



# 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<sup>(1)</sup> and employs around 28,000 people.

## Our customers

Our principal UK customers include:



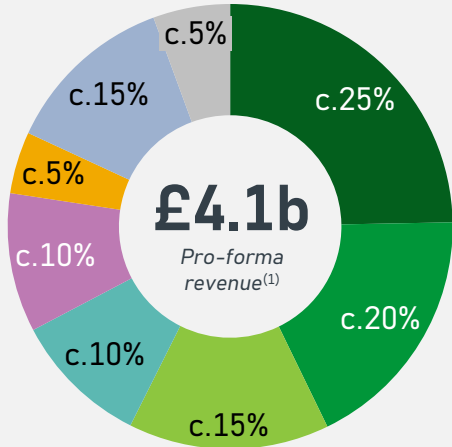
<sup>(1)</sup> 12 months ending September 2025 for Greencore, 12 months ending June 2025 for Bakkavor.

## Brief History

Making every day taste *better*

- 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<sup>(1)</sup>.**

(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 <sup>1</sup>
Financial Metrics	
Revenue	£4,133m
Adjusted Operating Profit	£246.5m
Adjusted Operating Margin	6.0%
Non-Financial KPIs	
Service Levels <sup>[2]</sup>	c.99%
Food Safety <sup>[3]</sup>	100%

<sup>[1]</sup> 12 months ending September 2025 for Greencore, 12 months ending June 2025 for Bakkavor

<sup>[2]</sup> % products delivered on time and in full

<sup>[3]</sup> % 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

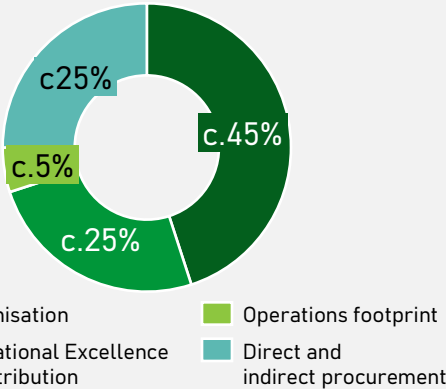
## Bakkavor Deal Value Creation



Greencore acquired Bakkavor Group plc in January 2026

At least **£80M**  
of annual cost synergies

### Synergy Sources



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

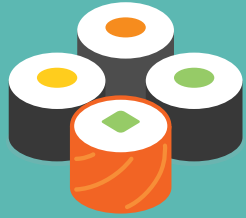
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c.£4  
billion  
annual turnover



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

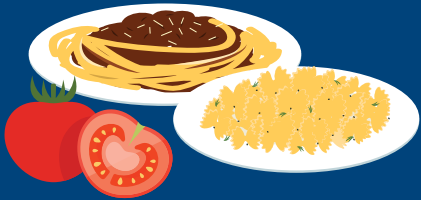


Leaders  
in food  
technology

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*

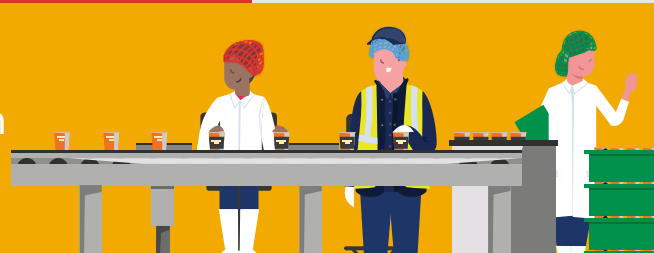


Pioneering the  
way on inclusion



Award winning  
development  
programmes

Leading the  
industry with  
food safety



125  
million  
pizzas  
per year



9,900  
direct to store  
deliveries each week





# Our Great Food

## Sandwiches



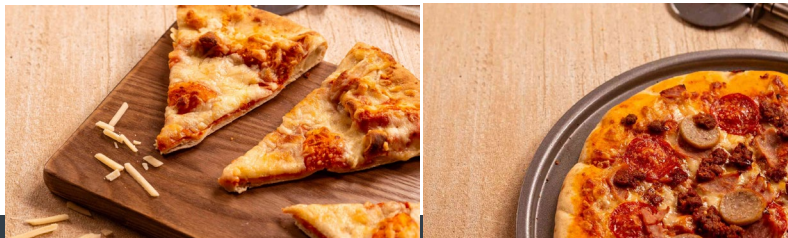
## Sushi



## Salads



## Pizza



## Ready Meals



## Soup & Sauces



## Yorkshire Puddings



## Bread



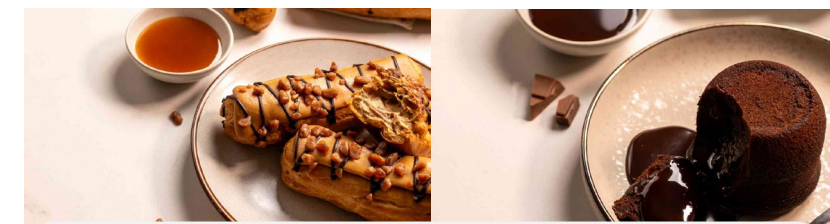
## Ambient Grocery



## Quiches



## Desserts



## 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.