



Sustaining Growth

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FRIENDLY & FRESH



How We Will Get There

FILL-IN MARKETS



PRODUCTIVITY



WHAT'S FOR DINNER?



DIGITAL



Friendly & Fresh



Productivity: Temperature Monitoring



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



+ Digital



Fill-In Markets



Fill-In: Michigan

- 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 Customer experience
 - Investments in pricing, shopping experience
 - More stores/fuel centers = Customer convenience

Fill-In: Michigan

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

Fill-In: Michigan

	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

Fill-In: Michigan

	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



YOU
WE
I

Make a
Difference



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.