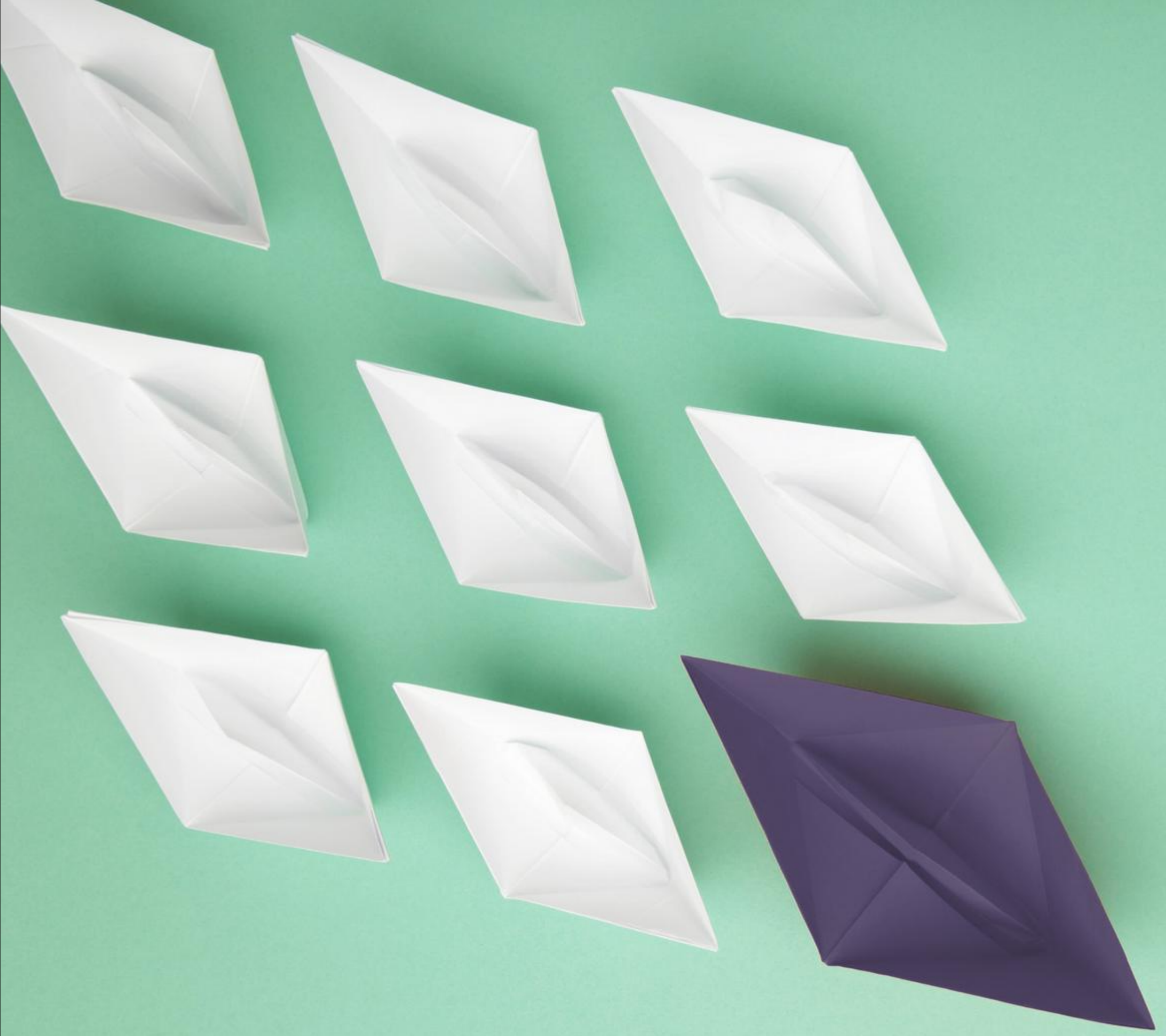
WFDSA STATS

2023 Global Annual Direct Selling Statistical Data Report

WFDSA

August 2024



Foreword

The WFDSA STATS is an annual publication authored by the World Federation of Direct Selling Associations in close collaboration with its member Direct Selling Associations and the WFDSA CEO Council. WFDSA is the globally recognized source of credible information for the direct selling industry.

WFDSA STATS provides accurate, up-to-date statistical data to industry executives, general public, decision-makers, and other stakeholders. This comprehensive report offers insights to the global direct selling industry that helps to shape strategies, drive innovation, and foster growth.

WFDSA Editorial Team

Tamuna Gabilaia

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Maureen Paniagua

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Garth Wyllie

In Loving Memory of Garth Wyllie

This publication is dedicated to the enduring legacy of Garth Wyllie, WFDSA Association Services Chairman, whose passion and dedication to the WFDSA and the global direct selling industry have left an indelible mark. Garth's commitment to excellence and his profound support of our mission continue to inspire us all.

More than a cherished colleague, Garth was a dear friend whose wisdom, kindness, and infectious enthusiasm touched the lives of everyone fortunate enough to know him. Though he is no longer with us, Garth's spirit lives on in the work we do and the lives he influenced. He will be deeply missed, but never forgotten.

Introduction

The direct selling industry confronted several daunting challenges over the past several years.

- Supply-chain disruptions jarred the world economy with the Global Supply Chain Pressure Index reaching record levels in 2020, 2021, and 2022 (FEDNY).
- Global inflation grew 3% in 2020, 5% in 2021, cresting at 9% in 2022, and falling, but still at an elevated level, to 7% in 2023 (IMF).
- Conflicts expanded in Ukraine and other areas with the IEP Global Peace Index declining each year during 2020-2023 to the lowest levels in 16 years (IEP).
- Independent work continued to grow; online gig work, for example, now accounts for up to 12% of the global labor force (WB).

The global direct selling channel – direct selling companies and their independent representatives – responded to the challenges as opportunities and delivered goods and services to people around the world. These direct sales of over half-a-trillion U.S. dollars from 2020 to 2023 had positive impacts on local communities across the globe, providing people with goods and services, and household income through a flexible entrepreneurial business opportunity.

The growth potential for direct selling remains substantial, given the continuing desire of people for entrepreneurial opportunities. About 60% of people want to have their own business, and nearly one in four are in business now or expect to be within a year. Forty percent say raising capital is the biggest obstacle in launching a new business, down from 45% in 2019, and 39% believe they have the resources to begin a business, up from 35% in 2019. According to the Amway Global Entrepreneurship Report (AGER), 67% feel starting a business is attractive after knowing someone who began one, up from 58% in 2019.

This report describes significant insights into how the size, scope, and characteristics of the direct selling industry is evolving, globally, regionally and on the country level. In addition, 13 DSAs share their country-specific perspectives about market factors affecting direct selling, product shifts in the direct selling channel and their drivers, how direct selling companies are attracting younger generations, and how they are competing with other entrepreneurial opportunities.

Chairman's Message

Dear Colleagues,

I am delighted to present the second edition of WFDSA's annual Global STATS publication. This expanded report offers even deeper insights into the performance, trends, and impact of direct selling on a global scale.

Building upon the foundation laid in our inaugural edition, this year's publication features more comprehensive data, including new sections on entrepreneurship trends and other interesting insights that highlight the dynamic nature of our industry. The report provides global, regional, and country-specific results, and explores the trends and dynamics of product categories. We believe this enhanced resource will be invaluable for all of you, supporting informed decision-making for your DSA and our member companies.

The Global Research Committee has once again demonstrated their dedication and commitment, working tirelessly to compile and analyze this data. Their efforts empower our members with reliable statistical information that is crucial for our industry's growth and sustainability. I would like to take this moment to acknowledge and thank the entire team for their hard work and dedication.

I also wish to extend my sincere appreciation to the heads of DSAs for their close collaboration with WFDSA. Our collective efforts have been pivotal in ensuring the accuracy and relevance of the data presented.

As we are all aware, statistics play a critical role in showcasing the significant contributions of direct selling to various economies and countries where we operate. Additionally, it serves as a powerful tool for our outreach efforts with external stakeholders.

As WFDSA chairman, I take great pride in the strength, resilience, and innovation of the direct selling industry. Let us continue to reimagine, reinvent, and redefine our industry as we navigate the evolving challenges and opportunities before us.

Thank you all for your continued support.

Warm wishes,

Roger Barnett

In this issue

Industries rely on statistical data as a **vital guide,** shedding light on the route to **well-informed** decisions.

Executive Director's Message

My Dear Friends and Colleagues,

We are pleased to present to you our second issue of WFDSA STATS. This publication is evidence of our sustained effort toward collaboration and commitment to capture the very essence of the impact our industry has made.

New this year are the sections in the publication that focus on looking more closely at entrepreneurial trends, together with data that paints a fresh picture of an increasingly fast-changing world of direct selling. These are the insights shaping the discussion—and, ultimately, the future of our industry.

WFDSA STATS is more than the numbers and trends; it is a collection of our joint commitment and hard work from each of you. Let's further build on these insights toward better advancements in our industry for even wider contributions and a positive impact around the world.

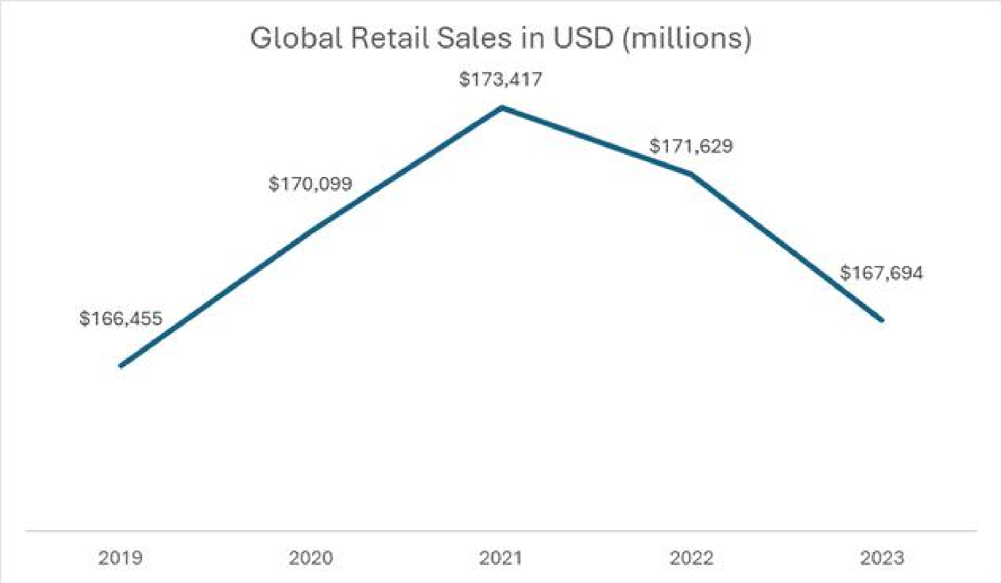
Thank you for being an integral part of this journey.

Warm regards,

Tamuna Gabilaia

Global Retail Sales

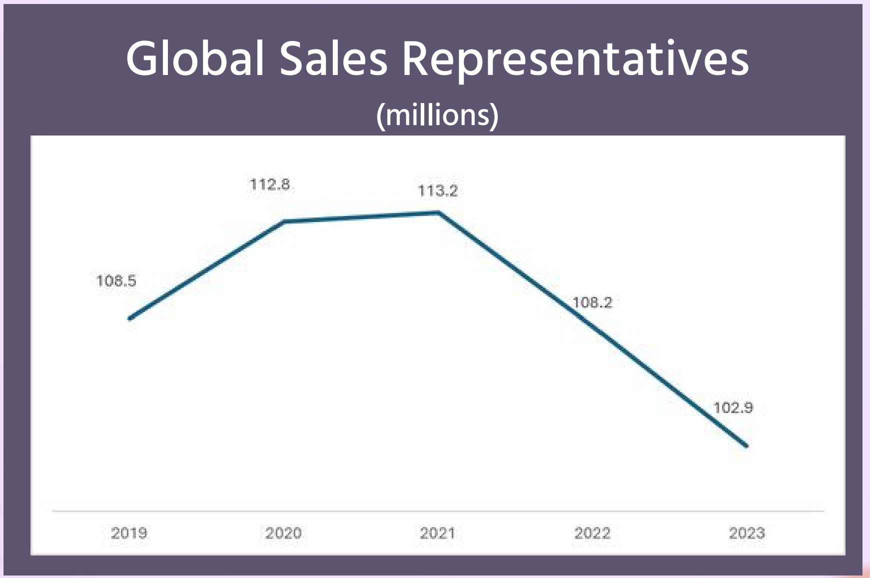
Global retail sales grew 1% over the past four years, a positive result showcasing resilience amid political turmoil, economic disruption, and recent recovery from a pandemic. Sales increased during the pandemic in 2020 and 2021, increasing 2.2% to $170,099 million in 2020 and by 2.0% to $173,417 million in 2021. Subsequently, sales fell in 2022 by 1.0% to $171,629 million and in 2023 by 2.3% to $167,694 million, which is above the pre-pandemic sales level of $166,455 million in 2019.



Retail Sales		
	2023 % Sales Change	3-Year CAGR
Global	-2.3%	-0.5%
Asia/Pacific	-3.7%	-1.2%

Independent Sales Representatives

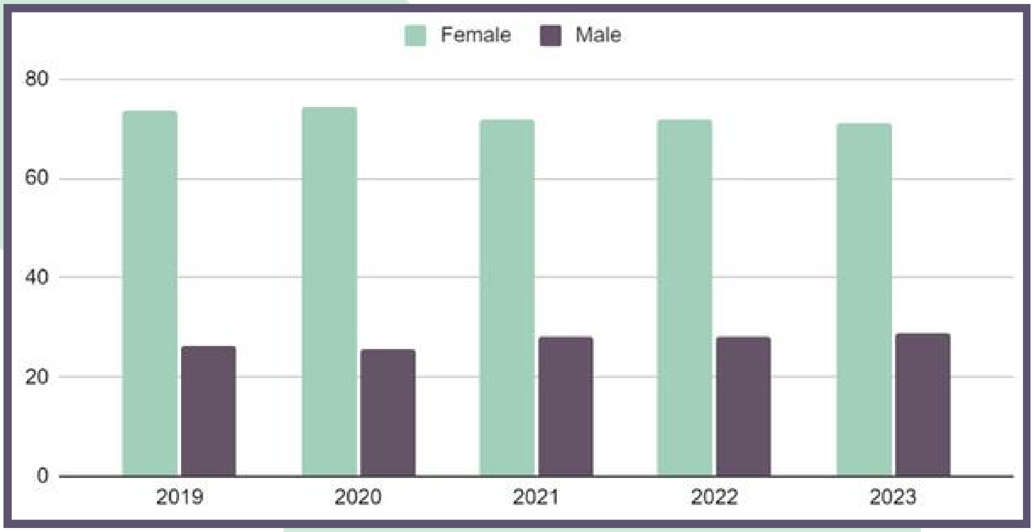
Global salesforce size trended with global sales during 2019-2023. In 2020, the number of independent sales representatives jumped 3.9% to 112.8 million and edged up a further 0.4% to 113.2 million in 2021[JJ1] . Then the number fell 4.4% in 2022 to 108.2 million — about the same number as in 2019, the last year before the pandemic — and 4.9% to 102.9 million in 2023.



Representatives		
	2023 % Reps Change	**3-Year CAGR**
Global	**-4.9%**	**-3.0%**
Asia/Pacific	**-3.2%**	**0.4%**

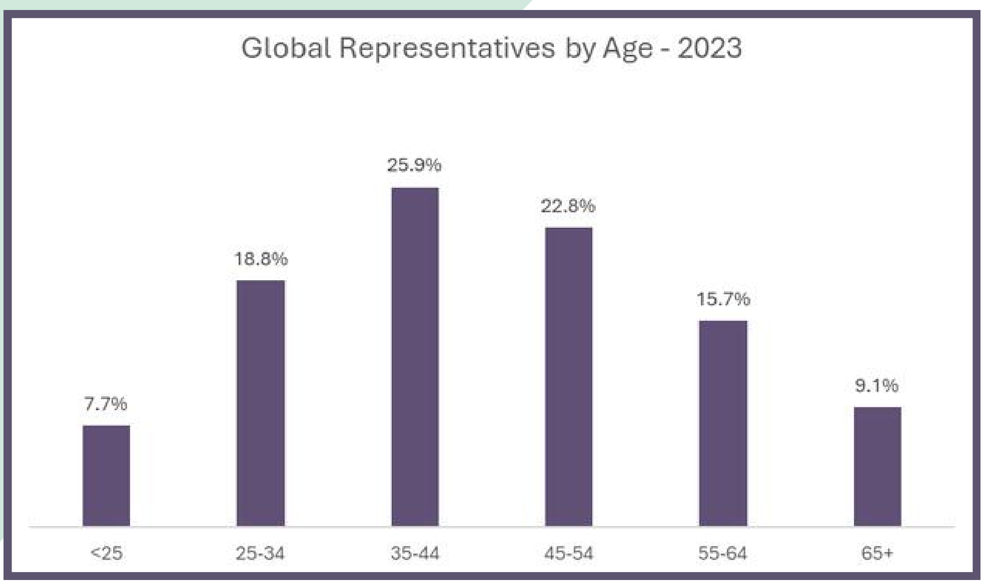
Who's Shaping the Direct Selling Industry?

While the industry continues to be driven by female independent sales representatives, there has been a consistent increase in the amount of men in the industry.



Seven in ten direct sales representatives are women, and direct selling provides an essential gateway to their entrepreneurship. According to Global Entrepreneurship Monitor (GEM), one in six women plan to launch a business soon and, among women who start a business, 73% do so because of job scarcity, 36% are solopreneurs, and 49% launch a wholesale or retail business.

Nearly one-half of independent representatives (48.7%) are between the ages of 35 and 54. A total of 25.9% are 34 and younger and 24.8% are above 54.



Global Market Penetration in Direct Selling

A metric of market penetration for direct selling in a country can be calculated by dividing a country's direct sales by its GDP and expressing the result as a percentage. This calculation was prepared for 63 countries. The countries were then ranked from high to low and formed into three groups. The five countries with the highest market penetration are Malaysia (2.286%), Korea (0.952%), Peru (0.796%), Bolivia (0.760%), and Ecuador (0.752).

Direct Sales as % of GDP by Country, 2023

Higher Penetration		Mid Penetration		Lower Penetration	
Malaysia	2.286%	United States	0.134%	Switzerland	0.049%
Korea	0.952%	Slovakia	0.134%	New Zealand	0.047%
Peru	0.796%	Estonia	0.134%	Spain	0.044%
Bolivia	0.760%	Italy	0.131%	Luxembourg	0.044%
Ecuador	0.752%	Czech Republic	0.124%	Australia	0.043%
Colombia	0.636%	South Africa	0.116%	Slovenia	0.042%
Taiwan	0.599%	Bulgaria	0.114%	Greece	0.040%
Germany	0.443%	Canada	0.110%	Belgium	0.034%
Thailand	0.420%	Ukraine	0.108%	United Kingdom	0.034%
Mexico	0.384%	Romania	0.098%	Finland	0.034%
Brazil	0.366%	India	0.096%	Turkey	0.033%
Argentina	0.274%	Hong Kong	0.094%	Croatia	0.032%
Kazakhstan	0.271%	Indonesia	0.093%	Norway	0.028%
Japan	0.252%	Singapore	0.089%	Sweden	0.024%
Philippines	0.228%	China	0.085%	Malta	0.024%
Vietnam	0.223%	Hungary	0.084%	Cyprus	0.021%
Latvia	0.195%	Austria	0.069%	Denmark	0.021%
France	0.155%	Portugal	0.065%	Israel	0.012%
Chile	0.150%	Russia	0.063%	Netherlands	0.011%
Lithuania	0.145%	Uruguay	0.063%	United Arab Emir	0.006%
Poland	0.135%	Morocco	0.060%	Ireland	0.005%

Regional Insights: Direct Selling Penetration Across the Globe

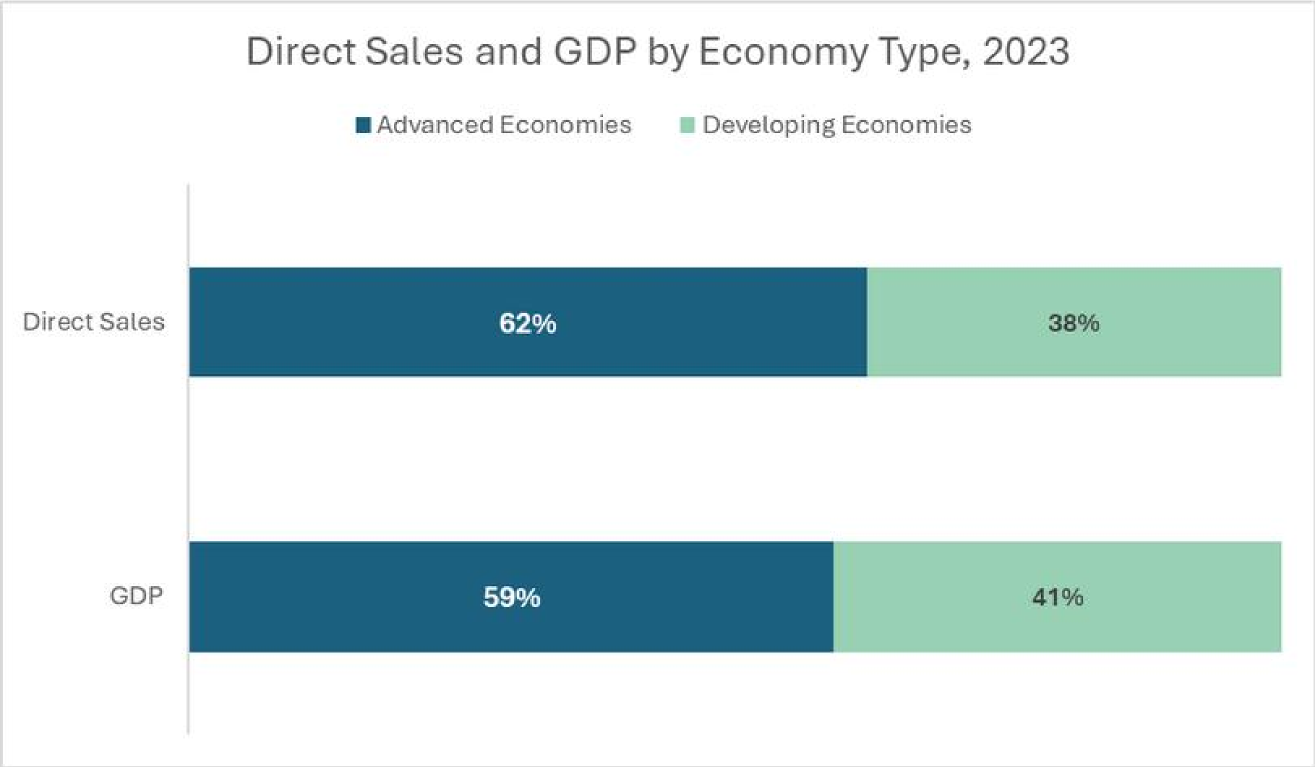
The Americas is the region with the highest percentage of countries (73%) with higher penetration (i.e., direct sales as a percentage of GDP), followed by Asia Pacific (53%), and Europe (15%). Developing economies have a higher percentage (53%) compared to advanced economies (15%). The 21 countries with $1 billion or more in annual direct sales have a higher percentage (62%) than other markets (19%).

Market Penetration by Country Demographic

	Higher Penetration	Mid Penetration	Lower Penetration	Total	# Countries
Asia/Pacific	53%	33%	13%	100%	15
Americas	73%	27%	0%	100%	11
Europe	15%	33%	52%	100%	33
Africa/Middle East	0%	50%	50%	100%	4
Advanced	15%	30%	55%	100%	33
Developing	53%	37%	10%	100%	30
Higher GDP	34%	28%	38%	100%	32
Lower GDP	32%	39%	29%	100%	31
$Billion+ in Direct Sales	62%	33%	5%	100%	21
Other Markets	19%	33%	48%	100%	42

Direct Sales vs. GDP in Advanced Economies

The distributions of direct sales and GDP by economy type are similar. The share of direct sales in advanced economies (62%) is only slightly higher than that for GDP (59%.)



Interestingly, while most direct sales are in advanced economies, there are signs that the entrepreneurial environment in developing countries is improving. The top five countries in the National Entrepreneurship Context Index (NECI) published by the Global Entrepreneurship Monitor (GEM), which measures the positiveness of a country's entrepreneurial environment, are United Arab Emirates, India, Saudi Arabia, Lithuania, and Qatar but only one of them — Lithuania — is an advanced economy. (GEM)

Regional Overview

In 2023, the Asia/Pacific region had retail sales of $67,573 million and accounted for 40.3% of global sales, followed by the Americas ($62,632 million, 37.3% share), Europe ($36,149 million, 21.6% share), and Africa/Middle East ($1,340 million, 0.8% share). Regionally, Europe had the highest sales growth in 2023 (up 3.4%), followed by Asia/Pacific (down 3.7%), Americas (down 3.8%), and Africa/Middle East (down 4.0%). Europe also performed better than other regions during 2019-2023. The region's sales increased 8.6% during the period, followed by the Americas (up 6.8%), Asia/Pacific (down 7.2%), and Africa/Middle East (down 22.5%).

Region	**2023 Retail Sales in USD (millions)**	**2023 Sales Share**	**2023 vs 2022 (2023 Constant USD)**	**2023 vs 2019 (2023 Constant USD)**
Asia/Pacific	$67,573	40.3%	-3.7%	-7.2%
Africa/Middle East	$1,340	0.8%	-4.0%	-22.5%
Americas	$62,632	37.3%	-3.8%	6.8%
Europe	$36,149	21.6%	3.4%	8.6%

Regional Overview

The Asia/Pacific region had 59.0 million representatives in 2023 or 57.3% of the global salesforce, followed by the Americas (27.1 million, 26.4% share), Europe (12.7 million, 12.4% share), and Africa/Middle East (4.1 million, 4.0% share). In 2023, salesforce growth was greatest in Europe (up 0.6%), followed by Asia/Pacific (down 3.2%), the Americas (down 9.2%), and Africa/Middle East (down 14.6%). Asia/Pacific, however, had the largest increase in salesforce size during 2019-2023. During the period, the region's number of representatives increased 2.8%, followed by Europe (down 10.2%), the Americas (down 11.2%), and Africa/Middle East (down 36.8%).

Region	2023 Number of Representatives (millions)	2023 Share	2023 vs 2022	2023 vs 2019
Asia/Pacific	59.0	57.3%	-3.2%	2.8%
Africa/Middle East	4.1	4.0%	-14.6%	-36.8%
Americas	27.1	26.4%	-9.2%	-11.2%
Europe	12.7	12.4%	0.6%	-10.2%

A Closer Look by Region

Asia/Pacific

(CAGR)

- #2 Korea (+0.5%)
- #4 China (-7.0%)
- #5 Japan (-3.2%)
- #6 Malaysia (+8.1%)
- #10 Taiwan, China (+2.3%)
- #11 India (+8.3%)
- #15 Thailand (-6.6%)
- #18 Indonesia (-6.0%)

Rank higher than 2022 Rank lower than 2022

Rank constant vs 2022

8 of the 24 Billion Dollar Markets are in Asia/Pacific

Asia/Pacific retail sales have shown steady growth over the past four years, excluding China, with sales increasing from $49,428 million in 2019 to $52,530 million in 2023, an increase of 6.3%. Sales increased for 3 consecutive years, rising 3.9% in 2020 to $51,337 million, 2.2% in 2021 to $ 52,465 million, and 5.0% in 2022 to $55,097 million. While sales fell 4.7% to $52,530 million in 2023, the overall trend remains positive.

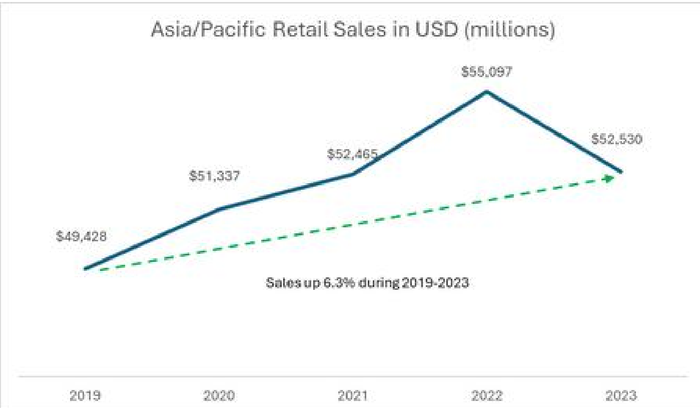
Retail sales in China fell each year during 2019-2022 due to widespread lockdowns in 2020-2022 under the government's Zero COVID policy and unrelated events in 2019 but at a decelerating rate: down 20% in 2020 to $18,687 million, down 13% in 2021 to 16,351 million, and down 8% in 2022 to $15,043 million. Sales were flat in 2023.

In Hong Kong, retail sales fell 1.1% in 2023 to $355 million. Market trends impacting the overall direction of direct selling in the market are, according to the DSA, customers shopping more online, looking for convenience, and seeking trending products. In addition, according to the DSA, with Hong Kong's soft economy, consumers are purchasing fewer and less expensive items. The number of reported member preferred customers dropped from 95 thousand in 2022 to 83 thousand in 2023. While the overall number of people registered as independent representatives, which includes all engagement levels (business builders, discount buyers, unengaged), fell 1%

67,573 Asia/Pacific

Annual Retail Sales in USD (millions)

Annual Retail Sales in USD (millions)	Country	Annual % Change	3-Year CAGR
	Asia/Pacific	**-3.7%** ▼	**-1.2%** ▼
16298	Korea	-10.8% ▼	+0.5% ▲
15043	China	0.0%	-7.0% ▼
10630	Japan	-2.2% ▼	-3.2% ▼
9503	Malaysia	+1.4% ▲	+8.1% ▲
4530	Taiwan	+3.3% ▲	+2.3% ▲
3435	India	+11.8% ▲	+8.3% ▲
2161	Thailand	-6.0% ▼	-6.6% ▼
1281	Indonesia	-10.6% ▼	-6.0% ▼
994	Philippines	-14.9% ▼	-7.6% ▼
958	Vietnam	-19.0% ▼	+3.7% ▲
747	Australia	-35.8% ▼	-15.1% ▼
708	Kazakhstan	+30.4% ▲	+22.5% ▲
448	Singapore	-10.1% ▼	+5.3% ▲
365	Other Asia/Pacific	-1.3% ▼	+5.9% ▲
355	Hong Kong	-1.1% ▼	-2.0% ▼
117	New Zealand	+6.7% ▲	-3.8% ▼



in 2023 to 233 thousand, the number of business builders (people actually engaged in a direct selling business) increased 8% in 2023 to 90 thousand. To attract younger generations, the DSA believes companies need to update the image and language used to market the opportunity, embrace ESG principles, and expand the values of the opportunity beyond earning income.

Korea experienced retail sales growth of 15.8% during 2019-2022, increasing from $15,783 million in 2019 to $18,274 million in 2022. Sales, however, fell 10.8% to $16,298 million in 2023. The DSA of Korea explains that household consumption and disposable income fell in 2023 over 2022, resulting from higher interest rates. Looking at salesforce trends in Korea, the DSA says it is aging but the industry is moving to attract younger representatives by expanding social media selling. Women make up 79% of the direct selling salesforce, compared to only 43% among new Korean sole proprietors (WB). Overall, sizable portions of Korea adults believe in the potential of entrepreneurship with 39% saying it is easy to start a business, 38% believing there are good opportunities to begin a business, and 55% saying they have the skills and knowledge to start a business (GEM).

In the Philippines, retail sales fell by 14.9% to $994 million in 2023 but the DSA of the Philippines is "cautiously optimistic" for 2024 seeing a resurgence in consumer demand for beauty and wellness products. Direct selling companies have started to sell online and attract new and younger representatives through social platforms. The DSA identifies a dropshipping business model as competition for the direct selling industry because it is a home-based business that is easy to start at low cost.

Taiwan posted $4,530 million of retail sales in 2023, up 3.3% from 2022. In 2024, 46% of companies expect revenue growth, according to a survey of direct selling companies, while 40% anticipate flat sales and 14% declines. The DSA says the core value of direct selling remains interaction between people. The DSA also says the channel is impacted by evolving consumer lifestyles of less traditional person-to-person contact and more e-commerce and social media selling. While the DSA identifies social media influencers as competition for the channel, it believes direct selling offers young people and others an attractive opportunity for potential stable income by providing low entry barriers, educational training and guidance, and clear business plans. The channel is particularly attractive to women, who account for 72% of the direct selling salesforce, while women make up only 37% of new sole proprietorships in Taiwan (WB).

Retail sales in Thailand fell 6% to $2,161 million in 2023 but the DSA sees three trends that will positively impact the direct selling industry in the country. First, consumer demand for wellness products is growing, and direct selling companies are investing in innovative products in this category. Second, younger people are attracted to independent work. Third, consumers are shopping and purchasing more online, and direct selling distributors are skilled in selling online. While the DSA identifies online merchants, content creators, and gig work as competitors with the direct selling opportunity, it believes direct selling has competitive advantages in that direct sellers can offer consumers the personal touch and product recommendations more believable than those from brand companies.

A Closer Look by Region

Europe

6 of the 24 Billion Dollar Markets are in Europe

(CAGR)

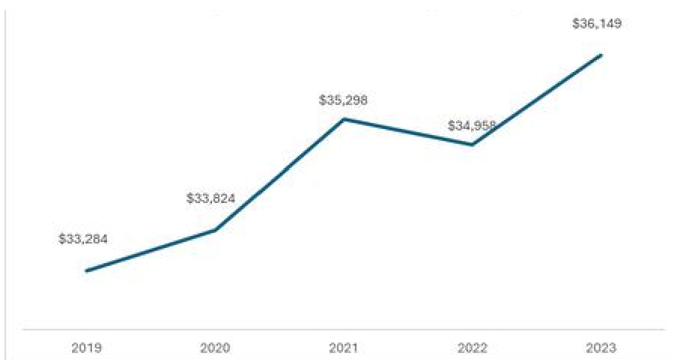
- #2 Germany (+5.1%)
- #9 France (-1.0%)
- #12 Italy (+3.3%)
- #19 Russia (-11.7%)
- #20 United Kingdom (+3.4%)
- #21 Poland (+1.0%)

▲ Rank higher than 2022 ▼ Rank lower than 2022

◆ Rank constant vs 2022

Retail sales in Europe increased 8.6% during 2019-2023. Sales grew at a good pace during the first two years of the pandemic with an increase of 1.6% in 2020 to $33,824 million and a further increase of 4.4% in 2021 to $35,298 million. After a dip of 1.0% in 2022 to $34,958 million, sales jumped by 3.4% in 2023 to $36,149 million.

Europe Retail Sales in USD (millions)



In 2023, Germany had direct sales growth of 7.0%, outpacing overall retail (up 2.9%) and online retail (up 1.3%) (HDE), and accounted for 54.7% of direct sales in Europe, making it the largest market in the region. The DSA observes that, driven by consumer demand, energy and telecommunications are growing categories in the direct selling channel. The DSA predicts modest sales growth and a decline in salesforce size in 2024. The DSA also expects social

A Closer Look by Region: Europe

media will play a growing role in the industry. Younger people are learning about direct selling more and more from social media, says the DSA, and companies are adapting specific products, social media activities, and incentives to attract them. The emphasis on personal relationships shields direct selling from being impacted by other entrepreneurial opportunities in the market, the DSA believes. Women make up 53% of the direct selling salesforce, compared to only 38% among new German sole proprietors (WB). In addition, perceptions of entrepreneurial conditions in Germany are fair with 36% of adults saying it is easy to start a business, 41% believing there are good opportunities to begin a business, and 42% saying they have the skills and knowledge to start a business (GEM).

Direct sales in Russia fell 7.3% in 2023 to $1,266 million due to lower consumer income and increasing online sales, explains the DSA, but that the decline was mitigated by "great demand for personal communication with the consumer based on trust, personal needs and loyalty that has always been a great advantage of direct selling" and growing interest in Asian beauty products and devices and locally manufactured products in the personal care, home care, and wellness categories. Direct selling strongly appeals to young people, notes the DSA, with almost 70% of distributors under 25 considering their work in direct sales as their main employment. Women have easier access to direct selling than other income opportunities accounting for 89% of distributors, compared to 44% of new sole proprietors (WB).

UK direct sales of the DSA's members fell 10% in 2023, but the DSA says the expectation for 2024 is cautiously optimistic with direct selling companies implementing digital strategies and adapting to changing consumer preferences likely to prosper. Primarily driven by consumer demand, for example, some products are trending positively in the direct selling channel: health and wellness, beauty and personal care, sustainable and eco-friendly products, technology and digital products, and personalized products. Innovation in the channel includes personalized nutritional and wellness plans, hybrid product experiences (e.g., fitness equipment pairing with virtual training program), eco-packaging and refill solutions, CBD and hemp-based products, and wearable health devices. Looking at sales force trends, people entering direct selling are more diverse, digitally savvy, and focused on personal development. The long-term factors driving these trends are the desire for flexible, entrepreneurial opportunities and increasing direct sales via social/e-commerce platforms, and a short-term factor is economic downturns that cause people to seek additional income. Additional factors that draw younger people to direct selling are offering modern products and a sense of community through events, online groups, and mentorship programs. Direct selling, however, faces competition from other income opportunities: the gig economy, e-commerce, subscription box services, and influencer marketing. The DSA believes direct selling companies can compete with these other opportunities by emphasizing relationship selling, support and training, sense of community, and low barriers to entry.

36,149 **Europe** **+3.4%** **+2.2%**

Annual Retail Sales in USD (millions)		Annual % Change	3-Year CAGR
19,761	Germany	+7.0%	+5.1%
4,706	France	0.0%	-1.0%
2,959	Italy	-0.3%	+3.3%
1,266	Russia	-7.3%	-11.7%
1,130	United Kingdom	-10.0%	+3.4%
1,094	Poland	0.0%	+1.0%
694	Spain	-6.7%	-5.7%
523	Turkey	+81.3%	+44.3%
431	Switzerland	+0.8%	+1.0%
410	Czech Republic	+0.2%	+4.0%
357	Austria	+3.8%	+6.0%
346	Other Europe	-14.6%	-10.3%
341	Romania	-5.4%	-3.3%
216	Belgium	+13.9%	+2.9%
191	Ukraine	+35.7%	-5.4%
188	Portugal	-13.3%	-10.0%
178	Hungary	-4.2%	-0.8%

Annual Retail Sales in USD (millions)		Annual % Change	3-Year CAGR
177	Slovakia	-0.8%	-3.1%
145	Sweden	-13.4%	-10.7%
135	Norway	-11.3%	-6.8%
122	Netherlands	-5.1%	-4.6%
116	Bulgaria	+29.1%	+9.3%
113	Lithuania	+3.0%	+2.8%
101	Finland	-6.5%	-9.3%
95	Greece	+3.1%	-5.6%
85	Latvia	+1.4%	+1.9%
84	Denmark	-4.4%	-4.4%
54	Estonia	+2.1%	-0.6%
37	Luxembourg	-8.7%	-6.2%
29	Slovenia	+6.4%	+2.8%
28	Ireland	+5.5%	-11.2%
26	Croatia	-19.3%	-14.0%
7	Cyprus	+2.9%	-5.5%
5	Malta	-14.6%	-17.7%

A Closer Look by Region

Americas

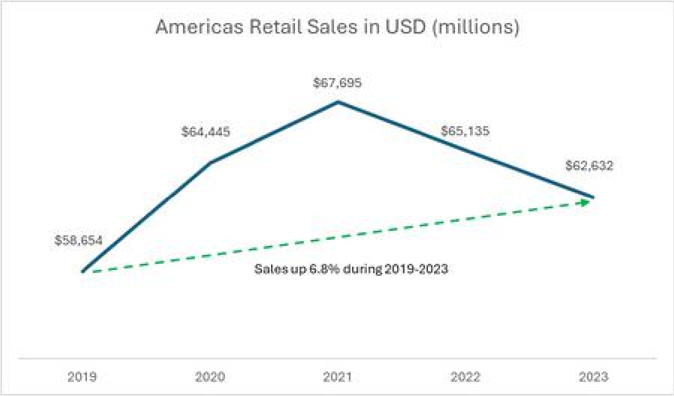
(CAGR)

- #1 United States (-2.9%)
- #7 Brazil (-2.0%)
- #8 Mexico (+2.5%)
- #13 Canada (-8.5%)
- #14 Colombia (+10.8%)
- #16 Peru (+6.2%)
- #17 Argentina (+72.0%)

Rank higher than 2022 Rank lower than 2022

Rank constant vs 2022

7 of the 24 Billion Dollar Markets are in the Americas



Retail sales in the Americas rose 6.8% during 2019-2023, from $58,654 million in 2019 to $62,632 million in 2023. Sales surged in the pandemic years of 2020 and 2021, jumping 9.9% in 2020 to $64,445 million and another 5.0% in 2021 to $67,695 million. Sales, however, sagged in 2022 and 2023, dropping 3.8% in 2022 to $65,135 million and a further 3.8% in 2023 to $62,632 million. Sales are still above pre-pandemic levels.

62,632 Americas -3.8% -0.9%

Annual Retail Sales in USD (millions)

Annual Retail Sales in USD (millions)	Market	Annual % Change	3-Year CAGR
36,660	United States	-9.5%	-2.9%
7,962	Brazil	+4.6%	-2.0%
6,874	Mexico	+3.0%	+2.5%
2,352	Canada	-5.9%	-8.5%
2,312	Colombia	+0.4%	+10.8%
2,129	Peru	-0.7%	+6.2%
1,778	Argentina	+114.5%	+72.0%
904	Ecuador	+2.6%	+0.6%
733	Central America/Caribbean	+4.6%	+5.7%
503	Chile	-8.8%	-6.8%
351	Bolivia	+4.9%	-2.1%
49	Uruguay	-19.5%	-11.4%
28	Other South & Central America	-1.0%	-2.3%

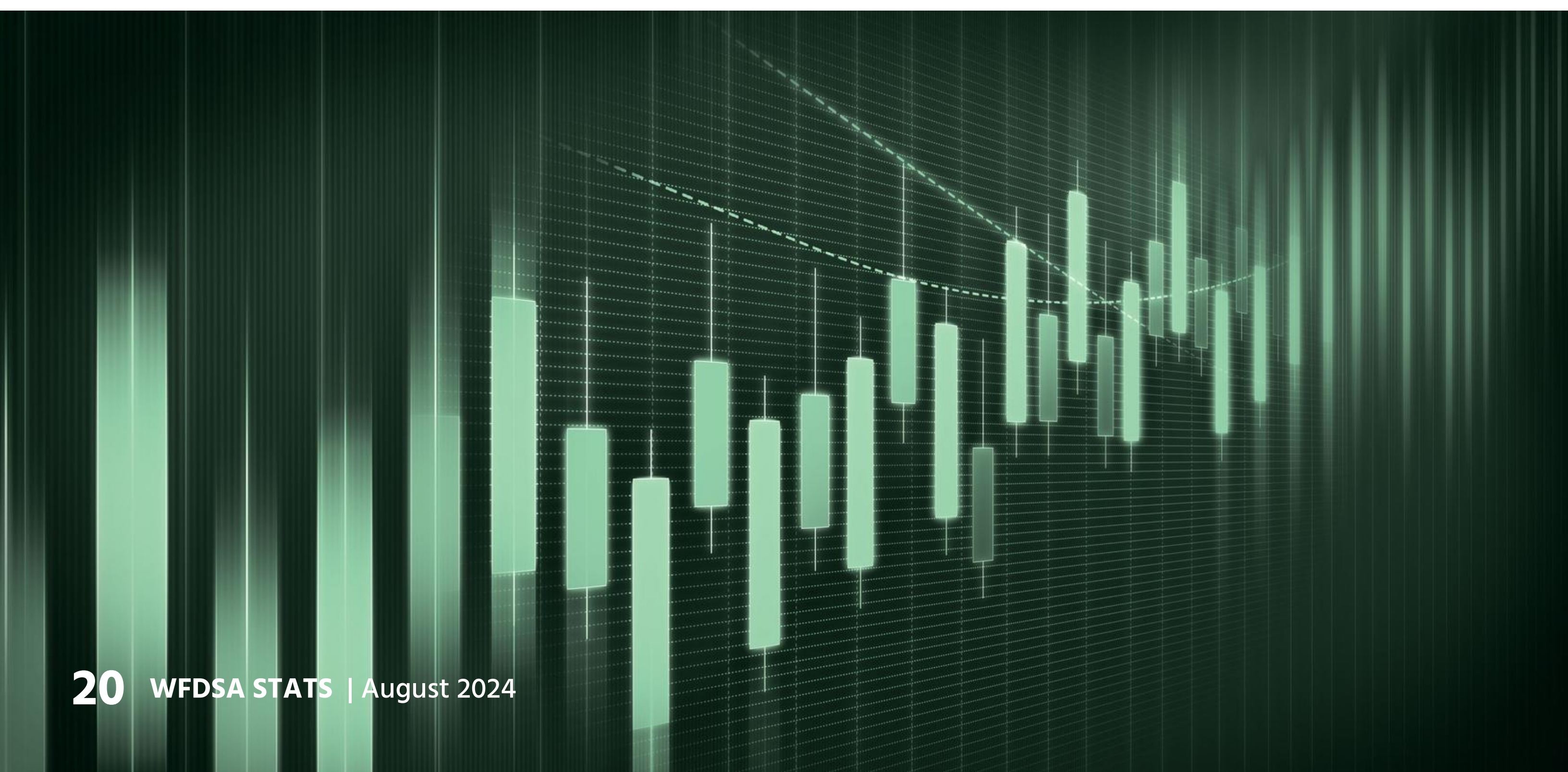
Brazil's retail sales increased 4.6% to $7,962 million in 2023 — essentially keeping up with inflation according to the DSA — and the number of representatives fell 13.1%. The challenge for 2024, says the DSA, is to bring motivated people back into the business. The DSA believes there are many opportunities that compete with direct selling, such as affiliate programs and other businesses based on social media and e-commerce. Nevertheless, women in Brazil find direct selling attractive, accounting for 85% of distributors. A contributing factor may be the gender gap in the unemployment rate in Brazil: 9.4% for women vs. 6.5% for men in 2023 (WB). Also, people in Brazil believe the country has a positive environment for entrepreneurship with 43% saying it is easy to start a business, 65% believing there are good opportunities to begin a business, and 66% saying they have the skills and knowledge to start a business (GEM).

Looking at another market in South America, Chile's sales fell 8.8% in 2023. The DSA explains that the national economy is weak and there is a strong competitive business environment but that the direct selling channel is not impacted more or less than other sectors by these two factors. The DSA expects sales to increase modestly in 2024 over 2023 and says direct selling companies need to adapt to meet the consumers' "growing demand for healthier and more environmentally conscious products." The DSA observes, "To achieve success in this field, a combination of social network interactions and face-to-face selling is essential. Those who integrate both approaches tend to achieve better results compared to independent distributors who rely solely on one of those channels for sales." Women in Chile are drawn to the direct selling over other sole proprietorship opportunities: women account for 86% of direct sellers but only 41% of new sole proprietors (WB). In addition, the entrepreneurial environment in the country is constructive with 50% of adults saying it is easy to start a business, 59% believing there are good opportunities to begin a business, and 76% saying they have the skills and knowledge to start a business (GEM).

A Closer Look by Region: Americas

In Colombia, sales were essentially flat in 2023 (up 0.4%). The outlook for 2024, according to the DSA, is cautious in the direct selling sector and in industry as a whole in Colombia with the current government. Nevertheless, the DSA observes, “Overall, the direct selling landscape in Colombia is evolving with a focus on digital tools, quality products, entrepreneurial empowerment, and ethical practices, all of which contribute to the success of individuals entering this industry.” To attract younger people to the direct selling opportunity, the DSA says, direct selling companies are offering online training and development and flexible business models for personalization of work-life balance. With the gender gap in the unemployment rate in Colombia (11.8% for women vs. 7.7% for men in 2023), direct selling offers women, who account for 81% of distributors, a potential source of income. Furthermore, perceptions of entrepreneurial conditions in Colombia are good with 46% of adults saying it is easy to start a business, 60% believing there are good opportunities to begin a business, and 72% saying they have the skills and knowledge to start a business (GEM).

In North America, the United States achieved sales of more than $36 billion in 2023. After booming during the pandemic, sales slumped through 2023, the DSA reports but expects sales to bottom out in 2024 and return to growth. Over the past several years, the DSA observes, the sales shares of financial services and real estate brokerage have grown significantly, generally driven by companies founded after 2000. The DSA’s research shows participation of Americans in entrepreneurial opportunities competing with direct selling in the form of gig work, freelancing, and online selling increased over the past several years with 44% of Americans having a favorable opinion of freelancing as a way to make money, followed by online selling (43%), gig work (38%), and direct selling (32%). This research also indicates direct selling delivers on many attributes important to entrepreneurs, such as supplemental income and flexibility but fails to do so in terms of low start-up costs, and low risk. Overall, sizable portions of American adults believe in the potential of entrepreneurship with 56% saying it is easy to start a business, 54% believing there are good opportunities to begin a business, and 49% saying they have the skills and knowledge to start a business (GEM).



Africa/ Middle East

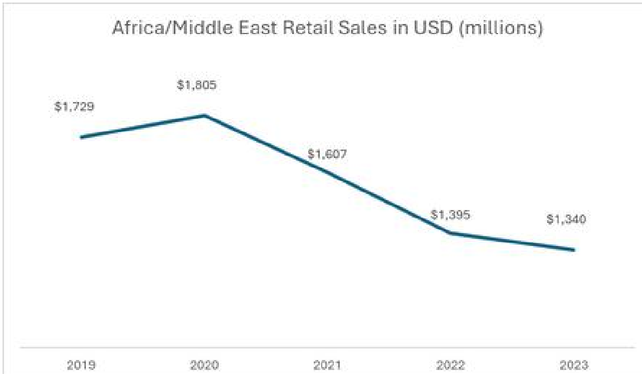
Retail sales in the Africa/Middle region fell 22.5% during 2019-2024. Sales rose 4.4% in 2020, the first year of the pandemic, to $1,805 million but subsequently fell 11% in 2021 to $1,607 million, 13% in 2022 to $1,395 million, and 4% in 2023 to $1,340 million. During 2019-2023, sales fell less in Africa (down 21%) than in the Middle East (down 29%).

Direct sales in South Africa fell 13.2% in 2023 to $438 million, explains the DSA, due to several market factors: (1) political instability, (2) declining basic services like electricity and water, (3) high level of crime, (4) e-commerce, and (5) crypto currency scams. Direct selling was impacted by these market trends more than other sectors, believes the DSA. While direct sales fell 13%, for example, brick & mortar retail only fell 1% in 2023 and e-commerce grew 29%. The DSA observes that wellness products are growing in the direct selling channel with new companies from Asia entering the South African market and that companies with strong digital platforms are performing better. Direct sales are projected to remain flat in 2024. With lack of opportunities in the market, young people leaving or graduating from secondary school or university are trying direct selling as a source of income. Direct selling companies are attracting younger people by adapting the packaging of their products and building a strong social media presence backed by influencers.

1,340 Africa/Middle East **-4.0%** ▼ **-9.5%** ▼

Annual Retail Sales in USD (millions)

		Annual % Change	3-Year CAGR
643	Other Africa	+7.5% ▲	-8.0% ▼
438	South Africa	-13.2% ▼	-9.8% ▼
86	Morocco	-14.1% ▼	-10.9% ▼
82	Other Middle East	-19.9% ▼	-20.3% ▼
62	Israel	-1.3% ▼	-8.7% ▼
30	United Arab Emirates	+5.0% ▲	+17.3% ▲



While there are other entrepreneurial opportunities emerging in South Africa that are impacting direct selling, such as tuck shop styled businesses in rural areas and digital marketing, says the DSA, companies can maintain the relevance of their income opportunity for distributors by

- strong e-commerce platforms backed by strong drop shipping services
- comprehensive online back-office environments
- relevant training
- active social media presence backed by influencers
- attractive and comprehensive digital and paper-based catalogues
- strong involvement in communities
- active involvement in corporate social responsibility programs

Direct Selling & Aspiring Entrepreneurs

The 2023/2024 Global Entrepreneurship Monitor (GEM) Global Report reveals several trends that underscore the potential of direct selling as a solution to the challenges faced by aspiring entrepreneurs.

Addressing Fear of Failure

At least two in five adults in 35 economies would not launch a business because it might fail even when they have good opportunities. Attributes of direct selling address this concern, both with the low barriers and cost to enter direct selling and second, with the support provided by the direct selling companies. As the old saying goes, "You are in business for yourself, but not by yourself." Companies provide business building support and education, and fellow sales representatives learn from and support each other.

Supporting Women Entrepreneurs

Experts rate entrepreneurial support for women as unsatisfactory in 37 of 49 economies. Yet, in addition to the entrepreneur support by direct selling companies and by sales representatives, direct selling offers flexible opportunities that can accommodate the unique challenges faced by women entrepreneurs, such as family responsibilities.

Promoting Sustainability

At least one in two new entrepreneurs say a Sustainable Development Goal (SDG) is a priority for their start-up. The focus on social and environmental sustainability in direct selling resonates with this global trend towards more responsible business practices. Direct selling companies can leverage this alignment to attract entrepreneurs committed to making a positive impact.

Educating Entrepreneurs

Only five of 49 economies were rated by experts as having satisfactory or better entrepreneurial education at schools. Yet again direct selling companies and their sale representatives provide at least part of the solution by educating direct sales entrepreneurs on how to build a lasting and profitable business.

By addressing the identified needs and trends, direct selling can position itself as a key driver of entrepreneurial growth and success, providing a viable and impactful pathway for aspiring entrepreneurs worldwide.

Personalization – Direct Selling's Competitive Edge

Personalization through relationships is foundational to direct selling. People turn to people they trust — family, friends, neighbors, colleagues — for purchase recommendations. Direct selling serves these needs, providing a shopping experience that encourages personalization to develop real connections between customers and distributors and the brands they represent.

Consumers feel personalization is being made to feel special through positive experiences, according to a McKinsey study. The study found 72% of consumers expect businesses from which they buy to "recognize them as individuals and know their interests". The study revealed that:

• 71% of consumers expect personalization.
• 76% are annoyed when they don't get it.
• 76% are more likely to consider purchasing when personalization is available.
• 78% are more likely to refer friends and families to personalized shopping opportunities.
• 78% are more likely to make repeat purchases from businesses that personalize.

Key Takeaways

Global Retail Sales

Sales grew one percent over the past four years, a positive result showcasing resilience amid political turmoil, economic disruption, and recent recovery from a pandemic. Sales increased during the pandemic in 2020 and 2021, increasing 2.2% to $170,099 million in 2020 and by 2.0% to $173,417 million in 2021. Subsequently, sales fell in 2022 by 1.0% to $171,629 million and in 2023 by 2.3% to $167,694 million, which is above the pre-pandemic sales level of $166,455 million in 2019.

Product Trends

The three categories of wellness, cosmetics & personal care, and household goods & durables were the three largest categories each year during 2019-2023, accounting for 75.3% of global sales in 2019 and 72.9% in 2023. Their shares, however, changed notably during this period. The shares of the wellness category and the cosmetics and personal care category trended downward during 2019-2023 from 36.3% to 31.7% and from 27.2% to 24.2%, respectively. In contrast, the share of household goods and home durables increased from 11.8% in 2019 to 17.0% in 2023.

Global Salesforce Size

Global salesforce size trended with global sales during 2019-2023. The number of independent sales representatives jumped 3.9% to 112.8 million and edged up a further 0.4% to 113.2 million in 2021. Then the number fell 4.4% in 2022 to 108.2 million — about the same number as in 2019, the last year before the pandemic — and 4.9% to 102.9 million in 2023. Other factors in the reduction of the salesforce are the declining sales shares of two categories with relatively lower salesforce productivity (i.e., sale per representative) — wellness and cosmetics & personal care — in combination with the increasing sales share of the household goods & home durables category, which has relatively higher representative productivity.

Key Takeaways

Salesforce Demographics

The share of women in the global salesforce declined from 73.7% in 2019 to 71.3% in 2023 as the sales share of two categories with high concentrations of women representatives — clothing & accessories and cosmetics & personal care — fell during the same period from 33.5% to 28.4%. In 2023, people aged younger than 35 account for 26.5% of the global salesforce; 35 to 54, 48.7%; and older than 54, 24.8%. Shares of the age categories did not trend notably during 2019-2023.

Outlook

While the general sentiment on expectations for 2024 among the DSAs is for flat sales or modest increases, the growth potential for direct selling remains substantial, given the continuing desire of people for entrepreneurial opportunities, despite or even because of the turmoil and change of recent years. About 60% of people want to have their own business, and nearly one in four are in business now or expect to be within a year (AGER). A common theme among the DSAs sharing insights on their local markets is that direct selling is about relationships. Selling based on relationships can be in-person or through various media and can be called by various names, but it is still direct selling. If relationships remain the north star/bedrock value of the channel, direct selling will not only survive, but thrive.

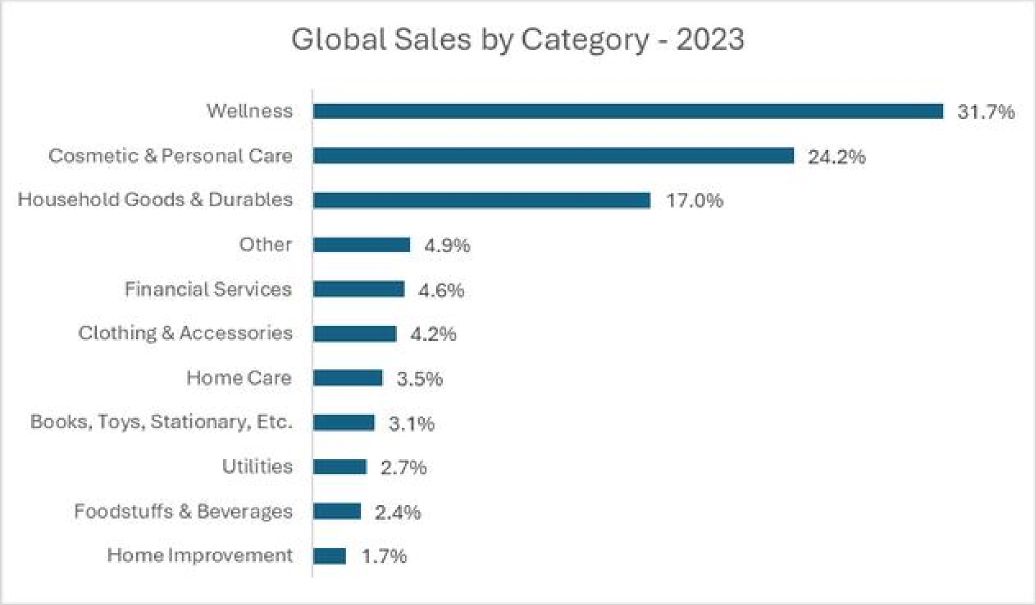
Top Markets
in Excess of $1 Billion, USD

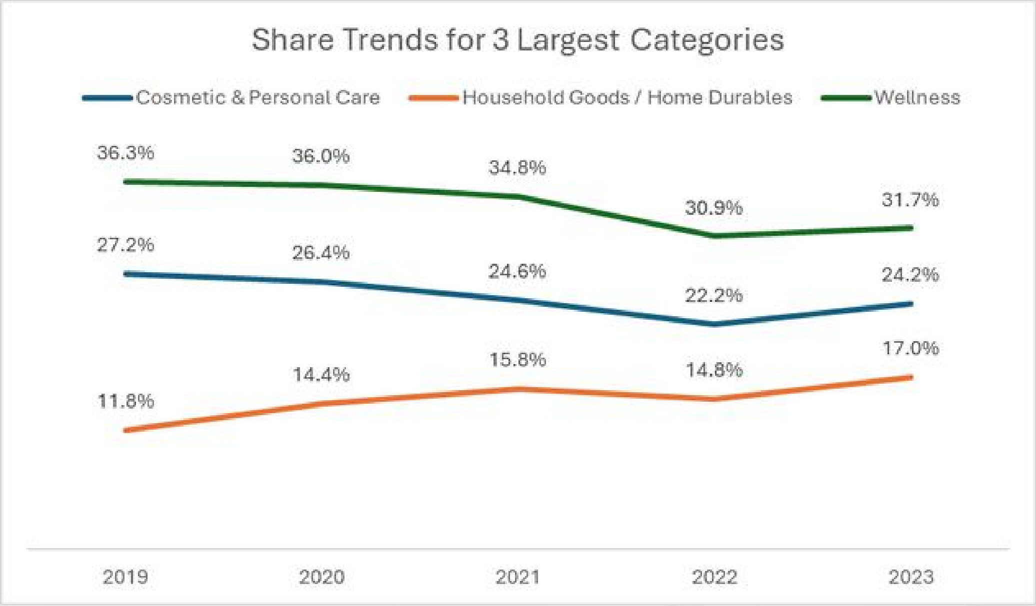
In 2023, 21 markets had sales of $1 billion or more, three fewer than in 2022 with annual sales in Australia, the Philippines, and Vietnam falling below $1 billion. Switching places in the ranking, Germany moved from 3rd to 2nd and Korea from 2nd to 3rd. Indonesia and Russia also changed places, with the former moving from 19th to 18th and the latter from 18th to 19th. Finally, Poland moved up the ranking to the 21st position.

Rank	Market	Rank vs 2022	2023 Retail Sales in USD (millions)	2023 vs 2022 (2023 Constant USD)	3-Year CAGR (2023 Constant UDS)
1	United States		$36,660	-9.5%	-2.9%
2	Germany	▲	$19,761	7.0%	5.1%
3	Korea	▼	$16,298	-10.8%	0.5%
4	China		$15,043	0.0%	-7.0%
5	Japan		$10,630	-2.2%	-3.2%
6	Malaysia		$9,503	1.4%	8.1%
7	Brazil		$7,962	4.6%	-2.0%
8	Mexico		$6,874	3.0%	2.5%
9	France		$4,706	0.0%	-1.0%
10	Taiwan		$4,530	3.3%	2.3%
11	India		$3,435	11.8%	8.3%
12	Italy		$2,959	-0.3%	3.3%
13	Canada		$2,352	-5.9%	-8.5%
14	Colombia		$2,312	0.4%	10.8%
15	Thailand		$2,161	-6.0%	-6.6%
16	Peru		$2,129	-0.7%	6.2%
17	Argentina		$1,778	114.5%	72.0%
18	Indonesia	▲	$1,281	-10.6%	-6.0%
19	Russia	▼	$1,266	-7.3%	-11.7%
20	United Kingdom		$1,130	-10.0%	3.4%
21	Poland	▲	$1,094	0.0%	1.0%

Global Overview: Products and Services

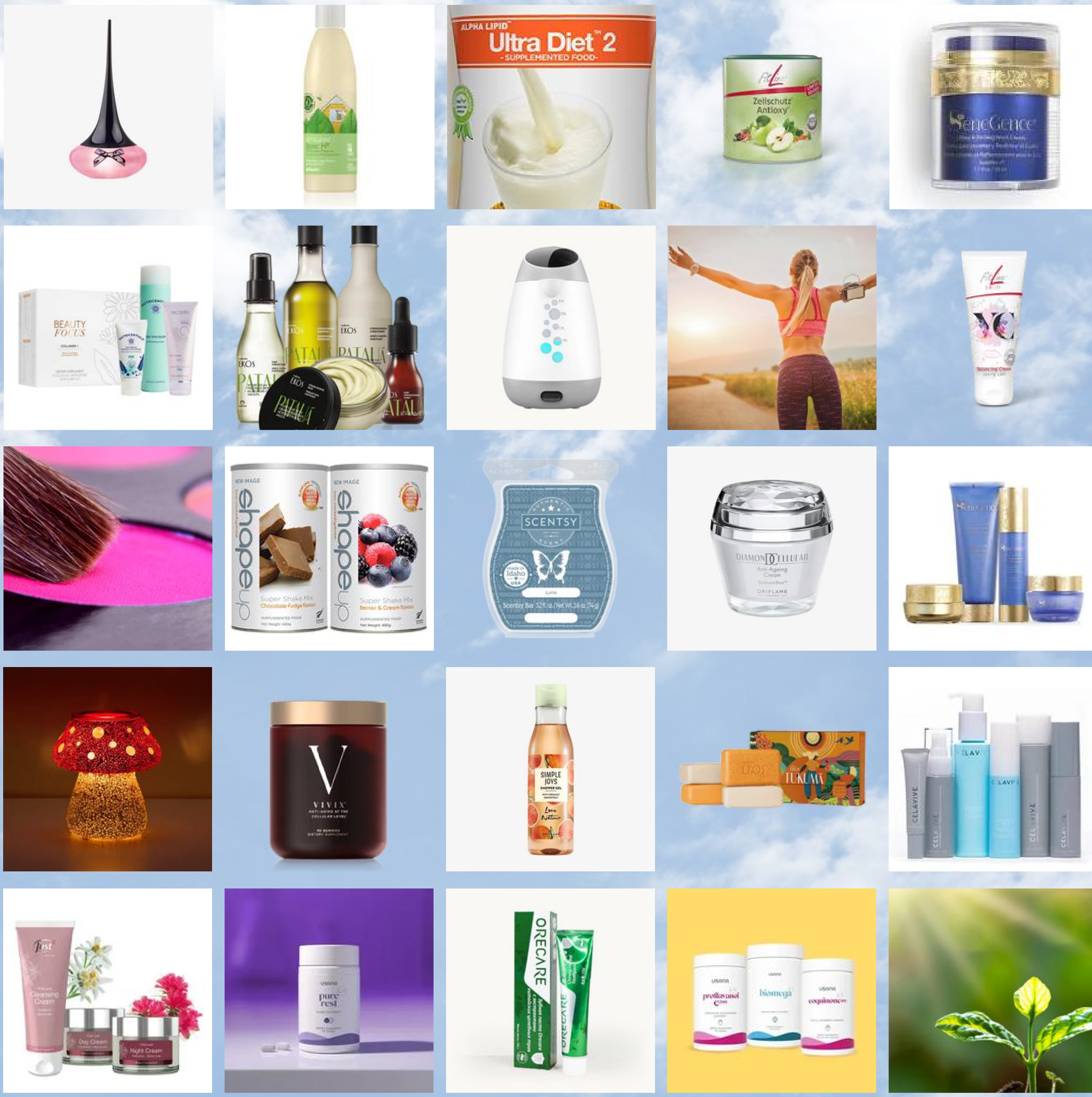
Wellness was the largest product/service category in 2023 with nearly one-third (31.7%) of global sales, followed by cosmetics and personal care (24.2%) and household goods and durables (17.0%). These three categories together accounted for nearly three-quarters (72.9%) of global sales in 2023 and were the three largest categories each year during 2019-2023. Their shares, however, changed notably during this period. The shares of the wellness category and the cosmetics and personal care category trended downward during 2019-2023 from 36.3% to 31.7% and from 27.2% to 24.2%, respectively. In contrast, the share of household goods and home durables increased from 11.8% in 2019 to 17.0% in 2023.





Exploring Product Categories

Great products are the backbone of a successful sales force.



Share of Product Categories by Region

Wellness

Versus the global share for this category of 32 percent, Asia/Pacific shows strength in this product category with wellness representing 39 percent of all sales in that Region, and Europe representing sales of 27 percent in this category.

Cosmetic & Personal Care

Compared to the global share of 24 percent, the Americas are overrepresented with 29 percent, and Asia/Pacific is underrepresented with 17 percent.

Household Goods & Durables

Versus the global share of 17 percent, Asia/Pacific is overrepresented with 25 percent, and the Americas is underrepresented with 12 percent.

Share of Product Categories by Region

The shares of categories also differ by market. Home improvement, for example, has a 44 percent share in France, but only a 2 percent share globally. Utilities have a 13 percent share in Germany, but a 3 percent share globally. Looking at India, wellness products account for 74 percent of sales in the country, versus 32 percent globally.

Product Sales Shares in 2023 by Region

Category	Global	Asia/Pacific	Americas	Europe
Wellness	31.7%	38.6%	27.2%	32.1%
Cosmetic & Personal Care	24.2%	17.1%	28.9%	23.4%
Household Goods & Durables	17.0%	25.2%	12.4%	13.6%
Other Products & Services	4.9%	1.8%	7.5%	0.3%
Financial Services	4.6%	0.0%	8.7%	0.0%
Clothing & accessories	4.2%	1.2%	6.2%	3.7%
Home Care	3.5%	5.1%	2.4%	3.9%
Books, Toys, Stationary, Etc.	3.1%	5.9%	1.7%	1.4%
Utilities	2.7%	0.4%	4.0%	4.2%
Foodstuffs & Beverages	2.4%	4.2%	1.1%	3.5%
Home Improvement	1.7%	0.5%	0.0%	13.9%
Total	100%	100%	100%	100%

Key:
- Over represented versus global share
- Similar/comparable to global share
- Under represented versus global share

While combined, the Wellness and Cosmetic & Personal Care categories continue to make up more than half the entire industry, there are some significant differences from region to region.

Share of Wellness Products by Country, 2023

Americas

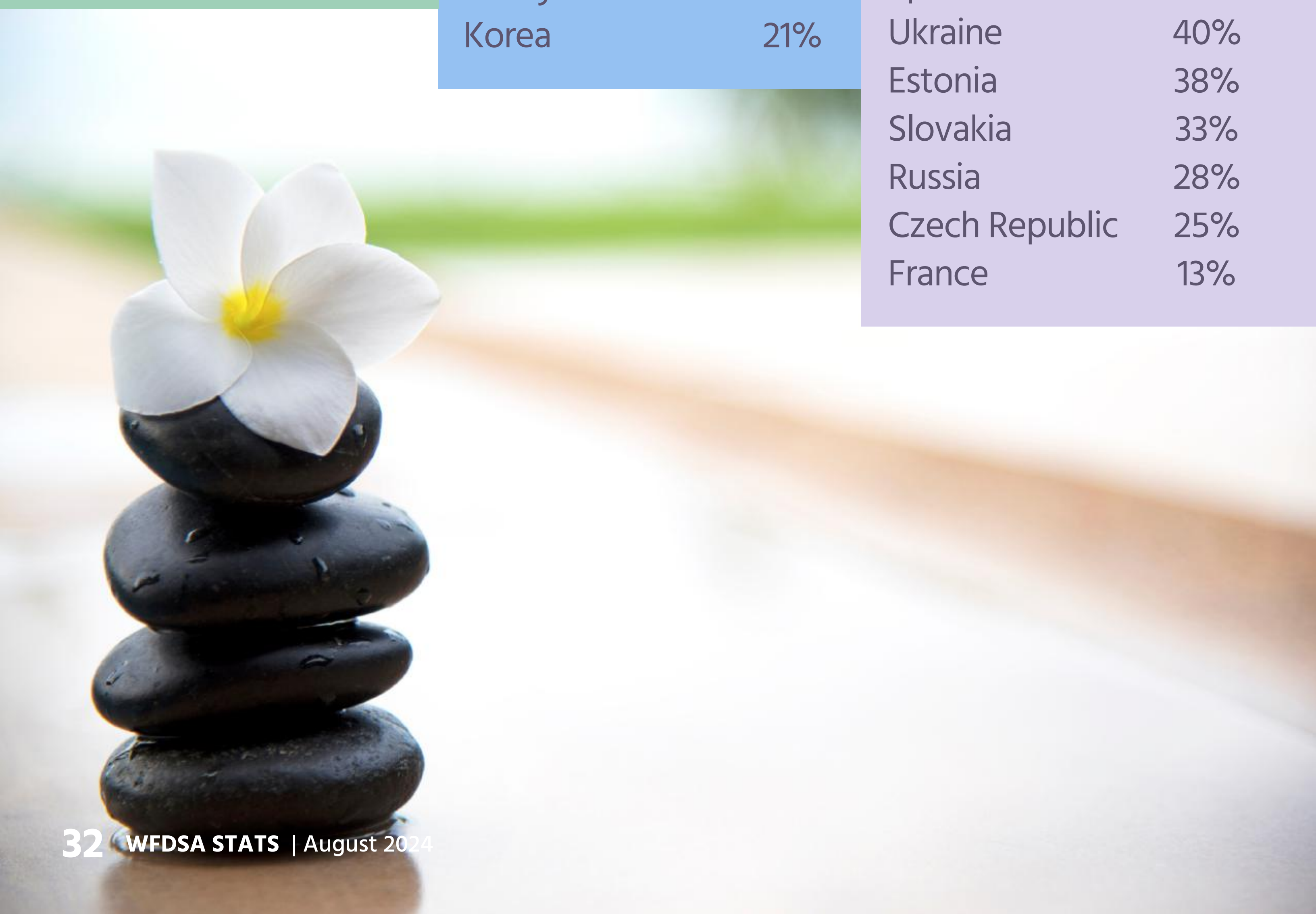
Canada	38%
Mexico	35%
Bolivia	33%
United States	33%
Ecuador	23%
Peru	19%
Chile	10%
Colombia	9%
Argentina	6%
Brazil	6%

Asia/Pacific

India	74%
Hong Kong	70%
Indonesia	68%
Taiwan	66%
Philippines	60%
Singapore	56%
Thailand	53%
Kazakhstan	45%
New Zealand	44%
Australia	42%
Malaysia	30%
Korea	21%

Europe

Ireland	74%
Netherlands	72%
Sweden	61%
Portugal	56%
Latvia	51%
Finland	50%
Lithuania	49%
Italy	49%
Turkey	46%
United Kingdom	45%
Spain	40%
Ukraine	40%
Estonia	38%
Slovakia	33%
Russia	28%
Czech Republic	25%
France	13%



Behind the Scenes

The WFDSA Research Committee developed the global industry statistics since 2003. The collection of this data initially was focused on two key data points, sales and numbers of independent sales representatives.

The information during the early years was sufficient for developing trends, but the data collected was not based on standardized definitions, standardized methods of collection, or specific points in time.

In 2009, under the leadership of Andrea Jung, the statistical data collection process led by Josephine Mills was enhanced and improved. During Andrea's Chairmanship, WFDSA began collecting information at a specific time each year with focus on prior full calendar year results, developed standardized definitions which led to year-over-year comparative analysis.

In 2011, WFDSA contracted with an independent 3rd party, Paul Bourquin, Cadmus (formerly Nathan Associates), to be able to ensure collection of information on a confidential basis. In 2011, WFDSA also established the WFDSA Industry Research Committee, under the Association Services Committee, with Judy Jones being the first chairperson.. With an established team, the statistical gathering / research was up and running. The committee later refined the process and increased the source of data not only from the DSAs, but also from the CEO Council members which are the leading multinational direct selling companies.

Last year, WFDSA was pleased to introduce its comprehensive publication, WFDSA STATS, the first of a series of annual publications, to provide this information directly from the source to internal and external audiences.

WFDSA, the only global organization in the direct selling world consisting of 61 Direct Selling Associations, is the most credible source of direct selling statistical information.

DEVELOP

Develop industry trending based on current and prior results to provide companies with the information necessary to develop their strategy going forward and to adjust their business plans as necessary to increase their presence in each market in which they do business

UNDERSTAND

Understand the size of the direct selling industry in each geography and on a total global (worldwide) basis to develop annual direct retail sales in total and by product category

ESTIMATE

Estimate the numbers of independent sales representatives in total and by demographic categories (i.e., gender, age, engagement)

The Team

At the heart of every accomplishment, there exists a remarkable group of individuals

The quiet, committed, and dedicated heroes who work tirelessly, but not effortlessly behind the scenes. They are the unsung champions responsible for researching, estimating, developing and communicating the annual direct selling industry results. Their commitment and dedication results in the sharing of invaluable insight, resources, and tools for all DSAs and their member companies.

Have you ever wondered who they are and what they do to compile industry statistics with precision? These remarkable individuals work collaboratively as a cohesive team that together spend numerous hours, every year between January to July, to ensure the accuracy and timeliness of industry data. They meticulously review countless numbers and inputs, to represent the 61 member DSAs with utmost integrity.

Their efforts extend beyond number crunching; they forge close partnerships with the DSAs, gathering details about each country's overall economy, political environment, inflation/deflation rates, legal and legislative landscape, and more. Their in-depth analysis allows them to benchmark annual results and develop statistics with accuracy, reasonableness, and consistency.

According to Josephine Mills, WFDSA Industry Research Sub-Committee Co-Chair, every member of this team deserves accolades for his/her dedicated work for the benefit of the industry. It is essential to recognize that these exceptional individuals undertake this crucial task as volunteers, alongside their daily responsibilities. They pour their expertise, passion, and unwavering attention into even the smallest of details, making them the true unsung heroes of our industry.

“The members of the Global Research Committee are a diverse group of industry and company representatives, each with valuable skills, experience and insights that help create a highly dynamic team. But they all share one common trait, and that’s a compelling desire to look beyond their own day to day experiences to help assemble a global view of the industry and help better understand the various factors influencing its future!” ~ Tim Sanson, VP, Worldwide Sales Strategy & Analytics, Herbalife, Co-Chair WFDSA Industry Research Committee

The Team

Josephine Mills

WFDSA Operating Group Member, WFDSA Assistant Treasurer, Co-Chair WFDSA Industry Research Committee

- 30 Years Direct Selling Executive, Avon Products, Inc. (Finance & Accounting, Communications, Corporate Compliance, Government Affairs)
- Former Industry Trade Advisory Committee of the United States Trade Representative's office and the United States Department of Commerce
- Former Vice Chair, National Better Business Bureaus

Tim Sanson

VP, Worldwide Sales Strategy & Analytics, Herbalife, Co-Chair WFDSA Industry Research Committee

- Business analytics, and the evaluation and development of Herbalife's marketing plan.
- Former General Manager in Australia/New Zealand, India and Thailand, for Herbalife
- Market Development for Asia Pacific region, Herbalife

Garth Wyllie

Executive Director, Direct Selling Association of New Zealand, Chair WFDSA Association Services Committee

- 29 years in the direct selling industry as Executive Director of the DSA of New Zealand
- Executive Director Manufacturing and Industry Groups at Employers and Manufacturers Association Northern Inc.
- Experienced Sales and Marketing Manager / GST Auditor

Gonzalo Falcon

Executive Director, CAVEDI, Camara Argentina de Venta Directa

- 27+ years in the direct selling industry
- Direct Selling Business Consultant (+15 years)
- CEO, ADDFOW S.A.
- Former Advisor to Argentinian Secretary of Commerce

Imtiaz Ebrahim

Secretariat, DSA of South Africa

- 28 years in the direct selling industry (Finance & Operations)
- Country Director, Southern African region of a multinational Direct Selling Company
- Experienced in business expansion in various countries, e.g., South Africa, Botswana, Namibia, Zambia, Ghana, South Korea, Turkey, India, etc.

Jakob Jackson

Sr. Corporate Development / Global Strategy, Amway

- Former business intelligence, Global Marketing, Amway
- Partner, Co-founder Great Lakes Global, with a specialty in research and development
- Former Agricultural Development & Education, Africa

Tamara Shokereva

Executive Director, Corporate & Government Relations, Mary Kay

- 30 Years Direct Selling Executive, Mary Kay (Finance & Accounting, Legal & Tax, GR)
- President, DSA Russia and Head of Government Relations & Legal Committee
- PhD - Graduate of Moscow State University, served the Russian Academy of Science and Ministry of Science and Higher Education.

Tamuna Gabilaia

WFDSA Executive Director & Chief Operating Officer

- Leads WFDSA development, planning & execution of WFDSA initiatives re: advocacy, women's economic empowerment, ethical conduct, & enhancing local association management
- Serves as the global Spokesperson for the direct selling industry, worldwide
- Former diplomat with extensive experience in international trade and development, high level negotiations.
- MA International Development, School of International Service, American University, Washington DC

Maureen Paniagua

WFDSA Director of International Affairs

- Oversees WFDSA development, planning & execution of WFDSA initiatives re: advocacy, women's economic empowerment, ethical conduct, & enhancing local association management
- BA, Political Science & History, University of Maryland

The Process

DSA Survey

- Review survey/Update for current year
- WFDSA Staff distributes to DSAs
- Country DSAs may add additional questions for their own purpose
- DSAs distribute to member companies and member companies respond
- DSAs gather responses and aggregate survey submissions
- The Team reviews and validates the data

CEO Council Survey

- Review Survey
- Update for current year
- WFDSA Staff distributes to CEO Council members
- Member companies submit data to 3rd party independent research firm
- Research firm follows up with CEOs as needed
- The research firm gathers and aggregates the data

DSA Survey Results

Compared to CEO Council aggregate submissions By country to determine trending / consistency and reasonableness for countries where DSAs aggregate data.

The CEO Council trending statistics are used as guidance to estimate those DSA countries where data is not available.

Other Sources to Validate Data

Prior year data from the surveys of DSAs and CEO Council members
Government data
Academic information
IMF macroeconomic data

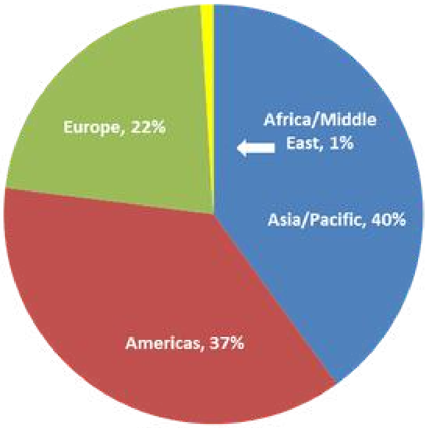
Additional Charts and Data

Results of the annual statistical survey are also made available at the WFDSA website, published in the WFDSA Annual Report, and reported in other ways. Between the local DSA members, DSAs, the WFDSA Industry Research Committee members, and WFDSA staff, the annual process takes more than 5,000 person hours to complete.

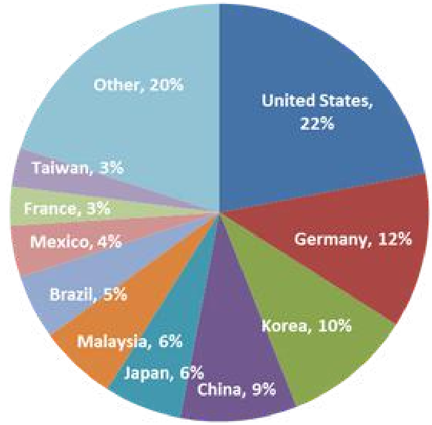
Paul Bourquin, The Cadmus Group, independent 3rd party vendor is responsible for direct contact between the DSAs / member companies handling the data to ensure it remains completely confidential. Without strict confidential protocols, none of this work would be possible.

Thank you to Julia Wright for the design and layout of this publication.

Global Direct Selling - 2023 Retail Sales



Regional Sales



Top 10 Global Markets

Global Industry: $167,694 (USD millions), Down 2.3% in Constant 2023 USD

Region/Country		2023 Retail Sales (1) Local Currency (millions)	USD (millions)	% Sales Change (YOY) in Constant 2023 USD (2)	3-Year CAGR in Constant 2023 USD (2020-2023)	Independent Representatives (3)
Global		na	167,694	-2.3%	-0.5%	102,912,082
Asia/Pacific		na	67,573	-3.7%	-1.2%	58,980,741
Australia		1,124	747	-35.8%	-15.1%	386,048
China	(5)	106,566	15,043	0.0%	-7.0%	2,970,000
Hong Kong		2,776	355	-1.1%	-2.0%	233,117
India		283,764	3,435	11.8%	8.3%	8,620,000
Indonesia	(5)	19,523,100	1,281	-10.6%	-6.0%	8,065,000
Japan		1,493,400	10,630	-2.2%	-3.2%	2,310,829
Kazakhstan		323,018	708	30.4%	22.5%	1,747,228
Korea		21,279,643	16,298	-10.8%	0.5%	6,870,720
Malaysia		43,333	9,503	1.4%	8.1%	8,025,636
New Zealand		190	117	6.7%	-3.8%	83,527
Philippines		55,296	994	-14.9%	-7.6%	3,002,142
Singapore		601	448	-10.1%	5.3%	480,539
Taiwan		141,145	4,530	3.3%	2.3%	3,611,000
Thailand		75,200	2,161	-6.0%	-6.6%	11,000,000
Vietnam	(5)	22,799,000	958	-19.0%	3.7%	922,855
Other Asia/Pacific	(5)	na	365	-1.3%	5.9%	652,100
Africa/Middle East		na	1,340	-4.0%	-9.5%	4,078,445
Africa		na	1,166	-3.0%	-8.9%	2,900,738
Morocco	(5)	868	86	-14.1%	-10.9%	182,874
South Africa		8,075	438	-13.2%	-9.8%	792,260
Other Africa	(5)	na	643	7.5%	-8.0%	1,925,604
Middle East		na	174	-10.2%	-12.7%	1,177,707
Israel	(5)	227	62	-1.3%	-8.7%	15,840
United Arab Emirates	(5)	110	30	5.0%	17.3%	938,400
Other Middle East	(5)	na	82	-19.9%	-20.3%	223,467
Americas		na	62,632	-3.8%	-0.9%	27,134,488
North America		na	39,012	-9.3%	-3.3%	14,133,000
Canada		3,175	2,352	-5.9%	-8.5%	1,143,000
United States		36,660	36,660	-9.5%	-2.9%	12,990,000

Global Direct Selling - 2023 Retail Sales

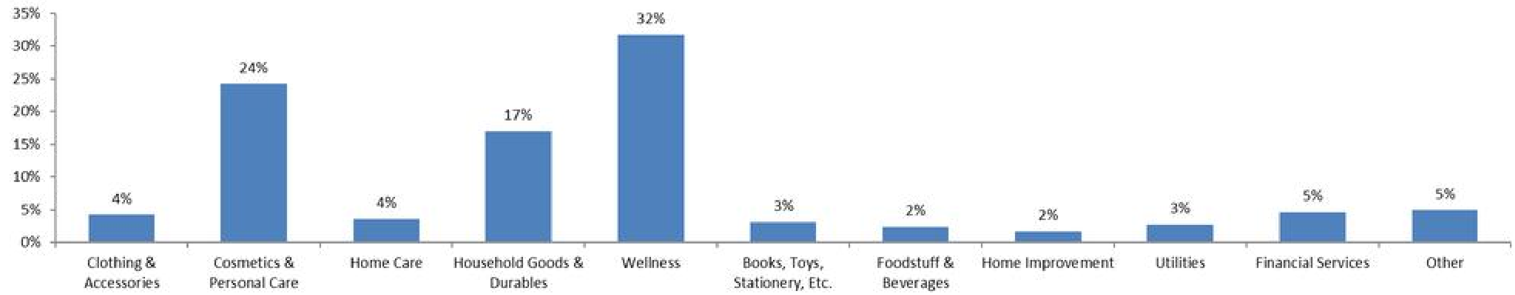
Region/Country		2023 Retail Sales (1) Local Currency (millions)	2023 Retail Sales (1) USD (millions)	% Sales Change (YOY) in Constant 2023 USD (2)		3-Year CAGR in Constant 2023 USD (2020-2023)	Independent Representatives (3)
South & Central America		na	23,620	6.8%	▲	3.5%	13,001,488
Argentina	(6)	526,837	1,778	114.5%	▲	72.0%	802,000
Bolivia	(4)	2,422	351	4.9%	▲	-2.1%	433,600
Brazil		39,764	7,962	4.6%	▲	-2.0%	3,185,487
Chile		422,274	503	-8.8%	▼	-6.8%	380,961
Colombia		10,000,145	2,312	0.4%	▲	10.8%	2,619,383
Ecuador		904	904	2.6%	▲	0.6%	382,499
Mexico		122,069	6,874	3.0%	▲	2.5%	3,881,020
Peru		7,970	2,129	-0.7%	▼	6.2%	677,830
Uruguay	(4)(5)	1,883	48	-19.5%	▼	-11.4%	36,321
Venezuela	(7)	na	na	na	na	na	na
Central America/Caribbean	(5)	na	733	4.6%	▲	5.7%	577,558
Other South & Central America	(5)	na	28	-1.0%	▼	-2.3%	24,829
Europe		na	36,149	3.4%	▲	2.2%	12,718,408
European Union		na	32,127	3.9%	▲	2.9%	5,291,917
Austria	(5)	330	357	3.8%	▲	6.0%	269,337
Belgium	(5)	200	216	13.9%	▲	2.9%	19,377
Bulgaria	(5)	210	116	29.1%	▲	9.3%	160,652
Croatia	(5)	24	26	-19.3%	▼	-14.0%	30,035
Cyprus	(5)	6	7	2.9%	▲	-5.5%	8,239
Czech Republic		9,111	410	0.2%	▲	4.0%	310,501
Denmark	(5)	577	84	-4.4%	▼	-4.4%	55,298
Estonia		50	54	2.1%	▲	-0.6%	37,880
Finland		93	101	-6.5%	▼	-9.3%	45,171
France		4,352	4,706	0.0%	▬	-1.0%	700,000
Germany		18,276	19,761	7.0%	▲	5.1%	881,772
Greece	(5)	88	95	3.1%	▲	-5.6%	61,334
Hungary	(5)	62,947	178	-4.2%	▼	-0.8%	324,025
Ireland	(4)	26	28	5.5%	▲	-11.2%	12,974
Italy		2,736	2,959	-0.3%	▼	3.3%	610,000
Latvia		79	85	1.4%	▲	1.9%	58,410
Lithuania		104	113	3.0%	▲	2.8%	78,770
Luxembourg	(5)	35	37	-8.7%	▼	-6.2%	2,044
Malta	(5)	5	5	-14.6%	▼	-17.7%	6,414
Netherlands		113	122	-5.1%	▼	-4.6%	84,207
Poland		4,597	1,094	0.0%	▬	1.0%	671,792
Portugal		173	188	-13.3%	▼	-10.0%	181,300
Romania	(5)	1,558	341	-5.4%	▼	-3.3%	228,348
Slovakia		163	177	-0.8%	▼	-3.1%	174,133
Slovenia	(5)	26	29	6.4%	▲	2.8%	19,134
Spain		642	694	-6.7%	▼	-5.7%	190,428
Sweden		1,535	145	-13.4%	▼	-10.7%	70,342
Rest of Europe		na	4,022	-0.3%	▼	-2.4%	7,426,491
Norway	(5)	1,428	135	-11.3%	▼	-6.8%	40,208
Russia		107,828	1,266	-7.3%	▼	-11.7%	4,622,803
Switzerland	(5)	387	431	0.8%	▲	1.0%	162,644
Turkey	(5)	8,651	523	81.3%	▲	44.3%	1,355,755
Ukraine		6,999	191	35.7%	▲	-5.4%	683,461
United Kingdom	(4)	909	1,130	-10.0%	▼	3.4%	320,127
Other Europe	(5)	na	346	-14.6%	▼	-10.3%	241,493

 na = not available

(1) Sales figures are expressed at Estimated Retail level and exclude Value Added Tax. Unless otherwise noted, country figures are for the entire industry and are based on research by national direct selling associations including surveys of their member companies.
(2) Sales figures for 2022 and 2023 are expressed in US Constant 2023 Dollars to exclude the impact of foreign exchange and ensure comparability. Average annual exchange rates from the International Monetary Fund (IMF) have been used to convert data from local currency to US dollars.
(3) Independent Representatives have signed an Independent Contractor agreement with a direct selling company enabling them to purchase products at a discount, sell, sponsor and earn, including:
- Full-time Business Builders actively working to grow their businesses, typically devoting more than 30 hours weekly to direct selling activities
- Part-time Business Builders, typically devoting less than 30 hours weekly
- Others who may be new to direct selling; or may have joined primarily to purchase favorite products at a discount; and others who join but just never become active.

(4) Figures are based only on DSA member companies and not the entire industry.
(5) WFDSA research estimate
(6) Argentina is a highly inflationary market. In 2023, inflation increased 134% and real GDP fell 2%, according to the IMF.
(7) Based on the highly inflationary economic situation and lack of stability in Venezuela, the WFDSA Global Research Sub-committee has decided to suspend reporting on the Venezuelan market until further notice. Figures for this country have been backed out of history, as well.

Global Sales by Product Category - 2023



Region/Country	Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
Global	4%	24%	4%	17%	32%	3%	2%	2%	3%	5%	5%
Asia/Pacific	1%	17%	5%	25%	39%	6%	4%	1%	0%	0%	2%
Australia	2%	25%	5%	19%	42%	2%	3%	0%	1%	0%	1%
China	na	na	na	na	na	na	na	na	na	na	na
Hong Kong	0%	23%	1%	6%	70%	0%	0%	0%	0%	0%	0%
India	0%	11%	2%	8%	74%	0%	3%	0%	1%	0%	1%
Indonesia	3%	23%	1%	3%	68%	0%	2%	0%	0%	0%	0%
Japan	na	na	na	na	na	na	na	na	na	na	na
Kazakhstan	1%	37%	5%	8%	45%	0%	1%	0%	0%	0%	3%
Korea	0%	19%	2%	35%	21%	14%	7%	0%	1%	0%	1%
Malaysia	3%	10%	15%	35%	30%	1%	3%	2%	0%	0%	1%
New Zealand	3%	22%	14%	11%	44%	1%	1%	0%	1%	1%	2%
Philippines	1%	20%	2%	12%	60%	1%	1%	0%	0%	0%	3%
Singapore	4%	24%	2%	12%	56%	0%	1%	0%	0%	0%	0%
Taiwan	2%	18%	3%	6%	66%	0%	0%	0%	0%	0%	5%
Thailand	0%	25%	2%	8%	53%	0%	5%	0%	0%	0%	7%
Vietnam	na	na	na	na	na	na	na	na	na	na	na
Other Asia/Pacific	na	na	na	na	na	na	na	na	na	na	na

Global Sales by Product Category - 2023

Region/Country	Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
Africa/Middle East	na	na	na	na	na	na	na	na	na	na	na
Africa	na	na	na	na	na	na	na	na	na	na	na
Morocco	na	na	na	na	na	na	na	na	na	na	na
South Africa	12%	40%	1%	16%	29%	0%	0%	0%	0%	1%	1%
Other Africa	na	na	na	na	na	na	na	na	na	na	na
Middle East	na	na	na	na	na	na	na	na	na	na	na
Israel	na	na	na	na	na	na	na	na	na	na	na
United Arab Emirates	na	na	na	na	na	na	na	na	na	na	na
Other Middle East	na	na	na	na	na	na	na	na	na	na	na
Americas	6%	29%	2%	12%	27%	2%	1%	0%	4%	9%	8%
North America	5%	12%	2%	14%	33%	3%	1%	0%	6%	14%	12%
Canada	3%	32%	2%	18%	38%	3%	2%	0%	2%	0%	0%
United States	5%	10%	2%	13%	33%	3%	1%	0%	7%	15%	13%
South & Central America	8%	59%	4%	10%	18%	0%	1%	0%	0%	0%	0%
Argentina	1%	70%	7%	16%	6%	0%	0%	0%	0%	0%	0%
Bolivia	10%	49%	0%	8%	33%	0%	0%	0%	0%	0%	0%
Brazil	4%	73%	8%	8%	6%	0%	0%	0%	0%	0%	0%
Chile	7%	74%	9%	0%	10%	0%	0%	0%	0%	0%	0%
Colombia	29%	45%	2%	5%	9%	0%	11%	0%	0%	0%	0%
Ecuador	13%	58%	3%	3%	23%	0%	0%	0%	0%	0%	0%
Mexico	5%	43%	0%	17%	35%	0%	0%	0%	0%	0%	0%
Peru	18%	59%	0%	4%	19%	0%	0%	0%	0%	0%	0%
Uruguay	na	na	na	na	na	na	na	na	na	na	na
Venezuela	na	na	na	na	na	na	na	na	na	na	na
Central America/Caribbean	na	na	na	na	na	na	na	na	na	na	na
Other South & Central America	na	na	na	na	na	na	na	na	na	na	na
Europe	4%	23%	4%	14%	32%	1%	4%	14%	4%	0%	0%
European Union	4%	16%	5%	16%	30%	2%	5%	18%	6%	0%	0%
Austria	na	na	na	na	na	na	na	na	na	na	na
Belgium	na	na	na	na	na	na	na	na	na	na	na
Bulgaria	na	na	na	na	na	na	na	na	na	na	na
Croatia	na	na	na	na	na	na	na	na	na	na	na
Cyprus	na	na	na	na	na	na	na	na	na	na	na
Czech Republic	1%	35%	2%	35%	25%	0%	1%	0%	0%	0%	1%
Denmark	na	na	na	na	na	na	na	na	na	na	na
Estonia	2%	38%	8%	13%	38%	0%	0%	0%	0%	0%	1%
Finland	0%	38%	6%	6%	50%	0%	0%	0%	0%	0%	0%
France	7%	11%	7%	23%	13%	1%	1%	30%	7%	0%	0%
Germany	na	na	na	na	na	na	na	na	na	na	na
Greece	na	na	na	na	na	na	na	na	na	na	na
Hungary	na	na	na	na	na	na	na	na	na	na	na
Ireland	0%	24%	1%	0%	74%	0%	1%	0%	0%	0%	0%
Italy	0%	9%	1%	6%	49%	4%	13%	13%	6%	0%	0%
Latvia	2%	37%	5%	3%	51%	1%	1%	0%	0%	0%	0%
Lithuania	1%	41%	5%	3%	49%	1%	0%	0%	0%	0%	0%
Luxembourg	na	na	na	na	na	na	na	na	na	na	na
Malta	na	na	na	na	na	na	na	na	na	na	na
Netherlands	na	na	na	na	na	na	na	na	na	na	na
Poland	na	na	na	na	na	na	na	na	na	na	na
Portugal	3%	38%	1%	1%	56%	0%	0%	0%	0%	0%	1%
Romania	na	na	na	na	na	na	na	na	na	na	na
Slovakia	1%	44%	3%	16%	33%	0%	2%	0%	0%	0%	0%
Slovenia	na	na	na	na	na	na	na	na	na	na	na
Spain	3%	37%	7%	10%	40%	0%	0%	1%	2%	0%	0%
Sweden	1%	29%	3%	1%	61%	2%	2%	0%	0%	0%	1%
Rest of Europe	na	na	na	na	na	na	na	na	na	na	na
Norway	na	na	na	na	na	na	na	na	na	na	na
Russia	3%	52%	0%	16%	28%	0%	0%	0%	0%	0%	2%
Switzerland	na	na	na	na	na	na	na	na	na	na	na
Turkey	0%	45%	6%	3%	46%	1%	0%	0%	0%	0%	0%
Ukraine	1%	51%	5%	2%	40%	0%	0%	0%	0%	0%	1%
United Kingdom	6%	44%	1%	1%	45%	2%	0%	0%	0%	0%	0%
Other Europe	na	na	na	na	na	na	na	na	na	na	na

 na = not available

Note: Figures for this report are based only on DSA member companies, except in Taiwan and the United States where the figures represent the entire direct selling industry. Figures are expressed as percentages of estimated retail sales, excluding VAT. Percentages may not sum to 100% due to rounding.

Direct Selling in Asia/Pacific: 2023 Retail Sales

Countries	2023 Sales (1)				2023 - Individuals active in direct selling (3)	
	Local currency (millions)	USD (2) (millions)	% Sales changes with 2022		Number	% of women
Australia	1124	747	-35.8%	▼	386048	78%
China (4)	106566	15043	0.0%	–	2970000	NA
Hong Kong	2776	355	-1.1%	▼	233117	70%
India	283764	3435	11.8%	▲	8620000	37%
Indonesia (4)	19523100	1281	-10.6%	▼	8065000	75%
Japan	1493400	10630	-2.2%	▼	2310829	82%
Kazakhstan	323018	708	30.4%	▲	1747228	16%
Korea	21279643	16298	-10.8%	▼	6870720	79%
Malaysia	43333	9503	1.4%	▲	8025636	63%
New Zealand	190	117	6.7%	▲	83527	73%
Philippines	55296	994	-14.9%	▼	3002142	74%
Singapore	601	448	-10.1%	▼	480539	72%
Taiwan	141145	4530	3.3%	▲	3611000	72%
Thailand	75200	2161	-6.0%	▼	11000000	73%
Vietnam (4)	22799000	958	-19.0%	▼	922855	NA
Other Asia/Pacific (4)		365	-1.3%	▼	652100	NA
Total		67573	-3.7%	▼	58980741	65%

(1) Sales figures are expressed at estimated retail level excl. VAT. Unless otherwise noted, country figures are for the entire industry and are based on research by national direct selling associations including surveys of their member companies.
(2) 2023 average exchange rates from the IMF were used to convert local currency to US dollars.
(3) Individuals active in direct selling are people who are career minded entrepreneurs building their own business (typically devoting more than 30 hours/week to direct selling activities), or part-time entrepreneurs earning additional income (typically devoting less than 30 hours/week to their direct selling activities). Others may have joined primarily to purchase favourite products at a discount price.
(4) WFDSA research estimate.

Direct Selling in Africa/Middle East: 2023 Retail Sales

Countries	2023 Sales (1)				2023 - Individuals active in direct selling (3)	
	Local currency (millions)	USD (2) (millions)	% Sales changes with 2022		Number	% of women
Morocco (4)	868	86	-14.1%	▼	182874	NA
South Africa	8075	438	-13.2%	▼	792260	87%
Other Africa (4)		643	7.5%	▲	1925604	NA
Total Africa		1166	-3.0%	▼	2900738	NA
Israel (4)	227	62	-1.3%	▼	15840	NA
United Arab Emirates (4)	110	30	5.0%	▲	938400	NA
Other Middle East (4)		82	-19.9%	▼	223467	NA
Total Middle East		174	-10.2%	▼	1177707	NA
Total		1340	-4.0%	▼	4078445	NA

(1) Sales figures are expressed at estimated retail level excl. VAT. Unless otherwise noted, country figures are for the entire industry and are based on research by national direct selling associations including surveys of their member companies.
(2) 2023 average exchange rates from the IMF were used to convert local currency to US dollars.
(3) Individuals active in direct selling are people who are career minded entrepreneurs building their own business (typically devoting more than 30 hours/week to direct selling activities), or part-time entrepreneurs earning additional income (typically devoting less than 30 hours/week to their direct selling activities). Others may have joined primarily to purchase favourite products at a discount price.
(4) WFDSA research estimate.

Direct Selling in North America: 2023 Retail Sales

Countries	2023 Sales (1)				2023 - Individuals active in direct selling (3)	
	Local currency (millions)	USD (2) (millions)	% Sales changes with 2022		Number	% of women
Canada	3175	2352	-5.9%	▼	1143000	84%
United States	36660	36660	-9.5%	▼	12990000	74%
Total		39012	-9.3%	▼	14133000	75%

(1) Sales figures are expressed at estimated retail level excl. VAT. Unless otherwise noted, country figures are for the entire industry and are based on research by national direct selling associations including surveys of their member companies.
(2) 2023 average exchange rates from the IMF were used to convert local currency to US dollars.
(3) Individuals active in direct selling are people who are career minded entrepreneurs building their own business (typically devoting more than 30 hours/week to direct selling activities), or part-time entrepreneurs earning additional income (typically devoting less than 30 hours/week to their direct selling activities). Others may have joined primarily to purchase favourite products at a discount price.

Direct Selling in South & Central America: 2023 Retail Sales

Countries	2023 Sales (1)				2023 - Individuals active in direct selling (3)	
	Local currency (millions)	USD (2) (millions)	% Sales changes with 2022		Number	% of women
Argentina (4)	526837	1778	114.5%	▲	802000	95%
Bolivia (5)	2422	351	4.9%	▲	433600	83%
Brazil	39764	7962	4.6%	▲	3185487	85%
Chile	422274	503	-8.8%	▼	380961	86%
Colombia	10000145	2312	0.4%	▲	2619383	81%
Ecuador	904	904	2.6%	▲	382499	84%
Mexico	122069	6874	3.0%	▲	3881020	80%
Peru	7970	2129	-0.7%	▼	677830	88%
Uruguay (5)(6)	1883	48	-19.5%	▼	36321	NA
Venezuela (7)						
Central America/Caribbean (6)		733	4.6%	▲	577558	NA
Other South & Central America (6)		28	-1.0%	▼	24829	NA
Total		23620	6.8%	▲	13001488	83%

(1) Sales figures are expressed at estimated retail level excl. VAT. Unless otherwise noted, country figures are for the entire industry and are based on research by national direct selling associations including surveys of their member companies.
(2) 2023 average exchange rates from the IMF were used to convert local currency to US dollars.
(3) Individuals active in direct selling are people who are career minded entrepreneurs building their own business (typically devoting more than 30 hours/week to direct selling activities), or part-time entrepreneurs earning additional income (typically devoting less than 30 hours/week to their direct selling activities). Others may have joined primarily to purchase favourite products at a discount price.
(4) Argentina is a highly inflationary market. In 2023, inflation increased 134% and real GDP fell 2%, according to the IMF.
(5) Figures are based only on DSA member companies and not the entire industry.
(6) WFDSA research estimate.
(7) Based on the highly inflationary economic situation and lack of stability in Venezuela, the WFDSA Global Research Sub-committee has decided to suspend reporting on the Venezuelan market until further notice. Figures for this country have been backed out of history, as well.

Direct Selling in Europe: 2023 Retail Sales

Countries	2023 Sales (1)				2023 - Individuals active in direct selling (3)	
	Local currency (millions)	EURO (2) (millions)	% Sales changes with 2022		Number	% of women
Austria (4)	330	330	3.8%	▲	269337	NA
Belgium (4)	200	200	13.9%	▲	19377	NA
Bulgaria (4)	210	107	29.1%	▲	160652	NA
Croatia (4)	24	24	-19.3%	▼	30035	NA
Cyprus (4)	6	6	2.9%	▲	8239	NA
Czech Rep	9111	380	0.2%	▲	310501	78%
Denmark (4)	577	77	-4.4%	▼	55298	NA
Estonia	50	50	2.1%	▲	37880	90%
Finland	93	93	-6.5%	▼	45171	83%
France	4352	4352	0.0%	–	700000	80%
Germany	18276	18276	7.0%	▲	881772	NA
Greece (4)	88	88	3.1%	▲	61334	NA
Hungary (4)	62947	165	-4.2%	▼	324025	NA
Ireland (5)	26	26	5.5%	▲	12974	81%
Italy	2736	2736	-0.3%	▼	610000	71%
Latvia	79	79	1.4%	▲	58410	90%
Lithuania	104	104	3.0%	▲	78770	91%
Luxembourg (4)	35	35	-8.7%	▼	2044	NA
Malta (4)	5	5	-14.6%	▼	6414	NA
Netherlands	113	113	-5.1%	▼	84207	78%
Poland	4597	1011	0.0%	–	671792	NA
Portugal	173	173	-13.3%	▼	181300	74%
Romania (4)	1558	315	-5.4%	▼	228348	NA
Slovakia	163	163	-0.8%	▼	174133	88%
Slovenia (4)	26	26	6.4%	▲	19134	NA
Spain	642	642	-6.7%	▼	190428	82%
Sweden	1535	134	-13.4%	▼	70342	79%
Total EU		29712	3.9%	▲	5291917	78%
Kazakhstan	323018	655	30.4%	▲	1747228	16%
Norway (4)	1428	125	-11.3%	▼	40208	NA
Russia	107828	1171	-7.3%	▼	4622803	89%
Switzerland (4)	387	399	0.8%	▲	162644	NA
Turkey (4)	8651	337	81.3%	▲	1355755	77%
Ukraine	6999	177	35.7%	▲	683461	78%
UK (5)	909	1045	-10.0%	▼	320127	78%
Others (4)		320	-14.6%	▼	241493	NA
Total		33940	3.6%	▲	14465636	73%

(1) Sales figures are expressed at estimated retail level excl. VAT. Unless otherwise noted, country figures are for the entire industry and are based on research by national direct selling associations including surveys of their member companies.
(2) 2023 average exchange rates from the IMF were used to convert local currency to euro.
(3) Individuals active in direct selling are people who are career minded entrepreneurs building their own business (typically devoting more than 30 hours/week to direct selling activities), or part-time entrepreneurs earning additional income (typically devoting less than 30 hours/week to their direct selling activities). Others may have joined primarily to purchase favourite products at a discount price.
(4) WFDSA research estimate.
(5) Figures are based only on DSA member companies and not the entire industry.

WFDSA STATS

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