read in conjunction with the Company's annual audited consolidated financial statements and the accompanying notes included in The North West Company Inc.'s 2021 Annual Report which have been prepared in accordance with International Financial Reporting Standards (IFRS).

(B) Basis of Measurement The condensed consolidated financial statements have been prepared on a historical cost basis, except for the following which are measured at fair value, as applicable:

- Liabilities for share-based payment plans (Note 14)
- Defined benefit pension plan (Note 19)
- Assets and liabilities acquired in a business combination

The methods used to measure fair values are discussed further in the notes to the Company's 2021 Annual Audited Consolidated Financial Statements.

(C) Functional and Presentation Currency The presentation currency of the condensed consolidated financial statements is Canadian dollars, which is the Company's functional currency. All financial information is presented in Canadian dollars, unless otherwise stated, and has been rounded to the nearest thousand.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

3. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies are set out in the Company's 2021 Annual Audited Consolidated Financial Statements. These policies have been applied to all periods presented in these condensed consolidated financial statements, and have been applied consistently by both the Company and its subsidiaries using uniform accounting policies for like transactions and other events in similar circumstances.

Future Standards and Amendments In May 2021, the International Accounting Standards Board issued Deferred Tax related to Assets and Liabilities arising from a Single Transaction, which amended IAS 12, *Income Taxes*. The amendments are effective for periods beginning on or after January 1, 2023, with early adoption permitted. The amendments narrowed the scope of the recognition exemption so that it no longer applies on initial recognition to transactions that give rise to equal taxable and deductible temporary differences, such as leases. The Company does not expect adoption of the standard to have a material impact on the Company's consolidated financial statements.

There are no further IFRS or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Company.

Use of Estimates The preparation of the condensed consolidated financial statements in conformity with IFRS requires management to make estimates, assumptions and judgments that affect the application of accounting policies, the reported amounts of revenues and expenses during the reporting period and disclosure of contingent assets and liabilities in the condensed consolidated financial statements and notes. Judgment has been used in the application of accounting policy and to determine if a transaction should be recognized or disclosed in these condensed consolidated financial statements while estimates and assumptions have been used to measure balances recognized or disclosed.

Estimates, assumptions and judgments are based on management’s historical experience, best knowledge of current events, conditions and actions that the Company may undertake in the future and other factors that management believes are reasonable under the circumstances. Estimates and underlying assumptions are reviewed on an ongoing basis. Certain of these estimates require subjective or complex judgments by management about matters that are uncertain and changes in these estimates could materially impact the condensed consolidated financial statements and notes. Revisions to accounting estimates are recognized in the period in which the estimates are reviewed and in any future periods affected.

Areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates have the most significant effect on the amounts recognized in the condensed consolidated financial statements include: allowance for doubtful accounts, inventories, amortization of property and equipment, determination of lease term, estimate of incremental borrowing rate of each leased asset, impairment of long-lived assets, goodwill and indefinite life intangible asset impairment, income taxes, measurement of contingent consideration, promissory note receivable and defined benefit plan obligations.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

4. SEGMENTED INFORMATION

The Company is a retailer of food and everyday products and services in two geographical segments, Canada and International. The Canadian segment consists of subsidiaries operating retail stores and complimentary businesses to serve northern Canada. The International segment consists largely of subsidiaries operating retail stores in the continental United States, Caribbean and South Pacific. Financial information for these business segments is regularly reviewed by the Company's President and Chief Executive Officer to assess performance and make decisions about the allocation of resources.

The following key information is presented by geographic segment:

Consolidated Statements of Earnings

	Three Months Ended April 30, 2022	Three Months Ended April 30, 2021
Sales		
Canada		
Food	**$ 217,189**	$ 217,674
General merchandise and other	**98,102**	102,791
Canada	**$ 315,291**	$ 320,465
International		
Food	**$ 214,648**	$ 205,424
General merchandise and other	**22,077**	25,099
International	**$ 236,725**	$ 230,523
Consolidated	**$ 552,016**	$ 550,988
Earnings before amortization, interest and income taxes		
Canada	**$ 43,493**	$ 54,545
International	**21,452**	24,124
Consolidated	**$ 64,945**	$ 78,669
Earnings from operations		
Canada	**$ 27,581**	$ 39,408
International	**13,850**	16,904
Consolidated	**$ 41,431**	$ 56,312

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

4. SEGMENTED INFORMATION (continued)

Supplemental information

	April 30, 2022	April 30, 2021	January 31, 2022
Assets			
Canada (1)	**$ 781,863**	$ 749,667	$ 775,806
International (1)	**463,373**	425,156	443,467
Consolidated	**$ 1,245,236**	$ 1,174,823	$ 1,219,273

(1) Canadian total assets includes goodwill of $11,025 (April 30, 2021 – $11,025; January 31, 2022 – $11,025); International total assets includes goodwill of $37,854 (April 30, 2021 – $35,795; January 31, 2022 – $37,477).

	Three Months Ended April 30, 2022		Three Months Ended April 30, 2021	
	Canada	**International**	Canada	International
Purchase of property and equipment	**$ 8,861**	**$ 3,083**	$ 6,983	$ 4,205
Amortization	**$ 15,912**	**$ 7,602**	$ 15,137	$ 7,220

5. ACCOUNTS RECEIVABLE

	April 30, 2022	April 30, 2021	January 31, 2022
Trade accounts receivable	**$ 77,623**	$ 74,962	$ 86,841
Corporate and other accounts receivable	**27,261**	22,485	24,565
Less: allowance for doubtful accounts	**(11,185)**	(10,715)	(12,165)
Total	**$ 93,699**	$ 86,732	$ 99,241

The carrying values of accounts receivable are a reasonable approximation of their fair values. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. Corporate and other accounts receivable have a lower risk profile relative to trade accounts receivable because they are largely due from government or corporate entities.

6. INVENTORIES

Included in cost of sales for the three months ended April 30, 2022, the Company recorded $1,799 (three months ended April 30, 2021 – $1,060) for the write-down of period end inventories as a result of net realizable value being lower than cost. There was no reversal of inventories written down previously that are no longer estimated to sell below cost during the three months ended April 30, 2022 or 2021.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

7. SHARE CAPITAL

Authorized – The Company has an unlimited number of Common Voting Shares and Variable Voting Shares.

April 30, 2022	**Shares**	**Consideration**
Balance at January 31, 2022	**47,878,650**	**$ 173,110**
Purchased and cancelled(1)	**(5,300)**	**(19)**
Issued under share-based compensation plans (Note 14)	**97,955**	**3,872**
Balance at April 30, 2022	**47,971,305**	**$ 176,963**
Shares held in trust, January 31, 2022	**(8,371)**	**(29)**
Purchased for future settlement of PSUs	**(87,000)**	**(311)**
Released for settlement of PSUs (Note 14)	**29,849**	**107**
Shares held in trust, April 30, 2022	**(65,522)**	**(233)**
Issued and outstanding, net of shares held in trust, April 30, 2022	**47,905,783**	**$ 176,730**

April 30, 2021		
Balance at January 31, 2021	48,613,319	$ 174,213
Purchased and cancelled (1)	(155,570)	(558)
Issued under share-based compensation plans (Note 14)	27,762	1,075
Balance at April 30, 2021	48,485,511	$ 174,730
Shares held in trust, January 31, 2021	—	—
Purchased for future settlement of PSUs	(75,000)	(269)
Released for settlement of PSUs (Note 14)	70,613	253
Shares held in trust, April 30, 2021	(4,387)	(16)
Issued and outstanding, net of shares held in trust, April 30, 2021	48,481,124	$ 174,714

(1) Variable voting shares and common voting shares purchased pursuant to NCIB program. The Company records shares repurchased on a transaction date basis.

Normal Course Issuer Bid

On November 10, 2021, the Company received approval from the Toronto Stock Exchange to renew the Normal Course Issuer Bid ("NCIB"). Under the NCIB, the Company may acquire up to a maximum of 4,773,508 of its shares, or approximately 10% of its float for cancellation over the following 12 months. During the three months ended April 30, 2022, the Company purchased 5,300 common shares having a book value of $19 for cash consideration of $200. The excess of the purchase price over the book value of the shares of $181 was charged to retained earnings. During the three months ended April 30, 2021, the Company purchased 155,570 common shares having a book value of $558 for cash consideration of $5,231. All shares purchased were cancelled.

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

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

8. DIVIDENDS

		Three Months Ended April 30, 2022		Three Months Ended April 30, 2021
Dividends recorded in equity and paid in cash	$	17,749	$	17,454
Dividends per share	$	0.37	$	0.36

The payment of dividends on the Company's shares is subject to the approval of the Board of Directors and is based upon, among other factors, the financial performance of the Company, its current and anticipated future business needs, and the satisfaction of solvency tests imposed by the CBCA for the declaration of dividends. Dividends are recognized as a liability in the consolidated financial statements in the period in which they are approved by the Board of Directors (Note 20).

9. LONG-TERM DEBT

		April 30, 2022		April 30, 2021		January 31, 2022
Current:						
Revolving loan facility (3)	$	—	$	—	$	45,107
Senior notes (4)		—		85,843		—
Promissory notes payable (7)		1,157		1,146		1,155
	$	1,157	$	86,989	$	46,262
Non-current:						
Revolving loan facility (1)	$	14,209	$	—	$	—
Revolving loan facilities (2)		—		—		—
Revolving loan facilities (3)		76,922		9,061		—
Senior notes (4)		—		—		88,869
Senior notes (5)		89,772		85,843		—
Senior notes (6)		100,000		100,000		100,000
Promissory notes payable (7)		514		736		509
	$	281,417	$	195,640	$	189,378
Total	$	282,574	$	282,629	$	235,640

(1) The committed, revolving U.S. loan facility provides the International Operations with up to US$40,000 for working capital requirements and general business purposes. This facility matures February 12, 2025, bears a floating rate of interest based on U.S. LIBOR plus a spread and is secured by certain accounts receivable and inventories of the International Operations. As at April 30, 2022, the International Operations had drawn US$11,053 (April 30, 2021 - US$NIL; January 31, 2022 - US$NIL) on this facility.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

9. LONG-TERM DEBT (continued)

(2) In March 2022, the Company extended the maturity date of the US$52,000 loan facilities. These facilities mature March 1, 2027 and bear interest at U.S. LIBOR or an alternative reference rate plus a spread. These committed loan facilities are secured by certain assets of the Company and rank *pari passu* with the $100,000 senior notes, the US$70,000 senior notes due in 2027 and 2032 and the $400,000 Canadian Operations loan facilities. At April 30, 2022, the Company had drawn US$NIL (April 30, 2021 – US$NIL; January 31, 2022 - US$NIL) on these facilities.

(3) These committed, revolving loan facilities provide the Company's Canadian Operations with up to $400,000 (April 30, 2021 - $300,000) for working capital and general business purposes. In March 2022, the Company extended the maturity date of these facilities to March 1, 2027. The facilities are secured by certain assets of the Company and rank *pari passu* with the $100,000 senior notes, the US$70,000 senior notes due in 2027 and 2032 and the US$52,000 loan facilities. These facilities bear a floating interest rate based on Bankers Acceptances rates plus stamping fees or the Canadian prime interest rate.

(4) The US$70,000 senior notes matured June 16, 2021 and were repaid. These notes had a fixed interest rate of 3.27% on US$55,000 and a floating interest rate on US$15,000 based on U.S. LIBOR plus a spread. The senior notes were secured by certain assets of the Company and ranked *pari passu* with the $400,000 Canadian Operations loan facilities, the $100,000 senior notes, the US$70,000 senior notes due in 2027 and 2032 and the US$52,000 loan facilities.

(5) These US$70,000 senior notes comprise US$35,000 due June 16, 2027 with a fixed interest rate of 2.88% and US$35,000 due June 16, 2032 with a fixed interest rate of 3.09%. The senior notes are secured by certain assets of the Company and rank *pari passu* with the $400,000 Canadian Operations loan facilities, the $100,000 senior notes and the US$52,000 loan facilities.

(6) The $100,000 senior notes mature September 26, 2029, have a fixed interest rate of 3.74%, are secured by certain assets of the Company and rank *pari passu* with the $400,000 Canadian Operations loan facilities, the US$70,000 senior notes due in 2027 and 2032 and the US$52,000 loan facilities.

(7) Promissory notes payable are non-interest bearing, have annual principal payments and are secured by certain assets of the Company.

10. LEASE LIABILITIES

The Company's lease liabilities are discounted at its incremental borrowing rate, generally calculated from applicable Canadian and U.S. corporate bond yields. At April 30, 2022, lease liabilities reflect a weighted-average risk-free rate of 3.6% (April 30, 2021 – 3.8%; January 31, 2022 - 3.6%) and weighted-average remaining lease term of 9.4 years (April 30, 2021 – 10.0 years; January 31, 2022 - 9.6 years).

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

11. EMPLOYEE COSTS

	Three Months Ended April 30, 2022	Three Months Ended April 30, 2021
Wages, salaries and benefits including bonus	$ 72,691	$ 75,180
Post-employment benefits	2,689	3,207
Share-based compensation (Note 14)	3,737	5,681

12. INTEREST EXPENSE

	Three Months Ended April 30, 2022	Three Months Ended April 30, 2021
Interest on long-term debt	$ 2,140	$ 2,406
Interest on lease liabilities	1,016	1,095
Net interest on defined benefit plan obligation	176	254
Interest imputed on promissory note receivable	(272)	(267)
Interest capitalized	(37)	(25)
Total	$ 3,023	$ 3,463

13. INCOME TAXES

The estimated effective income tax rate for the three months ended April 30, 2022 is 26.7% (three months ended April 30, 2021 – 23.8%). The Company estimates its effective income tax rate on a weighted-average basis by determining the income tax rate applicable to each taxing jurisdiction and applying it to its pre-tax earnings.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

14. SHARE-BASED COMPENSATION

The Company offers the following share-based compensation plans: Performance Share Units (PSUs); Share Options; Director Deferred Share Units (DDSUs); Executive Deferred Share Units (EDSUs) and an Employee Share Purchase Plan. The purpose of these plans is to directly align the interests of the participants and the shareholders of the Company by providing compensation that is dependent on the performance of the Company's shares.

The total expense relating to share-based payment plans for the three months ended April 30, 2022 was $3,737 (three months ended April 30, 2021 – $5,681). The carrying amount of the Company's share-based compensation arrangements including PSU, share option, DDSU and EDSU plans are recorded on the consolidated balance sheets as follows:

	April 30, 2022	April 30, 2021	January 31, 2022
Accounts payable and accrued liabilities	**$ 4,693**	$ 7,269	$ 7,586
Other long-term liabilities	**12,935**	14,552	12,321
Contributed surplus	**6,351**	7,664	10,933
Total	**$ 23,979**	$ 29,485	$ 30,840

Performance Share Units

The Company has granted Performance Share Units to officers and senior management. Each PSU entitles the participant to receive either a cash payment equal to the market value of the number of notional units granted or one share of the Company for each notional unit granted at the end of the vesting period based on the achievement of specific performance based criteria. The PSU account for each participant includes the value of dividends from the Company as if reinvested in additional PSUs. PSU awards vest with the employee on the third fiscal year following the date of the grant to which the award relates. Compensation expense is measured based on the grant date fair market value of the award and recognized over the vesting period based on the estimated total compensation to be paid. Compensation costs related to the PSUs for the three months ended April 30, 2022 are $1,785 (three months ended April 30, 2021 – $2,010).

Equity settled PSUs are redeemed with shares transferred from a trust established for this plan or by issuing shares from treasury. There were 60,993 PSUs (three months ended April 30, 2021 - 143,354 PSUs) partially settled by releasing 29,849 shares (three months ended April 30, 2021 - 70,613 shares) from the employee trust. There were 55,903 (three months ended April 30, 2021 - NIL) partially settled by releasing 27,748 shares issued from treasury (three months ended April 30, 2021 - NIL).

The total number of PSUs outstanding at April 30, 2022 that may be settled in treasury shares is 336,153 (April 30, 2021 – 302,667).

Share Option Plan

The Company has a Share Option Plan that provides for the granting of options to certain officers and senior management. Options are granted at fair market value based on the volume weighted-average closing price of the Company's shares for the five trading days preceding the grant date. Effective June 14, 2011, the Share Option Plan was amended and restated. The amendments afford the Board of Directors the discretion to award options giving the holder the choice, upon exercise, to either deduct a portion of all dividends declared after the grant date from the options exercise price or to exercise the option at the strike price specified at the grant date (Declining Strike Price Options). Options issued prior to June 14, 2011 and certain options issued subsequently are standard options (Standard Options). Each option is exercisable into one share of the Company at the price specified in the terms of the option. Declining Strike Price options allow the employee to acquire shares or receive a cash payment based on the excess of the fair market value of the Company's shares over the exercise price.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

14. SHARE-BASED COMPENSATION (continued)

The fair value of the Declining Strike Price Options is remeasured at the reporting date and recognized both in net earnings and as a liability over the vesting period. The grant date fair value of the Standard Options is recognized in net earnings and contributed surplus over the vesting period.

The maximum number of shares available for issuance is a fixed number set at 4,354,020, representing 9.1% of the Company's issued and outstanding shares at April 30, 2022. Fair value of the Company's options is determined using an option pricing model. Share options granted vest on a graduated basis over four years and are exercisable over a period of seven years. The share option compensation costs recorded for the three months ended April 30, 2022 are $997 (three months ended April 30, 2021 – $2,239).

The fair values for options issued were calculated based on the assumptions below.

		April 30, 2022		April 30, 2021
Fair value of options granted	**$**	**5.19**	$	4.67
Exercise price	**$**	**35.83**	$	35.51
Dividend yield		**4.2 %**		4.1%
Annual risk-free interest rate		**2.2 %**		1.1%
Expected share price volatility		**24.1 %**		25.2%

The assumptions used to measure cash settled options at the balance sheet dates were as follows:

	April 30, 2022	April 30, 2021
Dividend yield	**4.1 %**	4.1 %
Annual risk-free interest rate	**2.6 %**	0.3 %
Expected share price volatility	**17.5% to 24.7%**	22.7% to 40.5%

The expected dividend yield is estimated based on the quarterly dividend rate and the closing share price on the date the options are granted. The expected share price volatility is estimated based on the Company's historical volatility over a period consistent with the expected life of the options. The risk-free interest rate is estimated based on the Government of Canada bond yield for a term to maturity equal to the expected life of the options.

14. SHARE-BASED COMPENSATION (continued)

The following continuity schedules reconcile the movement in outstanding options during the three months ended April 30:

Number of options outstanding	Declining Strike Price Options		Standard Options	
	April 30, 2022	April 30, 2021	**April 30, 2022**	April 30, 2021
Outstanding options, beginning of period	**589,588**	815,272	**1,274,837**	1,237,366
Granted	**—**	—	**223,283**	271,679
Exercised	**(265,471)**	(79,510)	**(81,380)**	(5,956)
Outstanding options, end of period	**324,117**	735,762	**1,416,740**	1,503,089
Exercisable at end of period	**186,732**	460,996	**567,123**	463,453

Weighted-average exercise price	Declining Strike Price Options		Standard Options	
	April 30, 2022	April 30, 2021	**April 30, 2022**	April 30, 2021
Outstanding options, beginning of period	**$ 31.06**	$ 30.15	**$ 30.13**	$ 28.51
Granted	**—**	—	**35.83**	35.51
Exercised	**28.26**	25.25	**28.12**	27.77
Outstanding options, end of period	**$ 31.54**	$ 30.57	**$ 31.14**	$ 29.78
Exercisable at end of period	**$ 30.92**	$ 25.97	**$ 29.03**	$ 27.98

Options outstanding at April 30, 2022 have an exercise price range of $24.40 to $35.83 and a weighted-average remaining contractual life of 4.4 years.

Director Deferred Share Unit Plan

This plan is available for independent Directors. Participants are credited with deferred share units for the amount of the annual equity retainer and fees each participant elects to allocate to the DDSU plan. Each deferred share unit entitles the holder to receive a share of the Company. The DDSUs are exercisable by the holder at any time but no later than December 31 of the first calendar year commencing after the holder ceases to be a Director. A participant may elect at the time of exercise of any DDSUs, subject to the consent of the Company, to have the Company pay an amount in cash equal to the aggregate current market value of the shares, determined based on the closing price of the shares on the TSX on the trading day preceding the exercise date. This cash payment is in consideration for the surrender by the participant to the Company the right to receive shares from exercising the DDSUs. Effective December 2016, the plan was amended for those DDSUs credited to participants for the portion of the annual cash retainer and fees each participant elects to allocate to the plan. The holder of these DDSUs is entitled to receive at the time of exercise, an amount in cash equal to the aggregate current market value of the shares, determined based on the closing price of the shares on the TSX on the trading day preceding the exercise date.

Compensation expense is initially measured at the time of the grant. Subsequent changes in the fair value of the DDSUs based on changes in the market value of the Company's shares are recognized at each reporting date. The DDSU plan compensation costs recorded for the three months ended April 30, 2022 are $503 (three months ended April 30, 2021 – $858). The total number of DDSUs outstanding at April 30, 2022 is 303,783 (April 30, 2021 – 321,468). There were 11,622 DDSUs exercised in cash during the period ended April 30, 2022 (April 30, 2021 - NIL).

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

14. SHARE-BASED COMPENSATION (continued)

Executive Deferred Share Unit Plan

The EDSU plan was implemented to assist executive management to meet the Company's minimum share ownership guidelines. This plan provides for the granting of deferred share units to those executives who elect to receive a portion of their annual short-term incentive payment in EDSUs, subject to plan limits. Effective April 2016, participants will be credited with EDSUs based on the amount of their short-term incentive payment allocated to the plan and the fair market value of the Company's shares. The EDSU account for each participant includes the value of dividends from the Company as if reinvested in additional EDSUs. The EDSUs are exercisable at any time after the executive ceases to be an employee of the Company, but no later than December 31 of the first calendar year commencing after the holder ceased to be an employee. Each EDSU entitles the holder to a cash payment equal to the market value of the equivalent number of the Company's shares, determined based on their closing price on the TSX on the trading day preceding the exercise date.

Total compensation expense is measured at the time of the grant. Subsequent changes in the fair value of the EDSUs based on changes in the market value of the Company's shares are recognized at each reporting date. The EDSU plan compensation costs recorded for the three months ended April 30, 2022 are $17 (three months ended April 30, 2021 – $55).

Employee Share Purchase Plan

The Employee Share Purchase Plan provides participants with the opportunity to acquire an ownership interest in the Company. The Company contributes an additional 33% of the amount invested, subject to a maximum annual contribution of 2% of the participants' base salary. The plan is administered by a trustee who uses the funds received to purchase shares on the TSX on behalf of the participating employees. These shares are registered in the name of the plan trustee on behalf of the participants. The Company’s contribution to the plan is recorded as compensation expense. The employee share purchase plan compensation costs recorded for the three months ended April 30, 2022 are $435 (three months ended April 30, 2021 – $519).

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

15. SEASONALITY

The Company's business follows a seasonal pattern where historically the first quarter sales are the lowest and the fourth quarter sales are the highest, reflecting consumer holiday buying patterns. Net earnings generally follow higher sales but can be dependent on markdown activity in key sales periods to reduce excess inventories. Net earnings are historically lower in the first quarter due to lower sales and fixed costs such as rent and overhead that apply uniformly throughout the year.

16. SUBSIDIARIES AND JOINT VENTURES

The Company's principal operating subsidiaries at April 30, 2022 are set out below:

			Proportion of voting rights held by:	
	Activity	**Country of Organization**	**Company**	**Subsidiary**
NWC GP Inc.	General Partner	Canada	100 %	
North West Company Holdings Inc.	Holding Company	Canada	100 %	
The North West Company LP	Retailing	Canada	100 % (less one unit)	
NWC (U.S.) Holdings Inc.	Holding Company	United States		100 %
The North West Company (International) Inc.	Retailing	United States		100 %
Roadtown Wholesale Trading Ltd.	Retailing	British Virgin Islands		77 %
North Star Air Ltd.	Airline	Canada		100 %

The Company's investment in joint ventures comprises a 50% interest in a Canadian Arctic shipping company, Transport Nanuk Inc.

17. EXPENSES BY NATURE

	Three Months Ended April 30, 2022	Three Months Ended April 30, 2021
Employee costs (Note 11)	**$ 79,117**	$ 84,068
Amortization	**23,514**	22,357
Operating lease rentals	**1,344**	1,524
Gain on partial insurance settlement (1)	**—**	(8,632)

(1) The Company recorded a gain due to the partial settlement of an insurance claim for the period ended April 30, 2021. This gain was due to the difference between the replacement cost of the assets destroyed and their net book values.

NOTES TO THE UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

18. FINANCIAL INSTRUMENTS

Accounting classifications and fair value estimation

The following table comprises the carrying amounts of the Company's financial instruments at April 30, 2022. All of the Company's financial instruments are carried at amortized cost using the effective interest rate method.

These amounts represent point-in-time estimates and may not reflect fair value in the future. These calculations are subjective in nature, involve uncertainties and are a matter of significant judgment.

		Assets (Liabilities) carried at amortized cost	
	Maturity	Carrying amount	Fair value
Cash	Short-term	$ 58,549	$ 58,549
Accounts receivable	Short-term	93,699	93,699
Promissory note receivable	Long-term	40,555	40,555
Other financial assets	Long-term	1,436	1,436
Accounts payable and accrued liabilities	Short-term	(187,941)	(187,941)
Current portion of long-term debt	Short-term	(1,157)	(1,157)
Long-term debt	Long-term	(281,417)	(263,857)

The methods and assumptions used in estimating the fair value of the Company's financial instruments are as follows:

- The fair value of short-term financial instruments, excluding debt with fixed interest rates, approximates their carrying values due to their immediate or short-term period to maturity. Any differences between fair value and book values of short-term financial instruments are considered to be insignificant.
- The fair value of debt with fixed interest rates is estimated by discounting the expected future cash flows using the current risk-free interest rate on an instrument with similar terms adjusted for an appropriate risk premium. This is considered a level 2 fair value estimate.
- The carrying value of the promissory note receivable is a reasonable approximation of fair value. The fair value when recognized was estimated by calculating the present value of the future expected cash flows using an effective interest rate derived from comparable debt issuances.

19. POST-EMPLOYMENT BENEFITS

A remeasurement of the defined benefit pension plan assets and liabilities was performed and an actuarial gain of $9,513, net of tax was recorded for the three months ended April 30, 2022 (three months ended April 30, 2021 - $10,373) in other comprehensive income, which was recognized immediately in retained earnings. This actuarial gain was primarily due to a change in the discount rate used to measure the defined benefit obligation partially offset by lower than expected investment returns. The discount rate used to determine the benefit obligation for the defined benefit pension plan was 4.60% (January 31, 2022 - 3.43%).

20. SUBSEQUENT EVENTS

Dividends

On June 8, 2022, the Board of Directors declared a dividend of $0.37 per share payable July 15, 2022 to shareholders of record on June 30, 2022.