



FACTSHEET

JANUARY 2026

Making every day taste *better*



Greencore Factsheet



Following the acquisition of Bakkavor Group plc in January 2026, Greencore has become a leading convenience food manufacturer in the UK, with a presence in the US. We combine deep consumer insight with scale and innovation to deliver high-quality, fresh, and convenient food solutions.

We supply all major UK supermarkets, convenience and travel retail outlets, discounters, coffee shops, foodservice providers, and other retailers, as well as leading grocery retailers in the US. Our portfolio spans approximately 3,200 products across all food for now and food for later meal occasions, including sandwiches, salads, sushi, ready meals, pizza and bread, chilled soups and sauces, quiche, ambient sauces, pickles, frozen Yorkshire puddings, dips and desserts.

Headquartered in Dublin, Ireland, the combined entity generated approximately £4.1 billion in revenue in FY25⁽¹⁾ and employs around 28,000 people.

Our customers

Our principal UK customers include:



⁽¹⁾ 12 months ending September 2025 for Greencore, 12 months ending June 2025 for Bakkavor.

Brief History

1991

Greencore formed following the privatisation of Irish Sugar

2001

Diversification into convenience food

2006

Exit of the sugar business

2007

Strong UK growth through a series of convenience food acquisitions

2008

Entry into US convenience food with acquisition of Home Made Brand Foods

2011

Acquisition of Uniq in UK

2016

Greencore acquires Peacock Foods in the US

2018

Sale of Greencore US

2019

Greencore acquires Freshtime UK – enhancing salads offering

2023

Horizon Framework for recovery and growth announced

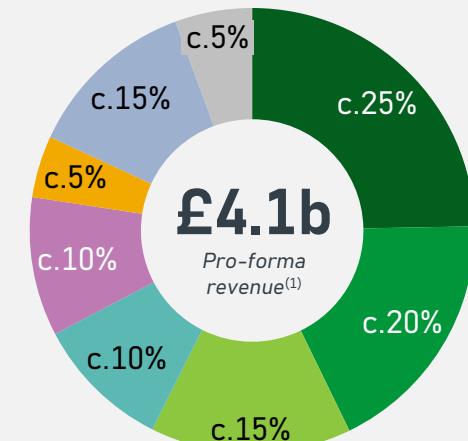
2025

Greencore Capital Markets Day

2026

Acquisition of Bakkavor Group plc

Revenue by Category



- Sandwiches
- Ready Meals
- Salads
- Pizza/Breads
- Desserts
- Ambient Grocery
- Other UK categories
- US

Our Purpose

Our purpose, **making every day taste better**, defines and inspires us.

Having a clear purpose and using it as a guiding principle to the way we operate supports the direction we choose to take, inspires our strategy and how we deliver against it.

It benefits our colleagues, our customers, our suppliers, our consumers, our local communities, the wider environment and ultimately our shareholders.

2025 Highlights

In FY25, Greencore performed strongly. **Our total revenue grew 7.7% to £1947m and our Adjusted Operating Profit grew 29% to £125.7m.** This represented an Adjusted Operating Margin of 6.5%, an increase of 100bps.

Greencore acquired Bakkavor in January 2026. Bakkavor has also performed strongly in recent periods. **In the six months to June 2025, Bakkavor grew adjusted operating profit 9.8% and achieved an adjusted operating profit margin of 5.7% up from 5.2%.**

On a pro-forma basis, when including Bakkavor, **the Group had a revenue of £4.1bn and an Adjusted Operating Profit of £246.5m in FY25⁽¹⁾.**

(1) 12 months ending September 2025 for Greencore, 12 months ending June 2025 for Bakkavor.

Leading The Way In Convenience Food

Our strategy is focused on building a strong portfolio in order for us to achieve our ambition:

Strengthen our Core

- Do more with current customers
- Invest to get better
- Closely manage each part of the business

Grow and Expand

- Build new relationships
- Focus on where we can win
- Selectively acquire other businesses



A UK Food Champion

- Complementary categories, covering all occasions
- Benefits for customers and their shoppers
- Substantial cost synergy opportunity
- Significant value creation
- Strategic flexibility

Executive Team



Dalton Philips
Chief Executive Officer



Catherine Gubbins
Chief Financial Officer



Andy Parton
Chief Commercial Officer



Nigel Smith
Chief Strategy and Integration Officer



Donna-Maria Lee
Chief People Officer



Lee Miley
Chief Transformation Officer



Lee Finney
Chief Operating Officer



Ruth McDonald
Chief Technical, Sustainability & Corporate Affairs Officer



Damien Moynagh
Group General Counsel & Company Secretary

Our inputs



Colleagues
c.28,000



SKUs
3,200



Manufacturing sites
36 (UK & US)



Distribution fleet
660 vehicles

Our differentiators



People at the Core



Sustainable Choices



Great Food



Delivery Excellence



Lasting Partnerships

Financial and Non-Financial Highlights

P&L Element	Pro-Forma FY25 ¹
Financial Metrics	
Revenue	£4,133m
Adjusted Operating Profit	£246.5m
Adjusted Operating Margin	6.0%
Non-Financial KPIs	
Service Levels ^[2]	c.99%
Food Safety ^[3]	100%

^[1] 12 months ending September 2025 for Greencore, 12 months ending June 2025 for Bakkavor

^[2] % products delivered on time and in full

^[3] % BRCGS audits at AA/A+ grades

2026 Financial Calendar

29 January 2026	FY26 Q1 Trading Update & AGM
Late May 2026	FY26 H1 Results
Late July 2026	FY26 Q3 Trading Update
25 September 2026	FY26 Year End
December 2026	FY26 Full Year Results

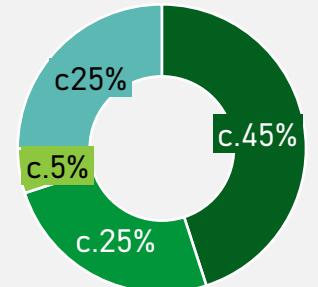
Bakkavor Deal Value Creation

Greencore acquired Bakkavor Group plc in January 2026

At least **£80M**

of annual cost synergies

Synergy Sources



■ Organisation
■ Operational Excellence & Distribution
■ Direct and indirect procurement
■ Operations footprint

Note: Costs to achieve synergies are c.£90m

Synergy Timing

- By end of Year 1: 50% run-rate delivery
- By end of Year 2: 85% run-rate delivery
- By end of Year 3: 100% run-rate delivery

Contact

Colm Farrell

Strategic Planning & Investor Relations Director
investor.relations@greencore.com

More information

www.greencore.com @greencore

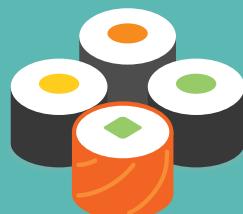
For media queries:

Nick Hasell, Jonathan Neilan, Ariadna Peretz & Orla Hayes | FTI

T +44 (0)203 727 1340 | +353 1 765 0886

E FTI_Greencore@fticonsulting.com

c.£4
billion
annual turnover



977 million
sandwiches, salads, sushi and other
food to go items per year



Leaders
in food
technology

28 million
quiches
per year



378 million
chilled prepared
meals per year



Award
winning
products

3,200 products
Across 20+ categories



28,000
colleagues



The world's largest
fresh pre-packed
sandwich maker



263
million
desserts
each year



444 million

Bottles of cooking
sauces, pickles
and condiments
per year



Greencore
Making every day taste *better*



36

UK & US
manufacturing
sites



Pioneering the
way on inclusion

125
million
pizzas
per year



9,900
direct to store
deliveries each week



Leading the
industry with
food safety



Our Great Food

Sandwiches



Ready Meals



Ambient Grocery



Sushi



Soup & Sauces



Quiches



Salads



Yorkshire Puddings



Desserts



Pizza



Bread



Direct to Store



Forward looking statements

In Certain statements made in this document are, or may be deemed to be, forward-looking. These represent expectations for the Group's business, and involve known and unknown risks and uncertainties, many of which are beyond the Group's control. The Group has based these forward-looking statements on current expectations and projections about future events based on information currently available to the Group. The forward-looking statements contained in this document include statements relating to the financial condition, results of operations, business, viability and future performance of the Group and certain of the Group's plans and objectives. These forward-looking statements include all statements that do not relate only to historical or current facts and may generally, but not always, be identified by the use of words such as 'will', 'aims', 'achieves', 'anticipates', 'continue', 'could', 'develop', 'should', 'expects', 'is expected to', 'may', 'maintain', 'grow', 'estimates', 'ensure', 'believes', 'intends', 'projects', 'sustain', 'targets', or the negative thereof, or similar future or conditional expressions, but their absence does not mean that a statement is not forward-looking.

By their nature, forward-looking statements are prospective and involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect the Group's current expectations and assumptions as to such future events and circumstances that may not prove accurate. A number of material factors could cause actual results and developments to differ materially from those expressed or implied by forward-looking statements. Investors should read the discussion of risk in the Group's Annual Report and Financial Statements for the year ended 26 September 2025 issued on 18 November 2025. There may be risks and uncertainties that the Group is unable to predict at this time or that the Group currently does not expect to have a material adverse effect on its business. None of the Company or any of its associates or Directors, officers or advisers provides any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements in this document will actually occur. You should not place undue reliance on any forward-looking statements. These forward-looking statements are made as of the date of this announcement. The Group expressly disclaims any obligation to publicly update or review these forward-looking statements, whether as a result of new information, future events or otherwise, other than as required by law.