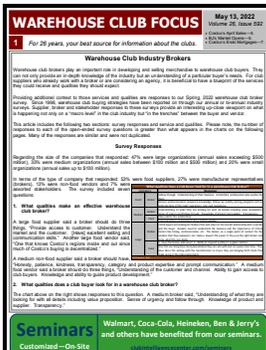


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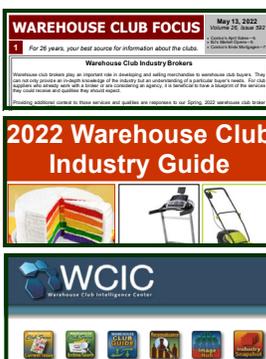
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The Price is Right

Bill Naylor, former PriceSmart EVP and COO—The Extra Point series

Sol Price told a story about a farmer who thought he could make a little more profit by mixing in straw with the hay he fed his mule. Each week he would add a little more straw and reduce the hay. As the weeks went on, the farmer was feeling good about his increased profits, until one day the farmer says, "Wouldn't you know it, as soon as I have the mule eating mostly straw he goes and dies on me."

Sol recognized that a membership warehouse club comes with a fiduciary responsibility and in return for that membership fee, the warehouse club must always offer the member a value. Otherwise, members will stop renewing and the business will die. Sol said, "I've always felt we had an obligation to our members to get them the best goods at the best price and not try to take an extra nickel out of them."

Richard Galanti, Costco's longtime EVP and CFO, was asked by an analyst during their recent Q4 earnings call about the company trying to squeeze out extra margin to compensate for lower margin items like the \$4.99 rotisserie chicken and \$1.50 hot dog. Galanti's first response was "lightning just struck me" as if the sheer thought of this would send bolts down from the heavens.

He went on to emphasize that Costco does not seek to "harvest" margins. They are a top line company and that it's all about driving volume: volume that leverages fixed costs and reduces SGA, volume that gives their merchants more negotiating strength when sourcing items and volume that turns the inventory even faster creating enormous "float" before invoices are paid.

Costco's focus has always been about driving top line sales. In 1985 when I began working at Price Club in San Diego, we were compulsive and competitive about the sales velocity of individual items and how high we could take them. Nobody at the warehouse ever talked about margin. We didn't even have access to margins, that was what the buyers handled; our job was to maximize volume.

Eight years later, when Price Club and Costco merged, it remained all about driving sales. I knew someone who worked in club operations at PACE, a warehouse club chain that Sam's acquired, and he told me they had all of the margins and had to merchandise their floor trying to feature the highest margin items and would be evaluated accordingly. Comparing the two strategies, I think it's clear which one came out on top.

Are there opportunities for Costco to raise prices and still be competitive? Absolutely and in abundance! But why would they? Driving volume while striving to find ways to lower prices has produced incredible results.

- FY22 worldwide sales grew by \$30 billion over the previous year, \$60 billion over the past two years and \$73 billion over the past three years. For context, that three year worldwide growth of \$73 billion is equal to the 2021 calendar year sales total for Sam's Club in the United States.
- FY22 net income was \$5.84 billion, up from \$5.01 billion in FY21 and \$4.00 billion in FY20.

Let's look at their merchandise gross margins including membership income alongside their SGA:

- FY20 – 13.37% margin vs. 10.01% SGA.
- FY21 – 13.15% margin vs. 9.65% SGA.
- FY22 – 12.38% margin vs. 8.88% SGA.

Between FY20 and FY22, margin income dropped by 99 basis points but SGA dropped by 113 basis points, more than compensating for the reduced margin. Galanti cites the effects of gas prices and foreign currencies on these results, but in totality they tell a great story.

Costco members are clearly very pleased as they are renewing at 90.4% worldwide, their highest rate in history. Galanti was asked about plans to raise the membership fee as, based on previous increases which occurred an average of every 5.5 years, it's about time to do so. He said they are confident they could and at some point they will, but not now, particularly in this inflationary environment.

Costco is comfortable with the way they're driving sales and earnings. A \$5 increase would yield about \$80 million in incremental membership income per quarter, about a 6% increase in net income. Seems like easy money, but Costco isn't playing the game for the next quarter. With their 120 million worldwide cardholders who are the epitome of "Raving Fans", Costco is playing the game for the next decade.

Bill Naylon began his warehouse club career at the original Price Club location in San Diego and went on to open and manage several Price Club locations on the East Coast. In 1995, after Price Club and Costco merged, he left Price Costco to join former Price Club executives to start PriceSmart. In 2002 he was named PriceSmart's Chief Operating Officer and remained in that role for 20 years until leaving in 2022. Bill Naylon can be reached at the following Email address: bnaylon@naylonconsultinggroup.com.

FEATURE

Web Site Observations

This article provides product observations from each club's domestic web site: BJs.com, Costco.com and Samsclub.com. The observations were gathered in October, 2022 and focus on items that are primarily stocked online and not in the club locations. Products that were mentioned in the most recent two web site observation articles on April 23, 2021 and February 25, 2022 were not included in this issue.

The retail prices listed in this article represent the full retail price, do not include coupons or discounts and include shipping and handling. If an item's retail price does not include shipping and handling, the phrase "plus shipping" will appear in parenthesis after the retail price.

Please note, Sam's Club offers free shipping and handling on many online items just for its premium "plus" members. However, for the purposes of this article, shipping and handling is only included in the retail price for Samsclub.com items if it was available for all members. For example, if a Samsclub.com item included shipping and handling for "plus" members only, the "plus shipping" phrase was included.

Navigation

Each web site offers tools to monitor the products that are being added and removed. Visiting each site and the following links every two weeks provides an overview of what is happening on each company's web site.

Costco.com – On the top of the Costco.com landing/home page, there are three links to monitor: Treasure Hunt, While Supplies Last and What's New.

BJs.com – Within the BJs.com drop down menu, under the More to Discover area, BJs.com provides links for Clearance items and New Arrival products.

Samsclub.com – Within the Samsclub.com Department drop down menu, on the right under More Departments, Samsclub.com provides a link for New items.

Promotions

Costco.com offered a unique promotion from October 17, 2022 through October 20, 2022. Members who spent \$3,000 or more in their shopping cart on a single combined purchase would receive a \$500 Costco digital gift card within a week. The offer was available only in the United States and did not include travel, business delivery, photo center, pharmacy, Costco Next, gift cards or same day merchandise.

Baby

The baby selection on Costco.com included: a case of twenty-four 8-ounce organic kids nutritional chocolate protein shakes from Orgain for \$43.99, two boxes of Amara plant based, organic yogurt melt toddler snacks (four 4-ounce bags of mango carrot and four 4-ounce bags of carrot raspberry) for \$39.99 (see picture on the right) and a WIFI-enabled baby monitor stand and wall mount set with breathing and sleep tracking, night vision and two-way talk from Miku for \$389.99.



Costco.com—Amara Yogurt Melts

Costco Next

In 2019, Costco introduced Costco Next, a joint venture between Costco and LIVECHANNEL. Members can access Costco Next directly at Costconext.com or from Costco.com by typing Costco Next into the web site's search bar. Costco Next provides a selection of unique products that augment the assortment on Costco.com. The products provided through Costco Next are offered at an exclusive discount for Costco members.

Costco receives a commission on products purchased through Costco Next. The supplier handles inventory, shipping and customer service. To access those exclusive discounts, a member must enter their name and membership number and are then transferred to the vendor's web site. Purchases from Costco Next vendors are not included in an executive member's 2% reward calculation.

Costco Next began with two brands in 2019. In June, 2020, Costco Next listed six vendors and by November, 2020 there were 16 suppliers. In April, 2021, Costco Next listed 24 vendors, in February, 2022, Costco Next listed 35 vendors and in October, 2022, Costco Next listed 42 vendors. Some of the newer suppliers observed in October, 2022 included: butter London beauty products, Case Mate mobile phone cases and accessories, Daeng Gi Meo Ri hair and skin care, Inspire Fitness home gym equipment and Nomadic luggage.

Gift Cards and Tickets

The gift card and ticket assortment on Costco.com included: two electronic tickets to the LA Auto Show from November 18 through November 27 for \$29.99, two \$50 gift cards to Fogo De Chao, a Brazilian steakhouse, for \$79.99, a \$100 electronic gift card to Blue Apron for \$79.99, four \$25 electronic gift cards to Smashburger for \$79.99, a one year membership to Instacart+ for \$78.99, two lower level mezzanine electronic tickets to a 2022/2023 Columbus Blue Jacket NHL hockey game for \$124.99 and two electronic tickets to the NASCAR Xfinity series championship race in Phoenix, Arizona on November 5, 2022 with free general parking for \$64.99.

Some of the gift card items on Samsclub.com included: a \$120 gift card package to McCormick & Schmick's for \$93.91, a \$100 electronic gift card to Logan's Roadhouse for \$75.00, four \$25 gift cards to Roman's Macaroni Grill for \$75.00, two \$25 gift cards to the Philly Pretzel Factory for \$37.50 and ten \$5 gift cards to Tubby's Grilled Submarines for \$37.50.

Candy

Some of the unique candy items on Costco.com included: a 60-count pallet of Godiva five-box candy gift towers with chocolate truffles, chocolate domes, chocolate pretzels, chocolate grahams, chocolate hearts and chocolate lions for \$2,499.99, two 32-ounce bottles of Sanders milk chocolate pecan caramel clusters for \$46.99, a case of thirty 0.6-ounce no sugar keto cups (ten dark chocolate fudge brownie and 20 dark chocolate peanut butter) from The No Sugar Company for \$17.19 (plus shipping) and a 400-count bag of Charms mini lollipops for \$10.19 (plus shipping).

Electronics

In electronics, Samsclub.com stocked: a Mayfield full size bluetooth jukebox with color changing LED lights that can play vinyl records, stream music wirelessly or play FM radio from Victrola for \$899.00 (plus shipping), a Tailgater bluetooth outdoor fire pit and speaker with a 100-watt sound system and can synchronize flames to the music from Ukiah for \$449.00 (plus shipping) and a set of five Soundfix 17-inch by 43-inch Italian-made white rectangular acoustic sound absorbing panels for home theatre rooms, game rooms and restaurants from Atlantic for \$594.98 (plus shipping).

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Appliances

In appliances, Costco.com stocked: a set of two Samsung appliances with a 23-cubic foot refrigerator with two French doors and two drawer doors and a whisper quiet top control dishwasher for \$3,999.99, a 24-inch ZLINE 1.2-cubic foot stainless steel microwave drawer that slides out with glass touch controls and a defrosting rack for \$1,099.99, a 154-can 24-inch wide black beverage cooler with three removable shelves and tempered glass from Whirlpool for \$999.99, a General Electric space saving combination washing machine (2.3-cubic foot) and dryer (4.4-cubic foot) with 11 washing cycles and four dryer cycles for \$1,399.99, a 15.7-cubic foot garage ready chest freezer with four sliding bulk storage baskets from General Electric for \$899.99 and a Brava countertop oven that is WIFI-enabled with 7,000+ cooking programs, three heat zones, a temperature sensor, a metal tray, a glass tray, an egg tray, a cast iron pan and an internal camera for \$1,299.99.

The appliance selection on BJs.com included: a NewAir 177-can capacity deluxe beverage cooler for \$899.99 (plus shipping), an Elite Gourmet 23-liter countertop air fryer oven that can reach 450-degrees with a bake rack, air fry basket and rotisserie spit for \$149.99 (plus shipping), an AROMA 1.5-pound digital bread maker with a clear baking window, a nonstick baking pan, a paddle hook, a stirring paddle, a measuring cup and a measuring spoon for \$89.99 (plus shipping) and an Elite Gourmet 12-inch by 12-inch dishwasher safe deep-size electric skillet with a tempered glass lid for \$44.99 (plus shipping).



BJs.com—Bentgo Glass Food Containers

Kitchen

Some of the unique kitchen items on Costco.com included: a nine-piece dishwasher and oven safe (up to 350-degrees) stainless steel cookware set with four detachable handles, a skillet, a stock pot, two sauce pans, a sauté pan and four lids from Cristel Strate for \$899.99, a 12-inch enameled cast iron skillet that is oven safe up to 500-degrees from Staub for \$169.99, a Trellis 40-piece bone china dishwasher and microwave safe dinnerware set from Mikasa for \$119.99 and a two-piece santoku and paring knife set from Wusthof Classic for \$139.99.

The kitchen assortment on BJs.com included: a 25-piece Gotham Steel bakeware set that is oven-safe up to 500-degrees with fry pans, baking pans, lids, pots, fry baskets, a cookie tray and a spatula set for \$199.99, a three-piece Swedish steel knife set with a walnut wood block, an eight-inch chef knife and a 3.5-inch paring knife from Cangshan for \$129.99, a set of five Bentgo 8.7-inch by 6.3-inch glass three-compartment lunch containers oven-safe to 1,100-degrees with lids for \$59.99 (see picture above) and a set of eight 6-inch white cereal bowls from Gibson Home for \$19.99 (plus shipping).

The kitchen assortment on Samsclub.com included: a three-ply clad 16-inch by 13-inch stainless steel roasting pan with a rack, an eight-inch carving knife and a seven-inch serving fork from Viking for \$99.98 (plus shipping), a 44-piece classic kids baking set with utensils, pans, cutters, an apron, frosting bags, frosting tips, measuring cups and measuring spoons from Handstand Kitchen for \$39.98 (plus shipping), a set of three Nordic Ware aluminum round cake pans (a four-inch, a six-inch and an eight-inch) for \$22.98 (plus shipping), a Finex five-quart cast iron hand seasoned Dutch oven and lid for \$248.98 (plus shipping), a two-piece Oklahoma Sooner double walled insulated stainless steel drinkware set with a water bottle and a drinking cup and straw from Simple Modern (see picture on the right) for \$39.98 (plus shipping), a Capresso automatic milk frother for \$49.98 (plus shipping) and a Ritz Chef's Line 15-inch flame-resistant 450-degree oven mitt for \$11.48 (plus shipping).



Samsclub.com—Sooner Drinkware Set

Alcohol

The following Costco.com wine SKUs are for delivery to California members only: a case of three 750-milliliter bottles of Stags' Leap wine (a 2018 petit sirah, a 2019 merlot and a 2019 cabernet sauvignon) for \$139.99, a case of three 750-milliliter bottles of Chalk Hill Estate Vineyards wine (a 2019 chardonnay, a 2018 pinot noir and a 2019 red wine) for \$89.99, a case of three 750-milliliter bottles of Riesling from August Kessler for \$59.99 and a case of three 750-milliliter bottles of Chateau Carbonnieux blanc for \$119.99.

The following Samsclub.com wine SKUs are for delivery to select states. The assortment included: a case of twelve 750-milliliter bottles of Member's Mark private label wine with three bottles each of cabernet sauvignon, zinfandel, pinot noir and malbec for \$92.76 (plus shipping), a case of twelve 750-milliliter bottles of Member's Mark Marlborough sauvignon blanc for \$83.76 (plus shipping) and a case of twelve 750-milliliter bottles of Member's Mark asolo prosecco for \$83.76 (plus shipping).

National Sales Manager

Harvest Group seeks a remote National Sales Manager for Costco. The candidate will have 3-5 years of club experience, a successful track record of selling non consumables at Costco corporate, an understanding of Costco's buying strategies and logistics and is passionate about launching and growing club brands. The candidate should be located within a reasonable distance of Costco's HQ in Issaquah, WA.

Responsibilities include: building an omni-channel relationship, developing a strategic direction, achieving sales and profitability goals for clients, maintain relationships with Costco's corporate buyers while maintaining Harvest Group's goals.

Harvest Group's culture offers an unrivaled flexible work strategy with maternity/paternity leave, comprehensive paid time off, charitable giving match and additional benefits that help balance work and life.

RESPOND to scase@harvestgroup.com with National Account Manager in the subject line and a PDF resume.

Responses confirmed within 48 hours.



Apparel

In apparel, Costco.com stocked: a pair of Kenneth Cole men's lace up shoes with a stitched toe and flexible outsoles for \$44.99, a Frye women's leather biker jacket with an asymmetric zipper closure for \$249.99, a Hilary Radley women's fully lined sequin dress in red or black with a v-neckline for \$39.99, a pair of Calvin Klein women's high rise jeans for \$21.99, an Andrew Marc men's black sports blazer with stretch fabric for \$79.99, a Timberland men's reversible cut-to-fit leather belt for \$18.99, a 32 Degrees women's plush jacket with a stand up collar in pink, tan, blue or black for \$18.99 and a Kirkland Signature private label women's water repellent soft shell jacket in orange, black or grey for \$26.99.

Pet

The pet selection on Costco included: a 10-foot by 10-foot president dog kennel with a privacy screen and a roof from Lucky Dog for \$1,199.99, a case of four 90-count bottles of chicken flavored 8-in-1 multivitamin bites for dogs from Zesty Paws for \$69.99, a 30-pound bag of co-branded Kirkland Signature and Nature's Domain organic chicken and ancient grains dog food for \$79.99, a travel backpack for dogs with a 25-ounce water bottle, two 5-cup food carriers and two 2-cup dog bowls from Mobile Dog Gear

for \$64.99 (see picture on the right), a package of two 32-ounce premium beef dog treats from Doggy Dollars for \$44.99, a case of forty 15-bag rolls of Lucky Dog poop bags that are made with up to 1/3 renewable ingredients and come with a canvas dispenser for \$39.99, a package of two 50-ounce stainless steel non-slip dog bowls with a depth of three inches from MiiR for \$39.99, a 30-pound bag of grain free dry dog food with cage free chicken from Hound and Gatos for \$39.97 and a case of five 100-count dispenser packages of scented pet wipes (three aloe and two citrus) that are pet and human friendly from Silver Paw for \$24.99.

Samsclub.com stocked the following pet items: a package of twelve 12-inch natural bully stick dog treats from Canine Chews for \$57.98 (plus shipping), a 50-inch by 60-inch waterproof pet throw blanket from Doggy Décor for \$18.98 (plus shipping), a three-pound bag of smoked chicken breast dog treats from Snif-Snax for \$21.98 (plus shipping) and a package of two 90-count bags of digestive soft hickory smoked dog chews from VETIQ for \$19.98 (plus shipping).



Sports and Fitness

The unique sports and fitness items on Costco.com included: a pair of ECCO men's Biom H4 water repellent golf shoes in black, gray or white with lace to sole internal reinforcement for \$132.99, a SONDORS cruiser electric bicycle that has speeds up to 28-miles per hour with a color LCD display, a USB port and an integrated LED headlight and taillight for \$2,799.99, a Big Max Dri Lite golf travel bag with two wheels and two shoe pockets for \$169.99, a 24-count package of TaylorMade TP5 golf balls with five layer construction for \$79.97 and a CORE 30-degree hybrid sleeping bag with an extra large tech pocket and an anti-snag zipper for \$57.99.

The sports and fitness assortment on BJs.com included: an XTERRA Fitness ERG700 water rower with a 5.5-inch backlit console for \$1,199.99 (plus shipping), a ProForm carbon H10 elliptical trainer with a ten-inch color touch display for \$1,199.99 (plus shipping), a Zizzo Liberte 20-inch ultra lightweight eight-speed aluminum folding road bicycle for \$449.99 (plus shipping), a 15-count bucket of Franklin NHL extreme color high density street hockey balls for \$39.99 (plus shipping) and a Franklin NHL pro championship hockey goal with heavy gauge steel tubing for \$139.99 (plus shipping).

Frozen, Refrigerated and Fresh Food

Costco.com's perishable selection included: a 19-pound case with 18 cuts of individually frozen black angus steak with two tomahawk steaks, four tender steaks, four porterhouse steaks, four bone-in rib eye steaks and four tenderloin steaks from Rastelli's for \$699.99, a 12-pound case of frozen ground game meat with four pounds of bison, four pounds of elk and four pounds of wagyu beef from Durham Ranch for \$149.99 (see picture on the right), a case of thirty-two 5-ounce individually frozen antibiotic-free turkey craft burgers from Rastelli's for \$99.99 and a ten-pound case of individually frozen six to eight-ounce portions of Alaska black cod (sable fish) from Alaska Glacier Seafoods for \$269.99.



Costco.com—Meat, Cheese Board

Costco.com's perishable assortment also included: four 14-ounce packages of frozen grizzly cubed salmon tartare with a citrus marinade from Authentic Wagyu for \$129.99, a refrigerated fully-arranged charcuterie and cheese board (17-inch by 13-inch) with hand cut cheese and meat from Boarderie for \$209.99 (see picture on the left), a case of sixteen 2.6-ounce packages of mini blueberry muffins (three muffins per pack) from The Worthy Crumb for \$11.19 (plus shipping), a case of eight 4-ounce marble cake slices from Bon Appetit for \$13.99 (plus shipping), a case of six 12-count hatch green chili tamales wrapped in corn husks from Texas Tamale Company for \$79.99 and a case of twelve 6-ounce frozen Maine/North Atlantic lobster macaroni and cheese containers that are microwavable from Alaskan Captain for \$109.99.



Costco.com—Canyon Ranch Game Meat

The perishable assortment on Samsclub.com included: a 14.5-pound box of Member's Mark beef, pork and poultry totaling 48 servings with 4.5-pounds of beef, 1.5-pounds of pork and 8.5-pounds of chicken for \$136.98, a case of twelve 5.3-ounce bison burgers from Grizzly Ridge for \$89.98 and an 18-pound wheel of romano cheese from Cello for \$174.26 (plus shipping).

Sundries

Some of the unique sundry products observed on Costco.com included: a 250-count package of 11.5-ounce compostable fiber bowls from World Centric for \$16.79 (plus shipping), a case of twenty 550-sheet rolls of Scott two-ply bath tissue for \$34.99, a case of twenty-four 240-sheet rolls of 100% recycled two-ply bath tissue from Seventh Generation for \$22.99, a 300-count case of code q drawstring trash bags for 50 to 65 liter trash cans from simplehuman for \$83.99, four 3.38-ounce bottles of Nellie's septic safe lemon scented toilet spray for \$30.99 and a 128-ounce bottle of lemon scented disinfectant cleaner from Boulder Clean for \$23.99.

In sundries, Samsclub.com stocked: a 100-count case of 325-millimeter by 530-millimeter clear full size pan liners that fit a depth of up to four-inches and withstand 400-degree temperature from Pansaver for \$49.98 (plus shipping), a 100-count case of Chinet 10-inch crystal cut clear plastic dinner plates for \$31.98 (plus shipping), a 700-count bucket of Clorox bleach free fresh scent disinfecting wipes for \$35.54 (plus shipping), a case of four 1-gallon bottles of Member's Mark lemon disinfectant cleaner for \$29.28 (plus shipping), a case of thirty-six 95-sheet pop-up boutique boxes of two-ply facial tissue from Kleenex for \$65.74 (plus shipping), a 50-count case of 39-inch by 56-inch 1.55-mil gray trash can liners from Platinum Plus for \$44.28 (plus shipping) and a Rubbermaid commercial blue recycling rollout trash can with a hinged lid for \$138.78 (plus shipping).

Health and Beauty Aids

Some of the unique beauty products on Costco.com included: a 0.68-ounce bottle of Switzerland's La Prairie platinum rare night elixir that improves skin elasticity and texture for \$946.99, a 2.0-ounce bottle of La Prairie skin caviar absolute filler that restores skin density, elasticity and tone for \$479.99 (see picture on the right), a 3.3-ounce bottle of Creed Aventus men's eau de parfum for \$319.99, three 2.11-ounce bottles of leave-in treatment of women's hair regrowth foam with 5% minoxidil from BosleyMD for \$69.99, an 8.4-ounce bottle of regenerating shampoo with prickly pear oil that repairs damaged hair from Christophe Robin for \$29.99, four 64-ounce refill bottles of soap and sense liquid hand soap (one each of gardenia, white sage, coconut hibiscus and English pear) from Home and Body for \$29.99 and a 1,500 to 2,500-watt infrared hair dryer that seals cuticles with a maximum wind velocity of 77 miles per hour from Croc 2K2 for \$119.99.



Costco.com—La Prairie Filler



Samsclub.com—Irish Sea Moss Powder

Some of the unique health and beauty items on BJ's.com included: a package of three 32-ounce bottles of all natural Pure Castile liquid soap that can be used as a body wash, shampoo, shaving cream, laundry detergent or cleaner with a bottle each of rose, lavender and shea butter for \$34.99 (plus shipping), three 26.3-ounce bottles of Daeng Gi Meo Ri Ki Gold hair care with two bottles of shampoo and one bottle of conditioner for \$55.99 (plus shipping), two 4-ounce bottles of pure-intense hair mask from Damanci for \$44.99 and adjustable toilet safety rail handles from Medline for \$24.99 (plus shipping).

The health and beauty aid assortment on Samsclub.com included: a 1.7-ounce bottle of The Concentrate that soothes and protects skin from La Mer for \$429.00 (plus shipping), a 1.69-ounce bottle of Crema Nera supreme skin reviving cream from Giorgio Armani for \$299.98 (plus shipping), a 20-ounce 60-serving container of immune support superfood from Miracle Reds for \$69.99 (plus shipping), a package of two 8-ounce containers of organic Irish sea moss immunity powder from Bare Organics (see picture on the left) for \$39.88 (plus shipping) and a 16-ounce bottle of body ache massage gel from Blue Stop for \$23.88 (plus shipping).

Memorabilia

The sports memorabilia selection on Costco.com included: a Spalding basketball signed by Los Angeles Laker legends including Kareem Abdul-Jabbar, Shaquille O'Neal, Magic Johnson, Kobe Bryant and Jerry West for \$7,999.99, a 16-inch by 20-inch Michael Jordan signed Space Jam framed photo for \$9,999.99, a Derek Jeter signed game-used baseball from the 2014 season for \$1,999.99 and a 16-inch by 20-inch framed picture of NHL Stanley Cup Champion Colorado Avalanche signed by multiple players with a champions patch for \$1,499.99.

Grocery and Snacks

Some of the unique dry grocery and snack items observed on Costco.com included: an 11-pound Italian-made classico panettone from Chiostro Di Saronno for \$119.99, a 5.5-pound tin of praline pecans from Heaton Pecans for \$99.99, a package of two 48-ounce eight-inch New York cheesecakes from Ferrara's Bakery for \$79.99, a three-kit package of American Red Cross ready to go meal kits each with four entrees, two breakfasts and two snacks that only require water



Costco.com—Ready to Go Meal Kits

from Readywise for \$129.99 (see picture on the left), a package of three 27.1-ounce boxes of pineapple cake (each box includes 16 individually wrapped cakes) from Isabelle for \$49.99 and a 70-piece dorm room snack box with 17 different products such as goldfish crackers, Snyder's pretzels, Kellogg's rice krispie treats, Nissin noodle cups, Kellogg's cereal, Slim Jim jerky meat, Pringles chips, Planters peanuts and Welch's fruit snacks for \$39.99.

Costco.com's dry grocery and snack assortment also included: an 8.45-ounce bottle of Italian-made three year barrel-aged balsamic vinegar of Modena from Mazzetti for \$36.99, two 48-ounce bags of organic rainforest blend whole bean coffee from San Francisco Bay for \$42.99, a case of ten 2.25-ounce bags of grass fed beef jerky from Prevail for \$49.99, a case of twenty-four 2.47-ounce peanut



Costco.com—Gluten Free Oatmeal

butter coconut chocolate 18-gram protein bars from G2G for \$49.99, a 1.76-ounce bottle of French or Spanish whole winter black truffles from Pebeyre for \$89.99, a package of three 2.2-pound bags of organic hulled hemp hearts from Yupik for \$56.99, a package of two 8-ounce bottles of Madagascar bourbon pure vanilla extract from Nielsen-Massey for \$54.99, two 12-count cases of 1.81-ounce single serve cups of gluten free oatmeal from Bob's Red Mill for \$32.99 (see picture on the right) and a 48-case pallet of two 2.5-gallon cases of 100% spring water from Arrowhead, Ice Mountain, Ozarka, Deer Park, Poland Spring or Zephyrhills (brands vary by region) for \$549.99.



Samsclub.com—Splenda Creamer

The grocery and snack assortment on Samsclub.com included: a 20-ounce bottle of Mama Francesca imported parmesan for \$6.92 (plus shipping), a 200-count case of 0.6-ounce classic premium blend coffee filter packets from McCullagh Café for \$48.98 (plus shipping), a case of two 50.7-ounce bottles of Nestle Coffee-mate sweetened coffee creamer each with a pump dispenser for \$30.68 (plus shipping), a case of six 32-ounce bottles of Splenda no sugar and no corn syrup French vanilla coffee creamer (see picture on the left) for \$23.94 (plus shipping), a one-gallon bottle of Cattlemen's Carolina tangy gold barbeque sauce for \$17.18 (plus shipping) and a 200-count case of 7-gram packets of Texas Pete hot sauce for \$14.64 (plus shipping).



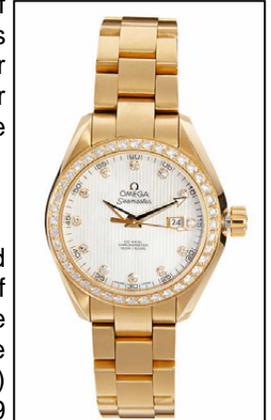
Samsclub.com—Cracker Jack

Other grocery and snack products on Samsclub.com included: a case of four 96-ounce containers of Premium Gold whole flaxseed for \$60.18 (plus shipping), a 64-ounce bottle of Dale's steak seasoning for \$10.98 (plus shipping), a case of twelve 750-milliliter bottles of pure North Atlantic iceberg water from Berg for \$149.93 (plus shipping), four 12.5-pound bags of Handi Pak gourmet popcorn kernels for \$49.64 (plus shipping), a case of thirty 1.25-ounce bags of original caramel coated popcorn and peanuts from Cracker Jack (see picture on the left) for \$8.99 (plus shipping), a case of forty-eight 3-ounce bags of in-shell peanuts from Hampton Farms for \$14.98 (plus shipping), two 56-ounce containers of honey wheat braided twist pretzels from Utz for \$15.96 (plus shipping), a case of

twelve 15-ounce cans of Starbucks triple shot energy extra strength mocha coffee for \$29.00 (plus shipping), a case of six 750-milliliter bottles of Stirrings simple cosmopolitan real juice mix for \$34.98 (plus shipping), a 500-count case of 0.8-gram packets of lemon mix from True Lemon for \$21.67 (plus shipping) and a 52.9-ounce package of chocolate malt beverage mix from Nestle MILO for \$12.98 (plus shipping).

Jewelry

Some of the high-end jewelry items on Costco.com included: a round brilliant 6.55-carat diamond with VS1 clarity, G color in a platinum solitaire setting for \$329,999.99 (one available), a pair of oval cut 6.18-carat blue sapphire and diamond 18-carat white gold earrings for \$17,999.99 (one available), a South Sea cultured 13 mm to 17.2 mm pearl strand necklace with an 18-carat white gold clasp and 29 pearls for \$44,999.99 and a ladies Omega Seamaster water resistant (150m) 18-carat yellow gold automatic watch and bracelet with a 50-hour power reserve for \$25,699.99 (see picture on the right).



Costco.com—Ladies Watch

Hardware and Home Improvement

Some of the unique hardware and home improvement items on Costco.com included: a Bestar Audrea 25-inch white storage unit with three drawers and four adjustable shelves for \$529.99 (see picture on the right), a Kohler Vox 23-inch by 18.125-inch rectangular vessel bathroom sink for \$199.99, a 38-piece flooring installation kit with wedge spacers, a rubber mallet, a heavy duty pull bar, a tape measure, a triangle, knee pads and safety glasses from Vaughan for \$49.99 and an EcoFlow 1.05-gallon capacity gasoline driven smart generator with WIFI, a CO sensor and can be started using a mobile application for \$899.99.

In hardware and home improvement, Samsclub.com stocked: a Worx 20-volt 4.5-inch power share cordless compact circular saw for \$149.98 (plus shipping), a Worx 20-volt power share 8Ah lithium-ion high capacity battery for \$149.98 (plus shipping), a Worx 20-volt power share lithium-ion battery for \$49.98 (plus shipping) and a one-gallon container of G-Floor marine and outdoor adhesive for bonding roll-out flooring and floor tiles to wood substrates for \$89.98 (plus shipping).



Costco.com—Bestar Storage Unit



Samsclub.com—T-REX Clear Packaging Tape

Office Supplies and Equipment

The office supply and equipment selection on Samsclub.com included: a 180-count case of three-inch by five-inch 100-sheet unruled scratch pads from Universal for \$114.98 (plus shipping), a 12-count case of 50-sheet yellow docket ruled perforated legal pads from TOPS for \$53.48 (plus shipping), a 500-count box of 3.5-inch by 8.5-inch Monday to Sunday 150-pound card stock time cards from TOPS for \$31.98 (plus shipping), an 18-count case of 1.88-inch by 35-yard clear packaging tape from T-REX (see picture on the left) for \$65.44 (plus shipping), a 60-count case of Elmer's clear washable all-purpose school glue sticks for \$29.98 (plus shipping), a one-gallon bottle of Elmer's washable school glue for \$17.98 (plus shipping) and a 1,000-count case of custom business cards from T3 Sign Design & Print for \$45.12 (plus shipping).

Automotive

Costco.com listed the following unique automotive items: a Massimo CX50 12-volt portable electric 52-quart cooler with a built-in compressor, a USB port, a cooling range of zero to 68 degrees and can hold 68 cans for \$369.99, a QuickJack portable light duty truck and passenger car lift system that has a 7,000-pound lift capacity and provides 27-inches of lifting height for \$1,899.99, a JuiceBox 40-amp electric vehicle charging station with a 20-foot cable and WIFI for \$599.99 and a package of three 18.2-ounce bottles of Dry Shine foaming glass cleaner for \$26.99.

The automotive selection on Samsclub.com included: a case of twelve 16-inch by 27-inch blue lightweight hand towels from Hometex for \$24.98 (plus shipping), a 128-ounce bottle of Simpson pressure washer multi-purpose cleaner that can be used on cars and trucks for \$13.98 (plus shipping), a Flexzilla 3/8-inch by 100-foot all-weather air hose with MNPT fittings for \$52.38 (plus shipping), a case of four 1-gallon bottles of Armor All original protectant for \$169.98 and a 300-count box of nine-inch by 12-inch center pull white shop towels from Fresh Towel for \$15.98 (plus shipping).

Floral

The floral selection on Costco.com included: a 20-piece sunflower wedding collection with a bridal bouquet, three bridesmaid bouquets, two centerpieces, six pin-on corsages, six boutonnieres, a toss away bouquet and a bag of rose petals from Vistaflor for \$529.99, a 100-count case of 50-centimeter single wrapped red farm fresh roses from Vistaflor for \$189.99, a 105-count case of 75 roses (either red, white, purple, pink, orange or yellow) and 30 white calla lilies from Vistaflor for \$119.99, a case of nine 15-stem mini grower's choice flower arrangements from FlowerNet for \$109.99 (see picture on the right) and a 115-count variety case with 50 roses, 30 alstromerias, 20 ruscus and 15 gerbera daisies (yellow, red, pink, white or orange) from Vistaflor for \$99.99.



Costco.com—Mini Arrangements

The unique floral items on Samsclub.com included: a case of twelve 8.5-inch tall crystal rose vases for \$19.98 (plus shipping), a Steelpix flower stemming machine from Syndicate Sales for \$179.98 (plus shipping), a 200-count case of Member's Mark red roses for \$199.98, an 80-count case of Member's Mark yellow sunflowers for \$79.98, a 150-count case of 42-inch pussy willow stems for \$87.84, a 100-count case 60-centimeter length painted orange spider mums for \$99.98 and a 3,000-count case of red rose petals for \$74.98.



Costco.com—Dowdle 60,000 Piece Puzzle

Toys and Books

The toy and book selection on Costco.com included: an eight-foot tall by 29-foot long 60,000-piece Dowdle puzzle that includes 187 Dowdle paintings for \$599.99 (see picture on the right), an 18-inch American Girl truly me #84 doll and school day to soccer play clothes for \$139.99 and a 240-count case of SlimyGloop slimy sand with 120 containers of scented and 120 containers of glitter for \$69.99.

Some of the unique toy and book products on BJs.com included: Toy Time plastic play exercise equipment with a powder coated steel bench, a foam covered leg press, a foam covered barbell and removable foam weights for \$179.99, a Rolly caterpillar fully functional front load pedal tractor with LED lights, oversized rubberized tread tires and a fully enclosed drive system for \$499.99 and a Toy Time outdoor wooden lawn bowling set with ten 11-inch pins, two bowling balls and a carrying bag for \$119.99.



Samsclub.com—Crayola Model Magic

The toy and book assortment on Samsclub.com included: a case of seventy-five 1-ounce packets of white model magic modeling compound from Crayola (see picture on the left) for \$31.98 (plus shipping), a 500-count case of six-inch by 0.75-inch jumbo size natural wood craft sticks from Chenille Kraft for \$9.98 (plus shipping), a case of six 2-ounce bottles of washable glitter paint (one each of orange, red, yellow, green, purple and blue) from Crayola for \$12.98 (plus shipping), a 200-count case of jumbo classroom crayons (25 each of yellow, orange, purple, black, red, green, brown and purple) from Crayola for \$61.98 (plus shipping), a Millennium 55-inch foosball table from Hathaway for \$899.00 (plus shipping), a Mrs. Pac-Man head-to-head gaming table from Arcade Up for \$699.99 (plus shipping) and an MD Sports 84-inch air powered hockey table with two pucks and two pushers for \$399.98 (plus shipping).

Outdoor and Lawn and Garden

In outdoor and seasonal, Samsclub.com stocked: a three to four person capacity hybrid cedar premium sauna with nine carbon heaters and an LED control panel from HeatWave for \$3,899.00 (plus shipping), a one-foot by 15-foot strip of Capistrano article grass that is 1.75-inches high from Belle Verde for \$38.98 (plus shipping), an Anna apple tree from Simpson Nursery for \$36.38 (plus shipping), a Pawnee pecan tree from Simpson Nursery for \$59.88 (plus shipping), an eight-foot by ten-foot outdoor storage shed with two side windows, eight door windows and four skylights from Lifetime for \$1,599.00.

The outdoor and lawn and garden selection on Costco.com included: a set of four commercial Italian-made Omega chaise lounge chairs in gray, beige, brown or blue from Nardi for \$1,099.99, an eight-piece Aldergrove outdoor sectional set with a cushioned left arm chair, a cushioned right arm chair, three armless sectional chairs, two cushioned ottomans and a 44-inch tile-top wicker coffee table from SunVilla for \$4,299.99, a 55-gallon insulated hot composter with an internal lung that circulates air eliminating odors for \$239.99, a package of two Olea petite non-fruit olive shrubs from Alder & Oak for \$84.99, a Greenworks 80-volt 42-inch cordless electric riding lawn tractor with twelve 4Ah batteries and three rapid chargers for \$4,999.99 (see picture on the right), a 2.5-gallon bottle of sea salt-based weed and grass killer with no harsh chemicals and is bee and pet safe from Earth's Ally for \$31.99 and a 14-foot by 29.5-foot professional greenhouse with upper and lower shelving, a power shutter intake vent, a back wall exhaust fan, a thermostat, a heater, a solar powered night light, ten stainless steel hooks, ten polyamide hooks and five heavy duty seed trays for \$19,999.99.



Costco.com—Greenworks Electric Tractor

Some of the unique outdoor and lawn and garden products on BJs.com included: a six-piece Pit Boss cast iron starter set with a 10-inch skillet, a 12-inch deep skillet, a 10-inch camp oven and lid and heavy duty leather cooking gloves for \$99.99 (plus shipping), a Sun Joe 24-volt cordless electric self-propelled lawn mower with two 4Ah batteries and a dual port charger for \$599.99 (plus shipping), a five-gallon press and pour red gasoline can from Garage Boss for \$18.99 (plus shipping), a 16-ounce bottle of Just Scentsational coyote urine that will scare unwanted pests and animals for \$24.99, a three-pound bag of sphagnum peat moss from Miracle-Gro for \$11.99 (plus shipping), a package of six 4-foot long brick face-style black rubber landscape edging from Rubberific for \$69.99 and a Martha Stewart oscillating powder coated metal sprinkler that covers 3,600 square feet for \$24.99.

CLUB NEWS

Sam's Club

Sam's Expanded Photo and Customization Member Service

Company Press Release – October 3, 2022

Sam's Club announced it expanded its photo printing member service to include: access to professional photographers, enhanced photo printing and customization services. Sam's Club partnered with Amaze Software to enhance the member online experience and Shoott which will provide access to local photographers.

Sam's Club will initially offer Shoott's services in 60 cities. Jenifer Tsay, co-founder and chief executive officer of Shoott, said, "Shoott's mission is to provide an 'affordable luxury' photo service that helps families all over the U.S. get amazing photos. We're so excited about the photo products that Sam's Club offers to help transform Shoott's digital photos into premium photo products that families can cherish forever."

The customization services will include holiday sweaters that members can personalize. Charles Moore II, omni senior merchandising director of photo and customization at Sam's Club, said, "We're looking closely at customization and laying the groundwork to set Sam's Club up as a destination for quality personalized items that you can customize for less. The entire services team works every day to deliver more value to our members inside the club and online with expanded offerings that deliver additional benefits to our members."

OBSERVATIONS

WCF's business is the warehouse club industry. To that end, WCF is constantly accumulating information about the industry via phone conversations, warehouse visits, industry publications and manufacturer meetings. This section is WCF's attempt to disseminate that information to the club industry in an ethical and protective manner.

- According to an October 11, 2022 press release, BJ's completed the move of its headquarters to 350 Center Drive in Marlborough, Massachusetts. There are 1,000-plus BJ's employees who work at its headquarters. Bob Eddy, BJ's president and chief executive officer, said, "Our new club support center will serve as our home base while we continue to expand our enterprise, serve a growing membership of over 6.5 million members and extend our footprint ... We are proud to call Massachusetts home and are excited for our new facility to support our entire organization and future growth for years to come."