

Large-scale retail in Denmark

Focus on the Group that dominates Danish food and non-food retail.

“ We go to work every day to make it easier for you to do your daily shopping without having to worry about empty shelves and expiration dates, with the guarantee that ecology and animal welfare are okay. All you have to do is put your favourite products in the shopping cart and let us know if you have any questions. **We'll take care of the rest: See you at Føtex, every day, between 8:00am and 9:00 pm.** ”

This message is a summary of the corporate culture of one of Denmark's leading retailers (part of Salling Group): practical words and ethical reassurances, evoking the need to save time during the shopping experience. The message is tailored to modern, sensitive consumers who are focused on simplicity and are well-informed on numerous social and eco-sustainable issues, as do those who live and shop in Northern Europe.

The 6 million Danes enjoy a balance between work ethic, institutional organisation, sense of belonging to local communities, social security, respect for the environment, efficient healthcare systems and opportunities provided by educational institutions.

Nevertheless, there are some rather worrying aspects in these parts of Northern Europe, such as the excessive cost of living (here, a coffee can cost as much as €6), the complex tax system that burdens the taxpayers, and harsh winter temperatures.



Denmark, with a population of approximately 6 million inhabitants, is a member of the European Union as well as one of the three components of the Danish Kingdom (Danmarks Rige) together with Greenland and the Faroe Islands, which enjoy particular political autonomy.



A Føtex store, open 8:00–21:00, with outdoor displays of flowers and plants.



Anders Hagh,
CEO of Salling Group

Rimi Hyper – a large hypermarket in the Baltic area.



At Føtex, exposing plants and flowers to natural light is part of the store's strategy.



Coop Denmark is the main competitor of Salling Group.

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Salling Group figures

(According to official company sources)

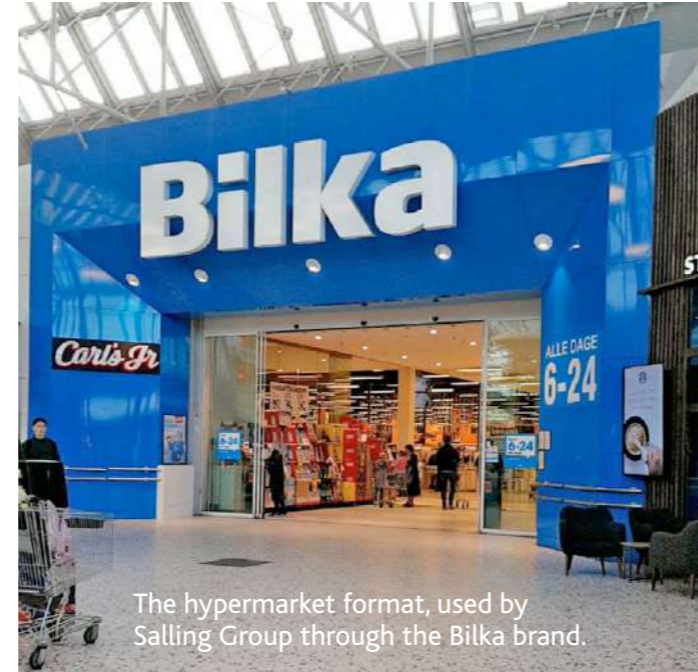
Salling Group (formerly Dansk Supermarket A/S) is a leading player in the country, with a 34% market share. This influential operator owns Føtex, with which it is currently experimenting in two supermarket distribution models with specific 'Food' and 'City' concepts in a variable mix of assortment, space, location and service – Bilka and Netto.

The Group employs a total of 56 669 people (as of December 31, 2024). Bilka, founded in 1970, operates the hypermarket format 'Varehus', offering a wide range of products (both food and non-food) at competitive prices in spacious locations, primarily outside major cities.

Netto, founded in 1981, is the Salling Group's brand in the discount channel, targeting consumers in Poland and Germany as well as the Danish domestic market. It should not be confused with Netto-Marken Discount (also simply 'Netto'), which is owned by the German company Edeka.

As of August 2025, there were 573 Netto discount stores in Denmark, 687 in Poland and 341 in Germany.

In Denmark there are 19 Bilka stores and 118 Føtex stores in the classic 'Food' and 'City' variants.



The hypermarket format, used by Salling Group through the Bilka brand.



View of a front end inside a shopping centre.



Entrance of a Føtex store on a cold evening of the opening day.



A Føtex store in Aalborg. Jonas S., <https://en.wikipedia.org/>



The Netto brand is the discount format run by the Salling Group.



View of the outside of a small Netto discount store. www.yelp.com/





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Strategies and directions

In June 2025, it incorporated Rimi Baltic whereby the Group acquired an additional 314 stores and 11 000 employees.

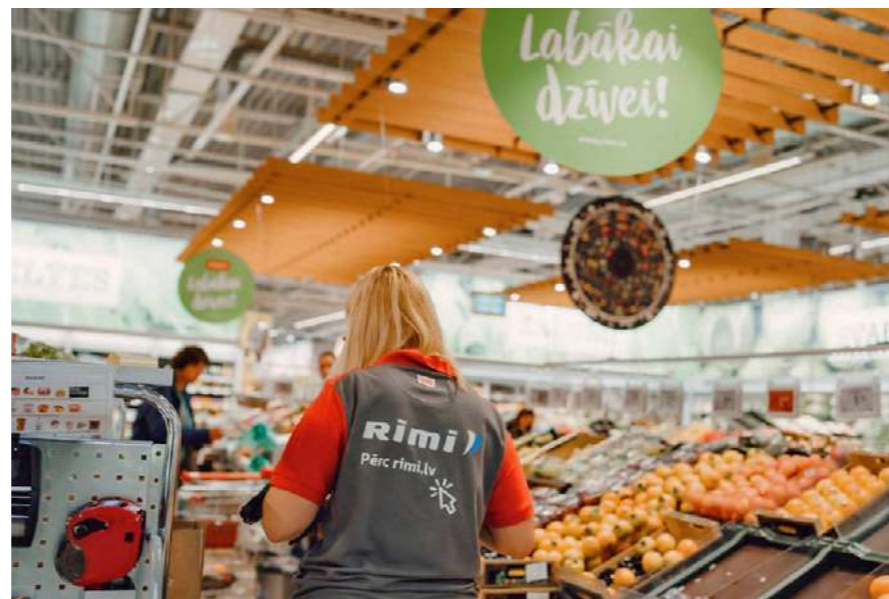
This operation allows for a deeper exploration of the strategic prospects for the Estonian, Latvian and Lithuanian distribution markets, leveraging the hard-working operations of the various Rimi Hyper (hypermarkets), Rimi Super (supermarkets), Rimi Mini and Rimi Express (small, local stores), as well as making wise use of the now indispensable support of a modern e-commerce platform and collaboration with local Baltic producers.

Salling closed its last financial year (2024) with revenues of DKK 72.2 billion (€7 billion), with a profit of DKK 1.7 billion (almost €228 million).

The Salling brands in Denmark have their main competition in Coop Denmark (which also owns the store brand 'SuperBrugsen'), with which they compete vigorously by offering more good prices every day and, at the same time, by promoting drastic discounts at the end of the day, on bags of unsold fresh products – evident signs of attention and sensitivity towards food waste.



The six Føtex Food stores in Denmark open up a whole new world for gourmets and customers who appreciate high-quality food. The fresh meat section, the bakery with its fresh crusty bread and croissants, the exquisite choice of fine wines and the unique scent of the fruit and vegetable section with its extensive range of hand-picked specialties from selected international producers all make shopping a special experience.
www.wanzl.com/en



Employee of Rimi Baltic who is proud of her department.



Produce section of the Rimi supermarket in Mega mall in Kaunas (2025). Photo by Bdx, CC0, <https://commons.wikimedia.org>



Wide view of a fruit and vegetable department, as managed in the Rimi Baltic stores.



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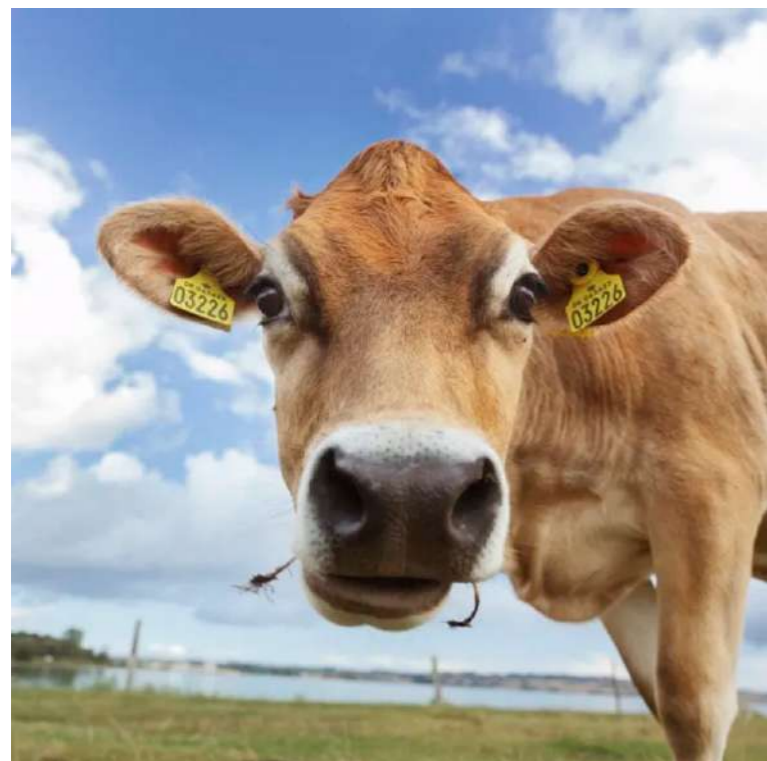
A German Netto. Photo: Ikar.us, <https://en.wikipedia.org/>



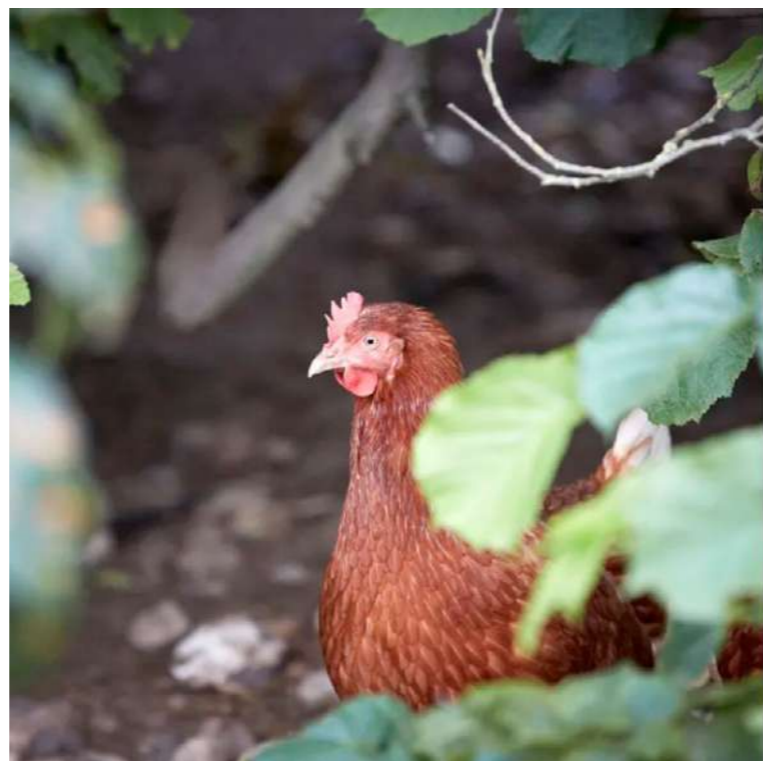
A limited spot offer of instant oatmeals in all Netto stores across Denmark. Photo: theproteinkitchen



A Lego Netto dog outside the Ormskirk branch. Photo: Mike Nolan, <https://en.wikipedia.org/>



Animal welfare has long been a priority for the Salling Group, with a range of initiatives over many years to provide better animal welfare options. In addition, they constantly increase the number of products that are labelled with the highest level of animal welfare. By openly communicating about the level of animal welfare, they make it easy for customers to make an informed shopping choice. <https://sallinggroup.com/>



Salling Group's goal is to phase out fast-growing chickens in all product categories to structurally improve animal welfare and ensure better living conditions. Since 2022, all fresh chickens in the regular assortment have been slower-growing breeds. Over the past few years, the animal welfare organization Anima has been a close partner on this journey with Salling Group. <https://sallinggroup.com/>



A campaign which alternated each month between saving 25% on over 300 items for dogs and saving 25% on over 300 items for cats, rodents, birds and fish. This did not apply to already discounted items and the right was reserved to make changes in connection with public holidays. <https://www.bilkatogo.dk>



In 2020, the Salling Group entered into a partnership with the food waste app Too Good To Go. Through this collaboration, customers in Netto and Føtex stores can buy for half price or less a 'surprise bag' from five different categories containing surplus items. These categories include a 'fruits and vegetables' bag, a 'dairy, meat and chilled' bag, a 'grab n go' bag and a bag with discounted items within the food category. Additionally, Netto stores also provide a bag specifically for bread.

Serves: 5
Preparation time: 30 minutes
Cooking time: 30 minutes

Tasty & Delicious

Ideal for a family meal

INGREDIENTS

For the stir-fry:

6 large potatoes, peeled and cubed
1/2 cup (125ml) milk
1/2 cup (125ml) butter
1/2 tsp (2.5ml) salt
1 cup (250ml) frozen sweetcorn
500g frozen crumbed chicken nuggets
1/2 cup (125ml) cheese, grated

For the cheese sauce:

6 Tbsp (90ml) butter
2/3 cup (180ml) flour
3 cups (750ml) of milk
1/2 cup (125ml) cheese, grated
Salt, to taste



CHEESY MASH AND CHICKEN NUGGET BAKE

Comforting layers of creamy mashed potato, nuggets, and melted cheese baked to golden perfection.

Method:

For the mash: In a medium pot, boil potatoes until soft and drain. Add milk, butter and salt. Mash until smooth, and no lumps are visible. Add sweetcorn and combine well. Cook frozen crumbed chicken nuggets according to package instructions and set aside.

For the cheese sauce: In a small saucepan pan melt butter. Sprinkle flour on top of melted butter and, using a wooden spoon, stir together until a thick paste has formed.

Using a whisk, vigorously stir in the milk to ensure that there are no lumps formed. Add in grated cheese and stir until well combined. Season with salt.

Assemble: In a casserole dish, layer cooked chicken nuggets at the bottom. Cover the nuggets with cheese sauce. Ending with a layer of mash. Smooth out to the edges and sprinkle cheese on top.

Bake in the oven for 20-25 minutes at 180°C or until the top is golden in colour and the cheese has melted.

Enjoy while hot with a side of vegetables.



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This is a typical location of the Føtex Food concept.



Billies best toy catalogue. www.bilka.dk/



The Auriga shopping centre in Kuressaare contains a large Rimi supermarket. Photo: Saaremees, <https://commons.wikimedia.org/>

FOOD WASTE

Every day, nearly 2 200 tons of food are thrown away in Denmark, In a large enterprise like the Salling Group, food waste cannot be entirely avoided. Whether it occurs at home or in the store, food waste is detrimental to both the environment and the economy.

The Salling Group has an ambitious goal of cutting their food waste in half before 2030 while simultaneously assisting customers to reduce their waste. Reducing food waste is a significant focus in all aspects of the business that Salling have direct control over, with precise in ordering of products, reduced prices on items approaching their expiration date and being meticulous in handling products during transportation to prevent damage that might render them unsellable in stores.

In 2016, Salling Group was also the first retail company in Denmark to openly disclose its food waste figures. In 2015, their baseline, the food waste percentage in their Danish operations was 2.8%. It decreased to 1.8% in 2024. They work every day to reduce this number further through customer inspiration, donations and by systematic effort.



<https://tasku.ee/en/>

Rimi Baltic is one of the largest retailers in the Baltics, headquartered in Riga. Salling Group acquired Rimi Baltic in 2025, and the company now operates 314 stores across four chains: Rimi Hypermarkets, Rimi Super, Rimi Mini, and Rimi Express. Rimi Baltic employs over 11 000 people and operates warehouses and distribution centres throughout the Baltic region.



The first Føtex store opened in Guldsmedgade, Aarhus in 1960. The building was renovated in 2010 at the 50-year anniversary. At the same time the Føtex Food concept was introduced. Photo: RhinoMind, <https://en.wikipedia.org/>



Hippo Zourides, serial entrepreneur and corporate leader, has been involved in the food trade for over four decades and consults to corporates, large, medium and small enterprises on a variety of management and restructuring skills, including the latest ESG requirements.



Antonello Vilardi, professional in managing points of sale at numerous commercial signs, editorial collaborator for specialised magazines, consultant and lecturer in university masters. He has written books on large-scale retail trade.



Salling store on Strøget in Aarhus. <https://en.wikipedia.org/>

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At Unilever Food Solutions, our mission and commitment go beyond what's on the plate. We focus on supporting the real people and kitchens behind every culinary experience.



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