Intermarché (Les Mousquetaires)

Overall analysis/ Product Profile Results

Les Mousquetaires's Retailer Profile

Headquarters
France

Operating Brands
Intermarché, Netto

Market Share (Formal Retail Market) [1]
12-14%

Geographic Coverage
Nationwide

Type of Ownership
Cooperative

Primary Retail Format
Hypermarkets

Primary Consumer Segment
Mass market

Operation Model
Franchise or equivalent / Decentralized

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.

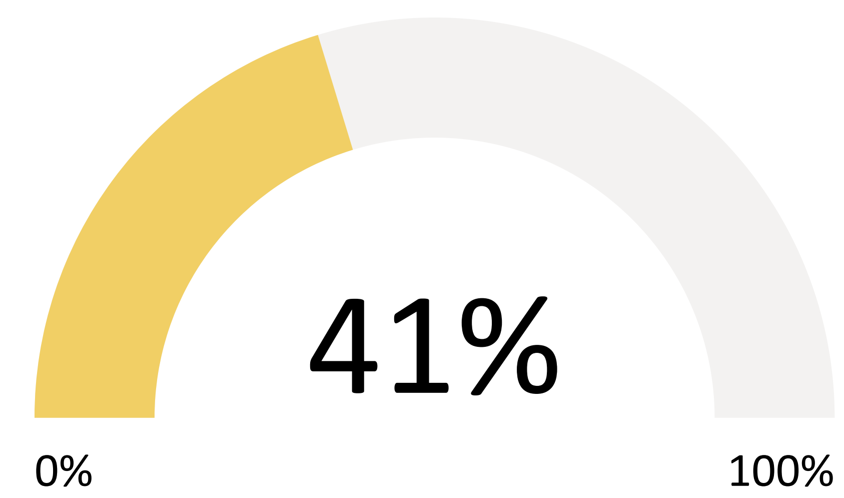
Footnote:

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 company's overall portfolio, as assessed by different nutrient profiling models.

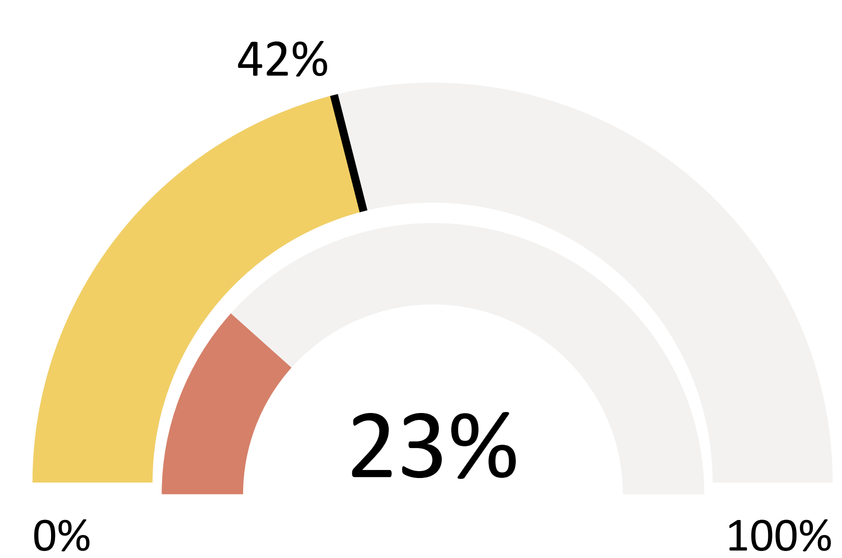
% healthier products - HSR



Of 1799 private label products assessed across all applicable categories, 41% 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.

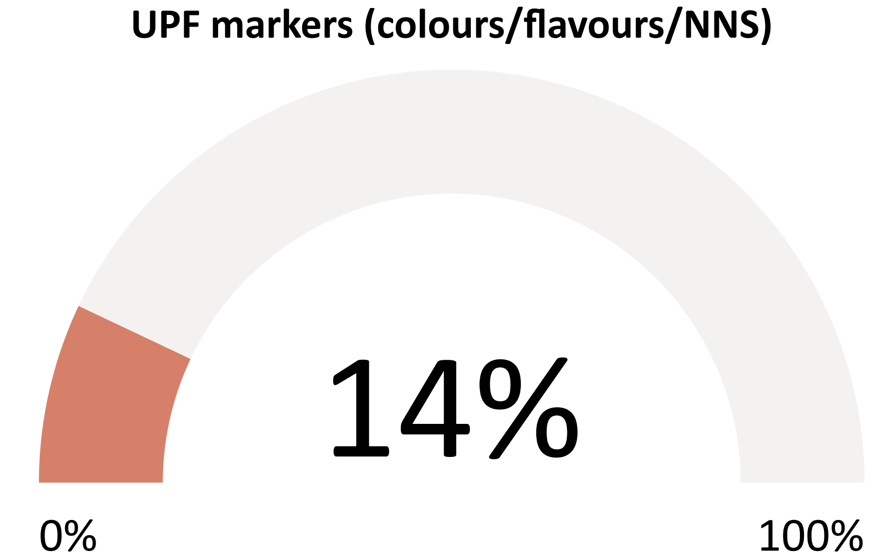
% heathier products - Nutri-Score



Of 1816 private label products assessed across all applicable categories, 23% 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), 42% 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 1848 private label products assessed across all selected retailers, 14% 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.

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Topic A: Nutrition Prioritization

Findings

Recognition of nutrition

Les Mousquetaires lists the "Social and health impact of the products" as one of the 16 'major issues' identified in its CSR materiality analysis. However, it was not selected as one of the "most strategic issues for the Group's future". Nutrition-related risks were not explicitly identified in its public enterprise risk register.

Addressing & prioritizing nutrition

Nutrition is addressed in the 'Food transition' pillar of Les Mousquetaires' Sustainability strategy, aiming to make "healthy eating" is accessible to all. The company's approach to nutrition primarily focuses on private label reformulation, including the removal of salt and fat and shortening ingredient lists. The 'Food transition' pillar primarily focuses on sustainable sourcing from local farmers, however, rather than specific nutrition-related interventions. Link

Nutrition governance & accountability

Responsibility for the company's Sustainability strategy, which includes a nutrition element, is assigned to the Chairman of the Quality & CSR Department. However, it is not clear if this is at the executive-level. No evidence that the Sustainability strategy or nutrition element is reviewed regularly by the Board of Directors was found. No evidence of executive remuneration being linked to sustainability or nutrition-related KPIs was found.

Recommendations

Recognition of nutrition

Les Mousquetaires 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

Les Mousquetaires is strongly encouraged to integrate nutrition considerations across its commercial business and develop a comprehensive strategy to improve its impact on consumer health, in line with ATNi's recommendations from this Retail Assessment. This should include clear objectives and defined actions. This would help the company meet growing expectations from consumers and regulators, while differentiating itself from competitors and supporting long-term, sustainable growth.

Nutrition governance & accountability

Les Mousquetaires is recommended to assign direct responsibility for its nutrition strategy to a named executive, and to formally incentivize progress by linking their remuneration to at least one nutrition-related KPI. The company is also encouraged to ensure that its Board of Directors formally approves and regularly reviews progress on its nutrition strategy. Strong governance and accountability mechanisms embed nutrition into decision-making at the highest levels, driving consistent implementation and signalling to stakeholders that the company is serious about delivering on its commitments.

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Topic B: Portfolio Improvement

Findings

Nutrition targets and reporting

The company previously set a target to “improve” more than 50% of its private label portfolio by 2025 in terms of recipes and packaging. While it reported on the number of products ‘improved’ in 2021 and 2022, evidence of reporting on this target was not found in its latest reports. It is also not clear by what criteria a recipe can be considered ‘improved’, and what the impact on the nutritious quality of its private portfolio these efforts are, since it is not specific. While reducing levels of salt and fat are mentioned as part of the company’s nutrition approach, no targets or reporting were found relating to this. No evidence was found on the public domain of targets in place to increase sales of either ‘healthier’ products or fruits and vegetables, or reporting on the proportion of sales derived from such products.

Defining ‘healthier’ products

While Intermarché applies Nutri-Score to its private label products, it is not clear if this nutrient profiling model is used as a definition of ‘healthier’ for other purposes.

Reducing processing levels

Shortening ingredient lists is included as one of the tenets of its approach to nutrition; however, specific information relating to these efforts was not found in the company’s latest reporting.

Recommendations

Nutrition targets and reporting

Les Mousquetaires is strongly recommended to track the sales of products — starting with its private label portfolio — that meet a formal definition of ‘healthier’, such as Nutri-Score A/B or A/B/C. 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. At a minimum, it should ensure that all terms used in its targets are clearly defined and unambiguous. 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

Les Mousquetaires is strongly recommended to adopt a government-endorsed NPM to define ‘healthier’ products within its portfolio, such as Nutri-Score A/B or A/B/C. 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

Les Mousquetaires 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.

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Topic C: Pricing & Promotions

Findings

Affordability of healthier products

The company states that it aims to offer its consumers “affordable” products, and that it aims to make “healthy eating” is accessible to all. However, no information was found about the company’s approach to ensure the affordability of its healthier products specifically.

Price promotions & loyalty rewards

No evidence of a policy or initiative to offer proportionately more price promotions on healthier products was found, nor any loyalty mechanisms to incentivize the purchasing of healthier products specifically.

Recommendations

Affordability of healthier products

Building on its overall commitment to affordability, Les Mousquetaires is encouraged to develop a dedicated strategy to increase the affordability of ‘healthier’ products specifically, ensuring that these are priced more competitively relative to less healthy options. For example, the company could track the share of products (or sales value) that are both ‘affordable’ and classified as ‘healthier’, while being transparent about ‘affordability’ is defined and measured. Ideally, these efforts would be complemented by a strategy to improve the accessibility of affordable, healthy products for lower-income consumers.

Price promotions & loyalty rewards

Les Mousquetaires is encouraged to leverage its loyalty rewards program to actively incentivize the purchase of ‘healthier’ products, ideally through ongoing or permanent mechanisms. The company is also encouraged 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.

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Topic D: Responsible Marketing

Findings

In-store marketing techniques

In April 2025, the company president announced that the company will begin “testing the sale of healthier products at checkouts in a few stores”, as recommended by the Conseil Economique Social et Environnemental (EESC). Precise details were yet to be released at the time of research. No other 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 pricing and promotions) to drive sales of healthier products and/or fruits and vegetables was found in the public domain. Link

Responsible marketing to children

No evidence of a policy in place to restrict the marketing of unhealthy products to children was found on the public domain.

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

No evidence of a policy for the responsible marketing of BMS or CF was found on the public domain.

Recommendations

In-store marketing techniques

Les Mousquetaires is encouraged to continue to develop and expand current 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

Les Mousquetaires is strongly encouraged establish a formal policy to not market products that do not meet a formal definition of ‘healthy’, ideally based on a government-endorsed NPM (e.g. Nutri-Score) or the WHO Regional Model for Europe, to children under the age of 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)

Les Mousquetaires is strongly encouraged establish a formal policy to not market products that do not meet a formal definition of ‘healthy’, ideally based on a government-endorsed NPM (e.g. Nutri-Score) or the WHO Regional Model for Europe, to children under the age of 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.

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Topic E: Responsible Labelling

Findings

Identifying healthier products

According to a 2024 third-party report, more than 4,600 private label products currently display Nutri-Score across Intermarché and Netto. The company has not reported on this metric since 2022. It is not clear what percentage of the company's total eligible private label portfolio this represents. Nutri-Score labelling is also displayed on product pages on its online store, although it is not clear if this applies to all 4,600 products. Link

Recommendations

Identifying healthier products

Les Mousquetaires is encouraged to publish the proportion of its full private label portfolio that displays Nutri-Score on an annual basis directly on its public domain.

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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 Intermarché.

Mean HSR by category

Intermarché (Les Mousquetaires)

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)
Baked Goods	26% (60/235)	8% (18/235)	29% (68/235)	98% (230/235)	98% (231/235)
Bottled Water	38% (5/13)	38% (5/13)	92% (12/13)	13% (1/8)	100% (8/8)
Breakfast Cereals	47% (27/58)	14% (8/58)	53% (31/58)	100% (59/59)	100% (59/59)
Carbonates	0% (0/4)	0% (0/4)	25% (1/4)	50% (2/4)	100% (4/4)
Confectionery	0% (0/87)	0% (0/87)	0% (0/87)	100% (87/87)	100% (87/87)
Dairy	67% (39/58)	5% (3/58)	26% (15/58)	95% (54/57)	95% (54/57)
Edible Oils	100% (4/4)	78% (18/23)	100% (23/23)	100% (19/19)	100% (19/19)
Flour	83% (15/18)	78% (14/18)	94% (17/18)	100% (18/18)	100% (18/18)
Food Kits	50% (1/2)	0% (0/2)	50% (1/2)	50% (1/2)	100% (2/2)
Ice Cream	0% (0/36)	0% (0/36)	17% (6/36)	100% (36/36)	100% (36/36)
Juice	0% (0/9)	0% (0/9)	33% (3/9)	11% (1/9)	11% (1/9)
Other Hot Drinks	6% (1/18)	6% (1/18)	33% (6/18)	76% (16/21)	95% (20/21)
Pizza	25% (1/4)	0% (0/4)	25% (1/4)	75% (3/4)	100% (4/4)
Plant-based Dairy	67% (2/3)	0% (0/3)	67% (2/3)	0% (0/3)	0% (0/3)
Processed Fruit And Vegetables	98% (172/176)	88% (155/176)	98% (172/176)	20% (35/177)	36% (64/177)
Processed Meat And Seafood	42% (143/338)	18% (62/338)	35% (119/338)	79% (298/376)	84% (314/376)
Ready Meals	69% (98/143)	24% (34/143)	81% (116/143)	43% (62/143)	76% (109/143)
Rice, Pasta And Noodles	92% (34/37)	89% (33/37)	95% (35/37)	100% (35/35)	100% (35/35)
RTD Tea	0% (0/2)	0% (0/2)	100% (2/2)	0% (0/2)	100% (2/2)
Sauces, Dips and Condiments	38% (47/125)	28% (35/125)	44% (55/125)	77% (95/124)	79% (98/124)
Savoury Snacks	30% (59/199)	15% (29/199)	28% (56/199)	98% (196/199)	98% (196/199)
Soup	57% (8/14)	43% (6/14)	64% (9/14)	36% (5/14)	79% (11/14)
Sweet Biscuits, Snack Bars and Fruit Snacks	7% (14/194)	1% (1/194)	7% (14/194)	100% (194/194)	100% (194/194)
Sweet Spreads	0% (0/22)	0% (0/20)	0% (0/20)	100% (22/22)	100% (22/22)
Total	**41% (730/1799)**	**23% (422/1816)**	**42% (764/1816)**	**79% (1469/1848)**	**86% (1588/1848)**