



With strong results in 2025, Agrial continues its transformation towards 2026

Agrial's 2025 financial statements were formally approved by the cooperative's members at their Annual General Meeting held on 11 June in Fougères (35). Against a mixed backdrop in the agricultural and agri-food sectors, Agrial's business remains strong, with turnover of €7.3 billion, EBITDA of €269 million and €180 million invested in industrial and production facilities. This performance enables the redistribution of €28.2 million to the 12,000 farmer-members for the year 2025, illustrating the cooperative model's ability to create and share value across regions.

The year 2025 was also marked by the roll-out of the **Horizon 2035 strategic plan**, by the continuation of major **investments** across several sectors, and by a year of transition fully led by **Julien Heillaut**, Chief Executive Officer since 1 July 2025. Despite markets that have at times taken a sudden turn, persistent climatic uncertainties and an unstable international environment, Agrial has continued its transformation journey with a clear focus: supporting its farmer-members, securing market outlets, strengthening the competitiveness of its tools and preparing for the future. Agrial is setting out its ambitions and putting the necessary resources in place; in line with the cooperative's core purpose **'Selling and Producing'** to consistently meet consumers' aspirations and expectations.

The year 2025 will also be remembered as a landmark year following the announcement of the **proposed merger with Terrena** on 22 September 2025 ([read the press release](#)).

Agrial is exploring the creation of a new local cooperative organisation, driven by the men and women – farmers and staff – who are committed to future generations.

2025: a year that confirms Agrial's resilience

Upstream, **the Agriculture division** demonstrated remarkable resilience, despite regional variations in harvests, sharp falls in global prices and unpredictable weather. Against this backdrop, the Cooperative has continued its commitment to working closely with its farmer-members and is strengthening its support for the development of the mixed farming model with the creation of a new **Animal Production BU** Unit within the division. This new BU offers comprehensive solutions to boost farm operations by bringing together cattle, pigs, poultry, veterinary products and animal feed under a single division.

The Dairy division performed strongly, albeit with a mixed product portfolio. The division was driven by strong growth in ultra-fresh products, high-protein products and textured butter. 2025 also marks the 130th anniversary of the Soignon brand, which is consolidating its position as the leading goat's cheese brand in France and internationally. To support this growth, a second Goat Farming Plan has been launched. It aims to support the establishment of 400 goat farmers by 2035. ([Read the press release](#))

In **the Fresh Produce division**, following two particularly favourable years, the division has seen a decline this year, particularly in its fresh produce BU. Nevertheless, it has performed strongly both in France and internationally. 2025 saw Créaline rebrand as Florette, providing the brand with an opportunity to update its visual identity. Bolstered by these changes, Florette has consolidated its position in markets driven by a dynamic economic climate and proudly reports a **10% increase in sales in France**. This success extends beyond our borders, with excellent results from Florette Iberica and remarkable brand recognition that ranks it 26th among food brands in Spain.

The Meat division continues to recover despite a high level of health risks, which is leading to additional costs in the factories. Against this backdrop, the meat processing business is capitalizing on the snacking trend with its 'thinly sliced' and 'chiffonnade' ranges, as well as 'badinettes', to meet growing consumer demand for aperitifs. The butchery business is performing well, particularly at Cuisery, with the second Maître Jacques plant. Spring and summer weather favourable to the consumption of barbecue products has reinforced this momentum. In Rungis, the Avigros and Reilhe Martin poultry trading business continues to expand, with double-digit growth, driven by halal specialities and an encouraging end to the year.

Finally, for **the Apple & Beverage division**, 2025 was a historic year, with an unprecedented apple harvest that was exceptionally early, yielding **126,500 tones** of apples. 2025 was also a pivotal year in the United States, with the start of construction work in Sunnyside, Washington. Located close to the orchards, the new Manzana facility will be more efficient and have greater capacity to supply its juices, compotes and cider vinegar to the United States.

Strategic investments to support regional development and competitiveness

2025 also marks the continuation of Agrial's **€180 million** investment plan. Agrial's industrial transformation confirms its commitment to long-term investment in modernizing its facilities, supporting its member farmers and strengthening its presence at the heart of the regions it serves.

In the Agriculture division, the fertilizer plant at **Hérouville-Saint-Clair (14)** has been refurbished, with the roof, bagging robot and mixers modernised. In **Belleville-sur-Vie (85)**, Agrial's Dairy division has completed the modernisation of its Vendée dairy, with an investment of **€40 million** over four years, to better add value to members' milk and optimize production lines ([read the press release](#)). This work enables the production of high-value-added butters, including Noirmoutier salt-crystal butter, PDO butters and textured butter – an innovative technology for bakery and pastry professionals. At the **Herbignac site (44)**, a third drying tower has been built, a **€70 million** project. This new facility aims to make the most of permeate, a dairy by-product, by producing high-quality powder for the food industry. With this new tower, the **Ingredients & Nutrition BU** unit has reached a key milestone in the utilization of milk protein.



The Apple & Beverage division's factory in Sunnyside, USA



The refurbished dairy in Belleville-sur-Vie (85)



Tower 3 at the Herbignac dairy site (44)



The Climate Plan at the heart of Agrial's strategy

Agrial's Climate Plan is fully aligned with the Horizon 2035 strategic plan and reflects its commitment to reducing its total carbon footprint by 35% by 2035 (compared with 2019).

As such, initiatives have continued across the entire value chain. Actions have been implemented in the upstream agricultural sector thanks to **335 field advisers** who have carried out **2,316 carbon assessments** with member farmers since the launch of CarbonDiag in late 2023. In line with this, **70 members** committed to agroecology and members of the '**climactiv**' groups took part in Agronomy department workshops on soil management.

Downstream, the transition is continuing, thanks in particular to Capex Climat, an effective scheme designed to support dedicated and traceable investments aimed at reducing our greenhouse gas emissions and adapting to climate change. Since 2023, 27 projects have been supported. These cover energy, water, transport, packaging and waste. This represents a saving of around 45,000 tonnes of CO₂ equivalent and 100,000 m³ of water. **Overall, Agrial's carbon footprint fell by 9% in 2025 compared with 2019.**



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“The financial and balance sheet results for 2025 are strong and allow us to look to the future with confidence. We face challenges in agriculture and the agri-food sector, and we are determined to turn them into opportunities.”

Bernard Guillard, farmer in Beauvoir (50) and Chairman of Agrial



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“2025 was a year of building. Despite markets that were at times very mixed across different sectors, Agrial continued to move forward, modernise its operations, roll out its Horizon 2035 strategic plan, and prepare for the future with a methodical approach, commitment and confidence in the strength of the collective.”

Julien Heillaut, Chief Executive Officer of Agrial



About Agrial: Agrial is a French agricultural and agri-food cooperative that works closely with its 12,000 member farmers daily to promote and market their produce. With 17,500 employees, the Group has 100 production sites across 11 countries and operates in the agri-food sectors of dairy, vegetables, beverages and meat. Its turnover is projected to reach €7.3 billion by 2025. Further information at www.agrial.com

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