THE TOP 150

Rank	Change	Company name & ownership		Annualised turnover (£m)			Operating profit (£m)			Operating margin (%)			ROCE (%)		Year end	Activity
				Current	Previous	y-o-y (%)	Current	Previous	y-o-y (%)	Current	Previous	Delta	Current	Previous		
1	▸ –	Associated British Foods	Listed	3,224	3,188	1.1	319	301	6.1	9.9	9.4	0.5	20.4	20.1	09/16	B
2	▸ –	Boparan Holdings	Family	3,139	3,149	–0.3	94	77	22.4	3.0	2.4	0.6	18.7	17.5	07/16	O/L
3	▸ –	Arla Foods	Sub	2,575	2,991	–13.9	–47	–72	•	–1.8	–2.4	0.6	–9.9	–8.0	12/15	O/L
4	▸ –	Unilever UK	Sub	1,986	2,125	–6.5	79	99	–19.8	4.0	4.6	–0.7	10.3	9.8	12/15	B
5	▲ 1	Coca-Cola Enterprises	Sub	1,754	1,758	–0.2	240	259	–7.4	13.7	14.7	–1.1	29.7	32.1	12/15	B
6	▲ 2	Bakkavor	PE	1,735	1,712	1.3	96	111	–13.5	5.6	6.5	–1.0	49.9	52.6	12/16	O/L
7	▼ 2	Mondelez UK	Sub	1,733	1,836	–5.6	58	54	7.4	3.3	2.9	0.4	2.2	2.0	12/15	B
8	▼ 1	Nestlé UK	Sub	1,579	1,612	–2.0	282	294	–4.2	17.8	18.2	–0.4	11.7	13.2	12/15	B
9	▸ –	Princes	Sub	1,481	1,540	–3.8	60	57	6.3	4.1	3.7	0.4	10.5	8.8	03/16	B
10	▲ 2	Britvic	Listed	1,417	1,304	8.7	175	167	5.0	12.4	12.8	–0.4	27.9	36.2	09/16	B
11	▲ 2	Greencore Convenience Foods	Listed	1,412	1,294	9.1	89	82	9.6	6.3	6.3	0.0	33.1	41.3	09/16	O/L
12	▼ 2	Moy Park	Sub	1,407	1,388	1.4	46	48	–4.3	3.3	3.5	–0.2	16.9	19.5	12/15	O/L
13	▼ 2	Müller UK & Ireland	Sub	1,337	1,396	–4.2	75	78	–3.1	5.6	5.6	0.1	25.1	34.5	12/15	B
14	▸ –	Wm Morrison Produce	Sub	1,294	1,268	2.0	92	44	111.4	7.1	3.4	3.7	55.2	10.6	01/16	O/L
15	▲ 3	Cranswick	Listed	1,264	1,067	18.5	80	64	25.7	6.4	6.0	0.4	29.9	27.5	30/17	O/L
16	▲ 1	Hilton Food Group	Listed	1,238	1,077	14.9	37	31	21.1	3.0	2.8	0.2	33.7	31.7	01/17	O/L
17	▼ 2	Mars UK	Sub	1,160	1,155	0.5	141	138	2.7	12.2	11.9	0.3	15.3	17.4	01/16	B
18	▼ 2	Tulip	Sub	1,050	1,153	–9.0	–17	22	•	–1.6	1.9	–3.6	–4.1	4.8	09/16	O/L
19	▲ 1	United Biscuits	Sub	906	916	–1.1	122	50	145.9	13.5	5.4	8.0	4.3	3.7	01/16	B
20	▲ 1	Samworth Brothers	Family	887	839	5.7	47	39	19.0	5.3	4.7	0.6	15.9	14.2	01/16	O/L
21	▲ 3	Kellogg's	Sub	797	792	0.7	15	16	–5.5	1.9	2.0	–0.1	8.6	16.8	01/16	B
22	▲ 3	Premier Foods	Listed	793	774	2.4	102	74	37.8	12.9	9.6	3.3	75.8	12.0	04/17	B
23	▸ –	Dunbia	Family	790	831	–5.0	10	10	2.9	1.3	1.2	0.1	6.7	6.7	03/16	O/L
24	▲ 2	Farmers Boy	Sub	729	673	8.4	90	62	44.3	12.4	9.3	3.1	23.7	15.3	01/16	O/L
25	▼ 3	HJ Heinz Foods	Sub	711	833	–14.7	112	152	–26.6	15.7	18.3	–2.6	44.5	49.6	01/17	B
26	▲ 1	Woodhead Bros Meat Company	Sub	634	645	–1.7	51	56	–8.2	8.1	8.6	–0.6	19.8	22.0	01/16	O/L
27	▲ 1	Fletcher Bay Group	Family	632	580	9.0	13	11	17.2	2.1	1.9	0.1	18.8	21.6	12/15	O/L
28	▲ 1	James Finlay	Sub	605	561	7.8	14	9	61.2	2.3	1.6	0.8	3.2	2.8	12/15	O/L
29	▲ 4	Warburtons	Family	528	553	–4.6	37	35	4.2	6.9	6.3	0.6	8.3	8.5	09/16	B
30	▲ 5	Faccenda Group	Family	525	523	0.3	7	13	–47.9	1.3	2.5	–1.2	3.9	11.0	04/16	O/L
31	▼ 1	Young's Seafood	PE	495	588	–15.8	6	21	–68.8	1.3	3.5	–2.2	1.9	6.5	09/16	B
32	▲ 10	Hain Celestial Group	Sub	491	392	25.4	45	39	15.9	9.1	9.8	–0.7	19.0	18.3	06/16	B
33	▲ 7	Karro Food	PE	465	410	13.5	17	9	85.4	3.6	2.2	1.4	10.1	5.7	12/16	O/L
34	▲ 2	McCain Foods (GB)	Sub	451	440	2.5	63	58	7.6	13.9	13.2	0.7	46.9	39.0	06/16	B
35	▲ 2	Lucozade Ribena	Sub	444	425	4.5	76	87	–12.4	17.2	20.5	–3.3	41.9	41.4	12/16	B
36	▲ 2	Sun Valley Foods	Sub	438	419	4.6	9	5	65.8	2.0	1.2	0.7	8.5	5.4	05/16	O/L
37	▲ 4	G's Group Holdings	Family	437	403	8.6	8	9	–16.6	1.8	2.3	–0.5	6.2	8.4	05/16	O/L
38	▲ 6	Fresca Group	Family	427	380	12.3	6	3	131.7	1.4	0.7	0.7	8.9	4.0	04/16	O/L
39	▼ 20	Dairy Crest Group	Listed	417	949	–56.1	50	3	1507.6	11.9	0.3	11.6	12.3	0.6	30/17	B
40	▼ 1	Birds Eye	Sub	415	446	–6.9	16	66	–76.3	3.8	14.8	–11.1	9.0	38.1	12/15	B
41	▼ 7	Kerry Foods	Sub	415	543	–23.5	42	29	43.6	10.1	5.4	4.7	4.1	5.0	12/15	B
42	▲ 1	Ornua Foods	Sub	344	391	–12.0	–1	3	•	–0.1	0.9	–1.0	–0.5	3.3	12/15	B
43	▼ 11	Hovis	PE	343	567	–39.5	–9	12	•	–2.6	2.1	–4.7	–8.2	na	12/15	B
44	▲ 1	Weetabix	Sub	341	353	–3.5	88	104	–15.3	25.8	29.4	–3.6	20.5	16.1	01/16	B
45	NEW	Adelie Foods	PE	327	295	10.9	10	14	–29.2	3.1	4.9	–1.8	25.3	41.5	03/16	O/L
46	▼ 15	Noble Foods	Family	326	450	–27.5	9	12	–20.9	2.9	2.6	0.2	15.0	9.1	09/16	O/L
47	▲ 5	KP Snacks	Sub	315	299	5.3	40	28	40.7	12.6	9.4	3.2	126.3	47.7	01/16	B
48	▲ 18	Finsbury Food Group	Listed	315	257	22.4	9	10	–7.5	2.8	3.7	–0.9	•	25.0	07/16	B
49	▼ 1	JW Galloway	Family	312	309	1.1	6	5	29.7	1.9	1.5	0.4	12.2	9.4	02/16	O/L
50	▲ 21	Berry Gardens	Family	310	272	14.3	6	5	2.5	1.8	2.0	–0.2	37.3	37.7	12/16	O/L
51	▲ 10	William Jackson & Son	Family	310	277	12.1	20	21	–3.3	6.5	7.5	–1.0	21.4	21.4	04/16	O/L
52	▼ 6	Dale Farm	Sub	303	320	–5.4	8	2	310.0	2.6	0.6	2.0	6.4	1.7	03/16	O/L
53	▼ 4	LDH (La Doria)	Sub	299	309	–3.1	12	11	14.1	4.0	3.4	0.6	19.4	16.9	12/15	O/L
54	▲ 2	Faughan	Family	297	289	2.7	5	–4	•	1.7	–1.3	3.0	7.6	–6.3	12/15	O/L
55	▲ 18	Baxters Food Group	Family	295	227	29.8	18	5	246.9	6.1	2.3	3.8	12.7	4.5	04/16	B
56	▼ 5	Ferrero UK	Sub	292	249	17.2	7	–12	•	2.3	–4.8	7.1	14.6	–34.2	08/16	B
57	▼ 4	Forza Foods	Sub	291	297	–1.8	27	23	17.8	9.4	7.9	1.6	58.5	57.2	01/16	O/L
58	▼ 11	Burton's Foods	PE	288	310	–7.1	19	16	21.3	6.6	5.1	1.6	9.1	11.8	01/16	B
59	▼ 4	Refresco Beverages	Sub	284	294	–3.6	8	5	49.4	2.7	1.8	1.0	9.8	6.1	12/15	O/L
60	▲ 3	Fyffes Group	Listed	282	274	3.0	–4	1	•	–1.4	0.3	–1.7	–13.8	2.3	12/15	O/L
61	▲ 17	Danish Crown UK	Sub	279	205	36.4	3	3	3.6	1.2	1.6	–0.4	11.5	9.8	09/16	O/L
62	▼ 2	Bernard Matthews Holdings	Sub	277	308	–9.8	–2	–5	•	–0.6	–1.6	1.1	–1.4	–4.2	06/15	O/L
63	▼ 6	Yeo Valley Group	Family	274	285	–3.9	13	7	81.3	4.6	2.4	2.2	24.3	13.9	05/16	B
64	▼ 2	Walkers Snack Foods	Sub	273	276	–1.1	31	23	32.2	11.3	8.5	2.9	7.7	8.7	12/15	B
65	▼ 7	Cott Beverages	Sub	267	284	–6.0	12	13	–10.2	4.5	4.7	–0.2	2.5	3.2	01/16	O/L
66	▲ 1	AG Barr	Listed	258	255	1.1	40	42	–6.0	15.4	16.5	–1.1	33.9	35.4	01/17	B
67	▲ 3	Oscar Mayer	PE	254	241	5.2	21	17	22.8	8.4	7.2	1.2	41.0	38.7	03/16	O/L
68	▲ 1	General Mills UK	Sub	250	•	•	5	•	•	1.8	•	•	192.8	•	05/16	B
69	▼ 5	Icelandic Group UK	Sub	248	259	–4.0	4	–1	•	1.7	–0.5	2.2	10.6	–1.6	12/15	O/L
70	▼ 5	Wrigley Company	Sub	248	251	–1.0	65	57	15.6	26.4	22.6	3.8	61.6	110.0	12/16	B
71	▲ 5	Innocent	Sub	247	219	13.0	–1	7	•	–0.3	3.0	–3.2	–1.5	9.0	12/15	B
72	NEW	Addo Food Group	PE	237	159	49.2	11	5	99.4	4.6	3.4	1.1	•	•	03/16	O/L
73	▲ 2	McCormick UK	Sub	236	221	6.6	17	11	54.6	7.2	5.0	2.2	12.4	9.5	11/15	B
74	▼ 2	Red Bull Company	Sub	234	236	–1.1	20	21	–1.1	8.7	8.7	–0.0	86.8	93.5	12/15	B
75	▼ 1	K.T.C. (Edibles)	Family	215	218	–1.6	2	3	–16.4	1.0	1.2	–0.2	5.5	6.4	12/15	O/L
76	▲ 7	Noon Products	Sub	211	198	6.7	10	9	19.7	4.9	4.4	0.5	6.2	2.0	12/15	O/L
77	▸ –	John West Foods	Sub	207	208	–0.4	10	2	337.3	4.8	1.1	3.7	13.6	2.8	12/15	B
78	▲ 2	Froneri UK	PE	204	202	0.9	44	36	21.6	21.5	17.8	3.7	33.8	67.1	12/15	O/L
79	▲ 2	Danone	Sub	201	224	–10.2	23	24	–5.7	11.4	10.9	0.5	62.7	80.9	12/15	B
80	▲ 2	Int'l Procurement & Logistics	Sub	199	198	0.3	13	14	–1.5	6.7	6.8	–0.1	23.8	31.7	01/16	O/L
81	▲ 3	Produce World	Family	198	173	14.8	0	4	–89.6	0.2	2.3	–2.1	2.2	22.7	06/15	O/L
82	▲ 3	Danone Waters (UK & Ireland)	Sub	190	183	3.6	10	4	124.3	5.3	2.4	2.8	36.8	15.5	12/15	B
83	▼ 4	Lactalis McLelland	Sub	187	202	–7.5	–12	1	•	–6.5	0.2	–6.8	–8.8	0.3	12/15	O/L
84	NEW	Jacobs Douwe Egberts	Sub	184	51	258.8	6	2	299.9	3.4	3.0	0.3	33.0	40.7	12/15	B
85	▼ 35	Linden Foods	Sub	182	308	–40.9	2	3	–38.4	1.1	1.0	0.0	4.3	8.7	09/16	O/L
86	▲ 17	Zetar	Sub	180	173	3.7	–0	1	•	–0.2	0.6	–0.9	–0.4	2.0	12/16	O/L
87	▼ 1	Winterbotham Darby &Co	PE	178	182	–2.4	8	10	–18.5	4.4	5.3	–0.9	38.6	52.0	03/16	O/L
88	▲ 4	Country Style Foods	Family	175	160	9.8	8	7	12.3	4.6	4.5	0.1	24.2	25.6	04/16	O/L
89	▲ 2	Bettys & Taylors Group	Family	173	163	6.0	10	10	1.3	5.6	5.9	–0.3	8.2	8.9	10/16	B
90	▲ 10	Browns Food Group	Family	169	152	11.4	8	8	2.3	4.6	5.0	–0.4	12.9	11.3	12/15	O/L
91	▼ 1	Haribo	Sub	166	165	0.1	19	30	–37.6	11.3	18.1	–6.8	12.6	18.7	12/16	B
92	▼ 5	Tayto Group	Family	164	175	–6.3	6	13	–58.4	3.4	7.7	–4.3	9.6	16.6	06/16	O/L
93	▼ 4	Dovecote PARK	Family	159	167	–4.5	3	3	10.6	1.9	1.6	0.3	12.1	11.5	09/16	O/L
94	▲ 1	Whitworths	Sub	158	155	2.3	11	8	43.2	7.2	5.2	2.1	18.1	13.8	05/15	O/L
95	▲ 6	Quorn Foods	Sub	158	150	5.1	28	26	5.4	17.5	17.4	0.0	62.9	25.5	12/15	B
96	▸ –	Direct Table Foods	Sub	157	159	–1.7	6	7	–7.8	4.0	4.2	–0.3	14.5	17.0	09/15	O/L
97	▸ –	Dr Oetker (UK)	Sub	156	155	0.7	25	19	33.4	16.1	12.2	3.9	33.2	24.3	12/15	B
98	▸ –	JBS UK	Sub	156	157	–0.9	7	2	306.1	4.2	1.0	3.2	29.5	9.2	12/16	O/L
99	▲ 8	Park Cakes	PE	155	142	9.7	6	–1	•	3.8	–0.4	4.2	135.8	–4.5	04/16	O/L
100	▼ 6	Tangerine Confectionery	PE	152	153	–0.5	12	5	116.7	7.8	3.6	4.2	15.6	7.2	12/15	B
101	▲ 12	Natures Way Foods	Family	151	136	11.1	11	8	47.2	7.3	5.5	1.8	36.0	23.5	04/16	O/L
102	▲ 14	Greenvale AP	Listed	147	135	8.8	8	6	39.3	5.4	4.2	1.2	22.1	13.2	06/16	O/L
103	▼ 4	Lactalis Nestlé Chilled Dairy Co	Sub	139	152	–8.4	3	0	738.5	2.4	0.3	2.1	•	2.0	12/15	B
104	▲ 4	Walkers Shortbread	Family	139	137	1.8	12	11	7.6	8.9	8.4	0.5	18.1	14.8	12/15	B
105	▼ 3	Tata Global beverages	Sub	137	147	–6.3	–5	18	•	–3.5	12.0	–15.6	–2.3	8.5	03/16	B
106	▲ 16	Lindt & Sprüngli (U.K.)	Sub	136	121	12.4	14	10	43.4	10.2	8.0	2.2	35.8	29.3	12/15	B
107	▲ 5	CP Foods (UK)	Sub	136	137	–1.0	3	1	177.7	2.5	0.9	1.6	10.9	2.4	12/15	O/L
108	▲ 7	Lantmannen Unibake UK	Family	135	135	–0.2	7	5	40.3	4.9	3.5	1.4	11.6	8.3	12/15	O/L
109	▲ 9	Alpro UK	Sub	130	107	21.6	5	4	23.8	4.2	4.1	0.1	13.3	13.9	12/15	B
110	▼ 4	Yoplait UK	Sub	129	143	–9.6	27	25	6.0	20.6	17.6	3.0	52.5	65.2	05/16	B
111	▲ 16	Barfoots of Botley	Family	129	110	17.1	9	8	22.9	7.3	6.9	0.3	49.1	45.5	12/15	O/L
112	▼ 1	Kober	Sub	128	139	–7.6	3	2	18.8	2.1	1.6	0.5	39.0	36.0	01/16	O/L
113	▲ 10	Stateside Foods	Sub	125	118	5.8	12	11	7.1	9.6	9.5	0.1	28.6	28.1	02/16	O/L
114	▲ 5	Banham Poultry	Family	124	128	–2.7	0	3	–91.9	0.2	2.1	–2.0	2.4	32.4	10/15	O/L
115	▲ 9	Albert Bartlett & Sons (Airdrie)	Family	124	117	5.2	3	8	–66.6	2.3	7.2	–4.9	5.0	13.9	05/16	O/L
116	▲ 4	Lyons Seafoods	Sub	123	123	0.3	9	9	–3.5	7.1	7.4	–0.3	25.3	28.7	06/16	B
117	▲ 4	SH Pratt & Company	Family	122	123	–0.8	2	1	99.0	1.4	0.7	0.7	15.3	8.5	10/15	O/L
118	▲ 16	Branston Holding	Family	121	100	20.7	8	8	–8.3	6.3	8.4	–2.0	22.3	25.4	07/16	O/L
119	▼ 5	Vitacress	Sub	121	136	–10.9	1	1	4.8	0.5	0.5	0.1	1.2	1.5	12/16	O/L
120	▼ 3	Scottish Sea Farms	Sub	120	133	–9.5	9	23	–61.4	7.4	17.5	–10.0	10.8	29.7	12/15	O/L
121	▲ 7	Kolak Snack Foods	Sub	120	110	9.4	20	10	93.3	16.4	9.3	7.1	58.1	39.4	09/16	O/L
122	▼ 34	Wellness Foods	PE	119	170	–29.7	–6	11	•	–5.2	6.7	–11.9	–25.4	23.4	12/15	B
123	▼ 19	Fayrefield Foods	Family	119	145	–17.6	3	1	112.2	2.1	0.8	1.3	10.7	4.4	12/15	B
124	▲ 14	Greencell	Family	119	99	19.7	4	4	0.4	3.2	3.9	–0.6	31.0	39.8	01/16	O/L
125	▼ 15	Symington's	PE	118	139	–15.4	6	7	–15.2	5.1	5.1	0.0	23.3	29.0	08/16	B
126	▼ 17	Q V Foods	Family	117	139	–16.1	0	6	–95.0	0.2	4.0	–3.8	3.1	54.1	05/16	O/L
127	▲ 2	Nichols	Listed	117	109	7.1	30	28	6.2	25.8	26.0	–0.2	50.9	54.3	12/16	B
128	▼ 3	Randall Parker Foods	Family	117	116	0.5	1	2	–59.1	0.7	1.7	–1.0	7.6	21.3	09/16	O/L
129	NEW	New England Seafood	Family	114	90	26.9	5	3	38.5	4.1	3.8	0.3	28.8	28.3	10/16	O/L
130	▲ 3	Kettle Produce	Family	114	101	12.6	2	2	9.1	2.2	2.2	–0.1	12.3	10.8	05/16	O/L
131	▲ 1	Greenyard Frozen UK	Sub	110	103	7.4	4	4	–1.6	3.4	3.7	–0.3	4.8	6.3	03/16	O/L
132	▼ 1	Kanes Foods	Family	110	105	4.4	3	3	–12.3	2.8	3.3	–0.5	4.1	4.6	03/16	O/L
133	▲ 2	The Scottish Salmon Company	Family	110	100	9.2	–0	2	•	–0.3	1.9	–2.2	–0.4	1.8	12/16	O/L
134	▼ 8	Mizkan	Sub	106	113	–5.9	1	–9	•	0.9	–7.7	8.7	1.7	–13.5	02/16	B
135	▲ 2	Compagnie Fruitiere	Sub	105	100	5.3	1	2	–39.2	1.0	1.7	–0.7	6.6	10.0	12/15	O/L
136	▸ –	Highland Spring	Family	103	100	3.0	5	3	85.0	5.0	2.8	2.2	18.1	9.4	12/15	B
137	NEW	Fever-Tree	Listed	102	59	72.1	33	18	91.0	32.8	29.6	3.3	79.3	57.9	12/16	B
138	▲ 3	Green Label Foods	Family	101	96	4.4	3	4	–38.0	2.7	4.5	–1.8	13.6	16.1	02/16	B
139	▲ 1	Alliance Group (NZ)	Sub	100	97	3.9	2	0	535.5	1.6	0.3	1.3	10.6	1.7	10/16	O/L
140	▼ 1	Bel UK	Sub	99	98	0.9	–2	11	•	–2.5	10.9	–13.4	–15.1	44.3	12/16	B
141	NEW	Farne Salmon & Trout	Sub	98	79	24.0	4	3	20.9	4.1	4.2	–0.1	29.0	26.7	06/16	O/L
142	NEW	Sykes Seafoods	Family	96	89	8.5	6	1	787.2	6.0	0.7	5.3	17.6	2.4	12/16	O/L
143	▲ 3	English Provender Company	Family	95	90	5.6	9	8	21.4	9.9	8.6	1.3	45.7	38.0	09/16	B
144	NEW	Angus Soft Fruits	Family	95	74	28.3	0	0	2.9	0.4	0.5	–0.1	8.1	9.6	04/16	O/L
145	▼ 1	Frank Roberts & Sons	Family	94	94	0.1	6	6	–0.7	6.2	6.2	–0.0	11.4	12.8	08/16	B
146	NEW	Northcoast Seafoods	Family	93	76	23.6	4	3	17.6	4.0	4.2	–0.2	11.9	12.3	12/15	B
147	NEW	Fesa	Family	92	78	18.5	1	0	•	1.1	0.0	1.0	11.8	0.0	09/16	O/L
148	▼ 1	Monaghan Mushrooms	Sub	85	89	–4.5	1	9	–94.2	0.6	10.1	–9.5	3.1	23.3	12/15	O/L
149	NEW	S & A Group	Family	85	66	29.3	6	3	92.3	6.8	4.6	2.2	22.1	12.7	12/15	O/L
150	▼ 8	F Smales & Son (Fish Merchants)	Family	84	96	–12.4	0	1	–81.8	0.3	1.4	–1.1	3.8	19.4	08/16	O/L

Methodology: The Top 150 Food & Drink Suppliers survey is produced by OC&C, a consultancy offering strategic advice to top management on the most complex issues in fmcg. In some cases (eg PepsiCo) it has not been possible to provide fully consolidated group accounts. Some companies include returns from international (eg ABF, Hilton Food Group) and non–food (eg Unilever) operations where it was not possible to separate based on accounts.

Ownership: Listed (publicly listed), PE (private equity), Sub (subsidiary of a larger group), Family (family/closely owned). **Main activity:** B (branded), O/L (own label). **Notes:** 18 Tulip: part of Danish Crown but results not consolidated in Danish Crown UK accounts; 26 Woodhead Bros: trading as Neerock; 71 Innocent: trading as Fresh Trading; 91 Haribo: trading as Dunhills. To find out more about the Top 150 study contact OC&C on 020 7010 8000 or visit occstrategy.com