

## Who We Are

Natural Grocers™ is an expanding specialty retailer of natural and organic groceries, body care and dietary supplement products. We focus on providing high-quality products at always affordable prices, exceptional customer service, nutrition education and community outreach. We strive to generate long-term relationships with our customers based on transparency and trust by:

Selling only natural & organic products meeting our strict quality standards

Utilizing efficient, flexible, shopper-friendly smaller-store format

Providing free science-based nutrition education to inform customers

Incorporating ecological sustainability & ESG principles throughout

## Key Statistics



162  
Stores

>1.5M  
{N}power®  
members

~11,000  
Store average  
selling square feet

~21,000  
Average SKUs



20  
States

4,100+  
good4u<sup>SM</sup> Crew  
members

7.2% of Net Sales  
Natural Grocers  
Brand Products

\$1.06B  
Net Sales

\$20.6M  
Net Income

\$0.91  
EPS

Key Statistics as of 9/30/21 unless otherwise noted; financial data reflects FY 2021

## New Store Economics

- \$2.2 million average total upfront investment
- Payback period target of five years
- 30% cash-on-cash return target by end of the sixth year
- Signed leases or acquired property for an additional four new stores that we plan to open in fiscal years 2022 and beyond
- Opened 37 new stores over the five-year period ending September 30, 2021

## Focus on Operating Enhancements

- Cost discipline focus
- Robust safety measures during the COVID-19 pandemic
- Leverage investments in infrastructure
- Expanding Natural Grocers Brand products offering, including a successful category relaunch of newly formulated supplements in FY 2021
- {N}power loyalty program is showing strong membership growth, with over 1.5 million members as of 9/30/21
- Sustainability practices include supporting sustainable and regenerative agricultural practices, disposable bag-free checkouts since 2008, upcycling, recycling and composting, sustainable building construction, and only selling non-toxic cleaning and sanitizing products

## Five Founding Principles

### Nutrition education

We provide free nutrition education, including a nutritional health coach in every store, to empower our customers to improve their health

### Quality natural products

Our carefully approved quality grocery products do not contain artificial flavors, colors, preservatives, sweeteners or hydrogenated oils

### Always Affordable<sup>SM</sup> pricing

We control costs so we can maintain affordable prices for our customers

### Community

We support the health and welfare of our local communities, including the environment

### good4u Crew

Our crew members enjoy great jobs with excellent benefits and the opportunity to grow with us



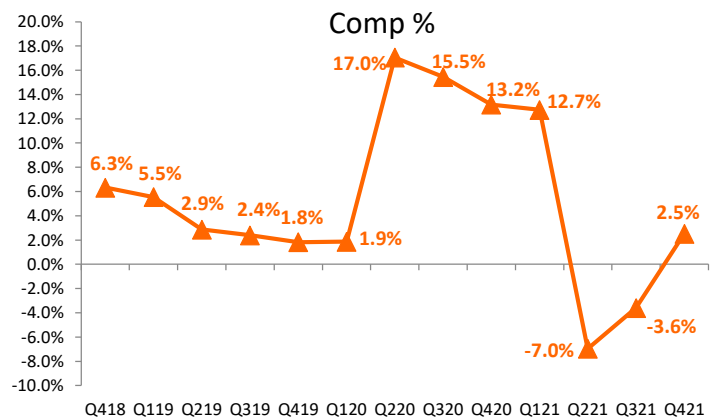
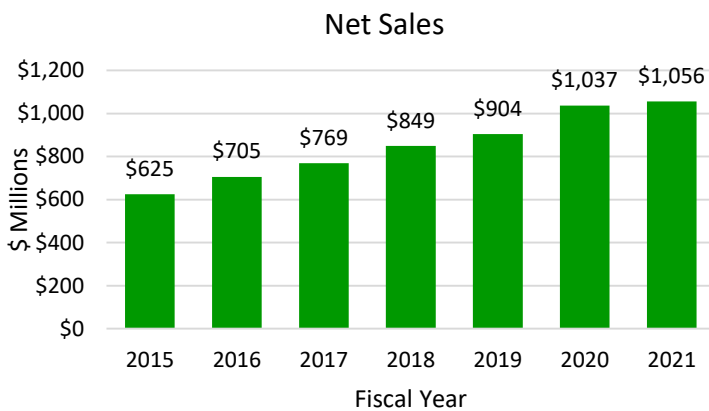
This overview includes "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. All statements in this overview that are not statements of historical fact are forward-looking statements and are based on current expectations and assumptions that are subject to risks and uncertainties. Actual results may differ materially from those described in such forward-looking statements due to changes in global, national, regional or local political, economic, business, competitive, market, regulatory and other factors, many of which are beyond our control. For further information regarding risks and uncertainties associated with our business, please refer to the "Management's Discussion and Analysis of Financial Condition and Results of Operations" and "Risk Factors" sections of our SEC filings, including, but not limited to, our Form 10-K for the year ended September 30, 2020. We do not undertake any duty to update any forward-looking statements.

Summary Historical Financials and Other Data

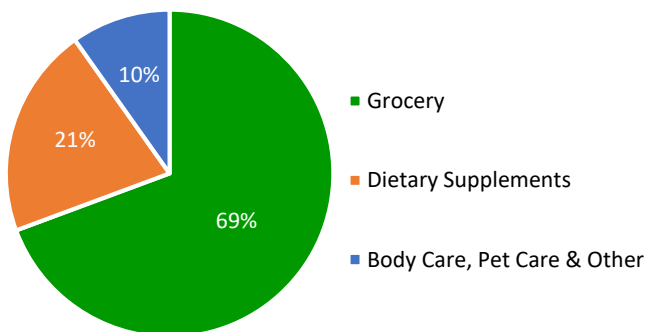
(\$ in 000's)	FY 2017	FY 2018*	FY 2019	FY 2020	Unaudited		Outlook FY 2022	
					FY 2021	Q4'20		Q4'21
Stores	140	148	153	159	162	159	162	4 to 6
% Growth (12 mos.)	11.1%	5.7%	3.4%	3.9%	1.9%	3.9%	1.9%	2.5% to 3.7%
Net Sales	769,030	849,042	903,582	1,036,842	1,055,516	264,178	272,649	
% Growth	9.0%	10.4%	6.4%	14.7%	1.8%	16.3%	3.2%	
% Comp	0.1%	5.8%	3.1%	12.0%	0.7%	13.2%	2.5%	0.0% to 2.0%
Gross Profit	212,336	225,573	238,753	283,141	292,188	72,413	75,794	
% of Sales	27.6%	26.6%	26.4%	27.3%	27.7%	27.4%	27.8%	
Net Income	6,891	12,661	9,416	20,009	20,581	3,732	7,213	
% of Sales	0.9%	1.5%	1.0%	1.9%	1.9%	1.4%	2.6%	
Diluted EPS	\$0.31	\$0.56	\$0.42	\$0.89	\$0.91	\$0.16	\$0.32	\$0.75 to \$0.87
Adjusted EBITDA <sup>#</sup>	44,367	45,878	47,308	60,683	60,292	13,633	17,803	
% of Sales	5.8%	5.4%	5.2%	5.9%	5.7%	5.2%	6.5%	

\* FY 2018 Includes \$0.19 per diluted share or \$4.3M net income due to non-cash impact of a remeasurement of deferred tax assets and liabilities due to income tax reform  
<sup>#</sup> Adjusted EBITDA excludes impairment, store closing costs, and share-based compensation. FY 2017-FY 2020 recast to exclude share-based compensation.

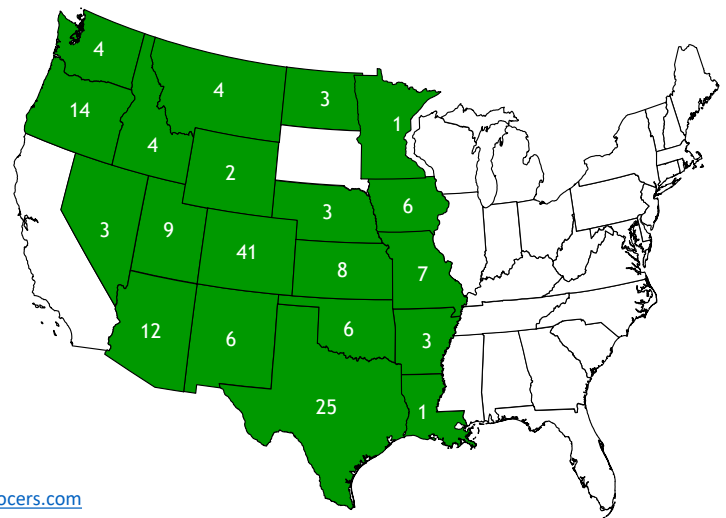
Sales History



FY 2021 Sales Mix



Geographic Footprint (as of 9/30/21)



Source: NGVC filings and press releases available at [www.sec.gov](http://www.sec.gov) and [investors.naturalgrocers.com](http://investors.naturalgrocers.com)



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