



C/2025/5166

24.9.2025

Prior notification of a concentration
(Case M.11939 – FRIESLANDCAMPINA / MILCOBEL)

(Text with EEA relevance)

(C/2025/5166)

1. On 17 September 2025, the Commission received notification of a proposed concentration pursuant to Article 4 of Council Regulation (EC) No 139/2004 ⁽¹⁾.

This notification concerns the following undertakings:

- Zuivelcoöperatie FrieslandCampina U.A. ('FrieslandCampina', The Netherlands),
- Milcobel CV ('Milcobel', Belgium).

FrieslandCampina and Milcobel will enter into a full merger within the meaning of Article 3(1)(a) of the Merger Regulation.

2. The business activities of the undertakings concerned are the following:

- FrieslandCampina is a Dutch dairy cooperative consisting of around 14 000 dairy farmers in the Netherlands, Germany and Belgium. FrieslandCampina supplies consumer products, such as milk, yoghurt, cheese, infant nutrition and desserts, products for the professional market, such as cream and butter products, ingredients and semi-finished products for producers of infant nutrition, the food industry and the pharmaceutical sector,
- Milcobel is a Belgian dairy cooperative company consisting of around 1 400 dairy farmers in Belgium, France and the Netherlands. Milcobel forms a multinational company which develops, produces and sells a range of dairy products for consumers and ingredients for professional and industrial customers worldwide.

3. On preliminary examination, the Commission finds that the notified transaction could fall within the scope of the Merger Regulation. However, the final decision on this point is reserved.

4. The Commission invites interested third parties to submit their possible observations on the proposed concentration to the Commission.

Observations must reach the Commission not later than 10 days following the date of this publication. The following reference should always be specified:

M.11939 – FRIESLANDCAMPINA / MILCOBEL

Observations can be sent to the Commission by email or by post. Please use the contact details below:

Email: COMP-MERGER-REGISTRY@ec.europa.eu

Postal address:

European Commission
Directorate-General for Competition
Merger Registry
1049 Bruxelles/Brussel
BELGIQUE/BELGIË

⁽¹⁾ OJ L 24, 29.1.2004, p. 1 (the 'Merger Regulation').