

Annual Meeting of the Shareholders of Costco Wholesale Corporation

January 20, 2022

Q&A

Below are the Company's responses to questions that we received during our Annual Meeting of Shareholders held on January 20, 2022 that were not addressed during the meeting.

Some questions covering the same topic were consolidated, and minor edits were made to other questions to correct typos or for clarity. Additionally, comments that weren't posed as questions, or questions that aren't relevant to the investment community were omitted.

Q - Will there be a video recording of this meeting to view?

A - The video recording is available for replay at www.virtualshareholdermeeting.com/COST2022 for one year.

Q - Is there a plan to split the shares?

A - Not at this time. Stock splits, special dividends, and stock repurchases are and will be evaluated from time to time as appropriate.

Q - Any more plans to replicate the amazing Santa Fe, Mexico footprint with the park & soccer fields on the roof?

A – This location is unique. See our Sustainability website [here](#) for other examples of unique building footprints.

Q - Are Costco diamonds ethically sourced?

A - Costco diamonds carry conflict-free warranties from our suppliers stating that the diamonds are in compliance with the Kimberley Process, including the warranties of the World Diamond Council.

Q - Do you have any plans to expand the food court offerings to include more nutritious alternatives to the popular hot dogs & pizza fare?

A - We will be testing a Mango Smoothie in our Hawaii locations. If the test is successful our plan is to expand the Mango Smoothie to all US locations as a rotational item with our Berry Smoothie. Some of the nutritional benefits of the Mango Smoothie are: no sugar added, four servings of fruit, 9 grams of fiber, and no additives or preservatives.

Q - Why can't Costco bring back Combo Pizza? If it's not profitable, raise the price.

A - At this time there are no plans to bring back the Combo Pizza. Limited SKUs in the Food Court allow us to focus on product quality and member service.

Q - I would recommend labeling parking lanes for members to easily find their cars.

A - Thank you for your suggestion. In order to keep costs low, there is no plan for parking lane signs at this time.

Q - With COVID affecting the current workforce, will warehouse hours be limited?

A - There is no plan to limit warehouse hours at this time.

Q - Is Costco ever going to change the design of the gallon milk jugs so they pour without dribbling down the side of the jug?

A - We have re-engineered the square milk bottle since its introduction, implementing three design changes to the opening, improving air flow and pour to minimize dribble issues and glugging. We continue to review other designs and new technologies in an effort to improve the bottle while maintaining the strength to support bulk shipping in our pallet format.

Q - Does Costco plan to increase regenerative agriculture in its supply chain? How is Costco assessing risks to supply chains associated with biodiversity loss, and is the company planning on expanding reporting related to biodiversity risks?

A - We have major suppliers working on expanding regenerative agriculture, including Cargill, Pepsi, Danone, and Nestle, and we encourage those efforts. There's also smaller suppliers/farmers like the [Bowles Farming Company](#) which grows cotton for our Kirkland Signature Bed Sheets. Regenerative agriculture is also related to biodiversity which is also important to Costco. We have been a major funder of [Seeds for Bees](#) which works to apply cover crops beneficial to pollinators in California's almond and nut crops. We are a major seller of organic produce, which must be grown without chemicals. We have a pollinator policy that strongly encourages live goods, fruit and vegetables suppliers to discontinue the use of certain chemicals, including chlorpyrifos and neonicotinoids. You can learn more about our [Pollinator Policy here](#). We've grown our use of FSC certified forest products over the years to also protect against biodiversity loss which you can learn about [here](#). The cocoa farms in our [Sassandra Cocoa supply chain](#) are all GPS polygon mapped to help ensure we're not contributing to forest loss in Cote d'Ivoire and we've planted over 153,000 trees there as well.

Certain statements contained in this document and the pre-recorded telephone message constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. For these purposes, forward-looking statements are statements that address activities, events, conditions or developments that the Company expects or anticipates may occur in the future. In some cases forward-looking statements can be identified because they contain words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “likely,” “may,” “might,” “plan,” “potential,” “predict,” “project,” “seek,” “should,” “target,” “will,” “would,” or similar expressions and the negatives of those terms. Such forward-looking statements involve risks and uncertainties that may cause actual events, results or performance to differ materially from those indicated by such statements. These risks and uncertainties include, but are not limited to, domestic and international economic conditions, including exchange rates, inflation or deflation, the effects of competition and regulation, uncertainties in the financial markets, consumer and small business spending patterns and debt levels, breaches of security or privacy of member or business information, conditions affecting the acquisition, development, ownership or use of real estate, capital spending, actions of vendors, rising costs associated with employees (generally including health-care costs), energy and certain commodities, geopolitical conditions (including tariffs), the ability to maintain effective internal control over financial reporting, regulatory and other impacts related to climate change, and COVID-19 related factors and challenges, including (among others) the duration of the pandemic, the unknown long-term economic impact, reduced shopping due to illness, travel restrictions or financial hardship, shifts in demand for products, reduced workforces due to illness, quarantine, or government mandates, temporary store closures or operational limitations due to government mandates, or supply-chain disruptions, capacity constraints of third-party logistics suppliers, and other risks identified from time to time in the Company’s public statements and reports filed with the Securities and Exchange Commission. Forward-looking statements speak only as of the date they are made, and the Company does not undertake to update these statements, except as required by law.