



RANK	COMPANY NAME (HEADQUARTERS)	TOP EXECUTIVE	NET SALES (2011/2012 ESTIMATED)	NO. OF LOCATIONS	NO. OF EMPLOYEES (ESTIMATED)	PRODUCTS	SUBSIDIARIES/BRANDS
1	Kellogg Co. Battle Creek, Mich.	John Bryant, president & CEO	\$13.2 B*	NA*	NA*	Bars, cookies, crackers, toaster pastries	Austin, Bear Naked, Chees-It, Chips Deluxe, E.L. Fudge, Famous Amos, Fudge Shoppe, Kellogg's FiberPlus, Gripz, Krispy, Mother's Kashi, Keebler, Nutri-Grain, Pop-Tarts, Rice Krispies, Sandies, Soft Batch, Sunshine, TLC, Toasteds, Town House, Vienna Creams, Vienna Fingers, Wheatables, Zesta
2	Mondelez International Deerfield, Ill.	Irene Rosenfeld, chairman & CEO	\$6.8 B ⁽³⁾	NA*	NA*	Biscuits, cookies, crackers	BelVita, Chips Ahoy!, Lu, Nabisco, Newtons, Nilla, Nutter Butter, Oreo, Premium, Prince, Ritz, Triscuits, Wheat Thins
3	Bimbo Bakeries USA ⁽²⁾ Horsham, Pa.	Gary Prince, president	\$4.1 B*	NA*	15,000	Bagels, bread, buns, cookies, donuts, English muffins, pies, pizza crust, rolls, snack cakes, sweet goods, thins, tortillas	Arnold, Ball Park, Bimbo, Boboli, Brownberry, Earthgrains, Entenmann's, Francisco, Freihofer's, Marinela, Milton's, Mrs. Baird's, Old Country, Oroweat, Sara Lee, Stroehmann, Thomas', Tia Rosa
4	Hillshire Brands Co. Downers Grove, Ill.	Sean Connolly, CEO	\$4 B*	NA*	NA*	Cakes, pies, sweet goods	Sara Lee, Chef Pierre
5	Flowers Foods Inc. Thomasville, Ga.	George E. Deese, chairman & CEO	\$2.8 B	44	9,950	Bagels, bars, biscuits, bread, buns, cake, cookies, English muffins, frozen baked goods, mixes, muffins, rolls, sweet goods, tortillas	Franklin Baking Co., Lepage Bakeries, Tasty Baking Co.
6	Hostess Brands Irving, Texas	Gregory Rayburn, president & CEO	\$2.8 B**	1,581	22,000	Bread, buns, rolls, snack cakes, sweet goods	Beefsteak, Bread du Jour, Butternut, Cotton's Holsum, CupCakes, Ding Dongs, Dolly Madison, Donettes, Drake's, Eddy's, Ho Ho's, J.J. Nissen, Nature's Pride, Merita, Millbrook, Sno Balls, Sunbeam, Sweetheart, Twinkies, Wonder
7	CSM Bakery Supplies North America Tucker, Ga.	Bret Weaver, president & CEO	\$2.3 B*	12	2,600+	Cake, cookies, dough, frozen baked goods, mixes, muffins, pie crust, sweet goods	Brill, Henry & Henry, Multifoods
8	Aryzta, LLC Los Angeles	John Yamin, CEO	\$1.8 B	24	5,500	Artisan breads, buns, English muffins, frozen bread dough, cookies, pastries, muffins, sweet goods, laminated dough and puff pastry, take-and-bake pizza, donut, mixes, fillings, icings, glazes	Cuisine de France, Fresh Start Bakeries, Great Kitchens, La Brea Bakery, Otis Spunkmeyer, Premier Bakers
9	Rich Products Corp. Buffalo, N.Y.	Robert J. Richman, chairman	\$1.3 B	17	4,600	Bagels, biscuits, muffins, bread, buns, rolls, cake, cookies, dough, frozen baked foods, frozen pizza dough, sweet goods, ice cream-filled cupcakes, ice cream cakes	Casa di Bertacchi, Farm Rich, French Meadow Bakery
10	Affiliated Foods Inc. Amarillo, Texas	George Lankford, president	\$1.1 B**	5	1,200	Bread, buns, tortillas, cakes, cookies	Tri-State Baking

* Companywide; from most recent annual report

** Hoovers, a D&B company

† According to *SF&WB's* sister publication *Refrigerated & Frozen Foods*

* Not Available

⁽¹⁾ Ralcorp Holdings Inc.

⁽²⁾ Grupo Bimbo, S. A. B. de C. V.

⁽³⁾ Based on 2011 reported estimated annual revenues for North America

⁽⁴⁾ Listing information also includes H&S Baking, Schmidt Baking Co., Mid-Atlantic Baking Co. and Crispy Bagel Co., all in Baltimore; Ottenberg Baking, Eldersburg, Md.; and Mid-South Baking, Dallas

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11	McKee Foods Corp. Collegedale, Tenn.	Michael McKee, president & CEO	\$782.3 M**	19	6,000	Cookie, crackers, snack cakes, granola bars, cereal bars	Fieldstone Bakery, Heartland, Little Debbie, Sunbelt
12	Ralcorp Frozen Bakery Products ⁽¹⁾ Downers Grove, Ill.	Charles Huber Jr., president	\$768.6 M	13	2,853	Bagels, biscuits, crumpets, English muffins, bread, buns, rolls, cake, cookies, pizza, mixes, muffins, sweet goods	Lofthouse, Parco, Panne, Provincio
13	Northeast Foods Inc. Baltimore ⁽⁴⁾	William Paterakis, president	\$500 M+	12	2,100	Bagels, bread, buns, English muffins, rolls	Northeast Foods, Harvest pride, Schmidt's, Blue Ribbon, Old Tyme, Ultimate Grains, Gourmet, Perfect Balance, Perfect Portion, Roman Meal, Milton's, Milano, Manischewitz, Holsum, Sunbeam, Ottenberg's, other private-label brands
14	Dawn Food Products Inc. Jackson, Mich.	Carrie L. Barber- Jones, CEO	\$409 M†	67	4,000	Bread, brownies, cakes, cookies, croissants, donuts, muffins, puff dough	Weight Watchers
15	Harlan Bakeries Inc. Avon, Ind.	Hugh Harlan, president	\$300 M†	9	1,500	Bagels, bread, cakes, granola, muffins, mixes, pies, rolls	
16	The Schwan Food Co. Marshall, Minn.	Greg Flack, president, CEO & COO	\$300 M†	NA*	NA*	Cakes, desserts, pies, pizza, Asian appetizers	Edwards, Freschetta, Mrs. Smith's, Red Baron, Schwan's, Tony's
17	Franz Family Bakery Portland, Ore.	Bob Albers, CEO	\$278.7 M**	95	2.3	Bagels, breads, buns, cookies, donuts, muffins, pastries, rolls	All-American Pie, Bread Lover's, Franz, Holsum Hearth, Seattle International, Svenhard's
18	Lancaster Colony Corp. Columbus, Ohio	John Gerlach Jr., chairman, president & CEO	\$274 M†	NA*	NA*	Garlic bread, rolls, biscuits	Mamma Bella, Marshall's, Mary B's, New York BRAND, Sister Schubert's, Texas Toast
19	Aunt Millie's Bakeries, Fort Wayne, Ind.	John F. Popp, president & CEO	\$210 M	52	1,900	Bread, buns, rolls	Aunt Millie's, Aunt Millie's Bakehouse, Hillbilly, Koeppinger Recipe, Perfection Deli, Perfection Sweets, Soft 'N Good, Sunbeam
20	Turano Baking Co. Berwyn, Ill.	Anthony Turano, president	\$200 M	4	714	Bread, bread crumbs, croutons, buns, rolls, artisan bread and rolls	Turano
21	Sweet Street Desserts Reading, Pa.	Sandy Solmon, founder & CEO	\$200 M†	2	700	Bars, brownies, cakes, cupcakes, pies	
22	Alfred Nickles Bakery Inc. Navarre, Ohio	David A. Gardner, president & CEO	\$177.2 M**	53	1,600	Bagels, bread, buns, cakes, donuts, dinner rolls, sweet rolls	Nickles
23	Gonnella Baking Co. Schaumburg, Ill.	Nick Marcucci, president	\$170 M	4	525	Bread, rolls, bread crumbs	Gonnella
24	The Bama Cos. Tulsa, Okla.	Paula Marshall- Chapman, CEO	\$124.9 M**	2	1,150	Biscuits, pies, pizza crusts	
25	Bridgford Food Corp. Anaheim, Calif.	William L. Bridgford, chairman	\$118.3 M*	15	517	Biscuits, bread dough items, roll dough items, dry sausage products, beef jerky, nuts	Bridgford, Frozen-Rite, Superior Foods

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1	Kraft Foods Group Inc. Northfield, Ill.	W. Anthony Vernon, CEO	\$19 B***	NA*	NA*	Nuts, trail mix	Planters
2	ConAgra Foods Inc. Omaha, Neb.	Gary M. Rodkin, president & CEO	\$13.3 B*	80	NA*	Baked appetizers, artisan bread, baked appetizers, crackers, granola, meat snacks, nuts, pie, popcorn, sunflower seeds	Alexia, ACT II, Crunch 'n Munch, DAVID, Fiddle Faddle, Jiffy Pop, Kid Cuisine, Marie Callender's Odom's Tennessee Pride, Orville Redenbacher's Penrose, Poppycock, Slim Jim
3	Frito-Lay North America ⁽¹⁾ Purchase, N.Y.	Indra K. Nooyi, chairman & CEO	\$13.3 B†	NA*	NA*	Chips, corn chips, crisps, puffed snacks, tortilla chips	Baked!, Baken-ets, Cheetos, Chester's Puffcorn, Cracker Jack, Doritos, El Isleno, Fritos, Funyuns, Gamesa, Grandma's, Lay's, Matador, Maui Style, Miss Vickie's, Munchies, Munchos, Nut Harvest, Quaker, Rold Gold, Ruffles, Sabritones, Santitas, Simply Natural, Spitz, Stacy's, Sun Chips, Tostitos
4	Quaker Foods North America ⁽¹⁾ Chicago	Indra K. Nooyi, chairman & CEO	\$2.7 B†	NA*	NA*	Bars, cookies, crisps, rice snacks	Quaker, Quaker Chewy
5	Pinnacle Foods Group, LLC Parsippany, N.J.	Bob Gamgort, CEO	\$2.5 B*	5	5,000	Bagels, chips, pizza, popcorn, pretzels, puffed snacks	Lender's, Celeste Pizza, Erin's, Hawaiian Snacks, Husman's, Snyder of Berlin, Tim's
6	General Mills Minneapolis	Ken Powell, chairman & CEO	\$2 B* ⁽²⁾	313	35,000	Prepared dough, bread, cookies, sweet goods, pastries, pizza, pizza rolls, corn snacks, bars, snack mixes, chips	Bugles, Chex, Fiber One, Food Should Taste Good, Gardetto's, Nature Valley, Pillsbury, Tortino's, Jeni's
7	Pepperidge Farm Norwalk, Conn.	Irene Chang Britt, president & CEO	\$2.2 B†	9	NA*	Crackers	Goldfish, Jingos!
8	Snyder's-Lance Inc. Charlotte, N.C.	David V. Singer, CEO	\$1.64 B**	143	6,100	Chips, cookies, corn snacks, crackers, popcorn, pretzels, sugar wafers, tortilla chips, other salty snacks	Archway, Cape Cod, Grande, Jay's, Krunchers!, Lance, Naturals, O•Ke•Doke, Padrino's, Snyder's of Hanover, Stella D'Oro, Tom's
9	Ralcorp Food Group ⁽⁴⁾ St. Louis	Rich Koulouris, president	\$1.61 B*	24	NA*	Crackers, crips, nuts, puffed snacks, tortilla chips, tostada chips, trail mix	Bakers Harvest, Bakery Fresh, Cactus Joe, Flavor House, Golden Batch, Hoody's, Linette, Medallion, Monet, Nutcrackers, Petri, Regency, Rippin Good, RyKrisp, Southern Roasted, Sugar Kake, Wortz
10	The Hain Celestial Group Inc. Melville, N.Y.	Irwin D. Simon, president & CEO	\$1.1 B*	NA	2,031	Chips, pita bites, popcorn, straws, puffed snacks, tortilla chips	Garden of Eatin', Little Bear Snack Foods, Sensible Portions, Terra
11	J&J Snack Foods Corp. Pennsauken, N.J.	Gerald B. Shreiber, president & CEO	\$830 M ⁽³⁾	15	3,000+	Soft pretzels, biscuits, bars, cookies, muffins, donuts	Superpretzel, Pretzel Fillers, Pretzelfils, Gourmet Twists, Mr. Twister, Soft Pretzel Bites, Softsix, Soft Pretzel Buns, Hot Knots, Dutch Twist, Texas Twist, Sandwich Twist, Cinnapretzel, Seriously Twisted!, Mrs. Goodcookie, Readi-Bake, Country Home, Mary B's, Daddy Ray's, Pretzel Cookie

† Net revenue; from most recent annual report
 †† Global baking and snack; from most recent annual report
 * Companywide; from most recent annual report
 ** Hoovers, a D&B company
 *** Companywide; Oct. 2, 2012 press release
 * Not Available

⁽¹⁾ A subsidiary of PepsiCo Inc.
⁽²⁾ Bakeries and Foodservice segment
⁽³⁾ Company acquired by Wind Point Partners in Oct. 2012
⁽⁴⁾ Ralcorp Holdings Inc.

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12	John B. Sanfilippo & Son Inc. Elgin, Ill.	Jeffrey Sanfilippo, CEO	\$700.6 M	5	1,300+	Dried fruit, nuts, trail mix	Fisher, Orchard Valley Harvest, Sunshine Country
13	Diamond Foods Inc. San Francisco	Brian J. Driscoll, president & CEO	\$553.2 M*	NA*	\$1,797.00	Chips, dried fruit, popcorn, snack nuts, trail mixes, seeds	Emerald, Kettle Brand, Pop Secret
14	Herr Foods Inc. Nottingham, Pa.	J.M. Herr, chairman & CEO	\$200.0 M	2	1,500	Chips, popcorn, pretzels, puffed snacks, tortilla chips	Herr's
15	Utz Quality Foods Inc. Hanover, Pa.	Michael Rice, chairman & CEO	\$186.3 M**	20	2,290	Chips, crisps, popcorn, pork rinds, pretzels, puffed snacks, tortilla chips	Utz
16	Shearer's Foods Inc. ⁽³⁾ Brewster, Ohio	To be announced	\$179.4 M**	8	1,600	Chips, pretzels, puffed snacks, tortilla chips	riceworks, Shearer's, Tangos
17	KLN Family Brands Perham, Minn.	Kurt Nelson, COO	\$160.0 M**	2	700	Chips, popcorn, caramel corn, pretzels, puffed snacks, tortilla and tostada chips	Barrel O'Fun, Rachel's, Salveo, Vic's
18	Golden Flake Snack Foods Birmingham, Ala.	Mark McCutcheon, CEO & president	\$141.0 M	2	700	Chips, corn chips, pork rinds, puffed snacks, tortilla chips	Golden Flake
19	Paramount Farms Inc. Los Angeles	Stewart A. Resnick, president	\$111.0 M**	17	1,000	Almonds, pistachios	Everybody's Nuts!, Wonderful, Almond Accents
20	Inventure Foods Phoenix	Terry McDaniel, CEO & president	\$95.0 M	3	\$350	Chips, crisps, potato skins, puffed snacks, sheeted dough bases	Boulder Canyon, Poore Brothers, TGI Friday's, Nathan's Famous
21	Wise Foods Inc. Berwick, Pa.	Edward Lambert, chairman & CEO	\$72.0 M**	NA*	764	Chips, corn chips, popcorn, pretzels, puffed snacks, tortilla chips	Wise
22	Bickel's Snack Foods Inc. York, Pa.	Edward Tessier, president	\$38 M**	NA*	220	Chips, corn chips, party mixes, pretzels, puffed snacks	Aunt Kitty's, Bickel's, Wege of Hanover
23	Rudolph Foods Co. Inc. Lima, Ohio	Rich Rudolph, president	\$120 M+	7	350+	Chips, crackers, crisps, granola, jerky, meat snacks, nuts, popcorn, pork rinds, pretzels, puffed snacks, tortilla and tostada chips, trail mix	Gaslamp Popcorn, Grandpa John's, Lee's Pigs Skins, Pepe's, Rudolph Foods, Rudy's, Smithfield Farms, Southern Recipe, Whitefeather Foods
24	Better Made Snack Foods Inc. Detroit	Patti Hughes, owner	\$27.6 M**	2	152	Chips, pork rinds, pretzels, puffed snacks, tortilla chips, beef jerky	Better Made
25	Hi-Country Snack Foods Inc. Lincoln, Mont.	James Johnson, president	\$5.59 M	NA*	70	Beef jerky	Hi-Country

† Net revenue; from most recent annual report

† † Global baking and snack; from most recent annual report

* Companywide; from most recent annual report

** Hoovers, a D&B company

*** Companywide; Oct. 2, 2012 press release

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⁽¹⁾ A subsidiary of PepsiCo Inc.

⁽²⁾ Bakeries and Foodservice segment

⁽³⁾ Company acquired by Wind Point Partners in Oct. 2012

⁽⁴⁾ Ralcorp Holdings Inc.