

RESEARCH · Q3 2026

The State of Amazon Wholesale Q3 2026

By Oleg Kuzmenkov, Founder and CEO, Seller Assistant

What the supplier price lists of 782 verified wholesale sellers show about prices, margins, competition and Amazon. Amazon.com (US marketplace), July 2025 – August 2026.

This report uses 13.5 million supplier lines that 782 verified wholesale sellers uploaded and scanned. We publish it free, from anonymized Seller Assistant data. Wholesale sellers can use it to compare how they source products with the market.

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Read it online, with the interactive charts: www.sellerassistant.app/research/state-of-wholesale

Why we publish this report

Wholesale sellers decide what to buy from their own experience, from forum posts and from a small number of supplier lists. Seller Assistant analyzes millions of supplier price lines. Because of this, we can show the full market: how many lines become leads, how frequently suppliers increase prices, and where Amazon competes.

We publish this report free of charge. You can use it to compare your numbers with the market. We did not use a survey, and the report shows no data about one seller. It shows only aggregated patterns.

Oleg Kuzmenkov, Founder and CEO

THE NUMBERS

40.8

leads per 1,000 supplier lines

+29%

more leads with a 10% discount

65.5%

of supplier price changes are increases

49.3%

of measurable listings locked by one seller

63.2%

of this year's items are new

IF YOU READ NOTHING ELSE

Prices changed on 3 out of 4 products this year, and slightly more prices increased than decreased. On the products that you already sell, the margin of the median product changed little, and the average decreased by about 0.7 points. Four in ten supplier quotes stayed the same to the cent. When a supplier did change a price, **about 2 out of 3 times it was an increase, and the usual increase was about +10%.** Amazon's share of the sale price did not increase after two fee increases, and Amazon left thousands of listings that it held before.

Out of every **1,000 lines that you upload** from supplier price lists, only **about 41 are real leads**. A lead has an Amazon listing that you can check, and it gives 20% ROI or more. The Amazon listing also sells at least 5 units a month (estimated), and Amazon does not have the Buy Box. (Home & Kitchen: about 43 leads per 1,000 lines that find an Amazon match, against 55 for all categories on that basis.) Because leads are few, the supplier cost has a large effect on them. **A 10% volume discount gives you about 29% more leads (40.8 → 52.7 per 1,000 lines). A usual +10% increase removes about 24% of them (40.8 → 31.2).** Select the right lines first. Then negotiate the cost.

THE LEAD FUNNEL

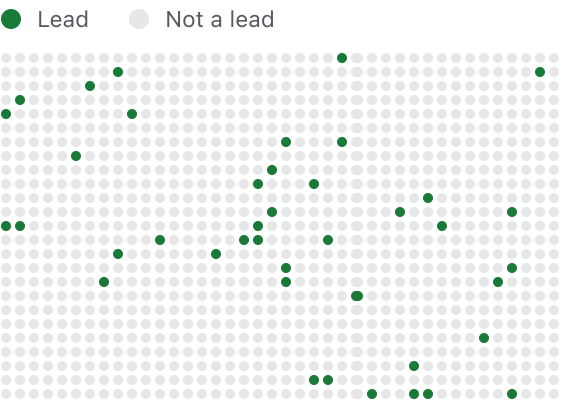
What is in 1,000 supplier lines

How many of 1,000 supplier lines are real leads?

41 of 1,000

supplier lines are real leads.

1,000 lines from supplier price lists



One supplier line can match many Amazon listings (a single item, a 2-pack, a 6-pack). The line is a lead if one of these listings is a lead.

A lead is a line that you can check on Amazon. It gives 20% to 200% ROI, the Amazon listing sells 5+ units a month (estimated), and Amazon is not on the Buy Box. This is the sales of the whole listing. We do not divide it between the competing sellers, so your own share is smaller. Based on 4,633,093 supplier lines (2,231,051 with a supplier cost and a Buy Box price). Not shown: Books, CDs & Vinyl, Everything Else (there is no sales estimate, so we cannot count the leads); Appliances, Movies & TV, Music, Cell Phones & Accessories, Computers & Accessories, Handmade Products (too few lines to publish).

1,000	Supplier lines uploaded
748	Found on Amazon
482	Have a supplier cost and a Buy Box price
363	Can be checked (fees are known, not a multipack or a set)
153	Give a profit (ROI up to 200%)
100	Give 20% ROI or more
50	The Amazon listing sells 5+ a month
41	Amazon is not on the Buy Box: a lead

THE SCOREBOARD

The eleven questions at a glance

How many of 1,000 supplier lines are real leads?



About 41. This is about 8 or 9 of every 100 lines that have a supplier cost and a Buy Box price. Home & Kitchen: 43 per 1,000 matched lines (all categories: 55).

Compare supplier lists by their leads per 1,000 lines.

How did Amazon selling prices change?

↗ Up

Most of them moved. 42% of products increased by more than 2%, 33% decreased, and about a quarter stayed the same.

Check your prices again.

Did margins decrease?

— Flat

Yes, but only a little. For the median repeat product, the margin decreased by less than a tenth of a point. On average, it decreased by about 0.7 points.

Record the margin that you made on each sale.

Do suppliers charge more than a year ago?

↗ Up

Yes, usually. 2 of 3 price changes are increases. The usual increase is about +10%.

Check your leads again before each reorder. A usual increase removes about a quarter of them.

Is it worth the effort to negotiate with suppliers?

✦ New

Yes. A 10% volume discount gives you about 29% more leads (40.8 → 52.7 per 1,000 lines). A usual +10% increase removes about 24% of them (40.8 → 31.2).

Negotiate volume discounts. Challenge each price increase.

Did Amazon's 2026 fee increases take more of the sale price?

— Flat

No. For the median product, Amazon's share of the sale price did not increase.

Plan for Amazon to keep about 40% of the sale price.

How many sellers compete for a listing?

— Flat

Few. The median listing has 3 offers, and the number of sellers did not increase. But one seller locks about half of the listings that we can measure.

Before you buy, find which seller wins the Buy Box.

Does Amazon compete with you more than a year ago?

↗ Better

No, a little less. Amazon left about 1 in 80 repeat listings (net).

If you rejected a product because Amazon sold on it, scan it again.

Do products sell more slowly than a year ago?

 Slightly down

Yes, a little, in most categories. Estimated sales decreased by about 2%.

Base each order on the current sales of the product.

Is last year's catalog still useful?

 New

Mostly not. 63% of the items this year are new.

Scan new catalogs immediately when they arrive.

How many products in supplier price lists have an IP risk?

 New

About 3 in 10. Their brand has a complaint history in the shared complaint pool.

Check the brand before you order.

New: this is the first measurement, so there is no earlier value to compare.

How many of 1,000 supplier lines are real leads?

About 41. Most lines are removed early. They have no Amazon match, they cannot be checked, or they give no profit. After the ROI checks, the sales check removes the most lines: half of the lines with 20% ROI or more sell fewer than 5 units a month.

40.8

leads per 1,000 supplier lines

748

of 1,000 supplier lines find an Amazon match

125.1

leads per 1,000 matched lines in Beauty & Personal Care, the most of any category

About 41 of every 1,000 lines that you upload from a supplier's price list are real leads. A **line** is one row of the price list of the supplier, with one UPC. A **lead** is a line that you would buy, and it passes four checks. First, it has an Amazon listing that you can check: the Amazon fees are known, and it is not an Amazon multipack listing. Also, the Amazon title does not look like a set.

Second, the listing gives at least **20% ROI** on the Buy Box price after the Amazon fees, but not more than **200%**. (An ROI that high is almost always a pack-size or price error.) Third, the Amazon listing **sells at least 5 units a month** (estimated). This is the sales of the whole listing. We do not divide it between the competing sellers, so your own share is smaller. Fourth, **Amazon does not hold the Buy Box**.

One supplier line often matches several Amazon listings (a single, a 2-pack, a 6-pack). Because of this, 1,000 lines become about 1,300 listings after the match step. A line counts as a lead if **any one** of its listings is a lead.

Of 1,000 lines: **748 find an Amazon match**, 482 have a supplier cost and a Buy Box price, and **363 are checkable**. Of these, 153 are profitable, 100 have 20% ROI or more, 50 of those also pass the sales check, and **41 are leads**. That is about 8.5 of every 100 lines with a cost and a Buy Box price.

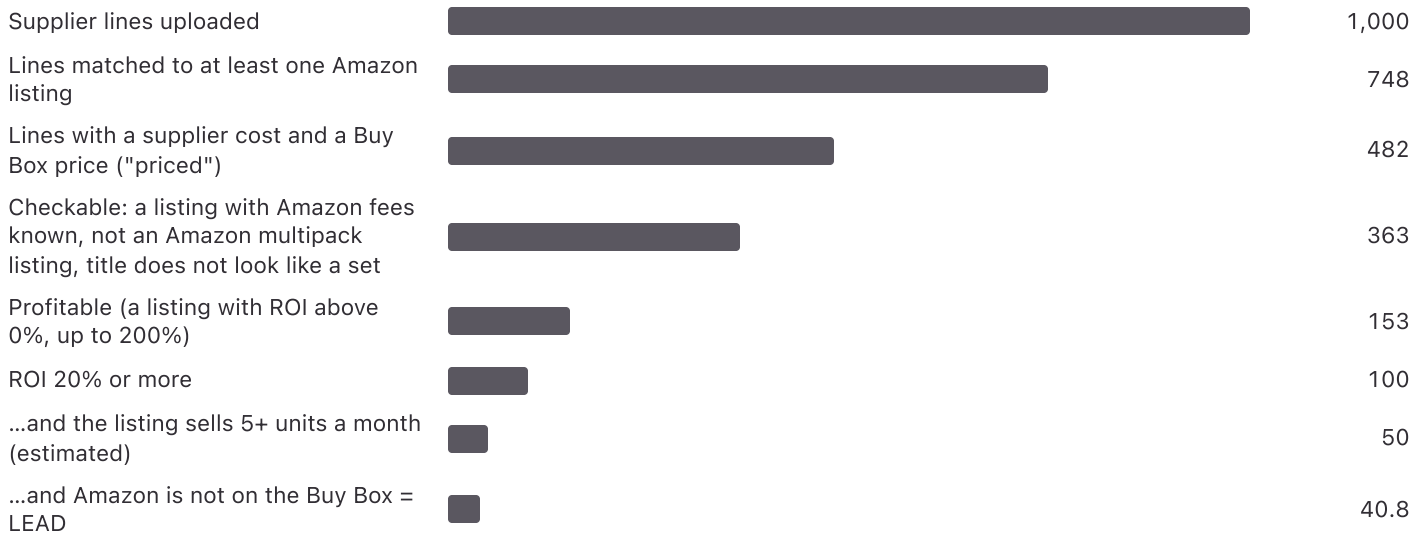
Home & Kitchen is below average: about 43 leads per 1,000 matched lines, against 55 for all categories. The median Home & Kitchen seller has 47. Home & Kitchen also has one of the highest rates of implausible ROI in the large categories. **About 53 of every 1,000 matched Home & Kitchen lines show an ROI above 200% on each listing that we can check.** This is almost twice the overall rate (29), and these lines have pack-size and price errors.

For lines with 20% ROI or more, the **sales** check removes the most lines. Half of these lines have no listing that sells 5 units a month. The exact sales limit has a small effect: 1 a month gives 48 leads per 1,000 lines, and 10 a month gives 39.

The shelf-margin table below answers an easier question. It shows the share of checkable, plausible items with any positive margin (47% in Home & Kitchen), without regard to sales or the Buy Box. It is not a lead count. In each category, the difference between the best and the worst sellers is much larger than the difference between categories. How you select products is more important than which category you select.

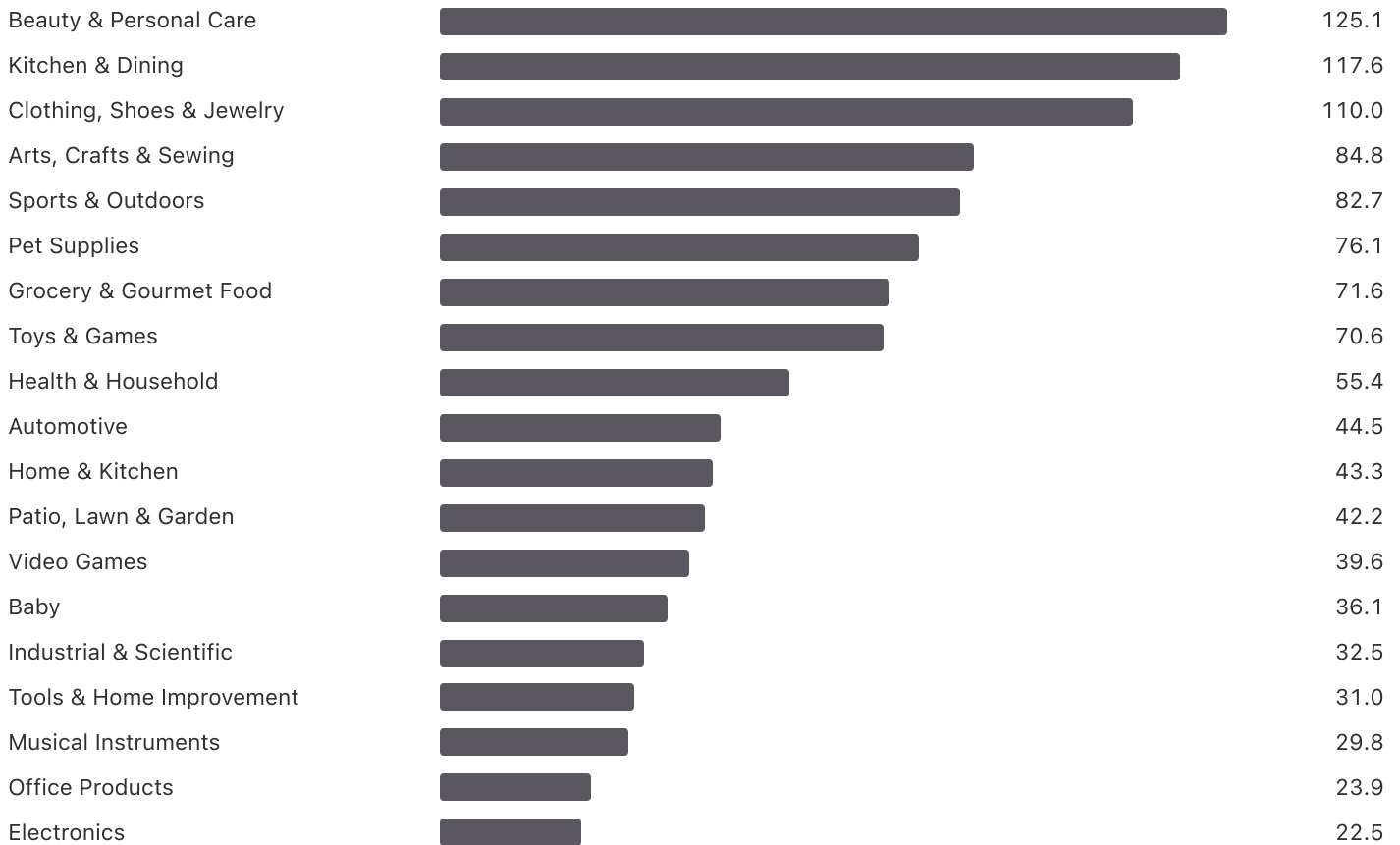
THE DATA

The lead funnel: the supplier lines that remain after each check, of 1,000



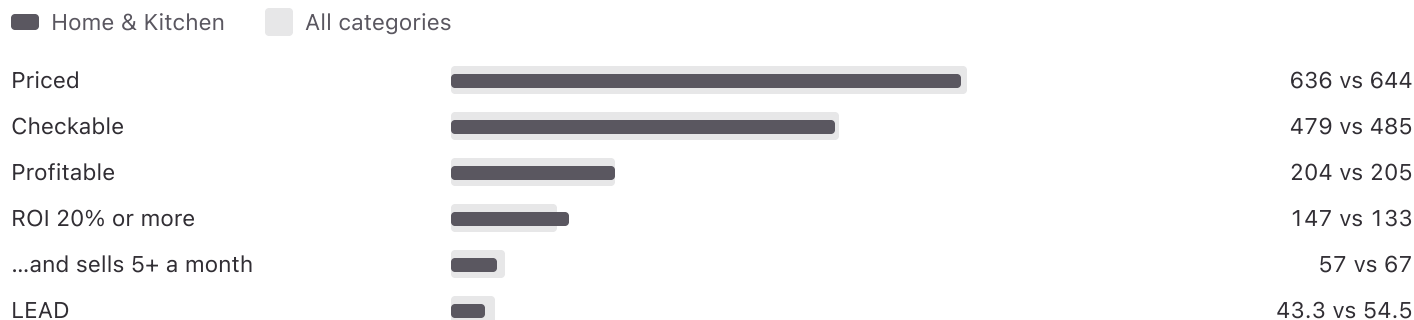
Source: [Seller Assistant, The State of Amazon Wholesale, Q3 2026](#)

Leads per 1,000 matched supplier lines, by category



Source: [Seller Assistant, The State of Amazon Wholesale, Q3 2026](#)

Home & Kitchen vs all categories, per 1,000 matched lines



Source: [Seller Assistant](#), [The State of Amazon Wholesale](#), Q3 2026

The lead funnel: the result for 1,000 supplier lines that you upload. Each step keeps only the lines that passed the step above it. The expansion row is different: it counts the Amazon listings that those lines become.

Per 1,000 supplier lines uploaded	Recurring scanners (headline)	All verified sellers (scope check)
Supplier lines uploaded	1,000	1,000
Amazon listings after matching: one supplier line often matches several Amazon listings (a single, a 2-pack, a 6-pack); a line with no match counts once	1,301	1,323
Lines matched to at least one Amazon listing	748 (1.40 listings each)	697 (1.46 listings each)
Lines with a supplier cost and a Buy Box price ("priced")	482	440
Checkable: a listing with Amazon fees known, not an Amazon multipack listing, title does not look like a set	363	324
Set aside: checkable, but every checkable listing shows ROI above 200% (likely pack or price error)	22	14
Profitable (a listing with ROI above 0%, up to 200%)	153	124
ROI 20% or more	100	80
...and the listing sells 5+ units a month (estimated)	50	43
...and Amazon is not on the Buy Box = LEAD	40.8	33.9
Leads per 100 priced lines	8.5	7.7
Median seller (leads per 1,000 lines)	39.0	n/a
Supplier lines / sellers	4.6M / 100	13.5M / 782

Method note: a supplier line = one row of an uploaded price list, with its UPC/EAN. If the same seller uploads a line again in the same quarter, it counts once. Lines with no Amazon match stay in the denominator. A line passes a step if **any** of its Amazon listings passes it. Headline = the recurring sellers (the 100 of the 108 that have lines in the period). The right column shows the funnel again for all 782 verified sellers with lines. ROI = (Buy Box price – supplier cost – referral fee – FBA fee) / supplier cost, per listing. It uses Amazon costs only, before prep and freight. "Sells" uses the analyzer estimate of the monthly units of the whole listing. Sales-limit sensitivity: 1 a month → 48.2 leads per 1,000 lines, 5 → 40.8, 10 → 38.6. Uncategorized, Books, CDs & Vinyl and Everything Else lines (about 14% of lines) have no sales estimate. The estimate is

zero on almost all of them. Because of this data gap, those groups show almost no leads. If you remove them, the headline is 47.3 leads per 1,000 lines (9.6 per 100 priced lines). Cross-check: the upload counters of the lists give a sum of 7.51M lines for these sellers. The 7.13M analyzed rows become 4.63M lines when a UPC that a seller repeats in a quarter counts once. We do not include 316,187 rows that the analyzer did not process.

Home & Kitchen against all categories, per 1,000 lines that found an Amazon match. A line with no match has no category. The category funnels start at the matched step.

Per 1,000 matched lines	All categories	Home & Kitchen
Matched lines	1,000 (1.40 listings each)	1,000 (1.29 listings each)
Priced	644	636
Checkable	485	479
Set aside: ROI above 200% on every checkable listing	29	53
Profitable	205	204
ROI 20% or more	133	147
...and sells 5+ a month	67	57
LEAD	54.5	43.3
Leads per 100 priced lines	8.5	6.8
Median seller (per 1,000 matched lines)	n/a	47.0
Matched lines / sellers	3.46M / 100	110,476 / 89

Method note: the category of a line is the category of its best listing, which is the listing that passes the most funnel steps. Home & Kitchen passes the ROI limit more often than average. But it loses more lines to the 200% error flag and to the sales check.

Leads by category. Per 1,000 matched lines, sorted by the number of matched lines.

Category	Sellers	Matched lines	Listings per line	Checkable (per 1,000)	Leads per 1,000 matched lines	Leads per 100 priced lines	Median seller (per 1,000)
Grocery & Gourmet Food	87	399,116	1.62	365	71.6	11.3	64.4
Beauty & Personal Care	92	276,663	1.53	562	125.1	17.7	92.8
Tools & Home Improvement	91	264,804	1.63	635	31.0	3.9	45.3
Pet Supplies	85	249,435	1.36	519	76.1	11.4	51.2
Toys & Games	89	223,466	1.09	692	70.6	9.3	61.3
Sports & Outdoors	93	187,660	1.12	662	82.7	11.3	52.0
Arts, Crafts & Sewing	85	183,323	1.25	625	84.8	11.6	46.1

Category	Sellers	Matched lines	Listings per line	Checkable (per 1,000)	Leads per 1,000 matched lines	Leads per 100 priced lines	Median seller (per 1,000)
Health & Household	92	181,803	1.74	435	55.4	7.8	65.6
Patio, Lawn & Garden	94	172,059	1.34	558	42.2	6.2	51.4
Industrial & Scientific	93	129,836	1.78	543	32.5	4.1	52.6
Home & Kitchen	89	110,476	1.29	479	43.3	6.8	47.0
Office Products	88	107,538	1.66	385	23.9	4.5	43.1
Kitchen & Dining	89	75,798	1.24	508	117.6	18.4	150.9
Automotive	87	67,682	1.32	582	44.5	6.1	68.1
Clothing, Shoes & Jewelry	91	65,731	1.07	608	110.0	16.2	73.0
Electronics	81	36,926	1.16	539	22.5	3.5	14.9
Musical Instruments	71	28,413	1.08	568	29.8	4.3	36.1
Baby	83	22,140	1.23	291	36.1	7.8	37.4
Books	71	21,203	1.14	755	n/a	n/a	n/a
Video Games	62	17,638	1.04	707	39.6	5.4	37.0

Method note: recurring sellers, one line per seller × UPC × quarter. "Median seller" = the median of the leads per 1,000 matched lines of each seller, for sellers with ≥50 lines in the category (5+ sellers). Pooled rates give more weight to the largest sellers. In Beauty, the pooled 125 is much higher than the 93 of the median seller. In Tools, the median seller (45) is higher than the pooled rate (31). Books is n/a because it has no sales estimate (the estimate is zero on almost all Books lines). So we cannot measure the "sells" step there. Grocery and Health lose the most lines at the checkable step (365 and 435 per 1,000 matched lines, against 485 overall). Most of these lines are Amazon multipack listings (see the note at the end of this section). The table does not show Appliances, Movies & TV, Music, Cell Phones & Accessories, Computers & Accessories and Handmade Products (too few lines to publish). It also does not show CDs & Vinyl and Everything Else (no sales estimate).

Shelf margin and hit rates (secondary). Hit rates = the share of analyzed items that pass each limit on the seller's own settings, for the median seller. "Shelf margin" = (Buy Box price – product cost – referral fee – FBA fee) / price. The column shows the median item of the median seller. There is one observation per seller × product × quarter. No row comes from fewer than 5 sellers.

Category	Sellers	Items analyzed	Break-even hit rate	Investable (ROI ≥ 20%)	Median shelf margin	Break-even p25–p75
Tools & Home Improvement	51	201,153	49.1%	30.1%	+2.0%	26.8% – 59.2%
Grocery & Gourmet Food	53	191,366	39.0%	27.3%	–3.7%	24.4% – 53.3%
Beauty & Personal Care	61	184,859	46.4%	27.3%	+0.4%	35.7% – 63.7%
Toys & Games	49	173,424	38.2%	24.0%	–5.7%	20.1% – 62.7%

Category	Sellers	Items analyzed	Break-even hit rate	Investable (ROI ≥ 20%)	Median shelf margin	Break-even p25–p75
Pet Supplies	50	158,314	37.1%	22.9%	–8.0%	22.3% – 49.5%
Sports & Outdoors	54	134,925	50.8%	31.9%	0.0%	34.5% – 71.6%
Arts, Crafts & Sewing	35	124,258	55.3%	33.6%	+3.3%	37.1% – 68.5%
Patio, Lawn & Garden	47	99,960	41.9%	23.9%	–2.4%	22.7% – 55.8%
Health & Household	64	97,677	38.9%	21.1%	–3.9%	25.3% – 56.6%
Industrial & Scientific	43	78,623	50.5%	33.3%	+2.0%	31.5% – 56.6%
Home & Kitchen	48	55,953	48.5%	33.6%	+0.2%	32.4% – 65.7%
Office Products	38	50,577	48.0%	33.1%	+0.3%	27.9% – 61.3%
Kitchen & Dining	53	42,092	52.3%	32.1%	+3.2%	37.3% – 70.4%
Clothing, Shoes & Jewelry	51	41,313	60.3%	37.1%	+7.1%	41.2% – 77.8%
Automotive	40	38,084	49.4%	32.0%	+5.2%	30.4% – 69.7%
Electronics	26	20,257	43.9%	23.5%	–2.4%	31.6% – 63.9%
Musical Instruments	18	17,648	61.3%	34.2%	+6.3%	43.6% – 81.8%
Books	16	15,462	21.2%	9.3%	–15.6%	5.5% – 28.5%
Video Games	8	14,286	20.8%	10.0%	–8.1%	16.3% – 24.3%
Baby	35	7,091	24.6%	13.9%	–12.1%	17.3% – 49.6%
Computers & Accessories	5	5,366	16.9%	3.5%	–22.9%	6.9% – 17.5%
Cell Phones & Accessories	7	1,209	47.2%	18.0%	–1.7%	24.6% – 63.2%
Music	5	845	27.0%	21.7%	–20.4%	0.0% – 31.0%

Method note: the source is the **108 recurring sellers** (≥3 real price lists over ≥30 days). A seller counts in a category when the seller has ≥50 items there, and the Sellers column counts these sellers. Plausibility filters apply: we remove items with an ROI above 200% or an Amazon title that looks like a set. These are almost always pack or price errors. A supplier case quantity does not remove an item now (see the note below), so this table has more items than the last edition. We calculate the median shelf margin item-first (the median item of each seller, then the median seller). A small group of items with extreme losses (~5% are below –100%) cannot change the value much. Of the 1.56M priced items in this table, 43.8% have a positive shelf margin (Home & Kitchen 46.6%), and the median item is at –4.3%. Shelf margin is before prep, freight and tax. The p25–p75 column shows the range of results for sellers in the same category.

Data volume in the report, by quarter (all verified lists, with a limit per seller):

Quarter	Active sellers	Lines uploaded	Items analyzed
2025-Q3	175	2,488,014	2,469,843
2025-Q4	145	2,145,816	1,992,112

Quarter	Active sellers	Lines uploaded	Items analyzed
2026-Q1	206	3,613,420	3,552,005
2026-Q2	282	4,161,758	3,073,630
2026-Q3 (partial)	150	1,637,452	1,884,959

Method note: this table counts the values from the lists (analyzer upload counters) before we combine repeated supplier lines. Amazon multipack listings (Amazon pack quantity above 1; about 19% of analyzed rows; 25% in Grocery, 24% in Beauty, 23% in Health) are not checkable. The unit cost and the pack price are for different units, so these listings are never leads and are not in the shelf-margin table. **New this edition:** we keep supplier lines with a case quantity above 1, which shows how the supplier sells (by the carton, minimum order). The quoted cost is per unit and the ROI spread and profit rate equal those of single units, so the old exclusion removed real leads. The category tables do not include uncategorized supplier lines (about 18% of matched lines).

WHAT IT MEANS

Expect about 41 real leads per 1,000 supplier lines that you upload. This is about 8 or 9 of every 100 lines with a supplier cost and a Buy Box price. Leads are few, and the supplier cost has a large effect on them. A 10% volume discount gives you about 29% more leads (40.8 → 52.7 per 1,000 lines; see section 3).

Compare supplier lists by their leads per 1,000 lines.

About 40 leads per 1,000 uploaded lines is usual. If a list gives much fewer leads, examine the supplier first.

Count leads per supplier line.

One UPC often matches the single, a 2-pack and a 6-pack on Amazon. You need one good listing per supplier line. The pack listings rarely match the unit that your supplier quoted.

Check sales before ROI.

Half of the lines with 20% ROI or more have no listing that sells 5 units a month. Filter on sales first.

Until you check it, consider each ROI above 200% a data error.

Possible causes: case price against unit price, pack size, or an incorrect match. In Home & Kitchen, this occurs on about 53 of every 1,000 matched lines.

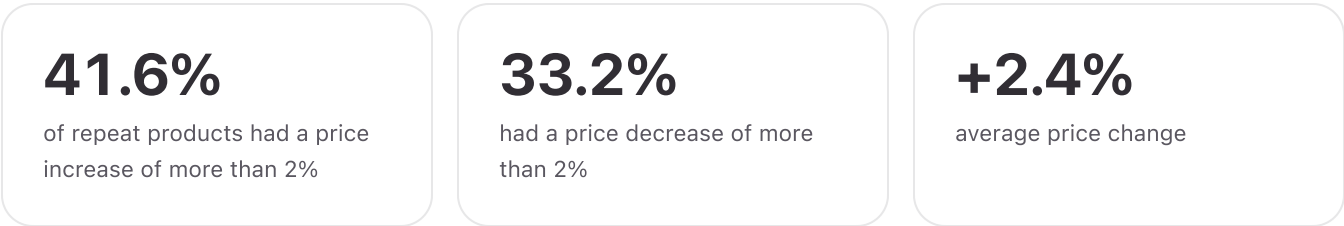
Before you reject a list, ask the supplier for a volume discount.

A 10% decrease in cost gives about 29% more leads.

Do not change categories because of the tables below. The difference in your category is larger than the difference between categories.

How did Amazon selling prices change?

Most of them moved. 42% of products increased by more than 2%, 33% decreased, and about a quarter stayed the same. Expect prices to change.



Most of them moved. Three out of four products changed price this year, and slightly more prices increased than decreased. The price in this section is the Buy Box price: the price that a shopper pays on Amazon, whoever wins the Buy Box. It is not the supplier cost (section 3), and it is not the sold price. We compare the average Buy Box price of the same repeat products in the two periods.

The median price change is about 0% because the increases and the decreases cancel. The spread shows what occurred: 42% of products had a price increase (>2%), 33% had a decrease, and only a quarter did not change. Nearly 4 in 10 changed by more than 10%. On average, the price of a product increased by about +2.4%.

THE DATA

Price changes on repeat products, H2-2025 → 2026



Source: [Seller Assistant, The State of Amazon Wholesale, Q3 2026](#)

Same-product comparison: sellers in our data scanned the same 504,282 products in H2-2025 and in 2026. So a different catalog mix cannot cause a false result:

Price movement (H2-2025 → 2026)	Share of repeat products
Repriced up more than 2%	41.6%
Repriced down more than 2%	33.2%
Stayed within ±2%	25.2%
Moved up more than 10%	23.1%
Moved down more than 10%	16.0%

Average price change	+2.4%
Median price change	0.0%

Method note: the price is the Amazon Buy Box price. This is the price that a shopper pays on Amazon, whoever wins the Buy Box. It is not the supplier cost and not the sold price. For each repeat product, we calculate the average Buy Box price over its scans in each period. The average change does not include 5,356 pairs (1.1%) with a price change of more than ±100%. Most of these are listing errors that would otherwise control the number alone. In every published category, 35–48% of products had a price increase and 26–42% had a decrease. Toys & Games has the most price changes (47.5% increased / 34.8% decreased). Health & Household is the most stable (32.7% unchanged).

WHAT IT MEANS

Prices changed all year, so a price that you set once is soon out of date. Check the prices of your products regularly.

Check your prices regularly.

3 out of 4 products changed price this year.

When you calculate future margins, include price changes. 4 in 10 products will change by a double-digit percentage in a year.

Do suppliers charge more than a year ago?

Yes, usually. 2 of 3 price changes are increases, and the usual increase is about +10%.

Margins changed only a little: –0.08 points for the median product and –0.7 points on average. Where supplier costs increased most, margins decreased by up to 6.1 points (Home & Kitchen).

65.5%

of supplier price changes are increases

+10.4%

usual supplier increase

–0.08

points, the median change in margin

Yes, usually. When a supplier changed a price, about 2 out of 3 changes were increases, with a median of about +10% (median decrease: –10%).

We compared the same seller who bought the same product one year apart. **Four in ten quotes were identical to the cent.** Many of those are price lists that someone uploaded again. They do not show new supplier prices, and they hold the median cost change at 0.0%. Across all repeat pairs, supplier costs increased by about **+1.7% on average**.

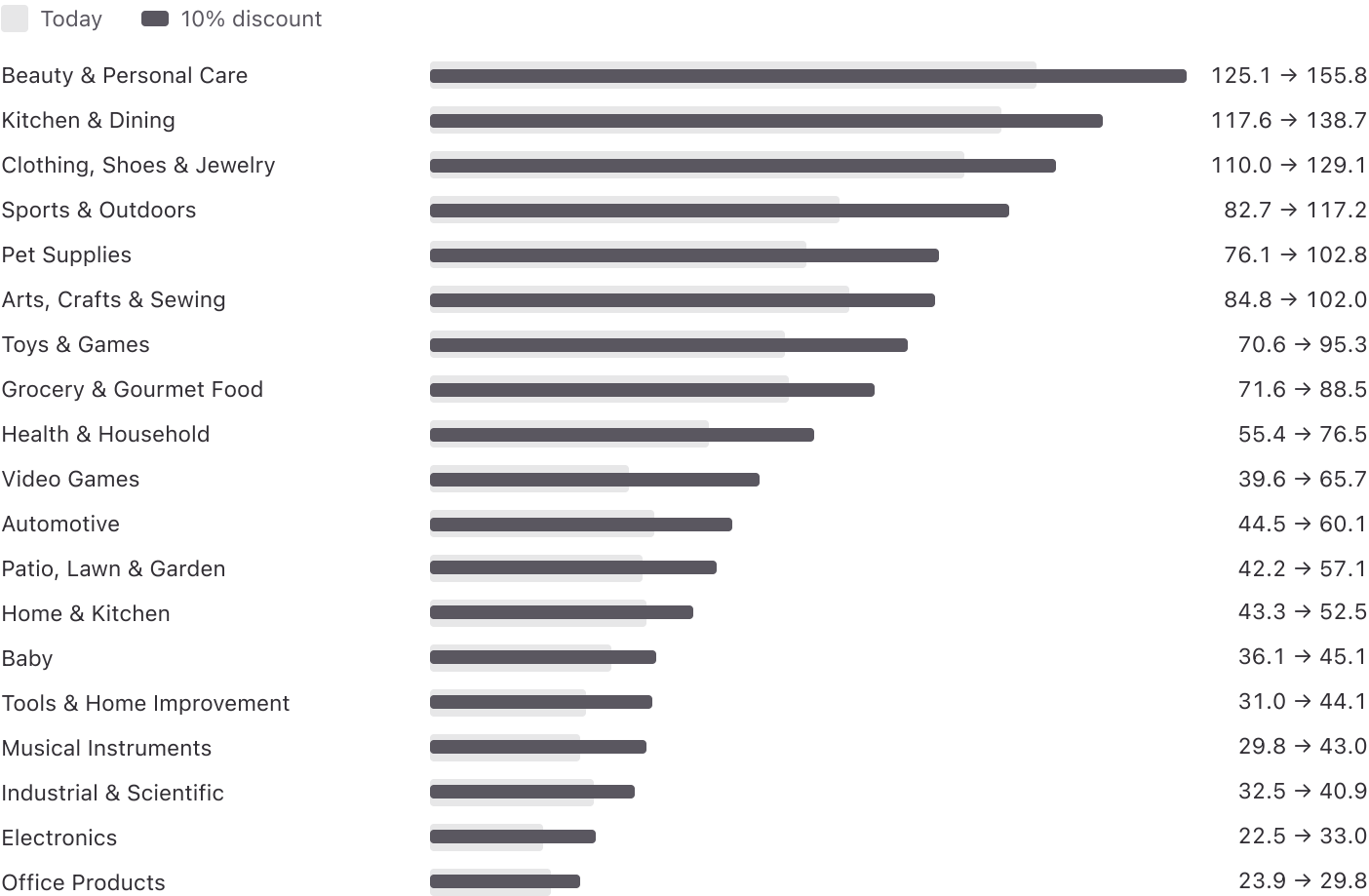
For the median product, margins almost did not change, and on average they decreased by about 0.7 points. Margins changed in both directions: 45% of products lost more than a point of margin, and 43% gained more than a point. The net result is a small decrease: **–0.08 points** for the median product and **–0.7 points** on average.

In some categories, even the median cost increased by a large amount (Clothing +8%, Musical Instruments +5.5%, Home & Kitchen +5%, Kitchen & Dining +5%). In these categories, the sale prices increased little. **The seller paid for most of the increase** and lost 1–6 points of margin (Home & Kitchen –6.1, Clothing –5.9).

Supplier cost is important because there are few leads (about 41 per 1,000 supplier lines, section 1). Many leads are slightly above the 20% ROI limit. **A 10% volume discount increases leads from 40.8 to 52.7 per 1,000 supplier lines (about 29% more).** **A median cost increase of +10% decreases them to 31.2 (about 24% fewer).** The change is smaller in Home & Kitchen. Per 1,000 matched supplier lines, a discount gives 43.3 → 52.5 (+21%), and a median increase gives 43.3 → 35.1 (–19%).

THE DATA

Leads per 1,000 matched lines now and with a 10% volume discount, by category



Source: [Seller Assistant](#), [The State of Amazon Wholesale](#), Q3 2026

The effect of a supplier discount or cost increase on your leads. The table shows leads per 1,000 supplier lines at a changed supplier cost. All other values stay the same (Amazon fees and Buy Box price). For more context, the table also shows the supplier lines with a profitable listing:

Supplier cost	Leads per 1,000 supplier lines	vs. today	Home & Kitchen (per 1,000 matched lines)	Lines profitable per 1,000 (secondary)
10% volume discount	52.7	+29%	52.5 (+21%)	180
5% volume discount	46.5	+14%	47.5 (+9%)	167
Today	40.8	n/a	43.3	153
5% increase	35.6	-13%	38.8 (-10%)	140
Usual increase (+10%)	31.2	-24%	35.1 (-19%)	127

Method note: the values are leads per 1,000 of the 4.6 million supplier lines from the recurring sellers (the section 1 funnel). We changed the supplier cost by a percentage and kept all other values the same. At a changed cost, a supplier line counts only if at least one of its listings passes every lead check (ROI between 20% and 200%). We calculated each listing again at

each cost level, so each number is calculated from the data at that cost level. The median cost increase in this edition is +10.4%, and at +11% the count is 30.4 per 1,000 supplier lines. "Lines profitable" = supplier lines with a checkable listing at an ROI above 0% and up to 200% (a view of the shelf only).

By category: the categories where discounts change the number of leads most (leads per 1,000 matched supplier lines):

Category	10% discount	Today	Usual increase (+10%)
Grocery & Gourmet Food	88.5	71.6	57.7
Beauty & Personal Care	155.8	125.1	102.0
Tools & Home Improvement	44.1	31.0	22.3
Pet Supplies	102.8	76.1	52.7
Toys & Games	95.3	70.6	51.6
Sports & Outdoors	117.2	82.7	57.2
Arts, Crafts & Sewing	102.0	84.8	70.9
Health & Household	76.5	55.4	37.4
Patio, Lawn & Garden	57.1	42.2	31.2
Industrial & Scientific	40.9	32.5	26.6
Home & Kitchen	52.5	43.3	35.1
Office Products	29.8	23.9	19.0
Kitchen & Dining	138.7	117.6	94.2
Automotive	60.1	44.5	33.0
Clothing, Shoes & Jewelry	129.1	110.0	83.9
Electronics	33.0	22.5	14.1
Musical Instruments	43.0	29.8	18.6
Video Games	65.7	39.6	26.1
Baby	45.1	36.1	28.5

Method note: the values include all supplier lines of the recurring sellers (every seller with supplier lines in a category counts). The category of a supplier line is the category of its best listing. A 10% discount has the largest effect in Video Games (+66% leads), Electronics (+47%), Musical Instruments (+44%), and Tools and Sports (+42% each). A median cost increase has the largest effect in Musical Instruments and Electronics (–38% each), Video Games (–34%) and Health & Household (–32%). The table does not include Books, because it has no sales estimate (section 1). The estimate is zero on almost all of its supplier lines.

Same-buyer-same-product panel: 59,828 (seller, product) pairs from the 16 sellers that were active in both periods. The churn table below uses the 59,577 pairs from 15 sellers that stay after we removed implausible cost changes. **This panel is small: use the category rows only as an indication of direction**, and use the ALL row as the main result.

Supplier-cost churn: what occurs when the quote changes. "Repriced" = the cost changed by more than $\pm 2\%$.

Category	Pairs	Quote identical	Up >2%	Down >2%	Up >10%	Average cost Δ	Raises among repriced	Median raise	Median cut
ALL (overall)	59,577	40.3%	26.9%	14.2%	13.7%	+1.7%	65.5%	+10.4%	-10.0%
Tools & Home Improvement	12,227	39.9%	19.2%	10.5%	6.5%	+0.1%	64.7%	+6.6%	-10.0%
Grocery & Gourmet Food	5,888	25.3%	33.8%	23.3%	19.9%	+0.3%	59.2%	+12.1%	-9.2%
Industrial & Scientific	5,473	42.2%	14.5%	10.1%	4.0%	+0.1%	58.9%	+4.5%	-9.0%
Arts, Crafts & Sewing	4,342	75.0%	15.8%	7.7%	8.5%	+0.6%	67.4%	+12.2%	-36.4%
Sports & Outdoors	3,875	65.4%	17.0%	11.7%	6.5%	-0.3%	59.2%	+6.7%	-14.5%
Beauty & Personal Care	3,066	19.8%	38.0%	25.6%	10.4%	-1.1%	59.8%	+4.7%	-11.5%
Health & Household	2,886	30.1%	32.7%	21.1%	8.0%	-0.6%	60.8%	+4.8%	-10.0%
Home & Kitchen	2,391	31.9%	53.3%	7.4%	43.3%	+13.0%	87.9%	+35.1%	-10.1%
Patio, Lawn & Garden	2,190	33.8%	15.4%	23.5%	9.8%	+0.1%	39.6%	+11.1%	-5.5%
Kitchen & Dining	2,141	20.2%	54.1%	16.0%	36.3%	+7.1%	77.2%	+23.5%	-17.1%
Office Products	1,831	62.9%	16.9%	14.2%	8.0%	-0.6%	54.4%	+9.0%	-20.4%
Toys & Games	1,053	36.9%	30.3%	15.0%	10.3%	+0.7%	66.9%	+7.4%	-9.1%
Clothing, Shoes & Jewelry	942	20.8%	59.1%	15.5%	48.5%	+12.6%	79.2%	+23.6%	-12.7%
Musical Instruments	909	3.5%	58.6%	30.4%	32.3%	+9.2%	65.9%	+12.5%	-5.4%
Automotive	851	44.8%	14.1%	6.6%	6.7%	+0.4%	68.2%	+8.3%	-10.0%
Pet Supplies	760	21.5%	40.8%	10.4%	20.9%	+3.0%	79.7%	+10.3%	-10.1%

Method note: these costs are the prices quoted in the price lists (**quoted price-list costs**). They do not include discounts that sellers negotiated on invoices. An identical quote can come from an old price list that someone uploaded again. It does not always mean that the supplier kept its price. This limit has an effect in two directions. The true share of frozen prices is probably below 40%. The true price-change behavior is probably nearer to the "repriced" columns. Plausibility filters remove a pair if its Amazon title looks like a set, or if its ROI is above 200% in one of the periods. We removed 251 pairs with implausible cost changes (below -90% or above +500%) as data errors, so 59,577 of 59,828 pairs stay. "Average cost Δ " does not include the few quotes that increased to more than double, so a small number of extreme quotes cannot control it. The medians do not change. **Increases are more frequent, but not for all sellers:** most of the six sellers with the most repriced quotes had more increases than decreases. The result does not depend on the largest seller: without that seller, 72% of the other changes were increases. One supplier does not cause the 2-in-3 result.

We keep the four-medians view (below) for continuity. The identical quotes above hold its 0.0% cells in place, so these cells

do not show that the market kept its prices. We calculated all four medians on identical pairs.

Category	Pairs	Sellers	Supplier cost Δ	Selling price Δ	Amazon's cut Δ (pts)	Shelf margin Δ (pts)
ALL (overall)	59,828	16	0.0%	0.0%	-0.29	-0.08
Tools & Home Improvement	12,233	11	0.0%	0.0%	-0.30	-0.09
Grocery & Gourmet Food	6,009	10	0.0%	0.0%	-0.01	-1.11
Industrial & Scientific	5,478	9	0.0%	-0.6%	-0.38	-0.39
Arts, Crafts & Sewing	4,345	10	0.0%	+1.4%	-0.64	+0.95
Sports & Outdoors	3,883	12	0.0%	0.0%	-0.13	+0.55
Beauty & Personal Care	3,087	12	0.0%	0.0%	-0.73	+1.68
Health & Household	2,901	11	0.0%	0.0%	-0.62	+1.06
Home & Kitchen	2,400	10	+5.2%	0.0%	-0.08	-6.14
Patio, Lawn & Garden	2,191	10	0.0%	0.0%	-0.69	+0.98
Kitchen & Dining	2,149	10	+5.1%	0.0%	-0.53	-1.11
Office Products	1,837	10	0.0%	0.0%	+0.04	-0.39
Toys & Games	1,061	9	0.0%	0.0%	-0.47	+0.57
Clothing, Shoes & Jewelry	945	10	+8.1%	+0.2%	-0.17	-5.89
Musical Instruments	909	5	+5.5%	+2.5%	+0.60	-3.48
Automotive	854	9	0.0%	0.0%	-0.50	+0.45
Pet Supplies	761	12	+0.4%	0.0%	0.00	-1.76

Method note: each category where even the median cost increased shows a margin decrease (rows in bold). To see how much changed below the flat medians, read the churn table above. The almost identical +5% in Home & Kitchen and Kitchen & Dining can come from the same suppliers, with price changes in adjacent categories. The panel is small, so use the category rows only as an indication of direction.

WHAT IT MEANS

The median supplier cost increase (+10%) removes about 24% of your leads, and a 10% volume discount gives you about 29% more. Negotiation with the suppliers that you have is as valuable as a search for new catalogs.

Compare each supplier line in a new quote with the same supplier line in the last quote.

An unchanged quote can be an old price list that someone uploaded again. Make sure that the price is current.

In 2026, supplier prices had more effect on margins than Amazon did.

Ask for volume prices (10% off gives about 29% more leads). Challenge every cost increase.

If a quote changed, expect a cost increase.

2 of 3 changed quotes increased, and the median increase was about +10%. A median increase removes about a quarter of your leads. Examine your leads again before every reorder and before every new purchase.

Set minimum prices in your repricer, so that your margin cannot decrease between reorders without your knowledge.

Did Amazon's 2026 fee increases take more of the sale price?

No. For the median product, Amazon's share stayed at about 40% of the sale price.

Only Books and Video Games became more expensive.

+1.20

points, the largest increase in
Amazon's cut (Books)

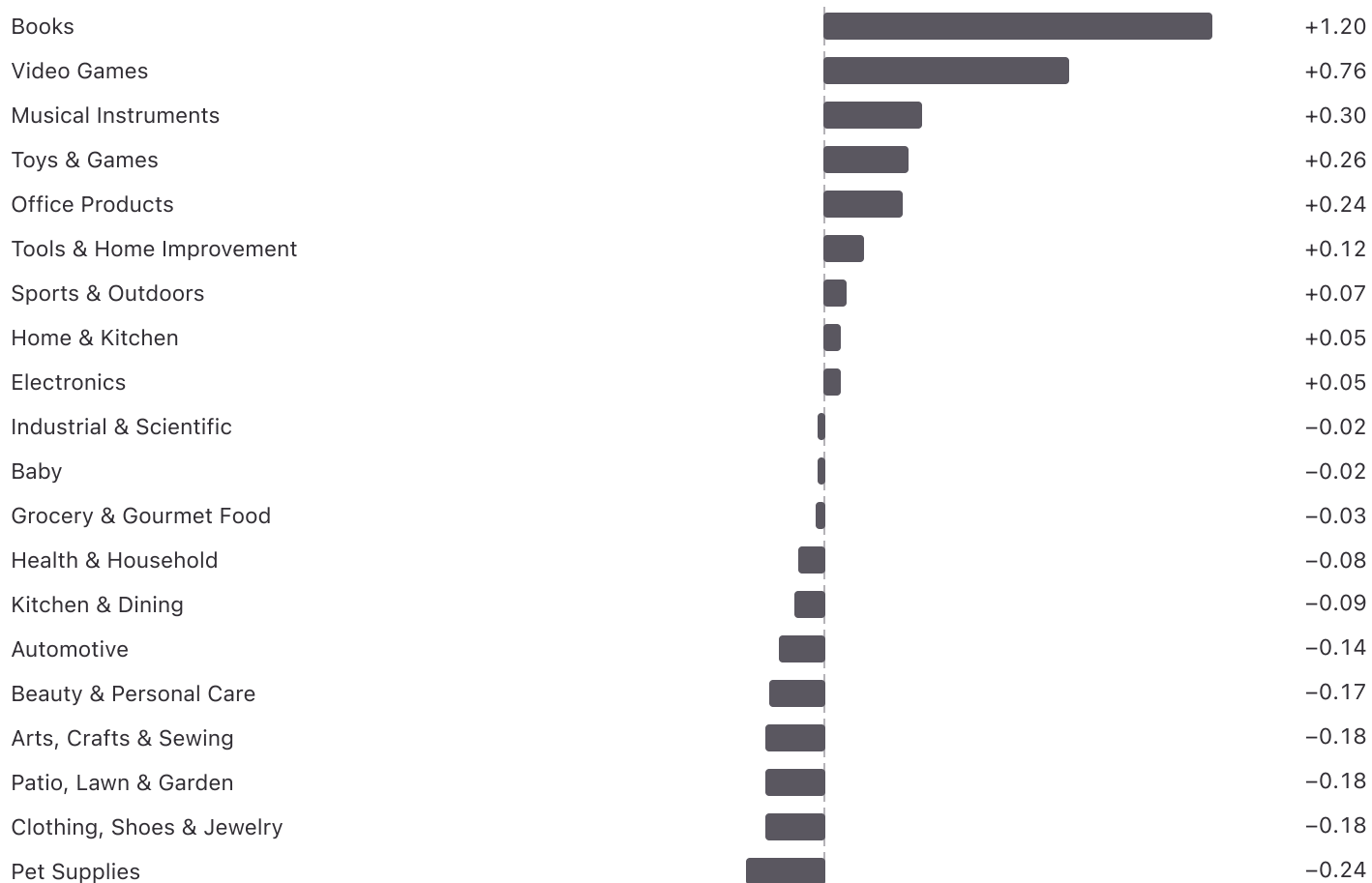
-0.24

points, the largest decrease
(Pet Supplies)

No. For the median product, Amazon's cut did not change after two fee events (the Jan 15 fee schedule change and the Apr 17 fuel surcharge). For the same products, the median of Amazon's cut changed by **0.3 points or less in 18 of the 20 categories in the table**. The increases occurred in media: **Books +1.2 pts, Video Games +0.8 pts**. The level is more important than the change: Amazon takes about **40% of the sale price** (26.7%–46.6% by category). This occurs before you pay for the product.

THE DATA

Change in Amazon's cut on the same products, pre-2026 → post-Apr-17 (points)



Source: [Seller Assistant](#), [The State of Amazon Wholesale](#), Q3 2026

We compared the same products before Jan 1, 2026 and after Apr 17, 2026. This separates the fee change from the product mix. The values are medians. We removed pairs with implausible take rates (fees $\geq$ price on low-price products, 14,943 pairs).

Category	Product pairs	Amazon's cut, pre-2026	Post-Apr-17	Change (pts)
Tools & Home Improvement	50,867	39.7%	40.0%	+0.12
Industrial & Scientific	32,168	42.2%	42.0%	-0.02
Beauty & Personal Care	31,459	39.5%	39.1%	-0.17
Office Products	30,644	40.0%	40.5%	+0.24
Grocery & Gourmet Food	29,248	45.3%	45.3%	-0.03
Health & Household	27,177	40.4%	40.1%	-0.08
Toys & Games	23,404	41.2%	41.0%	+0.26
Arts, Crafts & Sewing	20,272	46.6%	46.1%	-0.18

Category	Product pairs	Amazon's cut, pre-2026	Post-Apr-17	Change (pts)
Pet Supplies	16,309	45.9%	45.6%	−0.24
Sports & Outdoors	15,582	30.5%	30.6%	+0.07
Patio, Lawn & Garden	11,726	43.8%	43.6%	−0.18
Home & Kitchen	10,170	41.0%	41.4%	+0.05
Kitchen & Dining	8,760	43.4%	43.0%	−0.09
Automotive	6,965	34.8%	34.2%	−0.14
Electronics	4,590	30.6%	30.4%	+0.05
Clothing, Shoes & Jewelry	3,974	33.9%	33.8%	−0.18
Musical Instruments	3,948	28.8%	29.1%	+0.30
Video Games	3,059	26.7%	27.6%	+0.76
Books	3,019	42.3%	43.7%	+1.20
Baby	1,544	45.9%	45.4%	−0.02

Method note: The median changes from month to month (39–45%) because the product mix changes. This table uses the same products, so it shows only the fee change. The panel of the same buyers (section 3) gives the same result: Amazon's cut changed by −0.29 pts.

WHAT IT MEANS

Amazon's fees took about the same share as last year. Set your prices for a cut of about 40%. Media is the exception: there, Amazon's cut increased.

Set your prices for an Amazon cut of about 40% of the sale price.

In Books and Video Games, calculate your margins again. Those categories became more expensive this year.

How many sellers compete for a listing?

Few. The median listing has 3 offers, and the number did not increase. But about half of the listings that we can measure are locked by one seller. A listing is "locked" when one seller wins the Buy Box 80% of the time or more. We can measure this only on the 26% of listings with Buy Box history, and 49% of those listings are locked. Find which seller wins the Buy Box before you count the sellers.

3

competing offers on the median listing

49.3%

of measurable listings locked by one seller

54

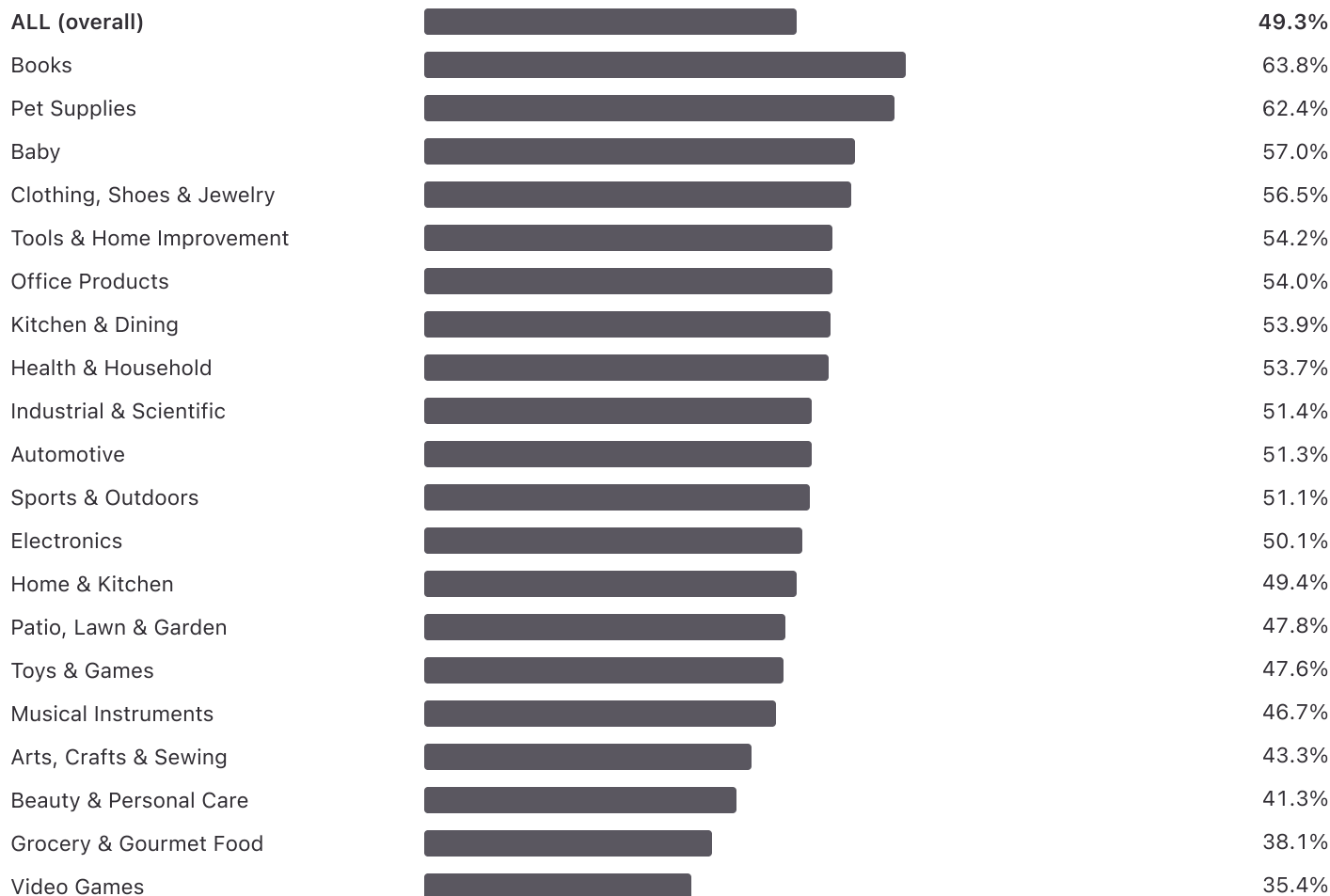
estimated units a month on the median listing

Few. The median listing has only 3 competing offers, but one seller locks about half of the listings that we can measure. Competition has two parts. The first part is the **seller count**. Overall, counts on repeat products did not change this year. They decreased in Arts & Crafts (–13%), Office, Toys, Books and Electronics, and only **Grocery** increased (+2.8%).

The second part is **concentration**: a listing is "**locked**" when one seller wins the Buy Box $\geq 80\%$ of the time. On a locked listing with ten sellers, nine sellers share the remainder. **49%** of the measurable listings are locked. The median listing sells about **54 units a month** (estimated; Grocery 113, Baby 149, Books only 13).

THE DATA

Locked listings: one seller wins the Buy Box ≥80% of the time



Source: [Seller Assistant, The State of Amazon Wholesale, Q3 2026](#)

This is the 2026 baseline for 14.2M analyzed listings. We can measure "locked" only on the 26% of listings with Buy Box history, and all shares are of measurable listings. No earlier data is available for comparison yet. The units column is the median sales estimate of the listings that have an estimate above zero.

Category	Median offers	Locked share	Amazon on Buy Box	Est. units a month per listing
ALL (overall)	3	49.3%	13.8%	54
Grocery & Gourmet Food	3	38.1%	12.0%	113
Beauty & Personal Care	4	41.3%	12.5%	70
Health & Household	4	53.7%	12.7%	61
Pet Supplies	3	62.4%	22.5%	68
Tools & Home Improvement	6	54.2%	17.0%	38
Toys & Games	5	47.6%	25.3%	50

Category	Median offers	Locked share	Amazon on Buy Box	Est. units a month per listing
Office Products	6	54.0%	21.6%	51
Arts, Crafts & Sewing	3	43.3%	11.1%	52
Industrial & Scientific	6	51.4%	15.0%	52
Patio, Lawn & Garden	4	47.8%	11.6%	51
Sports & Outdoors	3	51.1%	15.8%	51
Home & Kitchen	2	49.4%	14.8%	53
Books	10	63.8%	26.7%	13
Kitchen & Dining	2	53.9%	21.6%	57
Clothing, Shoes & Jewelry	1	56.5%	14.3%	51
Automotive	5	51.3%	13.4%	52
Electronics	5	50.1%	16.1%	53
Video Games	12	35.4%	14.4%	72
Baby	2	57.0%	23.9%	149
Musical Instruments	3	46.7%	15.2%	51

Year-over-year offer counts (same products): the median did not change overall. Counts decreased in Arts & Crafts -12.6%, Office -4.7%, Toys -4.0%, Electronics -3.9%, Books -3.9%, Video Games -1.7%. Grocery +2.8% is the only increase.

WHAT IT MEANS

Check the Buy Box history before each purchase. One seller locks about half of the measurable listings, and the seller count does not show this.

Before you buy, check who holds the Buy Box and how many sellers there are.

A listing with few sellers and one dominant seller is more difficult to win than a listing with many sellers where the Buy Box rotates.

Pet Supplies is the most difficult category: 3 offers at the median, but 62% locked. Video Games is the opposite: 12 offers, but only 35% locked. It has many sellers, but you can win the Buy Box there.

Grocery is the most open large category (38% locked), and it is the only category that gains sellers. Expect more competition there.

Does Amazon compete with you more than a year ago?

No, a little less. Amazon left about 1 in 80 repeat listings. The largest decreases were in Video Games, Toys and Books.

22.1%

of repeat listings with Amazon
on the Buy Box in 2026

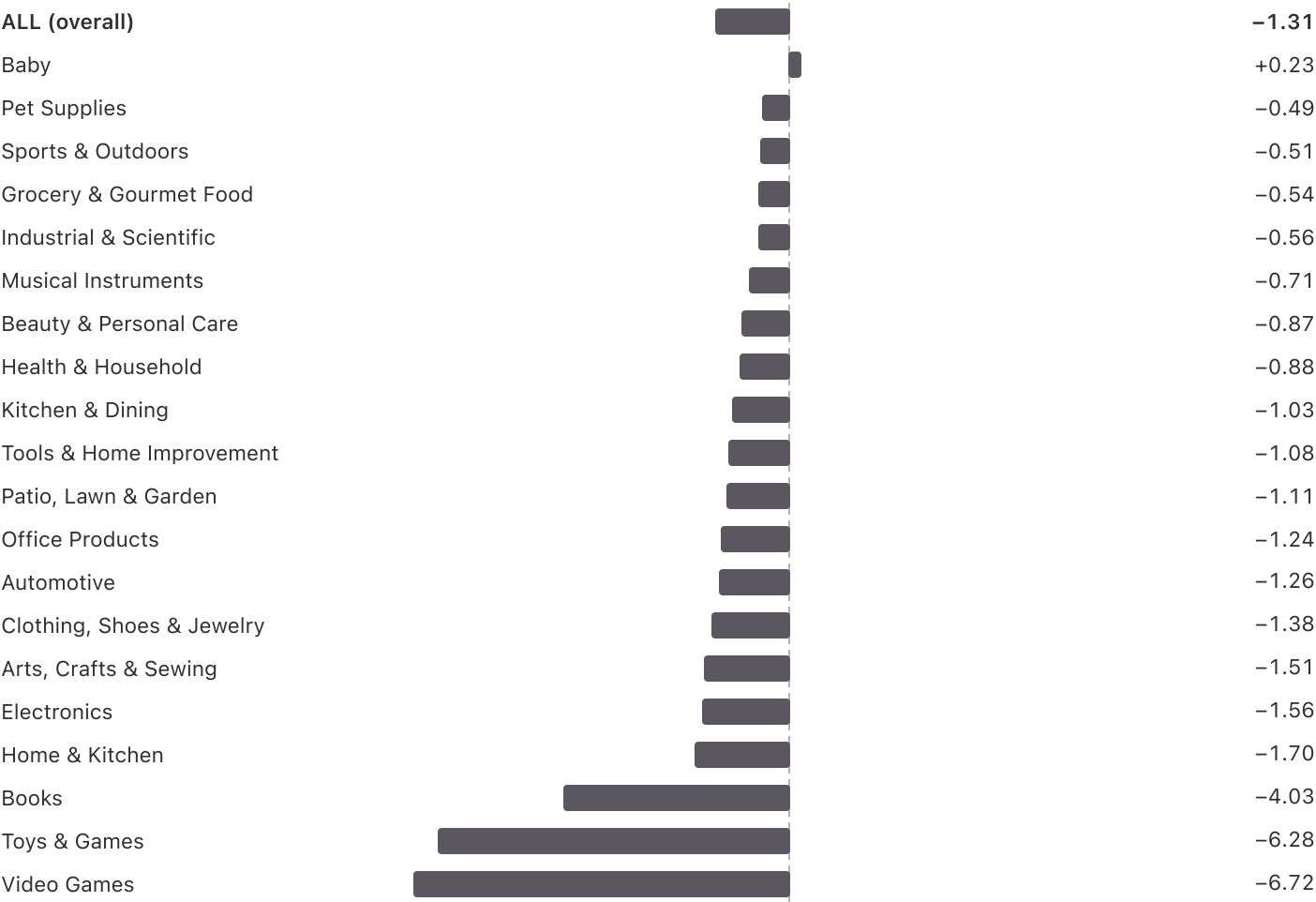
-1.31

points, compared with H2-2025

No, a little less. Amazon left about 1 in 80 repeat listings (net). Its Buy Box presence on repeat products decreased from **23.4% to 22.1%**, and it decreased in **19 of 20 categories**. The largest decreases: **Video Games -6.7 pts, Toys -6.3, Books -4.0**. Amazon is still most present in Books (51%), Baby (42%), Musical Instruments (40%) and Kitchen & Dining (36%).

THE DATA

Change in Amazon's Buy Box share on repeat products, H2-2025 → 2026 (points)



Source: [Seller Assistant, The State of Amazon Wholesale, Q3 2026](#)

Share of the 504,282 repeat products where Amazon held the Buy Box on more than half of the scans:

Category	Amazon share, H2-2025	2026	Change (pts)
ALL (overall)	23.4%	22.1%	-1.31
Tools & Home Improvement	21.1%	20.0%	-1.08
Beauty & Personal Care	23.3%	22.4%	-0.87
Grocery & Gourmet Food	21.1%	20.6%	-0.54
Office Products	30.2%	29.0%	-1.24
Industrial & Scientific	16.3%	15.8%	-0.56
Arts, Crafts & Sewing	18.5%	17.0%	-1.51
Health & Household	20.9%	20.0%	-0.88

Category	Amazon share, H2-2025	2026	Change (pts)
Toys & Games	39.0%	32.7%	-6.28
Sports & Outdoors	22.1%	21.6%	-0.51
Pet Supplies	32.5%	32.0%	-0.49
Patio, Lawn & Garden	20.0%	18.9%	-1.11
Home & Kitchen	24.5%	22.8%	-1.70
Kitchen & Dining	36.5%	35.5%	-1.03
Automotive	22.0%	20.7%	-1.26
Electronics	29.4%	27.8%	-1.56
Clothing, Shoes & Jewelry	26.6%	25.2%	-1.38
Musical Instruments	41.0%	40.3%	-0.71
Books	55.5%	51.4%	-4.03
Video Games	25.9%	19.2%	-6.72
Baby	41.3%	41.5%	+0.23

Method note: The Amazon-on-Buy-Box field has data on 100% of rows. It is the most complete field in this report. Baby is the only category where Amazon increased its share.

WHAT IT MEANS

Amazon is on fewer listings than last year. Check again the products that you rejected because Amazon was on them, especially in Toys, Video Games and Books.

Each listing that Amazon leaves opens its Buy Box to other sellers. This year, this occurred on thousands of listings in media and toys.

Scan again the products that you rejected because Amazon was on the listing. Some of these listings became open this year.

Do products sell more slowly than a year ago?

Yes, a little. Estimated sales decreased by about 2%. In Electronics, products moved up in their category rankings, but estimated sales decreased by 0.7%.

+9.9%

estimated sales, the largest
increase (Grocery & Gourmet
Food)

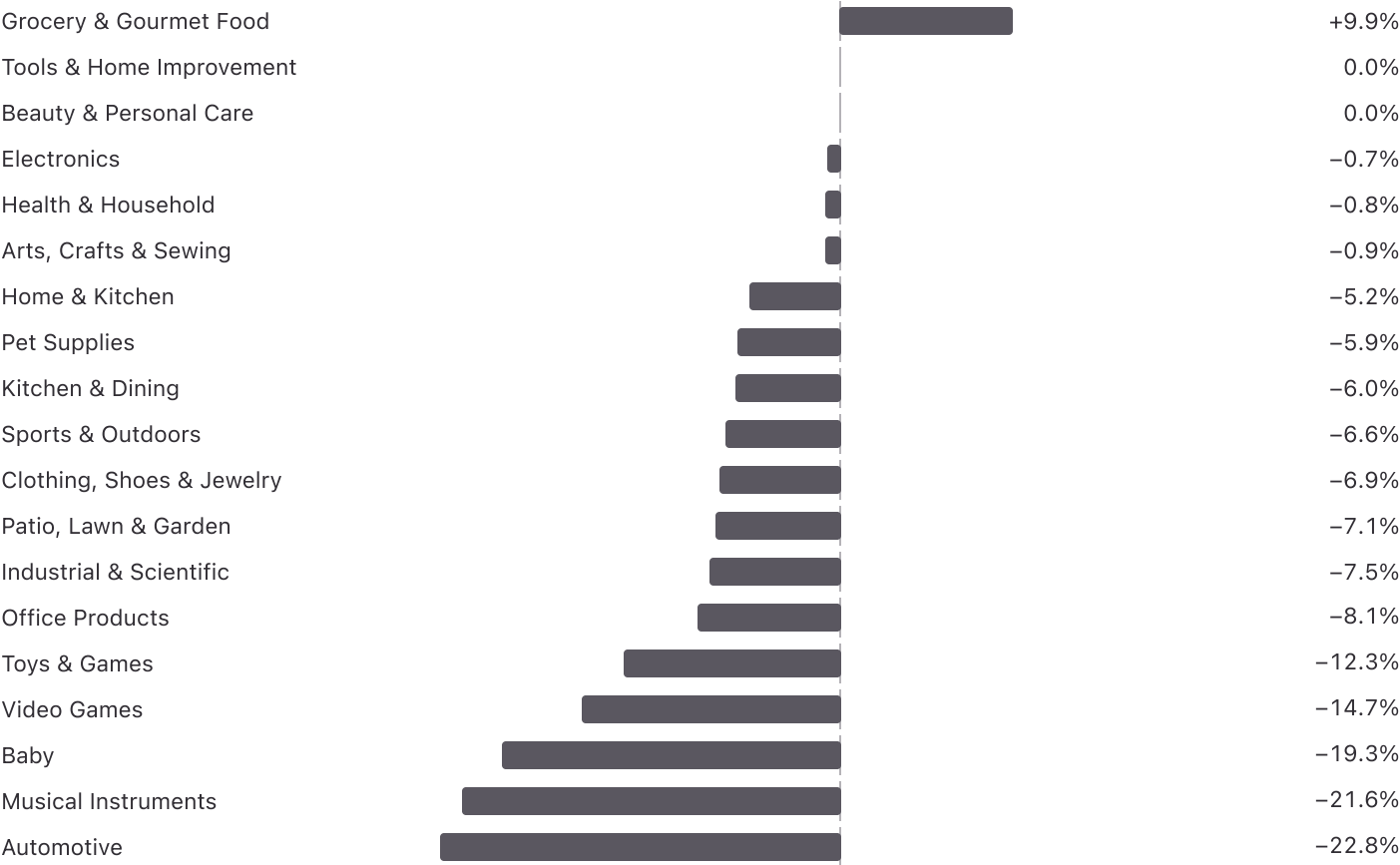
-22.8%

the largest decrease
(Automotive)

Yes, a little, in most categories. On the same products year over year, products moved slightly **down their category ranks** in 16 of 20 categories. Estimated monthly sales changed by about **-2%** overall, and the largest decreases were in Automotive (-23%), Musical Instruments (-22%) and Baby (-19%). **Electronics is the exception:** demand increased while competition decreased. Grocery estimated sales increased (+10%), and Grocery is also the only category that gains sellers.

THE DATA

Median change in estimated monthly sales, same products year over year



Source: [Seller Assistant, The State of Amazon Wholesale, Q3 2026](#)

"Category position Δ " = the change in the percentile position of the product in its category. A positive value means that the product moved away from the top (weaker demand). We adjust this value for category size, so you can compare it across categories. "Est. sales Δ " = the median change in estimated monthly sales.

The last number column shows the raw rank change. It is zero-sum in a category: if one product moves nearer to the top, other products move farther from the top. So use it only to see the direction of a change.

Category	Repeat products	Category position Δ (pts)	Est. sales Δ	Raw rank Δ	Read
Tools & Home Improvement	67,937	+0.04	0.0%	+6.1%	Mild softening
Beauty & Personal Care	48,393	0.00	0.0%	+1.5%	Stable
Grocery & Gourmet Food	42,780	+0.02	+9.9%	+4.1%	Mixed: sales up, more sellers
Office Products	42,559	+0.03	-8.1%	+3.4%	Mild softening
Industrial & Scientific	42,374	+0.08	-7.5%	+8.3%	Softening
Arts, Crafts & Sewing	42,181	+0.02	-0.9%	+4.5%	Stable-ish

Category	Repeat products	Category position Δ (pts)	Est. sales Δ	Raw rank Δ	Read
Health & Household	38,145	0.00	-0.8%	+0.9%	Stable
Toys & Games	28,063	+0.09	-12.3%	+10.6%	Softening
Sports & Outdoors	26,342	+0.05	-6.6%	+11.2%	Softening
Pet Supplies	19,785	+0.00	-5.9%	+3.0%	Mild softening
Patio, Lawn & Garden	15,720	+0.01	-7.1%	+6.1%	Mild softening
Home & Kitchen	15,597	+0.02	-5.2%	+9.7%	Mild softening
Kitchen & Dining	12,058	+0.01	-6.0%	+6.0%	Mild softening
Automotive	11,075	+0.01	-22.8%	+8.2%	Sales down hard
Electronics	6,146	-0.02	-0.7%	-13.3%	Demand up
Clothing, Shoes & Jewelry	5,737	+0.01	-6.9%	+18.2%	Mild softening
Musical Instruments	4,243	+0.03	-21.6%	+10.7%	Softening
Books	3,549	+0.03	n/a	+11.3%	Softening
Video Games	3,350	+0.02	-14.7%	+4.8%	Mild softening
Baby	2,175	0.00	-19.3%	-1.8%	Stable position, sales down

Method note: Amazon's own "bought in past month" figure became available only in the middle of the window. So this report does not use it yet. Est.-sales cells show a value only when there are ≥ 500 product pairs (Books has 12, so the cell shows n/a).

WHAT IT MEANS

Last year's sales rank shows more sales than a product has this year. Base each purchase on current sales, and make orders a little smaller than last year's numbers show.

Buy on the basis of sales that you can measure now. Demand is slightly slower, and prices change frequently. Use current data for your decisions.

Examine Electronics again: demand increased and competition decreased, and this is the rarest combination in this table.

Is last year's catalog still useful?

Mostly not. 63% of this year's items are new. In categories that change quickly, scan new lists first. In categories that change slowly, keep a good relationship with the supplier.

63.2%

of 2026 items are new

92.8%

new in Clothing, Shoes &
Jewelry, the category that
changes fastest

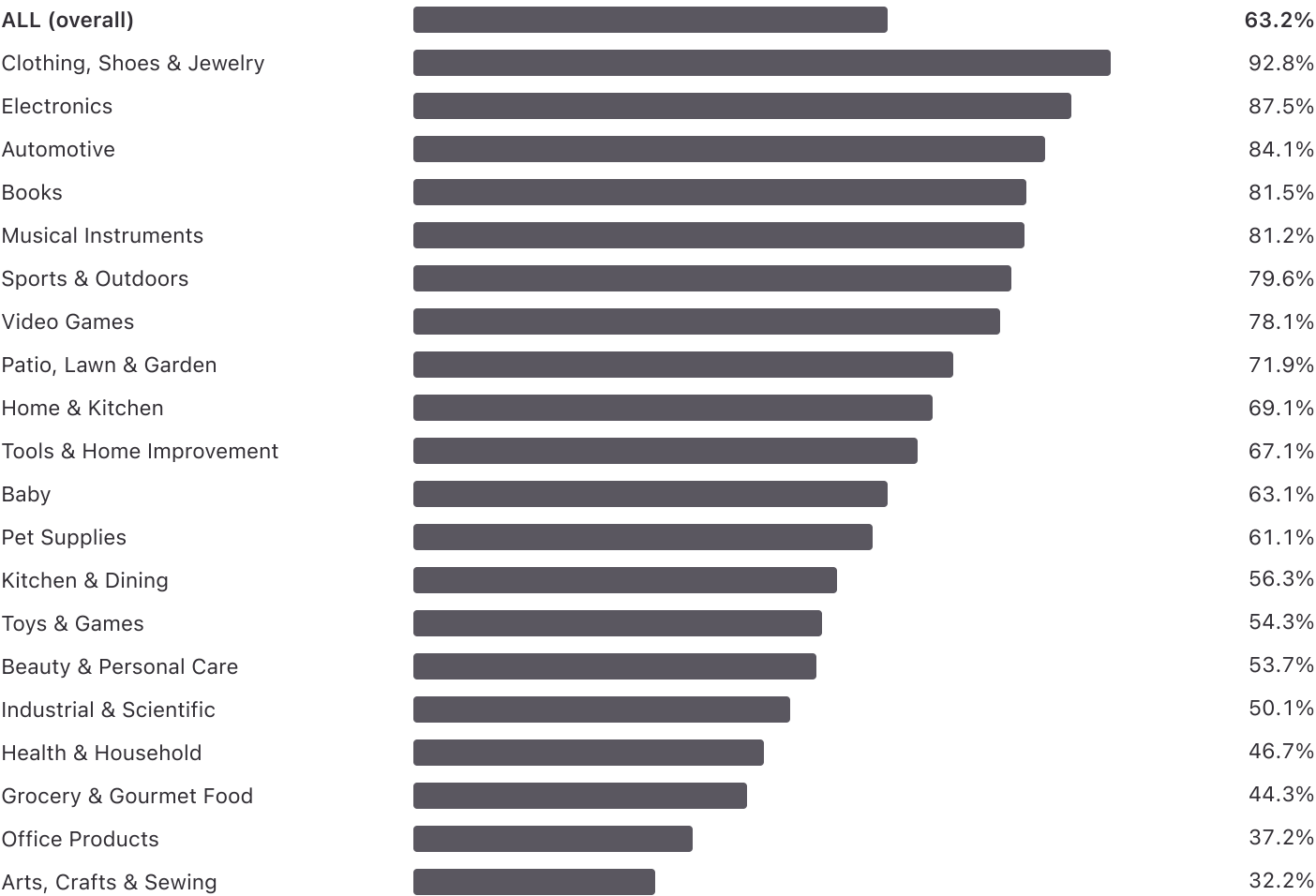
32.2%

new in Arts, Crafts & Sewing,
the slowest

Mostly not. 63% of all products that wholesalers scanned in 2026 were not in their pipelines in 2025. The results differ by category. Staple products that sellers order again have the least rotation (**Arts & Crafts 32%, Office 37%, Grocery 44%**), so supplier relationships give good results there. In categories that follow style or product generation, almost all products change (**Clothing 93%, Electronics 88%, Automotive 84%, Musical Instruments 81%**). In these categories, **the frequency of your new catalog scans is most important.**

THE DATA

Share of the products scanned in 2026 that did not occur in 2025 scans



Source: [Seller Assistant, The State of Amazon Wholesale, Q3 2026](#)

Share of 2026 scanned products that were not in the 2025 scans (economics panel, 964,614 2026 products):

Category	2026 products	New in 2026	Rotation
ALL (overall)	964,614	609,888	63.2%
Clothing, Shoes & Jewelry	49,433	45,876	92.8%
Electronics	19,343	16,934	87.5%
Automotive	35,431	29,800	84.1%
Books	10,770	8,780	81.5%
Musical Instruments	19,594	15,908	81.2%
Sports & Outdoors	113,087	89,985	79.6%
Video Games	15,977	12,473	78.1%

Category	2026 products	New in 2026	Rotation
Patio, Lawn & Garden	34,582	24,872	71.9%
Home & Kitchen	26,377	18,217	69.1%
Tools & Home Improvement	113,493	76,113	67.1%
Baby	3,021	1,907	63.1%
Pet Supplies	35,455	21,645	61.1%
Kitchen & Dining	19,957	11,243	56.3%
Toys & Games	47,566	25,812	54.3%
Beauty & Personal Care	77,025	41,400	53.7%
Industrial & Scientific	32,354	16,201	50.1%
Health & Household	33,750	15,746	46.7%
Grocery & Gourmet Food	36,557	16,180	44.3%
Office Products	37,580	13,976	37.2%
Arts, Crafts & Sewing	45,879	14,752	32.2%

Method note: this is the first edition that measures rotation, so this is a level with no year-over-year trend at this time. We measured it on the economics panel after the plausibility filters (no Amazon multipack listings, no titles that look like a set, $ROI \leq 200\%$).

WHAT IT MEANS

Supplier price lists become out of date quickly. In categories with fast rotation, scan new catalogs first. In categories with slow rotation, invest in the supplier relationship.

In high-rotation categories, scan the new catalog first. The first seller can take sales before other sellers arrive (the median listing sells about 54 units a month).

In low-rotation categories, invest in the supplier relationship. The same catalog continues to sell.

How many products in supplier price lists have an IP risk?

About 3 in 10 products have an IP-risk flag. Examine the brand before you order.

30.5%

of scanned rows have an IP-risk flag (Q2 2026, a minimum value)

About 3 in 10 scanned products have an IP-risk marker. An IP-risk marker means that the brand has a complaint history in the shared complaint pool (IP claims, authenticity, condition, or policy records). This is a level, and it cannot show a trend at this time. The complaint pool only increases, so an increase in the marker share can come partly from the larger pool. In practice, almost a third of the products in supplier catalogs need a brand check before you order.

THE DATA

Share of scanned rows with an IP-risk marker (a minimum value)



Source: [Seller Assistant](#), [The State of Amazon Wholesale](#), Q3 2026

Quarter	Scanned rows	Flagged	Share flagged (floor)
2025-Q3	3,167,871	816,874	25.8%
2025-Q4	3,097,319	988,608	31.9%
2026-Q1	6,216,210	2,046,615	32.9%
2026-Q2	6,282,895	1,916,046	30.5%

Method note: the flag is global and the same for every seller (a curated brand list + the shared complaint pool). The data does not store clean products explicitly, so these shares are minimum values. 2026-Q3 has no measurement, because the system did not add the flag after about June 2026. Do not read the 25.8%→32.9% change as an increase in risk: the pool only increases.

WHAT IT MEANS

3 in 10 products have a flag, so make the IP check part of product analysis, before the purchase order.

Make the IP/brand check part of analysis, before you write the PO.

Use the category and the brand history to decide the weight of the check. A marker tells you to examine the brand more carefully. It is not an automatic no.

What to do with this

Each step links to the chapter with its data.

How many of 1,000 supplier lines are real leads?

About 41. This is about 8 or 9 of every 100 lines that have a supplier cost and a Buy Box price. Home & Kitchen: 43 per 1,000 matched lines (all categories: 55).

What to do: Compare supplier lists by their leads per 1,000 lines.

All categories: **54.5** leads per 1,000 matched lines.

1	Beauty & Personal Care	125.1	11	Home & Kitchen	43.3
2	Kitchen & Dining	117.6	12	Patio, Lawn & Garden	42.2
3	Clothing, Shoes & Jewelry	110.0	13	Video Games	39.6
4	Arts, Crafts & Sewing	84.8	14	Baby	36.1
5	Sports & Outdoors	82.7	15	Industrial & Scientific	32.5
6	Pet Supplies	76.1	16	Tools & Home Improvement	31.0
7	Grocery & Gourmet Food	71.6	17	Musical Instruments	29.8
8	Toys & Games	70.6	18	Office Products	23.9
9	Health & Household	55.4	19	Electronics	22.5
10	Automotive	44.5			

Is it worth the effort to negotiate with suppliers?

Yes. A 10% volume discount gives you about 29% more leads (40.8 → 52.7 per 1,000 lines). A usual +10% increase removes about 24% of them (40.8 → 31.2).

What to do: Negotiate volume discounts. Challenge each price increase.

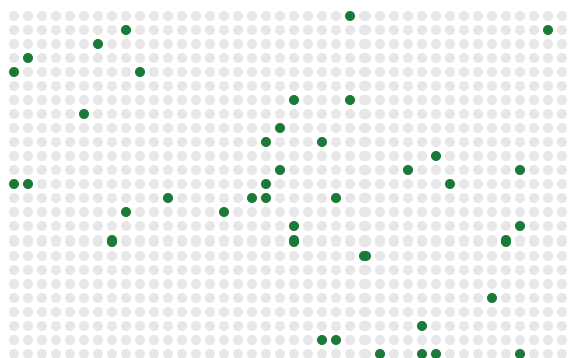
41

of 1,000

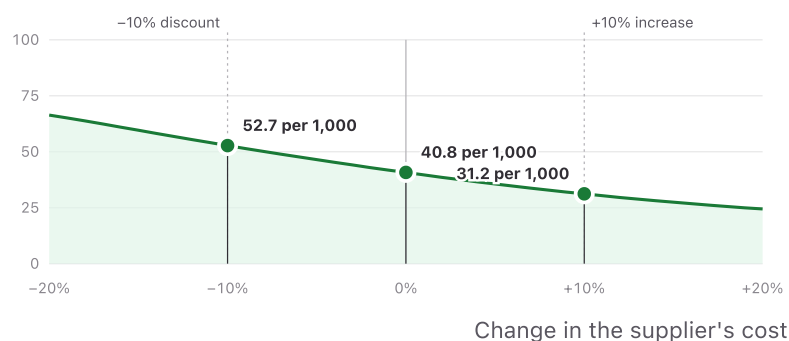
supplier lines are leads at this cost.

1,000 lines from supplier price lists

● Lead ● Not a lead



Leads per 1,000 supplier lines



A lead is a line that you can check on Amazon. It gives 20% to 200% ROI, the Amazon listing sells 5+ units a month (estimated), and Amazon is not on the Buy Box. This is the sales of the whole listing. We do not divide it between the competing sellers, so your own share is smaller. Only the supplier cost changes. The selling price and the Amazon fees do not change. Based on 4,633,093 supplier lines (2,231,051 with a supplier cost and a Buy Box price). Not shown: Books, CDs & Vinyl, Everything Else (there is no sales estimate, so we cannot count the leads); Appliances, Movies & TV, Music, Cell Phones & Accessories, Computers & Accessories, Handmade Products (too few lines to publish).

How many sellers compete for a listing?

Few. The median listing has 3 offers, and the number of sellers did not increase. But one seller locks about half of the listings that we can measure.

What to do: Before you buy, find which seller wins the Buy Box.

All categories: **49.3%** of measurable listings locked by one seller.

1	Books	63.8%	11	Sports & Outdoors	51.1%
2	Pet Supplies	62.4%	12	Electronics	50.1%
3	Baby	57.0%	13	Home & Kitchen	49.4%
4	Clothing, Shoes & Jewelry	56.5%	14	Patio, Lawn & Garden	47.8%
5	Tools & Home Improvement	54.2%	15	Toys & Games	47.6%
6	Office Products	54.0%	16	Musical Instruments	46.7%
7	Kitchen & Dining	53.9%	17	Arts, Crafts & Sewing	43.3%
8	Health & Household	53.7%	18	Beauty & Personal Care	41.3%
9	Industrial & Scientific	51.4%	19	Grocery & Gourmet Food	38.1%
10	Automotive	51.3%	20	Video Games	35.4%

Is last year's catalog still useful?

Mostly not. 63% of the items this year are new.

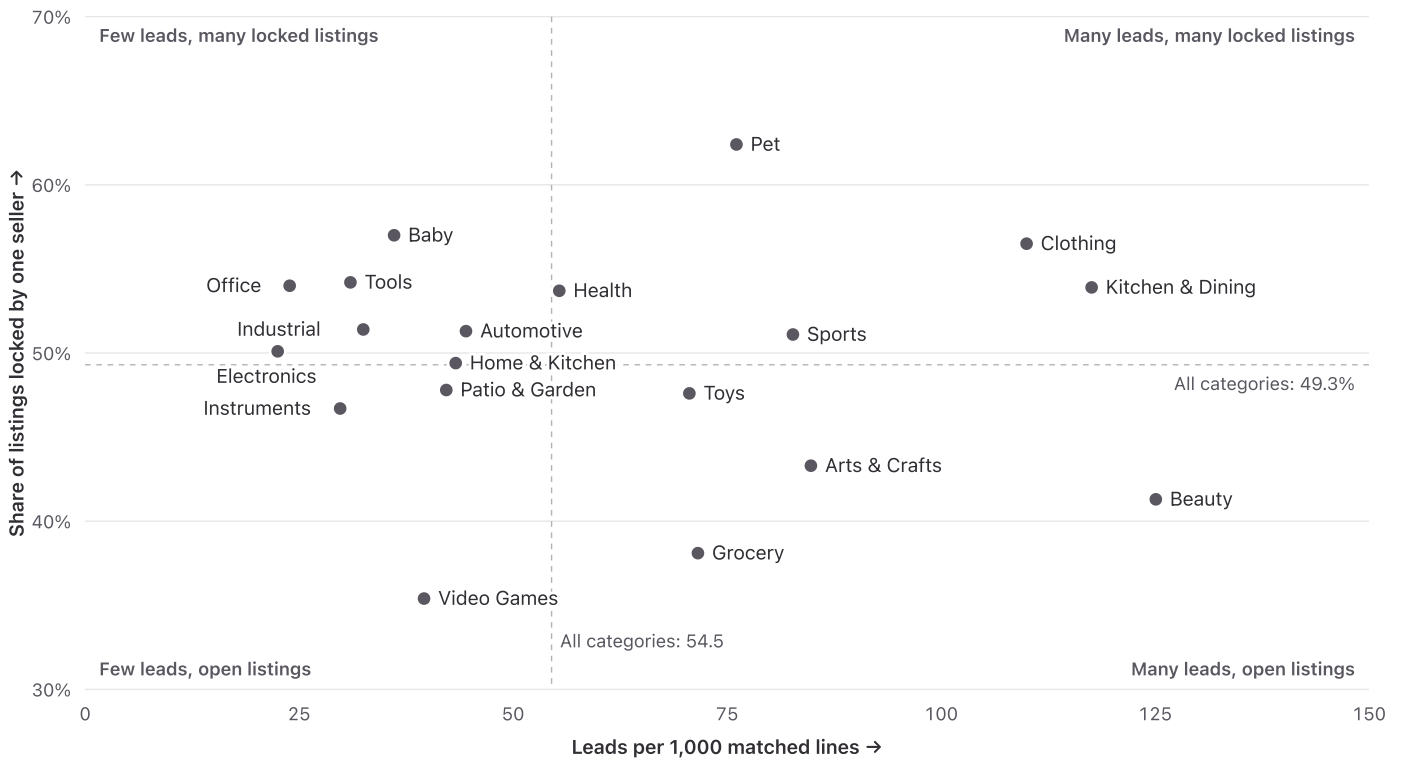
What to do: Scan new catalogs immediately when they arrive.

All categories: **63.2%** of the items scanned this year are new.

1	Clothing, Shoes & Jewelry	92.8%	11	Baby	63.1%
2	Electronics	87.5%	12	Pet Supplies	61.1%
3	Automotive	84.1%	13	Kitchen & Dining	56.3%
4	Books	81.5%	14	Toys & Games	54.3%
5	Musical Instruments	81.2%	15	Beauty & Personal Care	53.7%
6	Sports & Outdoors	79.6%	16	Industrial & Scientific	50.1%
7	Video Games	78.1%	17	Health & Household	46.7%
8	Patio, Lawn & Garden	71.9%	18	Grocery & Gourmet Food	44.3%
9	Home & Kitchen	69.1%	19	Office Products	37.2%
10	Tools & Home Improvement	67.1%	20	Arts, Crafts & Sewing	32.2%

Find your category

Category map: leads against listings locked by one seller



Each dot is one category. The lines show the value for all categories. Not shown (a value is missing in one of the two tables): Books.

Source: [Seller Assistant](#), [The State of Amazon Wholesale](#), Q3 2026

"Leads" = the number of real leads per 1,000 supplier lines with an Amazon match in the category (section 1; all categories: 55). "Hit rate" = the share of price-list items that the median seller can sell at break-even or better.

Category	The one-liner
Grocery & Gourmet Food	72 leads per 1,000 matched supplier lines, and 1.6 Amazon listings per supplier line, so expect many multipacks. This is the most open category (38% locked), and the number of sellers increased fastest here.
Beauty & Personal Care	125 leads per 1,000 matched supplier lines, but the median seller finds 93. 46% hit rate, a low lock rate (41% of measurable listings), flat demand. Sellers who scan a large volume have the best results.
Health & Household	55 leads per 1,000. The hit rate is low (39%) and most listings are locked, so choose carefully.
Pet Supplies	76 leads per 1,000, but it is difficult to win: there are few sellers per listing, and 62% of the listings are locked. Examine the Buy Box first.

Category	The one-liner
Tools & Home Improvement	Large catalogs, but few leads (31 per 1,000; the median seller does better at 45). 49% hit rate. Demand decreases slightly.
Toys & Games	71 leads per 1,000. Amazon decreases its presence (–6.3 pts) and sellers leave, so more listings become available.
Sports & Outdoors	83 leads per 1,000 and a 51% hit rate. Demand decreases, as in most categories (estimated sales –7%). Use current sales to decide what to buy.
Arts, Crafts & Sewing	85 leads per 1,000. Sellers leave (offers –13%) and the rotation is the lowest, so good relations with suppliers give good results.
Office Products	24 leads per 1,000. Competition decreases, the hit rate is 48%, and the rotation is low, so the same catalogs continue to give leads.
Industrial & Scientific	33 leads per 1,000, although the hit rate is 51%. Demand becomes weaker.
Patio, Lawn & Garden	42 leads per 1,000. Margins are small (median shelf margin –2.4%).
Home & Kitchen	43 leads per 1,000 matched supplier lines (median seller 47). About 53 per 1,000 show an implausible ROI above 200%, so examine the pack sizes. Monitor supplier costs: the median reorder cost changed by +5%, and the selling prices did not increase to cover it.
Kitchen & Dining	118 leads per 1,000 (median seller 151, the best in the report). The same supplier-cost warning applies (+5%). Amazon is on many listings (36%).
Clothing, Shoes & Jewelry	110 leads per 1,000, the highest rotation (93%) and the worst supplier cost pressure (+8% median cost, –5.9 pts margin). The catalogs change almost completely.
Automotive	45 leads per 1,000 and a 49% hit rate, but the estimated sales decreased most (–23%).
Electronics	23 leads per 1,000. It is one of the categories that are most sensitive to a cost increase (a usual increase removes 38%). Demand increases and competition decreases, so examine this category again.
Musical Instruments	The best hit rate in the report (61%) and a good median shelf margin (+6.3%), but only 30 leads per 1,000.
Books	The most difficult category: 21% hit rate, 64% locked, Amazon on half of it, and fees increased. The lead count is not measurable (no sales estimate).
Video Games	40 leads per 1,000. There are many sellers, but you can win (35% locked), and Amazon decreases its presence fastest. This category is best for sellers who know it.
Baby	36 leads per 1,000. The hit rate is low (25%), and Amazon is on many listings (42%) and does not leave. The sales per listing are high (149 units a month, estimated).

About this data

Seller Assistant's price list analyzer processed **13.5 million supplier lines** from **782 verified wholesale sellers** on **Amazon.com (US marketplace)** between July 2025 and August 2026. The headline of the lead funnel uses the **100 recurring sellers** (≥ 3 real price lists over ≥ 30 days; 4.6 million supplier lines). The economics tables use the **676** sellers with measurable sourcing economics. A **seller** in this report is one Seller Assistant account, with all of its users and VAs (virtual assistants).

We removed demo, test, and staff accounts, and we published no statistic from fewer than 5 sellers. Every year-over-year claim compares **the same products** (504,282 items scanned in both years) or **the same buyer and product** (59,828 pairs). Growth in our user base cannot make a false market trend.

The lead count uses the **supplier line** as its unit (one row of an uploaded price list, one UPC), because that is what you upload. When one UPC matches several Amazon listings, the supplier line counts once. It is a lead if one or more of its listings is a lead. A **lead** = a supplier line with a checkable Amazon listing (known Amazon fees, not an Amazon multipack listing, no set-like title). The lead also gives 20%–200% ROI on the Buy Box price after Amazon's fees. The Amazon listing sells at least 5 units a month (estimated), and Amazon is not on the Buy Box.

"Shelf margin" = Buy Box price – product cost – Amazon fees (referral + FBA). We calculate it on the observed Buy Box price, before prep and shipment costs.

Plausibility filters: we flag items with an ROI above 200% (almost always a pack-size or price error). We also flag items with an Amazon title that looks like a set or multipack. We keep these items out of every margin, cost and lead number, because their cost and price do not describe the same unit. We also exclude Amazon multipack listings (about 19% of the analyzed rows) for the same reason. A supplier case quantity is **not** a reason to exclude an item, because the quoted cost is per unit. The case quantity only shows how the supplier sells: by the carton, with a minimum order.

The data edition gives the full methodology, the complete tables, and every caveat.

Do you have questions about the data, or do you want a data cut that we did not publish? Send an email to research@sellerassistant.app

Online edition and dataset: www.sellerassistant.app/research/state-of-wholesale

ABOUT THE DATA AND AMAZON

The figures in this report are estimates. Seller Assistant calculates them from aggregated, anonymized price lists that its users upload and from third-party market data. The figures can be incorrect.

No figure describes one seller, supplier or product. No statistic uses fewer than 5 sellers. This report does not use data from Amazon's Selling Partner API. Amazon did not supply, sponsor or endorse this report.

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