

Auchan Retail takes a decisive step forward in its supermarket transformation project

Announced on November 25, 2025, the cooperation project between Auchan Retail and the Groupement Mousquetaires has a clear objective: to act quickly and decisively to restore the supermarket format to its full performance, competitiveness and sustainability, in a context of continued pressure on purchasing power and accelerated transformation of the food retail sector.

This project is now taking a decisive step forward with the opening of consultations with employee representative bodies with a view to its implementation. Following an in-depth analysis of its entire supermarket network, Auchan Retail is considering three sustainable development options tailored to local situations.

Since the launch of exclusive negotiations, an in-depth analysis of all 266 supermarkets has been conducted. This analysis has enabled the group to define a clear and operational division into three groups:

- **164 supermarkets** would join a new autonomous legal entity dedicated to the supermarket format, owned by Auchan Retail France and operated as a franchise under the Intermarché or Netto brand.
This entity would immediately benefit from Intermarché's business model, which is fully adapted to this format, enabling it to improve price competitiveness and benefit from:
 - a simpler and more efficient operating model and tools;
 - a programme to redesign 100% of stores over three years, supported by Intermarché;
 - a specialised and proven supply chain, operated by the Groupement Mousquetaires. In addition, the Groupement Mousquetaires has also expressed interest in operating, still on a service basis, three sites currently serviced by Auchan Retail France (Saint-Ouen, Brétigny and Orly).

The gradual integration of these 164 supermarkets under the Intermarché or Netto brand is expected to be completed by April 2027.

The cooperation project between Auchan Retail and the Groupement Mousquetaires is based on a unique model, allowing Auchan Retail France to continue operating 164 supermarkets within an autonomous entity operated under franchise with Intermarché and Netto brands. This strategic choice aims to accelerate the transformation of the portfolio, drawing on Intermarché's recognised expertise in this format.

- **11 supermarkets**, whose specific characteristics in terms of surface area, location and potential justify it, would remain within the scope of Auchan Retail France under other formats.
- **91 supermarkets**, due to their geographical or economic situation, are to be offered for sale to the Groupement Mousquetaires, with partner members expected to make a decision in April.

This development is fully in line with Auchan Retail's overall strategy: to be an agile multi-format player, capable of operating under several banners, while reaffirming its strong ambition for hypermarkets. Auchan Retail will continue their transformation to make them increasingly service-oriented and omnichannel.

The project is subject to consultation with employee representative bodies and prior authorisation from the Competition Authority.

About Auchan Retail

Present in 12 countries, Auchan Retail brings together all formats of food retail with 2,896 points of sale. Auchan puts its customers at the heart of everything it does by offering them a phygital shopping experience, combining physical stores with the digital ecosystem, and exclusive, high-quality products at the best prices. Committed to providing good, healthy and local products, Auchan Retail's 157,648 employees contribute, through a human and responsible approach, to building a business that enables everyone – customers, farmers, suppliers and employees – to live better.

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