

Barbara Robinson
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October 31, 20016

Mr. Robert L. Edwards, CEO
Safeway Inc.
6918 Stoneridge Mill Road
Pleasanton, CA 94588

Dear Mr. Edwards:

My husband and I are long-standing customers of "our" Safeway at 5545 Connecticut Avenue, NW, Washington, DC 20015. We are very concerned about the decline in both service and inventory at the store. As a professional management consultant, I see the poor customer relations and customer services as management failure, or is it a decision on the part of Cerberus Capital Management to sell Safeway property as part of their distressed inventory strategy? We hope that you are not planning to close the store and that you will build back our confidence in our local Safeway store. We very much value having a supermarket in our neighborhood as do many of our neighbors.

If you intend to stay open for business, please listen to the 100 customers, who signed the enclosed petition. We want you to know how dissatisfied we are. We urge you to hire more staff rather than continuing to cut staff hours, which is driving us away. We would like you to hire and train staff to be courteous and helpful like Jim, who recently retired; Judy, who covers the #1 check-out line; and Nick, who has been in the meat department until recently when he was moved to handle check out. Some of the people, who signed the petition, told me that they were shocked at how rude some of the new staff have been to them. And I have witnessed some of these poor interactions in the store and concur.

Are you aware that: (1) the lines, at the few cash registers that are open, are usually very long even at non-lunch and dinner-hour time; (2) the inventory is often depleted, leaving the shelves empty; (3) the produce section is filled with salad materials that are limp and unappealing; and (4) the store itself often feels dirty and poorly kept?

Many of those who signed the enclosed petition told me that they have given up shopping at our Safeway – or are about to give up -- and have turned to Giant or Whole Foods. Our store has fallen well below its previous levels of service and stock. Customers, like us, find it hard to understand why the local, regional and national Safeway management at the store would not want to remedy this situation immediately and protect the brand integrity of the Safeway name.

Several years ago, I served as the Chevy Chase Citizens Association liaison to our Safeway and was able to make contact with the regional manager, who, in turn, met with our group and, at least, made an effort to listen to our concerns. That regional sales manager told me that our

Safeway was one of the busiest in DC. When I tried to contact the new regional sales manager for Safeway via email, earlier this year, there was no response.

I am sending a copy of this letter and the petition with the 100 signatures to Stephen A. Feinberg, CEO, of Cerberus Capital Management and look forward to hearing from you regarding the future of our Safeway. We would like to know how you plan to remedy the problems, described above, if you intend to stay in the neighborhood.

I will post your response on the Chevy Chase (CC) listserv, which is read by over 3,000 of my neighbors. And, as an aside, Safeway would be well advised to allow the manager at our Safeway to read posts on the CC listserv. The previous manager was forbidden from having access to the Internet at the store. I had to print and bring in hard copies of emails from unhappy Safeway customers that were posted on the CC listserv so that he could respond and be aware of the customer dissatisfaction.

Sincerely yours,

Barbara Robinson

Encl: Petition from 100 dissatisfied customers of “our” Safeway

cc: Stephen A. Feinberg, CEO, Cerberus Capital Management

SAFEWAY

November 15, 2015

Ms. Barbara Robinson
3933 Morrison Street, NW
Washington, DC, 20015
Barbara@broeq.com

RE - Safeway Store #4832, 5545 Connecticut Avenue, NW, Washington DC

Dear Ms. Robinson,

I am in receipt of your letter, together with the attached petition, dated October 31, 2016. As an initial matter, I want to thank you and your neighbors for taking the time to bring your concerns to my attention, and to the attention of Albertson's Company executives. I was installed as Division President just over two months ago, and I immediately recognized that while we have some great stores and team members, improving store conditions is our #1 priority. Your neighborhood Safeway store is a prime example of where we have tremendous opportunity to improve. Let me state, unequivocally, that we have every intention on staying in the neighborhood. With that said, we are taking immediate steps to improve store staffing and scheduling, produce and fresh food quality, in-stock conditions, and store cleanliness. The situation as you have described it requires both immediate and sustained attention. It will be corrected. Additionally, we welcome and encourage your continued feedback. If there are neighborhood association meetings in which our participation is being sought, or if there are store conditions which require an immediate response, please do not hesitate to reach out to District Manager Ken Melville at kenneth.melville@safeway.com, or (806)535- 9019. I can assure you that you will receive his prompt attention.

Again, I thank you for the time and effort you placed into bringing your concerns to our attention. It has not been lost on me. I appreciate you and your neighbors for being loyal Safeway shoppers, and we hope to continue to earn your business every day.

Kindest regards,



Daniel Valenzuela,
President - Safeway Eastern Division
Safeway Inc.

On 11/10/16, 6:14 PM, "Kenneth W Melville" <Kenneth.Melville@safeway.com> wrote:

Barbara,

It was great talking to you today. I really appreciate you reaching out to me. Thanks for sharing the information with me today. I know personally we are not delivering a first class operation for the neighborhood in Chevy Chase. We owe it the the loyal customers to deliver an exceptional shopping experience. I know personally we as a team have to run faster and work harder to improve our operation.

I look forward meeting you in person when you get back from your trip. I hope you have a great and safe trip. Have a happy Thanksgiving too. Take care Ken

> On Nov 10, 2016, at 10:01 AM, Barbara Robinson <barbara@broeo.com> wrote:

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> November 10, 2016

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> Dear Ken:

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> Thank you for taking the time to catch me up on "our" Safeway in our telephone conversation this morning. I am relieved to learn that Safeway plans to keep the store and that you are focusing on bringing it back to life. I am attaching a copy of the letter I sent to Robert Edwards, the CEO, of Safeway International and to Stephen Feinberg, CEO Cerberus Capital Management.

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> I am pleased that you will be meeting with our ANC3 on November 28th at the Chevy Chase Community Center and sorry that I will be out of the country that night. Randy Speck forwarded your contact information to me via Paul Shapiro, both of whom are members of our ANC.

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> I look forward to meeting you face-to-face when I am back in DC in early December. Please send my regards to Ed Tippet when you see him next. He attended a meeting of the Chevy Chase Community Association a number of years ago to talk about the store and listen to our concerns.

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> Best wishes for Thanksgiving,

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> Barbara

> Barbara Robinson, OEO

> Robinson & Associates