

Carrefour Kenya (Majid Al Futtaim)

Overall analysis/ Product Profile Results

Majid Al Futtaim's Retailer Profile

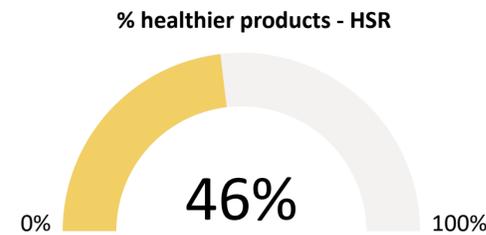
Headquarters Kenya	Operating Brands Carrefour Kenya
Market Share (Formal Retail Market) ¹ 9-11%	Geographic Coverage Major cities only
Type of Ownership Private	Primary Retail Format Supermarkets
Primary Consumer Segment Middle-/Upper-income	Operation Model Corporate-owned / Centralized

Important - The findings of this Assessment regarding retailers' performance rely to a large extent on information shared by retailers, in addition to information that is available in the public domain. Several factors beyond the retailers' control may impact the availability of information. Therefore, in the case of limited or no engagement by such retailers, this Assessment may not represent the full extent of their efforts.

Footnote:
1. Euromonitor International, Staple Foods Industry edition, 2024

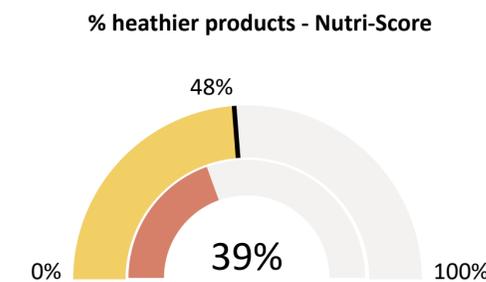
Overall Product Profile Results

The results below show the percentage of "healthier" products, or products passing the model's criteria, for the retailer's overall portfolio, as assessed by different nutrient profiling models.



Of 173 private label products assessed across all applicable categories, 46% are considered healthier based on the **HSR model** and healthier threshold of 3.5 stars or above.

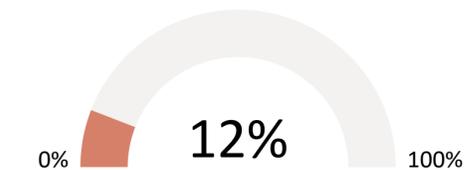
The **Health Star Rating (HSR)** is a front-of-pack interpretive nutrition labelling system designed to help consumers make healthier choices. It scores products from 0.5 (least healthy) to 5 stars (most healthy), based on nutrients to limit (energy, sodium, total sugar, saturated fat) and positive food components (fruit/vegetable content, protein, fiber) on the basis of nutritional composition per 100g or 100mL across one of six categories. Products scoring 3.5 stars or higher are considered 'healthier'. ATNi uses the HSR in its Global Index and Country Spotlight Indexes to enable cross-company comparisons.



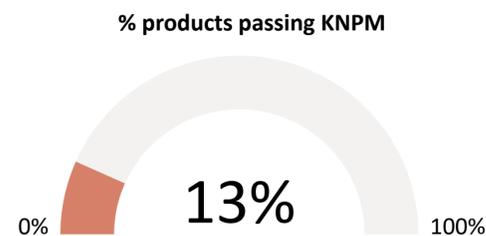
Of 164 private label products assessed across all applicable categories, 39% are considered healthier based on the **Nutri-Score** grades of A + B (represented by the inner arch of the graph). When extending the definition to include grade C (A + B + C), 48% of private label products are considered healthier (outer arch), allowing flexibility depending on the context and purpose of comparison.

The **Nutri-Score model** was also used to assess the proportion of products in each retailer's portfolio that receive each of the five categories: from category A (dark green), indicating higher nutritional quality, to category E (dark orange), indicating lower nutritional quality.

% products low in fat, sugar, salt and do not contain UPF markers (colours/flavours/NNS)



Of 144 private label products assessed across all applicable categories, 12% are **non-HFSS** (so not High in Fat, Salt and Sugar) and **non-UPF** (no colours/flavours/NNS as markers of Ultra-Processed Food) products. The **HFSS + colours/flavours/NNS approach** (Popkin et al. 2024) combines HFSS (high in fat, sugar, and salt) thresholds with common UPF markers (in this case: colours, flavours, and non-nutritive sweeteners) to flag less healthy food and beverage items.



Of 225 private label products assessed across all applicable categories, 13% pass the **Kenyan Nutrient Profiling Model**.

The **Kenyan Nutrient Profile Model** was developed to underpin front of package labelling requirements in Kenya. It sets thresholds for total fat, saturated fat, total sugars, and sodium across 20+ categories of processed foods.

Findings

[-] Recognition of nutrition

Carrefour Kenya’s parent company, Majid al Futtaim (MAF) has an enterprise risk management (ERM) system in place, but does not publish a register of the enterprise risks identified. It conducted a materiality risk assessment in 2023; nutrition was not explicitly recognized, while ‘Customer health & safety’ was ranked as a low priority in the materiality matrix.

[Link](#)

[-] Addressing & prioritizing nutrition

In July 2025, Carrefour Kenya introduced the ‘Choose Better’ campaign that aims to promote healthier and more sustainable lifestyle choices by highlighting ‘healthier’ products with labels and price promotions, and by providing nutrition education. The company states that it is aligned with Kenya's national priorities in public health, food security, and environmental sustainability. The campaign sits within the ‘Transforming Lives’ pillar of MAF’s ‘Dare Today, Change Tomorrow’ sustainability strategy, which aims to “promote healthy and sustainable consumer choices” through its retail product offering and marketing. MAF also explicitly acknowledges its responsibility as a retailer to “seek solutions that remove access barriers to healthy food and increase the availability, accessibility and affordability of healthier products”.

[-] Nutrition governance & accountability

Implementation of MAF’s overall sustainability strategy is overseen by MAF’s CEO, while the company’s Board of Directors reviews progress. The Retail business has a Sustainability Lead that works with the MAF Corporate Sustainability Team to develop plans to implement the strategy and track progress against sustainability targets. MAF’s executive team’s remuneration, including that of its Retail division, is linked to progress on ESG-related KPIs, although these are not publicly available and it is not clear whether they include nutrition-related KPIs. It is not clear how governance of the company’s nutrition strategy works at the level of Carrefour Kenya.

[Link](#)

Recommendations

[-] Recognition of nutrition

Majid al Futtaim (MAF) is encouraged to explicitly recognize consumer health and nutrition as an important material issue within its materiality assessment. The company is also encouraged to identify and disclose nutrition-related risks in the enterprise risk register reported in its annual reporting, including potential business impacts of changing consumer preferences and health consciousness, reputational risks, and possible future regulatory requirements.

[-] Addressing & prioritizing nutrition

To play an active role in addressing and preventing rising rates of overweight, obesity and diet-related diseases in Kenya, Carrefour Kenya and MAF are strongly encouraged to further integrate nutrition considerations across its grocery retail business and develop a comprehensive strategy to improve its impact on consumer health, in line with ATNi’s recommendations from this Retail Assessment, including clear objectives and defined actions. This would help the company meet growing expectations from consumers, regulators, and investors, while differentiating itself from competitors and supporting long-term, sustainable growth.

[-] Nutrition governance & accountability

MAF is recommended to publish the ESG-related KPIs to which its executive team’s remuneration is linked, and ensure that its Retail leadership team’s KPIs include at least one related to nutrition.

Findings

☐ Nutrition targets and reporting

No evidence was found in the public domain for Carrefour Kenya or its parent company, MAF, of formal targets to increase sales of ‘healthier’ products or fruits and vegetables, or of reporting on the proportion of sales derived from such products. Similarly, no targets or reporting were identified relating to the reduction of nutrients of concern or the inclusion of positive ingredients in its private-label portfolio.

[Link](#)

The Carrefour Kenya website does reference its Carrefour Bio range, highlighting that these products are high-quality and organic from European and France origin, and are designed to support a healthy, balanced diet at reasonable prices. However, this information does not constitute formal company-wide nutrition targets or systematic reporting.

☐ Defining ‘healthier’ products

In July 2025, Carrefour Kenya introduced ‘Choose Better’ labels on ‘healthier’ products, starting with fruits and vegetables and gradually adding private-label items. However, the nutrient criteria for other products remain unclear, such as whether a nutrient profiling model is used.

[Link](#)

☐ Reducing processing levels

While Carrefour Kenya has a distinct ‘free-from’ category on its e-commerce site, no information was found regarding active efforts by the company to reduce levels of processing or simplify ingredient lists in its offering in Kenya.

Recommendations

☐ Nutrition targets and reporting

MAF is strongly recommended to track the sales of its private label portfolio that meet a formal definition of ‘healthier’—ideally according to an internationally recognized NPM—both overall and in specific markets, including Kenya. The results should be published annually, ideally according to ATNi’s proposed NPM reporting guidelines. The company is also strongly encouraged to set an ambitious, timebound target to increase the proportion of total food sales derived from products meeting this definition. Setting targets and transparently reporting in this way not only helps to focus internal efforts, but also builds stakeholder trust by demonstrating accountability and a commitment to promoting healthier consumer choices.

[Link](#)

☐ Defining ‘healthier’ products

Carrefour Kenya and MAF are strongly encouraged to publish full details of how packaged private label products qualify for ‘Choose Better’ labels. In addition, they are recommended to adopt the Kenya NPM (KNPM) to define ‘healthier’ products in its portfolio in Kenya, or another internationally recognized NPM for MAF’s private label portfolio more broadly. It can use this ‘healthier’ definition to guide decisions on stocking, pricing, positioning, promotion, marketing and labelling of products, as well as to develop new healthy products and reformulate existing products to improve their healthiness.

☐ Reducing processing levels

Carrefour Kenya is encouraged to review the levels of processing in its food offering, expand the availability and promotion of minimally processed and fresh foods and reduce the share of ultra-processed foods.

Findings

☐ **Affordability of healthier products**

Carrefour Kenya's parent company, MAF, states that, as a retailer, it should "remove access barriers to healthy food and increase the availability, accessibility and affordability of healthier products". It emphasizes that the Carrefour Private Label offers "over 3,000 high-quality, nutritious products", although it does not state how 'nutritious products' are defined, nor how many of these are offered in Kenya.

☐ **Price promotions & loyalty rewards**

Through the 'Choose Better' initiative, the company is reported to offer customers discounts and loyalty points when purchasing products with the 'Choose Better' logo.

Recommendations

☐ **Affordability of healthier products**

Building on its overall commitment to affordability, MAF and Carrefour Kenya are encouraged to develop a dedicated strategy to increase the affordability specifically of 'healthier' products, ensuring that these are priced more competitively relative to less healthy options. This should include defining how affordability will be measured in Kenya, and targets to increase the availability and affordability of 'healthier' products.

☐ **Price promotions & loyalty rewards**

Carrefour Kenya and MAF are recommended to develop a program or policy to ensure that a greater share of price promotions are applied to 'healthier' products throughout the year, or to reduce promotions on less healthy products. The company could also consider tracking and publicly reporting quantitative data on these initiatives to demonstrate their reach and impact. The company is also recommended to further encourage healthy and sustainable shopping through loyalty program rewards.

Findings

[-] In-store marketing techniques

No evidence of a policy or initiative to address the positioning of healthier or unhealthy products in prominent in-store locations, improve shelf-space ratios, or adopt in-store promotional techniques (beyond price) to drive sales of healthier products and/or fruits and vegetables was found in the public domain for either Carrefour Kenya or MAF.

[-] Responsible marketing to children

MAF has published a Responsible Marketing Policy, which includes commitments relating to children. However, it does not include any nutrition-specific commitments.

[Link](#)

[-] Responsible marketing of breastmilk substitutes (BMS) and complimentary foods (CF)

No information was found on the public domain regarding a responsible marketing policy of breastmilk substitutes (BMS) and complimentary foods (CF).

Recommendations

[-] In-store marketing techniques

Carrefour Kenya and MAF are encouraged to develop initiatives to increase the proportion of healthier products that are prominently displayed in high-traffic areas of stores, such as end-of-aisle displays, checkout zones, and store entrances, relative to less healthy products. Ideally, these efforts would be complemented by similar practices in online retail environments, ensuring that healthier options are prominently featured in digital promotions, search results, and recommendations.

[-] Responsible marketing to children

MAF is strongly encouraged to strengthen its Responsible Marketing Policy to include a commitment not to market products that do not meet a formal definition of 'healthy', ideally based on a government-endorsed NPM or WHO Regional Model, to children under the age 18, in line with WHO and UNICEF recommendations. This commitment should apply to all products, including treats and seasonal products, and across all marketing channels and techniques, including in-store promotion, digital media, and sponsorships, while being transparent about any exemptions. The company is also encouraged to commission independent third-party audits of this policy on an annual basis, and to publish the results to demonstrate transparency and accountability.

[-] Responsible marketing of breastmilk substitutes (BMS) and complimentary foods (CF)

MAF is encouraged to explicitly include BMS and CF within its Responsible Marketing Policy.

Findings

☐ Identifying healthier products

In July 2025, Carrefour Kenya introduced ‘Choose Better’ labels on ‘healthier’ products, starting with fruits and vegetables and gradually adding private-label items. However, the nutrition criteria for other products remain unclear, such as whether a nutrient profiling model is used.

☐ Responsible use of health and nutrition claims

No evidence of a policy in place to follow the Codex Guidelines for placement of health and nutrition claims on its products, nor to only place such claims on products that are defined as ‘healthier’ according to formal nutrition criteria, was found.

Recommendations

☐ Identifying healthier products

Carrefour Kenya and MAF are strongly encouraged to publish full details of how packaged private label products qualify for ‘Choose Better’ labels. It is recommended to align it with the KNPM.

☐ Responsible use of health and nutrition claims

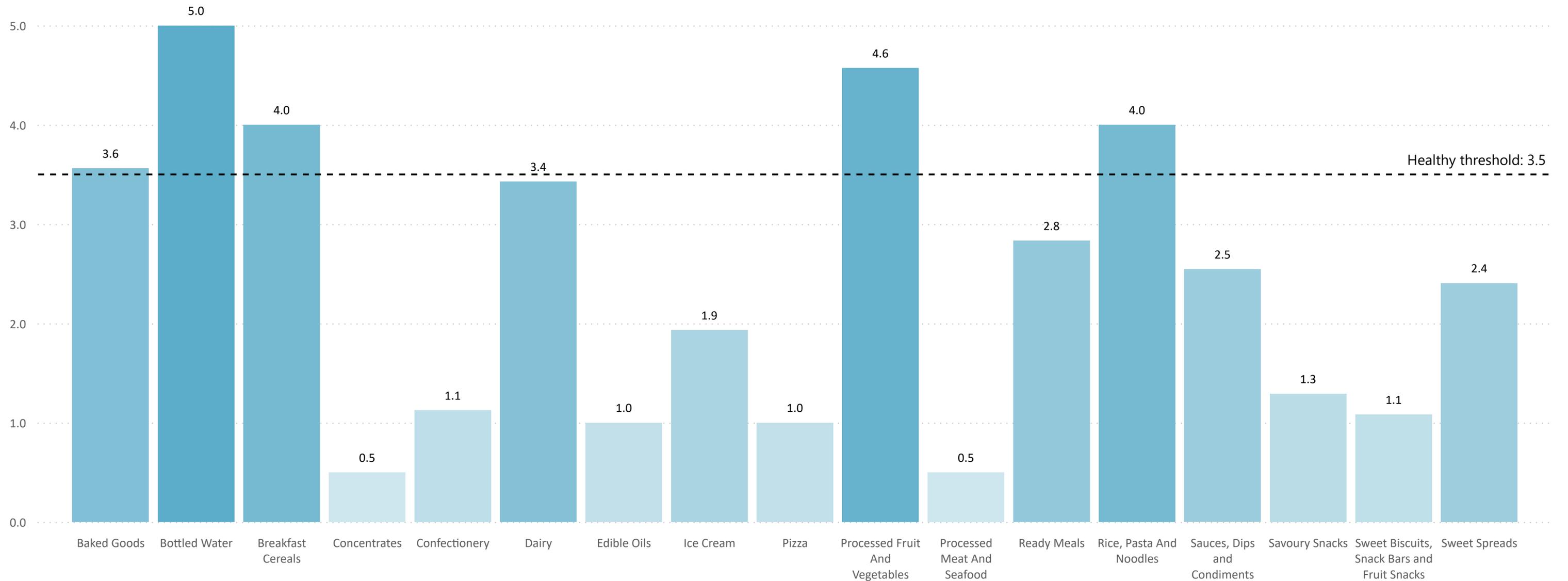
Carrefour Kenya and MAF are encouraged to publicly commit to follow Codex Alimentarius Guidelines on the use of health and nutrition claims on its private label products, and to only place claims on products classified as ‘healthier’ according to the KNPM.

Carrefour Kenya (Majid Al Futtaim)

Private Label Product Profile Results

The Product Profile for Retail Assessment provides a structured evaluation of the nutritional composition of private label packaged food and beverage products from selected retailers. It employs a range of internationally recognized nutrient profiling models to assess product characteristics, including the Australasian Health Star Rating (HSR), the Nutri-Score model, and the HFSS + colours/flavours/NNS approach (Popkin et al. 2024). These models support a consistent and comparative analysis of portfolio healthiness across the retailers. Graph below indicates mean HSR of each categories assessed for Carrefour Kenya.

Mean HSR by category



Carrefour Kenya (Majid Al Futtaim)

Private Label Product Profile Results

The table presents an overview of the nutritional quality of products across various food categories, based on HSR, Nutri-Score (A+B and A+B+C) and the HFSS + colours/flavours/NNS approach (Popkin et al. 2024). Each row corresponds to a specific food category, and the percentages reflect the share of products in that category meeting the respective model's criteria. The figures in parentheses indicate the number of products meeting the criteria over the total assessed. Blank cells indicate that data was not available or not applicable for that category and model.

Category	% healthier products: HSR	% healthier products: Nutri-Score (A+B)	% healthier products: Nutri-Score (A+B+C)	% products that are HFSS	% products that are HFSS AND/OR contain UPF markers (colours/flavours/NNS)	% products passing KNPM
Baked Goods	75% (6/8)	25% (2/8)	88% (7/8)	100% (8/8)	100% (8/8)	0% (0/18)
Bottled Water	100% (1/1)	100% (1/1)	100% (1/1)			100% (1/1)
Breakfast Cereals	67% (4/6)	50% (3/6)	67% (4/6)	100% (6/6)	100% (6/6)	43% (3/7)
Concentrates	0% (0/7)					0% (0/7)
Confectionery	6% (1/16)	6% (1/16)	6% (1/16)	94% (15/16)	100% (16/16)	3% (1/30)
Dairy	71% (5/7)	14% (1/7)	29% (2/7)	86% (6/7)	100% (7/7)	0% (0/17)
Edible Oils	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)	100% (1/1)	
Ice Cream	7% (1/15)	0% (0/15)	7% (1/15)	100% (15/15)	100% (15/15)	0% (0/18)
Other Hot Drinks						0% (0/1)
Pizza	0% (0/1)	0% (0/1)	0% (0/1)	100% (1/1)	100% (1/1)	0% (0/2)
Processed Fruit And Vegetables	95% (39/41)	90% (37/41)	95% (39/41)	40% (8/20)	40% (8/20)	35% (9/26)
Processed Meat And Seafood	0% (0/4)	0% (0/4)	0% (0/4)	100% (4/4)	100% (4/4)	0% (0/10)
Ready Meals	33% (2/6)	0% (0/6)	50% (3/6)	67% (4/6)	83% (5/6)	33% (2/6)
Rice, Pasta And Noodles	93% (14/15)	87% (13/15)	87% (13/15)	87% (13/15)	87% (13/15)	63% (12/19)
Sauces, Dips and Condiments	27% (3/11)	27% (3/11)	27% (3/11)	82% (9/11)	91% (10/11)	8% (1/13)
Savoury Snacks	0% (0/12)	0% (0/12)	0% (0/12)	100% (12/12)	100% (12/12)	0% (0/13)
Sweet Biscuits, Snack Bars and Fruit Snacks	0% (0/6)	0% (0/6)	0% (0/6)	100% (6/6)	100% (6/6)	0% (0/14)
Sweet Spreads	25% (4/16)	21% (3/14)	29% (4/14)	88% (14/16)	94% (15/16)	4% (1/23)
Total	46% (80/173)	39% (64/164)	48% (78/164)	85% (122/144)	88% (127/144)	13% (30/225)