Hamilton E. James

Joined the Board in 1988; Chairman of the Board since 2017

Formerly President and Chief Operating Officer of The Blackstone Group; now Executive Vice Chairman
Board Members

Susan L. Decker

Joined the Board in 2004
CEO and founder of Raftr
Formerly President and CFO of Yahoo
Director of Berkshire Hathaway Inc. and Vail Resorts, Inc.
Board Members

Kenneth D. Denman

Joined the Board in 2017

Formerly President and CEO of Emotient, Inc.

Director of Motorola Solutions, Inc. and VMWare, Inc.
Richard A. Galanti

Joined the Board in 1995

Executive Vice President and Chief Financial Officer

Former Director of the Federal Reserve Bank of San Francisco
Board Members

Craig Jelinek

Joined the Board in 2010

President since 2010 and CEO since 2012
Board Members

Sally Jewell

Joined the Board in 2020

Secretary of the Interior under President Barack Obama

Former Chief Executive Officer and Director of Recreational Equipment, Inc. (REI)

Director of Symetra Financial Corporation
Charles T. Munger

Joined the Board in 1997

Vice Chairman of the Board of Berkshire Hathaway Inc.

Chairman of the Board of Daily Journal Corporation
Board Members

Jeffrey S. Raikes

Joined the Board in 2008

Co-Founder of the Raikes Foundation

Former CEO of the Bill & Melinda Gates Foundation

Former President of Business Division at Microsoft
Board Members

John W. Stanton

Joined the Board in 2015

Chairman and Managing Partner of the Seattle Mariners

Founder and former Chairman and CEO of Western Wireless Corporation

Former Chairman and CEO of T-Mobile USA (formerly VoiceStream Wireless Corporation)

Director of Microsoft and Chairman of Trilogy International Partners and Trilogy Equity Partners
Mary Agnes (Maggie) Wilderotter

Joined the Board in 2015

Chairman and Chief Executive Officer of Grand Reserve Inn

Former Chairman and Chief Executive Officer of Frontier Communications

Chairman of DocuSign and Director of Hewlett Packard Enterprise, Lyft, and Sana Biotechnology
Retiring
Board Member Emeritus
Rick Libenson

Costco Director from 1993 to 2017
Director Emeritus from 2018 to 2022

A Co-Founder, Director and Executive Officer of The Price Company from 1976 to 1993

Thank you, Rick!
Annual Meeting of Shareholders
January 20, 2022
<table>
<thead>
<tr>
<th>Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY 2021 Warehouse Count</strong></td>
</tr>
<tr>
<td><strong>Beginning:</strong></td>
</tr>
<tr>
<td><strong>Openings:</strong></td>
</tr>
<tr>
<td><strong>Ending:</strong></td>
</tr>
<tr>
<td><strong>Today:</strong></td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Gloucester Bus. Center, ON</td>
</tr>
<tr>
<td>Dallas, GA</td>
</tr>
<tr>
<td>Kumamoto, JP</td>
</tr>
<tr>
<td>W. Edmonton Bus. Center, AB</td>
</tr>
<tr>
<td>Springfield, MO</td>
</tr>
</tbody>
</table>
## Recent Warehouse Openings

<table>
<thead>
<tr>
<th>Location</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>NE Naperville, IL</td>
<td>8/19/21</td>
</tr>
<tr>
<td>San Antonio, TX</td>
<td>9/23/21</td>
</tr>
<tr>
<td>Duluth, MN</td>
<td>10/28/21</td>
</tr>
<tr>
<td>Avon, IN</td>
<td>10/29/21</td>
</tr>
<tr>
<td>Pooler, GA</td>
<td>11/18/21</td>
</tr>
</tbody>
</table>
Costco Today

• 3rd largest global retailer

• 12th largest in Fortune 500

• $238 billion market cap*

*As of January 7, 2022
Costco Today

- Sales $192B – FY’21
- 120MM sq. ft. (146K / whse)
- 288K employees worldwide
Costco Today
828 Warehouses Worldwide

572 - U.S.       14 - Taiwan
105 - CN         13 - Australia
40 - Mexico      4 - Spain
30 - Japan       2 - France
29 - UK          2 - China
16 - Korea       1 - Iceland
Costco Today
(as of November 21, 2021)

- 62.5MM member households
- 113.1MM cardholders
- 89.0% worldwide renewal rate
- $4.0B in membership fees (TTM)
FY’21 Highlights

• Record Sales & Earnings (16% comp sales increase)

• Membership income hit a record $3.9B, with renewal rates also hitting records of 91% for US and Canada, and 89% worldwide

• Merchants and Operators managed supply chain and labor challenges exceptionally

• Special cash dividend of $10.00 per share in December 2020

• Kirkland Signature, Costco's private label, represented a record $59B in total sales
<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$163,220</td>
<td>$192,052</td>
</tr>
<tr>
<td>Net Income</td>
<td>$4,002</td>
<td>$5,007</td>
</tr>
<tr>
<td>E.P.S.</td>
<td>$9.02</td>
<td>$11.27</td>
</tr>
<tr>
<td></td>
<td>2021</td>
<td>2022</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Sales</td>
<td>$42,347</td>
<td>$49,417</td>
</tr>
<tr>
<td>Net Income</td>
<td>$1,166</td>
<td>$1,324</td>
</tr>
<tr>
<td>E.P.S.</td>
<td>$2.62</td>
<td>$2.98</td>
</tr>
</tbody>
</table>
Traffic
(Frequency)

FY’09 – ’19 4.1%
FY’20 0.9%
FY’21 7.0%
FY’22 – Q1 6.8%
Global TV Sales +25% in FY’21
Global Apparel Sales
+22% in FY’21
475K Carats of Diamonds sold Globally in FY’21
FY’21 Global Sales
$6.4B +16%

Beer, Wine, and Spirits
Produce

FY’21 Global Sales $9.7B
Sourcing from 44 countries
Bakery

FY’21 Global Sales +14%
Meat Department

FY’21 Global Sales $12.0B
Service Deli

106MM Rotisserie Chickens sold globally in FY’21
Merchandise Highlights
New Brands

- Costco Wholesale
- Pendleton
- Briggs & Riley
- iMac
- Theragun by Therabody
- Hydro Flask
- Hydro Flask
- NBA
- Jacuzzi
- Bath Remodel
- Zeiss
- Nuxe
- NHL
- Doordash
- Calvin Klein
- X-Chair
- Timberland
- NHL
- Mario Badescu
- TOV
- Banana Republic
- SouthWest
- John Hardy
- Hyperice
- Hurley
- Zeiss
- Zeiss
- Zeiss
- Zeiss
- Zeiss
- Zeiss
- Zeiss
- Zeiss
- Zeiss
September | Non-Traditional Fall Items

Body Glove iSUP
Sell: $399.99
Comp: $649.99

Beacon Inflatable Kayak
Sell: $499.99
Comp: $999.99
October | Non-Traditional Fall Items

Ladies’ Disc Brake Bike
Sell: $249.99
Comp: $349.99

Men’s Disc Brake Bike
Sell: $249.99
Comp: $349.99
November | Non-Traditional Fall Items

Rio Hammock Chair  
Sell: $44.99  
Comp: $79.99

Bestway Inflatable Hot Tub  
Sell: $379.99  
Comp: $599.99
Kirkland Signature

3 Piece Pan Set
- Sell: $29.99
- Comp: $149.99
- Savings: 80%

4 Pack Furnace Filter
- Sell: $29.99
- Comp: $79.88
- Savings: 63%
Ladies’ Spa Robe
Sell: $24.99
Comp: $130
Savings: 81%

Logo Crewneck Sweatshirt
Sell: $18.99
Comp: N/A
Unisex Sizing
Kirkland Signature

**Hard Setzer**
- Sell: $20.99
- Comp: $29.99
- Savings: 33%

**Kentucky Bourbons**
- Sell: $23.99
- Comp: $45.32
- Savings: 47%

**Savings:**
- 33%
- 49%
- 47%
- 42%
Kirkland Signature

8 in 1 Dog Supplement
Sell: $29.99
Comp: $64.99
Savings: 54%

French Roast Coffee
Sell: $9.99
Comp: $17.99
Savings: 44%
Global Treasure Hunt
## Costco Online

### Regional Websites

<table>
<thead>
<tr>
<th>U.S</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>Taiwan</td>
</tr>
<tr>
<td>Mexico</td>
<td>Korea</td>
</tr>
<tr>
<td>Australia</td>
<td>Japan</td>
</tr>
</tbody>
</table>
E-Commerce

- Complement the core warehouse
- Convenience of big & bulky purchases
- Grocery Online

- Expanded selection year round
- Delivery + installation available
- Same Day Delivery available
- Expand the Costco “Treasure Hunt”
Costco Next

- Expanded selection of goods through an innovative marketplace to add member value
- Link out from Costco.com to co-branded vendor sites
- Expanded assortment of curated items from Costco’s trusted suppliers
- Exclusive Members Only Values
- Top quality from top brands
Costco Next

- Home Improvement
- Apparel
- Luggage & Handbags
- Home & Kitchen
- Pet

- Electronics & Accessories
- Outdoor Recreation
- Sports & Bicycles
- Art
- Toys
- Many more to come...
● And MORE...
Grocery Online Options

Same-Day Delivery
All groceries including fresh, frozen and household essentials.

CostcoGrocery powered by Instacart

2-Day Delivery
Non-perishable food and household essentials.

CostcoGrocery

Cold & Frozen Delivery
Select cold and frozen delivered to your home or small business.

CostcoGrocery
Exciting Merchandise

- **83” LG OLED TV**
  Sell: $5,799.99

- **INTENSE Bikes**
  Sell: $3,249.99

- **Medano Studio Shed**
  Sell: $16,999.99

- **DUXIANA DUX 8008 Mattress**
  Sell: $12,499.99

- **Herman Miller Eames Chair**
  Sell: $4,499.99

- **iMac 24”**
  Sell: $1,649.99
One of a Kind

- 7.45ct Round Diamond Ring
  Sell: $364,999.99

- 11.52ct Cushion Cut Fancy Yellow Diamond Earrings
  Sell: $139,999.99

- 7.04ctw Emerald Cut Three Stone Ring
  Sell: $118,999.99
Mobile app
**Mobile app**

**Features:**
- Shop online
- Digital Membership Card
- Digital Payment with the Costco Anywhere Visa Card
- Warehouse & Online Receipts
- Quick Actions

**Coming Soon:**
- Warehouse Inventory Online
- Proximity Beacons - In Warehouse
- Newest Features Highlighted upon App Launch - Onboarding
- Order Cakes Online
- Prompt users for Reviews
Costco Logistics

- Increases member service level - room of choice or white glove
- Reduce ship time with forward deployed goods
- Lower member prices with full cost transparency/control
- Expand our online categories while controlling the delivery experience
Costco Logistics
Member Delivery
Freight

Steamships
- Lease 3 steamships to assist with importing goods
- Average 960 containers per ship
- 14-day transit from Asia to US/Canada West Coast
- 10 round trips per year per ship
- 28,850 40’ High cube containers moved annually (est.)

Domestic Trucks
- 691 Costco operated trucks
- 80.6 million miles traveled this year
- 5,548 53’ trailers maximizing freight reducing trips
Business Centers

22 U.S. Locations  5 Canada Locations

- Walk in / delivery for business members
- eCommerce fulfillment – Online Dry Grocery
Pharmacy

49.4MM prescriptions filled globally in FY’21
FY’21 Immunization Program (All Immunizations)

- Covid: 872K
- Influenza: 1.1MM
- Shingrix: 182K

Total Immunizations: 2.2MM
Pharmacy App

- Schedule flu shots, Covid Vaccine appointments and other Health Clinics.
- View list of medications for self, family members, and pets
- Request refills on prescriptions.
- Check on status of prescriptions.
- Transfer Rx - Simple way to transfer your prescription from another pharmacy to Costco.
7.9MM pairs of glasses sold globally in FY’21
Hearing Aid

656K units sold globally in FY’21
122MM hot dog & soda combos sold globally in FY’21
Gasoline

Global fuel sales $17.6B in FY’21
8.9MM tires sold globally in FY'21
Financial Position (MM’s)
Q1, FY’22

Cash, Equiv, & Short-Term Inv. $13,476
Property & Equipment (net) $23,887
Long-Term & Short-Term Debt $7,466
Stockholders’ Equity $18,463
Dividends

- Initiated May 2004 at $0.40 per year
- Currently at $3.16 per year
- Growth Rate 13% per year
- $1.4B annually
- Four special dividends in the last nine years
Stock Repurchase
as of Fiscal Year End 2021

- Program inception – Fiscal Year 2005
- $9.7B total expenditure
- 132.6 million shares retired
- $73.12 average cost per share
- $495MM in FY’21 (avg $364.39/share)
<table>
<thead>
<tr>
<th>Year</th>
<th>New (net)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY’18</td>
<td>21</td>
</tr>
<tr>
<td>FY’19</td>
<td>20</td>
</tr>
<tr>
<td>FY’20</td>
<td>13</td>
</tr>
<tr>
<td>FY’21</td>
<td>20</td>
</tr>
<tr>
<td>FY’22(E)</td>
<td>27</td>
</tr>
</tbody>
</table>
“This Sustainability Commitment includes our updates for Fiscal Year 2021. We continue to make progress on many of our sustainability commitments and goals, including those related to our Climate Action Plan and Diversity, Equity & Inclusion. We thank our employees, suppliers, members and the communities where we operate for their continuing support as we work together to address these commitments and goals.”

— Craig Jelinek, President and CEO
Sustainability Commitment

Four pillars:

- Taking care of our employees
- Supporting the communities where we operate
- Operating efficiently and in an environmentally responsible manner
- Strategically sourcing merchandise in a sustainable manner
Sustainability Commitment

Employees

- 288,000 employees worldwide
- Premium benefits paid
- Industry leading compensation
  - $23.56/hr average hourly wage in U.S.
  - $30.08/hr for 10 year service clerk in U.S.
- Benefits for full-time and part-time employees
  - 87% eligible in the U.S.; 97% of eligible employees enrolled
- Stable workforce
  - 33.5% of U.S. employees have 10+ years of service
  - Low turnover: 9.2% after 1 year
We strive to have a diverse workforce that is representative of the communities where we do business
We are committed to continuous improvement
Sustainability Commitment

Communities

• 1% of pretax profit donated, over $58MM in 2021: United Way, Red Cross, Children’s Hospitals

• Black Economic Development Fund - $25MM investment

• Feeding America – 70 million pounds of food and other products donated

• World Vision - $137MM in merchandise donated
Sustainability Commitment Operations

• Remain efficient, low-cost operators
  – Reduce energy, water, waste and emissions
  – Adopted Climate Action Plan to reduce Carbon Footprint (2021-2024)
• Met all of our milestones for 2021
Sustainability Commitment
Merchandise

- Ensure supply of high quality merchandise at competitive prices
  - Respect human rights around the world
  - Robust animal welfare/fisheries
  - Kirkland Signature products & programs, includes 100% Roundtable on Sustainable Palm Oil (RSPO) certified palm oil as of December 2021
  - Will estimate and report global supplier emissions and action plan by December 2022
  - Manage environmental impact including deforestation
Sustainability Commitment

Packaging

• Reduce packaging
  – additional 17 million pounds of plastic reduced in 2021

• Increase recycled content

• Increase recyclability & compostability

• Educate employees, suppliers, members

• Kirkland Signature packaging “How2Recycle” so members know what to do
Company Annual Growth  
(Since Dec ’85)

<table>
<thead>
<tr>
<th>Category</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>12.3%</td>
</tr>
<tr>
<td>Net Income</td>
<td>13.3%</td>
</tr>
<tr>
<td>Stock Price</td>
<td>17.3%</td>
</tr>
<tr>
<td>S &amp; P 500</td>
<td>9.3%</td>
</tr>
</tbody>
</table>