

The Journey

Mike Schlotman



2000



2001



2003



2004-2007



2008



2009-2011

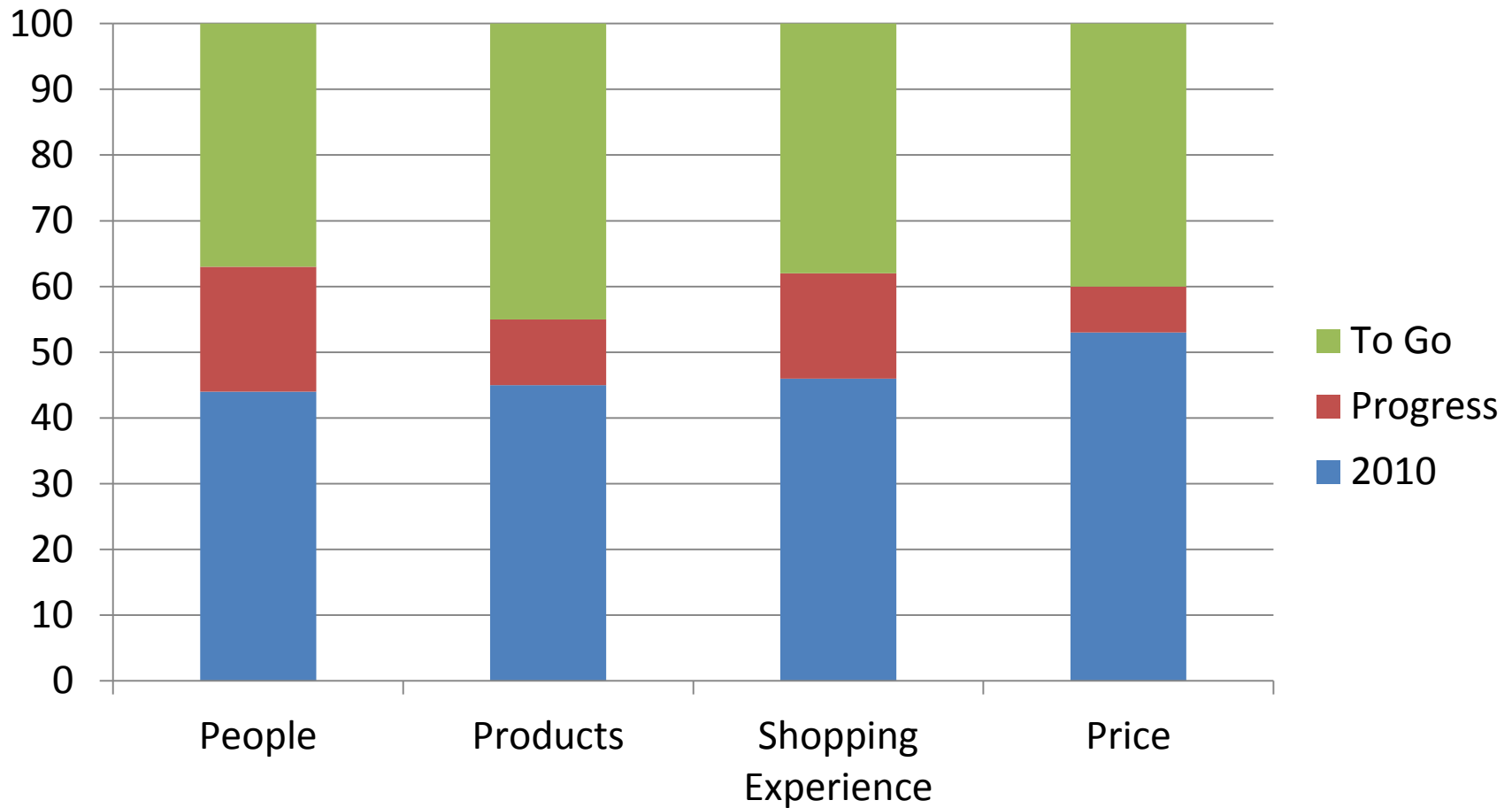


2012

**Implied record EBITDA
(52-week basis)**



4 Keys Progress

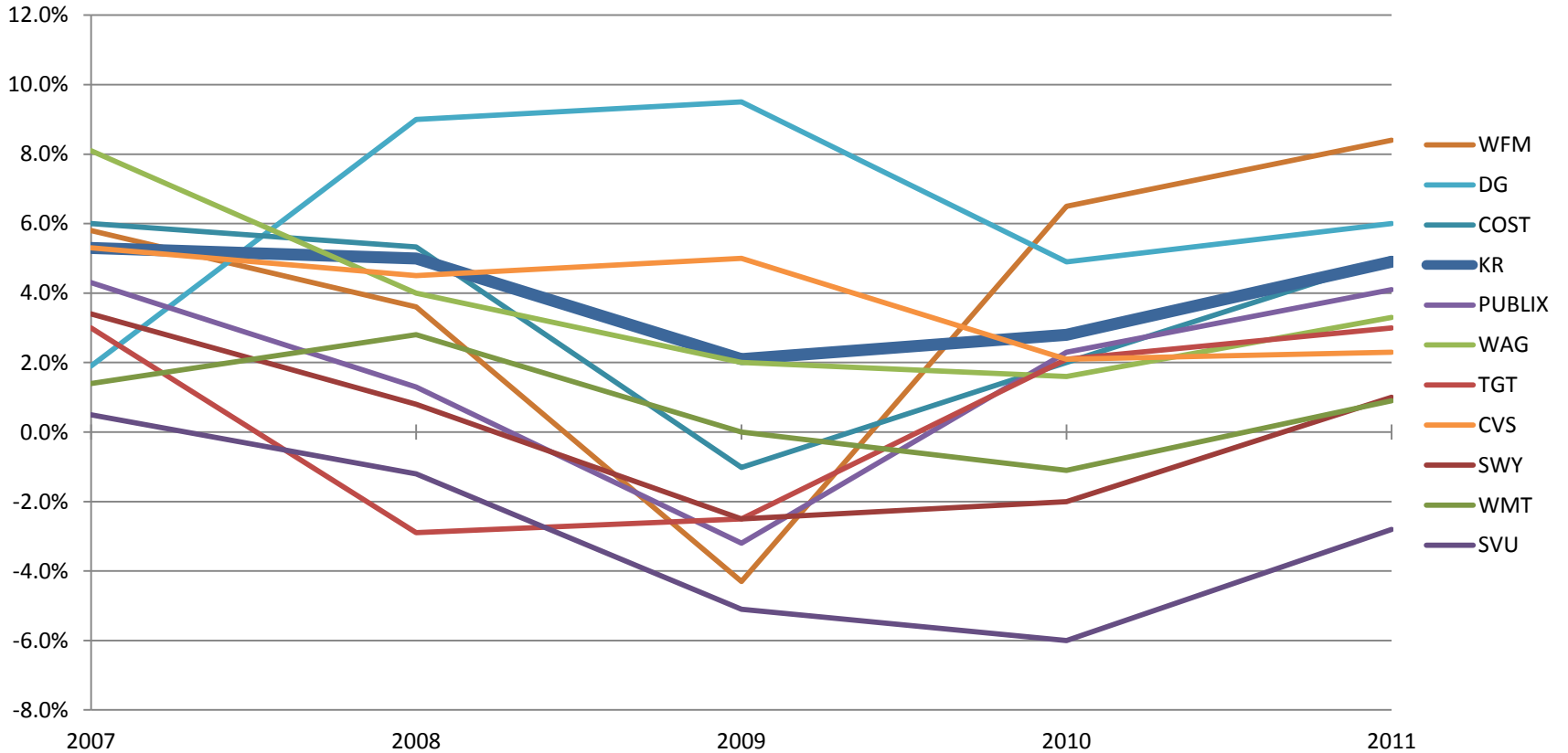


Key Metrics

1. ID Sales, ex-fuel



ID Sales, ex-fuel



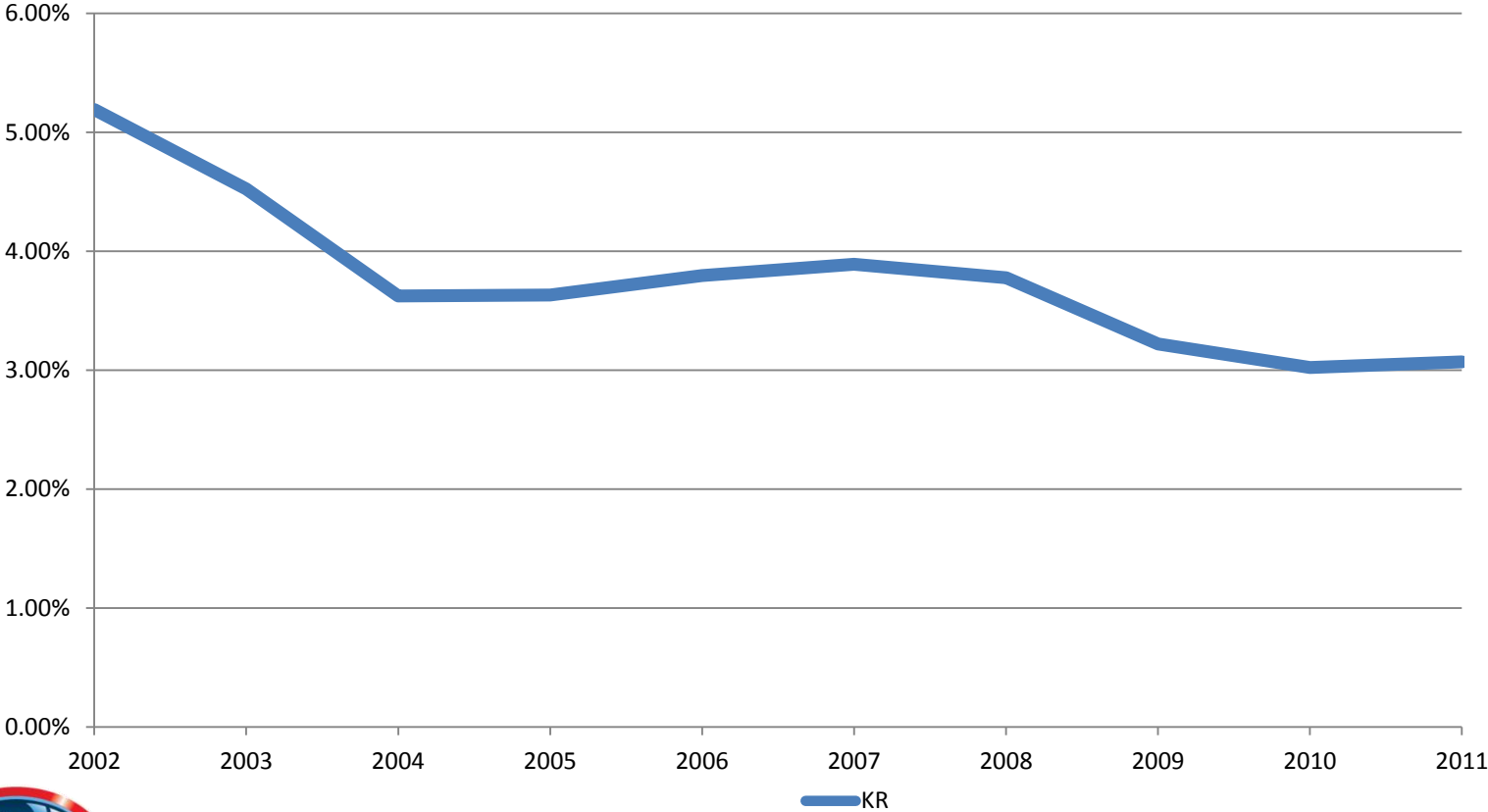
Key Metrics

1. ID Sales, ex-fuel
2. FIFO Operating Margin, ex-fuel



FIFO Operating Margin, ex-fuel

FIFO (ex. fuel) Margin

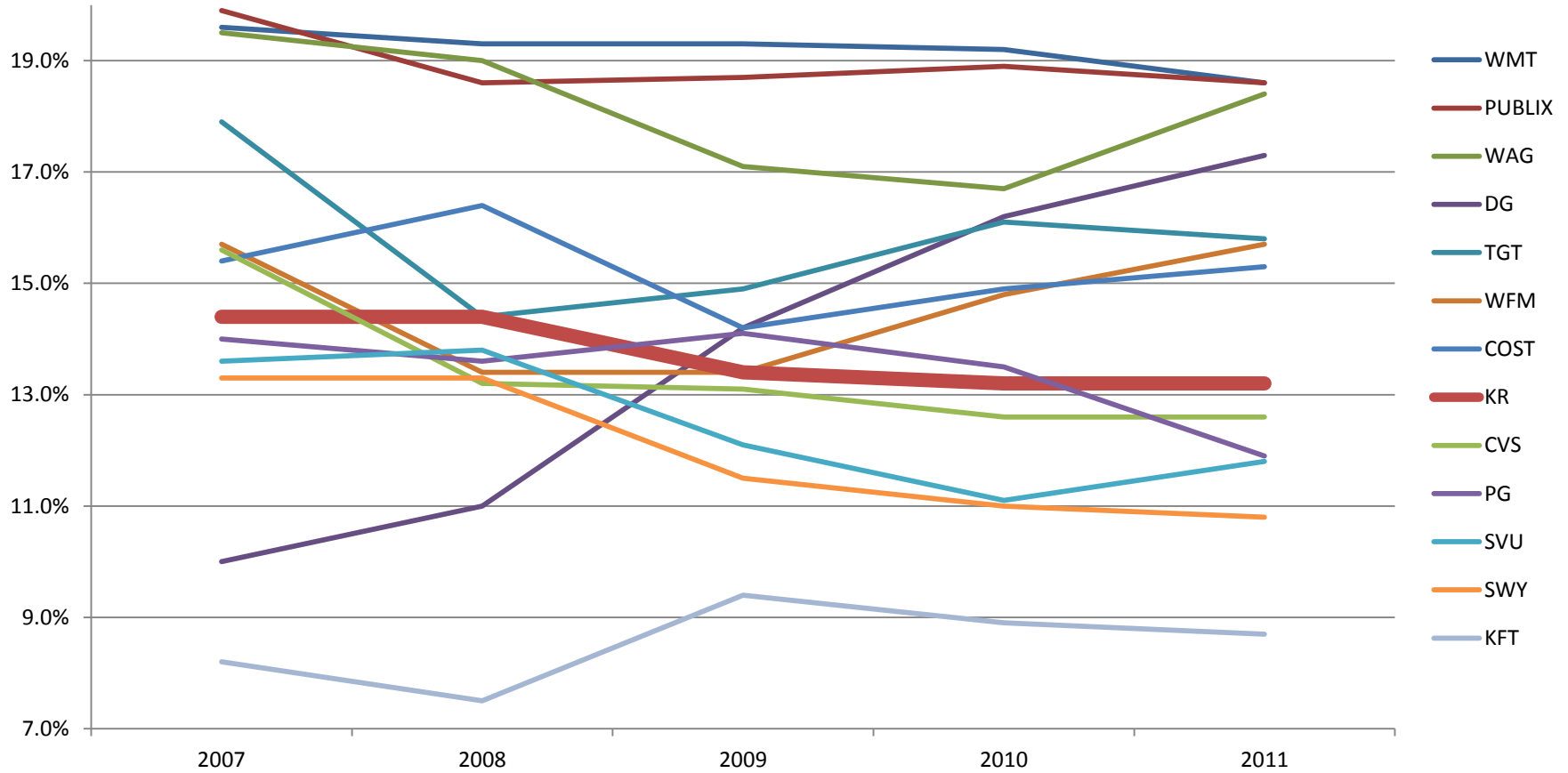


Key Metrics

1. ID Sales, ex-fuel
2. FIFO operating margin, ex-fuel
3. ROIC



ROIC



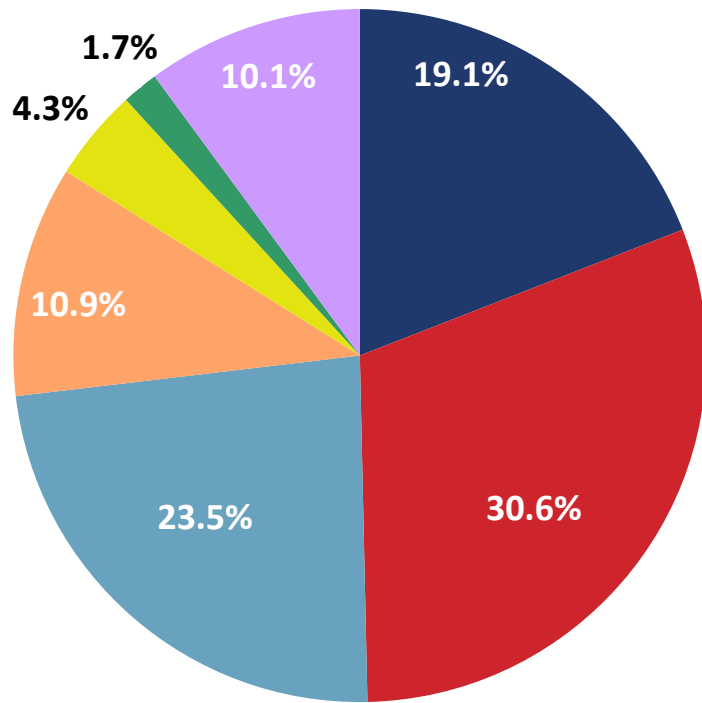
Key Metrics

1. ID Sales, ex-fuel
2. FIFO operating margin, ex-fuel
3. ROIC
4. Market Share

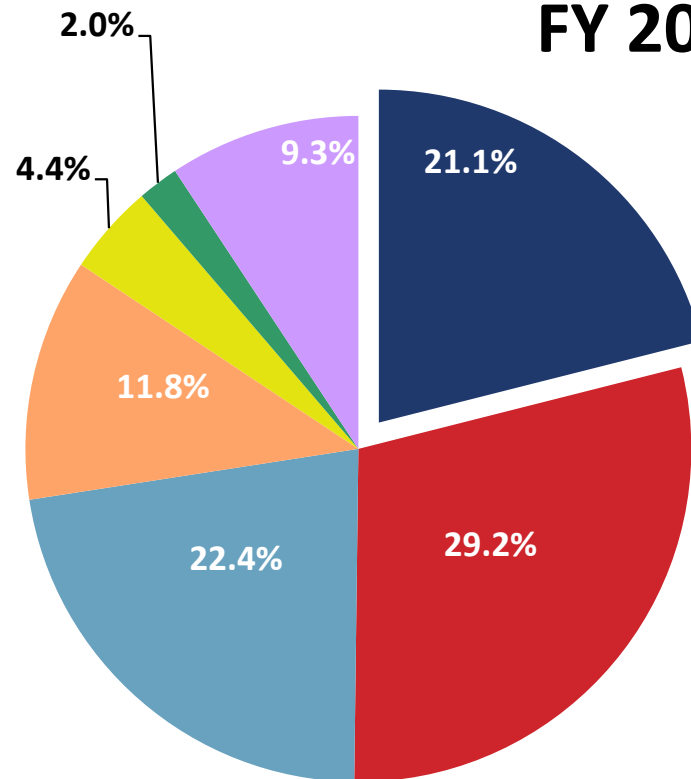


Market Share

FY 2007



FY 2011

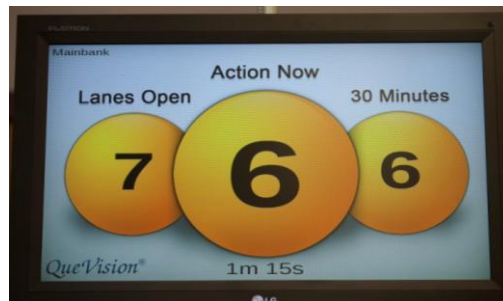


■ Kroger ■ Traditional Food Retailers ■ Mass ■ Warehouse ■ Drug ■ Dollar ■ Other



Source: Nielsen Homescan Fiscal Year Sales Trends – January 28, 2012¹²
Note: Figures may not add to 100% due to rounding

Innovation

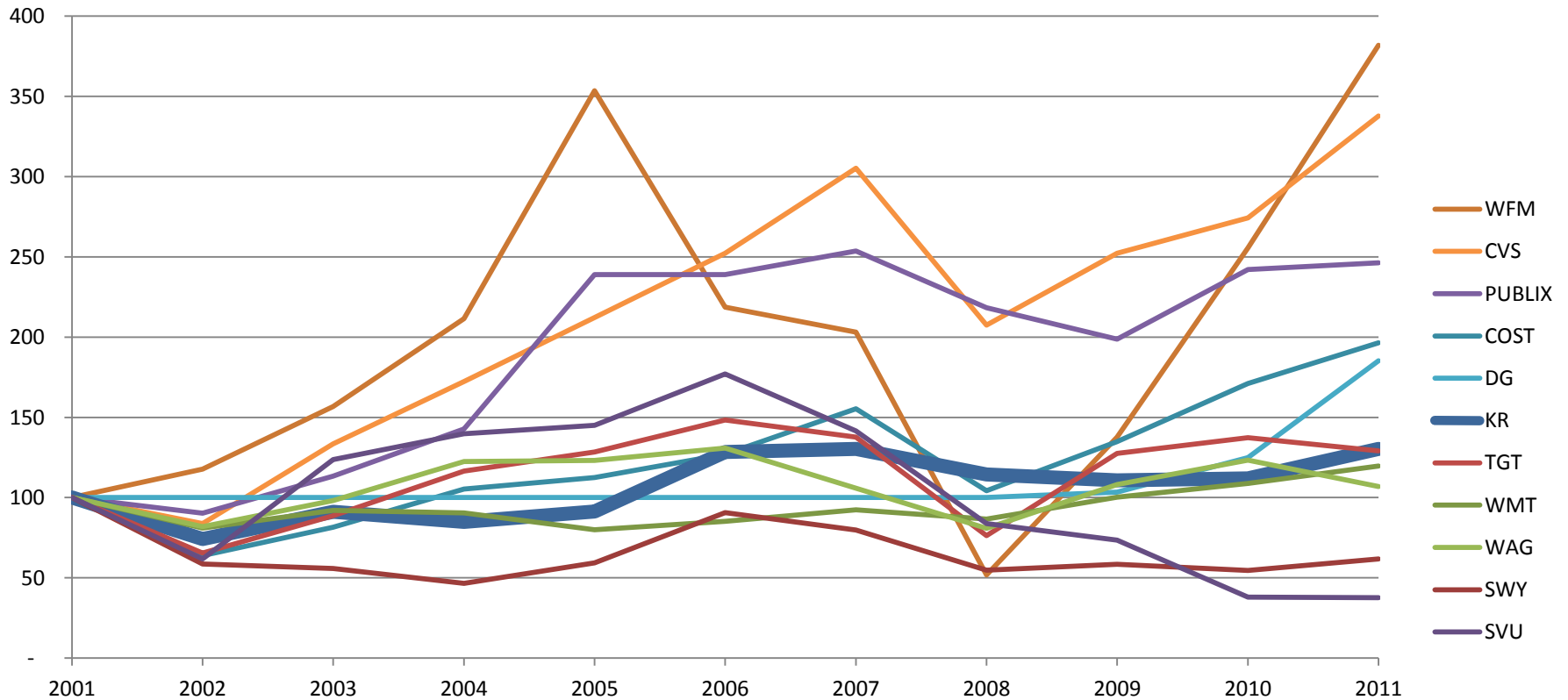


dunnhumby
essential customer genius



Stock Performance

(5 year, 2006 Base)



So, we have built a stable foundation....

UPON WHICH WE WILL

GROW



Safe Harbor

The remarks contain certain forward-looking statements about the management's assumptions and beliefs in light of the information currently available to it. Such statements are indicated by phrases such as "expect," "objective," "will," "guidance," "implied," and "plans." These forward factors could cause actual results to differ materially. Our ability to increase return on invested capital, achieve identical supermarket sales and earnings growth and earnings per share goals, as well as the timing that those earnings occur within the year, may be affected by: labor disputes, particularly as the Company seeks to manage health care and pension costs; industry consolidation; pricing and promotional activities of existing and new competitors, including nontraditional competitors, the aggressiveness of competition, and our response to these activities; unexpected changes in product costs; the state of the economy, including interest rates and the inflationary and deflationary trends in certain commodities; the success of our Customer 1st Strategy; the extent to which our customers exercise caution in their purchasing behavior in response to economic conditions as well as rising fuel and food prices; the number of shares outstanding; the success of our future growth plans; goodwill impairment; changes in government funded benefit programs; volatility in our fuel margins; increased fuel costs and the effect those increases have on consumer spending; the effect of prescription drugs going off patent has on our sales and earnings; our expectations regarding our ability to continue to obtain additional pharmacy sales from third party payors such as Express Scripts; and our ability to generate sales at desirable margins, as well as the success of our programs designed to increase our identical sales without fuel. In addition, any delays in opening new stores, failure to achieve tonnage growth, or changes in the economic climate, could cause us to fall short of our sales and earnings targets. Our ability to increase identical supermarket sales, also could be adversely affected by increased competition, and sales shifts to other stores that we operate, as well as increases in sales of our corporate brand products, and the effect that increased numbers of generic pharmaceuticals, which generally carry lower retail prices than brands, have on our sales. Earnings and sales also may be affected by adverse weather conditions, particularly to the extent that hurricanes, tornadoes, floods, and other conditions disrupt our operations or those of our suppliers; create shortages in the availability or increases in the cost of products that we sell in our stores or materials and ingredients we use in our manufacturing facilities; or raise the cost of supplying energy to our various operations, including the cost of transportation; and the benefits that we receive from the consolidation of the UFCW pension plans. Our earnings per share results also will be affected by our ability to improve our operating results and our ability to repurchase shares under our repurchase program as expected. Our capital expenditures, our plan to increase capital expenditures, and the number of projects that we complete, could vary from our expectations if we are unsuccessful in acquiring suitable sites for new stores; development costs vary from those budgeted; our logistics and technology or store projects are not completed on budget or within the time frame projected; or if current operating conditions fail to improve, or worsen. Square footage growth during the year is dependent upon our ability to acquire desirable sites for construction of new facilities, as well as the timing of completion of projects. Our plans to use cash flow from operations to fund capital expenditures, repurchase shares, pay dividends to shareholders, and maintain our current debt rating will depend on our ability to generate free cash flow and otherwise to have cash on hand, which will be affected by all of the factors identified above, as well as the extent to which funds can be used for those reasons while maintaining our debt rating. Long term earnings per share growth and total shareholder return, and our ability to reward shareholders through increased earnings per share, quarterly dividends, and share repurchases, will be affected by all of the factors identified above, as well as the ability for the company to pay dividends from free cash flow as contemplated.

