



Bernard Guillard is the new Chairman of Agrial, taking over from Arnaud Degoulet

On this Friday 29 September, the Co-operative's Board of Directors elected Bernard Guillard Chairman of Agrial. Arnaud Degoulet has now completed 11 years as Chairman, marked by a strong growth and the success of many structuring projects. After a year of transition, Bernard Guillard thus becomes the third Chairman of Agrial in 23 years, after Gilbert Herpe (2000-2012) and Arnaud Degoulet (2012-2023).

Bernard Guillard, 55, is a vegetable grower in Beauvoir (in Normandy), at the foot of Mont-Saint-Michel. A lifelong farming enthusiast, he joined the family farm in 1986 and has been in partnership with his son since 2022. Elected member of the Agralco co-operative since 1995, Bernard Guillard has been a Board member of Agrial since its creation in 2000. He has been Chairman of the Vegetables FO and a member of the Co-operative's Executive Office since 2004, before being elected 1st Vice-Chairman in 2012. Finally, in anticipation of Arnaud Degoulet's retirement, Agrial's Board of Directors elected him Deputy Chairman in May 2022. Bernard Guillard was officially elected Chairman of Agrial by the Board of Directors on 29 September in Caen (Normandy).

Pork and cereals producer in Noyen-sur-Sarthe (in the Pays de la French Loire region) , Arnaud Degoulet set up alongside its parents on the family farm in 1987 and has been in partnership with his son since 2022. Elected within its local co-operative (CADS) as soon as he set up, he was appointed 1st Vice-Chairman in 2005, which became Union Set following its merger with the CAT (*Coopérative Agricole de Touraine / Agricultural Co-operative of Touraine*). Arnaud Degoulet was elected Chairman of Union Set at the end of 2006 and was the driving force behind the merger with Agrial in 2009. He was Chairman of Agrial since 2012 and also 1st Vice-Chairman of *La Coopération Agricole* since 2018.

Bernard Guillard pays tribute to him: *« Arnaud Degoulet has been a great Chairman of Agrial. He has always placed the interests of the Co-operative's members at the very heart of his actions, and has been the orchestrator of the Group's agri-food and international development, working in pairs with Ludovic Spiers, with whom he formed a complementary and effective duo. In addition to international growth, his presidency was undeniably marked by the agri-food development of the Meat and Dairy divisions, the latter in conjunction with highly structuring co-operative mergers (Elle-et-Vire, Coralys, Eurial). With all the Board members, we formed a united team and shared all the major decisions ».*

Arnaud Degoulet says: *« I would like to thank all our farmer members and Board members for their confidence, renewed every year for more than a decade. I would also like to thank all the Group's employees for their daily commitment, as well as Ludovic Spiers and the management team, in whom I have had complete confidence. I'm delighted with what we've achieved together, and I'm confident that the team now led by Bernard will rise to the challenge ».*

As it has already been done in 2011-2012 when Gilbert Herpe left the Co-operative, and in anticipation of Arnaud Degoulet's retirement, Agrial's Board of Directors has elected Bernard Guillard Deputy Chairman of the Co-operative until May 2022, and Chairman since 29 September. A Board member since 2000 and 1st Vice-Chairman since 2012, Bernard Guillard will continue in the same role, supported by a management team led by Ludovic Spiers, Chief Executive Officer, and an unchanged Board of Director, comprising the following members:

Board of Agrial:

- ▶ Chairman: Bernard Guillard
- ▶ 1st Vice-Chairman: Sébastien Chevalier
- ▶ 2nd Vice-Chairman: Jean-Luc Duval
- ▶ 3rd Vice-Chairman: Pascal Le Brun
- ▶ Treasurer: Mickaël Lamy
- ▶ Secretary : Philippe Potier
- ▶ Other members: Sonia Boudet, Fabrice Fortin, Bruno Martel et Éric Guellaff

About Agrial

Agrial is a French agricultural and agri-food co-operative that supports its farmer members on a daily basis to promote and market their products. Relying on strong brands, the Group has over 100 production sites in 11 countries and develops agri-food activities in the fields of milk, fresh vegetables and fruits, beverages and meats. A committed company, Agrial develops responsible and efficient agriculture and offers consumers safe, healthy and tasty food. Together, the 12,000 farmer members and 22,000 Agrial employees embody the company's values of sustainability, proximity, solidarity and boldness. In 2022, the Group generated €7.2 billion in revenue.

More informations: www.agrial.com

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4 QUESTIONS TO ARNAUD DEGOULET

How would you describe your ten years as Chairman of Agrial?

It's not for me to judge my own record, but it has undeniably been a decade of development: while the Fresh Produce and Beverage divisions already existed, we have worked collectively to build the Dairy division and, more recently, the Meat division. The mergers with Elle-et-Vire, Coralys and Eurial, as well as the various acquisitions, in particular of Senoble and Guilloteau, have made Agrial a major player in the dairy world, even if we still have a long way to go. And as a pig producer, I'm proud that we've had the courage to move away from slaughtering, without giving up animal production and our Meat division - quite the contrary. At the same time, hand in hand with Ludovic Spiers, we have always been keen to adapt our organisational and political model, in particular by giving young co-operative farmer members a major role in our governance bodies.



What is your proudest achievement as Chairman of Agrial?

I think my greatest pride is in my region, my little corner of the Sarthe French department, where we have regained our historic positions, the agricultural proximity and conviviality that were the hallmarks of CADS in the 1980s and that we had lost. Paradoxically, it was Agrial, a major co-operative, that made this possible, by reopening stores and bringing competitiveness and expertise to the field. To me, this is what really makes Agrial a remarkable and noticed co-operative, having managed to combine the local and the global, thanks to rigorous management and governance that preserves the power of farmers.



**HIS CAREER
IN A FEW DATES:****1961:**

Birth

1987:Setting up with his parents
on the family farm**1987:**1st term of office as an elected member of CADS**2005-2006:**1st Vice-Chairman of Union Set**2006-2009:**

Chairman of Union Set

2009:

Merger of Union Set with Agrial

2009-2012:

Board member of Agrial

2012-2023:

Chairman of Agrial

2018-2023:Vice-Chairman of *La Coopération Agricole***And on a personal note?**

Having taken over from my parents by developing the family business and now gradually handing it over to my eldest son is obviously my greatest source of pride. But, in jest, I'd also say that I'm the Co-operative's biggest soy producer, and I think it's essential to develop the French production to meet the challenges of food sovereignty and consumer expectations: that's also something to be proud of!

**What advice do you have for the new
Chairman of Agrial, Bernard Guillard?**

I'm retiring with peace of mind because I'm convinced that the team with whom we've been working hand in hand for several years will be up to the task. I think that a good Chairman must above all have the ability to listen: you have to have a line, a direction, but keep an ear open for the weak signals that often make the difference. That's why curiosity and open-mindedness are also essential. You also need to have a certain capacity for digestion and reflection, because the company is big and the issues are dense, even complex. Finally, you need to be able to convince, lead and unite a team of Board members and, through the Chief Executive Officer, a team of managers and employees. For all these reasons, I have every confidence in Bernard.

HIS FARM:

NOYEN-SUR-SARTHE
(Pays de la Loire French region)

2 partners: Arnaud et Guillaume Degoulet
and 4 employees

Farmer-fattener with 380 sows
in the Label Rouge Opale PPL
(*'Porc Petit Lait'*)

280 hectares: maize, wheat, barley, soy



4 QUESTIONS TO BERNARD GUILLARD

What do you think of Agrial's history?

For me, Agrial's stable and balanced governance, its multi-specialist model and its rigorous management are decisive factors in the success of our Co-operative and enable us to preserve the power of its farmer members. His agri-food background creates added value for the Co-operative's producers, and Arnaud Degoulet is a great architect of this. Indeed, while Gilbert Herpe was Chairman of the creation and stabilisation of Agrial, Arnaud has unquestionably been Chairman of its development, in particular the Dairy and Meat divisions, always in the interests of the Co-operative's farmer members. With all the Board, and in particular the Vice-Chairmans, we have formed a united team and shared all the major decisions.



HIS CAREER IN A FEW DATES:

1968:

Birth

1994:

Setting up on the family farm

1995:

1st term of office as elected member of Agralco

1999-2004:

Vice-Chairman of the Vegetables FO
and Board member of Agralco
and then Agrial

2004-2012:

Chairman of the Vegetables FO
and member of the Executive Office of Agrial

2012-2022:

1st Vice-Chairman of Agrial

2022-2023:

Deputy Chairman of Agrial

Since 29 September 2023:

Chairman of Agrial

What kind of President do you want to be?

Having been 1st Vice-Chairman for over 10 years, I am obviously following in Arnaud's footsteps and will endeavour to live up to this responsibility, with the support of an unchanged Board. Agrial's governance and organisation must be preserved, because they are balanced and solid, supported by committed employees and a highly committed management team. The main lines of our strategy are clearly defined in each of the divisions, and I am convinced that the fundamentals that have guided our Co-operative for many years are the right ones.

What do you see as the major challenges ahead for agriculture in our regions?

For me, the first challenge is manpower, whether it's a question of renewing the generations of farmers or employed labour, particularly for livestock farming. The second challenge is, in my opinion, linked to production conditions, particularly water resources. Technology is once again taking centre stage, particularly with regard to agronomic challenges; in this context, the Co-operative can and must make a difference in terms of support for producers.

HIS FARM:

BEAUVOIR (50)

2 partners:
Bernard et Baptiste Guillard
and 15 employees (full time equivalents)

180 hectares:
100 Ha of vegetables (leek, carrot,
celeriac, turnip, potato beetroot and potatoes)
and 80 hectares of cereals for rotation
(wheat, maize)

And what about consumption issues?

Our collective ability to get consumers to accept paying the right price for our products is crucial. I don't think that going upmarket and segmentation, which are currently facing inflation, are the only possible ways of adding value, but we do need to ensure that the quality and uniqueness of our French products are recognised. This is all the more important given that the risk of an increase in imports is real and has already been confirmed. Agrial has managed to diversify its risks by avoiding putting all its eggs in one basket: national brands and private labels, supermarkets and out-of-home catering, France and abroad, different sectors, etc. This is a great opportunity, even if I think that, paradoxically, given this development, we are not sufficiently recognised today as a local player, which is what the Co-operative is above all; this is undoubtedly a point that needs to be worked on.

