

## Top 100 Foodservice Operators in Europe

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This report on **The Top 100 Foodservice Operators in Europe** is based on research carried out by Horizons and Foodservice Europe and Middle East. For further details contact Peter Backman, Horizons FS Limited, 313 Regents Park Road, London N3 1DP, United Kingdom. Tel: +44 (0)20 8349 0162. Fax: +44 (0)8701 272 219. Email: [peter@horizonsforsuccess.com](mailto:peter@horizonsforsuccess.com)

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## Top 100 Foodservice Operators in Europe

### Introduction

Combined, the Top 100 Foodservice Operators in Europe had sales of €80.7 billion in 2007. These 100 companies are based in 18 countries and they operate in practically all 41 countries across Europe.

Their sales currently account for some 23.5% of the total European market and continue to increase their share. At a time when the overall eating out market is believed to have grown at about 3-4%, the growth shown by group operators is not only an increase on each of the two previous years but it also underlines the growing importance of group operators as a whole.

This latest ranking once again underlines the major role of two sectors – Quick Service and contract catering. The former sector, in particular, has performed well and is responsible for €1 in every €3 that is spent with the largest operators.

The dominance of companies from just three countries – the US, the UK and France – is highlighted by the fact that companies based in these countries account for 76% of Top 100 sales.

The 100 largest foodservice operators in Europe grew at a combined rate of 8.3% in 2007.

### The Top 10

The turnover of the combined Top 100 - €80.7 billion – represents 20% of the total European foodservice sector. The

Top 10 operators, with combined sales of €42.6 billion account for over half of this share.

This year there was no change in the comparative ranking of operators in the Top 10, with McDonalds, Compass and Sodexo continuing to head the list. This confirms the growing role of major operators; their size enables them to gain maximum benefit both on the supply side – by allowing them to take advantage of their buying power and their ability to attract bright executives – and on the demand side by enabling them to maximise their large marketing and sales budgets.

#### Top 10: Turnover 2007

	€ Million
McDonald's	15,047
Compass Group	6,556
Sodexo	5,863
Elior	3,249
Mitchells & Butlers	2,769
Yum!	2,650
Burger King	2,050
Accor	1,716
LSG Sky Chefs	1,342
Aramark	1,333

Note: These results are for each company's year ending in 2007

If this is true of the very largest operators it is also true of the other companies in this year's Top 100. Though smaller than the Top 10 players, the other operators in the list are still large compared with the rest of the European foodservice sector. The smallest operator in this list, Caffe Nero, had European sales of

€164 million. This compares with average sales amongst all operators in Europe of less than €140,000.

## Top performers

The headline this year is the table-heading growth of companies from some of the smaller countries. Comess, the Spanish restaurant group, leads the list with recorded sales growing by over 140%, admittedly from a low base, which propelled the company in to the list at number 97. Austria supplied the second fastest growing company, Do and Co, specialists in the travel sector, which grew by 72% in 2007. Finland's Restel restaurant group showed an increase of over 45% on a year earlier and was this year's third fastest growing company.

The greatest growth in value, though, was recorded by the largest operator, McDonald's; sales of the quick service burger specialist were up by €1.2 billion underlining the continuing recovery in the company's fortunes throughout Europe.

Last year's leader, Subway, continued its rapid growth but, not surprisingly, was unable to repeat the huge expansion seen last year. Nevertheless, the subs company put on an additional €137 million of sales in 2007.

## Sectors

This year's increase in European sales of the 100 largest foodservice operators reached a notable €6.9 billion, a rise of over 9 % on the previous year.

This increase is significant in a number of ways. For a start, it is the largest increase since we started to examine Europe's largest

operators, in 2000. This points to a healthy and expanding market across the continent even after allowing for inflation, and the effects of exchange rate fluctuations which make simple growth rate comparisons rather complicated.

The second notable feature is the continuing emergence of operators from countries which until now have been underrepresented in the listings. For instance, this latest table includes operators based in 18 countries compared with only 14 in 2000. We have more to say about this later.

The third, and perhaps most significant, factor behind the high growth in the Top 100 foodservice operators is the increasing share of the popular catering sector in general, and the Quick Service sector in particular. In 2000, Quick Service restaurants, full service restaurants and pubs accounted for less than 45% the Top 100 turnover; last year that figure had grown to over 53%.

The balance is primarily made up of contract caterers, with about a fifth of the market. But several other sectors are also included; they comprise hotels, in-store catering and travel which are all characterised as being where the consumer eats out while engaged on some other activity such as staying overnight in a hotel, shopping or travelling by plane. The share of the listing held by companies engaged in these activities remained at 21% over the period since 2000.

What this points to is a slow transformation of the European foodservice sector into one which is slowly coming to resemble the US market. In the US, contract caterers account for 10% of the market; in Europe they are still considerably more significant but despite a substantial growth in sales, their market share fell

to 21% last year from a its share of a third of the Top 100 turnover eight years ago.

Quick Service operators, on the other hand, dominate the US market with almost two thirds of the sales of the Top 100 foodservice operators in the US, compared with a quarter in Europe, but this figure is showing continuous growth every year.

### Quick Service

In this year's listing, there are 23 companies in the Quick Service sector and their combined sales of €27.6 billion grew at 12% in the year.

Once again, three US-based companies head the list of top Quick Service operators in Europe. McDonald's increased its lead by recording growth of 9% allowing the chain to pull ahead of its nearest rivals Yum! Brands – owners of Pizza Hut and KFC – and Burger King. Each of these operators had sales of over €1 billion in 2007; indeed, McDonald's sales were over €15 billion. No other operator had sales of over €1 billion; for example Quick, the largest European-based Quick Service operator, showed sales of €807 million.

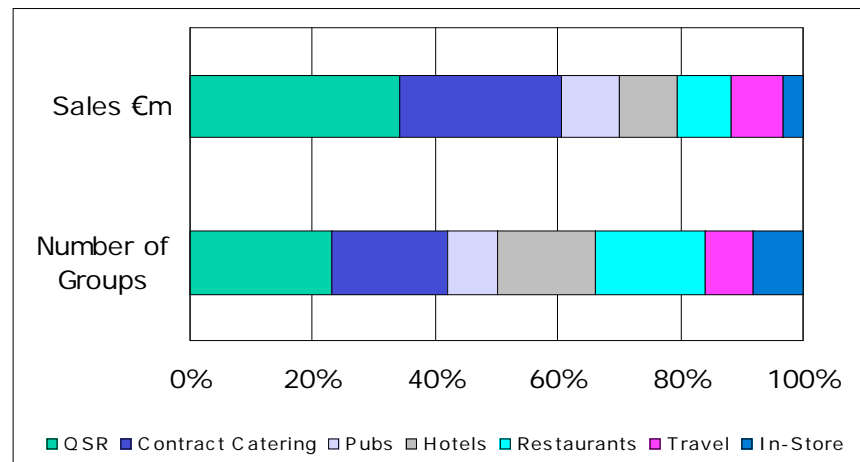
And whilst the largest operators in this sector record multi-billion € sales, the average operator in the list had annual sales of only €1.1 billion in 2007.

### Restaurants

Group restaurants in this year's list were able to record combined sales of €7.38 billion in 2007.

The typical European model for group Restaurant operators is to operate a large portfolio of diversified brands.

This comparative lack of focus means that average sales for even these very large restaurants groups was only slightly in excess of €400 million, only a third of the average turnover of the Quick Service sector represented in this year's listing.



Additionally, with increasingly demanding customers and aggressive middle ranking operators waiting to pounce on every opportunity, it is increasingly difficult to control a chain with many operating models and complex management structures. That is why European restaurant groups

are simplifying themselves so that they can focus on their core offerings and maximise their marketing, operational and buying skills within a more focused portfolio.

This restructuring allowed the 18 restaurant groups in this year's listing to grow by 13.3% in the year; this was one of the fastest growing sectors and meant that the restaurant sector as a whole accounted for a record 9.0% share of top operator sales.

Whitbread, the largest restaurant operator in 2007 is a prime example of the restructuring trend. Over the last eight years it has divested itself of a range of restaurant brands and now, apart from being a major UK budget hotel operator, is focused on growing its international Costa coffee chain while still operating a handful of pub restaurants in the UK, under the Beefeater and Brewers Fayre brands.

As a general rule, European restaurant chains tend to be relatively small companies – the average turnover of the five largest restaurant chains is less than €700 million compared with, for example, an average in hotels of €940 million food and beverage sales.

We should expect to see continuing focus amongst restaurant chains. In the short term this means that restaurant groups will probably become smaller on average, but over the medium term they will grow in size as they reap the benefits of market focus.

## ***Pubs***

Pubs, a uniquely British sector, represent the third leg of the popular catering segment of the European eating out market.

Their sales grew at just over 8%; this is the average for all large European foodservice operators and means that the pub share of the overall European eating out market remained static, with sales of €7.7 billion.

Alcohol sales are particularly important in the pub sector but this importance is declining as consumers increasingly turn to supermarkets to buy their supplies of beer, wines and spirits.

This means that food will become an increasingly important component of the pub offer turning the UK pub sector into a European café style offer.

For now, based on their foodservice sales (but not overall sales), Mitchells & Butlers head the list of UK pub operators. JD Wetherspoon have been particularly adept at building a position in the value segment of the market which has lifted them to number two amongst pub operators that focus on food.

## ***Contract Catering***

Contract catering was represented by 19 companies in this year's listing and their combined sales reached a very creditable €21.4 billion in 2007 having grown by 2.0% in the year.

The four largest contract caterers operate in many countries across Europe – and indeed across the globe generally. Two French companies, Sodexo and Eloor, recorded above average growth rates for the contract catering sector, while the two other leaders, Compass and US-based Aramark, grew substantially below the sector average.

The average sales of the large contract caterers, at €1.1 billion, was only slightly less than the average in the Quick Service sector even though the operational business models of companies in these two sectors are very different.

## ***Hotels***

With food and beverage sales of €7.4 billion in 2007, hotels were on a par with restaurants and pubs with a share of just over 9% of the total European foodservice sector.

Accor and Best Western had food and beverage sales in excess of €1 billion in 2007; both of these sector leaders expanded their share by recording above average growth. US-based chains such as Hilton, Marriott and Starwood suffered from the fall in visitors from North America and a business model that relies on high value food while the European market is moving steadily in the direction of budget hotels with no-food or limited, low-priced food.

### ***Travel and In-store***

Travel and in-store operators were represented by 16 companies with combined foodservice turnover of €9.4 billion in 2007, which was up by over 10% in the year. This above average growth was fuelled by the ongoing recovery of the travel sector that has been a feature of the early years of this century.

The growth of budget airlines with limited meal offerings combined with reduction in the value of food supplied by mainstream carriers means that growth in food and beverage in this sector will be difficult to maintain.

The travel sector benefited from growth in travel throughout Europe and although the sector leader, LSG Sky Chefs recorded a fall in 2007, it still remained ahead of high growth operators such as SSP and Autogrill whose business is based on landside operations benefiting from the increasing importance of carry-on food for airline passengers, coupled with longer in-terminal stays by travellers suffering delayed flights and longer security clearance checks.

The in-store sector, although growing in 2007, rose by less than any other sector underlining the continuing consumer demand for lower prices.

The performance of in-store operators has varied widely even amongst the largest players. For instance lifestyle retailers, IKEA and Marks & Spencer saw their sales grow by almost 15% in the year as they both turned their foodservice offers into an increasingly important component of their overall offer. On the other hand, food and general retailers, such as Migros, Metro and Casino, found it increasingly difficult to attract custom to their in-store restaurants.

## Countries

The five countries with the largest foodservice sales – Germany, France, UK, Italy and Spain – account for 77% of total foodservice sales in Europe. It is fitting, therefore, that these five countries supply operators that account for the largest proportion of large operator sales – 85% - when sales of US-based companies in the latest list are excluded.

The UK supplies the largest number of companies and the highest aggregate sales of any country thus continuing a pattern seen over the last few years. However, during the latest year companies based in Spain grew rapidly on the back of the rapid growth in both the domestic economy and the tourist trade. The 9% growth recorded by Spanish companies meant that the combined turnover of the Spanish companies in the list reached €2.6 billion in 2007.

It is notable that the 8 companies from Spain cover a selection of sectors – from restaurants and Quick service to hotels and in-store, underlining the vibrant, wide-ranging nature of the foodservice market in that country

Companies from Italy, lead by Autogrill, also grew faster than the European average. The sector focus of the 5 Italian companies, all of whom are in contract catering or travel catering, indicates a narrower sector base of major operator than in, say, France or Spain.

Amongst the smaller countries growth rates of over 20% were recorded by some countries, Most of these smaller countries have only one or two companies in the list with Austria's Do & Co leading the way, expanding by over 70% in 2007.

The USA continues to supply the largest operators. The 12 US-based companies in the list had combined European sales of €26.3 billion. But it is worth noting that their same-company sales in the US, at \$84.3 billion (or €67.2 billion) in 2007, amounted to nearly three times this value. Clearly, the US remains the main focus for these 12, and other, US brands. Perhaps it is worth noting that the US companies in this year's Top 100 include 5 hotels as well as 6 Quick service operators and one contract caterer.

## What of the future?

While the start of 2008 was reasonably promising for the European foodservice sector, by the summer, the market was slowing down in most European countries and had turned negative in a minority of markets.

But the future direction of the European foodservice sector is difficult to determine right now at a time of global upheaval in economic and financial markets. It is a very wise person, or a fool, who can state with certainty what the next year or two will bring to the foodservice sector.

It is likely, though, that generally the market will be marked by caution. Customers will be cautious and unwilling to do anything too risky. Maybe they will be more willing to eat out since that is nowadays not a risky thing to do. Operators, too, will be more cautious and will be generally unwilling to risk their stability by making major investments unless there is an overwhelming economic and financial case for doing so.

Profits and margins will continue to be under pressure and, as a result, operators will attempt to consolidate in order to reduce unit costs.

This points to a situation, over the next year or two, in which foodservice will be one of Europe's more stable markets – perhaps it will shrink a bit, but not a lot – and there is room for growth in many less developed markets. In this environment, we should expect to see the Top 111 operators continuing to grow their share of the market. And, with luck, we may see them growing their aggregate sales too.

## **Some final thoughts**

This year's Top 100 points to a growing internationalisation of the European foodservice sector.

For example, it shows the emergence of operators from countries such as Russia, which gained its second company, Novikov, in our list this year, while Poland supplied AmRest. South Africa is home to Nando's, and through the recent acquisition of UK-based Wimpy by its eponymous South African counterpart, now has two operators in the list.

Growth in 2007 in excess of 8% points up a continuing robustness amongst the major operators.

However, the downturn in the market which started in the late spring/early summer of 2008 is likely to persist for some time and the continuing success of group operators is not guaranteed.

We would expect to see restructuring amongst the top operators (and their smaller competitors) as they confront a changed market place that will throw up considerable challenges over the next two years.

## Methodology and Definitions

### Approach

In this latest listing we have continued the method first adopted two years ago in which we obtained information directly from operators.

However, not all companies responded to our enquiries and in these cases we adopted our former approach using data generated from published information (and available from statutory sources where possible).

Foodservice sales are not normally published in a suitable format for this listing except in the case of restaurants and quick service operators. Accordingly, we have developed a series of factors to allow us to transform available information into the foodservice sales form required for this listing.

Where necessary, currency conversion into Euros is done at average annual exchange rates for 2006. So that we measure real growth (rather than that arising from exchange rate fluctuations), growth rates are shown in terms of each company's national currency. In the case of McDonald's, however, we have been able to show their growth rate in constant currency.

### Notes on Interpretation

The list covers all foodservice, covering QSR, full service restaurants, contract catering, hotels, and indeed any other type of outlet where food is served away from home. However places

that mainly act as retailers, such as petrol/gas stations, are excluded. As usual, we have taken great care to exclude non-foodservice activities, such as accommodation, from our ranking.

Most operators, except in the case of restaurants and quick service operators, do not normally publish foodservice sales in a format suitable for this listing. Accordingly, we have developed a series of factors to allow us to transform available information into the foodservice sales form required for this listing.

Where necessary, currency conversion into Euros is done at average annual exchange rates for 2007. So that we measure real growth (rather than that arising from exchange rate fluctuations), growth rates are shown in terms of each company's national currency. In the case of McDonald's, however, we have been able to show their growth rate 'in constant currency'.

In order to be as consistent as possible and to allow comparable year on year comparisons we have adopted a number of reporting conventions which are outlined here and which require care when interpreting the listing:

- We have tried to remove double counting but this has not always been possible where a group operates a franchise of another operator in the listing
- Some of the companies listed no longer operate even though they were in existence during 2007
- Some companies have changed their structure or ownership after the end of their reporting period in 2007
- Space restrictions mean that only a selection of brands is provided for multi-brand operators

- The country of origin of an operator is the country where ownership is generally considered to reside; it is not necessarily the country where the main business is carried out
- The sector given for a company is the sector which forms the company's most important activity even though the company may operate in other sectors

## Definition of Turnover

- Turnover is also referred to as Sales
- Includes:
  - Food and drinks. In previous years, drinks not associated with food were excluded but they have now been added in. This means that the Pub groups, in particular, now feature more strongly than before
- Excludes
  - Income generated outside Europe
  - Sales taxes
  - Accommodation
  - Retail sales and other non-foodservice income
- Based on company performance and activities reported for the company's financial year ending during 2007

- Converted into €, where necessary, at average annual exchange rates for 2007
- Percentage changes for each group are based on turnover in the group's normal reporting currency. Where the currency is not Euros, there is a difference between the change in the normal reporting currency and the change shown in Euros. This results from changes in the relative values of the currencies between in 2006 and 2007

## What is Europe?

On the widest definition (which includes the whole of Russia and Turkey), Europe consists of 40 countries with a total population of 773 million. On the other hand most of the activity, and certainly almost all the business, done by the top group operators occurs in the 15 western countries of the EU plus Norway and Switzerland whose combined population is 396 million.

However, looking to the future, we can expect a significant impact on the activities of group operators to take place in the 12 new entrants into the EU. For the purposes of this report though, we mainly talk about the combined market of approximately 773 million people.

## Top 100 Foodservice Operators in Europe – 2007 Listing

Rank	Operator	Selected Brands	Main Sector	F&B Turnover €M: System Sales '06	F&B Turnover €M: System Sales '07	Change '07 v '06 €M	% change '07 v '06	Country of Origin	No of European Countries where active
1	McDonald's	McDonald's	QSR	12,719	15,047	2,328	18.3%	USA	37
2	Compass Group	Upper Crust, Café Ritazza, Harry Ramsden's, Eurest, Scolarest, Moto	Contract C.	7,072	6,556	-516	-7.3%	UK	29
3	Sodexo	Sodexho	Contract C.	5,518	5,863	345	6.3%	France	29
4	Elior	Avenance, Arpège, Areas, Serunion, BuonChef, Holland Catering, Drouant, etc.	Contract C.	3,002	3,249	247	8.2%	France	9
5	Mitchells & Butlers	All Bar One, Vintage Inns, Toby Carvery, etc.	Pubs	2,524	2,769	245	9.7%	UK	2
6	Yum!	KFC, Pizza Hut	QSR	2,500	2,650	150	6.0%	USA	26
7	Burger King	Burger King	QSR	1,980	2,050	70	3.5%	USA	20
8	Accor	Sofitel, Mercure, Suitehotel, Ibis, Wagon-Lits, Gemeaz Cusin, etc.	Hotels	1,583	1,716	133	8.4%	France	25
9	LSG Sky Chefs	LSG Sky Chefs	Travel	1,367	1,342	-25	-1.8%	Germany	19
10	Aramark	Aramark	Contract C.	1,288	1,333	45	3.5%	USA	7

11	Wetherspoon	JD Wetherspoon, Lloyds No.1, JD Wetherspoon Lodges	Pubs	1,243	1,299	56	4.5%	UK	1
12	SSP	Caffè Ritazza, Millie's Cookies, Upper Crust, Seafood House, etc.	Travel	1,030	1,265	235	22.8%	UK	18
13	Punch Taverns	Chef & Brewer	Pubs	1,090	1,257	167	15.3%	UK	1
14	Autogrill	AutoGrill, Ciao, Coté France, Spizzico, Acafé, La Galleria, Aldente, etc.	Travel	1,109	1,245	136	12.3%	Italy	18
15	Best Western	Best Western	Hotels	890	1,050	160	18.0%	USA	34
16	Whitbread	Beefeater, Brewer's Fayre, Costa Coffee, TGI Friday's	Restaurants	897	968	71	7.9%	UK	8
17	Quick	Quick	QSR	807	865	58	7.2%	Belgium	3
18	Greggs	Greggs, Bakers Oven	QSR	808	857	49	6.0%	UK	2
19	Hilton	Hilton, Scandic	Hotels	1,002	850	-152	-	USA	31
20	Greene King	Hungry Horse	Pubs	801	846	45	5.6%	UK	1
21	Gategroup	Gate Gourmet	Travel	813	836	23	2.8%	Switzerland	12
22	Agapes	Flunch, Pizza Pai, Amarine	Restaurants	731	775	44	6.0%	France	7
23	Camst	Bar cucina e chiacchiere etc.	Contract C.	700	731	31	4.4%	Italy	1
24	Ikea	Ikea	In-Store	623	716	93	14.9%	Sweden	19

25	Starbucks	Starbucks	QSR	590	700	110	18.6%	USA	14
26	Subway Int.	Subway	QSR	560	697	137	24.5%	USA	27
27	Domino's	Domino's Pizza	QSR	550	660	110	20.0%	USA	10
28	SOK	Rosso, Fransmanni, Amarillo, Sevilla, etc.	Restaurants	537	632	95	17.7%	Finland	2
29	Servair	Servair	Travel	225	607	382	169.4 %	France	3
30	Tank & Rast	Tank & Rast	Travel	550	570	20	3.6%	Germany	1
31	Laurel Pub Company	Yates's, Ha! Ha! Bar & Canteen, Hog's Head, Litten Tree, Slug and Lettuce	Pubs	514	559	45	8.8%	UK	1
32	Marriott	The Ritz-Carlton, Marriott, Renaissance, Courtyard, etc.	Hotels	520	550	30	5.8%	USA	24
33	Fazer Amica	Amica	Contract C.	513	548	35	6.8%	Finland	7
34	Marston's	Pitcher & Piano, Bostin Locals, Wizard Inns, etc.	Pubs	485	538	53	10.9%	UK	1
35	The Restaurant Group	Frankie & Benny's, Garfunkel's, Chiquito, Blubeckers, etc.	Restaurants	462	537	75	16.2%	UK	1
36	Starwood	Sheraton, Luxury	Hotels	520	535	15	2.9%	USA	28

37	Rezidor	Collection, Westin, etc. Radisson SAS, Park Inn, Regent, etc.	Hotels	460	500	40	8.7%	Belgium	28
38	Buffalo Grill	Buffalo Grill, Victoria Pub	Restaurants	430	470	40	9.3%	France	5
39	TelePizza	TelePizza	QSR	440	450	10	2.3%	Spain	3
40	Grupo Vips	Vips, Ginos, Tio Pepe, The Wok, TGI Friday's	Restaurants	407	449	42	10.3%	Spain	2
41	Cremonini	Chef Express, Moto	Travel	397	444	47	11.8%	Italy	8
42	Groupe Flo	Hippopotamus, Bistro Romain, Brasseries, Restauration Flo	Restaurants	349	433	85	24.2%	France	1
43	NH Group	NH Hoteles	Hotels	350	430	80	22.9%	Spain	23
44	Migros	Migros	In-Store	420	402	-18	-4.2%	Switzerland	1
45	Zena	Foster's Hollywood, Cañas y Tapas, Il Tempietto, California, Nostrus	Restaurants	370	400	30	8.1%	Spain	2
46	SV Group	SV Business, SV Care, SV Event, SV Hotel	Contract C.	347	364	17	4.9%	Switzerland	3
47	Dussmann	Dussmann-Service	Contract C.	357	360	3	0.8%	Germany	7
48	Do & Co	Do & Co International,	Travel	206	355	149	72.1%	Austria	6

## Demel, Aioli

49	Pizza Express	Pizza Express, Pizza Marzano	Restaurants	340	355	15	4.5%	UK	8
50	Nordsee	Nordsee	QSR	370	348	-22	-5.8%	Germany	4
51	Metro	Metro, Dinea, Grillpfanne, AXXE, etc.	In-Store	347	345	-2	-0.5%	Germany	13
52	Le Duff	Brioche Dorée, Del Arte, La Madeleine, etc.	QSR	329	339	10	3.0%	France	3
53	Mövenpick	Mövenpick, Marché International	Restaurants	305	335	30	10.0%	Switzerland	5
54	CIR	Pastarito, Rita, Piazza del Sole	Contract C.	300	327	27	9.0%	Italy	7
55	Groupe Holder	Paul, Ladurée, Saint Preux	QSR	295	320	25	8.3%	France	5
56	Pellegrini	Pellegrini	Contract C.	282	307	25	9.0%	Italy	1
57	Groupe Casino	Casino Cafétéria, R2C	In-Store	314	304	-10	-3.2%	France	1
58	Pret A Manger	Pret A Manger	QSR	261	292	31	11.8%	UK	1
59	NorgesGruppen Servicehandel*	Dolly Dimple's, Kaffebrenneriet, Pizza & Kina Expressen, Big Horn Steak House, etc.	Restaurants	128	286	158	124.1 %	Norway	1
60	Umoe Group	Peppes Pizza, Cafe Opus, Burger	Restaurants	184	284	100	54.3%	Norway	2

61	Vivartia	King, TGI, La Baguette, etc.		270	281	11	4.1%	Greece	3.0
62	Servex	Goody's, Flocafe Smullers, C'est du Pain, Cafe T, Shakie's	QSR	255	278	23	9.0%	Netherlands	1
63	Marks & Spencer	Cafe Revive	In-Store	240	275	35	14.6%	UK	1
64	InterContinental	InterContinental, Crowne Plaza, Holiday Inn, etc.	Hotels	254	270	16	6.3%	UK	23
65	The Eat Out Group	Bocatta, Pans & Company, etc.	QSR	245	265	20	8.2%	Spain	4
66	Nando's	Nando's	QSR	142	263	121	85.7%	South Africa	3
67	Serare SAS	Grill Courtepaille	Restaurants	223	253	30	13.5%	France	1
68	Disneyland Resort Paris *	Foodservice at Disneyland Paris	Restaurants	240	252	12	5.0%	France	1
69	Albron	Albron Catering, Carewell, etc.	Contract C.	239	251	12	5.2%	Netherlands	1
70	El Corte Ingles	El Bodegón Canario, Las Trebedes, Mediterráneo	In-Store	218	240	22	10.1%	Spain	2
71	Restel	Huviretki, Matina, Golden Rax Pizzabuffet, etc.	Restaurants	157	229	72	45.5%	Finland	1
72	AmRest	KFC, Pizza Hut, freshpoint, Rodeo Drive, etc.	QSR	162	226	64	39.5%	Poland	6
73	Van der Valk	Van der Valk	Hotels	210	225	15	7.1%	Netherlands	1
74	Wimpy	Wimpy	QSR	238	225	-13	-5.3%	UK	2

75	Ask Central	Ask, Zizzi	Restaurants	209	221	12	5.9%	UK	1
76	Groupe Score	Score	Contract C.	180	220	40	22.2%	France	1
77	Tragus	Café Rouge, Strada, Bella Italia, and the Brasseries	Restaurants	189	218	29	15.1%	UK	1
78	Barracuda	Varsity, Smith & Jones, Barracuda Bar	Pubs	186	217	31	16.4%	UK	1
79	Sol Meliá	Meliá, TRYP, Sol, Paradisus Resorts	Hotels	207	213	7	3.2%	Spain	8
80	Maxeda	Les Halles: La Place, Le Marché, Panini	In-Store	261	209	-52	-19.9%	Netherlands	1
81	Fuller, Smith & Turner	Ale & Pie, English Inns, City Pubs, etc.	Pubs	207	207	0	0.1%	UK	1
82	Karstadt	Karstadt, Le Buffet	In-Store	209	204	-5	-2.5%	Germany	1
83	Klueh	Klueh Catering	Contract C.	191	202	11	5.9%	Germany	1
84	Schubert	Schubert	Contract C.	198	202	4	2.0%	Germany	1
85	BaxterStorey	BaxterStorey	Contract C.	176	202	26	14.6%	UK	1
86	Hyatt International	Park Hyatt, Grand Hyatt, Hyatt Regency	Hotels	195	200	5	2.6%	USA	12
87	Ibersol	Pizza Hut, Cantina Mariachi, Pasta Caffé, Aroz Maria, etc.	QSR	160	196	36	22.2%	Portugal	2
88	Rosinter	Rostijs, Planeta Sushi, Il Patio, Moka Loka	QSR	158	196	38	24.2%	Russia	8

89	Groupe du Louvre *	Concorde, Campanile, Kyriad, Première Classe	Hotels	180	190	10	5.6%	France	9
90	Scandic	Scandic	Hotels	171	187	16	9.4%	Sweden	10
91	Trivalor	Gertal, Itau, Socigeste, etc.	Contract C.	170	185	15	8.8%	Portugal	1
92	Groupe API	Groupe API	Contract C.	160	183	23	14.4%	France	2
93	Everest	Everest, La Pasteria, Olympic Catering, etc.	QSR	153	180	27	17.6%	Greece	3
94	Kempinski	Kempinski, Vier Jahreszeiten, etc.	Hotels	167	180	13	7.5%	Germany	9
95	apetito	apetito	Contract C.	155	179	24	15.5%	Germany	2
96	Maritim	Maritim	Hotels	167	175	8	4.9%	Germany	3
97	Comess Group *	Cantina Mariachi, Lizarrán, Pasta City, Rock&Ribs	Restaurants	140	170	30	21.4%	Spain	8
98	Rentokil Initial	Initial	Contract C.	161	167	6	3.5%	UK	1
99	Steigenberger	Steigenberger	Hotels	160	165	4	2.8%	Germany	5
100	Caffè Nero Group <b>Total</b>	Caffè Nero	QSR	133 <b>73,846</b>	164 <b>80,732</b>	31 <b>6,886</b>	23.7% <b>9.3%</b>	UK	3

### Top 5 from each country in 2007

Note: only countries with 5 or more companies in the Top 100 are included

Country	Rank	Operator	Turnover €M '07
<b>USA</b>	1	McDonald's	15,047
	6	Yum! Brands	2,650
	7	Burger King	2,050
	10	Aramark	1,333
	15	Best Western	1,050
			<b>22,130</b>
<b>UK</b>	2	Compass Group	6,556
	5	Mitchells & Butlers	2,769
	11	Wetherspoon	1,299
	12	SSP	1,265
	13	Punch Taverns	1,257
			<b>13,146</b>
<b>France</b>	3	Sodexo	5,863
	4	Elior	3,249
	8	Accor	1,716
	22	Agapes	775
	29	Servair	607
			<b>12,210</b>

Country	Rank	Operator	Turnover €M '07
<b>Italy</b>	14	Autogrill / HMSHost	1,245
	23	Camst	731
	41	Cremonini	444
	54	CIR Food	327
	56	Pellegrini	307
			<b>3,054</b>
<b>Germany</b>	9	LSG Sky Chefs	1,342
	30	Tank & Rast	570
	47	Dussmann	360
	50	Nordsee	348
	51	Metro	345
			<b>2,965</b>
<b>Spain</b>	39	TelePizza	450
	40	Grupo Vips	449
	43	NH Group	430
	45	Zena	400
	65	The Eat Out Group	265
			<b>1,994</b>

### Top 5 in each sector in 2007

Country	Rank	Operator	Turnover €M '07
<b>QSR</b>	1	McDonald's	15,047
	6	Yum! Brands	2,650
	7	Burger King	2,050
	17	Quick	865
	18	Greggs	857
			<b>21,469</b>
<b>Contract Catering</b>	2	Compass Group	6,556
	3	Sodexo	5,863
	4	Elior	3,249
	10	Aramark	1,333
	23	Camst	731
			<b>17,732</b>
<b>Pubs</b>	5	Mitchells & Butlers	2,769
	11	Wetherspoon	1,299
	13	Punch Taverns	1,257
	20	Greene King	846
	31	Laurel Pub	559
			<b>6,730</b>
<b>Travel</b>	9	LSG Sky Chefs	1,342
	12	SSP	1,265
	14	Autogrill	1,245
	21	Gategroup	836
	29	Servair	607
			<b>5,295</b>

Country	Rank	Operator	Turnover €M '07
<b>Hotels</b>	8	Accor	1,716
	15	Best Western	1,050
	19	Hilton	850
	32	Marriott	550
	36	Starwood	535
			<b>4,701</b>
<b>Restaurants</b>	16	Whitbread	968
	22	Agapes	775
	28	SOK	632
	35	The Restaurant Gp	537
	38	Buffalo Grill	470
			<b>3,382</b>
<b>In-Store</b>	24	Ikea	716
	44	Migros	402
	51	Metro	345
	57	Groupe Casino	304
	63	Marks & Spencer	275
			<b>2,042</b>

## Europe/USA Comparison

Market shares: 2007					
Europe		€ billion	USA		€ billion
			\$ billion		
1	McDonald's	15.0	McDonald's	28.6	20.9
2	Compass	6.6	Yum! Brands	17.8	13.0
3	Sodexo	5.9	Burger King	8.9	6.5
4	Elior	3.2	Subway	8.2	6.0
5	Mitchells & Butlers	2.8	Wendy's	7.9	5.8
6	Yum!	2.7	Compass	7.3	5.3
7	Burger King	2.1	Starbucks	7.3	5.3
8	Accor	1.7	Applebee's	6.9	5.0
9	LSG	1.3	Darden Restaurants	6.7	4.9
10	Aramark	1.3	Aramark Corp	6.1	4.5
<b>Total Top 10</b>		<b>42.6</b>		<b>105.6</b>	<b>77.2</b>
<b>Total Top 100</b>		<b>80.6</b>		<b>217.6</b>	<b>159.0</b>
Spend per head: 2007					
Europe		€	USA		€
			\$		
1	McDonald's	19.47	McDonald's	94.06	68.74
2	Compass	8.48	Yum! Brands	58.59	42.82
3	Sodexo	7.59	Burger King	29.35	21.45
4	Elior	4.20	Subway	27.07	19.79
5	Mitchells & Butlers	3.58	Wendy's	26.08	19.06
6	Yum!	3.43	Compass	24.05	17.57
7	Burger King	2.65	Starbucks	23.86	17.44
8	Accor	2.22	Applebee's	22.61	16.52
9	LSG	1.74	Darden Restaurants	21.99	16.07
10	Aramark	1.72	Aramark Corp	20.05	14.65
<b>Total Top 10</b>		<b>55.08</b>		<b>347.71</b>	<b>254.11</b>
<b>Total Top 100</b>		<b>104.28</b>		<b>716.26</b>	<b>523.46</b>

Source: Horizons/FS&ME/NRN

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Horizons delivers certainty to companies that invest in the foodservice sector across Europe. Contact us to find out what we can do for you