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THE CHICAGO CORPORATION

Transaction Announcement



Chicago – June 15, 2017, The Chicago Corporation (“TCC”) announced that it advised North Star Air Ltd. (“NSA”) on its sale to The North West Company Inc. (TSX: NWC) (“North West”). NSA is a privately-held airline that was founded in 1997. It has grown rapidly over the past three years and operates a fleet of 11 aircraft providing cargo and passenger services, primarily within northwestern Ontario, with bases in Thunder Bay, Pickle Lake and Red Lake.

North West acquired NSA for 6.6x EBITDA or approximately CAD \$31 million plus closing expenses. The acquisition provides North West with control over more of its freight delivery variables and will be a test as to the longer-term viability of a different air freight model. North West expects to make immediate follow-on investments of approximately CAD \$14 million for additional airplane and hub capacity that are expected to generate incremental, accretive earnings to North West.

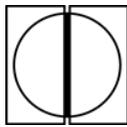
The North West Company Inc., through its subsidiaries, is a leading retailer of food and everyday products and services to rural communities and urban neighborhoods in Canada, Alaska, the South Pacific and the Caribbean. North West operates 241 stores under the trading names Northern, NorthMart, Giant Tiger, Alaska Commercial Company, Cost-U-Less and RiteWay Food Markets and has annualized sales of approximately CAD\$1.8 billion.

TCC advised NSA throughout the negotiations and successfully met all of the owner’s objectives. In addition, TCC actively participated in assisting the Company in meeting North West’s due diligence requests and worked closely with the Company’s counsel to help drive the transaction to a closing.

About The Chicago Corporation

The Chicago Corporation is an independent Chicago-based investment banking firm focused on providing middle-market companies with a range of financial and corporate advisory services including merger and acquisitions, institutional debt and equity capital raising, and financial restructuring. The Firm is committed to a “client-first” approach, which ensures that its professionals collaborate to find the best market-based solution for the client. For more information about The Chicago Corporation, its Investment Bankers, and Senior Advisors, please visit www.thechicagocorp.com.

Securities transactions conducted through TCC Securities, LLC, an affiliated company, registered Broker / Dealer and Member of FINRA / SIPC.



THE CHICAGO CORPORATION

Introduction

Chicago based investment bank with over 30 experienced bankers and senior advisors providing best-in-class investment banking advice and execution, and business advisory services to middle market public and private companies and financial institutions with revenue between \$20 and \$500 million.

Willingness to engage business owners on traditional investment banking business, as well as for broader financial and business advisory services, to provide advice on financial, strategic and operational issues in order to increase the value of their businesses.

Why The Chicago Corporation?

Culture

- Clients come first – trusted advisors to business owners
- Relationship driven – not transaction-driven

Experience

- Seasoned bankers with extensive industry, operational and transactional experience
- Elite team of senior advisors with diverse industry specializations and competencies

Collaboration

- Two or more bankers lead every engagement to provide best-in-class advice and execution
- Client benefit from firm-wide thinking

Relevance

- Entrepreneurial passion – all managing directors are owners
- Ability and willingness to engage in purely advisory / consultative roles

Excellence

- Goal to exceed client expectations by providing best-in-class, unbiased advice
- Success measured by client referrals and endorsements – Results

Services

Mergers & Acquisitions Advisory

- Sale of Company
- Corporate Divestiture
- Acquisition Advisory
- Special situations /Distressed sales
- Leveraged buyouts
- Going private transactions
- Fairness opinions
- Valuations

Private Capital Raising

- Senior debt
- Junior debt
- Convertible debt
- Preferred equity
- Common equity

Strategic & Financial Advisory Services

- Strategic alternatives analysis
- Capital structure analysis
- Debt capacity analysis
- Recapitalizations/Financial restructurings
- Preparation for a Transaction
- ESOP Advisory

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