



Arla Foods Amba in Dairy Products and Alternatives

October 2025

INTRODUCTION

Executive summary

STATE OF PLAY

Top companies at a glance

Arla's global footprint

Scandinavia accounts for around half of Arla's total sales

Market momentum driving growth at Arla

Merger with DMK expected to enhance Arla's scale, innovation and reach

EXPOSURE TO FUTURE GROWTH

Cheese will generally be a strong generator of new sales for Arla

Little movement expected among the top 10 players

Arla investments to future-proof the company's expansion

COMPETITIVE POSITIONING

Lactalis takes over General Mills' US yoghurt business

Private label a major competitor for the leading dairy companies

Key categories and markets

Key brands

Dairy still seen as a good source of protein

Gut-friendly Arla Cultura launches in the UK

Milka chocolate milk crossover

DAIRY

Western Europe dominates Arla's dairy sales

Cheese is Arla's biggest seller in a number of its leading markets

BABY FOOD

Latin America is Arla's dominant region for baby food sales

Milk formula dominates its sales in most of Arla's markets

Arla launches Lurpak Plant-Based in Denmark and the UK

Oat milk Jörd removed from the market

KEY FINDINGS

Key findings

APPENDIX

Projected company sales: FAQs (1)

Projected company sales: FAQs (2)

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