



August 2019

Natural Grocers by Vitamin Cottage is a rapidly expanding specialty retailer of natural and organic groceries and dietary supplements

- Providing high-quality products at affordable prices, exceptional customer service, nutrition education and community outreach
- Approve for sale only grocery products that are not known to contain artificial colors, flavors, preservatives, sweeteners or partially hydrogenated or hydrogenated oils and selling only USDA certified organic produce
- Industry-leading dairy standards, requiring that all dairy products be sourced from pasture-raised, non-confinement dairies
- Selling only free-range eggs from chickens that are not only cage-free but also provided with sufficient space to move
- Enhancing customers' shopping experience by providing free science-based nutrition education to help customers make well-informed health and nutrition choices

Currently operate 152 stores in 19 states and has signed leases for six new stores and acquired the land and building for two additional new stores; these new stores will be located in Colorado, Louisiana, New Mexico, North Dakota, Oregon and Washington and are planned to open during fiscal 2019 and beyond.

Sixteen new stores opened in fiscal 2015, 23 stores opened in fiscal 2016, 14 stores opened in fiscal 2017, 8 stores opened in fiscal 2018, and have plans to open 7 stores in fiscal 2019, with 5 stores already opened in fiscal 2019.

Portable store model with scalable operations infrastructure

New store economics with a targeted payback period of four years and 30% cash-on-cash return by end of fifth year with total upfront investment of approximately \$2.2 million

Stores range from 5,000 to 16,000 selling square feet; new stores average approximately 10,000 selling square feet

- Approximately one quarter of a store's selling square footage is dedicated to dietary supplements
- Approximately 22,000 SKUs of natural and organic products per comparable store, including approximately 6,600 SKUs of dietary supplements

Experienced and committed management team with proven track record

Focus on improved operating margins

- Cost discipline focus on store labor levels, improving supply chain and company-wide focus on performance metrics
- Leverage investments in infrastructure
  - Utilize SAP Enterprise Resource Planning System
  - Implemented store scheduling software tool in fiscal 2018
  - Enhanced store training materials
- Expanded Natural Grocers Brand products in 2018 and 2019
- Marketing initiatives have expanded brand reach and customer loyalty
  - {N}power loyalty program is showing strong membership growth
  - Focus on digital/social media and outdoor advertising is driving brand reach across all our markets
  - Local marketing programs are driving new customer growth with direct mail campaigns, state-specific messaging, and visibility

#### Five Founding Principles

##### Nutrition education

We provide free nutrition education, including a nutritional health coach in every store, to empower our customers to improve their health

##### Quality natural products

Our carefully approved quality grocery products do not contain artificial flavors, colors, preservatives, sweeteners or hydrogenated oils

##### Every day affordable pricing

We control costs so we can maintain affordable prices for our customers

##### Community

We support the health and welfare of our local communities, including the environment

##### good4u Crew

Our crew members enjoy great jobs with excellent benefits and the opportunity to grow with us

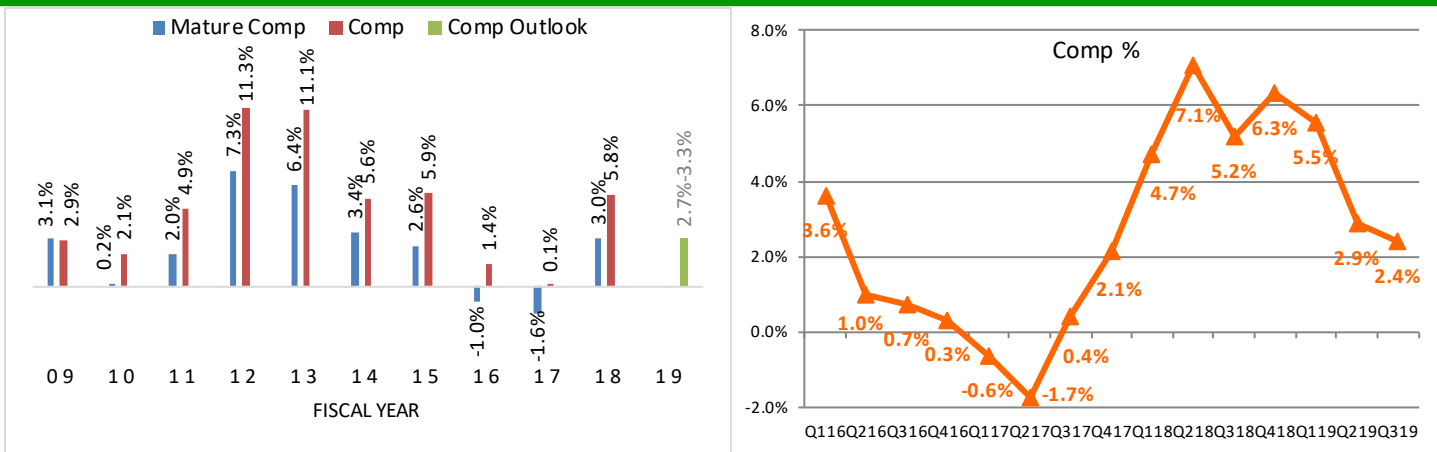


This overview includes "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. All statements in this overview that are not statements of historical fact are forward-looking statements and are based on current expectations and assumptions that are subject to risks and uncertainties. Actual results could differ materially from those described in such forward-looking statements due to changes in global, regional or local political, economic, business, competitive, market, regulatory and other factors, many of which are beyond our control. For further information regarding risks and uncertainties associated with our business, please refer to the "Management's Discussion and Analysis of Financial Condition and Results of Operations" and "Risk Factors" sections of our SEC filings, including, but not limited to, our Form 10-K for the year ended September 30, 2018. We do not undertake any duty to update any forward-looking statements.

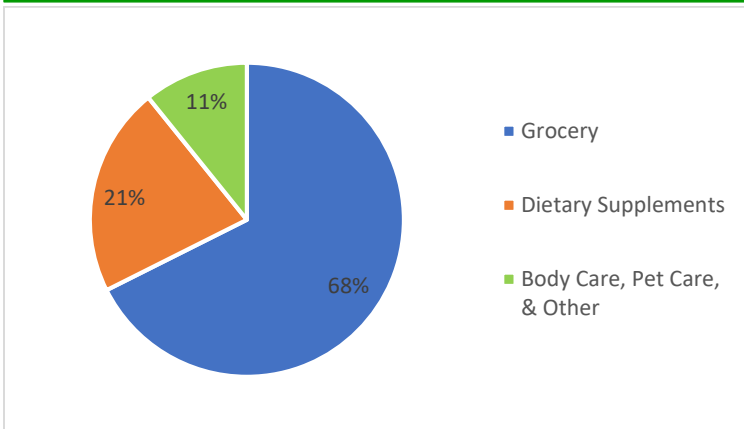
Summary Historical Financials and Other Data

(\$ in 000's)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Unaudited		Outlook
						Q3'18	Q3'19	FY 2019
Stores	87	103	126	140	148	147	152	7
% Growth	20.8%	18.4%	22.3%	11.1%	5.7%	5.0%	3.4%	4.7%
Sales	\$ 520,674	624,678	705,499	769,030	849,042	213,130	224,411	-
% Growth	20.9%	20.0%	12.9%	9.0%	10.4%	9.5%	5.3%	-
Gross profit	\$ 151,502	182,096	201,772	212,336	225,573	56,831	58,425	-
% of Sales	29.1%	29.2%	28.6%	27.6%	26.6%	26.7%	26.0%	-
Net income	\$ 13,473	16,204	11,471	6,891	12,661	1,991	1,998	-
% of Sales	2.6%	2.6%	1.6%	0.9%	1.5%	0.9%	0.9%	0.95% to 1.00%
Diluted EPS	\$0.60	\$0.72	\$0.51	\$0.31	\$0.56	\$0.09	\$0.09	\$0.39 to \$0.41

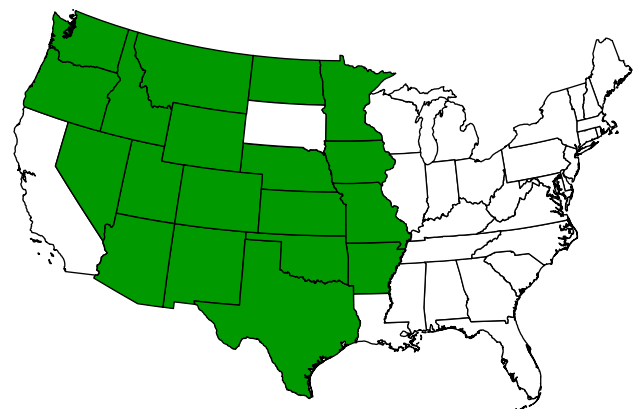
Daily Average Comparable Store Sales



YTD 2019 Sales Mix



Geographic Footprint



Source: NGVC filings and press releases available at [www.sec.gov/](http://www.sec.gov/) and <http://investors.naturalgrocers.com/>



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