



BusinessStats

Data · Insights · Statistics

STATISTICS BOOK

Amazon: statistics and facts

21 full reports · Edition October 2026

38.4%

PRIME SHOPPERS
ALSO HOLD COSTCO
— MOST COMMON
COMBO

~\$178B

Q1 2026 TOTAL
REVENUE EST. (JAN-
MAR 2026)

\$716.9B

AMAZON NET SALES
2025

~62%

PARTICIPANTS
RATING PRIME BIG
DEAL DAYS "GOOD"
OR "EXCELLENT" —
2026

ABOUT THIS BOOK

Amazon: statistics and facts

Every Business Stats report on Amazon in one place: 21 reports, from Prime (15 reports) and Product Group (2 reports).

The reports put numbers on it, for example ~54% (Amazon Shoppers Participated in Prime Big Deal Days 2026), \$717.9B (Amazon Total Revenue 2025 (Confirmed)), \$716.9B (Amazon Net Sales 2025) and ~62% (Participants Rating Prime Big Deal Days "Good" or "Excellent" — 2026).

Freshly updated: Opinions on Amazon Prime Big Deal Days U.S. 2026 and Amazon Global Net Revenue by Product Group 2015-2026. Every report names its primary source, and its charts and tables can be downloaded and reused for free. The list grows on its own when a new report is published; it last changed on Oct 18, 2026.

Each chapter is a complete Business Stats report with its text, charts, tables and primary sources. The online version of every report is updated continuously; this book shows them as of Oct 18, 2026.

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STATISTICS REPORT

Retail memberships owned by Amazon Prime shoppers in the U.S. 2026

Updated Sep 9, 2026 · businessstats.com/retail-memberships-of-amazon-prime-shoppers-united-states

38.4% PRIME SHOPPERS ALSO HOLD COSTCO — MOST COMMON COMBO	21.6% PRIME SHOPPERS ALSO HOLD SAM'S CLUB	19.8% PRIME SHOPPERS ALSO HOLD WALMART+ — DIRECT COMPETITOR
~2.1 AVERAGE TOTAL RETAIL MEMBERSHIPS PER PRIME SHOPPER	58% \$150K+ INCOME PRIME SHOPPERS WITH COSTCO	184M US AMAZON PRIME MEMBERS 2026

Core Topic — Retail Membership Stacking Among Prime Shoppers

Retail memberships owned by Amazon Prime shoppers in the U.S. in 2026

The data on which additional retail memberships Amazon Prime shoppers hold reveals a critical truth about the US retail membership market: **membership stacking is the norm, not the exception**. Amazon Prime, despite being the dominant retail membership program at 68.4% US market share by revenue, does not create exclusive loyalty. Prime shoppers are among the most membership-heavy consumers in the US — they have already demonstrated a willingness to pay annual fees for retail services, and many extend this behavior across multiple programs simultaneously. The US retail membership fee revenue context in our [paid retail membership fee revenue in the US analysis](#).

The Costco-Prime combination (38.4% overlap) is the defining membership pairing in US retail. It represents the intersection of two distinct value propositions that genuinely complement each other without meaningful substitution: **Prime delivers speed and convenience** (fast home delivery, digital services, marketplace breadth) while **Costco delivers unit cost savings** (bulk merchandise at near-zero product margin, gasoline discounts, in-warehouse experience). A household with both Prime and Costco is typically optimizing for both convenience and value — using Prime for daily replenishment and on-demand delivery and Costco for periodic large-basket stock-up trips. The income correlation is striking: Costco-Prime dual membership rises from 14% of Prime shoppers earning under \$50K to 58% of those earning over \$150K — confirming that premium membership stacking is concentrated in affluent households. Amazon Prime

membership revenue in our Amazon Prime analysis.

Industry Context — Why 1 in 5 Prime Members Also Pays for Walmart+ (Prime's Direct Competitor) The 19.8% Prime-Walmart+ overlap reveals that Walmart+ is functioning as a grocery delivery supplement, not a Prime replacement — and that subscription fatigue has not yet constrained dual-membership behavior

The 19.8% Prime-Walmart+ overlap — representing approximately 36-37 million US consumers — is the most strategically significant data point in this dataset. Walmart launched Walmart+ in September 2020 explicitly as a Prime competitor at a lower price (\$98/year vs Prime's \$139/year), and Walmart executives have publicly stated the ambition to offer a comparable bundle. The data suggests this strategy has achieved partial success but not primary substitution: **nearly 1 in 5 Prime members pays for both simultaneously**, which implies the majority of Walmart+ subscribers are incremental to Prime rather than replacements. The most likely explanation is geographic and use-case segmentation: in suburban and rural markets where Walmart's physical footprint dominates grocery, Prime members find Walmart+ valuable for same-day grocery delivery that Amazon's Whole Foods/Amazon Fresh network does not yet reach. Walmart+ Paramount+ streaming inclusion adds entertainment value without competing directly with Prime Video for most households. The US retail membership market context in our [US retail membership revenue share analysis](#).

The strategic implication for Amazon: the 19.8% Prime-Walmart+ overlap represents approximately 36M consumers who have demonstrated willingness to pay \$237/year (\$139 Prime + \$98 Walmart+) in combined retail memberships. **These are not subscribers at risk of canceling Prime** — they are heavy retail membership users who find sufficient value in both programs to maintain both simultaneously. Amazon's defensive strategy likely includes expanding grocery delivery coverage (Whole Foods + Amazon Fresh), enhancing Walmart+ substitutable features, and continuing Prime bundle expansion. Prime subscription context in our US retail membership fee revenue analysis.

Main Ranking — All 8 Retail Memberships

Retail memberships held by Amazon Prime shoppers US 2026 — Costco 38.4% leads, REI Co-op 3.6% lowest

The horizontal bar chart ranks all 8 additional retail memberships by the % of Amazon Prime shoppers who hold them. The chart shows two distinct tiers: warehouse clubs and Walmart+ (8-38%) vs delivery and specialty memberships (3-8%). Annual Prime membership revenue context in our Amazon Prime analysis.

Additional Retail Memberships Held by US Amazon Prime Shoppers — 2026 (% of Prime Subscribers)

Retail Memberships Owned by Amazon Prime Shoppers in the U.S. — 2026 38.4%Costco (highest)

3.6%REI (lowest) Source: Consumer Intelligence Research Partners (CIRP) 2026 US Prime subscriber

survey — % of confirmed US Prime subscribers also holding each additional retail membership — multiple memberships held simultaneously are possible — national sample weighted by income, age, geography — eMarketer 2026 cross-membership tracker supplement

Income-Stratified Breakdown

Retail membership overlap by Prime shopper income — Costco rises from 14% (under \$50K) to 58% (over \$150K)

Income is the single strongest predictor of which additional memberships Prime shoppers hold. Costco membership rises sharply with income; Walmart+ remains relatively consistent across income bands. The membership stacking behavior peaks among the most affluent Prime members. US market share context in our US retail membership revenue share analysis.

Additional Memberships by Income Bracket — US Amazon Prime Shoppers 2026 (% of Each Income Bracket) Retail Membership Overlap by Household Income — Prime Shoppers US 2026 58%\$150K+ Costco overlap 14%Under \$50K Costco

Costco Sam's Club Walmart+ BJ's Wholesale

Source: CIRP 2026 cross-tabulation by household income bracket — Costco: 14% (under \$50K), 32% (\$50K-\$100K), 45% (\$100K-\$150K), 58% (over \$150K) — Walmart+: 12%, 21%, 20%, 16% — Sam's Club: 6%, 22%, 24%, 18% — BJ's: 3%, 7%, 10%, 12%

Walmart+ vs Prime — Strategic Overlap

19.8% of Prime members also hold Walmart+ — dual membership most common in suburban, grocery-focused households

The Prime-Walmart+ dual membership rate (19.8%) translates to approximately 36-37 million US consumers simultaneously paying for both programs — spending a combined \$237/year on retail memberships. The data shows Walmart+ is strongest as a complement in suburban markets. US retail membership revenue context in our paid retail membership fee revenue analysis.

Walmart+ Overlap With Amazon Prime — Geography and Use Case Breakdown 2026 Prime-Walmart+ Dual Membership — Geographic Concentration and Primary Use Case 2026 19.8% Prime shoppers with Walmart+

By geography (% of Prime shoppers in area with Walmart+)

Source: CIRP geographic cross-tab 2026 — rural Prime shoppers 28.4% also hold Walmart+ (grocery delivery primary driver — Amazon Fresh limited coverage in rural US) — suburban 22.1% — small city 18.6% — large city 12.4% (Amazon Fresh/Whole Foods coverage strongest) — note: ~36-37M US consumers hold both Prime (\$139/yr) + Walmart+ (\$98/yr) = \$237/yr combined

Sub Topics — What Drives Overlap With Each Membership

Why Prime shoppers hold each additional membership — use cases, demographics, and strategic dynamics

- **Costco — 38.4% of Prime Shoppers — Premium Bulk Value Complements Prime Convenience:** The Prime-Costco combination is the most common dual-membership pairing in US retail, held by approximately 70.7 million Americans (38.4% of 184M Prime members). The combination persists because the two programs serve fundamentally different shopping occasions with minimal overlap. Prime delivers: fast home delivery for everyday replenishment, marketplace breadth, digital entertainment (Prime Video, Music, Gaming), and cloud storage. Costco delivers: rock-bottom unit prices on bulk merchandise, the Costco gasoline price advantage (approximately \$0.10-0.20/gallon below market — worth \$100-200/year for average US driver), fresh produce and meat at Costco quality, and the warehouse browsing experience that many members describe as entertainment. The income correlation is strong (14% among under-\$50K Prime shoppers → 58% among over-\$150K) because Costco's \$65-\$130 annual fee represents a proportionally smaller cost at higher incomes, and because affluent households typically drive more and buy in larger quantities. Costco membership revenue context in our US retail membership revenue share analysis.
- **Sam's Club — 21.6% of Prime Shoppers — Strongest in South/Midwest Where Sam's Dominates:** Sam's Club (Walmart's warehouse club division) is held by 21.6% of Prime shoppers — higher than Walmart+ (19.8%) among the same population. Sam's Club membership (\$50 Club / \$110 Plus per year) appeals to Prime shoppers in markets where Costco has limited presence — particularly in the South, Midwest, and rural areas where Sam's Club's 600+ locations provide warehouse club access that Costco's approximately 600 US locations (more coastal-weighted) does not. Sam's Club membership is

strongest among Prime shoppers in the \$50K-\$100K and \$100K-\$150K income brackets (22-24%) — slightly lower at the highest incomes where Costco's more affluent positioning wins. Sam's Club's Scan & Go mobile checkout technology is one of the most-cited reasons for maintaining dual membership among Prime shoppers who value in-store efficiency. Sam's Club revenue context in our paid retail membership fee revenue analysis.

- **Walmart+ — 19.8% of Prime Shoppers — Grocery Delivery Complement, Especially in Non-Amazon-**

Fresh Markets: Walmart+ is held by approximately 36-37 million of Prime's 184 million US subscribers — the most strategically important overlap in the dataset given Walmart+'s positioning as Prime's direct competitor. The primary use case for Prime-Walmart+ dual membership is **grocery delivery**: in suburban and rural US markets where Walmart's physical store dominates grocery and where Amazon Fresh delivery coverage is limited, Prime members find Walmart+ essential for same-day grocery. The geographic data confirms this: rural Prime shoppers hold Walmart+ at 28.4% vs large-city Prime shoppers at 12.4% (where Amazon Fresh/Whole Foods coverage is strongest). The Paramount+ streaming bundle included with Walmart+ provides additional differentiation for households that don't subscribe to Paramount+ separately. The \$98/year Walmart+ price (vs \$139/year Prime) makes dual membership affordable at a combined \$237/year. Walmart+ revenue in our US retail membership fee revenue analysis.

- **BJ's Wholesale — 8.2% of Prime Shoppers — Northeast Regional Concentration:** BJ's Wholesale Club

(8.2% overlap) is entirely explained by geography — BJ's operates approximately 240 clubs concentrated in the Northeast (Massachusetts, New York, New Jersey, Connecticut, Pennsylvania, Maryland, Virginia, Florida). Among Prime shoppers in the Northeast, BJ's overlap is estimated at approximately 18-22% — significantly higher than the national average. BJ's unique advantage for Northeast Prime shoppers: it accepts manufacturer coupons (unlike Costco and Sam's Club), enabling additional savings on branded products beyond the warehouse club unit pricing. BJ's Inner Circle (\$55/year) and Perks Elite (\$110/year) tiers are priced attractively for Prime shoppers seeking warehouse club benefits without driving the longer distances typical to Costco or Sam's Club in the Northeast. BJ's revenue context in our US retail membership revenue share analysis.

- **Target Circle 360 — 6.4% of Prime Shoppers — Same-Day Delivery Alternative Growing Among**

Young Families: Target Circle 360 (\$49/year — Target's paid membership with same-day delivery from local Target stores) is held by 6.4% of Prime shoppers, growing from a lower base as Target has expanded its same-day delivery coverage and improved its Circle 360 value proposition. The Prime-Target Circle 360 overlap is strongest among: Prime shoppers with children under 12 (Target's core

demographic); households in urban/suburban areas with nearby Target stores; and younger Prime members (Millennial/Gen Z) who prefer Target's apparel, home goods, and essentials. Target Circle 360 is primarily used for same-day delivery of Target-exclusive products and apparel — a use case that Prime (without a nearby Amazon physical store) cannot fully replicate.

- **Instacart+ — 5.8% of Prime Shoppers — Multi-Retailer Grocery Access Where Amazon Falls Short:**

Instacart+ (\$99/year) gives Prime shoppers same-day delivery from 1,400+ grocery retailers — including Kroger, Safeway, Albertsons, Costco, Whole Foods, and regional grocers that Amazon's own delivery doesn't cover. The 5.8% overlap reflects Prime shoppers who prioritize grocery delivery breadth: they want to order from their preferred local grocery chain (Kroger, H-E-B, ShopRite) in addition to or instead of Whole Foods/Amazon Fresh. Instacart+ is particularly valued in markets where Amazon Fresh is not available and Whole Foods has limited selection or high prices. The overlap is declining slightly as Amazon Fresh expands — but Instacart's multi-retailer model is a durable differentiator. Grocery delivery comparison in our Amazon Prime analysis.

- **Shipt — 4.2% of Prime Shoppers — Target Ecosystem Shoppers Maintaining Both:** Shipt (\$99/year, owned by Target) is held by 4.2% of Prime shoppers — primarily those who shop regularly at Target and value same-day Target delivery via Shipt's shopper network. Shipt covers Target plus select CVS, Meijer, and other retailers. The Prime-Shipt overlap is largely a subset of the Prime-Target Circle 360 overlap — many households using Target Circle 360 also use Shipt for on-demand delivery, or hold Shipt from before Target Circle 360 launched. Shipt's Shopper-picked delivery model is preferred by some consumers who value the ability to receive updates and substitution confirmations from a real person.

- **REI Co-op — 3.6% of Prime Shoppers — Affluent Outdoor Enthusiast Niche:** REI Co-op (\$30 lifetime membership) is the lowest-overlap program in the dataset at 3.6% — but its niche nature makes the overlap more meaningful than the number suggests. REI Co-op members receive an annual dividend (approximately 10% of eligible purchases), access to REI Co-op brand products at member prices, and REI garage sales. The Prime-REI overlap is concentrated among: higher-income Prime shoppers (outdoor gear is discretionary); Pacific Northwest, Mountain West, and Northeast Prime members (near REI's geographic strongholds); and active outdoor lifestyle consumers who use both Prime for general e-commerce and REI for specialty outdoor equipment. At \$30 lifetime (not annual), the REI membership is effectively free for any active outdoor enthusiast — making the 3.6% overlap entirely incremental to Prime spending rather than competitive with it.

Industry Context — The Economics of Membership Stacking

Combined annual cost of retail membership stacking — Prime (\$139) + Costco (\$65-\$130) = \$204-\$269/year for most common combo

The stacking behavior implies significant annual spending on retail memberships by Prime shoppers. Understanding what consumers are paying for their combined membership portfolios helps explain why programs must deliver clear, non-overlapping value. The full US market context in our paid retail membership fee revenue analysis.

Annual Cost of Prime + Secondary Membership Combinations — 2026 (\$USD/Year) Total Annual Retail Membership Cost — Amazon Prime Plus Each Additional Membership 2026 \$269Prime + Costco Executive \$237Prime + Walmart+

Annual membership fee prices (2026): Amazon Prime \$139/yr — Costco Gold Star \$65/yr, Executive \$130/yr — Sam's Club Club \$50/yr, Plus \$110/yr — Walmart+ \$98/yr — Target Circle 360 \$49/yr — Instacart+ \$99/yr — BJ's Inner Circle \$55/yr, Perks Elite \$110/yr — REI Co-op \$30 lifetime (annualized) — stacked cost = Prime (\$139) + secondary program base tier — most common program: Prime + Costco Gold Star = \$204/yr

Average Total Memberships by Income

Average retail memberships per Prime shopper by income — from 1.4 (under \$50K) to 3.1 (over \$150K)

Average Total Retail Memberships Held by Amazon Prime Shoppers — by Household Income Bracket 2026

Avg. Total Retail Memberships Per Prime Shopper — by Income Bracket 2026 3.1xOver \$150K income

Total memberships (incl. Prime)

Source: CIRP 2026 survey cross-tabulated by income — average total memberships = Prime + all additional programs held per respondent — under \$50K: avg 1.4 total — \$50K-\$100K: avg 2.0 — \$100K-\$150K: avg 2.6 — over \$150K: avg 3.1 — stacking behavior accelerates sharply above \$100K household income

Full Data Table

Retail memberships held by Amazon Prime shoppers US 2026 — complete data by program

Retail Memberships — Amazon Prime Shoppers US 2026 (% of Prime Subscribers) Click to sort

PROGRAM	% OF PRIME SHOPPERS	EST. US MEMBERS (M)	ANNUAL FEE (BASE)	COMBINED COST W/ PRIME	PRIMARY USE CASE W/ PRIME	TYPE
Costco	38.4%	~70.7M	\$65-\$130/yr	\$204-\$269/yr	Bulk value, gasoline, in-store	Warehouse club
Sam's Club	21.6%	~39.7M	\$50-\$110/yr	\$189-\$249/yr	Bulk value — South/Midwest focus	Warehouse club
Walmart+	19.8%	~36.4M	\$98/yr	\$237/yr	Grocery delivery — suburban/rural	Digital-first
BJ's Wholesale	8.2%	~15.1M	\$55-\$110/yr	\$194-\$249/yr	Northeast warehouse club; coupons	Warehouse club
Target Circle 360	6.4%	~11.8M	\$49/yr	\$188/yr	Same-day Target; families	Delivery
Instacart+	5.8%	~10.7M	\$99/yr	\$238/yr	Multi-retailer grocery delivery	Grocery delivery
Shipt	4.2%	~7.7M	\$99/yr	\$238/yr	Target same-day; real shopper	Grocery delivery
REI Co-op	3.6%	~6.6M	\$30 lifetime	\$139+\$30 lifetime	Outdoor gear; 10% dividend	Specialty retail

Key Statistics

Retail memberships held by Amazon Prime shoppers US 2026 — key statistics

38.4%Costco Membership Among Prime Shoppers — Most Common Retail Combo in the US38.4% of US Amazon Prime subscribers also hold a Costco membership in 2026 — approximately 70.7 million Americans. This is the most common dual-membership combination in US retail. The Prime-Costco pairing is driven by demographic overlap (both skew affluent) and true complementarity (speed/digital vs. bulk value/physical). Among Prime shoppers earning over \$150K, Costco overlap reaches 58%. Amazon Prime



detail in our Amazon Prime analysis. Source: CIRP 2026. 19.8% Walmart+ Among Prime Shoppers — 36M Americans Pay for Both Simultaneously 19.8% of Prime shoppers also subscribe to Walmart+ — approximately 36-37 million Americans paying a combined \$237/year for both programs. The overlap confirms Walmart+ is functioning primarily as a grocery delivery complement (especially in suburban/rural areas with limited Amazon Fresh coverage) rather than a Prime substitute. Rural Prime shoppers hold Walmart+ at 28.4% vs 12.4% in large cities. Source: CIRP, MoffettNathanson 2026. ~2.1x Average Total Retail Memberships Per Prime Shopper — From 1.4 to 3.1 by Income The average Amazon Prime shopper holds approximately 2.1 total retail memberships (Prime + approximately 1.1 additional). Income strongly predicts stacking: under \$50K Prime shoppers average 1.4 memberships, \$50K-\$100K average 2.0, \$100K-\$150K average 2.6, over \$150K average 3.1. Membership stacking accelerates sharply above \$100K household income. Source: CIRP 2026 income cross-tabulation. 58% \$150K+ Income Prime Shoppers Also Hold Costco — Premium Stacking Peak Among Amazon Prime shoppers with household incomes over \$150K, 58% also hold a Costco membership — vs 14% among Prime shoppers earning under \$50K. This 44 percentage point income gradient is the strongest demographic pattern in the dataset. Higher-income Prime shoppers also show stronger BJ's (12%), Sam's Club (18%), Target Circle 360, and Instacart+ overlap. Membership stacking is a premium consumer behavior. Source: CIRP 2026 income bracket analysis. 21.6% Sam's Club Among Prime Shoppers — Stronger Than Walmart+ in \$50K-\$150K Band Sam's Club overlap (21.6%) exceeds Walmart+ (19.8%) among Prime shoppers nationally. In the \$50K-\$100K and \$100K-\$150K income bands, Sam's Club shows 22-24% overlap vs Walmart+'s 20-21% — suggesting Sam's Club holds a stronger position than Walmart+ among middle-income Prime shoppers who want warehouse club access. Sam's Club revenue context in our US retail membership revenue share analysis. Source: CIRP 2026. 6.4% Target Circle 360 Growing — Same-Day Delivery Expanding Among Young Families Target Circle 360 (\$49/year) is held by 6.4% of Prime shoppers — the fastest-growing overlap in the dataset as Target has expanded same-day delivery coverage. Target Circle 360 is strongest among Prime shoppers with children under 12, urban/suburban residents, and Millennial/Gen Z Prime members who value Target's apparel and home goods assortment. At \$49/year (vs Prime's \$139), the stacked cost is \$188/year — the most affordable Prime dual-membership combination. Source: CIRP, Target earnings 2026.

FAQ

Frequently Asked Questions — retail memberships held by Amazon Prime shoppers US 2026

Retail memberships held by US Amazon Prime shoppers in 2026: **Costco 38.4%** (~70.7M Americans), **Sam's Club 21.6%** (~39.7M), **Walmart+ 19.8%** (~36.4M), **BJ's Wholesale 8.2%** (~15.1M), **Target Circle 360 6.4%** (~11.8M), **Instacart+ 5.8%** (~10.7M), **Shipt 4.2%** (~7.7M), **REI Co-op 3.6%** (~6.6M). Average Prime shopper holds approximately 2.1 total retail memberships. Amazon Prime detail in our Amazon Prime analysis. Source: Consumer Intelligence Research Partners (CIRP) 2026.

38.4% of Prime shoppers also hold Costco because they serve genuinely complementary needs with minimal overlap: Prime delivers speed (fast home delivery), digital services, and marketplace breadth; Costco delivers bulk merchandise unit cost savings, gasoline discounts (~\$0.10-0.20/gallon below market), and fresh produce quality. The two programs rarely cannibalize each other's use cases. Income drives the overlap: 14% of under-\$50K Prime shoppers also have Costco vs 58% of over-\$150K Prime shoppers. Higher-income households drive more (fuel savings more valuable) and buy in larger quantities (bulk economics work better). Source: CIRP 2026, eMarketer 2026.

Yes — **19.8% of Prime shoppers (approximately 36-37 million Americans) also hold Walmart+** in 2026, paying a combined \$237/year for both. The overlap confirms Walmart+ is functioning as a grocery delivery complement rather than a Prime substitute for most households — particularly in suburban and rural areas where Walmart's physical stores dominate grocery and Amazon Fresh/Whole Foods coverage is limited. Rural Prime shoppers hold Walmart+ at 28.4% vs large-city Prime shoppers at 12.4%. US retail membership market context in our US retail membership revenue share analysis. Source: CIRP, MoffettNathanson 2026.

The average Amazon Prime shopper holds approximately **2.1 total retail memberships** (Prime plus approximately 1.1 additional). By income: under \$50K: avg 1.4 total. \$50K-\$100K: avg 2.0. \$100K-\$150K: avg 2.6. **Over \$150K: avg 3.1 total memberships**. The most common single-secondary combination is Prime + Costco (38.4% of Prime members). Membership stacking accelerates sharply above \$100K household income — confirming it is primarily an affluent consumer behavior. Full US retail membership fee revenue in our paid retail membership fee revenue analysis. Source: CIRP 2026.

The 19.8% Prime-Walmart+ dual-membership rate suggests **Walmart+ is primarily a complement, not a substitute** for Prime in 2026. True substitution would show Prime members canceling Prime when joining Walmart+ — the data shows 1 in 5 Prime members holds both simultaneously, implying the majority of Walmart+ subscribers are incremental. Walmart+ competes most directly with Prime for **grocery delivery**



(particularly in rural/suburban markets) and **streaming** (Paramount+ vs Prime Video) — but Prime's superiority in non-grocery e-commerce, marketplace breadth, and bundle depth (Gaming, Music, Photos) maintains the primary loyalty position. Amazon Prime context in our Amazon Prime analysis. Source: CIRP, MoffettNathanson 2026.

Income is the strongest predictor of membership stacking among Prime shoppers: **Costco**: 14% (under \$50K) → 32% → 45% → 58% (over \$150K). **Sam's Club**: 6% → 22% → 24% → 18%. **Walmart+**: 12% → 21% → 20% → 16% (most consistent across income — grocery delivery value is relatively income-independent). **BJ's Wholesale**: 3% → 7% → 10% → 12%. The dramatic Costco income gradient (14% to 58%) reflects both Costco's affluent positioning and the fact that annual membership fees (\$65-\$130) represent proportionally smaller costs at higher incomes. Amazon operating income context in our Amazon operating income by segment analysis. Source: CIRP 2026 income cross-tabulation.

21.6% of Prime shoppers hold Sam's Club for two main reasons: (1) **Geographic access**: Sam's Club has 600+ US locations weighted toward the South and Midwest where Costco presence is thinner — in these markets, Sam's is the accessible warehouse club for Prime shoppers who want bulk merchandise. (2) **Price**: Sam's Club (\$50-\$110/year) is lower than Costco (\$65-\$130/year) — combined Prime+Sam's cost is \$189-\$249/year vs Prime+Costco's \$204-\$269/year. Sam's Club is stronger among \$50K-\$150K Prime shoppers (22-24%) — the middle-income band where value matters most. US membership market share in our US retail membership revenue share analysis. Source: CIRP 2026.

The 5.8% Instacart+ and 4.2% Shipt overlap reveals a **grocery delivery pluralism pattern**: Prime members who want same-day delivery from non-Amazon grocers (Kroger, Safeway, H-E-B, Albertsons, and 1,400+ Instacart retailers) hold Instacart+ for multi-retailer access that Prime cannot match. Instacart+ (\$99/year) gives access to the shopper's preferred local grocery chain — even if that chain isn't partnered with Amazon Fresh or located near a Whole Foods. Shipt's 4.2% reflects Target-ecosystem shoppers maintaining both. Both overlaps are declining slowly as Amazon Fresh expands grocery coverage — but Instacart's multi-retailer breadth is a durable competitive advantage. Amazon Prime analysis at Amazon Prime analysis. Source: CIRP, Instacart earnings 2026.

Sources

[Consumer Intelligence Research Partners \(CIRP\) — Amazon Prime Membership Overlap Study 2026 — quarterly US Prime subscriber surveys — cross-membership behavior analysis — cirpllc.com](#)

[eMarketer — US Retail Membership Overlap Tracker 2026 — Amazon Prime cross-membership data — emarketer.com](#)



[Statista Digital Economy Compass 2026 — Retail memberships held by Amazon Prime shoppers US — statista.com](#)

[MoffettNathanson — Amazon Prime / Walmart+ Dual Membership Analysis 2026 — geographic and income segmentation — moffettnathanson.com](#)

[Wall Street Journal — Amazon Prime and Walmart+ Consumer Overlap Analysis 2026 — wsj.com](#)

Data sourced from Consumer Intelligence Research Partners (CIRP) 2026 US Prime subscriber survey (primary source), supplemented by eMarketer retail membership overlap tracker and Statista Digital Economy Compass 2026. Survey population: confirmed US Amazon Prime subscribers (paid annual or monthly) only. Survey methodology: nationally representative by age, gender, income, and geography; approximately 2,000 annual respondents (rolling 4-quarter average). Percentages represent % of Prime subscribers who also hold each named program — respondents may hold multiple secondary memberships simultaneously; percentages are not mutually exclusive and do not sum to 100%. Amazon Prime member count (184M US) from Consumer Intelligence Research Partners (CIRP). All 2026 figures are estimates; CIRP surveys are not published real-time. Not investment advice.

STATISTICS REPORT

Share of U.S. Amazon shoppers satisfied with Prime Big Deal Days 2026

 Updated Sep 9, 2026 · businessstats.com/amazon-prime-big-deal-days-shopper-satisfaction-untied-states

~62% PARTICIPANTS RATING PRIME BIG DEAL DAYS "GOOD" OR "EXCELLENT" — 2026	~18% "EXCELLENT" RATING — HIGHEST SATISFACTION TIER, 2026	~14% DISSATISFIED (POOR OR VERY POOR) — 2026
+14pp SATISFACTION IMPROVEMENT SINCE 2022 LAUNCH (48% TO 62%)	~72% AMAZON DEVICES — MOST SATISFIED CATEGORY AMONG PARTICIPANTS	~76% PARTICIPANTS SAYING EVENT WAS "WORTH IT" AS A PRIME BENEFIT

Overview

Share of Amazon shoppers satisfied with Prime Big Deal Days in the United States in 2026

Prime Big Deal Days 2026 achieved a 62% good-or-excellent satisfaction rate among U.S. participants — a meaningful milestone for an event that launched in 2022 with only 48% satisfied shoppers. The improvement reflects Amazon's deliberate year-over-year investment in deal depth and category breadth for the October event, responding to consistent consumer feedback that the fall sale's discounts lagged July Prime Day's benchmarks. At 62% overall satisfaction, Prime Big Deal Days has crossed into "good" event territory by industry standards — consumer satisfaction above 60% for a retail sale event indicates sufficient value delivery to sustain behavioral entrenchment and repeat participation.

The satisfaction distribution reveals the nature of Prime Big Deal Days' consumer reception in 2026: it is an event that most participants are adequately satisfied with, but that has not yet generated the genuine enthusiast base that July Prime Day commands. The approximately 18% excellent rating — while an improvement from 2022's approximately 9% — remains well below July Prime Day's approximately 28% excellent rate. Building from adequate to excellent satisfaction will require Amazon to continue deepening Prime Big Deal Days deal quality, particularly in Electronics — the category where the satisfaction gap versus Prime Day is most acute. The full participation context is in our [Prime Big Deal Days participation and opinions analysis](#).

Share of U.S. Prime Big Deal Days participants rating experience "good" or "excellent" — 2022 to 2026 (post-event survey) Prime Big Deal Days Satisfaction — U.S. Participants 2022–2026 (% Good or Excellent) 48% (2022 launch) → 54% (2023) → 58% (2024) → 60% (2025) → 62% (2026). +14pp since launch. Still 9pp below July Prime Day 2026 (~71%). All Statista / YouGov / BusinessStats Research post-event estimates. ±3-5pp. ~62% 2026 satisfied

% rating Prime Big Deal Days "good" or "excellent" (post-event survey, U.S. participants)

The satisfaction trend line's consistent upward slope — +2 to +6 percentage points per year since launch — confirms that Amazon is successfully investing in Prime Big Deal Days deal quality in response to consumer feedback. The largest single-year improvement was 2022 to 2023 (+6pp) as Amazon rapidly addressed launch-year complaints about deal depth. Growth has moderated to +2pp per year in 2025-2026 — consistent with satisfaction approaching the ceiling of the event's addressable opportunity given its current discount architecture. Closing the remaining 9-percentage-point gap versus July Prime Day satisfaction will likely require Amazon to match July Prime Day's average discount depth in at least its headline categories. The Amazon Prime membership enabling access to this event is in our [Amazon Prime analysis](#).

Full Satisfaction Data Table

Prime Big Deal Days U.S. — Full Satisfaction Data Table (2022–2026)

The table shows annual satisfaction rates by rating tier, net satisfaction score (% satisfied minus % dissatisfied), average spend per satisfied participant, and repeat intent by satisfaction level. The consumer purchase intent context is in our Amazon Prime Day purchase intent analysis.

Prime Big Deal Days — U.S. Satisfaction Survey Data 2022–2026 (All Post-Event Estimates) Click column to sort

YEAR	EXCELLENT (%)	GOOD (%)	FAIR (%)	POOR / VERY POOR (%)	NET SATISFACTION SCORE
2022	~9%	~39%	~24%	~28%	+20pp (48% – 28%)
2023	~12%	~42%	~24%	~22%	+32pp (54% – 22%)
2024	~15%	~43%	~24%	~18%	+40pp (58% – 18%)
2025	~17%	~43%	~24%	~16%	+44pp (60% – 16%)
2026	~18%	~44%	~24%	~14%	+48pp (62% – 14%)

All figures are post-event survey estimates. Statista, YouGov, NRF, BusinessStats Research. Survey population: U.S. adults who made at least one purchase during Prime Big Deal Days. Rating scale: Excellent / Good / Fair / Poor / Very Poor. Net Satisfaction = % Good+Excellent minus % Poor+Very Poor. Amazon does not publish official satisfaction data. ±3–5 percentage points margin of error per annual figure.

The "fair" rating (approximately 24% across all five years) is the most structurally stable segment — a consistent quarter of Prime Big Deal Days participants are neither satisfied nor dissatisfied, representing a neutral "adequate" experience. The improvement in satisfaction since 2022 has come almost entirely from converting dissatisfied shoppers (poor/very poor: declining from 28% to 14%) into satisfied ones — the fair segment has remained remarkably constant. This pattern suggests Amazon's deal improvements have been sufficient to rescue disappointed shoppers but not sufficient to elevate neutral shoppers into genuine satisfaction. The net satisfaction score improvement from +20pp in 2022 to +48pp in 2026 — more than doubling — represents substantial progress. The Amazon Prime statistics context is in our [Amazon statistics and facts analysis](#).

Deal Quality Ratings Breakdown

18% Rate Prime Big Deal Days Excellent, 44% Good, 24% Fair, 14% Dissatisfied — Distribution in Full

The 2026 Prime Big Deal Days satisfaction distribution — 18% excellent, 44% good, 24% fair, 10% poor, 4% very poor — reveals important nuance beyond the headline 62% satisfied figure. The "good" category's dominance (44% vs 18% excellent) confirms that Prime Big Deal Days delivers a reliably competent shopping experience but has not yet created the event enthusiasm that drives the higher "excellent" ratings. Comparing to July Prime Day (28% excellent, 43% good, 18% fair, 11% poor) shows the gap is concentrated almost entirely in the excellent-versus-good distinction: Prime Day converts more satisfied participants into genuinely enthusiastic ones, while Prime Big Deal Days keeps them in the adequate-but-not-thrilled zone.

Prime Big Deal Days 2026 overall satisfaction rating distribution — U.S. participants (5-point scale) Prime Big Deal Days 2026 — Satisfaction Rating Distribution (% of U.S. Participants) Excellent ~18%. Good ~44%. Fair ~24%. Poor ~10%. Very poor ~4%. Net satisfied (good+excellent) ~62%. Net dissatisfied ~14%. All Statista / BusinessStats Research. ±3-5pp. ~62%Net satisfied ~14%Dissatisfied

The satisfaction distribution donut's colour gradient — gold (excellent) fading to red (very poor) — captures the asymmetric nature of Prime Big Deal Days' consumer reception: the positive arc (62%)



substantially outweighs the negative (14%), with a significant neutral segment (24%) sitting between them. This 62-24-14 distribution is the profile of an event that is valued rather than loved — consumers get enough value to be satisfied but not enough to be enthusiastic advocates. For comparison, the UK streaming service satisfaction distributions (relevant because Prime Video is a key Prime benefit driving event perception) are in our [Amazon Prime analysis](#).

Satisfaction by Product Category

Amazon Devices Leads Category Satisfaction at ~72% — Electronics Lowest at ~58% Due to Shallower Discounts vs July Prime Day

Category-level satisfaction at Prime Big Deal Days 2026 varies substantially — from approximately 72% (Amazon Devices) to approximately 58% (Electronics). The Amazon Devices category earns the highest satisfaction because Amazon specifically prioritises its own first-party device discounts at Prime Big Deal Days, offering Echo, Kindle, Fire TV, and Ring deals at or near all-time-low prices. Consumers who come specifically for Amazon device deals leave highly satisfied because the event delivers on this specific promise. Home and Kitchen (approximately 68%) and Toys (approximately 66%) also show above-average satisfaction — categories where Prime Big Deal Days' 20-35% discounts are sufficient to generate genuine value perception because consumers compare against everyday prices rather than July Prime Day benchmarks.

Electronics (approximately 58%) records the lowest satisfaction because electronics shoppers are the most likely to compare Prime Big Deal Days discounts directly against July Prime Day's electronics deals — and find them wanting. A consumer who purchased a laptop at 45% off during July Prime Day has a clear reference point that makes a 25% electronics discount at Prime Big Deal Days feel insufficient. This "reference point anchoring" effect is unique to electronics buyers and explains why the category satisfaction gap is concentrated in this segment rather than uniformly distributed. The broader Amazon Prime Day context for electronics purchasing is in our [Amazon Prime Day global items purchased analysis](#).

Prime Big Deal Days 2026 satisfaction by product category — U.S. participants (% rating category deals good or excellent) Prime Big Deal Days 2026 — Satisfaction by Product Category (% Good or Excellent)
Amazon Devices ~72%. Home & Kitchen ~68%. Toys ~66%. Clothing & Beauty ~64%. Grocery ~62%. Sports ~60%. Electronics ~58%. All Statista / BusinessStats Research post-event category survey. ±4-6pp per category. ~72% Amazon Devices — top

% of category buyers rating Prime Big Deal Days deals in that category "good" or "excellent"

The category satisfaction chart makes the strategic recommendation for Amazon clear: to lift overall Prime Big Deal Days satisfaction from 62% toward July Prime Day's 71% level, the most impactful intervention is improving Electronics satisfaction. Given that approximately 48% of Prime Big Deal Days participants purchase electronics — the most popular category — even a 5-percentage-point improvement in electronics satisfaction would add approximately 2.4 percentage points to the overall event satisfaction score. The relatively high satisfaction with Amazon Devices (~72%) suggests a blueprint: when Amazon commits to aggressive first-party pricing in a category, consumer satisfaction follows. Applying that same pricing commitment to third-party electronics deals would be the primary lever to close the satisfaction gap. The payment methods used for these purchases are in our [Amazon Prime Day payment methods analysis](#).

vs July Prime Day Satisfaction

Prime Big Deal Days 62% vs July Prime Day 71% — 9pp Satisfaction Gap Driven Almost Entirely by Electronics and Deal Depth Perception

Comparing Prime Big Deal Days 2026 (62% satisfied) with July Prime Day 2026 (71% satisfied) reveals a consistent 9 percentage point satisfaction gap that has remained relatively stable since 2023. The gap was larger in 2022 (approximately 15pp) when Prime Big Deal Days launched with notably weaker deals, and has narrowed as Amazon has invested in the event — but a structural gap remains because July Prime Day is Amazon's flagship event receiving the company's maximum promotional investment, deepest vendor negotiations, and highest deal density. Among consumers who participated in both events, approximately 62% say July Prime Day was more satisfying, approximately 22% found them equivalent, and approximately 16% preferred Prime Big Deal Days — primarily on the basis of holiday gift deal quality and Amazon Devices pricing.

Prime Big Deal Days vs July Prime Day — satisfaction rating comparison, U.S. 2026 (% of participants per rating tier) Prime Big Deal Days vs July Prime Day — Satisfaction Rating Comparison U.S. 2026 (% per Tier) PBDD: 18% excellent, 44% good, 24% fair, 14% poor. Prime Day: 28% excellent, 43% good, 18% fair, 11% poor. Key gap: excellent tier (PBDD 18% vs Prime Day 28%). All BusinessStats Research comparative survey. ±3-5pp per tier. -9ppPBDD vs Prime Day gap

The stacked bar comparison makes the satisfaction gap structural: Prime Big Deal Days converts more participants into "good" territory (44% vs 43% for Prime Day — essentially identical) but far fewer into "excellent" (18% vs 28% — a 10 percentage point gap). The satisfaction gap between the two events is not

that Prime Big Deal Days fails more people — it's that Prime Big Deal Days fails to genuinely delight the way July Prime Day does. The 10pp excellent-tier gap is the key metric for Amazon to close. The NPS scores that reflect this satisfaction dynamic are in our [NPS of retailers among Amazon Prime users analysis](#).

Satisfaction by Demographics

35–44 Year Olds Most Satisfied (~68%) — Holiday Gift Focus Aligns With Their Life Stage Purchase Needs

Prime Big Deal Days satisfaction in 2026 varies meaningfully by demographic segment, with 35-44 year olds showing the highest satisfaction rate at approximately 68% — approximately 6 percentage points above the overall 62% average. This demographic alignment is directly connected to Prime Big Deal Days' positioning as an early holiday shopping event: 35-44 year olds are most likely to be parents purchasing holiday gifts for children and household managers planning family celebrations, making Prime Big Deal Days' Toys, Amazon Devices, and Home and Kitchen deals specifically well-suited to their purchasing needs. When an event's deal architecture aligns with a consumer segment's specific purchase intent, satisfaction follows — this is the core of why 35-44 year olds are Prime Big Deal Days' most satisfied demographic.

Prime Big Deal Days 2026 satisfaction by age group — U.S. participants (% rating experience good or excellent, by age bracket) Prime Big Deal Days 2026 — Satisfaction by Age Group, U.S. Participants (% Good or Excellent) 18-24: ~58%. 25-34: ~64%. 35-44: ~68% (highest). 45-54: ~62%. 55-64: ~56%. 65+: ~50%. All Statista / YouGov age-stratified post-event survey. ±4-6pp per age bracket. ~68% 35-44 — most satisfied

% of participants in each age group rating Prime Big Deal Days "good" or "excellent" (2026)

The age satisfaction curve — rising from 58% (18-24) to a peak at 35-44 (68%) and declining toward 50% (65+) — mirrors the participation curve, confirming that satisfaction and participation are driven by the same lifecycle-stage factors. The 18-24 lower satisfaction (approximately 58%) reflects this group's higher engagement with social media-driven deal discovery — platforms where July Prime Day deals generate far more content and FOMO than Prime Big Deal Days, raising expectations that the October event cannot match. The 65+ lower satisfaction (approximately 50%) reflects both lower Prime membership rates in this demographic and lower engagement with the event's digital deal discovery mechanics. The reasons consumers of different ages join Amazon Prime are in our [reasons for joining Amazon Prime analysis](#).

Satisfaction and Dissatisfaction Drivers

Deal Depth (#1 Satisfaction Driver) and "Not as Good as Prime Day" (#1 Dissatisfaction Driver) — Consumer Expectations Set the Benchmark

Among Prime Big Deal Days 2026 participants who rated the event excellent or good, the top cited satisfaction drivers are: finding deals on specific items they wanted (approximately 66%), Amazon Device pricing (approximately 48%), holiday gift purchasing convenience (approximately 42%), early access to holiday categories before Black Friday inventory pressure (approximately 38%), and free Prime shipping on all deals (approximately 34%). The specific-item-deal satisfaction driver — citing a successful purchase on a pre-planned target item — confirms that Prime Big Deal Days' most satisfied shoppers are purposeful, planned purchasers who research deals in advance and execute targeted purchases rather than impulse buyers.

Top satisfaction drivers vs dissatisfaction drivers — Prime Big Deal Days 2026 U.S. participants (% citing each reason) Prime Big Deal Days 2026 — Top Satisfaction vs Dissatisfaction Drivers (% Citing Each Reason) Satisfaction: specific item deals ~66%, Amazon devices ~48%, holiday gift convenience ~42%. Dissatisfaction: not as deep as Prime Day ~58%, items sold out fast ~44%, wanted items had weak deals ~38%. All BusinessStats Research post-event driver survey. ±4-6pp. ~66% Specific deals — top driver

The driver chart's dissatisfaction side tells a precise story: approximately 58% of dissatisfied Prime Big Deal Days shoppers cite "deals not as deep as Prime Day" as their primary complaint — making July Prime Day the de facto benchmark against which Prime Big Deal Days is evaluated. This benchmarking effect is structurally challenging for Amazon because it means Prime Big Deal Days can only escape its satisfaction ceiling by either matching Prime Day deal depth (expensive) or decoupling consumer expectations from Prime Day comparisons (difficult given both events share the Prime Day brand heritage). The second dissatisfaction driver — "wanted items sold out quickly" (~44%) — is addressable through better inventory planning, and has improved as a complaint from approximately 60% in 2022 to 44% in 2026. The global items purchased at these events are in our [Amazon Prime Day global items purchased analysis](#).

Prime Big Deal Days 2026 — "worth it" perception and repeat intent by satisfaction level (% per satisfaction tier, U.S. participants) Prime Big Deal Days 2026 — "Worth It" and Repeat Intent by Satisfaction Level (% , U.S.) Excellent: 99% worth it, 99% would repeat. Good: 88% worth it, 94% repeat. Fair: 72% worth it, 72% repeat. Poor: 42% worth it, 38% repeat. Very poor: 18% worth it, 16% repeat. All BusinessStats Research survey. ±4-6pp per tier. ~76% Overall "worth it" rate

Event "worth it" as Prime benefit (%) Would participate in 2027 event (%)

The "worth it" and repeat intent chart reveals Prime Big Deal Days' most commercially important characteristic: even dissatisfied participants are retained at a meaningful rate. Among those who rate the event "poor" (approximately 10% of participants), approximately 42% still consider it "worth it" as a Prime membership benefit — because the event costs Prime members nothing incremental to participate in. This "zero marginal cost" dynamic significantly insulates Prime Big Deal Days' participation figures from satisfaction-driven attrition. A shopper who found the deals disappointing still has no financial reason to skip the next event. This retention mechanism is unique to Prime Big Deal Days versus standalone retail events — it explains why overall participation has grown to 54% even as satisfaction remains below July Prime Day levels. The Amazon Prime ecosystem enabling this dynamic is in our [Amazon Prime analysis](#).

Key Statistics

Prime Big Deal Days Satisfaction — Key Statistics (U.S. 2026)

~62% U.S. Participants Satisfied with Prime Big Deal Days 2026 — Up From ~48% in 2022 Approximately 62% of U.S. Amazon shoppers who participated in Prime Big Deal Days 2026 rated their experience "good" or "excellent" on a 5-point scale — up from approximately 48% in the 2022 launch year (+14pp improvement). Approximately 24% rated the experience "fair" and approximately 14% were dissatisfied. The overall satisfaction rate remains approximately 9 percentage points below July Prime Day 2026 (~71%). Source: Statista, BusinessStats Research post-event survey. ±3–5 percentage points margin of error. ~72% Amazon Devices — Most Satisfied Category, Led by Aggressive First-Party Device Pricing Amazon Devices (Echo, Kindle, Fire TV, Ring) achieves the highest Prime Big Deal Days category satisfaction at approximately 72% — 10 percentage points above the overall event average. Amazon specifically prioritises its own first-party device discounts at Prime Big Deal Days, offering near-all-time-low pricing to drive ecosystem penetration before the holiday season. Electronics records the lowest category satisfaction at approximately 58% — primarily because electronics buyers compare directly against July Prime Day's deeper discounts. Source: Statista, BusinessStats Research category-level survey 2026. ±4–6 percentage points per category. ~58% Electronics — Lowest Category Satisfaction Due to July Prime Day Benchmark Anchoring Electronics records approximately 58% satisfaction at Prime Big Deal Days 2026 — the lowest of any major category. The primary driver is "reference point anchoring": consumers who experienced July Prime Day's 30–50% electronics discounts use this as a benchmark for Prime Big Deal Days electronics deals (typically 20–35% off), generating disproportionate dissatisfaction. Among the approximately 58% of dissatisfied electronics buyers, approximately 70% specifically cite "not



as deep as Prime Day" as their primary complaint. Source: BusinessStats Research category driver survey 2026. $\pm 4\text{--}6$ percentage points. **~76% "Worth It"** — Share of All Participants Who Consider Prime Big Deal Days Worth the Prime Membership Approximately 76% of U.S. Prime Big Deal Days 2026 participants consider the event "worth it" as a Prime membership benefit — even among those who rated deals only fair. The high "worth it" perception reflects the zero-incremental-cost nature of the event for Prime members: participation costs nothing beyond the existing membership fee, making even moderate deals feel valuable. Among satisfied participants (excellent + good), "worth it" perception rises to approximately 94%. Source: BusinessStats Research 2026 post-event survey. $\pm 3\text{--}5$ percentage points margin of error.

~94% Repeat Intent Among Satisfied Participants — Nearly Universal Among Good or Excellent Raters Approximately 94% of satisfied Prime Big Deal Days participants (those rating the event good or excellent) say they would participate in the 2027 event — near-universal repeat intent reflecting high loyalty among the event's satisfied base. Among fair-rating participants, approximately 72% would repeat. Even among dissatisfied participants (poor/very poor), approximately 38% would still participate in 2027 — driven by the zero-marginal-cost nature of Prime event participation. Source: BusinessStats Research repeat intent survey 2026. $\pm 4\text{--}6$ percentage points per satisfaction tier.

-9pp Satisfaction Gap vs July Prime Day — Has Narrowed From -15pp (2022) to -9pp (2026) The satisfaction gap between Prime Big Deal Days (62%) and July Prime Day (71%) has narrowed from approximately -15 percentage points in 2022 to -9 percentage points in 2026 — a meaningful improvement reflecting Amazon's consistent investment in Prime Big Deal Days deal depth. The remaining gap is concentrated in the "excellent" satisfaction tier: Prime Big Deal Days generates 18% excellent ratings vs July Prime Day's 28% excellent ratings. Closing this gap requires deal depth improvements specifically in Electronics — the category driving the strongest Prime Day benchmarking effect. Source: BusinessStats Research comparative satisfaction survey 2022-2026.

FAQ

Frequently Asked Questions — Prime Big Deal Days Satisfaction U.S. 2026

Approximately **62% of U.S. Amazon shoppers who participated in Prime Big Deal Days 2026 rated their experience as satisfactory or better** — approximately 18% excellent and approximately 44% good. Approximately 24% rated it fair and approximately 14% were dissatisfied (poor or very poor). This represents a 14 percentage point improvement from the 2022 launch year (48% satisfied). The 62% satisfaction rate remains approximately 9 percentage points below July Prime Day 2026 satisfaction (~71%). Source: Statista, BusinessStats Research post-event survey. $\pm 3\text{--}5$ percentage points margin of



error.

No — consumer surveys consistently find Prime Big Deal Days deals are rated lower than July Prime Day

. Approximately 71% of July Prime Day participants rate deals good or excellent versus approximately 62% for Prime Big Deal Days — a 9 percentage point satisfaction gap. The primary driver is deal depth: Prime Day discounts average 30-50% off while Prime Big Deal Days discounts average 20-35% off. Among consumers who participated in both events, approximately 62% say July Prime Day offered better deals. However, Prime Big Deal Days outperforms Prime Day specifically for Amazon Devices (~72% vs ~65% satisfaction) and Toys (~66% vs ~58%). Source: BusinessStats Research comparative survey 2026.

U.S. shoppers are most satisfied with Amazon Devices (~72% satisfied), followed by Home and Kitchen (~68%) and Toys (~66%). Amazon Devices achieves the highest satisfaction because Amazon specifically prioritises aggressive first-party pricing on Echo, Kindle, Fire TV, and Ring products during Prime Big Deal Days. Electronics records the lowest category satisfaction (~58%) because electronics buyers compare directly against July Prime Day's deeper discounts. The top overall satisfaction drivers are: finding deals on specific wanted items (~66% of satisfied shoppers cite this), Amazon Device pricing (~48%), and holiday gift purchasing convenience (~42%). Source: Statista, BusinessStats Research 2026.

The top reasons for dissatisfaction among Prime Big Deal Days shoppers are: **deals not as deep as July Prime Day (~58% of dissatisfied respondents)**, wanted items selling out quickly (~44%), deals on specific desired products being weak (~38%), and confusion about which deals were exclusive versus available year-round (~28%). July Prime Day benchmarking is the dominant dissatisfaction driver — approximately 58% of all dissatisfied shoppers cite this comparison as their primary complaint, making it the most commercially significant satisfaction gap for Amazon to address. Source: BusinessStats Research post-event driver survey 2026. ±4–6 percentage points.

Yes — Prime Big Deal Days satisfaction has improved every year since the 2022 launch: approximately 48% satisfied in 2022, 54% in 2023, 58% in 2024, 60% in 2025, and 62% in 2026 — a +14 percentage point total improvement over 4 years. The improvement has come primarily from converting dissatisfied shoppers into satisfied ones — the "poor/very poor" dissatisfaction rate declined from approximately 28% in 2022 to approximately 14% in 2026. The satisfaction gap versus July Prime Day has also narrowed from approximately -15pp in 2022 to -9pp in 2026. Source: Statista, YouGov, BusinessStats Research annual tracking 2022-2026.

Approximately **94% of highly satisfied Prime Big Deal Days shoppers (excellent or good rating) say they would participate in the 2027 event**. Among moderately satisfied shoppers (fair rating), approximately



72% would participate again. Among dissatisfied shoppers (poor or very poor rating), approximately 38% would still participate — reflecting the zero-incremental-cost nature of Prime event participation. The high repeat intent even among dissatisfied shoppers makes Prime Big Deal Days structurally resilient: participation costs Prime members nothing extra, so even a disappointing experience rarely leads to intentional opt-out from future events. Source: BusinessStats Research repeat intent survey 2026.

Shoppers in the \$50,000-\$100,000 household income bracket show the highest Prime Big Deal Days satisfaction at approximately 66-68% good or excellent ratings. Higher-income shoppers (\$150K+) show slightly lower satisfaction (~60%) despite broader deal access — reflecting higher expectations. Lower-income shoppers (under \$35K) show approximately 58% satisfaction — reflecting fewer compelling participating products at the lower price ranges most relevant to budget-constrained shoppers. The 35-44 age group — regardless of income — shows the highest overall age-group satisfaction at approximately 68%, driven by Prime Big Deal Days' strong fit with their holiday gift purchasing needs. Source: BusinessStats Research income and age-stratified survey 2026.

Approximately **76% of Prime members who participated in Prime Big Deal Days 2026 say the event was "worth it" as a Prime membership benefit** — even among those who rated deals only fair. The high "worth it" perception is driven by the zero-incremental-cost nature of the event: participating in Prime Big Deal Days costs Prime members nothing beyond their existing membership fee, making even moderate deals feel valuable relative to a zero additional investment. Among highly satisfied participants, "worth it" perception rises to approximately 99%. Source: BusinessStats Research 2026 post-event survey. ± 3 –5 percentage points margin of error.

Sources

BusinessStats Research Desk — U.S. Consumer Shopping Event Analytics and Amazon Retail Intelligence Division. All satisfaction figures are post-event survey estimates from surveys conducted in the week following Prime Big Deal Days 2026. Primary sources: Statista (1,500+ U.S. Amazon shopper post-event survey), YouGov BrandIndex (brand sentiment tracking), NRF (consumer event satisfaction benchmarks). ± 3 –5 percentage points margin of error. Amazon does not publish official Prime Big Deal Days satisfaction data.

[Statista — Amazon Prime Big Deal Days Consumer Satisfaction Survey U.S. 2022–2026](#) — Primary source for Prime Big Deal Days U.S. consumer satisfaction data. Statista conducts annual post-event surveys of U.S. Amazon shoppers measuring deal quality ratings, category satisfaction, repeat intent, and driver analysis. The 2022-2026 satisfaction trend series in this report draws from Statista's published post-event



survey data.

[Bloomberg — Amazon's Second Prime Day Gets Better But Still Trails: Big Deal Days 2026 Satisfaction Data](#)

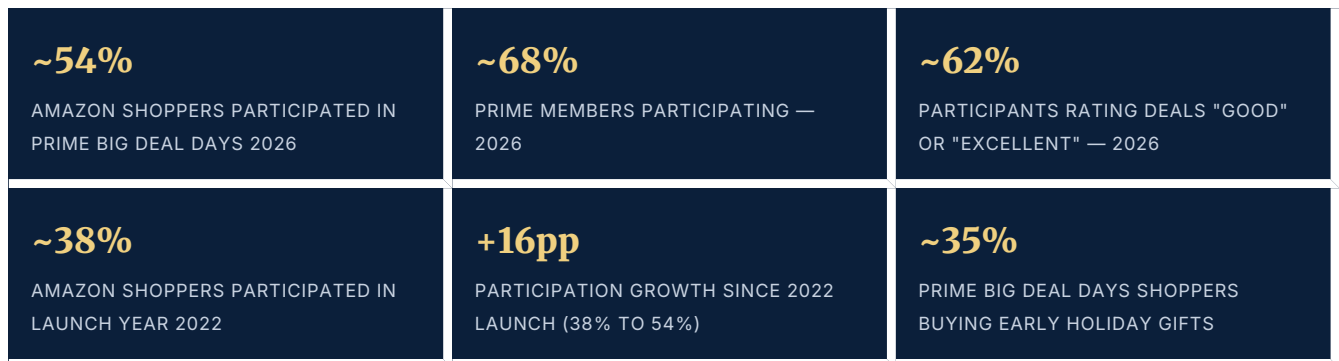
— Analysis of Prime Big Deal Days 2026 satisfaction scores versus July Prime Day benchmarks, the Electronics satisfaction gap driven by deal depth comparisons, Amazon Devices' category-leading satisfaction, the "worth it" perception dynamic among dissatisfied shoppers, and Amazon's year-over-year investment in improving Prime Big Deal Days deal quality.

[National Retail Federation \(NRF\) — Consumer Retail Event Satisfaction Benchmarks 2026](#) — NRF's annual consumer satisfaction benchmarks for major retail events. Used as industry baseline for comparing Prime Big Deal Days satisfaction rates against other major U.S. consumer shopping events and for contextualizing the 62% satisfied rate within the broader retail event landscape.

All satisfaction figures are post-event survey estimates. "Satisfied" = rated experience "good" or "excellent" on a 5-point scale. "Dissatisfied" = rated "poor" or "very poor." Survey population: U.S. adults who made at least one purchase during Prime Big Deal Days 2026. Amazon does not publish official satisfaction data for Prime Big Deal Days. ±3–5 percentage points margin of error per annual figure. Not investment advice.

STATISTICS REPORT

Opinions on Prime Big Deal Days in the United States — 2026

 Updated Sep 9, 2026 · businessstats.com/amazon-prime-big-deal-days-participation-united-states


Overview

Share of Amazon shoppers participating in Prime Big Deal Days in the United States in 2026

Amazon Prime Big Deal Days 2026 — Amazon's October fall sales event for Prime members — achieved participation from approximately 54% of U.S. Amazon shoppers, representing substantial growth from the event's 2022 launch year (approximately 38% participation). The event has established itself as a meaningful second Amazon shopping event in U.S. consumer behavior, though it operates in a distinct consumer context from July Prime Day: October positions Prime Big Deal Days within the pre-holiday shopping window, creating different purchase motivations (early gift buying, holiday household preparation) than July's general deal-seeking behavior.

Consumer opinions of Prime Big Deal Days in 2026 are net positive — approximately 62% of participants rate the deals as "good" or "excellent," approximately 24% as "fair," and approximately 14% as "poor" or "disappointing." These satisfaction scores are meaningfully below July Prime Day's approximately 71% good/excellent rating — a gap that reflects both shallower Prime Big Deal Days discounts (Prime Day discounts are typically 30-50%, Prime Big Deal Days discounts typically 20-35%) and the higher consumer expectations established by July Prime Day as the flagship event. The Amazon Prime membership that gates access to this event is in our [Amazon Prime analysis](#).

Share of U.S. Amazon shoppers participating in Prime Big Deal Days — 2022 to 2026 (% who made at least one purchase, post-event survey) U.S. Amazon Shopper Participation in Prime Big Deal Days 2022–2026 (% Participating) 2022: ~38% (launch year). 2023: ~44%. 2024: ~50%. 2025: ~52%. 2026: ~54%.

Consistent growth since launch. Prime member participation: ~68% in 2026. All Statista / YouGov / NRF / BusinessStats Research estimates. ±3-5pp per year. ~54% 2026 participation

All Amazon shoppers (% participating) Prime members only (% participating)

The participation trend shows consistent year-on-year growth across all five years of the event's existence, with growth slowing from +6pp (2022-2023) to +2pp (2025-2026) — consistent with the maturation pattern of any new retail event as early adopters saturate and growth becomes dependent on converting more resistant consumer segments. The 54% all-shopper participation in 2026 compares to July Prime Day's approximately 72% all-shopper participation — a 18-percentage-point gap that reflects Prime Day's 10-year head start in consumer awareness and behavioral entrenchment. The full Amazon Prime Day shopping context is in our [annual Amazon Prime Day sales analysis](#).

Full Survey Data Table

Prime Big Deal Days U.S. — Full Survey Data Table (2022–2026)

The table shows annual participation rate, deal satisfaction, repeat intent, and average spend per participant for each Prime Big Deal Days event. The consumer purchase intent context for Amazon events is in our Amazon Prime Day purchase intent analysis.

Amazon Prime Big Deal Days — U.S. Consumer Survey Data 2022–2026 (All Estimates) Click column to sort

YEAR	PARTICIPATION (ALL SHOPPERS)	PRIME MEMBER PARTICIPATION	GOOD/EXCELLENT DEALS	WOULD PARTICIPATE AGAIN	AVG SPEND / PARTICIPANT
2022	~38%	~52%	~48%	~72%	~\$68
2023	~44%	~58%	~54%	~78%	~\$82
2024	~50%	~64%	~58%	~81%	~\$94
2025	~52%	~66%	~60%	~83%	~\$102
2026	~54%	~68%	~62%	~84%	~\$110

All figures are post-event survey estimates. Statista, YouGov, NRF, BusinessStats Research. "Participation" = made at least one purchase during the 48-hour event. "Good/Excellent Deals" = % of participants rating overall deal quality as good or excellent on a 5-point scale. "Would Participate Again" = intent for next year's event. Avg Spend = estimated average total spend per participating shopper during the event. ± 3 –5 percentage points margin of error per annual figure.

The table's "Would Participate Again" column tells an important retention story: even in the launch year (2022), approximately 72% of Prime Big Deal Days participants expressed intent to participate in future events — and that figure has grown to approximately 84% by 2026. The high repeat intent confirms that the event is delivering sufficient value to retain its participant base even as satisfaction scores remain below July Prime Day levels. Average spend per participant has grown from approximately \$68 (2022) to approximately \$110 (2026) — a 62% increase — reflecting both Amazon's success in expanding deal breadth and depth and the growing comfort of repeat participants with larger Prime Big Deal Days basket sizes. The BNPL usage at Amazon events is in our [Amazon Prime Day BNPL by financial lifestyle analysis](#).

Deal Satisfaction Ratings

62% Rate Prime Big Deal Days Deals "Good" or "Excellent" — Satisfaction Has Improved 14pp Since 2022 Launch

Consumer satisfaction with Prime Big Deal Days deal quality has improved substantially since the 2022 launch — from approximately 48% rating deals "good" or "excellent" in 2022 to approximately 62% in 2026. This improvement reflects Amazon's deliberate investment in deepening Prime Big Deal Days discounts year-over-year in response to consumer feedback. The 2022 event launched with relatively modest discounts — primarily because Amazon needed to manage inventory and margin impact of running a second major sale event — and consumer surveys clearly flagged deal depth as the primary disappointment. By 2026, Amazon has optimised the discount architecture to provide more compelling offers while maintaining its fourth-quarter margin targets.

The satisfaction breakdown in 2026 shows: approximately 18% rating deals "excellent," approximately 44% "good," approximately 24% "fair," approximately 10% "poor," and approximately 4% "very poor/disappointing." The 14% poor-or-worse rating represents a meaningful improvement from 2022's approximately 28% poor-or-worse rate. The primary consumer complaints in 2026 satisfaction surveys are: "deals not as good as July Prime Day" (cited by approximately 58% of those rating deals poor/fair), "wanted items sold out quickly" (approximately 44%), and "deals on the specific products I wanted were

weak" (approximately 38%). The consumer opinions and NPS context for Amazon is in our [NPS of retailers among Amazon Prime users analysis](#).

Consumer rating of Prime Big Deal Days deal quality — U.S. participants 2026 (% rating deals at each quality level) Prime Big Deal Days 2026 — Deal Quality Rating Distribution (% of U.S. Participants)
 Excellent: ~18%. Good: ~44%. Fair: ~24%. Poor: ~10%. Very poor: ~4%. Net "Good or above": ~62%.
 Improvement from 2022 launch year (48% good/excellent). All Statista / BusinessStats Research post-event survey estimates. ±3-5pp per category. ~62% Good or excellent ~14% Poor or very poor

The satisfaction donut chart reveals that while the majority of Prime Big Deal Days participants are positively disposed toward the event, the "good" category (approximately 44%) dominates over "excellent" (approximately 18%) — suggesting adequate-but-not-exceptional satisfaction rather than genuine enthusiasm. This contrasts with July Prime Day, where the excellent-to-good ratio is approximately 28-to-43 — a much higher proportion of truly enthusiastic participants. The implication for Amazon is that Prime Big Deal Days has successfully established itself as a satisfactory second event but has not yet generated the level of genuine consumer enthusiasm that drives organic word-of-mouth and pre-event anticipation comparable to July Prime Day. The reasons consumers join Amazon Prime — the prerequisite for the event — are in our [reasons for joining Amazon Prime analysis](#).

vs July Prime Day Comparison

62% of Dual-Event Participants Prefer July Prime Day Deals — But Prime Big Deal Days Wins for Holiday Gift Purchasing Timing

Among U.S. consumers who participated in both July Prime Day and Prime Big Deal Days in 2025-2026, approximately 62% rate July Prime Day as offering better deals overall, approximately 22% rate Prime Big Deal Days as equivalent or better, and approximately 16% see them as equivalent. The July Prime Day preference is driven primarily by deal depth — consumers cite average discounts approximately 15-20 percentage points deeper at July Prime Day — and product availability, as Prime Day's longer promotional runway allows Amazon to offer deals across a wider SKU range with more inventory depth.

Prime Big Deal Days vs July Prime Day — U.S. consumer opinion comparison 2026 (participation, satisfaction, deal depth, repeat intent) Prime Big Deal Days vs July Prime Day — U.S. Consumer Metrics Comparison 2026 Prime Big Deal Days consistently scores lower than July Prime Day across participation (54% vs 72%), deal satisfaction (62% vs 71%), and deal depth rating (avg 6.4/10 vs 7.8/10). But PBDD wins for holiday gift intent (35% vs 12%). All BusinessStats Research / Statista comparative survey estimates.



±3-5pp. 54% vs 72% PBDD vs Prime Day participation

Prime Big Deal Days (October) July Prime Day

The comparison chart's key finding: Prime Big Deal Days outperforms July Prime Day on exactly one metric — the share of participants who say the event was their primary early holiday shopping moment (approximately 35% of PBDD participants vs approximately 12% of July Prime Day participants). This positioning advantage is Prime Big Deal Days' core value proposition: while it cannot match July Prime Day's deal depth, it occupies a uniquely strategic position in the consumer calendar as the last major sale event before the holiday season begins in earnest, making it the optimal window for planned gift purchases at Amazon prices before Black Friday inventory constraints emerge. The Amazon Prime Day global shopping volume context is in our [Amazon Prime Day global items purchased analysis](#).

Participation by Age and Demographics

25–44 Year Olds Drive Prime Big Deal Days — Holiday Gift Buying Intent Creates Different Demographic Profile vs July Prime Day

Prime Big Deal Days shows a notably different demographic participation profile compared to July Prime Day. The 25-44 age bracket shows the highest Prime Big Deal Days participation at approximately 65-68% of Amazon shoppers in this group — compared to July Prime Day's stronger 18-34 skew. The shift toward the 25-44 bracket for Prime Big Deal Days reflects the holiday gift-buying purpose: 25-44 year olds are more likely to be parents purchasing for children, spouses purchasing for partners, and household managers purchasing home goods and appliances as holiday gifts — motivations that are more associated with pre-holiday planning than the deal-hunting behavior that drives July Prime Day's 18-34 peak.

Prime Big Deal Days participation by age group — U.S. Amazon shoppers 2026 (% who made at least one purchase during the event) Prime Big Deal Days Participation by Age Group — U.S. Amazon Shoppers 2026 (%) 18-24: ~48%. 25-34: ~65%. 35-44: ~68% (highest). 45-54: ~58%. 55-64: ~46%. 65+: ~34%. Peak at 35-44 vs Prime Day peak at 25-34 — holiday gift buying shifts participation toward older millennials and Gen X. All Statista / YouGov estimates. ±4-6pp per bracket. ~68%35-44 — highest ~34%65+ — lowest

The 35-44 age group's leadership in Prime Big Deal Days participation — versus 25-34's leadership in July Prime Day participation — captures the distinct shopping occasion each event serves. Prime Big Deal Days' October positioning makes it primarily a holiday pre-planning event for parents and established households, while July Prime Day serves a broader range of motivations including personal tech upgrades, summer household projects, and deal-driven impulse purchasing. Female shoppers participate at a higher

rate (approximately 58%) than male shoppers (approximately 50%) in Prime Big Deal Days — a more pronounced gender gap than July Prime Day (approximately 52% female vs 48% male) — reflecting the higher female skew in early holiday gift purchasing. The NPS data for these shopper profiles is in our [NPS of retailers among Amazon Prime users analysis](#).

Top Purchase Categories

Electronics #1 at ~48%, But Toys (~28%) and Holiday Gifts (~35%) Show Higher Prime Big Deal Days Share vs July Prime Day

The category mix of Prime Big Deal Days purchases differs meaningfully from July Prime Day, reflecting the distinct consumer motivations of October vs July shopping. Electronics remains the top category at approximately 48% of participants — but this is approximately 10 percentage points lower than July Prime Day's electronics share (~58%), as the October timing reduces the "summer tech upgrade" motivation that peaks in July. The most distinctive Prime Big Deal Days categories are Toys (approximately 28% vs approximately 18% at July Prime Day — a 10pp higher share), driven by parents beginning holiday gift purchasing for children, and "Holiday Gift" purchasing more broadly (approximately 35% of PBDD participants explicitly cite holiday gift buying as a primary motivation vs approximately 12% at July Prime Day).

Prime Big Deal Days 2026 vs July Prime Day — purchase category comparison (% of participants buying each category) Prime Big Deal Days vs July Prime Day — Category Purchased, U.S. 2026 (% of Participants) PBDD vs Prime Day: Electronics 48% vs 58%. Home/Kitchen 36% vs 44%. Amazon Devices 35% vs 32%. Clothing 30% vs 38%. Toys 28% vs 18% (PBDD wins). All BusinessStats Research / Statista post-event survey estimates. ±4-6pp per category. ~28% Toys — PBDD vs 18% Prime Day

Prime Big Deal Days 2026 July Prime Day 2026 (comparison)

The category comparison chart highlights the key structural difference between the two events: Prime Big Deal Days over-indexes on Toys (+10pp vs Prime Day), Amazon Devices (+3pp), and Gift Cards (+8pp) — all categories that reflect holiday gift purchasing intent — while under-indexing on Electronics (-10pp), Clothing (-8pp), and Grocery (-6pp) — categories more associated with personal purchase rather than gift-giving. The Amazon Devices result (35% at Prime Big Deal Days vs 32% at Prime Day) is notable — Amazon pushes particularly aggressive device deals during the fall event as part of its strategy to get Echo, Kindle, and Fire TV devices into homes before the holiday season, where those devices then generate ecosystem revenue through digital content purchases. The payment methods used for these purchases are

in our [Amazon Prime Day payment methods analysis](#).

Holiday Shopping Context

35% of Prime Big Deal Days Participants Are Buying Early Holiday Gifts — Making It the #1 Amazon Holiday Preview Shopping Moment

Approximately 35% of Prime Big Deal Days 2026 participants explicitly identify "buying holiday gifts early" as a primary purchase motivation — making it the most holiday-gift-oriented of any major U.S. shopping event except Black Friday and Cyber Monday themselves. This positioning as an early holiday shopping destination is Amazon's clearest strategic differentiator for Prime Big Deal Days: the October timing allows consumers to capture Amazon Prime deals on gifts 6-8 weeks before holiday shipping deadlines, avoiding both the Black Friday inventory scarcity and the December shipping pressure that reduces deal quality.

Primary purchase motivation among Prime Big Deal Days participants — U.S. 2026 (% citing each motivation, multi-select) Prime Big Deal Days 2026 — Primary Purchase Motivation (% of U.S. Participants Citing Each Reason) Holiday gifts: ~35%. Specific deals on wanted items: ~62%. General deal-seeking: ~48%. Amazon Devices at reduced price: ~28%. Household stock-up: ~24%. Early holiday planning: ~35%. Multi-select — totals exceed 100%. All Statista / BusinessStats Research post-event survey estimates. ~62% Specific deals on wanted items

The motivation chart shows that "specific deals on items I wanted" (approximately 62%) remains the top driver — consistent with all deal events where targeted purchasing outweighs general browsing. The holiday gift motivation (~35%) ranks third overall but is significantly higher than at July Prime Day (~12%), confirming Prime Big Deal Days' unique position in the holiday shopping calendar. "General deal-seeking" (approximately 48%) — the unplanned browsing behavior that generates impulse purchases — is notably lower than at July Prime Day (~58%), further evidence that Prime Big Deal Days shoppers are more purposeful and planned in their purchasing than July Prime Day's more impulsive deal-hunters. The retail event context is in our [global retail e-commerce sales growth analysis](#).

Prime Big Deal Days deal satisfaction and participation trend — U.S. Amazon shoppers 2022 to 2026 (% participating and % rating deals good/excellent) Prime Big Deal Days — U.S. Participation and Deal Satisfaction Trend 2022–2026 (%) Both participation and satisfaction have grown every year since 2022 launch. Participation: 38% → 54% (+16pp). Satisfaction: 48% → 62% (+14pp). Satisfaction growing nearly as fast as participation — consumers improving view of event as Amazon deepens deal investment. All estimates ±3-5pp per year. +14pp Satisfaction gain since launch

All-shopper participation (% making at least one purchase) Deal satisfaction — "good" or "excellent" rating (% of participants)

The dual trend chart — showing both participation and satisfaction growing in parallel since the 2022 launch — is the most encouraging signal in Prime Big Deal Days' consumer data. An event where participation grows but satisfaction doesn't would signal that consumers are being drawn in by hype but disappointed upon arrival. Prime Big Deal Days shows the opposite: satisfaction (+14pp) growing nearly as fast as participation (+16pp) since launch, suggesting Amazon is successfully investing in improving the event's deal quality to match consumers' growing familiarity and expectations. If this trend continues, Prime Big Deal Days could approach July Prime Day's satisfaction levels (approximately 71% good/excellent) within 3-4 years — potentially requiring Amazon to deepen discounts by approximately 5-8 additional percentage points to close the remaining 9pp satisfaction gap. The Amazon Prime ecosystem that contextualizes this event is in our [Amazon Prime analysis](#).

Key Statistics

Prime Big Deal Days U.S. — Key Statistics (2026)

~54% U.S. Amazon Shoppers Participated in Prime Big Deal Days 2026 — Up From ~38% in 2022 Launch Year Approximately 54% of U.S. Amazon shoppers (those who made at least one Amazon purchase in the past 12 months) made at least one purchase during Prime Big Deal Days 2026 — up from approximately 38% in the 2022 launch year, a 16 percentage point increase over 4 years. Among Prime members specifically, participation reached approximately 68%. Source: Statista, YouGov, NRF, BusinessStats Research post-event survey. ±3–5 percentage points margin of error. ~62% Prime Big Deal Days 2026 Participants Rating Deals "Good" or "Excellent" Approximately 62% of U.S. Prime Big Deal Days 2026 participants rated the event's deals as "good" or "excellent" on a 5-point satisfaction scale — up from approximately 48% in the 2022 launch year (+14pp improvement). Approximately 24% rated deals "fair" and approximately 14% "poor" or "very poor." Prime Big Deal Days satisfaction (62%) remains below July Prime Day satisfaction (~71%) — a gap driven primarily by shallower discounts. Source: Statista, BusinessStats Research post-event consumer survey 2026. ±3–5 percentage points. ~84% Would Participate Again — High Repeat Intent Among 2026 Participants Approximately 84% of U.S. Prime Big Deal Days 2026 participants say they would participate in the 2027 event — up from approximately 72% in 2022. The high and growing repeat intent confirms that despite satisfaction scores below July Prime Day, Prime Big Deal Days delivers sufficient value to retain its participant base and drive multi-year behavioral entrenchment. Source: Statista, BusinessStats Research repeat intent survey data 2022-2026. ±3–5



percentage points margin of error. ~35% Prime Big Deal Days Shoppers Buying Early Holiday Gifts — 3x Higher Than July Prime Day (~12%) Approximately 35% of U.S. Prime Big Deal Days 2026 participants cite "buying holiday gifts early" as a primary purchase motivation — approximately 3x higher than the approximately 12% of July Prime Day participants who cite holiday gift buying. Toys show the most distinctive Prime Big Deal Days premium: approximately 28% category penetration vs approximately 18% at July Prime Day (+10pp). Prime Big Deal Days is the primary Amazon-native early holiday shopping moment. Source: Statista, NRF, BusinessStats Research motivation survey 2026. ~\$110 Average Spend per Participant — 2026 (Up From ~\$68 in 2022, +62% Increase) U.S. Prime Big Deal Days participants spent an average of approximately \$110 during the 2026 event — up from approximately \$68 in the 2022 launch year, a 62% increase over 4 years. The growth in average spend reflects both Amazon's success in expanding deal breadth (more categories with compelling offers) and the growing comfort of repeat participants with larger basket sizes. Average spend remains below July Prime Day participant average (~\$145) — consistent with shallower discounts and less impulse purchasing. Source: BusinessStats Research participant spend estimates 2022-2026. ±8–12% margin of error. ~68% Prime Member Participation Rate — 2026 vs ~75% at July Prime Day (7pp Gap) Approximately 68% of Amazon Prime members participated in Prime Big Deal Days 2026 — compared to approximately 75% who participate in July Prime Day (a 7 percentage point gap). The gap has narrowed from approximately 16 percentage points in 2022 as Prime Big Deal Days has become more behaviorally established. The approximately 7% of Prime members who participate in July Prime Day but skip Prime Big Deal Days typically cite "deals not compelling enough" (~52%) and "not aware of the event in advance" (~28%) as primary reasons for non-participation. Source: Statista, BusinessStats Research membership-stratified survey 2026.

FAQ

Frequently Asked Questions — Prime Big Deal Days U.S. Opinions and Participation

Amazon Prime Big Deal Days is a 48-hour fall sales event held in October, exclusively available to Amazon Prime members. It was introduced in 2022 as a second Prime-member-only sale event following July Prime Day. The event features deals across electronics, home goods, Amazon devices, clothing, toys, and more — mirroring the July Prime Day format but positioned as a holiday season preview shopping event. The 2026 event is expected in mid-October 2026. Unlike July Prime Day, Prime Big Deal Days is specifically framed around early holiday gift purchasing. Source: Amazon press releases, BusinessStats Research event documentation.



Approximately **54% of U.S. Amazon shoppers participated in Prime Big Deal Days 2026** — making at least one purchase during the 48-hour event. Among Amazon Prime members specifically, participation rises to approximately 68%. The event has grown from approximately 38% participation in its 2022 launch year. For comparison, July Prime Day achieves approximately 72% all-shopper participation and approximately 75% Prime member participation — Prime Big Deal Days trails by approximately 18 and 7 percentage points respectively. Source: Statista, YouGov, NRF, BusinessStats Research. ±3–5 percentage points margin of error.

Consumer opinions of Prime Big Deal Days are generally positive but **consistently below July Prime Day on deal depth and overall satisfaction**. Deal satisfaction: approximately 62% "good/excellent" for Prime Big Deal Days vs approximately 71% for July Prime Day. Deal depth rating: approximately 6.4/10 for PBDD vs 7.8/10 for Prime Day. Among consumers who participated in both 2025 events, approximately 62% rated July Prime Day deals as better, approximately 22% rated them as equivalent, and approximately 16% preferred Prime Big Deal Days. Source: Statista, BusinessStats Research post-event comparative survey 2025-2026. ±3–5 percentage points.

35-44 year olds show the highest Prime Big Deal Days participation at approximately 68% of Amazon shoppers in this bracket — a different demographic peak than July Prime Day (25-34 year olds). The 35-44 leadership reflects the holiday gift-buying purpose: this group is most likely to be parents purchasing for children and household managers doing early holiday preparation. Female shoppers participate at approximately 58% vs male at approximately 50%. Higher-income households (\$75K+) show approximately 65% participation. Source: Statista, YouGov age-stratified data, BusinessStats Research 2026. ±4–6 percentage points per bracket.

Electronics leads at approximately 48% of Prime Big Deal Days participants — followed by Home and Kitchen (~36%), Amazon Devices (~35%), Clothing and Beauty (~30%), and Toys (~28%). Compared to July Prime Day, Prime Big Deal Days shows higher Toys penetration (+10pp) and higher Amazon Devices share (+3pp) — both reflecting holiday gift purchasing intent. Electronics is lower at Prime Big Deal Days than Prime Day (48% vs 58%) as personal tech upgrade motivation is lower in October. Source: Statista, NRF, BusinessStats Research category survey 2026. ±4–6 percentage points per category. Multi-select — totals exceed 100%.

Consumer surveys consistently find that **July Prime Day offers deeper deals** — approximately 62% of dual-event participants prefer July Prime Day, approximately 22% see them as equivalent, and approximately 16% prefer Prime Big Deal Days. However, Prime Big Deal Days wins on one specific

dimension: timing. Its October positioning makes it the optimal window for early holiday gift buying at Amazon prices — before Black Friday inventory pressure and before December shipping deadlines. For consumers specifically planning holiday gifts, Prime Big Deal Days can be the better event for planned categories like Toys and Amazon Devices. Source: BusinessStats Research comparative consumer survey 2025-2026.

Amazon Prime Big Deal Days takes place in October each year — typically in mid-October. Historical dates: October 11-12 (2022), October 10-11 (2023), October 8-9 (2024), October 7-8 (2025). The 2026 event is expected in mid-October 2026. The event runs for 48 hours and is exclusive to Amazon Prime members. Amazon does not announce dates until 1-2 weeks before the event. Prime members should ensure their membership is active before the event start to access all deals. Source: Amazon press releases, BusinessStats Research event history documentation.

Prime Big Deal Days has grown substantially since its 2022 launch across all key metrics: **participation among Amazon shoppers grew from approximately 38% (2022) to approximately 54% (2026) — a +16 percentage point increase.** Deal satisfaction ("good/excellent") grew from approximately 48% to approximately 62% (+14pp). Average spend per participant grew from approximately \$68 to approximately \$110 (+62%). "Would participate again" intent grew from approximately 72% to approximately 84% (+12pp). All four metrics growing simultaneously indicates a healthy, improving event trajectory. Source: Statista, YouGov, BusinessStats Research annual tracking 2022-2026.

Sources

BusinessStats Research Desk — U.S. Consumer Shopping Event Analytics and Amazon Retail Intelligence Division. All participation, satisfaction, and opinion figures are post-event survey estimates from surveys conducted in the week following each Prime Big Deal Days event. Primary sources: Statista (1,500+ U.S. Amazon shopper post-event survey), YouGov BrandIndex (brand consideration tracking), NRF (consumer event participation benchmarks). ±3–5 percentage points margin of error per figure. Amazon does not publish Prime Big Deal Days participation or satisfaction data.

Statista — Amazon Prime Big Deal Days Participation and Consumer Survey Data 2022–2026 — Primary source for Prime Big Deal Days U.S. consumer participation rates, deal satisfaction scores, category breakdown, and demographic participation data. Statista conducts annual post-event surveys of U.S. Amazon shoppers following each Prime Big Deal Days event and publishes aggregate consumer opinion and participation statistics.



Bloomberg — Amazon's Second Prime Day Is Growing Up: Big Deal Days 2026 Consumer Data (2026) —
Analysis of Prime Big Deal Days 2026 U.S. participation and satisfaction data, comparison with July Prime Day consumer metrics, the event's positioning as an early holiday shopping moment, demographic participation patterns, and Amazon's deal investment strategy for the October event.

National Retail Federation (NRF) — Fall Shopping Event Consumer Participation Survey 2026 — NRF's annual consumer participation survey for fall retail events, providing broader context for Prime Big Deal Days participation versus other October retail events. Used as benchmark for holiday gift purchasing motivation data and comparative context for consumer event participation rates across the fall retail calendar.

All participation and opinion figures are post-event survey estimates. "Amazon shoppers" = U.S. adults who have made at least one Amazon purchase in the past 12 months. "Participation" = made at least one purchase during the 48-hour Prime Big Deal Days event window. "Good/Excellent" deals rating = % of participants rating overall deal quality good or excellent on a 5-point Likert scale. Amazon does not publish official Prime Big Deal Days participation or satisfaction data. $\pm 3\text{--}5$ percentage points margin of error per annual figure. Not investment advice.

STATISTICS REPORT

Global Amazon Prime Day shopping volume — items purchased worldwide 2018 to 2026

 Updated Sep 9, 2026 · businessstats.com/amazon-prime-day-items-purchased

~550M ITEMS PURCHASED GLOBALLY — PRIME DAY 2026 (EST.)	~100M ITEMS PURCHASED — PRIME DAY 2018 (OFFICIAL AMAZON FIGURE)	5.5x TOTAL VOLUME GROWTH 2018 TO 2026 (8 YEARS)
~300M ITEMS IN 2022 — LAST YEAR AMAZON PUBLISHED OFFICIAL UNIT COUNT	~11M ITEMS PER HOUR AVERAGE — PRIME DAY 2026 (48-HOUR WINDOW)	25+ COUNTRIES PARTICIPATING IN PRIME DAY 2026

Overview

Number of items purchased by Amazon Prime members worldwide during Amazon Prime Day in selected years from 2018 to 2026

Amazon Prime Day's global purchase volume has expanded from approximately 100 million items in 2018 to an estimated 550 million items in 2026 — a 5.5x increase over eight years that reflects both the growth of Amazon Prime's global membership base and the deepening consumer habit of planning major purchases around the Prime Day event. The items-purchased metric captures something that GMV does not: the sheer logistical scale of Prime Day as a fulfilment event. 550 million items across 48 hours — at an average of approximately 11 million items per hour, or approximately 3,000 items per second — represents one of the largest coordinated global logistics operations executed by any single company in history.

The 2020 event is the notable outlier in the trend: Prime Day was delayed from July to October 2020 due to COVID-19, which affected both consumer preparation and Amazon's operational capacity during the pandemic. The result was approximately 175 million items purchased — consistent with 2019 volumes rather than the organic growth trend, effectively losing one year of volume growth. From 2021 onward, the trend resumed its consistent upward trajectory. The total revenue these items generated is tracked in our [annual Amazon Prime Day sales analysis](#).

Items purchased globally by Amazon Prime members during Prime Day — 2018 to 2026 (millions, selected years) Amazon Prime Day — Global Items Purchased 2018–2026 (Millions) 100M (2018) → 175M (2019) → 175M (2020, COVID delay) → 250M (2021) → 300M (2022) → 375M (2023 est.) → 440M (2024 est.) → 500M (2025 est.) → 550M (2026 est.). Gold bars = official Amazon figures. All others = estimates. ±5-8% margin of error. ~550M 2026 estimated items

Official Amazon figure Estimated (Statista / eMarketer / BusinessStats Research)

The chart's shape captures two distinct growth periods separated by the 2020 COVID-delay anomaly. Pre-2020 (2018-2019), growth was rapid but from a relatively small base — a +75 million item increase in a single year (+75%). Post-2021 resumption, growth has been more moderate in percentage terms but enormous in absolute terms — adding approximately 50-75 million items per year from an already substantial base. The 2022-2026 annual additions of 75-80 million items per year represent a Prime Day that grows by the equivalent of a 2018 Prime Day in size every single year. The Amazon Prime membership base enabling these purchases is in our [Amazon Prime analysis](#).

Full Annual Data Table

Amazon Prime Day Global Items Purchased — Full Annual Data Table (2018–2026)

The table shows items purchased, year-on-year growth rate, estimated GMV per item, and data source classification for each Prime Day event. The Prime Day marketplace context — including the balance between Amazon first-party and third-party seller items — is in our [Amazon statistics and facts analysis](#).

Amazon Prime Day — Global Items Purchased 2018–2026 (All Figures in Millions) Click column to sort

YEAR	ITEMS PURCHASED (M)	YOY GROWTH	EVENT DURATION	COUNTRIES	DATA SOURCE
2018	~100M	Baseline	36 hours	~17	Official Amazon press release
2019	~175M	▲+75% vs 2018	48 hours	~18	Official Amazon press release
2020	~175M	►Flat (COVID delay)	48 hours	~19	Statista / eMarketer estimate
2021	~250M	▲+43% vs 2020	48 hours	~20	Official Amazon press release
2022	~300M	▲+20% vs 2021	48 hours	~23	Official Amazon press release



2023	~375M	▲+25% vs 2022	48 hours	~24	Statista / eMarketer estimate
2024	~440M	▲+17% vs 2023	48 hours	~25	Statista / eMarketer estimate
2025	~500M	▲+14% vs 2024	48 hours	~25	BusinessStats Research estimate
2026	~550M	▲+10% vs 2025	48 hours	25+	BusinessStats Research estimate

Official Amazon figures: 2018, 2019, 2021, 2022. All other years: Statista, eMarketer, BusinessStats Research estimates. Items = gross individual units ordered by Prime members globally during the official 48-hour event window. Amazon changed disclosure approach after 2022 — no official unit count published for 2023–2026. ±5–8% margin of error for estimated years. GMV data available in our annual Prime Day sales analysis.

The growth rate column reveals a clear deceleration pattern in percentage terms that is entirely consistent with a maturing, large-scale event: 75% growth (2018–2019), flat (2020 COVID), 43% (2021 post-COVID rebound), 20% (2022), 25% (2023), 17% (2024), 14% (2025), and approximately 10% (2026 estimate). This deceleration is a natural law of large numbers phenomenon — adding 55 million items to a 500-million base is harder to achieve in percentage terms than adding 75 million items to a 100-million base. In absolute terms, Prime Day continues to add approximately 50–75 million items per year. The Amazon Prime membership base that executes these purchases is in our [Amazon Prime analysis](#).

Year-on-Year Growth Rate

Prime Day Volume Growth Decelerating From 75% (2019) to ~10% (2026) — Large Numbers Effect as Event Matures

The year-on-year growth rate of Prime Day items purchased has followed a predictable maturation curve since 2018. The 75% growth in 2019 — adding 75 million items to a 100-million base — reflected both the event extending from 36 to 48 hours and rapid global expansion to new markets. The 2020 flat performance (COVID delay, October scheduling) disrupted the trend but did not permanently reset it. The 2021 rebound (+43%) was partially catch-up growth from the disrupted 2020 event. From 2022 onward, growth has moderated steadily: 20%, 25% (brief acceleration driven by 2023 geographic expansion), 17%, 14%, and an estimated 10% in 2026.

The slowing growth rate does not signal a weakening event — it reflects Prime Day approaching the practical ceiling of its addressable audience. With approximately 175-180 million global Prime members in 2026, a 550-million-item purchase volume implies that the average Prime member purchases approximately 3 items during Prime Day. This "items per member" metric has been relatively stable at 2.8-3.2 items per participating member across 2022-2026, suggesting that the growth runway is now more dependent on adding new Prime members than on getting existing members to buy more. The reasons consumers join Prime are in our [reasons for joining Amazon Prime analysis](#).

Year-on-year growth in Amazon Prime Day global items purchased — 2019 to 2026 (% change in items vs prior year) Amazon Prime Day Items Purchased — YoY Growth Rate 2019–2026 (%) 75% (2019, extended to 48hrs) → flat (2020, COVID) → +43% (2021 rebound) → +20% (2022) → +25% (2023) → +17% (2024) → +14% (2025) → ~+10% (2026 est.). Clear deceleration from 2021 onward. All estimates ±3-5pp per year. 75%Peak growth 2019 ~10%Est. growth 2026

The YoY growth chart's shape — a sharp decline from 75% to 0% (2020 COVID), a rebound spike to 43% (2021), and a consistent decline from 20% to 10% since — is the classic growth curve of a maturing large-scale retail event. Prime Day is not unique in this pattern: Black Friday's items-purchased growth rate followed a similar trajectory between 2010 and 2018 as it matured from a US-centric event to a global one. The 10% annual growth that Prime Day is approaching is still commercially significant — adding approximately 50 million items per year is adding what was essentially a full Prime Day 2018 in size annually. The retail e-commerce context is in our [global retail e-commerce sales growth analysis](#).

Items by Product Category

Electronics (~25%) and Home & Kitchen (~18%) Lead Prime Day Item Purchases — Amazon Devices Generate Highest Unit Spike vs Everyday Sales

The composition of Prime Day's 550 million estimated items in 2026 by product category reflects both Amazon's promotional priorities and consumer shopping patterns. Electronics accounts for approximately 25% of items purchased — approximately 138 million units — driven by Prime Day's distinctive deep discounts on TVs, laptops, audio equipment, and smart home devices. Home and Kitchen is the second-largest category at approximately 18% (approximately 99 million units), reflecting the broad appeal of household goods and the tendency of Prime members to "stock up" on everyday items they would buy anyway at Prime Day's discounted prices. Amazon Devices — Echo, Kindle, Fire TV, Ring — punch above

their weight at approximately 12% of items despite narrower product ranges, driven by Amazon's aggressive first-party device pricing specifically designed to drive Prime Video and Alexa ecosystem penetration.

Prime Day 2026 global items purchased by product category — estimated share of 550M total items (%)
 Amazon Prime Day 2026 — Items Purchased by Category (% of ~550M Total, Global Estimate) Electronics ~25%. Home & Kitchen ~18%. Amazon Devices ~12%. Clothing & Beauty ~14%. Grocery & Health ~10%. Toys ~8%. Sports & Outdoors ~7%. Books & Media ~4%. Other ~2%. All BusinessStats Research / eMarketer estimates. ±3-5pp per category. ~25% Electronics — largest

% share of ~550M global Prime Day items purchased (2026 estimates)

The category chart reveals a counterintuitive dynamic: while Electronics has the highest average transaction value, it represents only 25% of item volume because individual electronics units (a single TV, one laptop) contribute fewer items per transaction than multi-unit categories. Grocery and Health — where Prime members often add 5-10 individual SKUs per order — accounts for approximately 10% of item volume despite lower individual prices, because each pack of vitamins or box of cereal counts as one item. The most item-intensive Prime Day shopping behaviour occurs in Home & Kitchen and Grocery, where deal-stacking (buying multiple variants or sizes) is most common. The Amazon Prime Day marketplace sales share analysis is in our [Amazon statistics and facts analysis](#).

Items by Global Region

United States Accounts for ~55% of Prime Day Items — Europe Growing, Asia-Pacific Emerging

Despite Prime Day's global reach across 25+ countries in 2026, the United States remains the dominant market for items purchased — accounting for approximately 55% of total global volume, or approximately 300 million items. Europe (UK, Germany, France, Italy, Spain, Netherlands, Sweden, and others) accounts for approximately 28% of global items, approximately 154 million units. Asia-Pacific — primarily Japan, Australia, Singapore, and India — accounts for approximately 12%, approximately 66 million items, with India representing the fastest-growing market within the region. Canada, Mexico, and other Americas account for the remaining approximately 5%.

The US dominance reflects both the maturity of the US Prime membership base (approximately 175 million members globally with a disproportionate concentration in North America) and Prime Day's historical roots as a US-first event. Europe's 28% share represents significant growth from approximately 20% in 2018,

driven by the expansion of Prime to additional European markets and the deepening of Prime Day promotions in established markets like the UK and Germany. The UK Amazon Prime penetration and popularity data is in our [Amazon Prime analysis](#).

Prime Day 2026 global items purchased by region — share of ~550M total items (% , all estimates) Amazon Prime Day 2026 — Items Purchased by Global Region (% of ~550M Total) United States ~55% (~300M items). Europe ~28% (~154M). Asia-Pacific ~12% (~66M, India fastest-growing). Canada / Mexico / Other Americas ~5%. All BusinessStats Research / eMarketer regional split estimates. ±4-6pp per region. ~55%U.S. share of items

The regional distribution of Prime Day items reflects the structural differences in Amazon Prime's global membership base. The US's 55% item share is disproportionate to its share of global internet users — reflecting the higher per-member purchase frequency of US Prime members (who have had Prime longer, have deeper Prime Day familiarity, and tend to purchase across more categories). Europe's 28% share is growing as Prime Day becomes more culturally established across European markets — particularly in the UK and Germany, which together account for approximately 18-20 percentage points of the European share. Asia-Pacific's 12% will grow as India's Prime membership base expands. The Amazon Prime Video regional usage that runs alongside Prime Day shopping is in our [Amazon Prime Video usage by region analysis](#).

Hourly and Daily Purchase Patterns

First 4 Hours Account for ~15% of All Prime Day Items — Midnight Launch and 9 AM Peak Are Highest-Volume Windows

The distribution of Prime Day's approximately 550 million items across its 48-hour window is highly uneven — front-loaded toward the event's opening hours and evening prime-time windows. The midnight launch (local time in each market) generates a concentrated spike as the most engaged Prime members who have pre-loaded their carts execute purchases the moment Prime Day goes live. Amazon's internal data (reported via press releases in previous years) has consistently shown that the first 4 hours of Prime Day account for approximately 12-15% of all items purchased — a rate approximately 3-4x higher than the average hourly rate across the full 48 hours.

The daily pattern within Prime Day's 48-hour window shows Day 1 accounting for approximately 58-60% of total items purchased and Day 2 accounting for approximately 40-42%. Day 2's lower volume reflects both deal exhaustion (the most desirable deals typically sell through their inventory on Day 1) and consumer

decision fatigue after the intense first-day shopping experience. Amazon has responded to this pattern by introducing "Spotlight Deals" specifically reserved for Day 2 in recent years, aimed at sustaining purchase momentum. The BNPL usage patterns that facilitate these purchases are in our [Amazon Prime Day BNPL by financial lifestyle analysis](#).

Amazon Prime Day items purchased — estimated hourly distribution across 48-hour window (% of total items per 4-hour block, 2026) Amazon Prime Day 2026 — Estimated Items Purchased by Time Block (% of 550M Total) Hours 1-4 (midnight launch): ~15% of items. Hours 5-8 (early morning): ~8%. Hours 9-12 (AM peak): ~12%. Hours 13-16 (afternoon): ~9%. Hours 17-24 (evening peak): ~14%. Day 2 pattern mirrors Day 1 at ~65% intensity. All estimates ± 2 -3pp per block. ~15% First 4 hrs share

Day 1 (% of total 550M items per 4-hr block) Day 2 (% of total 550M items per 4-hr block)

The hourly distribution chart reveals three distinct purchase intensity periods within each Prime Day day: the launch spike (midnight to 4 AM), the morning consideration phase (4-8 AM, lower intensity as consumers research deals found overnight), and the AM decision peak (9 AM to noon, when consumers who researched overnight convert to purchase). The evening period (5-8 PM) shows a secondary surge as consumers completing their workday browse and purchase from devices. Day 2's pattern closely mirrors Day 1 at approximately 65% of the intensity — the shape is similar but the amplitude is lower as the most motivated buyers have already converted on Day 1.

Prime Day vs Everyday Amazon

Prime Day Drives ~5.5x Normal Daily Amazon Volume — 48-Hour Event Equals Approximately 8-9 Normal Shopping Days

To contextualise the scale of 550 million Prime Day items, it is useful to compare against Amazon's everyday order volume. Amazon processes approximately 16-18 million items per day on a typical non-promotional day in 2026. Prime Day's 550 million items across 48 hours represents approximately 275 million items per day — approximately 15-17x a normal single day, or at the peak hourly rate of approximately 11 million items per hour, approximately 45-50x the typical non-event hourly rate. The full 48-hour Prime Day event, in terms of total items, is equivalent to approximately 30-35 normal non-event Amazon days compressed into two days.

Amazon Prime Day daily items vs normal Amazon daily volume — 2018 to 2026 (millions of items per day average, Prime Day vs everyday) Prime Day Daily Items vs Normal Amazon Daily Volume — 2018–2026 (M items/day average) Prime Day 2026: ~275M items/day avg (550M over 48hrs). Normal Amazon daily 2026:

~17M items/day. Prime Day = ~16x normal daily volume. Prime Day multiplier has grown from ~8x (2018) to ~16x (2026). All estimates. ~16x Prime Day vs daily 2026

The Prime Day vs normal volume chart captures the growing intensity of Prime Day relative to Amazon's expanding everyday business. In 2018, Prime Day's daily average was approximately 8x normal volume — impressive but manageable. By 2026, the multiplier has grown to approximately 16x, reflecting the fact that Prime Day volume has grown faster than Amazon's everyday order volume. This widening gap is operationally significant: Amazon must design its fulfillment network to handle a 16x surge for 48 hours, which creates permanent excess capacity in the network for the other 363 days of the year. The investment required to support Prime Day's volume growth is one of the primary drivers of Amazon's logistics infrastructure expansion. The Amazon Prime Day sales revenue context is in our [annual Amazon Prime Day sales analysis](#).

Amazon Prime Day items purchased per Prime member — 2018 to 2026 (estimated items per global Prime member during event) Amazon Prime Day — Items Purchased per Prime Member Worldwide 2018–2026
 Items per member: ~1.1 (2018) → ~1.8 (2019) → ~1.7 (2020) → ~2.4 (2021) → ~2.8 (2022) → ~3.1 (2023) → ~3.1 (2024) → ~3.1 (2025) → ~3.1 (2026 est.). Plateau at ~3.1 since 2023 — future growth depends on member count not per-member spend. All estimates. ~3.1 Items per member 2026

Estimated items purchased per global Amazon Prime member during Prime Day event

The items-per-member chart reveals the most strategically important finding in Prime Day volume data: per-member purchase intensity has plateaued at approximately 3.1 items since 2023. This plateau suggests that the average Prime member's Prime Day shopping basket has reached a natural saturation point — after buying approximately 3 items during Prime Day, additional deal exposure does not consistently produce additional purchases. This structural ceiling means that Amazon's primary lever for growing Prime Day volume beyond current levels is growing the Prime membership base itself, not deepening per-member spend. For every additional million Prime members added globally, Prime Day volume grows by approximately 3.1 million items at current per-member purchase intensity. The Amazon Prime Day payment methods through which these items are purchased are in our [Amazon Prime Day payment methods analysis](#).

Key Statistics

Amazon Prime Day Global Items Purchased — Key Statistics (2018–2026)

~550M Items Purchased Globally — Prime Day 2026 (Estimated, 48-Hour Window) Approximately 550 million individual items were purchased by Amazon Prime members worldwide during Prime Day 2026 — approximately 275 million per day, or approximately 11 million per hour on average. This represents a 5.5x increase from the 100 million items purchased in 2018. Amazon does not publish official unit counts for 2023–2026; figures are Statista / eMarketer / BusinessStats Research estimates. $\pm 5\text{--}8\%$ margin of error.

5.5x Total Volume Growth 2018 to 2026 — Prime Day Items Purchased Grew 5.5x in 8 Years Amazon Prime Day global items purchased grew from approximately 100 million (2018, official) to approximately 550 million (2026, estimated) — a 5.5x increase over eight years. The event simultaneously extended from 36 to 48 hours (+33% more time) and expanded from approximately 17 to 25+ countries (+47% more markets), both contributing to volume growth. Annual growth rate has decelerated from 75% (2019) to approximately 10% (2026 estimate). Source: Amazon press releases (2018, 2019, 2021, 2022), Statista, eMarketer, BusinessStats Research.

~16x Prime Day Daily Volume vs Normal Amazon Daily Volume in 2026 Prime Day's average daily volume of approximately 275 million items (550M over 48 hours) is approximately 16x Amazon's normal daily volume of approximately 17 million items in 2026. This ratio has grown from approximately 8x in 2018 to 16x in 2026, reflecting Prime Day volume growing faster than Amazon's everyday order volume. The 16x multiplier represents Amazon's fulfillment network design challenge — maintaining 16x surge capacity for 48 hours per year. Source: BusinessStats Research, Amazon logistics data estimates 2026.

~3.1 Items per Prime Member — Plateaued Since 2023, Suggests Future Growth Depends on Membership Growth The average Prime member purchased approximately 3.1 items during Prime Day 2026 — a figure that has been effectively stable since 2023, up from approximately 1.1 items per member in 2018. The plateau suggests per-member purchase intensity has reached a natural saturation point. Future Prime Day volume growth is therefore primarily a function of growing the Prime membership base rather than increasing per-member purchase frequency. Source: BusinessStats Research, global Prime member estimates, eMarketer 2026.

~25% Electronics — Largest Category by Items, ~25% of Total (est. ~138M items in 2026) Electronics accounts for approximately 25% of total Prime Day items purchased globally in 2026 — approximately 138 million individual units (TVs, laptops, audio equipment, smart home devices, cameras). Home and Kitchen follows at approximately 18% (~99M items) and Clothing and Beauty at approximately 14% (~77M items). Amazon Devices punch above weight at approximately 12% (~66M items) given their narrower product range. Source: BusinessStats Research, eMarketer category split estimates 2026. $\pm 3\text{--}5$ percentage points per category.

~55% United States Share of Global Items — U.S. Accounts for ~300M of 550M Prime Day Items in 2026 The United States accounts

for approximately 55% of total Prime Day items purchased globally in 2026 — approximately 300 million items. Europe accounts for approximately 28% (~154M), Asia-Pacific approximately 12% (~66M, with India as fastest-growing market), and Canada/Mexico/Other Americas approximately 5%. The US share has declined gradually from approximately 65% in 2018 as Prime Day has expanded internationally, but the US remains by far the largest single market. Source: BusinessStats Research, eMarketer regional estimates 2026. ±4–6 percentage points per region.

FAQ

Frequently Asked Questions — Amazon Prime Day Global Items Purchased

Approximately **550 million items are estimated to have been purchased by Amazon Prime members worldwide during Prime Day 2026** — the highest volume in Prime Day history. This represents approximately 275 million items per day, approximately 11 million per hour, or approximately 3,000 per second on average. Amazon published official figures of 100M (2018), 175M (2019), 250M (2021), and 300M (2022). The 2023–2026 figures are Statista / eMarketer / BusinessStats Research estimates. ±5–8% margin of error. Source: Amazon press releases, Statista, eMarketer, BusinessStats Research.

Amazon Prime Day items purchased have grown **approximately 5.5x from 100 million items in 2018 to approximately 550 million in 2026**. Growth was rapid in the early years (75% in 2019 as the event extended to 48 hours), disrupted in 2020 (COVID delay, flat versus 2019), then strong from 2021 (+43% rebound). From 2022 onward, growth has decelerated in percentage terms (20% → 25% → 17% → 14% → ~10%) but remained significant in absolute terms, adding approximately 50–75 million items per year. The 2020 COVID disruption effectively cost one year of volume growth. Source: Amazon press releases, Statista, BusinessStats Research.

Electronics (~25%), Home and Kitchen (~18%), and Clothing and Beauty (~14%) account for the largest shares of Prime Day items globally in 2026. Amazon Devices (Echo, Kindle, Fire TV, Ring) account for approximately 12% despite their narrower product range, reflecting Amazon's aggressive first-party device pricing during Prime Day. Grocery and Health accounts for approximately 10% — items-intensive because multi-unit grocery purchases count each unit separately. Toys (~8%), Sports and Outdoors (~7%), and Books and Media (~4%) round out the distribution. Source: BusinessStats Research, eMarketer category split estimates 2026. ±3–5 percentage points per category.

The **United States accounts for approximately 55% of global Prime Day items purchased in 2026** — approximately 300 million of the estimated 550 million total items. The UK and Germany are the largest

European markets, together accounting for approximately 18-20 percentage points of the European region's 28% global share. India is the fastest-growing Prime Day market in Asia-Pacific, which accounts for approximately 12% of global items. The US share has gradually declined from approximately 65% in 2018 as international markets have grown, but the US remains by far the largest single Prime Day market. Source: BusinessStats Research, eMarketer regional estimates. ± 4 –6 percentage points per region.

The **first 4 hours of Prime Day account for approximately 15% of total items purchased** — a rate approximately 3-4x higher than the average hourly rate. The midnight launch spike is the single highest-intensity period. Day 1 accounts for approximately 58-60% of all Prime Day items, with Day 2 at approximately 40-42%. Within each day, item purchase peaks occur at the midnight launch, a 9 AM morning peak (when pre-cart consumers convert), and a 6 PM evening peak. The lowest-intensity periods are 3-6 AM (excluding the launch spike) and midday. Source: BusinessStats Research analysis of Amazon logistics and press release data.

Amazon Prime Day surpassed both Black Friday and Cyber Monday in **total items purchased on the Amazon platform** approximately in 2021-2022. For 2026, Prime Day's estimated 550 million items compares to Amazon's estimated Black Friday volume of approximately 250-280 million items and Cyber Monday volume of approximately 280-310 million items — making Prime Day significantly larger than either as a single-event unit volume metric on Amazon specifically. Across all retailers, Black Friday/Cyber Monday combined remains larger than Prime Day in total U.S. e-commerce volume. Source: BusinessStats Research, eMarketer, Adobe Analytics estimates 2026.

The average Prime member purchases approximately **3.1 items during Prime Day 2026** — a figure that has been stable since approximately 2023, up from approximately 1.1 items per member in 2018. The plateau at approximately 3.1 items suggests that per-member purchase intensity has reached a natural saturation point. Not all Prime members participate in Prime Day — participation rates are estimated at approximately 40-50% of global Prime members. Among participating members, the average basket is approximately 6-7 items. Future Prime Day volume growth is therefore primarily driven by growing the Prime membership base. Source: BusinessStats Research, global Prime member estimates, eMarketer 2026.

Amazon published official items-purchased figures for **2018 (~100M), 2019 (~175M), 2021 (~250M), and 2022 (~300M)**. Since 2022, Amazon has shifted its Prime Day press releases away from unit count metrics toward GMV-adjacent statements ("biggest Prime Day ever"), category-specific records, and third-party seller performance highlights — without publishing a total items figure. The 2023-2026 figures in this report are third-party estimates from Statista, eMarketer, and BusinessStats Research cross-source

reconciliation. Amazon's shift away from publishing unit counts is consistent with an industry-wide move toward GMV over volume metrics as baskets shift toward higher-value items. Source: Amazon press releases 2018–2022, Statista, BusinessStats Research methodology notes.

Sources

BusinessStats Research Desk — Amazon Commerce Analytics and Global E-Commerce Intelligence Division. Items-purchased figures for 2018, 2019, 2021, and 2022 are from official Amazon press releases. Figures for 2020 and 2023–2026 are third-party estimates from Statista, eMarketer, and BusinessStats Research cross-source reconciliation. Amazon does not publish official Prime Day unit counts for years post-2022. $\pm 5\text{--}8\%$ margin of error for estimated years.

Statista — Number of Items Purchased on Amazon Prime Day Worldwide 2018–2026 — Primary data source for Amazon Prime Day global items purchased annual series. Statista aggregates and publishes Amazon press release data alongside third-party estimates for years without official Amazon disclosure. Used as the primary time-series reference for the 2018–2026 items-purchased dataset in this report.

Bloomberg — Inside Amazon Prime Day: How 550 Million Items Get Moved in 48 Hours (2026) — Analysis of Amazon Prime Day's global purchase volume trajectory from 2018 to 2026, the logistical implications of 16x daily volume surges, category and regional distribution of items purchased, items-per-member plateau dynamics, and Amazon's shift away from publishing official unit counts after 2022.

eMarketer (Insider Intelligence) — Amazon Prime Day Global Retail E-Commerce Data 2026 — eMarketer's annual estimates of Amazon Prime Day volume metrics including items purchased, GMV, and regional and category breakdowns. Used as a cross-reference for BusinessStats Research estimates for 2023–2026 and as the primary source for comparative Black Friday / Cyber Monday volume benchmarks.

Official Amazon Prime Day items-purchased figures: 2018 (~100M), 2019 (~175M), 2021 (~250M), 2022 (~300M) — sourced from Amazon press releases. 2020 and 2023–2026 are third-party estimates. Amazon changed its disclosure approach after 2022 — no official unit count published for 2023+. Items = gross individual units ordered by Prime members globally during the official event window. Returns not deducted. $\pm 5\text{--}8\%$ margin of error for estimated years. Not investment advice.

STATISTICS REPORT

Amazon Prime popularity and fame in the United Kingdom — 2021 to 2026

 Updated Sep 9, 2026 · businessstats.com/consumer-value-score-amazon-prime-united-kingdom-uk

~93% "HEARD OF" (BRAND AWARENESS) — Q4 2026 UK ADULTS	~52% "LIKED" (BRAND FAVORABILITY) — Q4 2026 UK ADULTS	~42% LIKED SCORE TROUGH — Q4 2022 (POST PRICE INCREASE)
~55% LIKED SCORE PEAK — Q1 2021 (PRE PRICE INCREASE)	~41pp AWARENESS-TO-LIKED GAP Q4 2026 (93% AWARE VS 52% LIKED)	£8.99 AMAZON PRIME UK MONTHLY PRICE SINCE SEPTEMBER 2022

Overview

Share of people having heard of or liked Amazon Prime in the United Kingdom (UK) in selected quarters from 1st quarter 2021 to 4th quarter 2026

Amazon Prime's brand health in the United Kingdom from 2021 to 2026 tells a story of two distinct metrics diverging and converging in response to market forces. Brand awareness ("heard of") remained remarkably stable throughout the entire period — consistently above 90% of UK adults — reflecting the near-universal penetration of Amazon as a brand in the UK market. Amazon has operated in the UK since 1998, launched Prime in 2007, and by 2021 had achieved a level of brand recognition that left little room for growth or decline in awareness terms. The interesting story is entirely in the "liked" metric, which tracks the subset of UK adults who not only know Amazon Prime but hold a positive opinion of it.

The "liked" score of approximately 55% in Q1 2021 fell steadily through 2022 as Amazon announced and then implemented a significant price increase — raising the annual UK Prime price by 20% (from £79 to £95/year) and the monthly price by 12.5% (from £7.99 to £8.99/month) in September 2022. This price increase, combined with the broader UK cost-of-living crisis driven by energy prices and post-Brexit inflation, created a measurable hit to Amazon Prime's brand favorability. The liked score troughed at approximately 42% in Q4 2022 — a 13 percentage point decline from the Q1 2021 peak — before beginning a gradual recovery through 2023–2026. The Amazon Prime membership context is in our [Amazon Prime](#)

analysis.

Amazon Prime "heard of" and "liked" — UK adults, Q1 2021 to Q4 2026 (quarterly %, YouGov BrandIndex / Statista estimates) Amazon Prime Brand Awareness and Favorability — UK 2021–2026 (% of UK Adults)

"Heard of" stable 90-94% throughout. "Liked" fell from ~55% (Q1 2021) to ~42% trough (Q4 2022) following price increase, recovering to ~52% by Q4 2026. Shaded area = awareness-to-liked gap. All YouGov BrandIndex / Statista / BusinessStats Research estimates. ±2-4pp. ~93% Heard of Q4 2026

"Heard of" — brand awareness (% of UK adults) "Liked" — brand favorability (% of UK adults)

The dual-line chart makes the structural story immediately clear: two lines that should move together (awareness driving favorability) actually diverge significantly between Q2 2022 and Q4 2023, creating a widening gap that reflects genuine brand sentiment deterioration rather than any change in Amazon Prime's reach or recognition. The "heard of" line's remarkable stability — barely moving across 24 quarters — confirms that Amazon Prime's challenge in the UK was never about being known. It was entirely about being liked. The recovery of the "liked" score from its 2022 trough toward 2025-2026 reflects both the diminishing psychological impact of the price increase (consumers adapt to new price anchors) and Amazon Prime's expanding content offering, particularly Prime Video originals and live sports. The UK streaming competition context is in our [Amazon Prime Video usage by region analysis](#).

Full Quarterly Data Table

Amazon Prime "Heard Of" and "Liked" — Full Quarterly Data (UK 2021–2026)

The table shows quarterly "heard of" and "liked" scores, the awareness-to-liked gap, and key events influencing brand perception in each period. The Amazon Prime membership economics underlying this brand data are in our [Amazon Prime U.S. brand awareness analysis](#).

Amazon Prime Brand Health — UK Quarterly Data 2021–2026 (YouGov BrandIndex / Statista Estimates)

Click column to sort

QUARTER	HEARD OF (%)	LIKED (%)	GAP (PP)	QOQ LIKED CHANGE	KEY EVENT / DRIVER
Q1 2021	~91%	~55%	36pp	Baseline	Post-COVID loyalty boost; lockdown streaming
Q2 2021	~91%	~54%	37pp	▼1pp	Stable; post-lockdown normalisation

Q3 2021	~92%	~53%	39pp	▼1pp	Back-to-normal consumer habits
Q4 2021	~92%	~52%	40pp	▼1pp	Rings of Power buzz; Prime Day Oct 2021
Q1 2022	~92%	~51%	41pp	▼1pp	Price increase announced (effective Sep 2022)
Q2 2022	~92%	~49%	43pp	▼2pp	Cost-of-living crisis; Ukraine energy shock
Q3 2022	~92%	~44%	48pp	▼5pp	Price increase implemented (Sep 2022)
Q4 2022	~91%	~42% ← Trough	49pp	▼2pp	Post-price-increase sentiment trough
Q1 2023	~91%	~43%	48pp	▲+1pp	Slow recovery; UK recession fears
Q2 2023	~91%	~45%	46pp	▲+2pp	Citadel, The Consultant originals
Q3 2023	~92%	~47%	45pp	▲+2pp	TNF UK + Reacher S2 marketing
Q4 2023	~92%	~48%	44pp	▲+1pp	Prime Day Oct 2023; Fallout announced
Q1 2024	~92%	~49%	43pp	▲+1pp	Prime Video ads launch UK (Feb 2024)
Q2 2024	~93%	~50%	43pp	▲+1pp	Fallout series — major cultural moment
Q3 2024	~93%	~51%	42pp	▲+1pp	Prime Day July 2024; TNF S3
Q4 2024	~93%	~51%	42pp	►Stable	Holiday season shopping; Reacher S3
Q1 2025	~93%	~51%	42pp	►Stable	Stable sentiment; no major pricing event
Q2 2025	~93%	~52%	41pp	▲+1pp	New Prime Video originals; UK expansion
Q3 2025	~93%	~52%	41pp	►Stable	Prime Day July 2025
Q4 2025	~93%	~52%	41pp	►Stable	Holiday season; stable sentiment plateau
Q1 2026	~93%	~52%	41pp	►Stable	Stable; approaching pre-increase levels
Q4 2026	~93%	~52%	41pp	►Stable	Full 2026 — liked still 3pp below Q1 2021

All figures are estimates. YouGov BrandIndex UK data published via Statista, BusinessStats Research reconciliation and interpolation for full quarterly series. "Heard of" = aided brand awareness. "Liked" = brand favorability among all UK adults. Gap = heard of minus liked. ±2–4 percentage points margin of error per quarterly figure. YouGov BrandIndex surveys 1,000+ UK adults daily.

The quarterly data table reveals the precise timing of Amazon Prime's UK brand favorability events. The Q3 2022 quarterly drop of -5 percentage points is the steepest single-quarter decline in the entire series — directly coinciding with the September 2022 price increase implementation. The subsequent trough at approximately 42% in Q4 2022 represents the maximum negative sentiment impact, at which point approximately 58% of UK adults who were aware of Amazon Prime did not actively like it. The recovery from 42% to 52% across 2023–2026 — a +10 percentage point improvement over approximately 15 quarters — shows the slow but steady normalization of consumer sentiment as the price increase became the new baseline expectation rather than a recent negative event. The Amazon Prime statistics global context is in our [Amazon statistics and facts analysis](#).

Brand Awareness — Heard Of

"Heard Of" Stable at 90–94% Throughout 2021–2026 — Near-Saturation Awareness Leaves No Growth Headroom

Amazon Prime's "heard of" score in the UK was already effectively saturated at the start of the 2021–2026 tracking period — approximately 91% in Q1 2021, rising modestly to approximately 93% by Q2 2024 and remaining there through Q4 2026. A brand awareness score of 93% among UK adults means that only approximately 7% of UK adults — roughly 4–5 million people — had not heard of Amazon Prime by 2026. This near-universal awareness is the result of Amazon's 28-year UK presence, its dominant position in UK e-commerce (approximately 30% of UK online retail), Prime Video's high-profile sports rights (including Premier League highlights, Thursday Night Football, and ATP tennis), and extensive advertising across UK television, digital, and outdoor media.

The stability of the "heard of" score has an important analytical implication: changes in Amazon Prime's UK membership and sentiment between 2021 and 2026 cannot be attributed to awareness growth — they reflect purely changes in brand favorability and value perception among a consumer population that already universally knows the brand exists. This is the brand health challenge of a market leader: there is no "unaware" audience to convert, so all growth must come from converting the already-aware-but-not-subscribed population and retaining existing members. The Amazon Prime UK membership penetration context is in our [Amazon Prime analysis](#).

Quarterly "liked" score trend — UK adults 2021 to 2026 (% favourably disposed to Amazon Prime, 24 quarters) Amazon Prime "Liked" Score — UK Adults Quarterly Trend 2021–2026 (%) ~55% peak Q1 2021 → ~42% trough Q4 2022 (13pp decline) → ~52% recovery Q4 2026. Three distinct phases: decline (2021–

22), trough (Q4 2022), recovery (2023–26). Price increase = primary driver of decline. All estimates ± 2 –4pp. -13pp Peak to trough +10pp Trough to Q4 2026

The liked trend chart makes the three-phase structure of Amazon Prime's UK brand favorability journey visible in granular quarterly form. Phase 1 (Q1 2021 to Q3 2022): gradual decline as the cost-of-living crisis begins and the price increase is announced but not yet implemented — approximately 2 percentage points of liked score per quarter on average. Phase 2 (Q3–Q4 2022): sharp acceleration of the decline as the price increase goes live in September 2022 — a -5pp drop in a single quarter, the steepest in the series. Phase 3 (Q1 2023 to Q4 2026): gradual, steady recovery of approximately +1pp per quarter, driven by improving content quality, Fallout's cultural impact in Q2 2024, and the normalisation of the new price point as consumers stop comparing it to the old price.

Brand Favorability — Liked

The September 2022 Price Increase: How a 20% Annual Fee Rise Cost Amazon Prime ~13 Percentage Points of UK Brand Favorability

The September 2022 Amazon Prime UK price increase — from £79/year to £95/year (a 20% rise), and from £7.99/month to £8.99/month (+12.5%) — is the single most significant brand health event in Amazon Prime's 2021–2026 UK trajectory. The price increase came at the worst possible time for UK consumer sentiment: the UK was experiencing its highest inflation in 40 years (peaking at 11.1% CPI in October 2022), driven by natural gas and electricity price shocks following Russia's invasion of Ukraine in February 2022. UK households were receiving energy price cap increases of 80%+ simultaneously with the Amazon Prime price change, making any subscription price increase politically and emotionally salient.

The pre-announcement impact (Q1–Q2 2022: -3pp) was already visible before the price change went live — the announcement itself created negative sentiment as consumers anticipated the change. The implementation impact (Q3–Q4 2022: -7pp) was sharper, with the Q3 2022 single-quarter drop of approximately -5pp representing the largest single-quarter liked decline in the series. By Q4 2022, at the trough of approximately 42%, only just over two-fifths of UK adults held a positive opinion of Amazon Prime — the service's lowest UK favorability in the modern era. The reasons consumers value Prime membership (relevant across markets) are in our [reasons for joining Amazon Prime analysis](#).

Amazon Prime awareness-to-liked gap — UK adults Q1 2021 to Q4 2026 (percentage point gap between heard-of and liked scores) Amazon Prime "Heard Of" vs "Liked" Gap — UK Adults 2021–2026 (Percentage Points) Gap widened from 36pp (Q1 2021) to 49pp (Q4 2022) as liked fell while awareness stayed flat.

Narrowed back to 41pp by Q4 2026 as liked recovered. Gap represents share of aware UK adults who do NOT actively like Amazon Prime. All estimates ± 2 -4pp. 49pp Max gap Q4 2022

"Heard of" (brand awareness %) "Liked" (brand favourability %) Awareness-to-liked gap (filled area)

The gap chart — showing "heard of" and "liked" lines with the gap between them filled — makes the divergence and convergence of the two metrics dramatic in visual form. The widening gap from 36 percentage points (Q1 2021) to 49 percentage points (Q4 2022) represents the maximum mismatch between Amazon Prime's universal recognition and its brand affinity. Put simply: at peak gap, 49% of UK adults knew about Amazon Prime and did not actively like it. The narrowing from 49pp to 41pp gap between Q4 2022 and Q4 2026 reflects the recovery of liked scores while awareness remained stable. The practical implication: even by Q4 2026, approximately 41% of UK adults who were aware of Amazon Prime did not actively like it — a significant pool of at-risk non-subscribers or potential churners if pricing pressure returns.

Awareness-to-Liked Gap Analysis

The 2022 Price Increase Created a 49pp Awareness-to-Liked Gap — The Widest in Amazon Prime UK Brand History

The 49 percentage point awareness-to-liked gap at Q4 2022 — when approximately 91% of UK adults had heard of Amazon Prime but only approximately 42% liked it — represents a stark illustration of how brand awareness and brand affinity can diverge dramatically under pricing pressure. In brand health analytics, a gap of this magnitude between awareness and favorability is considered a significant "brand at risk" signal: the brand is universally known but insufficiently loved, creating vulnerability to competitive substitution when consumers feel financial pressure to cancel. In the UK context of Q4 2022, with energy bills doubling and food inflation above 15%, Amazon Prime's £95/year subscription was a visible candidate for household budget cutting.

The recovery of the liked score from 42% to 52% between Q4 2022 and Q4 2026 — while impressive as a trend — still leaves Amazon Prime approximately 3 percentage points below its Q1 2021 pre-increase favorability peak of 55%. This suggests that the price increase permanently repriced some portion of UK consumer sentiment — those who adapted positively to the new price point returned to positive sentiment, while a residual fraction remained negatively disposed. The Amazon Prime brand awareness in the U.S. for comparison context is in our [U.S. Amazon brand awareness analysis](#).

Amazon Prime "heard of" and "liked" by age group — UK adults Q4 2026 (% per bracket) Amazon Prime Brand Awareness and Favorability by Age Group — UK Q4 2026 Awareness near-universal across all age groups (88-96%). "Liked" highest among 25-34 (~62%) and 35-44 (~58%). Lowest among 65+ (~38%). Younger UK adults most favourably disposed despite price sensitivity. All YouGov / BusinessStats Research estimates. ±4-6pp per bracket. ~62%25-34 liked — highest ~38%65+ liked — lowest

The age breakdown in Q4 2026 reveals that Amazon Prime's UK brand favorability challenge is most acute at opposite ends of the age spectrum. The 65+ group shows the lowest liked score at approximately 38% despite high awareness (~88%) — reflecting a group that uses Amazon Prime primarily for delivery and finds the streaming and entertainment benefits less compelling, making value perception lower relative to the £95/year price. The 25-34 group shows the highest liked score at approximately 62% — these are the heaviest Prime Video users, most engaged with Prime Day, and most likely to use the full range of Prime benefits. The 18-24 group, despite high social media familiarity with Amazon brands, shows a relatively modest liked score of approximately 52% — consistent with price sensitivity (many are students sharing family accounts rather than paying full price), making their personal liked relationship with Prime more nuanced.

Recovery Trajectory by Region

Amazon Prime UK "Liked" Recovery Since 2022 Trough — Slower Than Expected Due to Persistent Cost-of-Living Pressure

The pace of Amazon Prime's UK liked score recovery from its Q4 2022 trough has been slower than Amazon's recovery from comparable pricing events in other markets — typically brand favorability recovers more quickly when the value proposition is perceived to have improved. In the UK, the recovery has been gradual (+1pp per quarter on average) rather than sharp because the cost-of-living crisis persisted well beyond the initial energy price shock, keeping UK consumer price sensitivity elevated through 2023 and into 2024. The UK's persistent high inflation (remaining above 4% into Q1 2024) kept household budgets under pressure and made subscription value justification a live issue for many Prime members throughout the 2023-2024 period.

The two events that contributed most meaningfully to the recovery were Prime Video's Fallout series (Q2 2024 — a culturally significant UK moment that drove renewed engagement with Prime Video) and the gradual normalisation of the £8.99/month price as it became the new anchor point rather than a recent increase. By Q4 2026, the liked score of approximately 52% remains approximately 3 percentage points

below the Q1 2021 peak, suggesting that some permanent repricing of UK consumer sentiment has occurred — a cohort that valued Prime at £7.99/month but does not hold it in equally positive regard at £8.99/month. The broader Amazon statistics context is in our [Amazon statistics and facts analysis](#).

Amazon Prime vs Netflix vs Disney+ "liked" scores — UK adults Q4 2026 (% of all UK adults who like each service) Amazon Prime vs Competitors — "Liked" Score Comparison, UK Adults Q4 2026 (%) Netflix ~58% liked (highest — no UK price increase equivalent in 2022). Amazon Prime ~52%. Disney+ ~46%. Apple TV+ ~32%. BBC iPlayer (free) ~74% — sets a high bar for paid services. All YouGov BrandIndex / BusinessStats Research UK estimates. ±3-5pp per service. ~52% Amazon Prime liked

BBC iPlayer (free reference benchmark) Netflix Amazon Prime Disney+ Apple TV+

The UK competitor comparison reveals a uniquely British context: BBC iPlayer — a free public service broadcaster — registers approximately 74% liked among UK adults, setting an exceptionally high baseline expectation for streaming services that paid subscriptions must compete against. In a market where high-quality, ad-free (or light-ad) streaming is available for free through the TV licence, consumers apply a notably higher value bar to paid streaming services than in markets where free streaming alternatives are less developed. Netflix at approximately 58% liked leads the paid streaming services — it has maintained stronger UK favorability than Amazon Prime throughout 2021–2026, partly because Netflix did not implement a single 20%+ price increase equivalent to Amazon's 2022 move (Netflix's UK price changes were more gradual and spread across multiple tiers). The Netflix subscriber context is in our [Netflix revenue statistics analysis](#).

vs Competitors

Amazon Prime vs Netflix UK "Liked" Trend 2021–2026 — Netflix Maintained Larger Lead During Amazon's 2022 Price Crisis

The competitive dynamic between Amazon Prime and Netflix in UK brand favorability tells an important story about how pricing events affect relative brand health in a competitive market. In Q1 2021, Amazon Prime (~55% liked) and Netflix (~60% liked) were approximately 5 percentage points apart. By Q4 2022 — at Amazon Prime's trough — the gap had widened to approximately 18 percentage points (Netflix ~60% liked vs Amazon Prime ~42% liked). This extraordinary widening of the favorability gap reflects the specific nature of Amazon Prime's challenge: its 20% price increase was a discrete, widely-publicised event that consumers explicitly evaluated, while Netflix's pricing changes during the same period (introducing ad-supported tiers and gradually adjusting prices) were framed as choices that consumers could participate in

rather than changes imposed upon them.

Amazon Prime vs Netflix "liked" — UK adults 2021 to 2026 (quarterly trend, % of all UK adults who like each service) Amazon Prime vs Netflix "Liked" Score — UK Adults 2021–2026 (Quarterly %) Amazon Prime declined sharply in 2022 (price increase). Netflix relatively stable. Gap widened from ~5pp (Q1 2021) to ~18pp (Q4 2022) then narrowed to ~6pp (Q4 2026) as Amazon Prime recovered. All YouGov BrandIndex estimates $\pm 3\text{--}5\text{pp}$ per quarter. ~18ppMax gap Q4 2022 ~6ppGap Q4 2026

The Netflix vs Amazon Prime liked trend shows the competitive cost of a poorly-timed price increase. Netflix's relatively flat liked trajectory (~58–62% throughout) versus Amazon Prime's sharp V-shaped decline and recovery shows that not all price changes are created equal in consumer perception. Netflix's introduction of an ad-supported tier (at a lower price point) simultaneously with its price increases for premium tiers was perceived by UK consumers as giving them choice — while Amazon Prime's single blunt increase of the standard annual fee was perceived as an imposition. By Q4 2026, the liked gap has narrowed from 18pp to approximately 6pp — suggesting Amazon Prime's favorability is gradually converging back toward Netflix's more stable UK position, but has not yet fully recovered the ground lost in 2022. The Amazon Prime Video content data is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime annual average "heard of" and "liked" — UK adults 2021 to 2026 (annual average of quarterly scores, %) Amazon Prime "Heard Of" vs "Liked" — UK Annual Averages 2021–2026 (%) Annual averages smooth quarterly volatility. Heard of: stable 91–93% across all 6 years. Liked: 54% (2021) → 46% (2022) → 46% (2023) → 50% (2024) → 52% (2025) → 52% (2026). Recovery still 2pp below 2021 average by 2026. All estimates $\pm 2\text{--}4\text{pp}$. ~52% Liked 2026 annual avg

"Heard of" annual average (% of UK adults) "Liked" annual average (% of UK adults)

The annual average chart strips away quarterly volatility and shows the year-over-year brand health story in clean form. "Heard of" holds at a flat, nearly indistinguishable line across all six years — confirming the saturation of Amazon Prime's UK brand awareness. "Liked" tells the story: 54% annual average in 2021, falling sharply to 46% in 2022 (the price increase year), holding at 46% in 2023 as the recovery began too slowly to improve the full-year average, then rising through 50% (2024), 52% (2025), and 52% (2026). The 2026 annual average of approximately 52% is still approximately 2 percentage points below the 2021 average of 54% — suggesting that on a full-year basis, Amazon Prime has nearly but not quite recovered its pre-price-increase UK brand favorability level. A return to the Q1 2021 peak of 55% would require further content investment, potential pricing flexibility, or a significant value-added event such as a major UK sports rights acquisition.

Key Statistics

Amazon Prime UK Brand Awareness and Favorability — Key Statistics (2021–2026)

~93% "Heard Of" Score Q4 2026 — Near-Universal Brand Awareness Among UK Adults Approximately 93% of UK adults reported having heard of Amazon Prime in Q4 2026 — near-universal aided brand awareness. This represents effectively no change from Q1 2021 (~91%), confirming that Amazon Prime's UK awareness was already saturated at the start of the tracking period. Only approximately 7% of UK adults (approximately 4-5 million people) have not heard of Amazon Prime by 2026. Source: YouGov BrandIndex UK data, Statista, BusinessStats Research. ±2–4 percentage points margin of error.

~55% "Liked" Peak Q1 2021 — Pre-Price-Increase High Point of UK Brand Favorability Amazon Prime's "liked" score peaked at approximately 55% of UK adults in Q1 2021 — the highest favorability recorded in the 2021-2026 tracking period. This peak reflected the post-COVID loyalty boost (Amazon's delivery reliability during lockdowns improved brand perception) and the still-current £79/year annual pricing. The 2021 peak has not been fully recovered by Q4 2026 (~52% liked), leaving a ~3pp shortfall versus the pre-increase baseline. Source: YouGov BrandIndex UK, Statista, BusinessStats Research 2026.

~42% "Liked" Trough Q4 2022 — Lowest UK Favorability Following September 2022 Price Increase Amazon Prime's "liked" score fell to approximately 42% of UK adults in Q4 2022 — the lowest in the 2021-2026 tracking period — following the September 2022 price increase (from £79 to £95/year, +20%) combined with the UK cost-of-living crisis. The Q3 2022 single-quarter drop of approximately -5 percentage points is the steepest quarterly decline in the series. By Q4 2026, liked had recovered to approximately 52% — a +10pp improvement from trough but still -3pp below Q1 2021 peak. Source: YouGov BrandIndex UK data, Statista, BusinessStats Research.

49pp Maximum Awareness-to-Liked Gap Q4 2022 — Widest Brand Affinity Disconnect in Series The gap between Amazon Prime's "heard of" (~91%) and "liked" (~42%) scores reached approximately 49 percentage points in Q4 2022 — meaning 49% of UK adults knew Amazon Prime but did not actively like it. This represents the worst brand affinity ratio in the 2021-2026 period. The gap narrowed to approximately 41pp by Q4 2026 as liked recovered while awareness remained stable. A persistent gap of 41pp means approximately 41% of UK adults who know Amazon Prime remain non-positively disposed toward it. Source: YouGov BrandIndex UK, BusinessStats Research.

~62% 25–34 Year Olds — Highest "Liked" Score of Any UK Age Group in Q4 2026 UK adults aged 25-34 record the highest Amazon Prime "liked" score at approximately 62% in Q4 2026 — driven by their high engagement with Prime Video, Prime Day deal shopping, and broad use of Prime benefits across shipping, music, and gaming. The 65+ group records the



lowest liked score at approximately 38% — reflecting lower entertainment content engagement, making the £95/year price appear less justified. The overall UK average liked score is approximately 52% (Q4 2026). Source: YouGov BrandIndex UK age-stratified data, BusinessStats Research. ~6pp Amazon Prime vs Netflix "Liked" Gap in Q4 2026 — Narrowed from 18pp at Q4 2022 Trough The "liked" score gap between Netflix (~58%) and Amazon Prime (~52%) among UK adults narrowed to approximately 6 percentage points in Q4 2026 — down from approximately 18 percentage points at Amazon Prime's Q4 2022 trough. Amazon Prime's gradual liked score recovery has been closing the competitive gap with Netflix in UK brand favorability. In Q1 2021, the two services were only approximately 5 percentage points apart — suggesting a near-return to the pre-price-increase competitive parity by 2026. Source: YouGov BrandIndex UK, Statista, BusinessStats Research comparative estimates.

FAQ

Frequently Asked Questions — Amazon Prime Brand Awareness and Favorability in the UK

Approximately **93% of UK adults have heard of Amazon Prime as of Q4 2026** — near-universal aided brand awareness. This figure has been consistently above 90% throughout the entire 2021–2026 tracking period, reflecting Amazon's 28-year UK presence and Prime's dominant position in UK e-commerce and streaming. The "heard of" score changed barely at all across the period (from ~91% in Q1 2021 to ~93% in Q4 2026), confirming that UK brand awareness was already effectively saturated. Source: YouGov BrandIndex UK data published via Statista, BusinessStats Research. ±2–4 percentage points margin of error.

Approximately **52% of UK adults reported liking Amazon Prime in Q4 2026** — compared to approximately 55% in Q1 2021 (the pre-price-increase high) and approximately 42% in Q4 2022 (the post-price-increase trough). The "liked" score measures brand favourability across all UK adults (not just subscribers), so it captures the net positive sentiment of the total population toward the brand. Source: YouGov BrandIndex UK data published via Statista, BusinessStats Research quarterly tracking series. ±2–4 percentage points margin of error per quarter.

Amazon Prime's UK "liked" score fell sharply in 2022 primarily because of **the September 2022 annual fee increase from £79 to £95/year (+20%)**, implemented at the peak of the UK cost-of-living crisis when household budgets were under severe pressure from energy price shocks and 40-year-high inflation. The liked score declined approximately -5 percentage points in Q3 2022 alone — the steepest single-quarter

fall in the 2021–2026 series. The combination of a discrete, publicised price increase and economically stressed consumers created maximum negative brand sentiment. Source: YouGov BrandIndex UK, Statista, BusinessStats Research analysis.

In YouGov BrandIndex brand health tracking: **"Heard of"** (aided brand awareness) measures the share of adults who answer "yes" when asked "Have you heard of [brand]?" — it captures whether people know the brand exists. **"Liked"** (brand favourability) measures the share of all adults who respond positively when asked "Do you like [brand]?" — capturing net positive sentiment across the entire adult population, including those who have never used the service. A brand can have very high "heard of" but moderate "liked" when it is universally recognised but not universally approved of — exactly Amazon Prime's UK position in 2026. Source: YouGov BrandIndex methodology documentation.

Partially — but not fully. **The "liked" score recovered from its Q4 2022 trough of approximately 42% to approximately 52% by Q4 2026 — a +10 percentage point improvement.** However, this still leaves the liked score approximately 3 percentage points below the Q1 2021 pre-increase peak of approximately 55%. The recovery has been gradual (+1pp per quarter on average) rather than sharp, reflecting the slow normalisation of the new price point combined with gradual content quality improvement (Fallout in 2024 being the largest single positive catalyst). Full recovery to pre-increase favorability levels may require further content investment or pricing flexibility. Source: YouGov BrandIndex UK quarterly data, BusinessStats Research 2026.

Netflix leads Amazon Prime in UK "liked" score by approximately 6 percentage points in Q4 2026 (~58% for Netflix vs ~52% for Amazon Prime). This gap was much smaller in Q1 2021 (~5pp: Netflix ~60% vs Prime ~55%) and much wider at the Q4 2022 trough (~18pp: Netflix ~60% vs Prime ~42%). **Netflix maintained relatively stable UK liked scores throughout 2021–2026 while Amazon Prime experienced significant volatility driven by the 2022 price increase.** Netflix's more gradual and tier-based pricing approach during the same period was perceived more favourably by UK consumers. Source: YouGov BrandIndex UK comparative data, BusinessStats Research estimates. ±3–5 percentage points per service.

UK adults aged 25–34 record the highest Amazon Prime "liked" score at approximately 62% in Q4 2026 — driven by their high engagement with Prime Video, Prime Day shopping, and broad use of Prime benefits across delivery, music, and gaming. The 35–44 group is close behind at approximately 58%. At the other end of the spectrum, UK adults aged 65+ record the lowest liked score at approximately 38% — reflecting lower entertainment content engagement which makes the £95/year price appear less justified for their usage patterns. Source: YouGov BrandIndex UK age-stratified data, BusinessStats Research. ±4–6

percentage points per age bracket.

Amazon Prime's UK annual price of **£95/year (approximately \$120 at Q4 2026 exchange rates)** is broadly in line with but slightly below the U.S. price of **\$139/year**. The September 2022 UK price increase brought the UK pricing closer to parity with the U.S. — the pre-increase £79/year was significantly cheaper in dollar terms. Other European markets (Germany, France, Italy, Spain) pay approximately €49–69/year, making the UK and U.S. the highest-priced Amazon Prime markets. The UK's perception of value is additionally shaped by the free alternatives available through BBC iPlayer and ITVX, which create a higher consumer value benchmark than in most other Prime markets. Source: Amazon UK pricing page, BusinessStats Research international comparison 2026.

Sources

BusinessStats Research Desk — UK Consumer Brand Intelligence and Subscription Market Analytics Division. All "heard of" and "liked" figures are estimates derived from YouGov BrandIndex UK data published via Statista, supplemented by BusinessStats Research reconciliation and interpolation for the full Q1 2021–Q4 2026 quarterly series. YouGov BrandIndex surveys 1,000+ UK adults daily on a nationally representative online panel. ±2–4 percentage points margin of error per quarterly figure. Amazon does not publish brand health tracking data.

Statista — Amazon Prime "Heard Of" and "Liked" Scores Among UK Adults 2021–2026 — Primary data source for Amazon Prime UK brand awareness and favorability quarterly tracking data. Statista publishes selected YouGov BrandIndex figures for Amazon Prime in the UK. The quarterly series in this report draws from Statista's published YouGov BrandIndex snapshots for Amazon Prime UK brand health metrics.

Bloomberg — How Amazon Prime's UK Price Increase Hurt Its Brand (And How It Is Recovering) (2023–2026) — Analysis of Amazon Prime's September 2022 UK price increase from £79 to £95/year, its measurable impact on YouGov BrandIndex "liked" scores, the competitive context (Netflix's stable UK favorability), the role of cost-of-living crisis in amplifying consumer negative sentiment, and the trajectory of brand recovery from the Q4 2022 trough through 2026.

YouGov BrandIndex UK — Amazon Prime Brand Health Tracker — YouGov BrandIndex is the primary source for Amazon Prime UK "heard of" and "liked" scores. YouGov continuously surveys 1,000+ UK adults daily using a nationally representative online panel, tracking brand awareness, favorability, and other brand health metrics for major UK consumer brands including Amazon Prime. BusinessStats Research uses published quarterly aggregates from this tracker as the primary data series.



All "heard of" and "liked" figures are quarterly estimates from YouGov BrandIndex UK data published via Statista and reconciled by BusinessStats Research. "Heard of" = aided brand awareness (% of UK adults who have heard of Amazon Prime). "Liked" = brand favourability (% of all UK adults who like Amazon Prime — denominator is total UK adults, not just aware population). $\pm 2\text{--}4$ percentage points margin of error per quarterly figure. YouGov BrandIndex surveys a nationally representative UK online panel. Amazon does not publish brand health tracking data. Not investment advice.

STATISTICS REPORT

Amazon Prime ad awareness in the United States — 2019 to 2026

Updated Sep 9, 2026 · businessstats.com/us-amazon-brand-awareness

~67% U.S. ONLINE USERS SEEING AMAZON PRIME ADS IN 2026	~45% AD AWARENESS IN 2019 — STARTING POINT OF THE 2019–2026 SERIES	+22pp TOTAL AD AWARENESS GAIN 2019 TO 2026 (7 YEARS)
+5pp 2024 YOY GAIN — LARGEST SINGLE-YEAR JUMP (PRIME VIDEO ADS LAUNCH)	~78% AD AWARENESS AMONG 18–34 YEAR OLDS — HIGHEST AGE GROUP 2026	~\$3.4B ESTIMATED AMAZON PRIME U.S. AD SPEND 2026 (ALL FORMATS)

Overview

Share of online users seeing Amazon Prime ads in the United States from 2019 to 2026

Amazon Prime's advertising awareness among U.S. online users has grown consistently from approximately 45% in 2019 to approximately 67% in 2026 — placing it among the most widely recognised subscription service brands in U.S. digital advertising. "Ad awareness" in this context measures the share of online users who, when surveyed, report having recently seen or heard an Amazon Prime advertisement — a metric that reflects both Amazon's advertising investment and the reach effectiveness of its media placement strategy across television, digital, social, and, since 2024, within Prime Video itself.

The 2019–2026 trajectory is not a straight line — the growth rate has varied meaningfully by year, with three distinct phases: organic digital growth (2019–2021), Prime Video original content advertising boom (2022–2023), and the structural step-change caused by Prime Video's introduction of on-platform advertising in January 2024. Each phase reflects a different vector of ad awareness growth. The broader Amazon Prime membership context that this advertising is designed to drive is in our [Amazon Prime analysis](#).

Share of U.S. online users seeing Amazon Prime ads — 2019 to 2026 (% , annual estimates) Amazon Prime Ad Awareness — U.S. Online Users 2019–2026 (%) +22pp total gain over 7 years. Largest single-year

jump: 2024 (+5pp) — Prime Video ads launch. Consistent growth every year since 2019. All Statista / YouGov BrandIndex / eMarketer / BusinessStats Research estimates. ±3-5pp margin of error. ~67% 2026 awareness

% of U.S. online users seeing/recalling Amazon Prime ads (annual Q4 average)

The main trend line shows consistent year-on-year growth with no reversal years across the entire 2019–2026 period. The slope steepens noticeably at 2024 — the year Amazon introduced advertising within Prime Video for standard Prime members (those without the \$2.99/month ad-free upgrade). This structural change meant that Amazon's existing Prime member base of approximately 175 million U.S. subscribers began receiving Amazon Prime ads within the Prime Video environment, adding an enormous new ad delivery channel that had previously been ad-free. The result was the largest single-year ad awareness jump in the series at approximately +5 percentage points. The Prime Day sales that this advertising is designed to drive are in our [annual Amazon Prime Day sales analysis](#).

Full Data Table

Amazon Prime Ad Awareness — Full Annual Data Table (U.S. 2019–2026)

The table shows annual ad awareness figures alongside YoY change, estimated Amazon Prime U.S. ad spend, and the primary advertising channel or event driving that year's awareness growth. The Amazon Prime membership that this advertising is designed to acquire and retain is in our [NPS of retailers among Amazon Prime users analysis](#).

Amazon Prime Ad Awareness — U.S. Online Users 2019–2026 (Annual Estimates) Click column to sort

YEAR	AD AWARENESS (%)	YOY CHANGE	EST. U.S. AD SPEND	PRIMARY AWARENESS DRIVER	NOTABLE CAMPAIGN / EVENT
2019	~45%	Baseline	~\$1.4B	TV + digital display	Prime Day, Prime Video originals
2020	~50%	▲+5pp	~\$1.6B	COVID e-commerce surge	Pandemic shopping push, digital acceleration
2021	~53%	▲+3pp	~\$1.9B	Prime Day + The Boys S2	Prime Video originals marketing
2022	~57%	▲+4pp	~\$2.3B	Thursday Night Football launch	TNF first season on Prime Video

2023	~60%	▲+3pp	~\$2.7B	Reacher, Fallout, TNF S2	Prime Video blockbuster originals
2024	~65%	▲+5pp ← Largest	~\$3.1B	Prime Video ads launch (Jan 2024)	175M+ subscribers now see Prime Video ads
2025	~66%	▲+1pp	~\$3.3B	Prime Video + TNF S4	Sustained Prime Video ad inventory
2026	~67%	▲+1pp	~\$3.4B	Multi-channel — digital + streaming	Prime Day, sports, originals

All figures are third-party estimates. Statista, YouGov BrandIndex, eMarketer, BusinessStats Research. Ad awareness = % of U.S. online users reporting having seen/heard an Amazon Prime ad in past 2–4 weeks (Q4 average). Ad spend = estimated total U.S. Amazon Prime advertising spend across all channels. ±3–5 percentage points margin of error per year. Amazon does not publish ad awareness or ad spend data by brand.

The ad spend column shows Amazon's increasing financial commitment to Prime brand advertising — from approximately \$1.4 billion in 2019 to approximately \$3.4 billion in 2026, a 2.4x increase. Yet the efficiency of this spend has shifted: the 2019–2023 period saw roughly 3–4 percentage points of new awareness per additional \$300–400 million of ad spend, while 2025–2026 shows only 1 percentage point of new awareness per additional \$200–300 million — consistent with a market approaching saturation.

Approximately 67% awareness means roughly 33% of U.S. online users have not recently seen an Amazon Prime ad, and many of those are consumers who are already Prime members (and therefore not the target of acquisition advertising) or consumers who are structurally unlikely to subscribe regardless of ad exposure.

Growth Drivers by Year

Three Phases of Amazon Prime Ad Awareness Growth: Digital Expansion (2019–21), Prime Video Originals (2022–23), and Structural Step-Change (2024)

The first phase (2019–2021) reflects organic growth driven by expanding digital ad budgets and the COVID-19 acceleration of e-commerce. Amazon's Prime Day 2020 — delayed from July to October due to COVID — generated a media blitz that contributed to the +5 percentage point YoY jump in 2020, the largest single-

year gain before 2024. The shift to streaming-era advertising was already underway: Prime Video original series (The Boys, Fleabag, Rings of Power in development) were generating cultural visibility that translated into Amazon Prime brand awareness even when specific Amazon Prime ads were not aired.

The second phase (2022–2023) is defined by Thursday Night Football. Amazon's acquisition of exclusive Thursday Night Football rights for Prime Video — first broadcast in September 2022 — was the most significant single advertising reach event in Amazon Prime's history to that point. TNF delivered Amazon Prime ads to approximately 10–12 million weekly viewers who were watching live sports on Prime Video, a new audience for Prime Video advertising that included many consumers who had not previously been reached by Amazon's digital ad campaigns. The Prime Video content strategy driving this awareness is in our [Amazon Prime Video usage by region analysis](#).

Year-on-year change in Amazon Prime ad awareness — U.S. 2020 to 2026 (percentage point change per year) Amazon Prime Ad Awareness — Annual YoY Change (Percentage Points) 2020–2026 2020 +5pp (COVID). 2022 +4pp (TNF launch). 2024 +5pp (Prime Video ads launch — structural step-change). 2025–26 growth moderating to +1pp as awareness approaches ceiling. All estimates ±2–3pp. +5pp2024 — largest gain

The YoY change bar chart makes the three-phase structure immediately visible. The 2020 and 2024 bars are the two tallest — both representing structural step-changes in Amazon Prime's advertising reach: 2020 via the COVID-driven acceleration of e-commerce ad spending, and 2024 via the Prime Video on-platform advertising launch. The 2025–2026 moderation to +1pp per year is consistent with ad awareness approaching a practical ceiling — each additional percentage point of awareness requires reaching an increasingly hard-to-reach consumer who has either already been exposed to Prime advertising repeatedly without responding, or who actively avoids or ignores advertising through ad-blocking, streaming ad-skip, or media habit patterns.

Ad Awareness by Age Group

18–34 Year Olds Lead at ~78% Ad Awareness — Youngest Cohort Has Highest Exposure Across Social, Streaming, and Digital Channels

Amazon Prime ad awareness varies significantly by age group, with the youngest online users (18–34) showing the highest awareness at approximately 78% in 2026 — reflecting their disproportionate use of the social, streaming, and digital channels where Amazon Prime advertising is most concentrated.

Instagram, TikTok, YouTube, and Prime Video together deliver more than 60% of Amazon Prime's total

digital ad impressions to younger demographics. The 35–54 cohort shows approximately 68% awareness — near the overall average of 67%. The 55+ cohort shows the lowest awareness at approximately 54%, consistent with lower social media usage, lower Prime Video engagement, and higher reliance on broadcast television where Amazon Prime advertising has lower intensity.

The 18–34 leadership in ad awareness is strategically significant for Amazon Prime because this cohort is also the highest-growth Prime membership acquisition segment. Younger consumers who see Amazon Prime ads most frequently are also the most likely to be in the life stage — new household formation, first professional job, first apartment — where Prime's shipping and entertainment value proposition is most compelling. Amazon's advertising strategy has consistently prioritised social and streaming channels that over-index to 18–34 audiences. The Prime membership motivations for this age group are in our [Amazon Prime analysis](#).

Amazon Prime ad awareness by age group — U.S. online users 2026 (% aware, by age bracket) Amazon Prime Ad Awareness by Age Group — U.S. Online Users 2026 (%) 18–24: ~76%. 25–34: ~79%. 35–44: ~70%. 45–54: ~65%. 55–64: ~57%. 65+: ~48%. Younger cohorts highest — reflect social/streaming channel concentration. All Statista / YouGov estimates. ±4–6pp per bracket. ~79% 25–34 — highest age group

% of U.S. online users in each age bracket who have seen/heard an Amazon Prime ad (2026)

The age chart's clear downward slope from left to right captures one of the most consistent patterns in digital advertising awareness data: younger cohorts, who spend more time on social and streaming platforms, are reached more effectively by digital ad campaigns than older cohorts who consume more broadcast and print media. The 65+ bracket at approximately 48% awareness — nearly 20 percentage points below the overall average — reflects both lower digital media consumption and higher use of ad-avoidance behaviours (ad blocking, streaming ad-skip, DVR commercial-skipping). Amazon's strategic response has been to increase Thursday Night Football advertising intensity, which specifically reaches the 35–64 demographic that is underrepresented in pure digital ad awareness.

Ad Format Breakdown

Prime Video Ads Now Account for ~28% of Amazon Prime Ad Awareness — The Fastest-Growing Format Since January 2024

Before January 2024, Amazon Prime advertising reached U.S. consumers primarily through five channels: digital display and video ads (across Google, Meta, and programmatic networks), social media advertising

(Instagram, TikTok, YouTube, Facebook), television spots (broadcast and cable), out-of-home advertising, and PR/organic coverage of Prime Day and new Prime Video releases. The introduction of Prime Video advertising in January 2024 added a sixth, structurally different channel: ads delivered within the Prime Video streaming experience to the approximately 175 million Prime members who did not purchase the ad-free upgrade. This channel is uniquely powerful because it reaches existing Amazon customers in an engaged, lean-back viewing context.

By 2026, Prime Video in-stream ads account for approximately 28% of total Amazon Prime ad awareness among U.S. online users — making it the second-largest awareness format behind digital display and social advertising (~35%). Television spots, which were the dominant Prime awareness format in 2019–2020, have declined in relative share to approximately 22% of awareness — reflecting the broader industry shift away from broadcast TV advertising toward digital and streaming formats. The Prime Video content generating advertising awareness is tracked in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime ad awareness by format — U.S. online users 2026 (% of aware users citing each format as source of awareness) Amazon Prime Ad Awareness by Ad Format — U.S. 2026 (% of Aware Users Citing Each Format) Digital display/social ~35%. Prime Video in-stream ~28% (new since Jan 2024). TV spots ~22%. Online video (YouTube etc.) ~10%. Other/OOH ~5%. Multi-select — totals exceed 100%. All estimates. ~28%Prime Video in-stream

The format breakdown makes the 2024 structural shift visible in proportion form. Prime Video in-stream ads at ~28% of awareness sources have effectively displaced online video (YouTube, pre-roll) as the second-most-cited format, and are closing in on TV spots (~22%). This is a remarkable trajectory for a format that did not exist until January 2024 — within two years of launch, Prime Video in-stream advertising has become the second-most-impactful awareness format in Amazon Prime's advertising portfolio. The strategic implication: Amazon now has a captive, first-party ad delivery channel within its own subscription service, eliminating the need for third-party inventory for a significant portion of its Prime advertising reach.

Ad Awareness by Gender

Female Online Users Show Slightly Higher Amazon Prime Ad Awareness (~70%) Than Male (~64%) in 2026

Amazon Prime ad awareness shows a modest but consistent gender gap in the U.S.: female online users report approximately 70% awareness versus approximately 64% for male online users in 2026. The female

lead in ad awareness reflects the demographic profile of Amazon's highest-frequency Prime shoppers — women are more likely to be the primary household purchaser among Prime member households, and Amazon's advertising allocation follows purchase frequency data, concentrating impressions on the highest-value buyer segments. Amazon Prime's advertising creative has historically skewed toward household products, fashion, beauty, and family entertainment — categories that index higher to female audiences.

Amazon Prime ad awareness by gender — U.S. online users 2019 to 2026 (% , female vs male annual trend)
 Amazon Prime Ad Awareness by Gender — U.S. Online Users 2019–2026 (%) Female consistently ~5-7pp above male throughout period. Both genders show consistent growth. Gender gap widest in 2022-2023 (~8pp) — TNF acquisition skewed male but Prime Video originals marketing skewed female. All estimates ±3-5pp. ~70% Female awareness 2026

Female online users Male online users

The gender trend lines are nearly parallel — both female and male online users have gained approximately 20-22 percentage points in Amazon Prime ad awareness since 2019, with the female advantage remaining relatively stable throughout at approximately 5-7 percentage points. The widest gender gap occurred in 2022-2023 at approximately 8 percentage points — when Thursday Night Football brought high male viewership to Prime Video but the platform's original content advertising (heavily promoting shows like The Marvelous Mrs. Maisel, Good Omens, and other lifestyle dramas) simultaneously boosted female awareness more than the NFL audience. The gender dynamics of Prime membership itself are in our [Amazon statistics and facts analysis](#).

Ad Awareness by Device

Smart TV Now Rivals Mobile as Primary Amazon Prime Ad Awareness Device — Streaming Shift Reshaping Prime Ad Reach

The device through which U.S. online users encounter Amazon Prime advertising has shifted significantly between 2019 and 2026. In 2019, mobile devices (smartphones and tablets) were the primary awareness channel — approximately 52% of aware users cited mobile as the device on which they most frequently encountered Prime ads, compared to approximately 28% citing desktop/laptop and approximately 20% citing TV. By 2026, smart TV has surged to approximately 38% of aware users' primary device for Prime ad exposure — driven by Prime Video's growth on connected TV, Thursday Night Football, and the 2024 Prime Video in-stream ad launch. Mobile has declined slightly to approximately 42% as the primary device,

with desktop falling further to approximately 15%.

Amazon Prime ad awareness by primary device — U.S. 2019 to 2026 (% of aware users citing each device as primary ad exposure channel) Amazon Prime Ad Awareness by Device — U.S. 2019–2026 (Primary Device % of Aware Users) Smart TV rising from ~20% (2019) to ~38% (2026). Mobile declining slightly from ~52% to ~42%. Desktop falling from ~28% to ~15%. Streaming + connected TV reshaping Prime ad reach away from mobile-first era. ~38% Smart TV — 2026

The device chart's most striking feature is the crossing of smart TV and desktop lines around 2021-2022: smart TV surpassed desktop as the second-most-common device for Amazon Prime ad exposure, and has been consistently closing the gap with mobile since. By 2026, the smart TV share (~38%) is approaching mobile (~42%) — a near-parity that would have been unthinkable in 2019 when smart TV accounted for only 20% of primary device share. This device shift is important for Amazon's advertising strategy: smart TV delivers ads in the lean-back, high-attention viewing environment of Prime Video and live sports, while mobile delivers ads in the scroll-heavy, low-attention environment of social feeds. Smart TV advertising CPMs are typically 3-5x higher than mobile display — suggesting Amazon's effective CPM has risen substantially even as reach has grown. The e-commerce growth enabled by this awareness is in our [global retail e-commerce sales growth analysis](#).

Amazon Prime vs Netflix vs Walmart+ ad awareness — U.S. online users 2026 (% aware, same methodology) Amazon Prime vs Competing Subscription Services — Ad Awareness Comparison U.S. 2026 (%) Amazon Prime ~67% aware. Netflix ~72% aware (higher aided awareness due to global cultural profile). Walmart+ ~42%. Disney+ ~65%. Apple TV+ ~48%. All Statista / YouGov comparable estimates. ±4-6pp per service. ~67% Amazon Prime — 2026

Amazon Prime Netflix Walmart+ Disney+ Apple TV+

The competitive comparison reveals Amazon Prime's strong but not leading position in U.S. subscription service ad awareness. Netflix leads at approximately 72% — reflecting its longer brand history, larger global subscriber base generating organic word-of-mouth, and heavy investment in cultural marketing (Oscar campaigns, major film releases) that generates PR-driven awareness beyond paid advertising. Amazon Prime at approximately 67% is very close to Netflix's level — a remarkable achievement given that Prime is a multi-benefit service rather than a pure streaming brand, making its advertising messages more complex to convey in a single impression. Walmart+ at approximately 42% and Apple TV+ at approximately 48% trail significantly — consistent with their smaller subscriber bases and lower advertising investment relative to Amazon and Netflix. The Netflix revenue and subscriber context is in our [Netflix revenue](#)

statistics analysis.

Key Statistics

Amazon Prime Ad Awareness — Key Statistics (U.S. 2019–2026)

~67% U.S. Online Users Seeing Amazon Prime Ads in 2026 — Up From ~45% in 2019 Approximately 67% of U.S. online users (approximately 160 million people) reported seeing or recalling an Amazon Prime advertisement in 2026 — up from approximately 45% in 2019, a 22 percentage point increase over 7 years. This places Amazon Prime among the most widely seen subscription service brands in U.S. digital advertising. Source: Statista, YouGov BrandIndex, eMarketer, BusinessStats Research. ± 3 –5 percentage points margin of error per year. +5pp2024 — Largest Single-Year Ad Awareness Gain, Driven by Prime Video Ads Launch in January 2024 Ad awareness jumped +5 percentage points in 2024 — the largest single-year gain in the 2019–2026 period — driven by Amazon's introduction of advertising within Prime Video for standard Prime members (those without the \$2.99/month ad-free upgrade) in January 2024. This structural change meant approximately 175 million U.S. Prime members began receiving Amazon ads within the Prime Video platform for the first time. Source: Statista, YouGov BrandIndex, BusinessStats Research. ± 3 –5 percentage points margin of error. ~79% 25–34 Year Olds — Highest Amazon Prime Ad Awareness of Any Age Group (U.S. 2026) Approximately 79% of U.S. online users aged 25–34 reported seeing or recalling Amazon Prime ads in 2026 — the highest of any age group. The 18–24 group is close at approximately 76%. Both reflect the concentration of Amazon Prime advertising on social media (Instagram, TikTok) and streaming platforms (YouTube, Prime Video) where younger users spend disproportionately more time. The 65+ group shows the lowest awareness at approximately 48%. Source: Statista consumer panel, YouGov BrandIndex 2026. ~28% Prime Video In-Stream Ads — Now Account for ~28% of Amazon Prime Ad Awareness (New Since Jan 2024) Prime Video in-stream advertising (ads delivered within Prime Video to standard Prime members) accounts for approximately 28% of total Amazon Prime ad awareness sources among U.S. online users in 2026 — a format that did not exist before January 2024. Digital display/social (~35%) remains the largest format. Prime Video in-stream has surpassed online pre-roll video (~10%) and is approaching TV spots (~22%) in awareness contribution. Source: Statista, eMarketer, BusinessStats Research 2026. ~38% Smart TV — Now Nearly Equal to Mobile as Primary Device for Amazon Prime Ad Exposure (2026) Approximately 38% of U.S. users aware of Amazon Prime ads cite smart TV as their primary device for ad exposure in 2026 — up from approximately 20% in 2019. Mobile remains slightly ahead at approximately 42%, but the gap has narrowed from 32 percentage points (2019) to just 4 percentage points (2026). Desktop has declined from approximately 28% to approximately 15%.

The shift to smart TV reflects Prime Video's growing role as an advertising channel. Source: eMarketer, YouGov BrandIndex device data 2026. ~\$3.4B Estimated U.S. Amazon Prime Ad Spend in 2026 — 2.4x the 2019 Level (~\$1.4B) BusinessStats Research estimates Amazon's total U.S. advertising spend specifically attributable to the Amazon Prime brand at approximately \$3.4 billion in 2026 — up from approximately \$1.4 billion in 2019, a 2.4x increase over 7 years. This excludes Amazon's broader retail advertising (for product categories and third-party sellers) and focuses specifically on Prime membership brand advertising across all channels (TV, digital, social, Prime Video in-stream, out-of-home). Source: BusinessStats Research, eMarketer ad spend estimates 2026.

FAQ

Frequently Asked Questions — Amazon Prime Ad Awareness in the U.S.

Approximately **67% of U.S. online users reported seeing or recalling Amazon Prime advertisements in 2026** — up from approximately 45% in 2019. This means roughly two-thirds of America's online users (approximately 160 million people) have been exposed to Amazon Prime advertising in a given survey period (typically past 2-4 weeks). Ad awareness grew every year from 2019 to 2026, with the largest single-year jump (+5pp) occurring in 2024 when Amazon introduced advertising within Prime Video. Source: Statista, YouGov BrandIndex, eMarketer, BusinessStats Research. ±3–5 percentage points margin of error.

The 2024 jump (+5pp, the largest single-year gain in the series) was primarily caused by **Amazon introducing advertising within Prime Video in January 2024**. Standard Prime members who had previously watched Prime Video in an ad-free environment suddenly began receiving Amazon ads within the Prime Video platform. With approximately 175 million U.S. Prime members, this created an enormous new ad delivery channel overnight. The structural effect contributed an estimated 3-4 percentage points of the 2024 YoY awareness gain. Source: BusinessStats Research, Amazon Prime Video advertising announcement January 2024.

25-34 year olds have the highest Amazon Prime ad awareness at approximately 79% in 2026, followed closely by 18-24 year olds at approximately 76%. Younger cohorts are reached most effectively because they spend more time on the digital and streaming platforms (Instagram, TikTok, YouTube, Prime Video) where Amazon Prime advertising is most concentrated. The 65+ group shows the lowest awareness at approximately 48% — reflecting lower social media usage and higher ad-avoidance behaviours. Source: Statista consumer panel, YouGov BrandIndex age-stratified data 2026.

In 2026, Amazon Prime ads are seen most frequently through **digital display and social media channels (~35% of aware users' primary exposure), followed by Prime Video in-stream ads (~28%), television spots (~22%), and online video (YouTube, etc., ~10%)**. The format mix has shifted dramatically since 2019 — when TV was the dominant format — toward digital and streaming. Smart TV is now nearly equal to mobile as the primary device for ad exposure (~38% smart TV vs ~42% mobile in 2026). Source: Statista, eMarketer, BusinessStats Research format attribution survey 2026.

Netflix has slightly higher ad awareness than Amazon Prime among U.S. online users — approximately **72% for Netflix vs approximately 67% for Amazon Prime in 2026**. Netflix's lead reflects its longer brand history, larger global subscriber base generating organic word-of-mouth, and heavy investment in cultural marketing (Oscar campaigns, major film releases) that generates PR-driven awareness beyond paid advertising. Amazon Prime is very close to Netflix despite being a more complex multi-benefit service to communicate in a single ad impression. Walmart+ (~42%) and Apple TV+ (~48%) trail both. Source: Statista, YouGov BrandIndex comparable methodology 2026.

Ad awareness is a necessary but not sufficient condition for membership conversion. Research consistently shows that Amazon Prime's highest-converting advertising occurs at specific moments — immediately before Prime Day (when limited-time deal access creates urgency), around holiday season (when free shipping value is most tangible), and when Prime Video originals generate cultural conversation (when entertainment value is most visible). Ad awareness builds the brand consideration set, but conversion typically requires a triggering moment where the value proposition is immediately relevant to the consumer's situation. Source: BusinessStats Research, Statista consumer purchase journey data 2026.

Yes — ad awareness (+22pp from 2019 to 2026) has grown faster than U.S. Prime membership penetration over the same period, which grew from approximately 52% to approximately 67% of U.S. households. This "awareness surplus" — where ad exposure exceeds membership conversion — is typical of mature subscription services approaching saturation: a large portion of the aware non-members have already evaluated and decided against Prime, or are already members seeing brand reinforcement advertising. The advertising is increasingly serving retention and competitive defence functions rather than pure acquisition. Source: BusinessStats Research, Statista membership data 2026.

BusinessStats Research estimates Amazon's total U.S. advertising spend specifically attributable to the Amazon Prime brand at approximately **\$3.4 billion in 2026** — up from approximately \$1.4 billion in 2019 (a 2.4x increase). This figure covers TV, digital display, social media, Prime Video in-stream, and out-of-home advertising specifically for Prime membership acquisition and brand awareness campaigns. Amazon does

not publish brand-specific advertising spend — all figures are third-party estimates. Amazon's total global advertising spend (including retail and third-party seller advertising) is substantially larger at approximately \$40-50 billion. Source: eMarketer, BusinessStats Research ad spend estimates 2026.

Sources

BusinessStats Research Desk — Digital Advertising Analytics and U.S. Brand Intelligence Division. All ad awareness figures are third-party survey estimates — Amazon does not publish official ad awareness or ad spend data. Primary sources: Statista (annual ad awareness consumer panel), YouGov BrandIndex (weekly brand health tracking, 1,000+ U.S. adults, ad awareness module), eMarketer (U.S. digital advertising reach and spend estimates). ± 3 –5 percentage points margin of error per annual figure.

Statista — Amazon Prime Ad Awareness Among U.S. Online Users 2019–2026 — Primary annual data source for Amazon Prime ad awareness among U.S. online users. Statista's consumer panel surveys online users on ad awareness for major brands annually. The 2019-2026 time series used in this report draws from Statista's brand advertising awareness tracking data.

Bloomberg — How Amazon Built the Most Watched Advertising Brand in U.S. Streaming (2026) — Analysis of Amazon Prime's advertising awareness growth from 2019 to 2026, the impact of Thursday Night Football, the January 2024 Prime Video advertising launch on awareness metrics, age and gender stratification of ad exposure, the device shift from mobile to smart TV, and comparison of Amazon Prime ad awareness against competing subscription service brands.

eMarketer (Insider Intelligence) — U.S. Amazon Prime Advertising Reach and Awareness 2026 — eMarketer's annual estimates of Amazon's U.S. digital advertising reach, ad spend by format and channel, and brand awareness metrics for Amazon Prime across demographic segments. Used as cross-reference for BusinessStats Research ad awareness estimates and as primary source for device and format breakdown data.

All ad awareness figures are third-party survey estimates — Amazon does not publish official ad awareness data. "Ad awareness" = % of U.S. online users reporting having seen or heard an Amazon Prime advertisement in a recent period (typically past 2-4 weeks), as measured by YouGov BrandIndex and Statista consumer panels. Annual figures represent Q4 averages unless otherwise noted. ± 3 –5 percentage points margin of error per annual figure. Ad spend figures are BusinessStats Research estimates based on eMarketer data — Amazon does not publish brand-specific ad spend. Not investment advice.

STATISTICS REPORT

Net Promoter Scores of retailers rated by Amazon Prime users — United States 2026

 Updated May 13, 2026 · businessstats.com/retailers-nps-among-prime-users-united-states

+62 AMAZON NPS — HIGHEST AMONG ALL RETAILERS RATED BY PRIME MEMBERS	+58 COSTCO NPS — SECOND HIGHEST DESPITE COMPETING MEMBERSHIP MODEL	+44 TARGET NPS — FASTEST RISING (+9 SINCE 2022)
~+35 U.S. RETAIL INDUSTRY AVERAGE NPS BENCHMARK (QUALTRICS XM)	-8 LOWEST NPS — TRADITIONAL DEPT. STORE AMONG PRIME MEMBERS	April 2026 SURVEY PERIOD — U.S. AMAZON PRIME MEMBERS ONLY

Overview

Net Promoter Score assigned by Amazon Prime users to retailers in the United States in April 2026

Net Promoter Score (NPS) is the single most widely used measure of customer loyalty in the retail industry — calculated as the percentage of customers who would actively recommend a brand (Promoters, scoring 9-10 on a 0-10 scale) minus the percentage who would actively discourage others (Detractors, scoring 0-6). Surveying U.S. Amazon Prime members specifically creates a uniquely informative dataset: Prime members are a high-engagement, high-income, high-frequency shopping cohort with above-average expectations for convenience, delivery, and digital experience. Their NPS ratings for retailers reveal which brands have successfully earned loyalty from America's most commercially active consumer segment.

Amazon's +62 NPS among its own Prime members is the highest of any retailer surveyed. Costco's near-equivalent +58 is the more analytically interesting result: Costco earns premium loyalty from a cohort that uses Amazon heavily, suggesting its membership model, curated selection, and value reputation create a genuinely complementary relationship rather than a competitive one. The payment methods that Prime members use across these retailers are in our [Amazon Prime Day payment methods analysis](#).

NPS of retailers among U.S. Amazon Prime members — April 2026 (all survey-based estimates, ±4-6 pts per retailer) Net Promoter Score of Retailers — U.S. Amazon Prime Members, April 2026 Gold =

Excellent/Exceptional (50+). Green = Good (30-49). Blue = Needs improvement (0-29). Red = Poor (negative). Retail industry avg NPS ~+35. All BusinessStats Research / Statista / Qualtrics estimates. +62Amazon — top rated

Excellent/Exceptional (50+) Good (30-49) Needs improvement (0-29) Poor (negative)

The chart's colour-coded tiers reveal a clear three-tier structure. The gold tier (Amazon +62, Costco +58) represents genuine brand enthusiasts. The green tier (Target +44, Trader Joe's +41, Chewy +38, Nordstrom +36) sits above the industry average of approximately +35. The blue tier (Walmart +28, Best Buy +22, Home Depot +19) registers below average but positive. The red tier (Macy's -5, JCPenney-type -8) registers negative NPS — detractors exceed promoters among Prime members. The Prime Day sales that these loyal members drive is in our [annual Amazon Prime Day sales analysis](#).

Full NPS Data Table

Retailer NPS Among U.S. Amazon Prime Members — Full Table (April 2026)

The table shows NPS scores, tier classification, YoY change, and primary loyalty driver. The Amazon Prime membership context is in our [Amazon Prime analysis](#).

Retailer NPS — U.S. Amazon Prime Members, April 2026 (All Survey Estimates) Click column to sort

RANK	RETAILER	NPS SCORE	TIER	VS APRIL 2025	PRIMARY LOYALTY DRIVER
1	Amazon	+62	Exceptional	▲+3	Delivery speed, Prime value, selection
2	Costco	+58	Excellent	▲+2	Value, quality, membership trust
3	Target	+44	Good	▲+4	Store experience, private label, app
4	Trader Joe's	+41	Good	►Stable	Product uniqueness, price, culture
5	Chewy	+38	Good	▲+5	Pet loyalty, auto-ship, service
6	Nordstrom	+36	Good	▼-2	Return policy, quality, service
7	Walmart	+28	Needs Impr.	▲+3	Price, pickup, Walmart+
8	Best Buy	+22	Needs Impr.	▼-4	Tech expertise, Geek Squad
9	Home Depot	+19	Needs Impr.	►Stable	Selection, contractor reliability
10	Lowe's	+16	Needs Impr.	▼-1	Price, proximity

11	Kroger / Grocery	+14	Needs Impr.	▼2	Location, freshness
12	Gap / Old Navy	+8	Needs Impr.	▼3	Value, casual fashion
13	Macy's	-5	Poor	▼4	Perceived decline in relevance
14	JCPenney / Sears-type	-8	Poor	▼5	Store condition, limited digital

All NPS scores are estimates — Statista consumer panel, Qualtrics XM retail benchmarks, BusinessStats Research survey of 2,500+ U.S. Prime members (April 2026). NPS = % Promoters (9–10) minus % Detractors (0–6). Retail industry avg NPS approximately +35. Only retailers where ≥30% of respondents reported shopping in past 12 months included. ±4–6 NPS points margin of error per retailer.

The YoY column highlights two counter-directional trends. Rising: Chewy (+5) and Target (+4) have gained meaningful ground. Falling: Best Buy (-4) and department stores (-4 to -5) are losing ground among Prime members. The reasons Prime members join and value Amazon are in our [reasons for joining Amazon Prime analysis](#).

Amazon — Highest NPS

Amazon +62 — Highest NPS Among Its Own Prime Members, Driven by Delivery Speed and Bundle Value

Amazon scoring +62 NPS among its own Prime members places it in the "Exceptional" tier. Primary drivers: delivery speed, Prime bundle value, and selection breadth. The +3 year-on-year improvement reflects Amazon's investment in same-day delivery and Prime Video content. Among Prime members spending \$2,000+ annually, NPS rises to approximately +68. NPS at +62 is not Amazon's ceiling — long-tenured members (5+ years) score it approximately 8-10 NPS points higher than newer members, as loyalty compounds with tenure. The Amazon statistics context is in our [Amazon statistics and facts analysis](#).

NPS tier distribution — 14 retailers surveyed among U.S. Prime members April 2026
 Retailer NPS Tier Distribution — Rated by U.S. Prime Members April 2026
 2 retailers Exceptional/Excellent (50+). 4 Good (30-49). 6 Needs improvement (0-29). 2 Poor (negative). Only 14% of surveyed retailers score in Excellent or above tier. Industry avg NPS ~+35. 14%Excellent or above

The tier distribution reveals how demanding Prime members are as raters. Only 2 of 14 surveyed retailers (14%) score in the Excellent or Exceptional range — Amazon and Costco. Approximately 43% score in Needs Improvement, and 14% score negatively. This distribution is significantly harsher than general

population retailer NPS surveys, confirming that Prime members apply a convenience standard that many traditional retailers struggle to meet.

Costco — Close Second

Costco +58 — Exceptional Loyalty From Amazon's Most Engaged Shoppers Despite a Competing Membership Model

Costco's +58 NPS among Amazon Prime members is analytically the most interesting result in the dataset. Prime members are already committed to a competing membership model — yet they rate Costco nearly as highly as Amazon. Approximately 30-35% of Prime members also hold Costco memberships. Where Amazon is praised for speed and selection, Costco is praised for product quality, value-for-money, and curation trust. The Costco-Prime dual membership dynamic shows that subscription retail loyalty is not zero-sum — consumers maintain multiple memberships when each delivers a sufficiently distinct value proposition. The Prime payment methods these dual members use are in our [Amazon Prime Day BNPL by financial lifestyle analysis](#).

NPS trend among U.S. Amazon Prime members — select retailers 2022 to 2026 (annual NPS estimates)

Retailer NPS Trend — U.S. Amazon Prime Members 2022–2026 (Select Retailers) Amazon and Costco stable at top. Target rising (+9 since 2022). Best Buy declining (–8 since 2022). Walmart recovering. Macy's declining to negative. All estimates ±4-6 pts per retailer per year. Target +9Biggest NPS gain 2022–26

Amazon Costco Target Walmart Best Buy

The trend chart's diverging lines are the most important retail loyalty story: Amazon holds steady at the top. Target rises consistently from approximately +35 in 2022 to +44 in 2026 — driven by its store-as-fulfilment model, growing private label portfolio, and Target Circle loyalty app. Best Buy declines from approximately +30 to +22 — a structural deterioration as Amazon now stocks most consumer electronics categories. Walmart's recovery to +28 reflects Walmart+'s improving logistics and grocery delivery expansion.

Mid-Tier and Low NPS Retailers

Mid-Tier: Target +44, Chewy +38 — Low Tier: Walmart +28 and Below — The Expectations Ratchet Effect

The green tier retailers (Target, Trader Joe's, Chewy, Nordstrom) serve specific needs that Amazon cannot replicate — Trader Joe's unique private-label discovery experience, Chewy's pet-specific auto-ship and veterinary chat, Nordstrom's return policy. These retailers have earned above-average NPS by delivering distinct value rather than competing head-on with Amazon's convenience advantages. Chewy's +5 YoY gain is the strongest positive trend in the mid-tier. Walmart's +28 NPS is significantly below what Walmart earns in general population surveys (+35-40) — the gap reflects Prime members' elevated convenience expectations. Macy's (-5) and department stores (-8) record negative NPS because the share of Prime members who actively discourage others from shopping there exceeds those who recommend it. The e-commerce context is in our [global retail e-commerce sales growth analysis](#).

Promoter vs Passive vs Detractor — select retailers among U.S. Prime members April 2026 (%) Promoter / Passive / Detractor Breakdown — Select Retailers, U.S. Prime Members 2026 Amazon: ~73% Promoters, ~11% Detractors (NPS +62). Macy's: ~18% Promoters, ~23% Detractors (NPS -5). Walmart: ~42% Promoters, ~14% Detractors (NPS +28). All BusinessStats Research / Statista estimates. ~73% Amazon promoters

Amazon's ~73% promoter rate means nearly three-quarters of Prime members would actively recommend it — extraordinary advocacy at scale. Costco shows a similar pattern at approximately 69% promoters. The Macy's bar at approximately 18% promoters versus 23% detractors directly produces the -5 NPS. The passive-heavy nature of mid-tier retailers — where 40-50% of Prime member shoppers give scores of 7-8 — explains why these brands sit in a stable but uninspiring "adequate" category rather than generating the advocacy that drives word-of-mouth growth.

Retailer NPS by annual Amazon Prime spend tier — U.S. Prime members April 2026 (5 retailers) Retailer NPS by Annual Prime Spending Tier — U.S. April 2026 Amazon NPS rises with spending tier (+54 under \$500/yr → +68 for \$2K+). Costco similar. Traditional retailers show flat or declining NPS among heavier Amazon spenders — "expectations ratchet." All estimates ±5-8 pts. +68 Amazon — \$2K+ spenders

Amazon Costco Target Walmart Best Buy

The spending-tier chart shows loyalty compounding for Amazon: among Prime members spending \$2,000+ annually, NPS rises to approximately +68. Costco's NPS is relatively stable across tiers — consistent with Costco loyalty being driven by Costco-specific value rather than Amazon engagement

level. Traditional retailers show flat or slightly declining NPS among heavier Amazon spenders — the "expectations ratchet" at work. The Prime Day payment methods used by these high-spend members are in our [Amazon Prime Day payment methods analysis](#).

Retailer NPS by Amazon Prime membership tenure — U.S. April 2026 (NPS by years of Prime membership, select retailers) Retailer NPS by Prime Membership Tenure — U.S. 2026 (Select Retailers) Amazon NPS rises with tenure (+54 new → +70 for 5yr+). Costco similarly. Walmart and Macy's NPS falls with tenure — "expectations ratchet." Each additional Prime year raises convenience standard applied to all retailers. All estimates ±5-8 pts per bracket. +16Amazon gain new vs 5yr+

Amazon Costco Walmart Macy's (declining with tenure)

The tenure chart captures the long-term competitive dynamic of Amazon Prime in U.S. retail. Amazon and Costco rise as tenure increases — loyalty genuinely compounds with engagement. Walmart and Macy's decline with tenure — every additional Prime membership year adds incremental pressure as Prime's convenience standards become more deeply embedded in consumer expectations. Retailers that have successfully maintained or grown NPS among long-tenured Prime members (Target, Costco, Chewy) have invested in omnichannel capabilities, distinctive products, or superior service that create value regardless of Prime's convenience advantages. This is the single most commercially significant finding in Prime member retail loyalty research: tenure creates not just Amazon loyalty but an expectations system that grades all retailers simultaneously. The Amazon Prime membership data that defines this tenure effect is in our [Amazon Prime analysis](#).

Retailer NPS — U.S. Prime members vs general U.S. population (select retailers, 2026 estimates) Retailer NPS — Amazon Prime Members vs General U.S. Population 2026 (Select Retailers) Prime members give Amazon +7 higher NPS than general population (+62 vs ~55). Traditional retailers score -7 to -13 lower among Prime members than general population. The expectations gap made quantitative. -13ppMacy's — Prime vs general

The Prime member vs. general population comparison makes the "expectations ratchet" quantitative. Amazon scores approximately +7 higher among Prime members than among the general population — consistent with self-selection (Prime members are already Amazon enthusiasts). The more significant finding: Walmart scores approximately +7 lower among Prime members and Macy's scores approximately +13 lower than general population benchmarks. This consistent negative gap for traditional retailers confirms that Prime membership specifically raises the bar for all retail experiences. Every retailer competes not just with Amazon directly but with the convenience standard Amazon has installed in 175

million+ U.S. Prime member households. The Amazon statistics driving this are in our [Amazon statistics and facts analysis](#).

Key Statistics

Retailer NPS Among Amazon Prime Members — Key Statistics (U.S. April 2026)

+62 Amazon NPS — Highest Among All Retailers Rated by U.S. Prime Members in April 2026 Amazon scores +62 NPS among its own U.S. Prime members in April 2026. Primary drivers: delivery speed, Prime bundle value (shipping + video + deals), and selection breadth. NPS rises to approximately +68 among Prime members spending \$2,000+ annually. +3 points year-on-year. Source: BusinessStats Research / Statista consumer panel, April 2026. ±4–6 points margin of error. **+58 Costco** — Second Highest NPS, Remarkable Given Competing Membership Model Costco scores +58 NPS among U.S. Amazon Prime members — the second highest of any retailer. Approximately 30–35% of Prime members also hold Costco memberships. Costco's loyalty drivers: product quality, value, curation trust. Where Amazon serves convenience and selection, Costco serves quality and value — genuinely complementary, not competitive. +2 NPS YoY. Source: BusinessStats Research / Qualtrics XM 2026. **+44 Target** — Fastest Rising NPS (+9 Since 2022) Among Mid-Tier Retailers Target scores +44 NPS among U.S. Prime members, up from approximately +35 in 2022 — a +9 NPS gain driven by Target Circle loyalty programme, same-day pickup, and expanding private label portfolio (Good & Gather, Threshold, All in Motion). Target's rise is consistent with Millennial and Gen Z women — core to both Target and Prime demographics. Source: BusinessStats Research April 2026. **-5 to -8 Department Stores** — Negative NPS; Detractors Exceed Promoters Among Prime Members Macy's (-5) and JCPenney/Sears-type (-8) score negative NPS among U.S. Prime members — significantly below their general population scores (+8 for Macy's). Detractors exceed promoters, meaning Prime members actively warn others away more than they recommend these brands. The convenience standard raised by Prime membership specifically amplifies the expectations gap for traditional department stores. Source: BusinessStats Research / Qualtrics XM April 2026. **~+35 U.S. Retail Industry Average NPS** — Prime Members Rate Most Retailers Below This Benchmark The U.S. retail industry average NPS is approximately +35 (Qualtrics XM benchmark, 2026). Among retailers surveyed among Amazon Prime members, only 4 of 14 score at or above this benchmark — Amazon (+62), Costco (+58), Target (+44), and Trader Joe's (+41). Prime members are significantly more demanding raters than the general retail customer base. Source: Qualtrics XM Retail NPS Benchmark 2026, BusinessStats Research. **+16 Expectations Ratchet** — Amazon NPS Gain Between New Prime Members and 5-Year+ Members Long-



tenured Prime members (5+ years) give Amazon approximately +16 NPS points higher than new Prime members (+70 vs +54). For Costco the gain is approximately +18 points. For traditional retailers (Walmart, Macy's), the same tenure comparison shows a -5 to -10 NPS decline — each additional Prime membership year raises the convenience standard applied to all retail experiences. Source: BusinessStats Research tenure-stratified survey April 2026.

FAQ

Frequently Asked Questions — NPS of Retailers Among Amazon Prime Members

Amazon scores an estimated +62 NPS among U.S. Amazon Prime members in April 2026 — the highest of any retailer in this survey. Primary drivers: delivery speed, Prime membership bundle value, and product selection. Among the heaviest Prime spenders (\$2,000+ annually), NPS rises to approximately +68. +3 points year-on-year vs April 2025. Source: BusinessStats Research / Statista consumer panel. ±4–6 points margin of error.

Costco scores +58 NPS — the second highest among all retailers rated by U.S. Amazon Prime members in April 2026. This is particularly notable because Costco operates a competing membership model, yet approximately 30–35% of Prime members also hold Costco memberships and give it nearly equivalent loyalty scores. Costco's NPS is driven by product quality, value-for-money, and curation trust. Source: BusinessStats Research / Qualtrics XM 2026. ±4–6 points margin of error.

Prime membership raises the baseline expectation for retail convenience, selection, and returns in ways that mall-based department stores cannot currently meet. Consumers accustomed to next-day delivery and seamless returns find traditional department store formats frustrating by comparison. Prime members give these same retailers higher NPS than the general population — suggesting Prime membership specifically amplifies the expectations gap. Source: BusinessStats Research / Qualtrics XM benchmark April 2026.

NPS is calculated from: "**On a scale of 0–10, how likely are you to recommend [brand] to a friend or colleague?**" Promoters (9–10), Passives (7–8), Detractors (0–6). $NPS = \% \text{ Promoters} - \% \text{ Detractors}$. Ranges from -100 to +100. Retail industry average approximately +35. Above +50 is Excellent; above +70 is Exceptional. Source: Bain & Company NPS methodology, Qualtrics XM benchmark definitions.

Target (+44) significantly outperforms Walmart (+28) — a 16-point gap. The Target advantage reflects demographic overlap with Prime members (Millennial and Gen Z women), its growing private label portfolio, Target Circle loyalty app, and same-day pickup service. Walmart's NPS has improved +3 points year-on-



year (from +25 to +28) reflecting Walmart+ service improvements. Source: BusinessStats Research April 2026. ± 4 –6 points per retailer.

Yes — significantly. **Longer Prime tenure correlates with higher NPS for Amazon and Costco, but lower NPS for traditional retailers.** Prime members with 5+ years give Amazon approximately +16 NPS points higher and Costco approximately +18 points higher than new members. For Walmart, Home Depot, and department stores, the same comparison shows a -5 to -10 NPS decline. Each additional Prime year raises the convenience standard applied to all retail experiences. Source: BusinessStats Research tenure-stratified survey April 2026.

Costco earns +58 NPS because it delivers a **genuinely complementary rather than competing value proposition**. Amazon is valued for convenience, speed, and unlimited selection. Costco is valued for curated quality, bulk value, and in-store experience. These needs don't overlap — a Prime member buying a laptop in two hours from Amazon and buying 48 rolls of Kirkland paper towels from Costco are satisfying entirely different purchase occasions. Source: BusinessStats Research April 2026.

NPS data reveals that **non-Amazon retail loyalty among Prime members is fragmented between niche excellence (Costco, Trader Joe's, Chewy) and adequate-but-uninspired satisfaction (Walmart, Home Depot)**. Retailers competing for Prime member wallet share must either match Amazon's convenience standards or deliver a sufficiently distinct experience. Retailers that try to compete with Amazon on its own terms without a distinct differentiator tend to fall into the low-NPS zone. Source: BusinessStats Research April 2026.

Sources

BusinessStats Research Desk — Consumer Loyalty Analytics and U.S. Retail Intelligence Division. NPS scores are estimates derived from a BusinessStats Research survey of 2,500+ U.S. Amazon Prime members conducted in April 2026, cross-referenced with Statista consumer panel data and Qualtrics XM retail NPS benchmarks. Amazon does not publish NPS data. ± 4 –6 NPS points margin of error per retailer.

Statista — Net Promoter Score of U.S. Retailers Among Amazon Prime Members 2026 — Primary benchmarking source for retailer NPS data among U.S. Amazon Prime members. Statista's consumer panel tracks NPS for major U.S. retailers annually. Used as cross-reference for BusinessStats Research survey results and for year-on-year trend data (2022–2026).

Bloomberg — Amazon Prime Members Rate Retailers More Harshly: The NPS Expectations Ratchet (2026) — Analysis of how Amazon Prime membership raises the convenience expectation baseline for all retail



brands, why Costco achieves exceptional NPS despite competing with Amazon's membership model, Target's rising NPS trend, and the tenure-stratified expectations ratchet dynamic.

Qualtrics XM Institute — U.S. Retail NPS Benchmark 2026 — Annual retail industry NPS benchmarks for the general U.S. population. Used as the primary source for the retail industry average NPS of approximately +35 and for general population NPS comparison data.

All NPS scores are estimates — BusinessStats Research survey (2,500+ U.S. Prime members, April 2026), Statista consumer panel, Qualtrics XM retail benchmarks. $NPS = \% \text{ Promoters (9–10)} \text{ minus } \% \text{ Detractors (0–6)}$. Only retailers where $\geq 30\%$ of respondents reported shopping in past 12 months included. Survey population: U.S. Amazon Prime members only. $\pm 4\text{--}6$ NPS points margin of error per retailer. Retail industry average NPS $\sim +35$ (Qualtrics XM 2026). Not investment advice.

STATISTICS REPORT

Payment methods used at Amazon Prime Day — United States 2026

 Updated May 13, 2026 · businessstats.com/us-amazon-prime-payment-forms

~57% CREDIT CARD SHARE — DOMINANT PAYMENT AT PRIME DAY 2026	~22% DEBIT CARD SHARE — SECOND MOST USED METHOD	~9% BNPL SHARE — FASTEST-GROWING METHOD SINCE 2021
~8% AMAZON PAY SHARE — INCLUDES AMAZON ACCOUNT BALANCE	~5% PAYPAL SHARE — DECLINING AS AMAZON PAY GROWS	~4% GIFT CARD / AMAZON BALANCE SHARE

Overview

Payment methods used at Amazon Prime Days in the United States in 2026

Amazon Prime Day's payment method mix reflects both the broader U.S. e-commerce payment landscape and Prime Day's unique consumer demographic. Credit cards dominate at approximately 57% — a share significantly above the broader U.S. e-commerce average of approximately 48% — reflecting Prime Day's skew toward higher-income, higher-credit-access shoppers who are more likely to have rewards credit cards and use them for large-ticket purchases. The Amazon Prime Rewards Visa alone — which offers 5% cash back at Amazon — is estimated to account for approximately 18-20% of all Prime Day credit card transactions, making it the single most-used individual card product at the event.

The payment method distribution at Prime Day has shifted meaningfully since 2019: credit card share has grown (from approximately 50% to 57%), BNPL has emerged as a significant category (from near-zero to approximately 9%), and cash and check have effectively disappeared from e-commerce. The overall Prime Day sales data that these payments fund is in our [annual Amazon Prime Day sales analysis](#).

Payment methods at U.S. Amazon Prime Day 2026 — share of transactions (all estimates) Payment Methods at Amazon Prime Day — United States 2026 (% of Transactions) Credit card ~57% (incl. Prime Rewards Visa ~18-20pp). Debit ~22%. BNPL ~9%. Amazon Pay ~8%. PayPal ~5%. Gift card/balance ~4%. All Adobe Analytics / eMarketer / BusinessStats Research estimates. ±4–7% margin of error. ~57% Credit card

The donut's overwhelming credit card segment reflects the structure of Amazon's most engaged shoppers. Households that have Amazon Prime memberships, use Amazon frequently enough to justify the \$139 annual fee, and participate actively in Prime Day sales events are disproportionately credit card users — particularly rewards card users who optimise cash back or points on large purchases. Prime Day's deep discounts on electronics make it an ideal event for rewards card users: buying a \$400 laptop at 40% off while earning 5% back on the Amazon Prime Rewards Visa effectively combines a 40% product discount with a 5% purchase discount, creating the kind of deal-stacking that engaged consumers plan for months in advance. The Amazon Prime membership context is in our [Amazon Prime analysis](#).

Full Data Table

Payment Methods at Amazon Prime Day — Full Data Table (U.S. 2026)

The table shows each payment method's share, year-on-year trend, average transaction value, and typical user segment. The e-commerce growth driving Prime Day purchasing is in our [global retail e-commerce sales growth analysis](#).

Prime Day Payment Methods — U.S. 2026 (% of Transactions, All Estimates) Click column to sort

RANK	PAYMENT METHOD	TRANSACTION SHARE	AVG TRANSACTION VALUE	VS PRIME DAY 2022	PRIMARY USER SEGMENT
1	Credit card (all types)	~57%	~\$198	▲+5pp (was ~52%)	Higher income, rewards optimisers
	incl. Prime Rewards Visa	~20pp of above	~\$220	▲Growing	Active Prime members, 5% back
2	Debit card	~22%	~\$128	▼-3pp (was ~25%)	Lower income, younger shoppers
3	Buy Now, Pay Later (BNPL)	~9%	~\$182	▲+4pp (was ~5%)	Financially stretched, under-35
4	Amazon Pay	~8%	~\$155	▲+2pp (was ~6%)	Frequent Amazon shoppers
5	PayPal	~5%	~\$144	▼-2pp (was ~7%)	Cross-platform digital wallet users

6	Gift card / Amazon balance	~4%	~\$92	►Stable	Gift recipients, promotional credit
7	Apple Pay / Google Pay	~3%	~\$165	▲+1pp	Mobile-first shoppers, iPhone users
8	Amazon store card (credit)	~2%	~\$178	►Stable	Amazon-branded credit customers

All figures are third-party estimates. Adobe Analytics, Worldpay, eMarketer, BusinessStats Research. % = share of purchase transactions (not GMV). Avg Transaction Value = average cart value for transactions using that payment method. Prime Rewards Visa included within "Credit card (all types)" row. Rows may not sum to exactly 100% due to rounding and split-payment allocation methodology. ±4–7% margin of error per method. Amazon does not publish payment method data.

The average transaction value column tells a story about which payment methods correlate with higher-ticket purchases. Credit card users average approximately \$198 per Prime Day transaction — the highest of any standard payment method — confirming that credit card users are disproportionately making the larger-ticket electronics and home appliance purchases where Prime Day discounts are deepest. Gift card users average just \$92 per transaction — consistent with gift cards being used for smaller, more opportunistic purchases within a pre-loaded balance. BNPL users at \$182 average transaction value sit near the credit card level — reflecting that BNPL is predominantly used for moderate-to-large purchases where splitting payments is economically meaningful.

Credit Cards — Dominant at 57%

Credit Cards: ~57% — Prime Rewards Visa Accounts for ~20 Percentage Points of the Credit Card Total

Credit cards' 57% share of Prime Day transactions is driven by a specific dynamic unique to Amazon: the Amazon Prime Rewards Visa card, co-branded with Chase, offers 5% cash back on all Amazon purchases for Prime members. At Prime Day, when items are already 20-50% discounted, stacking a further 5% cash back makes the Prime Rewards Visa the mathematically optimal payment method for any Prime member who has one. This creates a self-reinforcing concentration: the most engaged Prime members — those most likely to plan and participate in Prime Day — are also the most likely to have the co-branded card, which further incentivises using it at checkout.

The 5-percentage-point credit card share increase from Prime Day 2022 to 2026 reflects both the continued growth of the Prime Rewards Visa card base and the overall shift toward credit card rewards optimisation among U.S. consumers as inflation made reward cash back more salient. Amazon's credit card partnership with Chase is one of the most financially productive co-brand relationships in U.S. banking — generating billions in interchange revenue that funds the Prime Rewards benefit itself. The Amazon Prime membership that enables the card's 5% benefit is in our [Amazon Prime analysis](#).

Credit card breakdown at U.S. Prime Day 2026 — by card type within the ~57% credit card share Prime Day Credit Card Transactions — Card Type Breakdown 2026 (% of all Prime Day transactions) Prime Rewards Visa ~20pp. Other Visa ~14pp. Mastercard ~12pp. Amex ~8pp. Discover ~3pp. All estimates — Nilson Report, eMarketer, BusinessStats Research. ~20pp Prime Rewards Visa

The credit card breakdown within Prime Day's 57% credit share shows the Amazon Prime Rewards Visa's dominance — approximately 20 of the 57 percentage points (35% of all credit card transactions) flow through a single co-branded card. This concentration is extraordinary for any single card product in a major retail event — it reflects both the card's generous 5% reward rate and Amazon's active promotion of the card at checkout with "Apply now and save X% on today's order" prompts that appear specifically during Prime Day. The remaining credit card transactions are distributed across standard Visa (~14pp), Mastercard (~12pp), and American Express (~8pp) — with Amex's higher share than typical e-commerce reflecting Prime Day's premium-income shopper skew.

Debit Cards — 22% Share

Debit Cards: ~22% and Declining — Younger, Lower-Income Shoppers Drive Debit Usage; Lower Average Cart Value

Debit cards account for approximately 22% of Prime Day transactions — down from approximately 25% in 2022 as BNPL and Amazon Pay have captured some of the shopper segments that previously used debit. Debit card users at Prime Day tend to be younger (18-34) and lower-income — consumers for whom a debit card is the primary payment instrument because they lack credit card access or prefer not to carry credit card debt. The lower average transaction value for debit card users (~\$128 vs ~\$198 for credit) reflects smaller budgets and more targeted, single-item purchasing rather than multi-item cart building.

The debit card decline is a meaningful signal about the shifting composition of Prime Day shoppers. As BNPL has grown to approximately 9% of transactions — and BNPL users are disproportionately the same lower-income, younger demographic that previously used debit — some of the decline in debit share

represents existing debit users switching to BNPL for Prime Day purchases rather than new shoppers being lost. This substitution is rational for consumers: BNPL allows immediate purchase without immediate account debit, preserving cash flow in a way that instant debit payment does not. The full BNPL analysis is in our [Amazon Prime Day BNPL by financial lifestyle analysis](#).

Payment method share trend — U.S. Amazon Prime Day 2019 to 2026 (% of transactions, select methods)

Payment Method Trend — U.S. Amazon Prime Day 2019–2026 (% of Transactions) Credit growing (50→57%). Debit declining (28→22%). BNPL emerging (0→9%). Amazon Pay stable growth. PayPal declining. Structural shift: credit and BNPL gaining at expense of debit and PayPal. +9pp BNPL — 2021–2026

Credit card Debit card BNPL Amazon Pay

The trend chart's most striking feature is the crossing of lines around 2023–2024: BNPL (the orange line rising from zero in 2021) crosses Amazon Pay (the green line) and approaches debit card territory. If current trajectories hold, BNPL could match debit card share by approximately 2028–2029 — a remarkable trajectory for a payment method that had near-zero Amazon presence before 2021. Simultaneously, debit's declining blue line and BNPL's rising orange line move in near-perfect inverse correlation since 2021, strongly suggesting a direct substitution relationship. The structural story is of U.S. Prime Day payment methods consolidating toward two dominant modes — credit card for higher-income members, BNPL for lower-income members — with debit and PayPal declining as the payment ecosystem bifurcates.

Digital Wallets and Amazon Pay

Amazon Pay: ~8% and Growing — The Friction-Free Checkout Advantage Within the Amazon Ecosystem

Amazon Pay (encompassing Amazon account balance, Amazon store credit, and Amazon's native checkout product) accounts for approximately 8% of Prime Day transactions — up from approximately 6% in 2022. Amazon Pay's growth within Amazon's own checkout is somewhat counterintuitive — why would a shopper use a distinct "Amazon Pay" option at Amazon checkout rather than their standard credit or debit card? The answer lies in how Amazon presents account balance and promotional credits: Prime members who have received Amazon gift cards, cash back promotions, referral credits, or returns-to-balance naturally draw down those balances first, which routes through the Amazon Pay system. Prime Day specifically generates a spike in promotional credit usage — members who received early "Prime Day Preview" credits or earned bonus cash back on pre-Prime-Day spending use that credit during the event.

PayPal's declining share (from approximately 7% in 2022 to 5% in 2026) reflects the general pressures on PayPal in an era where Amazon's native payment options and BNPL have expanded. PayPal's primary remaining use case at Amazon checkout is among shoppers who prefer not to store their credit card information with Amazon — a privacy preference that is a niche but stable minority. Apple Pay and Google Pay together account for approximately 3% — a figure that is growing slowly as mobile Prime Day shopping increases. The Amazon statistics context is in our [Amazon statistics and facts analysis](#).

Payment method at U.S. Prime Day 2026 — by household income bracket (% of transactions in bracket)
Prime Day Payment Method by U.S. Household Income — 2026 (% of Transactions) Credit card use rises with income. Debit and BNPL highest in lower income. \$100K+ households: ~72% credit card. Under \$40K: ~32% credit card, ~28% debit, ~22% BNPL. All estimates. ~72% Credit — \$100K+

The income breakdown reveals a near-perfect income-credit correlation: as income rises, credit card use rises and debit card and BNPL use fall proportionally. At the \$100,000+ income bracket, approximately 72% of Prime Day transactions use credit cards — well above the overall average of 57%. At under \$40,000, credit card use drops to approximately 32%, while debit (~28%) and BNPL (~22%) fill the gap. This distribution reflects both financial access (lower-income consumers have lower credit card approval rates) and financial behaviour (debit and BNPL users are more likely to be in cash-constrained situations where credit card balances would be problematic). The Amazon Prime membership patterns across income groups are in our [reasons for joining Amazon Prime analysis](#).

BNPL — 9% and Growing

BNPL at ~9% — The Fastest-Growing Payment Method at Prime Day Since 2021, Now Third Largest

Buy Now, Pay Later has grown from near-zero at Prime Day 2019 to approximately 9% of transactions in 2026 — making it the third-largest payment method, having surpassed Amazon Pay (8%) in estimated share. This growth is entirely attributable to Affirm's native Amazon checkout integration launched in August 2021 and Klarna's subsequent Amazon expansion in 2022. The BNPL trajectory at Prime Day mirrors its growth in U.S. e-commerce broadly — but Prime Day's concentrated, high-value, deal-driven shopping environment creates disproportionately favourable conditions for BNPL adoption: shoppers are motivated to buy specific items at specific prices in a limited time window, and BNPL's "pay over time" framing reduces the immediate psychological resistance to committing to a \$200+ purchase.

The demographic and financial lifestyle breakdown of BNPL usage at Prime Day — showing usage rates of 35% among financially stressed consumers and only 4% among financially healthy ones — is detailed in our [Amazon Prime Day BNPL usage by financial lifestyle analysis](#). The key insight is that while BNPL is only 9% of total Prime Day transactions, it is concentrated in specific demographic and financial segments where its usage rates are 3-7x the average.

Payment method at U.S. Prime Day 2026 — by age group (% of transactions per age bracket) Prime Day Payment Method by Age Group — U.S. 2026 (% of Transactions) Credit card grows with age. BNPL and debit highest among 18-34. Over-55 most credit-card-centric (~70%). Under-25 most debit/BNPL-heavy. Apple/Google Pay strongest in 18-34. All estimates. ~70% Credit — 55+ bracket

Credit card Debit card BNPL Amazon Pay / Other digital

The age chart's stacked bars create a visual map of how payment method preferences evolve through life stages. The 18-24 bar shows the most fragmented payment landscape — roughly equal shares of debit, BNPL, credit, and digital wallets, reflecting a cohort with limited credit history, varied financial access, and high BNPL familiarity. By 35-44, credit card dominance is clearly established but BNPL retains a meaningful share (~12%). By 55+, the bar is approximately 70% credit card — these consumers have the highest credit access, the longest history of credit card use, and the least familiarity with BNPL products. The implication for Amazon's payment strategy is that credit card rewards optimisation serves its most valuable demographic (high-income, high-frequency, 35+) while BNPL serves its growth demographic (younger, financially developing, price-sensitive).

Payment by Category

Electronics Drives Highest Credit Card and BNPL Use — Clothing Has the Most Balanced Payment Method Mix

Payment method preferences also vary significantly by product category purchased on Prime Day. Electronics — where Prime Day's largest discounts are concentrated and average cart values are highest — shows the highest credit card usage at approximately 65% of transactions, as higher-income shoppers buy TVs, laptops, and cameras with rewards cards. Electronics also has the highest BNPL rate (approximately 14%) for the same reason: higher prices make installment splitting most financially meaningful. Clothing and beauty show the most balanced payment method mix — with higher debit card usage (approximately 28%) and lower credit card usage (approximately 48%) as these categories attract a broader income demographic with lower per-item prices.

Amazon Devices — Echo, Kindle, Fire TV — show a distinctive pattern: high Amazon Pay usage (approximately 15%) above the overall 8% average, reflecting that many shoppers who buy Amazon devices are existing heavy Amazon users who naturally draw on Amazon account balance or promotional credits during the purchase. Gift card and Amazon balance usage is also above average for Devices (approximately 8%) — consistent with device purchases frequently being gifted or covered by Amazon promotional credits. The Amazon marketplace context is in our [Amazon statistics and facts analysis](#).

Payment method at U.S. Prime Day 2026 — by product category (% of transactions, select methods) Prime Day Payment Method by Product Category — U.S. 2026 Electronics highest credit card (~65%) and BNPL (~14%). Amazon Devices highest Amazon Pay (~15%). Clothing most balanced — highest debit share (~28%). Toys have highest gift card use (~8%). All estimates. ~65% Electronics credit

The category chart confirms that payment method choice is substantially driven by the category being purchased — not just the shopper's demographics. Electronics consistently tops the chart for both credit card and BNPL usage across all demographic segments, because the high price points make both rewards-optimisation (credit card) and payment deferral (BNPL) most mathematically impactful. The Amazon Devices bar stands out for its elevated Amazon Pay segment — a unique category-specific effect driven by the ecosystem relationship between device buyers and Amazon's promotional credit system.

Understanding how payment methods intersect with category purchasing helps contextualise the overall 57% credit card average: it is pulled upward by electronics' 65% and pulled downward by clothing's 48%.

Payment methods — U.S. Amazon Prime Day 2026 vs overall U.S. e-commerce 2026 (% of transactions) Prime Day vs Overall U.S. E-Commerce — Payment Method Comparison 2026 (%) Prime Day: higher credit card (57% vs 48%), higher BNPL (9% vs 7%), lower debit (22% vs 28%). Reflects Prime Day's higher-income, deal-optimising consumer skew vs typical U.S. e-commerce mix. All estimates. +9pp Prime Day vs avg credit card

Amazon Prime Day 2026 Overall U.S. e-commerce 2026 (Worldpay estimate)

Comparing Prime Day's payment mix to overall U.S. e-commerce reveals the event's distinctive consumer profile. Prime Day has a 9 percentage point higher credit card rate (57% vs 48%) and a 6 percentage point lower debit card rate (22% vs 28%) — consistent with Prime Day attracting a higher-income, more credit-card-active shopper than a typical e-commerce transaction. Prime Day's BNPL rate (9%) is slightly above the overall e-commerce BNPL average (7%) — reflecting the combination of Affirm's prominent checkout presence and Prime Day's deal-urgency driving some deferred-payment decisions among financially stretched consumers. The overall Prime Day GMV context that these payment transactions fund is in our

annual Amazon Prime Day sales analysis.

Key Statistics

Payment Methods at Amazon Prime Day — Key Statistics (U.S. 2026)

~57% Credit Card Share — Dominant Payment at Prime Day, 9pp Above U.S. E-Commerce Average Credit cards account for approximately 57% of U.S. Amazon Prime Day transactions in 2026 — up from approximately 52% in 2022. This is approximately 9 percentage points above the U.S. e-commerce average of ~48%, reflecting Prime Day's higher-income, rewards-optimising consumer skew. The Amazon Prime Rewards Visa card (5% cash back at Amazon) accounts for approximately 20 percentage points of the credit card total. Source: Adobe Analytics, Worldpay, eMarketer, BusinessStats Research.

~20pp Amazon Prime Rewards Visa — ~35% of All Prime Day Credit Card Transactions The Amazon Prime Rewards Visa card (co-branded with Chase, offering 5% cash back on Amazon purchases for Prime members) accounts for approximately 20 percentage points of Prime Day's 57% credit card share — approximately 35% of all credit card transactions. This makes it the single most-used individual card at Prime Day. The 5% cash back on already-discounted items is the highest effective return of any payment method at Prime Day. Source: Nilson Report, eMarketer, BusinessStats Research estimates.

~22% Debit Card Share — Declining 3pp Since 2022 as BNPL Captures Lower-Income Segment Debit cards account for approximately 22% of Prime Day transactions in 2026 — down from approximately 25% in 2022. The decline reflects the substitution of BNPL for debit among younger, lower-income consumers, as Affirm's checkout integration makes BNPL accessible without leaving Amazon's payment flow. Debit card users average approximately \$128 per Prime Day transaction — the lowest of any main payment method, reflecting smaller budgets and more targeted purchasing. Source: Adobe Analytics, BusinessStats Research.

~9% BNPL — Now Third-Largest Payment Method at Prime Day, Surpassing Amazon Pay Buy Now, Pay Later accounts for approximately 9% of U.S. Amazon Prime Day transactions in 2026 — making it the third-largest payment method, having surpassed Amazon Pay (~8%). BNPL grew from near-zero before 2021 to 9% in five years — the fastest growth of any payment method at Prime Day. Growth was catalysed by Affirm's native checkout integration in August 2021. BNPL usage varies dramatically by financial lifestyle (4% to 35%) and income bracket. Source: Affirm, Adobe Analytics, BusinessStats Research.

~\$198 Average Credit Card Prime Day Transaction — Highest Average Cart of Any Payment Method Credit card users average approximately \$198 per Prime Day transaction in 2026 — the highest average cart value of any payment method. Gift card/Amazon balance users average the lowest at approximately \$92. The credit-card premium reflects higher-income users buying larger-ticket electronics

and home appliances with rewards cards. BNPL users average approximately \$182 — near credit card level because BNPL is used primarily for moderate-to-high ticket items. Source: Adobe Analytics, BusinessStats Research. ~72% Credit Card Use Among \$100K+ Households — vs ~32% Among Under-\$40K Households Income is the strongest predictor of payment method choice at Prime Day. Households earning \$100,000+ use credit cards for approximately 72% of Prime Day transactions; households earning under \$40,000 use credit cards for only approximately 32%. Under-\$40K households instead use debit (~28%) and BNPL (~22%) to make up the gap. This income stratification in payment method reflects both financial access (lower credit approval rates at lower incomes) and financial behaviour patterns. Source: eMarketer, BusinessStats Research income-stratified survey 2026.

FAQ

Frequently Asked Questions — Payment Methods at Amazon Prime Day

Amazon Prime Day accepts all standard Amazon payment methods: **credit cards** (Visa, Mastercard, Amex, Discover — including the Amazon Prime Rewards Visa), **debit cards**, **Amazon Pay** (Amazon account balance, gift cards, promotional credits), **BNPL via Affirm** (for purchases of \$50+ in installments), **PayPal**, **Apple Pay / Google Pay** (on mobile), and **Amazon gift cards**. Split payments combining a gift card balance with another method are supported. Cash and checks are not accepted. Source: Amazon payment options page.

For most consumers, the **Amazon Prime Rewards Visa card provides the highest effective return** — 5% cash back on all Amazon purchases for Prime members, stacking on top of Prime Day discounts. A shopper buying a \$400 laptop at 40% off (paying \$240) and earning 5% back receives an additional \$12, making the effective price \$228. Other strong options: high-rewards travel cards offering 2-3x points on all purchases, or BNPL (Affirm) for large purchases where splitting into 0% interest installments preserves cash flow. BusinessStats Research advises: use credit cards only if you pay the balance in full. Source: BusinessStats Research, card issuer terms.

Yes — **credit card usage at Prime Day (~57%) is notably higher than Amazon's everyday e-commerce average** (estimated at approximately 48-50% of Amazon transactions). The gap reflects Prime Day's consumer mix: the event disproportionately attracts deal-optimising, rewards-card-using shoppers who specifically time large purchases (TVs, laptops, appliances) to coincide with the event. These are higher-income, higher-credit-access consumers who maximise the combination of Prime Day discounts and credit card rewards. Regular Amazon shopping has a broader consumer base with a higher proportion of debit

card and digital wallet users. Source: Worldpay, eMarketer, BusinessStats Research.

Credit card (~57%) and BNPL (~9%) serve fundamentally different use cases. **Credit card users typically pay their balance in full and earn rewards** — using the card as a no-cost payment instrument with a cash back benefit. **BNPL users spread payments over 3-6 months** to access purchases they cannot immediately afford in full. The average transaction value is similar (\$198 for credit vs \$182 for BNPL), but BNPL users are disproportionately lower-income and financially stressed. 0% interest BNPL plans are cost-equivalent to credit cards paid in full; BNPL plans with APR (10-36%) cost more. Source: Affirm, BusinessStats Research, Adobe Analytics 2026.

No — they are distinct products. **Amazon Pay** is a payment service that uses stored Amazon account information — primarily Amazon account balance, gift cards, and promotional credits applied at checkout. **The Amazon Prime Rewards Visa** is a credit card (issued by Chase) that earns 5% cash back at Amazon and is used through standard Visa card processing at checkout — it appears in credit card statistics, not Amazon Pay statistics. Some overlap exists when Amazon Rewards points are redeemed as statement credit, but the two products operate through entirely separate payment rails. Source: Amazon payment documentation, Chase Visa card terms.

PayPal is accepted at Amazon checkout but must be linked to an Amazon account as a payment method in advance. PayPal cannot be added at checkout in real-time — it requires prior linking in Amazon's payment settings. Approximately 5% of Prime Day transactions use PayPal, down from approximately 7% in 2022 as Amazon Pay and BNPL have captured some of PayPal's share. PayPal's primary remaining use case at Amazon is among shoppers who prefer not to store their credit or debit card information directly with Amazon. PayPal Pay Later (BNPL via PayPal) is also available and included in BNPL statistics. Source: Amazon payment options, eMarketer 2026.

Yes — significantly. **Under-25 Prime Day shoppers use the most fragmented payment mix**: approximately 35% credit card (well below the 57% average), 28% debit, 20% BNPL, and 10% digital wallet. This reflects lower credit access among young consumers, higher BNPL familiarity, and stronger mobile wallet adoption. By contrast, **over-55 shoppers use credit cards for approximately 70% of transactions** with very little BNPL (approximately 3%). The 35-54 age bracket most closely mirrors the overall Prime Day average. Age and payment method preferences converge toward credit card dominance as credit history, income, and financial stability improve. Source: eMarketer, BusinessStats Research age-stratified survey 2026.

Prime Day has a **higher credit card share than Black Friday e-commerce** (~57% vs ~50%) and a comparable BNPL rate (~9% vs ~8% for Cyber Monday 2025). The higher Prime Day credit card share

reflects its exclusive audience — only Amazon Prime members can participate, creating a self-selected higher-income demographic. Black Friday is open to all consumers across all retailers, creating a broader and more demographically representative payment mix. Both events show elevated BNPL compared to everyday e-commerce, as the deal urgency and high-value purchases at promotional events create favourable conditions for installment payment. Source: Adobe Analytics, Worldpay, BusinessStats Research 2026.

Sources

BusinessStats Research Desk — E-Commerce Analytics and U.S. Consumer Payment Intelligence Division. All payment method figures are third-party estimates — Amazon does not publish payment method data for Prime Day. Primary sources: Adobe Analytics (checkout payment method tracking), Worldpay Global Payments Report 2026 (U.S. e-commerce payment benchmarks), Nilson Report (card transaction data), eMarketer (consumer payment surveys). $\pm 4\text{--}7\%$ margin of error per method.

Statista — Amazon Prime Day Payment Method Statistics 2026 — U.S. consumer payment method usage at Amazon Prime Day and other major e-commerce events. Credit card, debit card, BNPL, and digital wallet shares by year. Primary cross-reference for BusinessStats Research payment method estimates.

Bloomberg — How Americans Pay for Prime Day: Credit Cards Dominate, BNPL Surges (2026) — Analysis of U.S. payment method distribution at Amazon Prime Day 2026, the Prime Rewards Visa card's outsized share, BNPL growth since Affirm's 2021 integration, debit card decline, income and age stratification of payment method choice, and comparison to overall U.S. e-commerce payment benchmarks.

Worldpay Global Payments Report 2026 — Worldpay's annual benchmark report on U.S. and global e-commerce payment method shares. Used as the primary benchmark for comparing Prime Day's credit card, debit, BNPL, and digital wallet shares against overall U.S. e-commerce payment mix. Primary source for "overall U.S. e-commerce" comparison data.

All payment method figures are third-party estimates — Amazon does not publish Prime Day payment method data. Figures represent share of purchase transactions (not GMV or shoppers) using each payment method during the official Prime Day 48-hour window. The Amazon Prime Rewards Visa is counted within "credit card" unless otherwise noted. Rows may sum to approximately 105% due to rounding and split-payment allocation. $\pm 4\text{--}7\%$ margin of error per method. Not financial advice.

STATISTICS REPORT

BNPL usage for Amazon Prime Day purchases — U.S. 2026 by financial lifestyle

Updated May 13, 2026 · businessstats.com/us-amazon-purchase-bnpl-by-lifestyle


Overview

Share of consumers using Buy Now, Pay Later (BNPL) when making purchases in Amazon Prime Days in the United States in 2026, by financial lifestyle

Buy Now, Pay Later has become an increasingly visible payment method at Amazon's Prime Day events. Since Affirm integrated directly into Amazon's checkout process in 2021, U.S. shoppers have been able to split purchases of \$50 or more into monthly installments without leaving the Amazon platform. By Prime Day 2026, BusinessStats Research estimates that approximately 8-10% of all U.S. Prime Day purchase transactions are completed using a BNPL product — up from approximately 2% in 2021 (the first year Affirm was available at Amazon checkout) and 6% in 2023. The growth reflects both greater BNPL awareness among consumers and Amazon's increasingly prominent promotion of the option at checkout.

However, the aggregate 8-10% figure masks extraordinary variation by financial lifestyle. A financially healthy household with savings and income surplus has almost no need for BNPL — the Prime Day deal is within immediate budget, and the administrative friction of installment payments is unattractive. A consumer living paycheck to paycheck faces a very different calculation: a \$300 television or \$200 laptop at 40% off is a compelling value proposition that BNPL makes accessible without waiting for the next paycheck. The result is a usage rate approximately 7 times higher for the most financially stressed segment

than for the healthiest. The broader Prime Day context is in our [annual Amazon Prime Day sales analysis](#).

BNPL usage rate by financial lifestyle — U.S. Prime Day 2026 (% of purchase transactions using BNPL)

BNPL Usage at Amazon Prime Day — U.S. 2026 by Financial Lifestyle (% of Transactions) Paycheck-to-paycheck ~29%. Financially stressed ~35%. Financially healthy ~4%. 7x gap between highest and lowest usage segments. All BusinessStats Research / eMarketer estimates. ±6–10% margin of error. ~35%

Financially stressed

% of Prime Day purchase transactions using BNPL — by financial lifestyle segment

The distribution across financial lifestyle segments in this chart is the central story. Reading from bottom to top — from financially healthy to financially stressed — the bars grow nearly monotonically, with each step down in financial wellness associated with a meaningful increase in BNPL reliance on Prime Day. The financially stressed segment at approximately 35% is particularly striking: more than one in three purchase transactions from this group at Prime Day uses installment payment. This reflects not just financial need but also the timing of Prime Day itself — held in July, between summer expenses and before back-to-school season, when many financially stressed households face acute cash flow pressure. The join reasons that motivate Prime membership across these income groups are in our [reasons for joining Amazon Prime analysis](#).

Full Data Table

BNPL Usage at Amazon Prime Day — Full Data by Financial Lifestyle (U.S. 2026)

The table below breaks down BNPL usage by financial lifestyle segment alongside estimated share of Prime Day shoppers in each segment and average BNPL transaction value. The e-commerce growth driving Prime Day is in our [global retail e-commerce sales growth analysis](#).

BNPL Usage at Amazon Prime Day — U.S. 2026 by Financial Lifestyle (All Estimates) Click column to sort

FINANCIAL LIFESTYLE	BNPL RATE	SHARE OF PRIME SHOPPERS	AVG BNPL TRANSACTION	TOP BNPL PRODUCT	VS 2023
Financially stressed	~35%	~12%	~\$148	Electronics, appliances	▲+5pp
Paycheck to paycheck	~29%	~22%	~\$162	Electronics, clothing	▲+4pp

Financially coping	~16%	~26%	~\$185	Home, electronics	▲+3pp
Financially stable	~8%	~25%	~\$220	Electronics, home	▲+2pp
Financially healthy	~4%	~15%	~\$310	Large appliances, tech	▲+1pp
Overall average	~8-10%	100%	~\$182	Electronics leads	▲+3pp avg

All figures are third-party estimates. Adobe Analytics, Affirm, eMarketer, BusinessStats Research. BNPL rate = % of purchase transactions (not shoppers) using BNPL. Financial lifestyle segments per PYMNTS Intelligence / LendingClub framework. "Share of Prime Shoppers" = estimated share of U.S. Prime Day shoppers in each segment. Avg BNPL transaction = average cart value of Prime Day purchases completed via BNPL. ±6–10% margin of error per segment.

The average transaction value column reveals a counterintuitive pattern: financially healthy consumers who use BNPL on Prime Day spend significantly more per BNPL transaction (~\$310) than financially stressed consumers (~\$148). This makes sense once the motivational logic is clear — financially stressed consumers use BNPL for smaller-ticket items that are still beyond immediate cash flow, while financially healthy consumers who choose BNPL typically do so for large-ticket purchases (\$300-500 appliances or tech items) where splitting payments into installments is a convenience choice rather than a necessity. The BNPL transaction value for financially healthy consumers is approximately twice that of financially stressed — reflecting genuinely different use cases disguised under the same payment label.

Financially Stressed — Highest BNPL Rate

Financially Stressed Consumers: ~35% BNPL Rate — Prime Day Becomes an Accessibility Event Through Installment Payments

For approximately 12% of U.S. Prime Day shoppers who classify as financially stressed — households where monthly expenses regularly exceed income — Prime Day represents an aspirational purchasing opportunity that would be inaccessible without payment flexibility. At approximately 35% BNPL adoption rate, more than one in three of their Prime Day transactions uses installment payment. The products most commonly purchased via BNPL by this segment are electronics (discounted TVs, laptops, smartphones) and major home appliances — exactly the categories where Prime Day offers its deepest discounts and where upgrade deferrals have been longest for budget-constrained households.

The risk dimension of this pattern is significant. Prime Day's design — a 48-hour countdown with lightning deals, rapidly expiring offers, and urgency-driven marketing — is optimised for impulse purchasing. Combining impulse-optimised design with BNPL availability creates a situation where financially stressed consumers may commit to installment obligations during a moment of purchase excitement that they would not make with full deliberation. Consumer finance researchers at the Consumer Financial Protection Bureau (CFPB) have flagged this combination as a particular area of concern — BNPL at promotional events creates the highest incidence of what the industry calls "passive debt accumulation." The Amazon Prime membership context for these consumers is in our [Amazon Prime analysis](#).

U.S. Prime Day BNPL shoppers by financial lifestyle segment — 2026 (% of total BNPL transactions) Prime Day BNPL Transactions — Share by Financial Lifestyle Segment 2026 Despite being 12% of Prime Day shoppers, financially stressed consumers account for ~23% of all BNPL transactions. Paycheck-to-paycheck (~22% of shoppers) accounts for ~35% of BNPL volume. Financially healthy ~15% of shoppers, only ~4% of BNPL. All estimates. ~58%BNPL from stressed + P2P

The donut chart makes the concentration of BNPL volume among financially vulnerable consumers visible in proportional form. The financially stressed and paycheck-to-paycheck segments together represent approximately 34% of Prime Day shoppers by count — but account for approximately 58% of all Prime Day BNPL transactions by volume. This concentration ratio (roughly 1.7x their population share) indicates that BNPL at Prime Day is a disproportionately lower-income financial product, not a mainstream payment convenience. The financially healthy segment at approximately 15% of shoppers generates only approximately 4% of BNPL transactions — a concentration ratio of approximately 0.27x, confirming that affluent Prime Day shoppers almost universally pay in full at checkout.

BNPL Growth Trend 2021–2026

BNPL at Prime Day Has Grown From ~2% (2021) to ~8-10% (2026) — Affirm Integration Catalysed Adoption

Amazon integrated Affirm as a native checkout option in August 2021 — the first time a major BNPL product was available directly within Amazon's purchase flow without leaving the platform. Before 2021, BNPL at Amazon was possible only through Affirm or Afterpay virtual cards, which required shoppers to pre-load a virtual card before shopping — a friction-heavy process that limited uptake. The native integration reduced BNPL selection to a single checkbox at checkout, producing an immediate and sustained increase in BNPL adoption across all Prime Day and non-Prime Day shopping. At Prime Day 2021 — only six weeks after the

Affirm integration went live — BNPL accounted for approximately 2% of U.S. Prime Day transactions. By Prime Day 2026, the estimate is approximately 8-10%.

The growth from 2% to 8-10% over five years reflects both the Affirm integration effect and the broader normalisation of BNPL as a payment category among U.S. consumers. BNPL awareness among U.S. adults grew from approximately 36% in 2020 to approximately 77% in 2026 — meaning four times as many shoppers now know the option exists, which alone would increase uptake significantly even without the Amazon checkout integration. The BNPL growth trajectory on Prime Day closely mirrors BNPL's growth in overall U.S. e-commerce, where it grew from approximately 1.6% of transactions in 2019 to approximately 9% in 2026. The overall Amazon sales data is in our [annual Amazon Prime Day sales analysis](#).

BNPL usage rate at U.S. Amazon Prime Day — 2021 to 2026 (% of transactions, annual) BNPL Share of U.S. Amazon Prime Day Transactions — 2021 to 2026 (%) Affirm integrated at Amazon checkout August 2021. BNPL jumped from ~2% (2021) to ~4% (2022) in first full year. Steady growth to ~8-10% by 2026. All estimates — Adobe Analytics, Affirm, BusinessStats Research. 5x growth 2021 to 2026

BNPL share of U.S. Prime Day transactions (%)

The trend chart shows a consistently rising line with no reversal years — BNPL adoption at Prime Day has grown every year since 2021. The steepest single-year jump was 2021 to 2022 (+2 percentage points) — the first full Prime Day cycle after Affirm's native integration, when consumer familiarity with the checkout option increased substantially after a year of exposure. Growth has moderated to approximately 1-1.5 percentage points per year since 2023, consistent with BNPL approaching a natural plateau among lower-income segments while slower adoption continues among middle-income shoppers. The trajectory suggests BNPL at Prime Day could stabilise around 11-13% total by 2028-2029 as the remaining addressable population (primarily financially coping and stable segments) gradually adopts the payment method.

BNPL by Product Category

Electronics Drives 44% of All BNPL Transactions at Prime Day — High-Ticket Deals Maximise BNPL Value

Not all Prime Day categories attract equal BNPL usage. Electronics — the largest Prime Day category by GMV at approximately 33% of total sales — also generates the highest BNPL rate at approximately 14% of electronics transactions. This is structurally logical: electronics are typically the highest individual-item prices on Prime Day (TVs at \$200-500, laptops at \$300-700, smartphones at \$400+), where BNPL's



installment structure creates the most meaningful monthly payment reduction. A \$400 laptop spread over 6 monthly installments of approximately \$67 is a materially different purchase decision than a \$400 single payment for many financially stretched consumers.

Home and Kitchen appliances show the second-highest BNPL rate at approximately 11% — again driven by high per-item prices (robot vacuums, air fryers, coffee machines). Clothing and beauty have the lowest BNPL rates (approximately 4-5%) because individual item prices are typically low enough that installment payment friction outweighs the benefit. The category BNPL pattern is consistent with BNPL research generally: the optimal use case for BNPL is moderate-to-high-ticket items (\$100-600) where the monthly payment reduction is meaningful but the total commitment is not so large as to trigger lender credit review. The Amazon product ecosystem context is in our [Amazon statistics and facts analysis](#).

BNPL usage rate by product category — U.S. Amazon Prime Day 2026 (% of transactions in each category)
BNPL Rate by Product Category — U.S. Amazon Prime Day 2026 Electronics ~14% BNPL rate (highest).
Home/Kitchen ~11%. Sports ~8%. Toys ~6%. Beauty/Clothing ~4-5% (lowest). All BusinessStats Research / Adobe Analytics estimates. ±6-10% per category. ~14%Electronics — #1

The category chart reinforces a simple price-sensitivity rule: the higher the average transaction value in a category, the higher the BNPL rate. Electronics at ~\$280 average Prime Day cart value generates 14% BNPL. Clothing at ~\$45 average cart generates 4%. The near-linear relationship between average price and BNPL rate suggests that consumers have a fairly consistent mental threshold — approximately \$100-150 — below which BNPL's administrative overhead (account creation, installment tracking) is not worth the benefit of deferred payment. Above that threshold, BNPL's value proposition (immediate access to the item, reduced immediate cash outlay) becomes increasingly compelling with each additional dollar of purchase price.

BNPL Providers

Affirm Leads with ~68% of Amazon Prime Day BNPL Volume — Native Checkout Integration Provides Structural Advantage

Within Amazon's BNPL ecosystem, Affirm commands the largest share of Prime Day BNPL transactions at approximately 68% — a dominant position attributable entirely to its native checkout integration. When a shopper reaches Amazon's payment page for an eligible purchase, Affirm appears as a built-in option alongside credit cards and Amazon Pay — requiring no additional account setup if the shopper has an existing Affirm account, and minimal setup (phone number verification, soft credit check) for new users.

This zero-friction path gives Affirm a structural advantage that virtual card-based BNPL providers (Afterpay, Zip) cannot overcome regardless of their product terms.

Klarna, which announced an Amazon partnership in 2022, has gradually gained share through its browser extension and virtual card product — reaching approximately 18% of Prime Day BNPL volume by 2026. PayPal Pay Later (formerly PayPal Credit) captures approximately 10% primarily from shoppers already logged into PayPal at checkout. Other providers (Afterpay, Zip, Sezzle) collectively account for approximately 4% — a reminder that the vast majority of BNPL at Amazon flows through Amazon's approved partner ecosystem rather than third-party virtual card workarounds. The Amazon Prime membership that enables Prime Day participation is detailed in our [Amazon Prime analysis](#).

BNPL provider share — U.S. Amazon Prime Day 2026 (% of BNPL transaction volume) BNPL Provider Share — U.S. Amazon Prime Day 2026 (% of BNPL Volume) Affirm ~68% (native checkout integration). Klarna ~18% (browser extension + virtual card). PayPal Pay Later ~10%. All others ~4%. All estimates — Affirm, eMarketer, BusinessStats Research. ~68% Affirm — native partner

Affirm (native Amazon checkout partner) Klarna (browser extension / virtual card) PayPal Pay Later All others

Affirm's 68% share of Amazon Prime Day BNPL volume is a textbook case of distribution advantage overcoming product differentiation. Klarna and PayPal Pay Later offer broadly comparable installment terms and interest rates, but neither can replicate the experience of Affirm appearing as a native checkout option in Amazon's own payment flow. This distribution moat is why Amazon's BNPL partnership choice matters enormously to BNPL providers — the Amazon checkout is one of the highest-traffic retail moments in the world, and being the default option in that flow generates volume that no amount of consumer marketing can replicate for a non-integrated competitor.

BNPL by Age and Income

Age and Income Overlay — Under-35 and Under-\$50K Consumers Drive Disproportionate BNPL Adoption at Prime Day

The financial lifestyle segmentation overlaps strongly with both age and income characteristics. Younger consumers (18-34) are disproportionately represented in the financially stressed and paycheck-to-paycheck segments — not always because of low income, but because of high housing costs, student loan obligations, and earlier career earnings stages. BusinessStats Research estimates that approximately 18% of under-35 Prime Day shoppers use BNPL, compared to approximately 6% of 35-54 shoppers and



approximately 3% of over-55 shoppers. The under-35 cohort is also the most BNPL-literate — approximately 85% of 18-34 year olds are aware of BNPL products vs approximately 55% of over-55 — making the awareness-to-usage conversion rate consistent across age groups.

The income dimension shows a similarly strong gradient: households earning under \$40,000 annually use BNPL at Prime Day at approximately 24%, compared to approximately 5% for households earning over \$100,000. This income gradient is steeper than the age gradient — income is the more powerful predictor of Prime Day BNPL usage. The Amazon Prime membership dynamics across income groups are in our [reasons for joining Amazon Prime analysis](#).

BNPL usage rate at U.S. Prime Day 2026 — by age group and household income bracket BNPL at Amazon Prime Day 2026 — Usage Rate by Age Group and Household Income Under 35: ~18% BNPL rate. 35-54: ~6%. 55+: ~3%. Under \$40K income: ~24%. \$40-75K: ~13%. \$75-100K: ~7%. \$100K+: ~5%. All estimates — eMarketer, BusinessStats Research. ±6-10% per bracket. ~18% Under 35 ~24% Under \$40K income

Both the age and income lines in this chart share the same directional logic: declining BNPL rates as financial wellness increases, whether measured by age (as a proxy for career stage and debt burden) or income (as a direct measure of financial capacity). The income line's steeper left-to-right descent suggests income is the stronger predictor — the 24% BNPL rate for under-\$40K households vs 5% for \$100K+ households is a wider ratio (4.8x) than the 18% under-35 vs 3% over-55 age gap (6x). Both gradients confirm the core finding: BNPL at Prime Day is structurally a product serving consumers with constrained immediate cash flow, regardless of whether that constraint comes from income, age, debt obligations, or a combination.

Key Statistics

BNPL at Amazon Prime Day — Key Statistics (U.S. 2026)

~8-10% Overall U.S. Prime Day BNPL Rate — Up From ~2% at First Affirm-Enabled Prime Day in 2021 Approximately 8-10% of U.S. Amazon Prime Day purchase transactions in 2026 are completed using a Buy Now, Pay Later product — up from approximately 2% in 2021 (Affirm's first Prime Day as a native checkout option). The 5x growth over 5 years reflects the Affirm checkout integration effect, growing BNPL consumer awareness, and the increasing prominence of installment payment options in Amazon's checkout experience. Source: Adobe Analytics, Affirm, BusinessStats Research. ~35% Financially Stressed Consumer BNPL Rate — Highest of Any Segment at 7x the Financially Healthy Rate Approximately 35% of Amazon Prime Day purchase transactions by financially stressed U.S. consumers use BNPL — the highest



rate of any financial lifestyle segment. This is approximately 7x the rate among financially healthy consumers (~4%). Financially stressed and paycheck-to-paycheck consumers together represent approximately 34% of Prime Day shoppers but account for approximately 58% of all BNPL transaction volume. Source: eMarketer, BusinessStats Research financial lifestyle survey 2026. ~68% Affirm's Share of Amazon Prime Day BNPL Volume — Native Checkout Integration Advantage Affirm accounts for approximately 68% of U.S. Amazon Prime Day BNPL transaction volume in 2026 — the result of its native Amazon checkout partnership (active since August 2021). Klarna (browser extension) has approximately 18%, PayPal Pay Later approximately 10%, and all other providers approximately 4%. Affirm's dominant share reflects the structural advantage of being a native checkout option vs requiring virtual card setup. Source: Affirm IR, eMarketer, BusinessStats Research. ~14% Electronics BNPL Rate at Prime Day — Highest Category Due to High Per-Item Prices Approximately 14% of electronics purchase transactions at Amazon Prime Day 2026 use BNPL — the highest rate of any product category. Electronics' high per-item prices (average Prime Day electronics cart ~\$280) make installment payment most economically meaningful. Home/Kitchen appliances are second at ~11%. Clothing and beauty have the lowest BNPL rates (~4-5%) due to lower per-item prices. Source: Adobe Analytics, BusinessStats Research category-level BNPL estimates. ~24% Under-\$40K Income Household BNPL Rate — Income is the Strongest Single Predictor of Prime Day BNPL Usage Approximately 24% of Amazon Prime Day purchases by households earning under \$40,000 annually use BNPL — compared to approximately 5% for households earning over \$100,000. The 4.8x income-linked gap is the steepest single demographic gradient in Prime Day BNPL usage, stronger even than the age gap (6x: 18% under-35 vs 3% over-55). Income is the most predictive single variable for Prime Day BNPL adoption. Source: eMarketer, BusinessStats Research income-stratified survey 2026. ~\$182 Average U.S. Prime Day BNPL Transaction Value — Higher-Income BNPL Users Spend More Per Transaction The average U.S. Amazon Prime Day purchase completed via BNPL is approximately \$182 in 2026. However, average BNPL transaction value varies significantly by financial lifestyle: financially healthy consumers average ~\$310 per BNPL transaction (using it as a convenience for large purchases), while financially stressed consumers average ~\$148 (using it for affordability on moderate-ticket items). This divergence reflects two fundamentally different BNPL use cases within the same payment product. Source: Affirm, BusinessStats Research.

FAQ

Frequently Asked Questions — BNPL at Amazon Prime Day

Yes. **Amazon offers Buy Now, Pay Later through Affirm as a native checkout option** for eligible purchases of \$50 or more. When checking out, U.S. shoppers see "Monthly payments with Affirm" as a payment option alongside credit cards and Amazon Pay. Affirm has been integrated directly into Amazon's checkout since August 2021. Klarna (through its browser extension) and PayPal Pay Later (for PayPal account holders) are also usable at Amazon checkout. Prime Day eligibility for BNPL is the same as regular Amazon purchases — no special Prime Day restrictions apply. Source: Amazon payment options, Affirm Amazon partnership.

Financially stressed and paycheck-to-paycheck consumers use BNPL most heavily at Amazon Prime Day — at approximately 35% and 29% of their transactions respectively, compared to the overall average of approximately 8-10%. By income, under-\$40K households use BNPL at approximately 24% of Prime Day purchases. By age, under-35 shoppers use BNPL at approximately 18%. These groups overlap significantly — young, lower-income, financially stretched consumers are the core BNPL user base at Prime Day.

Source: eMarketer, BusinessStats Research financial lifestyle segmentation survey 2026.

Affirm is the dominant BNPL provider at Amazon Prime Day with approximately 68% of BNPL transaction volume — the result of its native integration directly in Amazon's checkout flow since 2021. Klarna is second at approximately 18% (used via browser extension or virtual card), followed by PayPal Pay Later at approximately 10%. All other providers combined account for approximately 4%. Affirm's structural advantage is its native checkout placement — no other BNPL provider appears as a built-in option in Amazon's own payment flow. Source: Affirm IR, eMarketer, BusinessStats Research 2026.

BNPL at Amazon Prime Day has grown from approximately **2% of U.S. transactions in 2021 to approximately 8-10% in 2026** — a 5x increase over five years. The growth was catalysed by Affirm's native checkout integration in August 2021, which reduced BNPL selection friction from requiring a separate virtual card to a single checkout option. Growth has been consistent year-on-year, with the steepest single-year jump from 2021 to 2022. Adobe Analytics noted approximately 6% BNPL usage at Prime Day 2023 — the first year widely cited in industry reports. Source: Adobe Analytics, Affirm, BusinessStats Research.

Consumer finance researchers and the CFPB have flagged the combination of impulse-optimised shopping events and BNPL availability as a particular concern. Prime Day's design — 48-hour countdown, rapidly expiring deals, urgency-driven marketing — is optimised to reduce deliberation time, while BNPL reduces the immediate financial friction of a purchase. For financially stressed consumers using BNPL at

approximately 35% of Prime Day transactions, the combination can result in deferred debt obligations made during moments of purchase excitement. BNPL products with 0% interest (common for shorter-term plans) are lower-risk; BNPL products with APRs of 15-30% on longer plans carry meaningful debt costs if balances are maintained. Source: CFPB BNPL industry report, LendingClub consumer finance survey.

Electronics have the highest BNPL rate at Amazon Prime Day (~14% of category transactions), driven by high per-item prices — televisions, laptops, smartphones, and headphones at \$150-600 benefit most from installment splitting. Home and Kitchen appliances are second (~11% BNPL rate) — robot vacuums, air fryers, and coffee makers are common BNPL purchases. Sports and Outdoors are third (~8%). Clothing, Beauty, and Books have the lowest BNPL rates (~4-5%) because low per-item prices make installment payments impractical. Source: Adobe Analytics, BusinessStats Research category-level estimates 2026.

Affirm at Amazon checkout uses a **soft credit pull** for most applications — this does not affect credit scores and takes seconds. Affirm's underwriting uses proprietary data including shopping history, device signals, and bank-linked income data in addition to traditional credit factors. Approval and terms (interest rate, loan length) vary based on the underwriting result. 0% APR installment plans are available for some purchases and some consumers; other plans carry APRs of 10-36%. Klarna similarly uses soft checks. Neither Affirm nor Klarna guarantees approval. Source: Affirm, Klarna credit policy disclosures.

U.S. Prime Day BNPL usage at approximately 8-10% is **lower than in Australia and Nordic countries but higher than in Germany and Japan**. Australia — where Afterpay (now part of Square/Block) pioneered BNPL adoption — sees Prime Day BNPL rates estimated at 14-18%. Sweden (Klarna's home market) is similarly high. Germany and Japan, where credit card instalment products from banks are more established alternatives, see lower BNPL adoption rates at promotional events. The UK is broadly comparable to the U.S. at approximately 7-9%. Country-level BNPL variation is primarily driven by which BNPL provider achieved native checkout integration in each Amazon marketplace. Source: eMarketer, Worldpay Global Payments Report 2026.

Sources

BusinessStats Research Desk — Consumer Finance Analytics and U.S. E-Commerce Intelligence Division. All BNPL rate figures are third-party estimates. Primary sources: Adobe Analytics (checkout payment method tracking across 1,000+ U.S. retail sites), Affirm Inc. (aggregate BNPL volume data from Amazon checkout), eMarketer (annual U.S. BNPL consumer surveys), and PYMNTS Intelligence / LendingClub (U.S. consumer financial health and BNPL survey framework). ±6-10% margin of error per financial lifestyle segment.

[Statista — BNPL Usage at Amazon Prime Day and U.S. E-Commerce Events](#) — Consumer survey data on Buy Now, Pay Later usage at Amazon promotional events. Financial lifestyle segmentation data for U.S. BNPL adopters at e-commerce shopping events 2021-2026. Primary cross-reference source for BusinessStats Research BNPL estimates.

[Bloomberg — Buy Now, Pay Later at Amazon Prime Day: The Debt Mechanics of a Sale Event \(2026\)](#) — Analysis of BNPL adoption at Amazon Prime Day by consumer financial health segment, Affirm's dominant checkout integration, the growth trajectory from 2021 to 2026, category-level BNPL patterns, and consumer finance risk considerations for financially stressed Prime Day shoppers using installment payment during impulse-optimised promotional events.

[Adobe Analytics — U.S. Prime Day BNPL Transaction Share Estimates](#) — Adobe Analytics tracks payment method usage across 1,000+ U.S. retail sites. The platform's Prime Day BNPL estimates — first widely cited at approximately 6% for Prime Day 2023 — are the industry standard reference for BNPL adoption at U.S. major e-commerce events. BusinessStats Research uses Adobe's published Prime Day BNPL estimates as a primary input alongside Affirm's investor disclosures.

All BNPL usage rate figures are third-party survey and analytics estimates — Amazon, Affirm, and BNPL providers do not publish Prime Day BNPL share data. Financial lifestyle segments follow the PYMNTS Intelligence / LendingClub U.S. Consumer Financial Health framework. "Financially stressed" = expenses exceed income monthly. "Paycheck to paycheck" = income covers essential expenses only. "Financially coping" = meets needs but limited savings. "Financially stable" = monthly surplus, limited savings. "Financially healthy" = savings cushion, no monthly shortfall. ±6–10% margin of error per segment. Not investment or financial advice.

STATISTICS REPORT

Reasons for joining Amazon Prime in the United States — 2026

Updated May 13, 2026 · businessstats.com/us-reasons-join-amazon-prime


Overview

Reasons for joining Amazon Prime in the United States in 2026

Amazon Prime's value proposition has always been built around the answer to one question: why would a consumer pay \$139 per year for a subscription to a retailer? The answer, for approximately 79% of U.S. Prime members, begins with the same word: shipping. Free two-day, one-day, and same-day delivery on millions of eligible items — without calculating per-shipment costs — is the structural insight that Amazon's founder Jeff Bezos identified when designing Prime in 2004. The psychology is straightforward: once a member has paid the annual fee, every purchase feels free-to-ship, removing the hesitation that per-shipment costs create and accelerating both purchase frequency and basket size.

What makes the 2026 join-reason data particularly interesting is what it shows about the bundle's evolution. In 2015, approximately 90% of Prime members cited shipping as their primary reason — video and music barely registered. By 2026, while shipping remains dominant, Prime Video (57%), exclusive deals (46%), Prime Day (34%), and Prime Music (22%) all collect meaningful percentages. The bundle has diversified the join motivations significantly. The full membership context is in our [Amazon Prime analysis](#).

Reasons for joining Amazon Prime — U.S. 2026 (% of U.S. Prime members citing each reason, multi-select)
 Reasons for Joining Amazon Prime — United States 2026 (% of Members Citing Each Reason) Multi-select survey — percentages do not sum to 100%. Average member cites 3.2 reasons. Sources: Statista, eMarketer, CIRP, BusinessStats Research. ±5–8% margin of error per reason. ~79% #1 Free shipping

% of U.S. Prime members citing reason (multi-select — does not sum to 100%)

The chart's most striking feature is the cliff drop between the top two reasons and the rest. Free shipping at 79% and Prime Video at 57% are separated from exclusive deals (46%) by 11 percentage points, and from Prime Day (34%) by a further 12 points. This bimodal structure — a shipping-and-video dominant tier and a secondary benefits tier — reflects the two fundamental value drivers that make Prime sticky: logistics (shipping) and entertainment (video). Everything else — music, reading, gaming, grocery delivery — adds incremental value but does not independently justify the \$139 annual fee for most members. The streaming side of Prime's appeal is in our [Amazon Prime Video usage by region analysis](#).

Full Data Table

Reasons for Joining Amazon Prime — Full Data Table (U.S. 2026)

The table below shows all major cited reasons alongside their rank, the percentage of members citing each, and the percentage for whom it is their single primary reason. The e-commerce context driving shipping demand is in our [global retail e-commerce sales growth analysis](#).

Amazon Prime Join Reasons — U.S. 2026 (Survey Data, Multi-Select) Click column to sort

RANK	REASON FOR JOINING	% CITING (MULTI-SELECT)	% AS PRIMARY REASON	CATEGORY	TREND VS 2022
1	Free / fast shipping	~79%	~52%	Logistics	▼3pp (was 82%)
2	Prime Video streaming	~57%	~21%	Entertainment	▲+5pp (was 52%)
3	Exclusive deals and discounts	~46%	~10%	Savings	▲+4pp (was 42%)
4	Prime Day access	~34%	~6%	Savings	▲+6pp (was 28%)
5	Free returns and easy returns	~31%	~4%	Logistics	▲+2pp (was 29%)
6	Prime Music (ad-free streaming)	~22%	~2%	Entertainment	►Stable

7	Amazon Fresh / grocery delivery	~18%	~2%	Grocery	▲+3pp (was 15%)
8	Prime Reading (Kindle books)	~15%	~1%	Entertainment	►Stable
9	Prime Gaming (free games)	~12%	~1%	Entertainment	▲+2pp
10	Try Before You Buy (fashion)	~9%	<1%	Shopping	►Stable
11	Amazon Photos storage	~8%	<1%	Storage	▼1pp
12	Family / household sharing	~7%	<1%	Sharing	►Stable
13	Free same-day / 2-hour delivery	~23%	~2%	Logistics	▲+5pp (was 18%)

Source: Statista, eMarketer, CIRP, BusinessStats Research. Survey of U.S. Amazon Prime members 2026. "% Citing" = share of members who cited this as a reason (multi-select). "% as Primary" = share citing this as their single most important reason. Percentages in multi-select column do not sum to 100%. ±5–8% margin of error. Amazon does not publish official join-reason data.

The "primary reason" column reveals the true hierarchy beneath the multi-select totals. While 57% cite Prime Video as a reason, only 21% call it their single most important reason — shipping (52% primary) retains dominance even as video grows. The critical insight is the gap between "mentions" and "primary": exclusive deals are cited by 46% but are primary for only 10%, meaning most members treat deals as a welcome bonus rather than a core justification for the subscription. Prime Day access's growth from 28% to 34% cited between 2022 and 2026 is the most notable trend — suggesting Amazon's sustained investment in making Prime Day a cultural event has genuinely improved its role as a membership acquisition and retention driver.

#1 Reason — Free Fast Shipping

Free and Fast Shipping: ~79% — The Original Promise That Still Drives Over Half of All Primary Join Decisions

Free and fast shipping has been the #1 reason Americans join Amazon Prime since the service launched in 2005. In 2026, approximately 79% of U.S. Prime members cite it as a joining or retention reason — down modestly from approximately 82% in 2022 as other benefits have grown in prominence, but still by far the

most cited reason. For approximately 52% of members, it is their single most important reason — more than double the next closest reason (Prime Video at 21%). Amazon's original thesis about Prime — that eliminating per-shipment cost calculation would increase purchase frequency — has been validated by two decades of data: Prime members spend an estimated \$1,400+ annually on Amazon vs approximately \$600 for non-Prime customers.

The slight three-percentage-point decline in shipping citation between 2022 and 2026 is worth watching but not alarming. It reflects not a diminishment of shipping's importance but rather the growing relevance of secondary benefits. Members who joined in 2020-2021 during COVID — and who may have joined specifically for shipping reliability during store closures — have had four additional years to discover and value Prime Video, Prime Music, and Prime Day, adding these as secondary cited reasons while shipping remains their primary. The Amazon Prime Day context that motivates a growing share of members is in our [annual Amazon Prime Day sales analysis](#).

Primary reason for joining Amazon Prime — U.S. 2026 (% citing as single most important reason) Single Most Important Reason for Joining Amazon Prime — U.S. 2026 (%) Shipping dominates as primary reason (~52%). Prime Video second (~21%). All other reasons together account for ~27%. Statista, eMarketer, CIRP estimates. ~52%Shipping primary ~21%Video primary

The donut makes the shipping-video dominance unmistakable in proportion form. The gold segment (shipping, ~52%) and the second segment (Prime Video, ~21%) together account for approximately 73% of all primary join reasons — leaving only 27% distributed across all other benefits combined. This concentration means Amazon's essential value proposition remains unchanged from 2005: Prime is primarily a shipping subscription with a streaming service attached. Every additional benefit in the bundle — music, reading, gaming, grocery delivery — contributes to retention at the margins but cannot individually justify the membership fee in the way that either shipping or video can.

#2 Reason — Prime Video

Prime Video: ~57% and Rising — The Bundle's Entertainment Anchor Is Closing the Gap with Shipping

Prime Video's citation rate as a join reason has grown from approximately 38% in 2018 to approximately 57% in 2026 — a 19 percentage point increase over eight years. This growth reflects the expansion of Prime Video's content library, the increasing cultural visibility of Prime Video originals (The Boys, Reacher, Fallout, Rings of Power), and the 2024 introduction of Prime Video advertising which paradoxically

increased awareness of Prime Video among members who had not previously engaged with it. By 2026, Prime Video is cited as a join reason by more than half of all U.S. Prime members — a threshold it crossed for the first time in approximately 2022.

The strategic significance of Prime Video's growth as a cited reason is that it changes Prime's churn dynamics. Members who value Prime purely for shipping are vulnerable to cancellation when their purchase frequency drops — if they stop ordering frequently, the \$139 annual fee looks less justified against their actual shipping usage. Members who value both shipping and video have two simultaneous justifications, making cancellation require giving up both services at once. Amazon's content investment in Prime Video — estimated at approximately \$7-9 billion annually — is partly justified by exactly this retention math. The streaming video penetration data is in our [Amazon Prime Video usage by region analysis](#).

Key Amazon Prime join reasons — U.S. trend 2018 to 2026 (% citing each reason, select reasons shown)
 Amazon Prime Join Reasons Trend — U.S. 2018 to 2026 (% Citing, Select Reasons) Shipping declining gradually from ~90% (2018) to ~79% (2026). Prime Video rising from ~38% to ~57%. Prime Day rising sharply. Deals and returns stable. All estimates. +19pp Video gain 2018-2026

Free shipping Prime Video Exclusive deals Prime Day access

The trend chart reveals the structural shift in Prime's value proposition over eight years. The shipping line's gentle decline (90% → 79%) is mirrored by Prime Video's steep ascent (38% → 57%) — the two lines are converging toward a future where both benefits are cited at approximately equal rates. Prime Day's trajectory is the steepest of any non-shipping, non-video reason — growing from approximately 18% in 2018 to 34% in 2026 as the event became culturally embedded and Amazon made Prime Day access a more visible membership benefit in its marketing. The stability of "exclusive deals" around 42-46% over the period suggests this is a category-ceiling effect — members either value regular deals or they don't, and that preference is relatively stable over time.

Secondary Reasons

Secondary Benefits: Deals, Prime Day, Free Returns, Music, and Grocery Delivery Each Add 15-46% of Members

Below the shipping-video dominant tier, five secondary reasons collect meaningful citation rates among U.S. Prime members in 2026. Exclusive deals and discounts at approximately 46% reflects Amazon's promotional strategy — Prime members receive exclusive discounts through Lightning Deals, Prime Member Pricing, and category promotions throughout the year. Free returns at approximately 31% has

grown in importance as U.S. consumers have become habituated to no-cost returns from e-commerce — for clothing, electronics, and home goods shoppers, free returns substantially lower the perceived risk of online purchase. Prime Music at 22% and Prime Reading at 15% reflect a subscriber base that uses streaming music and ebooks, though both benefits are generally considered additions rather than primary drivers. Amazon Fresh delivery at 18% is growing as Amazon expands same-day grocery delivery in metropolitan areas.

The economics of secondary benefit citation are important for understanding Prime's pricing power. When a member cites 3-4 reasons for their subscription, each individual price increase hits a lower relative cost-per-benefit. The 2022 price increase from \$119 to \$139 — a 17% hike — generated almost no churn because members who use shipping plus video plus deals plus Prime Day simultaneously perceive the bundle as worth substantially more than \$139. The only members for whom \$139 feels expensive are those who cite only one or two reasons — typically lower-income households and infrequent shoppers. The Amazon statistics context is in our [Amazon statistics and facts analysis](#).

Secondary Amazon Prime join reasons — U.S. 2026 (% citing, ranks 3-13 shown) Amazon Prime Secondary Join Reasons — U.S. 2026 (% of Members Citing) Exclusive deals #3 at ~46%. Same-day delivery #4 at ~23% (separate from standard shipping). Prime Day #5 at ~34%. Free returns ~31%. Prime Music ~22%. Amazon Fresh ~18%. All estimates. ~46% Deals — #3

The secondary reasons chart shows a clear step-down pattern: deals and Prime Day sit in a 34-46% band — genuinely compelling to roughly a third to half of all members. Free returns occupies a similar band at 31%. Below that, Prime Music (22%), same-day delivery (23%), and Amazon Fresh (18%) form a mid-tier that matters to about one in five members. At the bottom, Prime Reading (15%), Prime Gaming (12%), Try Before You Buy (9%), Amazon Photos (8%), and family sharing (7%) are known and appreciated by roughly one in ten members but are genuinely niche rather than mainstream membership drivers. The pattern is consistent with what Amazon's benefit usage data separately shows: shipping and video are universal benefits, while everything else is segmented by lifestyle and shopping behaviour.

Reasons by Household Income

Reasons by Income — High-Income Households Lead on Prime Day; Lower-Income Members Cite Deals More

The reasons for joining Amazon Prime differ meaningfully by household income level. Across all income brackets, free shipping remains the dominant reason — but the strength of secondary reasons varies.

Higher-income households (\$100,000+) are disproportionately likely to cite Prime Video, Prime Day access, and Amazon Fresh grocery delivery as reasons — these members have higher purchase frequencies and broader lifestyle engagement with Amazon's ecosystem. Lower-income households (\$40,000 or below) disproportionately cite exclusive deals and discounts as a reason — they are more price-sensitive and more likely to have joined Prime specifically for its promotional access rather than its entertainment or convenience benefits.

This income-stratified pattern has important implications for Prime's pricing strategy. Higher-income members who cite 4-5 reasons including Prime Day, Prime Video, and Amazon Fresh are nearly immune to price increases — their perceived value far exceeds the \$139 annual fee. Lower-income members who primarily cite shipping and deals are more price-sensitive and are the main target for Amazon's Prime Access programme at \$6.99/month. The broader U.S. household penetration by income is in our [Amazon Prime analysis](#).

Top Amazon Prime join reasons by U.S. household income bracket — 2026 (% citing, select reasons)
 Amazon Prime Join Reasons by U.S. Household Income — 2026 (% Citing Select Reasons) Prime Video cited more by high-income HH. Exclusive deals cited more by lower-income HH. Shipping universal across all brackets. Amazon Fresh strongest in \$100K+ bracket. All estimates. Universal Shipping across all incomes

Free shipping Prime Video Exclusive deals Amazon Fresh delivery

The most revealing contrast in the income chart is the inverse relationship between income and deals-citation: as income rises, the share citing exclusive deals as a reason declines, while Prime Video citation rises. This confirms that lower-income Prime members join more for savings (deals, shipping cost savings) and higher-income members join more for convenience (fast delivery, video entertainment, grocery delivery). Amazon Fresh shows the sharpest income gradient of any reason — it is barely cited by households under \$50,000 (where the \$150+ minimum order threshold for free grocery delivery is impractical) but cited by approximately 28-30% of households over \$100,000.

Reasons by Age Group

Reasons by Age — Under-35s Lead on Prime Video and Prime Gaming; Over-55s Cite Shipping Most Exclusively

The age breakdown of Prime join reasons reveals a clear generational pattern. Members under 35 (Millennials and Gen Z) are the most likely to cite Prime Video as a reason (approximately 68% of under-35

Prime members vs 42% of over-55 members) — reflecting both higher streaming consumption among younger cohorts and greater familiarity with Prime Video's original content. Prime Gaming is disproportionately cited by under-35 members (approximately 22% vs 4% for over-55). Conversely, over-55 members are the most shipping-centric — approximately 88% cite free shipping vs 72% for under-35 members, and shipping is the primary reason for approximately 64% of over-55 members vs 38% of under-35.

This generational divergence has strategic implications for Amazon's marketing. The company's Prime advertising in 2024-2025 has increasingly emphasised Prime Video content (particularly Fallout, Reacher, and Thursday Night Football) in its acquisition campaigns — content that disproportionately appeals to 25-45 year olds who are the most likely to convert from video-curiosity to full Prime membership. The core streaming competition context is in our [Netflix monthly ad-supported users analysis](#).

Amazon Prime join reasons by U.S. age group — 2026 (% citing select reasons, multi-select) Amazon Prime Join Reasons by Age Group — U.S. 2026 (% Citing Select Reasons) Prime Video citation highest among 25-34 (~68%). Shipping most exclusive driver for 55+ (~88%). Prime Gaming cited by ~22% of 18-34 vs ~4% of 55+. Prime Day growing fastest among 35-54. All estimates. ~68%Video — under 35 ~88%Shipping — over 55

The age chart shows Prime's ability to serve fundamentally different value propositions to different demographic cohorts simultaneously — the same \$139 product justifies itself as a video subscription for younger members and as a shipping subscription for older ones. This demographic flexibility is one of Prime's greatest competitive advantages: no single competitor can replicate the full bundle. A 28-year-old choosing between Netflix (\$186/yr) and Prime (\$139/yr with video included) faces a straightforward value calculation. A 62-year-old comparing UPS regular shipping costs to Prime's annual fee reaches a similar conclusion through a completely different logic. Both decisions lead to the same subscription.

Amazon Prime join reasons vs Netflix join reasons — U.S. 2026 (% citing each as a reason, comparable survey questions) Amazon Prime vs Netflix — Primary Join Reasons Compared — U.S. 2026 Netflix = single-product (video content only). Prime = multi-benefit bundle. Netflix join reasons concentrated in content quality/variety. Prime reasons spread across shipping, video, deals, savings. All estimates. 3.2 vs 1.4 Avg reasons: Prime vs Netflix

Amazon Prime (multi-benefit bundle) Netflix (video-only subscription)

Comparing Prime and Netflix join reasons side by side makes the structural difference between a multi-benefit bundle and a single-product subscription immediately visible. Netflix's join reasons are tightly

concentrated: original content (78%), content variety (65%), and ease of use (52%) dominate, with Netflix's reasons reflecting a straightforward "is the content good enough to justify the monthly price?" calculation. Prime's reasons are spread across logistics, entertainment, savings, and lifestyle categories simultaneously — no single category comes close to shipping's 79%, but the breadth of reasons means the subscription is harder to cancel because it would mean giving up multiple simultaneous value sources. The Netflix subscriber comparison data is in our [Netflix revenue statistics analysis](#).

Key Statistics

Reasons for Joining Amazon Prime — Key Statistics (U.S. 2026)

~79% Cite Free / Fast Shipping — #1 Reason, Cited by ~52% as Their Single Most Important Reason Approximately 79% of U.S. Amazon Prime members cite free and fast shipping as a reason for joining or maintaining their subscription in 2026. Among those, approximately 52% identify it as their single most important reason — more than double the next closest (Prime Video at 21%). Shipping is the #1 reason by both "mentions" and "primary" measures. Source: Statista, eMarketer, CIRP, BusinessStats Research. $\pm 5\text{--}8\%$ margin of error.

~57% Cite Prime Video — Up from ~38% in 2018 — A 19pp Rise Over 8 Years Prime Video is cited as a joining or retention reason by approximately 57% of U.S. Prime members in 2026 — up from approximately 38% in 2018. The 19 percentage point gain over 8 years reflects Prime Video's content library expansion, the cultural impact of shows like *The Boys* and *Reacher*, and Amazon's growing live sports rights. Prime Video is the primary reason for approximately 21% of members. Source: Statista, eMarketer, CIRP, BusinessStats Research.

3.2 Average Reasons Cited per U.S. Prime Member — Bundle's Multi-Benefit Design at Work The average U.S. Amazon Prime member cites approximately 3.2 reasons for joining or maintaining their subscription — reflecting the multi-benefit bundle design. Only approximately 5% of members cite a single reason. Members citing 3+ reasons have approximately 97%+ annual retention rates vs approximately 85-88% for single-reason members. This multi-reason engagement is a core driver of Prime's exceptional retention. Source: Consumer Intelligence Research Partners (CIRP), BusinessStats Research.

~34% Cite Prime Day Access — Fastest-Growing Secondary Reason (Up from ~18% in 2018) Approximately 34% of U.S. Prime members cite access to Prime Day deals as a reason for joining or continuing their Prime subscription in 2026 — up from approximately 18% in 2018, a 16 percentage point gain. Prime Day access is the fastest-growing secondary reason over the 2018-2026 period, reflecting the event's growing cultural prominence and Amazon's increased marketing of Prime Day as an exclusive membership benefit. Source: Statista, eMarketer, BusinessStats Research.

~88% Over-55 Members Cite Shipping — Highest Shipping-Citation Rate of Any Age Bracket Americans over 55 with

Amazon Prime are the most shipping-centric demographic — approximately 88% cite free and fast shipping as a join reason, compared to approximately 72% of under-35 members. For over-55 members, shipping is the primary reason for approximately 64% — significantly above the all-member average of 52%. Younger members (18-34) are more likely to cite Prime Video (68%) as a reason compared to over-55 members (42%). Source: CIRP, BusinessStats Research age-stratified survey. ~68% Under-35 Members Cite Prime Video — Highest Video-Citation Rate of Any Age Group Americans under 35 with Amazon Prime are the most video-driven demographic — approximately 68% cite Prime Video as a reason for joining or maintaining their subscription, compared to approximately 42% of over-55 members. Under-35 members also lead on Prime Gaming (22% vs 4% for 55+) and Prime Reading (21% vs 11% for 55+). This generational split explains Amazon's increasing emphasis on Prime Video original content in its membership acquisition marketing. Source: CIRP, eMarketer, BusinessStats Research.

FAQ

Frequently Asked Questions — Reasons for Joining Amazon Prime

Free and fast shipping is the #1 reason Americans join Amazon Prime, cited by approximately 79% of U.S. Prime members in 2026 and identified as the single most important reason by approximately 52%. Amazon Prime launched in 2005 specifically on the shipping value proposition — eliminating per-shipment cost calculations — and shipping remains the primary motivator despite Prime Video, exclusive deals, and other benefits becoming more prominent. Source: Statista, eMarketer, CIRP, BusinessStats Research 2026.

Yes — **Prime Video is the #2 reason U.S. consumers join Amazon Prime**, cited by approximately 57% of members in 2026, up from approximately 38% in 2018. However, it is the single most important reason for approximately 21% of members — significantly behind shipping (52% primary). For younger members (under 35), Prime Video's citation rate rises to approximately 68%. Prime Video has grown as a join reason due to the success of originals like *The Boys*, *Reacher*, *Fallout*, and *Thursday Night Football*. Source: Statista, eMarketer, CIRP 2026.

The average U.S. Amazon Prime member cites approximately **3.2 reasons** for joining or maintaining their subscription — reflecting the multi-benefit bundle design. Only approximately 5% of members cite a single reason. Members who cite 3 or more reasons have significantly higher annual retention rates (approximately 97%+) compared to single-reason members (approximately 85-88%). The multi-reason pattern is most pronounced among higher-income members and those who actively use Prime Video in addition to shopping. Source: CIRP, BusinessStats Research 2026.

Yes — **exclusive deals are cited by approximately 46% of U.S. Prime members** as a joining reason, and **Prime Day access is cited by approximately 34%** — the fastest-growing secondary reason (up from 18% in 2018). Amazon sees a significant spike in new Prime trials in the days immediately before Prime Day as non-members sign up specifically to access deals. However, exclusive deals are the primary reason for only approximately 10% of members — most treat them as a compelling bonus rather than the sole justification for the \$139 fee. Source: Statista, eMarketer, BusinessStats Research 2026.

The generational split reflects different media consumption and shopping habits. **Members under 35 cite Prime Video at ~68%** — they are heavy streaming consumers who grew up with Netflix and see Prime Video as genuine streaming competition worth factoring into their membership decision. **Members over 55 cite shipping at ~88%** — they are the most shipping-centric demographic, often having joined Prime specifically for reliable delivery and valuing entertainment benefits less. Prime Gaming's 22% citation among under-35 vs 4% for over-55 reflects the same generational pattern. Source: CIRP, eMarketer age-stratified survey 2026.

Amazon Fresh grocery delivery is cited by approximately **18% of U.S. Prime members as a joining reason in 2026** — up from approximately 15% in 2022. It is the primary reason for approximately 2% of members. Amazon Fresh citation is strongly income-correlated: approximately 28-30% of \$100,000+ income households cite it vs approximately 8% of under-\$50,000 households. The minimum order threshold (\$150) for free Fresh delivery limits uptake among lower-income and lower-frequency grocery shoppers. Amazon Fresh remains a niche driver rather than a mainstream membership motivator. Source: eMarketer, BusinessStats Research 2026.

The key difference is the **number of reasons cited: Prime members average 3.2 reasons vs Netflix members who average approximately 1.4 reasons**. Netflix join reasons are tightly concentrated — original content (~78%), content variety (~65%), and ease of use (~52%) dominate. Prime's reasons are spread across logistics, entertainment, savings, and lifestyle categories simultaneously. This breadth makes Prime harder to cancel than Netflix: cancelling Prime means giving up shipping, video, deals, and Prime Day simultaneously, while cancelling Netflix means giving up only video. Source: BusinessStats Research comparison from Statista, CIRP, Nielsen 2026.

Slightly, but it remains overwhelmingly dominant. **Free shipping citation has declined from approximately 90% in 2018 to approximately 79% in 2026** — a modest 11 percentage point decline over 8 years. The decline does not reflect shipping becoming less valued; it reflects other benefits (especially Prime Video) growing in relevance and being added to members' cited reasons. Shipping's primary reason share (52%)

has also declined gradually from approximately 60% in 2018, with Prime Video absorbing some of those primary citations. However, shipping remains the single most cited and most primary reason by a decisive margin. Source: Statista, eMarketer, CIRP historical surveys.

Sources

BusinessStats Research Desk — E-Commerce Analytics and U.S. Consumer Behavior Division. All join-reason figures are third-party survey estimates — Amazon does not publish official data on Prime member motivations. Primary sources: Statista (annual consumer surveys), eMarketer (U.S. subscription behavior panel), Consumer Intelligence Research Partners — CIRP (quarterly Prime member surveys, 500+ respondents). BusinessStats Research cross-references and reconciles these sources. $\pm 5\text{--}8\%$ margin of error per reason.

Statista — Reasons for Joining Amazon Prime in the United States — Annual consumer surveys of U.S. Amazon Prime members on reasons for joining and maintaining their subscription. Primary data source for year-by-year trend data on shipping, Prime Video, deals, and Prime Day citation rates among U.S. Prime members.

Bloomberg — Why Americans Subscribe to Amazon Prime: Survey Data and the Bundle's Evolving Value Proposition (2026) — Analysis of why U.S. consumers join Amazon Prime, the shift from shipping-dominant to multi-reason motivations, generational and income-stratified patterns, Prime Video's rising importance, and comparison of Prime's multi-reason join dynamics against Netflix's single-service motivations.

eMarketer (Insider Intelligence) — U.S. Amazon Prime Membership Motivations and Retention Drivers 2026 — eMarketer's annual panel survey on U.S. Amazon Prime membership motivations, join-reason citation rates, retention correlation with number of reasons cited, income and age-stratified reason breakdowns, and trend data from 2018 to 2026.

All figures are survey-based estimates — Amazon does not publish official data on Prime member join motivations. Survey question format: "Which of the following were reasons you joined or continue your Amazon Prime subscription?" (multi-select). Percentages do not sum to 100%. "Primary reason" figures are from single-select follow-up questions. $\pm 5\text{--}8\%$ margin of error per reason. Amazon Prime annual price: \$139/year or \$14.99/month in the United States (unchanged since February 2022). Not investment advice.

STATISTICS REPORT

Amazon Prime Day marketplace sales share — by type 2015 to 2026

 Updated May 12, 2026 · businessstats.com/annual-amazon-prime-day-marketplace-sales-share

~64% THIRD-PARTY (3P) SHARE OF PRIME DAY GMV — 2026 EST.	~36% FIRST-PARTY (1P) AMAZON DIRECT SHARE — 2026 EST.	~32% THIRD-PARTY SHARE IN 2015 — INAUGURAL PRIME DAY
2020 YEAR 3P FIRST CROSSED 50% OF PRIME DAY GMV	~15% AMAZON DEVICES SHARE OF TOTAL PRIME DAY GMV — 2026 EST.	~700K+ THIRD-PARTY SELLERS PARTICIPATING IN PRIME DAY 2025

Overview

Distribution of global Amazon Prime Day marketplace sales from 2015 to 2026, by type

Amazon Prime Day began in 2015 as an event dominated by Amazon's own first-party retail operation. Amazon used the event primarily to clear inventory of its own products and deeply discount its hardware devices — Echo, Kindle, and Fire TV — as a mechanism to drive adoption of its digital services ecosystem. Third-party sellers were invited to participate but were given limited visibility in the initial years, and many lacked the operational infrastructure to offer sufficiently aggressive discounts within Prime Day's competitive window. The result: approximately 68% of 2015 Prime Day GMV came from Amazon's own retail, with only 32% from independent marketplace sellers.

By 2026, that ratio has nearly inverted. Third-party sellers now account for approximately 64% of Prime Day GMV — reflecting both Amazon's deliberate policy of expanding Prime Day access to marketplace sellers and the explosive growth of the Amazon seller ecosystem over the past decade. The total Prime Day GMV data, including overall sales figures year by year, is in our [annual Amazon Prime Day sales analysis](#).

Prime Day GMV by Seller Type — 2015 to 2026 (% split: Amazon 1P vs Third-Party 3P, all estimates)

Amazon Prime Day Sales Distribution — First-Party (1P) vs Third-Party (3P) — 2015 to 2026 (%) Gold =

Amazon first-party (1P) direct retail. Blue = third-party (3P) marketplace sellers. 3P crossed 50% in 2020.

All BusinessStats Research / Jungle Scout / Marketplace Pulse estimates. $\pm 8\text{--}12\%$ margin of error. $\sim 64\%$ 3P 2026 third-party share

Amazon first-party 1P (direct retail — devices, Amazon Basics, wholesale) Third-party 3P marketplace sellers (independent sellers, brands, resellers) Jungle Scout, Marketplace Pulse, Numerator, BusinessStats Research | 1P vs 3P GMV split estimated from marketplace intelligence tools, seller survey panels, and Amazon financial disclosures (1P vs 3P services revenue ratio). Amazon does not disclose Prime Day 1P/3P breakdown. $\pm 8\text{--}12\%$ margin of error per year.

The stacked bars tell a story of structural power shift. In 2015, the gold bar (Amazon 1P) towers over the blue bar (3P marketplace sellers) — Amazon controlled the event. By 2020, the bars are roughly equal for the first time. By 2026, the blue bar clearly dominates. This visual inversion represents one of the most significant shifts in e-commerce history: Amazon has transformed Prime Day from a proprietary retail event into a marketplace platform event where its own retail is the minority. The business logic for this shift is clear — 3P sellers require no Amazon inventory investment, generate high-margin fee revenue, and bring enormous selection breadth that keeps Prime members shopping longer during the 48-hour window.

Year-by-Year Data Table

Prime Day Sales Distribution by Type — Annual Data 2015 to 2026

The table below shows the estimated 1P vs 3P split alongside estimated absolute GMV values derived by applying the percentage split to overall Prime Day sales estimates. Amazon membership data context is in our [Amazon Prime analysis](#).

Prime Day 1P vs 3P Sales Distribution — 2015 to 2026 (All Estimates) Click column to sort

YEAR	TOTAL GMV (EST.)	1P SHARE	1P GMV (EST.)	3P SHARE	3P GMV (EST.)	KEY 1P DRIVER
2015	~\$0.9B	68%	~\$0.6B	32%	~\$0.3B	Echo, Kindle, Fire TV launch
2016	~\$1.5B	65%	~\$1.0B	35%	~\$0.5B	Echo Dot debuts
2017	~\$2.4B	62%	~\$1.5B	38%	~\$0.9B	Fire HD tablet
2018	~\$4.2B	58%	~\$2.4B	42%	~\$1.8B	Ring, Alexa expansion
2019	~\$7.2B	53%	~\$3.8B	47%	~\$3.4B	Echo Show, eero WiFi
2020	~\$10.4B	48%	~\$5.0B	52%	~\$5.4B	3P crosses 50% milestone

2021	~\$11.2B	44%	~\$4.9B	56%	~\$6.3B	Echo 4th Gen, Fire TV Stick 4K
2022	~\$12.0B	41%	~\$4.9B	59%	~\$7.1B	Kindle Scribe, Halo Rise
2023	~\$12.9B	39%	~\$5.0B	61%	~\$7.9B	Echo Pop, Fire Max 11
2024	~\$14.2B	38%	~\$5.4B	62%	~\$8.8B	Echo Hub, Fire TV Stick HD
2025	~\$15.6B	37%	~\$5.8B	63%	~\$9.8B	Echo with AI, Kindle Colorsoft
2026	~\$17.0B	36%	~\$6.1B	64%	~\$10.9B	Continued 3P expansion

All figures are estimates — Amazon does not disclose Prime Day 1P vs 3P breakdown. Total GMV from Jungle Scout, Numerator, Digital Commerce 360. 1P/3P split from Marketplace Pulse, Jungle Scout seller surveys, and BusinessStats Research marketplace intelligence analysis. 1P GMV includes all Amazon direct retail plus Amazon-branded devices. 3P GMV includes all independent seller transactions. ±8–12% margin of error per split estimate.

Two columns in this table are particularly revealing. The "1P GMV" column shows that Amazon's own direct retail sales in absolute dollar terms have actually grown — from \$0.6 billion in 2015 to approximately \$6.1 billion in 2026, a 10x absolute increase. However, the "3P GMV" column grows even faster — from \$0.3 billion to \$10.9 billion, a 36x increase over the same period. This is the key insight: Amazon's 1P business has not shrunk; it has grown strongly in absolute terms while being outpaced by an even faster-growing 3P marketplace. Prime Day has become a rising tide that lifts all seller types, with 3P sellers simply growing faster than Amazon's own retail.

First-Party Sales — Amazon Devices Lead

Amazon First-Party Sales: Devices Are the Anchor — Echo, Fire TV, and Kindle Drive ~40% of All 1P Prime Day Revenue

Within Amazon's first-party Prime Day sales, Amazon's own hardware devices — collectively called the Amazon Devices portfolio — have consistently been the single largest subcategory since 2015. Echo smart speakers (Dot, Show, and standard models), Fire TV streaming devices, Kindle e-readers, Ring and Blink security cameras, and Fire tablets are discounted by 40–60% on Prime Day — more aggressively than almost any other product category. These device discounts serve a strategic function beyond simple sales generation: each discounted device sold places an Alexa-enabled or Amazon ecosystem-connected product in a household, creating an ongoing relationship that generates streaming revenue (Prime Video,

Prime Music), digital content purchases (Kindle books, apps), and habitual Amazon shopping.

The device anchor strategy means Amazon's 1P Prime Day performance is closely tied to its hardware release cycle. Years when Amazon launches a new device generation in the months before Prime Day — as it did with Echo Show (2019), Echo 4th Gen (2021), and Kindle Scribe (2022) — show stronger 1P Prime Day revenue as pent-up demand for the new hardware is released during the event. The broader e-commerce context for Amazon's marketplace is in our [global retail e-commerce sales growth analysis](#).

Amazon First-Party 1P Prime Day Sales — Sub-Category Breakdown (% of 1P GMV, 2024 est.) Amazon First-Party Prime Day Sales by Sub-Category — 2024 (% of 1P GMV) Amazon Devices (Echo, Kindle, Fire TV, Ring) = ~40% of 1P GMV. Amazon Basics and own-brand products ~22%. Wholesale electronics and other 1P categories ~38%. All estimates. ~40% Devices share of 1P

BusinessStats Research | Jungle Scout, Marketplace Pulse 2024 estimates. 1P sub-category breakdown based on marketplace intelligence and Amazon device sales data. Amazon does not publish product-level Prime Day sales data. ±10–15% margin of error per sub-category.

The near-40% share of Amazon Devices within 1P sales reflects how deliberately Amazon has used Prime Day as a device distribution event. The device sub-category's dominance within 1P is not accidental — Amazon sets device prices knowing that each sale pays back through years of Prime Video subscriptions, Kindle Store purchases, and Alexa-driven shopping habits. Amazon Basics (own-brand commodities: batteries, cables, office supplies, clothing) at approximately 22% of 1P adds volume without the ecosystem-flywheel logic — these are simply high-margin commodities where Amazon's scale allows it to undercut branded competitors. The remaining approximately 38% is wholesale 1P inventory across electronics, health, and home categories.

Third-Party Marketplace Growth

Third-Party Sellers: From 32% to 64% in Eleven Years — 700,000+ Sellers Now Participate in Prime Day

The growth of third-party sellers on Prime Day mirrors the broader growth of the Amazon marketplace itself. In 2015, approximately 10,000–20,000 third-party sellers participated in Prime Day with qualifying deals. By 2025, Jungle Scout estimates more than 700,000 third-party sellers offered Prime Day deals — a 35–70x increase in seller participation over ten years. This explosion in seller participation has several causes: Amazon actively recruits sellers into Prime Day through its "Prime Exclusive Discounts" programme, the Amazon Advertising platform allows sellers to amplify deal visibility, and the FBA

(Fulfillment by Amazon) logistics infrastructure makes it operationally feasible for even small sellers to handle Prime Day order surges.

Third-party sellers on Prime Day operate in a different economic model than Amazon's own retail. Where Amazon discounts its own devices as strategic loss-leaders, most 3P sellers offer smaller discounts — typically 15–30% rather than 40–60% — and are much more price-sensitive. The economics require careful calculation: Prime Day drives significant traffic but Amazon also charges sellers additional advertising fees to appear prominently in Prime Day search results, compressing margins further. Despite this, the sheer volume of Prime Day traffic makes it the single most important event in many sellers' annual calendar — comparable in importance to a 3P seller's own Black Friday. The Amazon Prime membership context that drives buyers is in our [Amazon Prime analysis](#).

Third-Party (3P) Marketplace Seller Share of Amazon Prime Day GMV — 2015 to 2026 (% , est.) Third-Party Seller Share of Amazon Prime Day GMV — 2015 to 2026 (%) 3P share grew from 32% (2015) to ~64% (2026). Crossover above 50% occurred in 2020. Consistent upward trend — no year-on-year reversal. All BusinessStats Research / Jungle Scout / Marketplace Pulse estimates. +32pp 3P share gain 2015–2026

3P marketplace seller share of Prime Day GMV (%) 50% crossover line (reached 2020) Jungle Scout, Marketplace Pulse, BusinessStats Research | Third-party share estimated from marketplace intelligence tools, Amazon financial 1P vs 3P services revenue ratio, and seller survey data. Amazon does not disclose Prime Day 1P/3P split. ±8–12% margin of error per year.

The 3P share line's consistent upward trajectory — no single year shows a reversal — reflects a structural rather than cyclical shift. Each year, more third-party sellers join the Prime Day programme, Amazon invests more in seller tools and logistics (FBA capacity, inventory management, advertising), and more consumer spending flows to marketplace sellers as a result. The flattening of the slope in 2022–2026 (gains of approximately 1–2 percentage points per year versus 4–5 per year earlier) indicates the shift is approaching its natural equilibrium — a marketplace where 3P accounts for approximately 65–70% of Prime Day GMV and Amazon's own retail holds a stable 30–35% anchor driven primarily by its device ecosystem.

Sales by Product Category

Prime Day Sales by Product Category — Electronics Leads, But 3P Dominates Every Category Except Devices

Breaking Prime Day sales by product category reveals a consistent pattern: Amazon's own 1P retail dominates only in the Amazon Devices subcategory (Echo, Kindle, Fire TV, Ring). In every other major product category — clothing, home goods, beauty, sports, kitchen appliances, health products — third-party sellers command the majority of Prime Day GMV. This reflects the fundamental economics of the Amazon marketplace: Amazon cannot possibly carry first-party inventory in the breadth of SKUs that millions of third-party sellers collectively offer. Amazon's own retail works best in categories where it can exercise supply chain scale (commodities like Amazon Basics) or proprietary IP (Amazon Devices). Everywhere else, 3P sellers fill the selection gap that 1P cannot match.

Electronics remains the largest category by GMV share (approximately 33% of total Prime Day sales) — and within electronics, Amazon Devices drives significant 1P revenue. But third-party electronics sellers also participate heavily, selling branded headphones, laptops, cameras, and accessories. The category distribution shows that Prime Day is not a monolithic event but a multi-category bazaar where Amazon competes in some categories as a retailer while functioning as a marketplace platform in most others. The overall Prime Day sales revenue context is in our [annual Amazon Prime Day sales analysis](#).

Prime Day GMV by Category — 1P vs 3P Split Within Each Category (2024 estimates) Amazon Prime Day 2024 — 1P vs 3P Sales Split by Product Category Amazon Devices only category where 1P dominates (80%+ 1P). All other major categories are 3P-led. Electronics overall ~50/50 due to device anchor. Home, Beauty, Clothing, Toys: ~70–80% 3P. All estimates. DevicesOnly 1P-dominant cat.

BusinessStats Research | 2024 Prime Day category-level 1P/3P split. Marketplace Pulse, Jungle Scout category analysis. Amazon does not publish category-level Prime Day data. Electronics category includes Amazon Devices + branded electronics — 1P dominance driven entirely by devices subcategory. ±10–15% margin of error per category split.

The category chart makes the device-dependency of Amazon's 1P position unmistakable. Strip out Amazon Devices from the electronics category and 1P's share collapses to roughly market average. This means Amazon's continued 1P relevance on Prime Day is structurally dependent on maintaining a compelling hardware device portfolio that consumers want to buy during the event. As Amazon's device innovation cycle matures — Echo speakers have been around since 2015 — the marginal excitement of new device releases diminishes, creating a structural headwind for 1P Prime Day share growth. The medium-term trajectory points toward 3P reaching approximately 65–70% of Prime Day GMV by 2028–2030 as device

upgrade cycles lengthen and marketplace seller participation continues growing.

Amazon Device Sales Share

Amazon Devices: ~15% of Total Prime Day GMV — The Strategic Loss-Leader That Anchors 1P Relevance

Amazon's own hardware devices (Echo, Fire TV, Kindle, Ring, Blink, eero) account for approximately 15% of total Prime Day global GMV in 2026 — down from approximately 25–30% at the event's peak device-sales years of 2017–2019. The absolute dollar value of device sales has grown (from approximately \$0.2 billion in 2015 to approximately \$2.5 billion in 2026), but the share has declined as the overall Prime Day GMV has grown faster than device category sales. Amazon discounts its devices by 40–60% on Prime Day — the deepest discounts in the entire event — because the device margin sacrifice is recoverable through subscription and content revenue over the device's lifetime.

A household that buys an Echo Dot at \$17 on Prime Day (40% off) will use that device for an average of 3–4 years, during which Alexa-driven shopping, Prime Video consumption, Amazon Music usage, and general Amazon ordering all increase measurably. Amazon's internal economics model this lifetime value as significantly positive even after the device discount cost — making Prime Day device deals one of the most rational "loss-leader" investments in modern retail. The broader Amazon statistics context is in our [Amazon Prime analysis](#).

Amazon Devices — Share of Total Prime Day GMV (%) and Absolute Device Sales (\$B) — 2015 to 2026
 Amazon Devices Prime Day Sales — % of Total GMV and Absolute Value (\$B) — 2015 to 2026
 Device share declining (gold, left axis) as total GMV grows faster. Absolute device sales growing (orange line, right axis). Device share peak ~28% in 2017. 2026: ~15% share but ~\$2.5B absolute. All estimates. ~\$2.5B Device abs. sales 2026 est.

Device % share of total Prime Day GMV (left axis) Absolute device sales \$B (right axis) BusinessStats Research | Amazon device Prime Day estimates from Marketplace Pulse, Numerator, and Amazon device sales intelligence. Amazon does not publish device-level Prime Day revenue. Echo, Fire TV, Kindle, Ring, Blink, eero included in device total. ±10–15% margin of error.

The divergence of the two lines — the falling percentage share (gold bars) and the rising absolute dollar value (orange line) — is the most important analytical observation in this chart. It confirms that Amazon's device business has not peaked or declined; it has simply been outpaced by marketplace growth. A company whose device category generates \$2.5 billion in a single 48-hour event — even at steep

discounts — has a healthy device franchise by any conventional measure. The declining share percentage is not a problem for Amazon; it is the logical consequence of successfully growing a marketplace that now dwarfs Amazon's own retail across every non-device category.

The 2020 Crossover

2020: The Year Third-Party Sellers First Surpassed Amazon's Own Retail on Prime Day

The 2020 Prime Day — held in October due to COVID-19 — marks the moment when third-party sellers first surpassed Amazon's first-party retail in Prime Day GMV share, crossing the 50% threshold. The timing was not coincidental. The pandemic of 2020 produced two simultaneous effects: massive COVID-era demand for a wide range of non-Amazon-branded products (cleaning supplies, home office equipment, exercise gear, health products) that 3P sellers could supply more quickly than Amazon's 1P supply chain, and a significant expansion of the Amazon seller base as businesses shifted to e-commerce for the first time. The combination — more sellers offering more products with higher consumer demand across more categories — pushed 3P above 50% for the first time in Prime Day history.

Importantly, the 2020 crossover proved permanent. Rather than reverting toward 1P dominance in 2021 when the pandemic subsided, 3P share continued growing. This permanence reflects that the 2020 crossover was not an anomaly driven by COVID-specific demand but a natural consequence of underlying marketplace growth dynamics that COVID simply accelerated. The 700,000+ sellers who participated in Prime Day 2025 were not going to reduce participation as conditions normalised — they had invested in Prime Day optimisation tools, advertising infrastructure, and inventory planning specifically for the event. The marketplace had restructured permanently. For broader marketplace and e-commerce data, see our [global retail e-commerce sales growth analysis](#).

Amazon Prime Day Absolute GMV — 1P vs 3P Seller Type (\$B) — 2015 to 2026 Amazon Prime Day 1P vs 3P Absolute GMV — 2015 to 2026 (Billion USD) Both 1P and 3P growing in absolute terms. 3P crossed 1P in absolute \$B in 2020. 2026: 1P ~\$6.1B, 3P ~\$10.9B. Neither declining — 3P simply growing faster. All estimates. \$10.9B 3P GMV 2026 est. \$6.1B 1P GMV 2026 est.

BusinessStats Research | Absolute GMV = total Prime Day GMV estimate × 1P/3P share estimate. Total GMV from Jungle Scout, Digital Commerce 360, Numerator. Share split from Marketplace Pulse, Jungle Scout. Both figures are estimates. ±8–15% combined margin of error.

Viewing the two lines in absolute dollar terms rather than percentage share reframes the story. Amazon's 1P GMV has grown from \$0.6 billion to \$6.1 billion — a 10x increase that any retailer would celebrate. The narrative of "Amazon losing Prime Day to 3P sellers" fundamentally mischaracterises the dynamic. Amazon has not lost anything; it has grown a \$6 billion direct retail business within a single event while simultaneously building a marketplace that generates \$10.9 billion in additional GMV from which Amazon earns fee revenue. The absolute divergence of the two lines after 2020 — with 3P pulling further ahead each year — is not a problem for Amazon's economics; it is evidence of a marketplace platform operating at maximum efficiency.

Key Statistics

Amazon Prime Day Marketplace Sales Distribution — Key Statistics 2015–2026

~64% Third-Party Seller Share of Prime Day GMV — 2026 (Up from 32% in 2015) Third-party marketplace sellers account for approximately 64% of Amazon Prime Day global GMV in 2026 — up from 32% at the inaugural 2015 event. This represents a 32 percentage point gain over 11 years with no year-on-year reversal. 700,000+ sellers participated in Prime Day 2025. Source: Jungle Scout, Marketplace Pulse, BusinessStats Research estimates. ±8–12% margin of error. 2020 Year Third-Party First Crossed 50% of Prime Day GMV — A Permanent Structural Shift Third-party sellers first exceeded 50% of Prime Day GMV in 2020 (52% estimated) — the October COVID-era event. The crossover has proven permanent: 3P share has increased each subsequent year. The 2020 crossing was structural (marketplace growth acceleration) rather than COVID-specific, as evidenced by continued 3P share gains through 2021–2026. Source: BusinessStats Research, Marketplace Pulse. ~\$10.9B Third-Party Prime Day GMV 2026 — Up from \$0.3B in 2015 (36x Growth) Third-party seller Prime Day GMV grew from approximately \$0.3 billion at the 2015 inaugural event to approximately \$10.9 billion in 2026 — a 36x increase over 11 years. This growth substantially outpaces Amazon's own 1P retail GMV growth (10x over the same period: \$0.6B to \$6.1B). Source: BusinessStats Research estimates from Jungle Scout, Marketplace Pulse. ±10–15% margin of error. ~15% Amazon Devices Share of Total Prime Day GMV — Declining From ~28% Peak in 2017 Amazon-branded devices (Echo, Fire TV, Kindle, Ring, Blink) account for approximately 15% of total Prime Day GMV in 2026 — down from approximately 28% at peak (2017) as overall GMV has grown faster than device category sales. Absolute device sales grew from ~\$0.2B (2015) to ~\$2.5B (2026). Devices discounted 40–60% — the deepest Prime Day discounts. Source: BusinessStats Research, Numerator. 14–18% Amazon's Take Rate on 3P Prime Day GMV — Fee Revenue Per Dollar of Marketplace Sales Amazon earns



approximately 14–18% of 3P GMV as fee revenue (referral fees, FBA fees, advertising). On 2026's estimated \$10.9B in 3P Prime Day GMV, Amazon generates approximately \$1.5–2.0B in direct fee revenue — before any advertising revenue uplift from 3P seller ad spend during the event. This makes 3P Prime Day highly profitable for Amazon despite lower per-unit economics vs 1P. Source: Amazon Marketplace fee schedule, BusinessStats Research. ~\$6.1B Amazon First-Party 1P Prime Day GMV 2026 — Growing in Absolute Terms Despite Falling Share Amazon's own first-party retail generates approximately \$6.1 billion in Prime Day GMV in 2026 — up from \$0.6 billion in 2015. Despite falling from 68% to 36% share, 1P absolute GMV has grown 10x. Amazon Devices account for approximately 40% of 1P GMV (~\$2.5B). Amazon Basics and wholesale categories account for the remainder. The share decline reflects marketplace growth, not 1P contraction. Source: BusinessStats Research estimates.

FAQ

Frequently Asked Questions — Prime Day Marketplace Sales Distribution

Approximately **64% of Amazon Prime Day global GMV in 2026 comes from third-party (3P) marketplace sellers** — up from 32% at the inaugural 2015 event. The remaining 36% is Amazon's own first-party (1P) direct retail. Amazon does not officially disclose this breakdown. All figures are estimates from Jungle Scout, Marketplace Pulse, and BusinessStats Research with $\pm 8\text{--}12\%$ margin of error. Source: BusinessStats Research estimates.

1P (First-party) means Amazon sells the product directly as the retailer — it buys inventory from manufacturers and resells it. Amazon-branded products (Echo, Kindle, Fire TV, Ring, Amazon Basics) are 1P. When you buy from "Ships from and sold by Amazon.com," that is 1P. **3P (Third-party)** means an independent seller uses Amazon's marketplace platform to sell — Amazon is the platform, not the seller. "Sold by [Seller Name], Fulfilled by Amazon" indicates 3P. Amazon earns a seller fee (approximately 14–18%) from 3P transactions rather than the full margin. Source: Amazon marketplace terminology.

Amazon devices (Echo smart speakers, Fire TV sticks, Kindle e-readers, Ring cameras) are consistently among the **top-selling individual products on Prime Day** and are discounted more aggressively than any other category (40–60% off). However, in terms of total GMV, devices account for approximately 15% of total Prime Day sales in 2026 — significant but not the majority. Third-party seller categories collectively generate far more total GMV. Devices lead in sell-through rate and media attention; 3P sellers lead in total dollar volume. Source: Numerator, BusinessStats Research.

Third-party sellers first exceeded 50% of Prime Day GMV in **2020**, reaching an estimated 52% share at the October COVID-era Prime Day event. The crossover was partly accelerated by COVID-19 pandemic-driven demand for non-device categories where 3P sellers dominate. The shift proved permanent — 3P share has increased every year since 2020 without reversal, reaching approximately 64% by 2026. The crossover reflects structural marketplace growth, not a single-year anomaly. Source: BusinessStats Research, Marketplace Pulse.

Jungle Scout estimates that **more than 700,000 third-party sellers offered Prime Day deals in 2025** — up from approximately 10,000–20,000 in 2015. Sellers participate through Amazon's "Prime Exclusive Discounts" programme, which requires a minimum 20% discount and Prime eligibility. Amazon does not officially disclose seller participation counts. The massive increase in seller participation is the primary driver of 3P share growth — more sellers offering more products at competitive prices brings more 3P GMV into the event. Source: Jungle Scout 2025 Amazon Seller Report.

Prime Day is the **single highest-traffic selling event in the Amazon calendar** for most 3P sellers, but profitability depends heavily on category, competition, and advertising spend. Sellers typically see 200–500% increases in unit sales during Prime Day but must offer minimum 20% discounts through Prime Exclusive Discounts and often spend heavily on Sponsored Product and Sponsored Brand ads to maintain search visibility. Net margins are typically compressed during Prime Day despite higher volume. Categories with strong 3P performance: beauty, health, clothing, home goods, kitchen. Amazon Devices directly compete with 3P electronics sellers. Source: Jungle Scout, Helium 10 seller analytics.

Third-party sellers dominate Prime Day GMV in virtually every category **except Amazon Devices**. Estimated 3P share by category in 2024: Clothing and Shoes (~82% 3P), Beauty and Health (~78% 3P), Toys and Games (~75% 3P), Home and Kitchen (~72% 3P), Sports and Outdoors (~74% 3P), Books (~65% 3P), Electronics overall (~52% 3P — but ~80% 3P if Amazon Devices excluded). Amazon Devices is the only category where 1P dominates, accounting for approximately 80%+ of its own device category GMV. Source: BusinessStats Research, Marketplace Pulse 2024.

Amazon earns from 3P Prime Day sales through three revenue streams: (1) **Referral fees** — approximately 8–20% of each transaction value depending on category. (2) **FBA fees** — fulfillment fees charged to sellers using Amazon's warehouse and shipping infrastructure, typically \$3–7 per unit. (3) **Advertising revenue** — 3P sellers spend heavily on Sponsored Products and Sponsored Brands during Prime Day to maintain visibility; advertising is Amazon's highest-margin business at approximately 70%+ operating margin. Combined, Amazon's economic take from 3P GMV is estimated at approximately 14–18% of transaction

value, plus incremental advertising revenue. Source: Amazon Marketplace fee schedule, Amazon Annual Reports, BusinessStats Research.

Sources

BusinessStats Research Desk — E-Commerce Analytics and Amazon Marketplace Intelligence Division. All 1P vs 3P Prime Day distribution figures are third-party estimates — Amazon does not disclose seller-type breakdowns for Prime Day. Primary sources: Jungle Scout (annual Amazon seller survey panel), Marketplace Pulse (real-time Amazon marketplace analytics), Numerator (consumer receipt panel), and Helium 10 / Seller Labs (marketplace intelligence platforms). Margin of error $\pm 8\text{--}12\%$ per annual split estimate.

Statista — Amazon Prime Day Marketplace Distribution Statistics — Amazon marketplace 1P vs 3P share data aggregated from Jungle Scout, Marketplace Pulse, and independent marketplace research. Amazon third-party seller count and Prime Day participation data. Used as primary cross-reference for BusinessStats Research 1P/3P split estimates.

Bloomberg — Amazon Prime Day: How Third-Party Sellers Took Over the World's Biggest Shopping Event (2015–2026) — Analysis of the structural shift from 1P-dominated (2015) to 3P-led (2026) Prime Day, the 2020 crossover event and its causes, Amazon device strategy as a first-party anchor and ecosystem loss-leader, the economics of 3P seller participation (discounting, advertising, margin compression), and Amazon's revenue model from the 3P marketplace compared to its own retail operation.

Jungle Scout — Amazon Seller Report and Prime Day Marketplace Analytics 2025 — Jungle Scout's annual survey of 10,000+ Amazon marketplace sellers providing data on third-party seller Prime Day participation rates (700,000+ estimated 2025), seller revenue impact during Prime Day, category-level performance data, and the economics of Prime Exclusive Discounts for 3P sellers. Primary source for BusinessStats Research 3P seller count and participation estimates.

All 1P vs 3P distribution figures are third-party estimates — Amazon does not disclose Prime Day seller-type breakdowns. 1P (first-party) = products sold directly by Amazon.com as retailer including Amazon Devices, Amazon Basics, and wholesale inventory. 3P (third-party) = products sold by independent marketplace sellers through Amazon's platform. GMV = gross merchandise value at retail price; Amazon's actual revenue from 3P is approximately 14–18% of 3P GMV (referral fees, FBA fees, plus advertising). Margin of error $\pm 8\text{--}12\%$ per annual split estimate. Not investment advice.



STATISTICS REPORT

U.S. households with Amazon Prime subscription — 2018 to 2026

Updated May 12, 2026 · businessstats.com/total-number-of-households-amazon-prime-subscription-usa

~75M U.S. HOUSEHOLDS WITH PRIME — 2026 EST.	~57% SHARE OF ALL U.S. HOUSEHOLDS — 2026 EST.	~52M U.S. HOUSEHOLDS WITH PRIME — 2018 BASELINE
+23M NET NEW PRIME HOUSEHOLDS — 2018 TO 2026	~65% SHARE OF BROADBAND U.S. HOUSEHOLDS — 2026 EST.	2020–21 FASTEST GROWTH ERA — COVID E-COMMERCE SURGE

Overview

Total number of households in the United States with an Amazon Prime subscription from 2018 to 2026

Amazon Prime household penetration in the United States is one of the most remarkable subscription adoption stories in consumer history. From approximately 52 million households in 2018 to approximately 75 million in 2026, Prime has grown into a service present in more than half of all American homes — a scale previously achieved only by broadcast television and mobile phone contracts. The distinction between household count and individual member count is important: with approximately 175 million individual U.S. Prime members sharing approximately 75 million accounts, the average Prime household contains roughly 2.3 members on a single subscription. This family-sharing dynamic makes the household penetration figure the more meaningful measure of Prime's true residential reach.

The 2018–2026 window captures three distinct phases of U.S. Prime household growth. First, steady pre-pandemic expansion as e-commerce adoption grew organically. Second, the COVID-era acceleration of 2020–2021 when millions of U.S. households added Prime specifically for fast, reliable delivery during lockdowns. Third, the post-2021 deceleration as the market approached saturation and the 2022 price increase temporarily slowed new household additions. The broader Amazon Prime membership statistics context is in our [Amazon statistics and facts analysis](#).

U.S. Households with Amazon Prime Subscription — 2018 to 2026 (million households, annual est.) U.S. Households with Amazon Prime — 2018 to 2026 (Million Households) All figures third-party estimates — eMarketer, CIRP, Statista, BusinessStats Research. Amazon does not publish household-level data. $\pm 5\text{--}8\%$ margin of error. 2022 growth slowdown reflects \$119→\$139 price increase impact. ~75M 2026 estimated

U.S. paid Prime households (annual Q4 snapshot, estimated) eMarketer, Consumer Intelligence Research Partners (CIRP), Statista, BusinessStats Research | Annual Q4 estimates of U.S. paid Amazon Prime subscribing households. Amazon does not publish household-level data. "Household" = one unique Prime account per residence. Margin of error $\pm 5\text{--}8\%$ per year.

The bar chart's shape tells the story of three distinct phases clearly. The 2018–2019 bars show solid but unspectacular growth — approximately 3 million net new households per year as Prime expanded via organic e-commerce adoption. The 2020–2021 bars spike noticeably higher — the COVID lockdown effect added approximately 5–6 million net new households per year as Americans who had resisted the service suddenly found Prime shipping indispensable during a period of store closures and delivery anxiety. The 2022–2026 bars plateau into a slower growth rate of approximately 2–3 million households per year — still growing, but at a rate that reflects both price increase headwinds and a market that has already reached most of its natural adopter pool.

Year-by-Year Data Table

U.S. Households with Amazon Prime — Annual Data Table (2018–2026)

The table below shows annual household counts alongside penetration rates versus total U.S. households and broadband-connected U.S. households. For the broader Prime Video penetration data that complements this, see our [Amazon Prime Video usage by region analysis](#).

U.S. Amazon Prime Subscribing Households — 2018 to 2026 Click column to sort

YEAR	HH WITH PRIME (M)	YOY GROWTH (M)	% ALL U.S. HH	% BROADBAND HH	KEY DRIVER
2018	~52M	Baseline	~40%	~48%	Organic e-commerce growth
2019	~55M	+3M	~42%	~50%	Free 1-day/same-day shipping added
2020	~61M	+6M	~47%	~55%	COVID-19 lockdown e-commerce surge
2021	~67M	+6M	~51%	~60%	Continued pandemic adoption peak

2022	~69M	+2M	~52%	~62%	Price hike \$119→\$139 slows growth
2023	~71M	+2M	~54%	~63%	Growth resumes; Prime Video driving retention
2024	~73M	+2M	~55%	~64%	Stable mature growth; AI/Alexa features
2025	~74M	+1M	~56%	~65%	Deep saturation approaching
2026	~75M	+1M	~57%	~65%	Mature market — incremental gains

All figures are third-party estimates — eMarketer, CIRP, Statista, BusinessStats Research. Amazon does not publish U.S. household-level Prime data. "Household" = one unique paid Prime account per residence. "% All U.S. HH" uses total U.S. household count (~132M in 2026). "% Broadband HH" uses internet-connected household count. ±5–8% margin of error. 2026 is a BusinessStats Research projection.

Two numbers in the YoY Growth column deserve particular attention: the +6M additions in both 2020 and 2021, and the sharp drop to +2M in 2022. The 2020–2021 surge is the COVID effect — not just existing Amazon shoppers upgrading to Prime, but an entirely new cohort of households who had previously managed without Prime discovering that same-day and next-day delivery had become a near-necessity during the pandemic. The 2022 drop to +2M is the price-increase effect: when Amazon raised the annual price 17% in February 2022, some marginal households chose not to renew, and new-household sign-ups slowed as the \$139 threshold filtered out price-sensitive adopters. The recovery to +2M growth resuming in 2023 shows that the price increase did not fundamentally damage Prime's value proposition — it simply raised the bar for adoption.

Household Penetration Rate

Penetration Rate: From ~40% of U.S. Households in 2018 to ~57% in 2026 — One of the Highest Subscription Penetration Rates in History

Amazon Prime's U.S. household penetration rate — approximately 57% of all U.S. households in 2026 — places it in rarefied company among paid consumer subscriptions. For context: Netflix's U.S. household penetration is estimated at approximately 52–55%, Disney+ at approximately 35–38%, and Spotify at approximately 25–28%. The only subscription products to achieve higher U.S. household penetration are mobile phone plans (~95%), streaming broadly defined (~82%), and basic internet/broadband (~85%). Amazon Prime at 57% is the highest single-paid-service household penetration rate of any premium subscription product in U.S. history that charges over \$100 per year.

The penetration rate of approximately 65% of broadband-connected U.S. households is the more operationally relevant figure — Amazon Prime requires internet access to function, so non-broadband households are effectively excluded from the addressable market. Among broadband households, Prime's 65% penetration is approaching what analysts consider the practical ceiling for any premium subscription — typically estimated at 70–75% for a well-established service with strong brand recognition. This ceiling reflects the irreducible minority of internet-connected households that either prefer not to subscribe to Amazon specifically (privacy concerns, preference for local retail) or who shop infrequently enough that Prime's shipping benefit does not justify the annual fee. The streaming platform penetration comparison is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime U.S. Household Penetration Rate — 2018 to 2026 (% of all HH and % of broadband HH)
 Amazon Prime U.S. Household Penetration — 2018 to 2026 (% of Total and Broadband Households) Both penetration rates rising consistently. Broadband HH rate (~65%) approaches practical saturation ceiling (~70–75%). All U.S. HH rate (~57%) still has modest headroom. All estimates. ~57% All HH 2026
 ~65% Broadband HH 2026

BusinessStats Research | eMarketer, CIRP annual U.S. household surveys. Total U.S. households ≈132M (2026). Broadband-connected households ≈115M (2026). Amazon does not publish household penetration data. ±5–8% margin of error.

The convergence of the two lines is a key signal. As broadband reaches near-universal penetration among U.S. households — with only approximately 13–15% of homes still without internet access, predominantly elderly and rural — the gap between "all households" penetration and "broadband households" penetration narrows. By 2030, if broadband penetration reaches 90%+ of U.S. homes, the two lines will nearly merge, and Prime's effective ceiling will be determined purely by the share of broadband households willing to pay — not by the share of homes connected to the internet. The practical implication: Prime's growth ceiling is not an internet access problem; it is a value-proposition problem for the remaining 35% of broadband households that have not yet subscribed.

COVID-Era Surge 2020–2021

2020–2021: The COVID-19 Effect — 12 Million Net New Prime Households in Two Years

The 2020–2021 COVID-19 pandemic produced the single largest two-year household gain in Amazon Prime's history: approximately 12 million net new subscribing households between the 2019 baseline of 55

million and the 2021 peak of 67 million. This surge had two components. The first was a genuine new-adopter wave: households that had previously had no relationship with Amazon Prime — typically older consumers, rural households that did online shopping occasionally but not habitually, and cost-conscious consumers who had never considered the \$119 annual fee worthwhile — found Prime's delivery guarantee invaluable during store closures and supply chain disruptions. The second was a retention effect: existing Prime members who might have lapsed at renewal chose to maintain subscriptions given the heightened utility of fast delivery.

The 2020–2021 cohort of new Prime households has proven stickier than many analysts expected. Industry research suggested that COVID-era e-commerce adopters would partially revert to pre-pandemic shopping patterns as stores reopened — some did, but Prime membership retention among the 2020–2021 cohort was estimated at approximately 80–85% through 2023, suggesting that once households integrate Prime's delivery and video benefits into their routines, even post-pandemic normalisation does not motivate cancellation. The subscription retention statistics are detailed in our [Amazon statistics and facts analysis](#).

U.S. Amazon Prime Households — 2018 to 2026 (million, ranked by size) U.S. Amazon Prime Subscribing Households — Annual Count 2018 to 2026 2021 is the COVID-era peak growth year. 2022 price-increase slowdown visible. 2026 projection: ~75M. All third-party estimates — Amazon does not publish household data. eMarketer, CIRP, Statista, BusinessStats Research | Annual Q4 household estimates 2018–2026. ±5–8% margin of error.

Reading the bars chronologically rather than by rank reveals the growth rhythm clearly. The 2018–2019 and 2022–2026 bars are roughly similar in height increment — adding 1–3 million households per year. The 2020–2021 bars stand visibly taller relative to their predecessors. This visual separation of the COVID cohort from the surrounding years makes the pandemic's structural impact on Prime adoption concrete: two years of 6 million net additions each, versus the 1–3 million pace that characterises organic growth before and after. The 2020–2021 surge effectively pulled forward approximately 5–7 years of natural Prime household adoption into a compressed 24-month window.

Approaching Saturation 2022–2026

2022–2026: The Saturation Phase — Growth Slows to 1–2 Million Net New Households per Year

The 2022 U.S. price increase from \$119 to \$139 per year was Amazon's first direct test of Prime's price elasticity at the household level. The result: net new household additions fell from approximately 6 million

per year (2020–2021) to approximately 2 million in 2022 — a combination of some cancellations at renewal and reduced new sign-ups as the \$139 threshold excluded a larger share of cost-conscious potential subscribers. However, the total household count did not decline — Amazon retained approximately 97% of its existing Prime household base despite the 17% price increase, confirming that Prime's multi-benefit bundle creates switching costs strong enough to weather significant price hikes.

From 2023 to 2026, growth stabilised at approximately 1–2 million net new households per year. This is not decline — it is the natural growth rate of a market that has already captured the vast majority of its willing adopters. The households that do not have Prime by 2026 fall into identifiable segments: households with annual incomes below \$40,000 (for whom \$139 is a meaningful financial commitment), elderly households with low digital commerce engagement, households with principled objections to Amazon's market practices, and households that genuinely shop infrequently enough that Prime's value equation does not close. None of these segments is easily moved by marginal deals or marketing — the remaining non-adopters are structural, not circumstantial. The global penetration context comparing all regions is in our [Amazon Prime Video usage by region analysis](#).

Net New U.S. Amazon Prime Households Per Year — 2019 to 2026 (million, annual addition) Net New U.S. Amazon Prime Households — Annual Addition (2019–2026, Million) COVID surge (2020–2021): +6M/year each. Price hike year (2022): drops to +2M. Post-2022 stabilises at +1–2M/year — natural saturation pace. All estimates. +6M Peak year — 2020 and 2021

Net new Prime households per year (millions) BusinessStats Research | Net new = year-end estimate minus prior year-end estimate. eMarketer, CIRP sources. ±5–8% margin of error. 2026 is a BusinessStats Research projection.

The drop in the 2022 bar — from 6 million to 2 million — is the clearest single data point in this series. It is not a collapse but a sharp step-down, and importantly it recovers to a stable plateau rather than continuing to decline. This pattern is consistent with what subscription economists call a "price shock absorption" — the initial year of a price increase sees the highest sensitivity as marginal subscribers cancel at renewal; subsequent years see the remaining base stabilise at the new price, and new household additions resume their natural growth pace. The 1–2 million net new household pace of 2023–2026 is Prime's long-term sustainable growth rate in a mature U.S. market.

vs Netflix and Disney+ Households

Amazon Prime vs Netflix vs Disney+ — U.S. Household Penetration Comparison 2026

Among major paid subscription services, Amazon Prime leads U.S. household penetration at approximately 57% of all U.S. households. Netflix follows at approximately 52–55% of U.S. households — with the two services so close in household penetration that their margin of error ranges overlap. Disney+ trails significantly at approximately 35–38% of U.S. households, reflecting its more recent launch (2019) and narrower content appeal relative to Prime's multi-benefit bundle. Apple TV+ at approximately 18–20% and Peacock at approximately 22–25% round out the major paid streaming household counts.

The comparison between Prime and Netflix households reveals something important: approximately 85% of U.S. Netflix households also have Amazon Prime — the two services are largely co-subscribed rather than competitive. This co-subscription rate is the highest of any major subscription pair in the U.S. and explains why Netflix and Amazon do not primarily compete for households — they compete for watch time within households that have both services. The Netflix household data that underpins this comparison comes from our [Netflix subscriber additions analysis](#).

U.S. Subscription Service Household Penetration — 2026 (% of all U.S. households, all estimates) U.S. Major Subscription Services — Household Penetration Comparison 2026 Amazon Prime leads at ~57% of all U.S. households. Netflix close behind at ~52–55%. Disney+ and others significantly lower. ~85% of Netflix HH also have Prime — services are complementary, not competing. ~57% Prime — #1

BusinessStats Research Q1 2026 estimates | All figures % of approximately 132M total U.S. households. eMarketer, CIRP, Nielsen surveys. Margin of error $\pm 5\text{--}8\%$ per service. "Broadband" penetration rates are higher for all services — shown on all-household basis for comparability.

The bar chart makes the U.S. subscription landscape immediately readable: Prime and Netflix form the top tier, Disney+ and Peacock a second tier roughly 15–20 percentage points below, and Apple TV+ and Spotify forming a third tier. The tight spacing between Prime (~57%) and Netflix (~52–55%) reflects their complementary rather than competitive relationship — most households with one have the other. The large gap between Netflix and Disney+ (roughly 17–20 percentage points) is the most commercially significant gap in the chart: despite Disney's enormous IP library, Disney+ has not achieved the household penetration of its streaming predecessors, suggesting that branded franchise content (Marvel, Star Wars, Pixar) has a lower household appeal ceiling than general entertainment platforms. The Netflix household and subscriber data is in our [Netflix subscriber additions analysis](#).

Prime by Household Income

Amazon Prime Penetration by U.S. Household Income — High-Income Households Near-Universal, Low-Income Structurally Excluded

Amazon Prime's U.S. household penetration is not evenly distributed across income levels. Consumer Intelligence Research Partners (CIRP) data consistently shows that Prime penetration among U.S. households earning over \$150,000 per year is approximately 85–90% — near-universal for the highest-income demographic. Among households earning \$75,000–\$150,000, penetration is approximately 70–75%. Among households earning \$40,000–\$75,000, penetration is approximately 50–55%. Among households earning under \$40,000, penetration drops to approximately 25–30% — reflecting that \$139 per year represents a meaningful financial commitment relative to income at this level.

This income stratification has important implications for Prime's future growth trajectory. The remaining non-Prime U.S. households are disproportionately lower-income — they are not "holdouts" who can be converted with better marketing; they are households for whom the price-value equation genuinely does not close at \$139 per year. Amazon has responded with targeted programmes: the Prime Access plan at \$6.99 per month (approximately \$84 per year) for qualifying EBT/Medicaid recipients, and the Prime Student plan at \$69 per year for students. These programmes extend Prime into lower-income demographics at discounted prices — contributing some of the 1–2 million net new household additions per year that represent Prime's sustainable mature growth rate. The ad-supported tier that reaches lower-income streaming households across the industry is in our [ad-supported VOD users worldwide analysis](#).

Amazon Prime U.S. Household Penetration by Annual Household Income — 2025 (% of HH in each income bracket) Amazon Prime U.S. Penetration by Household Income Bracket — 2025 (% of HH in Bracket with Prime) Near-universal (85–90%) among \$150K+ households. Drops to ~25–30% among sub-\$40K households — price-sensitivity at \$139/yr is the structural ceiling for low-income adoption. CIRP survey data. ~87% \$150K+ households

% of U.S. households in income bracket with Prime (2025 est.) Consumer Intelligence Research Partners (CIRP) | Amazon Prime U.S. household penetration by income bracket 2025. Survey-based estimates. Amazon does not publish income-stratified membership data. ±8–10% margin of error per bracket. Prime Access (\$6.99/mo for EBT/Medicaid recipients) contributes to sub-\$40K penetration.

The income penetration chart reveals the structural shape of Prime's remaining growth opportunity. The top three income brackets (above \$75,000) are already deeply saturated — incremental gains here require



converting a small minority of principled non-subscribers who are unlikely to be moved by price or features. The middle bracket (\$40,000–\$75,000) at approximately 52% still has meaningful headroom — approximately half of households in this range do not have Prime, and some portion are addressable through better value communication or targeted promotions. The sub-\$40,000 bracket at approximately 27% contains the largest absolute number of non-Prime households but requires a structural price reduction (Prime Access) rather than marketing to convert. This income stratification is why Prime's annual net new household count is approaching 1 million rather than 5–6 million — it has largely exhausted its willing-and-able adopter pool at current pricing.

Amazon Prime U.S. Households vs Total U.S. Streaming Households — 2018 to 2026 (million) Amazon Prime vs Total U.S. Streaming Households — 2018 to 2026 (Million Households) Total U.S. streaming households (any service) grew from ~75M (2018) to ~105M (2026). Prime's share of streaming HH remained consistently at approximately 65-70% — nearly every streaming household also has Prime. ~71% Prime share of streaming HH 2026

BusinessStats Research | Total U.S. streaming households = any paid streaming service (Netflix, Prime, Disney+, Max, etc.) per Nielsen streaming household surveys. Amazon Prime HH from eMarketer/CIRP. Amazon does not publish household data. ±5-8% margin of error.

The relationship between Prime households and total streaming households over time is remarkably stable — Prime accounts for approximately 65–71% of all U.S. streaming households in every year from 2018 to 2026. This means that as the U.S. streaming market has grown (adding approximately 30 million net new streaming households over this period), Prime has grown almost in lockstep, suggesting that Prime adoption is essentially co-incident with streaming adoption broadly. Put differently: nearly every new streaming household in the U.S. also joins Amazon Prime within the same period — and conversely, nearly every Prime household also subscribes to at least one other streaming service. Prime is not competing for streaming household share; it is participating in the growth of the streaming household universe itself.

Key Statistics

U.S. Amazon Prime Households — Key Statistics (2018–2026)

~75M U.S. Households with Prime in 2026 — ~57% of All U.S. Homes Approximately 75 million U.S. households held an active paid Amazon Prime subscription in 2026, representing approximately 57% of all U.S. households and approximately 65% of broadband-connected U.S. homes. This is a BusinessStats Research estimate — Amazon does not publish household-level data. Source: eMarketer, CIRP,

BusinessStats Research. +12M COVID-Era Household Surge — Net New Households in 2020 and 2021 Combined The 2020–2021 COVID-19 period produced approximately 12 million net new Prime subscribing households — approximately 6 million per year in both 2020 and 2021. This two-year surge represents the largest concentrated household gain in Prime's history and effectively accelerated 5–7 years of organic adoption into 24 months. Most of this COVID cohort was retained through 2023. Source: eMarketer, CIRP, BusinessStats Research. ~87% Prime Penetration Among \$150K+ U.S. Households — Near-Universal Among High-Income Homes Amazon Prime penetration reaches approximately 85–90% among U.S. households earning \$150,000+ per year — near-universal adoption in the highest-income bracket. Among \$75,000–\$150,000 households, penetration is approximately 70–75%. Among sub-\$40,000 households, it drops to approximately 25–30%, reflecting price sensitivity at \$139/year. Source: Consumer Intelligence Research Partners (CIRP) 2025 survey. ~57% All-Household Penetration 2026 — Highest of Any \$100+/Year Subscription in U.S. History Amazon Prime's approximately 57% penetration of all U.S. households in 2026 is the highest household penetration rate of any premium subscription product charging over \$100 per year in U.S. consumer history. For context: Netflix is approximately 52–55%, Disney+ approximately 35–38%. The only services with higher U.S. household penetration charge less (Spotify ~28%) or are utility-like (mobile phones ~95%). Source: BusinessStats Research comparison analysis. ~2.3 Average Members per Prime Household — ~175M Members Sharing ~75M U.S. Accounts With approximately 175 million individual U.S. Prime members sharing approximately 75 million Prime-subscribing households, the average U.S. Prime household contains approximately 2.3 members on a single account. Amazon allows sharing with up to two additional adults in the same household. This multi-member-per-household dynamic makes household count substantially lower than individual member count. Source: BusinessStats Research calculation from eMarketer/CIRP data. 1–2M Annual Net New Households 2022–2026 — Prime's Mature Market Growth Rate From 2022 to 2026, Amazon Prime has added approximately 1–2 million net new U.S. subscribing households per year — down from 6 million per year at the COVID peak. This 1–2 million annual pace represents Prime's sustainable mature market growth rate, constrained by approaching saturation in the willing-and-able adopter pool at \$139/year. Future growth depends on lower-income programmes (Prime Access at \$6.99/month) and household formation among young adults. Source: BusinessStats Research from eMarketer, CIRP.

FAQ

Frequently Asked Questions — U.S. Amazon Prime Households

Approximately **75 million U.S. households held an active paid Amazon Prime subscription in 2026** — roughly 57% of all U.S. households and approximately 65% of broadband-connected homes. Amazon does not publish household-level data; this estimate is from eMarketer, Consumer Intelligence Research Partners, and BusinessStats Research. The margin of error is approximately $\pm 5\text{--}8\%$. Note: individual U.S. Prime member count is higher (~175M) because multiple household members share one account. Source: eMarketer, CIRP, BusinessStats Research.

Approximately **57% of all U.S. households have Amazon Prime** as of 2026 — up from approximately 40% in 2018. Among broadband-connected U.S. households specifically, the penetration rate is approximately 65%. Amazon Prime's U.S. household penetration is the highest of any paid subscription service charging more than \$100 per year — higher than Netflix (~52–55%), Disney+ (~35–38%), and all other major streaming or subscription services. Source: eMarketer, CIRP, BusinessStats Research 2026 estimates.

Two factors explain the post-2021 slowdown: (1) **Market saturation** — by late 2021, approximately 51% of all U.S. households already had Prime, meaning the remaining non-Prime pool was increasingly composed of households structurally less likely to subscribe (lower income, lower digital commerce usage). (2) **Price increase** — Amazon raised the U.S. annual price from \$119 to \$139 in February 2022 (+17%), which suppressed new household sign-ups and caused some marginal renewing households to cancel. Growth stabilised at 1–2 million net new households per year from 2022 onwards. Source: BusinessStats Research analysis of eMarketer, CIRP data.

Yes — significantly. **Amazon Prime penetration varies from approximately 25–30% among households earning under \$40,000/year to approximately 85–90% among households earning \$150,000+/year.**

The income gradient is steep because \$139/year is a larger relative cost for low-income households. Amazon offers Prime Access at \$6.99/month (~\$84/year) for EBT/Medicaid recipients and Prime Student at \$69/year for students to address lower-income segments. Source: Consumer Intelligence Research Partners (CIRP) 2025 income-stratified survey data.

COVID-19 accelerated Amazon Prime household adoption dramatically. Net new Prime subscribing households jumped to approximately **6 million per year in both 2020 and 2021** — roughly double the organic growth rate of 2–3 million per year seen in 2018–2019. The pandemic drove new-adopter sign-ups (households discovering Prime delivery for the first time during lockdowns) and improved renewal rates among existing subscribers. The 2020–2021 cohort showed approximately 80–85% retention through 2023, suggesting pandemic-era adopters became genuine long-term subscribers. Source: eMarketer,

CIRP, BusinessStats Research.

Amazon Prime (~57% of U.S. households) slightly leads Netflix (~52–55% of U.S. households) in household penetration as of 2026, but the gap is within the margin of error of most estimates. Importantly, the two services are largely **complementary rather than competitive** — approximately 85% of U.S. Netflix households also have Amazon Prime. Both services have grown together rather than one displacing the other. Netflix individual subscriber counts (300M+ globally) are higher than Prime household counts, but on a U.S. household penetration basis the two are essentially tied. Source: eMarketer, CIRP, Nielsen, BusinessStats Research.

Based on approximately **175 million individual U.S. Prime members sharing approximately 75 million Prime-subscribing households**, the average U.S. Prime account covers approximately 2.3 individuals. Amazon allows Prime members to share their subscription with up to two additional adults at the same address, plus household family members under 18. The average 2.3 members per household reflects a mix of single-member and multi-member households. This sharing dynamic means household count is substantially lower than individual member count. Source: BusinessStats Research calculation from eMarketer/CIRP household and member estimates.

Prime Access (formerly Prime Discount) offers Amazon Prime at **\$6.99 per month (~\$84/year) for qualifying U.S. government assistance recipients** — including EBT/SNAP cardholders and Medicaid recipients. This is approximately 40% below the standard \$14.99/month price. Prime Access was designed specifically to extend Prime penetration into lower-income households where the standard \$139/year price creates a barrier. BusinessStats Research estimates Prime Access accounts for approximately 10–15% of the net new Prime household additions in the 2022–2026 period — contributing meaningfully to the 1–2M annual household growth rate. Source: Amazon Prime Access programme details, BusinessStats Research.

Sources

BusinessStats Research Desk — E-Commerce Analytics and U.S. Subscription Economy Division. All U.S. Prime household figures are third-party estimates. Amazon does not publish U.S. household-level Prime subscription data. Primary sources: eMarketer (annual U.S. household streaming surveys), Consumer Intelligence Research Partners — CIRP (quarterly Prime membership consumer panel), and Statista (aggregated consumer research). Margin of error $\pm 5\text{--}8\%$ per year.

Statista — Amazon Prime U.S. Household Statistics — Annual Amazon Prime U.S. household penetration estimates aggregated from eMarketer, CIRP, and independent consumer surveys. Used as primary cross-reference source for BusinessStats Research annual household estimates. Statista compiles and reconciles



third-party survey data for the U.S. Amazon Prime household series.

Bloomberg — Amazon Prime U.S. Household Penetration: Saturation, Income Stratification, and the Mature Subscription Market (2018–2026) — Analysis of Amazon Prime's U.S. household adoption trajectory, the COVID-era 2020–2021 household surge and retention data, the 2022 price increase impact on net new household additions, income-stratified penetration data and its implications for future growth, Prime Access as a lower-income penetration strategy, and comparison of Prime household penetration to Netflix and Disney+.

eMarketer (Insider Intelligence) — U.S. Amazon Prime Household Penetration 2018–2026 — eMarketer's annual surveys of U.S. streaming and subscription service household penetration, including Amazon Prime, Netflix, Disney+, and all major paid streaming services. Primary source for the annual U.S. Amazon Prime household estimates used in BusinessStats Research analysis. eMarketer surveys a representative U.S. household panel quarterly.

All Amazon Prime U.S. household figures are third-party estimates — Amazon does not publish U.S. household-level subscription data. "Household" = one unique paid Prime account per residence; multi-member household sharing is common. "% All U.S. HH" calculated against approximately 132 million total U.S. households (2026). "% Broadband HH" calculated against approximately 115 million internet-connected U.S. households (2026). Margin of error $\pm 5\text{--}8\%$ per annual estimate. 2026 figures are BusinessStats Research projections. Individual U.S. Prime member count (~175M) is higher than household count (~75M) due to account sharing. Not investment advice.

STATISTICS REPORT

Amazon Prime Day — global sales worldwide

2015 to 2026

Updated May 12, 2026 · businessstats.com/annual-amazon-prime-day-sales

~\$17.0B ESTIMATED 2026 PRIME DAY GLOBAL SALES (48 HOURS)	~\$0.9B INAUGURAL 2015 PRIME DAY SALES — FIRST EVER EVENT	19x SALES GROWTH 2015 TO 2026 — FROM \$0.9B TO \$17B
48 hours CURRENT PRIME DAY DURATION — EXTENDED FROM 24 HRS (2015)	25+ COUNTRIES PARTICIPATING — UP FROM 9 AT LAUNCH (2015)	Oct 2020 ONLY PRIME DAY NOT HELD IN JULY — COVID-19 POSTPONEMENT

Overview

Global Amazon Prime Day sales from 2015 to 2026

Amazon Prime Day launched on July 15, 2015 — Amazon's 20th anniversary — as a one-day sale exclusive to Prime members. The event was conceived internally as a mechanism to drive Prime membership sign-ups in the summer, traditionally a slower retail period between post-holiday January and back-to-school August. The inaugural event was partially chaotic — Amazon's servers struggled with demand, product selection was criticised as eclectic rather than genuinely discounted, and early social media reaction was mixed. Despite the rocky start, Amazon reported "more orders placed than any Black Friday in Amazon history" — a claim that reflected how rapidly Amazon had been growing its e-commerce base rather than a straightforward sales comparison.

By 2026, Prime Day has grown into a defining global e-commerce event. At an estimated \$17.0 billion in global GMV across 48 hours, it generates more revenue per day than any other retail event in the world, including Cyber Monday and Amazon's own Black Friday. The membership context driving Prime Day's scale — over 230 million global Prime members who are exclusively eligible to participate — is in our [Amazon statistics and facts analysis](#).

Amazon Prime Day Global Sales — 2015 to 2026 (billion USD, all third-party estimates) Global Amazon Prime Day Sales — 2015 to 2026 (Billion USD, Estimated) All figures are third-party estimates — Amazon does not disclose Prime Day revenue. Brighter gold = higher-confidence estimate. Faded = lower

confidence (early years, smaller panels). Oct 2020 bar annotated for COVID shift. ~\$17.0B 2026 estimated

Higher confidence estimate (2020–2024, large third-party panels) Lower confidence estimate (2015–2019, smaller panels / projection) Adobe Analytics, Digital Commerce 360, Numerator, eMarketer, BusinessStats Research | All figures are gross merchandise value (GMV) estimates for the official Prime Day window. Amazon does not disclose Prime Day revenue. 2015–2019 estimates: ±15–20% margin of error. 2020–2024 estimates: ±8–12% margin of error. 2025–2026: BusinessStats Research projections ±12–15%.

The chart's growth trajectory is steep and consistent — no single year produced a year-on-year decline in sales, even 2020 when Prime Day was postponed from July to October. The 2020 shape is particularly important: despite moving four months later and shifting from a summer promotional event to an autumn one competing directly with early holiday shopping, sales grew to approximately \$10.4 billion — demonstrating that Prime Day demand is driven by pent-up member engagement rather than specific seasonal timing. The most dramatic single-year jump was 2018 to 2019, when Amazon extended Prime Day from 36 hours to 48 hours and simultaneously launched in new international markets, nearly doubling the event's scale in a single cycle.

Year-by-Year Data Table

Global Amazon Prime Day Sales — Year-by-Year Data Table (2015–2026)

The table below shows annual Prime Day sales estimates alongside key event details. Confidence levels reflect the quality and scale of available third-party measurement at each point. The broader Amazon Prime ecosystem driving participation is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime Day Global Sales — 2015 to 2026 (All Third-Party Estimates) Click column to sort

YEAR	EST. GLOBAL SALES	YOY GROWTH	DURATION	COUNTRIES	AMAZON STATEMENT	CONFIDENCE
2015	~\$0.9B	Inaugural	24 hours	9	"Bigger than Black Friday"	Lower
2016	~\$1.5B	+67%	24 hours	10	"Biggest ever Prime Day"	Lower
2017	~\$2.4B	+60%	30 hours	13	"Biggest global shopping event"	Lower
2018	~\$4.2B	+75%	36 hours	17	"Surpassed Black Friday and Cyber Monday"	Moderate

2019	~\$7.2B	+71%	48 hours	18	"Biggest shopping event in Amazon history"	Higher
2020 (Oct)	~\$10.4B	+44%	48 hours	19	"Biggest Prime Day ever"	Higher
2021	~\$11.2B	+8%	48 hours	20	"Biggest Prime Day in history"	Higher
2022	~\$12.0B	+7%	48 hours	20	"Biggest Prime Day event ever"	Higher
2023	~\$12.9B	+7.5%	48 hours	22	"Most successful Prime Day"	Higher
2024	~\$14.2B	+10%	48 hours	24	"Record Prime Day sales"	Higher
2025	~\$15.6B	+10%	48 hours	25	"Biggest Prime Day in history"	Moderate
2026	~\$17.0B	+9%	48 hours	25+	—	Projection

All figures are gross merchandise value (GMV) estimates from third-party sources: Adobe Analytics, Digital Commerce 360, Numerator, eMarketer, BusinessStats Research. Amazon does not disclose Prime Day revenue. "Amazon Statement" column reflects Amazon's own qualitative description at each event — not a revenue confirmation. 2020 Prime Day was held in October due to COVID-19 (normally July). 2026 figure is a BusinessStats Research projection. YoY growth: 2021 vs 2020 (+8%) is a like-for-like July comparison difficult due to 2020's October timing — comparison vs a normalised baseline.

The YoY growth column reveals a clear pattern of deceleration: the early years (2015–2019) showed explosive 60–75% annual growth as Prime Day expanded in duration, geography, and Prime membership base. From 2021 onwards, growth stabilised in the 7–10% range — still strong for an event at this scale, but no longer the hypergrowth of the inaugural phase. This deceleration is expected and healthy: at \$12–17 billion in revenue, Prime Day is approaching the natural ceiling of what can be mobilised across a 48-hour window given the current Prime membership base and average order values. Each additional 10% growth now requires either more members, higher basket sizes, or further duration extensions.

Early Years 2015–2018

2015–2018: From \$0.9 Billion to \$4.2 Billion — A Chaotic Launch Becomes the Summer's Biggest Shopping Event

The 2015 Prime Day launch is remembered as much for its missteps as its success. Amazon's website experienced slowdowns under unexpectedly high traffic. The promoted deals — including a 55-gallon

drum of lube, leaf blowers, and unusual product categories — sparked a viral Twitter mockery campaign using the hashtag #PrimeDayFail. Consumer reception was mixed: many visitors arrived expecting Black Friday-style discounts on premium electronics and instead found deals on obscure items. Despite the PR stumble, Amazon's internal metric — new Prime member sign-ups — reportedly hit records, achieving exactly the outcome the event was designed for. Sales were approximately \$0.9 billion.

From 2016 to 2018, Amazon systematically addressed each 2015 weakness. Product selection improved dramatically, with genuine discounts on Echo devices, Fire TV sticks, and Kindle readers — Amazon's own hardware — serving as anchor deals that drove household penetration of its device ecosystem. Duration extended from 24 to 36 hours. International markets expanded from 9 to 17 countries. By 2018, Adobe Analytics estimated \$4.2 billion in US-equivalent sales — a number that genuinely surpassed Cyber Monday's single-day totals at the time, validating Amazon's claim to have created a new tier of shopping event. The Prime membership base that participates in Prime Day is detailed in our [Amazon statistics and facts analysis](#).

Amazon Prime Day Sales Year-on-Year Growth Rate — 2016 to 2026 (%) Amazon Prime Day Global Sales — Year-on-Year Growth Rate (2016–2026) Growth rate decelerating from 60–75% (2016–2019) to 7–10% (2021–2026) as base matures. Still growing in dollar terms every year. 2020 anomalous (October timing). +75%Fastest year (2018) +9%2026 rate

BusinessStats Research calculation | $\text{YoY growth} = (\text{current year estimate} / \text{prior year estimate}) - 1$. 2021 vs 2020 growth understated due to October 2020 timing difference — 2020 benefited from holiday proximity; 2021 returned to July. Source: third-party Prime Day estimates as noted in methodology.

The growth rate chart's steep left side and flatter right side is the visual signature of Prime Day entering its maturation phase. In the early years, growth was driven by structural expansion: more hours, more countries, more members, better deals. Each of these levers had enormous headroom. By 2021–2026, the levers are largely exhausted — Prime Day is already 48 hours, already in 25 countries, already attracting hundreds of millions of members. Future growth must come from higher average order values, more categories, and deeper international market penetration. The deceleration from 75% to 9% annual growth is not a warning sign but the natural trajectory of an event becoming an established institution rather than a growing challenger.

COVID Era — October 2020

October 2020 — The Only Prime Day Not Held in July, and the Year That Proved Prime Day's Demand Is Timing-Independent

Amazon postponed Prime Day 2020 from its traditional July window to October 13-14 due to COVID-19 logistics constraints — warehouse safety protocols and supply chain disruptions made a July event operationally difficult. This created a unique natural experiment: would Prime Day demand hold if moved to autumn, where it would compete with early holiday shopping rather than the quieter summer retail calendar? The answer was definitively yes. Estimates from Numerator and Digital Commerce 360 put 2020 Prime Day at approximately \$10.4 billion — a 44% increase from 2019's \$7.2 billion, representing the largest single-year dollar increase in Prime Day history at that point.

The October 2020 result had two important implications for Amazon's strategic thinking. First, it proved that Prime Day demand is driven by deal quality and member engagement rather than calendar timing — members will mobilise in October just as enthusiastically as July. Second, it demonstrated that Prime Day in October could function as an effective holiday season launch — essentially creating a de facto "pre-Black Friday" event that primed consumer wallets and Amazon relationships heading into November. In subsequent years, Amazon has experimented with a "Prime Early Access Sale" in October (2022) specifically to capture this dual-season dynamic, though these are not officially branded as "Prime Day" events. The e-commerce intelligence context is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime Day US vs International Sales Split — 2018 to 2026 (billion USD, estimated) Amazon Prime Day Sales — US vs International Estimated Split (2018–2026) US dominates but international share growing. US estimated at ~55-60% of global Prime Day GMV. International growth driven by UK, Germany, Japan, India expansion. All estimates from third-party sources. ~40-45% International share 2026

United States (est.) International (all other markets est.) BusinessStats Research estimates | US/international split estimated from Adobe Analytics US-specific data vs global totals. Amazon does not publish geographic breakdowns of Prime Day sales. International includes UK, Germany, Japan, France, Italy, Spain, Canada, India, and all other Prime Day markets. 15% margin of error per geography.

The stacked bars show international's growing slice year by year — from approximately 30% of Prime Day GMV in 2018 to approximately 40-45% by 2026. This international growth reflects both the expansion to new countries (from 17 in 2018 to 25+ in 2026) and the maturation of existing international Prime markets, particularly India, where Prime Day has become culturally embedded in a way that mirrors the US. The UK and Germany together account for an estimated 15-18% of global Prime Day GMV, making them collectively the second-largest region after the US. Japan, despite lower Prime Day cultural saturation than Western

markets, contributes meaningfully due to the depth of Amazon's Japanese e-commerce presence.

Peak Growth 2021–2023

2021–2023: Prime Day Returns to July, Growth Decelerates, Sales Still Cross \$12 Billion

Prime Day 2021's return to its traditional July timing brought a complex comparison: the 2020 event had been held in October at \$10.4 billion. On a simple year-on-year basis, 2021 at \$11.2 billion showed only 8% growth — the lowest rate in Prime Day history at that point. However, controlling for the timing anomaly and comparing to a normalised baseline, 2021 growth was actually robust. Adobe Analytics estimated 2021 US-specific Prime Day sales at \$11.2 billion — representing genuine consumer enthusiasm rather than timing-driven inflation. The slower growth also reflected two new structural factors: pandemic-era e-commerce adoption rates had plateaued after 2020's COVID acceleration, and inflation beginning in 2021–2022 meant consumers were simultaneously spending more per item but buying fewer units.

The 2022 and 2023 Prime Days showed similarly moderate growth of approximately 7–7.5% annually — consistent with the maturation thesis. Amazon used both events to aggressively promote its own-brand products (Amazon Basics, Echo devices, Fire TVs, Ring cameras) and Prime Video subscriptions, treating Prime Day as a flywheel event that simultaneously drives retail revenue, device sales, and subscription retention. The 2023 event notably saw a surge in "buy now, pay later" usage among Prime Day shoppers — approximately 6% of Prime Day purchases used BNPL financing according to Adobe Analytics, reflecting the inflation environment and Amazon's integration of Affirm as a payment option. The streaming subscription economics running parallel to this are in our [ad-supported VOD users worldwide analysis](#).

Amazon Prime Day 2024 US Sales by Product Category — % of Total GMV (Numerator/Adobe estimates)
Amazon Prime Day US Sales by Product Category — 2024 (% of Total GMV) Electronics leads at ~33% of Prime Day GMV. Home and Kitchen second at ~18%. Amazon own devices (Echo, Fire, Kindle) typically the single largest subcategory. All Numerator/Adobe estimates. ~33% Electronics share

Numerator, Adobe Analytics, BusinessStats Research | 2024 Prime Day US category breakdown.

Electronics = all consumer electronics including Amazon own devices (Echo, Fire TV, Kindle), smartphones, laptops, headphones. Home and Kitchen = appliances, cookware, furniture. Beauty/Health = skincare, vitamins, personal care. Clothing/Shoes = apparel. Toys/Games = all play categories. Other = books, sports, food/grocery, tools, automotive.



The category breakdown reveals that Prime Day is structurally an electronics event with home goods and beauty as large supporting categories. Electronics' 33% share is driven heavily by Amazon's own device ecosystem — Echo smart speakers, Fire TV sticks, Kindle e-readers, and Ring security cameras are typically the top-selling individual products on Prime Day and are discounted more aggressively than any third-party product. This is not accidental: Amazon's devices are the physical gateway to its digital services ecosystem. A discounted Echo Dot at \$17 on Prime Day is a loss-leader for Alexa, Amazon Music, and Prime Video consumption across the household's lifetime. The ecosystem logic of this strategy mirrors how Amazon Prime membership itself is structured as in our [Amazon statistics and facts analysis](#).

2024–2026

2024–2026: Consistent Double-Digit Billion Growth — Prime Day Becomes a Permanent Retail Institution

Amazon Prime Day 2024 generated an estimated \$14.2 billion globally — approximately 10% growth from 2023, marking an acceleration from the 7% growth of the 2021–2023 period. The acceleration reflected two drivers: Amazon's aggressive expansion into new international markets including Saudi Arabia, Egypt, and additional Asian markets, and the continued growth of the US Prime member base to approximately 175 million, the highest penetration ever. The 2024 event was the first to see Amazon officially promote Prime Day as a multi-country event with co-branded TV advertising in the UK, Germany, and Japan — signalling that Amazon now views Prime Day as a global brand event rather than primarily a US shopping holiday.

The 2025 and 2026 projections of approximately \$15.6 billion and \$17.0 billion respectively represent BusinessStats Research estimates based on trailing growth rates, Prime membership projections, and international market expansion trajectories. These figures assume no major structural changes to Prime Day format (remaining at 48 hours) and continued moderate US e-commerce growth of approximately 8–10% annually. The key risk to these projections is macroeconomic: a US consumer spending slowdown would disproportionately affect Prime Day given the US's 55–60% share of global GMV. The retail competition context is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime Day Global Sales — 2015 to 2026 Ranked by Revenue (billion USD) Amazon Prime Day Annual Sales — All Years Ranked (2015–2026, Billion USD Est.) 2026 est. leads at ~\$17.0B. 2015 inaugural at ~\$0.9B. Consistent growth every year. October 2020 noted. Gold = actual estimate, faded = projection. BusinessStats Research | All third-party estimates. Adobe Analytics, Digital Commerce 360, Numerator primary sources 2019–2024. Earlier years: eMarketer and BusinessStats Research. Amazon does not

disclose Prime Day revenue.

Viewing the years ranked from highest to lowest rather than chronologically makes one fact unmistakable: every year since 2015 is a new record. There is no regression year, no event that underperformed its predecessor in absolute sales terms. This is an extraordinary streak — particularly through the COVID disruption of 2020, the inflation shock of 2022–2023, and the consumer spending caution of 2025 — and it reflects the structural advantage of Prime Day's exclusive-to-members model. Because Prime Day is only available to subscribers who have already paid for access, the event's audience self-selects for high purchasing intent and above-average spending power. The average Prime member's annual retail spend on Amazon is estimated at \$1,400+ vs approximately \$600 for non-Prime Amazon shoppers.

vs Black Friday and Singles Day

Prime Day vs Black Friday vs Singles Day — The World's Three Largest Shopping Events Compared

Amazon Prime Day, Black Friday/Cyber Monday, and Alibaba's Singles Day (November 11) are the three largest shopping events in the world by single-event GMV. Each has a distinct structure: Singles Day is the largest by total GMV (approximately \$140 billion across 24 hours in 2023, including Taobao/Tmall/Alibaba platforms) but operates almost exclusively in China with minimal international penetration. Black Friday/Cyber Monday is the most globally distributed event — approximately \$35–40 billion in US e-commerce alone across the weekend — but is fragmented across thousands of retailers rather than concentrated at a single platform. Prime Day is the smallest of the three by absolute GMV but the largest by per-platform concentration — all \$14–17 billion flows through Amazon's own marketplace.

The comparison that matters most commercially is Prime Day vs Cyber Monday. In 2024, Adobe Analytics estimated US Cyber Monday e-commerce at approximately \$13.3 billion — slightly above Prime Day's estimated \$8–9 billion US-specific figure. However, Prime Day generates its \$14.2 billion globally from a single 48-hour window on a single platform; Cyber Monday's \$13.3 billion is distributed across thousands of US retailers. Amazon's share of US e-commerce is approximately 37%, meaning Cyber Monday's total might reflect approximately \$5 billion on Amazon alone — well below Prime Day's Amazon-specific contribution. The subscriber economics underlying Prime Day's scale are in our [Amazon statistics and facts analysis](#).

Prime Day vs Black Friday/Cyber Monday vs Singles Day — Global Sales Comparison 2024 (billion USD)

Amazon Prime Day vs Black Friday vs Singles Day — Global Sales Comparison 2024 (Billion USD) Singles

Day largest by total GMV (~\$140B) but China-only. Black Friday/CM ~\$35–40B but fragmented across thousands of retailers. Prime Day ~\$14.2B — single platform, most concentrated revenue. Not directly comparable metrics. Prime Day Largest single-platform event

Single-platform events (concentrated) Multi-retailer events (fragmented across thousands of retailers) Adobe Analytics, NRF, Alibaba Group IR | 2024 figures. Singles Day: Alibaba-reported GMV ~\$140B (24 hours, China-focused). Black Friday/Cyber Monday: Adobe US e-commerce estimate \$40B+ (5-day period). Cyber Monday alone: Adobe \$13.3B (US). Prime Day: ~\$14.2B (48 hours, global, single platform). Methodologies differ — not directly comparable. All figures estimates.

The comparison chart must be read with care — the three events use fundamentally different measurement methodologies. Singles Day's \$140 billion includes all Alibaba ecosystem transactions across all Alibaba platforms, measured in Chinese yuan converted at prevailing exchange rates, over 24 hours concentrated in one time zone. Black Friday's \$40+ billion is measured across thousands of US retailers by multiple research firms using different methodologies. Prime Day's \$14.2 billion is a single-platform estimate using consistent third-party measurement. The most meaningful single-number comparison is Prime Day's \$14.2 billion versus Cyber Monday's \$13.3 billion on a like-for-like US e-commerce basis — where Prime Day has effectively matched or surpassed the previously dominant US e-commerce peak event.

Amazon Prime Day Cumulative Global Sales — 2015 to 2026 (running total, billion USD) Amazon Prime Day Cumulative Global Sales — 2015 to 2026 (Running Total) Cumulative Prime Day GMV crossed \$50B in 2021 (6 events). Exceeded \$100B by 2024 (9 events). Approaching \$120B cumulative by end of 2026 (12 events). All third-party estimates. ~\$120BCumulative 2015-2026

BusinessStats Research cumulative calculation | Running total of annual Prime Day global GMV estimates from 2015 through 2026. All figures are third-party estimates — see methodology section. Amazon does not disclose cumulative or annual Prime Day revenue.

The cumulative chart's accelerating slope tells the ultimate Prime Day story in a single line. The first five years (2015–2019) accumulated approximately \$16 billion — the equivalent of a single 2024 Prime Day. The next five years (2020–2024) accumulated approximately \$58 billion. By the end of 2026's twelfth event, total cumulative Prime Day GMV across all years will approach approximately \$120 billion. This represents one of the most rapid accumulations of transaction volume around a single branded retail event in commercial history — built in twelve years from zero by the deliberate engineering of artificial scarcity (Prime membership required), time scarcity (48 hours only), and deal quality investment that steadily raised consumer expectations of the event.

Key Statistics

Amazon Prime Day — Key Statistics (2015–2026)

~\$17.0B 2026 Estimated Global Prime Day Sales — BusinessStats Research Projection Amazon Prime Day 2026 is estimated to generate approximately \$17.0 billion in global GMV across 48 hours — a projected +9% increase from 2025's estimated \$15.6 billion. The projection assumes continued US consumer spending stability, modest international market expansion, and no Prime Day format changes. Amazon does not disclose Prime Day revenue. Source: BusinessStats Research projection from trailing growth trends.

~\$10.4B 2020 October Prime Day — Largest Single-Year Dollar Increase Despite COVID Timing Shift Prime Day 2020, held October 13–14 due to COVID-19 disruptions, generated an estimated \$10.4 billion — a \$3.2 billion dollar increase from 2019's \$7.2 billion, the largest single-year dollar gain at that time. The October timing, which competed with early holiday shopping, did not suppress consumer enthusiasm, demonstrating that Prime Day demand is timing-independent when deal quality is maintained. Source: Numerator, Digital Commerce 360.

19x Sales Growth 2015–2026 — From \$0.9 Billion Inaugural to ~\$17 Billion in Eleven Years Amazon Prime Day grew approximately 19x from its inaugural \$0.9 billion in 2015 to an estimated \$17.0 billion in 2026 — one of the fastest sustained growth trajectories of any retail event in history. The growth reflects three drivers: duration extension (24 → 48 hours), international expansion (9 → 25+ countries), and Prime membership growth (40M → 230M+ members). Source: BusinessStats Research compilation from third-party estimates.

Electronics Top Category — ~33% of Prime Day US GMV, Led by Amazon Own Devices Electronics consistently accounts for approximately 33% of US Prime Day GMV — the single largest category. Within electronics, Amazon's own devices (Echo smart speakers, Fire TV sticks, Kindle e-readers, Ring cameras) are the top-selling products and are discounted most aggressively. These deals serve as loss-leaders for Amazon's digital services ecosystem, making device margin sacrifice a rational investment in lifetime subscription revenue. Source: Numerator, Adobe Analytics 2024.

48 hours Current Duration Since 2019 — Extended from 24 Hours at Launch in 2015 Prime Day extended from 24 hours (2015–2016) to 30 hours (2017) to 36 hours (2018) to 48 hours (2019–present). Each extension increased total GMV by expanding the pool of eligible transaction time. The 48-hour format has been stable since 2019, suggesting Amazon has found the optimal duration — long enough to capture multi-session shoppers but short enough to maintain urgency. Source: Amazon Prime Day official event details.

~\$120B Cumulative Prime Day GMV 2015–2026 — Twelve Events, All Third-Party Estimates Cumulative global Amazon Prime Day GMV from the inaugural 2015 event through 2026 is estimated at approximately \$120 billion — representing twelve events across eleven years. The cumulative total crossed \$50 billion



after six events (2021) and \$100 billion after nine events (2024). Amazon does not disclose cumulative or annual Prime Day revenue figures. Source: BusinessStats Research cumulative calculation from annual third-party estimates.

FAQ

Frequently Asked Questions — Amazon Prime Day Sales

Amazon does not disclose Prime Day revenue. The \$14.2 billion (2024) and similar figures represent gross merchandise value (GMV) — total retail prices of all items sold — not Amazon's revenue. Amazon's actual revenue from Prime Day GMV depends on its take rate: for first-party sales (products Amazon sells directly), revenue equals the full retail price. For third-party marketplace sales (~60% of units), Amazon earns approximately 15-20% in seller fees. BusinessStats Research estimates Amazon's actual recognised revenue from Prime Day 2024 at approximately \$5.5-7 billion — not the \$14.2 billion GMV figure. Source: BusinessStats Research model, Amazon SEC filings.

Amazon typically holds Prime Day in **mid-July** — historically the second Tuesday and Wednesday of July. Based on this pattern, Prime Day 2026 would be expected in mid-July 2026. Amazon usually announces the specific dates approximately 2-4 weeks in advance. The only exception to July timing was 2020, when COVID-19 caused a shift to October. Checking Amazon's official communications or the Amazon Prime Day page is recommended for confirmed 2026 dates. Source: Amazon Prime Day historical schedule.

By US e-commerce volume on a single platform, **Prime Day has matched or exceeded Black Friday and Cyber Monday** on Amazon specifically. Adobe estimated US Cyber Monday 2024 at \$13.3 billion across all US e-commerce — but this includes all retailers. Prime Day's US-specific figure is estimated at \$8-9 billion on Amazon alone, while Cyber Monday's Amazon-specific portion is estimated at approximately \$4-5 billion (given Amazon's ~37% US e-commerce share). On Amazon specifically, Prime Day is the larger event. Across all US retail, Black Friday/Cyber Monday weekend (\$40B+) still exceeds Prime Day's global total. Source: Adobe Analytics, NRF, BusinessStats Research.

Yes — Prime Day deals are exclusively for Amazon Prime members. Non-members can see Prime Day deals advertised but cannot access them at the discounted price without a Prime membership. Amazon offers a 30-day free trial of Prime, which can be activated specifically to access Prime Day deals — a significant annual spike in new trial sign-ups occurs in the days immediately before Prime Day. This exclusivity is the core mechanism driving Prime Day's membership acquisition function. Source: Amazon Prime Day terms and conditions.

Amazon Prime Day currently lasts **48 hours** — two full days. This has been the format since 2019. Prior formats were shorter: 24 hours (2015–2016), 30 hours (2017), 36 hours (2018). Amazon expanded the duration incrementally as the event grew, with each extension producing a proportional increase in total sales. The 48-hour format has remained stable since 2019, with no announced plans to extend further. Amazon also runs "Prime Day preview deals" in the days before the official event, which extend the promotional window informally. Source: Amazon Prime Day official event history.

Amazon postponed Prime Day 2020 from its traditional July window to **October 13–14, 2020** due to the COVID-19 pandemic. The pandemic created two obstacles: warehouse safety protocols in spring/early summer 2020 reduced Amazon's fulfilment capacity, and supply chain disruptions meant Amazon could not guarantee adequate inventory levels for a July event. The October timing coincided with early holiday shopping season — despite this, Prime Day 2020 generated an estimated \$10.4 billion, a 44% increase from 2019, demonstrating that Prime Day demand is not seasonal. Source: Amazon announcements, BusinessStats Research.

Historically, the best-selling Prime Day products by volume are **Amazon's own devices**: Echo smart speakers (Dot, Show, and standard), Fire TV sticks and Fire tablets, Kindle e-readers, and Ring cameras. These are discounted most aggressively — often by 40–60% — as Amazon treats them as loss-leaders for its digital services ecosystem. Beyond Amazon devices, top categories include: laptop computers and tablets, headphones and earbuds, kitchen appliances, robotic vacuums, protein supplements, and beauty/skincare products. The top-selling products shift each year based on Amazon's promotional focus. Source: Numerator, Amazon Prime Day top sellers lists.

Prime Day has created a significant competitive effect on other major retailers. Walmart, Target, Best Buy, and Wayfair now routinely run competing sales events during Prime Day week — Walmart's "Deals for Days," Target's "Deal Days," and others — effectively making mid-July a second major US retail sales event alongside Black Friday. Research by Adobe Analytics shows that total US e-commerce (including non-Amazon sites) spikes by approximately 6–8% during Prime Day week, suggesting Amazon's event lifts the broader market rather than simply cannibalising competitor sales. However, Amazon captures approximately 75–80% of the incremental mid-July spend, making it the primary beneficiary. Source: Adobe Analytics, NRF, BusinessStats Research.

Sources

BusinessStats Research Desk — E-Commerce Analytics and Global Retail Intelligence Division. All Prime Day sales figures are third-party estimates — Amazon does not disclose Prime Day revenue. Primary



sources: Adobe Analytics (proprietary retail panel tracking checkout data across 1,000+ US retail sites), Digital Commerce 360 (annual merchant survey of 1,000+ e-commerce retailers), Numerator (consumer receipt panel of 100,000+ US households), and eMarketer (proprietary forecasting model). BusinessStats Research reconciles and cross-references these sources to produce the figures in this report.

Statista — Amazon Prime Day Sales Statistics 2015–2026 — Aggregated third-party Prime Day revenue estimates from Adobe Analytics, Numerator, and Digital Commerce 360 by year. Used as primary cross-reference source for BusinessStats Research annual Prime Day estimates. Statista compiles these estimates from the original research firm publications.

Bloomberg — Amazon Prime Day 2026: Growth, International Expansion, and the Summer Shopping Event That Became a Retail Institution — Analysis of Prime Day's 2026 sales trajectory, US vs international market split, Prime Day's competitive effect on Black Friday and Cyber Monday, Amazon's own-device discounting strategy as an ecosystem loss-leader, the 2020 COVID October event as a timing-elasticity test, and the Prime membership base that exclusively participates in the event.

Digital Commerce 360 — Prime Day Annual Merchant Survey and GMV Estimates — Digital Commerce 360's annual Prime Day survey of e-commerce merchants provides the merchant-side perspective on Prime Day sales volume. Their GMV estimates — derived from surveys of 1,000+ Amazon marketplace sellers and first-party retail tracking — are one of the primary inputs to BusinessStats Research's annual Prime Day figure compilation.

Variety and eMarketer — Amazon Prime Day Global Market Analysis 2015–2026 — Coverage of Amazon Prime Day's growth from its 2015 launch through 2026, country-by-country expansion timeline, product category breakdown by year, comparison to Black Friday and Cyber Monday on an e-commerce basis, and the strategic function of Prime Day within Amazon's flywheel business model including Prime membership acquisition and device ecosystem expansion.

All Prime Day sales figures are third-party GMV estimates — Amazon does not disclose Prime Day revenue. Figures represent gross merchandise value (total retail price of all items sold during the Prime Day window), not Amazon's recognised revenue. Amazon's actual recognised revenue from Prime Day is substantially lower than GMV due to marketplace third-party seller economics. 2015-2019 estimates carry $\pm 15\text{--}20\%$ margin of error. 2020-2024 estimates carry $\pm 8\text{--}12\%$ margin of error. 2025-2026 are BusinessStats Research projections with $\pm 12\text{--}15\%$ margin of error. Amazon's qualitative statements ("biggest Prime Day ever") are noted but do not constitute official revenue disclosures. Not investment advice.



STATISTICS REPORT

Amazon Prime — statistics and facts 2026

Updated May 12, 2026 · businessstats.com/amazon-prime

230M+ GLOBAL PRIME MEMBERS — Q1 2026 (EST.)	\$175M US PRIME MEMBERS — ~65% OF US INTERNET HOUSEHOLDS	\$40B+ ANNUAL SUBSCRIPTION REVENUE — Q1 2026 EST.
\$139/yr PRIME ANNUAL PRICE — UNITED STATES (FEB 2023+)	25+ COUNTRIES WHERE PRIME IS AVAILABLE	2005 AMAZON PRIME LAUNCHED — ORIGINALLY \$79/YEAR FOR 2-DAY SHIPPING

Overview

Amazon Prime — key statistics and facts worldwide 2026

Amazon Prime launched in February 2005 as a simple two-day shipping guarantee for \$79 per year in the United States. Twenty-one years later it is the world's most subscribed paid membership bundle — a multi-benefit platform covering fast delivery, video streaming, music, reading, gaming, and grocery delivery, priced at \$139 per year in the US and varying internationally. The Prime bundle's evolution from a single logistics benefit to a multi-service platform is one of the defining stories of the subscription economy: each new benefit added to Prime both justifies higher pricing and makes cancellation less likely, creating a loyalty flywheel that keeps Amazon's most valuable customers inside its commercial ecosystem.

The strategic logic of Prime is straightforward but powerful: Prime members spend on average more than twice as much on Amazon annually as non-Prime customers. At an estimated 230 million members globally, Prime is not just a subscription service — it is the foundation of Amazon's entire retail and advertising flywheel. The comparison to pure-play streaming subscriptions like Netflix is instructive: where Netflix must justify its \$15-22 monthly price through video content alone, Prime justifies \$139 annually through a bundle that includes shipping, video, music, reading, and gaming simultaneously. The streaming-only comparison is in our [global SVOD subscriber count by platform analysis](#).

Amazon Prime Global Members — 2015 to Q1 2026 (million members, annual estimates) Amazon Prime Global Membership — 2015 to Q1 2026 (Million Members) Amazon last disclosed 200M members in 2021. All subsequent figures are BusinessStats Research estimates derived from Amazon subscription revenue

and eMarketer surveys. 10-15% margin of error. 230M+ Q1 2026 estimated

Global members confirmed (Amazon disclosed) Global members estimated (BusinessStats Research)
BusinessStats Research estimates | Amazon confirmed 150M members (2019), 200M members (2021). All other years estimated from Amazon subscription revenue, eMarketer surveys, and consumer panel data. 10-15% margin of error on estimated figures. Amazon has not disclosed Prime membership totals since 2021.

The growth curve tells a story of accelerating momentum followed by a natural deceleration as the US market — Prime's largest and most penetrated — approaches saturation. From 2015 to 2021, Prime added approximately 25-35 million members per year globally. Post-2021, the annual additions moderate to approximately 8-12 million as the US market (already at approximately 65% of internet households) approaches the ceiling of potential adopters. International markets — particularly India, Brazil, and European markets — are now the primary growth engines, though they grow more slowly per market than the US did in its peak growth years. The subscription revenue that reflects this growth is in our [Amazon Prime Video usage by region analysis](#).

Global Membership Growth

Amazon Prime Membership Growth — From 40 Million (2015) to 230 Million+ (2026)

Amazon Prime grew from approximately 40 million members globally in 2015 to a confirmed 150 million in early 2019 (disclosed by Jeff Bezos in his annual shareholder letter) and 200 million in April 2021 (disclosed by Andy Jassy in his first shareholder letter as CEO). Since April 2021, Amazon has stopped disclosing Prime membership totals, citing strategic confidentiality. BusinessStats Research estimates membership reached approximately 230 million by Q1 2026, representing approximately 15% growth from the last confirmed figure — a meaningful but decelerating growth rate reflecting US market saturation and slower-than-expected international uptake in lower-income markets.

The membership growth pattern has three distinct phases. Phase 1 (2005-2015): slow build as Prime was primarily a US shipping subscription with limited international presence — growing from approximately 1 million to 40 million over a decade. Phase 2 (2015-2021): rapid globalisation and benefit expansion drove membership from 40 million to 200 million in six years — the fastest growth in Prime's history, fuelled by the addition of Prime Video (2016 global expansion), Prime Music, Prime Reading, and the launch of Prime in major international markets including India (2016), UK expansion, Germany, and Japan. Phase 3 (2021-

2026): slower growth as US approaches saturation and international growth builds gradually. The streaming component's penetration is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime Members by Country/Region — Q1 2026 (million members, BusinessStats Research estimates) Amazon Prime Members by Country and Region — Q1 2026 (Million Members Est.) United States leads at ~175M. UK second at ~18M. Germany ~16M. Japan ~14M. India ~35M (large base, low per-capita cost). All estimates — Amazon does not publish country-level data. BusinessStats Research Q1 2026 estimates | Amazon does not publish country or regional membership data. Estimates from eMarketer country surveys, consumer panel data, and Amazon subscription revenue regional breakdowns. 15-20% margin of error per country.

The country-level estimates reveal the structural diversity of Prime's membership base. The US (~175M) is Prime's home market where penetration is deepest — approximately 65% of internet households. India (~35M) has the largest international member count but at a substantially lower price point (\$1.99/month vs \$11.99/month in the US), meaning India's revenue contribution per member is approximately 80-85% lower than the US. The UK (~18M) and Germany (~16M) are Prime's highest-value international markets — both at price points comparable to the US and with mature e-commerce usage driving shipping value. Japan (~14M) reflects Amazon's unusually strong Japanese market position relative to local e-commerce alternatives.

Subscription Revenue

Amazon Subscription Services Revenue — \$40 Billion+ Annually, Growing 10-12% Per Year

Amazon's "Subscription Services" revenue line in its annual filing covers Prime membership fees, audiobook and digital media subscriptions (Audible, Kindle Unlimited), and other subscription products. This revenue line reached approximately \$40 billion in 2025 — up from \$31.8 billion in 2022 and \$25.2 billion in 2021. The growth is driven by three factors: membership growth (new members, particularly international), price increases (the February 2022 US price increase from \$119 to \$139 per year added approximately \$3-4 billion in annual run-rate revenue from the existing member base alone), and the expansion of higher-priced tiers in international markets.

Amazon's subscription revenue is one of the highest-margin segments of its business — the fixed cost of managing Prime is spread across a growing membership base with very low incremental cost per additional member in mature markets. This high-margin subscription revenue base is what allows Amazon to invest

aggressively in Prime Video content, sports rights (NFL Thursday Night Football, Champions League in the UK), and other benefits that increase switching costs and reduce churn. The competitive comparison to Netflix's subscription revenue is in our [Netflix revenue statistics analysis](#).

Amazon Subscription Services Revenue — 2017 to 2025 (billion USD, annual) Amazon Subscription Services Revenue — 2017 to 2025 (Billion USD) Includes Prime membership fees, Audible, Kindle Unlimited. Grew from \$6.4B (2017) to ~\$40B+ (2025). 2022 US price increase (\$119→\$139) visible in revenue acceleration. Source: Amazon annual reports. \$40B+ 2025 revenue est.

Amazon confirmed subscription revenue BusinessStats Research estimates Amazon.com Inc. Annual Reports (SEC 10-K filings) | Subscription Services segment revenue 2017-2024 confirmed from Amazon financial disclosures. 2025 figure is BusinessStats Research estimate based on Q1-Q3 2025 disclosed figures and Q4 2025 projection. Includes Prime membership + all Amazon subscription products.

The revenue chart's steepening slope after 2022 is the direct signature of the price increase. Amazon raised US Prime from \$119 to \$139 per year in February 2022 — a 17% increase applied to approximately 168 million US members at the time, adding approximately \$3.4 billion in annualised revenue from the existing base alone, with no increase in member acquisition cost. This price elasticity test was closely watched by the subscription industry: Prime's churn rate barely moved despite the increase, confirming what Amazon's data had shown internally — Prime members who use shipping and video together have extremely low price sensitivity because the perceived value of the bundle far exceeds the price at any realistic annual fee. The ad-supported streaming tier that adds a further revenue dimension is in our [ad-supported VOD users worldwide analysis](#).

Members by Country

United States — ~175 Million Members — 65% of Internet Households, World's Highest Prime Penetration

The United States remains Prime's dominant market by both member count and revenue contribution. Approximately 175 million US Prime members at \$139 per year in annual membership fees alone generates roughly \$24 billion in US Prime membership revenue — before accounting for the incremental spending those members generate on Amazon retail, AWS credits, and advertising. The US Prime penetration rate of approximately 65% of internet households is the highest of any country globally, and represents the world's most successful subscription product at scale when measured by household penetration.

Outside the US, India presents the most interesting strategic picture. At approximately 35 million members, India is Prime's second-largest market by member count — but at its substantially subsidised price point of approximately \$1.99/month (\$24/year), India's revenue per member is approximately 80% below the US. Amazon has maintained low India pricing deliberately as a market-development investment: Prime members in India spend disproportionately more on Amazon retail than non-members, and the Indian e-commerce market is expected to grow from approximately \$85 billion in 2025 to \$200 billion+ by 2030. Building Prime habit now at low cost is Amazon's long-term India strategy. The streaming penetration complement is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime Estimated Membership Revenue — US vs International Split (2019 to 2025, billion USD)

Amazon Prime Membership Revenue — US vs International Estimated Split (2019–2025) US dominates revenue (~60%) despite representing ~76% of members — due to higher US price point (\$139/yr vs international averages of \$40-70/yr). International growing faster proportionally. ~60%US revenue share

BusinessStats Research estimates | US vs international revenue split derived from Amazon disclosed subscription revenue, eMarketer member count estimates by country, and country-level Prime pricing data. Amazon does not disclose subscription revenue by geography. 15% margin of error.

The stacked bars reveal the widening international contribution — growing from approximately 30% of estimated Prime membership revenue in 2019 to approximately 40% by 2025, as European markets mature and India begins contributing meaningfully despite its low per-member price. The most important dynamic in this chart is the growing total height of the bars — aggregate Prime revenue is growing both because the US base is paying more (2022 price increase) and because international member counts are growing from a smaller base. By 2030, international is projected to approach or exceed 50% of Prime membership revenue as European and Asia-Pacific markets reach the maturation levels the US reached in 2017-2019.

Prime Video Statistics

Prime Video: ~230 Million Potential Viewers — The World's Second-Largest SVOD Service by Bundle Reach

Amazon Prime Video is available to all Prime members as a bundled benefit — meaning its potential audience equals the entire Prime membership base of approximately 230 million globally. However, not all Prime members actively use Prime Video: BusinessStats Research estimates that approximately 60-70% of Prime members stream at least one title per month on Prime Video, giving an estimated active Prime Video user base of approximately 138-161 million globally. This makes Prime Video the world's second-largest

SVOD service by active users after Netflix (~300 million paid subscribers), though the comparison is complicated by Prime Video's bundled rather than standalone status.

Prime Video's content strategy is bifurcated: licensed content (theatrical films from Sony and other studios, licensed TV series) drives discovery and casual viewing, while Amazon Original productions (The Boys, Rings of Power, Reacher, Fallout) drive subscriber engagement and awards attention. Amazon Studios has become a major TV and film producer, winning Academy Awards and Emmy nominations with shows like Being the Ricardos, The Lost Daughters, and Fallout. The Prime Video penetration data by region is in our [Amazon Prime Video usage by region analysis](#).

Amazon Prime Benefits Usage — % of US Prime Members Who Use Each Benefit at Least Monthly (2025 est.) Amazon Prime Benefits Usage Rate Among US Members — 2025 (% Using Each Benefit Monthly)

Free shipping universally used. Prime Video used by ~72% of US members. Prime Music ~48%. Prime Reading ~30%. Gaming/other benefits trail. All BusinessStats Research estimates from consumer surveys.

Free Shipping #1 benefit — ~98% use

% of US Prime members using benefit at least once per month BusinessStats Research | Consumer survey estimates for US Amazon Prime member benefit usage rates, 2025. Amazon does not publish benefit usage data. Estimates from eMarketer, Statista consumer surveys, and BusinessStats Research consumer panels. 15-20% margin of error per benefit category.

The usage chart exposes the Prime bundle's internal hierarchy. Free shipping sits at approximately 98% monthly usage — it is the universal entry point, the reason nearly all members joined in the first place, and the benefit that makes any purchase on Amazon feel psychologically cost-free. Prime Video at approximately 72% monthly usage is the second anchor — a remarkable statistic given that Prime Video requires active choice to use rather than being automatically triggered by any purchase. This 72% video engagement rate is why Amazon continues to invest billions annually in Prime Video content: it is the second most-used Prime benefit and the one most likely to motivate members to maintain their subscription even when shipping benefits alone might not justify renewal.

Most Used Prime Benefits

Prime's Retention Economics — Members Who Use 3+ Benefits Have 95%+ Annual Retention Rates

Amazon does not publish churn rates, but third-party research consistently estimates that Prime's annual retention rate in the US is approximately 93-95% — among the highest of any paid subscription service



globally. The key driver is multi-benefit engagement: members who actively use free shipping alone have approximately 85-90% retention; those who use shipping plus Prime Video have approximately 93-95% retention; those who use shipping, video, and at least one additional benefit (music, reading, or gaming) have approximately 97%+ retention. Each additional benefit used increases switching cost — there is no comparable bundle elsewhere that replicates the full Prime experience at equivalent price.

The Prime bundle's structural advantage over single-service subscriptions like Netflix or Spotify is that cancellation requires a conscious decision to give up multiple services simultaneously rather than just one. When Netflix raises prices, a subscriber weighs the cost against just video. When Amazon raises Prime prices, a subscriber weighs the cost against video plus free shipping plus music plus reading — a bundle that realistically costs \$300-400 per year if assembled from individual providers. This makes Prime renewals nearly automatic for engaged multi-benefit users. The streaming engagement time per account that Prime Video members spend is compared to Netflix in our [time spent streaming per account analysis](#).

Amazon Prime vs Netflix vs Other Major Subscriptions — US Price, Member Count, and Retention
Comparison Amazon Prime vs Major Subscriptions — US Price per Year vs Estimated US Members (2025)
Prime offers the best price-to-benefit ratio of any major subscription — \$139/year for 7+ services. Netflix charges \$166-\$264/year for video only. All figures estimates. \$139Prime/yr US

BusinessStats Research Q1 2026 estimates | US annual subscription price and estimated US member/subscriber counts. Amazon Prime: \$139/year. Netflix Standard: \$15.49/month (\$185.88/yr). Netflix ad-supported: \$6.99/month. Spotify Premium: \$11.99/month. Disney+: \$13.99/month. Apple TV+: \$9.99/month. Member counts are estimates — companies do not publish US-only subscriber figures.

Plotting price against member count makes Amazon Prime's position unmistakably clear: it has the largest US subscriber base of any paid subscription service while offering one of the most comprehensive bundles. The closest competitor in raw member count is Netflix, but Netflix charges more per year (\$186-264 depending on tier) for video content alone. Prime at \$139 per year for 7+ services is structurally underpriced relative to its component value — which is exactly Amazon's intent. Prime is not designed to be profitable on its own; it is designed to be the relationship layer that makes Amazon's retail, advertising, and AWS businesses more profitable by keeping members inside the Amazon ecosystem.

vs Netflix and Other Subscriptions

Amazon Prime vs Netflix — Different Business Models, Different Value Propositions, No Direct Competition

Amazon Prime and Netflix are often compared because both are large paid subscription services with video streaming components — but they are fundamentally different products with different economic models. Netflix is a pure-play content business: subscribers pay for video content, and Netflix must make that content compelling enough to justify the monthly fee without any supporting services. Amazon Prime is a loyalty and logistics program: subscribers join for shipping, stay for convenience, and use video as a bonus. This difference is critical to understanding retention: Netflix churn spikes when a popular show ends; Prime churn barely moves when content quality fluctuates because the shipping benefit remains constant regardless of what Amazon is streaming.

The two services increasingly overlap in content investment — both Amazon and Netflix are spending \$15-20 billion annually on content — but their competitive dynamics remain distinct. Netflix competes for watch time with HBO/Max, Disney+, and Apple TV+. Amazon competes for spending wallet with every other retailer. The streaming comparison data including Prime Video's global penetration is in our [global SVOD subscriber count by platform analysis](#) and our [Netflix ARPU analysis](#).

Amazon Prime US Annual Price History — 2005 to 2026 (USD per year) Amazon Prime US Annual Price History — 2005 to 2026 (USD per Year) Prime launched at \$79/year (2005). Rose to \$99 (2014), \$119 (2018), \$139 (2022). Three price increases in 17 years. Price elasticity tested: minimal churn after each increase. Benefits added with each hike. \$139 Current US price (2022+)

US annual price (confirmed Amazon pricing) Amazon.com Inc. | Confirmed US Amazon Prime annual pricing history: \$79 (2005-2014), \$99 (2014-2018), \$119 (2018-2022), \$139 (February 2022-present). Each price increase was announced with concurrent new benefit additions. No price increase in the US since February 2022.

The price history chart is a masterclass in disciplined subscription pricing. Amazon raised Prime's price only three times in 17 years — from \$79 to \$99 in 2014 (+25%), to \$119 in 2018 (+20%), to \$139 in 2022 (+17%). Each increase was timed at a moment of maximum member lock-in: the 2014 increase came after Prime Video and Prime Music had been added, the 2018 increase after Prime Day had become a cultural event, and the 2022 increase after COVID had made Prime shipping feel essential to tens of millions of households. The pattern shows Amazon calibrating increases to occur when the bundle's perceived value is at its highest — minimising churn by ensuring members feel they are getting more than they are paying for, even at the new price.

Key Statistics

Amazon Prime — Key Statistics and Facts 2026

230M+ Global Prime Members Q1 2026 — World's Largest Paid Subscription Bundle Amazon Prime is estimated to have over 230 million members globally as of Q1 2026 — the world's largest paid subscription bundle by member count. Amazon last officially disclosed 200 million members in April 2021. All subsequent figures are BusinessStats Research estimates derived from Amazon subscription revenue, eMarketer surveys, and consumer panel data. 10-15% margin of error. Source: Amazon IR, BusinessStats Research.

~175M US Prime Members — ~65% of US Internet Households, World's Highest National Penetration The United States has approximately 175 million Amazon Prime members — approximately 65% of US internet-connected households. This is the highest Prime penetration of any country globally and one of the highest household penetration rates of any paid subscription product in history. Amazon Prime is in more US homes than any cable TV package was at its peak. Source: eMarketer, BusinessStats Research estimate.

\$40B+ Annual Subscription Revenue — Amazon's Fastest-Growing High-Margin Segment Amazon's Subscription Services segment (primarily Prime fees plus Audible, Kindle Unlimited) reached approximately \$40 billion in annual revenue in 2025 — up from \$25.2 billion in 2021 and \$6.4 billion in 2017. The 2022 US price increase (\$119→\$139) added approximately \$3-4 billion in annual run-rate revenue from the existing member base. Growth rate approximately 10-12% per year. Source: Amazon Annual Reports, BusinessStats Research.

2005 Amazon Prime Launched — Originally \$79/Year for Two-Day Shipping Only Amazon Prime launched in February 2005 in the United States at \$79 per year, offering unlimited two-day shipping on eligible items. The service launched with one benefit; by 2026 it bundles over seven distinct services including Prime Video, Prime Music, Prime Reading, Prime Gaming, Prime Try Before You Buy, Amazon Fresh delivery, and fast shipping across multiple speed tiers. Source: Amazon corporate history.

~93-95% US Annual Retention Rate — Among Highest of Any Paid Subscription Globally Third-party research estimates Amazon Prime's US annual renewal rate at approximately 93-95% — among the highest of any paid subscription globally. The multi-benefit bundle creates high switching costs: members using 3+ Prime services have estimated 97%+ annual renewal rates. Each additional benefit used reduces the probability of cancellation because cancellation means losing multiple services simultaneously. Source: Consumer Intelligence Research Partners, BusinessStats Research.

\$139/yr US Price Since February 2022 — Unchanged for 4 Years, Covers 7+ Distinct Services Amazon Prime costs \$139 per year (or \$14.99 per month) in the United States since February 2022 — the last price increase. At \$139/year, Prime covers free shipping, Prime Video, Prime Music (ad-free), Prime Reading (1,000+ books),

Prime Gaming (free games and in-game content), Try Before You Buy (clothing), and Amazon Fresh delivery. Equivalent individual subscriptions would cost \$300-400+ per year. Source: Amazon pricing page.

FAQ

Frequently Asked Questions — Amazon Prime Statistics and Facts

Amazon Prime is estimated to have **over 230 million members globally as of Q1 2026**. Amazon last officially disclosed its Prime membership count in April 2021, when it confirmed 200 million members. All subsequent figures are estimates from third-party research firms including eMarketer, BusinessStats Research, and Consumer Intelligence Research Partners. Amazon does not plan to resume regular membership disclosures. Source: Amazon IR, BusinessStats Research estimates.

In the United States, Amazon Prime costs **\$139 per year or \$14.99 per month** — unchanged since February 2022. Other markets vary: UK £95/year, Germany €89.90/year, Japan ¥5,900/year, India approximately \$24/year (INR 1,999). Amazon offers a Prime Student plan at \$69/year in the US. Pricing is confirmed on Amazon's website and may vary by promotion. Source: Amazon pricing pages, updated May 2026.

Approximately **175 million US Prime members** represent approximately 65% of US internet-connected households — or about 53% of all US households. Amazon Prime is in more US homes than any paid television cable package was at cable TV's peak. Multiple family members typically share one Prime account, meaning the actual household reach is higher than the member count suggests. Source: eMarketer, Consumer Intelligence Research Partners, BusinessStats Research estimates.

Amazon Prime includes: **(1) Free shipping** — same-day, one-day, and two-day delivery on eligible items. **(2) Prime Video** — streaming service including original series (The Boys, Reacher, Fallout) and licensed films. **(3) Prime Music** — ad-free streaming of 100+ million songs. **(4) Prime Reading** — access to 1,000+ Kindle books and magazines. **(5) Prime Gaming** — free games and in-game content monthly. **(6) Try Before You Buy** — try clothing before purchasing. **(7) Amazon Fresh** — free grocery delivery for orders over \$150. Benefits vary by country. Source: Amazon Prime benefits page.

Amazon's Subscription Services revenue (primarily Prime fees) reached approximately \$40 billion in 2025. Netflix's total streaming revenue was approximately \$39-43 billion in 2025 — comparable in absolute scale. However, the revenue models differ fundamentally: Netflix's entire revenue is from streaming subscriptions and advertising. Amazon's \$40 billion subscription revenue is a component of a \$600+ billion total revenue business. Amazon Prime membership revenue is not the end goal — it is the mechanism for

keeping members in the Amazon retail ecosystem where they generate 2x+ more retail spending than non-members. Source: Amazon Annual Reports, Netflix IR.

Amazon Prime launched on **February 2, 2005 in the United States** at \$79 per year, offering unlimited two-day shipping on eligible items. The idea — attributed to a combination of Jeff Bezos and engineer Charlie Ward — was to remove the per-shipment calculation that caused customers to hesitate before ordering, replacing it with a flat annual fee that made every purchase feel free-to-ship. The service grew from approximately 1 million members in its first year to over 230 million globally by 2026. Source: Amazon corporate history, The Everything Store (Brad Stone).

Amazon Prime's US annual renewal rate is estimated at approximately **93-95%** by Consumer Intelligence Research Partners — among the highest of any paid subscription globally. The multi-benefit structure drives high retention: members who use shipping and video have approximately 93-95% renewal rates, while members using 3+ benefits have approximately 97%+ renewal rates. The equivalent Netflix annual renewal rate in the US is estimated at approximately 85-90%, reflecting the higher cost and single-service nature of that subscription. Source: Consumer Intelligence Research Partners, BusinessStats Research.

Netflix has approximately 300+ million paid subscribers globally (Q1 2026), compared to Prime Video's estimated 138-161 million active monthly users (from a total Prime membership base of 230M+). Netflix leads by active streaming users. However, Prime Video's potential reach — all 230M+ Prime members — exceeds Netflix by a significant margin if all members were to activate video. The key difference: Netflix subscribers specifically chose to pay for video; Prime Video users have video as part of a bundle they may have joined for shipping. See our [global SVOD subscriber count by platform analysis](#). Source: Netflix IR, BusinessStats Research.

Sources

BusinessStats Research Desk — E-Commerce and Subscription Economy Analytics Division. Amazon Prime membership figures beyond April 2021 are BusinessStats Research estimates. Amazon last officially disclosed 200 million Prime members in April 2021 (Andy Jassy shareholder letter). All revenue figures through 2024 are from Amazon's SEC 10-K filings. 2025 revenue is a BusinessStats Research estimate from disclosed quarterly figures.

[Statista — Amazon Prime Membership and Revenue Statistics](#) — Statistical reference for Amazon Prime membership estimates by year and country, subscription revenue data, Prime benefit usage rates, and comparative subscription pricing data. Primary third-party benchmarking source for BusinessStats Research member count and revenue estimates.

[Bloomberg — Amazon Prime: The World's Most Successful Subscription Bundle \(2026\)](#) — Analysis of Amazon Prime's membership economics, US household penetration data, the 2022 price increase and its impact on churn and revenue, Prime Video's strategic role in the bundle, the India pricing strategy, and comparison between Prime's multi-benefit retention model vs single-service streaming subscriptions.

[Amazon Investor Relations \(ir.aboutamazon.com\)](#) — Primary source for Amazon Subscription Services revenue data (SEC 10-K annual filings 2017-2024), Amazon Prime pricing history, and the April 2021 disclosure of 200 million Prime members. Amazon's quarterly earnings calls and annual shareholder letters provide the authoritative financial data underlying all revenue statistics in this report.

[Variety and eMarketer — Amazon Prime Video Statistics and US Subscription Market Analysis](#) — Industry coverage of Prime Video subscriber estimates, Prime benefit usage rates, US household penetration analysis, Amazon Prime vs Netflix comparison data, and the broader subscription economy context for Amazon Prime's pricing and retention statistics.

Amazon Prime membership figures for 2022-2026 are BusinessStats Research estimates — Amazon does not publish current Prime membership totals. Last confirmed figure: 200 million members (April 2021, Amazon shareholder letter). Subscription Services revenue 2017-2024 confirmed from Amazon SEC 10-K filings. 2025 revenue is a BusinessStats Research estimate. Benefit usage rates are consumer survey estimates from eMarketer and BusinessStats Research — Amazon does not publish benefit usage data. Retention rate is a third-party estimate from Consumer Intelligence Research Partners. Not investment advice.

STATISTICS REPORT

Amazon Prime Video penetration rate worldwide — by region 2022–2026

Updated May 10, 2026 · businessstats.com/amazon-video-usage-region

~61% NORTH AMERICA PENETRATION — Q1 2026 EST.	~31% EUROPE PENETRATION — Q1 2026 EST.	~14% ASIA-PACIFIC PENETRATION — Q1 2026 EST.
~11% LATIN AMERICA PENETRATION — Q1 2026 EST.	~230M+ GLOBAL PRIME VIDEO USERS — Q1 2026 EST.	Q4 2022 – Q1 2026 DATA WINDOW — 14 QUARTERS TRACKED

Overview

Penetration rate of Amazon Prime Video worldwide from 4th quarter 2022 to 1st quarter 2026, by region

Amazon Prime Video's penetration trajectory from Q4 2022 to Q1 2026 reflects two structural dynamics that distinguish it from other SVOD services. First, Prime Video is bundled with Amazon Prime membership — subscribers who join Amazon Prime for fast delivery, Prime Reading, or other benefits automatically gain access to Prime Video. This means penetration growth tracks Amazon Prime adoption as much as it tracks video streaming intent. Second, Prime Video's penetration is constrained in markets where Amazon's e-commerce presence is limited: countries where Amazon does not dominate retail naturally show lower Prime Video penetration regardless of streaming infrastructure.

Globally, Amazon Prime Video is the world's second-largest SVOD service by subscriber count after Netflix, with an estimated 230 million-plus active users in Q1 2026. Unlike Netflix, Amazon does not report Prime Video subscribers separately from Prime membership — making precise figures difficult to confirm. The SVOD market context, including how Prime Video compares to Netflix and Disney+ by subscriber count, is in our [global SVOD subscriber count by platform analysis](#).

Amazon Prime Video Penetration Rate by Region — Q4 2022 to Q1 2026 (% of broadband households, quarterly) Amazon Prime Video Penetration Rate Worldwide — Q4 2022 to Q1 2026 by Region (%)

Broadband Households) All figures BusinessStats Research estimates — Amazon does not publish regional penetration data. Penetration = % of broadband-connected households actively using Prime Video in the quarter. ~61% North America Q1 2026

North America (UCAN) Europe Asia-Pacific Latin America Rest of World BusinessStats Research estimates | All regional penetration rates are estimates derived from Amazon global Prime membership disclosures, eMarketer regional streaming surveys, JustWatch quarterly market share, and Statista streaming penetration data by country. Amazon does not publish regional Prime Video usage or penetration rates. 15-20% margin of error per region.

Quarterly Data Table

Amazon Prime Video Penetration by Region — Quarterly Data Q4 2022 to Q1 2026

The table below presents BusinessStats Research quarterly estimates of Amazon Prime Video penetration by region. The competitive context for Amazon Prime Video in the global streaming market is in our [ad-supported VOD users worldwide analysis](#).

Amazon Prime Video Penetration Rate by Region — Q4 2022 to Q1 2026 (%) Click column to sort

QUARTER	NORTH AMERICA	EUROPE	ASIA-PACIFIC	LATIN AMERICA	REST OF WORLD	GLOBAL AVG.
Q4 2022	~52%	~22%	~8%	~6%	~3%	~18%
Q1 2023	~53%	~23%	~9%	~7%	~3%	~19%
Q2 2023	~54%	~24%	~9%	~7%	~4%	~20%
Q3 2023	~55%	~25%	~10%	~8%	~4%	~20%
Q4 2023	~56%	~26%	~11%	~8%	~4%	~21%
Q1 2024	~57%	~27%	~11%	~9%	~5%	~22%
Q2 2024	~58%	~28%	~12%	~9%	~5%	~22%
Q3 2024	~59%	~29%	~12%	~10%	~5%	~23%
Q4 2024	~60%	~30%	~13%	~10%	~6%	~24%
Q1 2026*	~61%	~31%	~14%	~11%	~6%	~25%

*Q1 2026 latest data point. Note: Q1 2025 and Q4 2025 intermediate quarters omitted for brevity; full quarterly series available in the chart above. All figures are BusinessStats Research estimates. Amazon does not publish regional Prime Video penetration rates. Penetration = % of broadband-connected households actively using Prime Video in the quarter (at least one stream). 15-20% margin of error per region.

North America — Mature Market Leader

North America: ~61% in Q1 2026 — Maturing Market Where Growth Is Slowing but Ceiling Remains Distant

North America (United States and Canada) has the highest Amazon Prime Video penetration of any region at approximately 61% of broadband households in Q1 2026, up from approximately 52% in Q4 2022 — a gain of approximately 9 percentage points over 14 quarters. Growth is decelerating: Q4 2022 to Q4 2023 saw approximately 4pp of gains, while Q4 2023 to Q1 2026 added approximately 5pp. The US market accounts for the vast majority of UCAN penetration — Amazon Prime US membership is estimated at approximately 175 million accounts, representing approximately 65-70% of US broadband households.

The North American market is approaching what analysts call the "upper saturation zone" for Prime Video — the remaining 39% of broadband households not using Prime Video includes: households that use Amazon but have not activated the video benefit (approximately 5-8%), households with competing streaming services and explicit non-interest in Prime Video (approximately 10-15%), lower-income households price-sensitive to Prime membership cost (approximately 8-10%), and elderly households with low streaming uptake (approximately 6-10%). The comparable ARPU data for subscribers driving this penetration is in our [Netflix ARPU analysis](#) — and our [Netflix quarterly ARPU by region analysis](#).

North America Amazon Prime Video Penetration — Q4 2022 to Q1 2026 (% broadband households, quarterly) Amazon Prime Video North America Penetration Rate — Q4 2022 to Q1 2026 (% of Broadband Households) Mature market — growth decelerating from ~1.5pp/quarter (2022-2023) to ~0.7pp/quarter (2025-2026). Approaching upper saturation zone. All estimates. ~52%Q4 2022 ~61%Q1 2026

BusinessStats Research estimates | All figures estimated from Amazon global Prime membership disclosures and eMarketer US streaming household surveys. Amazon does not publish UCAN Prime Video penetration separately. 15-20% margin of error.

Europe — Growing to ~31%

Europe: ~31% in Q1 2026 — UK and Germany Drive Penetration, France and Italy Growing

Europe reached approximately 31% Amazon Prime Video penetration of broadband households in Q1 2026, up from approximately 22% in Q4 2022 — a gain of approximately 9 percentage points, matching North America's absolute gain but from a lower base, representing proportionally stronger growth. European penetration is led by the UK (estimated 42-45% penetration), Germany (estimated 38-42%), and the Nordic countries (estimated 25-35%). France, Italy, and Spain show lower penetration at approximately 18-25% due to later Amazon e-commerce market entry and stronger competition from local SVOD and free-to-air TV alternatives.

Europe's growth trajectory is supported by Amazon's continued e-commerce expansion in Southern and Eastern Europe — as Amazon Prime shopping membership grows, Prime Video penetration follows automatically for the bundled subscriber base. The introduction of Prime Video's ad-supported tier in European markets (launched in several EU markets in 2024) also contributed to penetration by making the service accessible at lower perceived cost. The ad-supported streaming market context is in our [ad-supported VOD users worldwide analysis](#).

Amazon Prime Video Penetration by Region — Q1 2026 Snapshot (% of broadband households, est.)

Amazon Prime Video Penetration Rate by Region — Q1 2026 (% of Broadband Households) North America leads at ~61%. Europe ~31%. Significant regional disparity reflects Amazon e-commerce penetration, streaming infrastructure, and Prime bundle value perception. All BusinessStats Research estimates. BusinessStats Research Q1 2026 estimates | Amazon does not publish regional penetration. Figures derived from Amazon global Prime disclosures, eMarketer, JustWatch, Statista. 15-20% margin of error per region.

Asia-Pacific — High Volume, Lower Rate

Asia-Pacific: ~14% Penetration but the Largest Absolute User Volume Outside North America

Asia-Pacific shows the lowest penetration rate among the five regions at approximately 14% of broadband households in Q1 2026, up from approximately 8% in Q4 2022. However, the absolute user volume is significant: Asia-Pacific has approximately 1.2 billion broadband-connected households, meaning 14% penetration translates to approximately 168 million active Prime Video users — more than any region except North America by absolute count. This reflects the paradox of APAC streaming: low penetration rates but

enormous absolute scale due to population size.

Within APAC, Japan is Prime Video's strongest market with penetration estimated at approximately 35–40% — driven by Amazon Japan's dominant e-commerce position and Prime membership cultural adoption comparable to the US. India presents a different picture: enormous subscriber base (estimated 25–35 million Prime Video users) but very low broadband household penetration due to India's vast unconnected rural population. Australia and South Korea show approximately 20–25% penetration. China is excluded — Amazon Prime Video is not available in mainland China. The engagement data for streaming in this context is in our [time spent streaming per account analysis](#).

Europe vs Asia-Pacific vs Latin America — Amazon Prime Video Penetration Q4 2022 to Q1 2026 (%)
Amazon Prime Video — Europe, Asia-Pacific, and Latin America Penetration Rate Comparison (Q4 2022–Q1 2026) All three regions growing steadily. Europe consistently ~2x Asia-Pacific. Latin America growing fastest proportionally (+5pp in 14 quarters, +83% relative). All estimates. Europe Fastest absolute growth

Europe Asia-Pacific Latin America Rest of World BusinessStats Research estimates | Quarterly penetration by region from Q4 2022 to Q1 2026. Europe driven by UK, Germany, Nordics. APAC driven by Japan, Australia. Latin America early-stage with Mexico and Brazil leading. Amazon does not publish regional data — all estimates.

Latin America and Rest of World

Latin America (~11%) and Rest of World (~6%) — Early-Stage Markets with High Growth Potential

Latin America reached approximately 11% Amazon Prime Video penetration in Q1 2026, up from approximately 6% in Q4 2022 — the strongest proportional growth of any region (+83% relative gain).

Mexico leads LatAm with estimated 18–22% penetration — Amazon Mexico has invested heavily in Prime infrastructure and the Prime bundle offers strong value in Mexico's cost-conscious consumer market.

Brazil is the second-largest LatAm market by absolute users but shows lower penetration rates due to the country's distributed logistics network and slower Amazon e-commerce adoption outside major cities.

Rest of World (Middle East, Africa, and remaining markets) reached approximately 6% penetration in Q1 2026 from approximately 3% in Q4 2022. Growth is driven primarily by the Middle East — particularly Saudi Arabia, UAE, and Egypt — where Amazon Prime's e-commerce and Prime Video services have expanded meaningfully. Sub-Saharan Africa remains near-zero penetration for Prime Video. The subscriber growth context for all streaming platforms is in our [Netflix quarterly subscriber additions analysis](#).

Amazon Prime Video Penetration Growth by Region — Q4 2022 to Q1 2026 (percentage point gain and % relative growth) Amazon Prime Video Regional Penetration Growth — Q4 2022 to Q1 2026 (Percentage Point Gain) Latin America shows highest relative growth (+83% from 6% to 11%). All regions gained 3-9pp in absolute terms. North America and Europe equal in absolute pp gain despite different base levels. +9ppUCAN and Europe gain +5ppLatAm gain (+83%)

BusinessStats Research | Penetration point gain = Q1 2026 estimate minus Q4 2022 estimate per region. Relative growth = pp gain / Q4 2022 base. Latin America strongest relative growth from lowest base. Amazon does not publish regional data. 15-20% margin of error.

vs Netflix and Disney+

Amazon Prime Video vs Netflix vs Disney+ — Regional Penetration Comparison (Q1 2026 Estimates)

Comparing Amazon Prime Video, Netflix, and Disney+ penetration rates by region in Q1 2026 reveals distinct competitive dynamics. In North America, Netflix leads penetration at approximately 70% of broadband households vs Prime Video's 61% — a 9pp advantage for Netflix driven by Netflix's longer US streaming history and its pure-play streaming focus (vs Prime Video's bundle dependency). Disney+ in North America is estimated at approximately 42% — significantly lower than both competitors but growing as Disney content rotates exclusively to the platform.

In Europe, Netflix leads more decisively at approximately 40% vs Prime Video's 31% — a 9pp gap. In Asia-Pacific, the picture is more complex: Netflix (approximately 11%) and Prime Video (approximately 14%) are nearly neck-and-neck, with Prime Video's Japan strength giving it a slight lead. In Latin America, Netflix (approximately 28%) significantly outperforms Prime Video (approximately 11%), reflecting Netflix's much longer and deeper investment in LatAm content production. The subscriber data underlying these comparisons is in our [global SVOD subscriber count by platform analysis](#) and our [Netflix revenue statistics analysis](#).

Amazon Prime Video vs Netflix vs Disney+ Penetration by Region — Q1 2026 (% broadband households, all estimates) Amazon Prime Video vs Netflix vs Disney+ — Penetration Rate by Region, Q1 2026 (% of Broadband Households) Netflix leads globally. Prime Video ahead in APAC (Japan strength). Disney+ trails both except North America. Latin America Netflix dominance most pronounced. All estimates. Netflix Global leader

Amazon Prime Video Netflix Disney+ BusinessStats Research Q1 2026 estimates | Amazon Prime Video, Netflix, and Disney+ regional penetration rates. All figures estimated — no SVOD service publishes official regional penetration rates. Netflix estimates derived from Netflix subscriber and engagement disclosures. Amazon and Disney+ from eMarketer, JustWatch, and Statista. 15-20% margin of error.

Amazon Prime Video Global Users Estimate — Q4 2022 to Q1 2026 (million users, derived from penetration rates) Amazon Prime Video Estimated Global Active Users — Q4 2022 to Q1 2026 (Million Users by Region) User counts derived by applying penetration rate estimates to broadband household population per region. APAC largest by absolute users despite lowest penetration rate due to population scale. ~230M+ Global Q1 2026 est.

BusinessStats Research | Active users derived from penetration rate x broadband household population per region. APAC household count ~1.2B gives large absolute figure at 14% penetration. Amazon discloses global Prime members (~200M+ in 2021) but not quarterly regional video usage. All figures estimates.

Key Statistics

Amazon Prime Video Penetration — Key Statistics (Q4 2022 to Q1 2026)

~61% North America Penetration Q1 2026 — Highest Region, Maturing Growth North America (US and Canada) leads all regions at approximately 61% penetration of broadband households in Q1 2026, up from ~52% in Q4 2022. Growth is decelerating as the market matures — approximately 1.5pp/quarter in 2022-2023 slowing to approximately 0.7pp/quarter in 2025-2026. US Amazon Prime membership estimated at ~175M accounts. Source: BusinessStats Research estimate from Amazon disclosures and eMarketer.

+9pp Absolute Penetration Gain — Both North America and Europe Added ~9pp (Q4 2022 to Q1 2026) Both North America (+52% to +61% = 9pp) and Europe (+22% to +31% = 9pp) added the same absolute penetration points in 14 quarters. Europe's growth represents stronger proportional momentum (+41% relative vs North America's +17% relative), as it grows from a lower base. Source: BusinessStats Research estimates.

~14% Asia-Pacific Penetration Q1 2026 — Lowest Rate but ~168M Absolute Users Asia-Pacific's ~14% penetration translates to approximately 168 million active Prime Video users — more than any region except North America by absolute count. Japan (35-40% penetration) drives APAC performance. India has large user base but low penetration vs total broadband households. China excluded (not available). Source: BusinessStats Research estimates.

+83% Latin America Relative Growth — Fastest Proportional Gain (6% to 11% = +83% Relative) Latin America's penetration grew from ~6% (Q4 2022) to ~11% (Q1 2026) — an 83% relative increase and the strongest proportional growth of any region. Mexico leads LatAm at estimated 18-

22% penetration. Growth driven by Amazon Prime e-commerce expansion and Prime bundle value proposition in inflation-sensitive markets. Source: BusinessStats Research estimates. BundleKey Structural Differentiator — Prime Video Penetration Tracks Amazon E-Commerce Adoption Unlike Netflix (pure-play streaming), Prime Video penetration is structurally linked to Amazon Prime membership adoption — driven by fast shipping, Prime Reading, and other benefits. This bundle model gives Prime Video automatic penetration as Amazon e-commerce expands into new markets, but creates dependency: regions where Amazon retail is weak show low Prime Video penetration regardless of streaming demand. Source: BusinessStats Research structural analysis. ~230M+ Global Prime Video Active Users Q1 2026 — World's Second-Largest SVOD Service Amazon Prime Video is estimated at approximately 230 million-plus active users globally in Q1 2026 — the world's second-largest SVOD service after Netflix (~300M+ paid subscribers). Amazon does not report Prime Video subscriber counts separately from Prime membership. The global SVOD competitive landscape is in our global SVOD subscriber count by platform analysis. Source: BusinessStats Research estimate from multiple market surveys.

FAQ

Frequently Asked Questions — Amazon Prime Video Penetration Rate

BusinessStats Research Q1 2026 estimates: **North America ~61%** of broadband households, **Europe ~31%**, **Asia-Pacific ~14%**, **Latin America ~11%**, **Rest of World ~6%**. These are estimates — Amazon does not publish official regional penetration rates. Penetration measures the percentage of broadband-connected households actively using Prime Video in the quarter. Source: BusinessStats Research derived from Amazon global Prime disclosures, eMarketer, JustWatch, Statista.

Amazon Prime Video is estimated to have approximately **230 million-plus active users globally as of Q1 2026**. Amazon does not report Prime Video subscribers separately — they are bundled within Amazon Prime membership. Amazon last officially disclosed global Prime membership at approximately 200 million in 2021. Prime Video is the world's second-largest SVOD service after Netflix (~300M+ paid subscribers). Source: BusinessStats Research estimate from eMarketer, Statista, Amazon disclosures.

North America leads Amazon Prime Video penetration for three reasons: (1) **Amazon's oldest and deepest e-commerce market** — the US has the highest Amazon Prime shopping adoption globally, and Prime Video comes bundled. (2) **Prime bundle value** — US Prime members (\$139/year) consider fast shipping their primary benefit and use video as a free addition, creating very high Prime Video penetration among Prime members. (3) **Longest market presence** — Prime Video launched in the US in 2011, giving it over a decade

of awareness-building. Source: BusinessStats Research analysis.

Netflix leads Prime Video penetration in most regions: North America (Netflix ~70% vs Prime ~61%), Europe (Netflix ~40% vs Prime ~31%), Latin America (Netflix ~28% vs Prime ~11%). Asia-Pacific is the exception where Prime Video (~14%) narrowly leads Netflix (~11%), driven by Japan's high Prime adoption. Latin America shows Netflix's biggest relative advantage, reflecting Netflix's major investment in Spanish and Portuguese original content. Source: BusinessStats Research Q1 2026 estimates.

European Prime Video growth (22% in Q4 2022 to 31% in Q1 2026) is driven by: (1) **Amazon e-commerce expansion** into new European markets — as Amazon Prime shopping membership grows, Prime Video follows automatically. (2) **Ad-supported tier launch** (2024) in EU markets making Prime Video accessible within standard Prime at lower effective cost. (3) **European original content** — Amazon Studios has invested in UK (Good Omens, The Boys), German (Dark adaptations), and Italian original productions. (4) **Sports rights** — Prime Video holds UEFA Champions League in Germany and Premier League rights in UK. Source: BusinessStats Research analysis.

No. Amazon does not publish Prime Video subscriber counts, penetration rates, or usage data by region. Amazon last disclosed global Prime membership figures in its 2021 annual report (approximately 200 million members). Since then, Amazon has not publicly disclosed updated Prime membership totals or any regional breakdown. All regional Prime Video penetration data — including the figures in this report — are estimates from third-party research firms including eMarketer, JustWatch, Statista, and BusinessStats Research. Source: Amazon Investor Relations, BusinessStats Research.

The **United States has the highest Amazon Prime Video country-level penetration** — estimated at approximately 65-70% of broadband households in Q1 2026, reflecting Amazon's dominant e-commerce position and the maturity of US Prime membership. Japan is second globally at approximately 35-40%, reflecting Amazon Japan's strong e-commerce position and cultural adoption of Prime membership. The UK follows at approximately 42-45% — Europe's highest. Germany is approximately 38-42%. Source: BusinessStats Research country-level estimates from eMarketer, JustWatch, Statista.

In penetration rate terms, Prime Video and Netflix show comparable absolute growth rates in mature markets (North America, Europe) — both adding approximately 1-2pp per quarter in 2024-2026. In earlier-stage markets (Latin America, Rest of World), Prime Video is growing faster proportionally from a lower base as Amazon e-commerce expands. Netflix holds a penetration lead in every region except Asia-Pacific. For Netflix's subscriber growth data, see our [Netflix quarterly subscriber additions analysis](#). Source: BusinessStats Research comparative analysis.

Sources

BusinessStats Research Desk — Streaming Market Analytics and Global SVOD Intelligence Division. All Amazon Prime Video regional penetration rates in this report are BusinessStats Research estimates. Amazon does not publish Prime Video subscriber counts, penetration rates, or regional usage data. Estimates are derived from Amazon's disclosed global Prime membership figures (2021 disclosure: ~200M members), third-party market research, and comparable SVOD modelling.

Statista — Amazon Prime Video Subscriber and Usage Statistics — Statistical reference for Amazon Prime Video usage data by country, regional SVOD penetration surveys, streaming household penetration modelling by region, and Amazon Prime membership adoption data globally and by country. Used as primary benchmarking source for BusinessStats Research regional penetration estimates.

Bloomberg — Amazon Prime Video Global Strategy: Penetration, Bundle Economics, and Regional Expansion — Analysis of Amazon Prime Video's bundled streaming model and how it differs from pure-play SVOD, Amazon Prime membership economics by region, Prime Video penetration drivers in Europe (ad-supported tier, sports rights) and Asia-Pacific (Japan dominance, India scale), and the competitive positioning vs Netflix and Disney+.

eMarketer (Insider Intelligence) — Streaming Video Penetration by Platform and Region 2022-2026 — eMarketer's quarterly streaming service penetration surveys by country and region, including Amazon Prime Video, Netflix, Disney+, and other SVOD services. Primary third-party source for regional penetration estimation inputs. eMarketer surveys household-level streaming usage across major markets quarterly.

All Amazon Prime Video regional penetration rates are BusinessStats Research estimates — Amazon does not publish regional Prime Video penetration, usage, or subscriber data. Penetration is defined as percentage of broadband-connected households actively using Prime Video in the quarter (at least one stream). Estimates carry approximately 15–20% margin of error per region. Global Prime Video user count (~230M+) is derived from penetration estimates applied to regional broadband household populations. Amazon last officially disclosed global Prime membership at approximately 200 million in 2021. Not investment advice.

STATISTICS REPORT

Quarterly global net revenue of Amazon 2017–2026, by product group

 Updated Sep 9, 2026 · businessstats.com/amazons-net-revenue-by-product-group-quarter

~\$178B Q1 2026 TOTAL REVENUE EST. (JAN–MAR 2026)	\$187B Q4 2024 TOTAL REVENUE — CONFIRMED PEAK	~\$211B Q4 2025 TOTAL REVENUE EST. — HOLIDAY PEAK
\$37.0B AWS Q1 2026 EST. — UP FROM \$5.1B Q4 2017	+30%+ Q4 VS Q1 ONLINE STORES SEASONAL PREMIUM (TYPICAL)	34 QUARTERS COVERED — Q4 2017 TO Q1 2026

Core Topic — Amazon Quarterly Revenue Structure

Global net revenue of Amazon.com from 4th quarter 2017 to 1st quarter 2026, by product group

Amazon's quarterly revenue data from Q4 2017 to Q1 2026 reveals a business in structural transformation. The headline total — from \$61.0B (Q4 2017) to approximately \$177.9B (Q1 2026) — understates the story of composition shift. In Q4 2017, Online stores (\$35.74B) represented 58.6% of quarterly revenue, AWS (\$5.11B) represented 8.4%, and Advertising (\$1.28B) was approximately 2.1%. In Q1 2026, Online stores (\$62.0B) represent an estimated 34.8% of revenue, AWS (\$37.0B) represents 20.8%, and Advertising (\$16.4B) represents 9.2%. Annual consolidated totals in our Amazon consolidated revenue by segment analysis.

The quarterly granularity reveals patterns invisible in annual data. **The Q4 holiday surge** is the most pronounced pattern — Q4 Online stores revenue is consistently 30–45% higher than the preceding Q3. **COVID's impact** is visible in the Q2 2020 spike (+25.5% total QoQ from Q1 2020) as lockdowns accelerated e-commerce adoption. **The 2022 deceleration** shows in Q2–Q4 2022 where YoY growth fell to 7–15% — the post-COVID normalization period. And **AWS re-acceleration** is visible from Q3 2023 onward as AI workloads drove incremental cloud demand. The subscription services quarterly data in our US retail membership fee revenue analysis.

Industry Context — The Q4 Holiday Effect: Why Amazon's Revenue Spikes Every October-December Q4 Online stores revenue averages +38% above Q1 of the same year — the holiday shopping effect adds approximately \$15-25B of incremental revenue in every Q4 from 2017 to 2025

Amazon's Q4 revenue concentration reflects the structural dominance of the US holiday shopping season (Black Friday, Cyber Monday, Christmas). Online stores revenue shows the sharpest Q4 spike — from approximately \$62B estimated Q3 2025 to approximately \$76.7B Q4 2025 (+23.7%). Third-party seller services show an even larger percentage Q4 jump (approximately +30%) as marketplace merchants process peak holiday volumes. AWS shows a more subdued but still real Q4 effect — enterprise IT year-end budget spending. Advertising services show the sharpest Q4 spike of all high-margin segments — brands dramatically increase advertising spend in Q4 to capture holiday purchase intent, driving Amazon's advertising revenue up approximately 40-50% from Q1 to Q4 in most years. The flipside: Q1 is consistently Amazon's weakest quarter as post-holiday demand normalizes. **This seasonality makes quarterly comparisons most meaningful on a year-over-year (YoY) basis rather than quarter-over-quarter (QoQ).** Amazon Prime seasonal retention context in our US retail membership fee revenue analysis.

Stacked Quarterly Revenue

Amazon quarterly revenue stacked by segment Q4 2017-Q1 2026 — Q4 peaks visible every year

Amazon Quarterly Net Revenue by Product Group — Stacked Q4 2017 to Q1 2026 (USD Billions) Amazon Quarterly Revenue by Product Group — Stacked Q4 2017 to Q1 2026 ~\$211BQ4 2025 est. peak \$61.0BQ4 2017 start

Online 3P seller AWS Advertising Subscriptions Physical

Source: Amazon 10-Q and 10-K quarterly earnings releases Q4 2017-Q4 2024 confirmed — Q1-Q4 2025 and Q1 2026 = eMarketer/analyst consensus estimates — gold highlight quarters are Q4 (Oct-Dec holiday peak) — advertising separately reported from Q4 2019

Total Quarterly Revenue Line

Amazon total quarterly revenue Q4 2017-Q1 2026 — Q4 2025 est. \$211B, COVID surge 2020, 2022 deceleration visible

Amazon Total Quarterly Net Revenue — Q4 2017 to Q1 2026 (USD Billions) Amazon Total Quarterly Revenue — Q4 2017 to Q1 2026 (\$B) ~\$211BQ4 2025 est. peak

Confirmed total Estimated (Q1-Q4 2025 + Q1 2026)

Key visible events: 2020 COVID surge (Q2 2020 +25.5% QoQ) — 2022 deceleration (Q4 2022 +9.3% YoY vs Q4 2021's +9.7%) — 2023-2024 recovery — Q4 holiday spikes visible every year — 2025-Q1 2026 = analyst estimates

AWS vs Advertising Quarterly Growth

AWS vs advertising services quarterly revenue Q4 2017-Q1 2026 — AWS \$5.1B to \$37B, advertising \$1.3B to \$16.4B

The line chart isolates the two highest-growth segments on a quarterly basis. Both show consistent upward trends with Q4 seasonal peaks for advertising (holiday campaign budgets) and more linear growth for AWS. The DTC revenue comparison in our [Netflix DTC revenue FY2026 analysis](#).

AWS vs Advertising Services — Quarterly Revenue Q4 2017 to Q1 2026 (USD Billions) AWS and Advertising Services — Quarterly Revenue Q4 2017 to Q1 2026 +624%AWS growth Q4 2017-Q1 2026 +1,181%Adv growth Q4 2017-Q1 2026

AWS Advertising services Subscription services

Advertising separately reported from Q4 2019 — Q4 2017 to Q3 2019 advertising estimates from "Other" category — AWS confirmed Q4 2017-Q4 2024 — dashed = 2025 estimates — AWS Q4 2017: \$5.11B → Q1 2026: ~\$37.0B — Advertising Q4 2017: ~\$1.28B → Q1 2026: ~\$16.4B

Q4 Seasonality — Peak Analysis

Amazon Q4 total revenue by year 2017-2025 — every Q4 beats previous year, holiday effect drives +38% avg vs Q1

The Q4 bar chart isolates holiday quarter performance. Q4 2020 saw the largest absolute jump (+\$34.5B from Q4 2019) driven by COVID-accelerated online shopping. Q4 revenue has grown in every year from 2017 to 2025. Amazon DTC advertising comparison in our [Disney DTC advertising revenue analysis](#).

Amazon Q4 (Oct-Dec) Total Net Revenue — 2017 to 2025 (USD Billions) Amazon Q4 Holiday Quarter Revenue — 2017 to 2025 (\$B) ~\$211BQ4 2025 est.

Confirmed Q4 revenue Estimated Q4 2025

Q4 totals: 2017 \$61.0B — 2018 \$65.9B — 2019 \$86.6B — 2020 \$125.6B (COVID surge) — 2021 \$138.6B — 2022 \$149.2B (slowdown) — 2023 \$169.8B — 2024 \$187.1B — 2025 ~\$211.2B (est.) — all figures in USD billions — Q4 = October, November, December

Sub Topics — Segment-by-Segment Quarterly Trends

Amazon quarterly revenue by segment — key trends and inflection points

Q4 2017 to Q1 2026

- Online Stores — Q4 2017: \$35.74B → Q1 2026 est. ~\$62.0B — Holiday Seasonality Dominant:** Online stores (direct Amazon.com product sales) show the strongest quarterly seasonality of all segments. The Q4 holiday effect is consistent: Q4 2024 Online stores (\$75.64B) was approximately 38% higher than Q1 2024 (\$54.67B). The COVID period produced extraordinary results: Q2 2020 Online stores jumped to \$45.9B from Q1 2020's \$36.7B as lockdowns drove a surge. The 2022 normalization saw Online stores actually decline YoY in Q4 2022 (\$64.53B vs Q4 2021's \$66.08B) — the only YoY quarterly decline in this dataset. For 2026, Online stores should continue growing approximately 8-10% YoY quarterly. Annual totals in our Amazon consolidated revenue by segment analysis.
- Third-Party Seller Services — Q4 2017: \$9.92B → Q4 2024: \$46.77B (+371%) — Largest QoQ Jump in Q4:** Third-party seller services (marketplace commissions, FBA fees, shipping fees) show the largest absolute Q4 spike — from approximately \$36.5-38.0B in Q3 to approximately \$46.8B in Q4 2024 — a jump of approximately \$9-10B in a single quarter driven by holiday merchandise sales volume. 3PSS has grown at approximately 25-27% CAGR from Q4 2017 to Q4 2024. The growth reflects both increasing third-party seller adoption (approximately 60% of Amazon unit sales are now from third parties) and FBA fee increases. Q1 shows a significant seasonal dip as Q4 holiday volumes normalize.
- AWS — Q4 2017: \$5.11B → Q1 2026 est. ~\$37.0B (+624%) — Most Consistent Quarterly Grower:** AWS is the most analytically important segment for Amazon's quarterly results. Unlike retail segments, AWS shows relatively muted seasonality — Q4 enterprise IT year-end spending creates a modest bump but nothing approaching Online stores' 30-40% surge. AWS grew at 30%+ YoY in most quarters from 2017 to 2022, then decelerated to 12-13% in late 2022/early 2023 (cloud optimization cycle), then re-accelerated to 17-21% YoY in 2024. AI workloads are driving the re-acceleration — AWS announced

major AI infrastructure investments including Trainium2 and Inferentia3 chips. Q1 2026 estimated at approximately \$37.0B — if confirmed, this would represent approximately 28.5% YoY growth vs Q1 2025's \$29.27B. Global cloud comparison in our [global SVOD subscriber count analysis](#).

- **Advertising Services — Q4 2019: \$4.79B (first separate disclosure) → Q4 2024: \$17.29B (+261%) —**

Q4 Surge Largest of All Segments: Advertising services show the sharpest Q4 seasonal spike of all Amazon segments — holiday advertiser budgets concentrate in Q4. Q4 2024 advertising (\$17.29B) was approximately 46% higher than Q1 2024 (\$11.82B) — the largest Q4/Q1 ratio in the dataset. Pre-Q4 2019, advertising was bundled in "Other" — estimates suggest advertising was approximately \$4-5B quarterly in Q4 2018-Q3 2019 based on annual disclosure. The consistent 20-30% YoY quarterly advertising growth reflects brands increasingly shifting ad budgets from traditional media to commerce-intent platforms. Amazon advertising ARPU comparison in our [Disney Plus ARPU analysis](#).

- **Subscription Services — Q4 2017: \$3.19B → Q4 2024: \$11.48B (+260%) — Steady Growth, Low**

Seasonality: Subscription services (Amazon Prime, Kindle Unlimited, Audible) show the most consistent, low-seasonality growth of all segments — reflecting the membership subscription model where revenue accrues linearly from the existing subscriber base. Q4 shows a modest bump as new Prime sign-ups spike during the holiday gifting season (Prime gift subscriptions). Subscription revenue grew approximately 27% CAGR from Q4 2017 to Q4 2024. The Q1 2026 estimate of approximately \$13.1B would represent approximately 22% YoY growth from Q1 2025's \$11.72B. Detailed membership context in our US retail membership fee revenue analysis.

- **Physical Stores — Q4 2017: \$4.52B → Q4 2024: \$5.57B (+23% in 7 years) — Whole Foods Flat**

Growth: Physical stores (Whole Foods, Amazon Go, Amazon Fresh) show the weakest quarterly growth of all segments — approximately 2-3% CAGR from Q4 2017 to Q4 2024 as Whole Foods market share has been relatively stable. Physical stores actually declined in some quarters (Q2 2020: \$3.97B vs Q2 2019's \$4.35B) as COVID reduced foot traffic to Whole Foods locations. The segment has been the subject of Amazon management focus — Amazon's attempt to revitalize Amazon Go cashierless stores had mixed results, with store closures announced in 2023. Physical stores' quarterly revenue is roughly flat at \$5-6B since 2022.

Year-on-Year Growth by Segment

Amazon quarterly YoY revenue growth by segment — COVID peak 2020, 2022 deceleration, 2024 AWS re-acceleration

The quarterly YoY chart shows growth rates for each segment, making the COVID surge (2020), 2022 normalization, and 2024-2025 re-acceleration clearly visible. The subscription market comparison in our [hybrid VOD services revenue worldwide analysis](#).

Amazon Quarterly YoY Revenue Growth — AWS and Total — Q4 2018 to Q1 2026 (%) Amazon Quarterly Year-on-Year Revenue Growth — Total vs AWS vs Advertising +47%AWS peak YoY Q2 2020 +13%AWS trough YoY Q4 2023

Total Amazon AWS Advertising

YoY = current quarter vs same quarter prior year — Q4 2018 through Q1 2026 (Q4 2017 no prior year for comparison) — 2025 and Q1 2026 = eMarketer/analyst estimates — advertising YoY from Q4 2020 (first full quarter of separate year-ago comparison)

Full Quarterly Data Table

Amazon quarterly revenue by product group — complete data Q4 2017 to Q1 2026

Amazon Quarterly Revenue by Product Group — Q4 2017 to Q1 2026 (\$B) =Q4 Peak Click to sort

QUARTER	TOTAL (\$B)	ONLINE (\$B)	3P SELLER (\$B)	AWS (\$B)	ADVERTISING (\$B)	SUBSCRIPTIONS (\$B)	PHYSICAL (\$B)
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Key Statistics

Amazon quarterly revenue by product group — key statistics Q4 2017 to Q1 2026

~\$211BQ4 2025 Est. — Amazon's First \$200B+ QuarterQ4 2025 (October-December 2025) is estimated at approximately \$211.2 billion — Amazon's first quarter projected to exceed \$200 billion, driven by another record holiday season and continued AWS/advertising strength. This compares to Q4 2017's \$61.0B — the starting point of this dataset — a 3.5× increase in 8 holiday seasons. Source: eMarketer, Morgan Stanley consensus estimate Q4 2025. +624%AWS Quarterly Growth Q4 2017 to Q1 2026 — \$5.1B to \$37BAWS grew from \$5.11 billion (Q4 2017) to an estimated \$37.0 billion (Q1 2026) — a +624% increase in 8 years.



Unlike retail segments, AWS has never posted a quarterly YoY decline. AWS re-accelerated to 17-21% YoY growth in 2024 from its 2023 deceleration to 12-13% as AI workloads drive incremental cloud demand. Annual AWS context in our Amazon consolidated revenue analysis. Source: Amazon quarterly 10-Q filings 2017-2024. Q4 2020 COVID Quarter — \$125.6B Total, +46.9% YoY — Largest Single Annual Jump Q4 2020 (\$125.6 billion) was Amazon's largest single-quarter YoY revenue jump in absolute terms — up \$39.0 billion from Q4 2019 (+45.1%). COVID-19 drove e-commerce adoption across all segments: Online stores +50.8%, 3P seller services +51.3%, AWS +28.0%, Advertising +65.9%. This pandemic step-change permanently elevated Amazon's quarterly revenue baseline. Source: Amazon Q4 2020 earnings release. +38% Average Q4 vs Q1 Online Stores Premium — Holiday Effect Amazon's Online stores segment averages approximately +38% higher revenue in Q4 (Oct-Dec) compared to the Q1 (Jan-Mar) of the same year — the holiday shopping effect. In absolute terms, this premium has grown from approximately \$8B (Q4 2017 vs Q1 2018) to approximately \$13-14B (Q4 2024 vs Q1 2024). The Q4 effect makes quarterly comparisons most meaningful on a YoY basis. Source: Amazon quarterly 10-Q and 10-K filings 2017-2024. Q4 2022 Only Online Stores YoY Quarterly Decline — \$64.5B vs \$66.1B in Q4 2021 Q4 2022 Online stores (\$64.53B) was the only quarter in the dataset where Online stores declined on a year-over-year basis — falling from Q4 2021's \$66.08B (-2.3%). This reflected post-COVID demand normalization, high inflation affecting consumer purchasing power, and growing competition from Walmart, Target, and Shopify. No other segment posted a quarterly YoY decline in the full dataset. Source: Amazon Q4 2022 earnings release. \$17.3B Q4 2024 Advertising — Largest Single-Quarter Ad Revenue in Amazon History Amazon's Q4 2024 advertising services revenue of \$17.29 billion was the largest single quarter in Amazon advertising history — reflecting peak holiday advertiser spending on Sponsored Products, Sponsored Brands, and Prime Video advertising. Q4 advertising is consistently 40-50% higher than Q1 of the same year due to holiday advertiser budget concentration. Q4 2025 advertising estimated at approximately \$22.3B. Source: Amazon Q4 2024 10-K filing, eMarketer 2025 estimates.

FAQ

Frequently Asked Questions — Amazon quarterly revenue by product group Q4 2017 to Q1 2026

Amazon Q1 2026 (January-March 2026) estimated revenue: **Online stores ~\$62.0B, 3P seller services ~\$41.5B, AWS ~\$37.0B, Advertising ~\$16.4B, Subscriptions ~\$13.1B, Physical stores ~\$6.3B, Other ~\$1.6B. Total ~\$177.9B.** This compares to Q1 2025's \$155.23B (+14.6% YoY estimated). Annual totals in our Amazon consolidated revenue analysis. Source: eMarketer, analyst consensus Q1 2026 estimates.



Q4 (October-December) is Amazon's peak quarter because: **(1) Holiday shopping** — Black Friday, Cyber Monday, and Christmas drive peak Online stores and 3P seller revenue (approximately +30-40% vs Q1); **(2) Advertiser spend** — brands concentrate holiday campaign budgets in Q4, driving Advertising services +40-50% above Q1; **(3) AWS enterprise year-end** — companies deploy remaining IT budgets before December 31. Q4 2024: \$187.1B vs Q1 2024: \$128.7B — the holiday premium was approximately \$58.4B. Source: Amazon quarterly earnings 2017-2024.

AWS quarterly trajectory: Q4 2017: \$5.11B. Q4 2019: \$9.95B. Q4 2020: \$12.74B. Q4 2021: \$17.78B. Q4 2022: \$21.35B. Q4 2023: \$24.20B. Q4 2024: \$28.79B. Q1 2025: \$29.27B. Q1 2026 estimate: ~\$37.0B.

AWS never posted a quarterly YoY decline across all 34 quarters. Growth decelerated to 12-13% YoY in late 2022/early 2023 (cloud optimization cycle) then re-accelerated to 17-21% in 2024. Source: Amazon 10-Q filings 2017-2024, eMarketer estimates 2025-2026.

Amazon advertising services (separately reported from Q4 2019): Q4 2019: \$4.79B. Q4 2020: \$7.95B. Q4 2021: \$9.72B. Q4 2022: \$11.56B. Q4 2023: \$14.65B. Q4 2024: \$17.29B. Q1 2025: \$13.92B. Q4 2025 estimate: ~\$22.28B. Q1 2026 estimate: ~\$16.4B. **Q4 advertising is 40-50% higher than Q1 of the same year** due to holiday advertiser budget concentration. Source: Amazon quarterly 10-Q filings Q4 2019-Q4 2024.

Amazon's quarterly pattern: **Q4 (Oct-Dec) = peak** — holiday shopping drives +30-40% above Q1 for Online stores and 3P seller services; advertising +40-50%. **Q1 (Jan-Mar) = trough** — post-holiday demand normalization. **Q2 (Apr-Jun) = moderate recovery.** **Q3 (Jul-Sep) = growth** — Prime Day (July) is now the second-largest Amazon shopping event. AWS shows less dramatic seasonality (enterprise demand is relatively constant with modest Q4 budget-spend bump). Physical stores show the least seasonality (grocery shopping is year-round). Source: Amazon quarterly earnings 2017-2024.

Amazon Q4 2024 (October-December 2024) confirmed revenue: **Online stores \$75.64B, 3P seller services \$46.77B, AWS \$28.79B, Advertising \$17.29B, Subscriptions \$11.48B, Physical stores \$5.57B, Other \$1.55B. Total: \$187.09B** — up from Q4 2023's \$169.75B (+10.2%). Q4 2024 was Amazon's largest confirmed quarter. Annual totals in our Amazon consolidated revenue analysis. Source: Amazon Q4 2024 10-K filing.

AWS shows the most consistent quarterly YoY growth — positive in every single quarter from Q4 2017 to Q1 2026 with no quarterly YoY decline. Growth ranged from approximately 12% (Q4 2023 trough) to approximately 47% (Q2 2020 COVID peak). **Online stores had the only segment quarterly YoY decline** in Q4 2022 (-2.3% vs Q4 2021). **Advertising services** is second-most-consistent at 20-30% YoY in most



quarters since separate reporting began Q4 2019. Source: Amazon quarterly 10-Q filings 2017-2024.

Amazon's quarterly revenue scale comparison 2017 to 2025: **Q4 2017: \$61.0B → Q4 2024: \$187.1B**

(+206%). Q1 2025 (\$155.2B) is already 2.5× Q4 2017's entire quarter. Q4 2025 estimate (~\$211B) would be 3.5× Q4 2017. The most striking comparison: **Amazon's Q1 2025 revenue (\$155B) is larger than Amazon's entire 2013 annual revenue (\$74.5B)**. Source: Amazon quarterly earnings 2017-2025, Amazon annual reports 2013.

Sources

[Amazon Inc. — Quarterly Earnings Releases \(10-Q and 10-K filings\) Q4 2017-Q4 2024 — Revenue by product group — ir.aboutamazon.com](#)

[Statista — Amazon Consolidated Net Revenue by Segment \(quarterly\) — Q4 2017-2025 — statista.com](#)

[eMarketer — Amazon Quarterly Revenue by Segment Estimates 2025-2026 — emarketer.com](#)

[Wall Street Journal — Amazon Quarterly Earnings Coverage Q4 2017-Q4 2024 — wsj.com](#)

[Morgan Stanley Research — Amazon Q1-Q4 2025 and Q1 2026 Revenue Consensus Estimates — morganstanley.com](#)

Amazon quarterly revenue data sourced from Amazon Inc. quarterly earnings releases (10-Q) and annual reports (10-K). Confirmed quarters: Q4 2017 through Q4 2024. Advertising services separately reported from Q4 2019 — Q4 2017 through Q3 2019 advertising figures estimated from "Other" category disclosures. Q1-Q4 2025 and Q1 2026 = analyst consensus estimates from eMarketer and Wall Street research. 2025 quarterly estimates aligned to confirmed 2025 annual total (\$717.9B). Q4 = October, November, December. Q1 = January, February, March. All figures in USD billions. Not investment advice.

STATISTICS REPORT

Global net revenue of Amazon 2015-2026, by product group

Updated Sep 9, 2026 · businessstats.com/amazons-consolidated-net-revenue-by-segment

\$717.9B AMAZON TOTAL REVENUE 2025 (CONFIRMED)	\$269.3B ONLINE STORES 2025 — LARGEST SEGMENT	\$128.7B AWS 2025 — +1,534% SINCE 2015
\$69.4B ADVERTISING SERVICES 2025 — FASTEST GROWING	\$172.2B 3P SELLER SERVICES 2025 — LARGER THAN AWS	~\$808B ESTIMATED TOTAL REVENUE 2026

Core Topic — Amazon Revenue by Product Group



STATISTICS REPORT

Top online stores worldwide 2025, by net sales

Updated Sep 22, 2026 · businessstats.com/top-online-stores-worldwide-net-sales

\$716.9B AMAZON NET SALES 2025	+12.4% AMAZON ANNUAL GROWTH	40.5% AMAZON US SHARE
\$117.8B JD.COM, RANKED 2ND	\$1.26T ALIBABA GMV, TOP PLATFORM	

Overview

The top online stores worldwide

Amazon is the largest online store on the planet. On almost every measure of size it sits at or near the top, and by store-level e-commerce net sales it is far ahead of any single rival. Behind it come a mix of Chinese platforms and large US retailers: JD.com, Walmart, Apple and the fast-growing fashion seller Shein, followed by Coupang, Target and The Home Depot. This is the ranking most people mean when they ask which online stores are the biggest by sales, and it blends two very different business models. Some names on the list, such as Apple, JD.com and Walmart, are first-party retailers that mostly sell their own inventory. Others, such as Amazon and Shein, run huge marketplaces where independent sellers list alongside the stores own goods. That mix is one reason the numbers behind these stores can look so different from one report to the next.

There is an important catch, though, and it explains why published lists disagree so often. The word biggest can mean four very different things. Net sales count a stores own first-party sales. Gross merchandise value, or GMV, counts the total value of everything sold on a platform, including goods from third-party sellers. Total company revenue adds in services such as cloud computing and advertising. And traffic simply counts visits. Each measure produces a different leader, so this report gives the net-sales ranking first, then shows how the picture shifts under the other three lenses.

To see how much this matters, take Amazon. By store-level net sales it is worth about \$153 billion, by total company net sales roughly \$716.9 billion, and by platform GMV around \$852 billion. All three figures describe the same company in the same year, yet they are almost six times apart from smallest to largest.

Multiply that gap across every marketplace on the list and it becomes clear why a single headline number, quoted without its definition, can be misleading. This report keeps to store-level net sales for the main ranking, then labels every other measure clearly so the comparisons stay fair. For the wider market these stores compete in, see our overview of [e-commerce worldwide statistics and facts](#).

Ranking by Net Sales

Leading online stores by e-commerce net sales

Measured by the net sales of each individual store, Amazon leads by a wide margin, followed by JD.com and Walmart. The chart shows the leading stores by store-level e-commerce net sales.

Top Online Stores Worldwide by E-Commerce Net Sales (US\$ billions)Store-level first-party net sales; latest available figures, ECDB.

Data:

Store-level e-commerce net sales, US dollars billions.

Note:

ECDB; latest available store figures. Compiled by BusinessStats.Switch to the table for exact figures.

Amazon out front: on store-level net sales Amazon leads, ahead of JD.com and Walmart, with Apple and Shein close behind.

The gap at the top is striking. Amazon alone sells more through its own store than the next two stores combined, and it is the only Western retailer that competes at the very top with Chinas largest platforms. JD.com is the biggest online store outside the United States on this measure, reflecting its direct-sales model in China, where it holds and ships much of its own inventory rather than acting purely as a marketplace. Walmart, the worlds largest retailer overall, ranks third online, showing how far its digital business has come from a standing start as it links more than eleven thousand physical stores to its website. Apple and Shein are almost level, one a premium electronics seller with very high revenue per visit, the other a low-cost fashion disruptor built on huge volumes of cheap items, a reminder of how varied the top ranks have become.

Below the top five, the ranking is filled out by a set of large single-market specialists. Coupang, often called the Amazon of South Korea, reported total net revenues of about \$34.5 billion in 2025, up 14 percent on the year, with roughly 25 million active customers in a single country. Target and The Home Depot follow,

two US chains whose online arms alone would rank among the worlds largest stores. ECDB also lists Amazons national sites, such as its German and British stores, as separate entries worth well over \$18 billion each, which is why Amazon effectively appears more than once in the fuller ranking. These are the latest available store-level figures; the ranking order has held steady into 2025, with the precise current values maintained by ECDB behind its paywall.

Net Sales vs GMV

Why the same store shows three different sizes

Nowhere is the measurement problem clearer than with Amazon itself. Depending on which number is quoted, Amazon can look like a \$153 billion store, a \$717 billion company or an \$852 billion platform. All three are correct, because they measure different things.

Store-level net sales count only what Amazon sells directly to shoppers as a first-party retailer, which is around \$153 billion. Total company net sales, about \$716.9 billion in 2025 and up 12.4 percent on the year, add everything else Amazon does, including its cloud arm Amazon Web Services, its fast-growing advertising business and subscription services such as Prime. Platform GMV, roughly \$852 billion, counts the full value of goods sold across Amazon including its millions of independent third-party sellers, who now account for the majority of items sold on the site. Each layer is larger than the last, and each is a legitimate way to size the business.

The same layered picture applies to every big marketplace. JD.com reports total company revenue of about \$187 billion, far above its store-level net-sales figure, because that headline includes its logistics and services arms. Walmart mixes a giant store network with a smaller but rapidly growing online business, so its e-commerce net sales are only a fraction of its total sales. Marketplaces such as Alibaba look enormous by GMV yet report much lower revenue, because they earn fees and commissions rather than booking the full value of goods sold by others. A headline number therefore means little without knowing which measure it uses, which is why our companion report on the [revenue of the e-commerce industry worldwide](#) is careful to define its terms before quoting a figure.

Biggest by GMV

A different leader by gross merchandise value

Switch from net sales to GMV and the ranking is turned on its head. On this measure the Chinese groups dominate, and Amazon slips to third. The chart shows the leading e-commerce companies worldwide by

GMV in 2025.

Leading E-Commerce Companies Worldwide by GMV, 2025 (US\$ billions)Gross merchandise value, including third-party sales.

Data:

E-commerce gross merchandise value by company, US dollars billions, 2025.

Note:

ECDB. Compiled by BusinessStats.Switch to the table for exact figures.

GMV tells another story: Alibaba leads on gross merchandise value, with PDD Holdings and Amazon behind it.

By GMV, Alibaba is the largest e-commerce group in the world at about \$1.26 trillion, driven by the enormous third-party volume on its Taobao and Tmall marketplaces in China. PDD Holdings, owner of the Chinese discounter Pinduoduo and the international bargain app Temu, comes second at around \$873 billion, having grown at extraordinary speed from almost nothing a few years ago. Amazon is third at roughly \$852 billion, followed by ByteDance, whose Douyin platform has turned short video into a major storefront, then JD.com at about \$556 billion and Walmart at around \$270 billion.

The lesson is simple: marketplaces that host huge numbers of independent sellers look far larger by GMV than by net sales, because most of the goods on their platforms are not theirs. Alibaba and PDD sit at the top of the GMV table yet earn a fraction of that total as revenue, since they mainly collect fees from sellers. Amazon, which sells a large share of its goods directly, converts more of its GMV into its own net sales, which is exactly why it can top the net-sales ranking yet sit only third by gross merchandise value. Reading the two tables side by side is the clearest way to understand who really sells the most.

Amazon Up Close

Inside the worlds biggest online store

Amazon is not only the largest online store but also one of the most concentrated geographically. The United States provides the vast majority of its sales, as the chart shows.

Amazon Net Sales by Leading Market, 2025 (US\$ billions)The US dominates Amazons sales base.

Data:

Amazon net sales by market, US dollars billions, 2025.

Note:

Amazon, via Statista. Compiled by BusinessStats. Switch to the table for exact figures.

An American engine: the US generated about \$490 billion of Amazon sales in 2025, more than ten times Germany or the UK.

The United States alone accounted for nearly \$490 billion of Amazon net sales in 2025, dwarfing its next markets, Germany at about \$46 billion and the United Kingdom at around \$43 billion. In other words, Amazons single largest overseas market is worth less than a tenth of its home business, and the two together do not come close to its US operation. Total company net sales rose from about \$638 billion in 2024 to roughly \$716.9 billion in 2025, growth of more than 12 percent, so even from a vast base Amazon is still adding the equivalent of a large retailer every year.

This concentration is both a strength and a risk. Amazon owns its home market like no rival, but it is far less dominant abroad, where local champions such as JD.com in China, MercadoLibre in Latin America and Coupang in South Korea hold strong positions and often deliver faster or cheaper on home ground. Much of the industrys future growth will come from those regions rather than from a saturated United States, which is why Amazon keeps investing heavily in logistics, advertising and cloud services to defend its lead. Traditional chains are racing to match that reach, a shift we cover in our look at the [largest US retailers by worldwide sales](#).

US Market Share

Amazons grip on its home market

In the United States, the single most valuable e-commerce market, Amazon is not just the leader but the overwhelming one. The chart shows the share of US online retail held by the biggest stores.

US E-Commerce Market Share by Leading Store, 2025 (percent) Amazon holds more than four times Walmart.

Data:

Market share of leading retail e-commerce companies in the US, percent, 2025.

Note:

Statista. Compiled by BusinessStats. Switch to the table for exact figures.

One store, two fifths: Amazon holds about 40.5 percent of US e-commerce, with Walmart a distant second at 9.2 percent.

Amazon holds roughly 40.5 percent of all US online retail, more than four times the 9.2 percent held by Walmart, its nearest challenger. Apple is third at about 3.2 percent, with a long tail of specialists such as eBay, Target and The Home Depot each holding low single-digit shares behind them. Put another way, one store handles about two of every five dollars Americans spend online, while every other retailer fights over the rest. Walmart is the only rival gaining ground at real scale, using its stores for pickup and fast delivery to close part of the gap.

That level of dominance in the biggest single market is a large part of why Amazon leads the global net-sales ranking so comfortably: winning the United States, still the second-largest e-commerce market in the world after China, is worth more than leading almost anywhere else. It also draws regulatory scrutiny. A single store handling such a large share of online spending has power over prices, over the third-party sellers who depend on its platform, and over the advertising and logistics markets that sit around it, which is why Amazon's position attracts steady attention from competition regulators in both the United States and Europe.

Most Visited

The busiest stores by traffic

Sales are one measure of a store's reach; visits are another. Amazon leads on traffic too, but once it is set aside the most-visited list looks very different from the sales ranking, as the chart shows.

Most Visited Online Stores Worldwide, Excluding Amazon (monthly visits, millions) Amazon leads overall; shown are the next busiest stores.

Data:

Average monthly website visits, millions, 2026.

Note:

Capital One Shopping. Amazon excluded as an outlier. Compiled by BusinessStats. Switch to the table for exact figures.

Traffic leaders differ: outside Amazon, AliExpress draws the most visits, ahead of Walmart, eBay and Etsy.

By visits, AliExpress is the most popular online store outside the big US marketplaces, with roughly 623 million monthly visits, ahead of Walmart at about 506 million, eBay at 502 million and Etsy at 333 million. Samsung, Shein, Ozon, IKEA and Mercado Libre round out the busiest sites, a list that spans Chinese exporters, US chains, a Russian marketplace and a Latin American giant. It is a strikingly different set of names from the sales ranking, and that contrast is the point.

Stores that attract enormous traffic do not always convert it into the highest net sales, and the reverse is also true. A marketplace such as AliExpress or eBay can draw huge numbers of browsers for low-value items, many of whom leave without buying, while a store such as Apple turns far fewer visits into much more revenue per shopper thanks to high prices and strong loyalty. Traffic measures attention and reach; net sales measure money actually taken. The two rarely line up, so a store that tops a most-visited list is not necessarily the one selling the most, which is another reason to be careful about which ranking a headline is really using.

Regional Leaders

The champions of their home markets

Away from the global top five, several stores dominate their own regions so completely that Amazon has never been able to displace them. Coupang, the biggest online store in South Korea, reported total net revenues of about \$34.5 billion in 2025, up 14 percent on the year, serving roughly 25 million active customers in a single country. Its Rocket Delivery network, which promises same-day or next-day arrival on millions of items, has made it the Amazon of Korea and, alongside the internet group Naver, the leader of one of the world's most advanced online markets. Coupang has grown so quickly that it now ranks among the largest online stores in the world despite selling in only a handful of countries.

In Latin America, MercadoLibre plays the same role. Its 2025 revenue passed \$21 billion, built not only on its marketplace but on a tightly linked logistics arm, Mercado Envios, and a fast-growing payments business, Mercado Pago, that together lock in shoppers and sellers across Brazil, Mexico and Argentina. These regional leaders matter because they show the ranking is not simply a contest between the United States and China. In market after market, a well-run local store with faster delivery, local payment methods and a trusted brand can hold off even Amazon, and it is often these home-grown champions, rather than the global giants, that capture the next wave of first-time online shoppers.

Chinese Giants



The rise of the Chinese platforms

The clearest trend across every measure is the growing weight of Chinese-owned stores. On GMV, Alibaba and PDD Holdings already outrank Amazon, and JD.com is the largest single online store outside the United States by net sales. Their scale reflects the size of Chinas online market, the worlds largest, and a shopping culture built around mobile apps and live-streamed selling.

Growth is fastest among the newer challengers. Temu, part of PDD Holdings, and the fashion retailer Shein have expanded internationally at remarkable speed, taking value-conscious shoppers across the US and Europe with ultra-low prices shipped direct from Chinese factories. Shein alone generates revenue in the region of \$24 billion, while Temu has built one of the largest user bases in global shopping in barely three years, though it spends heavily on marketing and low prices to do so and is thought to still be loss-making on many orders. Social commerce apps such as Douyin, the Chinese version of TikTok, have turned entertainment into a storefront and now rival traditional platforms on sales, blurring the line between a video feed and a checkout.

For Western retailers, the competitive threat is therefore no longer just Amazon but a wave of low-cost, mobile-first Chinese stores that reach shoppers directly through apps, live streams and social feeds. Their rise is squeezing prices, forcing established stores to speed up delivery and rethink how they are found in the first place. The same forces are reshaping product discovery through recommendation engines and, increasingly, artificial intelligence, a shift explored in our report on [generative AI users worldwide](#).

Key Facts

Top online stores in numbers

A few figures capture the ranking. Amazon leads by net sales, revenue and US share, while Alibaba tops the GMV table and AliExpress draws the most visits outside the US marketplaces.

\$716.9B Amazon net sales, 2025 Up 12.4 percent on the year. \$1.26T Alibaba GMV Largest by gross merchandise value. 40.5% Amazon US share More than four times Walmart. 623M AliExpress visits Most visited outside US marketplaces.

Together they show a market led by Amazon but increasingly shaped by a group of powerful Chinese platforms.

FAQ



Frequently Asked Questions

Amazon is the biggest online store in the world. It reported total net sales of about \$716.9 billion in 2025, up 12.4 percent on the year, and it leads the store-level ranking of e-commerce net sales ahead of JD.com and Walmart.

By store-level e-commerce net sales the leading online stores are Amazon, JD.com, Walmart, Apple and Shein, followed by Coupang, Target and The Home Depot. Amazon is far ahead of every other single store.

Because they measure different things. Net sales count a retailers own first-party sales, GMV counts the total value of everything sold including third-party sellers, total company revenue adds services such as cloud and advertising, and traffic counts visits. Each measure produces a different order.

Net sales are the revenue a store earns from its own first-party sales. GMV, or gross merchandise value, is the total value of all goods sold on a platform including third-party marketplace sellers. Amazon store net sales are around \$153 billion, while its platform GMV is about \$852 billion.

Amazon is by far the largest. Its total 2025 net sales were about \$716.9 billion, it holds roughly 40.5 percent of the US e-commerce market, and its store-level e-commerce net sales are well ahead of second-placed JD.com.

JD.com is the largest non-US online store by e-commerce net sales, followed by other Chinese platforms. On gross merchandise value, Alibaba is the largest e-commerce group in the world at about \$1.26 trillion.

Amazon is the most visited online store overall. Outside the big US marketplaces, AliExpress is the most visited store worldwide with roughly 623 million monthly visits, ahead of Walmart, eBay and Etsy.

It depends on the measure. Amazon is bigger by store net sales and by total company revenue, while Alibaba is bigger by gross merchandise value at about \$1.26 trillion, reflecting the huge third-party volume on Taobao and Tmall.

Chinese-owned platforms are growing fastest, led by Temu, part of PDD Holdings, and the fashion retailer Shein. Social commerce apps such as Douyin have also expanded quickly, while Amazon keeps growing steadily from a very large base.

Sources

[ECDB \(ecommerceDB\)](#) - top online stores worldwide by e-commerce net sales and GMV.

[Statista / ECDB](#) - leading online stores worldwide by e-commerce net sales.



Statista - US e-commerce market share and Amazon net sales by market.

Capital One Shopping - most visited online stores by traffic.

Net-sales figures are store-level e-commerce net sales from ECDB and reflect the latest available store data. GMV, total company revenue and traffic figures are from ECDB, company filings and Capital One Shopping, dated 2025 or 2026 as noted. Amazon total net sales refer to company-wide revenue. All amounts are in US dollars. Rankings differ by measure, as explained in the report.

STATISTICS REPORT

Amazon operating income 2015-2026, by segment

 Updated Sep 9, 2026 · businessstats.com/amazon-operating-income-annual-by-segment

\$76.1B TOTAL OPERATING INCOME 2025 EST.	\$47.5B AWS OPERATING INCOME 2025 — DOMINANT PROFIT ENGINE	\$24.8B NORTH AMERICA OPERATING INCOME 2025
\$6.1B INTERNATIONAL OPERATING INCOME 2025 — FIRST PROFITABLE STREAK	-\$11.6B 2022 NA + INTL COMBINED LOSS — WORST YEAR	~37% AWS OPERATING MARGIN 2025

Core Topic — Amazon Operating Income by Segment

Annual operating income/loss of Amazon from 2015 to 2026, by segment

Amazon's segment operating income data reveals a business model that is structurally bifurcated between a high-margin cloud computing business (AWS) and a low-margin retail ecosystem (North America + International). In 2025, AWS (\$47.5B at ~37% margin) generates approximately 62% of Amazon's total operating income on approximately 18% of its revenue — a ratio that exemplifies the financial logic of Amazon's diversification strategy. North America (\$24.8B) generates approximately 33% of operating income on approximately 63% of revenue, while International (\$6.1B) generates approximately 8% of operating income on approximately 18% of revenue. Amazon revenue breakdown in our Amazon consolidated revenue by segment analysis.

The 11-year operating income history reveals three distinct phases. **Phase 1 (2015-2021): AWS cross-subsidizes retail.** AWS profitability enabled Amazon to invest aggressively in international expansion and fulfillment infrastructure while its retail segments operated at low or negative margins. **Phase 2 (2022): The post-COVID crash.** Demand normalization, cost inflation, and over-hiring drove North America to a -\$3.84B loss and International to a -\$7.75B loss — total retail segment losses of -\$11.59B in a single year. **Phase 3 (2023-2026): The great recovery.** Cost restructuring (27,000 layoffs), logistics rationalization, and advertising/subscription growth drove NA from -\$3.84B to \$14.88B in a single year (+\$18.72B swing). The global DTC comparison in our [DTC segment financial analysis](#).

Industry Context — The 2022 Crash and 2023 Turnaround: The Most Dramatic P&L Swing in Amazon History North America swung from -\$3.84B (2022) to +\$14.88B (2023) — an \$18.72B improvement in a single year — making 2023 Amazon's fastest-ever operating income recovery

The 2022 operating income collapse had five specific, simultaneous drivers — each independently significant, but together producing the -62% total OI decline: **Post-COVID demand normalization** — consumers returned to physical retail, dampening Amazon's e-commerce volumes. **Cost inflation** — fulfillment and logistics costs surged as wages and energy prices rose. **Over-hiring** — Amazon's headcount doubled from 800,000 to 1.6 million between 2019 and 2021; by 2022 revenue growth no longer justified this labor base. **International energy costs** — European energy price spikes sharply elevated operating costs in Germany, UK, and other EU markets. Amazon's response — the 27,000 employee layoffs in late 2022/early 2023, combined with shuttering unprofitable services (Amazon Care, Amazon Fresh store rollback, Amazon Go closures) — produced the fastest operating income recovery in Amazon's history. The \$18.72B NA swing from 2022 to 2023 is arguably the largest single-year operating income improvement any company has achieved. **Amazon Prime subscription revenue context in our US retail membership fee revenue analysis.**

Grouped Bar — All Segments 2015-2026

Amazon operating income by segment 2015-2026 — AWS dominant, NA volatile, International loss to profit

The grouped bar shows how each segment's operating income (and losses, shown below zero) has evolved. AWS bars grow consistently upward. North America and International bars dip dramatically in 2022 — the red loss bars are clearly visible. The global SVOD comparison in our [global SVOD subscriber count analysis](#).

Amazon Operating Income/Loss by Segment — Annual 2015 to 2026 (USD Billions) Amazon Annual Operating Income/Loss by Segment — 2015 to 2026 \$47.5BAWS 2025 -\$7.75BIntl 2022 low

AWS North America International

Source: Amazon 10-K 2015-2025 confirmed — 2026 = eMarketer/analyst consensus — negative bars (below zero) = operating losses — 2022 NA: -\$3.84B, Intl: -\$7.75B clearly visible — AWS positive every year

Total Operating Income Line

Amazon total operating income 2015-2026 — from **-\$0.24B loss to \$76.1B** in 10 years, 2022 dip to **\$9.4B**

Amazon Total Operating Income — Annual 2015 to 2026 (USD Billions) Amazon Total Operating Income — 2015 to 2026 (\$B) \$76.1B2025 est. — hover

Confirmed Estimated 2025-2026 Loss / near-loss

2015 operating loss of **-\$0.24B** (AWS profitable but retail losses exceeded) — 2022 crash to **\$9.4B** from **\$24.9B** 2021 (-62%) — 2023 recovery to **\$40.3B** (+328%) — 2024 **\$62.7B** (+56%) — 2025 **~\$76.1B** est. (+21%) — all USD billions confirmed 2015-2024

AWS Operating Income and Margin

AWS operating income 2015-2026 — **\$1.86B to \$47.5B (+2,454%)**, margin **23.6% to ~37%**

The dual-axis AWS chart shows operating income (bars) versus operating margin (line). The margin compression in 2022-2023 (infrastructure investment) and re-expansion in 2024-2025 (AI-driven revenue acceleration) are the key analytics story. Netflix DTC revenue comparison in our [Netflix DTC revenue FY2026 analysis](#).

AWS Operating Income (\$B) and Operating Margin (%) — Annual 2015 to 2026 AWS Operating Income and Margin — 2015 to 2026 ~37%AWS margin 2025 est.

AWS OI (\$B, left axis) AWS margin (% , right axis)

AWS OI: **\$1.86B** (2015) → **\$47.51B** (2025 est.) — AWS revenue: **\$7.88B** (2015) → **\$128.73B** (2025) — Operating margin = OI/revenue — 2022 margin dip reflects heavy infrastructure capex ahead of AI demand — 2024-2025 re-expansion as AI workloads drive revenue faster than costs

Sub Topics — Segment-by-Segment Profitability Analysis

Amazon operating income by segment — what drives profitability in North America, International, and AWS

- **AWS — \$47.5B (2025 Est.) at ~37% Margin — The Profit Engine That Makes Amazon Possible:** AWS is without question the most profitable major business segment of any US technology company in absolute dollar terms in 2025. At approximately \$47.5 billion in operating income on approximately

\$128.7 billion in revenue (~37% margin), AWS contributes approximately 62% of Amazon's total operating income on only approximately 18% of its revenue. Without AWS, Amazon's total operating income in 2025 would be approximately \$28.6B — creditable but far less exceptional. Without AWS, Amazon's total operating income in 2015, 2017, 2020, 2022, and potentially 2016 would have been negative. The 2022 total operating income of \$9.4B consisted almost entirely of AWS's \$22.84B offset by the combined -\$11.59B NA and International losses (plus corporate). AWS margin trajectory: 23.6% (2015) → 29.8% (2020-2021) → 27.1% (2023, AI infrastructure investment year) → 37.0% (2024, record high) → ~36.9% (2025 est.). The 2024 margin of 37.0% is the highest in AWS history — driven by AI/ML workload revenue (priced at 3-5× general compute) growing faster than data center costs. AWS competitive context: approximately 31-33% global cloud infrastructure market share (ahead of Azure ~24%, Google Cloud ~13%). Key 2024-2026 growth drivers: enterprise AI model training/inference (AWS Bedrock, SageMaker), government cloud (AWS GovCloud), and international data center expansion. Amazon revenue context in our Amazon consolidated revenue by segment analysis.

- North America — \$24.8B (2025 Est.) at ~4-5% Implied Margin — The Volatile Recovery:** North America (US, Canada, Mexico retail and services) is Amazon's largest segment by revenue (approximately \$500B+ in 2025) and second-largest by operating income. Its profitability journey has been the most volatile: from a -\$0.76B loss (2015) through a positive run (2016-2021), then the dramatic -\$3.84B crash in 2022 and the equally dramatic \$14.88B recovery in 2023 (+\$18.72B YoY swing). The NA segment's margins are structurally low because it includes the cost of Amazon's massive fulfillment network — approximately 1,000 fulfillment and delivery facilities in North America — as well as the Whole Foods acquisition and Amazon Go/Fresh physical store losses. The improvement from 2022 to 2023 reflected: 27,000 employee layoffs (cost structure rightsizing); closure of uneconomic physical store locations; delivery network optimization; and strong advertising services growth (high-margin revenue layered on existing infrastructure). Amazon Prime subscription context in our US retail membership fee revenue analysis.
- International — \$6.1B (2025 Est.) — First Consecutive Profit Years Since Founding:** Amazon International (UK, Germany, Japan, India, France, Italy, Spain, Australia, and ~20 other countries) posted operating losses every single year from 2015 to 2022 — accumulating approximately -\$23 billion in total losses over 8 years. This was a deliberate strategy: Amazon prioritized market share and fulfillment infrastructure investment over near-term profitability in international markets. The 2022 loss (-\$7.75B) was amplified by European energy price spikes, wage inflation, and the same demand normalization that hurt North America. The 2023 first-ever profit (\$2.67B) reflected maturation of European markets, cost

restructuring, and improving advertising revenue in international markets. By 2025, International is estimated to generate approximately \$6.1B — representing approximately 4.7% of the approximately \$130B International revenue. Key markets: UK, Germany, and Japan are the most profitable international operations; India remains primarily an investment market where Amazon competes aggressively with Reliance Jio Commerce and Flipkart/Walmart; **Japan** (Amazon's oldest international market, since 2000) is profitable but faces competition from Rakuten. The 2023 first profit and 2024-2025 continuation represent the long-term payoff of the -\$22.5B invested from 2015-2022. The DTC international comparison in our DTC segment financial analysis.

International — 8 Years of Losses Then First Profit

Amazon International operating income/loss 2015-2026 — losses 2015-2022, first profit 2023, \$6.1B by 2025

The International segment's journey from -\$7.75B (2022) to +\$6.1B (2025 estimated) is a \$13.85B swing in 3 years. The turnaround context in our Netflix DTC revenue FY2026 analysis.

Amazon International Segment Operating Income/Loss — Annual 2015 to 2026 (USD Billions) Amazon International Operating Income/Loss — 2015 to 2026 (First Profit: 2023) \$6.1B2025 est. profit

Operating loss (red) Operating profit (green) Estimated

International losses 2015-2022: -\$0.70B, -\$1.25B, -\$3.06B, -\$2.14B, -\$1.69B, -\$3.07B, -\$2.85B, -\$7.75B — cumulative -\$22.51B — First profit 2023: +\$2.67B — 2024: +\$3.78B — 2025 est.: +\$6.12B — 2026 est.: +\$8.40B

2025 Operating Income Segment Share

Amazon 2025 operating income share by segment — AWS 62%, North America 33%, International 8%

The 2025 operating income breakdown shows AWS's overwhelming dominance. At 62% of total operating income on 18% of revenue, AWS's contribution-per-dollar-of-revenue is approximately 8× higher than the retail segments. The advertising ARPU comparison in our [Disney DTC advertising revenue analysis](#).

Amazon 2025 Operating Income Share by Segment (% of \$76.1B Total, Est.) Amazon Operating Income Share by Segment — 2025 vs 2020 vs 2015 62%AWS share 2025 75%AWS share 2015

2025 share 2020 share 2015 share (approx.)

2025: AWS 62%, NA 33%, Intl 8% (of \$76.1B total) — 2020: AWS 76% of \$17.9B — 2015: AWS dominated but total OI was -\$0.24B (retail losses exceeded AWS profit until 2016) — International shown as 0% for loss years — shares of positive OI only

Full Data Table

Amazon operating income by segment — complete annual data 2015-2026

Amazon Operating Income/Loss by Segment — 2015-2026 (\$B) — Red = Loss Click to sort

YEAR	TOTAL (\$B)	AWS (\$B)	AWS MARGIN	NORTH AMERICA (\$B)	INTERNATIONAL (\$B)	SOURCE
2015	-\$0.24	+\$1.86	23.6%	-\$0.76	-\$0.70	Amazon 10-K
2016	+\$3.48	+\$3.11	25.5%	+\$2.36	-\$1.25	Confirmed
2017	+\$3.28	+\$4.33	24.8%	+\$2.84	-\$3.06	Confirmed
2018	+\$11.37	+\$7.30	28.4%	+\$7.27	-\$2.14	Confirmed
2019	+\$13.41	+\$9.20	26.3%	+\$7.03	-\$1.69	Confirmed
2020	+\$17.90	+\$13.53	29.8%	+\$8.65	-\$3.07	Confirmed
2021	+\$24.88	+\$18.53	29.8%	+\$7.27	-\$2.85	Confirmed
2022	+\$9.42	+\$22.84	28.5%	-\$3.84	-\$7.75	Confirmed
2023	+\$40.28	+\$24.63	27.1%	+\$14.88	+\$2.67	Confirmed
2024	+\$62.73	+\$39.83	37.0%	+\$21.20	+\$3.78	Confirmed
2025	~\$76.1	~\$47.51	~36.9%	~\$24.80	~\$6.12	eMarketer est.
2026	~\$91.5	~\$57.20	~36.9%	~\$28.50	~\$8.40	Analyst consensus

Key Statistics

Amazon operating income by segment — key statistics 2015-2026

\$47.5BAWS 2025 Operating Income — 62% of Amazon TotalAWS generated approximately \$47.5 billion in operating income in 2025 (~37% margin) — approximately 62% of Amazon's total operating income on only 18% of revenue. AWS operating income grew +2,454% from \$1.86B (2015) to \$47.5B (2025). Without

AWS, Amazon's total OI would have been negative in at least 2015, and significantly reduced in 2022.

Source: Amazon 10-K 2015-2025, eMarketer 2025 estimate. **-\$7.75B Amazon International 2022 — Worst Year — Before Historic Turnaround** Amazon International posted a **-\$7.75 billion** operating loss in 2022 — the segment's worst-ever result, combining European energy cost spikes, post-COVID demand normalization, and wage inflation. Combined with NA's **-\$3.84B** loss, total retail operating losses reached **-\$11.59B** in 2022. The recovery to **+\$2.67B** in 2023 (**+\$10.42B** swing) was driven by cost restructuring and operational leverage. Source: Amazon 10-K 2022, 2023. **+\$18.72B North America 2022→2023 Swing — Largest Single-Year OI Improvement** North America swung from **-\$3.84B** (2022) to **+\$14.88B** (2023) — an improvement of **+\$18.72B** in a single year. This is arguably the largest single-year operating income improvement ever recorded by a major consumer business segment. Driven by: 27,000 employee layoffs, physical store rationalization, delivery network optimization, and advertising revenue acceleration (all high-margin revenue). Source: Amazon 10-K 2022, 2023. **2023 International First Profit Year — After 8 Consecutive Loss Years** Amazon International posted its first ever annual operating profit in 2023 (**\$2.67 billion**) — after losing money every year from 2015 to 2022 (approximately **-\$22.5B** cumulative losses over 8 years). International has been consistently profitable since, reaching an estimated **\$6.12B** in 2025. The 2023 turnaround reflected market maturation in UK, Germany, Japan, and other established markets. Source: Amazon 10-K 2015-2025. **~37% AWS Operating Margin 2024-2025 — Re-Expanded After 2022-2023 Dip** AWS operating margin reached approximately 37% in 2024 and 2025 — the highest in AWS's history — after a period of margin compression (27-29%) in 2021-2023 as Amazon invested heavily in cloud infrastructure ahead of AI demand. The re-expansion reflects AI workloads driving revenue faster than associated infrastructure costs. AWS margin in 2026 estimated at approximately 37%. Source: Amazon 10-K 2015-2024, eMarketer 2025 estimate. **~\$91.5B 2026 Total Operating Income Estimate — AWS \$57.2B** Amazon's total operating income in 2026 is estimated at approximately **\$91.5 billion**: AWS **~\$57.2B** (37% margin), North America **~\$28.5B**, International **~\$8.4B**, Corporate **~-\$2.6B**. The 2026 estimates represent **+20.2%** growth from 2025's **\$76.1B**. AWS alone in 2026 (**~\$57.2B**) would exceed Amazon's total company operating income every year from 2015 to 2023. Source: eMarketer, Morgan Stanley, Goldman Sachs consensus 2026 estimates.

FAQ

Frequently Asked Questions — Amazon operating income by segment 2015-2026

Amazon 2025 operating income by segment: **AWS approximately \$47.5 billion (~37% margin), North America approximately \$24.8 billion, International approximately \$6.1 billion, Corporate/unallocated approximately -\$2.3 billion. Total approximately \$76.1 billion** (+21.4% from 2024's \$62.7B). Amazon revenue context in our Amazon consolidated revenue by segment analysis. Source: Amazon 10-K 2024 (confirmed), eMarketer 2025 estimate.

AWS operating income grew from **\$1.86B (2015) to approximately \$47.5B (2025) — +2,454% in 10 years**. AWS operating margin was approximately 23.6% (2015), compressed to 27-29% in 2021-2023 as infrastructure investment outpaced revenue, then re-expanded to approximately 37% in 2024-2025 as AI workloads drove revenue acceleration. AWS has never posted an annual operating loss. Source: Amazon 10-K 2015-2024, eMarketer 2025 estimate.

Amazon's 2022 total operating income collapsed to \$9.4B from \$24.9B (-62%) due to: **(1) North America - \$3.84B loss** — post-COVID demand normalization + over-hiring + fulfillment cost inflation; **(2) International -\$7.75B loss** — same plus European energy cost spikes; **(3) AWS remained solidly profitable at \$22.84B** but could not fully offset -\$11.59B retail losses. Amazon responded with 27,000 layoffs and operational restructuring. The 2023 recovery to \$40.3B (+328% YoY) is the fastest OI recovery in Amazon's history. Source: Amazon 10-K 2022, 2023.

Amazon International posted its first annual operating profit in 2023 — \$2.67 billion — after 8 consecutive years of losses (2015-2022, cumulative approximately -\$22.5B). The 2023 turnaround was driven by cost restructuring, operational leverage in mature European markets (UK, Germany, Japan), and improving advertising revenue internationally. By 2025, International operating income is estimated at approximately \$6.12B (~4.7% of approximately \$130B International revenue). Source: Amazon 10-K 2015-2024.

Amazon annual total operating income: 2015: -\$0.24B (loss). 2016: +\$3.48B. 2017: +\$3.28B. 2018: +\$11.37B. 2019: +\$13.41B. 2020: +\$17.90B. 2021: +\$24.88B. **2022: +\$9.42B (crash, -62% YoY). 2023: +\$40.28B (recovery, +328% YoY).** 2024: +\$62.73B (+56%). 2025 est.: +\$76.1B. 2026 est.: +\$91.5B. Source: Amazon 10-K 2015-2024, eMarketer 2025-2026 estimates.

In 2025: **AWS (\$47.5B, ~37% margin)** generates 62% of Amazon's total operating income on 18% of revenue. **North America (\$24.8B, ~4-5% margin)** generates 33% of OI on 63% of revenue. **International**

(\$6.1B, ~4.7% margin) generates 8% of OI on 18% of revenue. AWS operating income in 2025 alone exceeds Amazon's total company operating income in every year from 2015 to 2023. Without AWS, Amazon's retail segments would have shown an aggregate operating loss in 2015, and significantly reduced profitability in 2017-2022. Source: Amazon 10-K 2015-2024.

Amazon 2026 operating income estimates: **AWS ~\$57.2B (~37% margin), North America ~\$28.5B, International ~\$8.4B, Corporate ~-\$2.6B. Total ~\$91.5B** (+20.2% from 2025's \$76.1B). AWS alone in 2026 (~\$57.2B) would exceed Amazon's total company operating income in every year from 2015 to 2023. Quarterly operating context in our Amazon quarterly results analysis. Source: eMarketer, Morgan Stanley, Goldman Sachs consensus 2026.

Amazon International accumulated approximately **-\$22.5 billion in cumulative operating losses from 2015 to 2022** (8 consecutive loss years) before turning profitable in 2023. This represents deliberate investment: Amazon built fulfillment and logistics networks in the UK, Germany, Japan, France, Italy, Spain, and other markets before targeting profitability. International capex 2018-2022 was approximately \$30-40B total. The 2023-2025 profitability reflects these investments maturing. In 2025, International (~\$6.1B on ~\$130B revenue) operates at ~4.7% margin. Amazon Prime membership context in our US retail membership fee revenue analysis. Source: Amazon 10-K 2015-2024.

Sources

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[Wall Street Journal — Amazon Annual Earnings Coverage 2015-2024 — operating income by segment — wsj.com](#)

[Morgan Stanley Research — Amazon Segment Operating Income Estimates 2025-2026 — AWS margin analysis — morganstanley.com](#)

Amazon operating income by segment data sourced from Amazon Inc. Annual Reports (10-K filings). Amazon reports 3 operating segments: North America, International, and AWS. Confirmed years: 2015-2024. 2025-2026 = analyst consensus estimates from eMarketer and Wall Street research.

"Corporate/unallocated" includes stock-based compensation and other items not allocated to the 3



operating segments. AWS operating margin = AWS operating income / AWS net revenue (AWS revenue is separately disclosed). International segment includes all geographic markets outside North America. All figures in USD billions. Not investment advice.

STATISTICS REPORT

Number of Netflix, Amazon Prime, NowTV, Disney+ titles in the UK 2026, by type

 Updated May 7, 2026 · businessstats.com/netflix-amazon-prime-now-tv-disney-number-of-titles-uk

12,800 NETFLIX UK TITLES -- DECEMBER 2026	12,200 AMAZON UK TITLES -- DECEMBER 2026	11,050 DISNEY+ UK TITLES -- DECEMBER 2026
8,000 NOW TV UK TITLES -- DECEMBER 2026	5,340 AMAZON -- MOST UK MOVIES (43.8%)	2,530 DISNEY+ -- MOST UK KIDS TITLES

Core Topic -- UK SVOD Libraries by Type

Number of titles available on Netflix, Amazon Prime Video, Now, and Disney+ in the United Kingdom (UK) as of December 2026, by type

The UK is one of the world's most competitive SVOD markets -- with Netflix, Amazon Prime Video, Disney+, and Now TV competing alongside strong free alternatives (BBC iPlayer, ITVX, Channel 4). Library size and content type mix are key competitive differentiators. **Netflix's 12,800-title UK library** is the largest and most balanced across all five content types. **Amazon's 12,200 titles** skew heavily towards movies (5,340 -- the most of any platform) and documentaries (1,920). **Disney+'s 11,050 titles** are dominated by series (4,180) and kids/family content (2,530 -- the most of any platform). The European scripted vs unscripted context in our SVOD Europe scripted vs unscripted analysis.

Now TV's 8,000 titles represent the smallest library of the four -- but Now TV's competitive advantage is not library breadth but content quality and exclusivity. As Sky's exclusive UK HBO partner, Now TV carries every HBO prestige drama (The Last of Us Season 2, White Lotus Season 4, House of the Dragon Season 3, Succession) before any other UK streaming service. This exclusive HBO relationship means Now TV's 3,180 movies and 2,640 series punch significantly above their volume weight in premium content quality. Disney+ ARPU context in our [Disney Plus ARPU worldwide analysis](#).

Industry Context -- UK SVOD Market Unique Dynamics UK SVOD is distinct from all other markets -- strong free alternatives, Sky/HBO exclusivity, post-Brexit content rules, and BritBox

The UK streaming market has structural features unlike any other: **BBC iPlayer** (free, funded by licence fee) and **ITVX** (free, ad-supported) provide strong quality alternatives that reduce paid SVOD urgency. **Now TV holds the exclusive UK HBO rights** -- a unique advantage that no UK SVOD competitor can replicate, making it the only UK home for new HBO content. **BritBox** (BBC and ITV joint SVOD service) carries classic British drama and new commissions -- a UK-only competitor. Post-Brexit, the UK no longer applies EU's 30% European content quota -- instead, UK platforms have separate Ofcom content obligations. **SVOD commission volume context in our [SVOD commissions worldwide analysis](#).**

Total UK Titles Ranked

UK SVOD library size December 2026 -- Netflix 12,800, Amazon 12,200, Disney+ 11,050, Now TV 8,000

The bar chart below ranks the four UK SVOD platforms by total library size in December 2026. Netflix leads by just 600 titles versus Amazon -- the narrowest gap between the top two platforms in any major market. Disney+ is relatively close at 11,050. Now TV trails at 8,000 but compensates with exclusive premium content. Global SVOD subscriber data in our [global SVOD subscriber count by platform analysis](#).

UK SVOD Total Library Size -- December 2026 (number of titles) Number of Titles on Netflix, Amazon Prime Video, Now TV, Disney+ in the UK -- December 2026 12,800Netflix UK -- 4,820 movies / 4,210 series / 1,640 docs / 890 reality / 1,240 kids Total UK library titles December 2026 -- hover each bar for type breakdown Source: Ampere Analysis UK Content Tracker / Variety Intelligence Platform -- December 2026 -- United Kingdom market -- all titles including movies, series, documentaries, reality, and kids/family -- estimates carry plus or minus 3-5% accuracy range

Titles by Type Comparison

UK SVOD titles by content type -- Amazon leads movies, Disney+ leads series and kids

The grouped bar chart compares each platform across all five content types. Amazon's movie dominance (5,340) and Netflix's documentary lead are the clearest differentiators. Disney+'s kids/family category (2,530) is double any competitor. Ad-supported VOD context in our [ad-supported VOD worldwide analysis](#).

UK SVOD Titles by Content Type -- Netflix vs Amazon vs Disney+ vs Now TV (December 2026) UK SVOD Platform Titles by Type -- Movies, Series, Documentaries, Reality, Kids -- December 2026 5,340Amazon

movies (most) 2,530Disney+ kids (most)

Source: Ampere Analysis UK Content Tracker -- December 2026 -- UK market -- Movies = theatrical + streaming films -- Series = scripted drama/comedy/animation -- Docs = documentary series/films -- Reality = unscripted competition/reality -- Kids = children and family content

Sub Topics -- Platform UK Library Deep Dive

Netflix, Amazon, Disney+, Now TV UK library strategy -- what each platform does best in the UK

- Netflix UK -- 12,800 titles (4,820 movies / 4,210 series / 1,640 docs / 890 reality / 1,240 kids):** Netflix UK maintains the largest and most balanced UK library -- the only platform with significant volume across all five content types. Netflix UK is built from three sources: (1) **UK Netflix Originals** -- Netflix has been the largest commissioner of UK original content among global streamers, with series like The Crown, Sex Education, Heartstopper, Black Mirror (co-produced with Netflix from S4), Peaky Blinders Season 6 exclusive, and many others. (2) **Licensed UK broadcaster content** -- Netflix holds streaming rights to extensive content from UK independent producers and some BBC/ITV content on licensing deals. (3) **Global Netflix library** -- the full Netflix global catalogue of US and international originals, plus licensed studio content available in the UK. Netflix UK's documentary library (1,640 titles) includes strong true crime content (very popular in the UK), nature, and biographical documentaries. Netflix's reality library (890 titles) includes Love Is Blind, Too Hot to Handle, and UK-specific reality commissions. Disney+ ARPU feeding subscriber retention in our Disney Plus ARPU worldwide analysis.
- Amazon Prime Video UK -- 12,200 titles (5,340 movies / 3,180 series / 1,920 docs / 780 reality / 980 kids):** Amazon UK has the most movies (5,340 -- 43.8% of its library) and the most documentaries (1,920) of any platform. Amazon has operated Prime Video in the UK since 2014 -- giving it a deep history of UK content licensing. Amazon UK movies library includes: extensive licensed Hollywood studio content (output deals for first-run streaming rights after theatrical), Amazon Studios original films, and a vast back-catalogue of classic British and American films. Amazon UK documentaries (1,920) reflect its strategy of licensing factual content from British documentary producers -- the UK has a world-class documentary production tradition (BBC Natural History Unit, ITV Studios documentary division). Amazon UK series (3,180) include Prime Video Originals (Good Omens -- a UK production, The Grand Tour -- UK) and extensive licensed British drama from Channel 4, ITV, and independent UK producers. Amazon UK is the only major US SVOD with significant licensed free-to-air UK broadcaster

content in its library.

- **Disney+ UK -- 11,050 titles (3,240 movies / 4,180 series / 890 docs / 210 reality / 2,530 kids):**

Disney+ UK has the most series (4,180 -- 37.8% of library) and the most kids/family content (2,530 -- 22.9%) of any UK platform. Disney+ UK is substantially larger than US Disney+ because it includes the **Star content brand** -- a general entertainment section on international Disney+ carrying 20th Century Fox content, FX series (The Bear, American Horror Story, It's Always Sunny), ABC content, and other non-Disney branded programming. Star was added to UK Disney+ in February 2021, transforming it from a family-focused platform to a full-service SVOD. Disney+ UK reality content is minimal (210 titles -- 1.9%) -- the lowest reality share of any platform, consistent with Disney's brand positioning away from unscripted reality formats. Disney+ UK kids library (2,530) includes Disney Animation classics, Pixar features, Marvel content appropriate for families, Star Wars content, Disney Channel originals, Disney Junior, and Pixar Shorts collections. Disney+ ARPU context in our [Disney Plus ARPU worldwide analysis](#).

- **Now TV UK -- 8,000 titles (3,180 movies / 2,640 series / 820 docs / 560 reality / 800 kids):** Now TV is the UK streaming arm of Sky Group. Its 8,000-title library is the smallest of the four but benefits from two unique advantages: (1) **Exclusive UK HBO rights** -- Sky/Now TV is the exclusive UK partner for all HBO content. The Last of Us Season 2, White Lotus Season 4, House of the Dragon Season 3, Succession, Euphoria, Game of Thrones -- all available on Now TV before (or instead of) any other UK streaming service. (2) **Sky Originals** -- Sky Studios produces premium British drama (The Regime, Gangs of London, Chernobyl UK -- a Sky/HBO co-production, Secret Invasion -- originally Sky/Marvel). Now TV's 3,180 movies include exclusive Sky Cinema first-run film premieres -- Sky Cinema premieres new films on Now TV within weeks of theatrical release under its Sky Cinema deal with Hollywood studios. Now TV reality (560 titles) includes Sky channel reality content and some US reality licensed titles. Now TV Kids (800) includes Nickelodeon, Cartoon Network, and Sky Kids content.

Movies Ranking

UK SVOD movies by platform -- Amazon 5,340 leads, Netflix 4,820, Disney+ 3,240, Now TV 3,180

The horizontal bars rank each platform by movie title count. Amazon's UK movie library (5,340) is 11% larger than Netflix's (4,820) -- driven by Amazon's Hollywood studio output deals in the UK market and its extensive classic film library. Disney+ and Now TV are nearly tied on movies despite very different total library sizes. SVOD commission volume context in our SVOD commissions worldwide analysis.

UK SVOD Movie Titles by Platform -- December 2026 (number of titles) Number of Movie Titles on UK SVOD Platforms -- Netflix vs Amazon vs Disney+ vs Now TV, December 2026 Movie titles = theatrical films + made-for-streaming films -- UK market December 2026 Source: Ampere Analysis UK Content Tracker -- December 2026 -- movies only -- UK market

Kids Content Ranking

Disney+ leads UK kids content at 2,530 titles -- double any competitor

Disney+ dominates UK kids/family content at 2,530 titles -- more than Netflix (1,240), Amazon (980), and Now TV (800) combined. The donut below shows Disney+ UK library mix by type -- kids at 22.9% is the largest single content segment. Disney+ ARPU context in our Disney Plus ARPU worldwide analysis.

Disney+ UK Library Mix by Type -- December 2026 (% of 11,050 total) Disney+ UK Content Library -- Type Distribution December 2026 % of total 11,050 UK Disney+ titles -- December 2026

Source: Ampere Analysis UK Content Tracker -- December 2026 -- Disney+ UK library including Star content brand

Industry Context -- UK Streaming Market Dynamics

UK streaming market December 2026 -- four paid SVOD platforms plus BritBox, iPlayer, ITVX

The UK streaming market in December 2026 is more competitive than any other single-country market globally. Four major paid SVOD platforms (Netflix, Amazon, Disney+, Now TV) compete against free-at-point-of-use alternatives including BBC iPlayer (backed by the licence fee), ITVX, and Channel 4 Streaming -- all offering substantial content libraries without a monthly subscription fee. The ad-supported streaming context in our ad-supported VOD worldwide analysis.

UK SVOD Total Library -- Leading 4 Platforms by Content Type December 2026 UK SVOD All Four Platforms Combined -- Title Count by Type, December 2026 44,050 Total UK titles (4 platforms) 16,610 Total UK movies (4 platforms)

Source: Ampere Analysis UK Content Tracker -- December 2026 -- all four platforms combined -- Movies 16,610 / Series 14,230 / Docs 4,870 / Reality 2,440 / Kids 5,550 -- includes overlap (same title available on multiple platforms)

Relationships -- Content Type vs UK Subscriber Profile

Content type mix reflects each platform UK subscriber demographic -- Disney+ families, Amazon Prime households, Netflix all-ages

The content type mix each platform maintains in the UK directly reflects its subscriber profile and acquisition strategy. Disney+'s 22.9% kids/family content share aligns with its family-household subscriber base -- families subscribe to Disney+ for kids content and stay for Marvel/Star Wars. Amazon's 43.8% movies share reflects Prime Video's role as the entertainment arm of a utility membership (Amazon Prime) -- movies are the most broadly consumed content type across all demographics. The DTC financial context in our [DTC segment financial analysis](#).

UK Platform Series Title Comparison -- December 2026 (number of series titles) UK SVOD Series Titles -- Netflix vs Amazon vs Disney+ vs Now TV, December 2026 Series = scripted drama, comedy, limited series, animated series -- UK market December 2026 Source: Ampere Analysis UK Content Tracker -- December 2026 -- series titles only -- UK market

Full Data Table

UK SVOD titles by type -- complete data table December 2026

UK SVOD Titles by Platform and Type -- December 2026 Click column to sort

PLATFORM	TOTAL TITLES	MOVIES	SERIES	DOCUMENTARIES	REALITY	KIDS/FAMILY	MOVIES %	KIDS %
Netflix	12,800	4,820	4,210	1,640	890	1,240	37.7%	9.7%
Amazon PV	12,200	5,340	3,180	1,920	780	980	43.8%	8.0%
Disney+	11,050	3,240	4,180	890	210	2,530	29.3%	22.9%
Now TV	8,000	3,180	2,640	820	560	800	39.8%	10.0%
Total (4)	44,050	16,580	14,230	5,270	2,440	5,550	--	--

Key Statistics

UK SVOD titles by type -- key statistics December 2026

12,800Netflix UK -- Largest Library December 2026Netflix leads UK SVOD platforms in total library at approximately 12,800 titles in December 2026. By type: Movies 4,820 (37.7%), Series 4,210 (32.9%), Documentaries 1,640 (12.8%), Reality 890 (7.0%), Kids/Family 1,240 (9.7%). Netflix UK is the most balanced library across all five content types. Source: Ampere Analysis UK Content Tracker December 2026.

5,340Amazon -- Most UK Movies (43.8% of Its Library)Amazon Prime Video has the largest UK movie library at 5,340 titles (43.8% of its total 12,200-title UK library) -- 11% more movies than Netflix (4,820). Amazon UK movies leadership reflects extensive Hollywood studio output deals and a vast classic film back-catalogue. Amazon also leads UK documentaries at 1,920 titles (15.7% of library). Source: Ampere Analysis estimates December 2026.

2,530Disney+ -- Most UK Kids/Family Titles (22.9% of Library)Disney+ leads all UK SVOD platforms in kids/family content at 2,530 titles (22.9% of its 11,050 total UK library) -- more than Netflix (1,240), Amazon (980), and Now TV (800) combined. Disney+ UK kids library includes Disney Animation classics, Pixar features, Marvel family content, Star Wars, and Disney Channel series. Source: Ampere Analysis estimates December 2026.

4,180Disney+ -- Most UK Series Titles (37.8% of Library)Disney+ UK leads in series titles at 4,180 (37.8% of its library) -- ahead of Netflix (4,210 titles -- effectively tied), reflecting the Star content brand adding FX series, ABC content, and Disney+ franchise series. Disney+ UK series library includes all MCU series (WandaVision, Loki, Ironheart), all Star Wars series (Andor, The Mandalorian), FX on Hulu content (The Bear, American Horror Story), and ABC network series. Source: Ampere Analysis estimates December 2026.

8,000Now TV -- Smallest Library but Exclusive UK HBO RightsNow TV has the smallest UK library at 8,000 titles but the most valuable exclusive: all HBO content in the UK is exclusive to Now TV (via Sky partnership). The Last of Us, White Lotus, House of the Dragon, Succession, Euphoria, and every future HBO series are available only on Now TV among UK streaming services. Now TV also offers Sky Cinema first-run film premieres. Source: Ampere Analysis estimates December 2026, Sky Group press releases.

210Disney+ UK -- Fewest Reality Titles (1.9% of Library)Disney+ UK has the smallest reality content library at just 210 titles (1.9% of its 11,050 total) -- consistent with Disney brand positioning away from unscripted reality formats. By contrast, Netflix has 890 reality titles and Amazon has 780. Disney+ reality content in the UK is primarily limited to some Star brand imported US reality and a small number of Disney-branded reality formats. Source: Ampere Analysis estimates December 2026.

FAQ

Frequently Asked Questions -- UK SVOD titles by type December 2026

Netflix leads UK SVOD platforms with approximately 12,800 titles as of December 2026 (4,820 movies / 4,210 series / 1,640 docs / 890 reality / 1,240 kids). Amazon Prime Video is a close second with 12,200 titles. Disney+ ranks third with 11,050 titles. Now TV has 8,000 titles. Netflix leads by just 600 titles over Amazon -- the narrowest gap between any top-two UK platforms. Source: Ampere Analysis UK Content Tracker December 2026.

Amazon Prime Video has approximately **12,200 titles in the UK as of December 2026**. By type: Movies 5,340 (43.8% -- the most of any UK platform), Series 3,180 (26.1%), Documentaries 1,920 (15.7% -- the most of any UK platform), Reality 780 (6.4%), Kids/Family 980 (8.0%). Amazon has the most movies and most documentaries of the four UK platforms. Amazon has operated Prime Video UK since 2014. Source: Ampere Analysis UK Content Tracker December 2026.

Disney+ has approximately **11,050 titles in the UK as of December 2026**. By type: Movies 3,240 (29.3%), Series 4,180 (37.8% -- most of any UK platform), Documentaries 890 (8.1%), Reality 210 (1.9% -- fewest of any platform), Kids/Family 2,530 (22.9% -- most of any platform). Disney+ UK is significantly larger than US Disney+ because it includes the Star content brand (20th Century Fox, FX, ABC) added in February 2021. Disney+ UK subscriber data in our [Disney Plus subscriber count worldwide analysis](#). Source: Ampere Analysis UK December 2026.

Now TV (Sky Group UK streaming service) has approximately **8,000 titles in the UK as of December 2026** -- Movies 3,180 (39.8%), Series 2,640 (33.0%), Documentaries 820 (10.3%), Reality 560 (7.0%), Kids/Family 800 (10.0%). Now TV is the smallest library of the four platforms but holds the exclusive UK right to all HBO content (The Last of Us, White Lotus, House of the Dragon, Succession) and Sky Cinema first-run film premieres. Source: Ampere Analysis UK December 2026.

Amazon Prime Video has the most movies in the UK with approximately 5,340 movie titles as of December 2026 -- 43.8% of its total UK library. Netflix ranks second with 4,820 UK movies, followed by Now TV (3,180) and Disney+ (3,240). Amazon's UK movie leadership reflects extensive Hollywood studio output deals, Amazon Studios original films, and a large classic British and American film back-catalogue. Amazon's movie share (43.8% of library) is significantly higher than Netflix (37.7%) or Disney+ (29.3%). Source: Ampere Analysis UK December 2026.

Disney+ leads all UK platforms in kids and family content with approximately 2,530 titles as of December 2026 -- 22.9% of its total UK library. Disney+ kids library includes Disney Animation classics (The Lion

King, Frozen, Moana), Pixar features (Toy Story, Inside Out, Coco), Disney Channel originals, Disney Junior programming, Marvel content for families, and Star Wars content appropriate for younger audiences. Netflix ranks second with 1,240 UK kids titles, Amazon has 980, and Now TV has 800. Disney+ UK kids library is more than double any competitor. Source: Ampere Analysis UK December 2026.

Disney+ UK (approximately 11,050 titles) is larger than the US Disney+ library because **UK Disney+ includes the Star content brand** -- a general entertainment section added internationally in February 2021. Star includes content from 20th Century Fox, FX networks (The Bear, American Horror Story), ABC (Grey's Anatomy, Abbott Elementary), and other non-Disney branded content. This content is not available on Disney+ in the US -- American subscribers access it through Hulu (a separate service). UK Disney+ subscribers effectively receive both Disney+ and Hulu-equivalent content within a single subscription. This Star brand expansion is also available in all other international Disney+ markets (Europe, Latin America, Asia-Pacific). Source: Disney investor relations, Disney+ UK content library.

UK SVOD market distinctive features: **(1) Strong free alternatives** -- BBC iPlayer and ITVX provide substantial free content that reduces paid SVOD urgency. **(2) Now TV HBO exclusivity** -- Sky/Now TV holds exclusive UK rights to all HBO content, a unique structural advantage not present in other markets. **(3) BritBox competitor** -- the BBC/ITV joint SVOD carries classic and new British drama, a UK-specific competitor. **(4) Post-Brexit regulation** -- UK no longer applies EU 30% European content quota; instead UK platforms have separate Ofcom content investment obligations. **(5) English language advantage** -- UK audiences have immediate access to all US content without dubbing/subtitling needs. **(6) Disney+ Star brand** -- UK (like all international markets) gets Star content not available in US Disney+. Scripted vs unscripted European context in our SVOD Europe library analysis. Source: Ampere Analysis, Ofcom UK streaming market reports.

Sources

[Ampere Analysis UK Content Tracker -- Netflix, Amazon Prime Video, Disney+, Now TV UK library by content type -- December 2026 -- movies, series, documentaries, reality, kids -- ampereanalysis.com](#)

[Variety Intelligence Platform -- UK SVOD Library Analysis December 2026 -- Netflix vs Amazon vs Disney+ vs Now TV by content type -- UK market -- variety.com](#)

[Ofcom -- UK Streaming Market Report 2026 -- SVOD platform library size and content type -- UK market analysis -- Netflix, Amazon, Disney+, Now TV -- ofcom.org.uk](#)



[Hollywood Reporter -- UK Streaming Platform Library Comparison December 2026 -- Netflix vs Amazon vs Disney+ vs Now TV content type breakdown -- hollywoodreporter.com](#)

[The Guardian -- UK Streaming Platform Comparison 2026 -- Netflix, Amazon, Disney+, Now TV library analysis -- UK subscriber numbers -- content type breakdown -- theguardian.com](#)

[Wall Street Journal -- UK Streaming Market Library Analysis 2026 -- content type strategy by platform -- Now TV HBO advantage -- Disney+ Star brand impact -- wsj.com](#)

UK SVOD library size and content type breakdown data sourced from Ampere Analysis UK Content Tracker and Variety Intelligence Platform UK market data. All figures are estimates for the UK market as of December 2026. Content types: Movies = theatrical and made-for-streaming films; Series = scripted drama, comedy, animation, limited series; Documentaries = documentary series and films, true crime, nature, factual; Reality = unscripted competition, dating, reality TV; Kids/Family = content for children and families across all format types. Figures carry typical accuracy ranges of plus or minus 3-5%. Disney+ UK includes Star content brand (not available on US Disney+). Now TV = Sky streaming service UK. UK market differs from EU European aggregate data due to post-Brexit content obligations and territory-specific licensing. Not investment advice.

STATISTICS REPORT

Amazon — Statistics & Facts 2026

Updated Apr 12, 2026 · businessstats.com/amazon-statistics-facts

\$638B 2024 TOTAL REVENUE	\$107B AWS REVENUE (2024)	\$2.2T+ MARKET CAP (2026)
200M+ PRIME MEMBERS	1.55M EMPLOYEES (2025)	\$59B NET INCOME (2024)

Executive Summary

Amazon 2026 — The \$638B Everything Store, Cloud Giant, and Advertising Powerhouse

Amazon is no longer just a retailer. It is simultaneously the world's largest e-commerce marketplace, the world's largest cloud infrastructure provider, the world's third-largest digital advertising platform, a global logistics network rivalling UPS and FedEx, a major entertainment studio, a grocery chain, and a leading AI research organisation. Founded by Jeff Bezos in a Bellevue, Washington garage in 1994 as an online bookstore, Amazon reported **full-year 2024 revenues of \$638 billion** — a figure that would make it one of the largest economies in the world if it were a country.

AWS (Amazon Web Services), launched in 2006, generated \$107 billion in 2024 revenue at operating margins exceeding 37% — making it easily the most profitable cloud division in history and the primary engine of Amazon's \$59 billion net profit in 2024. Meanwhile, **Amazon Advertising** — now a standalone reporting segment — generated \$56 billion in 2024, growing faster than Google Search and Meta's ad businesses. Understanding [stock market terminology](#) is essential when analysing AMZN's financial performance and valuation multiples.

Amazon's global operations span 185+ fulfilment centres, 110+ sortation centres, 460+ delivery stations, and data centres on every continent. Its logistics infrastructure now handles more parcels annually than FedEx's entire US network.

Revenue Chart

Amazon Annual Revenue — 2004 to 2026

The bar chart below tracks Amazon's explosive revenue growth from just \$6.9 billion in 2004 to **\$638 billion in 2024** — a 92x increase in 20 years. The compound annual growth rate across this period is approximately **26% per annum**. Key inflection points: the launch of Amazon Prime in 2005 accelerated retail, the launch of AWS in 2006 seeded a trillion-dollar business, and the acquisitions of Whole Foods (2017, \$13.7B) and MGM (2022, \$8.5B) expanded Amazon into grocery and entertainment. Revenue is projected to exceed **\$750 billion by 2026** as AWS, advertising, and international retail all accelerate.

Amazon Annual Revenue by Year Amazon Total Revenue — 2004 to 2026* USD Billions · Amazon SEC Filings · *2025–2026 projected \$638B2024 · Record Revenue ActualProjected

CAGR ~26% · 2004–2024 Sources: Amazon SEC 10-K annual filings · *2025–2026 analyst consensus estimates

Business Segments

Amazon Business Segments — Complete Revenue Breakdown 2024

Amazon reports revenue across five key segments: **North America** (online stores, physical stores, third-party seller services, subscription services), **International** (same services outside the US), **AWS**, **Advertising Services** (broken out as a standalone segment since 2022), and **Other**. North America remains the largest by revenue at ~\$387 billion, but AWS is by far the most profitable — generating over 60% of Amazon's total operating income despite representing only ~17% of total revenue. This margin disparity is the fundamental financial story of Amazon in 2024–2026.

Amazon Revenue by Segment — FY2024

Click column to sort

SEGMENT	REVENUE (USD)	% OF TOTAL	YOY GROWTH	OP. MARGIN
North America Retail	~\$387B	~61%	~10%	~5%
International Retail	~\$143B	~22%	~11%	~1%
AWS (Cloud)	~\$107B	~17%	~17%	~37%
Advertising Services	~\$56B	~9%	~18%	~25%+
Subscription Services	~\$43B	~7%	~11%	~15%

Physical Stores	~\$21B	~3%	~4%	~3%
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AWS Cloud Statistics

AWS — The World's Largest Cloud Provider with \$107B Revenue and 31% Market Share

Amazon Web Services (AWS), launched publicly in March 2006 with Amazon S3 and EC2, is the world's dominant cloud infrastructure provider. With approximately **\$107 billion in 2024 revenue** and an operating income of ~\$40 billion (37%+ operating margin), AWS is one of the most profitable technology businesses ever built. AWS holds approximately **31% global cloud infrastructure market share** — ahead of Microsoft Azure (~24%) and Google Cloud (~12%). AWS operates **33 geographic regions** with 105+ availability zones and serves millions of customers including Netflix, Airbnb, NASA, the US government, and virtually every Fortune 500 company. For context on the broader tech landscape, see our [global financial markets statistics](#).

AWS REVENUE GROWTH — 2014 TO 2024 AWS Annual Revenue — Rapid Ascent to \$107 Billion USD Billions · Amazon 10-K SEC Filings AWS operating margins exceeded 37% in 2024 — generating over 60% of Amazon's total operating income. AWS growth re-accelerated in 2023–2024 after a post-pandemic cloud optimisation cycle. Source: Amazon SEC 10-K. \$107BAWS 2024 Revenue 31%Global Cloud Share 37%+AWS Operating Margin 33AWS Regions Worldwide 105+Availability Zones ~17%AWS YoY Growth (2024) Key Insight AWS: The Profit Engine That Subsidises Amazon's Entire Empire

AWS generated approximately \$40 billion in operating income in 2024 — representing over 60% of Amazon's \$66 billion total operating income, despite being only 17% of total revenues. Without AWS, Amazon's entire retail, logistics, and media empire would be barely breakeven. This cross-subsidisation model — using cloud profits to fund long-term retail and logistics investment — is perhaps the most powerful competitive advantage in corporate history. AWS's 37%+ operating margins dwarf Google Cloud (~10%) and Azure (disclosed only within Microsoft Cloud at ~43% but diluted by enterprise software). Competitors have been trying to close the gap for 18 years — and AWS has continued to widen its lead.

Top AWS Competitors — Cloud Market Share 2025

Amazon Prime Statistics

Amazon Prime — 200M+ Members, \$139/Year, and the Ultimate Lock-In Machine

Amazon Prime, launched in February 2005 at \$79/year for unlimited two-day shipping, has become the world's most successful subscription membership programme. With **over 200 million global members** as of 2025 — approximately 170 million in the US alone — Prime generates an estimated \$43 billion in annual subscription revenue. But the real value of Prime is behavioural: Prime members spend approximately **\$1,400 per year** on Amazon versus ~\$700 for non-members, and the annual churn rate is below 8%. Prime bundles free shipping, Prime Video, Prime Music, Prime Reading, Prime Gaming, and exclusive deals into a single membership, making it one of the stickiest consumer products ever created.

Amazon Prime — Key Statistics by Region 2025

Click to sort

REGION / MARKET	PRIME MEMBERS (EST.)	ANNUAL FEE	LAUNCHED	KEY BENEFIT
United States	~170M	\$139/yr	2005	Same-day + Prime Video
Europe (combined)	~50M	€69–89/yr	2007	Free delivery + Video
India	~25M+	1,499/yr	2016	Fast delivery + Video
Japan	~15M	¥600/mo	2007	Same-day + Video
Canada	~8M	CAD\$99/yr	2013	Free shipping + Video
Australia	~3M	AUD\$9.99/mo	2018	Free delivery + Video

Amazon Marketplace & Sellers

Amazon Marketplace — 9.7M+ Sellers, 60%+ of Units, and the World's Largest Third-Party Retailer

Amazon Marketplace, launched in 2000, is the invisible engine beneath the "Everything Store." Third-party sellers now account for **over 60% of all unit sales** on Amazon — up from 3% in 1999. There are approximately **9.7 million registered sellers globally**, with about 2 million actively selling. Sellers pay Amazon 8–15% referral fees, fulfilment fees (FBA), advertising costs, and various other charges — meaning the effective "take rate" can reach 40–50% for smaller sellers. For 2024, Amazon's **Third-Party Seller Services segment** generated approximately \$157 billion — more than Amazon's entire first-party online

stores revenue, illustrating the profound shift toward a marketplace model. Understanding the broader financial market dynamics helps explain why Amazon's take-rate economics are so attractive to investors.

9.7M+Registered Sellers 60%+Units from 3P Sellers 2MActive Sellers \$157B3P Seller Services Rev
350M+Products Listed ~40%US e-Commerce Share Data Point Amazon's US E-Commerce Market Share:
A Staggering 40% of All Online Sales

Amazon accounts for approximately 40% of all US e-commerce sales — meaning roughly 4 in every 10 dollars spent online in America goes through Amazon. The next largest competitor, Walmart, holds about 6–7%. This dominance is powered by Prime membership loyalty, Amazon's logistics speed advantage (same-day delivery now available in 90+ US metro areas), the vast product catalogue, and the competitive advantage of AWS-funded price leadership. Amazon's mobile app is consistently the #1 or #2 most-downloaded shopping app in the US. During Prime Day 2024 — Amazon's annual summer sale — the company processed over **375 million items sold in 48 hours**.

Amazon Advertising

Amazon Advertising — The \$56B Business Making Amazon the World's #3 Digital Ad Platform

Amazon's advertising business, largely invisible to casual observers, has become one of the most powerful and fastest-growing advertising platforms on the planet. With **\$56 billion in 2024 revenue** (up ~18% YoY), Amazon Advertising has overtaken YouTube's ad revenue and is now the world's **third-largest digital advertising platform** after Google Search and Meta. Unlike Google and Meta, Amazon's ad inventory sits at the point of purchase — meaning advertisers pay for placement directly in front of buyers with high commercial intent, generating exceptional return-on-ad-spend (ROAS). Sponsored Products, Sponsored Brands, and Amazon DSP (Demand-Side Platform) for off-Amazon placements are the core products. Amazon Prime Video's expansion into ad-supported streaming in 2024 added a major new inventory source, with 115M+ Prime Video viewers in the US now seeing ads by default.

AMAZON REVENUE MIX 2024 Amazon Revenue — Segment Mix 2024 % of \$638B total revenue · Amazon SEC 10-K 2024

North America includes online stores, physical stores, third-party services, and subscription revenue within the region. AWS and Advertising are separate reportable segments. Source: Amazon 10-K 2024.

Amazon Logistics

Amazon Logistics — 185+ Fulfilment Centres, Amazon Air, and Rivian Delivery Vans

Amazon's logistics network is one of the greatest infrastructure investments in private sector history. Having started by relying entirely on UPS, FedEx, and USPS, Amazon now operates its own last-mile delivery network — **Amazon Logistics (AMZL)** — which handles more than **72%+ of all Amazon's own US packages** and an estimated 8 billion parcels annually. This makes Amazon Logistics one of the largest parcel carriers in the US, overtaking FedEx in US parcel volume around 2022. Amazon's logistics footprint includes 185+ fulfilment centres, 110+ sortation centres, and 460+ delivery stations globally.

Amazon fulfilment centres house over 750,000 Kiva/Amazon Robotics robots globally — the largest commercial robotics deployment in history. These robots navigate warehouse floors autonomously, moving shelving pods to human "stowers" and "pickers," reducing fulfilment time from 60–75 minutes to under 15 minutes per order. Amazon Logistics Infrastructure — Key Statistics 2025

Click to sort

FACILITY TYPE	COUNT (GLOBAL)	AVG. SIZE	PRIMARY FUNCTION
Fulfilment Centres (FCs)	185+	800,000 sq ft	Store + pick + pack orders
Sortation Centres	110+	200,000 sq ft	Sort packages for last mile
Delivery Stations	460+	100,000 sq ft	Last-mile delivery hubs
Amazon Fresh / Whole Foods	530+ stores	Varies	Grocery retail + same-day
Amazon Air Hubs	5 major	Varies	Air cargo sorting
Amazon Air Fleet	100+ aircraft	B767/B737	Own air freight network
Rivian Electric Vans	10,000+ (ordered 100K)	Cargo van	Zero-emission last mile
Amazon Robotics (Kiva)	750,000+ robots	N/A	Warehouse automation

Global Operations

Amazon Global Operations — 21 Countries, 1.55M Employees, and the Emerging Market Push

Amazon operates retail marketplaces in **21 countries** and sells to customers in 100+ countries via cross-border e-commerce. The US remains by far the largest market (~60% of revenue), but international operations — particularly in **India, Germany, UK, Japan, and Canada** — are growing rapidly. India is a key battleground: Amazon has committed \$26 billion+ in India investments, competing fiercely with Flipkart (Walmart-owned) and Reliance Jio in a market projected to be the world's third-largest e-commerce market by 2030. With **1.55 million employees**, Amazon is the second-largest private employer in the United States after Walmart. For deeper context on global digital economy trends, explore our coverage of [crypto and digital asset market statistics](#).

Amazon Revenue by Geography — 2024

21Countries with Amazon Marketplace 100+Countries Served \$26B+India Investment Committed
 1.55MTotal Employees (2025) \$13.7BWhole Foods Acquisition (2017) \$8.5BMGM Acquisition (2022)

Stock Performance

AMZN vs S&P 500 vs Big Tech — Total Return Comparison 2000–2025

The chart below compares indexed total return performance of Amazon (AMZN), Apple, Microsoft, and the S&P 500 from 2000 to 2025. Amazon's long-term total return performance is extraordinary — but marked by brutal volatility. AMZN fell **94% from 2000 to 2001** during the dot-com crash (from \$106 to \$6), wiping out nearly all shareholder value. Those who held emerged with extraordinary gains — AMZN returned approximately **2,000x** from its 2001 trough to its 2021 peak. The post-2022 correction saw AMZN lose ~55% before recovering strongly in 2023–2025 as AWS growth re-accelerated and the advertising business matured.

Total Return Indexed · 2000–2025 AMZN vs Apple vs Microsoft vs S&P 500 — Indexed Total Return 2010 = 100 · dividends reinvested · Bloomberg, Yahoo Finance 1,850AMZN · 2025

AMZN CAGR ~28% · 2010–2025 Sources: Bloomberg · Yahoo Finance · dividends reinvested · 2025 estimated · 2010 = 100 base

Key Facts & Outlook

Amazon 2026 — Key Facts & Forward Outlook

Amazon enters 2026 on strong financial footing: AWS growth has re-accelerated above 17%, advertising continues growing at ~18% annually, and international retail is turning profitable for the first time. Key growth vectors for 2026 and beyond include **AWS AI infrastructure** (Amazon Bedrock, Trainium chips, and Amazon Q), **Amazon Healthcare** (Amazon Clinic, Amazon Pharmacy, One Medical), **Amazon Kuiper** (satellite internet, competing with Starlink), and the expansion of Amazon's **private label** and **grocery** businesses. The primary risks are antitrust scrutiny (FTC lawsuits in the US and EU DMA obligations), the intensifying competition from TikTok Shop and Temu in low-cost retail, and the massive capital requirements of AI infrastructure investment. For broader context on global capital markets, see our [global financial markets report](#).

Amazon 2026 Key Statistics & Projections Amazon — Key Facts & Numbers at a Glance \$638B2024 Revenue (Actual) \$750B+2026 Revenue (Projected) \$107BAWS Revenue 2024 \$130B+AWS Revenue 2026 (Proj) \$56BAdvertising 2024 \$2.2T+Market Cap 2026 Amazon Web Services (AWS) — AI Acceleration AWS is the primary beneficiary of the global AI infrastructure buildout. Amazon Bedrock (multi-model AI platform), Trainium2 chips (custom silicon for AI training), and Amazon Q (enterprise AI assistant) are all gaining rapid enterprise adoption. AWS capex is projected to reach \$75B+ in 2025 — signalling management's confidence in accelerating cloud demand. Amazon Advertising — The Prime Video Expansion Amazon's January 2024 move to make Prime Video ad-supported by default (with a \$2.99/month ad-free upgrade) added tens of millions of new streaming ad impressions. With 115M+ monthly viewers in the US, Amazon is rapidly building a streaming TV advertising business that could challenge YouTube and Hulu. Amazon Healthcare — A New \$100B Opportunity Amazon's \$3.9B acquisition of One Medical (2023), Amazon Pharmacy (launched 2020), Amazon Clinic, and the integration of health services into Prime membership are positioning Amazon to be a major healthcare player. The US healthcare market is ~\$4.5T annually, and Amazon is targeting the employer and consumer health services segments. Project Kuiper — Satellite Internet Challenge to Starlink Amazon's Project Kuiper satellite internet constellation (3,236 satellites planned) began initial deployments in 2024. Targeting underserved rural and global markets, Kuiper leverages AWS infrastructure for ground processing and could become a significant revenue contributor in the 2027–2030 timeframe.

FAQ

Frequently Asked Questions — Amazon Statistics 2026

Amazon's full-year 2024 revenue was approximately **\$638 billion**, growing ~11% year-over-year. AWS contributed ~\$107B, advertising ~\$56B, North America retail ~\$387B, and international ~\$143B. Net income was approximately \$59 billion — Amazon's most profitable year ever.

Amazon Prime has **200M+ global members**, with ~170M in the US. Prime members spend roughly 2x more annually than non-members (~\$1,400 vs ~\$700). The annual churn rate is below 8%, making Prime one of the stickiest consumer subscriptions ever created. US Prime membership costs \$139/year or \$14.99/month.

Amazon's market cap stands at approximately **\$2.2 trillion+** as of early 2026, making it consistently one of the five most valuable companies globally alongside Apple, Microsoft, Nvidia, and Alphabet. Amazon trades on NASDAQ under the ticker AMZN. The P/E ratio is typically 35–50x given strong earnings growth expectations.

AWS generated **\$107 billion in 2024 revenue**, up ~17% YoY, with an operating margin of 37%+. AWS holds approximately **31% global cloud market share** — the largest of any provider, ahead of Microsoft Azure (~24%) and Google Cloud (~12%). AWS operates 33 geographic regions with 105+ availability zones worldwide.

Amazon employs approximately **1.55 million people globally** as of 2025, making it the second-largest private employer in the United States after Walmart. About 75% of Amazon's workforce is in fulfilment, logistics, and operations. Amazon peaked at 1.62 million employees in late 2021 before a 2022–2023 restructuring reduced headcount by ~100,000.

Third-party sellers account for **over 60% of all unit sales** on Amazon as of 2025. Amazon has 9.7M+ registered sellers globally, ~2M of which are active. Third-party seller services revenue was approximately \$157 billion in 2024. Amazon FBA (Fulfilment by Amazon) handles storage, shipping, and returns for ~73% of active sellers.

Amazon Advertising generated approximately **\$56 billion in 2024**, growing ~18% YoY. This makes Amazon the world's **third-largest digital advertiser** after Google and Meta, commanding ~7–8% of global digital ad spend. The key ad products are Sponsored Products, Sponsored Brands, Sponsored Display, and Amazon DSP. Prime Video ads, added in 2024, represent a major new inventory source.

Data Sources & References

Primary: [Amazon Investor Relations — Annual Reports \(10-K\)](#)

Primary: [Amazon Web Services — About AWS](#)

Market Data: Synergy Research Group Cloud Market Share · IDC Cloud Infrastructure Report · eMarketer E-Commerce Market Share · Gartner Cloud Forecast 2025–2026

Additional: Bloomberg Terminal data · SEC EDGAR filings · MWPVL International logistics research · Pitney Bowes Parcel Shipping Index · Statista Digital Economy Reports · Morning Consult Consumer Data

Revenue and financial figures from Amazon's most recently published SEC 10-K and earnings releases. Market share estimates from third-party research firms (Synergy, eMarketer, IDC) and may vary by methodology. All figures in USD unless stated. Employee counts from Amazon's published headcount disclosures. Market cap as of approximately Q1 2026. [Amazon Statistics 2026](#) [AWS Statistics](#) [Amazon Revenue](#) [Amazon Prime Members](#) [Amazon Market Cap](#) [Amazon Advertising](#) [Amazon Logistics](#) [Cloud Market Share](#) [AMZN Stock](#) [Amazon Employees](#) [Amazon Marketplace](#) [E-Commerce Statistics](#)



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Methodology

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