



**Top Work, Top Results**  
2016 Annual General Meeting  
of Shareholders

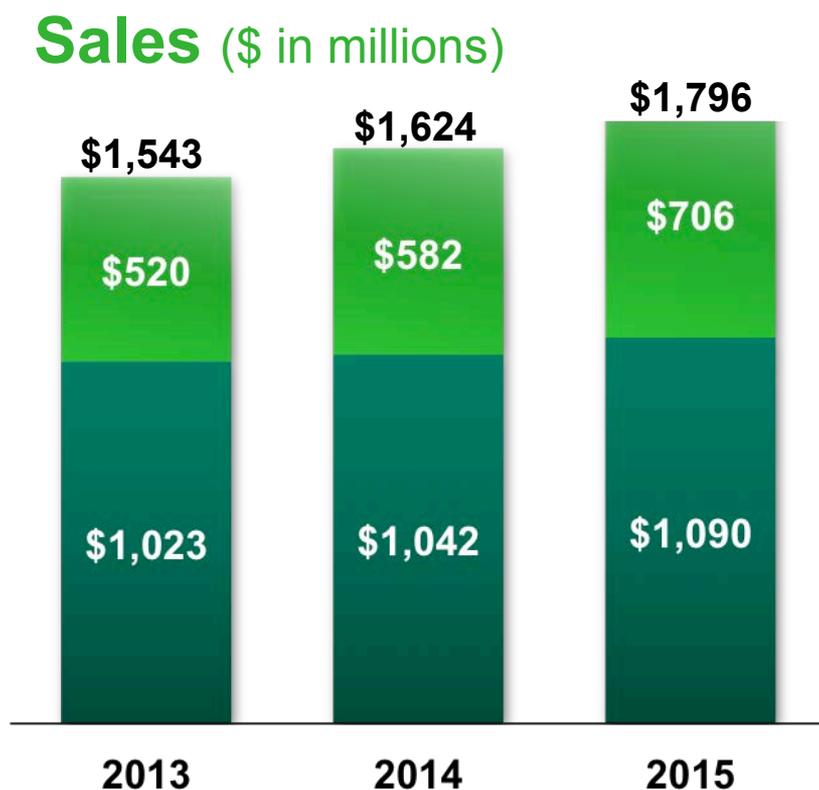


**Top Work, Top Results**  
Executive Vice-President and Chief  
Financial Officer Remarks

# Strong Sales Growth • 2015 Financial Highlights

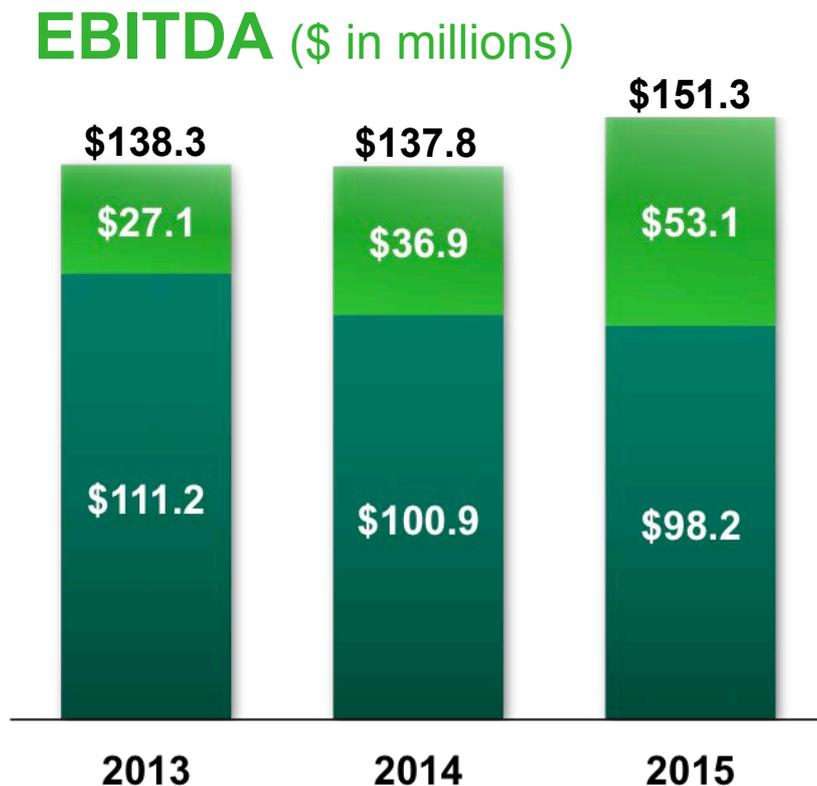


## Sales (\$ in millions)



- 16<sup>th</sup> consecutive year of growth
- Strong same store food sales
- International sales +21.3%
- Positive foreign exchange impact

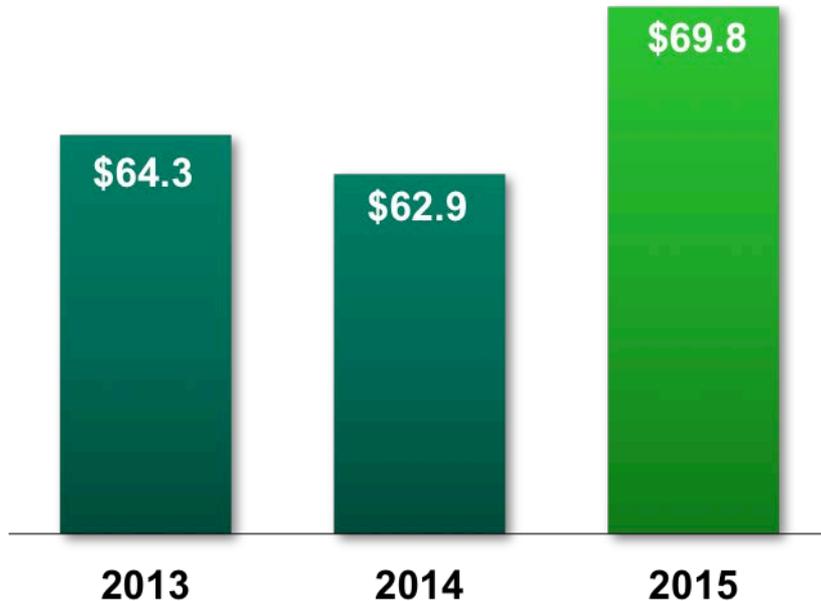
## EBITDA (\$ in millions)



Canada  
International

- International +\$16.2 million, +43.7%
- Positive foreign exchange impact
- Canada -\$2.7 million, -2.6%
- Cost-U-Less and Giant Tiger deliver largest gains

## Net Earnings (\$ in millions)

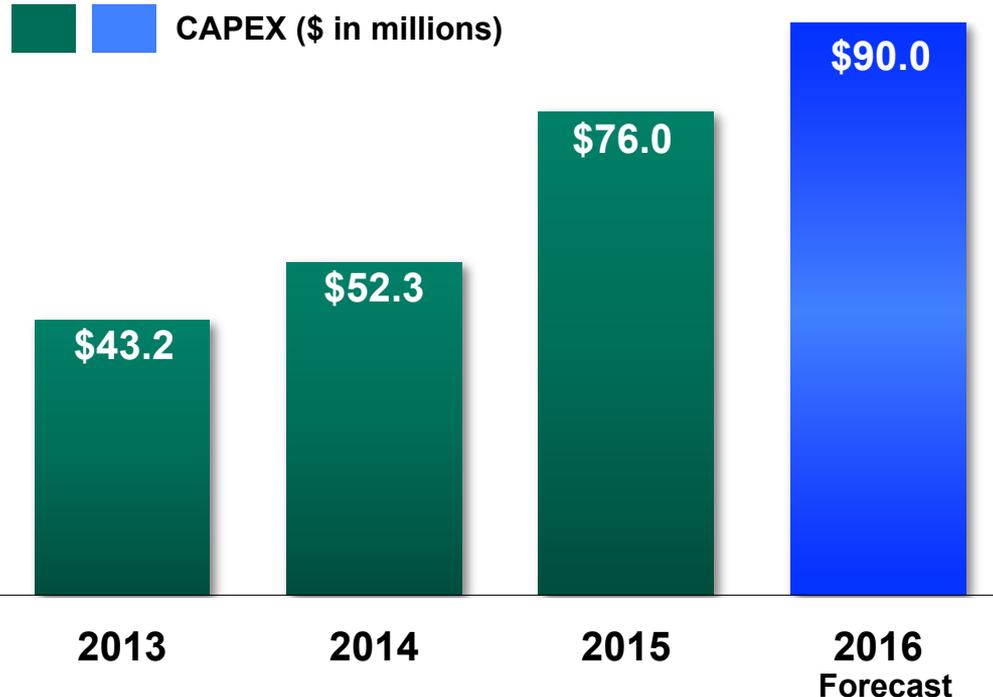


- Sales growth
- Gross profit rate improvement
- Partial offset by higher expenses



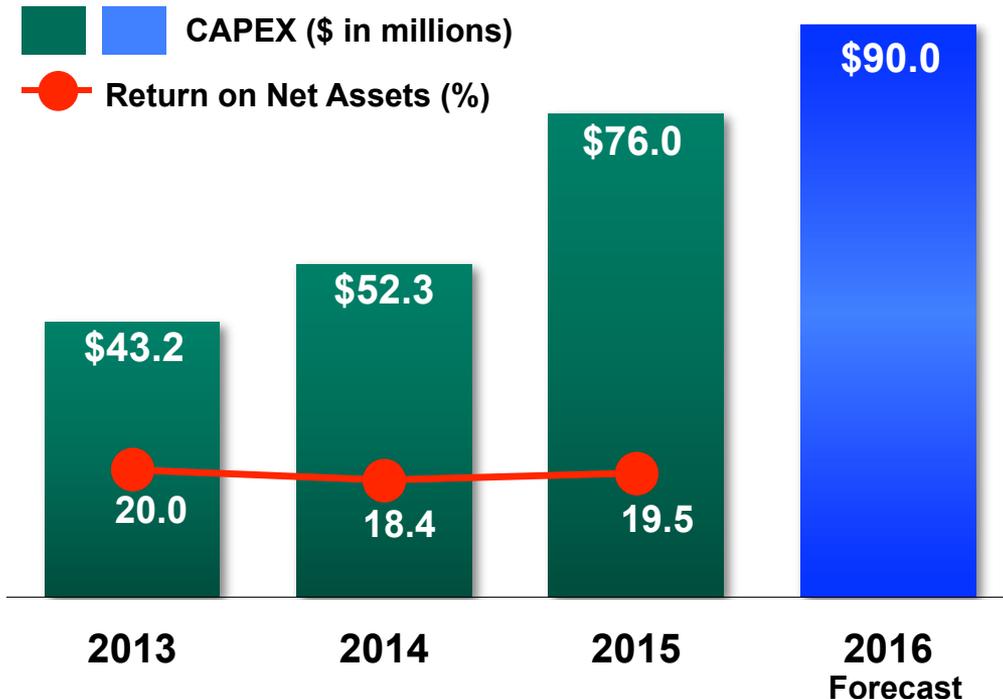
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## Capital Expenditures & Return on Net Assets



- Top market store renovations
- Top category investments
- Replace core retail technology

## Capital Expenditures & Return on Net Assets



- Top market store renovations
- Top category investments
- Replace core retail technology
- Track record of results

## Debt, Leverage & Undrawn Capacity

(\$ in millions)

■ Debt ■ Undrawn Capacity  
● Debt-to-EBITDA



■ Stable debt-to-EBITDA

## Debt, Leverage & Undrawn Capacity

(\$ in millions)

■ Debt ■ Undrawn Capacity  
● Debt-to-EBITDA



- Stable debt-to-EBITDA
- Short-term increase in leverage

## Debt, Leverage & Undrawn Capacity

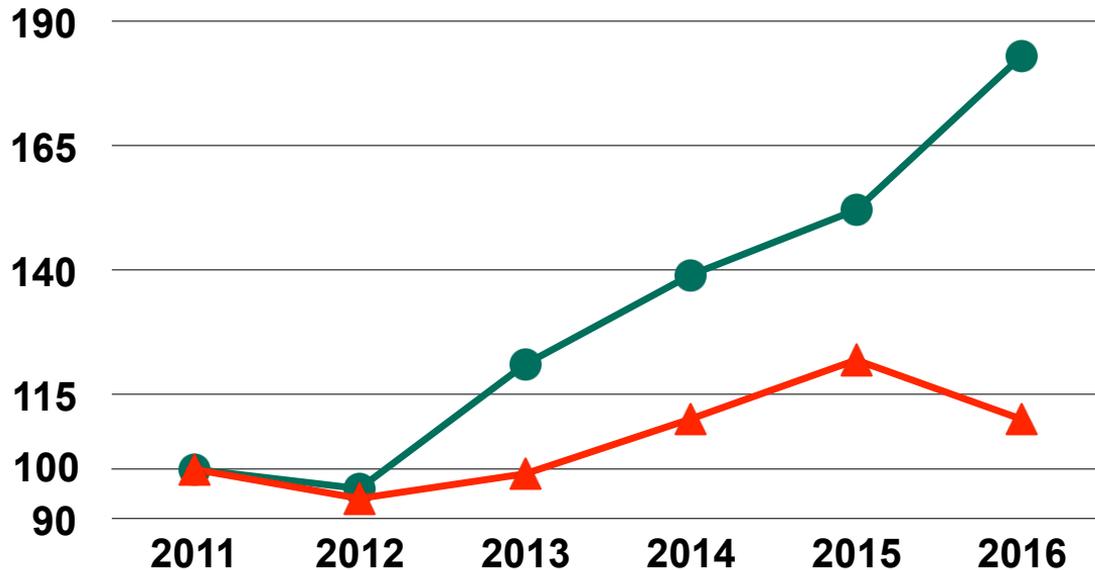
(\$ in millions)



- Stable debt-to-EBITDA
- Short-term increase in leverage
- Increased capacity by \$100 million in Q1-16
- Financial capacity to support growth

## Total Return Performance (% at January 31)

● NWC  
▲ TSX Composite

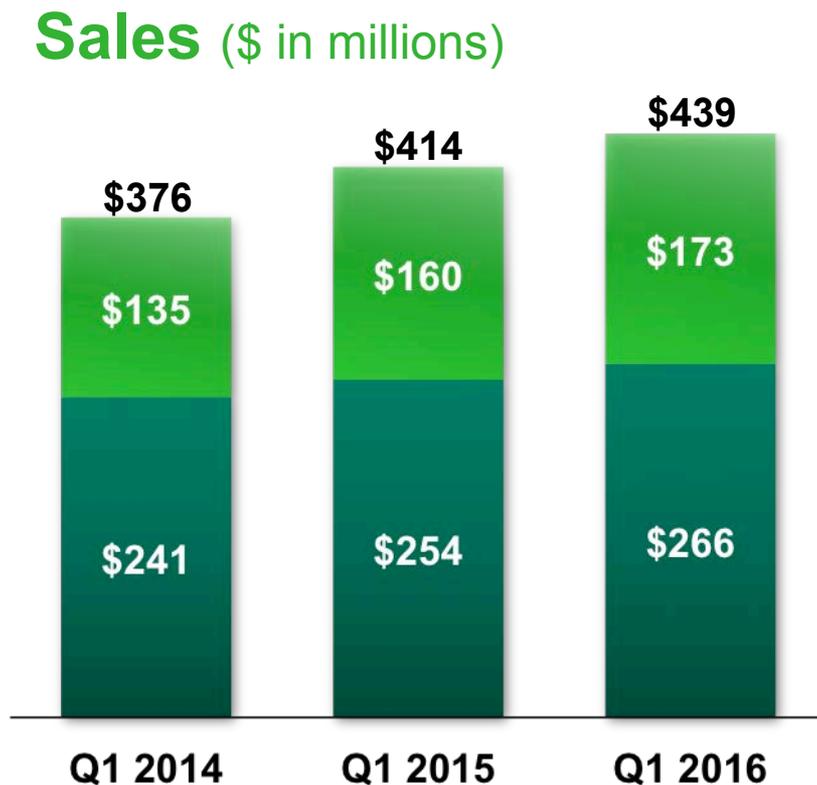


- 20.2% annual total return in 2015
- 3.4% increase in dividends
- NWC 5-year CAGR 12.8%
- 25.0% increase in dividends since 2011



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## Sales (\$ in millions)



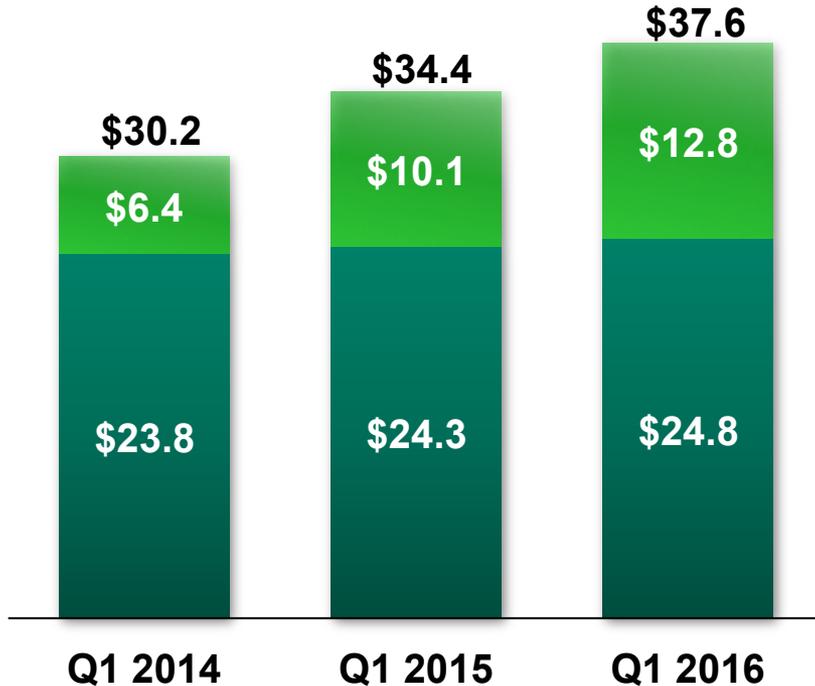
■ Canada  
■ International

- Total sales +\$25 million, +6.0%
- Food sales +4.6%
- Positive foreign exchange impact

# International Drives EBITDA Performance • 2016 First Quarter Performance

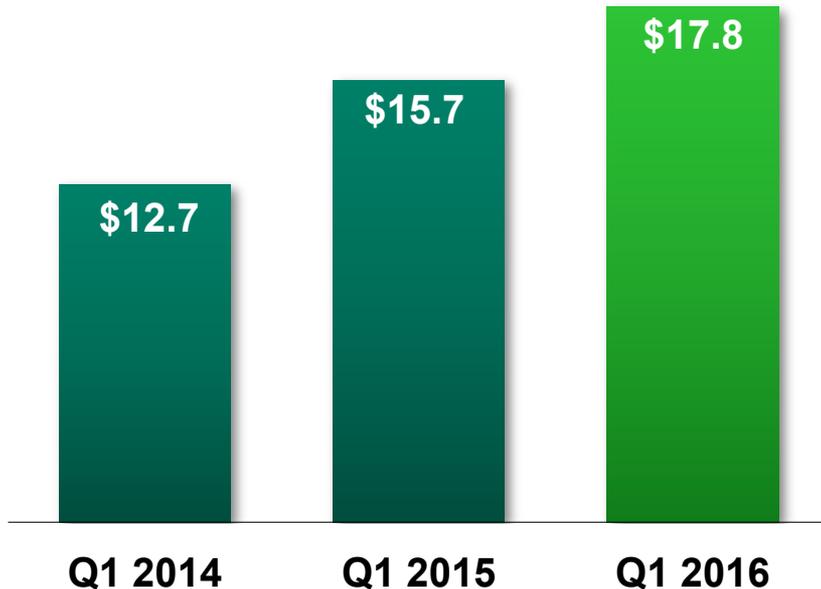


## EBITDA (\$ in millions)



- International EBITDA +\$2.7 million
- Canada EBITDA +1.9%
- Positive foreign exchange impact

## Net Earnings (\$ in millions)



- EBITDA growth
- Lower effective tax rate
- 13.3% increase in Net Earnings

## Quarterly Dividends (\$ per share)



- Track record of growth
- Potential for future increase



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## **Top Work, Top Results** President & CEO Remarks

# 2015 Milestones

- Top Category plans in action
- 11 Top Markets completed
- Top People launched
- International share gains
- Giant Tiger agreement



# 2016 Environment

- Canadian budget is a positive



# 2016 Environment

- Canadian budget is a positive
- U.S. still driving tourism



# 2016 Environment

- Canadian budget is a positive
- U.S. still driving tourism
- Low oil = net positive



# 2016 Environment

- Canadian budget is a positive
- U.S. still driving tourism
- Low oil = net positive
- Acquisition opportunities



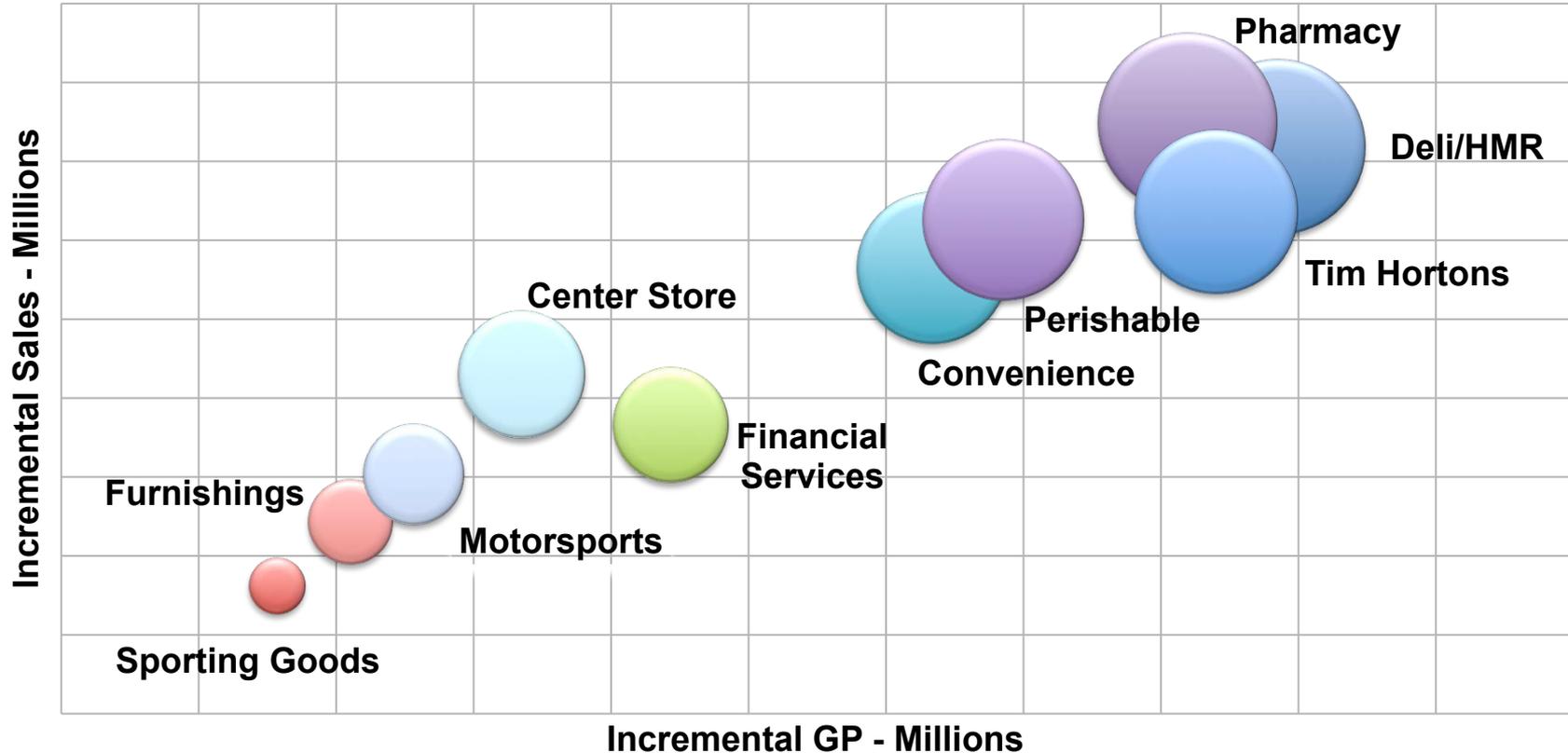
# 2016-18 Performance Drivers

## Top People

- Diversity = enterprising roles
- Store focused
- From recruitment to management tools



# Top Categories



# Top Categories

## Convenience

- Extended hours/C-store assortment
- Store within store
- Stand alone



# Top Categories

## Food Service

- Tim Hortons
- Proprietary
- Other branded



# Top Categories

## Pharmacy

- OTC
- In-store pharmacy
- Remote dispensing
- Telepharmacy support



# Top Categories

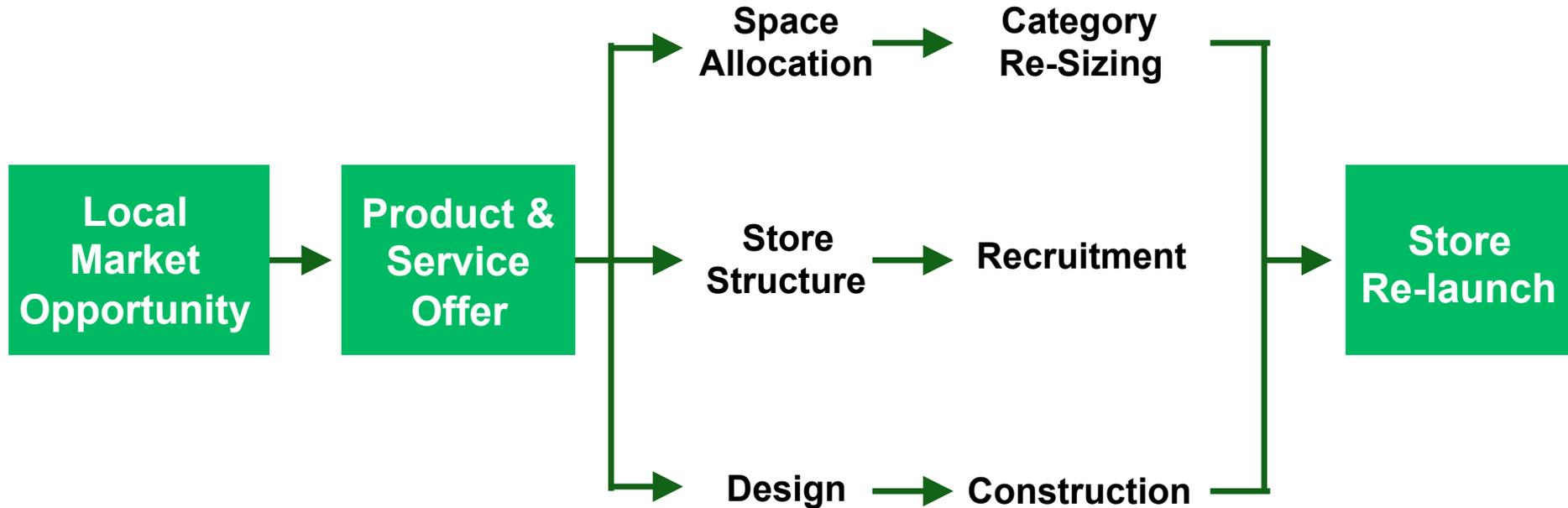
## Big Ticket

- Furniture
- Motorized
- Dedicated staff and space



# Top Markets

## Work Flow



# Top Markets

- 2016-17 pace is slower
- This enables:
  - Construction efficiencies
  - Best practice iterations
  - More capital for other projects



# Other Key Investments

- Logistics



# Other Key Investments

- Logistics
- IT system investment



# Other Key Investments

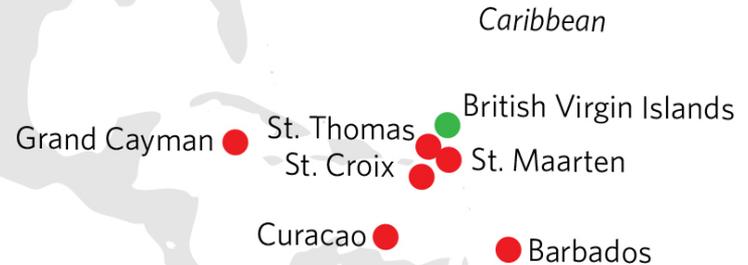
- Logistics
- IT system investment
- New stores



# RiteWay Acquisition

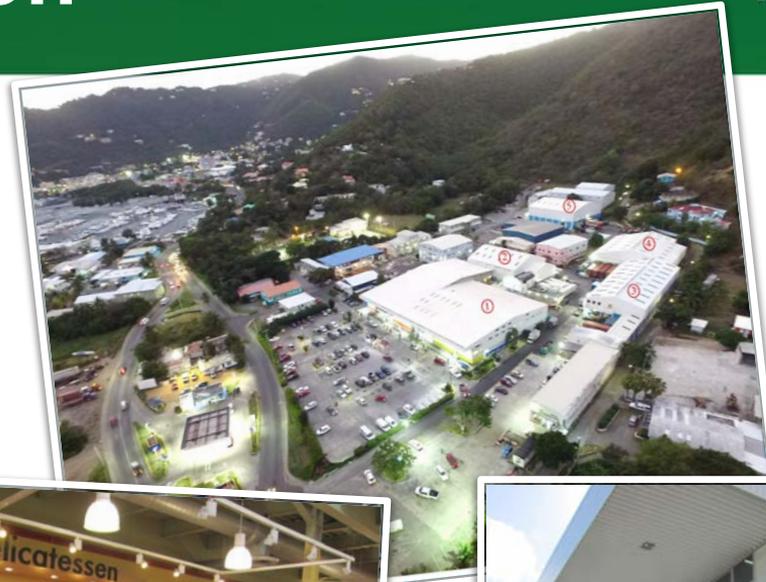


**COST U LESS**  
*Your Best Value*

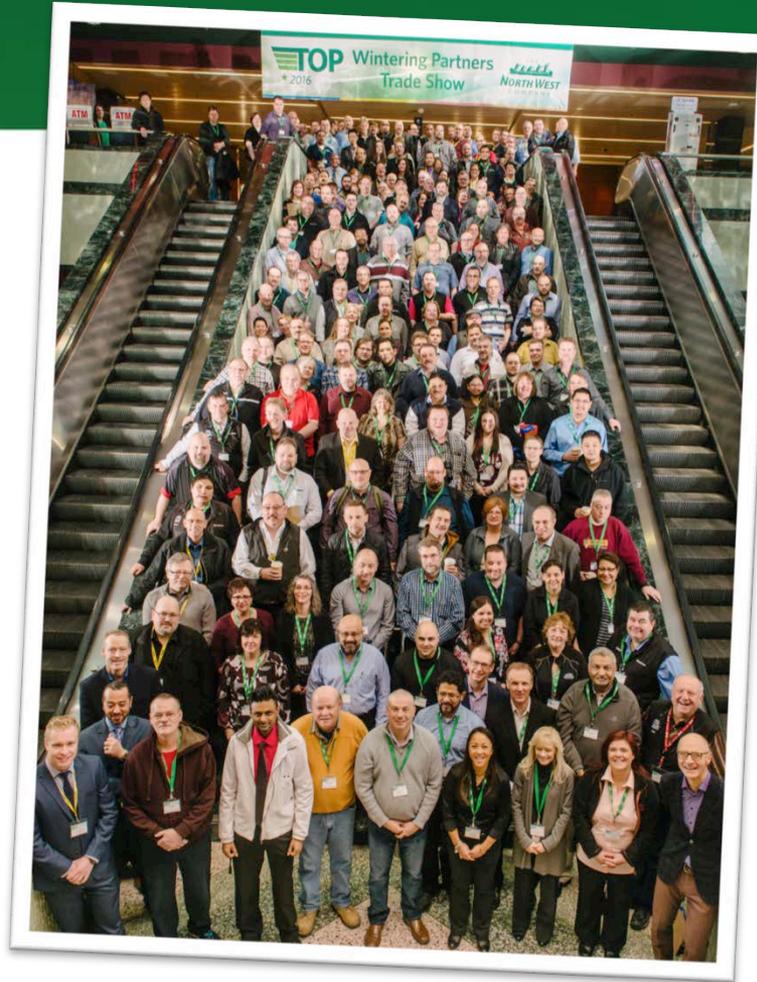


# RiteWay Acquisition

- Nine stores
- =50% increase in region sales
- Major presence in Road Town, BVI



- Strength through diversity
- Acceleration of top programs
- New growth through logistics, IT and stores





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