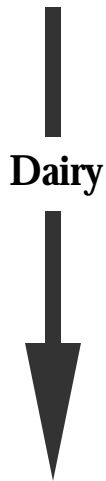


# ROYAL AHOLD/ AHOLD USA

## Vertical Integration, Horizontal Integration and Globalization:

### Processor:

Suiza Foods Co.



Dairy

### Retailer:

Ahold USA



### Subsidiaries:

Stop & Shop  
Giant Foods  
Bi-Lo  
Tops Markets

Royal Ahold

### Operations in --

Netherlands (#1)\*  
Brazil  
Argentina  
Chile  
Peru  
Paraguay  
Ecuador  
Portugal  
United States (#5)\*  
Spain  
Poland  
Czech Republic

### Joint Ventures in --

Norway (#2)\*  
Sweden (#1)\*  
China (#1)\*

\*rank in country

# KROGER

## Vertical Integration and Horizontal Integration:

### Processor:

Cargill/Monsanto



### Retailer:

Kroger Co.

### Subsidiaries:

#### **Fred Meyer (1998)**

Quality Food Centers

Hughes Markets, Inc.

Keith Uddenberg, Inc.

Ralph's/Food 4 Less

Smith's

**Dillions**

**Gerbes**

**King Soopers**

**Jay C Food Stores**

**Foods Co.**

**Cala Foods/Bell Markets**

**Owen's**

**Hilander**

**Fry's**

**City Market**

**PriceRite**

**Kessel**

**Payless**

# WAL-MART

## Vertical Integration and Globalization:

### Processors:

Tyson Foods

IBP, Inc.

Farmland Foods

Smithfield

↓  
Poultry

↓  
Beef

↓  
Pork

↓  
Pork



### Retailer:

Wal-Mart

### Operations in --

United Kingdom (#3)\*

Asda

Germany

Spar Handels

Wertkauf

Argentina

Brazil

Canada

Mexico

China

Korea

United States (#2)\*

\*rank in country