

2019 ANNUAL MEETING OF SHAREHOLDERS

Mary Ellen Adcock,
Senior Vice President of Retail Operations

Jessica Adelman,
Group Vice President of Corporate Affairs

Stuart Aitken,
Senior Vice President of Alternative Business and CEO of 84.51°

Robert Clark,
Senior Vice President of Supply Chain, Manufacturing and Sourcing

Yael Cosset,
Senior Vice President and Chief Information Officer

Mike Donnelly,
Executive Vice President and Chief Operating Officer

Joe Grieshaber,
Senior Vice President of Merchandising

Chris Hjelm,
Executive Vice President

Tim Massa,
Senior Vice President of Human Resources & Labor Relations

Steve McKinney,
Senior Vice President

Gary Millerchip,
Senior Vice President and Chief Financial Officer

Mike Schlotman,
Executive Vice President

Erin Sharp,
Group Vice President of Kroger Manufacturing

Alex Tosolini,
Senior Vice President of New Business Development

Mark Tuffin,
Senior Vice President

Christine Wheatley,
Group Vice President, Secretary and General Counsel



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This presentation includes forward-looking statements which are subject to risks and uncertainties. Actual results might differ materially from those projected in the forward-looking statements. Additional information concerning factors that could cause actual results to materially differ from those in the forward-looking statements is contained in our Securities and Exchange Commission filings.


Kroger
MARKETPLACE
redbox

Restock Kroger

Purpose: Feed the Human Spirit

Vision: Serving America through food inspiration and uplift

Redefine Grocery CX

- Data & Personalization
- Digital
- Space Optimization
- Our Brands
- Smart pricing

Partner for Customer Value

- Infrastructure & technology upgrades
- Alternative profit streams
- Costs/COGS

Develop Talent

- Associate Experience
- Investing in and retaining store associates
- High performing leaders and teams

Live Our Purpose

- Our Purpose & Our Promise Framework
- Zero Hunger | Zero Waste

Create Shareholder Value



- Free cash flow
- Operating profit



ANYTHING, ANYTIME, ANYWHERE










Walgreens



Kroger


SERVES 2
prep & cook
45-55
min
$16.99
HOME
CHEF
Adobo Chicken
Enchiladas
with jalapeño
pepper and
sour cream
COMPLETE M




kroger
Culinary Development
Paul Stanley
Product Development Chef
kroger
Culinary Development
Brandon Perkins
Product Development Chef
kroger
Culinary Development
Alissa Welsh
Product Development Chef


houston foodbank
THANK
YOU
KROGER
Kroger

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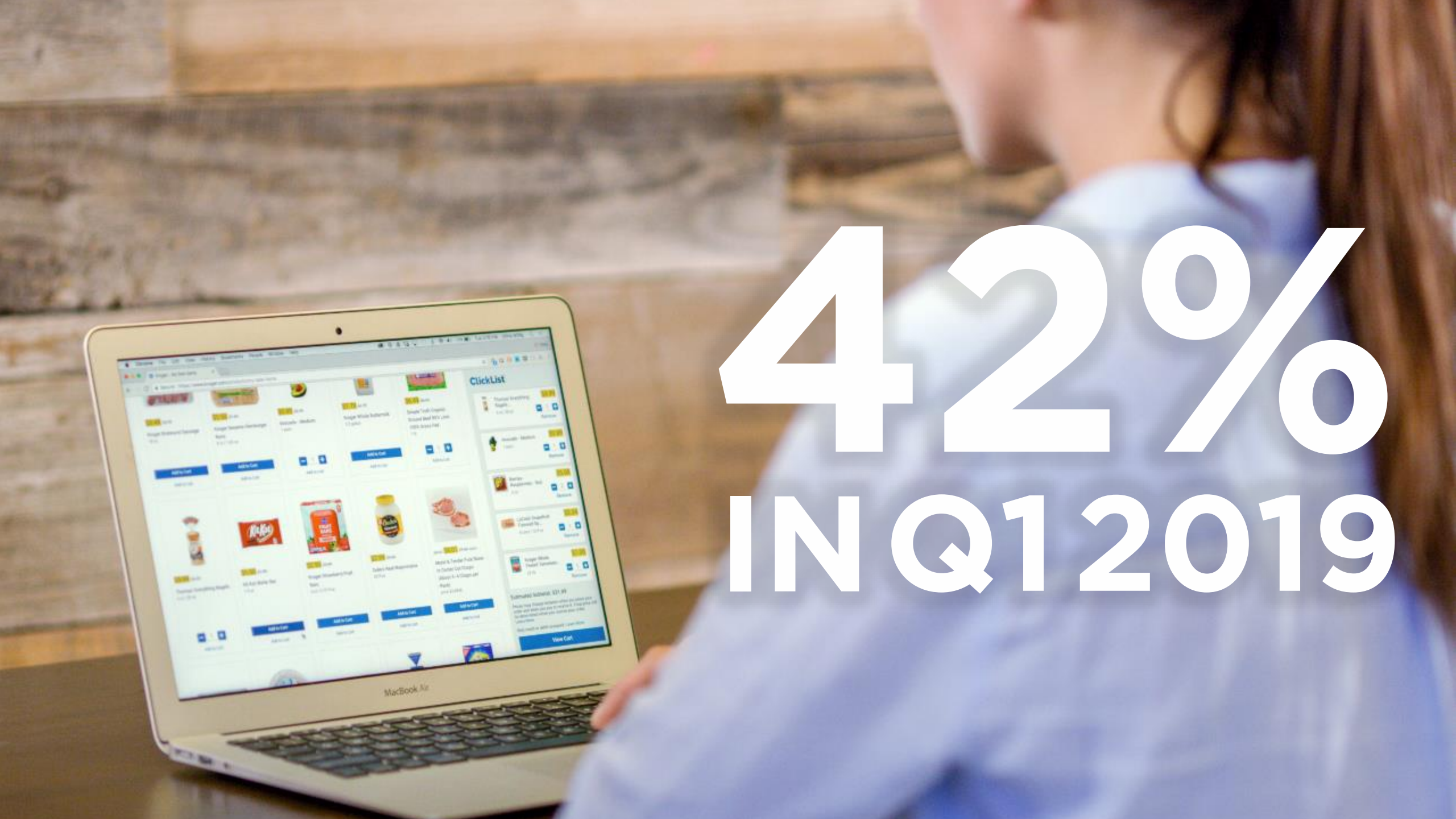
REDEFINE GROCERY CX



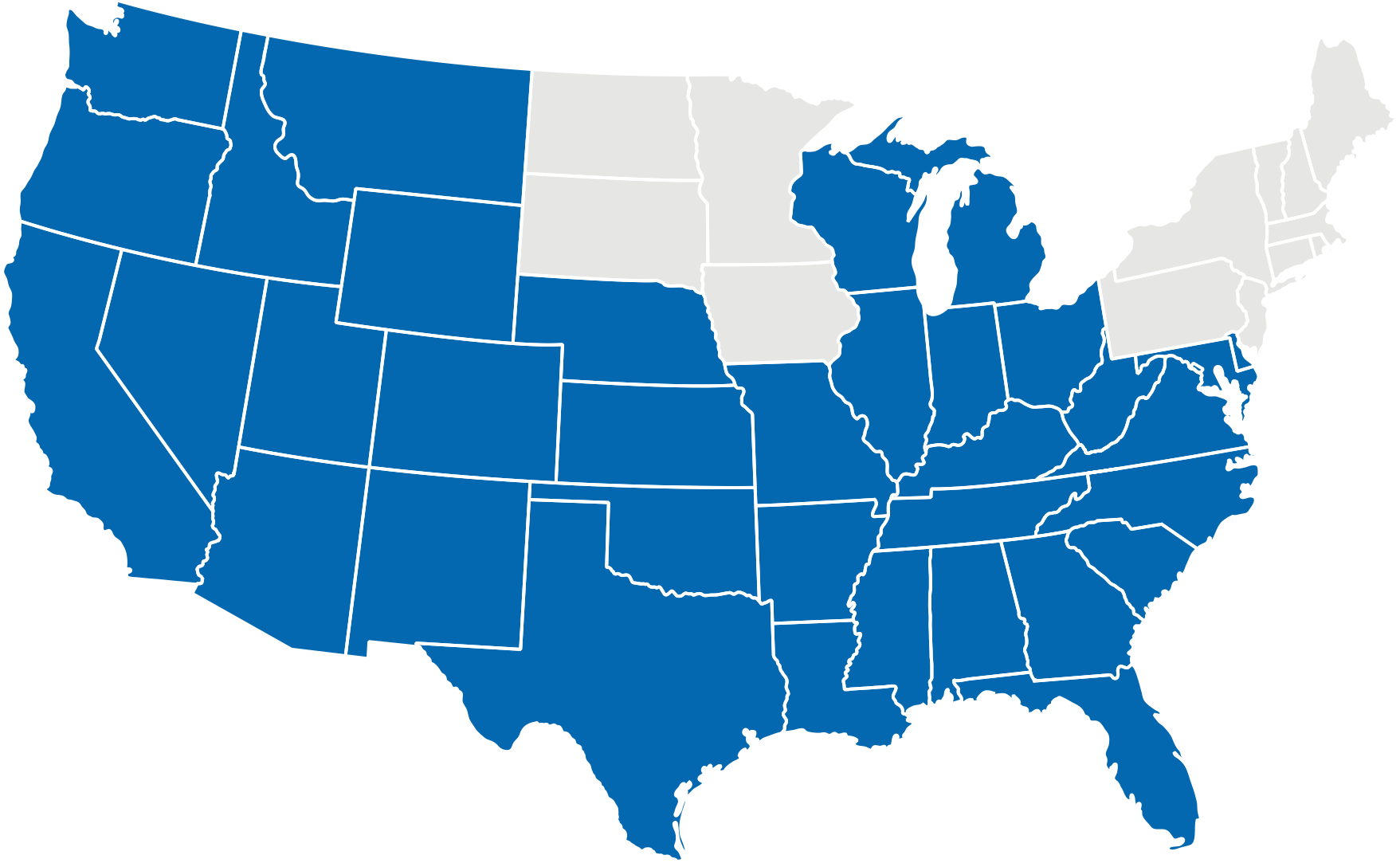

2:40
Search
Kroger
Rush
Delivering need-it-now items in a rush!

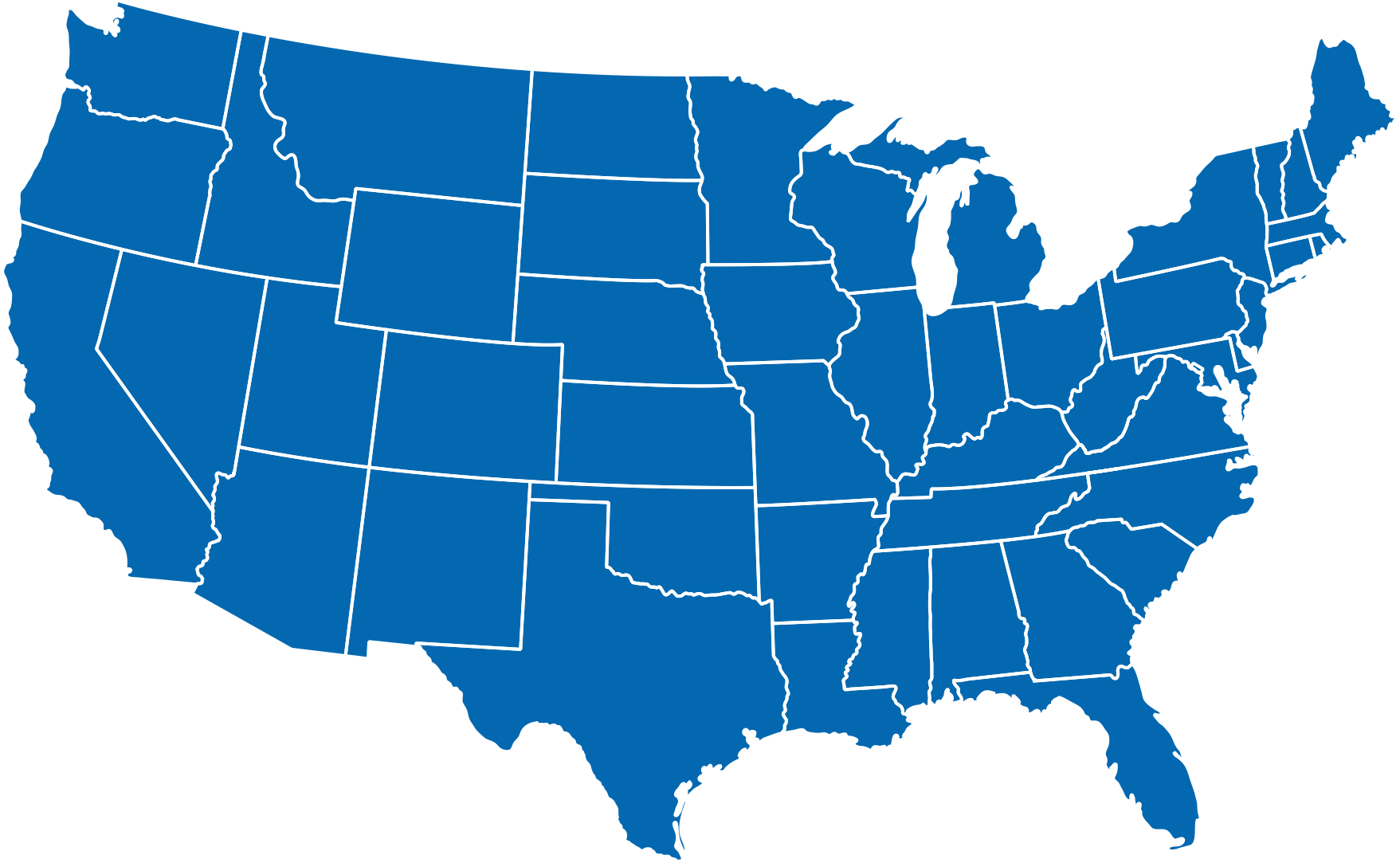

ClickList
MacBook Air
42%
IN Q1 2019


58%
IN 2018
ClickList
MacBook Air

SEAMLESS COVERAGE AREA 93%








$0
2014


$5
BILLION
2018


$9
BILLION

ANYTHING, ANYTIME, ANYWHERE










RICH & DELICIOUS
Kroger
DELUXE
ICE CREAM
UNICORN SWIRL
NATURALLY & ARTIFICIALLY FLAVORED
Cake Batter Ice Cream with Icing
Covered Animal Cracker Bits
KEEP FROZEN
SERVING SUGGESTION
48 FL OZ
(1.5 QT) 1.4L


3.99
3.99
simple truth
PLANT BASED
MEATLESS MADE EASY, ANY MEAL
Vegan • Made with Soy




CHAI
BLACK TEA
ORGANICALLY GROWN
No preservatives
simple truth organic
CHAI
BLACK TEA
SERVING SUGGESTION
USDA ORGANIC
NON GMO
20 TEA BAGS
NET WT 1.6 OZ (45g)

CHEW ON THIS

CARNE ASADA

24 Hour Marinated

BEEF JERKY

CITRUS, CILANTRO AND A JALAPEÑO KICK

SWEET SPICY

PRIVATE SELECTION


simple truth organic
Seltzer Water
MIXED BERRY
NATURALLY FLAVORED WITH OTHER NATURAL FLAVORS
simple truth
LOWCOW
LITE ICE CREAM
280
BIRTHDAY CAKE
LID KEEP FROZEN
simple truth
PACK BAR
SEA SALT
NUT BAR


HEMIS
A JOURNEY of
Región de
LA MANCHA
EXTRA VIRGIN
OLIVE OIL
THE KROGER Co.
TREASURE
EMPORIYUM
A TROVE OF FANTASTICALLY UNIQUE FINDS
And MORE



PARTNER FOR CUSTOMER VALUE

THE KROGER ECOSYSTEM

"Anything. Anytime. Anywhere."





Kroger

84.51°

AND

ocado

Walgreens

instacart

nuro

HOME CHEF.

THE KROGER ECOSYSTEM

"Anything. Anytime. Anywhere."





Kroger

84.51°

AND

ocado

Walgreens

instacart

nuro

HOME CHEF.


Welcome!
Delivering the future of local commerce, autonomously
nuro
www.nuro.ai
Kroger
nuro



DEVELOP TALENT


ACCELERATE
$500M
INVESTMENT IN
WAGES & TALENT
DEVELOPMENT
2 for $5.00
Dylan
Ralphs


REDUCED
TURNOVER BY
10%















Kroger
FEED
YOUR FUTURE


Molly
Training
Urea 40
UREA 20
CREAM
Testosterone
Testim









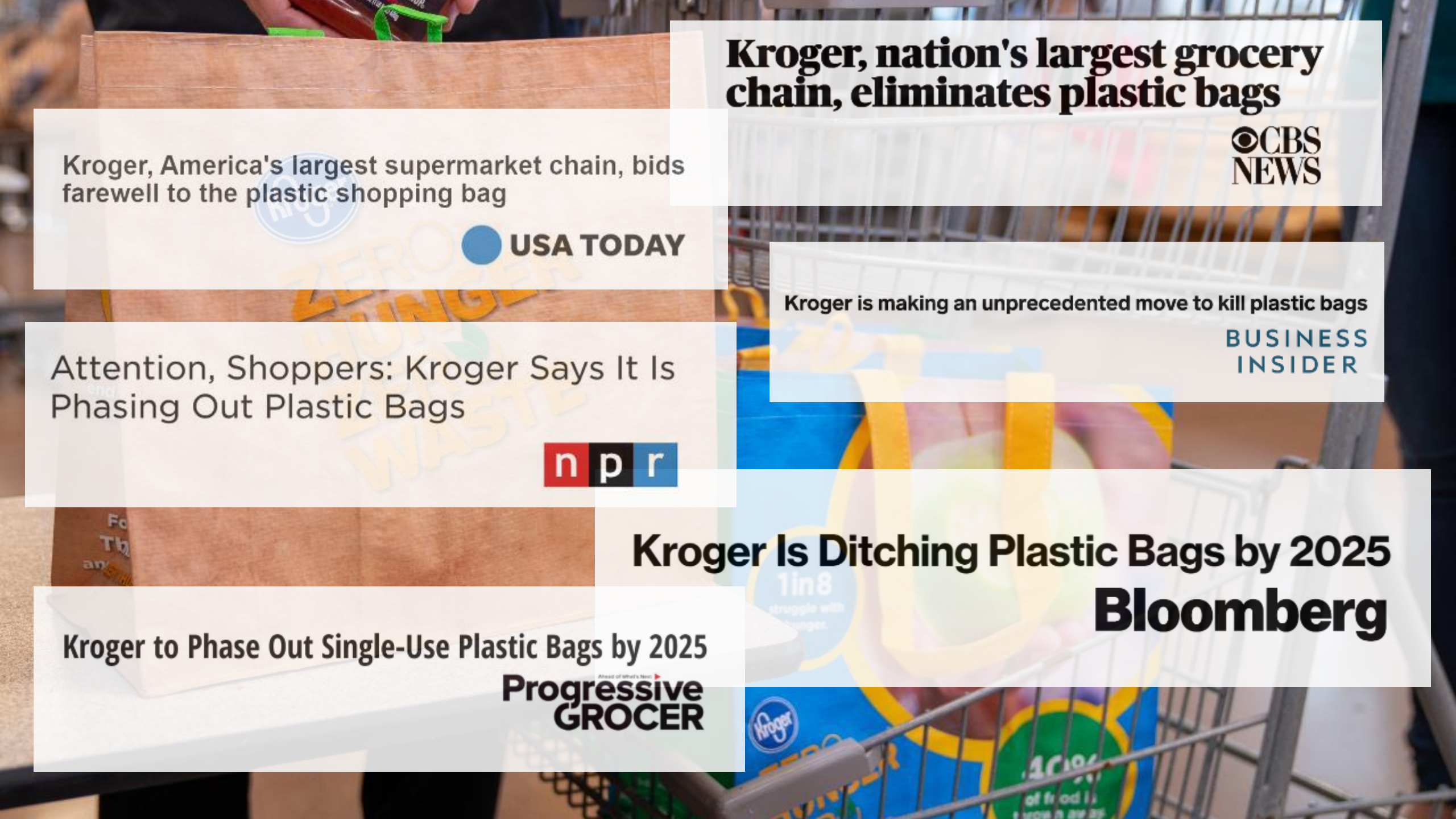







LIVE OUR PURPOSE


1 in 8
Americans experience
hunger
Kroger
COMMITMENT
Donate
3 Billion
meals by 2025
ZERO HUNGER ZERO WASTE
ZERO HEROES


Kroger, America's largest supermarket chain, bids farewell to the plastic shopping bag
USA TODAY
Kroger, nation's largest grocery chain, eliminates plastic bags
CBS NEWS
Kroger is making an unprecedented move to kill plastic bags
BUSINESS INSIDER
Attention, Shoppers: Kroger Says It Is Phasing Out Plastic Bags
npr
Kroger Is Ditching Plastic Bags by 2025
Bloomberg
Kroger to Phase Out Single-Use Plastic Bags by 2025
Progressive GROCER


Kroger
ZERO
HUNGER
ZERO
WASTE



CREATE SHAREHOLDER VALUE

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COST SAVINGS OF MORE THAN

$1B

THROUGH PROCESS IMPROVEMENTS IN 2018



- FIFO Operating Profit
- Cash Flow Goals

RESTOCK KROGER - ALTERNATIVE PROFIT STREAMS





ALTERNATIVE PROFIT STREAMS TO CONTRIBUTE $100M IN 2019 INCREMENTAL OPERATING PROFIT



RETURNED MORE THAN

$2.4B

TO SHAREHOLDERS IN 2018

THROUGH BUYBACKS & DIVIDENDS



ANNOUNCING DIVIDEND INCREASE FROM

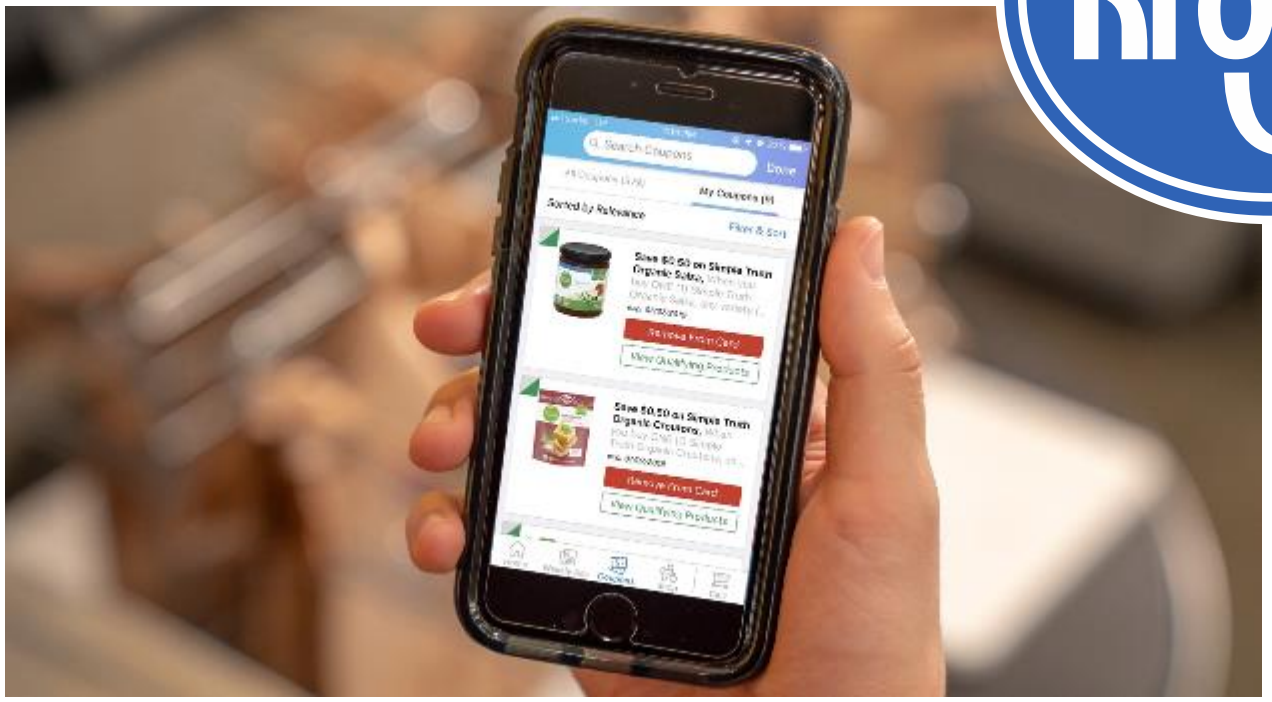
56¢ TO 64¢

13TH CONSECUTIVE YEAR OF DIVIDEND INCREASES





Kroger







ocado



3G451°



HOME CHEF



Kroger



nuro





Walgreens






Blake
Kroger
Murray's
CAVE


ZERO
HUNGER
ZERO
WASTE



2019 ANNUAL MEETING OF SHAREHOLDERS


Kroger



KITCHEN 1883

ELI'S BBQ

dope 饺宝面条 ASIAN STREET FOOD

DJANGO WESTERN TACO

QUEEN CITY WHIP


SUBWAY



THANK YOU

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Kroger



THANK YOU

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