Retailers and Wholesalers

Tier 1 – Leadership
4

- Coop Group (Switzerland)
- Marks & Spencer PLC
- ▲ Migros
- Waitrose

Tier 2 – Integral to business strategy
5

- ▲ ALDI Süd/Aldi Einkauf GmbH&Co
- J Sainsbury PLC
- Tesco PLC
- The Co-op (UK)
- Wm Morrison Supermarkets PLC

Tier 3 – Established but work to be done
8

- ALDI Nord (ALDI Markt)
- Casino Guichard-Perrachon SA
- ✸ Coles Group
- ICA Gruppen AB
- ▲ Les Mousquetaires
- Metro AG
- REWE Group
- Woolworths Limited

Tier 4 – Making progress on implementation
16

- ▲ Auchan Holdings
- Carrefour SA
- ▲ Colruyt
- Coop Italia
- ▲ Coopérative U Enseigne
- Costco Wholesale Corporation
- ▲ Edeka Group
- IKEA (Inter IKEA Group)
- ▲ Jeronimo Martins
- Kroger Company (The)
- ▼ Lidl Stiftung & Co KG
- Publix Super Markets Inc
- Schwarz Unternehmens Treuhand KG/Kaufland
- ▲ Sysco Corporation
- ✸ United Natural Foods Inc (UNFI)
- Walmart Inc/Asda

Tier 5 – On the business agenda but limited evidence of implementation
9

- Ahold Delhaize
- Albertsons
- Amazon/Whole Foods Market
- ▲ E.Leclerc
- Empire Company/ Sobey's
- H E Butt Company
- ▼ Loblaw Companies Limited
- Mercadona SA
- Target Corporation

Tier 6 – No evidence on the business agenda
10

- Aeon Group
- BJ's Wholesale Club Holdings
- C&S Wholesale
- Cencosud
- China Resources Vanguard
- Conad Consorzio Nazionale
- Couche-Tard
- Lianhua Supermarket Holdings Co
- Seven & i Holdings
- Yonghui Superstores Co Ltd

Key

- ■ 2019
- ▲ Up at least 1 tier
- ▼ Down at least 1 tier
- Non-mover
- ✸ New company