



Annual Meeting of Shareholders
January 15, 2026



Hamilton E. James



**Joined the Board in 1988;
Chairman since 2017**

Chairman of Jefferson River Capital

**Former Executive Vice Chairman and
President / Chief Operating Officer of The
Blackstone Group**



Board Members



Susan L. Decker



Joined the Board in 2004

CEO and Founder of Raft

Formerly President and CFO of Yahoo

**Director of Berkshire Hathaway Inc.,
Chime Financial, Inc., and Vail Resorts,
Inc.**



Kenneth D. Denman



Joined the Board in 2017

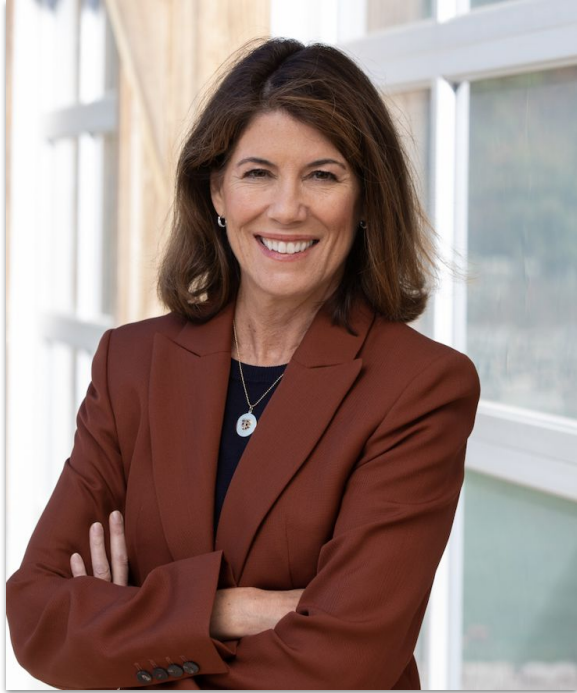
General Partner at Sway Ventures

**Formerly President and CEO of
Emotient, Inc.**

Director of Motorola Solutions, Inc.



Helena Buonanno Foulkes



Joined the Board in 2023

**Former CEO and Director of Hudson's
Bay Company**

Former President of CVS Pharmacy

Director of Skillsoft Corp.



Sally Jewell



Joined the Board in 2020

Secretary of the Interior under President Barack Obama

Former Chief Executive Officer and Director of Recreational Equipment, Inc.

Board Chair of Symetra Financial Corporation



Jeffrey S. Raikes



Joined the Board in 2008

Co-founder of the Raikes Foundation

Former CEO of the Bill & Melinda Gates Foundation

Former President of Business Division at Microsoft



John W. Stanton



Joined the Board in 2015

**Chairman and Managing Partner of the
Seattle Mariners**

**Chairman of Trilogy Equity Partners and
Director of Microsoft**

**Founder and Former Chairman and CEO of
Western Wireless Corporation**

**Former Chairman and CEO of T-Mobile USA
(formerly VoiceStream Wireless Corporation)**



Mary Agnes (Maggie) Wilderotter



Joined the Board in 2015

Former Chairman and Chief Executive
Officer of Frontier Communications

Chairman of the Board of Directors of
DocuSign



Ron Vachris



Joined the Board in 2022

**CEO since 2024 and
President since 2022**



Gina M. Raimondo



Nominated to the Board in 2025

Secretary of Commerce under President Joe Biden

Former Governor of Rhode Island

Distinguished Fellow, Council on Foreign Relations



Annual Meeting of Shareholders
January 15, 2026



2026 Annual Shareholders Presentation



Costco Today

- 3rd largest global retailer
- 12th largest in Fortune 500
- \$379 billion market cap*

*As of January 2nd, 2026



Costco Today

- Sales \$269.9B – FY'25
- 135M sq. ft (147K / whse)
- \$272M average sales / whse
- 341K employees worldwide



Costco Today

(FY'25)

Members:

- 81M households
- 145M cardholders
- 92.3% renewal rate (U.S. & CA)
- 89.8% renewal rate worldwide
- \$5.3B in membership fee income (LTM)



Costco Today

(FY'25)

914 Warehouses Worldwide

629 - U.S.	14 - Taiwan
110 - Canada	7 - China
42 - Mexico	5 - Spain
37 - Japan	2 - France
29 - U.K.	2 - Sweden
20 - Korea	1 - Iceland
15 - Australia	1 - New Zealand



Keys to Our Success

High Sales Productivity:

Sales Per Warehouse	\$272M
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Sales per Sq Ft.	~\$1,850
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Comparable Sales	5.9%
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Inventory Turnover	~13x
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Fiscal Year Results

(in M's except for EPS)

2024

2025

Sales

\$249,625

\$269,912

Net Income

\$7,367

\$8,099

Diluted EPS

\$16.56

\$18.21



1st Quarter

(in M's except for EPS)

2025

2026

Sales

\$60,985

\$65,978

+8%

Net Income

\$1,798

\$2,001

+11%

Diluted EPS

\$4.04

\$4.50

FY'25 Highlights

- Sales of \$269.9B
- 297 locations > \$300M
- 64 locations > \$400M
- First >4% pre-tax profit year in company history
- 24 net new warehouse openings
- Continued investment in employee wages
- Digitally-enabled sales were >\$27B



Expansion

FY'25 Warehouse Count

Beginning: 890

Openings: +24

Ending: 914

Today: 923

Opening Day 4/9/25

Ardeer, AU (NRL)



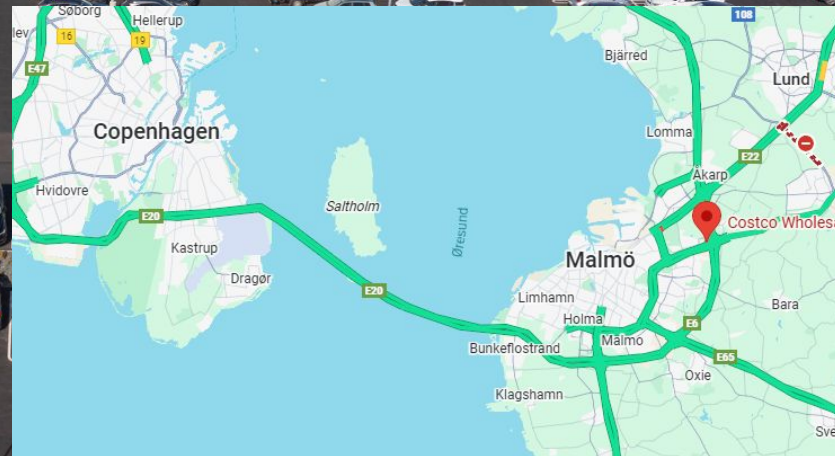
Opening Day 6/12/25

Pyeongtaek, KO



Opening Day 7/1/25

Malmö, SE



Opening Day 8/6/25

The Villages, FL



Opening Day 8/15/25

Allen, TX



Opening Day
10/28/2025

Mississauga, ON Business Center



Opening Day 11/20/2025

Mulhouse, FR





Exterior

Before

&

After



Before



Interior
&

After



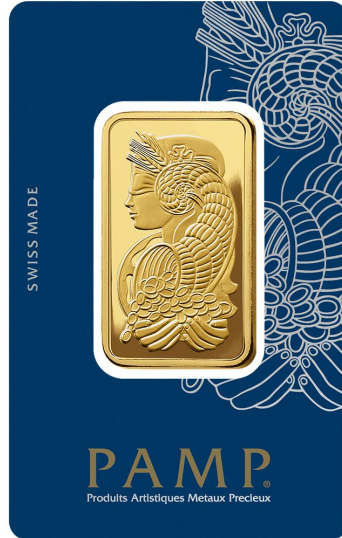
Saturation?

- **No!**
- **Next 5-10 years:**
 - **28-32 openings / year**
 - **Infills / new markets**
 - **International**
 - **Business Centers**



MERCHANDISE HIGHLIGHTS

Bullion Recap FY'25



+135% Sales Growth in FY'25



Ticket Program +24% globally in FY'25



Local Vendor Roadshows +49% in FY'25

Service Deli



157.4M Rotisserie Chickens sold globally in FY'25

Produce



FY'25 Global Sales +10%

Treasure Hunt Produce Items



Lychee



**Yellow & Pink
Dragon Fruit**



Plantain

Food Court



245.1M hot dog & soda combos sold globally in FY'25

New KS Food Court items



Calzone
Sell Price: \$6.99



**Rotisserie Chicken
Chef Salad**
Sell Price: \$7.99



KS Brownie Sundae
Sell Price: \$2.99

New Brands

NATURE REPUBLIC

Bouchard
THE DARK CHOCOLATE EXPERTS



AMOS
PROFESSIONAL

AVOCADO

sleep  number.



Tariff Mitigation

- Domestic Sourcing
- Global volume discounts
- Strategic offshore sourcing
- Mass out Merchandising
- SKU Flexibility
- Kirkland Signature



FY 2025 sales: ~\$90B

- We control the quality, value for our members
- Ability to build/create a better item
- Innovative packaging, clean ingredients, full traceability
- Ensure global supply for our future
- 20% value to the national brand

In-Country Production Successes

Moved to in-country production improving lead time



- Member pricing reduced by 37%
- Annual Member Savings of \$7.2M



- Member pricing reduced by 27%
- Lead time from 21 days to 2 days

New KS items



KS Beef Sticks
Sell Price: \$12.99
Value: 32%



KS Food Storage Bags
Sell Price: \$13.99
Value: 30%



KS Mini Muffins
Sell Price: \$8.99
Value: 35%

New KS items



**KS Men's Pima
Cotton Tee**
Sell Price: \$12.49
Value: 82%



KS Men's Short
Sell Price: \$14.99
Value: 77%



**KS Women's
Ankle Pant**
Sell Price: \$14.99
Value: 85%

New KS items



**KS Dry Facial
Daily Clean Towels**
Sell Price: \$19.99
Value: 70%



KS Whey Protein Powder
Sell Price: \$49.99
Value: 14%



KS "Gentle" Baby Formula
Sell Price: \$29.99
Value: 35%

Costco.com

Global Websites

U.S.

U.K.

Canada

Taiwan

Mexico

Korea

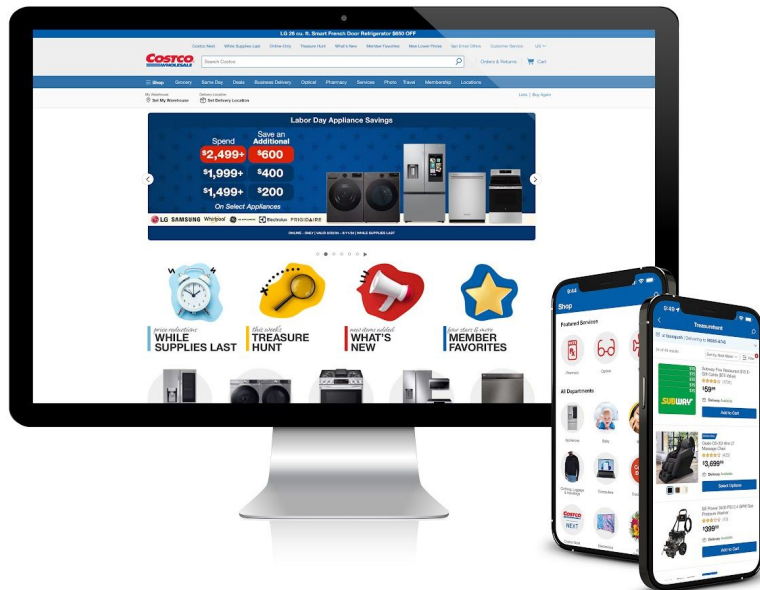
Australia

Japan

China - Micro Site

E-Commerce

- Complement the core warehouse
- Convenience of Big & Bulky
- Grocery Online
- Expanded selection year round
- Delivery + Installation available
- Same Day Delivery
- Expanded “Treasure Hunt”



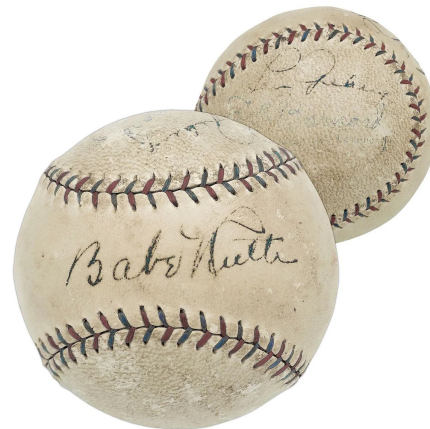
E-commerce



100g Gold Bar Rand Refinery



**Pokemon TCG Unova
Heavy Hitters 2pk
Sell Price: \$98.99**



**Babe Ruth & Lou Gehrig
New York Yankees Dual
Autographed Official Baseball
Sell Price: \$49,999**

U.S. E-commerce Enhancements

- Personalization - Homepage, Product recommendations, A.I. driven search
- Modern product pages and navigation
- Warehouse Inventory online - Access to Gas prices, Pharmacy and Tire appointments
- Expanded digital membership card - coming soon, expanded payment types
- Faster page loads, more agile experience & checkout
- Member traffic to the app +53%



Costco Logistics FY25



TOTAL DELIVERIES

4.5M

+13.67%

ITEMS DELIVERED

5.4M

+17.87%

**93% of Costco Big & Bulky
items delivered**

Business Centers



26 U.S. Locations 10 Canada Locations

- Walk in / delivery**
- eCommerce fulfillment – Online Dry Grocery**

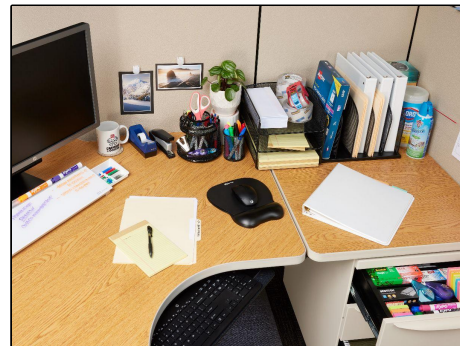
Business Centers

Key Categories



Food Service

Bakeries
Cafés & Delis
Care Facilities
Food Trucks
Restaurants
Cafeterias



Office

Corporate Offices
Law Offices
Nonprofit
Organizations
Medical & Dental
Offices
School Offices



Convenience Store

Concession Stands
Gas Stations
Gift Shops
Grocery Stores
Hotel Lobbies
Liquor Stores
Tobacco/Smoke Shops



Volume Sales

Distributors
Grocery Stores
Online Resellers
Restaurants
Vending Companies
Wholesalers

Pharmacy

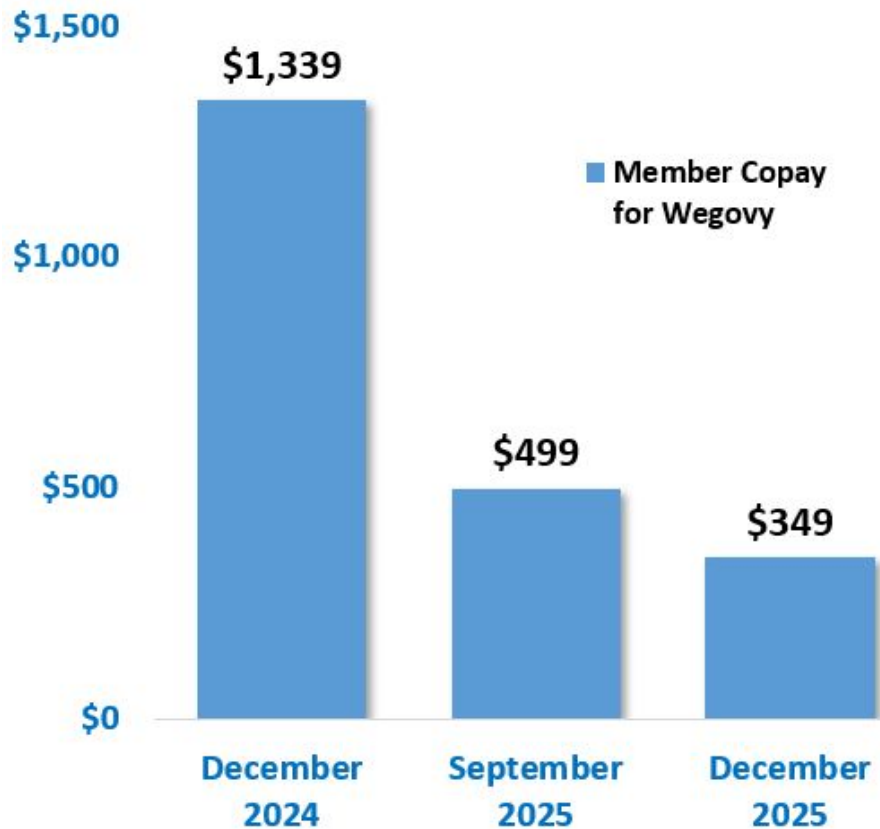


72.3M prescriptions filled globally in FY'25

U.S. Growth +13%

Pharmacy

GLP-1 Member Savings



*Price per month

Gasoline



8.2B Gallons of Fuel Sold Globally in FY'25

Gasoline

- **\$198M Member value to lowest competitor in FY'25**
- **27 New gas stations**
- **24 Gas station expansions**
- **Expanded hours**
 - **Mon - Fri: 6AM to 10PM**
 - **Saturday: 6AM to 8:30PM**
 - **Sunday: 6AM to 7:30PM**


Costco Travel



Exclusive Costco Member Rates on Rental Cars

- ✓ One Additional Driver Fee Waived*
- ✓ Book Now, Pay at the Counter
- ✓ No Cancellation Fees
- ✓ Executive Members Earn an Annual 2% Reward

[Click to Search](#)



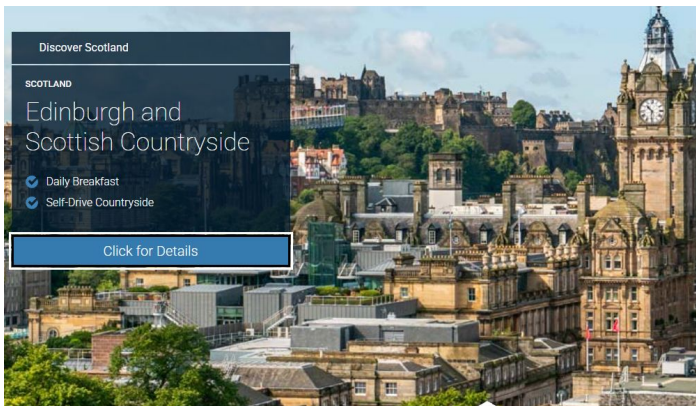
Discover Scotland

SCOTLAND

Edinburgh and Scottish Countryside

- ✓ Daily Breakfast
- ✓ Self-Drive Countryside

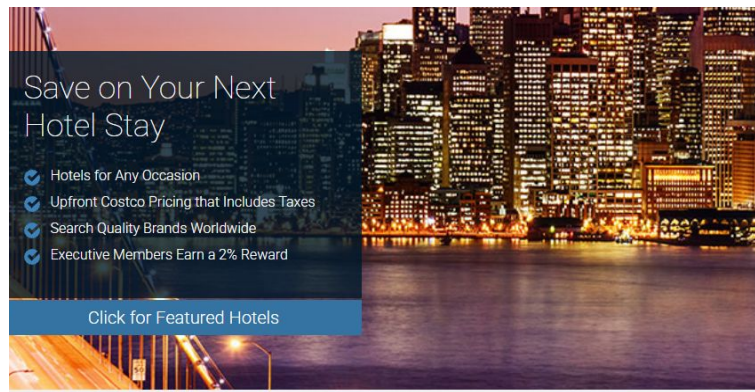
[Click for Details](#)



Save on Your Next Hotel Stay

- ✓ Hotels for Any Occasion
- ✓ Upfront Costco Pricing that Includes Taxes
- ✓ Search Quality Brands Worldwide
- ✓ Executive Members Earn a 2% Reward

[Click for Featured Hotels](#)



Costco Travel Member Spotlight



150 night World Cruise on Regent Cruise Line

Included:

- 2 Adults
- Concierge Suite
- \$550 On-Board Credit
- \$100 Executive Member On-Board Credit
- Example of Call
 - Rangiroa/Polynesia
 - Bay of Islands/New Zealand
 - Mooloolaba
 - Ho Chi Minh City

Total Spent : \$218,528

\$8,825 Shop Card



Our Executive Membership Just Got An Upgrade

We are excited to announce there will be new benefits exclusive to our Executive Membership.

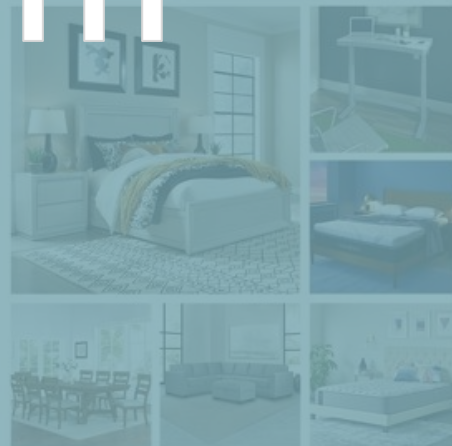
Executive Membership Upgrades

- Exclusive Shopping Hours (Effective June 30, 2025)
- \$10 Monthly Instacart Credit (\$120 value annually)
- Auto & Home Insurance: Added benefits
- Pet Insurance: Lost Pet Recovery
- Costco Auto Program: Up to \$250 + value on select promos
- Travel Extras: Additional value on select packages
- Moving & Storage: Exclusive PODS savings

DIGITAL GROWTH



SHOP ONLINE
For an Additional
Selection & Delivery of
Furniture & Mattresses



New Technology



**Front Door
Scanners**



**Global Membership
System**



**Mobile App -
Digital Wallet**



**Pay ahead
Pharmacy**



**Pre-Scanning
at Checkout**



**Med Flex Cards
(Jan 2026)**

Pharmacy Technology Improvements

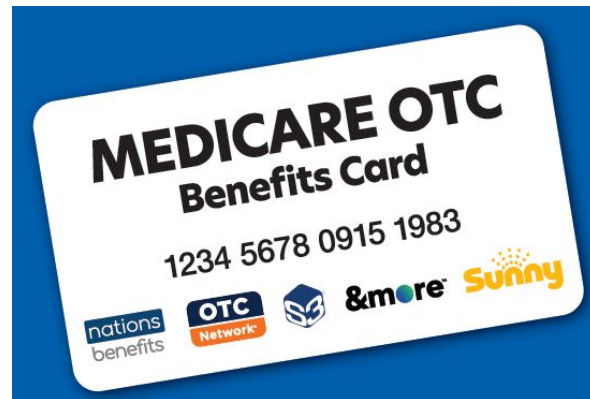
Lockers



Pay Ahead



MedFlex Cards



- Lockers - Convenient after hours pick-up
- Pay Ahead - Save time at pharmacy counter
- Medflex Cards - Expanding access to members

Our People

- Good jobs / wages / benefits
- Careers - available to all
- Promote from within
- Everyone is included
- This is “good business”

Fantastic Employees

- 341,000 employees worldwide
 - 94% benefits eligible in the U.S.
(97% enrolled)
- Highly compensated
 - ~\$32 U.S. average hourly wage
- Low turnover
 - 9% in the U.S. after 1 year



Warehouse Manager Profile

923 Managers started as:

Warehouse Manager	1%
Asst. Warehouse Manager	2%
Other Manager	10%
Hourly staff	~87%

COSTCO'S 2025 GLOBAL GRADUATES





Charitable Contributions

Target is 1% of prior year's pretax profit

FY'21	\$52M
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FY'22	\$65M
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FY'23	\$75M
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FY'24	\$84M
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FY'25	\$97M
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Quality

- People
- Facilities
- Merchandise
- Management Team

Never complacent!

Our Sustainability Commitment

[Overview](#) [People](#) [Environment](#) [Products](#) [Resources](#)

At Costco, we are committed to doing the right thing by taking care of the people we work with, the communities we serve and the environment we all depend on. We take a holistic approach to operating sustainably across our business.



Taking Care of People

We offer our employees competitive pay and benefits, and invest in communities through charitable giving, education-based funding and more.



Increasing Our Water Efficiency

Despite our growth, we have been able to reduce our global water intensity (gallons used relative to sales) through conservation and stewardship efforts across our business.



Sourcing Responsibly

We partner with our suppliers and develop our Kirkland Signature™ products using principles that keep a focus on sustainability, from the farm to the factory.

Sustainability Commitment

Pillars:

- **People:** How we take care of our employees, suppliers, and communities
- **Environment:** Our sustainability efforts across Operations and Merchandising:
 - **Climate & Energy** (Emissions, Transp. & Logistics)
 - **Biodiversity & Nature** (Forests, Animals, Fisheries)
 - **Resource Management** (Water, Waste, Packaging)
- **Products:** Our responsible sourcing practices



Financial Position (M's)

Q1, FY'26

Cash, Equiv, & Short-Term Inv.	\$17,183
Property & Equipment (net)	\$32,616
Long-Term Debt	\$5,666
Stockholders' Equity	\$30,303

Dividends

- Initiated May 2004 at \$0.40 per year
- Currently at \$5.20 per year
- Compound Annual Growth Rate 13% per year
- >\$2.3B annually
- Five special dividends in the last 13 years
- ~\$19.5B to date

Stock Repurchase

as of FY'25 End

- Program inception – Fiscal Year 2000
- \$12.5B total expenditure
- 139.9 million shares retired
- \$89.47 average cost per share
- \$903M in repurchases in FY'25



Company Annual Growth

(Dec '85 through FY'25)

Net Sales	11.9%
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Net Income	13.2%
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Stock Price	17.6%
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S & P 500	9.3%
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Costco Code of Ethics

- Obey the law
 - Take care of our members
 - Take care of our employees
 - Respect our suppliers
-
- Reward our shareholders

Our Future

- **Maintain core values and culture**
- **Deliver great quality goods and services to our members worldwide**
- **Continue to innovate**
- **Warehouse expansion**
- **Digital growth**

Thank you!

