

March 9, 2023

BJ's Wholesale Club Investor Day



Forward-Looking Statements:

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements contained in this presentation that do not relate to matters of historical fact should be considered forward looking statements, including, without limitation, statements regarding our strategic priorities; our anticipated fiscal 2023 outlook; our anticipated long-term financial outlook, and our future progress, as well as statements that include the words "expect," "intend," "plan," "believe," "project," "forecast," "estimate," "may," "should," "anticipate" and similar statements of a future or forward-looking nature. These forward-looking statements are based on management's current expectations. These statements are neither promises nor guarantees, but involve known and unknown risks, uncertainties and other important factors that may cause actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements, including, but not limited to: uncertainties in the financial markets, consumer and small business spending patterns and debt levels; our dependence on having a large and loyal membership; domestic and international economic conditions, including continued high inflation rates or further increases in inflation rates or interest rates, supply chain disruptions, construction delays; our ability to procure the merchandise we sell at the best possible prices; the effects of competition and regulation; our dependence on vendors to supply us with quality merchandise at the right time and at the right price; breaches of security or privacy of member or business information; conditions affecting the acquisition, development, ownership or use of real estate; our capital spending; actions of vendors; our ability to attract and retain a qualified management team and other team members; costs associated with employees (generally including health care costs), energy and certain commodities, geopolitical conditions (including tariffs); the risks and uncertainties related to the ongoing impact of the COVID-19 pandemic, or the impact of any future pandemic, epidemic or outbreak of any other highly infectious disease, the effectiveness of such measures, as well as the effect of any relaxation or revocation of current restrictions, and the direct and indirect impact of such measures; changes in our product mix or in our revenues from gasoline sales; our failure to successfully maintain a relevant omnichannel experience for our members; risks related to our growth strategy to open new clubs; risks related to our e-commerce business; our ability to realize the anticipated benefits of the Burris acquisition; and other important factors discussed under the caption "Risk Factors" in our Form 10-K filed with the U.S. Securities and Exchange Commission ("SEC") on March 17, 2022 and in subsequent Form 10-Q's filed with the SEC, which are accessible on the SEC's website at www.sec.gov. These and other important factors could cause actual results to differ materially from those indicated by the forward-looking statements made in this presentation. Any such forward-looking statements represent management's estimates as of the date of this presentation. While we may elect to update such forward-looking statements at some point in the future, unless required by law, we disclaim any obligation to do so, even if subsequent events cause our views to change. Thus, one should not assume that our silence over time means that actual events are bearing out as expressed or implied in such forward-looking statements. These forward-looking statements should not be relied upon as representing our views as of any date subsequent to the date of this presentation.

Industry Information:

Market data and industry information used throughout this presentation are based on management's knowledge of the industry and the good faith estimates of management. We also relied, to the extent available, upon management's review of independent industry surveys and publications and other publicly available information prepared by a number of third party sources. Although we believe that these sources are reliable, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. All of the market data and industry information used in this presentation involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. While we believe the estimated market position, market opportunity and market size information included in this presentation are generally reliable, such information, which is derived in part from management's estimates and beliefs, is inherently uncertain and imprecise. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are necessarily subject to a high degree of uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in our estimates and beliefs and in the estimates prepared by independent parties.

Non-GAAP Financial Measures:

We present adjusted EBITDA, adjusted EPS, free cash flow, and Net Debt to LTM adjusted EBITDA to help us describe our operating performance. Our presentation of these measures is intended as a supplemental measure of our performance that is not required by, or presented in accordance with, U.S. generally accepted accounting principles ("GAAP"). Adjusted EBITDA, free cash flow, and adjusted EBITDA margin should not be considered as an alternative to operating income (loss), net income (loss), earnings per share or any other performance measures derived in accordance with U.S. GAAP as measures of operating performance or operating cash flows or as measures of liquidity. Our presentation of adjusted EBITDA, free cash flow, and adjusted EBITDA margin should not be construed to imply that our future results will be unaffected by these items. A reconciliation of these non-GAAP financial measures to the most comparable GAAP financial measures are included in the Appendix to this presentation.

Today's agenda

Time	Content
8:30am	Management presentations
10:15am	Break (15 minutes)
10:30am	Q&A





Bob Eddy

President & Chief Executive Officer



We reported record Q4 results...

\$4.8B

Net sales +13%
vs. Q4 FY21

+8.7%

Comparable club
sales growth¹

\$101.8M

MFI²
+8% vs. Q4 FY21

90%

Tenured
renewal rate

\$271.3M

Adjusted EBITDA³
+19% vs. Q4 FY21

\$1.00

Adjusted EPS³
+25% vs. Q4 FY21

¹ Excluding the impact of gasoline sales

² Membership fee income

³ Refer to Appendix section

... completing a milestone FY22

\$18.9B

Net sales
+16% vs. FY21

+6.5%

Comparable club
sales growth¹

\$396.7M

MFI
+10% vs. FY21

\$1.0B

Adjusted EBITDA²
+18% vs. FY21

\$3.92

Adjusted EPS²
+21% vs. FY21

**Surpassed
\$1B for the first
time ever!**

¹ Excluding the impact of gasoline sales

² Refer to Appendix section

We have delivered significant growth since 2018

FY22 vs. FY18

+49%

Net sales

+40%

MFI

90%

Tenured
renewal rate

+79%

Adjusted EBITDA¹

+195%

Adjusted EPS¹

\$2B+

Cumulative
free cash flow¹

0.8x

Net debt to adjusted
EBITDA¹

\$495M

Cumulative share
repurchases

+236%

Total stock return
since IPO²

¹ Refer to Appendix section
² As of March 3, 2023

Our long-term financial targets reflect continued momentum

**Comparable
club sales¹**

LSD% – MSD%
growth

Total revenues

MSD%
growth

EPS

HSD% – LDD%
growth



¹ Excluding the impact of gasoline sales

The warehouse club model offers significant structural advantages

Operate efficiently

- Limited SKUs support pallet presentation, driving scale and inventory turns
- Requires less labor in club
- Efficient distribution
- Lower per square foot build-out costs

Constantly reinvest into value

- ~25% better prices than grocery¹
- ~10x return on annual membership fee
- Compelling promotions and awards
- Fuel and services (tires, optical, etc.)

Earn member loyalty, stability and data

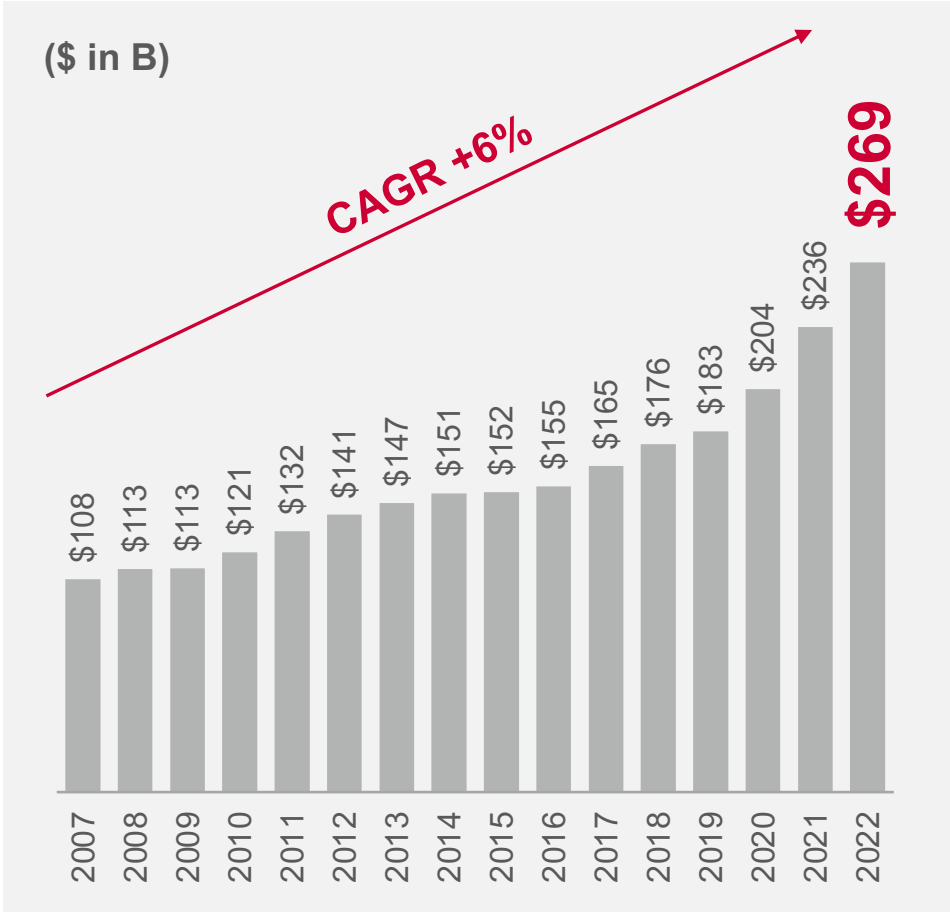
- 90% tenured renewal rate
- Membership fee drives spend consolidation and strong annuity
- Provides comprehensive data on members



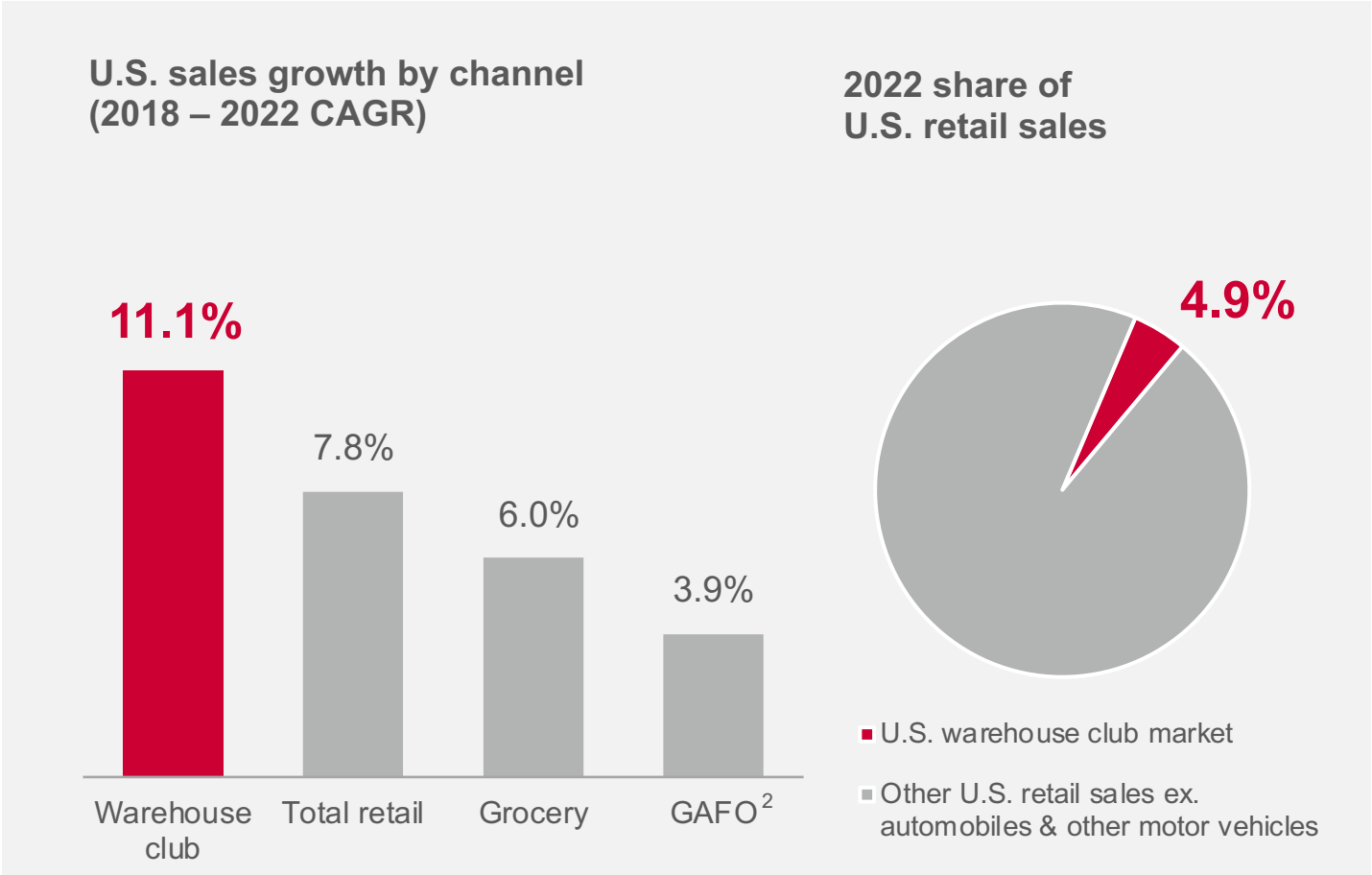
¹ 25% savings based on a representative basket of manufacturer-branded groceries compared to traditional supermarket competitors. For additional information, refer to our Form 10-K filed with the SEC on March 17, 2022

The warehouse club channel is growing and taking share

U.S. warehouse club market size¹



Accelerated share gains in recent years with opportunity for future growth¹

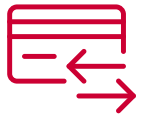


¹ Source: HHC Publishing – 2022 Warehouse Club Focus; U.S. Census Bureau data (seasonally adjusted)

² GAFO represents stores that specialize in merchandise including furniture & home furnishings, electronics & appliances, computers, clothing & accessories, sporting goods, hobby, book, music, general merchandise, and office supplies

We are a stronger company today, built on our strategic priorities

Strategic Priorities



**Improve
member loyalty**



**Unbeatable
member experience**



**Deliver value
conveniently**



**Grow
our footprint**

Foundational Drivers

World-class team

Operational excellence

Cost and capital discipline



Membership has never been stronger



6.8M

Members

+27% vs. FY18

90%

Tenured renewal rate

+3pp vs. FY18

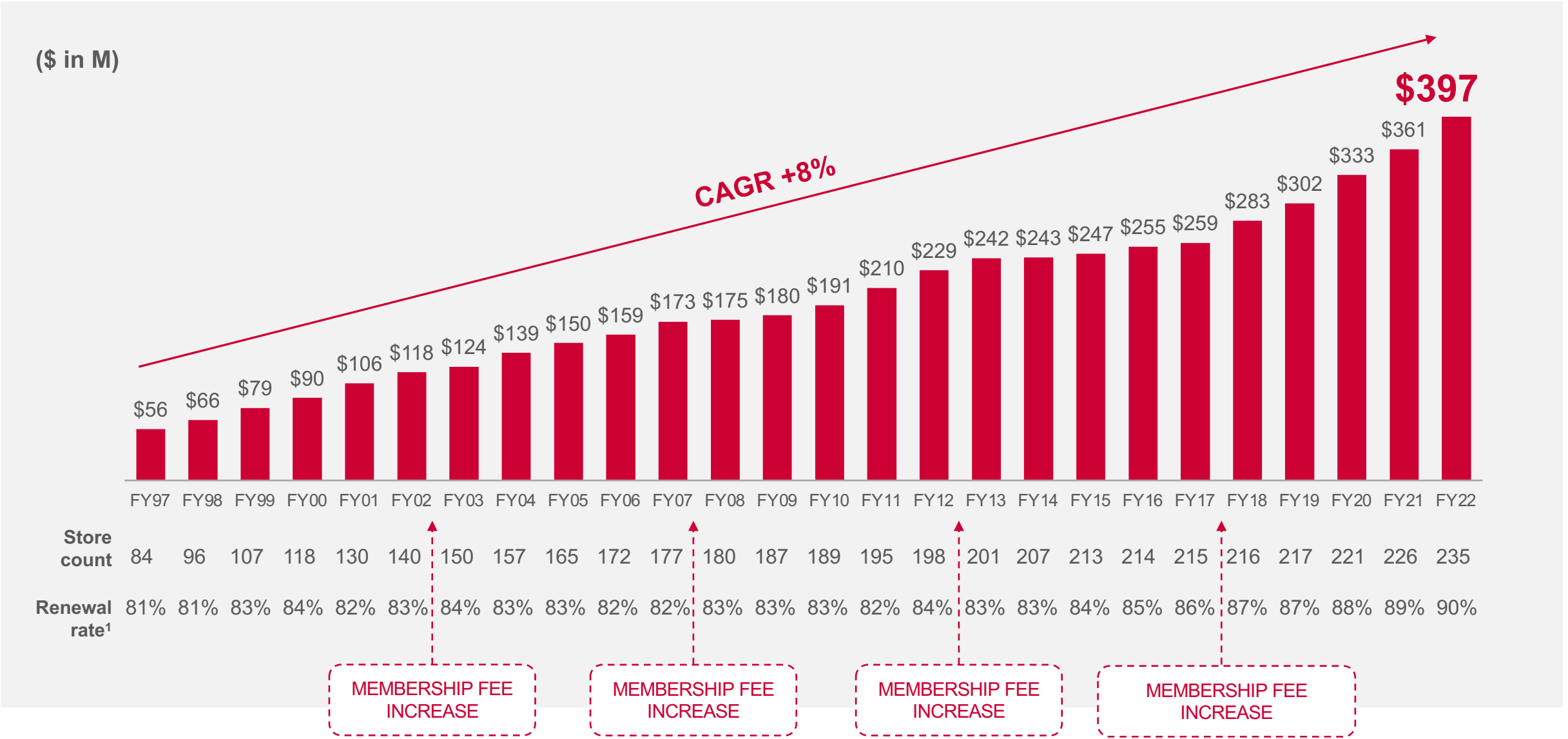
38%

Higher-tier penetration¹

+13pp vs. FY18

¹ Members with BJ's Club Plus, BJ's One, or BJ's One Plus membership

MFI has grown every year for 25 years



¹ Represents tenured renewal rate

Our new co-brand credit card will drive increased value to members, who will reward us with more lifetime value



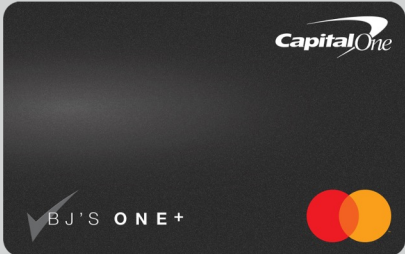
BJ's Perks Plus™ Mastercard®



BJ's One™ Mastercard®



BJ's Perks Elite™ Mastercard®



BJ's One+™ Mastercard®

Why we're excited

- > Best-in-class card program to drive top-of-wallet status
- > Better value prop enhances all higher-tier membership

Our 1.5M credit card members
are our most loyal members

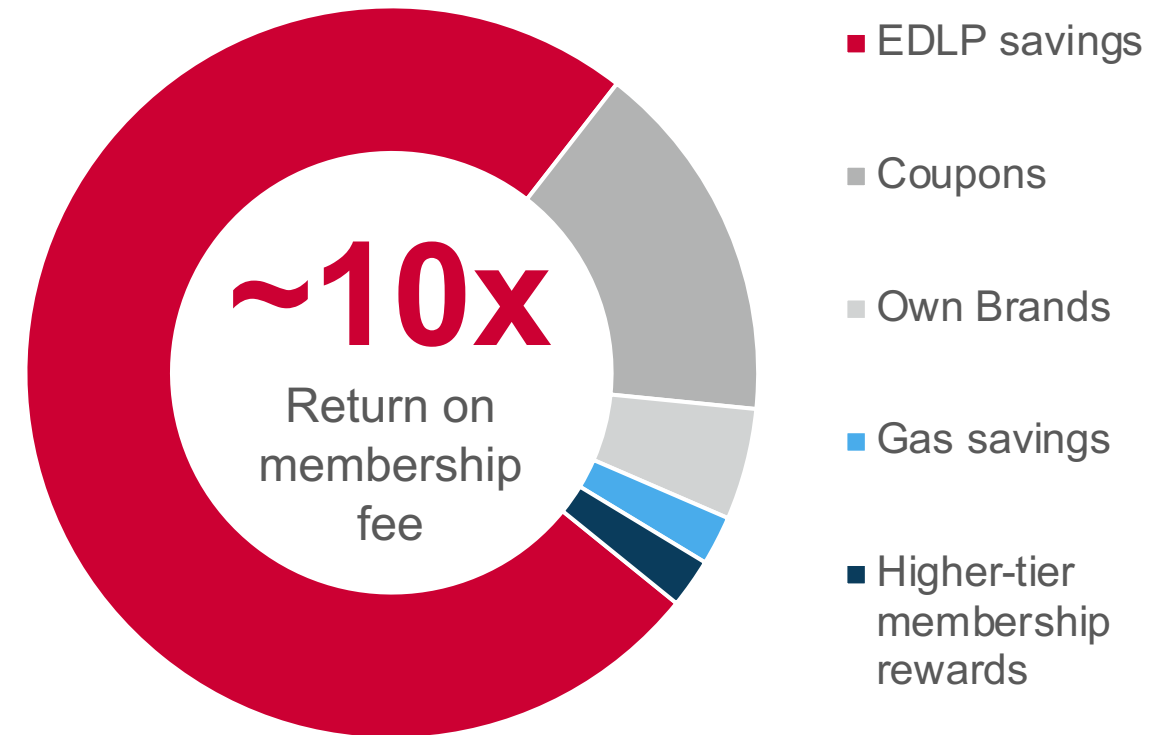
~2x LTV
vs. non-co-brand members

We strive to deliver a great member experience grounded in value

How members save at BJ's

- > Lower prices
- > Fresh food and deli assortment can fulfill weekly grocery shopping needs
- > Quality Own Brand products
- > Digital app allows for convenient shopping and coupon usage
- > Low-priced fuel and services
- > Attractive credit card rewards

Illustrative member savings¹



¹ Estimate of average annual member savings. Assumes Every Day Low Price ("EDLP") savings versus traditional grocery

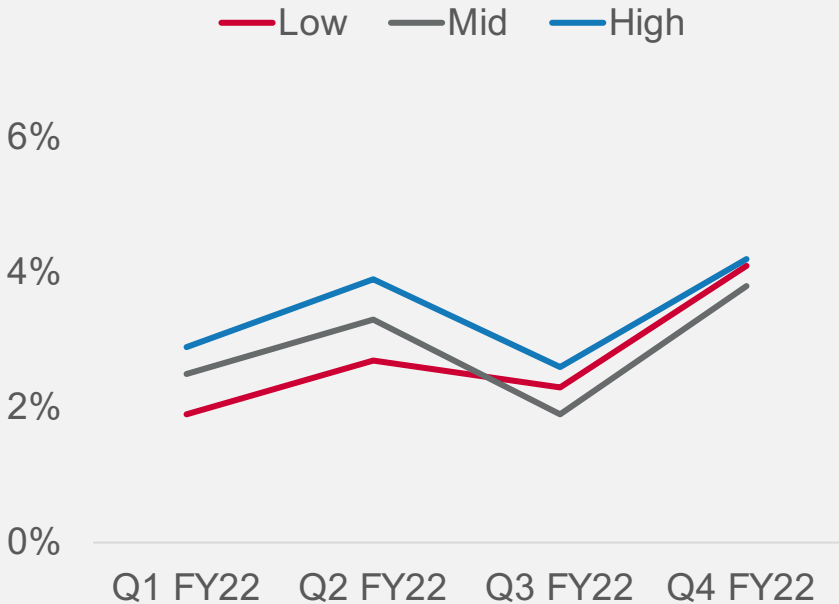
Our focus on value has led to greater spend and trips across our member base...



+130bps
 YoY improvement in
pricing position
 against competitors
 in FY22

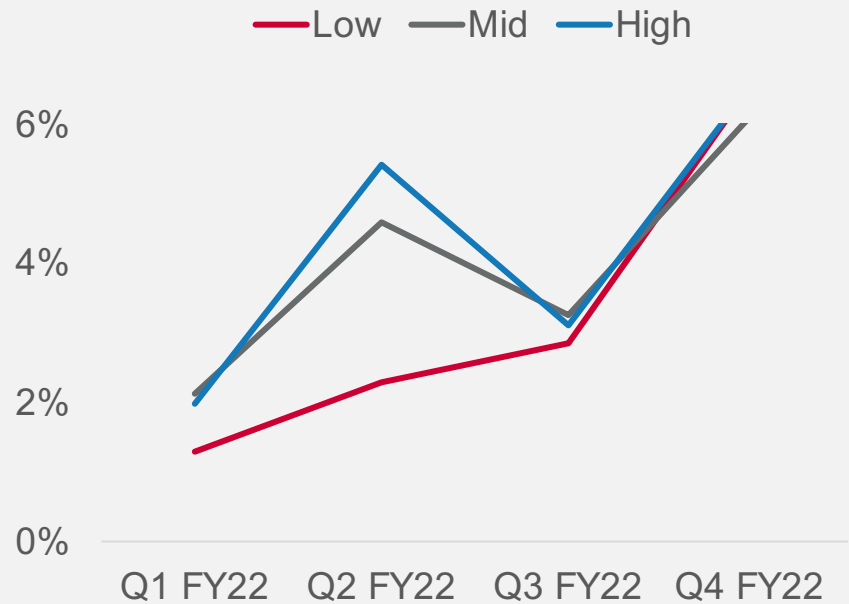
Trips per member by income cohort ¹

(YoY change)



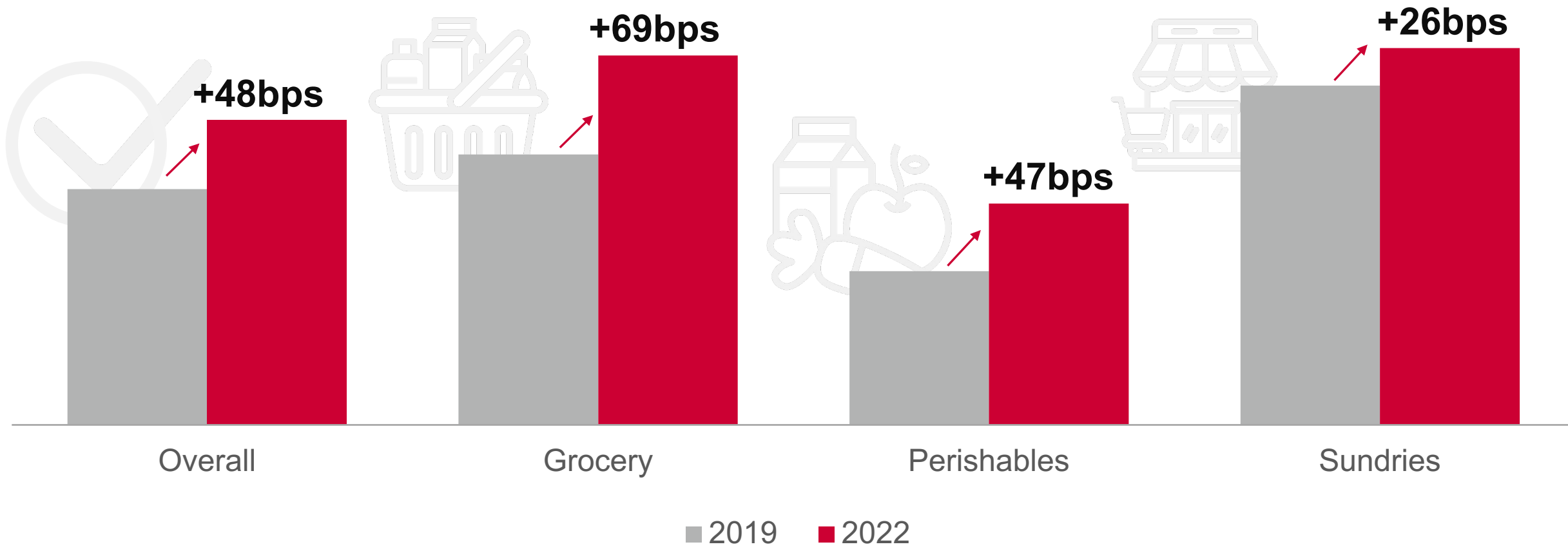
Spend per member by income cohort ¹

(YoY change)



¹ Trips and spend per member analysis based on members who have shopped in each respective period; Income levels based on BJ's assumptions

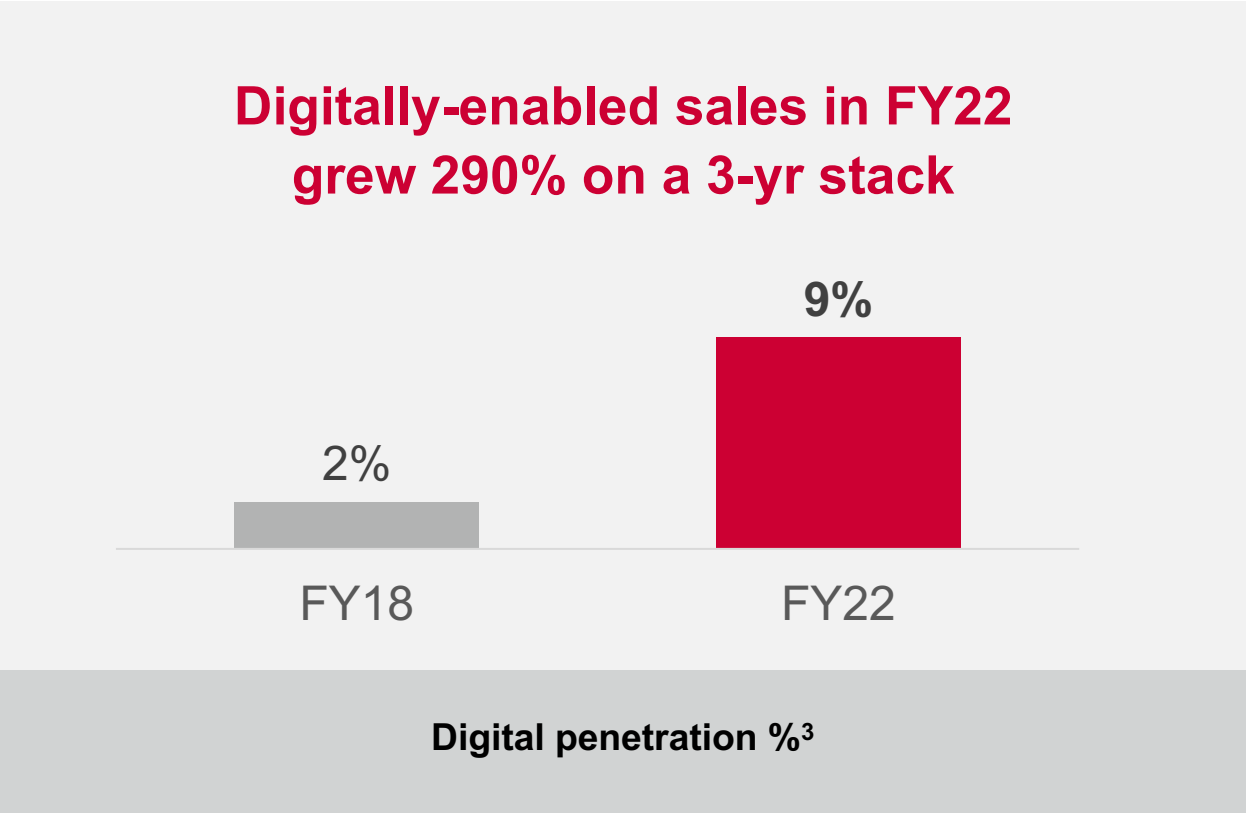
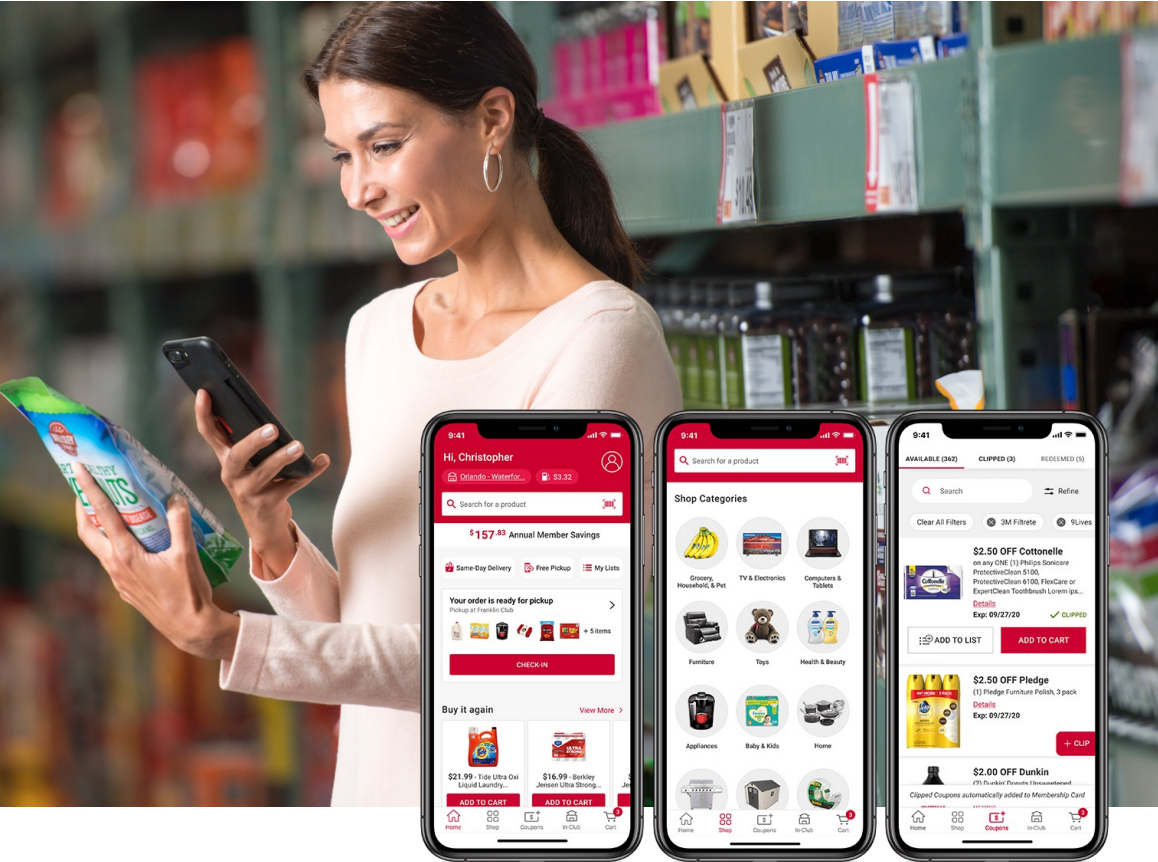
...leading to market share gains over the past several years



Source: BJ's custom database; Market share excludes General Merchandise due to variances in comparability

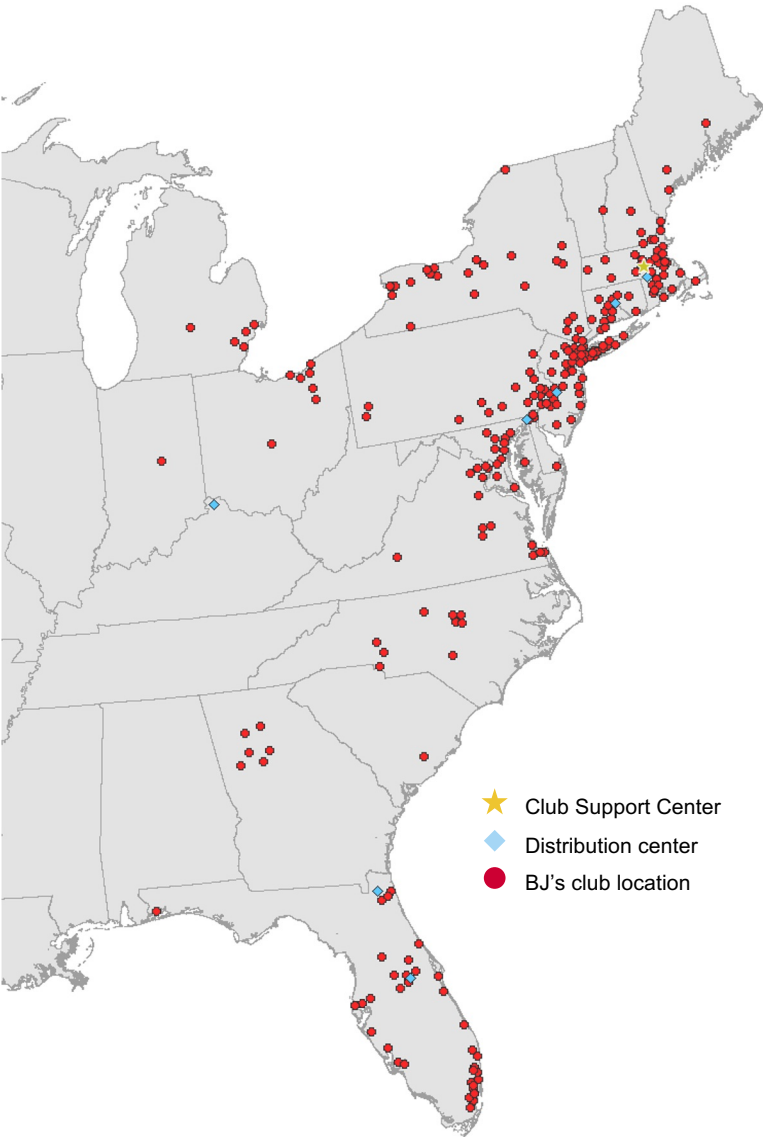
The convenience of our digital offerings drives spend

Digital members¹ spend nearly 70% more with us annually²



¹ Members making at least one digitally-enabled purchase (BOPIC/Curbside pickup, same-day delivery, ship-to-home and Express Pay) in FY22
² Compared to members who only shop in-club
³ As a % of merchandise sales

We have an industry leading footprint on the east coast...



237
Clubs

165
Gas Stations

18
States

- > Leading positions in core Eastern U.S. markets
- > ~3x clubs vs. next largest competitor in New England¹

Note: As of March 9, 2023

¹ Refers to core New England markets: CT, MA, ME, NH, RI and VT; Compares to Costco and Sam's Club count as of latest 2022 published annual reports

...and we are quickly growing our reach

5 years ago...

Opened **1 new club**

Pipeline in early stages

Goal was **1%–2%** unit growth

...Today



Opened **9 new clubs** in FY22

Expect **11-12 new clubs** in FY23

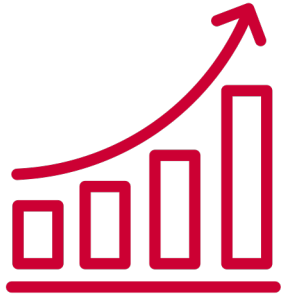


Recent openings prove our model works



Expect to open **~10 new units**
per year for the foreseeable future

Capital allocation priorities designed to maximize shareholder value



**Reinvest for
long-term growth**



**Maintain strong
balance sheet**



**Return cash to
shareholders**

We have built a great leadership team to drive our strategic priorities



Bob Eddy
President & Chief
Executive Officer



Laura Felice
Chief Financial
Officer



Paul Cichocki
Chief Commercial
Officer



Tim Morningstar
Chief Membership
Officer



Rachael Vegas
Chief Merchandising
Officer



Jeff Desroches
Chief Operations
Officer



Bill Werner
EVP Strategy &
Development



Monica Schwartz
Chief Digital
Officer



Brian Poulliot
EVP Enterprise
Analytics



Scott Kessler
Chief Information
Officer



Graham Luce
General Counsel



Mark Griffin
Chief Human
Resources Officer

Today, you will hear a compelling growth story

1

Membership is our foundation

Paul Cichocki, Chief Commercial Officer

2

Improving member loyalty

Tim Morningstar, Chief Membership Officer

3

Delivering an unbeatable member experience

Rachael Vegas, Chief Merchandising Officer

4

Driving digital convenience

Monica Schwartz, Chief Digital Officer

5

Growing our footprint

Bill Werner, EVP Strategy & Development

6

Bringing it all together

Laura Felice, Chief Financial Officer



Paul Cichocki

Chief Commercial Officer



BJ's go-to-market strategy is differentiated

vs. Club



- > Broader assortment
- > Smaller pack sizes
- > Smaller club format
- > Convenient locations
- > Full-service deli

vs. Grocery



- > ~25% lower prices¹
- > Treasure hunt
- > Services & fuel

vs. Mass channel



- > Price below mass channel break-even
- > Larger pack sizes

¹ 25% savings based on a representative basket of manufacturer-branded groceries compared to traditional supermarket competitors. For additional information, refer to our Form 10-K filed with the SEC on March 17, 2022

We serve Smart Saving Families



Savvy and price conscious



Saving is a sport



Excited about promotions and deals



Enjoy brand-name products as "small luxuries"



Prefer stocking up



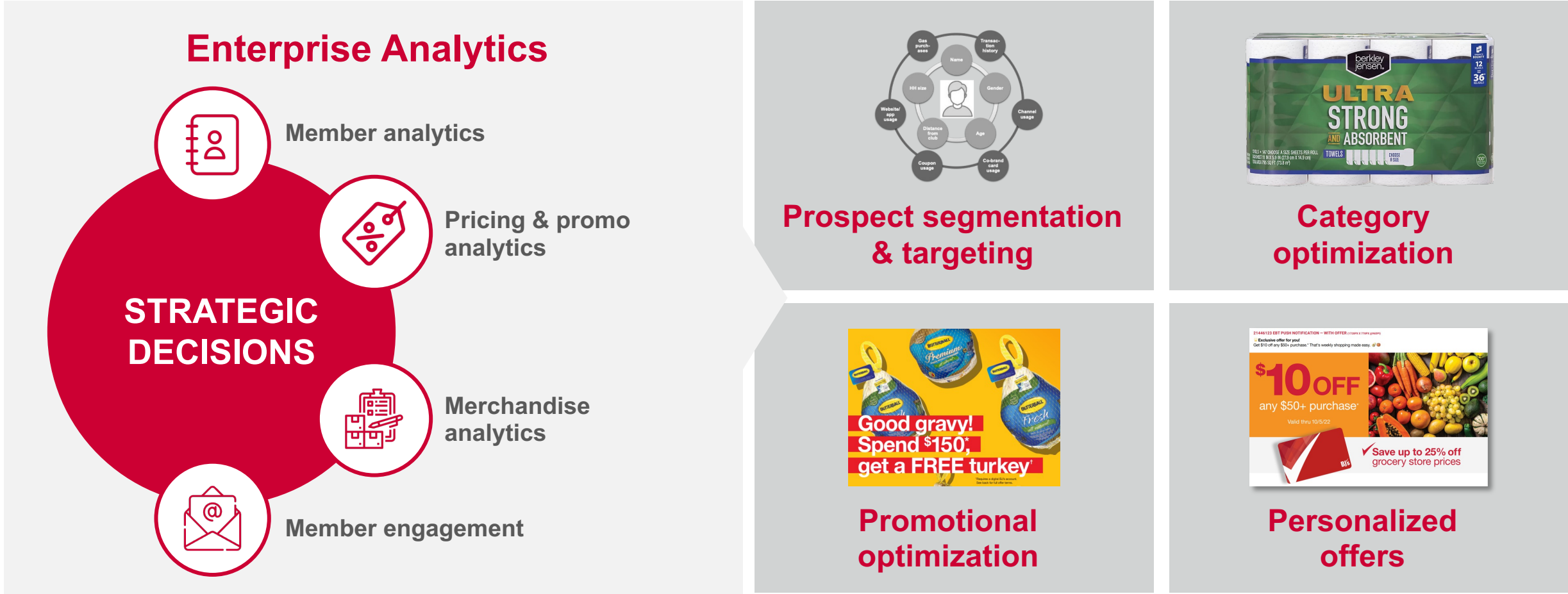
Enjoy entertaining family and friends

ATTRACT

ENGAGE

RETAIN

Enterprise analytics is the foundation for our key strategic decisions



We measure success through multiple lenses



Member ROI

- ~10x return on annual membership fee



Member experience

- Net Promoter Score relative to our competitors
- Member surveys



Digital engagement

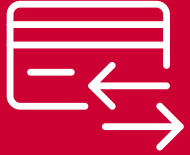
- Digitally-enabled revenue
- Digital shoppers
- App usage



Member lifetime value

- 90% retention rate
- Frequency and basket

Strategic priorities from our commercial leaders



Improve member loyalty

- Member value proposition
- Data for personalization
- Reinforce our core message



Unbeatable member experience

- Our “good-to-great” journey
 - Assortment & value
 - Innovation
 - Own Brands
- Develop our talent



Deliver value conveniently

- Digital experience
- Digital penetration
- Elevated member convenience



Grow our footprint

- Strength of our club base
- Success of new openings
- Future expansion



Tim Morningstar

Chief Membership Officer



Improve
member
loyalty



Unbeatable
member
experience



Deliver value
conveniently

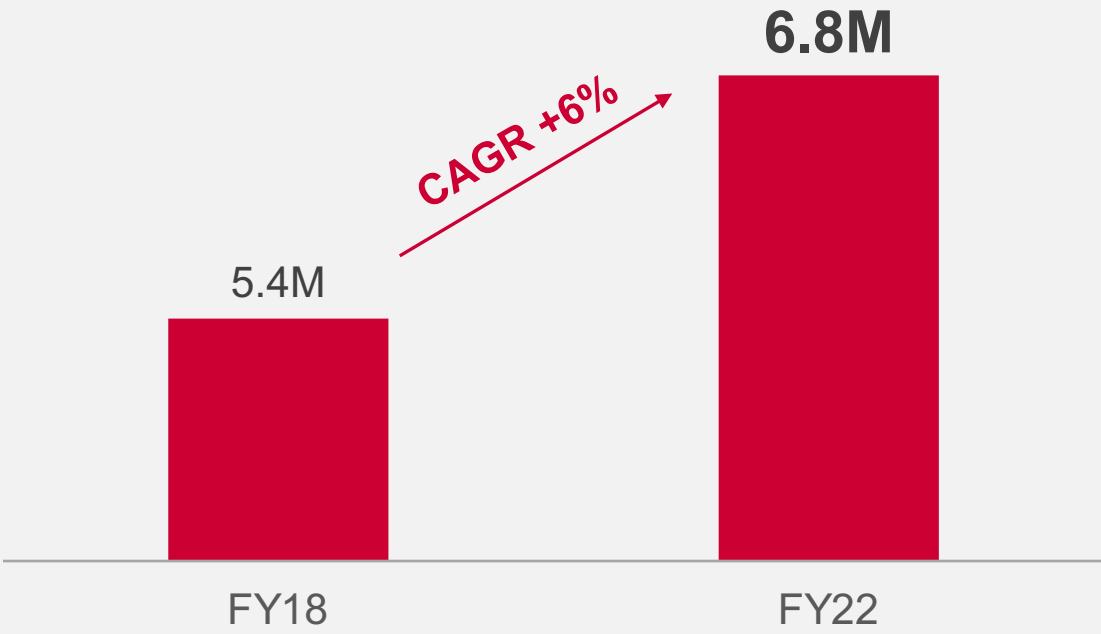


Grow our
footprint

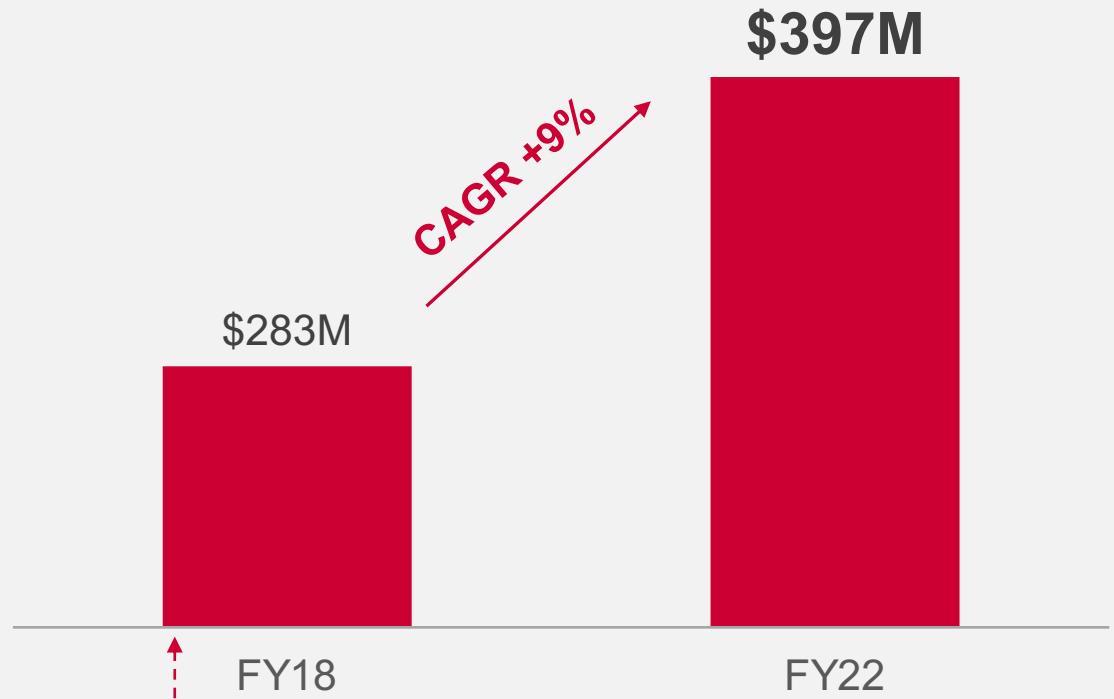


Our members are our most important asset

Our growing member base¹...



...is driving record MFI



MEMBERSHIP FEE INCREASE INCLUDED IN BASELINE

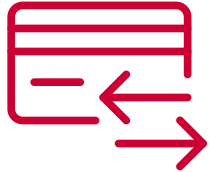
¹ Active primary members

Member loyalty and renewal is essential to our success

Small improvements in loyalty have a large impact



6.8M
members



+1pp
retention rate



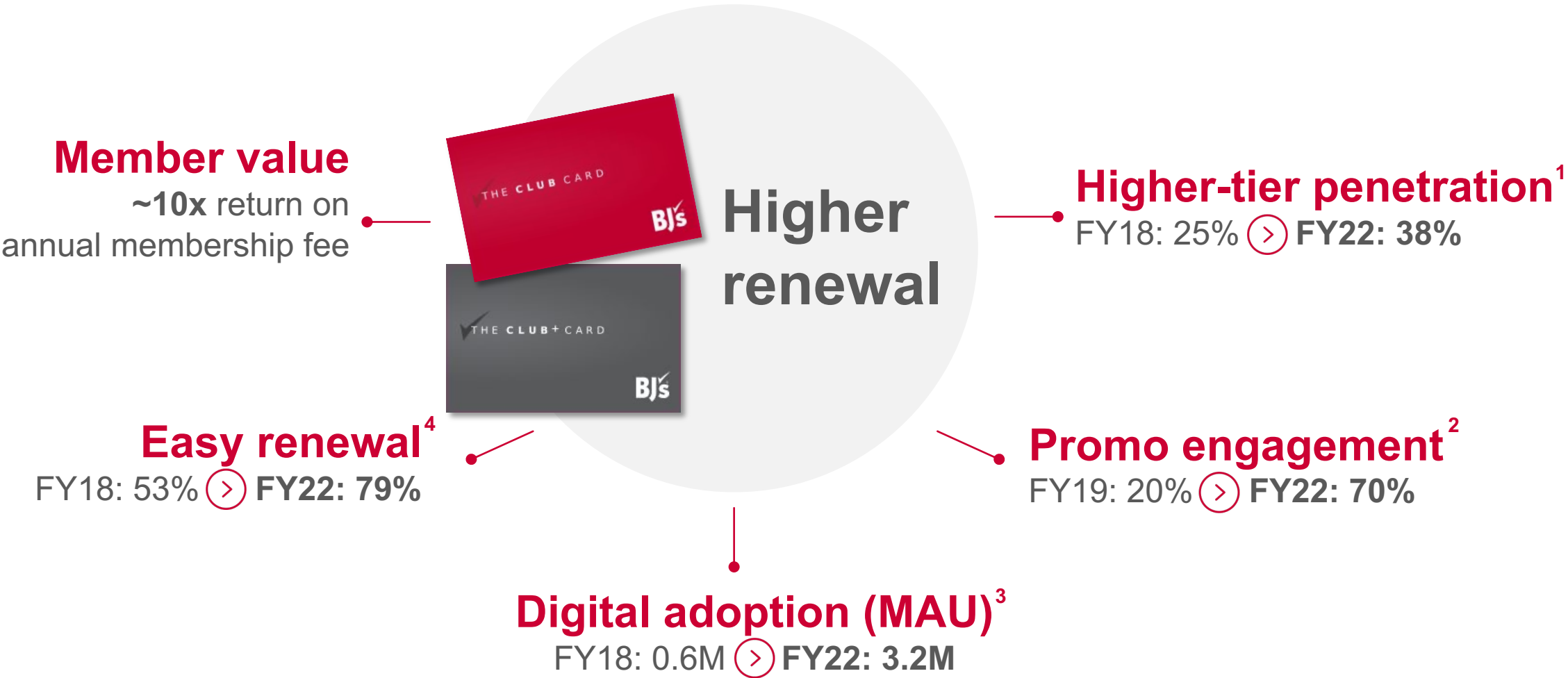
~+175K
members retained
over ten years



~+\$4.0B
revenues¹ over
ten years

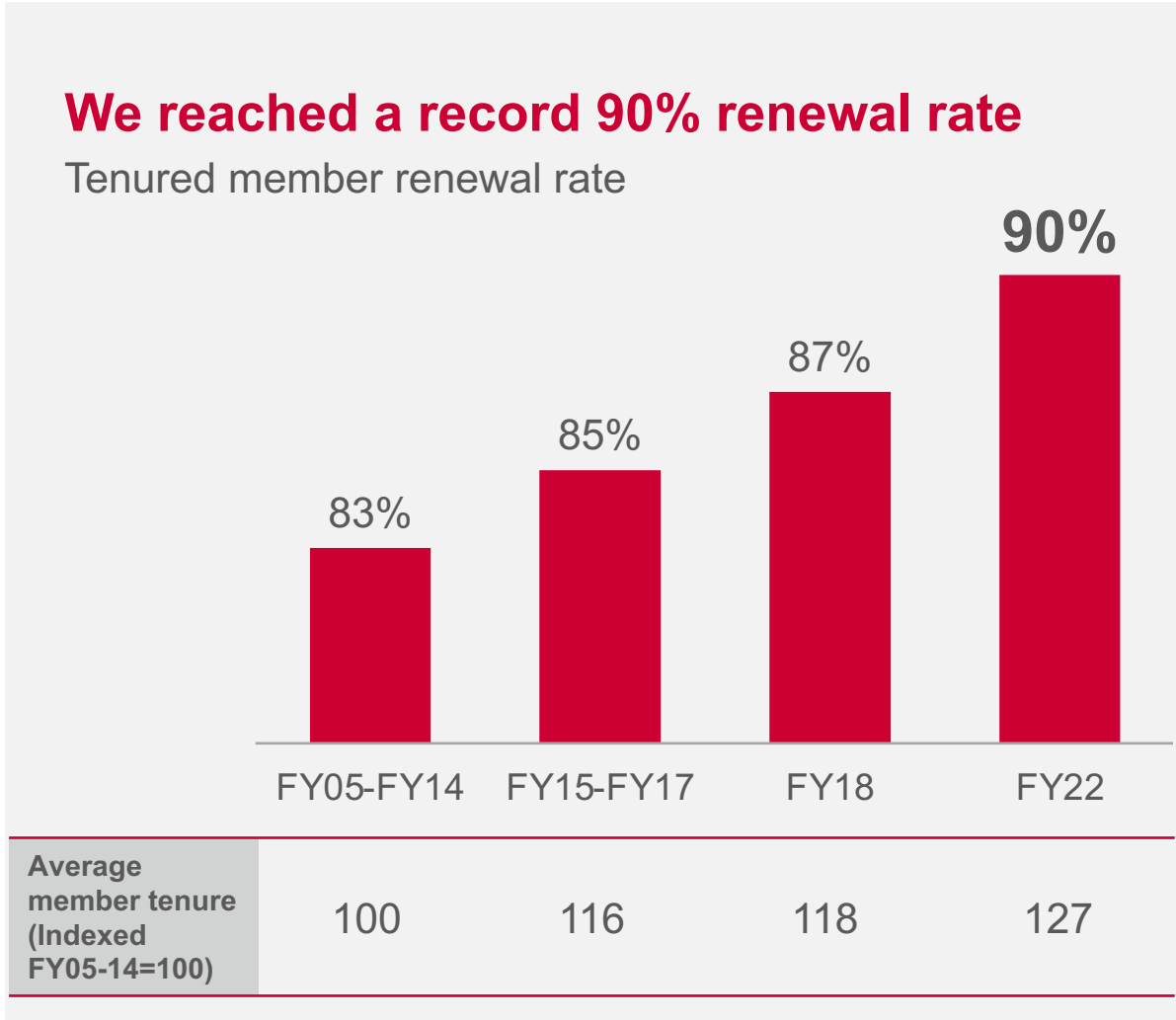
¹ Includes gas sales & MFI

Delivering value drives member renewal rate



¹ Higher-tier members over total members
² % of clipped coupons redeemed digitally
³ App monthly active users
⁴ Easy renewal members over total members

Membership renewal reached unprecedented levels



We still have major opportunities to continue growing our membership asset



1

Invest in member value proposition



2

Leverage data for personalization



3

Reinforce our core brand message

1 We will make BJ's member value proposition irresistible

Rewards reboot: Brand new benefits



Capital One co-brand credit card





	Club	Club+	One	One+
Fee	\$55	\$110	\$55	\$110
Free curbside pickup	✓	✓	✓	✓
In-club earn		2%	3%	5%
Gas discount		5¢/gal	10¢/gal	15¢/gal
Out-of-club earn			1.5%	2%
Rewards expiration		Never expire	Never expire	Never expire

Legend: **New benefits**

2

We have perfect data to anticipate our member needs...

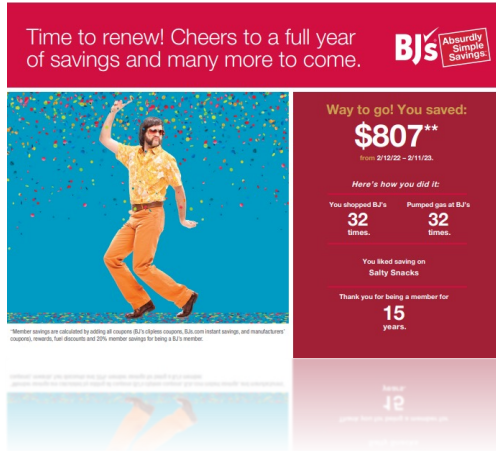
		Bob	Paul
			
Profile	Age Gender Interests	50 Male Music, Movies	54 Male Gardening
Transactions	Total spend Last Trip Last Tire Center/Optical Visit Favorites	\$38k 2/27, Nashua - Whipped Cream, Socks, Iced Coffee, Bacon, Gift Cards	\$8k 2/15, Framingham 11/10/2019 Coke Zero, Spring Mix, Cat Litter, Meatloaf, Flowers
Channels	In-club purchases BJs.com purchases	73 49	64 6
Promo	Clipped Coupons Redeemed Coupons Most redeemed item	890 270 WF Five Cheese Tortelloni	126 57 Coke Zero 35 pk
Digital	Last login	3/6	3/3
Gas	Spend Fuel rewards redeemed	\$12k \$1.2k	\$1.3k \$150

ILLUSTRATIVE

2

...and deliver personalized messaging across channels

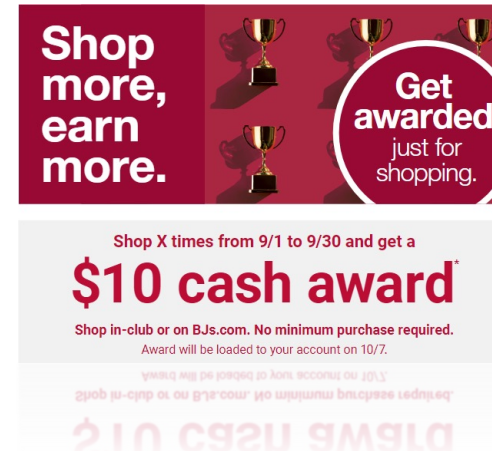
Reinforce savings message



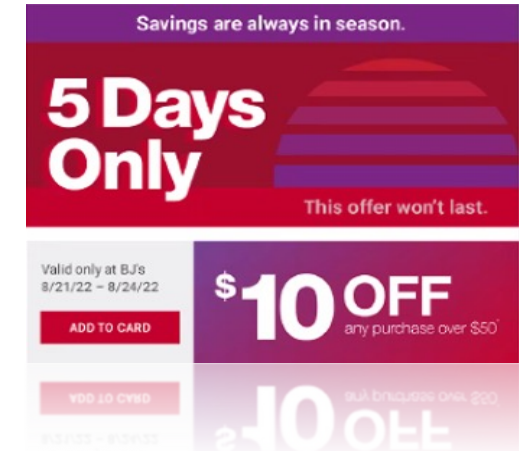
Drive engagement



Push members from good-to-great



Win with specific cohorts



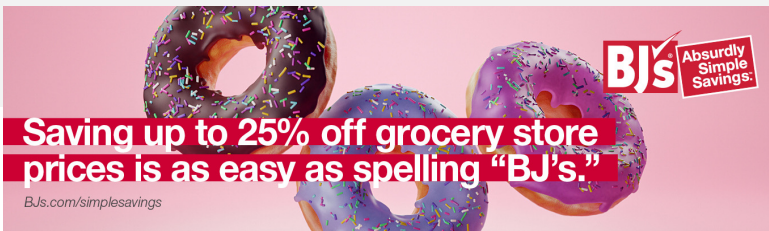
Multi-channel delivery: emails, push notifications, and voice messages are tailored to member preferences

3

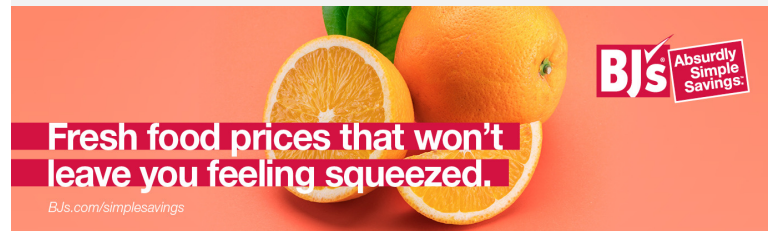
Reinforce our core brand message: Focus on the three reasons members love us



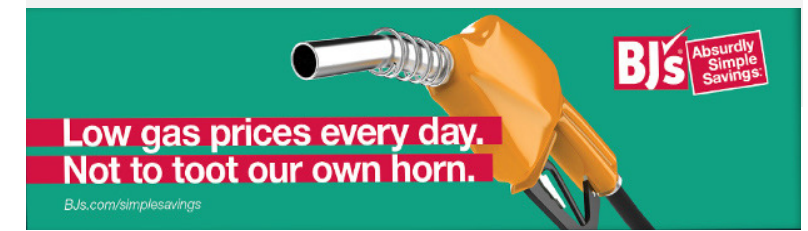
~25% off grocery¹



Fresh



Gas



¹ 25% savings based on a representative basket of manufacturer-branded groceries compared to traditional supermarket competitors. For additional information, refer to our Form 10-K filed with the SEC on March 17, 2022

Bringing it all together



1

Invest in member value proposition



2

Leverage data for personalization



3

Reinforce our core brand message

- Growing membership base and MFI
- Increased member spend and frequency
- Stronger and memorable brand equity



Rachael Vegas

Chief Merchandising Officer



Improve
member loyalty



**Unbeatable
member
experience**



Deliver value
conveniently

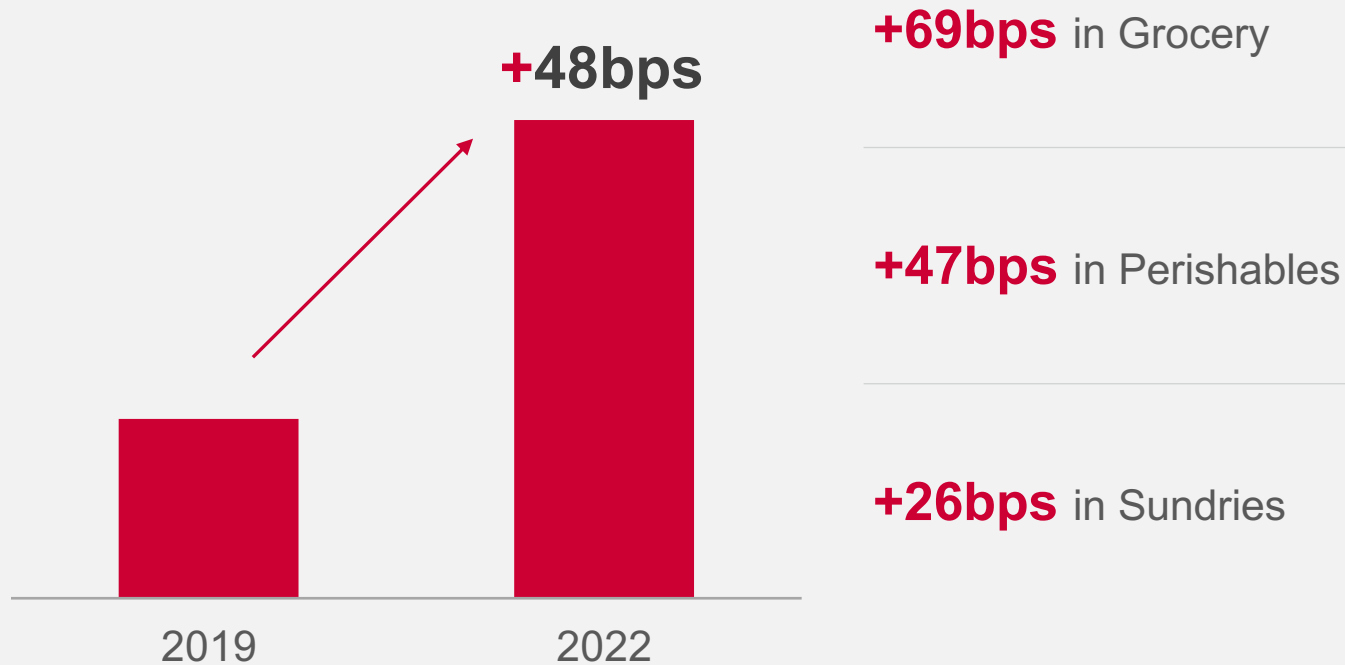


Grow our
footprint



Building on our momentum: From good to great

We have grown market share from pre-pandemic levels across our business....



...but there is still meaningful opportunity for growth

- Increase relevance for our members
- Deliver even better quality and freshness
- Create a more compelling General Merchandise assortment
- Deepen our member engagement

Our merchandising vision

**Be the first choice for our members
by saving them money on their needs and
inspiring them with the unexpected**

Strategic priorities:



Talent

Deepen talent pool while empowering them with development and training



Assortment & merchandising

Drive increased relevance while continuing to deliver tremendous value



Innovation

Continuously keep our shopping experience new and exciting



Own Brands

Increase member loyalty through differentiated quality and value

Investing in talent is foundational to our future growth

Working synergistically to deliver our strategy

66% of leaders
new in role

33% of merchants
promoted

Added experience
from other channels

Best team in retail



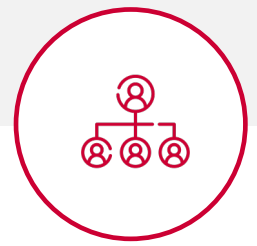
Passion and
creativity



Club channel
expertise



Operational
excellence



Organizational
design



Training and
technology

We will build on our strength in Perishables

<p>Fresh and perishables determine the trip</p> <p>~35% of sales¹</p>	<p>We will make it even better through our Fresh 2.0 initiative</p> <div>  <p>Faster and more reliable sourcing</p> </div> <div>  <p>Select smaller sizes and transparent packaging</p> </div> <div>  <p>Compelling displays and signage</p> </div> <div>  <p>Refreshed prepared foods assortment</p> </div>	
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¹ FY22 merchandise sales

Continuing to simplify Grocery and Sundries categories

Destination for
delivering value

~50% of sales¹

Great brands that
members love

Significant savings

Continued simplification to curate our experience and deliver results

↓

31% SKU reduction²

\$

+200bps profit improvement³

🕒

Improved operational efficiency



Before



After

Example shown: Oral Care
¹ FY22 merchandise sales
² Refers to health and beauty category SKU count at end of January 2023 vs. 2022
³ Refers to health and beauty category profit YoY

We are transforming our General Merchandise business

Regaining
our relevance

~15% of sales¹

Where our members
look for innovation

The treasure hunt is
important

Our new strategy will begin to come to life this fall



Quality &
exceptional value



On trend



Newness &
innovation



Offering new products and compelling brands to our members

Adding and refreshing trend-right brands across our apparel business



Over 80% of our toys will be new next holiday with exciting brands and licenses



Becoming a destination for newness for our members



75%
of our members
consider new
items important
to their shop¹

Delivering on our mission to inspire members with the unexpected

Grocery



Bakery



Sundries



Appliances



¹ Source: December 2022 Boone Insights industry survey

Own Brands drive differentiated value for BJ's and our members

Own Brands role in driving engagement

Value

Profitability

Loyalty

Members who shop these brands are more valuable¹

3x annual spend²

3x trips to clubs

+5yr longer membership

Investing in Own Brands to increase penetration

20%

21%

23%

24%

30%

2019

2020

2021

2022

Goal

Recently launched over 120 new Own Brand items

¹ Source: based on analysis of ~2M members; Low category engagement Own Brand members buy Own Brand items across 13 or fewer different categories in a year
² Member per capita value = annual MFI + merchandise margin

51

Taking a holistic member-centric approach to Thanksgiving



Thanksgiving 2021



Thanksgiving 2022

10x	Member engagement ¹
30bps	Market share growth ²
5x	Incremental sales ³

¹ Redemption vs. average BJ's scale program reward
² YoY market share based on BJ's custom database during qualification and redemption periods
³ Based on member behavior vs. pre-period and YoY

We are just getting started to deliver on our vision for our members



Talent



**Assortment &
merchandising**



Innovation



Own Brands

**Growing relevance with our members will drive
increases in sales, margin and market share**



Monica Schwartz

Chief Digital Officer



Improve
member loyalty



Unbeatable
member
experience



**Deliver value
conveniently**



Grow our
footprint



Our goal is to deliver convenience to our members

1

Digitally-enabled sales

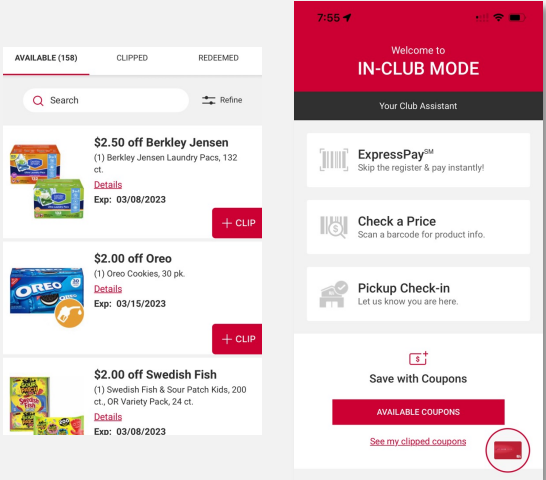
- > BOPIC¹ / Curbside pickup
- > Same-day delivery (“SDD”)
- > Ship-to-home, Express Pay, other²



2

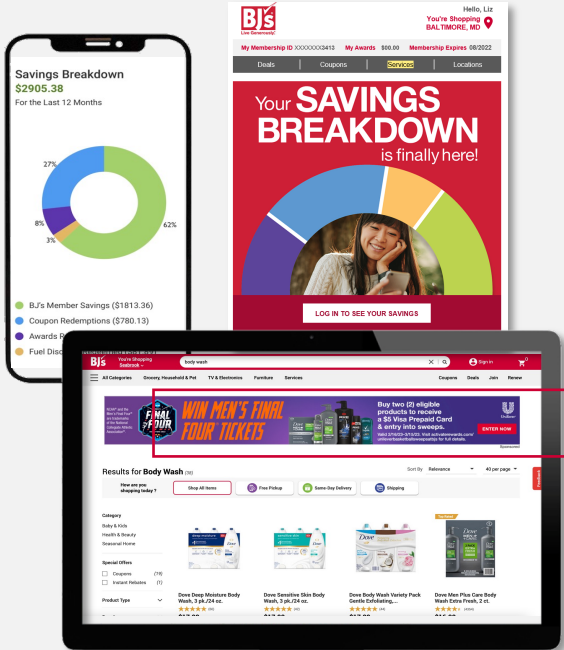
In-club conveniences

- > Price scan
- > In-club coupons
- > Deli pre-ordering



3

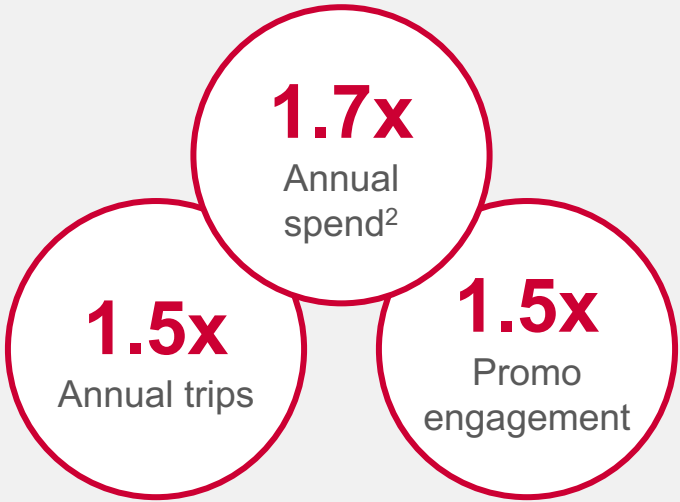
Targeted messaging and retail media program



¹ Buy online, pick up in club
² All other digital offering e.g. services

Members who shop digitally are more valuable

Digitally-engaged members spend more...



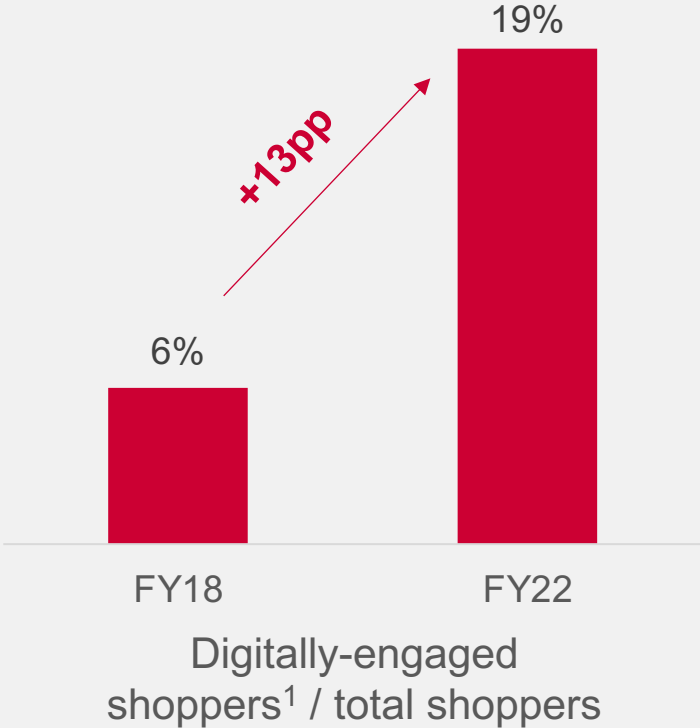
Digitally-engaged shoppers¹
vs. club-only shoppers

...have higher renewal rates...



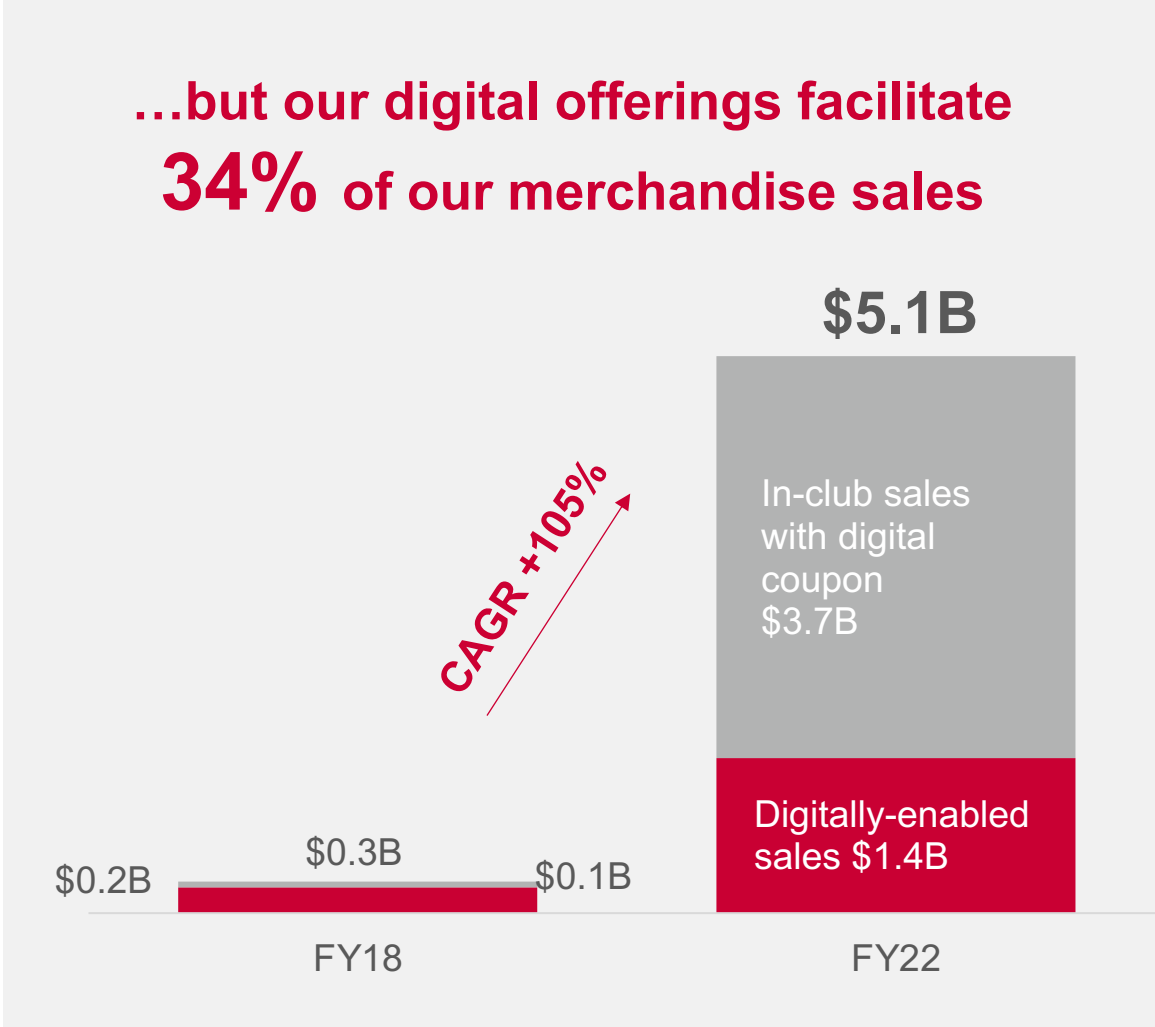
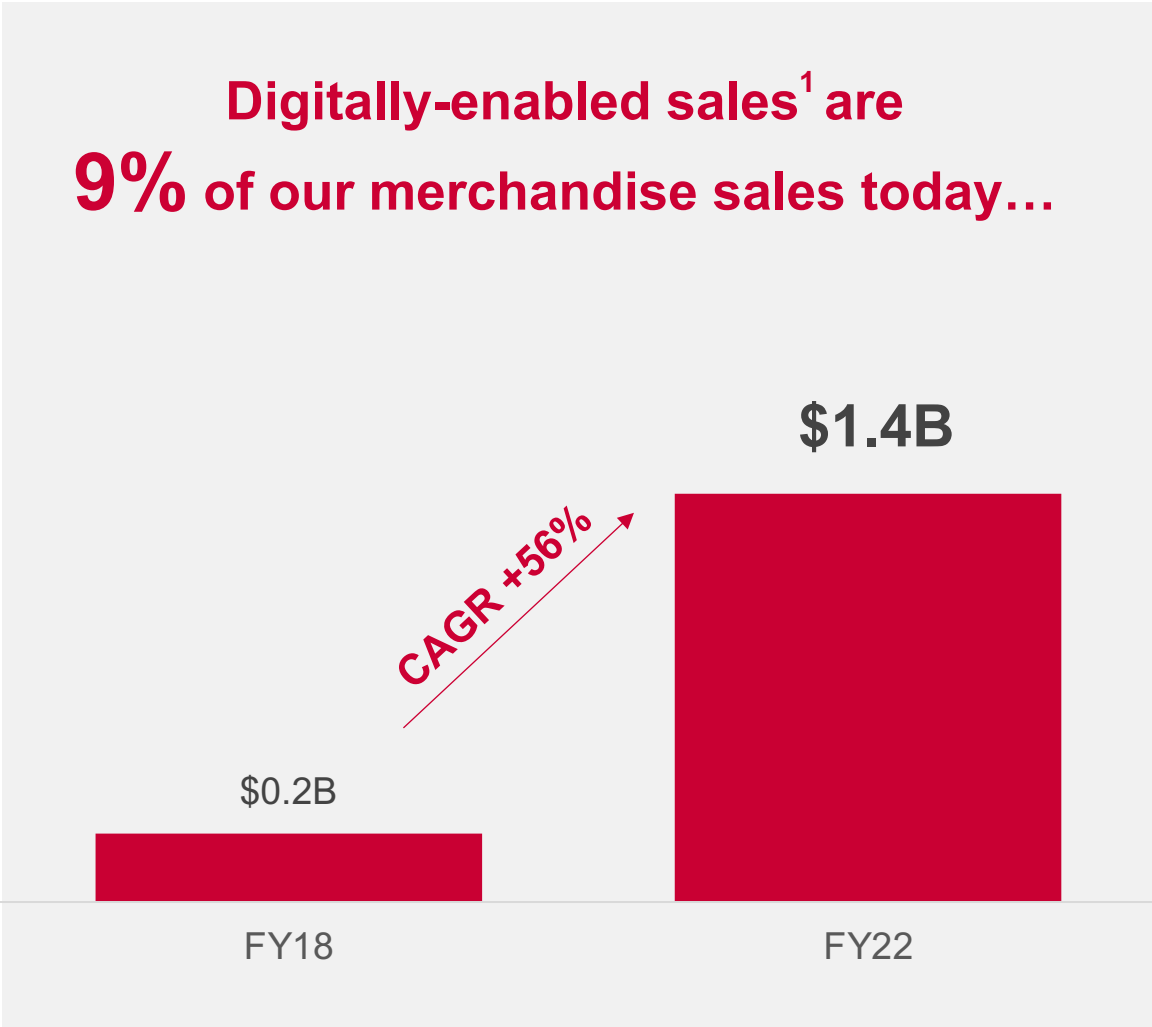
Digitally-engaged shoppers¹
vs. club-only shoppers

...and are growing fast



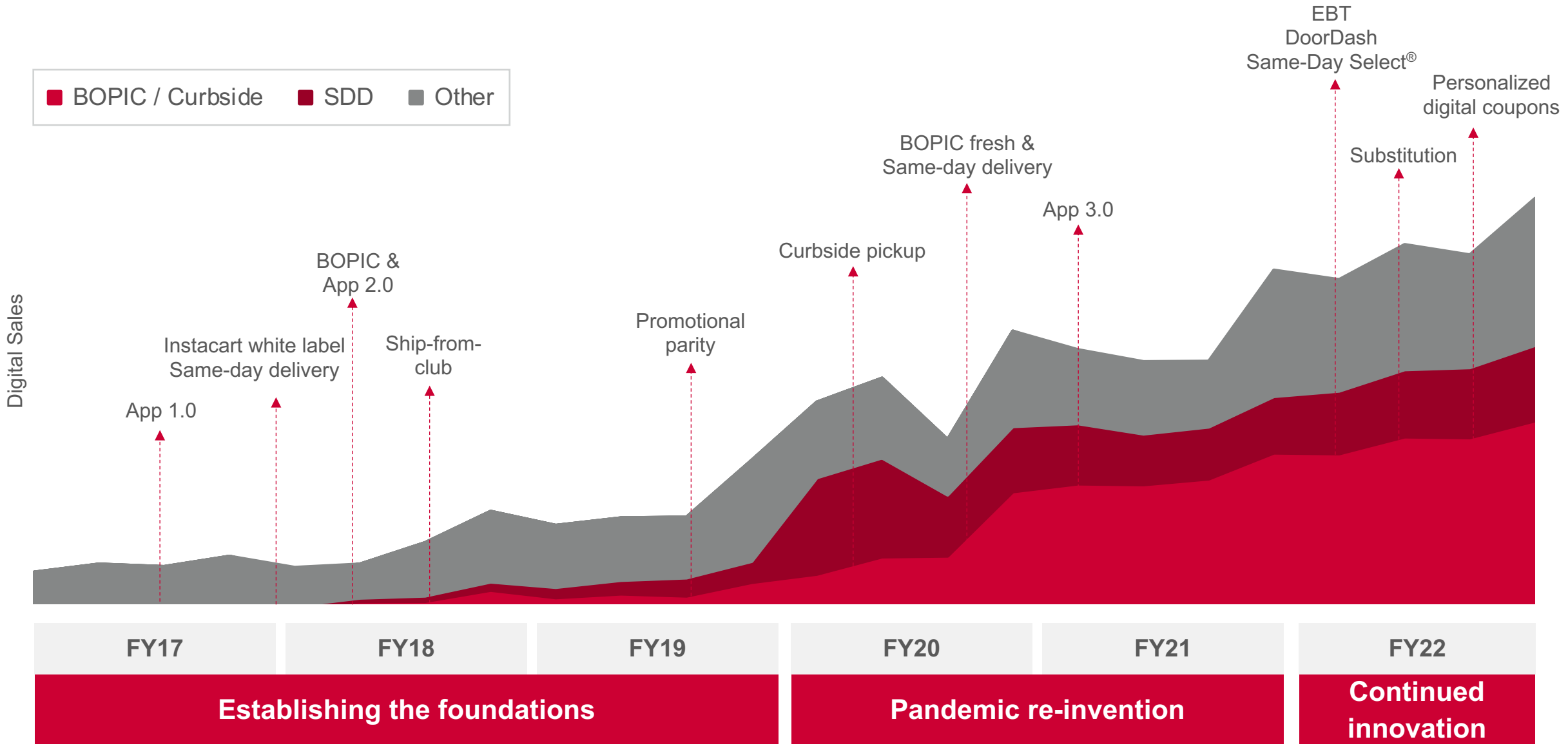
¹ Members making at least one digitally-enabled purchase (BOPIC/Curbside, Same-day delivery, Ship to home, Express Pay) in FY22
² Merchandise spend excluding gas

We grew digitally-enabled sales 6x since FY18



¹ Merchandise sales fulfilled through BJ's app or website (BOPIC/Curbside pickup, same-day delivery, ship-to-home and Express Pay)

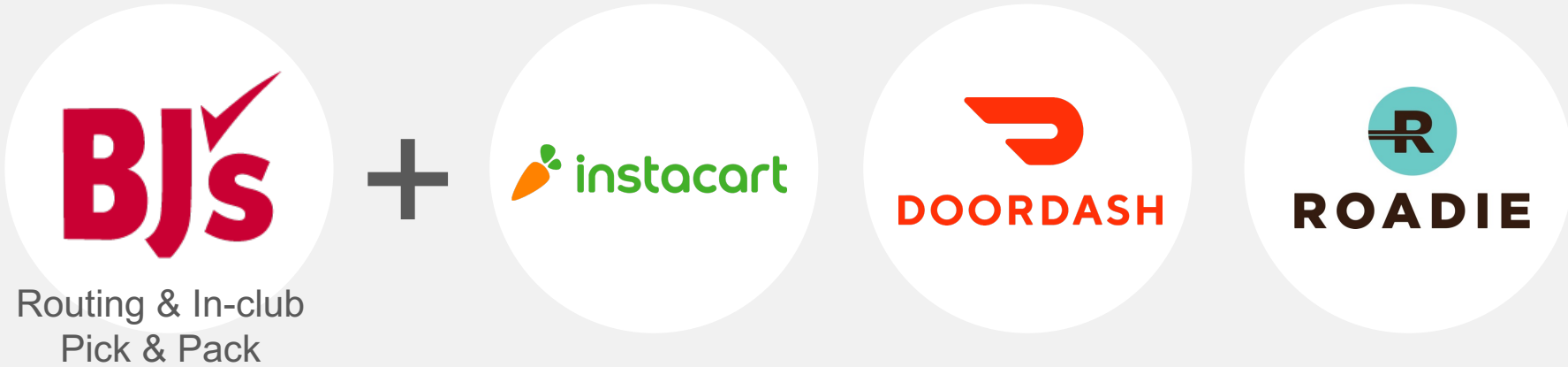
Key investments in our capabilities have unlocked growth



Note: dates are approximate

Same-day delivery makes BJ's as convenient as any grocer, at ~25% lower prices¹

We elevated our same-day delivery capabilities



Fewer cancellations,
more substitutions



Optimized delivery
cost and time



Scalable
economics



Broader geo
coverage



More category
breadth

¹ 25% savings based on a representative basket of manufacturer-branded groceries compared to traditional supermarket competitors. For additional information, refer to our Form 10-K filed with the SEC on March 17, 2022

Our members love our app

★★★★★

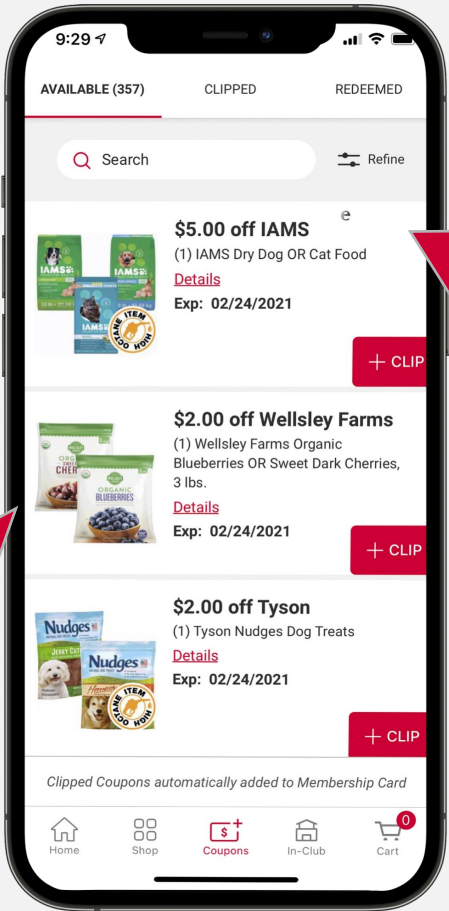
Great app! So convenient I never forget my coupons. I can load them to my card right from the app.

Jill L.

★★★★★

I am able to scan my card on the app. This helps if I forget my card at home.

Saga Q.

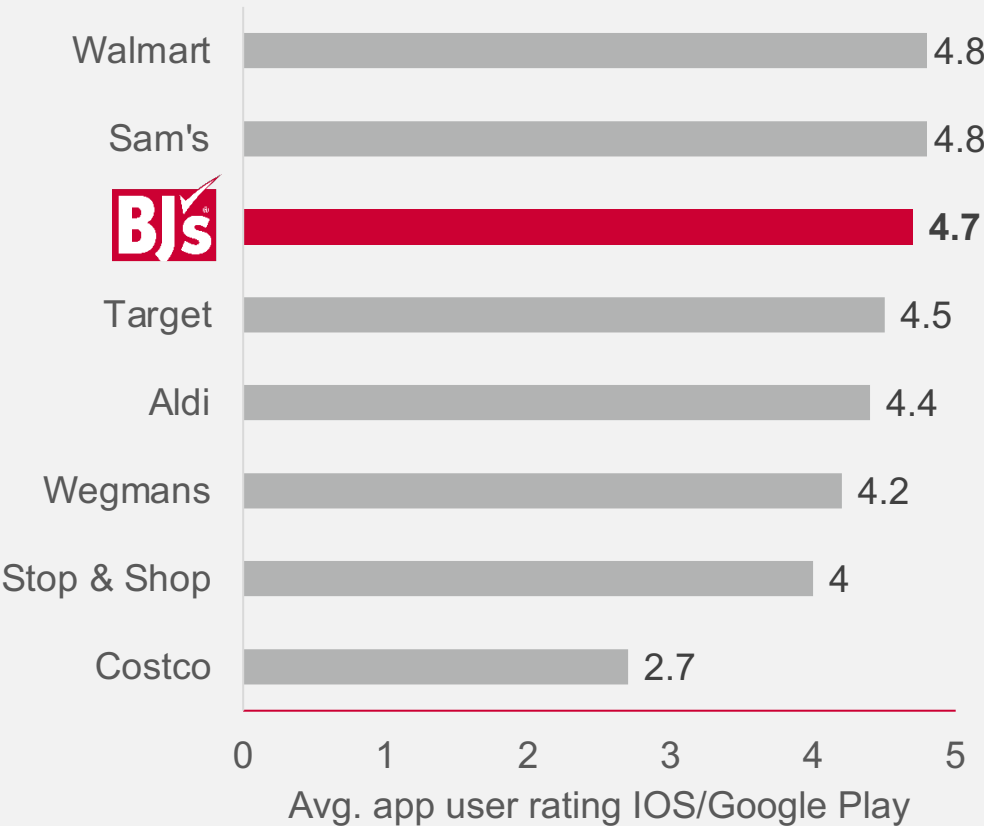


★★★★★

I always use the app, especially to track gas prices.

Cynthia A.

Industry-leading app rating



Continue to win by elevating member convenience



Frictionless digital experience

> Enhanced merchandising

- Navigation and bundling
- Shop by brand, diet, fulfillment

> Minimized friction

- Reduced cancellations
- Streamlined refunds and returns



In-club digital conveniences

> Smart planning

- Buy it again
- List and recipes

> Club time-savings

- Wayfinding and in-stock
- Skip the lines



Targeted messages & media

> Personalization

- Targeted content and offerings
- Personalized experiences

> Scale BJ's Media Edge™



Bill Werner

EVP Strategy and Development



Improve
member loyalty



Unbeatable
member
experience



Deliver value
conveniently

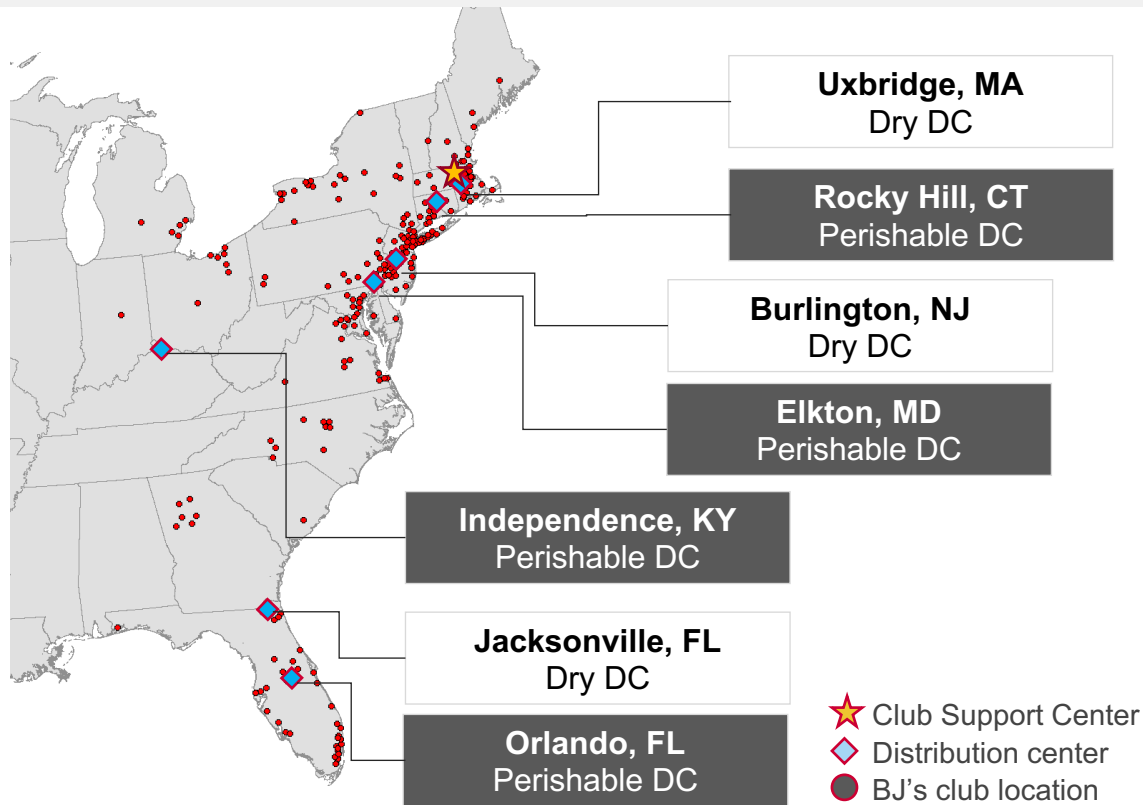


Grow our
footprint



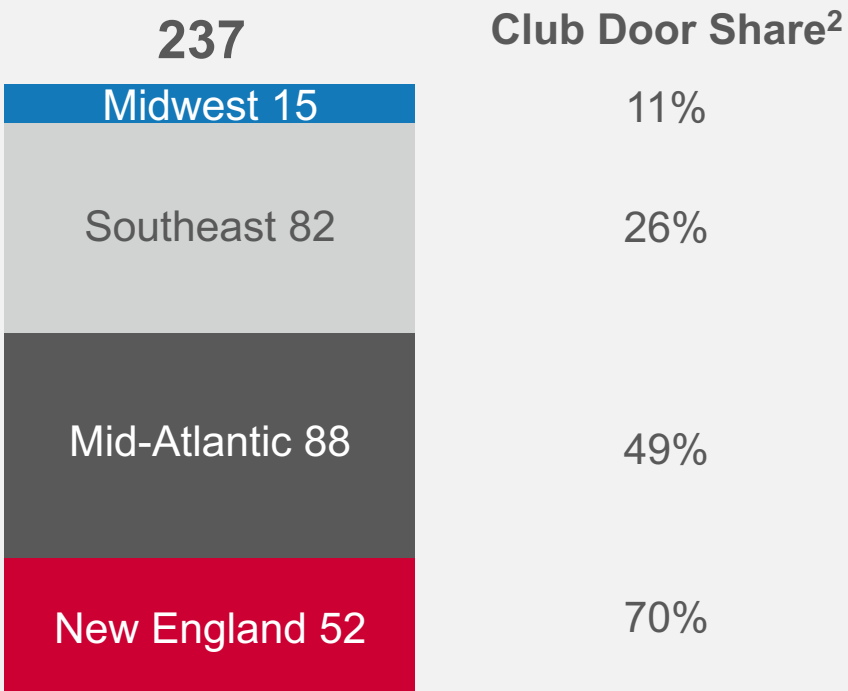
We have an advantaged real estate position built over nearly 40 years

237 clubs supported by seven distribution centers¹



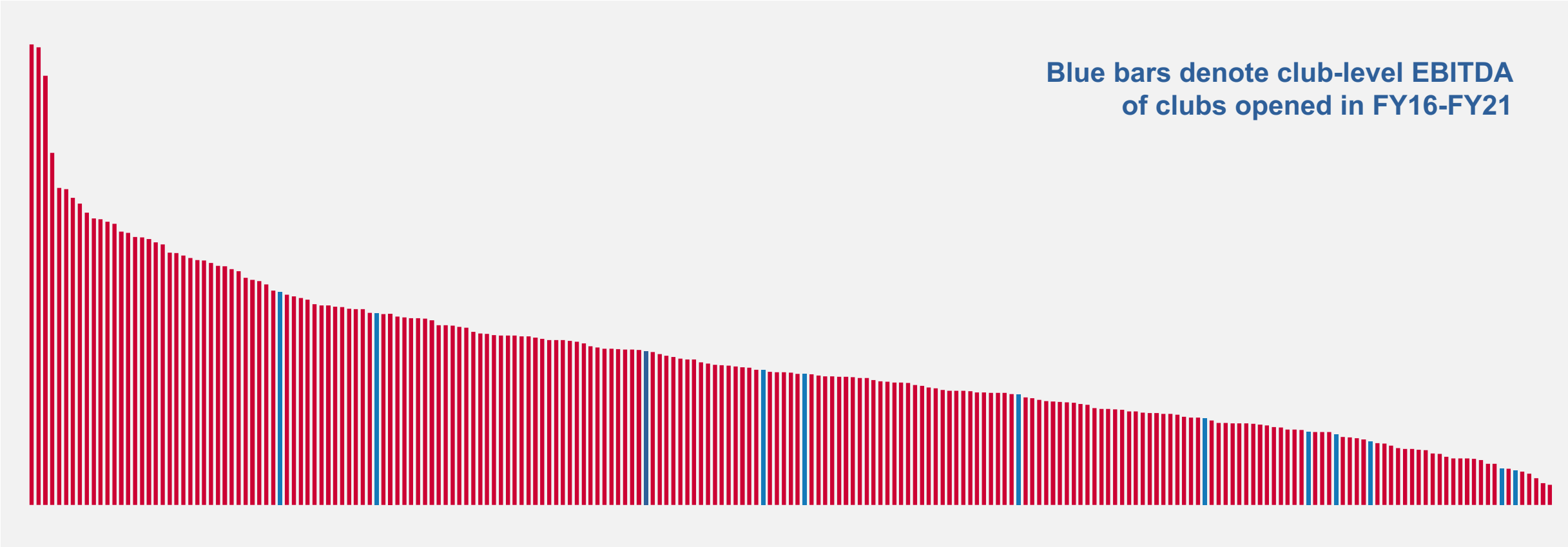
BJ's is the leading club operator in the northeast

Club footprint as of March 2023



¹ Club count as of March 2023
² BJ's clubs count as of Jan 2023 over BJ's, Costco, Sam's Club count. Costco and Sam's Club count as of latest 2022 published annual reports
 Note: **New England** includes CT, MA, ME, NH, RI and VT | **Mid-Atlantic** includes NJ, NY and eastern PA | **Southeast** includes DE, FL, GA, MD, NC, SC and VA | **Midwest** includes MI, IN, OH, Western PA

Our club performance is strong, growing and profitable

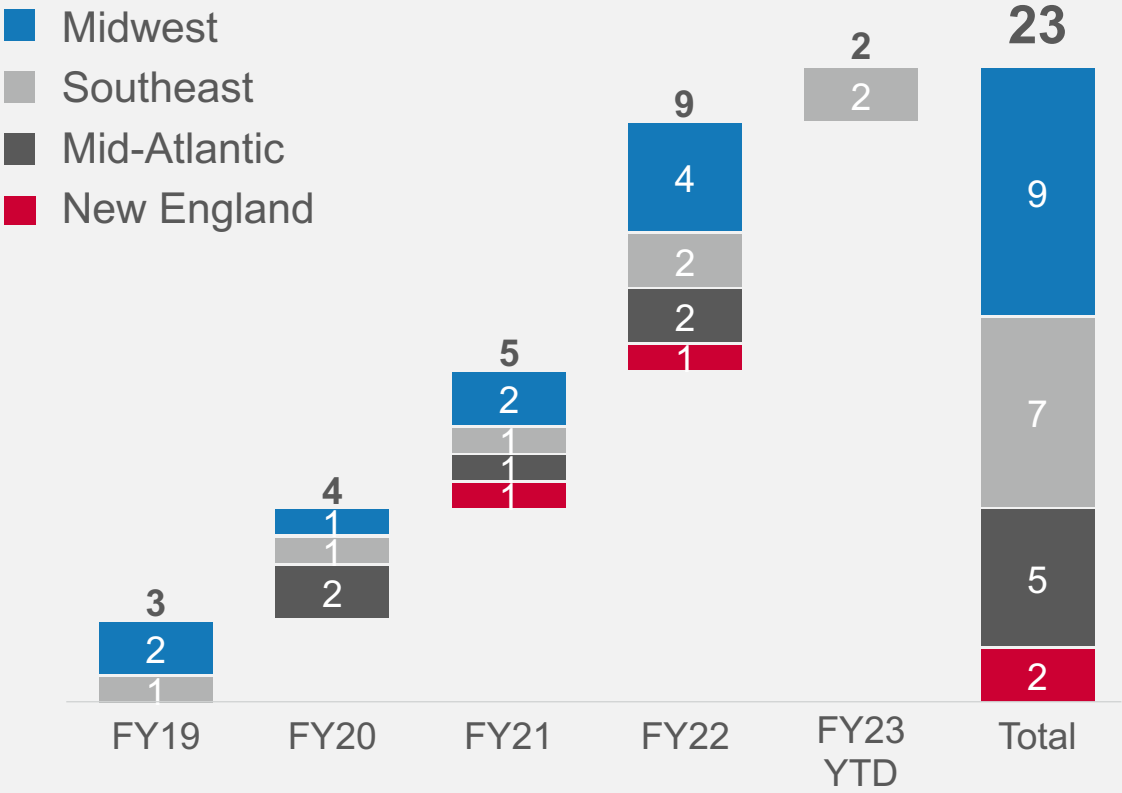


FY22 Club-level EBITDA

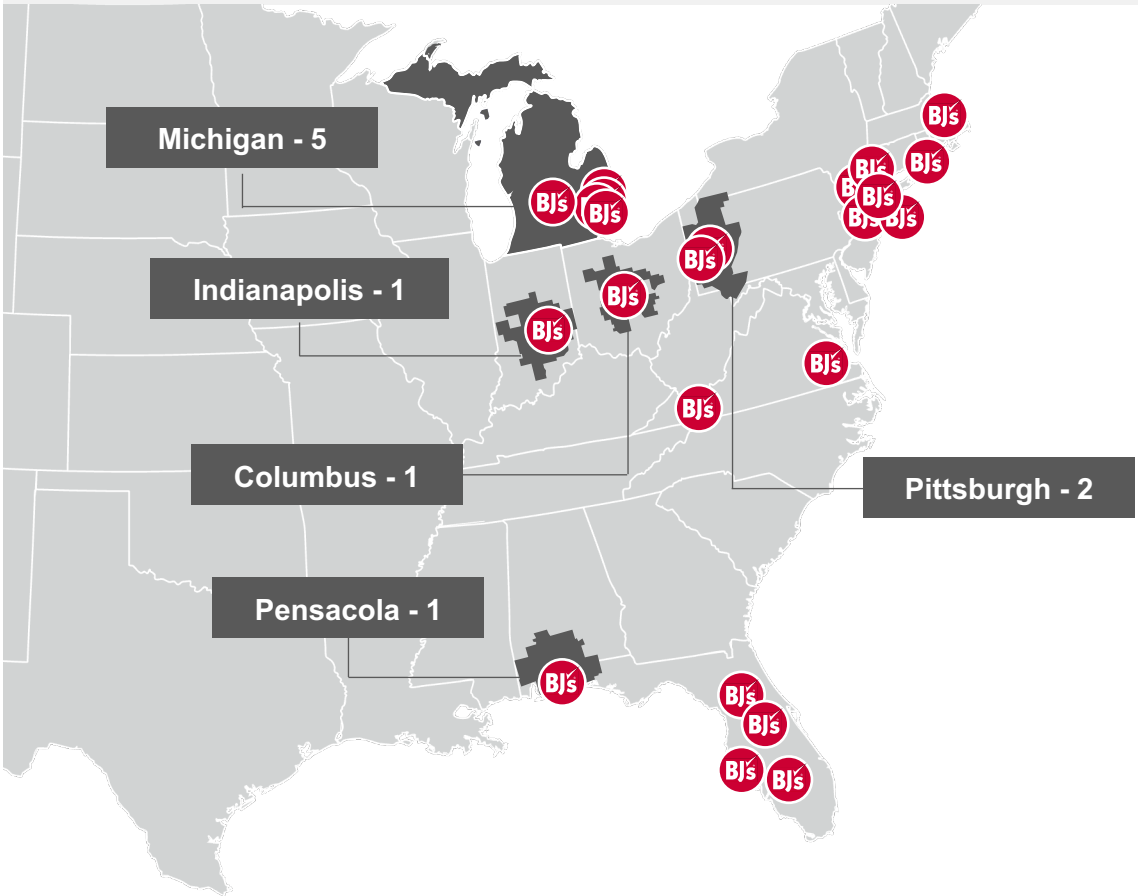
Note: Club-level EBITDA includes all comp clubs as of January 2023

We have opened 23 new clubs since FY18, ten of which are in new markets

Openings since FY18



Ten openings in new markets since FY18



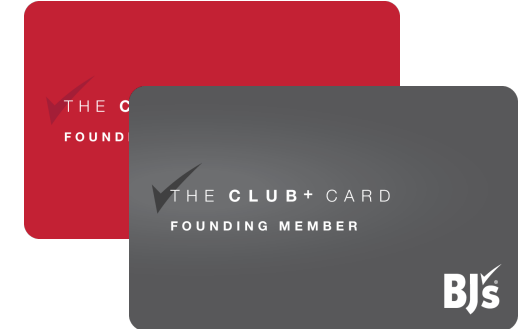
Note: Club count above excludes 1 club relocation in FY19

We have continually refined our new club playbook to achieve these results



Improved member acquisition

- Robust integrated pre-open campaign
- Digital acquisition marketing
- Higher-tier/co-brand acquisition



Elevated in-club experience

- Team member training & GOLD standard certification
- Improved omnichannel convenience




Fine-tuned offering

- More focused assortment
- Fresh



Our new club openings since FY16 are exceeding previous opening performance


FY16-FY21 club openings vs. FY15 club openings



+16pp
Higher-tier membership penetration end of year 1



+60%
Merchandise sales end of year 1



+12pp
Renewal rate¹

Note: FY16-FY21 includes 12 club openings; FY15 includes six club openings
¹ Average 365-day renewal rate of members due to renew over the 12 months following club opening date

We are able to drive incremental growth from in-fill locations in existing markets

Metro New York in-fill club

- > Strong existing member base
- > 4 BJ's / 3 Costco clubs in the area
- > Extended commute times
- > 78K sq. ft. club, 22% smaller than standard
- > Successful new member recruitment

After in-fill opening, pre-existing members¹ in trade area shop more

+6

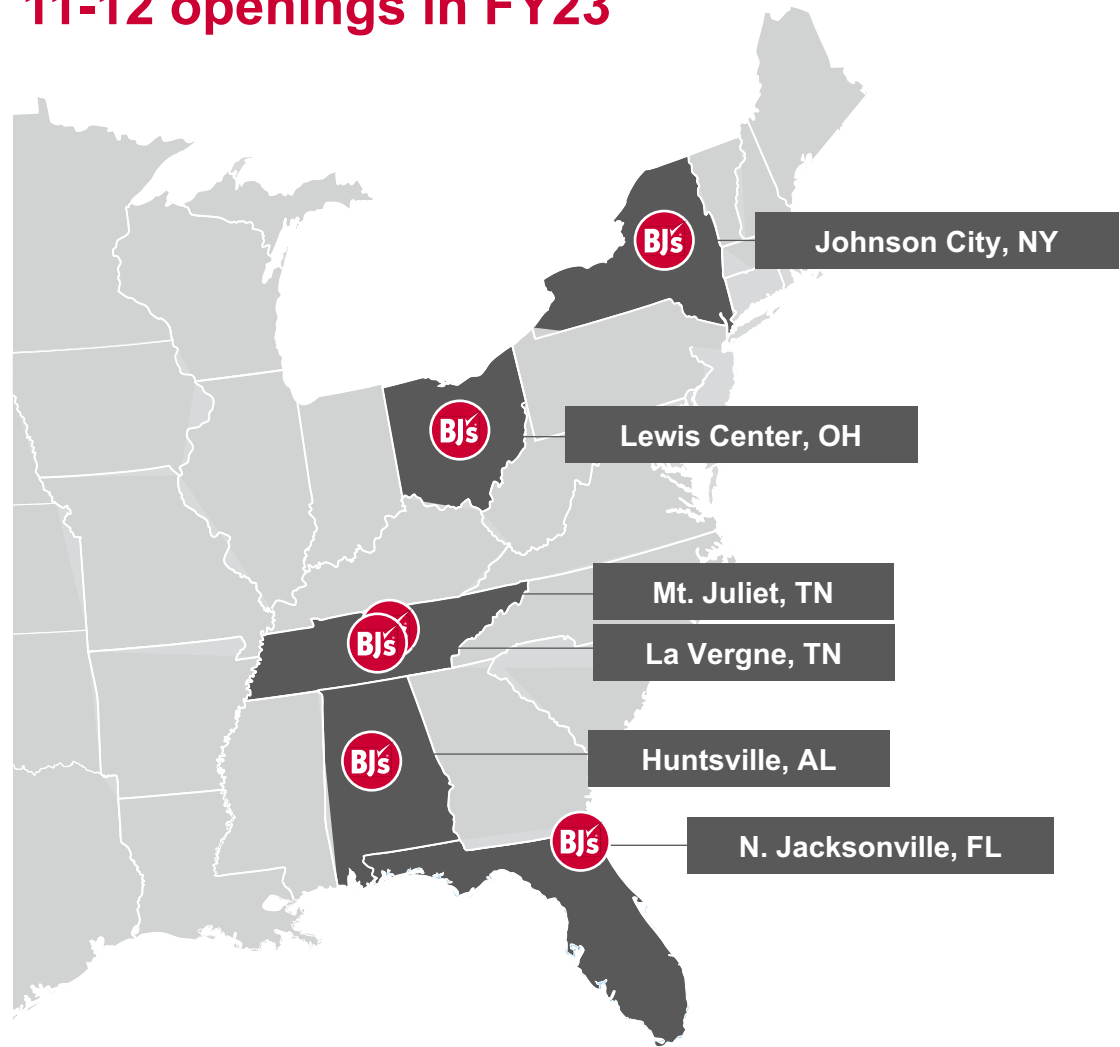
More trips per pre-existing member



¹ Members shopping at other BJ's club locations in the trade area before the in-fill opening date. Growth figures indicate evolution before vs. after the new in-fill club opening in early 2021
² Members who signed up at the new in-fill club with at least one year of tenure

We continue to expand our footprint and to perfect member value delivery

11-12 openings in FY23



Refining how we deliver member value

- > Build and remodel clubs for convenience
- > Gas stations



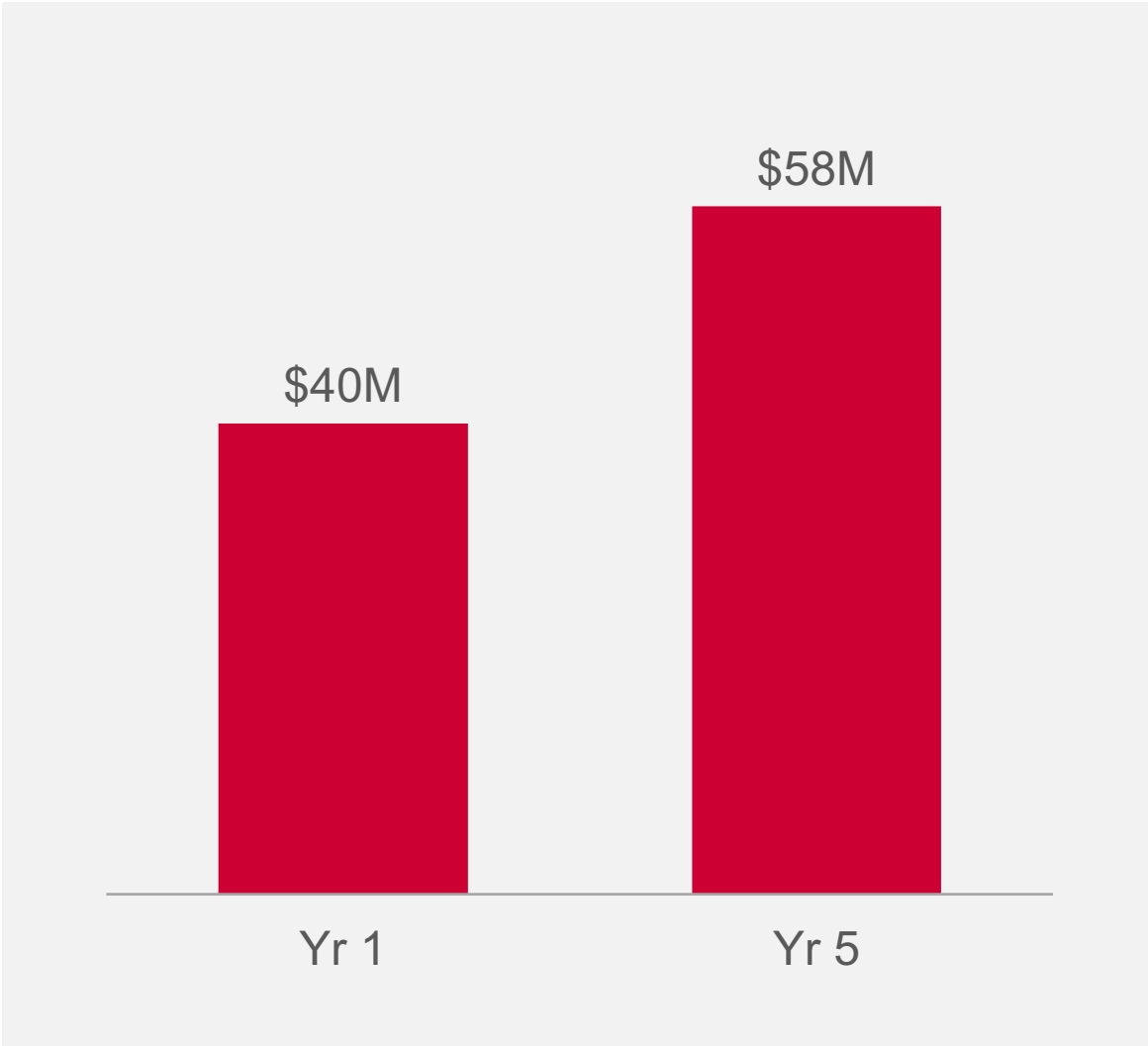
Our compelling new club model

New club unit economics

Openings per year	~10
Average mature merchandise sales	\$50-60M

<i>Illustrative</i>	Leased	Owned
Build-out cost	\$6-9M	\$16-20M
Land cost	N/A	\$3-12M
Working capital	\$1M	\$1M
Pre-opening expense	<u>\$3M</u>	<u>\$3M</u>
Total upfront costs	\$10-13M	\$23-36M
Payback period	4-5 years	5-7 years

Illustrative club sales ramp



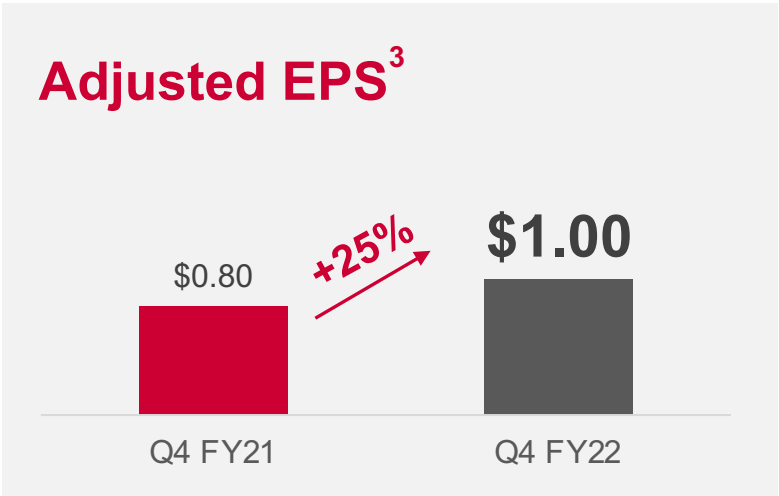
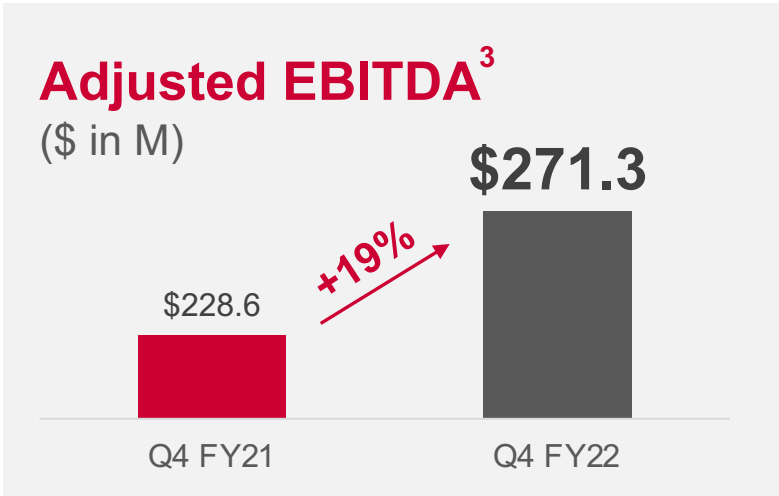
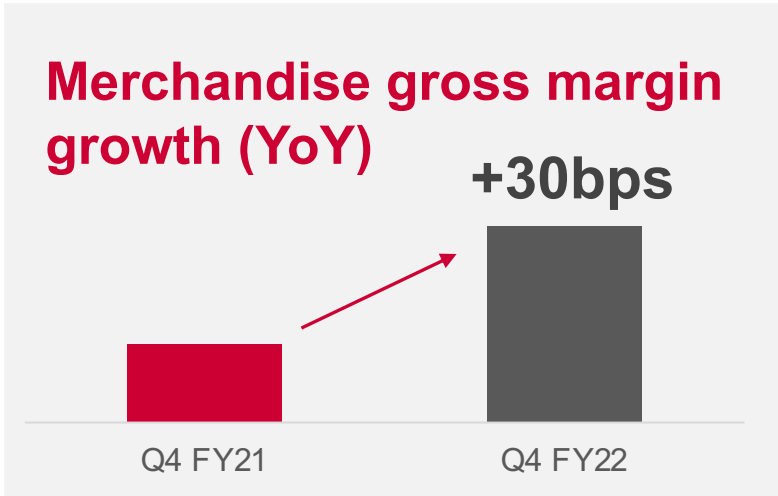
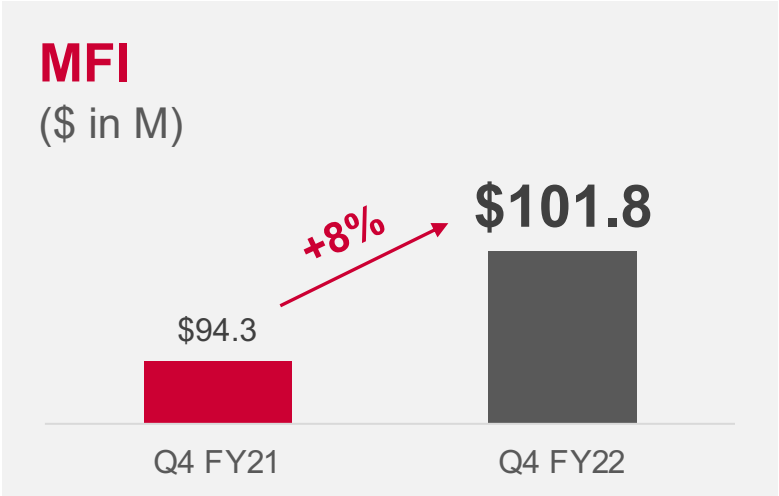
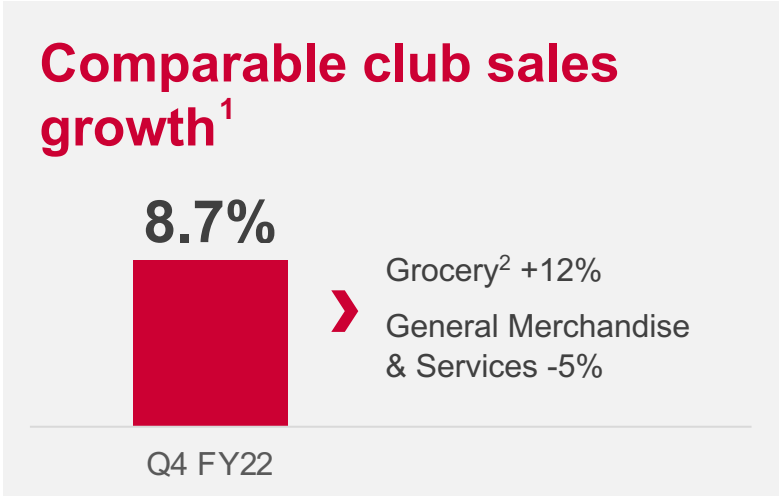
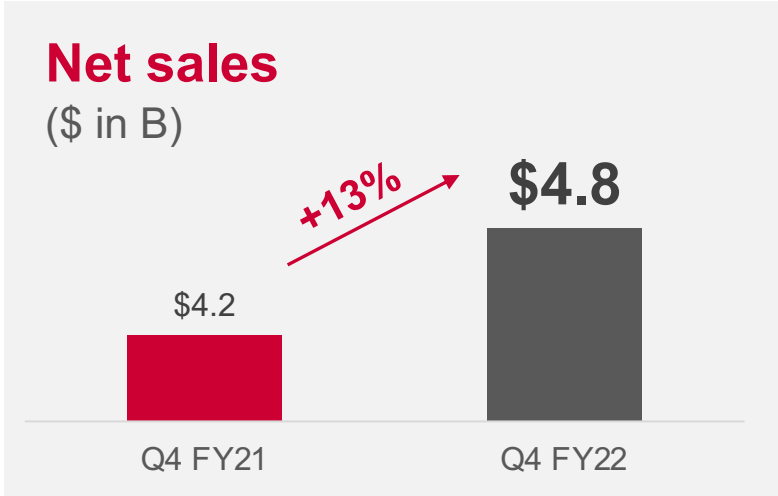


Laura Felice

Chief Financial Officer



Q4 FY22 highlights: We delivered a record fourth quarter



¹ Excluding the impact of gasoline sales
² Includes grocery, perishable and sundries categories
³ Refer to Appendix section

FY22 lookback

\$18.9B

Net sales +16%
vs. FY21

+6.5%

Comparable club
sales growth¹

\$396.7M

MFI +10%
vs. FY21

\$1.0B

Adjusted EBITDA²
+18% vs. FY21






\$3.92

Adjusted EPS²
+21% vs. FY21

¹ Excluding the impact of gasoline sales

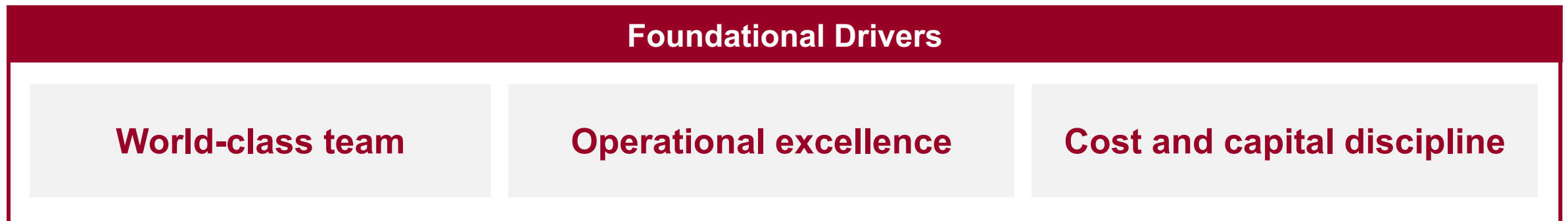
² Refer to Appendix section

FY23 outlook

				
<p>Comparable club sales¹ growth of 4%–5% YoY</p>	<p>MFI growth of 5%–6% YoY</p>	<p>Merchandise gross margins approximately +40bps YoY</p>	<p>EPS approximately flat YoY</p> <hr/> <p>Including 53rd week benefit of low-teens cents per share</p>	<p>Capital expenditures of approximately \$450M</p>

¹ Excluding the impact of gasoline sales
 Note: Represents guidance and supporting assumptions previously provided in our earnings release, which was subject to the assumptions set forth therein. We have not updated or reaffirmed that guidance or any of the supporting assumptions and are not doing so by restating it herein

We are a stronger company today, built on our strategic priorities



Our long-term financial targets reflect continued momentum

Comparable club sales¹

LSD% – MSD%
growth

Total revenues

MSD%
growth

EPS

HSD% – LDD%
growth



¹ Excluding the impact of gasoline sales

Building blocks to long-term target: total revenue growth

Comparable club sales ¹	New clubs	Fuel business	Membership
<p>Focus on member experience, convenience and value</p> <p>LSD% - MSD% comp¹ growth</p>	<p>Approximately ten new club openings per year</p>	<p>Stable gas business amplified by new openings</p>	<p>Continued strength in member base drives MSD% digit MFI growth</p>

Total revenues: MSD% growth per year

¹ Excluding the impact of gasoline sales

Building blocks to long-term target: EPS growth



Drivers

- Revenue growth impact
- Merchandise gross margin improvements:
 - Mix / Own Brands (30% penetration goal)
 - Supply chain efficiencies
- Share repurchases

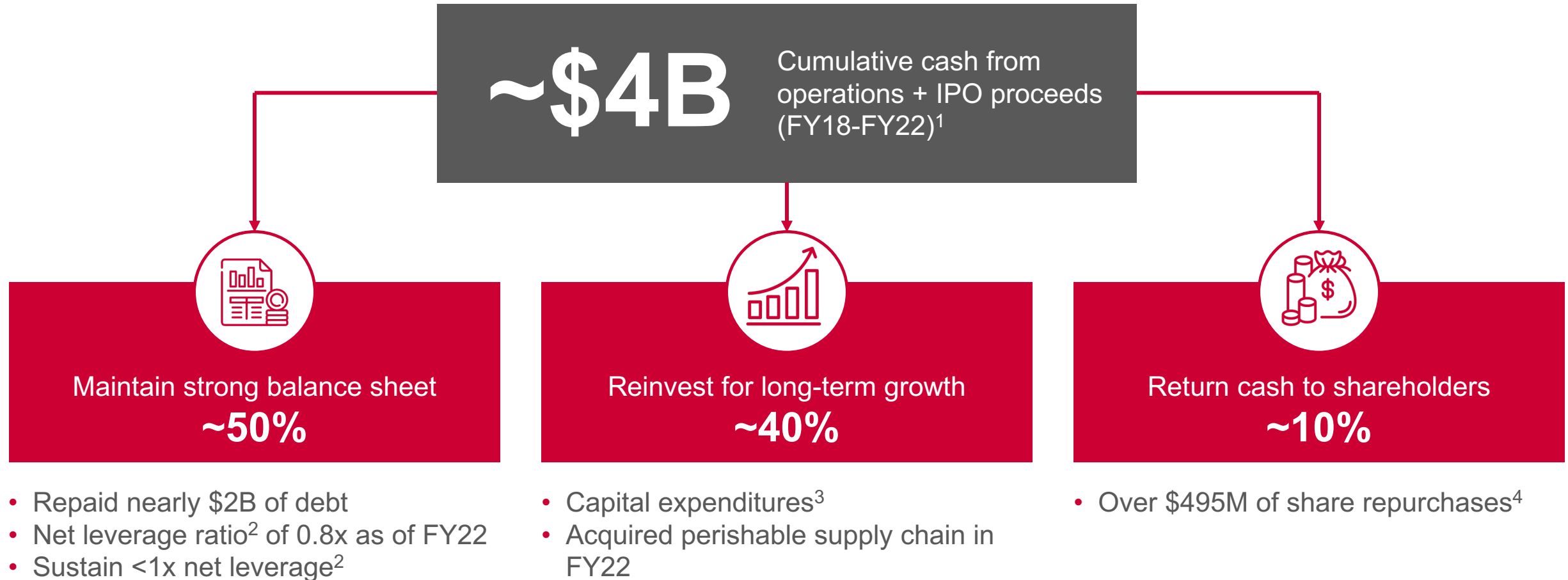


Considerations

- Advantaged club model allows us to reinvest in the business
- Footprint expansion
- Investments in team members

EPS: HSD % – LDD % growth per year

We have allocated our significant cash flows well



¹ Net cash provided by operating activities, plus \$686 million net proceeds from 2018 initial public offering

² Net debt to LTM adjusted EBITDA

³ Net of proceeds from sale leaseback transactions

⁴ Includes 2.5M shares repurchased by the Company in connection with the secondary offering of shares of the Company's common stock by certain selling shareholders completed on June 27, 2019

Key investment highlights



Advantaged **business model** in a favorable market backdrop



Loyal **membership** base that is growing in **size** and **quality**



Differentiated shopping experience focused on **fresh, value** and **convenience**



Accelerated **expansion** of highly profitable club base



Prudent **capital allocation** strategy maximizes **shareholder value**



We will resume shortly

Q&A



Bob Eddy

President & Chief
Executive Officer



Laura Felice

Chief Financial
Officer



Paul Cichocki

Chief Commercial
Officer



Tim Morningstar

Chief Membership
Officer



Rachael Vegas

Chief Merchandising
Officer



Jeff Desroches

Chief Operations
Officer



Bill Werner

EVP Strategy &
Development



Monica Schwartz

Chief Digital
Officer



Appendix

GAAP to non-GAAP reconciliations



Adjusted EBITDA

(in M)	FY17	FY18	FY19	FY20	FY21	FY22	Q4 FY21	Q4 FY22
Income from continuing operations	\$52	\$127	\$188	\$421	\$427	\$514	\$108	\$129
Interest expense, net	197	165	108	84	59	47	12	16
Provision (benefit) for income taxes	(28)	12	56	137	131	176	38	47
Depreciation and amortization	164	162	157	167	181	201	45	52
Compensatory payments related to options	78	0	0	0	0	0	0	0
Stock-based compensation expense	9	59	19	32	54	43	11	15
Preopening expenses	3	6	15	10	15	25	10	3
Management fees	8	3	0	0	0	0	0	0
Non-cash rent	5	5	8	5	6	4	2	1
Strategic consulting	30	33	11	0	0	0	0	0
Severance	9	0	4	0	2	0	0	0
Offering costs	0	4	2	0	0	0	0	0
Club closing costs and impairment charges	0	4	15	0	0	0	0	0
Acquisition and integration costs	0	0	0	0	4	12	4	0
Other adjustments	6	2	(3)	1	1	15	0	8
Adjusted EBITDA	\$534	\$578	\$582	\$857	\$880	\$1,038	\$229	\$271

GAAP to non-GAAP reconciliations

Net debt to LTM adjusted EBITDA

(in M)	FY17	FY18	FY19	FY20	FY21	FY22
Total debt	\$2,712	\$1,801	\$1,681	\$1,106	\$749	\$853
Less: Cash and cash equivalents	35	27	30	44	45	34
Net debt	\$2,677	\$1,774	\$1,650	\$1,063	\$703	\$819
LTM adjusted EBITDA	\$534	\$578	\$582	\$857	\$880	\$1,038
Net debt to LTM adjusted EBITDA	5.0x	3.1x	2.8x	1.2x	0.8x	0.8x

Numbers may not foot due to rounding

GAAP to non-GAAP reconciliations

Adjusted EPS

(in M, except per share data)	FY18	FY19	FY20	FY21	FY22	Q4 FY21	Q4 FY22
Net income as reported	\$127	\$187	\$421	\$427	\$513	\$108	\$130
Adjustments:							
Offering costs	4	2	0	0	0	0	0
Stock-based compensation related IPO	49	0	0	0	0	0	0
Management fees	3	0	0	0	0	0	0
Stock-based compensation related to acceleration of stock awards	0	0	0	17	0	0	0
Acquisition and integration costs	0	0	0	4	12	4	0
Home office transition costs	0	0	0	1	15	1	8
(Gain) loss on termination and impairment on discontinued operations club lease	4	15	0	0	1	0	(1)
(Gain) loss on cash flow hedge	0	0	7	6	(0)	(1)	0
(Gain) loss on sale leaseback transactions	0	(3)	0	0	0	0	0
Charges and write-offs related to debt	25	4	4	1	3	0	3
Severance	0	4	0	2	0	0	0
Other	4	0	0	0	0	0	0
Tax impact of adjustments to net income	(31)	(6)	(3)	(9)	(9)	(1)	(3)
Adjusted net income	186	203	429	449	535	110	137
Weighted-average diluted shares outstanding	140	139	139	138	136	137	136
Adjusted EPS	\$1.33	\$1.46	\$3.09	\$3.25	\$3.92	\$0.80	\$1.00

GAAP to non-GAAP reconciliations

Free cash flow

(\$ in M)	FY18	FY19	FY20	FY21	FY22
Net cash provided by operating activities	\$427	\$355	\$869	\$832	\$788
Less: Additions to property & equipment, net of disposals	146	197	218	324	398
Plus: Proceeds from sale leaseback transactions	0	22	26	19	27
Free cash flow	\$281	\$180	\$676	\$527	\$418