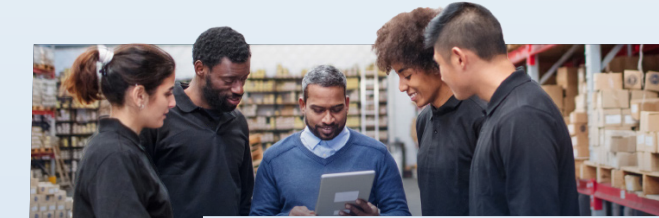


Gartner®

Supply Chain Top 25 for 2025

Spotlighting the transformative power
of the world's top supply chains



Superior supply chains deliver on the business's purpose

They don't just push products; they understand customer value, invest in demand management and promote innovation against ESG. The **Gartner Supply Chain Top 25** is a renowned annual ranking of the world's superior supply chains. From financial and corporate social responsibility data and community opinion, we identify, celebrate and profile companies demonstrating excellence in supply chain management. Clients use the peer benchmarks to make the business case for supply chain transformation and the best practices to accelerate supply chain performance.



Macro trends among this year's supply chain leaders



Agentic AI

Building on the foundations of traditional and generative AI, agentic AI introduces a new dimension of supply chain transformation by harnessing the capabilities of machine learning, deep learning and reinforcement learning to autonomously adapt to new information. This groundbreaking advancement promises to deliver autonomous decision making and execution across supply chain functions like demand forecasting, supplier selection and route optimization.



Autonomous operations

Unlike traditional automation focused on isolated machines, autonomous operations integrate a wide array of activities and use capabilities such as self-monitoring, self-regulation and continuous optimization to maintain process integrity amid variability. Autonomous operations can help supply chain organizations increase productivity, enhance workplace safety, ensure consistency in decision making and mitigate risks associated with skills shortages.



Water stewardship

As water emerges as a critical component of corporate and national security, supply chain leaders are differentiating themselves by developing well-defined water stewardship strategies. Examples include: integrating water considerations into strategic decisions like site selection and supply chain design, using technologies such as water loops, enhancing scenario planning for water-dependent operations and embedding water management requirements across suppliers.



Explore Gartner's supply chain AI resource center.



Download our three-phase roadmap to supply chain hyperautomation.



Play our on-demand webinar on supply chain strategy amid resource constraints.

Gartner Supply Chain Top 25 for 2025

01

**Schneider
Electric**

02

NVIDIA

03

**Cisco
Systems**

04

AstraZeneca

05

**Johnson &
Johnson**

06

L'Oréal

07

**Colgate-
Palmolive**

08

Lenovo

09

Microsoft

10

Danone

11 Nestlé

12 Diageo

13 Walmart

14 The Coca-Cola Company

15 Siemens

16 Novartis

17 General Mills

18 PepsiCo

19 Heineken

20 HP Inc.

21 Sanofi

22 JD.com

23 BMW

24 GSK

25 Intel

Turn the page for an overview of the companies ranked 1-10. Clients may read the full profiles of all 25 ranked companies at [gartner.com](https://www.gartner.com). See the Gartner Supply Chain Top 25 most relevant to your geography or industry at [gartner.com/en/supply-chain-top-25](https://www.gartner.com/en/supply-chain-top-25).

01

Schneider Electric



Launching “Impact Supply Chain,” a three-year transformation journey focused on people, planet, customers and performance



Making significant strides in industrial automation by integrating advanced technologies such as generative AI



Named by Corporate Knights as “The World’s Most Sustainable Corporation” in 2024 and 2025

02

NVIDIA



Leverages its own AI technology to enable the speed and agility that the complex global supply chain demands



Will use its advanced AI, robotics and digital twin technologies to design and operate new facilities



Secured long-term capacity with key suppliers for ecosystem orchestration

03

Cisco Systems



Demonstrates leadership in how it orchestrates production across a global network



Demonstrates ESG commitment with 90% of its suppliers, by spend, setting a GHG reduction target in 2024



Uses innovative technologies in the supply chain — e.g., AI/ML for product quality; causal AI for forecast accuracy

04

AstraZeneca



Reduced lead time from development to stable production by 67% and cycle time by 98% via continuous manufacturing transformation



Created a next-generation direct-to-patient solution to improve the decentralized clinical trial process



Drives water stewardship across the value chain through risk assessment and collaborative problem solving

05

Johnson & Johnson



Enables its medicine and med tech divisions through digital excellence, process improvement and innovation



Through supply chain maps and digital twins, identified design improvements and trade-offs to support future product life cycles



Gained International Water Stewardship Standard certification for its water stewardship

06

L'Oréal



Accelerating digitization efforts for speed and scale of execution



Opened a smart fulfillment center with automated picking lines, mobile robots, data-optimized operations and more



Collaborating with other cosmetics companies to enhance traceability in key ingredient and packaging supply chains across the industry

07

Colgate-Palmolive



Focused on AI dexterity, empowering employees to identify practical, scalable solutions



Demonstrates digital leadership via the “AI Hub,” an integrated digital warehouse of AI models and tools



Prioritizes water management within its operations, targeting net zero water across all sites by 2030

08

Lenovo



Leverages its global, flexible and resilient supply chain to navigate macroeconomic uncertainties



Through manufacturing expansion in the Middle East, accelerates transformation and enhances its global presence



Supported 20% growth by a strategic focus on AI and infrastructure solutions in the supply chain

09

Microsoft



Uses demand-sensing, demand-shaping and systems-led capabilities to move toward autonomous operations



Democratizes decision making by bringing together its optimization and GenAI tools



Champions GHG emissions reduction for road freight operations, as well as sustainable aviation fuel for air freight shipments

10

Danone



Established water management as the centerpiece of its sustainability agenda



Continues to advance toward autonomous operations and lay the groundwork for the transition to Industry 5.0



Entered into a partnership with Microsoft to further integrate AI into its supply chain

Supply Chain Masters lead the way

Masters have attained top 5 composite scores in the Gartner Supply Chain Top 25 for at least seven out of the last 10 years (2015–2025).

Amazon

- Amazon continues to be recognized for its leadership as a customer-centric, highly automated supply chain.
- In 2024, Amazon advanced its AI-driven supply chain by enhancing demand forecasting, logistics optimization and inventory management, improving efficiency and customer satisfaction.
- Overall company investments in robotics and automation include a significant allocation for robotics-led warehouses, which Amazon sees as part of an “Amazon flywheel,” where robotics increase the volume of packages processed, improve delivery speeds and expand the range of deliverable products.

Apple

- Apple’s supply chain continues to pursue leading-edge process and manufacturing practices that include rapid time-to-market solutions that encompass cost efficiency, scalability and innovation.
- The company’s progress in autonomous operation is backed by investment in robotics and automation in line with its stated goal of reducing the assembly workforce to 50% by 2030.
- Apple’s sustainable manufacturing techniques include various initiatives to reduce its environmental impact, including increased use of recycled materials, reducing carbon emissions and ensuring ethical sourcing of materials.

P&G

- P&G maintains high supply chain maturity with its ongoing innovation, ecosystem collaborations, strong digital enablement, and a culture designed to support analytics, decision making and organizational alignment.
- These strategies are encapsulated by its Supply Chain 3.0 integrated strategy, which shapes how retail execution, productivity, value and constructive disruption are all enabled by an empowered, agile and accountable organization.
- Having built a strong foundation of automation and early AI adoption, P&G is now demonstrating leadership with agentic AI and autonomous operations.

Unilever

- Unilever continues to demonstrate leadership in many areas of supply chain excellence, including its Unilever Manufacturing System (UMS) methodology that pushes the boundaries of autonomous operations.
- This capability is showcased via the new “Factory to Consumer” fulfillment model, which achieves a 90% level of automation within manufacturing and logistics processes and provides operational flexibility in dynamic e-commerce markets.
- Unilever has recently updated its sustainability ambitions to include five nature-focused goals, one of which focuses on water stewardship in water-stressed areas.

Actionable, objective insights

Explore these additional complimentary resources and tools on supply chain management:



eBook

Leadership Vision for 2025: Chief Supply Chain Officer

Explore three strategic actions for your supply chain success.

[Download eBook](#)



Report

Gartner Power of the Profession™ Supply Chain Awards

See supply chain excellence in action at award-winning companies.

[Download Report](#)



Tool

Monthly Supply Chain Alert

See a heat map of risks and trends in the global supply chain.

[Learn More](#)



Tool

Accelerators for Chief Supply Chain Officers

Execute your strategic and innovation goals faster with curated tools for driving supply chain performance and transformation.

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