

Costco Wholesale Corp in Retail

June 2025

Table of Contents

INTRODUCTION

Executive summary

STATE OF PLAY

Top companies at a glance

Costco Wholesale Corp's global footprint

Company overview

Growth decomposition

Costco's membership fees act as a reliable engine for growth

EXPOSURE TO FUTURE GROWTH

Exposure to growth

Projected rankings

The Costco model is under pressure as tariffs threaten a third of its products

COMPETITIVE POSITIONING

Relative performance

Competitor overlap

The warehouse war heats up as Sam's Club doubles down on experience and expansion

Amazon's loyalty and private label playbook stands as a strategic challenge for Costco

Costco's retail media strategy prioritises member trust over monetisation

Costco's commitment to DEI is now a strategic differentiator

PRIVATE LABEL

Costco's unified private label powerhouse

Raising the Bar: Kirkland Signature in the liquor aisle The enduring power of Kirkland's rotisserie chicken

Kirkland's strategic price reductions reinforce its message of value

Driving value through smarter sourcing and packaging

Kirkland Signature's cultural resonance beyond the aisles

E-COMMERCE STRATEGY

Costco's top markets by e-commerce sales

How Costco adapts its e-commerce model for global markets

Scaling value in a digital-first world

Rising demand for free shipping challenges the viability of Costco's delivery model

Costco relaunches its app as it takes steps in omnichannel

Costco's cautious approach to kerbside convenience

In the UK, Costco offers an online-only membership

Costco embraces Buy Now, Pay Later in the US amid economic uncertainty

INTERNATIONAL EXPANSION

Costco's sales in select markets outside of the US

Costco expands its global footprint

What makes Costco's global expansion work

Costco's Asia expansion is grounded in loyalty and localisation

CONCLUSION

Recommendations for growth

APPENDIX

Projected company sales: FAQs (1) Projected company sales: FAQs (2) Channels: Helping you understand where and how consumers shop

About Euromonitor International

Euromonitor International is an independent market intelligence provider. Data, insight and analysis stem from in-the-field research spanning 210 national markets.

Content ranges from the in-depth and country-specific, to key strategic themes with a global range and significance. Products cover a comprehensive range of insights and market data, but can be broadly categorised as:

- Strategy Briefings: Global or regional in scope, and focussing on the most important themes shaping consumer demand, the key markets, competitive environment and future outlook across a range of industries.
- Company Profiles: Analysis dedicated to the world's most significant companies, with detailed insight into their activities, focus of operations, their competitors, their geographic presence and performance.
- Country Reports: For an in-depth understanding of specific countries, whether by industry, economic metrics or consumer trends and lifestyles. These reports cover current trends, consumer demand, market potential and future prospects, with country-specific local insight and comprehensive data, unavailable elsewhere.

For more information on this report, further enquiries can be directed via this link www.euromonitor.com/costco-wholesale-corp-in-retail/report.