

Climate Action Plan



All timelines and commitments described in December 2021 in Costco's 10-Point Climate Action Plan were met or exceeded, or are "on-track" for completion as of December 2022.¹ Our updated Climate Action Plan (detailed below) updates milestones and commitments that were achieved over the past two years.



Introduction

Several ongoing activities will continue, including evaluation of emerging climate-related policy, regulatory and ESG reporting requirements and expectations; analysis of potential partnership and stakeholder engagement opportunities; and improvement of our core capabilities (e.g., technology, data, processes, systems and expertise). Additionally, we will continue to build the capabilities to track compliance and dynamically monitor natural resource consumption and CO₂e emissions at our warehouses, including the use of our Sustainability Technical Assistance Review (STAR) framework. See details on the "Environmental Compliance" page in our [Operations section](#).

1. The viability of our Climate Action Plan depends upon many external factors that may be directly or indirectly beyond our control and include: our suppliers ability to meet our expectations; socio-economic and public health risks; the direct and indirect impacts of global climate change on our operations and global value chain; changes in the international and national policy and regulatory landscape, permitting requirements, the availability of refrigerant equipment and low-GWP refrigerant alternatives, the availability of qualified refrigerant and HVAC service providers, requisite supply of clean energy. As well as supply chain volatility, energy and commodity pricing, regulatory signals, and shifting member preferences and stakeholder attitudes also are material factors that can impact our Climate Action Plan timeline. The data reported is compiled from sources that we believe are reasonable to rely on at the time of publication, may change as new information becomes available, and future reports may change accordingly.

Principles & Guiding Frameworks

We currently incorporate global standards and guidance across measurement, disclosure and reporting and will continue to monitor preliminary, forthcoming and evolving standards and guidance (e.g., SEC's proposed rule on Climate-Related Disclosures, UK disclosure requirements based on TCFD, potential expansion of the EU's Corporate Sustainability Reporting Directive, new disclosure areas within CDP, and more). These will continue to inform our approach to climate action.

Several global standards rooted in science guide our approach to Climate Action including:

- GHG Protocol Accounting & Reporting Standard: Corporate Standard, Scope 3 Standard and Land Sector & Removals Guidance.
- Science-Based Targets Initiative (SBTi) Corporate Net Zero Standard and Forests Land and Agriculture (FLAG) guidance.
- Task Force for Climate-Related Financial Disclosure (TCFD).
- Task Force for Nature-Related Financial Disclosure (TNFD).
- UN Intergovernmental Panel on Climate Change (IPCC) reports, including the recent 6th Assessment Report.
- Outcomes of UN Climate Change Conference of Parties (COP), including COP27.
- 2030 United Nations Sustainable Development Goals (SDGs).
- CDP.

While we have not adopted Science Based Targets, we actively consider SBTi's Corporate Net Zero Standard as a framework for ambitious climate strategy and will continue to utilize SBTi's guidance. Solutions must be operationally viable and fulfill our obligations to our shareholders, employees, members, suppliers and the communities we serve.

2022 Updates

Governance & Reporting UPDATE

We made progress across a number of topics, including governance and reporting and Scope 1, 2, and 3. Highlights include:

Expanded Approach to Governance and Reporting in Alignment with TCFD: We expanded our approach to Governance, Strategy, Risk Management, and Metrics and Targets based on the recommendations of the Task Force on Climate-Related Disclosures (TCFD), which are publicly disclosed in our [Governance & Reporting section](#). Our TCFD report builds on our 2020 adoption of material dimensions of the Sustainability Accounting Standards Board (SASB) standard, found [in the same section](#). Our actions included:

- **Disclosure Review.** We analyzed our publicly available ESG information and reporting in the context of TCFD's recommendations to prepare for new regulatory requirements in the markets we operate.
- **Climate-Related Scenario Planning.** We conducted the company's first TCFD-aligned climate scenario analysis. This process brought together global executives and senior leaders to explore climate-related risks and opportunities and the resilience of our business.
- **Internal Capabilities.** We are enhancing our climate-related risk management function.

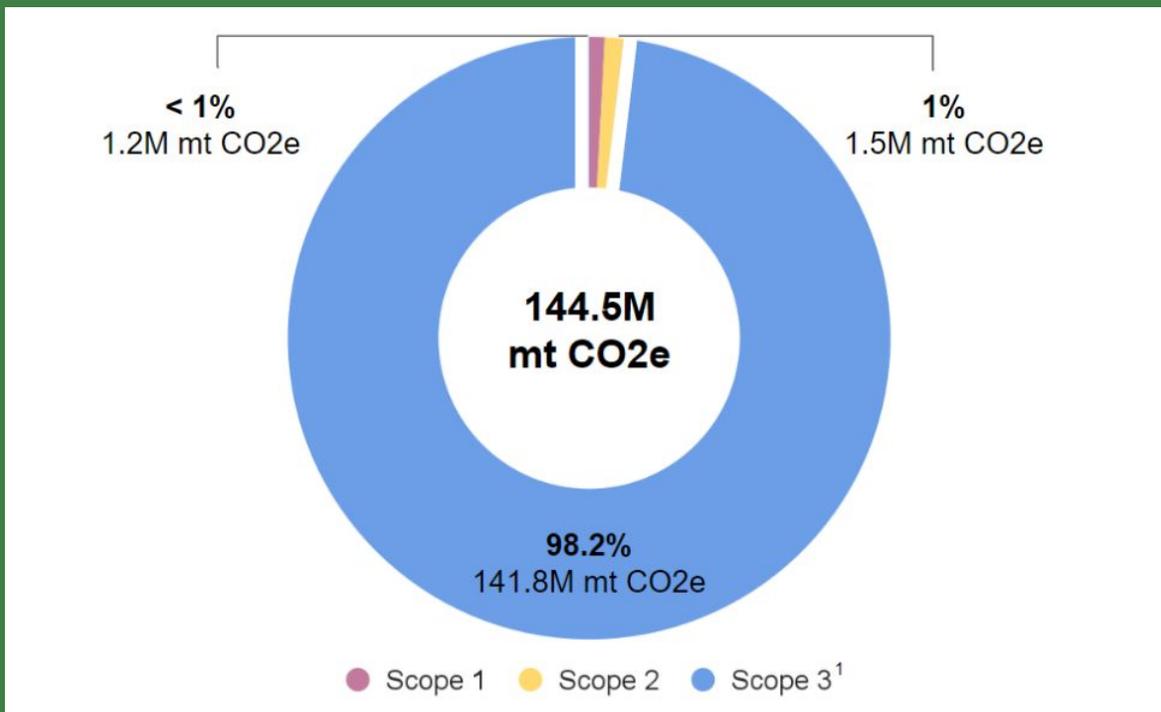
Public Disclosure UPDATE

Expanded Disclosure to CDP to Include CDP Forests: We submitted our annual CDP Climate submission in July 2022. We also submitted our first ever CDP Forest Questionnaire.



Established and Verified Costco's Fiscal Year 2020 Base Year Scope 1, 2, and 3 Emissions Inventory: We use fiscal year 2020 (FY20) as our base year for our carbon dioxide-equivalent (CO₂e) reduction commitments, targets and consideration for future action. We calculated and verified our Scope 1 and Scope 2 base year emissions² in 2021 and estimated and verified our Scope 3 base year emissions in 2022. Our base year inventories were verified by SCS Global.

FY20 Baseline Emissions Inventory (mt CO₂e)



1. Biogenic emissions (emissions that come from natural sources) have been excluded from our Scope 3 inventory per GHG Protocol guidance

2. Effective July 2022, we moved to reporting our emissions on a fiscal year basis to align better with our financial reporting. Our 2020 Scope 1 and Scope 2 emissions were calculated on a calendar year basis, and we do not expect it to differ materially from a fiscal year basis.

We also categorized our Scope 1, 2, and 3 emissions across Operations and Merchandising, as outlined in the below table.

FY20 Baseline Emissions by Business Segment

	Operations¹ <i>(millions of Metric tons of CO2e)</i>	Merchandising² <i>(millions of Metric tons of CO2e)</i>	Total <i>(millions of Metric tons of CO2e)</i>
Scope 1	1.2	N/A	1.2
Scope 2	1.5	N/A	1.5
Scope 3³	1.7	140.1	141.8
Total	4.3	140.1	144.4

1. Emissions included in “Operations” include Scope 1, Scope 2, and Scope 3 Categories 2, 3, 5, 6, and 7.

2. Emissions included in “Merchandising” include Scope 3 Categories 1, 4, 9 and 11.

3. Biogenic emissions (emissions that come from natural sources) have been excluded from our Scope 3 inventory per GHG Protocol guidance.

Progress on Scope 1 and 2 Emissions

Improvement of operational energy efficiency, energy supply, refrigeration, alternative fuel and electrification-related initiatives is central to managing our Scope 1 and 2 CO2e emissions. Our approach to operations-related emissions has limited the increase of CO2e across our portfolio to less than our company sales growth every year since 2017. Our FY21 Scope 1 and 2 CO2e emissions decreased -0.6% from our FY20 base year. Please see “Progress Update: Costco’s Scope 1 and 2 Carbon Emissions” at the end of this document for details.

Scope 3 Emissions

We estimated our Scope 3 CO2e emissions for 11 of 15 GHG Protocol Scope 3 categories in 2022. See below for a summary of which categories we included in our assessment.

Scope 3 Emissions Coverage

Status:	Details:	Scope 3 Categories:
Relevant & Material Categories	Calculated and included in emissions inventory	1: Purchased Goods & Services 2: Capital Goods 3: Fuel and Energy-Related Activities 4: Upstream Transportation & Distribution 5: Waste Generated in Operations ¹ 6: Business Travel 7: Employee Commuting 9: Downstream Transportation & Distribution 11: Use of Sold Products
Relevant & Immaterial Categories	Calculated but did not meet materiality threshold	8: Upstream Leased Assets 13: Downstream Leased Assets
Irrelevant Categories	Not calculated	10: Processing of Sold Products 14: Franchises 15: Investment

Note: Category 12 (End-of-life Treatment of Sold Products) Scope 3 emissions are relevant and material, but we do not yet have data to calculate them.

1. Costco started measuring its baseline for total waste emissions in FY21. Since then, we have estimated our total Scope 3 (GHG Protocol Category 5) waste emissions for all reporting Costco locations for FY20, FY21, and FY22 based upon the total tonnage to landfill and total tonnage diverted. We reported 147,347 mtCO₂e in FY20 and 147,138 mtCO₂e in FY21. In FY22, we are reporting 154,140 mtCO₂e.

Scope 1, 2, and 3 Action Plans UPDATE

Developed Scope 1, 2, and 3 Action Plans: We created Operations and Merchandising Action Plans to address our Scope 1, 2, and 3 emissions. This was achieved by evaluating our baseline data, assessing industry leading practices and global standards, and modeling near-term and long-term CO₂e reduction opportunities within the context of SBTi's Corporate Net Zero Standard. Details on these plans and their accompanying metrics and targets can be found below.

Supplier Engagement UPDATE

Engaged our Suppliers on Climate: We surveyed our top 500 suppliers to understand their CO₂e emissions tracking, metrics and emissions reduction efforts. They represent approximately 70% of annual U.S. sales.

CO₂e Reduction Commitments

In 2022, we increased our absolute Scope 1 and 2 CO₂e reduction target by 19% as shown in the table below. We plan to disclose in December 2023 an absolute Scope 3 CO₂e reduction target.

Costco's CO₂e Reduction Commitments

	Original Commitment	2022 Update
Scope 1 & 2	20% cumulative absolute CO ₂ e reduction by 2030	39% cumulative absolute CO ₂ e reduction by 2030
Scope 3	N/A	To be disclosed in Dec 2023

Scope 1 & 2 Action Plan

Energy Supply

Although the success of implementing our Operations Action Plan depends upon many factors, some of which are beyond our control, our plan focuses on seven key areas to help us reach our Scope 1 and 2 goals: energy supply, energy efficiency, refrigeration, electrification, design and site selection, oversight and employee education.

Our priority is to purchase clean energy and integrate on-site energy systems when operationally feasible; and acquire high-quality, verified renewable energy certificates (REC) after exhausting all other operationally viable reduction pathways.

We have committed to purchase 80% clean electricity by 2030. We will source an increasing percentage of contract purchases from low carbon energy sources through 2030 (and beyond). Additionally, we own and operate more than 100 on-site solar systems, with the intention to expand on-site solar operations where feasible.

Our current purchased energy mix is a combination of:

- **Standard Delivery Renewable Energy**, which will be achieved through meeting compliance with state Renewable Portfolio Standards (RPS) targets and an anticipated decarbonization of the electric grid.
- **Green Tariffs**, which are currently available in 15 regulated states.

Energy Efficiency

- **Power purchase agreements (PPA)**, which will be actively pursued in all deregulated markets as a physically delivered purchase from a greenfield project (to claim potential additionally) integrated into our retail contracts.
- **RECs with (Grid/Null/Financial) Power**, which will be the final tier(s) in the strategy and will cover all MWh that are not or cannot be managed through the previously listed three structures.

We continue to evaluate ways to reduce Scope 1 natural gas usage. Our options include Certified Natural Gas, Methane Performance Certificate, Renewable Natural Gas (RNG) and Blended RNG.

Most energy used in our warehouses is for refrigeration, HVAC, lighting, food preparation and heating water. We continue to build the capabilities to track compliance as well as monitor and manage natural resource consumption at our warehouses, and at the individual warehouse and aggregate levels. Our Sustainability Technical Assistance Review (STAR) framework is another tool that helps reduce warehouse CO₂e emissions. See details on the “Environmental Compliance” page in our [Operations section](#). Our prior successes in reducing energy consumption make further reductions challenging.

As part of our energy efficiency effort, we are implementing a plan to accelerate the replacement of existing incumbent lighting and LEDs in our warehouses to more efficient LEDs with lower wattage.

In addition to evaluating reliability-centered maintenance practices and technology upgrades, we are piloting a strategic Retrocommissioning Building Tune-Up Program across a select number of warehouses. Through energy audits and energy efficiency measures we seek to maintain energy savings and carbon reductions long-term. This program will be supported by a new group of Certified Energy Managers, who will be responsible for establishing and improving each warehouse’s energy use.



Refrigeration

Additional projects that are currently being piloted and / or evaluated include:

- LED upgrades
- Skylight insulation
- Switchgear maintenance
- Heat pump water heaters
- Electric ovens, rotisseries and scrubbers

Fugitive emissions from our refrigeration systems make up around 24% of our FY21 Scope 1 and Scope 2 emissions and represent an area of continued focus. The goal is to reduce the harmful impacts from hydrofluorocarbons (i.e., HFCs) and other gases from the refrigeration systems in our warehouses.

We are committed to accelerating the phase-out of HFCs and increase our investment in refrigeration retrofits to reduce refrigerant emission Global Warming Potential (GWP) by 30% by 2030 as compared to our 2020 baseline. We have:

- Performed 15 refrigeration retrofits in order to move to lower GWP refrigerants.
- Tested new state-of-the-art leak detection systems to identify refrigerant leaks and trigger alerts for faster resolution.
- Collaborated with the North American Sustainable Refrigeration Council (NASRC) to engage on industry-wide challenges.
- Obtained platinum-level certification from the Environmental Protection Agency's GreenChill program for two new warehouses that opened in the fall of 2021, which is the equivalent of avoiding the annual equivalent of 2,888 Mt CO₂e.

We also commit to increasing the number of CO₂-based refrigeration systems in the United States and Canada to 50% of all new U.S. and Canada warehouses through FY30. In addition, we will obtain the GreenChill platinum-level certification for all new CO₂ warehouses opened in 2023 and beyond.

Electrification

We continue to explore opportunities to replace fossil fuels with electricity in our warehouses, depots and manufacturing facilities. This consists of a range of pilot programs and analysis to identify, understand and evaluate the operational and financial implications aligned to our broader global energy strategy. These pilots include but are not limited to:

- **Evaluate electric vehicles**, including piloting electric tractors, yard trucks and electric terminal tractors.
- **Pilot electric equipment within our warehouses**, including testing an electric bakery oven at one of our warehouses.
- **Conduct electric vehicle charging tests at multiple warehouse locations**, to evaluate the feasibility of installing electric vehicle charging stations for our members.

We are committed to converting all of our depot yard trucks from diesel models to alternative fuel models (including electric variants) by 2035. This is dependent upon the technology meeting our business and operational requirements.

See the “Transportation & Logistics” page in our [Operations section](#) of our Sustainability Commitment for additional details on electric vehicle pilot programs and electric vehicle charging stations.



Design & Site Selection

We understand the importance of the built environment and the locations we choose to build our warehouses, depots and manufacturing facilities on our carbon footprint and the natural environment. Over the past year, we have evaluated and tested:

- Increasing the amount of recycled materials used in constructing our full metal buildings, including the use of prefabricated structural steel systems and recycled asphalt in all new parking lots.
- Optimizing the use of the green spaces at our warehouses in line with our broader sustainability commitments, including planting trees, increasing planting density and drought-tolerant species, and native and ornamental vegetation.

We are also evaluating new technologies, such as low-carbon steel and low-carbon cement, to identify opportunities to test in new or renovated buildings. See the “Construction, Landscaping & Preservation” page in our [Operations section](#) for additional details.

Oversight

We established a new cross-functional, executive-level governance structure for energy-related projects, which meet regularly to evaluate opportunities. We are also implementing an enterprise sustainability data management system for improved tracking, reporting and decision-making.

Employee Education

We began investing in employee education and career development in 2022 on the topics of energy efficiency, energy management, and data analytics. For example, in Q1 of 2023, we will train up to 50 employees to become Certified Energy Managers (CEMs), who will support implementation of energy-related initiatives that will help us meet our Scope 1 and 2 carbon reduction goals in partnership with the Executive Global Energy Task Force and the Energy Department.

Operations | Metrics & Targets

Metric	Original Targets	2022 Status	Targets	Milestone
Purchased Clean Energy (purchased electricity) ¹	15.8% by 2021	16% clean energy in FY21 ²		
	30% by 2025		45% clean energy	Dec 2025
	60% by 2030		80% clean energy	Dec 2030
	100% by 2035		100% clean energy	Dec 2035
Refrigeration Global Warming Potential (GWP)	N/A	15 refrigeration retrofits completed	Reduce refrigerant emission GWP by 30%	Dec 2030
CO2 Refrigeration Systems	N/A	58 full or partial CO2 systems worldwide	50% of new US & CN warehouses to be CO2-based systems	Dec 2030
EPA GreenChill Certification	N/A	2 warehouses EPA GreenChill Platinum-Certified	100% new CO2 warehouses will be EPA GreenChill Platinum-Certified	Ongoing
Alternative Fuel Vehicles	N/A	0% alternative fuel yard trucks	100% alternative fuel yard trucks	Dec 2035

1. "Clean energy" as defined by the U.S. Department of Energy (DOE). Source: <https://www.energy.gov/clean-energy>.

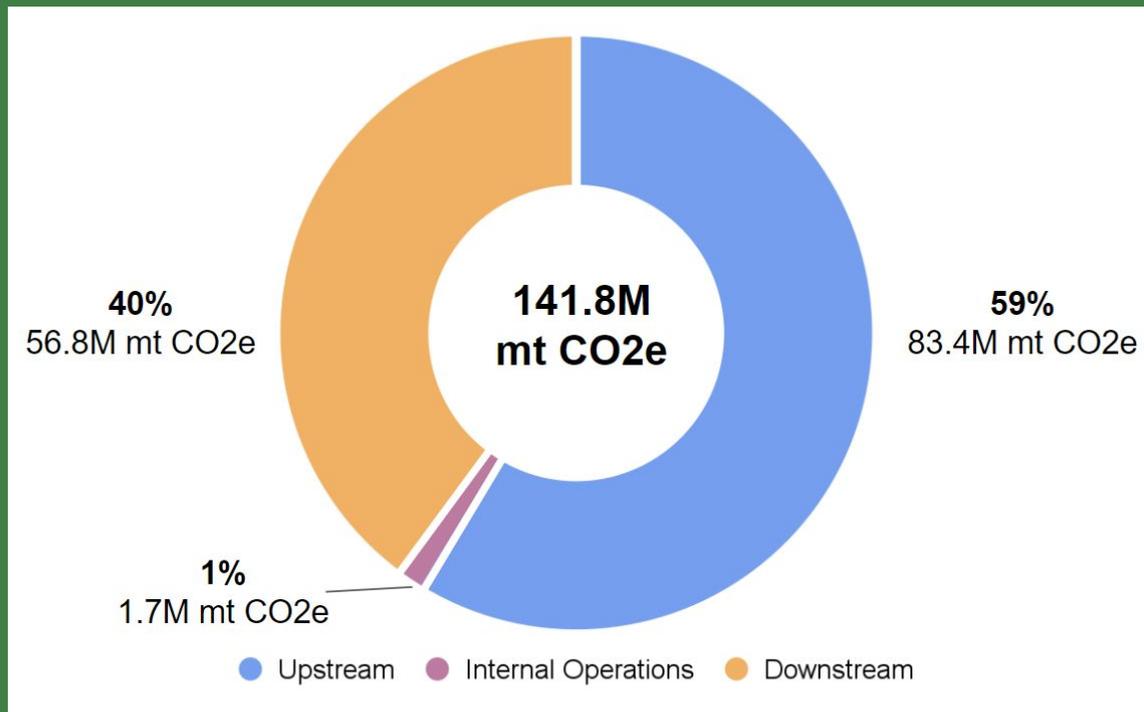
2. FY22 is currently being calculated

Scope 3 Action Plan

We use a holistic approach to sustainability that addresses more than climate factors within the merchandising portion of our business. Although climate is an important factor, we ask six comprehensive questions throughout our supply chains related to traceability, human rights, animal welfare, environment and land stewardship, climate and packaging. Please see our [Merchandising section](#) to learn more about these six questions.

We estimate that our FY20 Scope 3 emissions are approximately 141 million metric tons, representing around 98% of our global CO2e footprint (excluding biogenic carbon emissions). The figure is broken down in the following graphic.

FY20 Baseline Scope 3 Emissions (mt Co2e)



Because the majority of our carbon footprint lies within our supply chain — Category 1 (Purchased Goods and Services) and Category 11 (Use of Sold Product) represent 96% of our Scope 3 emissions — we are committed to working with our suppliers, other stakeholders in the supply chain, and others to reduce the supply chains' overall carbon footprint.

Our action plan consists of five key components: traceability, supplier engagement, sourcing strategy, partnerships and pilots, and future opportunities.

Traceability

We understand the need for Costco to source its items responsibly. To do so, we must understand where our items come from and the entities in the supply chain, back to the farm or source. We plan to:

- Map our priority commodity supply chains to understand areas of risk, including biodiversity impacts.
- Conduct materiality and risk assessments for our business to prioritize our resource allocation.



Supplier Engagement

- Build out technology infrastructure to support traceability efforts.

In 2022, we completed a survey of our top 500 U.S. suppliers to understand their actions to measure, report, set targets for, and reduce their emissions. Our analysis found that around 64% of our suppliers have not started taking measures towards measuring and disclosing emissions, around 19% have started collecting and disclosing their emissions, and the remaining suppliers are further along with setting targets for their emissions. Of our top 500 U.S. suppliers, around 16% state they are committed to SBTi's framework and an additional 4% state they are aligned with SBTi.

Ongoing supplier engagement efforts include:

- Support suppliers to advance along their sustainability maturity curves with respect to measuring, disclosing, and target-setting for their Scope 1, 2, and 3 emissions.
- Engage suppliers to purchase more clean energy and encourage them to set clean energy purchasing goals.
- Develop supplier scorecards and item scorecards to benchmark, celebrate successes, and encourage accountability.
- Engage suppliers to reduce packaging impacts and improve circularity.

Sourcing Strategy

We aim to be thoughtful about how and what we source to ensure we are doing the right thing for our members, our employees, our suppliers, the environment, and the workers and communities in our supply chains. Three areas of focus on our sourcing strategy will include:

- Use CO2e emissions footprint as an input into selection of certain items (e.g., Energy STAR-certified items for Category 11).
- Continue our commitment to eliminate deforestation in key commodities in our Kirkland Signature supply chains: palm oil, wood/pulp/paper, soy, cocoa and beef.
- Continue to update our progress on our Sustainability Commitment Updates and also publicly report using CDP Forest.



Partnerships, Pilots and Innovation Efforts

Other cross-value chain partnership ideas and concepts include:

- Pilot new technologies or programs for regenerative agriculture to promote and scale more sustainable agriculture practices.
- Partner with suppliers, farmers, NGOs and consortiums on at-source initiatives (e.g., regenerative agriculture programs for corn and soy).

Future Opportunities & Considerations

We will continue to research and investigate other opportunities to impact our Scope 3 footprint. This will include:

- Account for the impact of new Science Based Target Initiative Forest, Land and Agriculture (“FLAG”) target-setting guidance and GHG Protocol Land Sector and Removals guidance (expected to be released in Q2 2023).
- Assess our global water footprint across our supply chain and explore ways to optimize and reduce our water use throughout our operations and supply chain.
- Identify one of our priority commodity supply chains to begin to pilot the TNFD in FY23 and report on progress in December 2024.

Merchandising | Metrics & Targets

Metric	Target	Milestone
Support suppliers to advance along their sustainability maturity curves	40% of top 500 report on S1 & S2 to CDP	Dec 2025
	25% of top 500 report on S3 to CDP	Dec 2025
Engage suppliers to formal clean energy commitments	50% of top 500 make clean energy commitments	Dec 2030
	25% of top 500 have on-site renewable energy generation	Dec 2030
Map our supply chains	100% of Kirkland Signature priority commodity supply chains mapped	Dec 2030
Energy efficient products	50% or more of Non-Foods items (where applicable) are energy-star certified	Dec 2030
Commit to responsible sourcing in high deforestation risk commodities	100% of Kirkland Signature Paper & Tissue products are forest certified (FSC, PEFC, SFI, with a preference for FSC)	Dec 2025
	No Kirkland Signature Beef sourced from Colombia, Paraguay, Argentina or Brazil	Dec 2025
	100% of Kirkland Signature Cocoa items sourced from a sustainable program	Dec 2025
	100% of Kirkland Signature Palm-Based products are RSPO certified	Dec 2025
	100% of Kirkland Signature Soy-Based products sourced from low deforestation risk countries or certified	Dec 2025

Progress Update: Costco's Scope 1 & 2 Emissions¹

Total in covered regions	Reported Data			% YoY Increase			Carbon Intensity	
	Sales ² (\$MM)	tCO2e (tons)	Square footage of operations ³	Sales	tCO2e	Square footage	tCO2e per \$M of sales	tCO2e per thousand sq ft
2016 ⁴	\$109,207	2,250,906	114.5	2.1%	13.4%	4.9%	20.6	19.7
2017 ⁵	\$131,653	2,358,629 ⁶	119.5	12.3% ⁷	4.8% ⁸	4.4%	17.9	19.7
2018 ⁹	\$142,645 ¹⁰	2,508,419	123.1	8.3%	6.4% ¹¹	3.1%	17.6	20.4
2019 ¹²	\$152,794	2,572,206 ¹³	126.3	7.1%	2.5%	2.6%	16.8	20.4
2020	\$170,683	2,633,033	145.9	11.7%	3.5%	15.5%	15.6	18.3
FY21 ¹⁴	\$192,052	2,647,132 ¹⁵	152.1	12.5% ¹⁶	-0.6%	4.3%	13.8	17.4

1 We report our Scope 1 and Scope 2 emissions in alignment with the GHG Protocol Corporate Accounting & Reporting Standard: Scope 1 Direct Emissions include all natural gas and propane provided to owned or controlled facilities used for heating or food processing and manufacturing. Included in direct emissions are diesel used by Costco's truck fleets, refrigerated trailers and yard haulers; propane to power mobile floor scrubbers; jet fuel for corporate jets and fugitive emissions from HFC refrigerants from refrigeration and air conditioning equipment. Scope 2 Indirect Emissions are for purchased electricity and comprise the largest percentage of our total Scope 1 and 2 CO2e emissions.

2 Sales are net sales as defined in our 10K and do not include membership income. Although Costco's financial reporting is done on a fiscal year basis, for purposes of CDP reporting, sales have not been converted to calendar year for 2016-2020. We revert back to fiscal year accounting in 2021 in accordance with how we changed our reporting time frame for the 2021 CDP report.

3 Our square-footage number includes all warehouses, distribution centers and logistics facilities, and manufacturing facilities.

4 Includes the following regions: U.S., Puerto Rico, Canada, Australia, Mexico, Spain and the UK. These tCO2e numbers have been restated for 2016 to include all refrigerants resulting in an additional 127,481.8 tCO2e. IPCC reporting guidelines offer a choice to include or exclude HCFC. Costco has revised internal policies to include refrigerants as a more appropriate method of calculating emissions.

5 Includes the following regions: U.S., Puerto Rico, Canada, Australia, UK, Mexico, Spain, Japan, South Korea, France, Iceland and Taiwan. Costco has refined reporting to include all facilities in all regions and all reportable sources.

6 Restated to align with CDP reported numbers for the 2017 reporting year.

7 In 2017, we included all operations worldwide in our calculations. Therefore, the corresponding calculation of year-over-year sales uses 2016 worldwide sales of \$117,223,539.

8 Updated to 4.8% due to error in previous calculation.

9 Includes all regions worldwide where we do business, including Scope 1 and 2 for China, which opened for business within the reporting year. Includes Scope 1 and 2 emissions for all manufacturing facilities for the duration they were open in the reporting year, including the Lincoln Premium Poultry plant in Nebraska, U.S.

10 Restated sales numbers for 2018.

11 Updated to 6.4% due to error in previous calculation.

12 Included all regions worldwide where we do business and all manufacturing facilities for the duration they were open in the reporting. This does not include all Costco Logistics facilities and does not include market offsets.

13 Emissions for 2019 are restated which changes the % increase of CO2e.

14 Effective July 2022, we moved to reporting our emissions on a fiscal year basis to align better with our financial reporting. These numbers represent our emissions estimate from August 30th, 2020 to August 29th, 2021.

15 These numbers were verified by SCS Global in July 2022. Please note that this calculation uses the Location-based methodology to calculate Scope 2 emissions. As reported in our latest CDP Climate Report, our Market-based Scope 2 emissions number is 1,418,244 tCO2e which is 10,507 tCO2e less than the Location-based number.

16 The calculation of year-over-year sales changes and emissions changes uses Calendar Year 2020 compared to Fiscal Year 2021.