

Sustaining Growth

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How We Will Get There



Friendly & Fresh









Productivity: Temperature Monitoring

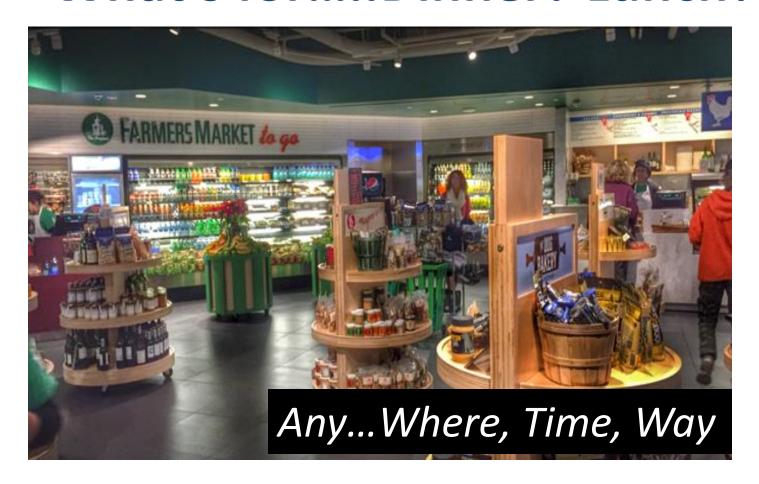








What's for.....Dinner? Lunch?







+ Digital







Fill-In Markets







- ➤ Strong correlation between ROIC and market share
- Drive square foot penetration in a market by investing in
 - high-volume, quality projects to lift the ROIC over time.
- Scale in a market => better <u>Customer experience</u>
 - >Investments in pricing, shopping experience
 - ➤ More stores/fuel centers = Customer convenience





	2009
# Stores	91
Square Feet	4.9 million
Sales	\$2.3 billion
Market Share	19%





	2009	2014
# Stores	91	84
Square Feet	4.9 million	4.8 million
Sales	\$2.3 billion	\$2.9 billion
Market Share	19%	23%





Michigan: Planning Process

DATA & INSIGHTS

PROPRIETARY MARKET MODELS Identify voids in market

Run models on 70+ conceptual sites

Develop 5-year storing plan to achieve market share and density goals

Develop people plan to support storing plan

Understand financial commitment





	2009	2014	2Q15 => beyond
# Stores	91	84	89 / >100
Square Feet	4.9 million	4.8 million	5.1 / > 6 million
Sales	\$2.3 billion	\$2.9 billion	\$3.1 / > \$4 billion
Market Share	19%	23%	24% / >30%





WE'RE NOT DONE







2015 Kroger Investor Conference

The video being shown is not available via the webcast.

Please visit our website, ir.kroger.com, later this week to view the videos.



