



2024 RESULTS AFTER A STRONG YEAR, AGRIAL UNVEILS ITS STRATEGIC PLAN: HORIZON 2035



Agrial's 2024 financial statements were approved by the Co-operative's farmer members during the General assembly held on 3 June in Mamers (Pays de la Loire French region). Despite a drop in finished product volumes in France, due to inflation and geopolitical instability, Agrial's performance remains solid, with stable revenue at €7.1 billion and a record EBITDA of €272 million. This enables a return of €21.5 million to the 12,000 farmer members for the 2024 financial year and positions the Co-operative to enter 2025 with confidence.

2025 represents a turning point for Agrial, with the launch of its strategic plan, Horizon 2035, an ambitious roadmap to tackle future agricultural challenges, as well as a transition in executive leadership mid-year. As of 1 July, Julien Heillaut will take over from Ludovic Spiers, who has served as the Co-operative's Chief Executive Officer for the past 15 years. [Read the press release.](#)

A strong foundation in 2024 to build on in 2025

In upstream operations, the Agricultural division adapted to highly unpredictable weather and a historically poor harvest – down by 30% – while maintaining a high level of service for farmer members. After several years of inflation, while input prices have fallen, service prices have continued to rise. Agronomy supplies, rural retail, and agricultural equipment activities have stabilised at high levels.

The Dairy division had a favourable year. Yoghurts and dairy desserts stood out with record performance, the best in nearly three years. Investments are ongoing, including the final phase of works at the Bellevigny and Herbignac (both in Pays de la Loire French region) plants, and a project to build a new goat milk processing facility in La Crèche (New Aquitaine). On farms, producer prices have stabilised at levels that cover costs, enabling milk collection to grow.

In the Fresh Produce division, results were mixed. The Dutch fresh vegetable business Primeale United was sold at the end of 2024 due to market difficulties. In both France and Spain, 1st and 4th range operations performed very well. Brands gained prominence — for example, Florette extended its range by branding purées and soups previously sold under Créaline. Priméale France also had a strong year, thanks to high prices for key crops and healthy volumes of the Farmer Organisation. Conversely, conditions in the UK were more challenging due to record summer rainfall.

In the Meat division, the year was marked by a difficult charcuterie market. Inflation and wet weather have not helped the recovery in meat consumption, and cooked meat volumes declined, impacted by persistently high raw material and resources prices. However, market conditions for livestock farming are more favourable, ensuring decent prices for producers.

2024 was also a pivotal year for the Apple & Beverage division, marked by the reorganisation of its cider-making activities due to a very difficult market in France. Internationally, a key development was the planned relocation of the Manzana plant in the US to the state of Washington. In the UK, Aston Manor demonstrated resilience despite adverse weather conditions. A notable success in 2024 was the strong growth of the La Mordue hard cider brand, which surpassed one million litres sold, which bodes well for the future of producers.

Strategic plan: Horizon 2035



Since its founding, Agrial has consistently engaged elected members and employees to shape its collective strategic vision. These committed individuals, proud of their work and open to innovation, drive the Co-operative's growth and share a common purpose. Discussions have focused on the evolution of member farms, market trends, consumer behaviour, and innovation.

Developed over the past two years, Agrial's 2035 strategic plan was unveiled at the General assembly and is structured around five key priorities, from soil to consumer.

1. Optimise biomasse production



Plant and animal organic matter from regional farms offers substantial potential to harness and protect. In the face of multiple challenges, farmers must make choices to feed people, livestock, and soil, preserve biodiversity through fallow land, and produce energy, biochemicals, or bio-based materials, etc.

2. Boost livestock farming



Based in a region ideally suited to mixed crop-livestock systems, Agrial aims to revitalise livestock production through sustainable, high-performing models. The objective: stop the decline, encourage succession and recruitment, enhance farm competitiveness, expand forage production and farm automation, increase protein autonomy, and promote genetic advancements.

3. Develop renewable energy



With 358 renewable energy projects supported by the Co-operative since 2019, Agrial is committed to advancing ecological and energy transitions and strengthening farms' energy independence. The goal is also to produce or source more green energy within the Co-operative.

4. Improve the sustainable competitiveness of industrial sites



Operational excellence is well established at Agrial for few years now. To remain competitive in existing and future markets, meet consumer expectations, and continue attracting talent, Agrial aims to elevate its industrial sites to the highest European standards through technology and innovation. It will also maintain its ambitious investment programme – nearly €1 billion over the next five years.

5. Meet consumer expectations across all consumption channels, in France and abroad



Active in 11 countries, Agrial adapts to diverse consumer demands and secures viable outlets for all its production. Backed by strong brands and facilities in France and abroad, the Group is seeking new growth drivers, for instance the rising demand for plant-based proteins, poultry, and other product categories, as well as other product families, across all distribution channels.



From left to right: Ludovic Spiers, Chief Executive Officer of Agrial, Bernard Guillard, Chairman and Julien Heillaut, Chief Executive Officer as of 1 July.

*« Our 2024 performance reflects the resilience of our mixed crop-livestock model. Agrial remains adaptive, robust, and committed to investing nearly €1 billion in local areas over the next five years. » **Bernard Guillard, farmer in Beauvoir (50 - Manche) and Chairman of Agrial***

*« I am proud and pleased that Agrial's new CEO is an internal promotion who embodies our values. I have worked alongside him in recent months and am confident in handing over a solid, resilient Co-operative with a promising future to 2035. » **Ludovic Spiers, Chief Executive Officer of Agrial***

« It is a privilege to succeed Ludovic Spiers. Over the last few months, I've been able to measure the diversity and richness of our regions, the strengths and challenges of our agricultural sectors, with passionate agri-entrepreneurs and committed teams. I look forward to continuing our development around the Horizon 2035 strategic plan. » **Julien Heillaut, Chief Executive Officer of Agrial as of 1 July 2025**



About Agrial:

Agrial is a French agricultural and agri-food co-operative that works alongside its 12,000 farmer-members on a daily basis to develop and market their products. With 17,500 employees, the Group has 100 production sites in 11 countries and develops agri-food activities in the fields of milk, vegetables, beverages and meat. By 2024, it will have sales of €7.1 billion.

Find out more at <https://www.agrial.com/en/>.

Press contact: Claire Audusseau – c.audusseau@agrial.com – +33 (0)6 73 21 87 25