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STATISTICS BOOK

Retail & Trade Statistics & Market Data | Business Stats

9 full reports · Edition November 2026

$692B	$113.1B	~37%	2,900+
WALMART WORLDWIDE	HERMÈS, KANTAR 2026	SALLING GROUP — #1	TOTAL STORES MEXICO

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ABOUT THIS BOOK

Retail & Trade Statistics & Market Data | Business Stats

Retail and trade statistics: retail sales, the largest retailers, grocery and non-food, store numbers, consumer spending and market share. Sourced data, updated as new figures are released.

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 Nov 5, 2026.

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STATISTICS REPORT

World: retail sales of leading US retailers 2026

Updated Sep 15, 2026 · businesstats.com/largest-us-retailers-worldwide-retail-sales

$692B WALMART WORLDWIDE	**$422B** AMAZON RETAIL	**$266B** COSTCO
$2.24T TOP 10 COMBINED	**83%** WALMART FROM US	**+48.5%** FASTEST GROWER

Overview

Worldwide retail sales of the leading US retailers in 2026

Walmart is the largest US retailer measured by worldwide retail sales, with about 692 billion U.S. dollars in 2025. Amazon is second with roughly 422 billion in retail sales, followed by Costco on about 266 billion and Home Depot on about 162 billion. The ranking has been remarkably stable at the top, with the same handful of names holding the leading places for years.

Worldwide retail sales measure what a company earns selling goods and services to shoppers, at home and abroad. For US retailers the figure is dominated by the giants of general merchandise and grocery, and the gap between first and second is vast: Walmart alone sells almost as much as Amazon and Costco put together, and its total is bigger than the combined retail sales of everyone ranked third through sixth. This scale of concentration mirrors what appears among the world largest economies, where a few players dwarf the rest.

A note on dating. This is the 2026 edition of the ranking, built on the latest full fiscal year of results, 2025, which most large retailers reported in the opening months of 2026. Nothing here is estimated. Where a company earns money outside retail, such as the cloud division of Amazon or the health-insurance arm of CVS Health, that revenue is separated out so the ranking compares retail with retail.

The chart below shows the leading US retailers by their worldwide retail sales in 2025. The shape is a steep staircase down from Walmart, a reminder that the American retail landscape is not a level field of rivals but a pyramid with one company towering over the rest.

Worldwide Retail Sales of Leading US Retailers, 2025 (USD billions)Walmart towers over the field.

Data:

Worldwide retail sales by company in 2025, in billions of U.S. dollars.

Note:

Retail sales only; non-retail revenue excluded. Sources SEC filings, NRF and Kantar. Compiled by BusinessStats.Switch views with the toolbar.

Walmart towers over the field: at about 692 billion dollars, Walmart sells more than the next two US retailers combined.

Behind the leaders sit the grocery, pharmacy and home-improvement chains that anchor American main streets, from Kroger and Home Depot to the pharmacy giants CVS Health and Walgreens. Their sales run into the tens of billions, large by any normal measure yet small beside the two companies at the summit.

Ranked Table

Leading US retailers by worldwide retail sales

The table lists the leading US retailers by their worldwide retail sales in 2025, alongside the share of those sales made inside the United States where a meaningful international business exists. It can be sorted by any column, and sorting by US share reveals how few of these companies are truly global.

Worldwide Retail Sales, Leading US Retailers, 2025Click any column to sort

RANK	RETAILER	WORLDWIDE RETAIL SALES	MAIN SECTOR
1	Walmart	$692B	General merchandise
2	Amazon	$422B	Online
3	Costco	$266B	Warehouse club
4	Home Depot	$162B	Home improvement
5	Kroger	$155B	Grocery
6	CVS Health	$139B	Pharmacy and health
7	Walgreens	$127B	Pharmacy
8	Target	$107B	General merchandise
9	Lowes	$84B	Home improvement

10	Albertsons	$82B	Grocery
11	TJX	$58B	Off-price apparel
12	Best Buy	$42B	Electronics

Two features jump out. First, the top two are in a league of their own. Second, the mix of sectors is telling: groceries, pharmacies and home improvement dominate the list, because these are the everyday purchases that scale to enormous volume. Big-ticket and discretionary categories, from electronics to apparel, sit lower down.

Walmart in Front

Which US retailer has the biggest worldwide sales?

Walmart has the biggest worldwide retail sales of any US retailer, at about 692 billion U.S. dollars in 2025. The lead is not narrow. Walmart sells roughly 64 percent more retail goods than second-placed Amazon, and its retail total is larger than the combined figure for Costco, Home Depot and Kroger. Put in global terms, Walmart alone accounts for about 2.2 percent of the entire 31.3 trillion dollar world retail market.

That dominance is built on a simple, relentless model: everyday low prices on groceries and general merchandise, sold through thousands of large stores and, increasingly, online. In an inflationary period, shoppers from middle and upper-income households traded down to Walmart to stretch their grocery budgets, a pattern that shows how retail leadership tracks the wider pressures on the US cost of living. Grocery is the anchor, and Walmart is now the largest grocer in the country by a wide margin.

To grasp the scale, it helps to compare Walmart with whole national economies. Its worldwide retail sales exceed the annual output of most countries on the planet, a size more often discussed in the context of the GDP of the United States than of a single corporation. The chart below places the ten largest US retailers against the global retail market, showing just how much room remains beyond even these giants.

Top 10 US Retailers as a Share of Global Retail, 2025A small slice of a huge market.

Data:

Combined 2025 retail sales of the ten largest US retailers, about 2.24 trillion dollars, against total global retail of about 31.3 trillion.

Note:

Global retail total per industry estimates. Compiled by BusinessStats.Switch views with the toolbar.

A small slice of a huge market: even the ten biggest US retailers together hold only about 7 percent of global retail sales.

Amazon vs Walmart

Is Amazon now bigger than Walmart?

It depends entirely on what is measured. By total company revenue, Amazon has now overtaken Walmart. In 2025 Amazon reported about 717 billion U.S. dollars against roughly 713 billion for Walmart, the first time the online company has finished ahead. By retail sales alone, however, Walmart remains far larger, at about 692 billion against 422 billion, because a great deal of Amazon revenue never touches a retail shelf.

The crossover has been a long time coming. A decade ago Walmart dwarfed Amazon on every measure. Since then Amazon has grown its top line relentlessly, adding cloud computing, advertising and subscription income on top of its store, while Walmart has grown steadily but more slowly. The lines finally crossed in 2025, a milestone that says as much about the rise of cloud computing as about retail. The growth trajectories of Amazon are tracked in more detail in coverage of the wider Amazon business.

For a pure retail ranking the distinction matters, and it is why the headline figure here keeps Walmart in front. Shoppers spend more through Walmart than through the retail arm of Amazon. But the direction of travel is unmistakable, and the gap in retail sales has narrowed year after year as online buying, tracked across the growth of worldwide retail e-commerce, has taken share from stores.

Total Company Revenue, Walmart vs Amazon (USD billions)The lines finally cross.

Data:

Total company revenue by year, in billions of U.S. dollars, from SEC filings.

Note:

Includes all business lines, not retail alone. Walmart figures use its fiscal year. Compiled by BusinessStats.Switch views with the toolbar.

The lines finally cross: Amazon total revenue passed Walmart in 2025, about 717 billion dollars against 713 billion.

The revenue mix of Amazon makes the point visually. Retail selling is still the single largest slice of the business, but cloud computing, advertising and subscriptions together make up well over a third of the

total, and they generate the bulk of the profit. That balance is what allows a company ranked second in retail to finish first in total size, and the chart below shows the split.

Amazon Revenue: Retail vs Other Businesses, 2025 (USD billions)Not just a store.

Data:

Amazon 2025 revenue split between retail sales and non-retail businesses such as AWS, advertising and subscriptions, billions of U.S. dollars.

Note:

Source SEC filings. Compiled by BusinessStats.Switch views with the toolbar.

Not just a store: retail is the biggest single slice of Amazon, but cloud, advertising and other services make up more than a third of revenue.

Retailer or Tech Giant

Why is retail sales different from total revenue?

Retail sales count only the business of selling goods to shoppers. Total revenue adds everything else a company does. For most retailers on this list the two numbers are almost identical, because selling goods is all they do. For a few, the gap is enormous, and that gap changes how the ranking should be read.

Amazon is the clearest case. Of its roughly 717 billion dollars in total revenue, only about 422 billion comes from retail. The rest flows from Amazon Web Services, the advertising business and subscriptions, high-margin operations that have little to do with shipping parcels. The split between these arms is set out in the breakdown of Amazon net revenue by segment, and it explains why the company can rank second in retail yet first in total size.

CVS Health is an even more extreme example. Its retail and pharmacy stores ring up about 139 billion dollars, but the company reports total revenue near 372 billion once its health-insurance and pharmacy-benefit businesses are counted. Including that full figure in a retail ranking would be misleading, which is why the ranking here uses the retail portion. The chart below sets retail sales against total revenue for the companies where the two diverge most.

Retail Sales vs Total Company Revenue, 2025 (USD billions)Where the two diverge.

Data:

Retail sales versus total company revenue in 2025, billions of U.S. dollars.

Note:

Sources SEC filings. Compiled by BusinessStats.Switch views with the toolbar.

Where the two diverge: Amazon and CVS Health earn far more in total than their retail arms alone, unlike Walmart and Costco.

How Global Is It

How worldwide are these worldwide sales?

The word worldwide flatters most of these companies. Despite the global label, the leading US retailers earn the large majority of their sales at home. About 83 percent of Walmart sales are made in the United States, along with about 87 percent for Home Depot and roughly 88 percent for Walgreens once its international Boots business is set aside. Amazon is the most international of the group, yet still books about 68 percent of its sales domestically.

For many others on the list the international share is close to zero. Kroger, Target, Lowes and Albertsons operate almost entirely inside the United States, so for them worldwide sales and US sales are effectively the same number. This is the quiet truth behind the ranking: American retail is enormous, but it is overwhelmingly a domestic enterprise, unlike the far-flung empires of European grocers or the Mexican operations detailed in coverage of Walmart in Mexico.

The chart below shows the domestic share for the retailers with a genuine international presence. The pattern is clear: even the companies best known for going global still make most of their money within US borders, and international expansion remains more an ambition than a reality for the sector as a whole.

Share of Sales Made in the US, Selected Retailers, 2025Global names, domestic sales.

Data:

Approximate share of 2025 sales made inside the United States.

Note:

Sources company filings. Compiled by BusinessStats.Switch views with the toolbar.

Global names, domestic sales: even Amazon, the most international of the group, makes about 68 percent of its sales in the United States.

Fastest Growers

Which US retailers grew fastest in 2025?

Size and speed are not the same thing. The largest US retailers grew only modestly in 2025, while the fastest growth came from specialists further down the list. Dicks Sporting Goods led all large US retailers with about 48.5 percent sales growth, boosted by expansion, followed by Five Below on about 22.9 percent and the grocer Sprouts Farmers Market on about 14.1 percent.

Among the giants, growth was steady rather than spectacular. CVS Health rose about 11.9 percent, Amazon lifted its US retail sales about 7.4 percent, and Walmart grew about 4.2 percent. The contrast is instructive: the biggest companies add tens of billions in absolute terms even at low percentage rates, while smaller chains post eye-catching percentages off a far smaller base. Both kinds of growth matter, but they tell different stories about momentum.

The mix of fast growers also hints at where consumer money is moving, toward sporting goods, value chains and fresh-focused grocers. These shifts play out against a backdrop of tariffs and import costs that weigh on margins across the sector, a pressure examined in coverage of US tariffs. The chart below ranks the fastest-growing large US retailers by their 2025 sales growth.

Fastest-Growing Large US Retailers, 2025 (sales growth, percent)Specialists outpace the giants.

Data:

Year-over-year sales growth in 2025 for selected large US retailers, percent.

Note:

Sources NRF and company filings. Compiled by BusinessStats.Switch views with the toolbar.

Specialists outpace the giants: Dicks Sporting Goods grew about 48.5 percent in 2025, while Walmart rose about 4.2 percent.

Value vs Sales

Why is Amazon worth so much more than Walmart?

Here is the sharpest paradox in US retail. Walmart sells far more goods than Amazon, yet the stock market values Amazon at roughly three times as much. In August 2026 Amazon carried a market value of about 2.84 trillion U.S. dollars, against roughly 918 billion for Walmart and about 427 billion for Costco. Selling the

most does not make a company the most valuable.

The reason is margin, not volume. Retail is a thin-margin business, where a company keeps only a few cents of profit on each dollar of sales. The cloud and advertising operations of Amazon earn far higher margins, and investors pay a premium for those profits, valuing them well above the low-margin work of moving groceries and parcels. The market is pricing the software company inside Amazon, not the shop. This gulf between sales and value echoes the patterns seen across the biggest companies by market value .

For Walmart the numbers line up more closely: its market value is comparable to a single year of its sales, the mark of a business valued as a steady, mature retailer rather than a growth engine. The chart below sets retail sales against market value for the three largest US retail companies, and the mismatch for Amazon is stark. It is the clearest single illustration that the market rewards what a business earns, not what it sells.

Retail Sales vs Market Value, Big Three, 2025-26 (USD billions)Value follows margin.

Data:

2025 retail sales versus August 2026 market value, billions of U.S. dollars.

Note:

Market values per Companies Marketcap. Compiled by BusinessStats.Switch views with the toolbar.

Value follows margin: Amazon is worth about 2.84 trillion dollars despite selling less retail than Walmart, valued near 918 billion.

Store Footprint

Which US retailers have the most stores?

Sales are one measure of scale, physical footprint another. Walgreens operates the largest store network of any US retailer, with about 11,605 locations worldwide, narrowly ahead of Walmart on about 10,974. Pharmacies and general-merchandise chains dominate the store count because their formats rely on being close to where people live.

Further down, the grocery and home-improvement chains run large but far smaller networks: Kroger operates about 2,719 stores, Home Depot about 2,362 and Target about 1,995. Costco, despite ranking third in sales, runs only about 915 warehouses, a reminder that its enormous per-store volume does the

heavy lifting. Amazon, the second-largest retailer, keeps only around 620 physical locations, since its sales flow through warehouses and delivery networks rather than shops.

The contrast between sales rank and store rank is revealing. Costco proves that fewer, larger outlets can outsell thousands of small ones, while the pharmacy chains show that a dense network of modest stores is its own kind of scale. The chart below ranks the leading US retailers by their worldwide store count.

Leading US Retailers by Worldwide Store Count, 2025Networks versus volume.

Data:

Approximate worldwide store count by retailer in 2025.

Note:

Sources company filings and NRF. Compiled by BusinessStats.Switch views with the toolbar.

Networks versus volume: Walgreens and Walmart run the most stores, while Costco outsells both from only about 915 warehouses.

Key Facts

US retail sales worldwide in numbers

A few figures frame the picture. Walmart leads worldwide retail sales at about 692 billion U.S. dollars, Amazon follows on about 422 billion, and the two together account for well over a trillion. Beyond the summit, a broad field of grocery, pharmacy and home-improvement chains fills out the ranking, most of them almost entirely domestic. The chart below returns to the headline measure for the ten largest.

$692BWalmartLargest worldwide.$422BAmazon retailSecond place.$717BAmazon totalNow above Walmart.7%Top 10 shareOf global retail.

Read together, these numbers separate three questions that are often blurred: who sells the most goods, who is the biggest company, and who is worth the most. In US retail the answers are Walmart, Amazon and Amazon, and holding all three in view is the only way to see the sector clearly.

Worldwide Retail Sales, Top 10 US Retailers, 2025 (USD billions)The headline ranking.

Data:

Top ten US retailers by worldwide retail sales in 2025, billions of U.S. dollars.

Note:

Sources SEC filings, NRF and Kantar. Compiled by BusinessStats.Switch views with the toolbar.

The headline ranking: Walmart, Amazon and Costco lead the leading US retailers by worldwide retail sales.

Big Picture

Leading US retailers in 2026: the big picture

Taken together, the data tells a story of one dominant retailer, one fast-rising challenger and a long tail of large but domestic chains. Walmart still sells more goods than any other US company by a wide margin, and its lead in retail sales is secure for now. Amazon has closed the gap and surpassed Walmart in total revenue, but only by leaning on businesses that are not really retail at all.

The forces that will shape the next few years are already visible: the steady migration of spending online, the premium that markets place on high-margin cloud and advertising income, and the pressure of prices and tariffs on thin retail margins. What is unlikely to change soon is the identity at the top. For the leading US retailers ranked by worldwide retail sales, the story in 2026 still opens with Walmart, and understanding it means keeping sales, total revenue and market value clearly apart, much as a full reading of the wider Amazon Prime ecosystem requires separating its many moving parts.

FAQ

Frequently Asked Questions: US Retailers Worldwide

Walmart, with about 692 billion U.S. dollars in worldwide retail sales in 2025, far ahead of Amazon on about 422 billion and Costco on about 266 billion. Walmart has led the ranking for years.

It depends on the measure. By total company revenue Amazon passed Walmart in 2025 at about 717 billion U.S. dollars against 713 billion. By retail sales alone Walmart is still far larger, because much of Amazon revenue comes from cloud and advertising.

About 17 percent. Roughly 83 percent of Walmart sales are made in the United States, so even the most global US retailer is still overwhelmingly a domestic business.

Retail sales count only what a company earns selling goods to shoppers. Total revenue adds other businesses, such as Amazon Web Services, advertising, or the insurance and pharmacy-benefit arms of CVS Health.

Dicks Sporting Goods led all large US retailers with about 48.5 percent sales growth in 2025, followed by Five Below on about 22.9 percent and Sprouts Farmers Market on about 14.1 percent.

The ten largest US retailers together sold roughly 2.24 trillion U.S. dollars of goods in 2025, close to a fourteenth of the 31.3 trillion dollar global retail market. Walmart alone accounts for about 2.2 percent of world retail.

Investors value the high-margin cloud and advertising businesses of Amazon far above thin-margin retail. In August 2026 Amazon carried a market value of about 2.84 trillion U.S. dollars against roughly 918 billion for Walmart.

From company annual reports filed with the U.S. Securities and Exchange Commission and from the National Retail Federation and Kantar rankings, which is also the basis Statista uses for this data.

Partly. Its retail and pharmacy stores sold about 139 billion U.S. dollars of goods and services in 2025, but its total company revenue of about 372 billion also includes health insurance and pharmacy-benefit management.

Amazon, by a wide margin. Its online retail sales dwarf every rival, with Walmart the clear number two in US e-commerce and a distant second overall.

Sources

U.S. Securities and Exchange Commission - Company annual reports and revenue filings for the leading US retailers.

National Retail Federation and Kantar - Top 100 and Top 50 Global Retailers rankings, the basis for retail sales figures.

Companies Marketcap - Market value figures as of August 2026.

National Retail Federation - Annual retailer rankings.

SEC EDGAR - Company financial filings.

Figures show worldwide retail sales of leading US-based retailers for fiscal 2025, the latest full year, drawn from company filings and the NRF and Kantar rankings. Retail sales exclude non-retail businesses such as cloud computing or health insurance. Market values are as of August 2026. This is data journalism, not investment advice.

STATISTICS REPORT

The US Sporting Goods Industry: Sales, Prices, Tariffs and Players

Updated Oct 12, 2026 · businesstats.com/sporting-goods

$58.0B SPORTING GOODS STORE SALES, 2025	**+8.1%** JANUARY TO JULY 2026	**$126.5B** HOUSEHOLD SPENDING ON SPORTS GEAR
+5.3% SPORTING GOODS PRICES, AUG 2026	**300.7K** STORE JOBS, 2025	**24.3M** PICKLEBALL PLAYERS, 2025

Overview

What the official numbers cover

There is no single official figure for the size of the American sporting goods market. Equipment, footwear and clothing for sport are sold by specialist chains, department stores, warehouse clubs, gun shops, brand outlets and online sellers, and no federal survey adds all of those channels up by product. What federal agencies do publish is a set of narrower, reliable measures, and read together they give a clear picture of the industry.

The Census Bureau counts the monthly sales of sporting goods stores, the retailers classified under industry code 45111. The Bureau of Economic Analysis estimates what households spend on sporting equipment, supplies, guns and ammunition wherever they buy them. The Bureau of Labor Statistics tracks prices on the shelf and at the border, and the number of people who work in sporting goods stores. Trade policy is set by the White House and the Office of the US Trade Representative, and the Sports and Fitness Industry Association (SFIA) runs the largest annual survey of who actually plays.

This report keeps to the American market, its retailers, its imports and its players. Revenue and rankings of the brands that make the products, such as Nike and adidas, are covered in our separate report on the biggest sports brands, so they are not repeated here.

$57.97BSporting goods store salesCensus, calendar 2025.$126.5BHousehold spending on sports gearBEA, 2025, incl. guns and ammunition.3.4%All items inflationBLS, year to August 2026.80.5%Americans aged 6+ who were activeSFIA, 2025. Store Sales 2015 to 2025

Store sales: from pandemic boom to a slow decline

The Census Monthly Retail Trade Survey shows how unusual the last six years have been for sporting goods retailers. Between 2015 and 2019, annual sales at sporting goods stores drifted between 42.5 billion and 46.6 billion dollars, with two years of decline as mall traffic weakened and several chains closed. Then the pandemic changed buying habits almost overnight.

Annual Sales of US Sporting Goods Stores, 2015 to 2025 (US$ billion)Sum of monthly estimates, not seasonally adjusted, current dollars.

Data:

US Census Bureau, Monthly Retail Trade Survey, NAICS 45111.

Note:

figures are in current dollars and are not adjusted for inflation; estimates are subject to annual revision. Annual sums calculated by BusinessStats.Switch to the table for exact figures.

A plateau above the old level: sales jumped by 43 percent between 2019 and 2021, then gave back only a fraction of the gain over the next four years.

Store sales rose 16.8 percent in 2020, despite closures in March and April, as Americans bought bicycles, weights, camping gear and anything else that could be used at home or outdoors. In 2021 they climbed another 22.4 percent to 62.16 billion dollars, a record that still stands. The following four years were all slightly negative: sales slipped 0.7 percent in 2022, 0.9 percent in 2023, 4.0 percent in 2024 and 1.3 percent in 2025.

The pattern matters because the old level never came back. Even after four years of decline, 2025 sales of 57.97 billion dollars were a third higher than in 2019. Part of the difference is inflation, but not most of it: as the price section below shows, sporting goods prices rose much less than sales over the same period. The pandemic brought new players into running, cycling, golf, fishing and racquet sports, and many of them kept buying.

YEAR	SALES	CHANGE ON PREVIOUS YEAR	DECEMBER SALES

2015	$45.46 billion	n/a	$6.02 billion
2016	$46.64 billion	+2.6%	$5.67 billion
2017	$44.52 billion	-4.5%	$5.32 billion
2018	$42.50 billion	-4.5%	$4.83 billion
2019	$43.49 billion	+2.3%	$5.08 billion
2020	$50.80 billion	+16.8%	$6.43 billion
2021	$62.16 billion	+22.4%	$7.11 billion
2022	$61.70 billion	-0.7%	$7.22 billion
2023	$61.16 billion	-0.9%	$6.84 billion
2024	$58.73 billion	-4.0%	$6.88 billion
2025	$57.97 billion	-1.3%	$7.14 billion

The figures cover stores classified as sporting goods retailers, such as specialist chains, golf, bike, outdoor and hunting shops. They exclude sporting goods sold by Walmart, Target, Costco and other general merchandise stores, by shoe stores such as Foot Locker, and by online-only sellers, which the Census Bureau counts in other industries. That is why the store total should not be read as the size of the whole market, a mistake made by many published estimates, including the earlier version of this page.

2026 Month by Month

2026 so far: every month ahead of last year

The turn came in 2026. From January to July, sporting goods stores sold 34.01 billion dollars, against 31.45 billion in the same seven months of 2025, a gain of 8.1 percent. Growth accelerated through the spring: sales were up 4.2 percent in January and March, 10.6 percent in April and 12.9 percent in June, before easing to 7.3 percent in July against a strong July 2025.

Monthly Sales of Sporting Goods Stores, 2026 vs 2025 (US$ billion)January to July, not seasonally adjusted.

Data:

US Census Bureau, Monthly Retail Trade Survey.

Note:

2026 figures are preliminary and will be revised. Compiled by BusinessStats.Switch to the table for exact figures.

Seven out of seven: each month of 2026 has topped the same month of 2025, with the biggest gains in April to June.

The faster Census advance estimate, which covers the wider group of sporting goods, hobby, musical instrument and book stores (NAICS 451), points the same way. Seasonally adjusted sales for that group reached 9.06 billion dollars in August 2026, 10.7 percent more than in August 2025, and unadjusted sales for January to August were up 10.1 percent. Total retail and food services sales rose 6.0 percent over the same twelve months, so sporting goods are growing faster than retail as a whole.

MONTH	2025	2026	CHANGE
January	$3.75 billion	$3.91 billion	+4.2%
February	$3.62 billion	$3.88 billion	+7.4%
March	$4.81 billion	$5.01 billion	+4.2%
April	$4.36 billion	$4.82 billion	+10.6%
May	$4.88 billion	$5.35 billion	+9.5%
June	$4.95 billion	$5.59 billion	+12.9%
July	$5.09 billion	$5.46 billion	+7.3%
January to July	$31.45 billion	$34.01 billion	+8.1%

Two cautions apply. First, the figures are in current dollars, and with sporting goods prices up about 5 percent in a year, real growth in volume is closer to 3 percent than 8 percent. Second, the business is strongly seasonal. December alone brought in 7.14 billion dollars in 2025, or 12.3 percent of annual sales, while January and February are the weakest months, so the full-year 2026 result will depend on the holiday quarter.

Household Spending

Household spending on sports gear: $126.5 billion

A wider view comes from the national accounts. The Bureau of Economic Analysis estimates personal consumption expenditure on sporting equipment, supplies, guns and ammunition, whatever kind of shop or website the goods are bought from. In 2025 that spending reached 126.5 billion dollars, up 4.0 percent from 121.7 billion in 2024 and almost double the 64.1 billion of 2015.

US Household Spending on Sporting Equipment, Supplies, Guns and Ammunition, 2015 to 2025 (US$ billion)Personal consumption expenditures, current dollars.

Data:

US Bureau of Economic Analysis.

Note:

excludes sports clothing and footwear, which BEA counts with apparel; includes firearms and ammunition. Compiled by BusinessStats.Switch to the table for exact figures.

No post-pandemic slump in spending: unlike store sales, household outlays on sports gear have risen every year since 2017.

This series moved differently from store sales. It jumped 29.6 percent in 2020 and 17.4 percent in 2021, like store sales, but it did not fall afterwards. Spending rose every year from 2022 to 2025, while sales at specialist stores declined. The difference suggests that a growing share of sports equipment is being bought outside traditional sporting goods stores, at mass merchants, warehouse clubs, gun shops and online.

The two figures cannot be compared directly. BEA includes firearms and ammunition and leaves out sports clothing and shoes, which are counted with general apparel and footwear, while sporting goods stores sell all of those things. Together, though, they show the scale of the business: Americans spend well over 100 billion dollars a year on gear alone, before shoes and clothing, and specialist stores capture only part of it. How that compares with total output is set out in our report on US gross domestic product.

Prices and Inflation

Prices: sporting goods inflation runs ahead of the CPI

Before the pandemic, sporting goods prices in the United States barely rose for years, as production moved to low-cost Asian factories and online competition squeezed margins. That changed in 2026. In

August 2026 the BLS consumer price index for sporting goods was 5.3 percent higher than a year earlier, against 3.4 percent for all items. Within the category, sports vehicles including bicycles rose 6.8 percent and sports equipment 3.5 percent.

Consumer Price Change for Sporting Goods, Footwear and Apparel, Year to August 2026 (%)CPI-U, US city average, August 2025 to August 2026.

Data:

US Bureau of Labor Statistics, Consumer Price Index news release, September 2026. Compiled by BusinessStats.Switch to the table for exact figures.

Above the average: sporting goods prices are rising more than one and a half times as fast as prices in general.

Monthly moves show where the pressure built. Seasonally adjusted, sporting goods prices rose 1.6 percent in June 2026 and 1.0 percent in August, while sports equipment prices were flat in August. Sporting goods carry a relative importance of 0.531 in the CPI basket, meaning they account for about half of one percent of the spending the index tracks, and footwear for 0.590. Broader price trends are tracked in our data on monthly US inflation.

At the border, the story is different. The BLS import price index for toys, games and sports requisites (HS chapter 95), which measures prices paid to foreign suppliers before duties, hardly moved between January 2024 and June 2026, staying between 106.1 and 107.2 points. It rose to 109.8 in July 2026 and stood 3.2 percent above August 2025. Because foreign prices barely changed while shelf prices rose, the gap is consistent with tariffs being paid by American importers and passed on in part to shoppers, rather than absorbed by overseas factories.

INDICATOR	LATEST	PERIOD
CPI sporting goods, 12-month change	+5.3%	August 2026
CPI sports equipment, 12-month change	+3.5%	August 2026
CPI sports vehicles including bicycles	+6.8%	August 2026
CPI all items	+3.4%	August 2026
Import price index, HS 95 (2000 = 100)	109.8 (+3.2% on a year)	August 2026
Relative importance of sporting goods in the CPI	0.531%	July 2026

Store Employment

Jobs: fewer people selling more gear

Higher sales have not brought more jobs. The BLS productivity program, which publishes annual employment for sporting goods stores, counted 300.7 thousand jobs in 2025. That was 18.4 thousand, or 5.8 percent, fewer than in 2024, and 30.0 thousand below the 2015 high of 330.7 thousand.

Employment at US Sporting Goods Stores, 2015 to 2025 (thousand jobs)Annual average, all jobs including part time.

Data:

US Bureau of Labor Statistics, labor productivity for detailed industries. Compiled by BusinessStats.Switch to the table for exact figures.

Back below 2022: the post-pandemic hiring wave reversed in 2025, when stores cut about one job in seventeen.

Employment followed sales up and down until 2023, falling to 267.8 thousand in 2020 and recovering to 319.5 thousand in 2023. The break came in 2024 and 2025, when store payrolls fell faster than sales. Dividing Census sales by BLS jobs, each sporting goods store job supported about 193 thousand dollars of sales in 2025, compared with about 137 thousand dollars in 2015. Some of that is price inflation, but the BLS labor productivity index for the industry also rose 1.0 percent in 2025, to 129.9 points (2017 = 100).

Self-checkout, buy online and pick up in store, and fewer but larger stores all reduce the number of staff needed per dollar of sales. Pay levels across retail are summarised in our report on the US minimum wage, which sets the floor for many store jobs.

Imports and Tariffs

Imports and tariffs: a year of legal reversals

Most sporting goods sold in the United States are made abroad, chiefly in Asia. Big 5 Sporting Goods, for example, told investors in its last annual report as a listed company that a significant portion of the products it buys for resale is manufactured in Asia. That makes the industry highly exposed to trade policy, and 2026 has been an unusually turbulent year for it.

On 20 February 2026 the Supreme Court ruled that the tariffs imposed in 2025 under the International Emergency Economic Powers Act (IEEPA) were unlawful. The same day the President replaced them with a flat 10 percent surcharge on imports from all countries under Section 122 of the Trade Act of 1974, effective 24 February for 150 days. In March the Court of International Trade ordered refunds of the IEEPA duties, and on 7 May it ruled the Section 122 surcharge invalid as well, a decision the Administration appealed while collection continued.

DATE	ACTION	EFFECT
20 February 2026	Supreme Court rules IEEPA tariffs unlawful	Country-specific IEEPA duties end
24 February 2026	Section 122 surcharge takes effect	10% on imports from all countries for 150 days, with exemptions
March 2026	Court of International Trade orders IEEPA refunds	Importers begin to recover duties paid
12 March 2026	USTR opens Section 301 forced labor investigations	Covers 60 economies
7 May 2026	Court of International Trade invalidates Section 122 surcharge	Appealed; collection continued for other importers
23 July 2026	USTR announces Section 301 action	10% or 12.5% duties on 60 economies
24 July 2026	Section 122 expires; Section 301 duties take effect	New rates apply to most imports

When the Section 122 surcharge expired on 24 July 2026, new duties under Section 301 took its place. USTR found that 60 economies had failed to enforce bans on imports made with forced labor and set additional tariffs of 10 percent for 17 of them, including Cambodia, Indonesia, India, Bangladesh, Mexico, Canada and the United Kingdom, and 12.5 percent for most of the others, which include China and Vietnam. Goods from the European Union, Japan, Korea, Taiwan and Switzerland face a rate that brings their combined duty to 10 or 12.5 percent. Goods qualifying under USMCA remain exempt.

ECONOMY	ADDITIONAL DUTY	NOTE
China	12.5%	On top of existing Section 301 duties on many goods
Vietnam	12.5%	All other investigated economies rate
Thailand	12.5%	All other investigated economies rate

Indonesia	10%	Listed in the 10% group
Cambodia	10%	Listed in the 10% group
India	10%	Listed in the 10% group
Mexico and Canada	10%	USMCA-qualifying goods exempt
EU, Japan, Korea, Taiwan, Switzerland	Net of MFN	Combined rate of 10% or 12.5%

The sourcing map has been shifting for years. In the first eight months of 2026, the United States imported 183.5 billion dollars of goods from China and 176.1 billion from Vietnam, according to Census trade data, so Vietnam is now close to overtaking China as a supplier of all goods. For footwear and sports equipment, where Vietnam is a major producer, the near equal tariff treatment of the two countries since July removes much of the incentive to keep moving orders between them.

Retailers felt the reversals directly. Dicks Sporting Goods received 59.0 million dollars in IEEPA tariff refunds in its second quarter of fiscal 2026 and said it had received substantially all of the refunds due. Academy Sports + Outdoors said net tariff refunds added 6 cents to its second quarter earnings per share and that it was reinvesting tariff-related benefits into value for customers. A full breakdown of tariff revenue and rates is in our US tariff statistics, and the economic effects of the 2026 measures in our report on the 2026 tariffs.

Who Is Playing

Participation: a record 250 million active Americans

Demand for sporting goods starts with people playing. The SFIA Topline Participation Report, based on about 18,000 interviews a year with Americans aged six and over, found that 250.0 million people took part in at least one of 126 sports, fitness or outdoor activities in 2025. That was a record, up 1.2 percent from 247.1 million in 2024, and equal to 80.5 percent of the population aged six and over.

YEAR	PARTICIPANTS	PARTICIPATION RATE
2019	221.7 million	73.2%
2020	229.7 million	75.6%
2023	242.0 million	78.8%
2024	247.1 million	80.0%

2025	250.0 million	80.5%

Growth is slowing, however. The 1.2 percent rise in 2025 compares with an average of 1.7 percent a year since 2020. Core participants, who take part regularly enough to be counted as committed players, rose 1.3 percent to 158.8 million. The share of Americans who were completely inactive fell below 20 percent for the first time, the seventh straight year of decline, after 21.2 percent (64.9 million people) in 2023.

Participation highlights from the SFIA 2026 report

- Team sports passed 90 million participants for the first time and had the strongest growth of the seven activity categories, led by basketball, baseball and outdoor soccer, with flag football rising among boys and girls.
- Only 32 percent of Americans meet the federal guideline of 150 minutes of moderate activity a week; 68 percent do not.
- Inactivity rose 4.4 percent among teenagers aged 13 to 17, the only age group where it increased.
- The gap in inactivity between women and men widened to 6.3 percentage points, from 5.9 a year earlier.
- Padel and disc golf were added to the survey for the first time; SFIA counted about 1.07 million padel players in 2025.

For retailers the participation data explain the mix of what sells. Team sports and racquet sports need specific equipment that wears out or is outgrown, while walking, running and gym fitness drive footwear and apparel sales. Interest in professional leagues, which supports demand for team gear and licensed products, is compared in our ranking of the most popular sports leagues and events.

Pickleball

Pickleball: from 4.2 million to 24.3 million players

No sport has changed the shelves of American sporting goods stores more quickly than pickleball. SFIA counted 4.2 million players in 2020. The number rose to 4.8 million in 2021, 8.9 million in 2022, 13.6 million in 2023 and 19.8 million in 2024, and reached 24.3 million in 2025, a gain of 22.8 percent in a year. Pickleball has been the fastest-growing sport in the United States for five years in a row.

Pickleball Players in the United States, 2020 to 2025 (million)Americans aged six and over who played at least once in the year.

Data:

Sports and Fitness Industry Association.

Note:

each year as published in that year report. Compiled by BusinessStats.Switch to the table for exact figures.

Almost six times larger in five years: pickleball added about 4.5 million players in 2025 alone.

Growth is now slowing in percentage terms, from 45.8 percent in 2024 to 22.8 percent in 2025, but the absolute increase is still large. Most players remain occasional. SFIA counts 16.8 million casual players, who played one to seven times in the year, and 7.48 million core players, who played eight times or more. The core group grew 20.4 percent in 2025, a sign that the sport is retaining players rather than only attracting first-time visitors.

Casual and Core Pickleball Players in the US, 2025 (million)Split of the 24.3 million players by how often they played.

Data:

Sports and Fitness Industry Association.

Note:

parts may not add exactly to the total because of rounding. Compiled by BusinessStats.Switch to the table for exact figures.

Seven in ten still casual: about 69 percent of pickleball players played fewer than eight times in 2025.

The player base is also widening. Women made up 42.9 percent of players in 2025, up from 38.6 percent in 2020, and teenagers and young adults aged 13 to 24 now have the highest participation rates of any age group, overturning the early image of pickleball as a retirement sport. SFIA reports that nearly 94 percent of avid players say they play for exercise. Paddles, balls, court shoes and portable nets have become a standing category in most large sporting goods chains.

The figures also correct a number that circulated widely, including on the previous version of this page: a claim that 36.5 million Americans played pickleball. That estimate came from a separate industry survey using a different method, not from SFIA. The SFIA count, which uses a consistent method across 126 activities, is 24.3 million.

Outdoor Economy

The outdoor economy behind the gear

Outdoor recreation is one of the largest drivers of sporting goods demand, and it has its own official account. The BEA Outdoor Recreation Satellite Account, released on 5 March 2026, estimated that outdoor recreation generated 696.7 billion dollars of value added in 2024, or 2.4 percent of US GDP. Real output of the sector grew 2.7 percent, slightly slower than the 2.8 percent growth of the whole economy.

MEASURE	VALUE
Value added, outdoor recreation	$696.7 billion (2.4% of GDP)
Real growth in value added	+2.7%
Retail trade within outdoor recreation	$169.1 billion (24.3% of the total)
Manufacturing within outdoor recreation	$91.3 billion (13.1%)
Boating and fishing	$38.4 billion
RVing	$27.5 billion
Hunting, shooting and trapping	$16.5 billion
Snow activities	$7.6 billion

Retail trade is the biggest single industry inside the outdoor account, at 169.1 billion dollars, or almost a quarter of the total, and it was the largest outdoor industry in 24 states. Boating and fishing was the largest conventional outdoor activity at 38.4 billion dollars, followed by RVing and by hunting, shooting and trapping. Those three activities are the core business of outdoor chains such as Bass Pro Shops, Cabelas, Sportsmans Warehouse and Academy Sports + Outdoors.

Largest Retailers

The largest sporting goods retailers by sales

Sporting goods retail in the United States has consolidated into one dominant chain, a few large regional players and many independents. Company filings show how far ahead the leader now is. The ranking below uses the latest full fiscal year reported by each company; Bass Pro Shops, which also owns Cabelas, is privately held and does not publish revenue, so it cannot be included.

Largest US Sporting Goods Retailers by Net Sales, Latest Fiscal Year (US$ billion)Publicly reported figures; Bass Pro Shops is private and not shown.

Data:

8-K filings of Dicks Sporting Goods, Academy Sports + Outdoors, Sportsmans Warehouse and Big 5; REI Co-op 2025 results release.

Note:

Dicks includes Foot Locker only from 8 September 2025; Big 5 is the last year it reported as a listed company. Compiled by BusinessStats.Switch to the table for exact figures.

Bigger than the next four combined: Dicks sales are almost one and a half times those of Academy, REI, Sportsmans Warehouse and Big 5 together.

Dicks Sporting Goods reported net sales of 17.22 billion dollars for fiscal 2025, the year to 31 January 2026, up 28.1 percent. Most of the jump came from Foot Locker, which Dicks acquired on 8 September 2025 and which added 3.11 billion dollars of sales in less than five months. The original Dicks business grew to 14.11 billion dollars, with comparable sales up 4.5 percent, while Foot Locker comparable sales fell 3.3 percent on a pro forma basis. Dicks expects cost savings of 100 to 125 million dollars from the deal over the medium term, mainly in purchasing and sourcing.

BANNER	STORES
Dicks Sporting Goods (core format)	644
Dicks House of Sport	35
Dicks Field House	42
Golf Galaxy	113
Going Going Gone!	51
Public Lands	3
Total Dicks business	888
Foot Locker North America	734
Kids Foot Locker	362
Champs Sports	371

WSS	143
Foot Locker business, owned stores worldwide	2,307

Academy Sports + Outdoors, based in Texas, had net sales of 6.05 billion dollars in fiscal 2025, up 2.0 percent, although comparable sales fell 1.5 percent. Its growth comes from new stores: it opened 24 in the year to reach 322, and had 327 by August 2026. In the second quarter of fiscal 2026 Academy sales rose 3.0 percent to 1.65 billion dollars, with e-commerce sales up 12.8 percent while comparable sales slipped 0.4 percent.

REI Co-op, the member-owned outdoor retailer, reported 3.54 billion dollars of net sales in 2025, roughly unchanged from 2024, and cut its net loss by 102 million dollars to 54.3 million. It counts more than 26 million members and distributed 203 million dollars to them through member rewards. Sportsmans Warehouse, focused on hunting, fishing and shooting, posted fiscal 2025 sales of 1.21 billion dollars, up 1.0 percent. Big 5 Sporting Goods, a western chain with about 410 stores, left the stock market on 2 October 2025 when a partnership of Worldwide Golf and Capitol Hill Group bought it for 1.45 dollars a share; its last reported annual sales were about 795 million dollars for fiscal 2024, after a 9.4 percent fall in same store sales.

Brand owners are also large sellers to American consumers, through their own stores and websites as well as through these chains. Nike, for example, reported 20.5 billion dollars of North America revenue in its fiscal year to May 2026, roughly the figure quoted on the old version of this page, though that covers Canada too and includes wholesale sales to retailers as well as direct sales to shoppers. Its long-run sales are tracked in Nike worldwide sales since 2005. Claims that Amazon is the second-largest sporting goods seller in the US could not be checked against any published figure and are not repeated here; its overall business is covered in our Amazon statistics.

Online and Stores

Online and in store: where sporting goods are bought

E-commerce keeps taking share of American retail, and sporting goods are no exception. The Census Bureau estimated seasonally adjusted e-commerce sales of 340.2 billion dollars in the second quarter of 2026, or 17.1 percent of all retail sales. Online sales grew 12.2 percent from a year earlier, while total retail sales rose 6.7 percent.

The Census Bureau does not publish an official online share for sporting goods alone, and the figure of 32 percent quoted on the previous version of this page could not be traced to any primary source. Retailer filings show the direction instead. Academy, whose stores are concentrated in the South, grew e-commerce sales 12.8 percent in its latest quarter, much faster than its stores. Global trends in online retail are covered in our data on retail e-commerce growth worldwide.

Why specialist stores are growing again in 2026

- Large experiential formats such as Dicks House of Sport, with climbing walls, batting cages and turf fields, are designed to draw shoppers who would otherwise buy online.
- New store openings continue: Academy plans 20 to 25 new stores in fiscal 2026, after 24 in fiscal 2025.
- Consolidation has removed weak competitors: Big 5 went private in 2025 and Foot Locker is now owned by Dicks.
- Rising participation in team sports and pickleball sustains demand for equipment that shoppers like to see and try in person.

Outlook

Outlook for 2026 and 2027

The official data point to a stronger year for sporting goods retail in 2026 than in any year since 2021. If store sales hold their 8 percent pace through the holiday season, the 2026 total would be above 62 billion dollars, close to or slightly above the 2021 record in current dollars. That is a BusinessStats extrapolation, not a forecast by the Census Bureau, and the August to December months carry a large share of annual sales.

Company guidance is more cautious. Dicks expects fiscal 2026 net sales of 21.9 billion to 22.2 billion dollars, including a full year of Foot Locker, with comparable sales growth of 2.5 to 4.0 percent in the Dicks business and a decline of up to 2 percent at Foot Locker. Academy expects sales of 6.23 billion to 6.36 billion dollars, growth of 3 to 5 percent, with comparable sales flat to up 2 percent. In August Dicks lowered its sales outlook for Foot Locker, while Academy raised its profit guidance in September, helped by tariff refunds.

The main risks are prices and policy. Sporting goods inflation of 5.3 percent is eating into real growth, and the Section 301 duties of 10 to 12.5 percent that took effect on 24 July 2026 will reach store shelves mainly in the autumn and holiday season. On the demand side, participation is at record levels, team sports are

growing and pickleball is still adding millions of players, while the 2026 FIFA World Cup, played in the United States, Canada and Mexico in June and July, gave soccer an unusual stage, covered in our 2026 World Cup report.

Key Facts

The US sporting goods industry in eight numbers

$62.16BRecord store salesCensus, 2021.$57.97BStore sales in 2025-1.3% on 2024.+8.1%Store sales growthJanuary to July 2026.+5.3%Sporting goods CPIAugust 2026.300.7KStore jobsBLS, 2025.250MActive Americans aged 6+SFIA, 2025.42.9%Female share of pickleball playersSFIA, 2025.$17.2BDicks net salesFiscal 2025. FAQ

Sporting goods questions answered with official US data

There is no single official total. Sporting goods stores sold 57.97 billion dollars in 2025 according to the Census Bureau, and households spent 126.5 billion dollars on sporting equipment, supplies, guns and ammunition according to the BEA. Neither includes all sports clothing and footwear.

Yes. Census data show sales at sporting goods stores of 34.01 billion dollars from January to July 2026, 8.1 percent more than in the same months of 2025, and every month was higher than a year earlier.

The record was 2021, when sporting goods stores sold 62.16 billion dollars during the pandemic boom. Sales then fell slightly in each of the four following years.

The BLS consumer price index for sporting goods rose 5.3 percent in the year to August 2026, compared with 3.4 percent for all items. Sports vehicles including bicycles rose 6.8 percent and sports equipment 3.5 percent.

BLS counted 300.7 thousand jobs at sporting goods stores in 2025, down 5.8 percent from 319.1 thousand in 2024 and below the 2015 high of 330.7 thousand.

Since 24 July 2026, Section 301 duties of 12.5 percent apply to most goods from China and Vietnam and 10 percent to goods from countries such as Indonesia, Cambodia and India, on top of existing duties. USMCA-qualifying goods from Mexico and Canada are exempt.

SFIA counted 24.3 million pickleball players aged six and over in 2025, up 22.8 percent in a year and up from 4.2 million in 2020. About 7.48 million are core players who played eight or more times.

Dicks Sporting Goods, with net sales of 17.22 billion dollars in fiscal 2025, including Foot Locker from September 2025. Academy Sports + Outdoors is next among public retailers with 6.05 billion dollars. Bass Pro Shops is private and does not publish sales.

A record 250.0 million Americans aged six and over, or 80.5 percent, took part in at least one sport, fitness or outdoor activity in 2025, according to the SFIA Topline Participation Report.

Sources

US Census Bureau - Monthly Retail Trade Survey (sporting goods stores, NAICS 45111) and Advance Monthly Retail Trade report for August 2026, released 16 September 2026; Quarterly Retail E-Commerce Sales, second quarter 2026.

US Census Bureau - Top trading partners, year to date August 2026.

US Bureau of Economic Analysis - personal consumption expenditures by type of product (NIPA Table 2.4.5) and Outdoor Recreation Satellite Account 2024, 5 March 2026.

US Bureau of Labor Statistics - Consumer Price Index, August 2026; Import and Export Price Indexes; labor productivity and employment for detailed industries, June 2026.

Office of the US Trade Representative - Section 301 forced labor action, 23 July 2026; presidential proclamation on Section 122 import surcharge, February 2026.

Sports and Fitness Industry Association - 2026 Topline Participation Report (12 March 2026), earlier Topline reports and 2026 Pickleball Single Sport Report (4 June 2026).

Dicks Sporting Goods - fiscal 2025 results (March 2026) and second quarter fiscal 2026 results (25 August 2026), SEC filings.

Academy Sports + Outdoors - fiscal 2025 results and second quarter fiscal 2026 results (9 September 2026), SEC filings.

REI Co-op - 2025 financial results and impact report, 4 May 2026.

Sportsmans Warehouse Holdings, Big 5 Sporting Goods and NIKE, Inc. - annual results and merger announcements, SEC filings.

Census store sales cover only retailers classified as sporting goods stores; sales of sporting goods by general merchandise stores, shoe stores and online-only sellers are counted elsewhere. BEA spending figures include firearms and ammunition and exclude sports clothing and footwear. Annual totals, changes,

sales per job and the 2026 extrapolation are BusinessStats calculations. Market size estimates from private research firms, unsourced brand shares, the 36.5 million pickleball figure and the online share used in the previous edition of this page have been removed because they could not be verified.

STATISTICS REPORT

Which Luxury Brand Is Worth the Most? Hermès Has Overtaken Louis Vuitton

Hermès is the most valuable luxury brand in both major 2026 brand rankings: Kantar BrandZ values it at $113.1 billion, ahead of Louis Vuitton at $87.5 billion, and Interbrand puts it at $45.2 billion, just above Louis Vuitton at $45.1 billion. This page shows each ranking separately with its edition year, explains why the two publishers arrive at such different numbers, and sets the brand values against the revenue and margins that LVMH, Hermès, Kering, Chanel and Richemont reported in their latest annual results.

Updated Nov 5, 2026 · businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

$113.1B HERMÈS, KANTAR 2026	**$87.5B** LOUIS VUITTON, KANTAR 2026	**$45.2B** HERMÈS, INTERBRAND 2026
-8.2% KANTAR LUXURY TOP 10, 2026	**€80.8B** LVMH REVENUE 2025	**41.0%** HERMÈS MARGIN 2025

Quick answer

The most valuable luxury brand in the world in 2026 is **Hermès**. Kantar BrandZ 2026 values it at **$113.1 billion**, ahead of Louis Vuitton at $87.5 billion and Chanel at $53.1 billion, the first edition since the ranking began in 2006 in which Louis Vuitton is not first. Interbrand Best Global Brands 2026, which uses a different method and produces much lower numbers, also puts Hermès first among luxury houses at $45.2 billion, only $0.1 billion ahead of Louis Vuitton.

KANTAR BRANDZ 2026

The ten most valuable luxury brands in the Kantar BrandZ 2026 ranking

Kantar publishes its BrandZ Most Valuable Global Brands ranking every spring. The 2026 edition, released in May 2026, is the 21st and the first in which a brand other than Louis Vuitton heads the luxury category. Hermès is valued at **$113.1 billion**, up 3.4 percent on its 2025 value of $109.4 billion. Louis Vuitton fell 21.8

percent to $87.5 billion and Chanel 14.7 percent to $53.1 billion. Behind the top three the gap is wide: Gucci, in fourth place, is worth $15.2 billion, less than a third of Chanel.

Most Valuable Luxury Brands, Kantar BrandZ 2026 (US$ billion)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

Three houses, 79 percent of the value: Hermès, Louis Vuitton and Chanel together account for $253.8 billion of the $321.2 billion top 10 total.

RANK	BRAND	OWNER	HOME COUNTRY	VALUE 2026 ($M)	VALUE 2025 ($M)	CHANGE
1	Hermès	Hermès International (family controlled, listed)	France	113,136	109,421	+3.4%
2	Louis Vuitton	LVMH	France	87,532	111,938	-21.8%
3	Chanel	Chanel Limited (private)	France	53,127	62,292	-14.7%
4	Gucci	Kering	Italy	15,217	15,329	-0.7%
5	Cartier	Richemont	France	14,657	12,369	+18.5%
6	Rolex	Rolex SA (private)	Switzerland	10,155	9,720	+4.5%
7	Dior	LVMH	France	10,122	11,469	-11.7%
8	Saint Laurent	Kering	France	6,034	outside top 10	n/a
9	Coach	Tapestry	United States	5,923	outside top 10	n/a
10	Tiffany & Co.	LVMH	United States	5,291	5,916	-10.6%
	Top 10 total			321,194	349,719	-8.2%

Values in millions of US dollars as published by Kantar. 2025 values are from the 2025 edition of the same ranking. Percentage changes and the top 10 totals are BusinessStats calculations; the 2025 total refers to the 2025 top 10, which included Prada ($5,654m) and Fendi ($5,611m) instead of Saint Laurent and Coach.

Only three luxury houses are big enough to enter the overall Kantar top 100, which is dominated by technology brands. Hermès ranks 22nd of all brands worldwide, Louis Vuitton 32nd and Chanel 51st. The overall leader is Google at $1.48 trillion, and the 100 brands together are worth $13.1 trillion, up 22 percent in a year. That contrast matters: while technology brands gained value fast, the luxury top 10 lost 8.2 percent of its combined value, falling from $349.7 billion to $321.2 billion. For context on how the technology giants behind those numbers earn their money, see our big tech revenue comparison.

$113.1B

Hermès, Kantar 2026

Number one luxury brand, 22nd overall.

-21.8%

Louis Vuitton change

From $111.9 billion to $87.5 billion.

+18.5%

Cartier change

Fastest riser of the top 10.

$321.2B

Top 10 combined

Down 8.2 percent on 2025.

HERMÈS VS LOUIS VUITTON

How Hermès closed a $44 billion gap in four years

The change at the top did not happen overnight. In the 2022 edition Louis Vuitton was worth $124.3 billion and Hermès $80.3 billion, a gap of $44 billion. Louis Vuitton held its value through 2024, when it peaked at $129.8 billion, while Hermès rose 23 percent that year to $93.7 billion. In 2025 the two were separated by only $2.5 billion, and in 2026 the positions reversed. Over the five editions Hermès gained 40.9 percent, while Louis Vuitton lost 29.6 percent.

Brand Value of the Four Leading Luxury Houses, Kantar BrandZ 2022 to 2026 (US$ billion)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

The lines crossed in 2026: Hermès rose in three of the last four editions; Louis Vuitton fell in both 2025 and 2026, and Gucci lost 59.8 percent of its 2022 value.

The company accounts explain much of the shift. Hermès grew revenue by 14.7 percent at constant exchange rates in 2024 and by 8.9 percent in 2025, when it reported **€16.0 billion** of sales. Over the same year the Fashion and Leather Goods division of LVMH, which contains Louis Vuitton, shrank 5 percent on

an organic basis to €37.8 billion, and its profit from recurring operations fell 13 percent. Kantar itself attributed the decline of Louis Vuitton and Chanel to difficult market conditions, and credited Hermès with a sharper understanding of its varied client base, citing the appointment of British designer Grace Wales Bonner.

Scarcity is the other part of the story. Hermès limits production of its best known bags and grows supply slowly, so leather goods and saddlery made up 44.2 percent of its 2025 revenue, €7.07 billion, while the brand kept a recurring operating margin of 41.0 percent. Kantar measures pricing power as one of the three components of brand contribution, and no house scores better on it than one that can raise prices while customers wait for stock.

WINNERS AND LOSERS

Cartier, Rolex and Hermès gained value in 2026; five of the top houses lost it

Comparing the 2025 and 2026 editions of the Kantar ranking for the eight brands that appear in both top 10 lists shows a clear split. The jewellery and watch houses gained: Cartier rose 18.5 percent to $14.7 billion and Rolex 4.5 percent to $10.2 billion. Among the fashion and leather goods houses, only Hermès grew. Louis Vuitton lost $24.4 billion of value, more than the entire value of Gucci and Saint Laurent combined.

Change in Brand Value, Kantar BrandZ 2025 to 2026 (%)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

Hard luxury held up: the two watch and jewellery brands rose, while five fashion houses lost between 0.7 and 21.8 percent.

The jewellery result matches the accounts of Richemont, owner of Cartier. In the year to 31 March 2026 its Jewellery Maisons division, which groups Cartier, Van Cleef and Arpels, Buccellati and Vhernier, grew sales by 14 percent at constant exchange rates to €16.5 billion with an operating margin of 30.5 percent. LVMH reported a similar pattern inside its own portfolio: its Watches and Jewelry division, home to Tiffany and Bulgari, grew 3 percent organically in 2025 while Fashion and Leather Goods shrank. Our global jewelry market overview and luxury watch industry statistics cover the wider markets these brands sell into.

Two brands left the Kantar top 10 in 2026: Prada, worth $5.7 billion in 2025, and Fendi, worth $5.6 billion. Saint Laurent ($6.0 billion) and Coach ($5.9 billion) replaced them. Coach is the only newcomer owned by an American group, and its rise follows strong trading: Tapestry, its owner, reported Coach net sales of $6.91 billion for the fiscal year to 27 June 2026, up 24 percent.

INTERBRAND 2026

Interbrand Best Global Brands 2026: Hermès edges past Louis Vuitton by $0.1 billion

Interbrand publishes its Best Global Brands ranking each autumn. The 2026 edition, released at the end of October 2026, ranks 100 brands across all industries and includes eight luxury fashion and jewellery houses. Hermès is the highest placed at 15th overall with a brand value of **$45.2 billion**, up 10.6 percent. Louis Vuitton, 12th in 2025, falls four places to 16th at $45.1 billion, down 6.9 percent. Chanel holds 24th place at $32.9 billion, up 8.1 percent.

Luxury Brands in Interbrand Best Global Brands, 2025 vs 2026 (US$ billion)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

A photo finish at the top: Hermès and Louis Vuitton are $0.1 billion apart, while Gucci lost almost a third of its value and fell from 69th to 93rd place.

BRAND	RANK 2026	RANK 2025	VALUE 2026	VALUE 2025	CHANGE (INTERBRAND)
Hermès	15	21	$45.2B	$40.9B	+10.6%
Louis Vuitton	16	12	$45.1B	$48.4B	-6.9%
Chanel	24	24	$32.9B	$30.5B	+8.1%
Cartier	69	73	$12.2B	$11.2B	+9.4%
Dior	85	83	$8.9B	$9.3B	-5.0%
Tiffany & Co.	91	94	$8.1B	$7.6B	+6.2%
Gucci	93	69	$8.1B	$11.6B	-30.7%
Prada	96	86	$7.6B	$9.0B	-15.1%

Changes as published by Interbrand, calculated on unrounded values. Combined, the eight brands are worth $168.1 billion in 2026 against $168.5 billion in 2025 (BusinessStats calculation from the rounded values).

The Interbrand list tells a slightly different story from Kantar. Chanel rises 8.1 percent here but falls 14.7 percent in Kantar, and Gucci is roughly flat in Kantar but loses 30.7 percent in Interbrand. Taken together, the eight luxury houses in the Interbrand ranking held their combined value almost unchanged at about $168 billion, while the full top 100 rose 8.1 percent to a record $3.9 trillion. Apple leads that ranking at $514.6 billion. The same pattern appears in other consumer categories we track, such as the most valuable sports brands and quick service restaurant brands, which use the same brand value rankings.

Interbrand also ranks two carmakers that are often grouped with luxury: Ferrari at 51st with $17.7 billion, up 14.7 percent, and Porsche at 66th with $12.4 billion, down 17.5 percent. Interbrand classifies both as automotive, and this page follows that choice. Readers interested in how car brands are valued can compare our BMW brand value page.

WHY THE NUMBERS DIFFER

Why Kantar values Hermès at $113 billion and Interbrand at $45 billion

The two rankings agree on the order at the top but disagree sharply on the size of the numbers. Kantar values Hermès at 2.5 times the Interbrand figure, Louis Vuitton at 1.9 times and Chanel at 1.6 times. Tiffany and Co. is the only brand where Interbrand is higher. The reason is that each publisher answers a different question.

Same Brands, Two Methods: Kantar BrandZ vs Interbrand, 2026 (US$ billion)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

Kantar runs higher: its values exceed Interbrand by $67.9 billion for Hermès and $42.4 billion for Louis Vuitton, but both rankings put Hermès first.

How the three main brand rankings work

- **Kantar BrandZ** starts from the earnings of the company that owns the brand, estimates the share that comes from the brand, and applies a multiple for future earnings. It then weights the result by

brand contribution, measured through more than 4.6 million consumer interviews in 54 markets on demand power, pricing power and future power. The method rewards brands that consumers say they would pay more for.

- **Interbrand** starts from economic profit, after tax operating profit minus a charge for the capital used, then multiplies it by a Role of Brand Index (the share of the purchase decision driven by the brand) and discounts the forecast by a Brand Strength score built from 10 factors. Charging for capital produces lower values for every brand.
- **Brand Finance** uses the royalty relief approach set out in the ISO 10668 standard: it estimates what a company would pay to license its own brand and discounts those royalties to today. Its Luxury and Premium 50 ranking also includes cars, hotels and drinks.
- Reference dates differ. Kantar 2026 was published in May 2026, Brand Finance Luxury and Premium 50 in September 2026 and Interbrand 2026 at the end of October 2026, so each reflects a different point in the market cycle.

This also explains why some headlines name a car as the most valuable luxury brand. In the Brand Finance Luxury and Premium 50 2026, published on 23 September 2026, Porsche leads for a ninth consecutive year at $35.2 billion, down 15 percent, followed by Chanel at $34.3 billion and Louis Vuitton at $28.8 billion. Hermès is not among the brands named in that release. Once cars are removed, all three publishers place a French house first: Hermès in Kantar and Interbrand, Chanel in Brand Finance.

None of these values is a price that anyone has paid. Brand value is an estimate of an intangible asset, and it is much smaller than the stock market value of the companies involved, which also includes factories, stores, inventory and other brands. For listed company valuations, see our ranking of the biggest companies in the world by market value and the top companies by market capitalization.

WHO OWNS THEM

LVMH owns three of the ten most valuable luxury brands, Hermès alone is worth more

Grouping the Kantar 2026 top 10 by owner shows how concentrated the industry is. LVMH owns three brands on the list, Louis Vuitton, Dior and Tiffany and Co., worth $102.9 billion combined. Hermès, a single brand controlled by its founding family, is worth more on its own at $113.1 billion. Kering owns Gucci and

Saint Laurent ($21.3 billion), Richemont owns Cartier and Tapestry owns Coach. Chanel and Rolex are privately held.

Value of the Kantar Luxury Top 10 by Owner, 2026 (US$ billion)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

One brand, one third: Hermès holds 35.2 percent of the top 10 value, LVMH 32.1 percent across three brands and Chanel 16.5 percent.

By country, six of the ten brands were founded in France: Hermès, Louis Vuitton, Chanel, Cartier, Dior and Saint Laurent. Gucci is Italian, Rolex Swiss, and Coach and Tiffany and Co. American. Ownership does not always follow the same lines: Cartier is a French house owned by a Swiss listed group, and the American Tiffany and Co. belongs to French LVMH. For the personal fortunes linked to these companies, our top 25 global billionaires and billionaires in the world pages show how luxury wealth compares with other industries.

REVENUE BEHIND THE BRANDS

LVMH earned €80.8 billion in 2025, five times Hermès, but the brand ranking runs the other way

Brand rankings measure perceived value; annual reports measure money that customers actually spent. The two do not line up neatly. LVMH, whose houses span fashion, jewellery, wines and spirits and retail, reported **€80.8 billion** of revenue in 2025, down 5 percent (1 percent organically). Richemont reported €22.4 billion for its fiscal year to 31 March 2026, up 11 percent at constant exchange rates. Hermès reported €16.0 billion, up 8.9 percent at constant rates, and Kering €14.7 billion, down 10 percent on a comparable basis.

Revenue of the Leading Listed Luxury Groups, Latest Fiscal Year (€ billion)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

Scale and value diverge: LVMH has five times the revenue of Hermès, yet the single Hermès brand is valued above the three LVMH brands in the Kantar top 10 combined.

COMPANY	PERIOD	REVENUE	CHANGE	OPERATING MARGIN	BRANDS IN THE RANKINGS
LVMH	Year 2025	€80.81B	-5% reported, -1% organic	22.0% (recurring)	Louis Vuitton, Dior, Tiffany & Co.
Richemont	Year to 31 Mar 2026	€22.42B	+5% actual, +11% constant rates	20.0%	Cartier
Chanel	Year 2025	$19.27B	+3.0% reported, +1.8% comparable	24.5%	Chanel
Hermès	Year 2025	€16.00B	+5.5% current, +8.9% constant rates	41.0% (recurring)	Hermès
Kering	Year 2025	€14.68B	-13% reported, -10% comparable	11.1% (recurring)	Gucci, Saint Laurent
Tapestry	Year to 27 Jun 2026	$8.00B	+14% reported	23.9% (GAAP)	Coach

Revenue as reported in each company annual results. LVMH and Hermès margins are profit from recurring operations divided by revenue; the Chanel margin is a BusinessStats calculation from its operating profit of $4.71 billion. Rolex is privately owned and does not publish accounts.

- **Louis Vuitton has no published revenue.** LVMH reports it inside Fashion and Leather Goods, which earned €37.77 billion in 2025 (46.7 percent of group revenue) with €13.21 billion of profit from recurring operations, a margin of 35.0 percent.
- **Gucci is shrinking fastest.** Its revenue fell from €7.65 billion in 2024 to €5.99 billion in 2025, down 19 percent on a comparable basis, and it still makes up 40.8 percent of Kering revenue. Saint Laurent fell 6 percent on a comparable basis to €2.64 billion.
- **Chanel depends most on Asia.** Asia Pacific generated $9.18 billion, or 47.7 percent, of its 2025 revenue and slipped 0.8 percent on a comparable basis, while the Americas grew 7.2 percent to $4.03 billion.
- **Cartier is reported with its sister houses.** Richemont does not split out Cartier, but its Jewellery Maisons earned €16.5 billion in the year to March 2026 with operating profit of about €5 billion.

PRICING POWER

Hermès keeps 41 cents of every euro as operating profit, almost four times the Kering margin

Operating margin is the clearest financial sign of the pricing power that brand rankings try to capture. Hermès turned 41.0 percent of its 2025 revenue into recurring operating income. The LVMH fashion and leather goods division reached 35.0 percent and the Richemont jewellery houses 30.5 percent. Chanel earned 24.5 percent, Tapestry 23.9 percent and LVMH as a whole 22.0 percent, held back by its lower margin wines, spirits and retail businesses. Kering, weighed down by the fall at Gucci, earned 11.1 percent.

Operating Margin of Luxury Groups and Divisions, Latest Fiscal Year (%)

Interactive chart online: businesstats.com/brand-value-of-the-leading-10-most-valuable-luxury-brands-worldwide

Hermès stands apart: its 41.0 percent margin is 6 points above the LVMH fashion division and almost four times the Kering margin.

The link is not perfect. Chanel earns a lower margin than the LVMH fashion division, yet its brand is valued above every LVMH brand except Louis Vuitton. Still, the margin table helps explain why investors and brand valuers alike rate Hermès so highly: it combines steady growth with the highest profitability in the sector. The customers behind that profitability are concentrated among the wealthiest households; our pages on wealth per adult by country and ultra wealthy people in Europe show where they live.

LATEST TRADING

What the 2026 results so far say about next year rankings

The Kantar 2026 values were published in May, before most 2026 trading results were available. Trading updates published since then show the same trends continuing:

- **LVMH:** revenue of €57.1 billion in the first nine months of 2026, against €58.1 billion a year earlier, with organic growth of 2 percent (1 percent in the third quarter). Fashion and Leather Goods revenue was €26.4 billion, down 2 percent organically (update of 12 October 2026).
- **Hermès:** revenue of €12.26 billion in the first nine months of 2026, up about 6 percent at constant exchange rates, with leather goods and saddlery up about 10 percent at constant rates (update of 22

October 2026).

- **Kering:** revenue of €10.57 billion in the first nine months, stable on a comparable basis. Gucci revenue in the third quarter was €1.29 billion, down 6 percent on a comparable basis (update of 22 October 2026).
- **Tapestry:** Coach net sales grew 24 percent to $6.91 billion in the fiscal year to 27 June 2026, the main driver of a 14 percent rise in group sales to $8.0 billion.

If these patterns hold to the end of the year, Hermès would enter the 2027 editions with another year of growth while the largest fashion houses at LVMH and Kering are still shrinking. That does not settle the order of the next ranking, because Kantar also weighs consumer survey results and market multiples. For the broader consumer spending picture behind these sales, see our consumer goods topic overview.

METHODOLOGY AND DATA NOTES

How this page was compiled

This page uses only figures published by the organisations that produce them: Kantar for BrandZ values, Interbrand for Best Global Brands values, Brand Finance for its luxury ranking, and the companies themselves for revenue and profit. Each number is labelled with the edition or fiscal period it refers to. Where we calculated a figure, such as a percentage change between two Kantar editions, a combined value by owner or an operating margin, the text or chart note says so.

Data notes

- Kantar luxury values for 2026 come from the Kantar BrandZ Most Valuable Global Brands 2026 ranking; the values for Hermès, Louis Vuitton and Dior are identical in the Kantar BrandZ Most Valuable French Brands 2026 ranking (April 2026). Values for 2025 come from the 2025 editions, for 2024 from the 2024 edition and for 2022 and 2023 from the luxury table Kantar published in June 2023.
- Interbrand values and percentage changes are taken from the Best Global Brands 2026 ranking; Interbrand computes changes on unrounded values, so they may differ slightly from changes calculated on the rounded figures.

- Kantar and Interbrand values are not comparable with each other and should not be averaged. Edition years do not equal calendar years of trading.
- Company revenue is shown in the reporting currency. LVMH, Hermès, Kering and Richemont report in euros; Chanel and Tapestry in US dollars. No currency conversion has been applied.
- The previous version of this page showed Louis Vuitton at about $124 billion, Hermès at $80 billion and Gucci at $38 billion and labelled them 2026. Those were the 2022 edition values and have been replaced with the 2026 editions.

KEY FACTS

The most valuable luxury brands in eight numbers

$113.1B

Hermès, Kantar 2026

Most valuable luxury brand.

$87.5B

Louis Vuitton, Kantar 2026

Down 21.8 percent, now second.

$45.2B

Hermès, Interbrand 2026

15th of all brands, up 10.6 percent.

$0.1B

Interbrand gap

Hermès $45.2B vs Louis Vuitton $45.1B.

6 of 10

French founded brands

In the Kantar 2026 luxury top 10.

€80.8B

LVMH revenue 2025

Down 5 percent, 1 percent organic.

41.0%

Hermès operating margin

Recurring, 2025.

-59.8%

Gucci since 2022

Kantar value $37.9B to $15.2B.

FAQ

Questions about the most valuable luxury brands

FREQUENTLY ASKED QUESTIONS

What is the most valuable luxury brand in the world?

Hermès. Kantar BrandZ 2026 values it at $113.1 billion, ahead of Louis Vuitton at $87.5 billion and Chanel at $53.1 billion. Interbrand Best Global Brands 2026 also ranks Hermès first among luxury houses, at $45.2 billion.

Is Louis Vuitton still the most valuable luxury brand?

Not in 2026. Louis Vuitton led the Kantar luxury category in every edition from 2006 to 2025, but its value fell 21.8 percent to $87.5 billion in the 2026 edition. In Interbrand 2026 it is second at $45.1 billion, $0.1 billion behind Hermès.

What is the most expensive brand in the world overall?

Measured by brand value, a technology brand. Kantar BrandZ 2026 puts Google first at $1.48 trillion, and Interbrand 2026 puts Apple first at $514.6 billion. Hermès is the highest ranked luxury brand, 22nd in Kantar and 15th in Interbrand.

Why do Kantar and Interbrand give such different values?

Kantar combines the share of company earnings attributed to the brand with consumer survey measures of demand, pricing and future power. Interbrand starts from economic profit after a charge for capital and applies a brand strength score. As a result, Kantar values Hermès at 2.5 times the Interbrand figure.

How much is Chanel worth?

Kantar BrandZ 2026 values the Chanel brand at $53.1 billion, down 14.7 percent, while Interbrand 2026 puts it at $32.9 billion, up 8.1 percent. Chanel Limited reported 2025 revenue of $19.27 billion and operating profit of $4.71 billion.

Which company owns the most valuable luxury brands?

LVMH, which owns Louis Vuitton, Dior and Tiffany and Co., three brands worth $102.9 billion combined in the Kantar 2026 top 10. LVMH reported 2025 revenue of €80.8 billion. The single Hermès brand is still worth more at $113.1 billion.

Why is Gucci losing brand value?

Because its sales are falling. Gucci revenue fell from €7.65 billion in 2024 to €5.99 billion in 2025, down 19 percent on a comparable basis, and was down another 6 percent in the third quarter of 2026. Its Kantar value fell from $37.9 billion in 2022 to $15.2 billion in 2026.

Why do some rankings say Porsche is the most valuable luxury brand?

The Brand Finance Luxury and Premium 50 includes car brands. Its 2026 edition, published in September 2026, puts Porsche first at $35.2 billion, ahead of Chanel at $34.3 billion and Louis Vuitton at $28.8 billion. Kantar and Interbrand count Porsche outside luxury.

Which luxury brand grew the most in 2026?

In Kantar BrandZ, Cartier, up 18.5 percent to $14.7 billion. In Interbrand, Hermès, up 10.6 percent to $45.2 billion. Richemont, owner of Cartier, grew jewellery sales by 14 percent at constant exchange rates in the year to March 2026.

SOURCES

Kantar: Kantar BrandZ Most Valuable Global Brands 2026, ranking and methodology (May 2026).

Kantar: Revealed: the most valuable global brands in 2026, commentary on Hermès, Louis Vuitton and Chanel.

Kantar: Kantar BrandZ Most Valuable French Brands 2025, 28 April 2025 (2025 values of Louis Vuitton, Hermès, Chanel, Cartier, Dior).

Kantar: Most valuable global brands of 2024.

Kantar: Luxury top 10 with 2022 and 2023 values, 28 June 2023.

Interbrand: Best Global Brands 2026 ranking, and the Best Global Brands 2026 report (methodology).

Interbrand: Best Global Brands 2025 report (2025 ranks and values).

Brand Finance: Luxury and Premium 50 2026, 23 September 2026, and royalty relief methodology.

LVMH: 2025 annual results, 27 January 2026; and revenue for the first nine months of 2026, 12 October 2026.

Hermès International: 2025 full year results, 12 February 2026; and third quarter 2026 revenue, 22 October 2026.

Kering: 2025 results press release, 10 February 2026; Revenue for the third quarter of 2026, press release, 22 October 2026.

Chanel Limited: Financial results for the year ended 31 December 2025, 19 May 2026.

Richemont: Results for the year ended 31 March 2026, 22 May 2026.

Tapestry: Fiscal 2026 fourth quarter and full year results, Form 8-K exhibit, 13 August 2026.

Related reading

- Luxury watch industry statistics
- Jewelry market worldwide
- Biggest companies by market value
- Top 25 global billionaires
- Most valuable sports brands
- Media brand value
- Millionaires in the US
- Global wealth distribution by net worth

STATISTICS REPORT

Value of the global personal luxury goods market 1996-2026

Updated Aug 9, 2026 · businesstats.com/value-of-the-personal-luxury-goods-market-worldwide

EUR 363B VALUE 2026	**5x** SINCE 1996	**EUR 369B** RECORD 2023
-23% PANDEMIC 2020	**EUR 76B** VALUE 1996	**EUR 560B** BY 2030

Overview

Value of the personal luxury goods market worldwide from 1996 to 2026

The global personal luxury goods market was worth about 363 billion euros in 2026, close to its all-time high. It has grown nearly fivefold since 1996, when it stood at about 76 billion euros, despite two sharp shocks along the way.

The story of personal luxury goods over three decades is one of the great growth narratives of modern consumer markets, a near-fivefold expansion driven by globalization, rising wealth in Asia and the transformation of luxury into a global business.

On the Bain and Company figures, the market grew from about 76 billion euros in 1996 to 281 billion in 2019, fell to 217 billion in the 2020 pandemic, rebounded to a record 369 billion in 2023, and eased to about 363 billion by 2026.

Few consumer markets have been studied as closely as personal luxury goods, whose annual value has become a closely watched barometer of the spending of the wealthy and the health of the global economy.

This overview traces the value of the market year by year from 1996 to 2026, alongside its split by region, category and channel, and the forecasts for the rest of the decade.

The market reached a record 369 billion euros in 2023 before its first contraction in 15 years. Luxury spans several categories, a market our jewelry market coverage complements through one of its fastest-growing parts.

Personal Luxury Goods Market Value, 1996-2026 (EUR bn)A near-fivefold rise.

Data:

Value of the personal luxury goods market worldwide from 1996 to 2026, in billion euros, from the Bain and Company Luxury Study with Altagamma.

Note:

Figures are in billion euros at current exchange rates. 2025 and 2026 are estimates. Compiled by BusinessStats.Switch views with the toolbar.

A near-fivefold rise: the personal luxury goods market has grown from about 76 billion euros in 1996 to a record 369 billion in 2023, easing to about 363 billion by 2026.

Growth has tracked the wider economy, rising in good times and falling in downturns, from the 2009 financial crisis to the 2020 pandemic, a link our largest economies coverage frames through the economies that drive demand.

A note on the data. The figures show the value of the personal luxury goods market from 1996 to 2026, in billion euros, from the Bain and Company Luxury Study with Altagamma. Figures are at current exchange rates, and the 2025 and 2026 values are estimates.

Personal luxury goods here means the core of the luxury market, including leather goods, apparel, jewelry, watches, beauty and eyewear, but excluding luxury cars, hospitality, wines and other experiences.

Because the figures are measured at current exchange rates and in euros, currency movements can affect the reported value, so Bain also reports growth at constant exchange rates to show the underlying trend.

At a Glance

Luxury Market Value, 1996 to 2026

Personal Luxury Goods Market Value, 1996-2026 (EUR bn)Click any column to sort

YEAR	VALUE (EUR BN)
1996	76 bn
2000	128 bn
2007	170 bn

2010	173 bn
2013	218 bn
2019	281 bn
2020	217 bn
2021	288 bn
2023	369 bn
2024	364 bn
2026	363 bn

The table sets out the value of the personal luxury goods market at key points from 1996 to 2026. It shows a long rise interrupted by the 2009 financial crisis and the 2020 pandemic, a record in 2023, and a mild decline since.

Reading down the years shows the long climb, the two sharp dips in 2009 and 2020, the record of 2023 and the mild decline since, a clear picture of a maturing market.

The Long Rise

How Much Has the Luxury Market Grown?

The personal luxury goods market has grown enormously over three decades, from about 76 billion euros in 1996 to a record 369 billion in 2023, a rise of nearly fivefold. Rising wealth in Asia and the growth of global brands drove the expansion.

The scale of the expansion, from a niche European industry in the 1990s to a global market worth hundreds of billions, is one of the clearest illustrations of how wealth and consumption have grown worldwide over the period.

The market grew from about 76 billion euros in 1996 to 173 billion by 2010 and 281 billion by 2019, before the pandemic, a near-fourfold rise over the first quarter-century covered by the data.

The transformation of luxury from a collection of family-owned European houses into a global, publicly listed industry worth hundreds of billions is one of the defining business stories of the past thirty years. The near-fivefold growth over three decades outpaced most other consumer categories, a measure of how the appetite for luxury has spread with rising wealth across the world.

The long rise reflects the globalization of luxury, as brands such as those owned by LVMH and Richemont expanded worldwide and a growing middle class in Asia joined traditional buyers, a growth our biggest companies by value coverage frames.

How the Luxury Market Was Built (EUR bn)A value bridge by era.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

A value bridge by era: the market added value in every major era since 1996, from the early globalization of luxury to the post-pandemic boom, reaching a record in 2023.

The steepest growth came in the 2010s and again after the pandemic, as Chinese demand surged and luxury brands raised prices sharply, lifting the value of the market even where the number of items sold grew more slowly.

The sharp price rises of recent years, in particular, have lifted the value of the market well above what the growth in unit volumes alone would suggest, a key feature of the post-pandemic period.

Shocks

How Did Crises Affect Luxury?

The long rise has been interrupted by two sharp shocks. The 2009 financial crisis cut the market by about 8 percent, and the 2020 pandemic cut it by about 23 percent, the largest fall on record, before a rapid recovery in both cases.

The two great shocks to the market, the financial crisis and the pandemic, tested its resilience and each time it recovered quickly, underlining how deeply rooted luxury demand has become among the wealthy.

The 2009 financial crisis cut the market by about 8 percent and the 2020 pandemic by about 23 percent, from 281 billion euros in 2019 to 217 billion in 2020, the largest single-year fall on record.

The way the market has absorbed and recovered from each crisis, from the financial crash to the pandemic, has become one of the strongest arguments for the long-term resilience of luxury as an investment and an industry.

The contrast between the sharp falls of the crisis years and the speed of the recoveries that followed is one of the most striking features of the long-run data.

The markets sensitivity to the economic cycle reflects the discretionary nature of luxury spending, which rises in good times and falls in downturns, closely tracking the health of the wider economy.

Year-on-Year Change, Selected Years (%)Crashes and rebounds.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

Crashes and rebounds: the market fell about 8 percent in the 2009 crisis and about 23 percent in the 2020 pandemic, rebounding strongly each time.

In both crises the recovery was swift. After 2009 the market regained its losses within two years, and after 2020 it rebounded to a new record within three, showing the underlying resilience of luxury demand.

The speed of recovery after each crisis, faster than almost any other consumer market, is one of the strongest signs of the underlying resilience of demand for luxury goods among the wealthy.

Post-Pandemic Boom

How Big Was the Post-Pandemic Boom?

The strongest period of growth in the markets history came after the pandemic. From a low of about 217 billion euros in 2020, the market surged to a record 369 billion in 2023, a rise of about 70 percent in three years.

The post-pandemic surge was the fastest sustained growth the market had ever seen, carrying it from its deepest ever trough to a new record in the space of just three years.

From about 217 billion euros in 2020, the market rebounded to 288 billion in 2021, 353 billion in 2022 and a record 369 billion in 2023, a rise of about 70 percent in three years.

The post-pandemic surge, unprecedented in its speed, carried the market from its worst ever year to its best in the space of just three, and reshaped expectations across the industry. The scale of the rebound, adding well over a hundred billion euros of annual value in three years, was without precedent in the history of the market.

The post-pandemic boom was driven by pent-up demand, high household savings and sharp price rises by luxury brands, a surge that lifted the share prices and fortunes behind the industry, a rise our wealthiest women coverage touches on.

Post-Pandemic Value and Growth, 2019-2023Value bars, growth line.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

Value bars, growth line: from a low of about 217 billion euros in 2020, the market surged to a record 369 billion in 2023, with growth peaking above 30 percent.

The boom was concentrated among wealthy buyers and in a handful of top brands, even as aspirational buyers began to pull back toward the end of the period, setting the stage for the slowdown that followed.

The concentration of the boom among the wealthiest buyers and the strongest brands, even as aspirational demand began to fade, foreshadowed the slowdown and the widening gap between winners and losers that followed.

The Slowdown

Is the Luxury Market Declining?

After the record of 2023, the market saw its first contraction in 15 years, excluding the pandemic. It slipped to about 364 billion euros in 2024 and about 358 billion in 2025, before stabilizing in 2026, as aspirational buyers pulled back.

The recent slowdown, mild by historical standards but significant as the first real contraction in over a decade, marks a turning point from the rapid growth of the post-pandemic years toward a more mature phase.

The market slipped from a record 369 billion euros in 2023 to about 364 billion in 2024 and 358 billion in 2025, before stabilizing near 363 billion in 2026, its first sustained decline in over a decade.

The current slowdown, though mild, has ended the extraordinary run of post-pandemic growth and forced the industry to confront the limits of price rises and the caution of aspirational buyers. The shift from double-digit post-pandemic growth to mild decline marks the clearest turning point in the market since the pandemic itself.

The slowdown reflects economic uncertainty, sharp price rises that pushed away younger and aspirational buyers, and a marked weakening in China, a shift our global stock markets coverage frames through the pressure on luxury shares.

The Recent Plateau, 2022-2026 (EUR bn)Past the peak.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

Past the peak: after the record of 2023, the market slipped to about 364 billion euros in 2024 and 358 billion in 2025, stabilizing near 363 billion in 2026.

Bain describes this as a shift from rapid growth to maturity, with a widening gap between the strongest brands, which kept growing, and weaker ones, which lost ground, as the market entered what it calls a new era.

The widening gap between the strongest and weakest brands, as growth slowed, has become one of the defining features of the current phase of the luxury market.

By Region

Which Region Buys the Most Luxury?

Luxury demand is spread across the world, led by Europe and the Americas, which each account for close to 100 billion euros, followed by mainland China, Japan and the rest of Asia. China grew fastest for years before its recent slowdown.

The geography of luxury demand has shifted repeatedly over the decades, from Japan to Europe and the Americas and then to China, and it is shifting again as new markets emerge.

The shifting balance between the great regional markets, above all the rise and recent stumble of China, has become the single most important variable in the outlook for global luxury.

The Americas and Europe together make up more than half the market, while Asia, led by China, drove much of the growth of the past decade before its recent weakening, reshaping the geography of demand.

Luxury Market by Region, 2026 (%)Europe and Americas lead.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

Europe and Americas lead: Europe and the Americas each account for close to a third of the market, followed by mainland China, Japan and the rest of Asia.

Mainland China, which had been the great growth engine of luxury, saw a sharp slowdown in 2024 and 2025 as consumer confidence weakened, while the Middle East and emerging markets became new sources of growth.

The rise of the Middle East, South Korea and emerging markets such as India as new sources of luxury demand is gradually broadening the geography of the market beyond its traditional centres.

By Category

What Is the Largest Luxury Category?

Leather goods and accessories, meaning handbags and small leather items, are the largest luxury category, followed by apparel and beauty. Jewelry, watches and eyewear make up the rest, with jewelry and beauty among the strongest recent performers.

The mix of categories within the luxury market reveals how tastes and spending have evolved, from the dominance of the handbag to the recent strength of jewelry and beauty.

Leather goods and accessories account for roughly a quarter to a third of the market, the single largest category, followed by apparel and beauty, with jewelry, watches and eyewear making up the rest.

The evolving mix of categories, from the enduring dominance of leather goods to the recent surge in jewelry and beauty, offers a window into how luxury consumption itself is changing. The balance between these categories has shifted steadily over time, and the recent strength of jewelry and beauty against weaker watches marks the latest such shift.

The dominance of leather goods reflects the central role of the handbag in modern luxury, the single most profitable product for many brands, while jewelry has grown strongly, one of the best-performing categories of recent years.

Luxury Market by Category, 2026 (%)Leather goods lead.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

Leather goods lead: leather goods and accessories are the largest category, followed by apparel and beauty, with jewelry, watches and eyewear the rest.

Beauty and fragrance have proved resilient as accessible entry points to luxury brands, while watches have been among the weaker categories, pressured by smartwatches and the slowdown in China. The relative weakness of watches, pressured by smartwatches and the China slowdown, contrasts with the strength of jewelry and beauty, reshaping the balance of categories within the market.

Online

How Much Luxury Is Sold Online?

Online has grown from almost nothing to about a fifth of the luxury market. Digital sales jumped during the pandemic, when stores closed, reaching about 23 percent of the market in 2020, before settling at around 20 percent since.

The rise of online, from almost nothing to a fifth of the market in little more than a decade, is one of the most significant structural changes the luxury industry has undergone.

Online reached about 23 percent of the market at the height of the pandemic in 2020, when stores were closed, and has settled at around a fifth since, far higher than before but still a minority of sales.

The rapid rise of online, accelerated by the pandemic, has forced even the most tradition-bound luxury houses to rethink how they sell, blending the store and the screen.

The rise of online luxury reflects the shift to digital shopping, though luxury remains more store-based than most retail, given the high value and personal nature of the goods, a shift our online retail and technology coverage frames.

Online Share of the Luxury Market (%)A digital leap.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

A digital leap: online rose from almost nothing to about 23 percent of the market during the 2020 pandemic, settling at around a fifth since.

Luxury brands have invested heavily in their own websites and apps rather than third-party platforms, seeking to control the customer experience, while stores remain central to how the most expensive goods are sold. The preference of luxury brands for their own digital channels over third-party platforms reflects their determination to control the customer experience even as they expand online.

By Country

Which Country Is the Biggest Luxury Market?

By country, the United States is the largest single luxury market, followed by China, Japan and the major European markets of France and Italy. Together these countries account for most global luxury spending. The balance between the great national luxury markets, above all the United States and China, has become one of the most closely watched features of the industry.

The United States has become the largest and most resilient luxury market, while China, after years of rapid growth, has weakened, a shift that has reshaped the geography of luxury over recent years.

Largest Luxury Markets by Country, 2026 (EUR bn)America leads.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

America leads: the United States is the largest single luxury market, followed by China, Japan and the major European markets of France and Italy.

South Korea, the Middle East and emerging markets such as India are growing sources of luxury demand, expected to add tens of millions of new middle-class buyers over the coming years, broadening the market beyond its traditional centres.

Forecast

What Is the Luxury Market Forecast?

Bain expects the market to return to growth, forecasting a value of about 540 to 580 billion euros by 2030, roughly twice its 2019 level. Growth is expected to come from emerging markets, jewelry and beauty, and the very wealthiest buyers.

The long-term outlook for the market rests on the continued growth of the global wealthy population, even as the industry adjusts to a more cautious and value-conscious consumer.

Bain forecasts the market to reach about 540 to 580 billion euros by 2030, roughly twice its 2019 level of 281 billion, implying annual growth of around 5 to 7 percent over the second half of the decade.

The long-term forecast rests on the assumption that the global population of wealthy consumers will keep growing, even if the recent caution of aspirational buyers persists for some time. Reaching the forecast would roughly double the size of the market from its 2019 level, a substantial expansion even at the more modest growth rates now expected.

The long-term outlook rests on the continued growth of the global wealthy population and the resilience of top-end demand, even as aspirational buyers remain cautious about big-ticket purchases.

Luxury Market Forecast to 2030 (EUR bn)Toward 560 billion.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

Toward 560 billion: Bain forecasts the market to reach about 540 to 580 billion euros by 2030, roughly twice its 2019 level.

Reaching the forecast will depend on a recovery in China, the continued strength of the United States, and the ability of brands to win back younger and aspirational buyers put off by recent sharp price rises.

Key Facts

The Luxury Market in Numbers

A few figures capture the picture. The personal luxury goods market was worth about 363 billion euros in 2026, down from a record 369 billion in 2023, having grown nearly fivefold from about 76 billion in 1996.

These figures together trace the long arc of the luxury market, from its expansion in the 1990s through two crises to the record of 2023 and the maturing that has followed.

These figures together tell the story of one of the great consumer markets of the modern era, its long rise, its resilience through crisis, and its recent shift toward maturity.

These figures matter because they show the long rise and recent maturing of one of the most visible consumer markets, a picture our gold market coverage complements.

Luxury Regions Compared (index, 0-100)How the regions differ.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

How the regions differ: the Americas and Europe lead on size and value, China on recent volatility, and Asia on long-run growth, on an indexed scale.

EUR 363BValue 2026Near record. 5xGrowthSince 1996. EUR 369BRecord 2023All-time high. -23%Pandemic 2020Biggest fall.

Together they describe a market that has grown enormously over three decades, weathered two sharp shocks, reached a record after the pandemic, and is now maturing into a slower-growing but still expanding industry.

For now, the personal luxury goods market stands near its all-time high but is growing more slowly than in the past, a mature and resilient industry adjusting to a more cautious consumer.

Big Picture

The Luxury Market: The Big Picture

Taken together, the value of the personal luxury goods market from 1996 to 2026 shows a long and powerful rise, interrupted by crises but always recovering, that has made luxury one of the great consumer growth stories of the era.

Luxury Market by Region, 2019 vs 2026 (EUR bn)A shifting map.

Data:

Personal luxury goods data compiled by BusinessStats from the Bain and Company and Altagamma Luxury Study.

Note:

Figures are in billion euros at current exchange rates, and 2025 and 2026 values are estimates that may be revised.Switch views with the toolbar.

A shifting map: every region is larger than before the pandemic, with the Americas and China having grown most since 2019.

Whether the market returns to strong growth or settles into maturity will depend on China, the United States and the next generation of buyers, but in 2026 luxury remains a roughly 360 billion euro industry near its all-time high.

FAQ

Frequently Asked Questions: Luxury Goods Market

About 363 billion euros, close to its all-time high, down slightly from the record of 369 billion euros reached in 2023, according to Bain and Company.

Nearly fivefold, from about 76 billion euros in 1996 to a record 369 billion in 2023, driven by rising wealth in Asia and the growth of global brands.

The 2020 pandemic cut the market by about 23 percent to around 217 billion euros, the largest fall on record, before a rapid recovery to a new record by 2023.

It saw its first contraction in 15 years in 2024, slipping to about 364 billion euros, and eased further in 2025, before stabilizing in 2026 as aspirational buyers pulled back.

Leather goods and accessories, meaning handbags and small leather items, followed by apparel and beauty, with jewelry and beauty among the strongest recent performers.

Europe and the Americas each account for close to 100 billion euros, followed by mainland China, Japan and the rest of Asia, with the US the largest single market.

About a fifth of the market, or roughly 20 percent, after jumping to 23 percent during the 2020 pandemic, though luxury remains more store-based than most retail.

Because of economic uncertainty, sharp price rises that pushed away aspirational buyers, and a marked weakening in China, its former growth engine.

Bain expects it to reach about 540 to 580 billion euros by 2030, roughly twice its 2019 level, driven by emerging markets, jewelry, beauty and wealthy buyers.

From the Bain and Company Luxury Study, produced with Altagamma. Figures are in billion euros at current exchange rates, and recent years are estimates.

Sources

Bain and Company and Altagamma Luxury Study - Source for the value of the personal luxury goods market worldwide from 1996 to 2026.

Bain and Company luxury reports - Source for regional, category and online detail and forecasts, compiled by BusinessStats.

Bain and Company Luxury - Publishes the annual study of the global luxury goods market.

Figures show the value of the personal luxury goods market worldwide from 1996 to 2026, in billion euros, from the Bain and Company Luxury Study with Altagamma. The market was worth about 363 billion euros in 2026, down from a record 369 billion in 2023, having grown nearly fivefold from about 76 billion in 1996. The 2020 pandemic cut the market by about 23 percent. Figures are at current exchange rates and recent years are estimates. This is data journalism, not investment advice.

STATISTICS REPORT

Grocery Retailers in Denmark — Statistics & Facts 2026

Updated Apr 5, 2026 · businesstats.com/grocery-retailers-in-denmark

~37% SALLING GROUP — #1	~35% COOP DANMARK — #2	~8% LIDL DANMARK — #3
~7% REMA 1000 — #4	DKK 190B MARKET SIZE (~€25B)	13–15% ORGANIC FOOD SHARE

Overview

DKK 190 Billion Market — Salling & Coop Control 72% of Danish Grocery

Denmark's grocery retail market is one of the most concentrated in Europe — a DKK 190 billion (~€25 billion) annual market where **Salling Group** and **Coop Danmark** together control approximately **72% of all grocery spending**. This level of concentration is remarkable by international standards: in most comparable European markets, the top two retailers control 40–55% of the market. Denmark's grocery concentration reflects several historical factors including the early development of consumer cooperatives (Coop's roots go back to 1896), the dominance of the Salling family's retail empire since 1960, and a relatively small country size (5.9 million people) that limits the number of viable national-scale grocery operators. The broader context of Danish consumer spending is tracked in our European financial markets analysis.

The grocery market's structure is built on distinct retail formats serving different consumer needs. **Salling Group** (formerly Dansk Supermarked, founded in Aarhus in 1960 by Herman Salling) is privately owned by the Salling family foundation and operates approximately 900+ stores under Netto (discount/convenience), Føtex (full-service supermarkets), Bilka (hypermarkets), and the Salling department store banner. **Coop Danmark** is structured as a consumer cooperative with approximately 1.8 million member-owners, operating SuperBrugsen (neighbourhood supermarkets), Kvickly (hypermarkets), Irma (premium urban, founded 1886), and Coop365 (discount convenience, formerly Fakta). Together these two groups have shaped Danish grocery retail for generations, creating a duopoly so entrenched that international challengers face significant structural barriers to gaining meaningful scale. The competitive dynamics of

Danish grocery connect to the broader Nordic consumer market trends tracked in our world largest economies analysis.

A distinctive feature of Danish grocery retail is the world's highest organic food market share. Approximately **13–15% of total Danish grocery spending** goes to organic products — roughly three to four times the European average and the highest proportion of any country in the world. This organic premium has profound strategic implications for every Danish grocery retailer: Irma has built its entire brand identity around organic and premium ranges, Coop's own-label Økologisk range is one of Denmark's best-selling organic brands, Føtex and SuperBrugsen both have extensive organic ranges, and even discounters Netto and Lidl dedicate significant shelf space to organic products. The Danish government's agricultural subsidies for organic farming — combined with high consumer environmental awareness — have created a market structure where organic is genuinely mainstream, not a niche. The digital channels reshaping how Danish consumers discover and purchase grocery products are tracked in our data centres and digital infrastructure analysis.

Grocery retailers in Denmark 2026 (GfK/BusinessStats): Salling Group ~37% (Netto ~20%, Føtex ~10%, Bilka ~7%), Coop Danmark ~35% (SuperBrugsen, Kvickly, Irma, Coop365), Lidl Danmark ~8%, Rema 1000 ~7%, Dagrofa (Meny/Spar) ~6%, Aldi Danmark ~3%, Others ~4%. Salling + Coop combined: ~72%. Total market: ~DKK 190 billion (~€25B) annually. Denmark has world's highest organic food market share: 13–15% of grocery spending.

Salling Group

Salling Group — Denmark's #1 Retailer with Netto, Føtex & Bilka

Salling Group is Denmark's largest grocery retailer with approximately **37% market share** as of 2026, making it the undisputed leader of Danish grocery retail. The group's dominance is built on the complementary strength of three distinct formats: **Netto** (Denmark's largest single grocery chain at approximately **20% market share** alone, with approximately 500+ stores), **Føtex** (full-service supermarkets at approximately **10%**), and **Bilka** (large-format hypermarkets at approximately **7%**). This multi-format model allows Salling Group to capture consumers across all income levels and shopping occasions — Bilka for weekly family shops, Føtex for full-service neighbourhood grocery and fresh food, and Netto for everyday convenience and value purchasing. Salling Group is a privately held foundation and Denmark's largest private employer, generating approximately DKK 70+ billion in annual revenue across all formats. The group's multi-format revenue dynamics connect to the financial market patterns tracked in our global

financial markets report.

Netto is Salling Group's most important asset — a discount/convenience format founded in 1981 that has become embedded in Danish daily life through approximately 500+ stores. Netto's distinctive yellow-and-black branding and compact store format (approximately 800–1,200 square metres) make it a ubiquitous presence in Danish towns and cities. Netto's proposition is a curated limited assortment of approximately 2,500–3,000 SKUs at competitive prices, supplemented by a weekly rotating selection of non-food special offers. In recent years, Netto has significantly upgraded its fresh food sections — including bakery, deli, and ready meals — increasing the share of perishables in its assortment and competing more directly with full-service supermarkets on convenience. Netto has also expanded internationally, operating approximately 100+ stores in Germany and Poland, making it one of the few Danish retail concepts to achieve genuine international scale. **Føtex** serves the full-service supermarket segment with stores ranging from approximately 3,000–8,000 square metres, offering a full grocery range including extensive fresh departments, clothing, and electronics. Føtex has invested heavily in its organic and premium own-label ranges, positioning itself above Netto in quality perception while remaining accessible to middle-class Danish consumers. The performance of Denmark's largest retailers and their connection to broader market dynamics is tracked in our US and global market analysis.

Grocery Retailers in Denmark — Market Share 2026 (%)

Market Share 2026Denmark Grocery Retailers — Market Share 2026 (%)BusinessStats Research · GfK Denmark Panel · Statistics Denmark · Company Annual Reports 2025 ~37% Salling Group — #1 Market Share by Consumer Spending (%) Salling + Coop control ~72% of Danish grocery spending Sources: GfK Denmark Grocery Panel 2026 · Statistics Denmark · Salling Group Annual 2025 · Coop Danmark Annual 2025 · BusinessStats Research

All Grocery Retailers — Full Market Share Breakdown 2026

Complete Rankings Denmark Grocery Retailers — Market Share All Retailers 2026 (%) BusinessStats Research · GfK Denmark Panel · Statistics Denmark · Company Annual Reports 2025

Coop Danmark

Coop Danmark — 35% Share, 1.8M Members, Denmark's Oldest Grocery Group

Coop Danmark at approximately **35% market share** is Denmark's second-largest grocery group and one of Europe's largest consumer cooperatives. Coop is owned by its approximately **1.8 million member-owners** across Denmark — a cooperative structure that creates a fundamental loyalty advantage through annual member rebates (andelsudbytte), democratic governance, and a shared sense of ownership that conventional retailers cannot replicate. Coop's portfolio spans the full grocery market from premium to discount: **SuperBrugsen** (full-service neighbourhood supermarkets, the core format serving suburban and rural communities across Denmark), **Kvickly** (hypermarket format, competing with Bilka for weekly family shopping), **Irma** (premium urban supermarket, primarily in Copenhagen, founded in 1886 — making it Denmark's and one of Scandinavia's oldest continuously operating supermarket brands), and **Coop365** (discount convenience format, formerly Fakta, competing directly with Netto in the value segment). Coop's investment in digital engagement and loyalty connects to the broader fintech trends tracked in our fintech and digital commerce statistics.

Coop Danmark has been at the forefront of **sustainability initiatives** in Danish grocery retail — a strategic priority that resonates deeply with Danish consumers' environmental values. Coop was among the first Danish retailers to ban plastic straws, has made significant commitments to reducing food waste (through end-of-day discounting, food-sharing initiatives, and partnerships with platforms like Too Good To Go), and operates an extensive organic own-label range (Økologisk Coop) that covers hundreds of everyday grocery products. Coop's **Irma** format deserves particular attention: founded in 1886 in Copenhagen, Irma is one of Denmark's oldest and most beloved supermarket brands — known for its distinctive design aesthetic (the Irma girl logo), premium own-label products, extensive organic ranges, curated wine selection, and food-enthusiast positioning. Irma operates primarily in Copenhagen and select affluent Danish cities, serving consumers who prioritise food quality, sustainability, and shopping experience over price. Despite its small scale relative to Coop's total operations, Irma is a significant brand asset and cultural institution in Danish retail. The consumer trends driving premium grocery demand connect to the digital media patterns tracked in our Spotify and streaming statistics.

Salling Group vs Coop Danmark — Format Comparison 2026

Format ComparisonSalling Group vs Coop Danmark — Brand & Format Market Share 2026 (%)BusinessStats Research · GfK Denmark Panel · Company Annual Reports 2025 ~37%Salling Total ~35%Coop Total

Netto alone has ~20% — Denmark's #1 single chain Sources: GfK Denmark Panel 2026 · Salling Group Annual Report 2025 · Coop Danmark Annual Report 2025 · BusinessStats Research Key Insight Irma — Denmark's 138-Year-Old Premium Supermarket and Cultural Institution

Founded in 1886 in Copenhagen, Irma is one of Denmark's oldest and most culturally significant supermarket brands. Irma's iconic "Irma girl" logo — designed in 1948 by designer Aage Rasmusen depicting a girl with a chicken — is one of Denmark's most recognised commercial images. Irma operates primarily in Copenhagen and select affluent Danish locations, with approximately 60–70 stores, positioning itself firmly at the premium end of Danish grocery with extensive organic ranges, curated artisanal products, premium own-label food, and a strong wine selection. Despite periodic speculation about Irma's future as Coop has rationalised its portfolio, Irma remains a beloved Danish institution with intensely loyal customers who value its premium quality and ethical sourcing standards. In a grocery market dominated by discounters and price-competitive formats, Irma stands as proof that premium positioning can sustain long-term loyalty even in Scandinavia's most concentrated grocery market.

Denmark Grocery Retailers — Full Data Table 2026

Denmark Grocery Retailers — Full Data Table 2026Click column to sort

RETAILER / FORMAT	GROUP	MARKET SHARE	FORMAT TYPE	EST.	STORES (APPROX)	KEY POSITIONING
Salling Group	Salling Foundation	~37%	Multi-format	1960	900+	Denmark's #1 retailer
Netto	Salling Group	~20%	Discount/Convenience	1981	500+	Value, daily convenience
Føtex	Salling Group	~10%	Full-service supermarket	1960	70+	Mid-premium, full range
Bilka	Salling Group	~7%	Hypermarket	1970	20+	Weekly family shopping
Coop Danmark	Cooperative (1.8M members)	~35%	Multi-format cooperative	1896	1,000+	Denmark's #2 retailer
SuperBrugsen	Coop Danmark	~13%	Full-service supermarket	1896	450+	Community supermarket

Coop365	Coop Danmark	~9%	Discount/Convenience	2022	380+	Value (formerly Fakta)
Kvickly	Coop Danmark	~8%	Hypermarket	1964	80+	Full-range hypermarket
Irma	Coop Danmark	~2%	Premium urban	1886	65+	Premium organic Copenhagen
Lidl Danmark	Lidl (Schwarz Group)	~8%	Hard discounter	2005	135+	Lowest price, growing
Rema 1000	Reitan Group (Norway)	~7%	Soft discounter	1994	355+	Value, Jutland strength
Dagrofa (Meny/Spar)	Dagrofa (wholesale)	~6%	Franchise/wholesale	1974	450+	Premium Meny + Spar value
Aldi Danmark	Aldi Süd (Germany)	~3%	Hard discounter	1977	230+	Value discount

Challengers

Lidl, Rema 1000, Dagrofa & Aldi — The 28% Challenging the Duopoly

Lidl Danmark at approximately **8% market share** is the most strategically important challenger in Danish grocery — a hard discounter from the German Schwarz Group that entered Denmark in 2005 and has been consistently gaining share ever since. Lidl now operates approximately 135+ stores across Denmark, growing at approximately 0.2–0.3 percentage points of market share per year. Lidl's proposition in Denmark is similar to its European model: a limited assortment discount format (approximately 1,500–2,000 SKUs) with competitive prices, strong fresh produce, Lidl's Mein Herr (Combino) private-label brands, and weekly rotating SPECIAL BUY non-food offers that drive footfall. Lidl has been particularly effective in challenging both Netto and Coop365 in the discount convenience segment while also winning over middle-income consumers who appreciate Lidl's improving fresh food quality. Lidl's **Lidl Plus** loyalty app — offering personalised discounts and digital receipts — has become an important tool for building customer data and loyalty in a format traditionally resistant to loyalty schemes. The digital infrastructure supporting grocery app development connects to the trends tracked in our digital media statistics.

Rema 1000 at approximately **7% market share** is a Norwegian-owned discount chain (part of Reitan Group) that has operated in Denmark since 1994. Rema 1000 follows a "soft discount" model — broader assortment than a hard discounter like Lidl, focused on everyday grocery staples at competitive prices, with strong fresh departments. Rema 1000 is particularly strong in **Jutland** (mainland Denmark), where it has built deep community presence over 30 years. The chain operates approximately 355+ stores and is projected to reach approximately 8–9% market share by 2030. **Dagrofa** at approximately **6% market share** is Denmark's leading grocery wholesale group, operating a franchise model that supplies and supports independent retailers under the **Meny** (premium supermarkets — Denmark's leading premium supermarket format, known for extensive fresh departments, wine ranges, and food-enthusiast positioning), **Spar** (mid-market convenience), **Kiwi** (small-format discount), and **Let-Køb** (neighbourhood convenience) banners. **Aldi Danmark** at approximately **3%** has operated in Denmark since 1977 but has achieved less penetration than in the UK and Germany, partly because the discount segment was already well-served by Netto and Rema 1000 before Aldi's arrival. Aldi has been investing in store upgrades and expanding its fresh food ranges. The financial investment dynamics of these international retailers connect to the patterns tracked in our stock market statistics.

Market Share Trends — Salling+Coop vs Challengers 2017–2026 (%)

Historical TrendDenmark Grocery — Duopoly vs Challengers Market Share 2017–2026 (%)BusinessStats Research · GfK Denmark Annual Data · Statistics Denmark · Company Reports ~72%Duopoly 2026 +3ptsChallengers Gained

Lidl + Rema 1000: ~11.5% (2017) → ~15% (2026) Sources: GfK Denmark Annual Grocery Panel · Dagligvarehandlen Denmark · BusinessStats Research 2026 Estimate

Lidl & Rema 1000 — Growth in Denmark 2017–2026 (%)

Challenger GrowthLidl Danmark & Rema 1000 — Market Share Growth 2017–2026 (%)BusinessStats Research · GfK Denmark Annual Data · Lidl DK · Reitan Group Annual Reports ~8%Lidl 2026 ~7%Rema 1000 2026

Lidl + Rema 1000 combined: ~15% and still growing Sources: GfK Denmark Annual Data · Lidl Danmark Annual Report · Reitan Group Annual Report · BusinessStats Research

Key Statistics

Grocery Retailers in Denmark — Key Statistics at a Glance

~37%Salling Group — #1 DenmarkNetto (~20%), Føtex (~10%), Bilka (~7%). ~900+ stores. Salling Foundation. Up ~3.5pts since 2017. ~35%Coop Danmark — #2 DenmarkSuperBrugsen, Kvickly, Irma, Coop365. ~1.8M member-owners. Consumer cooperative. Est. 1896. DKK 190BTotal Market Size 2025-26~€25 billion annually. Denmark all regions. All grocery channels. Grew ~20% nominally 2020-2024. ~20%Netto — Denmark's Largest Chain500+ stores. Founded 1981. Discount/convenience. International presence: Germany + Poland. ~8%Lidl Danmark — #3Entered Denmark 2005. ~135+ stores. Gaining ~0.2-0.3pts per year. Hard discount format. ~7%Rema 1000 — #4 DenmarkNorwegian-owned (Reitan Group). ~355+ stores since 1994. Soft discount. Jutland strength. 13-15%Organic Food Market ShareWorld's highest organic grocery share. Benefits Irma, Føtex, SuperBrugsen. Government subsidised. ~6%Dagrofa (Meny/Spar) — #5Wholesale franchise model. Meny (premium) + Spar + Kiwi + Let-Køb. Independent retailers. 1886Irma — Denmark's Oldest SupermarketCoop's premium format. ~65+ stores. Primarily Copenhagen. Organic & premium icon. ~72%Salling + Coop CombinedDenmark's grocery duopoly. Among Europe's most concentrated. Broadly stable 2017–2026. ~3%Aldi Danmark — #6In Denmark since 1977. ~230+ stores. Investing in upgrades. Less dominant than UK/Germany. ~16%Peak Danish Food Inflation (2023)2022–2023. Accelerated discount shopping. Now normalised to ~2–3%. Drove Netto & Lidl growth. Denmark grocery retailers market share trends 2017-2026: Salling Group grew from ~34% to ~37.5% (+3.5pts). Coop broadly stable ~35–36%. Lidl grew from ~6% to ~8% (+2pts). Rema 1000 grew from ~5.5% to ~7% (+1.5pts). Food inflation peaked ~16% in 2023 accelerating discount shopping. Dagrofa declined slightly (-1pt). Aldi stable ~3%. Salling + Coop combined still control ~72% of Danish grocery.

Denmark Grocery — Market Share Donut 2026

Full Market View Grocery Retailers in Denmark — Market Share 2026 BusinessStats Research · GfK Denmark Panel · Statistics Denmark · Company Annual Reports 2025

Forecast 2030

Denmark Grocery Forecast 2030 — Lidl Targets 10%, Online Grows, Duopoly Holds

The Denmark grocery market share landscape in 2030 is expected to remain highly concentrated but with continued gradual erosion of the Salling-Coop duopoly by international discounters. **Salling Group** is expected to maintain or slightly grow its lead at approximately **38–40%** — driven by continued Netto store

expansion (particularly in greater Copenhagen where store density remains lower than in Jutland), Føtex format upgrades, and investment in digital and loyalty capabilities. **Coop Danmark** is expected to remain broadly stable at approximately **33–35%**, with ongoing format rationalisation and sustainability investment sustaining its cooperative member loyalty advantage. The key question for Coop is whether the Coop365 format (formerly Fakta) can successfully compete with Netto and Lidl in the discount convenience segment — a repositioning that has shown promising early results but requires significant continued investment. The broader retail investment dynamics connect to the patterns tracked in our AI and technology market analysis.

Lidl Danmark is targeting approximately **180+ stores by 2030** (from approximately 135+ in 2026) — a further 45 new store openings over four years — which should drive its market share toward approximately **10–11%** by 2030. **Rema 1000** is projected to reach approximately **8–9%**, continuing its steady discount-driven expansion particularly in suburban Copenhagen and smaller Jutland towns. **Dagrofa** faces the greatest structural pressure — its franchise-based model is squeezed between Coop's cooperative advantage and the growing premium own-label ranges at Føtex and SuperBrugsen in the Meny segment, while its Spar and Kiwi convenience formats face growing competition from Netto and Coop365 in the discount segment. The key structural variable for Danish grocery through 2030 will be **online grocery growth** — currently approximately 5–7% of grocery spending, with significant potential to reach 10–12% as both Salling and Coop invest in click-and-collect and home delivery infrastructure. The digital commerce enabling online grocery growth in Denmark is analysed in our global conversion rate statistics.

Denmark grocery forecast 2030: Salling Group projected at ~38-40%. Coop Danmark ~33-35%. Lidl targets ~10-11% (~180+ stores). Rema 1000 targets ~8-9%. Dagrofa ~5-6%. Aldi ~3%. Online grocery expected to reach 10-12% by 2030. Total market grows to ~DKK 215B (~€29B). Organic share remains world's highest at 13-16%. Market Outlook Denmark Grocery Retailers — 2030 Key Projections 38–40%Salling Group 2030E 33–35%Coop Danmark 2030E 10–11%Lidl Danmark 2030E 8–9%Rema 1000 2030E ~DKK 215BMarket Size 2030E 10–12%Online Grocery 2030E

FAQ

Frequently Asked Questions — Grocery Retailers in Denmark

Salling Group is Denmark's largest grocery retailer with approximately **37% market share** as of 2026. Salling Group operates **Netto** (~20% alone — Denmark's largest single grocery chain), **Føtex** (~10%), and **Bilka** (~7%). Privately owned by the Salling family foundation, Salling Group is Denmark's largest private

employer with approximately 900+ stores. Salling Group has grown from approximately 34–35% market share in 2017 to approximately 37% in 2026, primarily through Netto store expansion and Føtex format upgrades.

Main grocery retailers in Denmark by market share (2026): **(1) Salling Group ~37%** (Netto, Føtex, Bilka), **(2) Coop Danmark ~35%** (SuperBrugsen, Kvickly, Irma, Coop365), **(3) Lidl Danmark ~8%**, **(4) Rema 1000 ~7%** (Norwegian-owned, Reitan Group), **(5) Dagrofa ~6%** (Meny, Spar, Kiwi), **(6) Aldi Danmark ~3%**. Salling Group and Coop Danmark together control approximately **72%** of all Danish grocery spending — one of the most concentrated grocery markets in Europe.

Denmark's grocery market is valued at approximately **DKK 190 billion (~€25 billion) annually** as of 2025-2026 (Statistics Denmark retail trade data). This covers all food and grocery retail channels across Denmark's approximately 5.9 million population — making Denmark's per-capita grocery spending one of the highest in Europe at approximately DKK 32,000 (~€4,300) per person annually. The market grew significantly in nominal terms during the 2021–2023 food inflation period. The market is projected to reach approximately **DKK 215 billion (~€29 billion)** by 2030.

Coop Danmark is Denmark's second-largest grocery group with approximately **35% market share**. It is a **consumer cooperative** with approximately **1.8 million member-owners**. Coop operates: **SuperBrugsen** (neighbourhood supermarkets), **Kvickly** (hypermarkets), **Irma** (premium urban, founded 1886 — Denmark's oldest supermarket), and **Coop365** (discount convenience, formerly Fakta). Coop is Denmark's leading organic food retailer and has been at the forefront of sustainability initiatives including reducing food waste and banning plastic straws.

Netto is Denmark's most visited grocery chain with approximately **20% market share** alone — making it by far the country's largest single grocery format. Netto was founded in 1981 by Dansk Supermarked (now Salling Group) and now operates approximately **500+ stores** across Denmark. Netto is a discount/convenience format known for its yellow-and-black branding and curated limited assortment (approximately 2,500–3,000 SKUs). Netto has also expanded internationally, operating approximately 100+ stores in Germany and Poland. It is one of the few Danish retail concepts to achieve genuine international scale.

Lidl Danmark holds approximately **8% of Denmark's grocery market** as of 2026, up from approximately 6% in 2017 — a gain of 2 percentage points in nine years. Lidl entered Denmark in 2005 and now operates approximately **135+ stores** across the country. Lidl is consistently gaining share at approximately 0.2–0.3 percentage points per year. Lidl is targeting approximately 180+ stores in Denmark by 2030, which should

drive its market share toward approximately **10–11%**. Lidl's growth has been driven by competitive prices, improving fresh food quality, and the Lidl Plus loyalty app.

Rema 1000 is a Norwegian-owned discount grocery chain (part of **Reitan Group**) that has operated in Denmark since 1994. Rema 1000 holds approximately **7% of Denmark's grocery market** as of 2026, up from approximately 5.5% in 2017. Rema 1000 follows a soft discount model — broader assortment than Lidl, focused on everyday staples at competitive prices with strong fresh departments. The chain operates approximately **355+ stores** and is particularly strong in **Jutland** (mainland Denmark). Projected to reach approximately 8–9% market share by 2030.

Dagrofa is Denmark's leading grocery wholesale group, operating a franchise-based model under several banners with approximately **6% total market share**. Dagrofa's main retail brand is **Meny** — Denmark's leading premium supermarket format, known for extensive fresh departments, artisanal products, wine ranges, and food-enthusiast positioning. Dagrofa also operates **Spar** (mid-market convenience), **Kiwi** (small-format discount in smaller communities), and **Let-Køb** (neighbourhood convenience). Dagrofa supports independent grocery retailers through its wholesale and franchise model.

Denmark has the **world's highest organic food market share** — approximately **13–15% of total grocery spending** goes to organic products, compared to approximately 3–4% in the UK and approximately 5–6% in Germany. This remarkable organic penetration reflects Danish government subsidies for organic farming, high consumer environmental awareness, and strong organic own-label programmes at every major retailer. Irma is Denmark's premier organic retailer. Online grocery currently represents approximately **5–7% of Danish grocery spending**, expected to reach 10–12% by 2030.

Irma is Denmark's oldest supermarket chain, founded in **1886 in Copenhagen** and now operated by Coop Danmark. Irma holds approximately **2% of Denmark's grocery market** with approximately **65+ stores**, primarily in Copenhagen and select affluent locations. Irma is positioned as Denmark's leading premium supermarket — known for its organic ranges, artisanal and locally-sourced products, curated wine selection, and its iconic "Irma girl" logo designed in 1948. Despite its small scale, Irma is a significant cultural institution in Danish retail and has intensely loyal customers who prioritise food quality and ethical sourcing over price.

Denmark grocery market 2030 projections: **Salling Group** ~38–40%, **Coop Danmark** ~33–35%, **Lidl** ~10–11% (~180+ stores), **Rema 1000** ~8–9%, **Dagrofa** ~5–6%, **Aldi** ~3%. Total market: approximately **DKK 215 billion (~€29 billion)** by 2030. Key growth drivers: online grocery growing to 10–12% of total market, continued organic food premiumisation, Netto store expansion in greater Copenhagen, and Lidl's ongoing

new store openings.

Denmark's grocery market is notably more concentrated than its Scandinavian neighbours. In Sweden, the top two retailers (ICA and Coop) hold approximately 65% combined, similar to Denmark. In Norway, the top three retailers (NorgesGruppen, Coop Norway, and Rema 1000) hold approximately 95% combined — even more concentrated. Denmark's distinctive features versus its neighbours are: (1) the **world's highest organic food share** (13–15%), (2) the unique strength of **Netto** as a standalone discount format with 20% market share, (3) the international role of **Rema 1000** (which originated in Norway before expanding to Denmark), and (4) the premium cultural significance of **Irma**, which has no direct equivalent in Sweden or Norway.

Data Sources & References

Primary: Statistics Denmark (Danmarks Statistik) — Retail Trade Statistics 2025 — annual data on Danish grocery retail by channel and company

Primary: Salling Group Annual Report 2025 — full company financial data including Netto, Føtex, Bilka revenue, store count, and market position

Primary: Coop Danmark Annual Report 2025 — cooperative member data, revenue by format (SuperBrugsen, Kvickly, Irma, Coop365), and market position

BusinessStats: All Denmark grocery market share estimates, historical trend series (2017–2026), retailer-by-retailer analysis, organic food data, online grocery statistics, and 2030 forecast projections are BusinessStats proprietary research combining Statistics Denmark data, GfK Denmark panel estimates, company annual reports (Salling Group, Coop Danmark, Lidl DK, Dagrofa, Reitan Group), Dagligvarehandlen Denmark industry data, and Euromonitor Denmark food retail 2030 outlook.

All Denmark market share figures are approximate estimates derived from GfK Denmark panel data, Statistics Denmark retail statistics, and company annual reports. Minor variations between sources reconciled using weighted average methodology. Figures represent annual averages for 2025–2026. Market size from Statistics Denmark. Forecasts are estimates based on current trends and retailer expansion plans, not guaranteed outcomes. Not investment advice. grocery retailers in DenmarkDanish supermarket statistics 2026Salling Group market share 2026Coop Danmark market share statisticsNetto Denmark statisticsLidl Denmark market share 2026Rema 1000 Denmark statisticsDagrofa Meny DenmarkAldi Danmark market shareFotex supermarket statisticsBilka hypermarket DenmarkSuperBrugsen Coop statisticsKvickly Denmark market shareIrma supermarket Copenhagen statisticsgrocery market

Denmark 2026Danish food retail statisticsDKK grocery market DenmarkDenmark grocery statistics factssupermarket chains Denmark 2026grocery market share Denmarkorganic food Denmark statisticsonline grocery Denmark 2026Danish grocery retailers facts

STATISTICS REPORT

Who Owns the British Grocery Bill? Supermarket Market Share in Great Britain

Tesco takes 27.8 percent of grocery spending in Great Britain, more than Sainsbury (15.2 percent) and Asda (11.5 percent) combined, while the discounters Aldi and Lidl now hold 19.1 percent between them. This report uses one tracker, Worldpanel by Numerator (formerly Kantar Worldpanel), to rank every major grocer for the 12 weeks to 4 October 2026, trace the shares back to 2014, and set them against grocery inflation and company results.

Updated Oct 27, 2026 · businesstats.com/grocery-market-share-in-the-united-kingdom-uk

27.8% TESCO SHARE	**15.2%** SAINSBURY SHARE	**10.5%** ALDI SHARE
8.6% LIDL SHARE, NOW 5TH	**+12.4%** OCADO SALES GROWTH	**2.5%** GROCERY INFLATION

Quick answer

Tesco holds 27.8 percent of the Great Britain grocery market in the 12 weeks to 4 October 2026, according to Worldpanel by Numerator (the tracker formerly known as Kantar Worldpanel). Sainsbury follows with 15.2 percent, Asda 11.5 percent, Aldi 10.5 percent, Lidl 8.6 percent and Morrisons 8.3 percent. Lidl overtook Morrisons as the fifth largest grocer in May 2026, Ocado was again the fastest growing grocer with sales up 12.4 percent, and grocery price inflation stood at 2.5 percent.

THE RANKING

Market share by supermarket in the 12 weeks to 4 October 2026

Worldpanel by Numerator publishes the most widely quoted measure of supermarket market share in Britain every four weeks. Its latest release, published on 13 October 2026, covers the 12 weeks to 4 October 2026 and confirms a familiar order at the top with one change lower down. **Tesco leads with 27.8 percent** of take-home grocery spending, almost twice the 15.2 percent held by Sainsbury. Asda is third on 11.5 percent and Aldi fourth on 10.5 percent. Lidl, on 8.6 percent, now sits ahead of Morrisons on 8.3

percent.

Below the top six, the convenience-led Co-op holds 5.4 percent, Waitrose 4.4 percent, and Iceland and Ocado 2.2 percent each. Together, the ten named grocers account for 96.1 percent of the market; the remaining 3.9 percent is spread across independent shops, symbol groups such as Spar and Nisa, specialists and other outlets. Marks and Spencer is not in the table at all: Worldpanel excludes it from the grocer definition because a large part of its business is clothing and home, and reports only its grocery sales growth.

Great Britain Grocery Market Share by Grocer, 12 Weeks to 4 October 2026 (%)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

One in four pounds goes to Tesco: Tesco alone takes 27.8 percent, more than Asda and Aldi combined (22.0 percent).

GROCER	SHARE, 12 WKS TO 4 OCT 2026	SHARE A YEAR EARLIER	SALES GROWTH Y/Y
Tesco	27.8%	n/s	+1.0%
Sainsbury	15.2%	n/s	+1.3%
Asda	11.5%	n/s	n/s
Aldi	10.5%	n/s	+0.4%
Lidl	8.6%	8.2%	+7.1%
Morrisons	8.3%	8.3%	+1.8%
Co-op	5.4%	5.4%	+1.8%
Waitrose	4.4%	4.4%	+2.3%
Iceland	2.2%	n/s	+0.2%
Ocado	2.2%	2.0%	+12.4%
M&S (grocery only)	not in definition	-	+14.9%

Source: Worldpanel by Numerator, 13 October 2026. n/s = not stated in the release text. Year-earlier shares are those quoted by Worldpanel for the 12 weeks to early October 2025.

The gap between first and second place is the defining feature of the British market. Tesco is 12.6 percentage points ahead of Sainsbury and 2.6 times the size of Aldi by share of spending, and it takes more than Sainsbury and Asda combined (26.7 percent). For a contrast with a smaller grocery market where discounters play a different role, see our analysis of grocery retailers in Denmark; for the household base behind British grocery spending, see our UK population statistics.

SALES GROWTH

Who is growing fastest: Ocado, Lidl and M&S

Market share moves slowly, so sales growth is the better early signal of who is winning shoppers. In the same 12 weeks to 4 October 2026, take-home grocery sales across the market grew modestly; for the latest four weeks alone Worldpanel measured growth of 1.0 percent. Against that backdrop, **Ocado grew sales by 12.4 percent**, well ahead of the 5.5 percent growth of the online channel as a whole. Lidl grew 7.1 percent and added more than half a million extra customers over the 12 weeks.

Among the established grocers the picture is flat. Waitrose (2.3 percent), Morrisons and Co-op (both 1.8 percent), Sainsbury (1.3 percent) and Tesco (1.0 percent) all grew a little, while Aldi (0.4 percent) and Iceland (0.2 percent) barely moved. Aldi is the notable laggard: after a decade in which it grew far faster than the market, its sales are now growing more slowly than those of Tesco. Outside the grocer definition, grocery-only sales at M&S rose 14.9 percent, the strongest growth of any large food retailer.

Sales Growth by Grocer, 12 Weeks to 4 October 2026 (% year on year)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

Online and discount lead: Ocado grew more than twelve times as fast as Tesco, and Lidl was the only store-based grocer in the chart above 3 percent.

What the October 2026 release tells us

- Lidl share rose 0.4 points in a year, from 8.2 to 8.6 percent, and over half a million more customers shopped there.
- Ocado was the fastest growing grocer again; the September 2026 release recorded its 30th consecutive period in that position.

- Spending on promotions over the latest four weeks was more than 250 million pounds higher than a year earlier, as shoppers leaned on deals.
- Aldi share slipped to 10.5 percent from 10.8 percent in July, the weakest reading of 2026 so far.

LIDL VS MORRISONS

Lidl becomes the fifth largest grocer in Britain

The most important change of 2026 happened in May. In the 12 weeks to 17 May 2026, Lidl reached 8.6 percent of the market, up 0.5 points on a year earlier, while Morrisons held 8.3 percent. Worldpanel said that for the first time Lidl had secured its position as the fifth largest grocer in Britain. The two had been level at 8.4 percent in the 12 weeks to 19 April 2026.

Lidl has stayed in front since. It peaked at 8.8 percent in the 12 weeks to 9 August 2026 and stood at 8.6 percent in October, still 0.3 points ahead of Morrisons. Morrisons briefly rose to 8.5 percent in July and August but returned to 8.3 percent by October. The chart also shows how flat Asda has become: it reported 11.5 percent in every release from May to October 2026 after 11.6 percent in March and April.

Asda, Aldi, Lidl and Morrisons: Market Share Through 2026 (%)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

The crossover: Lidl and Morrisons were level at 8.4 percent in April; by the 12 weeks to 17 May Lidl led 8.6 to 8.3 and has stayed ahead in every release since.

The Lidl move follows an earlier landmark in the same direction. In the 12 weeks to 4 September 2022, Aldi took 9.3 percent of the market against 9.1 percent for Morrisons and became the fourth largest grocer, breaking up the traditional big four for the first time. Four years later, both German discounters rank above Morrisons, and the phrase big four now describes Tesco, Sainsbury, Asda and Aldi by size.

HISTORY

How the big four and the discounters have changed since 2017

The table below brings together market shares from Kantar Worldpanel and Worldpanel by Numerator releases, each for a 12-week period and as published at the time. Only periods where the release states the share are filled; blank cells mean the release did not give a figure. All periods fall between late April and

early November so that seasonal effects are limited.

12 WEEKS TO	TESCO	SAINSBURY	ASDA	MORRISONS	ALDI	LIDL
23 Apr 2017	27.5%	16.1%	15.6%	10.4%	6.9%	5.0%
7 Oct 2018	27.4%	15.4%	-	-	7.6%	5.6%
4 Sep 2022	26.9%	14.6%	14.1%	9.1%	9.3%	7.1%
30 Oct 2022	27.0%	14.9%	14.3%	9.0%	9.2%	7.2%
1 Oct 2023	27.4%	14.8%	13.7%	8.6%	9.9%	7.6%
29 Sep 2024	28.0%	15.2%	12.6%	8.6%	9.8%	8.1%
2 Nov 2025	28.2%	15.7%	11.6%	8.3%	10.6%	8.2%
4 Oct 2026	27.8%	15.2%	11.5%	8.3%	10.5%	8.6%

Sources: Kantar Worldpanel releases of 3 May 2017, 15 October 2018, 13 September 2022, 8 November 2022, 10 October 2023 and 8 October 2024; Worldpanel by Numerator releases of 11 November 2025 and 13 October 2026.

Three trends stand out. First, **Tesco has been remarkably stable**, moving within a 1.3 point band between 26.9 and 28.2 percent across these readings. Tesco itself reported that it reached its highest share in more than a decade in December 2025, and quoted a Worldpanel total till share of 28.5 percent for the 12 weeks to 22 February 2026. Second, **Asda has lost the most ground**: from 15.6 percent in April 2017 to 11.5 percent in October 2026, a fall of 4.1 points, with most of the decline after 2022. Third, Morrisons has slipped from 10.4 to 8.3 percent and is now sixth.

Big Four and Discounters: Market Share in Three Snapshots (%)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

Winners and losers since 2017: Aldi and Lidl each gained 3.6 points; Asda lost 4.1 points and Morrisons 2.1 points, while Tesco finished 0.3 points higher.

Adding the four traditional chains together shows the scale of the shift. Tesco, Sainsbury, Asda and Morrisons held a combined 69.6 percent in the 12 weeks to 23 April 2017. By the 12 weeks to 4 October 2026 that had fallen to 62.8 percent, a loss of 6.8 points, almost all of it captured by Aldi and Lidl, whose

combined share rose by 7.2 points over the same period. Tesco has held up best among the traditional chains; Sainsbury lost 0.9 points over the period but reported its highest volume market share in ten years for the 52 weeks to 1 March 2026.

ALDI AND LIDL

The long rise of Aldi and Lidl

The growth of the two German discounters is the largest structural change in British grocery over the past decade. In the 12 weeks to 2 March 2014, Kantar recorded Aldi at a record 4.3 percent and Lidl at 3.2 percent, a combined 7.5 percent. By October 2016 the pair held 10.8 percent, and in October 2026 they hold 19.1 percent. Put simply, close to one pound in every five spent at British grocers now goes through an Aldi or Lidl till.

Aldi and Lidl Combined Share of the GB Grocery Market (%)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

From 7.5 to 19.1 percent: the two German discounters have taken an extra 11.6 points of the market in twelve years, close to one pound in five.

The growth came in two phases. Between 2014 and 2018 both chains expanded their store estates and built a following with short ranges dominated by own-label products. The second surge came with the cost of living squeeze of 2022 and 2023. In the 12 weeks to 4 September 2022, when grocery inflation was 12.4 percent, Aldi sales grew 18.7 percent and Lidl sales 20.9 percent while Tesco grew 1.9 percent. In the 12 weeks to 1 October 2023, Lidl grew 15.2 percent and Aldi 14.9 percent.

Since 2024 the two have diverged. In the 2026 releases that report it, Lidl sales growth ranged from 7.1 to 9.6 percent, while Aldi growth slowed to between 0.4 and 2.3 percent. The traditional chains fought back with loyalty pricing: Sainsbury says its Nectar Prices scheme has saved customers more than 5.5 billion pounds since its launch in April 2023, and Tesco runs the equivalent Clubcard Prices. Asda, meanwhile, says it has re-established itself as the lowest priced traditional supermarket with a price gap of 4 to 7 percent against competitors. Our supermarkets in Mexico page shows how differently discount formats have developed in a market led by Walmart.

ONLINE

Ocado and the online grocery channel

Ocado is the only large British grocer that sells exclusively online, so its share is a useful proxy for the shift to delivery. It held 1.7 percent of the market in the 12 weeks to 4 September 2022 and in the 12 weeks to 1 October 2023, 1.8 percent in the 12 weeks to 29 September 2024, a record 2.1 percent in the 12 weeks to 2 November 2025 and 2.2 percent in the 12 weeks to 4 October 2026. In September 2026 Worldpanel reported that 4.4 percent of British households used Ocado.

Ocado Share of the GB Grocery Market, 2022 to 2026 (%)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

Small but compounding: Ocado has added half a point of share since 2022, and the November 2025 release called its 2.1 percent a record.

The wider online channel is much larger than Ocado alone, because Tesco, Sainsbury, Asda, Morrisons and Waitrose all run home delivery and click and collect. In the 12 weeks to 29 September 2024 Kantar valued online grocery at 3.7 billion pounds, with 22.1 percent of households buying groceries online. In October 2026 Worldpanel reported online sales growth of 5.5 percent, and NielsenIQ measured online grocery sales of more than 2 billion pounds in the four weeks to 3 October 2026, up 9.9 percent. For the wider retail picture, see our pages on retail e-commerce sales growth worldwide and e-commerce statistics.

Amazon also sells groceries in Britain, but Worldpanel does not list it in the grocer share table. Its scale in general merchandise is covered in our Amazon statistics and facts.

GROCERY INFLATION

Grocery price inflation from the same tracker

Worldpanel publishes a like-for-like grocery price inflation figure in the same monthly release as market share, based on what panel households actually paid. For the four weeks to 4 October 2026 it measured **grocery price inflation of 2.5 percent**, up from 2.3 percent four weeks earlier. That followed a steady fall through the first half of the year, from 4.3 percent in February and March to 2.1 percent in the four weeks to 9 August 2026, which Worldpanel described as the lowest rate since October 2024.

Grocery Price Inflation in Great Britain, 2026 (% year on year)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

Halved, then ticking up: grocery inflation fell from 4.3 percent in March to 2.1 percent in August, its lowest since October 2024, before edging back to 2.5 percent.

These rates are far below the peak of the cost of living crisis. In the four weeks to 30 October 2022 Kantar recorded grocery price inflation of 14.7 percent, the highest since it began measuring this way in 2008, and in the four weeks to 1 October 2023 the rate was still 11.0 percent. The official consumer price index tells the same story: the Office for National Statistics measured annual food and non-alcoholic beverage inflation of 19.2 percent in March 2023, the highest for over 45 years. By the four weeks to 29 September 2024 Worldpanel inflation had fallen to 2.0 percent, before rising again to 4.7 percent in the four weeks to 2 November 2025.

Inflation matters for market share because it changes where people shop. The discounters gained most when prices rose fastest, and shoppers now rely heavily on promotions: in October 2025 just under 30 percent of grocer spending went on promoted items. For international comparisons, see our coverage of global inflation and the countries with the lowest inflation rates.

COMPANY RESULTS

Revenue reported by Tesco, Sainsbury, Asda and Morrisons

Market share data from a household panel and revenue from company accounts measure different things, so they should be read side by side rather than mixed. Company figures include sales that panels do not capture, such as food bought by businesses, and each chain uses its own definition and year end. The latest annual figures are:

COMPANY	MEASURE	PERIOD	VALUE	CHANGE
Tesco	UK sales excl. VAT and fuel	52 wks to 22 Feb 2026	GBP 49.82bn	+4.9%
Tesco	Group revenue incl. fuel	53 wks to 28 Feb 2026	GBP 73.71bn	+5.4%
Sainsbury	Retail sales excl. fuel	52 wks to 28 Feb 2026	GBP 29.99bn	+4.3%
Sainsbury	Group revenue incl. fuel	52 wks to 28 Feb 2026	GBP 33.65bn	+2.7%

Asda	Total sales excl. fuel	Year to 31 Dec 2025	GBP 21.0bn	-3.3%
Morrisons	Total revenue	52 wks to 26 Oct 2025	GBP 15.8bn	+3.2%

Sources: Tesco PLC Preliminary Results 2025/26 (approved 15 April 2026); J Sainsbury plc preliminary results (23 April 2026); Asda FY2025 trading update (27 March 2026); Morrisons full year 2024/25 results (21 January 2026).

Latest Annual Sales of the Traditional Big Four (GBP billion)

Interactive chart online: businesstats.com/grocery-market-share-in-the-united-kingdom-uk

Scale gap: Tesco UK sales are larger than Asda and Morrisons combined, which mirrors the market share table.

The results line up with the panel data. Tesco UK sales rose 4.9 percent with like-for-like growth of 4.2 percent, and its retail adjusted operating profit was 2.985 billion pounds. Sainsbury reported grocery sales growth of 5.2 percent and underlying profit before tax of 718 million pounds. Asda is the outlier: total sales fell 3.3 percent and like-for-like sales 3.1 percent in 2025, adjusted EBITDA after rent fell 33.1 percent to 764 million pounds, and net debt was cut from 3.6 to 3.1 billion pounds. Morrisons grew revenue 3.2 percent with group like-for-like growth of 2.8 percent and said its share was stable at 8.5 percent in December 2025. How these UK chains compare with the largest listed companies worldwide is covered in our ranking of the biggest companies in the world by market value.

CROSS-CHECK

NielsenIQ cross-check: same direction, different numbers

NielsenIQ (NIQ) runs the other main grocery tracker in Britain. It measures sales through the tills of major supermarkets (total till) rather than through a household panel, and publishes growth rates rather than a full share table. Its release of 13 October 2026, covering the 12 weeks to 3 October 2026, broadly agrees with Worldpanel on direction:

GROCER	WORLDPANEL, 12 WKS TO 4 OCT 2026	NIQ, 12 WKS TO 3 OCT 2026
Ocado	+12.4%	+17.2%
M&S (grocery)	+14.9%	+10.7%

Lidl	+7.1%	+6.8%
Tesco	+1.0%	+1.9%
Morrisons	+1.8%	+1.1%
Sainsbury	+1.3%	+0.7%
Asda	n/s	-0.5%

Sources: Worldpanel by Numerator (13 October 2026); NielsenIQ, UK shoppers stuck between seasons as summer favourites remain in the supermarket basket (13 October 2026). NIQ notes for Ocado and M&S do not state the period explicitly.

Both trackers put Ocado, M&S and Lidl at the top and the large chains in low single digits. The differences come from method: panels record what a sample of households bring home, while total till data capture every transaction at participating stores. NIQ also changed its category projection methodology in September 2026 and advised that new figures should not be added to its older series. For the four weeks to 3 October 2026 NIQ reported total till growth at the major supermarkets of 1.4 percent and almost flat unit sales, up 0.1 percent.

WHAT MOVES SHARE

What decides who wins grocery share in Britain

Five forces behind the numbers

- **Price perception.** The discounters gained fastest when inflation peaked in 2022 and 2023; Asda now markets a 4 to 7 percent price gap against rivals.
- **Loyalty pricing.** Clubcard Prices and Nectar Prices let Tesco and Sainsbury match discounter prices for members while keeping a full range.
- **Store openings.** Sainsbury opened 10 supermarkets and 33 convenience stores in 2025/26 and Tesco 65 Express stores in the UK.
- **Online.** Ocado has been the fastest growing grocer for 30 consecutive periods to September 2026.
- **Regional strength.** Shares vary across Britain: Asda held 16.0 percent in the North of England in the 12 weeks to 6 September 2026, against 11.5 percent nationally.

These drivers reach well beyond the supermarkets. Supermarkets are the main route to market for most food and household brands, so a shift of spending towards own-label heavy discounters changes how suppliers sell; our consumer goods and FMCG overview and food and nutrition overview collect related data. For more on the British economy around these figures, see the UK topic overview.

METHODOLOGY

Methodology and data notes

Tracker and name change. The market share figures on this page come from Worldpanel, the consumer panel business previously called Kantar Worldpanel. Numerator announced in January 2025 that it would combine with Worldpanel, and on 1 July 2025 it launched the Worldpanel by Numerator brand. Older releases quoted here were published under the Kantar name; they come from the same panel series.

What is measured. Worldpanel tracks take-home grocery purchases by a demographically representative panel of households in Great Britain, based on the value of items actually bought. Northern Ireland is not included, so the figures describe Great Britain rather than the whole United Kingdom. Each share covers a rolling 12-week period, and each inflation figure covers four weeks. M&S is outside the grocer definition, and Amazon is not listed.

Panel expansion. In April 2025 the company announced it would expand its British grocery panel by 83 percent to 55,000 households, with clients benefiting from 2026. Year-on-year changes on this page are taken from the release that reports them. The history table uses figures as originally published, so small differences against later restated history are possible.

Calculations. The other grocers remainder, the combined big four and Aldi plus Lidl shares, the point changes since 2017 and the Tesco to Aldi ratio are BusinessStats calculations from published shares. Company revenue figures use each company definition and financial year and are not adjusted.

KEY FACTS

UK grocery market share in eight numbers

27.8%
Tesco share
12 weeks to 4 Oct 2026.

15.2%
Sainsbury share
Second place, 12.6 points behind Tesco.

19.1%
Aldi plus Lidl
Up from 7.5% in March 2014.

62.8%
Traditional big four combined
Down from 69.6% in April 2017.

8.6% vs 8.3%
Lidl vs Morrisons
Lidl fifth since May 2026.

+12.4%
Ocado sales growth
Fastest growing grocer.

2.5%
Grocery price inflation
Four weeks to 4 Oct 2026.

GBP 49.8bn
Tesco UK sales
52 weeks to 22 Feb 2026.

FAQ

Questions about UK grocery market share

FREQUENTLY ASKED QUESTIONS

What is the UK grocery market share of Tesco?

Tesco held 27.8 percent of the Great Britain grocery market in the 12 weeks to 4 October 2026, according to Worldpanel by Numerator. Tesco reported that it reached its highest share in more than a decade in December 2025 and quoted 28.5 percent for the 12 weeks to 22 February 2026.

Who are the big four supermarkets in the UK now?

By market share the four largest grocers are Tesco (27.8 percent), Sainsbury (15.2 percent), Asda (11.5 percent) and Aldi (10.5 percent) in the 12 weeks to 4 October 2026. Aldi replaced Morrisons in fourth place in the 12 weeks to 4

September 2022.

Has Lidl overtaken Morrisons?

Yes. In the 12 weeks to 17 May 2026 Lidl took 8.6 percent of the market against 8.3 percent for Morrisons and became the fifth largest grocer for the first time. In the 12 weeks to 4 October 2026 the figures were again 8.6 and 8.3 percent.

What is the combined market share of Aldi and Lidl?

Aldi (10.5 percent) and Lidl (8.6 percent) held a combined 19.1 percent in the 12 weeks to 4 October 2026. In the 12 weeks to 2 March 2014 the two held 7.5 percent between them.

Which UK supermarket is growing fastest?

Ocado, with sales up 12.4 percent in the 12 weeks to 4 October 2026 and a market share of 2.2 percent. Among store-based grocers Lidl grew fastest at 7.1 percent. Grocery-only sales at M&S rose 14.9 percent, but M&S is outside the Worldpanel grocer definition.

What is grocery price inflation in the UK now?

Worldpanel measured like-for-like grocery price inflation of 2.5 percent for the four weeks to 4 October 2026, up from 2.3 percent a month earlier. The 2026 low was 2.1 percent in the four weeks to 9 August.

Why is M&S not included in the market share table?

Worldpanel excludes M&S from its grocer definition because a large part of its sales comes from clothing and home. It reports only the growth of grocery-only sales at M&S, which was 14.9 percent in the 12 weeks to 4 October 2026.

Is Kantar Worldpanel the same as Worldpanel by Numerator?

Yes. Kantar Worldpanel combined with Numerator, a move announced in January 2025, and the business was renamed Worldpanel by Numerator on 1 July 2025. The monthly grocery market share series continues under the new name.

How big are Tesco and Sainsbury by revenue?

Tesco reported UK sales of 49.82 billion pounds excluding VAT and fuel for the 52 weeks to 22 February 2026. Sainsbury reported retail sales excluding fuel of 29.99 billion pounds for the 52 weeks to 28 February 2026.

Related reading

- Grocery retailers in Denmark
- Supermarkets in Mexico
- Retail trade statistics

- Inflation topic overview
- E-commerce statistics
- United Kingdom topic overview

SOURCES

Worldpanel by Numerator: British shoppers seek autumn staples, while grocery inflation edges up to 2.5%, 13 October 2026 (12 weeks to 4 October 2026).

Worldpanel by Numerator: GB grocery sales rise 2.0%, 15 September 2026; with the releases of 18 August, 21 July, 23 June, 27 May, 28 April and 31 March 2026.

Worldpanel by Numerator: GB grocery market share data page and methodology.

Worldpanel (Kantar site): Grocery price rises slow as retailers roll out festive deals, 11 November 2025 (12 weeks to 2 November 2025).

Kantar: Grocery price inflation edges up ahead of autumn budget, 8 October 2024.

Kantar: Grocery inflation cools again as shoppers seek value during sunny September, 10 October 2023.

Kantar: UK grocery price inflation hits record 14.7%, 8 November 2022.

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Kantar Worldpanel archive: Autumn chill puts Sunday lunch back on the menu, 15 October 2018; and Britain sweet tooth helps grocery sales rise, 3 May 2017.

Kantar Worldpanel archive: Tesco wins market share for first time in five years, 17 October 2016; and Unprecedented change in grocery retailing, 11 March 2014.

Kantar press centre: Numerator launches Worldpanel by Numerator brand, 1 July 2025.

Worldpanel company announcement: Expansion of the UK grocery panel to 55,000 households, April 2025.

NielsenIQ: UK shoppers stuck between seasons, 13 October 2026; and Summer slowdown sparks a September reset, 15 September 2026.

Tesco PLC: Preliminary Results 2025/26.

J Sainsbury plc: Preliminary results for the 52 weeks ended 28 February 2026, 23 April 2026.

Asda: FY2025 trading update, 27 March 2026.

Morrisons: Full year 2024/25 results and Christmas 2025 trading update, 21 January 2026.

Office for National Statistics: Consumer price inflation, UK: March 2023.

STATISTICS REPORT

Walmart in Mexico — Statistics & Facts 2026

Updated Mar 17, 2026 · businesstats.com/walmart-in-mexico

2,900+ TOTAL STORES MEXICO	**$35B+** ANNUAL REVENUE USD	**250K+** EMPLOYEES MEXICO
25% MODERN RETAIL SHARE	**71%** WALMART INC. OWNERSHIP	**1991** MEXICO ENTRY YEAR

Executive Summary

Walmart Mexico 2026 — From Joint Venture to Latin America's Retail Giant

Walmart de México y Centroamérica (ticker: WALMEX on the BMV) is Mexico's dominant retail force and Latin America's largest retailer by revenue. The company's journey from a 1991 joint venture with Mexican retailer Cifra to the dominant position it holds today is one of the most successful retail expansions in emerging market history. Walmex operates across four main formats in Mexico: **Bodega Aurrerá** (discount supermarket, 1,900+ stores), **Walmart Supercenter** (hypermarket, 280+), **Sam's Club** (wholesale club, 165+), and **Walmart Express/Superama** (proximity format, 50+). Together these formats generate approximately **$35 billion USD** in annual revenue — making Walmex the largest company by revenue listed on the Mexican Stock Exchange.

Walmex's dominance reflects both its competitive advantages (global supply chain, private label, technology investment) and the structural advantages of being first: Walmart entered Mexico three years before NAFTA opened the market in 1994, establishing relationships and real estate positions that competitors have never been able to fully replicate. For economic context see our Mexico GDP statistics and US financial markets for Walmart Inc. parent context.

Why Walmart Dominates Mexico — Five Structural Advantages

1. First-Mover Advantage and Real Estate: Walmart entered Mexico in 1991 — three years before NAFTA opened the market and a decade before most global retailers seriously considered Mexico. This timing allowed Walmex to secure prime real estate in the locations that matter most: corner lots in growing suburban neighborhoods, anchor positions in early shopping malls, and highway-adjacent big-box

locations. In Mexico City alone, Walmex controls real estate that would be essentially impossible to replicate today. Competitors entering a decade later found the best locations occupied and had to settle for secondary sites or expensive urban redevelopment.

2. Multi-Format Coverage Across All Income Levels: Walmex's four-format strategy (Bodega Aurrerá for low-income, Walmart Supercenter for middle/upper-middle, Sam's Club for businesses and affluent families, Walmart Express for urban convenience) means it captures consumer spending at every income level and every shopping occasion. No competitor has successfully replicated this multi-format reach. Soriana and Chedraui operate multiple formats but lack the breadth and scale. OXXO competes on convenience but not for large basket shopping. La Comer competes for premium shoppers but not for the mass market.

3. Global Supply Chain and EDLP Pricing: As a subsidiary of Walmart Inc. — the world's largest company by revenue — Walmex benefits from global supplier negotiations that give it procurement costs no Mexican competitor can match. Walmart's Everyday Low Price (EDLP) strategy is not simply a marketing slogan — it is backed by genuine cost advantages from global scale. Walmex's private label portfolio (Great Value, Equate, George) further allows it to offer lower prices than branded equivalents while maintaining margins. Private label penetration at Walmart Mexico stores is approximately 20-25% of SKUs and growing.

4. Technology and Data Investment: Walmex has invested hundreds of millions of dollars in supply chain technology, inventory management systems, and e-commerce infrastructure. Its automated distribution centers — particularly the massive Tepotzotlán DC serving central Mexico — give it logistics efficiency advantages over smaller competitors. The company's loyalty data from tens of millions of Mexican customers creates pricing and promotional targeting advantages. Walmex's investment in e-commerce (Walmart.com.mx) and last-mile delivery partnerships gives it a digital presence that competitors are still trying to match.

5. Capital Access and Reinvestment Capacity: As a publicly traded company with Walmart Inc.'s backing and a market cap of $30B+ USD (see our stock market terminology guide for market cap explained), Walmex has access to capital at costs unavailable to private Mexican competitors. This allows it to open 100-150 new stores per year while simultaneously investing in technology, store renovations, and distribution infrastructure. Soriana, by contrast, has been deleveraging after its expensive Comercial Mexicana acquisition and has significantly curtailed new store openings. La Comer and Chedraui are growing but from much smaller bases.

Walmart de Mexico (Walmex) operates 2,900+ stores across four formats — Walmart Supercenter, Bodega Aurrera, Sam's Club, and Walmart Express. Bodega Aurrera is the flagship format with 1,900+ stores targeting low and middle-income shoppers with everyday low prices.

Revenue Chart

Walmart Mexico Revenue — 2010 to 2026

Walmex revenue has grown from approximately MX$345 billion pesos in 2010 to approximately MX$700 billion+ in 2025 — roughly doubling in nominal peso terms. In USD terms, growth appears more modest due to peso depreciation (the MXN/USD rate moved from approximately 13 in 2010 to 17–20 in 2025). The COVID-19 impact in 2020 was minimal — food retail is an essential service and Walmex actually gained market share as independent stores struggled. The **post-2022 acceleration** reflects the combination of consumer price inflation (boosting nominal revenues), minimum wage increases expanding consumer purchasing power, and nearshoring-driven economic growth in Walmart's key northern markets.

Walmex Revenue MXN Billions Walmart Mexico Annual Revenue — MXN Billions · 2010 to 2026* Billions of Mexican Pesos · Walmex Annual Reports · *2026 projected MX$700B2025 Estimate Actual Projected

CAGR ~7.2% MXN · 2010–2025 Sources: Walmex Annual Reports 2010–2025 · BMV filings · *2026 projected

Store Formats

Walmart Mexico Store Formats — Four Formats, One Dominant Strategy

Walmex's multi-format strategy is the key to its market dominance. By operating across discount (Bodega Aurrerá), hypermarket (Walmart Supercenter), wholesale club (Sam's Club), and proximity (Walmart Express) formats, Walmex captures spending across all income levels and all shopping occasions. The strategy mirrors Walmart Inc.'s global multi-format approach but is uniquely adapted to Mexico: **Bodega Aurrerá** — not Walmart Supercenter — is the dominant format, reflecting the importance of value pricing for Mexico's lower-middle-income majority.

Walmart Mexico — Store Formats Comparison 2025

Click to sort

FORMAT	STORES	AVG SIZE	TARGET CUSTOMER	KEY FEATURE

Bodega Aurrera	1,900+	3,000–5,000 m²	Low/mid-income	EDLP discount format
Walmart Supercenter	280+	8,000–15,000 m²	Middle/upper income	Full hypermarket + non-food
Sam's Club Mexico	165+	10,000–14,000 m²	Business + families	Membership warehouse club
Walmart Express	50+	800–2,000 m²	Urban proximity	Convenience + fresh food

Bodega Aurrera — The Format That Built Walmart Mexico's Dominance

Bodega Aurrerá is not just Walmart Mexico's largest format — it is the strategic foundation of Walmex's dominance. Originally founded in 1958 as an independent Mexican discount retailer, Bodega was acquired by Cifra (Walmart's Mexican partner) and subsequently became part of Walmex. Unlike the US Walmart Supercenter format (which requires 8,000-15,000 sqm and a large parking lot), Bodega Aurrerá can operate in as little as 1,500-3,000 sqm — small enough to fit in established urban neighborhoods and secondary cities where large-format retail is not viable. This format flexibility allowed Walmex to penetrate markets that would have been inaccessible with a hypermarket-only strategy. Bodega stores typically carry 8,000-12,000 SKUs (vs 30,000+ in a Walmart Supercenter), focusing on the fastest-moving everyday essentials. Prices are positioned 5-15% below branded supermarkets, and the stores are deliberately unglamorous — no elaborate fixtures, minimal marketing, just product and price. This "no-frills" positioning resonates strongly with Mexican consumers who prioritize value over shopping experience.

Sam's Club Mexico deserves special attention as Walmex's most profitable format on a per-square-meter basis. With 165+ locations and growing, Sam's Club Mexico generates approximately $3-4 billion USD annually from its membership-based wholesale model. Annual membership fees (approximately MX$800-1,200 per year) create a recurring revenue stream that subsidizes lower product prices. Sam's Club Mexico targets small businesses (restaurants, office managers, abarrote owners) and larger families — a customer segment with above-average spending power. The membership model also creates loyalty and switching costs that pure supermarkets lack. Walmex has been expanding Sam's Club aggressively in cities with growing middle and upper-middle classes, including Querétaro, León, San Luis Potosí, and Mérida. Sam's Club's main competition in Mexico comes from Costco (42 locations) and Soriana's City Club (45 locations), but Sam's Club's first-mover advantage and brand recognition give it a comfortable lead.

Walmex Store Count by Format — Animated Breakdown

Store Count Chart

Walmart Mexico Total Stores — Growth from 633 in 2000 to 2,900+ in 2025

Walmex has grown its Mexico store count more than **4.5 times since 2000** — from 633 stores to 2,900+ in 2025. The fastest growth period was 2005–2015, when Walmex was opening 150–200+ new stores per year, primarily through Bodega Aurrerá expansion into secondary cities and lower-income urban areas. Growth has moderated to 100–150 stores per year in recent years as the most attractive urban locations have been captured. The next frontier is small-format expansion in underserved communities and e-commerce integration.

Walmex Total Store Count Mexico Walmart Mexico — Total Stores 2000 to 2025* Total stores all formats · Walmex Annual Reports 2,900+2025 Total Total Stores

4.5x growth since 2000 · 100-150 new stores/yr Sources: Walmex Annual Reports 2000–2025 · BMV quarterly disclosures

Financial Performance

Walmex Financial Performance — Revenue, EBITDA, and Net Income

Walmart de Mexico (ticker: WALMEX) is consistently one of the most traded stocks on the Mexican Stock Exchange (BMV). Walmart Inc. (US) owns approximately 71% of Walmex shares; the remaining 29% trades publicly. Walmex's market cap has exceeded $30B USD in recent years, making it one of the largest companies in Latin America by market capitalisation. WALMEX KEY FINANCIALS 2025 Walmart Mexico — Revenue, EBITDA & Net Income 2020–2025 MXN Billions · Walmex Annual Reports EBITDA margin ~8.5%. Net income margin ~5.2%. Source: Walmex Annual Reports 2020–2025. MX$700B+Revenue 2025 (est.) ~8.5%EBITDA Margin ~5.2%Net Income Margin ~$30B+Market Cap USD 71%Walmart Inc. Stake WALMEXBMV Ticker

vs Competition

Walmart Mexico vs Competition — How Walmex Compares to Soriana, Chedraui, and La Comer

Walmex's competitive position is extraordinary by any measure: it generates approximately **3.9x more revenue** than its nearest supermarket competitor (Soriana at ~$9B USD) and operates **3.5x more stores**. This dominance is self-reinforcing — Walmex's scale gives it better supplier terms, lower logistics costs, and greater investment capacity in technology and store upgrades. The main competitive threat is not from

traditional supermarket chains but from **OXXO** (competing for small-basket shopping trips) and **e-commerce platforms** (Amazon, Rappi, Mercado Libre) competing for delivery occasions. See our Amazon statistics for e-commerce comparison. Walmex has responded by investing heavily in its own e-commerce platform and launching Walmart Delivery.

WALMEX VS COMPETITORS — REVENUE 2025 Mexico Supermarket Revenue Comparison — Walmex vs Competitors Approximate annual revenue USD · company reports · 2025

History & Milestones

Walmart in Mexico — Key Milestones 1991 to 2026

Walmart's entry into Mexico in 1991 was cautious — a 50-50 joint venture with Cifra S.A., Mexico's then-largest retailer, to operate Sam's Club stores. The bet proved spectacularly correct. NAFTA (1994) opened Mexico's retail market and Walmart aggressively expanded, eventually acquiring full control of Cifra in 2000 and renaming it Walmart de Mexico. The company's growth trajectory was briefly interrupted by the 2012 FCPA (Foreign Corrupt Practices Act) scandal — Walmart Inc. paid $283M in fines after investigations revealed systematic bribery by Walmex executives to obtain building permits. The scandal led to a major compliance overhaul and ultimately strengthened Walmex's governance systems.

Historic Milestone 2012 FCPA Scandal: Walmart Mexico Paid $283M in Bribery Fines

In 2012, a New York Times investigation and subsequent US Department of Justice probe revealed that Walmart de Mexico had systematically bribed local officials to obtain construction permits, allowing it to open stores faster than competitors. Walmart Inc. ultimately paid approximately $283 million in fines — the second-largest FCPA settlement at the time. The scandal delayed Walmex store openings for 2-3 years and led to a complete overhaul of compliance systems. In the longer term, the scandal may have inadvertently strengthened Walmex by forcing investment in systems that now give it a governance advantage over less formalized Mexican competitors.

Walmart Mexico — Key Milestones Timeline

YEAR	MILESTONE	SIGNIFICANCE
1991	First Sam's Club opens in Mexico City	Walmart-Cifra JV established
1993	First Walmart Supercenter in Mexico	Hypermarket format launch
1994	NAFTA takes effect	Market opened to foreign retail

1997	Walmart acquires majority stake in Cifra	Control transferred to Walmart Inc.
2000	Cifra renamed Walmart de Mexico	Full brand integration complete
2005	Central America expansion begins	Regional operator status achieved
2009	1,000th Mexico store opened	Scale milestone — 1,000 stores
2012	FCPA investigation begins	$283M bribery fines paid by 2019
2019	Walmex e-commerce platform launch	Digital transformation begins
2022	2,500+ stores milestone	Continued dominant expansion
2025	2,900+ stores, MX$700B+ revenue	Record performance, nearshoring boost

Walmex Supply Chain — Distribution Centers and Logistics Network

Walmex operates one of Mexico's most sophisticated logistics networks. The company runs approximately **14 distribution centers** across Mexico, with total warehouse space exceeding 600,000 square meters. The flagship DC is the massive Tepotzotlán complex in Estado de Mexico, which serves as the primary distribution hub for central Mexico — processing thousands of truckloads of merchandise per week for Walmex stores in CDMX, Estado de Mexico, Hidalgo, Morelos, and Tlaxcala. The Guadalajara DC serves western Mexico, while Monterrey and Ciudad Juárez DCs serve the rapidly growing northern market. Walmex has invested heavily in automated picking systems, cold chain infrastructure (critical for fresh food distribution), and cross-docking capabilities that allow direct manufacturer-to-store shipping for high-velocity items. The company's logistics efficiency is a significant competitive advantage — Walmex's supply chain costs as a percentage of sales are estimated to be 2-3 percentage points lower than Mexican competitors, a difference that either flows to lower consumer prices or higher margins (or both).

Walmex's private label strategy is increasingly important to its competitive positioning. The company offers three main private label tiers in Mexico: **Great Value** (value tier, 15-25% cheaper than national brands), **Equate** (health and beauty), and various store-brand fresh products. Private label penetration at Walmex stores is approximately 20-25% — lower than Western European supermarkets (35-50%) but growing rapidly. Private label products generate significantly higher gross margins for Walmex — typically 5-10 percentage points higher than equivalent branded items — while still being cheaper for consumers. The growth of private label is a direct response to Mexico's food inflation environment, as consumers seek ways to maintain basket contents while reducing spend. Walmex's scale allows it to source private label products from the same factories producing national brands, often at dramatically lower costs due to the

removal of brand marketing spend and retailer margin.

Walmex E-Commerce and Digital Transformation

Walmex's digital transformation is one of the most consequential technology investments in Mexican retail history. The company launched its integrated e-commerce platform (Walmart.com.mx) in earnest in 2019, significantly before the COVID-19 pandemic created a once-in-a-generation forcing function for digital grocery adoption. When Mexico's first COVID lockdown hit in March 2020, Walmex's early e-commerce investment paid off — the company was better positioned than competitors to handle the surge in online demand. E-commerce now represents approximately 5-6% of Walmex revenue and is growing at 20-30% annually. The company offers next-day delivery from most Walmart Supercenter locations in major cities and same-day delivery in Mexico City and Monterrey. Walmex has also invested in click-and-collect (buy online, pick up in store) which has lower logistics costs and higher margins than home delivery. Walmex's app has been downloaded over 10 million times in Mexico and the company's loyalty program has enrolled tens of millions of Mexican households. The strategic long-term objective is to use e-commerce to collect granular consumer data that improves store merchandising, pricing, and promotional effectiveness — the model that has driven Walmart Inc.'s US e-commerce success. See **US financial markets statistics** for Walmart Inc. parent company context.

Growth Trends

Walmex Growth Trends — Revenue, Stores, Same-Store Sales 2015–2026

The chart below tracks Walmex's key performance metrics from 2015 to 2026: revenue growth index, store count index, same-store sales (SSS) growth, and e-commerce growth index. Same-store sales — the retail industry's most watched metric measuring growth from existing stores — has been positive every year except 2020 (COVID). The **post-2021 SSS acceleration** reflects consumer price inflation flowing through to nominal revenues plus real volume growth from nearshoring income. E-commerce started from near zero in 2019 and has grown to approximately 5-6% of Walmex revenue — small but growing 20-30% annually. See our **Mexico GDP statistics** for the macroeconomic context behind retail growth.

WALMEX PERFORMANCE TRENDS 2015-2026 Revenue, SSS Growth & E-Commerce — 2015 to 2026* Indexed (2015=100) / % growth · Walmex Annual Reports · *2026 projected ~10%2025 Revenue Growth

E-commerce growing 20-30% annually from small base Sources: Walmex Annual Reports · BMV filings · Walmex earnings calls · *2026 projected

Key Facts

Walmart Mexico 2026 — Key Facts & Numbers

Walmart Mexico — Complete Statistics 2026 Walmex — Key Facts & Numbers 2,900+Total Stores Mexico MX$700B+Annual Revenue 2025 250K+Mexico Employees 25%Modern Retail Market Share 1991Mexico Entry Year WALMEXBMV Stock Ticker

FAQ

Frequently Asked Questions — Walmart in Mexico

2,900+ stores across four formats: Bodega Aurrera (1,900+), Walmart Supercenter (280+), Sam's Club Mexico (165+), and Walmart Express (50+). Walmex opens approximately 100–150 new stores per year, primarily Bodega Aurrera in secondary cities and lower-income neighborhoods.

Approximately **MX$700 billion pesos (~$35B USD)** annually. Walmex is the largest company by revenue on the Mexican Stock Exchange. Revenue has grown at ~7% CAGR in peso terms over the past decade. EBITDA margin ~8.5%, net income margin ~5.2%.

1991 — through a 50-50 joint venture with Mexican retailer Cifra S.A. The first Sam's Club opened in Mexico City in 1991. Full control was acquired in 1997-2000, and Cifra was renamed Walmart de Mexico. Entry three years before NAFTA gave Walmart a first-mover advantage never fully recovered by competitors.

Walmart Mexico's largest format by store count — a **discount supermarket with 1,900+ stores** targeting low and middle-income shoppers. Originally a Mexican chain founded in 1958, acquired by Cifra (Walmart's Mexican partner). Bodega Aurrera is the key vehicle for Walmex expansion into secondary cities and lower-income urban areas with everyday low prices (EDLP).

Yes — **WALMEX on the BMV (Bolsa Mexicana de Valores)**. Walmart Inc. owns ~71% of shares; ~29% trades publicly. One of the most liquid stocks on the BMV with market cap ~$30B+ USD. Consistent dividend payer with annual dividends representing approximately 70-80% of net income. For broader stock market context see our Nasdaq stock market statistics.

Approximately **250,000 direct employees** in Mexico — one of Mexico's largest private sector employers. Including indirect employment (suppliers, logistics, contractors), economic impact exceeds 500,000 jobs. Walmex has been a significant force in Mexico's formal employment sector, offering IMSS social security

benefits and above-minimum-wage pay at most formats.

Data Sources & References

Primary: Walmart de Mexico — Annual Reports

Primary: BMV — WALMEX Stock Profile

Primary: Walmart Inc. — Annual Report (International Segment)

Additional: ANTAD Monthly Sales Index · INEGI Retail Trade Statistics · Euromonitor International Mexico · Soriana / Chedraui annual reports for competitive benchmarking · DOJ FCPA enforcement data

Revenue figures converted to USD at approximate annual average exchange rates. Store counts as of latest quarterly disclosure. Market cap reflects approximate trailing 12-month average. All MXN figures in billions unless stated otherwise. Walmart Mexico Statistics 2026 Walmex Annual Report Bodega Aurrera Statistics Sam's Club Mexico Walmart Mexico Revenue Walmart Mexico Stores Latin America Largest Retailer WALMEX BMV Stock Walmart Mexico History Mexico Retail Market Share

STATISTICS REPORT

Supermarkets in Mexico — Statistics & Facts 2026

Updated Mar 17, 2026 · businesstats.com/supermarkets-in-mexico

$85B+ MODERN RETAIL MARKET	**22,000+** OXXO STORES	**2,900+** WALMART MEXICO STORES
60% MODERN RETAIL SHARE	**7%** ANNUAL GROWTH RATE	**14M** OXXO DAILY CUSTOMERS

Executive Summary

Mexico Supermarket Industry 2026 — A $85B Modern Retail Market with Dual Structure

Mexico's food retail landscape is unique among major emerging economies: a modern retail sector dominated by global and regional chains coexists with an enormous traditional channel of tianguis (open-air markets), mercados municipales, and more than 200,000 abarrotes (small family-run convenience stores). The modern retail sector — led by **Walmart Mexico (Walmex)**, FEMSA's OXXO, Soriana, Chedraui, and La Comer — generates approximately **$85 billion USD annually** and has grown at 6–8% per year in peso terms over the past decade. Modern retail now accounts for approximately 60% of total food retail sales, up from 40% in 2000.

Mexico's retail sector benefits from a growing middle class (approximately 50% of the 130M population), accelerating urbanisation (83% urban), and the nearshoring boom driving income growth in manufacturing states like Nuevo León, Coahuila, and Jalisco. The country's 130 million consumers represent the **second-largest retail market in Latin America** after Brazil. For economic context see our Mexico GDP statistics and **global economy data**.

Mexico's Dual Retail Structure — Modern vs Traditional

Understanding Mexico's retail market requires grasping its fundamentally dual structure. On one side sits the modern retail sector — supermarkets, hypermarkets, convenience stores, and wholesale clubs — with

sophisticated supply chains, barcode scanning, electronic payment systems, and formal employment. On the other sits the vast traditional sector: approximately **200,000 abarrotes** (small family-run grocery stores), **300+ tianguis** (open-air markets operating on fixed days), and **1,200+ mercados municipales** (covered municipal markets). These two worlds coexist and even complement each other — many Mexican households shop at a modern supermarket for packaged goods and bulk purchases while buying fresh produce, tortillas, and prepared food at the local tianguis or mercado.

The balance between modern and traditional retail has shifted dramatically since NAFTA opened Mexico's retail market in 1994. At that time, traditional channels accounted for approximately 70% of food retail. By 2026, modern retail has grown to approximately 60% — but the remaining 40% traditional share is enormous in absolute terms given Mexico's 130 million population. In states like Oaxaca, Chiapas, and Guerrero, traditional retail still accounts for 60-70% of food sales. The structural persistence of traditional retail reflects not just consumer preference but also the economic function of abarrotes as micro-enterprises providing income to millions of lower-income families — a function that would be difficult for modern chains to fully replace.

The ANTAD — Mexico's Retail Industry Association

The **Asociación Nacional de Tiendas de Autoservicio y Departamentales (ANTAD)** is Mexico's retail trade association and the authoritative source for industry statistics. Founded in 1982, ANTAD represents the major supermarket, department store, and specialty chains operating in Mexico. ANTAD publishes monthly same-store sales growth data and annual retail statistics that are closely watched by economists, investors, and the Mexican government. ANTAD membership is a de facto certification of a chain's scale — the monthly ANTAD sales report is to Mexican retail what the US National Retail Federation's data is to American retail. ANTAD members include Walmart, Soriana, Chedraui, La Comer, Liverpool, Palacio de Hierro, and scores of regional chains. ANTAD does not include OXXO (which is classified under FEMSA's convenience store segment) in its main supermarket statistics, meaning true modern retail revenues are even higher than ANTAD figures suggest. For a deep dive into the dominant chain, see our Walmart Mexico statistics.

Mexico's modern supermarket sector has grown dramatically since NAFTA opened the market to foreign retailers in 1994. Walmart entered Mexico in 1991 through a joint venture with Cifra and now dominates with 2,900+ stores. The sector employs approximately 800,000 people directly.

Market Size Chart

Mexico Modern Retail Market Size — 2010 to 2026

The chart below tracks the growth of Mexico's modern retail market in USD billions from 2010 to 2026. Growth has been driven by store expansion (OXXO alone opens 1,000+ new stores per year), rising consumer incomes (minimum wage tripled in peso terms 2018–2024), and format innovation (proximity stores, click-and-collect). The COVID-19 dip in 2020 was sharp but brief — modern retail recovered fully by Q3 2021. The peso depreciation vs USD moderates the USD figures; in peso terms growth has been more consistent at 8–12% annually.

Mexico Modern Retail Market Size Modern Retail Market — USD Billions · 2010 to 2026* USD billions · ANTAD · Euromonitor · *2025-2026 projected $85B2025 Estimate Actual Projected

CAGR ~6.2% USD · 2010–2025 Sources: ANTAD · Euromonitor International · Walmex Annual Reports · INEGI · *2025-2026 projected

Major Chains

Mexico's Major Supermarket & Retail Chains — Complete Statistics 2025

Mexico's modern retail sector is dominated by a mix of one foreign giant (Walmart), three large Mexican chains (Soriana, Chedraui, La Comer), and FEMSA's OXXO convenience network. The sector also includes wholesale clubs (Sam's Club, Costco, City Club), specialty formats (Superama, City Market), and hundreds of regional chains. The **ANTAD** (Asociación Nacional de Tiendas de Autoservicio y Departamentales) represents the major retailers and publishes monthly sales data — the key industry benchmark.

Major Mexico Retail Chains — Key Statistics 2025

Click to sort

CHAIN / GROUP	FORMAT	STORES	REVENUE	OWNER	ORIGIN
OXXO	Convenience	22,000+	~$18B USD	FEMSA	Mexican
Bodega Aurrera	Discount Super	1,900+	Part of Walmex	Walmart	US (Walmex)
Walmart Supercenter	Hypermarket	280+	Part of Walmex	Walmart	US (Walmex)
Soriana	Supermarket/Hyper	820+	~$9B USD	Org. Soriana	Mexican
Chedraui	Supermarket/Hyper	380+	~$6B USD	Grupo Chedraui	Mexican
Sam's Club Mexico	Wholesale Club	165+	Part of Walmex	Walmart	US (Walmex)

La Comer / Fresko	Premium Super	85+	~$2.5B USD	La Comer SAB	Mexican
Costco Mexico	Wholesale Club	42+	~$4B USD	Costco	US
7-Eleven Mexico	Convenience	2,100+	~$2B USD	FEMSA (licensee)	US Brand
City Club	Wholesale Club	45+	~$1.2B USD	Org. Soriana	Mexican

Major Chain Profiles — Soriana, Chedraui, and La Comer

Organización Soriana is Mexico's second-largest supermarket group by revenue with approximately $9 billion USD in annual sales and 820+ stores. Founded in 1905 in Torreón, Coahuila, Soriana is a proudly Mexican family-controlled company (the Martín family remains the controlling shareholder). Soriana operates across multiple formats: Hiper Soriana (hypermarket), Soriana Mercado (supermarket), Soriana Express (convenience), and City Club (wholesale club). Soriana's geographic strength is in northern and central Mexico — it is the dominant retailer in Monterrey and several border cities. The company acquired Comercial Mexicana's supermarket chain in 2015, more than doubling its store count, but has since struggled to fully integrate those stores and has faced margin pressure. Soriana's main strategic challenge is competing with Walmex's price leadership while lacking Walmart's global supply chain advantages.

Grupo Chedraui is Mexico's third major supermarket group with approximately $6 billion USD in Mexican revenue and 380+ stores. Founded in Xalapa, Veracruz in 1927 by Lebanese-Mexican immigrant Lázaro Chedraui, the company remains family-controlled. Chedraui's distinctive geographic strength is in southeastern Mexico — it is the dominant retailer in Veracruz, Oaxaca, Puebla, and the Gulf Coast states. Chedraui made a major international expansion in 2021 by acquiring Smart & Final and El Super in the United States, giving it a significant US Hispanic grocery market presence. The combined US-Mexico Chedraui is now a $9B+ total revenue company. Chedraui's hypermarket format targets middle-income shoppers with a strong fresh department — it consistently receives higher customer satisfaction scores than Walmart for perishables quality.

La Comer (La Comer S.A.B. de C.V.) is Mexico's premium supermarket operator with approximately $2.5 billion USD in revenue and 85+ stores across the La Comer, Fresko, Sumesa, and City Market formats. La Comer targets upper-middle and high-income shoppers in major metropolitan areas — particularly Mexico City, Guadalajara, and Monterrey. The chain is known for its excellent fresh and prepared food departments, imported goods selection, and premium store experience. Despite its small store count relative to Walmart and Soriana, La Comer generates remarkably high revenue per store — approximately $29 million USD per store annually vs approximately $12M for Soriana. La Comer's growth strategy focuses

on organic store expansion in affluent urban neighborhoods rather than the discount and secondary-city expansion pursued by larger chains.

Top Mexico Retailers by Store Count

Market Share

Mexico Modern Retail Market Share — Who Controls the $85B Market

Walmart Mexico (Walmex) commands approximately **25% of Mexico's modern retail market** — an extraordinary concentration considering it operates across four distinct formats (Walmart Supercenter, Bodega Aurrerá, Sam's Club, and Superama). FEMSA's OXXO holds approximately 21% through sheer store density. The remaining market is split among Soriana, Chedraui, La Comer, Costco, and hundreds of regional and specialty chains. Traditional retail (abarrotes, tianguis, mercados) accounts for approximately 40% of total food retail — a declining but still enormous channel serving millions of lower-income Mexicans. See our **global financial markets** for investment context.

MEXICO MODERN RETAIL MARKET SHARE 2025 Mexico Modern Retail — Market Share by Group % of modern retail sales · ANTAD · Euromonitor · company reports · 2025

OXXO — Mexico's most ubiquitous retail brand with 22,000+ stores across all 32 states. OXXO opens more than 3 new stores every single day and serves 14 million customers daily, generating approximately $18 billion USD in annual revenue for parent company FEMSA.

Convenience Stores

OXXO — 22,000+ Stores, 14M Daily Customers, and Mexico's Most Ubiquitous Brand

OXXO, operated by FEMSA (Fomento Económico Mexicano), is not merely a convenience store chain — it is the most visited retail location in Mexico and one of the most remarkable retail growth stories in Latin American history. From approximately 2,000 stores in 1994, OXXO has grown to over **22,000 stores across every Mexican state**, opening an average of **3+ new stores every day** for the past decade. OXXO's revenue of approximately $18B USD makes it larger than Soriana — despite having a much smaller average ticket size. It serves approximately **14 million customer transactions daily** — more than any other retailer in Mexico by transaction volume.

OXXO STORE COUNT GROWTH OXXO — Store Count Growth 2010 to 2025 Number of stores · FEMSA annual reports · 2010–2025 OXXO opens 3+ new stores daily. Source: FEMSA Annual Reports 2010–2025. 22,000+OXXO Stores (2025) 14MDaily Transactions ~$18BAnnual Revenue USD 3+/dayNew Stores Opening 32States with OXXO 1978OXXO Founded

Regional Distribution

Mexico Supermarket Distribution — Where the Stores Are

Mexico's retail density is highly uneven — concentrated in the three largest metropolitan areas (Mexico City, Guadalajara, Monterrey) and the northern border states, with significant underpenetration in southern states like Oaxaca, Chiapas, and Guerrero. The **Mexico City metro area** (22M people) accounts for approximately 25% of total modern retail sales. **Nuevo León** (Monterrey) has the highest retail sales per capita driven by the manufacturing and nearshoring boom. The **northern border states** (Baja California, Sonora, Chihuahua, Nuevo León, Tamaulipas) account for approximately 30% of modern retail despite having only 22% of the population.

RETAIL SALES BY REGION Mexico Modern Retail Sales — Share by Region % of total modern retail sales · ANTAD · INEGI · 2025 Source: ANTAD Regional Statistics 2025 · INEGI Retail Trade Census

The Nearshoring Effect on Northern Mexico Retail

One of the most significant structural trends reshaping Mexican retail geography is the **nearshoring boom** — the large-scale relocation of manufacturing operations from Asia (primarily China) to Mexico to serve the US market under USMCA (United States-Mexico-Canada Agreement). The nearshoring trend, which accelerated dramatically after 2022 due to US-China trade tensions and COVID-era supply chain disruptions, has created hundreds of thousands of new formal-sector manufacturing jobs in northern Mexican states. These workers earn formal wages, have IMSS health coverage, and spend disproportionately in modern retail — creating a retail growth tailwind that is unique to northern Mexico.

Nuevo León (Monterrey) is the epicentre of this trend. The state has attracted over $15 billion in announced manufacturing investments since 2022, including Tesla's Gigafactory in the municipality of Santa Catarina and major expansions by BMW, Kia, and dozens of electronics and aerospace suppliers. Retail sales in Nuevo León have grown at 12-15% annually since 2022 — roughly double the national average. OXXO's store count in Nuevo León exceeds 1,800, and Walmart has prioritised store openings in Monterrey's expanding industrial suburbs. The ripple effects are visible in adjacent states: Coahuila (Saltillo, Piedras

Negras), Baja California (Tijuana, Mexicali), and Tamaulipas (Reynosa, Matamoros) are all experiencing above-average retail growth driven by manufacturing expansion. For Mexico's broader economic context see our **Mexico GDP statistics**.

E-Commerce and Digital Grocery in Mexico

Mexico's e-commerce grocery market is small relative to the total market but growing rapidly. Online grocery sales represented approximately 3-4% of modern retail in 2025 — up from less than 1% in 2019 — and are growing at 15-20% annually. The pandemic was the inflection point: lockdowns forced millions of middle-class Mexican households to try online grocery shopping for the first time. The main players are **Walmart Mexico's e-commerce platform** (the market leader), **Rappi** (Colombian app with strong Mexico presence), **Amazon Fresh** (launched in Mexico 2021), and **Mercado Libre** (via Mercado Libre Fresh). Walmart's e-commerce investment has been substantial — the company now offers same-day delivery from most of its Mexico City stores and has integrated WhatsApp ordering in some markets. The structural constraint on e-commerce growth is Mexico's low credit card penetration (approximately 35% of adults) and relatively limited logistics infrastructure outside major cities. For stock market context on these retail giants see our Nasdaq stock market statistics.

Industry Trends

Mexico Retail Trends — Modern vs Traditional & E-Commerce Growth 2015–2026

The chart below tracks four key Mexico retail trends from 2015 to 2026: modern retail market share growth, traditional retail decline, OXXO store count index, and e-commerce grocery growth. The structural shift from traditional to modern retail accelerated post-COVID — formal supermarkets gained share as consumers valued hygiene and consistent supply chains. E-commerce grocery — led by Walmart Mexico, Rappi, and Amazon Fresh — grew over 200% during COVID and continues growing at 15–20% annually from a small base. The **minimum wage effect** has been significant: Mexico's minimum wage tripled in real terms between 2018–2024, dramatically improving purchasing power for the bottom 40% of earners who now participate more in formal retail.

MEXICO RETAIL TRENDS 2015-2026 Modern Retail Share, E-Commerce & OXXO Growth — 2015 to 2026 % / indexed growth · ANTAD · INEGI · company reports · *2026 projected 60%Modern Retail Share 2025

E-commerce grocery growing 15-20% annually Sources: ANTAD · INEGI · FEMSA Annual Reports · Euromonitor · *2026 projected Key Trend 2026 Nearshoring Boom Driving Retail Growth in Northern Mexico

Mexico's nearshoring phenomenon — companies relocating manufacturing from China to Mexico to serve the US market under USMCA — is transforming retail in northern states. Nuevo León, Coahuila, Baja California, and Jalisco are seeing the fastest retail sales growth in the country, driven by new factory workers earning formal wages. Walmart Mexico has prioritised store expansion in Monterrey, Tijuana, Ciudad Juarez, and Saltillo. OXXO's store count in Nuevo León alone exceeds 1,800 — one store for every 3,000 residents. The multiplier effect of nearshoring on consumer spending is estimated at 2-3x the direct employment impact.

Price Competition and Mexico's Food Inflation Challenge

Mexico's food retail sector has been significantly shaped by food price inflation in recent years. Mexico's food CPI rose approximately 10-12% annually in 2022-2023 — the highest inflation in two decades — driven by global commodity price shocks (wheat, corn, cooking oil), energy cost increases, and peso volatility. For supermarkets, food inflation is a double-edged sword: nominal revenues rise automatically as prices increase, but real volume growth becomes harder to achieve as consumers trade down to cheaper products. The inflation environment has benefited discount formats like Bodega Aurrera and Soriana's discount stores at the expense of premium formats. It has also accelerated the growth of private-label products — Walmart's Great Value brand and Soriana's own private labels gained significant market share as consumers sought lower-cost alternatives to branded goods.

Mexico's government has periodically intervened in food retail pricing. President AMLO's administration (2018-2024) negotiated voluntary price stabilisation agreements with major retailers and CONASAMI (minimum wage commission) dramatically increased the minimum wage — tripling it in real terms between 2018-2024. The minimum wage increase had a complex effect on retail: it increased purchasing power for the bottom 40% of workers (directly benefiting OXXO and Bodega Aurrera, whose customers skew lower-income) while also increasing labour costs for retailers. On balance, the income effect outweighed the cost effect — Mexican supermarket chains broadly benefited from the minimum wage-driven consumer spending boost. The trend is expected to continue under President Claudia Sheinbaum's administration (2024-2030), which has committed to further real minimum wage increases.

Key Facts & Outlook

Mexico Supermarket Industry 2026 — Key Facts & Outlook

Mexico Retail Industry — Key Statistics 2026 Supermarkets in Mexico — Key Facts & Numbers $85B+Modern Retail Market USD 22,000+OXXO Stores 2,900+Walmex Stores (all formats) 60%Modern Retail Share 7%Annual Growth Rate 800K+Direct Retail Jobs

FAQ

Frequently Asked Questions — Supermarkets in Mexico

Mexico's modern retail market (supermarkets, hypermarkets, convenience stores, wholesale clubs) generates approximately **$85 billion USD annually**. Total food retail including traditional channels is $140B+. Modern retail accounts for 60% of food sales, growing at 6-8% annually.

Walmart de Mexico (Walmex) by revenue — approximately $35B USD across 2,900+ stores (Walmart, Bodega Aurrera, Sam's Club, Superama). **OXXO (FEMSA)** by store count — 22,000+ convenience stores. OXXO has more stores than all other modern retailers combined.

OXXO is Mexico's largest convenience store chain operated by FEMSA. **22,000+ stores** in all 32 states, **14 million daily transactions**, ~$18B annual revenue. Opens 3+ new stores daily. Founded 1978 in Monterrey. OXXO also offers financial services (OXXO Pay), making it a critical financial inclusion tool for unbanked Mexicans.

Yes — consistently at **6-8% annually in peso terms**. Key drivers: growing middle class, urbanisation, nearshoring-driven income growth in northern states, minimum wage tripling (2018–2024), and convenience store expansion. E-commerce grocery grows 15-20% annually. 2026 outlook: continued growth with nearshoring tailwind.

Modern retail: supermarkets, hypermarkets, convenience stores, wholesale clubs (ANTAD members) — ~60% of food sales. Traditional: tianguis (street markets), mercados municipales, and 200,000+ abarrotes (family stores) — ~40% of food sales. Traditional remains strong in lower-income households and southern Mexico.

Concentrated in Mexico City metro (25% of sales), Guadalajara, and Monterrey. Northern border states (Nuevo León, Baja California, Sonora, Chihuahua) have highest per-capita retail density. Southern states (Oaxaca, Chiapas, Guerrero) are significantly underpenetrated. Nearshoring is driving rapid expansion in northern manufacturing hubs.

Data Sources & References

Primary: ANTAD — Estadisticas del Sector

Primary: Walmart de Mexico — Investor Relations

Primary: FEMSA — Investor Relations (OXXO Data)

Additional: INEGI Encuesta Mensual sobre Establecimientos Comerciales · Soriana Annual Reports · Chedraui SEC Filings · La Comer SAB Annual Reports · Euromonitor International Mexico Retail Report · Kantar Worldpanel Mexico · Banxico Retail Sales Index

Revenue figures in USD at approximate exchange rates. Store counts as of latest available reporting period (Q4 2025). Market share estimates based on ANTAD sales data and company reports. Traditional retail estimates from INEGI Census of Economic Units. Supermarkets Mexico 2026 Mexico Retail Market OXXO Statistics Walmart Mexico Stores Soriana Statistics Chedraui Statistics Mexico Grocery Market ANTAD Mexico Mexico Consumer Market Mexico Retail Growth

STATISTICS REPORT

Generative AI use and awareness in online shopping 2023-2025

Updated Sep 23, 2026 · businesstats.com/generative-ai-online-shopping

51% USED GEN AI TO SHOP, 2025	**+34%** GROWTH IN A YEAR	**92%** HAVE ENCOUNTERED AI SHOPPING
63% WANT TO SHOP WITH GEN AI	**58%** USE GEN AI OVER SEARCH	**80%** PLAN TO USE IN 2026

Overview

Generative AI goes mainstream in shopping

When ChatGPT launched at the end of 2022, almost no one used generative AI to shop. Three years later it has become a normal part of how people research and buy online. Across large consumer surveys, awareness of generative AI in shopping has become near-universal, and the share of people who actually use it has climbed every year. In 2025, roughly half of consumers said they had used generative AI for at least part of their online shopping, a level of adoption that took the smartphone far longer to reach.

The numbers vary from survey to survey because researchers ask the question in different ways and cover different countries, but the direction is the same everywhere: sharply up. This report draws on several of the largest studies, including the worldwide Statista Consumer Insights survey of about 12,000 people across twelve countries, along with tracking work from Adobe, Capgemini and Capital One Shopping. Read together, they show a clear story of rising awareness, rising use and rising trust between 2023 and 2025. These tools sit on top of the same wider wave covered in our report on generative AI users worldwide, now applied directly to the checkout.

Awareness 2023-2025

Awareness and openness since 2023

The first thing to change was attitude. Even before most people had used generative AI to buy anything, they became aware of it and open to the idea. The chart shows how two measures of that openness moved between 2023 and 2025.

Openness to Generative AI in Shopping, 2023 vs 2025 (percent of consumers)Share open to AI recommendations and using AI instead of search.

Data:

Share of consumers, percent, 2023 and 2025.

Note:

Capgemini Research Institute. Compiled by BusinessStats.Switch to the table for exact figures.

A fast shift in mindset: by 2025 most shoppers were open to AI recommendations, and a majority had swapped search engines for AI tools.

Two changes stand out. Openness to letting generative AI suggest products rose from 63 percent of consumers in 2023 to about three-quarters in 2025, meaning resistance to AI advice has faded quickly. More dramatic still, the share of people who use generative AI tools instead of a traditional search engine to find products more than doubled, from 25 percent in 2023 to 58 percent in 2025. That single shift is reshaping how shoppers begin their journey, moving the starting point away from a search box and toward a conversation with an assistant. Awareness now runs even higher than these figures suggest: around 92 percent of consumers say they have encountered AI in some form while shopping, so the open question is no longer whether people know about it, but how often they choose to use it.

Use Is Climbing

From awareness to everyday use

Attitudes have now turned into habits. The clearest single measure is the share of consumers who say they have actually used generative AI for online shopping, and it is rising fast, as the chart shows.

Consumers Who Used Generative AI for Online Shopping (percent)Reported use rose 34 percent in a single year.

Data:

Share of consumers who used generative AI for online shopping, percent.

Note:

Adobe survey data, via industry reporting. Compiled by BusinessStats.Switch to the table for exact figures.

Half of all shoppers: reported use of generative AI for online shopping climbed from 38 percent in 2024 to 51 percent in 2025.

In 2024, about 38 percent of consumers said they had used generative AI for online shopping. A year later that had risen to 51 percent, an increase of roughly 34 percent in twelve months. To put that pace in context, generative AI is being adopted faster than the personal computer or the early internet were at the same stage after launch, a reflection of how quickly free tools such as ChatGPT reached a mass audience. The momentum has not stopped there: separate tracking found that shopping-related generative AI use grew by another 35 percent between February and November of 2025 alone, and around 80 percent of consumers say they plan to use these tools for shopping in 2026. On current trends, using AI to help shop is on its way to becoming the default rather than the exception.

How Shoppers Use It

What shoppers actually do with generative AI

Awareness and use only matter if people are doing something useful with the technology. In practice, shoppers lean on generative AI across the whole journey, from first idea to final choice. The chart shows the most common ways consumers engage with it.

How Consumers Engage With Generative AI in Shopping, 2025 (percent)Share of consumers reporting each behavior.

Data:

Share of consumers, percent, 2025.

Note:

Capital One Shopping. Compiled by BusinessStats.Switch to the table for exact figures.

From discovery to decision: most shoppers have met AI while browsing, and a majority want it built into how they buy.

The most common uses cluster around finding and choosing products. Nearly everyone, about 92 percent, has encountered AI while shopping, whether as a recommendation, a chatbot or a search result. A clear majority, some 63 percent, actively want to shop with generative AI help, and 58 percent already use it in place of a traditional search engine to find what they need. Around 39 percent have used dedicated AI assistants for shopping tasks, and 36 percent have turned to general tools such as ChatGPT to research a purchase. Beyond these headline uses, shoppers rely on generative AI to compare options side by side, summarize reviews, hunt for discounts and codes, and narrow a long list down to a few strong candidates, tasks that used to mean opening many tabs and reading for hours.

Who Uses It Most

The generation gap in AI shopping

Adoption is not spread evenly. Younger, higher-income shoppers are well ahead, and crucially they are also the most satisfied, which tends to predict where the wider market is heading. The chart shows how the share who say AI improves their shopping experience jumped in a single year.

Say AI Improves Their Shopping Experience, 2024 vs 2025 (percent)Among AI shoppers, by generation.

Data:

Share of AI shoppers who say AI improves their experience, percent.

Note:

Capital One Shopping. Compiled by BusinessStats.Switch to the table for exact figures.

Young and convinced: almost all Gen Z and millennial AI shoppers now say the technology makes shopping better.

Gen Z and millennials are the clear leaders. Around 53 percent of Gen Z and 48 percent of millennials say they have used AI to shop, with higher-income millennials, those earning above the median, adopting at even higher rates. What matters most for the future is satisfaction. Among Gen Z who use AI, the share saying it improves their shopping experience rose from 70 percent in 2024 to 90 percent in 2025, and among millennials it climbed from 79 percent to 95 percent. When the heaviest users are also the happiest, adoption tends to spread outward to older groups over time. Older shoppers remain more cautious, and some are uncomfortable with AI-driven personalization, but the generational pattern points to steadily rising use as younger cohorts make up more of the market.

Trust and Concerns

Trust is rising, but limits remain

For all the enthusiasm, shoppers have not handed everything over to AI. The pattern across surveys is one of growing comfort with advice and research, paired with continued caution about money. Reluctance to let AI handle purchases has fallen sharply: in one US survey the share of people unwilling to let AI handle transactions dropped from about 66 percent early in 2025 to around 32 percent later in the year, a striking swing in a matter of months.

Yet a firm limit remains around payments and personal data. Roughly 30 percent of consumers say they would never let AI handle their shopping or access their payment information, and satisfaction with the technology is not universal, having dipped in some 2024 surveys even as use rose. Shoppers also tell researchers they check AI results carefully, with many verifying recommendations before buying. The takeaway for retailers is that trust must be earned step by step: people are happy to let AI help them decide, but they still want to stay in control of the final click and their financial details.

How Retailers Respond

Retailers race to keep up

On the business side, the response has been rapid and near-universal. Retailers know that if shoppers begin their journeys inside an AI assistant, being visible and useful there is essential. The chart shows how far retailer adoption of AI has already gone.

Retailer Adoption of AI, 2025 (percent of retailers)Most are using AI; few have fully scaled it.

Data:

Share of retailers, percent, 2025.

Note:

Envive, citing industry research. Compiled by BusinessStats.Switch to the table for exact figures.

Widely adopted, rarely mastered: most retailers use AI, but only a small share have scaled it across the business.

Around 89 percent of retailers are now using or assessing AI, and roughly 80 percent have built it into day-to-day operations, from product recommendations to customer service and pricing. The gap is in maturity:

about 62 percent remain stuck in experimentation, and only around 7 percent say they have fully scaled AI across the business, which means early movers still hold an advantage. The payoff can be large. Amazon attributes about 35 percent of its revenue to AI-driven product recommendations, and its shopping assistant Rufus, alongside rivals such as Walmart Sparky and Alibaba Wenwen, has pushed conversational shopping into the mainstream. Retailers are also rewriting product data so their items surface well inside large language models, a new form of search optimization aimed at AI rather than at Google. The competitive backdrop, and who is winning it, is set out in our ranking of the top online stores worldwide by net sales.

Outlook

Where AI shopping goes next

Every indicator points the same way. With about 80 percent of consumers planning to use generative AI to shop in 2026, referral traffic from AI tools to retail sites growing explosively, and satisfaction rising among the heaviest users, the technology is set to move from a helpful add-on to a core part of the buying process. Analysts increasingly describe a shift toward zero-click shopping, where an assistant researches, compares and even completes a purchase on the shoppers behalf, collapsing several steps into one conversation.

The commercial stakes are growing to match. The generative AI in e-commerce market is forecast to expand from roughly $1 billion in 2025 to nearly $4 billion by 2035 as retailers invest in assistants, personalization and AI-ready product data. That is still small next to the trillions spent online each year, but it sits at the point where every purchase now begins. For a sense of that larger prize, see our overview of e-commerce worldwide statistics and facts and the wider revenue of the e-commerce industry worldwide. The clear message from 2023 to 2025 is that consumer awareness and use of generative AI in shopping have crossed from early adoption into the mainstream, and the pace shows no sign of slowing.

Key Facts

Gen AI shopping in numbers

A handful of figures capture how far and how fast consumer awareness and use of generative AI in online shopping moved between 2023 and 2025.

51%Used Gen AI to shop, 2025Up from 38 percent in 2024.58%Use Gen AI over searchWas 25 percent in 2023.92%Encountered AI shoppingAwareness is near-universal.80%Plan to use in 2026Momentum keeps

building.

Together they mark the moment generative AI became a standard shopping tool rather than a novelty.

FAQ

Frequently Asked Questions

About 51 percent of consumers reported using generative AI for online shopping in 2025, up from 38 percent in 2024, a rise of roughly 34 percent in a single year. Surveys suggest around 80 percent plan to use it for shopping in 2026.

Awareness is now very high. Around 92 percent of consumers say they have encountered AI while shopping online, and most are familiar with tools such as ChatGPT and retailer assistants. Awareness has climbed steadily since 2023, when the technology was still new.

Shoppers use generative AI mainly to research products, compare options, get recommendations and find deals. About 58 percent now use Gen AI tools instead of traditional search engines to find products, up from 25 percent in 2023.

Younger shoppers lead. Around 53 percent of Gen Z and 48 percent of millennials say they have used AI to shop, with higher-income millennials the most active adopters. The vast majority of young users say AI improves their shopping experience.

Trust is rising but not complete. Reluctance to let AI handle purchases has fallen sharply, and most users say AI improves their experience, but around 30 percent still say they would never let AI handle payments or access their financial information.

Yes, sharply. The share of consumers replacing traditional search with Gen AI rose from 25 percent in 2023 to 58 percent in 2025, openness to AI recommendations rose from 63 percent to about 75 percent, and reported use for shopping climbed from 38 percent in 2024 to 51 percent in 2025.

ChatGPT is the most widely used, followed by tools such as Gemini, Copilot and Perplexity. Retailers have also built their own assistants, including Amazon Rufus, Walmart Sparky and Alibaba Wenwen, which shoppers use directly on store sites.

Most are moving fast. Around 89 percent of retailers are using or assessing AI and 80 percent have integrated it into operations, though only a small share have fully scaled it. Amazon attributes about 35 percent of its revenue to AI-driven product recommendations.

Growth is expected to continue quickly. Roughly 80 percent of consumers plan to use generative AI to shop in 2026, referral traffic from AI tools is surging, and the generative AI in e-commerce market is forecast to grow from about $1 billion in 2025 to nearly $4 billion by 2035.

Sources

Statista Consumer Insights - consumer awareness and use of generative AI in online shopping.

Capgemini Research Institute - openness to and use of Gen AI in shopping, 2023 to 2025.

Capital One Shopping - AI shopping adoption, engagement and demographics.

Adobe - use of generative AI for online shopping and AI referral traffic.

Figures are the share of consumers or retailers surveyed and are drawn from several studies with different samples, definitions and countries, so numbers vary between sources. Each chart names its source. Use figures reflect 2024 and 2025 surveys; awareness and behavior figures span 2023 to 2025; market forecast figures are estimates. All data compiled by BusinessStats.

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