

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



165
Stores

>2M
{N}power®
members

~11,000
Store average
selling square feet

~21,000
Average SKUs



21
States

>4,100
good4uSM Crew
members

7.9% of Net Sales
Natural Grocers
Brand Products

\$1.14B
Net Sales

\$23.2M
Net Income

\$1.02
EPS

Key Statistics as of 9/30/23; financial data reflects fiscal year 2023

New Store Development

- In fiscal year 2023, we opened three new stores and relocated/remodeled three stores
- Since 9/30/23, we opened two new stores
- As of 11/16/23, and we have signed leases for an additional two new stores that we plan to open in fiscal years 2024 and beyond
- Opened 21 new stores over the five-year period ending September 30, 2023

Focus on Operating Enhancements

- Cost discipline focus
- Leverage investments in infrastructure
- Expanding Natural Grocers Brand products offering
- {N}power loyalty program is showing strong membership growth, with more than 2 million members as of 9/30/23
- Publish annual Environmental, Social, and Governance Report <https://investors.naturalgrocers.com/esg>
- Sustainability practices include supporting sustainable and regenerative agricultural practices, disposable bag-free checkouts since 2009, 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 available for 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 AffordableSM 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

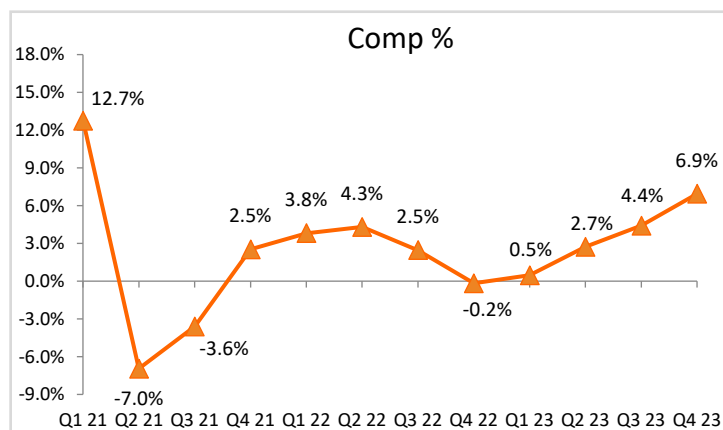
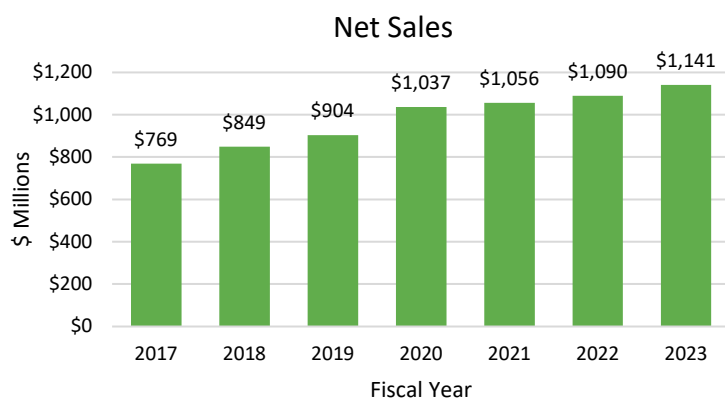


Summary Historical Financials and Other Data

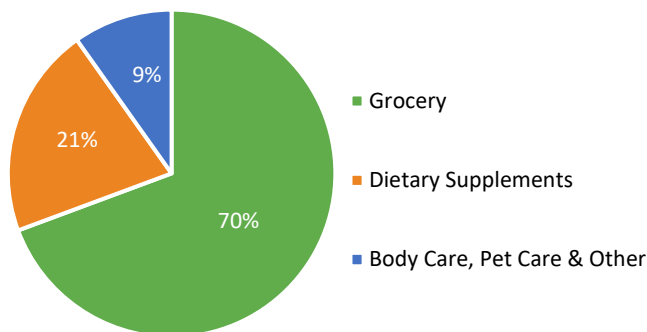
| (\$ in 000's) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Unaudited | | Outlook FY 2024 |
|------------------------------|---------|-----------|-----------|-----------|-----------|-----------|---------|--------------------|
| | | | | | | Q4'22 | Q4'23 | |
| Stores | 153 | 159 | 162 | 164 | 165 | 164 | 165 | 4 to 6 |
| % Growth (12 mos.) | 3.4% | 3.9% | 1.9% | 1.2% | 0.6% | 1.2% | 0.6% | 2.4% to 3.6% |
| Net Sales | 903,582 | 1,036,842 | 1,055,516 | 1,089,625 | 1,140,568 | 274,206 | 295,075 | |
| % Growth | 6.4% | 14.7% | 1.8% | 3.2% | 4.7% | 0.6% | 7.6% | |
| % Comp | 3.1% | 12.0% | 0.7% | 2.6% | 3.6% | -0.2% | 6.9% | 2.0% to 4.0% |
| Gross Profit | 238,753 | 283,141 | 292,188 | 304,881 | 326,931 | 75,803 | 84,345 | |
| % of Sales | 26.4% | 27.3% | 27.7% | 28.0% | 28.7% | 27.6% | 28.6% | |
| Net Income | 9,416 | 20,009 | 20,581 | 21,365 | 23,243 | 2,160 | 5,880 | |
| % of Sales | 1.0% | 1.9% | 1.9% | 2.0% | 2.0% | 0.8% | 2.0% | |
| Diluted EPS | \$0.42 | \$0.89 | \$0.91 | \$0.94 | \$1.02 | \$0.09 | \$0.26 | \$1.00 to \$1.10 |
| Adjusted EBITDA [#] | 47,308 | 60,683 | 60,292 | 62,167 | 63,399 | 13,558 | 16,065 | |
| % of Sales | 5.2% | 5.9% | 5.7% | 5.7% | 5.6% | 4.9% | 5.4% | |

Adjusted EBITDA excludes impairment, store closing costs, lease exit costs, and share-based compensation. FY 2019-FY 2020 recast to exclude share-based compensation.

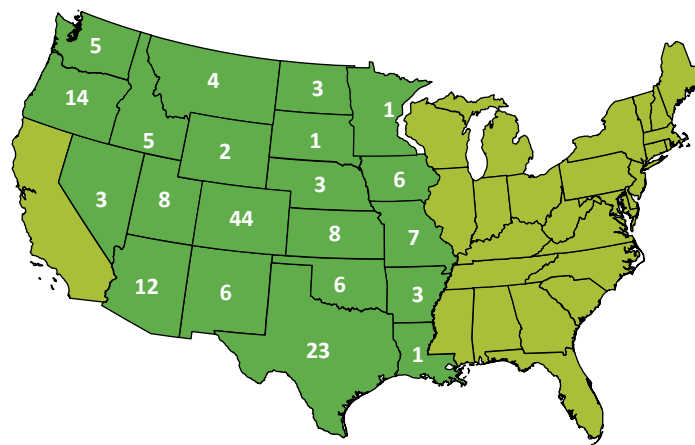
Sales History



FY 2023 Sales Mix



Geographic Footprint (as of 9/30/23)



Source: NGVC filings and press releases available at www.sec.gov and investors.naturalgrocers.com



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 could differ materially from those described in such forward-looking statements due to changes in global, national, regional or local political, economic, inflationary, deflationary, recessionary, business, interest rates, labor market, 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, 2022. We do not undertake any duty to update any forward-looking statements.