

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549



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(Mark One)

FORM 10-K - LKOS



- ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 (FEE REQUIRED)

For the fiscal year (52 weeks) ended February 24, 1996

OR

- TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES ACT OF 1934 (NO FEE REQUIRED)

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission file number 1-10876

PROCESSED BY  
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MAY 22 1996  
DISCLOSURE INC.

**SHOPKO STORES, INC.**  
(Exact name of registrant as specified in its Charter)

Minnesota

(State or other jurisdiction of incorporation or organization)

41-0985054

(I.R.S. Employer Identification No.)

700 Pilgrim Way, Green Bay, Wisconsin  
(Address of principal executive offices)

54304

(Zip Code)

Registrant's telephone number, including area code (414) 497-2211

Securities registered pursuant to Section 12(b) of the Act:

Title of each class  
Common Stock, par value \$0.01 per share

Name of each exchange on which registered  
New York Stock Exchange

Securities registered pursuant to Section 12 (g) of the Act: None.

Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes X No \_\_\_\_\_

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of Registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K [X].

The aggregate market value of the voting stock held by non-affiliates of the Registrant as of April 26, 1996 was approximately \$264,737,205 (based upon the closing price of Registrant's Common Stock on the New York Stock Exchange on such date).

Number of shares of \$0.01 par value Common Stock outstanding as of April 26, 1996: 32,005,840.

#### DOCUMENTS INCORPORATED BY REFERENCE

1. Portions of Registrant's Annual Report to Shareholders for the fiscal year ended February 24, 1996 are incorporated into Parts II and IV, as specifically set forth in said Parts II and IV.
2. Portions of Registrant's definitive Proxy Statement filed for Registrant's 1996 Annual Meeting of Shareholders are incorporated into Part III, as specifically set forth in said Part III.

(Cover page 2 of 2 pages)

Item 1      Business

General

ShopKo Stores, Inc., a Minnesota corporation, ("ShopKo or the "Company"), was founded in 1961 and was acquired by SUPERVALU INC. ("SUPERVALU") in 1971. In October 1991, the Company completed the initial public offering of its common stock. The Company's principal executive offices are located at 700 Pilgrim Way, Green Bay, Wisconsin 54304, and its telephone number is (414) 497-2211. As used herein, unless otherwise indicated, the terms "ShopKo" and the "Company" include ShopKo Stores, Inc. and its consolidated subsidiaries.

The Company is a leading regional retailer engaged in the business of providing general merchandise and health services through its retail stores. As of May 1, 1996, ShopKo operated 129 retail stores in 15 Upper Midwest, Mountain and Pacific Northwest states. In fiscal 1997, the Company has plans to implement a free-standing optical center strategy.

ShopKo also operates ProVantage, Inc., a wholly-owned subsidiary, which specializes in prescription benefit management services, pharmacy mail service and claims processing activities. These businesses are conducted throughout the United States. ProVantage, Inc. also plans to launch a vision benefit management service and health decision support services in fiscal 1997.

In fiscal 1996, the Company conducted business in two business segments: general merchandise and health services. General merchandise is the sale of softline and hardline/home goods in retail stores. Health services include professional pharmacy and optical services provided in the retail stores and prescription benefit management services which are provided through other facilities. Financial information about these segments is included in Note K of the Notes to Consolidated Financial Statements of the Company's Annual Report to Shareholders for fiscal year 1996.

The Company's net sales derived from sales of softline goods were approximately 23% in fiscal year 1996 and 22% in fiscal years 1995 and 1994. Net sales derived from sales of hardline/home goods were approximately 54%, 58% and 59% in fiscal years 1996, 1995 and 1994, respectively. The Company's net sales derived from health services were approximately 23%, 20% and 19% in fiscal years 1996, 1995 and 1994, respectively. The above sales percentages have been restated to reflect how the Company currently manages its merchandise assortment.

The Company's fiscal year ends on the last Saturday of February. For example, fiscal 1996 is the period from February 26, 1995 to February 24, 1996.

### Merchandising and Services - General Merchandise

The Company carries a wide selection of branded and private label "softline" goods such as women's, men's and children's apparel, shoes, jewelry, cosmetics and accessories and "hardline/home" goods such as housewares, home textiles, small appliances, furniture, music/videos, toys, sporting goods, seasonal and everyday basic categories. The Company's stores carry a broad assortment of merchandise, thus providing customers with a convenient one-stop shopping source for everyday items. The Company's accommodating customer service policies provide customers with a pleasant shopping experience.

With respect to general merchandise, ShopKo's goal is to improve performance by meeting customer needs more quickly and having more of what people expect as their lifestyle needs change. The Company has been reorganized into merchandise segmentations that are defined and driven by customer lifestyles and end usage. This process has allowed the Company to identify and prioritize growth potentials based on the changing lifestyle needs of its customers.

The Company also believes that it offers leading brand names in its merchandise lines, concentrating on brands which have wide customer acceptance and provide quality and value. In addition, ShopKo has well-developed private label programs. ShopKo strives to subject its private label merchandise and direct imports to independent testing and certification for product performance and safety. In addition, the Company's in-house quality assurance and technical design team analyzes and develops the quality of its fashion offerings. This allows the Company to deliver a better and more consistent product, with greater control and efficiency.

### Merchandising and Services - Health Services

The Company also provides professional health care services in most of its stores. Of the Company's 129 stores as of May 1, 1996, 128 include pharmacy centers and 126 include optical centers. In addition to generating store traffic and building customer loyalty, these services contribute significantly to the Company's overall profitability and provide the opportunity for additional growth. Each store with pharmacy and optical centers employs or contracts with an average of approximately three licensed pharmacists, one licensed optometrist and six opticians. The Company's optometrists perform in-store eye exams and prescribe correctional lenses, most of which are fabricated in the Company's 10,000 square foot centralized optical laboratory and in approximately 60 in-store finishing labs. The in-store finishing labs typically service other stores in the vicinity and provide customers with same day or next day optical service for single vision lenses.

As an expansion of its traditional retail pharmacy services, in fiscal 1994 the Company launched its prescription benefit management division by forming ProVantage Mail Service, a prescription management and mail service pharmacy that is offered to companies across the country. In January 1995, the Company completed the acquisition of 97% of the outstanding common stock of Bravell, Inc. ("Bravell"). Bravell is a pharmacy benefit management firm that provides custom prescription benefit plan design, a network of approximately 40,000 retail pharmacies, program administration and claims and benefit processing services to insurance companies, third party administrators and self-funded medical plan sponsors. As companies face pressure to reduce rising health care costs, they are increasingly directing employees to participate in managed care pharmacy benefit programs. Prescription benefit management programs control pharmacy costs by supervising decisions regarding which drugs are dispensed and whether they are dispensed by retail or mail service pharmacies. Thus, management believes the Company is positioned to provide employee groups and insurance companies with prescription benefit plans that substantially reduce prescription costs, ultimately reducing the overall cost of health care programs.

Another initiative recently launched is the ProVantage Vision Benefit Management service. In April 1996, ShopKo signed an agreement to acquire an existing vision benefit management business which covers over 100,000 lives. This acquisition gives ProVantage Vision Benefit Management an immediate market presence with a provider network of over 900 ophthalmologists and optometrists operating in over 20 states. Through this network, the Company will offer a variety of flexible products, including standard vision plans, insured and self-insured options, direct services to insurance companies and providers, and turnkey operations for managed care organizations.

In addition, the Company is currently developing a new retail format which will be a free-standing optical center strategy, starting with a four store rollout later in fiscal 1997. The Company also is installing a technology-driven process that will provide actionable information to decision makers through massive warehousing of existing data called Decision Support Services (DSS).

#### Marketing and Advertising

ShopKo markets its general merchandise and professional pharmacy and optical services via weekly newspaper circulars to reach a broad based customer segment consisting largely of middle income families. These full-color circulars average 24 pages and feature values in all departments of the stores and have a circulation of more than 3.5 million. Direct mail vehicles are used selectively at key promotional periods and have a circulation of more than 5.0 million. All printed advertising materials are designed by the Company's in-house graphic design team and photographed in the Company's own photography studio. In addition to the newspaper circulars, the Company uses television and radio advertising to support the image that ShopKo stores offer quality merchandise and service to meet the customer's lifestyle requirements at prices that communicate real value.

ShopKo prices its merchandise so as to be competitive with its discount retail competitors. In general, the Company utilizes its frequent advertising of a large group of specially priced high demand items to reinforce its competitive price image and to generate store traffic, rather than attempting to meet the lowest available price on every item. With its Vision 2000 strategy, the Company believes it has provided its customers with better product quality, greater variety, timely fashion and a more attractive upscale shopping environment at generally competitive prices.

The Company's prescription benefit management division focuses its marketing efforts on self-funded medical plan sponsors, third party administrators and insurance companies. The Company markets its services through an internal sales force and a network of independent brokers. This national sales team customizes each program to meet each client's needs and cost containment goals.

#### Store Layout and Design

ShopKo stores are designed for customer convenience and for effective merchandise presentation. The Vision 2000 format features a fashion stage at the store entrance to create the upscale image of the store and features casual apparel, home and family goods and professional pharmacy and optical services. Every ShopKo store now features VISION 2000 merchandising, fixturing and product assortments. The optical and pharmacy centers are placed near the front of the store with the remainder of the store being laid out in a "racetrack" configuration which takes customers between and around departments. The Company's current promotionally priced items are prominently displayed.

The Company has substantially remodeled its stores using the Vision 2000 format. In fiscal 1996, the Company opened five new stores and remodeled 13 stores under this format. The Company expects to continue to explore and test alternative store layout and display techniques and merchandise mixes. Depending on the cost of land acquisition, size of store and site preparation work, the Company expects that a typical new store's cost for land acquisition, site preparation, building and fixturing will approximate \$6.0 to \$11.0 million. Remodels, which generally take place approximately every seven to ten years, usually cost from \$0.4 to \$1.5 million per store. A store renovation, where the square footage is expanded or more extensive remodeling is needed, usually costs from \$1.6 to \$3.0 million per store.

The Company's average store size is approximately 90,000 square feet with approximately 84% of the stores greater than 74,000 square feet. The Company's traditional new stores are based on one of three standard prototypes; a 99,000 square foot store, an 88,000 square foot store or a 74,000 square foot store. The prototype selected depends on the community and the retail competition in the immediate area. In comparison to old versions, the Company's current prototypes feature a greater portion of store square footage dedicated to selling space and less space dedicated to the storage of inventory.

#### Store Operations and Management

The Company's policies of promoting store management personnel from within and providing ongoing management training programs provide the Company with a pool of store management talent available to manage new stores as they are opened. The Company's present store managers have been employed by ShopKo in various positions on an average of more than 14 years, and its assistant managers on an average of 8 years.

During fiscal 1996, the Company focused on reengineering its core processes and implemented a new management structure in its stores. These initiatives increased management productivity and effectiveness while reducing the number of managers in each store by eliminating processes which were not focused on providing excellent customer service. The ultimate outcome will be continued improvement in customer service and reduced costs.

The Company believes that a strong emphasis on customer satisfaction is a key element in its strategy to differentiate itself from the competition. For the past three years, ShopKo has engaged the services of a leading national research firm to conduct its Customer Satisfaction Monitor program to measure and quantify customer satisfaction in each store. Results have shown that more than 82% of the customers surveyed gave ShopKo top ratings for overall satisfaction. In fiscal 1996, the Company also began a test program to expand the scope of the research to gather additional specific information from customers who gave ShopKo less than top ratings. This enables management to clearly understand and address areas of concern and opportunity.

ShopKo maintains an extensive loss prevention program. The Company believes that this program, which incorporates a consistently firm stance in dealing with shoplifting and other forms of theft, has been effective in minimizing its losses.

### Purchasing and Distribution

ShopKo purchases merchandise from more than 3,500 vendors with its ten largest vendors accounting for approximately 28% of the Company's purchases during fiscal 1996. The Company believes that most merchandise, other than branded goods, is available from a variety of sources. More than 800 vendors were linked to the Company's EDI purchase order systems as of February 24, 1996. Vendors are now electronically receiving point-of-sale information, allowing them to respond to changing inventory levels in the stores. The Company has also implemented the use of electronic purchase order acknowledgments issued by vendors based on the sales information they have received. In addition, approximately 80 vendors are now electronically transmitting invoices directly into the Company's automated invoice matching system.

The Company continues to upgrade its merchandise planning, allocation and control systems. In addition, SKU level physical inventories continue to significantly improve perpetual inventory accuracy. Management believes these upgrades and improvements in the physical inventory process will allow the Company to more effectively manage in-stock positions and better manage merchandise assortment.

Direct imports accounted for approximately 5% of the Company's purchases during fiscal 1996. The Company buys its imported goods, principally in the Far East, and ships the goods to its distribution centers for distribution to the stores.

Recent expansions of the three distribution centers have enabled the Company to increase the proportion of its merchandise purchased directly from manufacturers (thus reducing its cost of goods), to reduce direct vendor-to-store deliveries (thus reducing freight charges and cost of goods through consolidated volume purchasing) and to increase the pick and pull capabilities allowing the Company to increase its deal buying (thus reducing its cost of goods). The Company anticipates that these cost reductions will help it remain price competitive. During fiscal 1996, approximately 84% of the merchandise sold by the Company (excluding optical and pharmaceutical products) flowed through its distribution centers.

ShopKo's shoe department (other than athletic shoes) is in every store and is the principal department operated by a third party under license. The Company retains a percentage of the gross proceeds collected as rent.

## Management Information Systems

ShopKo uses information technology to improve customer service, reduce operating costs and provide information for management decision support. The Company utilizes modern point-of-sale terminal systems for electronic price lookup and tracking sales information at store and SKU level. Integrated earth satellite communications systems are used to provide on-line credit card and check authorization. Portable radio-frequency terminals are used extensively in the stores for merchandise receiving, stocking, replenishment, pricing and label printing. The Company also makes extensive use of automated labor scheduling systems within the stores.

The Company's new pharmacy and optical systems have enhanced business and recordkeeping efficiencies and improved the Company's ability to pursue third party contracts. The Company's prescription benefit management division operates an electronic network tying in approximately 40,000 retail pharmacies to process third-party claims.

ShopKo's warehouse management and financial systems are state-of-the-art software packages. The warehouse management systems operate in a distributed processing environment, providing complete warehouse functionality such as conveyor control and direction of picking and putaway processes via portable radio-frequency terminals. The warehouse management systems communicate back to the central computers over the earth satellite network to update perpetual inventory records and accounting systems. The financial systems provide complete retail general ledger, accounts payable, asset management and payroll functions.

In fiscal 1995, the Company moved from a purely mainframe computer environment to a networked client/server architecture in the general office. An extension of the network into all stores and distribution centers is under development to provide multi-media training and electronic mail capabilities to all sites.

The Company is in the process of replacing its merchandise applications with an open architecture, client/server system running on a massively parallel processor. This new application will become the centerpiece of a large retail systems integration strategy. The Company also continues to work on a project to re-engineer its advertising systems to integrate planning, production and analysis of advertising activities. Certain phases of these new applications will be rolled out in fiscal 1997.

The Company also is installing a technology-driven process that will provide actionable information to decision makers through massive warehousing of existing data called Decision Support Services (DSS). ShopKo's merchandising and planning requirements and prescription benefit management operations are highly data intensive. DSS will be a useful tool to collect information about the Company's customers from its general merchandise and healthcare operations.

## Expansion

The Company opened four new stores in the first quarter and one new store in the third quarter of fiscal 1996. The Company plans to open one additional store and four free-standing optical centers as part of a new retail format being developed in fiscal 1997. With respect to expansion plans after fiscal 1997, the Company is deemphasizing the construction of traditional new stores, and the Company is reviewing alternative store growth options. With respect to store remodels, the Company completed 13 remodels under the VISION 2000 format during fiscal 1996. The rate of remodeling activity in fiscal 1996 was substantially reduced compared to fiscal 1995 and is expected to approximate the future annual level of major remodels based on a seven to ten year cycle. It is anticipated that seven stores will be remodeled and one leased store will be relocated in the first half of fiscal 1997. Store expansion and remodeling plans are subject to change and normal delays.

The Company may consider the acquisition of existing retail stores or businesses, or health services businesses, or the construction or acquisition of stores which vary from the Company's existing stores.

The Company is intensifying its prescription benefit management marketing efforts and anticipates continued growth in the number of plan participants during fiscal 1997. The Company as of February 24, 1996, has over 1.6 million plan participants compared to 0.6 million a year ago. Plan participants are persons who are enrolled in or are entitled to company managed prescription benefits under a health plan.

The Company also is initiating vision benefit management services by acquiring an existing vision benefit management business with a nationwide provider network. Through this network, ShopKo will offer a variety of flexible products to help customers manage their vision care benefits.

## Competition

The discount general merchandise business is very competitive. ShopKo competes in most of its markets with a variety of national, regional and local discount stores. In addition, department stores compete in some branded merchandise lines, discount specialty retail chains compete in some merchandise lines such as electronics and toys, and drug and optical operations compete with some of ShopKo's pharmacy and optical centers. The Company believes that the principal competitive factors in its markets include store location; pricing; breadth and quality of product selection; attractiveness and cleanliness; responsiveness to changing customer tastes and regional and local trends; customer service; in-stock availability of merchandise; and advertising.

The Company's principal national general merchandise discount chain competitors are Wal-Mart, Kmart and Target, each of which is substantially larger than, and has greater resources than, the Company. Kmart stores directly compete with approximately 92% of the Company's stores and Target stores directly compete with approximately 50% of its stores. In addition, the Company estimates that at the end of fiscal 1996, approximately 80% of its stores were either in direct competition with or indirectly impacted by the presence of a Wal-Mart store. The Company also competes with regional chains in some markets in the Midwest and the Pacific Northwest. It appears Wal-Mart intrusions have slowed as the number of openings in fiscal 1997 will be less than fiscal 1996. However, the Company will experience an increase in Target intrusion as Target will be opening seven new units in ShopKo markets in fiscal 1997, including four in the Salt Lake City market. Some of the Wal-Marts and Targets that will be opening in fiscal 1997 in ShopKo's markets will be super centers, stores containing a wider selection of general merchandise and grocery items.

Historically, the entry of one of these chains into an area served by one of the Company's stores generally has had an adverse effect on the affected ShopKo store's sales growth for approximately 12 months. After the 12 month time period, the ShopKo store generally has resumed a positive growth trend. Such entry often has resulted in permanently intensified price competition. The Company's efficiency measures and distribution center expenditures are important aspects of its efforts to maintain or improve operating margins and market share in these markets.

Kmart's decision to close certain of its stores resulted in seven stores closing in ShopKo's markets. Also, a Wisconsin based discount store chain called Prange Way closed during fiscal 1996. Prange Way's store closings positively impacted 17 ShopKo locations.

The prescription benefit management industry is a dynamic growing marketplace and very competitive. The Company believes that its primary competitive advantages are advanced technologies which allow it to be a low cost operator able to offer flexibility in plan design and its high quality of service. The Company competes for health care clients with a number of prescription benefit management companies including PCS, Inc. (a subsidiary of Eli Lilly and Co.), Medco Containment Services, Inc. (a subsidiary of Merck & Co., Inc.), Express Scripts, Inc., Caremark International, Inc., TDI, Inc. (a subsidiary of Thrift Drug Company, Inc.) and Diversified Pharmaceutical Services, Inc. (a subsidiary of SmithKline Beecham), each of which is substantially larger than ProVantage and have considerable resources.

### Seasonality

The general merchandise operations of the Company are highly seasonal, with the third and fourth fiscal quarters contributing a significant part of the Company's earnings due to the Christmas selling season. Because the Company's fiscal year ends on the last Saturday in February, the Christmas selling season impacts both the third and fourth fiscal quarters.

### Employees

As of February 24, 1996, the Company employed approximately 18,200 persons, of whom approximately 9,100 were full-time employees and 9,100 were part-time employees. During the Christmas shopping season, the Company typically employs approximately 2,000 additional persons on a temporary basis. None of the Company's employees are covered by collective bargaining agreements.

### Government Regulation

The Company's health services business is subject to extensive federal and state laws and regulations governing, among other things: licensure and operation of retail optical centers; licensure and operation of retail and mail service pharmacies; labeling, packaging, advertising and promoting prescription drugs; dispensation of controlled substances; restrictions and guidelines on referral payments and reimbursement under federal and state medical assistance programs; and restrictions, controls, licensure and registration regulations pertaining to prescription benefit managers, such as "open panel" laws requiring network sponsors to allow participation by any retail pharmacy which is willing to abide by the terms of the applicable health plan.

Legislative and regulatory initiatives pertaining to such health care related issues as reimbursement policies, payment practices, therapeutic substitution programs, and other health care cost containment issues are frequently introduced at both the state and federal level. The Company is unable to predict accurately whether or when legislation may be enacted or regulations may be adopted relating to the Company's health services operations or what the effect of such legislation or regulations may be.

The Company's management believes the Company is in substantial compliance with, or is in the process of complying with, all existing statutes and regulations material to the operation of the Company's health services business and, to date, no state or federal agency has taken enforcement action against the Company for any material non-compliance, and to the Company's knowledge no such enforcement against the Company is presently contemplated.

## Forward-Looking Statements

In accordance with the Private Securities Litigation Reform Act of 1995, the Company can obtain a "safe-harbor" for forward-looking statements by identifying those statements and by accompanying those statements with cautionary statements which identify factors that could cause actual results to differ from those in the forward-looking statements. Accordingly, the following information contains or may contain forward-looking statements: (1) information included or incorporated by reference in this Annual Report on Form 10-K, including, without limitation, statements made under "Merchandising and Services - Health Services," "Store Operations and Management," "Purchasing and Distribution," "Management Information Systems," "Expansion" and Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, (2) information included or incorporated by reference in future filings by the Company with the Securities and Exchange Commission including, without limitation, statements with respect to growth and expansion plans, projected sales, revenues, earnings, costs and capital expenditures, and product development and product roll-out plans, and (3) information contained in written material, releases and oral statements issued by, or on behalf of, the Company including, without limitation, statements with respect to growth and expansion plans, projected sales, revenues, earnings, costs and capital expenditures, and product development and product roll-out plans. The Company's actual results may differ materially from those contained in the forward-looking statements identified above. Factors which may cause such a difference to occur include, but are not limited to, (i) heightened competition, including specifically increased price competition from national and regional discount stores, specialty stores, and prescription benefit management companies, (ii) adverse weather conditions in the Company's retail markets, (iii) changes in the prescription drug industry regarding pricing, formulary use, or reimbursement practices, (iv) minimum wage legislation, (v) regulatory and litigation matters affecting health care services, particularly prescription benefit managers, (vi) interest rates, (vii) real estate costs and construction and development costs, (viii) inventory imbalances caused by unanticipated fluctuations in consumer demand and (ix) trends in the economy which affect consumer confidence and consumer demand for the Company's goods, particularly trends affecting the Company's markets.

Item 2      PROPERTIES

As of May 1, 1996, the Company operated 129 retail stores located in 15 Upper Midwest, Mountain and Pacific Northwest states. The following table sets forth the geographic distribution of the Company's present stores:

STATE	# OF STORES	STATE	# OF STORES
California .....	1	Montana .....	5
Colorado .....	3	Nebraska .....	11
Idaho .....	8	Nevada .....	3
Illinois .....	3	Oregon .....	4
Iowa .....	3	South Dakota .....	6
Michigan .....	4	Utah .....	15
Minnesota .....	13	Washington .....	9
		Wisconsin .....	41
		<b>TOTAL</b>	<b>129</b>

Of the Company's 129 stores, ShopKo Stores, Inc. owns the land and building outright with respect to 83 stores, owns the building subject to a ground lease with respect to five stores and leases the land and building with respect to 10 stores. The Company's wholly-owned subsidiary, ShopKo Properties, Inc., owns the land and building outright with respect to 27 stores, owns the building subject to a ground lease with respect to three stores and leases the land and building with respect to one store. The ground leases expire at various dates ranging from 2012 through 2038 and the other leases expire at various dates ranging from 1997 through 2020.

The Company's other principal properties are as follows:

Location	Use	Sq. Ft of Building Space	Title
Green Bay, WI	Corporate Headquarters	228,000	Owned
Green Bay, WI	Corporate Headquarters - Annex	21,000	Leased
Wisconsin Rapids, WI	Information Services Dept. Satellite Office	1,300	Leased
De Pere, WI	Distribution Center	265,000	Owned
Boise, ID	Distribution Center	210,000	Owned
Omaha, NE	Distribution Center	50,000	Owned
Green Bay, WI	Return Center	68,500	Owned
Green Bay, WI	ProVantage Mail Service	10,000	Leased
Brookfield, WI	ProVantage Claims Processing Facility	6,900	Leased
Lawrence, WI	Corporate Headquarters - South Annex	114,300	Leased

Item 3        LEGAL PROCEEDINGS

The Company is involved in various litigation matters arising in the ordinary course of its business. Management believes that none of this litigation will have a material adverse effect on the Company's financial condition or results of operations.

Item 4        SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS

There was no matter submitted during the fourth quarter of fiscal year 1996 to a vote of the security holders of Registrant.

**EXECUTIVE OFFICERS OF THE REGISTRANT**

Name	Age*	Position	Served in Current Position Since	Employed by the Company Since
Dale P. Kramer	56	President, Chief Executive Officer & Director	1991	1971
William J. Podany	49	Chief Operating Officer	1996	1994
Jeffrey A. Jones	49	Senior Vice President/Chief Financial Officer	1993	1993
Thomas D. Hendra	49	Senior Vice President, General Merchandise Manager, Hardlines	1991	1970
Steven T. Harig	41	Senior Vice President, Planning, Replenishment and Analysis, Distribution	1993	1989
David A. Liebergen	50	Senior Vice President, Human Resources	1993	1973
Roger J. Chustz	45	Senior Vice President, General Merchandise Manager, Apparel	1993	1993
Lawrence J. Clark	48	Vice President, Finance	1992	1970
Michael J. Bettiga	42	Senior Vice President, Health Services	1995	1977
Michael J. Hopkins	45	Senior Vice President, General Merchandise Manager, Home	1995	1995
Gary B. Hammond	47	Senior Vice President, Stores	1995	1970
L. Terry McDonald	53	Senior Vice President, Marketing	1994	1994
James F. Tucker	51	Senior Vice President/Chief Information Officer	1995	1994

\* as of February 24, 1996

There are no family relationships between or among any of the executive officers of the Company.

The term of office of each executive officer is from one annual meeting of the directors until the next annual meeting of directors or until a successor for each is selected.

There are no arrangements or understandings between any of the executive officers of the Registrant and any other person (not an officer or director of the Registrant acting as such) pursuant to which any of the executive officers were selected as an officer of the Registrant.

Each of the executive officers of the Company has been in the employ of the Company for more than five years, except for William J. Podany, Jeffrey A. Jones, Roger J. Chustz, L. Terry McDonald, James F. Tucker and Michael J. Hopkins.

Mr. Podany has been Chief Operating Officer since May 1996. Mr. Podany also served as Executive Vice President of ShopKo from November 1994 to May 1996. He has held senior merchandising executive officer positions with Allied Stores, May Department Stores and Carter Hawley Hale since 1978. From 1992 to 1994, Mr. Podany was Executive Vice President-Merchandising of Carter Hawley Hale, a federation of four department store chains. From 1987 to 1992, he was Senior Vice President and General Merchandise Manager of Thalhimer's and Sibley's, both divisions of May Department Stores. Mr. Podany has held a broad range of other retail merchandising positions since beginning his career in 1969.

Mr. Jones has been Senior Vice President and Chief Financial Officer of the Company since November 1993. Mr. Jones was Senior Vice President and Chief Financial Officer for Trans World Music Corporation from 1990 through 1993. Mr. Jones also held various executive positions at Household Merchandising, Inc. and Lane Bryant, Inc., a subsidiary of The Limited, Inc.

Mr. Chustz has been Senior Vice President, General Merchandise Manager, Apparel of ShopKo since October 1993. Mr. Chustz also served as Vice President, General Merchandise Manager, Apparel from March 1993 to October 1993. Mr. Chustz was employed by Maison Blanche in various positions from 1975 through 1992, most recently as Senior Vice President, General Merchandising Manager. Mr. Chustz also served as President of Brocato immediately prior to joining the Company.

Mr. McDonald has been Senior Vice President, Marketing of the Company since July 1994. Mr. McDonald was Senior Vice President, Marketing with Payless Shoe Source from 1988 to 1994 and Senior Vice President Advertising & Sales Promotion with M. O'Neil Co., from 1986 to 1988. Payless Shoe Source and M. O'Neil Co. are both divisions of May Department Stores. Mr. McDonald also held various merchandising and marketing positions with Cain-Sloan Co., an Allied Stores Division, including Vice President, General Merchandise Manager, Home and Vice President Advertising and Sales Promotion.

Mr. Tucker has been Senior Vice President/Chief Information Officer of the Company since February 1995 and served as Vice President, Management Information Services from January 1994 to February 1995. Mr. Tucker was Vice President of Management Information Services with Trans World Music Corporation from 1991 through 1993. Mr. Tucker was also Vice President of Management Information Services with Chess King, Division of Melville Corporation, from 1984 until 1991.

Mr. Hopkins has been Senior Vice President, General Merchandise Manager, Home since November, 1995. From 1992 to 1995, Mr. Hopkins was Senior Vice President Merchandise Planning and Distribution at Carter Hawley Hale. Prior thereto, Mr. Hopkins served as Senior Vice President and General Merchandise Manager of Home with Broadway Southwest division of Carter Hawley Hale from 1985 to 1992.

## PART II

Item 5      MARKET FOR THE REGISTRANT'S COMMON EQUITY AND RELATED SHAREHOLDER MATTERS

The information called for by Item 5 as to the principal market upon which the Registrant's Common Stock is traded and as to the approximate record number of shareholders of the Registrant is hereby incorporated by reference to the Registrant's Annual Report to the Shareholders for fiscal year 1996 (Exhibit 13) page 29.

The information called for by Item 5 as to the Registrant's quarterly dividends and quarterly stock price ranges for the last two fiscal years is hereby incorporated by reference to Note J of the Notes to Consolidated Financial Statements of the Registrant's Annual Report to the Shareholders for fiscal year 1996 (Exhibit 13) page 27.

The Registrant's revolving credit agreement has a restrictive covenant which requires maintenance of a minimum net worth. This covenant may potentially limit the payment of dividends. As of February 24, 1996, the Company was in compliance with this covenant; having a net worth balance of \$421.6 million compared to a required balance of \$369.2 million.

Item 6      SELECTED FINANCIAL DATA

The information called for by Item 6 is incorporated by reference to the Registrant's Annual Report to the Shareholders for fiscal year 1996 (Exhibit 13) page 17.

Item 7      MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The information called for by Item 7 is incorporated by reference to the Registrant's Annual Report to the Shareholders for fiscal year 1996 (Exhibit 13) pages 14, 15 and 16.

Item 8      FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

The information called for by Item 8 is incorporated by reference to the Registrant's Annual Report to the Shareholders for fiscal year 1996 (Exhibit 13) pages 18 through 28.

Item 9      CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None.

## PART III

### Item 10 DIRECTORS AND EXECUTIVE OFFICERS OF THE REGISTRANT

The information called for by Item 10, as to Directors of the Registrant and the information required by Item 401 of Regulation S-K, is incorporated by reference to the Registrant's definitive Proxy Statement dated May 10, 1996 filed with the Securities and Exchange Commission pursuant to Regulation 14A in connection with the Registrant's 1996 Annual Meeting of Shareholders. Information regarding executive officers is included in Part I above.

### Item 11 EXECUTIVE COMPENSATION

The information called for by Item 11 is incorporated by reference to the Registrant's definitive Proxy Statement dated May 10, 1996 filed with the Securities and Exchange Commission pursuant to Regulation 14A in connection with the Registrant's 1996 Annual Meeting of Shareholders.

### Item 12 SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT

The information called for by Item 12 is incorporated by reference to the Registrant's definitive Proxy Statement dated May 10, 1996 filed with the Securities and Exchange Commission pursuant to Regulation 14A in connection with the Registrant's 1996 Annual Meeting of Shareholders.

### Item 13 CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS

The information called for by Item 13 is incorporated by reference to the Registrant's definitive Proxy Statement dated May 10, 1996 filed with the Securities and Exchange Commission pursuant to Regulation 14A in connection with the Registrant's 1996 Annual Meeting of Shareholders.

## PART IV

Item 14      EXHIBITS, FINANCIAL STATEMENT SCHEDULES AND REPORTS ON  
                 FORM 8-K

Page on this  
Form 10-K

(a)    1. Financial Statements:

The following consolidated financial statements of ShopKo Stores, Inc. and Subsidiaries are included in Part II, Item 8 (which incorporates information by reference to the Registrant's 1996 Annual Report to Shareholders (Exhibit 13));

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Independent Auditors' Report

Consolidated balance sheets as of February 24,  
1996 and February 25, 1995

Consolidated statements of earnings for each of  
the three years in the period ended  
February 24, 1996

Consolidated statements of cash flows for each  
of the three years in the period ended  
February 24, 1996

Consolidated statements of shareholders' equity  
for each of the three years in the period  
ended February 24, 1996

Notes to consolidated financial statements

2. Consolidated Financial Statement Schedules for  
ShopKo Stores, Inc. and Subsidiaries:

Selected Quarterly Financial Data - for the two  
years ended February 24, 1996 - included in Part II,  
Item 8 (which incorporates information by reference  
to the Registrant's 1996 Annual Report to Share-  
holders (Exhibit 13))

19

<b>Independent Auditors' Report</b>	<b>24</b>		
<b>Schedule VIII</b>	-	<b>Valuation and qualifying accounts</b>	<b>25</b>

All other schedules are omitted because they are not applicable or not required.

### 3. Exhibits

See Exhibit Index on pages 24 to 28.

Pursuant to Regulation S-K, Item 601(b) (4) (iii), the Registrant hereby agrees to furnish to the Commission, upon request, a copy of each instrument and agreement with respect to long-term debt of the Registrant and its consolidated subsidiaries which does not exceed 10 percent of the total assets of the Registrant and its subsidiaries on a consolidated basis.

#### (b) Reports on Form 8-K:

No report on Form 8-K was filed during the fourth fiscal quarter of fiscal year 1996 ended February 24, 1996.

### SIGNATURES

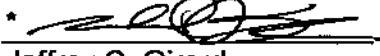
Pursuant to the requirements of the Section 13 or 15(d) of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

SHOPKO STORES, INC. (Registrant)

Date: May 20, 1996

By:   
Dale P. Kramer  
Chief Executive Officer and  
Director

Pursuant to the requirements of the Securities Exchange Act of 1934, this report to be signed below by the following persons on behalf of the Registrant and in the capacities and on the dates indicated:

<u>SIGNATURE</u>	<u>TITLE</u>	<u>DATE</u>
 Michael W. Wright	Chairman of the Board of Directors	May 20, 1996
 William J. Tyrrell	Vice Chairman of the Board of Directors	May 20, 1996
 Dale P. Kramer	President, Chief Executive Officer and Director	May 20, 1996
 Jeffrey A. Jones	Senior Vice President/Chief Financial Officer	May 20, 1996
 Lawrence J. Clark	Vice President , Finance (Chief Accounting Officer)	May 20, 1996
 Jeffrey C. Girard	Director	May 20, 1996
 Jack W. Eugster	Director	May 20, 1996
 Richard D. Schepp	pursuant to Powers of Attorney attached hereto.	

INDEPENDENT AUDITORS' REPORT

To the Board of Directors and Shareholders  
ShopKo Stores, Inc.:

We have audited the consolidated financial statements of ShopKo Stores, Inc. and Subsidiaries as of February 24, 1996 and February 25, 1995 and for each of the three years (52 weeks) in the period ended February 24, 1996 and have issued our report thereon dated April 2, 1996; such consolidated financial statements and report are included in your 1996 Annual Report to Shareholders and are incorporated herein by reference. Our audits also included the consolidated financial statement schedule of ShopKo Stores, Inc. and Subsidiaries, listed in Item 14. This consolidated financial statement schedule is the responsibility of the Company's management. Our responsibility is to express an opinion based on our audits. In our opinion, such consolidated financial statement schedule, when considered in relation to the basic consolidated financial statements taken as a whole, presents fairly in all material respects the information set forth therein.

*Deloitte & Touche LLP*

DELOITTE & TOUCHE LLP

Milwaukee, Wisconsin

April 2, 1996

**ShopKo Stores, Inc. and Subsidiaries**  
**Schedule VIII-Valuation and Qualifying Accounts**  
{(in thousands)}

	Balance at beginning of year	Charged to costs and expenses	Deductions (Additions)	Balance at end of year
<b>Year (52 weeks) ended February 26, 1994:</b>				
Allowance for losses	\$ 1,578	\$ 63	\$ (492) *	\$ 2,133
<b>Year (52 weeks) ended February 25, 1995:</b>				
Allowance for losses	\$ 2,133	\$ 287	\$ (1,170) *	\$ 3,590
Inventory valuation reserves	0		\$ (5,500)	\$ 5,500
Total	<u>\$ 2,133</u>	<u>\$ 287</u>	<u>\$ (6,670)</u>	<u>\$ 9,090</u>
<b>Year (52 weeks) ended February 24, 1996:</b>				
Allowance for losses	\$ 3,590	\$ 23	\$ 401 *	\$ 3,212
Inventory valuation reserves	5,500		3,500	2,000
Total	<u>\$ 9,090</u>	<u>\$ 23</u>	<u>\$ 3,901</u>	<u>\$ 5,212</u>

\*Net of charges to accounts other than bad debt expense, primarily promotion and advertising.

**EXHIBIT INDEX**  
**SHOPKO STORES, INC.**  
**10-K REPORT**

<u>Exhibit Number</u>	<u>Exhibit</u>	<u>Sequential Page Number In Manually Signed Original</u>
3.1	Restated Articles of Incorporation of the Company, incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-42283).	
3.2	Bylaws of the Company, as amended, incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-42283).	
4.1.1	Indenture dated as of March 12, 1992 between the Company and First Trust National Association, as trustee, with respect to senior notes due March 15, 2002, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 53 weeks ended February 29, 1992.	
4.1.2	Indenture dated as of March 12, 1992 between the Company and First Trust National Association, as trustee, with respect to senior notes due March 15, 2022, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 53 weeks ended February 29, 1992.	
4.1.3	Indenture dated as of July 15, 1993 between the Company and First Trust National Association, as trustee, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 52 weeks ended February 26, 1994.	

<u>Exhibit Number</u>	<u>Exhibit</u>	<u>Sequential Page Number In Manually Signed Original</u>
4.2	Form of Rights Agreement between the Company and Norwest Bank Minnesota, National Association (including form of preferred stock designation), incorporated by reference from the Registrant's Form 10-Q, Quarterly Report to the Securities and Exchange Commission for the 16 weeks ended June 20, 1992.	
4.3	Credit Agreement dated as of October 4, 1993, among the Company, the banks listed there in and Morgan Guaranty Trust Company of New York, as agent, incorporated by reference from the Registrant's Form 10-Q, Quarterly Report to the Securities and Exchange Commission for the 12 weeks ended September 11, 1993.	
10.1.1	ShopKo Stores, Inc. 1991 Stock Option Plan, incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-42283). (1)	
10.1.2	Amendment to Section 11 of ShopKo Stores, Inc. 1991 Stock Option Plan, incorporated by reference to the Registrant's definitive Proxy Statement dated May 9, 1995 filed in connection with the Registrant's 1995 Annual Meeting of Shareholders. (1)	
10.1.3	Form of Stock Option Agreement and First Amendment thereto between the Company and certain Officers and Employees of the Company pursuant to the ShopKo Stores, Inc. 1991 Stock Option Plan, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 52 weeks ended February 25, 1995. (1)	

<u>Exhibit Number</u>	<u>Exhibit</u>	<u>Sequential Page Number In Manually Signed Original</u>
10.1.4	Alternative Form of Stock Option Agreement between the Company and certain Officers and Employees of the Company pursuant to the ShopKo Stores, Inc. 1991 Stock Option Plan, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 52 weeks ended February 25, 1995. (1)	
10.1.5	ShopKo Stores, Inc. 1995 Stock Option Plan, incorporated by reference from the Registrant's Form 10-Q, Quarterly Report to the Securities and Exchange Commission for the 12 weeks ended December 2, 1995. (1)	
10.3	ShopKo Stores, Inc. Profit Sharing and Super Saver Plan Trust Agreement (1989 Restatement), as amended, incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-42283). (1)	
10.4	First and second amendments to ShopKo Stores, Inc. Profit Sharing and Super Saver Plan Trust Agreement, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 52 weeks ended February 27, 1993. (1)	
10.5	Form of Change of Control Severance Agreement between the Company and Certain Officers and Employees of the Company, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 52 weeks ended February 25, 1995. (1)	
10.12	Registration Rights Agreement dated as of October 8, 1991 between the Company and Supermarket Operators of America, Inc., incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-45833).	

<u>Exhibit Number</u>	<u>Exhibit</u>	<u>Sequential Page Number In Manually Signed Original</u>
10.16	Supply Agreement (Food Products) dated as of October 8, 1991 between the Company and SUPERVALU INC., incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-45833).	
10.17	Indemnification, Tax Matters and Guarantee Fee Agreement dated as of October 8, 1991 between the Company and SUPERVALU INC., incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-45833).	
10.19	Insurance Matters Agreement dated as of October 8, 1991 between the Company and SUPERVALU INC., incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-45833).	
10.20	Form of Indemnification Agreement between the Company and directors and certain officers of the Company, incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-42283). (1)	
10.21	ShopKo Senior Officers Deferred Compensation Plan, incorporated by reference from the Registrant's Form 10-K, Annual Report to the Securities and Exchange Commission for the 53 weeks ended February 29, 1992. (1)	
10.22	ShopKo Directors Deferred Compensation Plan, incorporated by reference to the Registrant's Registration Statement on Form S-1 (Registration No. 33-45833). (1)	

<u>Exhibit Number</u>	<u>Exhibit</u>	<u>Sequential Page Number In Manually Signed Original</u>
10.23*	ShopKo Stores, Inc. Executive Incentive Plan. (1)	
10.24	ShopKo Stores, Inc. 1993 Restricted Stock Plan, as amended, incorporated by reference to the Registrant's definitive Proxy Statement dated May 19, 1994 filed in connection with the Registrant's 1994 Annual Meeting of Shareholders. (1)	
11*	Computation of Earnings Per Common and Common Equivalent Share.	
12*	Statements Re Computation of Ratios.	
13*	1996 Annual Report to Shareholders of Registrant.	
21.1*	Subsidiaries of the Registrant.	
23.1*	Consent of Deloitte & Touche LLP.	
24*	Directors Powers of Attorney	

\*Filed herewith

(1) A management contract or compensatory plan or arrangement.

**Exhibit 10.23**

# **F'97 EXECUTIVE INCENTIVE PLAN**

## **MASTER PLAN**

### **I. PURPOSE/OBJECTIVE**

#### **PURPOSE:**

The purpose of the Executive Incentive Plan is to provide executives with an opportunity to earn incentive compensation based on their contribution to the financial performance of ShopKo.

#### **OBJECTIVE:**

The objective of the Executive Incentive Plan is to develop teamwork and focus executives on common company goals to ensure continued growth and profitability.

#### **PLAN YEAR:**

For purposes of the Plan, a plan year will coincide with ShopKo's fiscal year.

### **II. NORM AWARD LEVELS**

At the beginning of each plan year, norm awards are established for each participant based on the participant's responsibilities and influence on short-term goals. Norm awards are expressed as a percentage of base salary earned by the participant for the plan year. The payout could be greater or lesser than a norm award based on company performance achievement levels.

The following table illustrates the norm awards for the F'97 plan:

<b>PARTICIPANT</b>	<b>NORM AWARD AS A PERCENT OF BASE SALARY</b>
President	50%
Executive Vice President	40%
Sr. Vice President/CFO	
Sr. Vice Presidents	35%
Vice Presidents/DMM's/Regional Managers	20%
Directors/Buyers	15%
Associate Buyers	7.5%

### **III. PERFORMANCE FACTORS**

Performance factors for the following participants are:

<u>Participant</u>	<u>Factors</u>	
Vice Presidents	Corporate Financial	90%
Directors	Customer Satisfaction	10%
Merchandising	Corporate Financial	30%
DMM's/Buyers	Individual Financial	70%
Replenishment/PRA		
Store Operations Executives	Corporate Financial District/Region Financial *Customer Satisfaction	30% 50% 20%
Health Services Executives	Corporate Financial Health Services Financial	30% 70%

*\*NOTE: There must be a payout under the District/Region financial factor for a payout to occur under the Customer Satisfaction component.*

### **IV. CORPORATE FINANCIAL FACTORS**

Financial objectives are established annually based on the annual plan approved by the Board of Directors. Executive Incentive Plan payouts will be pro-rated between 25% and 200% of norm, depending on the company's performance in comparison to the approved annual plan.

### **V. CUSTOMER SATISFACTION/MERCHANDISING**

To ensure continuing emphasis on customer satisfaction throughout the entire organization, ShopKo tied a percent of its Executive Incentive Plan to the results of Customer Satisfaction Monitors currently conducted for areas outside of Merchandising. They measure each store and center on specific components which customers have defined as the most important factors in customer satisfaction.

Scores are calculated through a formula based on two factors, placement (rank compared to all other stores) and improvement over prior year's scores. Each factor represents 50% of the customer satisfaction score. Executive Incentive Plan payouts will be between 10% and 200% of norm

depending on the company's customer satisfaction performance level as measured by the Gallup organization.

## VI. INDIVIDUAL FINANCIAL MERCHANDISING

Represents 70% of the incentive for Merchandising, DMMs/Buyers.

The Individual factor (which is 70% of the payout) is payable on Interest Adjusted gross Margin Dollars.

Interest Adjusted Gross Margin dollars include: TRIM gross margin and vendor allowances (net of paybacks and reserves for uncollectible amounts), and the inventory interest adjustment. A table has been developed illustrating the gross margin dollar plan in relation to the Corporate payout levels. Achievement of plan will result in a 100% payout. Actual Interest Adjusted Gross Margin dollars will be compared against the plan listed in the table to determine the actual payout. This table will be revised based on approved plan revisions.

Inventory Interest Adjustment: actual Average Inventory will be compared to allowable average inventory, which is calculated by dividing actual TRIM cost of sales by the turnover goal.

There will be no interest adjustment for variances of less than \$2 million. An interest adjustment will be made for variances of greater than \$2 million based on the following table:

Under plan by more than 10%	(+) 10%
10% under to 10% over	0%
Over plan by 10% - 19.9%	(-) 10%
Over plan by 20% - 24.9%	(-) 15%
Over plan by 25% - 49.9%	(-) 30%
Over plan by 50% or more	Bonus GM\$ = 0

An interest charge will be subtracted from actual Gross Margin Dollars or an interest credit will be added.

## VII. DISTRICT/REGIONAL FINANCIAL FACTORS

Executive Incentive Plan payouts are based on variations from planned contributions to corporate profit on a District/Regional basis.

## **VIII. PLAN ADMINISTRATION**

Form and Timing of Payment - Executive incentive awards will be paid in cash as soon as practical after the plan year end. Only participants employed and in good standing at the close of the plan year will be eligible to receive an award.

New Hires, Promotions, Demotions - Individuals who become eligible (new hires or promotions) for participation in this plan after the start of the plan year may be included upon recommendation by their supervisor and approval by the President and the Compensation Committee. The final award earned will be prorated based upon the number of full weeks of participation with the plan year.

Any demotion of a plan participant during the plan year, resulting in participation at a lower bonus guideline percent or noneligibility will be recognized. The participant will receive an award that is calculated based on his or her position at year end.

Termination -- Death, Disability or Retirement - If a participant's employment is terminated due to death, disability, or retirement during a plan year, the award earned shall be prorated based on the number of full weeks of participation within the plan year.

Probation or Other Termination - If a participant is placed on probation or his or her employment is terminated for any other reason, all unpaid awards under the plan shall be forfeited. However, the President, with the approval of the Compensation Committee, may waive such forfeiture provisions.

Tax Treatment - Cash payments are taxable to the participant in the year of receipt. The company receives a tax deduction at the same time and in the same amount as the participant recognizes taxable income.

Withholding Taxes - The company will have the right to deduct any federal, state, or local taxes required by law to be withheld.

Budget Adjustments - After fiscal year end, specific items/events that are material, extraordinary, either higher or lower, and that were unforeseen, including obvious budgeting errors, during the budgeting process may be subject to consideration for special adjustment by the Sr. Vice President of Human Resources, Chief Financial Officer, Vice President Operations and subject to approval by the Executive Vice President and/or President.

Participants Rights - Participation in this plan shall not interfere with the company's right to terminate any participant's employment at any time. Rights or interests of any participant in this plan are nontransferable.

Plan Administration - The Compensation Committee will have responsibility for administration of the plan in accordance with the provisions of the plan.

Plan Amendments - The Compensation Committee may, in its sole discretion, modify, amend, suspend, or terminate, in whole or in part, any or all of the provisions of the plan. However, no modification, amendment, suspension, or termination may adversely affect a payment or distribution to which a participant is entitled.

Questions or additional information can be obtained from the Director of Compensation & Benefits.

**Exhibit 11**

**Shopko Stores, Inc. and Subsidiaries**  
**Exhibit 11 - Computation of Earnings Per Common and**  
**Common Equivalent Share**  
**(In Thousands, Except Per Share Data)**

	Fiscal Years Ended		
	February 24, 1996 (52 Weeks)	February 25, 1995 (52 Weeks)	February 26, 1994 (52 Weeks)
<b>PRIMARY:</b>			
Net earnings	\$ <u>38,439</u>	\$ <u>37,790</u>	\$ <u>32,122</u>
Weighted average number of outstanding common shares	32,005	32,014	32,001
Number of common shares issuable assuming exercise of stock options	<u>51</u>	<u>4</u>	<u> </u>
Weighted average number of outstanding common and common equivalent shares - assuming primary	<u>32,056</u>	<u>32,018</u>	<u>32,001</u>
Net earnings per common share - primary (1)	<u>\$ 1.20</u>	<u>\$ 1.18</u>	<u>\$ 1.00</u>
<b>FULLY DILUTED:</b>			
Net earnings	\$ <u>38,439</u>	\$ <u>37,790</u>	\$ <u>32,122</u>
Weighted average number of outstanding common shares	32,005	32,014	32,001
Number of common shares issuable assuming exercise of stock options	<u>73</u>	<u>4</u>	<u>8</u>
Weighted average number of outstanding common and common equivalent shares - assuming full dilution	<u>32,078</u>	<u>32,018</u>	<u>32,009</u>
Net earnings per common share - assuming full dilution (1)	<u>\$ 1.20</u>	<u>\$ 1.18</u>	<u>\$ 1.00</u>

(1) Earnings per share are computed by dividing net earnings by the weighted average number of outstanding common and common equivalent shares.

**Exhibit 12**

**Shopko Stores, Inc. and Subsidiaries**  
**Exhibit 12 - Statements Re Computation of Ratios**  
**(In Thousands, Except Per Share Data)**

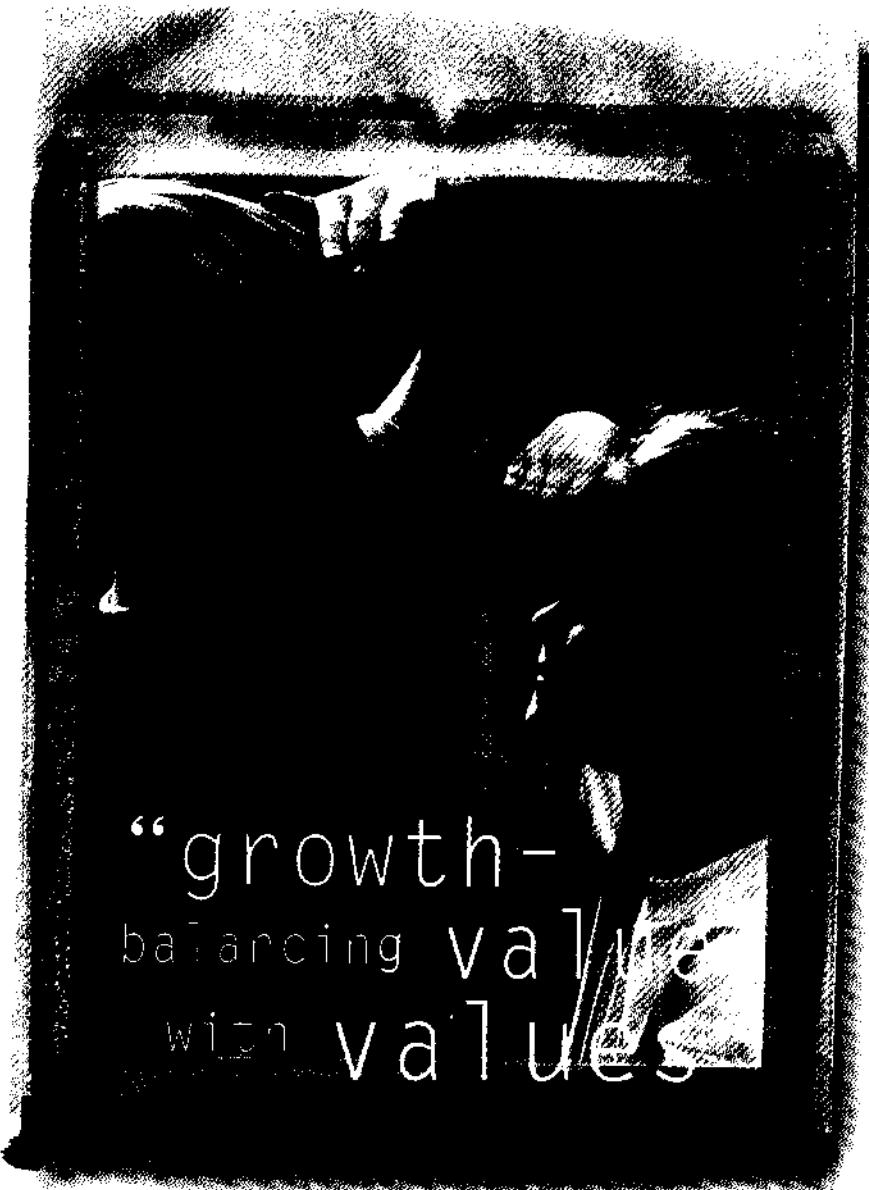
	Fiscal Years Ended				
	February 24, 1996 (52 Weeks)	February 25, 1995 (52 Weeks)	February 26, 1994 (52 Weeks)	February 27, 1993 (52 Weeks)	February 29, 1992 (52 Weeks)
<b>Ratio of Earnings to Fixed Charges</b>					
<b>Computation of Earnings</b>					
1 Pretax Income	\$ 63,140	\$ 62,418	\$ 52,889	\$ 81,453	\$ 81,246
2 Add previously capitalized interest amortized during the period	540	503	418	338	283
3 Less interest capitalized during the period	249	1,309	2,140	1,061	1,149
4 Total earnings (sum of lines 1 to 3)	<u>63,431</u>	<u>61,612</u>	<u>51,167</u>	<u>80,730</u>	<u>80,380</u>
<b>Computation of Fixed Charges</b>					
5 Interest (1)	34,531	30,351	23,557	19,335	18,361
6 Interest factor in rental expense	2,689	2,403	1,908	1,838	2,191
7 Total fixed charges (sum of lines 5 and 6)	<u>37,220</u>	<u>32,754</u>	<u>25,465</u>	<u>21,173</u>	<u>20,552</u>
8 TOTAL EARNINGS AND FIXED CHARGES (line 4 plus line 7)	<u>\$ 100,651</u>	<u>\$ 94,368</u>	<u>\$ 76,632</u>	<u>\$ 101,903</u>	<u>\$ 100,932</u>
9 Ratio (line 8 divided by line 7)	2.7	2.9	3.0	4.8	4.9

(1) Includes capitalized interest

**Exhibit 13**



1996 Annual Report Fiscal Year Ended February 24, 1996



being better,  
not just  
different

"growth-  
balancing value  
with values"

growing  
**ProVantage™**  
our dynamic,  
leading-edge  
healthcare  
strategy

leading  
in specific  
merchandise  
niches and  
categories

# custom

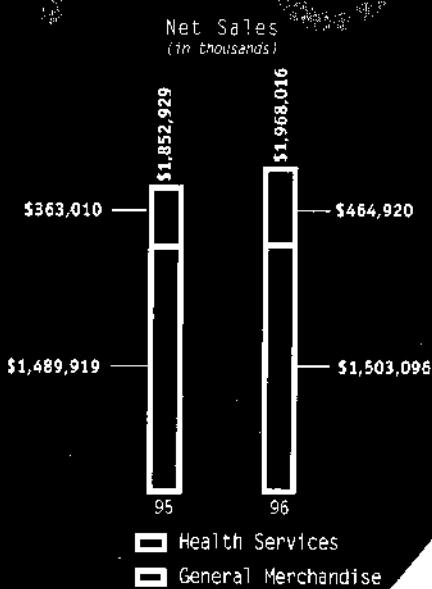
We have demonstrated, by studying and responding, that we are great students of changing lifestyles and customers' needs. We are capable, agile and quick to meet these needs. The management team is dedicated to providing value to its retail customers and meeting the growing healthcare needs of ProVantage™ clients.

#### SHOPKO STORES MISSION

The mission of ShopKo Stores is to be a "specialty discount retailer" that continuously differentiates our services and merchandise in our retail markets. Our vision is to offer quality merchandise for casual apparel, home, family and health needs - at prices that communicate real value.

#### PROVANTAGE™ MISSION

The mission of ProVantage is to consistently listen and understand our customers' requirements for innovative managed care products, utilizing people and technology to provide uncompromising quality of service. Our ultimate goal is to help our customers lower their overall healthcare costs through the use of managed care products that positively affect patient outcomes.



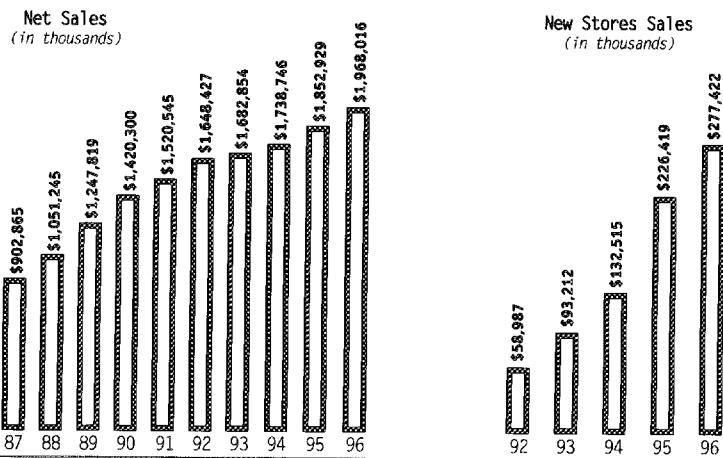
focus  
strategic focus  
on services,  
presentation,  
and products  
that sell

commitment  
dedicated associates  
make the difference



## 6 destination businesses

bed & bath	casual furniture
housewares	intimate apparel
special sizes in apparel	health services



## Financial Highlights

ShopKo Stores, Inc. and Subsidiaries

	Fiscal years ended		
	Feb. 24, 1996 (52 weeks)	Feb. 25, 1995 (52 weeks)	Feb. 26, 1994 (52 weeks)
<i>(Dollars in thousands, except per share data)</i>			
Net Sales	\$ 1,968,016	\$ 1,852,929	\$ 1,738,746
Net Earnings	38,439	37,790	32,122
Net Earnings Per Common Share	1.20	1.18	1.00
Dividends Per Common Share	0.44	0.44	0.44
Shareholders' Equity	\$ 421,631	\$ 397,275	\$ 373,706
Stores Open at Year End	129	124	117

## Business Segment Information

	Fiscal years ended		
	Feb. 24, 1996 (52 weeks)	Feb. 25, 1995 (52 weeks)	Feb. 26, 1994 (52 weeks)
<i>(In thousands)</i>			
Net Sales			
General Merchandise	\$ 1,503,096	\$ 1,489,919	\$ 1,411,781
Health Services	464,920	363,010	326,965
Total Net Sales	\$ 1,968,016	\$ 1,852,929	\$ 1,738,746

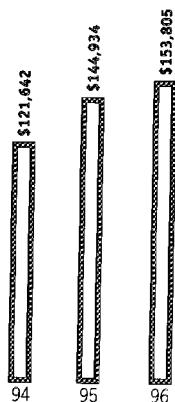
### Operating Earnings Before Interest and Income Taxes

General Merchandise	\$ 73,124	\$ 67,638	\$ 59,151
Health Services	36,805	36,547	29,854
Corporate Expenses	(12,507)	(12,725)	(14,699)
Income from Operations	97,422	91,460	74,306
Interest Expense	(34,282)	(29,042)	(21,417)
Provision for Income Taxes	(24,701)	(24,628)	(20,767)
Net Earnings	\$ 38,439	\$ 37,790	\$ 32,122

## Letter from the President

Last year, ShopKo clearly demonstrated its superior staying power. A wildly uncertain economy, rapidly shifting consumer shopping trends, increased consumer debt and dramatic changes in traditional weather patterns, have led some to call last year the "Year of Retail Disasters." However, while most in the retail business suffered major setbacks, ShopKo not only held its ground but experienced healthy gains, outperforming fellow regional retailers and leading nationals in the fourth quarter.

Earnings Before Interest,  
Taxes, Depreciation and  
Amortization (EBITDA)  
(in thousands)



Sales for fiscal year 1996 (year ending Feb. 24, 1996) were a record \$1.97 billion, up from \$1.85 billion in 1995, a 6.2 percent increase. Again net earnings improved, rising to \$38.4 million. Earnings before interest, taxes, depreciation and amortization (EBITDA) set a new record of \$153.8 million, a 6.1 percent increase from last year's \$144.9 million.

The real story though, lies beyond our financial statements, in the strength of our leadership team and the achievements of all the men and women at ShopKo in the face of these challenges.

### 5 key factors for SUCCESS

I attribute ShopKo's success this year to five key factors:

- more clearly focused merchandising that drove a dramatic uptrend in apparel sales
- continued gains in our retail health service areas
- improved expense leverage and control
- outstanding inventory management
- continued growth of our ProVantage Prescription Benefit Management (PBM) subsidiary

Our performance in key categories demonstrates customers' steadily growing confidence in the VISION 2000 strategy, and our devotion to understanding and responding to their needs and values. Our strategy of seeking dominance in select merchandise categories, with improved clarity, provided notable sales increases in several key areas. Where other retailers' apparel business was flat, ours expanded. Select home categories also saw solid growth. Perhaps most meaningful of all, however, was the profitability of our sales through gross margin management in a year when consumers' promotional orientation reached an all-time high.

Inventory reductions of 20 percent from a year ago, nearly \$80 million, substantially exceeded our plan. At the same time, we increased our responsiveness to customer-driven uptrends and downtrends. We have reduced our cost of selling, general and administrative expenses (SG&A) as a percentage of sales by .8 percent this year, on top of a .6 percent reduction last year.

Once again, retail health services made key contributions to our performance and reported healthy market share gains. These are remarkable accomplishments in light of increasing pressures on margin. Our quarter century of excellence in this core competency continues to give us a strong competitive edge.

While changes in the national healthcare system are still occurring, we at ShopKo have identified our strengths and expertise in the healthcare field. This process has generated considerable reason for excitement as it represents long term growth and profit potential for products and services that are an integral part of our existing core competencies.

It was the analysis of these opportunities that led to our ProVantage Prescription Benefit Management (PBM) strategy. With its first full year of operation in fiscal 1995,

ProVantage achieved growth far beyond our expectations. This year with sales reaching nearly \$100 million, we exceeded our plan by over \$35 million. We expect revenues to exceed \$200 million in the coming year, representing a 100 percent increase in sales. The number of lives under contract passed the 1.6 million mark in February, 1996, an annual growth rate in excess of 150 percent.

In the constant pursuit of growth opportunities, we are now capitalizing on our expertise in the optical field and replicating our initial success with the PBM. To that end, we have recently launched a Vision Benefit Management (VBM) service. With the current trend toward providing vision care benefits in the workplace and vision managed care, we will provide outstanding value by reducing the cost of vision products for our clients.

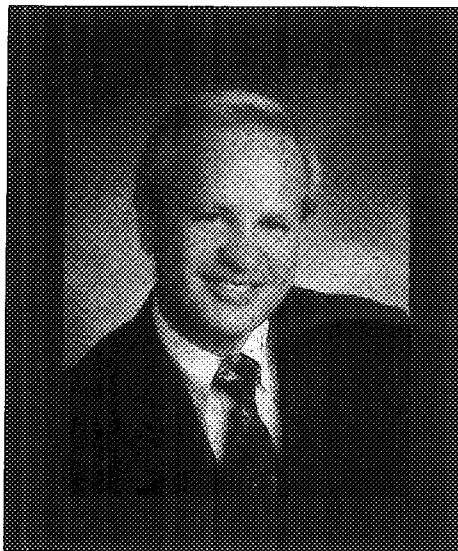
### Our VISION 2000 strategy continues to position us solidly for growth

In a year when many other retailers struggled and some failed, ShopKo improved its financial position. We continued company-wide reengineering efforts to further reduce costs and increase responsiveness to customer needs. We achieved stellar cash flow and maintained one of the strongest balance sheets in the industry.

Few other retailers can claim such far-reaching change as ShopKo has achieved in just a few short years. With the

VISION 2000 initiatives, we set out to build an entirely new infrastructure. Today, the VISION 2000 promise is a reality.

We have a visionary merchandising strategy, a rejuvenated store base, distribution and logistics capabilities to support growth, a sound plan for maximizing our existing advantages in healthcare services and ProVantage, a growth strategy that is gaining national recognition in the healthcare arena.



Dale P. Kramer  
President and Chief Executive Officer

Good people - strong commitment  
...bright future

Our associates and suppliers deserve our thanks, for it was their tenacity and commitment that made these achievements possible. Their dedication, however, goes far beyond just corporate responsibility and has been recognized this year by *Discount Store News*, the industry's leading trade publication, with the awarding of the prestigious Discounder in Service to the Community Award.

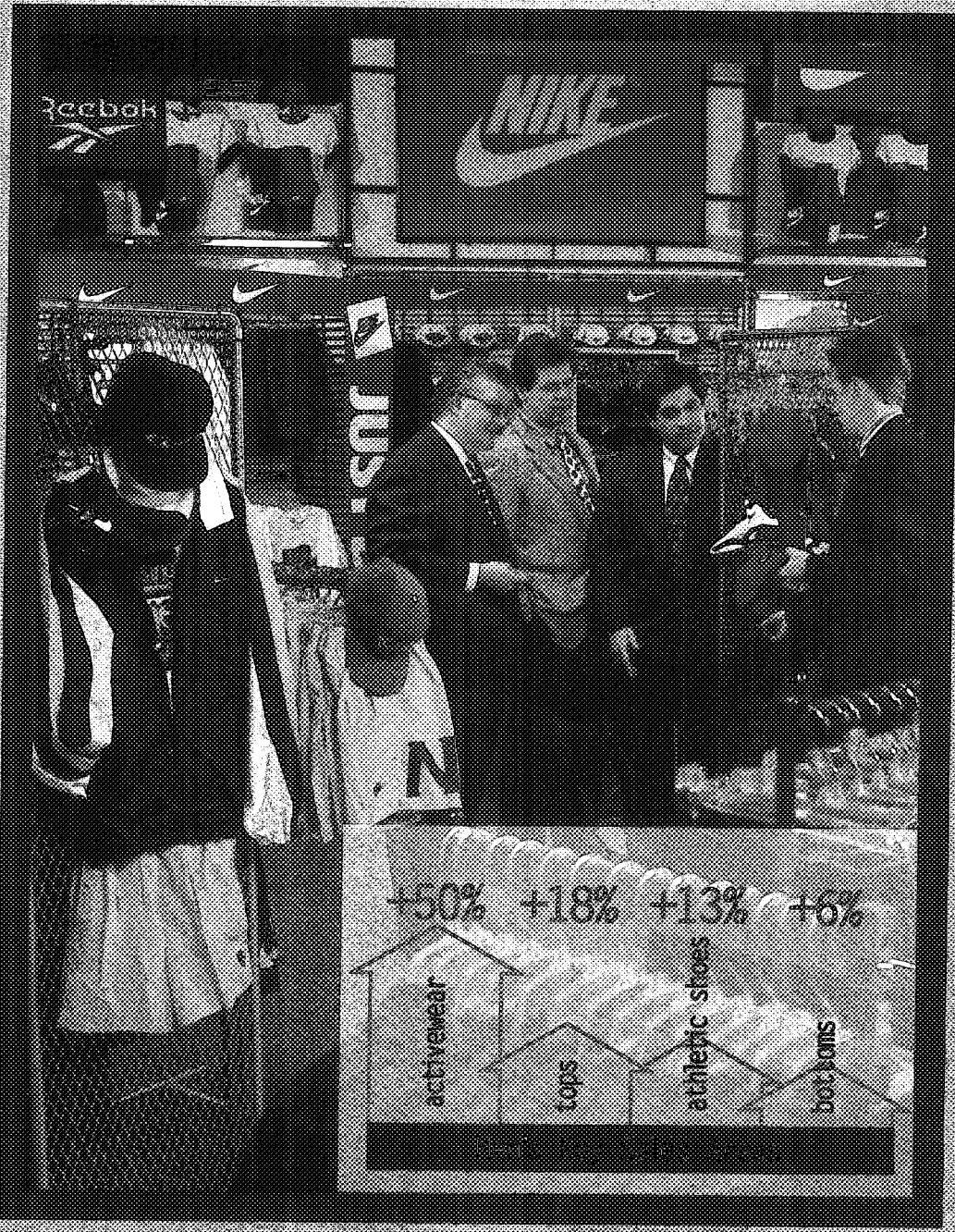
With quality people like these, our future holds tremendous opportunities. Your company is clearly positioned to benefit significantly from clear strategies and sound investments.

Sincerely,

A handwritten signature in black ink, appearing to read "Dale P. Kramer".

Dale P. Kramer  
President and Chief Executive Officer

"training by top management positioned us to expand our market share"



We have accomplished an amazing uptrend in areas focused on customer lifestyle needs. This year, Men's Activewear sales increased 50 percent.

## From promise to reality

Several years ago, we set out to differentiate ShopKo from the competition with our VISION 2000 strategy. In the past year, the power of this strategy to propel us to success became crystal clear. While the retail industry as a whole experienced hardship and losses, ShopKo stood above the crowd. If we had merely maintained our ground, that would have been a significant accomplishment but we did much more. We set new records in sales and earnings before taxes, interest, depreciation and amortization (EBITDA), while meeting or exceeding critical business goals. We did this by putting our focus and energy on knowing and serving our customers.

## The sources of our strength

ShopKo has proven to be one of very few regional chains that can successfully coexist with top national competitors. During 10 years of extensive market intrusion by national competition, we have maintained our profitability. Part of this success comes from our strong financial position, with record EBITDA of \$153.8 million and a decrease in our debt to total capital ratio to 48.5 percent. Other central factors in our continued viability include an amazing uptrend in sales of our men's and women's apparel and accessories, and our retail healthcare business, which once again achieved outstanding performance. This business segment sets us apart in a crowded playing field and brings millions of customers to our stores.

The VISION 2000 strategy capitalizes on our strengths. It enables us to define niches that match our core competencies. We're committed to delivering value by becoming students of customers' needs and staying in close touch with their values. They are a growing segment of Americans: typically married with families and two incomes, short on

time and focused on value. They are becoming more casual in dress. As they mature, they continue to expect the shopping experience to be productive and pleasant. Focusing on our customers' day-to-day lifestyle needs in the key areas of casual apparel, home, family and health services—we can significantly increase our market share. We meet our customers' needs and expectations in unique ways by taking advantage of our ability to act quickly as a regional retailer in a dynamic business.

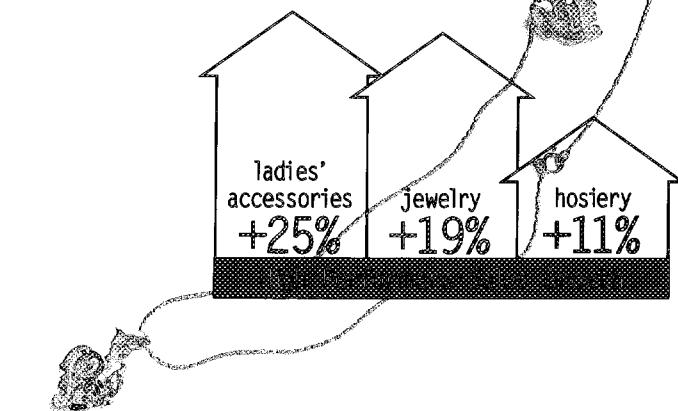
## Top management is driving proactive change

VISION 2000 has touched every corner of our organization. We remodeled over 60 stores in the past three years, and have implemented the VISION 2000 merchandising and fixturing to fully 100 percent of our stores. Every ShopKo store now features VISION 2000 merchandising and product assortments. With proactive change driven by top management, we streamlined our product mix and vendor supply chain. We continue to upgrade our level of customer service. We are continuously developing and refining the necessary programs, skills, systems and resources to carry us into the future. And we are

experiencing a strong momentum arising from the commitment, enthusiasm, and hard work contributed by people everywhere in our organization.



Jewelry and accessories have proven to be excellent performers in both sales and profitability.

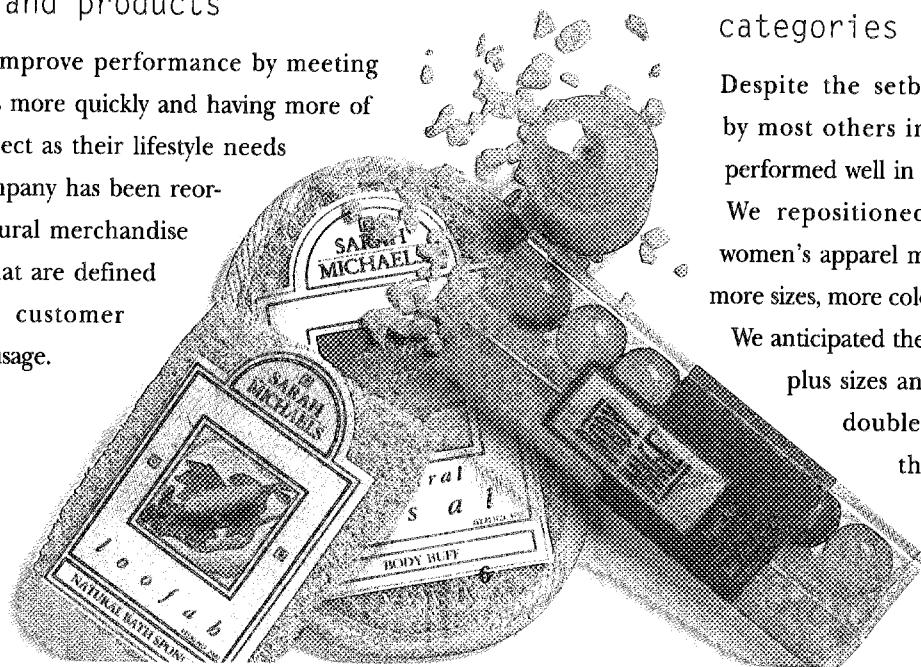


We are committed to maximizing efficiency and controlling our operating expense. We are demanding more productivity from our store space. We are focusing on the results from many changes in systems and internal processes. This focus has allowed us to identify and offer those products that provide growth potential for our organization and truly deliver better quality-to-price relationships to our customers, which is after all, the definition of value. Sometimes this means walking away from sales that do not offer customer value, growth potential or profitability. This approach, plus improved discipline and processes resulted in a 20 percent inventory reduction. It was achieved with minimum impact on gross sales and decreased the need for clearance, allowing us to be prepared for spring sales earlier than last year.

In keeping with our customers' demand for time-efficient, focused shopping, we changed our merchandising approach from an emphasis on single items to categories of merchandise, private label product development, and offering segments of related items that offer value to shoppers while allowing them to get in and out of the store more quickly.

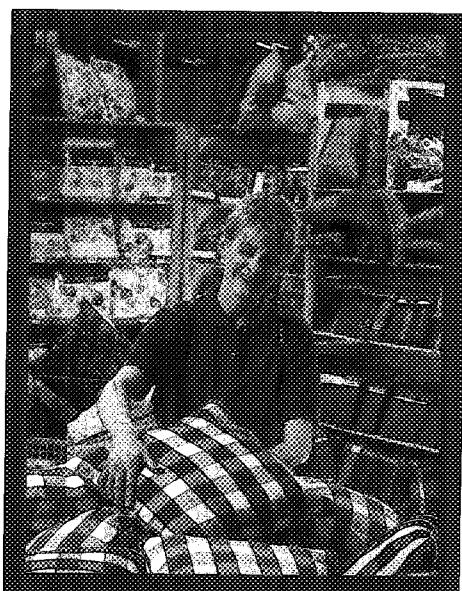
### Building a better fit between customers and products

Our goal is to improve performance by meeting customers' needs more quickly and having more of what people expect as their lifestyle needs change. The company has been reorganized into natural merchandise segmentations that are defined and driven by customer lifestyle and end usage.



Each merchandise segmentation is further divided into select and targeted categories in which we plan to differentiate ourselves with powerful assortments and presentations. Each segmentation and every department at ShopKo is engaged in an intensive business planning process to allow us to achieve these goals.

Bed and Bath, one of our key categories, produced an 8 percent increase in sales.



This process has allowed us to identify six key destination businesses that provide opportunities for long-term growth: Bed and Bath, Casual Furniture, Housewares, Intimate Apparel, Special Sizes in Apparel and Health Services.

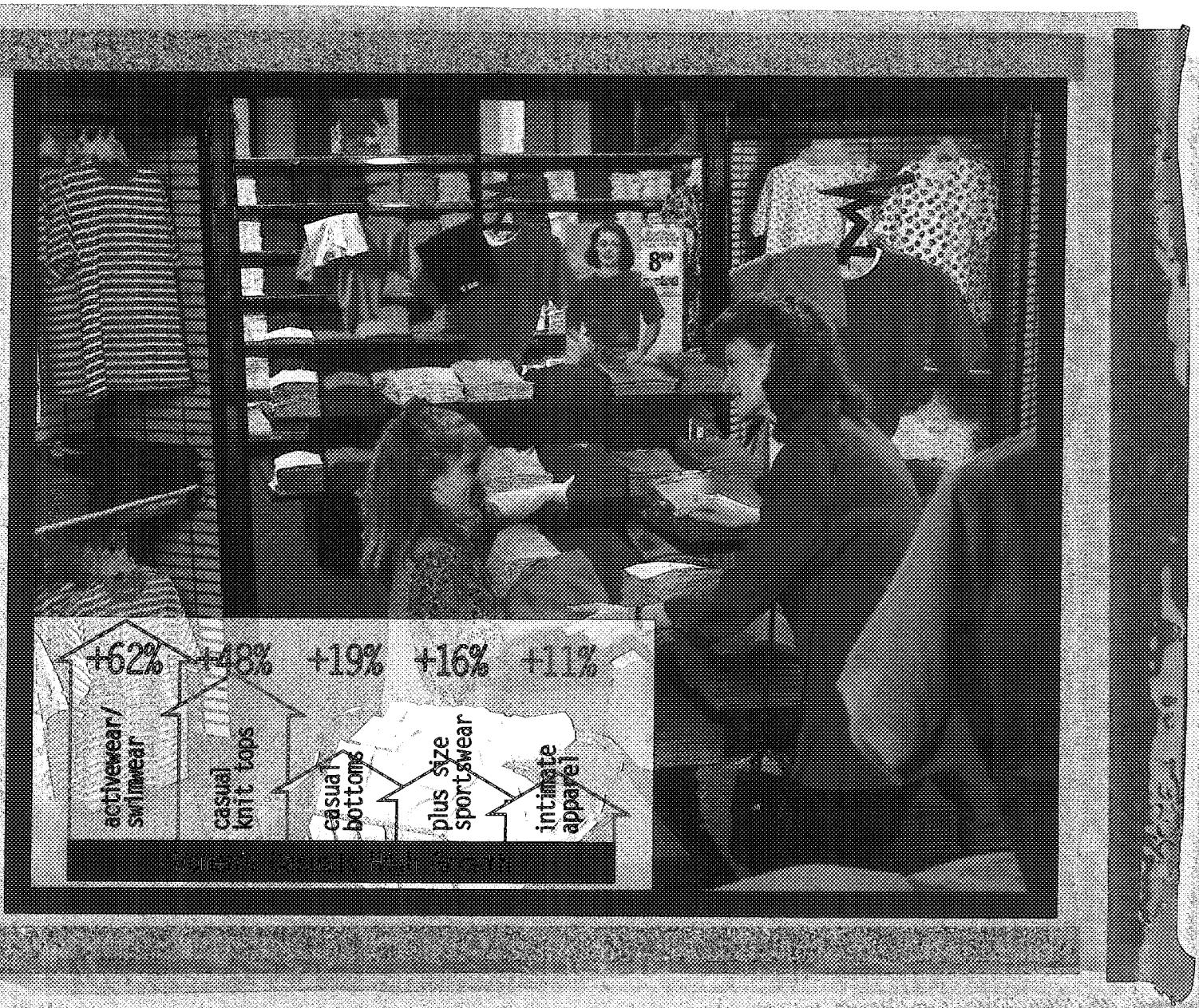
We are identifying and prioritizing growth potentials based on the changing lifestyle needs of our customer. This evaluation process determines our resource investment in each category. Our emphasis on a narrowed focus is also reflected in a streamlined vendor supply chain and enhanced core vendor partnerships. There is certainly more to do, but we are extremely pleased with the results so far.

Driven by apparel sales, we achieved significant growth in core VISION 2000 categories

Despite the setbacks experienced by most others in our industry, we performed well in our core categories. We repositioned our men's and women's apparel merchandise, adding more sizes, more colors and line extensions.

We anticipated the increased demand for plus sizes and were rewarded with double-digit sales growth in that category. We also

By offering great value, broad selection, more sizes and color choices, women's casual knit tops grew 48 percent.



"Our merchandise now reflects  
customers' casual lifestyle needs"

established exceptional category growth in the area of casual dress, including denim, flannel, core knit tops and shorts. The result was a 10 percent overall increase in men's and women's apparel and women's accessories.

### Building tomorrow's success in general merchandise

We laid the groundwork for superior performance and future growth with a series of management initiatives. They will have a direct impact on customer satisfaction and sales. As we continue to reduce costs we will reinvest in lower pricing for commodity items and certain key product categories, and implement new traffic-building strategies. We are

also planning a variety of aggressive measures to achieve significant gains in volume and productivity of core basic and seasonal inventories.

### Continued SUCCESS in the healthcare area

ShopKo has a long and successful track record in the health-care arena. The ProVantage Health Services segment of our business, which includes retail pharmacy and optical operations as well as ProVantage Pharmacy Benefit Management (PBM), experienced dynamic growth while delivering high quality services.

**"Staying in touch with values...  
simply a great place to shop"**



Delivering a real quality-to-value relationship, Intimate Apparel produced an 11 percent sales increase.

Our comprehensive health services area, with both optical and pharmacy, brought millions of customers to our stores this year.

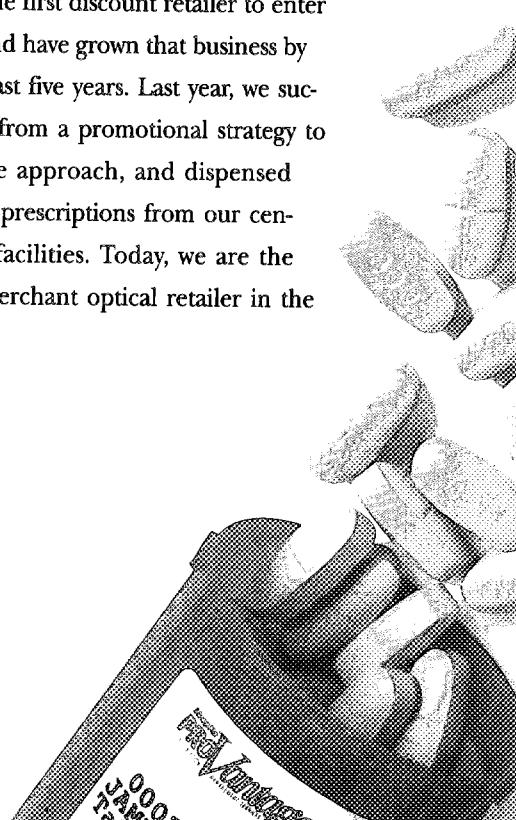


## "Our healthcare services deliver a clear competitive advantage"

We clearly understand the unique needs of our customers, both retail consumers and corporate America, in the health services arena. By exceeding their expectations for quality, service and value we were able to grow this segment of our business from \$363 million to \$465 million in fiscal 1996, with minimal capital investment.

Our retail pharmacy operation continued the outstanding trend for growth that we've experienced in recent years. In the last five years alone, we have added \$129.4 million in total sales. Since ShopKo pharmacies were introduced in 1971, we have steadily grown in market share to the point where our pharmacies fill 60 percent more prescriptions than the average drugstore.

In 1978, we became the first discount retailer to enter the optical business and have grown that business by \$20.4 million in the last five years. Last year, we successfully moved away from a promotional strategy to an everyday low price approach, and dispensed over 574,000 eyewear prescriptions from our central lab and in-store facilities. Today, we are the fourth largest mass merchant optical retailer in the United States.



Our mail service pharmacy features highly automated dispensing and tracking systems to help keep costs down while processing prescriptions efficiently.



"initiatives that move us forward to growth and profitability"

## ProVantage: "The ability to listen, the commitment to deliver"

In fiscal 1994, we began to develop a natural extension of our core competencies in healthcare by launching the ProVantage Prescription Benefit Management (PBM) subsidiary. Our fiscal 1995 acquisition of Bravell, a prescription claims processor, firmly established ProVantage as a true competitor among national PBMs. To say that ProVantage has performed spectacularly since that time would be an understatement. In fiscal 1995 it did \$13 million in business, covering 627,000 lives. This year we projected \$64 million, but our actual results were nearly \$100 million, covering 1.7 million lives. In fiscal 1997, we plan to continue this dramatic growth and double our sales, while improving the quality of our systems and processes and increasing our profits.

ProVantage draws its strength from significant social and demographic forces. Escalating healthcare costs have caused corporations and other organizations to place a high priority on managed healthcare options while an aging population is creating a growing need for prescription drugs and vision care. By controlling these costs, ProVantage is positioned firmly at the center of one of the most promising growth areas in American business today.

## A strong presence, a powerful product

With over 40,000 network pharmacies across all 50 states, and a presence in virtually every town in the U.S. above 5,000 in population, our ProVantage PBM subsidiary offers plan providers and sponsors a means of providing quality prescription benefits at lower cost. Our mail order pharmacy offers greater cost-effectiveness to customers on

maintenance medications by providing 90-day supplies along with medically sound generic and therapeutic substitutions for more costly drugs. Our advanced system allows us to monitor participant eligibility, provide a range of clinical services, and educate all parties in cost control strategies. These capabilities help our clients meet their employee benefit and fiscal goals.

Requiring minimal inventory and capital investment, ProVantage PBM is a promising part of our future. To make the most of this promise, we implemented a national sales and marketing program and developed an infrastructure to support our exciting growth.



Currently over 155 million people in the United States require some vision correction, a \$14 billion market.

Another major initiative recently launched is the ProVantage Vision Benefit Management (VBM) service. The optical market currently represents about \$14 billion per year in the United States with more than 155 million individuals requiring some form of vision correction. Already strong, the demand for vision care benefits will increase as the population ages, and so will the demand for vision benefit management. With our existing retail optical and PBM expertise, ProVantage is well positioned to enter the national vision managed care marketplace. We are developing an integrated, nationwide provider network that includes retail optical chains and private ophthalmologists and optometrists. Through this network we will offer a variety of flexible products, including standard vision plans, insured and self-insured options, direct services to insurance companies and providers, and turnkey operations for managed care organizations. We expect to realize significant growth from this initiative in the next few years.

"ProVantage is at the forefront of our growth strategy"



Our central lab and in-store facilities dispensed 574,000 eyewear prescriptions last year.

"We use ProVantage because of the company's excellent service and its commitment toward using technology to lower the overall cost of healthcare."

Penny Paque, Vice President of Operations,  
American Medical Security\*

ShopKo is clearly committed to utilizing technology to increase efficiencies and improve our ability to satisfy our customers. This is most evident in our efforts to embrace enterprise-wide Decision Support Services (DSS). DSS is a technology-driven process used to provide actionable information to decision-makers through massive warehousing of existing data.

ShopKo merchandising and planning requirements and ProVantage operations are highly data-intensive. Both are using DSS as a tool to collect and collaborate useful information. At ShopKo, it helps us create a better understanding of how our customers group purchases. ProVantage has leveraged the power of DSS to enhance its clinical programs, help reduce its customers' overall healthcare costs and provide clients with a better view of medical outcomes. Currently over 1 million medical records are paired to pharmaceutical records in this system.

DSS technology is especially effective when used on the IBM SP2 massive parallel processing computer systems, of which ShopKo is one of the leading commercial users in the United States.

Besides helping our retail and healthcare business, our DSS capabilities also have potential to be sold as a stand-alone service, with significant potential as a future source of revenue and growth.

ShopKo - the end of a good year is the springboard for dynamic growth

ShopKo completed the year in a position of strength. In our retail operations, we demonstrated our staying power when most of our competitors lost ground. We are financially sound and strategically solid. Our health services operations continue to grow dramatically, with ProVantage presenting significant potential for even greater success in the immediate future.



We are combining state-of-the-art technology with friendly service to assure a pleasant shopping experience.

We remain dedicated to building the company with solid, sustained growth. We are confident in continuing our growth and performance. Increased sales will come from clearly focused merchandising programs and our commitment to the healthcare sector with our PBM, VBM and retail health services. In addition, we are currently prepared to initiate a new free-standing Super Optical Center concept during the second half of fiscal 1997.

We could not have come this far without the commitment, loyalty, and enthusiasm of our people. They have contributed their hard work, resourcefulness, intelligence, and dedication to our shared goals of success. In transforming all of ShopKo to the VISION 2000 strategy, we had the rare and wonderful experience of seeing 18,000 people marching to a single drumbeat. We have retained a large family of people who really know our business and have a stable, talented management team. For all these reasons, we consider the company very fortunate and well positioned for the future.

\* AMS provides employee benefit and healthcare solutions in 32 states and Washington, D.C.

## Management Discussion and Analysis

### Results of Operations

The following table sets forth items from the Company's Consolidated Statements of Earnings as a percentage of net sales:

	Fiscal years ended		
	Feb. 24, 1996 (52 Weeks)	Feb. 25, 1995 (52 Weeks)	Feb. 26, 1994 (52 Weeks)
<b>Revenues:</b>			
Net sales	<b>100.0%</b>	100.0%	100.0%
Licensed department rentals and other income	.7	.7	.7
	<b>100.7</b>	100.7	100.7
<b>Costs and expenses:</b>			
Cost of sales	<b>74.5</b>	73.7	73.9
Selling, general and administrative expenses	<b>18.4</b>	19.2	19.8
Depreciation and amortization expenses	<b>2.9</b>	2.9	2.8
	<b>95.8</b>	95.8	96.5
Income from operations	<b>4.9</b>	4.9	4.2
Interest expense	<b>1.7</b>	1.6	1.2
Earnings before income taxes	<b>3.2</b>	3.3	3.0
Provision for income taxes	<b>1.2</b>	1.3	1.2
<b>Net earnings</b>	<b>2.0%</b>	2.0%	1.8%

#### Fiscal 1996 Compared to Fiscal 1995

Net sales for fiscal 1996 (52 weeks) increased \$115.1 million or 6.2% over fiscal 1995 (52 weeks). Consolidated comparable sales decreased 0.2% for fiscal 1996 compared to an increase of 0.7% in fiscal 1995. Changes in consolidated comparable sales for a fiscal year were based upon those facilities (both store and non-store) which were open for the entire preceding fiscal year. In fiscal 1996, comparable sales included pharmacy mail service, since it was open for the entire preceding fiscal year. On a comparable store basis, sales decreased 0.5% for fiscal 1996.

The Company conducts business in two business segments: general merchandise and health services. General merchandise is conducted through retail stores. Health services include professional healthcare services provided in the retail stores and prescription benefit management services which are generally provided through other facilities. Beginning in fiscal 1997, health services will include vision benefit management services and decision support services (DSS).

General merchandise sales increased \$13.2 million or 0.9% over fiscal 1995. Management attributes this sales increase to the opening of five new stores. Comparable store general merchandise sales decreased 2.1%. Management believes general merchandise sales were negatively impacted by a difficult retail environment, planned contraction of several departments and increased competitive entries.

Health services sales increased \$101.9 million or 28.1% over fiscal 1995. Management attributes this increase to growth in prescription benefit management sales of \$74.0 million, increases in comparable sales and the opening of five new stores. Comparable sales increased 7.4% due to increased business in the Company's retail pharmacy and optical centers. Health services comparable sales were based upon sales generated from healthcare services provided in retail stores which were open for the entire preceding fiscal year and from the pharmacy mail service sales.

Consolidated gross margins as percentages of sales were 25.5% and 26.3% for fiscal 1996 and 1995, respectively. The gross margin for fiscal 1996 includes a LIFO charge of \$2.2 million. The gross margin for fiscal 1995 includes a LIFO credit of \$2.0 million and a \$5.5 million charge to reduce certain inventories to market value. Gross margin, before LIFO expense, was 25.6% in fiscal 1996 as compared to 26.2% in fiscal 1995. The decrease is primarily due to the impact of lower gross margin prescription benefit management sales.

Consolidated selling, general and administrative expenses decreased 0.8% of net sales to 18.4% compared with 19.2% in fiscal 1995. Improvement of 0.6% of net sales is due to increased sales related to the prescription benefit management business and improvement of 0.2% of net sales is due to expense control initiatives in retail operations.

The Company's operating earnings (earnings before interest and income taxes) increased 6.5% to \$97.4 million in fiscal 1996 from \$91.5 million in fiscal 1995. General merchandise operating earnings (earnings before corporate expenses, interest and income taxes) increased 8.1% to \$73.1 million in fiscal 1996 compared to \$67.6 million in fiscal 1995. This increase is primarily due to increased gross margin rates and expense control initiatives. Health services operating earnings increased in fiscal 1996 to \$36.8 million compared to \$36.5 million in fiscal 1995. This increase is primarily due

## Management Discussion and Analysis

to expense control initiatives and growth in prescription benefit management services but is reduced by lower gross margin rates in the retail pharmacies as a result of a larger percentage of sales coming from third party managed care business. Management anticipates continued gross margin pressure due to the increased managed care business.

Interest expense in fiscal 1996 increased from the prior year by 0.1% of net sales to 1.7% of net sales. The increase reflects last year's issuance of long-term debentures.

### Fiscal 1995 Compared to Fiscal 1994

Net sales for fiscal 1995 (52 weeks) increased \$114.2 million or 6.6% over fiscal 1994 (52 weeks). The Company opened seven new stores and remodeled 32 stores in fiscal 1995. Consolidated comparable sales increased 0.7% for fiscal 1995 compared to 1.2% in fiscal 1994. Consolidated comparable sales increases for a fiscal year were based upon those stores which were open for the entire preceding fiscal year.

General merchandise sales increased \$78.1 million or 5.5% over fiscal 1994. Management attributes this sales increase to the opening of seven new stores. Comparable store general merchandise sales decreased 0.2%. Management believes general merchandise sales were negatively impacted by increased competition, reduced clearance sales this year compared to last year, the planned contraction of several departments and the disruption caused by the remodeling of 32 stores during fiscal 1995.

Health services sales increased \$36.1 million or 11.0% over fiscal 1994. Management attributes this increase to increases in comparable sales, expansion into claims processing activities, growth of the pharmacy mail service and the opening of seven new stores. Health services comparable store sales increased 4.5%, which is due to increased business in the Company's retail pharmacy and optical centers. Health services comparable sales increases for a fiscal year were based upon sales generated from healthcare services provided in those retail stores which were open for the entire preceding fiscal year. Sales from prescription benefit management services, pharmacy mail service and claims processing activities were not included in fiscal 1995 or fiscal 1994.

Consolidated gross margins as percentages of sales were 26.3% and 26.1% for fiscal 1995 and 1994, respectively. The gross margin for fiscal 1995 includes a LIFO credit

of \$2.0 million and a \$5.5 million charge to reduce certain inventories to market value. The gross margin for fiscal 1994 includes a LIFO charge of \$3.7 million. Gross margin, before LIFO expense, was 26.2% in fiscal 1995 as compared to 26.3% in fiscal 1994.

Consolidated selling, general and administrative expenses decreased 0.6% of net sales to 19.2% compared with 19.8% in fiscal 1994. The percentage decrease is primarily due to expense control initiatives, which were partially offset by increased costs associated with the operation of seven new stores and 32 store remodels during fiscal 1995.

Depreciation and amortization expenses as percentages of sales were 2.9% and 2.8% for fiscal 1995 and 1994, respectively. The increase is primarily due to the opening of new stores and the remodeling of existing stores to the VISION 2000 format.

The Company's operating earnings (earnings before interest and income taxes) increased 23.1% to \$91.5 million in fiscal 1995 from \$74.3 million in fiscal 1994. General merchandise operating earnings (earnings before corporate expenses, interest and income taxes) increased 14.3% to \$67.6 million in fiscal 1995 compared to \$59.2 million in fiscal 1994. This increase is primarily due to expense control initiatives. Health services operating earnings increased 22.4% in fiscal 1995 to \$36.5 million compared to \$29.9 million in fiscal 1994. This increase is primarily due to increased sales and increased gross margin percentage.

Interest expense in fiscal 1995 increased from the prior year by 0.4% of net sales to 1.6% of net sales. The increase is primarily due to long-term borrowing which principally funded new stores, the Company's remodeling program and additional related working capital.

### Liquidity and Capital Resources

The Company relies on cash generated from its operations, with the remaining needs being met from short-term and long-term borrowings. Cash provided from operating activities was \$155.6 million, \$40.9 million and \$33.8 million in fiscal years 1996, 1995 and 1994, respectively. The increase in cash in fiscal 1996 reflects a reduction in inventory investment of \$78.2 million.

## Management Discussion and Analysis

On November 9, 1994, the Company issued \$100 million 9.0% senior unsecured notes due November 15, 2004. The net proceeds of \$98.9 million, after underwriting and issuance costs, were used to reduce the Company's short-term borrowings and to provide for working capital needs and other general corporate purposes.

Funds generated from operations, and if necessary, the existing \$175 million revolving credit agreement are expected to fund the projected working capital needs and total capital expenditures through fiscal 1997.

### Capital Expenditures

The Company's principal use of cash was for capital expenditures. The Company spent \$53.0 million on capital expenditures in fiscal 1996, compared to \$94.6 million in fiscal 1995 and \$133.8 million in fiscal 1994. The following table sets forth the components of the Company's capital expenditures (in millions):

	Fiscal Year		
	1996	1995	1994
New stores	\$ 14.9	\$ 31.3	\$ 82.4
Remodeling and refixturing	24.7	45.2	29.4
Distribution centers	0.7	2.8	0.7
Management information and point-of-sale equipment and systems	11.7	14.8	20.1
Other	1.0	0.5	1.2
Total	\$ 53.0	\$ 94.6	\$133.8

The Company opened four new stores in the first quarter and one new store in the third quarter of fiscal 1996. The Company plans to open one additional store in fiscal 1997. With respect to store remodels, the Company completed 13 remodels under the VISION 2000 format during fiscal 1996. The rate of remodeling activity in fiscal 1996 was substantially reduced compared to fiscal 1995 and is expected to approximate the future annual level of major remodels based on a seven to ten year cycle. It is anticipated that seven stores will be remodeled and one leased store will be relocated in the first half of fiscal 1997. Store expansion and remodeling plans are subject to change and normal delays.

The Company's total capital expenditures for fiscal 1997 for new store construction, remodels, management information systems and other expenditures are anticipated to approximate \$60 million, of which \$40 million would relate to existing retail business and \$20 million to health related businesses. Such plans may be reviewed and revised from time to time in light of changing conditions.

The Company may consider the acquisition of existing retail stores or businesses, or health services businesses, or the construction or acquisition of stores which vary from the Company's existing stores. If the Company were to undertake a large acquisition, additional capital may be required.

In addition to the above capital expenditures, the Company may be required to make additional payments of up to \$12.3 million over the next several years as a result of its fiscal 1995 acquisition of Bravell, Inc. These payments are contingent upon the future results of Bravell's operations.

### Inflation

Inflation has not had a significant effect on the results of operations of the Company or its internal and external sources of liquidity.

## Nine Year Financial Summary

ShopKo Stores, Inc. and Subsidiaries

	Fiscal years ended								
	Feb. 24, 1996 (52 Weeks)	Feb. 25, 1995 (52 Weeks)	Feb. 26, 1994(1) (52 Weeks)	Feb. 27, 1993 (52 Weeks)	Feb. 29, 1992 (53 Weeks)	Feb. 23, 1991 (52 Weeks)	Feb. 24, 1990(2) (52 Weeks)	Feb. 25, 1989 (52 Weeks)	Feb. 27, 1988 (52 Weeks)
<b>Summary of Operations (Millions)</b>									
Net sales	\$ 1,968	\$ 1,853	\$ 1,739	\$ 1,683	\$ 1,648	\$ 1,521	\$ 1,420	\$ 1,248	\$ 1,051
Licensed department rentals and other income	14	12	12	11	11	12	11	10	9
Gross margin	501	488	453	457	452	417	396	360	298
Selling, general and administrative expenses	361	356	344	326	325	296	282	262	221
Depreciation and amortization expenses	56	53	47	43	40	39	35	31	25
Interest expense	34	29	21	18	17	21	20	16	13
Earnings before income taxes	63	62	53	81	81	73	70	61	48
Net earnings	38	38	32	50	50	45	43	37	27
<b>Per Share Data (Dollars)</b>									
Net earnings per common share	\$ 1.20	\$ 1.18	\$ 1.00	\$ 1.56	\$ 1.55(3)	\$ 1.41(3)	\$ 1.33(3)	\$ 1.15(3)	\$ 0.85(3)
Cash dividends declared per common share (4)	0.44	0.44	0.44	0.44	0.11				
<b>Financial Data (Millions)</b>									
Working capital	\$ 215	\$ 187	\$ 119	\$ 82	\$ 79	\$ 70	\$ 59	\$ 57	\$ 37
Property and equipment—net	617	618	578	493	445	432	412	369	313
Total assets	1,118	1,110	953	792	706	692	648	576	485
Total debt (5)	416	429	337	225	193	215	237	231	193
Total shareholders' equity	422	397	374	355	320	273	228	186	149
Capital expenditures	53	95	134	91	53	59	80	91	88
<b>Financial Ratios</b>									
Current ratio	1.8	1.7	1.5	1.4	1.4	1.4	1.3	1.4	1.3
Return on beginning assets	3.5%	4.0%	4.1%	7.1%	7.2%	7.0%	7.4%	7.6%	6.9%
Return on beginning shareholders' equity	9.7%	10.1%	9.0%	15.7%	18.1%	19.7%	22.9%	24.8%	22.3%
Total debt as % of total capitalization (6)	48.5%	50.9%	46.2%	37.9%	36.7%	42.8%	50.0%	53.9%	54.9%
<b>Other Year End Data</b>									
Stores open at year end	129	124	117	111	109	104	98	87	75
Average store size—square feet	89,945	90,260	90,440	89,500	87,400	87,200	87,000	85,900	84,700

(1) The effect of adopting Statement of Financial Accounting Standards ("SFAS") No. 106, "Employers' Accounting for Postretirement Benefits Other Than Pensions," resulted in a decrease in net earnings of \$0.6 million (\$0.02 per share). Adoption of SFAS No. 109, "Accounting for Income Taxes," had no effect on reported net earnings or financial position.

(2) Includes the effect of a change in the method of accounting for LIFO inventories which increased net earnings by \$3.0 million.

(3) The number of common shares used in the computation is the total number of shares of the Company's Common Stock outstanding upon completion of the initial public offering.

(4) First quarterly dividend was declared in the fourth quarter of fiscal 1992.

(5) Total debt includes short-term debt, current portion of long-term obligations, long-term obligations and payable to related party.

(6) Total capitalization includes shareholders' equity, total debt and non-current deferred income taxes.

# Consolidated Statements of Earnings

ShopKo Stores, Inc. and Subsidiaries

<i>(In thousands, except per share data)</i>	Fiscal years ended		
	February 24, 1996 (52 Weeks)	February 25, 1995 (52 Weeks)	February 26, 1994 (52 Weeks)
	\$ 1,968,016	\$ 1,852,929	\$ 1,738,746
<b>Revenues:</b>			
Net sales	\$ 13,924	12,433	11,509
Licensed department rentals and other income	<b>1,981,940</b>	1,865,362	1,750,255
<b>Costs and expenses:</b>			
Cost of sales	1,466,733	1,364,913	1,285,232
Selling, general and administrative expenses	361,402	355,515	343,381
Depreciation and amortization expenses	56,383	53,474	47,336
	<b>1,884,518</b>	1,773,902	1,675,949
Income from operations	97,422	91,460	74,306
Interest expense	34,282	29,042	21,417
Earnings before income taxes	63,140	62,418	52,889
Provision for income taxes	24,701	24,628	20,767
<b>Net earnings</b>	<b>\$ 38,439</b>	\$ 37,790	\$ 32,122
Net earnings per common share	\$ 1.20	\$ 1.18	\$ 1.00
Weighted average number of common shares outstanding	32,005	32,014	32,001

See notes to consolidated financial statements.

## Consolidated Balance Sheets

ShopKo Stores, Inc. and Subsidiaries

<i>(In thousands)</i>	<b>February 24, 1996</b>	<b>February 25, 1995</b>
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 89,469	\$ 12,598
Receivables, less allowance for losses of \$3,212 and \$3,590, respectively	55,514	42,067
Merchandise inventories	322,433	400,623
Other current assets	8,775	13,456
Total current assets	<b>476,191</b>	468,744
Other assets and deferred charges	24,621	22,943
Property and equipment – net	617,148	618,064
Total assets	<b>\$ 1,117,960</b>	\$ 1,109,751
 <b>Liabilities and Shareholders' Equity</b>		
Current liabilities:		
Short-term debt	\$ —	\$ 15,000
Accounts payable – trade	144,638	149,293
Accrued compensation and related taxes	25,290	24,612
Accrued other liabilities	72,943	61,858
Accrued income and other taxes	16,797	29,955
Current portion of long-term obligations	1,127	755
Total current liabilities	<b>260,795</b>	281,473
Long-term obligations	415,138	413,580
Deferred income taxes	20,396	17,423
Shareholders' equity:		
Preferred stock; none outstanding		
Common stock; shares outstanding, 32,005 in 1996 and 1995	320	320
Additional paid-in capital	242,843	242,843
Retained earnings	178,468	154,112
Total shareholders' equity	<b>421,631</b>	397,275
Total liabilities and shareholders' equity	<b>\$ 1,117,960</b>	\$ 1,109,751

See notes to consolidated financial statements.

# Consolidated Statements of Cash Flows

ShopKo Stores, Inc. and Subsidiaries

<i>(In thousands)</i>	Fiscal years ended		
	February 24, 1996 (52 Weeks)	February 25, 1995 (52 Weeks)	February 26, 1994 (52 Weeks)
<b>Cash flows from operating activities:</b>			
Net earnings	\$ 38,439	\$ 37,790	\$ 32,122
Adjustments to reconcile net earnings to net cash provided by operating activities:			
Depreciation and amortization	56,383	53,474	47,336
Provision for losses on receivables	23	287	63
(Gain) loss on the sale of property and equipment	(2,739)	421	(1,410)
Deferred income taxes	5,206	(3,764)	5,995
Change in assets and liabilities:			
Receivables	(13,470)	(5,611)	(9,317)
Merchandise inventories	78,190	(71,769)	(65,521)
Other current assets	2,448	(1,504)	(397)
Other assets	(2,879)	(2,059)	(1,025)
Accounts payable	(4,655)	2,142	21,369
Accrued liabilities	(1,395)	31,486	4,590
<b>Net cash provided by operating activities</b>	<b>155,551</b>	<b>40,893</b>	<b>33,805</b>
<b>Cash flows from investing activities:</b>			
Payments for property and equipment	(53,012)	(94,600)	(133,842)
Proceeds from the sale of property and equipment	4,171	6,982	4,644
Business acquisitions, net of cash acquired		(15,885)	
<b>Net cash (used in) investing activities</b>	<b>(48,841)</b>	<b>(103,503)</b>	<b>(129,198)</b>
<b>Cash flows from financing activities:</b>			
Net proceeds from long-term obligations		98,939	98,714
Change in short-term debt	(15,000)	(11,200)	11,175
Change in common stock		(135)	185
Dividends paid	(14,083)	(14,087)	(14,080)
Reduction in capital lease obligations	(756)	(879)	(823)
<b>Net cash (used in) provided by financing activities</b>	<b>(29,839)</b>	<b>72,638</b>	<b>95,171</b>
Net increase (decrease) in cash and cash equivalents	76,871	10,028	(222)
Cash and cash equivalents at beginning of year	12,598	2,570	2,792
<b>Cash and cash equivalents at end of year</b>	<b>\$ 86,469</b>	<b>\$ 12,598</b>	<b>\$ 2,570</b>
Supplemental cash flow information:			
Noncash investing and financial activities -			
Capital lease obligations incurred	\$ 2,573	\$ 4,992	\$ 1,769
Cash paid during the period for:			
Interest	\$ 34,803	\$ 27,734	\$ 23,248
Income taxes	\$ 33,062	\$ 12,910	\$ 15,467

See notes to consolidated financial statements.

## Consolidated Statements of Shareholders' Equity

ShopKo Stores, Inc. and Subsidiaries

<i>(In thousands, except per share data)</i>	Common Stock	Additional Paid-in Capital	Retained Earnings
	Shares	Amount	
Balances at February 27, 1993	32,000	\$320	\$242,793      \$112,367
Net earnings			32,122
Issuance of common stock	16		185
Cash dividends declared on common stock - \$0.44 per share			(14,081)
 Balances at February 26, 1994	32,016	320	242,978      130,408
Net earnings			37,790
Cancellation of common stock	(16)		(185)
Issuance of common stock	5		50
Cash dividends declared on common stock - \$0.44 per share			(14,086)
 Balances at February 25, 1995	32,005	320	242,843      154,112
Net earnings			38,439
Cash dividends declared on common stock - \$0.44 per share			(14,083)
 Balances at February 24, 1996	32,005	\$320	\$242,843      \$178,468

See notes to consolidated financial statements.

## Notes to Consolidated Financial Statements

### ShopKo Stores, Inc. and Subsidiaries

#### A. Summary of Significant Accounting Policies

**Organization and Basis of Presentation:**  
The consolidated financial statements include the accounts of ShopKo Stores, Inc. and all its subsidiaries ("ShopKo" or the "Company"). All significant intercompany accounts and transactions have been eliminated. The Company, which is a Minnesota corporation, was incorporated in 1961. On October 16, 1991, the Company sold 17,250,000 common shares or 54% of equity ownership in an initial public offering. Prior to completion of the offering, the Company was a wholly owned subsidiary of Supermarket Operators of America, Inc., ("SOA") which, in turn, is wholly owned by SUPERVALU INC. ("SUPERVALU"). As of February 24, 1996, 46% of the Company's common stock was owned by SUPERVALU.

ShopKo is engaged in the business of providing general merchandise and health services through its retail stores; prescription benefit management services; pharmacy mail service and claims processing activities. Retail stores are operated in the Upper Midwest, Mountain and Pacific Northwest states. All other business is conducted throughout the United States.

#### Cash and Cash Equivalents:

The Company records all highly liquid investments with a maturity of three months or less as cash equivalents. In accordance with Statement of Financial Accounting Standards ("SFAS") No. 115, "Accounting for Certain Investments in Debt and Equity Securities," these investments are classified as trading securities and are reported at fair value.

#### Receivables:

Receivables consist of amounts collectible from merchandise vendors for promotional and advertising allowances, from third party pharmacy insurance carriers and self-funded medical plan sponsors, from pharmaceutical manufacturers for formulary fees and from store customers for optical, main store layaway and pharmacy purchases. Substantially all amounts are expected to be collected within one year.

#### Merchandise Inventories:

Merchandise inventories are stated at the lower of cost or market. Cost, which includes certain distribution and transportation costs, is determined through use of the last-in, first-out (LIFO) method for substantially all inventories. If the first-in, first-out (FIFO) method had been used to determine cost of inventories, the Company's inventories would have been higher by approximately \$39.2 million at February 26, 1996, \$37.0 million at February 25, 1995 and \$39.0 million at February 26, 1994.

#### Property and Equipment:

Property and equipment are carried at cost. The cost of buildings and equipment is depreciated over the estimated useful lives of the assets. Buildings and certain equipment (principally computer and retail store equipment) are depreciated using the straight-line method. Remaining properties are depreciated on an accelerated basis. Useful lives generally assigned are: buildings—25 to 50 years; retail store equipment—8 to 10 years; warehouse, transportation and other equipment—3 to 10 years. Costs of leasehold improvements are amortized over the period of the lease or the estimated useful life of the asset, whichever is shorter, using the straight-line method. Property under capital leases is amortized over the related lease term using the straight-line method. Interest on property under construction of \$0.2, \$1.3 and \$2.1 million was capitalized in fiscal years 1996, 1995 and 1994, respectively.

The components of property and equipment are:

(In thousands)	Feb. 24, 1996	Feb. 25, 1995
Property and equipment at cost:		
Land	\$107,915	\$107,532
Buildings	479,124	441,665
Equipment	286,763	278,391
Leasehold improvements	49,306	50,581
Property under construction	10,585	23,081
Property under capital leases	21,968	19,591
	<b>955,661</b>	920,841
Less accumulated depreciation and amortization:		
Property and equipment	331,541	294,798
Property under capital leases	6,972	7,979
<b>Net property and equipment</b>	<b>\$617,148</b>	<b>\$618,064</b>

#### Impairment of Long Lived Assets:

The Company evaluates whether events and circumstances have occurred that indicate the remaining estimated useful life of long lived assets may warrant revision or that the remaining balance of an asset may not be recoverable. The measurement of possible impairment is based on the ability to recover the balance of assets from expected future operating cash flows on an undiscounted basis. In the opinion of management, no such impairment existed as of February 24, 1996 or February 25, 1995.

#### Pre-opening Costs:

Pre-opening costs of retail stores are charged against earnings in the year of the store openings.

#### Net Earnings Per Common Share:

Net earnings per common share are computed by dividing net earnings by the weighted average number of common shares outstanding. Outstanding stock options do not have a significant dilutive effect on earnings per share.

## Notes to Consolidated Financial Statements

### Use of Estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reporting period. Actual results could differ from those estimates.

### Reclassifications:

Certain reclassifications have been made to fiscal 1994 consolidated financial statements to conform to those used in fiscal 1996 and fiscal 1995.

### B. Acquisition

On January 3, 1995, the Company completed the acquisition of Bravell, Inc. ("Bravell"). The transaction was accounted for as a purchase, whereby the Company acquired 97% of the outstanding common stock of Bravell for approximately \$17.3 million. The Company may be required to make additional payments of up to \$12.3 million, contingent upon future results of Bravell's operations. Bravell is a pharmacy benefit management firm that provides custom prescription benefit plan design, program administration and claims and benefit processing services to insurance companies, third party administrators and self-funded medical plan sponsors.

The allocation of the purchase price of Bravell was based on fair values at the date of acquisition. The excess of the purchase price over the fair value of the net assets acquired ("goodwill") of approximately \$16.7 million is being amortized on a straight-line basis over 22 years. The results of Bravell's operations since the date of acquisition have been included in the consolidated statements of earnings.

Bravell records as sales the amounts billed to insurance companies, third party administrators and self-funded medical plan sponsors and the amounts billed to pharmaceutical manufacturers for formulary fees. Cost of sales includes the amounts paid to network pharmacies and the amounts paid to plan sponsors for shared formulary fees.

### C. Short-Term Debt

As of February 24, 1996, the Company had a \$175.0 million revolving credit agreement with a consortium of banks. The credit agreement is unsecured and will expire October 4, 1996, subject to an extension for an additional year. The Company pays an annual facility and commitment fee of 1/4 of one percent. As of February 24, 1996, the Company had zero outstanding under this agreement compared to \$15.0 million as of February 25, 1995. The weighted average interest rate on borrowings under the credit agreement for fiscal 1996 was 6.2%.

The Company also issues letters of credit during the ordinary course of business as required by foreign vendors. As of February 24, 1996 and February 25, 1995, the Company had issued letters of credit for \$19.8 million and \$13.6 million, respectively.

### D. Long-Term Obligations and Leases

	Feb. 24, <i>(In thousands)</i>	Feb. 25, 1996	1995
Senior Unsecured Notes, 9.0% due November 15, 2004, less unamortized discount of \$257 and \$287 respectively	<b>\$ 99,743</b>	\$ 99,713	
Senior Unsecured Notes, 8.5% due March 15, 2002, less unamortized discount of \$221 and \$258 respectively	<b>99,779</b>	99,742	
Senior Unsecured Notes, 9.25% due March 15, 2022, less unamortized discount of \$499 and \$518 respectively	<b>99,501</b>	99,482	
Senior Unsecured Notes, 6.5% due August 15, 2003, less unamortized discount of \$209 and \$236 respectively	<b>99,791</b>	99,764	
Industrial Revenue Bond, 6.4%, due May 1, 2008	<b>1,000</b>	1,000	
Capital lease obligations	<b>16,451</b>	14,634	
	<b>416,265</b>	414,335	
Less current portion	<b>1,127</b>	755	
Long-term obligations	<b>\$ 415,138</b>	\$ 413,580	

On November 9, 1994, the Company issued \$100 million 9.0% senior unsecured notes due November 15, 2004. The notes provide for semi-annual interest payments payable on May 15 and November 15 of each year. There is no sinking fund applicable to the notes and the notes are not redeemable prior to maturity. The net proceeds of \$98.9 million, after underwriting and issuance costs, were used to reduce the Company's short-term borrowings and to provide for working capital needs and other general corporate purposes.

The notes contain certain covenants which, among other things, restrict the ability of the Company to consolidate, merge or convey, transfer or lease its properties and assets substantially as an entirety, to create liens or to enter into sale and leaseback transactions.

The underwriting and issuance costs of all the long-term obligations are being amortized over the terms of the notes using the straight-line method. At February 24, 1996 and February 25, 1995, \$2.9 million and \$3.2 million remained to be amortized over future periods. Amortized expense for these costs was \$0.3, \$0.2 and \$0.2 million in fiscal years 1996, 1995 and 1994, respectively.

## Notes to Consolidated Financial Statements

The Company leases certain stores and computer equipment under capital leases. Many of these leases include renewal options, and occasionally, include options to purchase.

Amortization of property under capital leases was \$1.1, \$0.9 and \$0.8 million in fiscal years 1996, 1995 and 1994, respectively. Minimum future obligations under capital leases in effect at February 24, 1996 are as follows (in thousands):

Year	Lease Obligations
1997	\$ 2,883
1998	3,551
1999	3,406
2000	2,128
2001	1,931
Later	20,386
<b>Total minimum future obligations</b>	<b>34,285</b>
Less interest	17,834
<b>Present value of minimum future obligations</b>	<b>\$16,451</b>

The present values of minimum future obligations shown above are calculated based on interest rates ranging from 7.4% to 13.4%, with a weighted average of 12.1%, determined to be applicable at the inception of the leases.

Interest expense on the outstanding obligations under capital leases was \$1.7, \$1.2 and \$1.0 million in fiscal years 1996, 1995 and 1994, respectively.

Contingent rent expense, based primarily on sales performance, for capital and operating leases was \$0.5 million in each of the fiscal years 1996, 1995 and 1994, respectively.

In addition to its capital leases, the Company is obligated under operating leases, primarily for land and buildings. Minimum future obligations under operating leases in effect at February 24, 1996 are as follows (in thousands):

Year	Lease Obligations
1997	\$ 3,610
1998	3,529
1999	3,366
2000	3,266
2001	3,230
Later	50,326
<b>Total minimum obligations</b>	<b>\$67,327</b>

Total minimum rental expense, net of sublease income, related to all operating leases with terms greater than one year was \$3.5, \$2.9 and \$2.7 million in fiscal years 1996, 1995 and 1994, respectively.

Certain operating leases require payments to be made on an escalating basis. The accompanying consolidated statements of earnings reflect rent expense on a straight-line basis over the term of the leases. An obligation of \$1.4 million and \$1.1 million, representing pro rata future payments, is reflected in the accompanying consolidated balance sheets at February 24, 1996 and February 25, 1995, respectively.

### E. Income Taxes

Deferred income taxes reflect the net tax effect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for income tax purposes. Components of the Company's net deferred tax liability are as follows (in thousands):

	1996	1995
Deferred tax liabilities:		
Property and equipment	\$ 22,556	\$19,752
LIFO inventory valuation	6,415	5,210
Other	2,181	3,462
<b>Total deferred tax liabilities</b>	<b>31,152</b>	<b>28,424</b>
Deferred tax assets:		
Reserves and allowances	(11,239)	(13,070)
Capital leases	(733)	(1,380)
<b>Total deferred tax assets</b>	<b>(11,972)</b>	<b>(14,450)</b>
<b>Net deferred tax liability</b>	<b>\$ 19,180</b>	<b>\$13,974</b>

The amounts reflected in the provision for income taxes are based on applicable federal statutory rates, adjusted for permanent differences between financial and taxable income. The provision for federal and state income taxes includes the following (in thousands):

	1996	1995	1994
Current			
Federal	\$16,163	\$24,379	\$12,562
State	3,332	4,488	2,560
General business and other tax credits	—	(475)	(350)
Deferred	5,206	(3,764)	5,995
<b>Total provision</b>	<b>\$24,701</b>	<b>\$24,628</b>	<b>\$20,767</b>

The effective tax rate varies from the statutory federal income tax rate for the following reasons:

	1996	1995	1994
Statutory income tax rate	35.0%	35.0%	35.0%
State income taxes, net of federal tax benefits	4.0	4.1	4.1
Other	0.1	0.3	0.2
<b>Effective income tax rate</b>	<b>39.1%</b>	<b>39.4%</b>	<b>39.3%</b>

Provision is made for deferred income taxes and future income tax benefits applicable to temporary differences between

## Notes to Consolidated Financial Statements

financial and tax reporting. The sources of these differences and the effects of each were as follows (in thousands):

	<b>1996</b>	1995	1994
Depreciation	<b>\$ 2,804</b>	\$ (247)	\$ 1,398
Inventory valuation reserves	<b>1,339</b>	(2,261)	—
LIFO inventory valuation	<b>1,205</b>	(1,370)	5,370
Bad debt and return reserves	<b>241</b>	(806)	22
Other	<b>(383)</b>	920	(795)
Total deferred tax expense (benefit)	<b>\$ 5,206</b>	\$(3,764)	\$ 5,995

Other temporary differences between financial and tax reporting include amortization and interest relating to capital leases and certain provisions for expenses which are not deducted for tax purposes until paid.

### F. Preferred and Common Stock

The Company has 20,000,000 shares of \$0.01 preferred stock authorized but unissued.

There are 75,000,000 shares of \$0.01 par value common stock authorized with 32,005,000 shares issued and outstanding at both February 24, 1996 and February 25, 1995, respectively.

The Company's Stock Option Plans allow the granting of stock options to various officers, directors and other employees of the Company at prices not less than 100 percent of fair market value, determined by the closing price on the date of grant. The Company has reserved 2,400,000 shares for issuance under the 1991 Stock Option Plan. The 1995 Stock Option Plan, which is subject to shareholder approval, allows for the issuance of 1,200,000 shares. The majority of these options vest at the rate of 40% on the second anniversary of the grant date and 20% annually thereafter for officers and employees and at the rate of 60% on the second anniversary of the date of grant and 20% annually thereafter for non-employee directors. Changes in the options are as follows (shares in thousands):

	Shares	Price Range
Outstanding, February 27, 1993	1,505	\$15.00 - \$16.25
Granted	627	10.13 - 15.00
Canceled and forfeited	(208)	10.88 - 16.25
Outstanding, February 26, 1994	1,924	10.13 - 16.25
Granted	250	10.00 - 11.00
Canceled and forfeited	(238)	10.00 - 16.25
Outstanding at February 25, 1995	1,936	10.00 - 16.25
Granted	576	10.50 - 10.75
Canceled and forfeited	(139)	10.00 - 16.25
Outstanding at February 24, 1996	2,373	10.00 - 16.25
Exercisable at February 24, 1996	1,062	10.13 - 16.25

In October 1995, SFAS No. 123 "Accounting for Stock-Based Compensation" was issued. SFAS No. 123 establishes a fair value based method of accounting for stock-based compensation; however, it allows entities to continue accounting for employee stock-based compensation under the intrinsic value method proscribed by Accounting Principles Board Opinion No. 25, "Accounting for Stock Issued to Employees." SFAS No. 123 requires certain disclosures, including pro forma net income and earnings per share as if the fair value based accounting method had been used for employee stock-based compensation cost. The Company has decided to adopt SFAS No. 123 through disclosure with respect to employee stock-based compensation; such disclosure requirements are effective with the Company's 1997 fiscal year.

In fiscal 1994, the Company adopted a Restricted Stock Plan which provides awards of up to 200,000 shares of common stock to key employees of the Company. Plan participants are entitled to cash dividends and to vote their respective shares. Restrictions limit the sale or transfer of the shares during a restricted period. There are 5,000 shares of restricted stock outstanding for both February 24, 1996 and February 25, 1995, respectively.

### G. Employee Benefits

Substantially all employees of the Company are covered by a defined contribution profit sharing plan. The plan provides for two types of company contributions; an amount determined annually by the Board of Directors and an employer matching contribution equal to one-half of the first 6 percent of compensation contributed by participating employees. Contributions were \$7.7, \$6.7 and \$5.6 million for fiscal years 1996, 1995 and 1994, respectively.

The Company also has change of control severance agreements with certain key officers. Under these agreements, the officers are entitled to a lump-sum cash payment equal to a multiple of one, two or three times their annual salary plus a multiple of one, two or three times their average annual bonus for the three fiscal years immediately preceding the date of termination, if, within two years after a "change of control" (as defined in such agreements) the Company terminates the individual's employment without cause.

In fiscal 1994, the Company adopted SFAS No. 106, "Employers' Accounting for Postretirement Benefits Other Than Pensions." SFAS No. 106 requires the Company to accrue the estimated cost of retiree benefits, other than pensions, during employees' credited service period. The cost of these benefits, which are principally healthcare, was previously expensed as claims were incurred. The Company elected to immediately recognize the accumulated postretirement benefit obligation, resulting in a charge to earnings of \$0.6 million or \$0.02 per share.

## Notes to Consolidated Financial Statements

The net periodic costs for postretirement benefits include the following (in thousands):

	1996	1995	1994
Service cost for benefits accumulated during the year	\$ 98	\$ 78	\$ 77
Interest cost on accumulated benefit obligation	96	60	60
<b>Net periodic postretirement benefit cost</b>	<b>\$194</b>	<b>\$138</b>	<b>\$137</b>

The Company's postretirement healthcare plans currently are not funded. The accumulated postretirement benefit obligations are as follows (in thousands):

	Feb. 24, 1996	Feb. 25, 1995
Retirees	\$ 371	\$ 347
Active plan participants	1,022	728
<b>Total accumulated postretirement obligations</b>	<b>\$1,393</b>	<b>\$1,075</b>

The assumed discount rate used in determining the accumulated postretirement benefit obligation was 7.3% and 7.0% for fiscal years 1996 and 1995, respectively.

The assumed healthcare cost trend rate used in measuring the accumulated postretirement benefit obligation was 8.9% for fiscal 1996 decreasing each successive year until it reaches 5.5% in fiscal 2015 after which it remains constant. A 1% increase in the healthcare trend rate would have an immaterial effect on the accumulated postretirement benefit obligation at the end of fiscal 1996 and fiscal 1995 and on the net periodic cost for the fiscal years.

### H. Related Party Transactions

In accordance with service agreements entered into in connection with the initial public offering, general, administrative and other services were allocated to the Company

from SUPERVALU. The Company also provided services and allocated general, administrative and other expenses to two wholly-owned subsidiaries of SUPERVALU. In such cases, allocations were made using procedures deemed appropriate to the nature of the services involved. Management believes the allocations were made on a reasonable basis. Although these allocations do not necessarily equal the costs which would have been or may be incurred by the Company on a stand-alone basis, management believes that any variance in costs would not be material. The service agreements between ShopKo and SUPERVALU expired in early fiscal 1994.

Selling, general and administrative expenses include the following allocations (in thousands):

	1994
From SUPERVALU to ShopKo	\$ 96
From ShopKo to wholly owned subsidiaries of SUPERVALU	\$323

Purchases of inventory from SUPERVALU were \$1.0, \$2.7 and \$9.7 million for the fiscal years 1996, 1995 and 1994, respectively.

Also, as a result of the initial public offering, the Company and SUPERVALU entered into certain other agreements of which the following are still in effect:

A food products supply agreement under which the Company has agreed to purchase from SUPERVALU, through October 16, 1998, all of the Company's requirements for certain products sold in any food store owned or operated by the Company and located within the geographic areas serviced by SUPERVALU.

A registration rights agreement under which SOA (and certain affiliates of SUPERVALU) has the right to require the Company to file up to three registration statements under the Securities Act.

## Notes to Consolidated Financial Statements

### I. Fair Values of Financial Instruments

The following disclosure is made in accordance with the requirements of SFAS No. 107, "Disclosures about Fair Value of Financial Instruments." The following methods and assumptions were used by the Company in estimating its fair value disclosures for financial instruments.

**Short-term debt and long-term obligations:** The carrying amounts of the Company's borrowings under its short-term revolving credit agreement approximate their fair value. The fair values of the Company's long-term obligations are estimated using discounted cash flow analysis based on interest rates that are currently available to the Company for issuance of debt with similar terms and remaining maturities.

The carrying amounts and fair values of the Company's financial instruments at February 24, 1996 are as follows (amounts in thousands):

	Carrying Amount	Fair Value
Long-term obligations:		
Senior Unsecured Notes, due November 15, 2004	\$ 99,743	\$ 105,356
Senior Unsecured Notes, due March 15, 2002	99,779	107,309
Senior Unsecured Notes, due March 15, 2022	99,501	105,922
Senior Unsecured Notes, due August 15, 2003	99,791	91,147
Industrial Revenue Bond, due May 1, 2008	1,000	1,000
Capital lease obligations	16,451	18,477

### J. Unaudited Quarterly Financial Information

Unaudited quarterly financial information is as follows:

(In thousands, except per share data)	Fiscal Year (52 Weeks) Ended February 24, 1996				
	First (16 wks)	Second (12 wks)	Third (12 wks)	Fourth (12 wks)	Year (52 wks)
Net sales	\$560,472	\$418,165	\$491,019	\$498,360	\$1,968,016
Gross margins	143,359	103,745	122,670	131,509	501,283
Net earnings	5,368	1,869	10,132	21,070	38,439
Net earnings per common share	0.17	0.06	0.32	0.66	1.20
Weighted average shares	32,005	32,005	32,005	32,005	32,005
Dividends declared per common share	0.11	0.11	0.11	0.11	0.44
Price range per common share*	11 $\frac{3}{4}$ -8 $\frac{3}{4}$	14-10 $\frac{1}{4}$	13 $\frac{1}{4}$ -10 $\frac{1}{4}$	11 $\frac{1}{4}$ -10 $\frac{1}{8}$	14-8 $\frac{1}{8}$

	Fiscal Year (52 Weeks) Ended February 25, 1995				
	First (16 wks)	Second (12 wks)	Third (12 wks)	Fourth (12 wks)	Year (52 wks)
Net sales	\$514,926	\$381,297	\$470,919	\$485,787	\$1,852,929
Gross margins	135,411	99,910	120,718	131,977	488,016
Net earnings	4,980	2,750	11,303	18,757	37,790
Net earnings per common share	0.16	0.09	0.35	0.59	1.18
Weighted average shares	32,016	32,016	32,016	32,014	32,014
Dividends declared per common share	0.11	0.11	0.11	0.11	0.44
Price range per common share*	12-10 $\frac{1}{4}$	10 $\frac{3}{8}$ -9 $\frac{3}{4}$	10 $\frac{5}{8}$ -9 $\frac{3}{4}$	9 $\frac{3}{4}$ -8 $\frac{1}{8}$	12-8 $\frac{5}{8}$

\*Price range per common share reflects the highest and lowest stock market prices on the New York Stock Exchange during the quarter.

## Notes to Consolidated Financial Statements

### K. Business Segment Information

The Company conducts business in two business segments: general merchandise and health services. General merchandise is conducted through retail stores. Health services include professional healthcare services provided in the

retail stores and prescription benefit management services which are generally provided through other facilities.

Information about the Company's operations in the different businesses is as follows (in thousands):

	1996	1995	1994
<b>Net sales</b>			
General merchandise	<b>\$ 1,503,096</b>	\$ 1,489,919	\$ 1,411,781
Health services	<b>464,920</b>	363,010	326,965
<b>Total net sales</b>	<b>\$ 1,968,016</b>	\$ 1,852,929	\$ 1,738,746
<b>Earnings before income taxes</b>			
General merchandise	\$ 73,124	\$ 67,638	\$ 59,151
Health services	36,805	36,547	29,854
Corporate	(12,507)	(12,725)	(14,699)
Interest expense	(34,282)	(29,042)	(21,417)
<b>Earnings before income taxes</b>	<b>\$ 63,140</b>	\$ 62,418	\$ 52,889
<b>Assets</b>			
General merchandise	\$ 884,275	\$ 950,719	\$ 846,052
Health services	101,130	91,208	58,586
Corporate	132,555	67,824	48,411
<b>Total assets</b>	<b>\$ 1,117,960</b>	\$ 1,109,751	\$ 953,049
<b>Depreciation and amortization expenses</b>			
General merchandise	\$ 51,466	\$ 49,542	\$ 44,375
Health services	4,525	3,439	2,629
Corporate	392	493	332
<b>Total depreciation and amortization expenses</b>	<b>\$ 56,383</b>	\$ 53,474	\$ 47,336
<b>Capital expenditures</b>			
General merchandise	\$ 49,268	\$ 89,346	\$ 120,988
Health services	2,783	4,740	11,398
Corporate	961	514	1,456
<b>Total capital expenditures</b>	<b>\$ 53,012</b>	\$ 94,600	\$ 133,842

### Independent Auditors' Report

To the Board of Directors and Shareholders

ShopKo Stores, Inc.:

We have audited the consolidated balance sheets of ShopKo Stores, Inc. and Subsidiaries as of February 24, 1996 and February 25, 1995 and the related consolidated statements of earnings, shareholders' equity and cash flows for each of the three years (52 weeks) in the period ended February 24, 1996. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis,

evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of ShopKo Stores, Inc. and Subsidiaries as of February 24, 1996 and February 25, 1995, and the results of their operations and their cash flows for each of the three years (52 weeks) in the period ended February 24, 1996 in conformity with generally accepted accounting principles.

*Deloitte & Touche LLP*  
DELOITTE & TOUCHE LLP

Milwaukee, Wisconsin

April 2, 1996

## Shareholders' Information

ShopKo Stores, Inc. common shares are listed on the New York Stock Exchange under the symbol "SKO" and in the newspapers as "ShopKo." As of April 26, 1996, ShopKo's common shares were held by 1,436 record owners.

### Transfer Agent and Registrar

For help with questions regarding lost, stolen or destroyed stock certificates, non-receipt of dividend checks, consolidation of accounts, transferring of shares and name and address changes call Norwest Banks at 1-800-468-9716.

### 1996 Annual Meeting

The annual meeting of shareholders will be held June 19, 1996 at 10 a.m. at the Ramada Inn, 2750 Ramada Way, Green Bay, Wisconsin.

### Investor Relations/Form 10-K

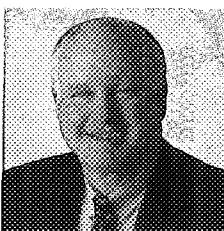
A copy of the company's 1996 Form 10-K annual report to the Securities and Exchange Commission will be furnished without charge to any shareholder upon written request.

Quarterly reports are furnished to shareholders of record by the company's stock transfer agent. Any shareholder whose stock is not registered in the shareholder's name will be furnished quarterly reports without charge upon written request.

All written requests should be directed to:

**Investor Relations Department**  
ShopKo Stores, Inc.  
P.O. Box 19060  
Green Bay, WI 54307-9060

## Board of Directors



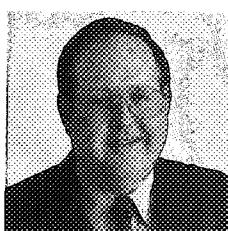
**Michael W. Wright**  
Chairman of the Board  
Chairman, President and  
Chief Executive Officer  
of SUPERVALU



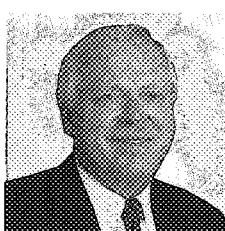
**Dale P. Kramer**  
President and Chief  
Executive Officer  
of ShopKo



**William J. Tyrrell**  
Vice Chairman of  
the Board, Former  
President of ShopKo



**Jeffrey C. Girard**  
Executive Vice President  
and Chief Financial  
Officer of SUPERVALU



**Jack W. Eugster**  
Chairman, President and  
Chief Executive Officer  
of The Musicland Group, Inc.

## Officers

**Dale P. Kramer**  
President and Chief  
Executive Officer

**Michael J. Bettiga**  
Senior Vice President of  
Health Services

**Bonnie C. Bolton**  
Vice President, Advertising

**Oscar R. Cavazos**  
Vice President, Divisional  
Merchandise Manager

**Roger J. Chustz**  
Senior Vice President,  
General Merchandise  
Manager, Apparel

**Lawrence J. Clark**  
Vice President, Finance

**Joseph A. Coffini**  
Vice President,  
Managed Care Services

**Richard W. Cooper**  
Vice President,  
Distribution, Transportation

**Rose A. Downs**  
Vice President,  
Operations Administration

**Gary B. Hammond**  
Senior Vice President  
of Stores

**Steven T. Harig**  
Senior Vice President of  
Planning, Replenishment  
and Analysis, Distribution

**David S. Haugen**  
Regional Vice President

**Thomas D. Hendra**  
Senior Vice President,  
General Merchandise  
Manager, Hardlines

**Gary A. Hillerman**  
Vice President, Divisional  
Merchandise Manager

**Michael J. Hopkins**  
Senior Vice President,  
General Merchandise  
Manager, Home

**Jeffrey A. Jones**  
Senior Vice President and  
Chief Financial Officer

**Richard T. Laucks**  
Vice President, Loss  
Prevention

**David A. Liebergen**  
Senior Vice President of  
Human Resources

**L. Terry McDonald**  
Senior Vice President  
of Marketing

**Steven C. Peters**  
Vice President, Divisional  
Merchandise Manager

**William J. Podany**  
Executive Vice President  
of Merchandising and  
Marketing

**Randy L. Roiko**  
Vice President,  
Merchandise Operations

**Dennis R. Ruebel**  
Vice President,  
Merchandising/Mfg. Health  
Services

**James J. Sage**  
Regional Vice President

**Walter B. Sandlin**  
Vice President, Divisional  
Merchandise Manager

**Richard D. Schepp**  
Vice President,  
Legal Affairs and Secretary

**Robert S. Segal**  
Vice President, Divisional  
Merchandise Manager

**Jeffery R. Simons**  
Vice President and Controller

**James W. Smekal**  
Vice President, Divisional  
Merchandise Manager

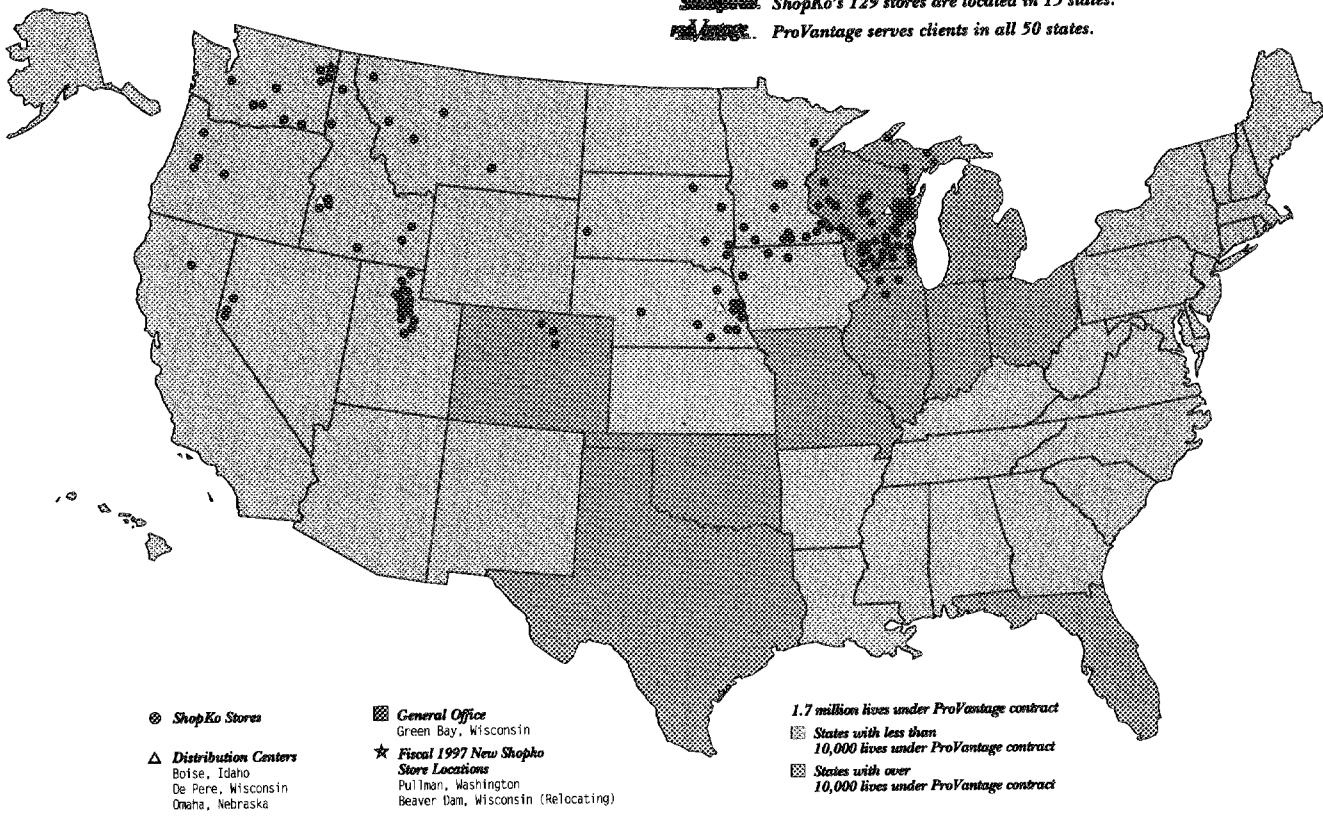
**Jean R. Srour**  
Vice President, Divisional  
Merchandise Manager

**Katherine W. Steirly**  
Vice President, Divisional  
Merchandise Manager

**James F. Tucker**  
Senior Vice President,  
Information Services and  
Chief Information Officer

**Larry J. Vick**  
Vice President, Divisional  
Merchandise Manager

**Michael F. Wilson**  
Vice President, Store Planning



### 129 Store Locations

#### **California (1)**

Redding

#### **Colorado (3)**

Fort Collins  
Longmont  
Loveland

#### **Idaho (8)**

Boise (2)  
Chubbuck  
Coeur d'Alene  
Idaho Falls  
Lewiston  
Nampa  
Twin Falls

#### **Illinois (3)**

Belvidere  
Dixon  
Freeport

#### **Iowa (3)**

Mason City  
Sioux City  
Spencer

#### **Michigan (4)**

Escanaba  
Houghton  
Kingsford  
Marquette

#### **Minnesota (13)**

Albert Lea  
Austin  
Duluth  
Fairmont  
Hutchinson  
Mankato  
Marshall  
Rochester (2)  
St. Cloud (2)  
Winona  
Worthington

#### **Montana (5)**

Billings  
Great Falls  
Helena  
Kalispell  
Missoula

#### **Nebraska (11)**

Bellevue  
Grand Island  
Hastings  
Lincoln (2)  
Norfolk  
North Platte  
Omaha (4)

#### **Nevada (3)**

Reno (2)

Sparks

#### **Oregon (4)**

Bend  
Eugene (2)  
Salem

#### **South Dakota (6)**

Aberdeen  
Mitchell  
Rapid City  
Sioux Falls (2)  
Watertown

#### **Utah (15)**

Brigham City  
Layton  
Logan  
Murray  
Ogden  
Orem  
Provo  
Riverdale  
Salt Lake City (2)  
Sandy City  
Spanish Fork  
West Bountiful  
West Jordan  
West Valley City

#### **Washington (9)**

Kennewick  
Lacey  
Spokane (3)  
Union Gap  
Walla Walla  
Wenatchee  
Yakima

#### **Wisconsin (41)**

Appleton  
Ashwaubenon  
Beaver Dam  
Beloit  
Chippewa Falls  
Delavan  
De Pere  
Eau Claire  
Fond du Lac  
Fort Atkinson  
Grafton  
Green Bay (2)  
Janesville  
Kenosha  
Kimberly  
La Crosse (2)  
Madison (3)  
Manitowoc  
Marinette  
Marshfield  
Menasha

**ShopKo<sup>®</sup>**  
STORES INC.

700 Pilgrim Way  
P.O. Box 19060  
Green Bay, WI 54307-9060  
414-497-2211



This entire report is printed  
on recycled paper.

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**Exhibit 21.1**

SUBSIDIARIES OF THE REGISTRANT

<u>NAME</u>	<u>STATE OF INCORPORATION</u>
ShopKo Pharmacies, Inc.	Michigan
SVS Trucking, Inc.	Minnesota
ShopKo Properties, Inc.	Minnesota
ShopKo Ventures - Duluth, Inc.	Minnesota
ProVantage, Inc.	Minnesota
Bravell, Inc.	Wisconsin
ProVantage Prescription Management Services, L.L.C.	Wisconsin Limited Liability Company
ProVantage Vision Management Services, Inc.	Minnesota
ProVantage Prescription Benefit Management Services, Inc.	Minnesota
ProVantage Mail Services, Inc.	Minnesota

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**Exhibit 23.1**

## **INDEPENDENT AUDITORS' CONSENT**

We consent to the incorporation by reference in Registration Statements No. 33-43952, No. 33-58584, No. 33-70666, No. 333-948 and No. 33-81902, all on Form S-8, of ShopKo Stores, Inc. of our reports dated April 2, 1996, appearing in and incorporated by reference in the Annual Report on Form 10-K of ShopKo Stores, Inc. and Subsidiaries for the year (52 weeks) ended February 24, 1996.

*Deloitte & Touche LLP*

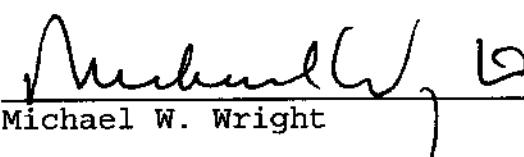
**DELOITTE & TOUCHE LLP**  
Milwaukee, Wisconsin  
May 15, 1996

**Exhibit 24**

DIRECTOR'S POWER OF ATTORNEY

The undersigned director of ShopKo Stores, Inc. (the "Company") hereby constitutes and appoints David A. Liebergen and Richard D. Schepp, and each of them, the undersigned's true and lawful attorney-in-fact and agent, with full power of substitution and resubstitution, for the undersigned and in the undersigned's name, place and stead, in any and all capacities, to sign for the undersigned and in the undersigned's name in the capacity as a director of the Company the Annual Report on Form 10-K for the Company's fiscal year ended February 24, 1996, to which this Power of Attorney is filed as an exhibit, including any amendments thereto, and to file the same, with all exhibits thereto, and other documents in connection therewith, with the Securities and Exchange Commission and any other regulatory authority, granting unto said attorney-in-fact and agent full power and authority to do and perform each and every act and thing requisite and necessary to be done in and about the premises, as fully and to all intents and purposes as the undersigned might or could do in person, hereby ratifying and confirming all that said attorney-in-fact and agent, or the undersigned's substitute, may lawfully do or cause to be done by virtue hereof.

IN WITNESS WHEREOF, the undersigned has executed this Power of Attorney, on this 17<sup>th</sup> day of APRIL, 1996.

  
\_\_\_\_\_  
Michael W. Wright

DIRECTOR'S POWER OF ATTORNEY

The undersigned director of ShopKo Stores, Inc. (the "Company") hereby constitutes and appoints David A. Liebergen and Richard D. Schepp, and each of them, the undersigned's true and lawful attorney-in-fact and agent, with full power of substitution and resubstitution, for the undersigned and in the undersigned's name, place and stead, in any and all capacities, to sign for the undersigned and in the undersigned's name in the capacity as a director of the Company the Annual Report on Form 10-K for the Company's fiscal year ended February 24, 1996, to which this Power of Attorney is filed as an exhibit, including any amendments thereto, and to file the same, with all exhibits thereto, and other documents in connection therewith, with the Securities and Exchange Commission and any other regulatory authority, granting unto said attorney-in-fact and agent full power and authority to do and perform each and every act and thing requisite and necessary to be done in and about the premises, as fully and to all intents and purposes as the undersigned might or could do in person, hereby ratifying and confirming all that said attorney-in-fact and agent, or the undersigned's substitute, may lawfully do or cause to be done by virtue hereof.

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\_\_\_\_\_  
William J. Tyrrell

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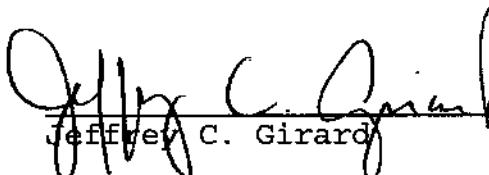
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\_\_\_\_\_  
Dale P. Kramer

DIRECTOR'S POWER OF ATTORNEY

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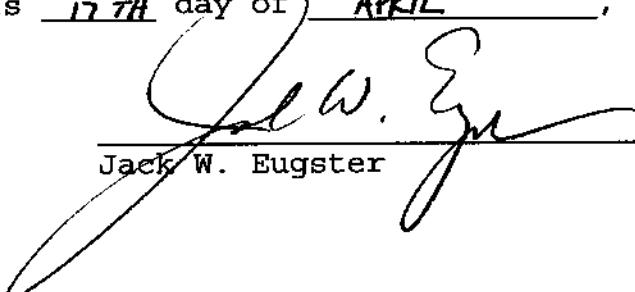
IN WITNESS WHEREOF, the undersigned has executed this Power of Attorney, on this 17<sup>TH</sup> day of APRIL, 1996.

  
Jeffrey C. Girard

DIRECTOR'S POWER OF ATTORNEY

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IN WITNESS WHEREOF, the undersigned has executed this Power of Attorney, on this 17<sup>th</sup> day of APRIL, 1996.

  
\_\_\_\_\_  
Jack W. Eugster