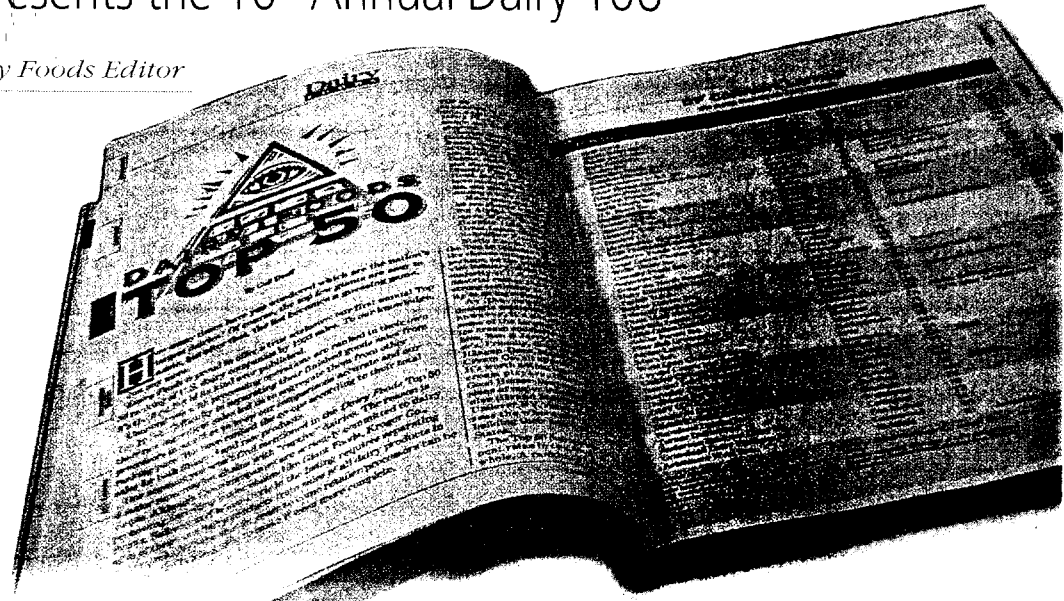


10 Years of the Dairy 100
A Decade of Change

A Decade of Change... And a Year of Challenges

Dairy Foods' presents the 10th Annual Dairy 100

■ David Phillips *Dairy Foods Editor*



In July of 1994 *Dairy Foods* debuted an exclusive feature that looked at the upper echelon of the dairy industry. The Dairy Foods Top 50, which would evolve into the Dairy 100™, was a four-page article that began with a question:

"How many times have you wondered which are the nation's largest dairies?" The story went on to say that the time for guessing was over. And each year since, *Dairy Foods* has produced what we believe is the most complete and accurate portrait of the powers-that-be in the industry.

The past 10 years have brought a lot of change to the dairy business. And the past years has brought some serious economic challenges to the industry.

A comparison of the lists from 1994 and 2003 reflects much of that change.

To begin with, there were just four companies in 1994 with sales of a billion dollars or more. The top 10 had sales totaling about \$10 billion. This year there are 20 companies in the billionaires club. The top 10 in 2003 represents about \$28 billion in sales. The consolidation race has put more business into a smaller number of hands.

A look at the sales figures of the top tier compared to those of a year ago, reflects the economic environment of both the dairy industry and the nation as a whole. There wasn't much growth in fiscal year 2002, thanks as much to record low raw milk prices as to the overall slumping economy.

Ten years gone

When the first Top 50 was compiled with 1993 fiscal year sales figures, Suiza Foods hadn't been around long enough to be listed. Companies like Borden Inc., and Southern Foods, and

the Morningstar Group were in the top 20 however, and would later become part of Suiza and then Dean Foods.

Bols Wessanen which was No. 7 in 1994, later became the foundation of National Dairy Holdings which is ranked 6th this year.

Dean Foods was ranked No. 3 in 1994 with sales of \$1.4 billion. Kraft Foods was at the top with estimated sales of about \$4 billion. Kraft's reported dairy sales in 2003? Again, about \$4 billion.

Some companies have grown substantially in the past 10 years, whether through acquisitions or through more organic market expansions. Schreiber Foods, Green Bay, Wis., was No. 5 in 1994 with an estimated \$925 million in sales. This year, the private label cheesemaker jumped up a few places to get back to No. 5, but it is now doing more than \$2 billion annually.

Dreyer's Grand Ice Cream of Oakland has triple the sales it had ten years ago, and it has climbed from No. 16 to No. 11. As more and more business has been consolidated into fewer companies, independently owned companies have had to grow to keep pace or to avoid being absorbed. By more than doubling its 1994 sales of \$350 million, Wells Dairy, Le Mars Iowa, has merely managed to stay in the top quadrant. The maker of Blue Bunny ice cream was ranked 22nd in 1994 and 25th in 2003. HP Hood also is doing about twice as much business in 2002 as in 1993. It's now ranked 19th—up from 29th just two years ago. But in 1994, Hood was ranked 12th.

Over the years, the Dairy 100 feature has changed, too.

The Top 50 was organized much differently from this year's Dairy 100. Cooperatives were broken off into a separate table for instance, whereas cooperatives are now listed with other processors, and only their processing revenues are tabulated.

In a similar vein, captive dairies were not listed in 1994, due to the difficulties of separating in-store sales of other dairy products from those manufactured by a grocery chain's own dairy plants. For companies like Kroger, Safeway, and HEB we now list reported figures or reliable estimates of their dairy processing revenues.

Economic challenges

"Of late, the struggling economy has motivated all major food companies, regardless of specialty, to straighten up and fly right. Dairies are heeding consumer demands for quality and value, and striving to differentiate their products and communicate their benefits."

The preceding paragraph is not from a recent market report, but from the story that accompanied the 1994 Top 50. What goes around comes around.

Fiscal year 2002 was a tough year for many business segments, acquisitions have all but come to a halt, infrastructure improvements are mostly on the backburner, and growth has been hard to come by. But the general feeling in the food industry was a bit more optimistic than elsewhere. After all, people have to eat, we kept hearing. And while they may not be dining out as much, consumers were likely to stay close to home, and sooth themselves with comfort foods.

But it hasn't entirely worked out that way. In the food segments, acquisitions are off, construction has slowed and growth, well it's not a piece of cake.

Many food processors are finding that the usual pathways to organic growth—brand building and product innovation—just aren't as clear-cut as they were just a couple years ago. And as the dairy industry is still emerging from a commodity mindset, it's even tougher to justify the expense of new introductions and technological innovations during a slow economy.

Some of the largest companies in our Dairy 100 make their living selling cheese to the foodservice industry, and much of it in so-called "quick service" restaurants. When sales of cheeseburgers and pizzas start to drop, these companies feel it.

In addition, dairy processors—especially those that rely heavily on the sale of commodity products—have had their own unique set of challenges to deal with in recent months. The principle of supply and demand took its toll on cheese and whey manufacturers, who just a couple years ago were reaping the benefits of increased pizza sales and growing use of whey in food formulation. Smart processors cranked up operations and ultimately flooded the markets with cheese and whey until the prices began to drop. Because dairy prices are all connected to the federal price structures, milk, cheese and butter prices went into the tubes together and stayed there for months. That would seem like a good thing for dairy processors, but those that sell dairy products as ingredients to other food processors have been getting less per pound of ingredient.

In fact, retail prices for dairy products including milk and cheese appear to have dropped along with the commodity prices. According to recent market data, dollar sales for milk and cheese

have dropped measurably and leveled noticeably, while unit sales have been more even-keeled.

On a more positive note, the commodities markets appear to have righted themselves in recent weeks, as raw milk and processed dairy production have both slowed to some degree. Cheese prices are back to normal levels and milk prices are following. With the broader economy showing some signs of new life, brighter days could be right around the corner.

Now let's look at what's going on with some of the top dairy companies:

Dean Foods Co. (No. 1) Dean Foods' \$8.1 billion in annual sales means it does twice as much business as the next largest entry, the dairy units of Kraft Foods. The Dallas company—the product of a series of mergers and acquisitions orchestrated by current chairman Gregg Engles, and former chairman Howard Dean—is certainly the 800-lb gorilla of the industry. And it's acting like it.

In the past year Dean has pumped marketing muscle into national branded products like Hershey's Flavored Milks and Drinks, Folgers' Jakada coffee drinks and Marie's salad dressing, while building efficiencies in the Dean Dairy Group.

Dean's big-company mentality in promoting Hershey's, combined with the continued strong growth of flavored milk, may be part of the reason why companies from other beverage segments are hustling to bring dairy-based beverages to market.

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Methodology

For the 10th annual Dairy 100, Dairy Foods Journal contacted the top companies in the industry through emails, faxes, and phone calls. In cases where the company did not wish to divulge dairy-specific sales figures, estimates were made using industry report information and industry economic data. Sales figures are for dairy products or products dairies could make. That means all cream, non-dairy creamers are counted, but soy, rice, almond, and coffee are not. Sales represent company revenue, not net sales, processed in million of dollars. All figures are reported on a comparable conversion basis. The information was received during the first year for both '02 and '03. The methodology is detailed in the descriptions section of the Dairy 100 report. The Dairy 100 is compiled annually and is available on the DairyFoods.com Web site.

10 Years of the Dairy 100 A Decade of Change

Key to Codes on the Table

C=Cooperative
Pu=Public company
Pr=Private company
P=Parent company
S=Subsidiary

U.S. & Canadian Index (No. in parentheses is last year's rank)

A		Gossner Foods.....	80 (81)	Plainview Milk Products.....	97 (96)
Agri-Mark Inc.....	32 (28)	Grassland Dairy Products.....	43 (42)	Prairie Farms Dairy.....	16 (16)
Agropur Cooperative.....	12 (14)	Great Lakes Cheese Co.....	24 (22)	Producers Dairy Foods.....	79 (79)
Alto Dairy Cooperative.....	38 (38)	Guida-Seibert Dairy Co.....	73 (71)	Publix.....	36 (34)
Anderson Erickson Dairy Co.....	72 (70)	H		R	
Associated Milk Producers Inc.....	18 (18)	HEB Dairy Div.....	39 (39)	Richfood Dairy.....	99 (99)
B		Hershey Creamery.....	93 (90)	Roberts Dairy.....	50 (48)
Bareman.....	89 (87)	Hiland Dairy.....	42 (41)	S	
Bel/Kaukauna USA.....	77 (80)	Hilmar Cheese Co.....	30 (31)	Safeway.....	23 (23)
Ben & Jerry's Homemade.....	53 (51)	Horizon Organic.....	63 (64)	Santee Dairies Inc.....	59 (59)
Blue Bell Creameries.....	49 (50)	HP Hood Inc.....	19 (24)	Saputo Group.....	4 (5)
Bongards Creameries.....	60 (60)	I		Sargento Inc.....	34 (36)
Bongrain Cheese USA.....	33 (37)	Ice Cream Partners USA.....	27 (26)	Schneider's Dairy.....	91 (89)
Braum's Ice Cream.....	85 (84)	Instantwhip.....	64 (NL)	Schreiber Foods Inc.....	5 (10)
Brewster Dairy.....	84 (83)	Johanna Foods.....	70 (72)	Shamrock Foods Co.....	58 (57)
C		J		Smith Dairy Products.....	67 (68)
California Dairies Inc.....	17 (17)	Kellers Creamery.....	45 (44)	SouthWest Dairy.....	98 (98)
Carvel Corp.....	55 (54)	Kohler Mix Specialties.....	66 (66)	Stremick's Heritage Foods.....	41 (52)
Cass-Clay Creamery Inc.....	87 (86)	Kraft Foods.....	2 (2)	Stonyfield Farm.....	88 (93)
Century Foods.....	71 (85)	Kroger.....	7 (6)	Super Store Industries.....	51 (49)
Clover Farms Dairy Co.....	86 (78)	L		Swiss Valley Farms.....	44 (43)
ConAgra Inc.....	20 (19)	Lactalis USA/Sorrento.....	22 (21)	T	
CoolBrands International.....	94 (92)	Land O'Lakes Inc.....	3 (3)	TCBY Systems.....	100 (100)
Crystal Cream and Butter.....	62 (61)	Leprino Foods Co.....	10 (9)	Tillamook County Creamery.....	52 (53)
D		Level Valley Creamery.....	68 (67)	Turner Dairy Holdings.....	57 (56)
Dairy Farmers of America.....	9 (7)	M		U	
Dannon Co. Inc.....	29 (30)	Master Foods Inc.....	46 (45)	United Dairy Ind.....	81 (82)
Davisco.....	35 (33)	Maryland & Virginia Milk Producers Co-op.....	48 (47)	United Dairy Farmers.....	90 (88)
Dean Foods Co.....	1 (1)	Melody Farms.....	75 (74)	Upstate Milk Producers Inc.....	54 (62)
Dietrich's Milk Products.....	92 (91)	Michigan Milk Producers Assn.....	69 (65)	V	
Dreyer's Grand Ice Cream Inc.....	11 (11)	Milkco.....	74 (NL)	Wawa Dairy.....	96 (95)
E		N		Wells Dairy.....	95 (94)
F&A Dairy Products.....	82 (73)	National Dairy Holdings LP.....	6 (4)	WestFarm Foods.....	94 (93)
Fieldbrook Farms.....	83 (82)	Nelson Dairy.....	40 (40)	Wilcox Dairy Farms.....	76 (75)
First District Assn.....	54 (58)	NZMP (USA).....	31 (32)	Winn-Dixie.....	10 (10)
Foremost Farms USA.....	15 (12)	O		(formerly Sunbriant).....	28 (28)
Foster Farms.....	47 (46)	O-AT-KA Milk Products Co-op.....	65 (63)	Yoplait (Canada).....	11 (11)
Friendly Ice Cream Corp.....	56 (55)	Oakhurst Dairy.....	95 (94)	Y	
F		P		NL = New listing	
Giant Foods.....	78 (76)	Parmalat Canada.....	8 (8)		
Glanbia.....	37 (35)	Parmalat USA.....	28 (29)		
Good Humor-Breyers.....	13 (15)				

Where did they go?

This was another year when few companies disappeared from the Dairy 100. McCadam Cheese of N.Y. and its Chateaugay plant have become part of Agri-Mark Inc., No. 32. Raskas Foods, St. Louis, was purchased by No. 31, Schreiber Foods in November of 2002. The name Superbrand disappeared from our list, as it is no longer used by No. 26, which is now known as Winn-Dixie Dairy Products. New to the list this year are Instantwhip Foods, No. 64, and Milkco Inc., No. 74.

For our purposes it's difficult to show how the company has grown from a sales perspective in 2002. Last year's table indicated an estimate of \$9.7 billion, which may have been a bit overstated. Quarterly and year-end financial statements coming out of Dallas indicate continued growth at the home of the Chug, so it's hard to say that Dean's sales are down.

Also, while there has been a scarcity of acquisitions in the dairy business and elsewhere, Dean has actually made a couple, including the Kohler Foods Division of Michael Foods, and the outstanding shares of Horizon Organic Dairy. And its Meadow Gold unit plans to locate a new plant and distribution facility in Las Vegas.

If Dean Foods is lying low during this slowdown, it will be really interesting to see what the company does when the economy re-ignites.

Kraft Foods (No. 2) As a brand name marketer of cheese that is often produced by other manufacturers, Kraft should have been in position to take advantage of low commodity prices in the past year. But the Northfield, Ill. company reported no growth in its dairy business in 2002. The Kraft name, however, has been leveraged as a co-brand in a variety of the company's prepared foods products including StoveTop Oven Classics, Taco Bell Home Originals, and Nabisco Cheese Nips. For these innovations, Kraft was recognized as *Dairy Foods'* New Products company of the year in 2002. But lately, the Kraft name has appeared in a more troubling context. The company's stock dropped a bit in July when two key executives exited suddenly. Analysts speculated that the

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Note on the Sales Figures.
Sales are expressed in millions of dollars US. A recent accounting procedure change, EIFT 01-9, has caused some sales figures to be reported lower than in past years.

COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	02	03
1 Dean Foods Co.	Dallas, TX	Gregg Engles, Chairman/CEO	Pu	S-Dean Dairy Group, Morningstar Foods, White Wave, Dean Specialty Foods Group	12/31/02	8,130	8,130
<p>Brands: Garelick Farms, Lehigh Valley, Nature's Pride, Swiss, Tuscan, Wengert's, Barbers, Broughton, Country Delite, Dairy Fresh, Dean's, Frostbite, Louis Trauth, Meadowbrook, PET (licensed), Reiter, Shenandoah's Pride, Borden (licensed), Country Fresh, Land O'Lakes (licensed), Mayfield, McArthur, Purity, Schenkel's All Star, TG Lee, Verifine, Adohr Farms, Alta Dena, Barbe's, Berkeley Farms, Brown's, Creamland, Foremost, Gandy's, Hygeia, Meadow Gold, Model, Mountain High, Oak Farms, Price's, Robinson, Schepps, Swiss, Viva, International Delight, Sun Soy, Mocha Mix, Coffee Rich, Farm Rich, Silk, White Wave, Marie's, Hershey's (licensed) Folgers Jakada (licensed), Naturally Yours, Second Nature and more.</p> <p>Plants (113): Dean Dairy Group (95) (by state): Alabama, Barber Dairy, Birmingham (milk); Mayfield Dairy Farms, Birmingham (novelties); California, Dean Foods, Buena Park (multiple products); Alta Dena Dairy, City of Industry (milk, juice/drinks ice cream); Fullerton Cultured Specialties, Fullerton (yogurt); Berkeley Farms, Hayward (milk, cream, fresh whipped cream) Swiss Dairy, Riverside (juice/drinks); Dean Foods, San Leandro (water, milk, juice/drinks); Adohr Farms, South Gate (milk, cream); Tulare Cultured Specialties, Tulare (cultured); Colorado, Meadow Gold, Englewood, Denver, Delta, Greeley (multiple products); Robinson Dairy, Denver (multiple products); Florida McArthur Dairy, Miami (fluid); TG Lee, Orange City (juice/drinks, yogurt); TG Lee, Orlando (milk); Ryan Foods, Jacksonville. Georgia, Mayfield Dairy Farms, Braselton (milk); Hawaii Meadow Gold Dairy, Hilo (juice/drinks, milk); Meadow Gold Dairy, Honolulu (multiple products); Idaho Meadow Gold Dairy, Boise (multiple products); Meadow Gold Dairy, Pocatello (milk) Illinois, Dean Foods, Belvidere (novelties, ice cream) Dean Foods, Chemung (multiple products); Dean Foods, Huntley (milk); PET Dairy, O'Fallon (multiple products); Dean Foods, Rockford (cultured), Indiana Schenkel's All Star Dairy, Huntington (fluid); Dean Foods, Rochester (multiple products); Kentucky Dean Foods, Louisville (multiple products); Louis Trauth Dairy, Newport (multiple products); Louisiana, Brown's Dairy, New Orleans (fluid); Foremost Dairy, Shreveport (multiple products); Barbe's Dairy, Westwego (multiple products); Massachusetts, Garelick Farms, Franklin (milk, juice); Garelick Farms, Lynn (multiple products); Garelick Farms, Mendon (water); Maine Garelick Farms, Bangor (water, milk, juice); Michigan, Liberty Dairy, Ewart (fluid); Country Fresh, Flint (multiple products); Country Fresh, Grand Rapids (multiple products); Minnesota, Livonia (fluid and frozen); Minnesota, Land O'Lakes, Thief River Falls (multiple products); Land O'Lakes, Woodbury (fluid); Montana, Meadow Gold Dairy, Billings (fluid); Meadow Gold Dairy, Great Falls (fluid, ice cream); Meadow Gold Dairy, Kalispell (milk, cultured, ice cream); North Carolina, PET Dairy, Hickory (frozen dessert); PET Dairy, Wilkesboro (fluid); Dairy Fresh, Winston-Salem (frozen desserts, fluid); North Dakota, Land O'Lakes, Bismark (fluid); Nebraska, Meadow Gold Dairy, Lincoln (fluid, cultured); New Jersey, Garelick Farms, Burlington (fluid); Tuscan Dairy, Union (fluid); New Mexico, Creamland Dairies, Albuquerque (milk, ice cream); Nevada, Model Dairy, Reno (fluid); New York, Garelick Farms, Rensselaer (fluid); Ohio, Reiter Dairy, Akron (ice cream, milk); Broughton Foods, Marietta (cultured); Reiter Dairy, Springfield (fluid); Frostbite, Toledo (novelties, ice cream); Oklahoma, Borden, Tulsa (cultured and fluid); Pennsylvania, Fairmont Products, Belleville (cultured and ice cream); Meadow Brook Dairy, Erie (milk); Lehigh Valley Dairies, Lansdale (fluid); Wengert's Dairy, Lebanon (fluid); Lehigh Valley Dairies, Schuylkill Haven (fluid); Dean Foods, Sharpville (fluid); South Carolina, PET Dairy, Florence (fluid); PET Dairy, Spartanburg (frozen, fluid); South Dakota, Land O'Lakes, Sioux Falls (fluid); Tennessee, Mayfield Dairy Farms, Athens (fluid, frozen); PET Dairy, Kingsport (fluid); Country Delite, Nashville (fluid); Purity Dairy, Nashville (fluid); Texas, Oak Farms, Dallas (multiple products); Schepps Dairy, Dallas (fluid); Price's Creameries, El Paso (fluid); Oak Farms, Houston (fluid); Gandy's Dairy Products, Lubbock (fluid); Southwest Ice Cream Specialties, McKinney (frozen); Oak Farms, San Antonio (fluid); Sulphur Springs Cultured Specialties (cultured); Oak Farms, Waco (fluid) Utah, Meadow Gold Dairy, Orem (frozen) Meadow Gold Dairy, Salt Lake City (fluid); Virginia PET Dairy, Portsmouth (fluid) Shenandoah's Pride, Springfield (fluid); Wisconsin, Verifine Dairy Products, Sheboygan (fluid); Morningstar Foods: Dean Foods, Thornton, Ill.; City of Industry, Calif.; Gustine, Calif.; Frederick, Md.; Delhi, N.Y.; Arlington, Tenn.; Sulphur Springs, Texas; Mt. Crawford, Va.; Madison, Wis.; Richland Center, Wis.; Rod's Food Products, City of Industry, Calif.; Ryan Foods Co., Murray, Ky. (Morningstar products include cottage cheese, sour cream, dip, yogurt, cream, half & half, non-dairy creamer, aseptic creamer, milk, soy beverages, egg nog, ice cream mixes, pre-whip topping, lactose free beverages, aerosol topping, dessert topping, dressing, egg substitute). <i>Puerto Rico plants sold Dec. 2002.</i></p>							
2 Kraft Foods North America Inc.	Northfield, IL	Mary Kay Haben, Pres. Kraft Cheese, Meals Enhancers	Pu/S	84% owned by Philip Morris	12/31/02	4,100	4,110
<p>Brands: Kraft, Philadelphia, Velveeta, Cheez Whiz, Breakstone's, Knudsen, Cracker Barrel, Polly-O, Churny, Athenos Products: Cheese, yogurt, cultured</p> <p>Plants (18): Beaver Dam, Wis. (cream cheese, dips); Bentonville, Ark. (cheddar); Campbell, N.Y. (mozzarella, ricotta); Canton, N.Y. (cheddar); Champaign, Ill. (processed cheese); Farmdale, Ohio (cottage cheese, sour cream); Lehigh Valley, Pa. (natural and processed cheese); Lowville, N.Y. (cream cheese); North Lawrence, N.Y. (yogurt, cottage cheese); New Ulm, Minn. (processed cheese, snacks); Rupert, Idaho (cream cheese); Springfield, Mo. (natural and processed cheese, cream cheese, aerosol cheese); South Edmeston, N.Y. (yogurt); Tulare, Calif. (parmesan, cheddar); Visalia, Calif. (sour cream, cottage cheese); Walton, N.Y. (cottage cheese, sour cream); Waupaca, Wis. (specialty cheeses); Wausau, Wis. (grated and shredded cheeses).</p>							
3 Land O'Lakes Inc.	Arden Hills, MN	Chris Polidnski, Exec. VP & COO	C		12/31/02	2,899	3,163
<p>Brands: Land O'Lakes, Lake to Lake, Alpine Lace, New Yorker Products: Cheese, butter, cultured</p> <p>Plants (12): California: Orland (cheese), Tulare (cheese, butter, cultured); Minnesota: Pine Island (dry cheese); Ohio: Kent (butter); Pennsylvania: Carlisle (butter); South Dakota: Volga (cheese); Wisconsin: Denmark (cheese), Greenwood (cheese), Kiel (cheese), Madison (butter), Spencer (cheese) *Gustine, Calif. plant sold in May '03 to Valley Gold LLC. Perham, Minn. whey plant closed in January '03.</p>							
4 Saputo Inc.	St. Leonard, Quebec	Lino Saputo, Chairman/CEO	Pu	Cheese Div. (USA) Cheese Div. (Canada), Milk	3/31/03	2,500	2,500
<p>Brands: Saputo, Stella, Frigo, Dragone, Dairyland, Baxter, Armstrong, Caron, Cayer, Frigo Cheese Head, orrainchon, Jos. Luis, Ah Caramell, Passion Flakie, Hop & Go, MayWest, Granny's, Nutrilait Products: Cheese, novelties, milk, cultured, dry products</p> <p>Plants (47): 33 in Canada, 14 U.S.</p>							
5 Schreiber Foods Inc.	Green Bay, WI	Dairy Ferguson, Pres./CEO	Pr		9/30/02	2,300	2,300
<p>Brands: Schreiber, School Choice, Cooper, Clearfield Deli, La Feria, American Heritage Products: Cheese, cream cheese, butter, blends</p> <p>Plants (16): Tempe, Ariz. (cheese); Carthage, Clinton (2), Monett & Mount Vernon, Mo. (all cheese); Pittsburgh (cheese); Logan & Smithfield, Utah (cheese); Green Bay, Wis. (2 plants-one cheese, one butter), Wisconsin Rapids, Wis. (cheese); Gainesville, Ga. (cheese); Acquired from Raskas Nov. 2002. St. Louis (cream cheese and sour cream); Shippensburg, Pa.; Stevensville Texas (both cream cheese)</p>							

(* Dairy Foods estimate.) (^ Figure adjusted from last year's table.)

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COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	02	01
6 National Dairy Holdings LP	Dallas, TX	Tracy Noll, Pres./COO	Pr	50% owned by Dairy Farmers of America	12/31/02	2,148	2,040 [^]
Brands: Borden, Kemps Crowley, Coburg, Heluva Good, Meadow Gold, Cream O' Weber, Flav-O-Rich, Velda and others Plants (32): Florida, Velda Farms, Miami & Winter Haven (fluid); Kentucky, Goldenrod, Madisonville (fluid) Flav-O-Rich, London, (fluid); Louisiana, Borden Lafayette, (fluid); Minnesota, Kemps, Duluth (fluid); Farmington, (cultured); Minneapolis (fluid); Rochester, Minn. (2-fluid products, frozen dairy products); Oak Grove (fluid); New Hampshire, Crowley Foods, Concord, (fluid); New York, Crowley, Albany, N.Y. (fluid); Arkport, N.Y. (cultured); Binghamton, N.Y. (fluid); LaFayetteville, N.Y. (cultured); Heluva Good, Sodus (cheese); Wolcott, (spreads); Pennsylvania, Kemps, Lancaster, (fluid, ice cream); Philadelphia (UHT products); Rosenberger's, Hatfield (fluid) Ohio, Dairymen's, Cleveland (fluid); H. Myer, Cincinatti (fluid); South Carolina, Coburg, Charleston (fluid); South Dakota, Gillette, Rapid City (fluid cultured) Texas, Borden, Austin, Conroe & Dallas (all fluid); Utah, Cream O' Weber, Salt Lake City (fluid); Virginia, Flav-O-Rich, Bristol, (cultured); Valley Rich, Roanoke (fluid) Wisconsin, Kemps Cedarburg (fluid). <i>Limited partnership formed in 2003 with HP Hood</i>							
7 Kroger Co Dairy Operations	Cincinnati, OH	Mike Nosewicz, VP Ted Redmond, VP	S		2/2/02	1,900	1,700
Brands: Kroger, Private Selection Products: Milk, ice cream, novelties, cultured, cheese Plants (18): Centennial Farms Dairy, Atlanta; Compton Creamery, Compton, Calif.; Crossroad Farms Dairy, Indianapolis; Heritage Farms Dairy, Murfreesboro, Tenn.; Jackson Dairy, Hutchinson, Kan.; Jackson Ice Cream, Denver; Layton Dairy, Layton, Utah; Michigan Dairy, Livonia, Mich.; Riverside Creamery, Riverside, Calif.; Southern Ice Cream Specialties, Marietta, Ga.; Springdale Ice Cream, Cincinnati, Ohio; Swan Island Dairy, Portland, Ore.; Tamarack Farms Dairy, Newark, Ohio; Tolleson Dairy, Tolleson, Ariz.; Turkey Hill Dairy, Conestoga, Pa.; Vandervoort Dairy, Fort Worth, Texas; Westover Dairy, Lynchburg, Va.; Winchester Dairy Farms, Winchester, Ky.							
8 Parmalat Canada	Toronto, Ontario	Michael Rosicki, Pres./CEO	S	P-Parmalat Finanziaria SpA (Italy)	12/30/02	1,800	1,600
Brands: Beatrice, Astro, Black Diamond, Lactantia, Santal, Balderson Products: Cheese, cultured, milk, juice, butter, ingredients Plants (28): Alberta: Calgary (milk), Lethbridge (cultured); Manitoba: Grunthal (cheese), Winnipeg (milk); Ontario: Belleville (cheese), Brampton (aseptic products, milk, creamers, juices), Mitchell (butter, cream cheese, evaporated products), Niagara on the Lake (cultured), St. George (industrial dairy products), Sudbury (milk), Thornloe (cheese), Thunder Bay (milk), Toronto (cultured), Winchester (butter, cheese, evaporated products); Quebec: Laverlochere (butter, evaporated products, cream cheese, powders), Marieville (cheese), Montreal (milk, creamers), St. Claude (butter, skim milk powder), St. Hyacinthe (milk, creamers), Victoriaville (butter, cheese, evaporated products, powders, margarine); (3 Canadian & 5 American plants make cookies)							
9 Dairy Farmers of America	Kansas City, MO	Gary Hanman, Pres./CEO	C	Fluid joint ventures not included in sales figure	12/31/02	1,585	1,700
Brands: Borden, Breakstone, Mid-America Farms, Sport Shake Products: Cheese, milk, dried products, canned & bottled drinks, whey Plants (27): California: Corona (cheddar, monterey jack, mozzarella, whey, cut & shredded cheese), Hughson (balancing facility, NFD, butter), Petaluma (cheddar, monterey jack, colby jack, dried whey), Turlock (mozzarella, condensed whey), Ventura (bottled dairy beverages); Willows (balancing facility, condensed skim); Colorado: Ft. Morgan (balancing facility, condensed milk); Indiana: Goshen (balancing facility, butter, cream, condensed products); Kentucky: Louisville (balancing facility, NFD, cream); Louisiana: Franklinton (balancing facility, NFD, cream, butter); Minnesota: Fergus Falls (cheddar, whey); Winthrop (dried whey, milkfat, NFD, butter); Zumbrota (cheeses, whey, dried products); Missouri: Cabool (infant formulas, adult nutrition formulas); Monett (cheddar, reduced mineral whey); Springfield (bottled dairy beverages); New Mexico: Lovington (cheddar, dried whey); Portales (balancing facility, condensed milk, NFD, cream); Pennsylvania: Mechanicsburg (bottled dairy beverages); New Mexico: Lovington (cheddar, dried whey); Portales (balancing facility, condensed milk, NFD, cream); Texas: El Paso (balancing facility, butter, condensed milk, NFD, buttermilk); Schulenburg (cheese sauces, shelf-stable dips and sauces); Sulphur Springs (cultured buttermilk, cream, condensed milk); Tennessee: Greeneville (balancing facility, condensed milk, whey); Utah: Beaver (balancing facility, condensed milk, cream); Smithfield (Swiss, cheddar, dried whey); Wisconsin: Plymouth (process cheeses).							
10 Leprino Foods Co	Denver, CO	James Leprino, Chairman	Pr		10/31/02	1,500	1,525
Brands: None Products: Mozzarella cheese Plants (10): Lemoore East, Lemoore West & Tracy, Calif.; Ft. Morgan, Colo.; Allendale & Remus, Mich.; Norfolk & Ravenna, Neb. (whey only); Roswell, N.M.; Waverly, N.Y. *Dodge and Hartington, Neb. Plants closed 2003.							
11 Dreyer's Grand Ice Cream Inc	Oakland, CA	Gary Rogers, Chairman, CEO	Pu	67% owned by Nestle (Merger completed 03)	12/31/02	1,346	1,211
Brands: Dreyer's, Edy's, Starbuck's, Godiva, Dreamery Products: Ice cream, novelties Plants (5): City of Commerce & Union City, Calif.; Fort Wayne, Ind.; Houston; Snelgrove, Utah (all ice cream & novelties)							
12 Agropur Cooperative	Granby, Quebec	R. Claude Menard, CEO	C	Ultima Foods Inc. (joint venture)	11/01/02	1,327	1,333
Brands: Oka, Vaudreuil, Ultra'milk, Sealtest, Natrel Ultra'Milk, Natrel Nutrition 24, Yoplait. * Source Products: Cheeses, butter, milk, specialty milk, yogurt Plants (19): Alberta: Lethbridge; British Columbia: Chilliwack; Ontario: Brantford, Bright Cheese House, Ottawa, Toronto, Sudbury; Quebec: Amqui, Beauceville, Granby (2), Notre Dame du Bon Conseil, Oka, Plessisville, Quebec, Saint-Alexandre, Saint-Bruno, Sainte-Hyacinthe, Saint-Laurent U.S.A.; Middlebury (Indiana) *Yoplait is sold under a distribution agreement.							

(* Dairy Foods estimate.) (^ Figure adjusted from last year's table.)

departure of Michael Polk (who defected to Unilever) and Irene Rosenfeld might signal trouble at Kraft. The news came just a week after the company announced that it was shifting its marketing approach slightly due to concerns about obesity lawsuits.

Land O' Lakes (No. 3) While fostering its already well-recognized brand, the Minnesota cooperative has also sold a couple plants this year. It also seems to have sold less dairy products, as sales were off significantly from 2001. But LOL is still in the top 3 of the Dairy 100, and in that sense, it's the largest processing co-op in the country.

Saputo Inc. (No.4) Canada's largest dairy processor jumps up a spot this year, after having been nudged out of the top 10 back in 2000. But Saputo is not just a Canadian concern. With offices in Montreal and in the Chicago area, and 14 plants in the United States, Saputo is truly a North American player, and one that keeps growing. Sales were actually down slightly in 2002, but with such a large portion of its business in cheese, that shouldn't be a major concern.

Schreiber Foods (No. 5) Now here's a company that defied conventional expectations in 2002. Primarily a manufacturer of commodity cheese, the big company from the little town of Green

Bay, Wis., derives much of its business from the sale of cheeseburgers. Yet Schreiber's sales grew from \$1.5 billion in 2001 to \$2.3 billion in 2002, according to sources close to the company—this at a time when foodservice sales are presumably slowing. Of course, there was the matter of the 2002 acquisition of Raskas Foods—a company which had billed itself as the largest private-label cream cheese maker in the United States. With bagels having become a staple of office grazing, Schreiber must be going like gangbusters in that arena. And with 16 plants, this is a company that can deliver.

And more surprises may be in store. With the announcement in May that it will acquire the cream cheese and sour cream assets of a ConAgra plant in Missouri, Schreiber's President and CEO Larry Ferguson was uncharacteristically chatty about future plans.

"Schreiber's growth strategy targets cream cheese and other dairy products," Ferguson said. "This acquisition enables Schreiber to expand our cream cheese business and further advance toward our vision of being a full-service dairy company."

Will Schreiber give Dean, National Dairy, and Hood a run for their money? Was Ferguson simply talking about a wider variety of cheeses and cultured products? He's not saying. But stay tuned.

story continued on page 34

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COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	2002	2001
13 Good Humor-Breyers Ice Cream	Green Bay, WI	Eric Walsh, President	S	P-Unilever Plc	12/31/02	1,300	1,194
Brands: Breyers, Popsicle, Klondike, Good Humor Products: Ice cream, novelties Plants (7): Clearwater, Fla. (novelties); Huntington, Ind. (ice cream); Hagerstown, Md. (novelties); Framingham, Mass. (ice cream); Sikeston, Mo. (novelties); Henderson, Nev. (ice cream & novelties) Simcoe Ontario							
14 WestFarm Foods	Seattle, WA	John Mueller, Pres./CEO	C/S	P-Northwest Dairy Assn. S-Olympic Foods; Dairy Export Co.	3/31/02	1,300	1,100
Brands: Darigold Products: Milk, cheese, cultured, ice cream, novelties Plants (11): California: Los Angeles (ice cream, novelties); Idaho: Boise (milk, soy products), Caldwell (powders); Jerome (dry/condensed products). Oregon: Medford (milk), Portland (milk); Washington: Chehalis (powders); Issaquah (cultured), Lynden (NFDM, condensed products), Seattle (milk, ice cream), Sunnyside (cheese, whey, dry products)							
15 Foremost Farms USA Cooperative	Baraboo, WI	David Fuhrmann, Pres.	C		12/31/02	1,167	1,330 ^A
Brands: Golden Guernsey, Foremost, Morning Glory Products: Cheese, cultured, milk, whey products, fruit juice Plants (23): Iowa: Decorah (cheese, whey), Waukon (whey protein concentrate, whey protein isolates); Minnesota: Preston (dry blends, whey protein concentrate); Wisconsin: Abbotsford (cheese, whey), Alma Center (mozzarella, whey), Appleton (2-mozzarella & whey), Chilton (Italian cheeses, whey), Clayton (mozzarella, whey), De Pere (milk, cultured), Hillsboro (specialty cheeses), Lancaster (cheeses, whey), Madison (juices, sports drinks), Marshfield (cheese, whey), Milan (mozzarella, whey), Plover (whey), Reedsburg (butter, butter blends, condensed skim), Richland Center (mozzarella, whey), Rothschild (whey, permeate, lactose), Sparta (powders, condensed, blends, cream, whey), Waukesha (milk, ice cream mix), Waumandee (cheeses, whey); Wilson (mozzarella, whey) *Facility closures scheduled for 2003 include Decorah, Appleton, Hillsboro, and Abbotsford.							
16 Prairie Farms Dairy Inc.	Carlinville, IL	Roger Capps, CEO	C	Several joint ventures, not included in sales figures	9/30/02	1,058	1,104
Brands: Prairie Farms, North Star, Pevely, Old Recipe Products: Milk, ice cream, novelties, cultured Plants (17): Illinois: Carbondale (cultured), Carlinville (milk), Decatur (ice cream), Granite City (milk), O'Fallon (ice cream), Olney (milk), Peoria (milk), Quincy (2) (milk, cultured), Springfield (ice cream mix); Indiana: Anderson (milk), Fort Wayne (milk, cultured), Holland (milk), Lafayette (novelties); Michigan: Galesburg (milk); Missouri: St. Louis (2) (milk, ice cream, novelties)							
17 California Dairies Inc.	Artesia, CA	Gary Korsmeier, Pres./CEO	C	S-Challenge Dairy, Los Banos Foods	12/31/02	1,030	1,100
Brands: Danish, Challenge Products: Milk, cheese, butter, powder, condensed milk Plants (5): California-Artesia (milk, powder), Fresno (milk, powder, butter), Los Banos (milk, butter), Tipton (milk, powder, butter), Turlock (butter, powder)							
18 Associated Milk Producers Inc.	New Ulm, MN	Mark Furth, Gen. Mgr.	C		12/31/02	1,000	1,000
Brands: State Brand, private label Products: Cheese, butter, powder, whey Plants (14): Iowa: Arlington (NFDM, cream), Mason City (instant milk), Sanborn (cheese, condensed whey), Sibley (NFDM, cream); Minnesota: Dawson (2) (cheese & whey, aseptic cheese sauce and pudding), Duluth (milk), Glencoe (cheese, whey protein concentrate), New Ulm (butter), Paynesville (cheese, condensed whey), Rochester (cheese, whey protein concentrate, lactose, ice cream mix); South Dakota: Freeman (NFDM, cream); Wisconsin: Blair (cheese, whey), Jim Falls (cheese, whey), Portage (cheese processing & packaging)							
19 HP Hood Inc.	Chelsea, MA	John A. Kaneb, Chairman, Pres./CEO	S	P-Catamount Holdings LP <i>Limited partnership formed in 2003 with National Dairy</i>	12/31/02	1,000	800
Brands: Hood, Hendries, Booth Bros., Carnation, Lactaid, Land O'Lakes, NesQuik, Horizon, Organic Cow Products: Milk, ice cream, novelties, cultured Plants (7): Suffield, Conn. (ice cream, novelties, frozen desserts); Portland, Maine (milk); Agawam, Mass. (milk, juices, drinks); Oneida, N.Y. (UHT fluid products); Vernon, N.Y. (cultured); Winchester, Va. (UHT fluid products); Barre, Vt. (milk)							
20 ConAgra Foods Inc.	Omaha, NE	Bruce Ronde, Chairman/CEO	Pu		5/25/03	900	900
Brands: County Line, Dorman's, Healthy Choice, Reddi-wip, Blue Bonnet, Fleischmann's, Parkay, Snack Pack, Squeeze 'n Go, Hershey's Products: Cheese, ice cream, whipped topping, margarine and spreads, pudding							
21 Yoplait-Colombo	Minneapolis, MN	Bob Waldron, President	S	P-General Mills Inc.		980	950
Brands: Yoplait, Colombo Products: Cultured Plants (3): Carson, Calif.; Methuen, Mass.; Reed City, Mich. (all make yogurt)							
22 Lactalis USA Sorrento Lactalis	New York, NY & Buffalo, NY	Eric Boutin, Pres./CEO	S	P-Grande Lactalis SA	12/31/02	900	900
Brands: President, Sorrento, Precious Products: Cheese Plants (6): San Jose, Turlock, Calif.; Nampa, Idaho; Buffalo, Goshen, N.Y.; Belmont, Wis. (all make cheese)							

(* Dairy Foods estimate.) (^ Figure adjusted from last year's table.)

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COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END		
23 Safeway Dairy Div.	Pleasanton, CA	Lawrence Jackson, Sr. V.P., Supply Operations	S	P-Safeway Inc., S-Vons, Randall's, Dominick's, Carr-Gottstein, Genuardi's	12/31/02	900*	810
Brands: Lucerne, Dairy Glenn, Safeway, Products: Milk, cultured, ice cream, novelties. Plants (17): Arizona-Tempe (milk); California- Los Angeles (2-milk, ice cream), San Leandro (milk); Colorado- Denver (2-milk, cheese); Maryland- Capital Heights (ice cream); Oregon- Clackamas (2-milk, cultured); Washington- Bellevue (2-milk, ice cream), Moses Lake (milk); Alberta- Edmonton (2-milk, cultured & ice cream); British Columbia- Vancouver (milk); Manitoba- Winnipeg (2-milk, ice cream & cheese)							
24 Great Lakes Cheese Co.	Hiram, OH	Gary Vanic, President	Pr	S-Empire Cheese Inc.	12/31/02	851	843
Brands: Great Lakes, Rico Mia, America's Accent Products: Cheese Plants (6): Adams & Cuba, N.Y. (cheese manufacturing); Hiram, Ohio (cheese packaging); LaCrosse, Wis. (processing cheese); Plymouth, Wis. (packaging); Fillmore UT, (cheese packaging)							
25 Wells' Dairy Inc.	Le Mars, IA	Gary Wells, CEO	Pr		12/31/02	800	650
Brands: Blue Bunny Products: Ice cream, novelties, cultured, milk Plants (4): LeMars, Iowa (2 ice cream & novelties, 1 milk & cultured); Omaha, Neb. (milk & cultured)							
26 Winn-Dixie Dairy Products	Jacksonville, FL		S	P-Winn Dixie Stores Inc.	6/25/02	750*	730*
Brands: Winn-Dixie Products: Ice cream, cultured, milk Plants (6): Montgomery, Ala. (milk); Miami (milk); Plant City, Fla. (milk, ice cream); Hammond, La. (milk); High Point, N.C. (milk, cultured); Greenville, S.C. (milk, ice cream)							
27 Ice Cream Partners USA	San Ramon, CA	James Dintaman, CEO	Pr	Nestlé (merged with Dreyer's Grand, '03)	12/31/02	620*	600*
Brands: Nestlé, Häagen-Dazs Products: Ice cream, novelties Plants (3): Bakersfield, Calif. (novelties); Tulare, Calif. (ice cream, novelties); Laurel, Md. (novelties)							
28 Parmalat USA	Wallington, NJ	Michael Rosicki, Pres./CEO	S	P-Parmalat S.p.A. (Italy)	12/31/02	608*	605
Brands: Parmalat Milk Box, Parmalat Sunnysdale, Parmalat Atlanta Dairies, Farmland, Clinton, Welsh Farms, Kinnett, Peelers, Mathis Products: Milk, ultrapasteurized milk, ice cream, novelties Plants (6): Decatur, Ala. (milk, ice cream mix); Atlanta, Ga. (milk, juices); Grand Rapids, Mich. (UHT milk); Wallington, N.J. (milk, ESL milk); West Caldwell, N.J. (ice cream, novelties); Brooklyn, N.Y. (milk)							
29 Dannon Co. Inc.	Tarrytown, NY	Thomas Kunz, President	S	P-Groupe Danone S.A.	12/31/02	595*	577
Brands: Dannon, Danimals, Sprinkl'ins, la Crème, Frusion, Light 'n Fit, Light 'n Fit Creamy, Whipped, Actimel Products: Cultured Plants (3): Minster, Ohio; Fort Worth, Texas; West Jordan, Utah (all yogurt)							
30 Hilmar Cheese Co.	Hilmar, CA	John Jeter, Pres./CEO	Pr		12/31/02	560*	550
Brands: None Products: Cheese Plants (1): Hilmar, Calif. (cheese, whey protein concentrate, lactose)							
31 NZMP (USA) Inc.	Lemoyné, PA	Allan Burton, Pres.	S	P-Fonterra S-Milk Products Holdings	6/30/02	560	550
Products: Cheese, milk proteins, cheese ingredients Plants (6): Allerton, Iowa; Pollock, S.D. (both dairy ingredients); Greenwood Valley Cheese, Greenwood, Wis.; (following are part of DairiConcepts joint venture with DFA): Kansas City & Springfield, Mo.; Hummelstown, Pa.							
32 Agri-Mark Inc.	Methuen, MA	Paul Johnston, President	C	S-Cabot Creamery (sales figures include Cabot), Cheese	11/29/02	551	625
Brands: Cabot, McCadam Products: Cheese, butter, milk, cultured, non-fat powder Plants (4): West Springfield, Mass. (butter, cream, condensed products, NFD); Cabot, Vt. (cheddar, cultured); Middlebury, Vt. (cheddar, whey protein); Chateaugay, N.Y.							
33 Bongrain N.A.	Mahwah, N.J.	Tom Swartele, President	S	P-Bongrain S.A.; S-Advanced Food Products (JV with Land O'Lakes)	12/31/02	540*	480
Brands: Alouette, Fleur de Lait, Saldena, Ile de France, Real Fresh Products: Cheese, cream cheese, cheese sauce, dips, spread, puddings, dairy beverages Plants (8): BC USA subs.-City of Industry, Calif. (cheese); Los Angeles (cream cheese); Lena, Ill. (cheese); New Holland, Pa. (cream cheese); SFI Corp. subs. Fairfield, N.J. (specialty cheeses); Adv. Food Prod. subs.-Visalia, Calif., New Holland, Pa., Northumberland, Pa., Clearlake, Wis. (cheese sauce, dips, puddings, spreads, dairy bevs)							

(* Dairy Foods estimate.) (^ Figure adjusted from last year's table.)

COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	2002	2001
34 Sargento Inc. Brands: Sargento, Products: Cheese Plants (3): Hilbert, Wis. (processed cheese); Kiel, Wis. (snacks); Plymouth, Wis. (slices, shreds)	Plymouth, WI	Louis Gentine, Chairman	Pr		12/31/02	534	484
35 Davisco Foods Int'l Inc. Products: Cheese, whey ingredients	LeSueur, MN	Mark Davis, President	Pr			510*	500*
36 Publix Dairy Div. Brands: Publix Products: Ice cream, milk	Lakeland, FL		S	P-Publix Super Markets Inc.	12/31/02	495*	495*
37 Glanbia Foods Inc. Brands: None Products: Cheese, whey protein concentrates, milk calcium, whey protein isolate, lactoferin Plants (4): Idaho-Gooding (2-cheese, whey); Richfield (whey); Twin Falls (cheese)	Twin Falls, ID	David Thomas, President	S	P-Glanbia Plc (Ireland) (subsidiary Glanbia Nutritionals is now a subsidiary of Plc)	12/31/02	441	485
38 Alto Dairy Cooperative Brands: None Products: Cheese, whey products Plants (2): Alto & Black Creek, Wis. (both cheese)	Waupun, WI	Larry Lemmenes, President	C		6/30/02	430	402
39 HEB Dairy Div. Products: Milk, ice cream, cultured	San Antonio, TX	Tony Garcia, dir. of dairy operations	S	P-H. E. Butt Grocery Co.		425*	415*
40 Neilson Dairy Ltd. Brands: TruTaste, Neilson, Udderly Cool Products: Milk, cultured, drinks Plants (3): Ontario-Georgetown, Oakville, Ottawa (all milk, juices, drinks)	Georgetown, Ontario	Judy McCrie, VP/Gen. Mgr.	S	P-George Weston Ltd.	12/31/02	360*	360
41 Stremicks Heritage Foods Brands: NesQuik, CoffeeMate, Nestea, Kern's Nectar Products: Milk, non-dairy creamers, drinks, ice cream mixes, soy, juices Plants (3): California: Cedar City (rice & soy drinks, CoffeeMate, juices), Riverside (coffee creamer, juices); Santa Ana (UHT milk)	Santa Ana, CA	Lou Stremick, Pres./CEO	Pr		12/31/02	350	250
42 Hiland Dairy Brands: Hiland, Prairie Farms, store brands Products: Ice cream, cultured, milk Plants (6): Fayetteville, Ark. (milk); Fort Smith, Ark. (milk); Wichita, Kan. (milk, cultured); Springfield, Mo. (milk, ice cream); Oklahoma: Norman, Chandler (milk, cultured, ice cream)	Springfield, MO	L. G. Oller, Pres./Gen. Mgr.	Pr	P-Prairie Farms, Dairy Farmers of America	9/30/02	340*	340
43 Grassland Dairy Products Inc. Brands: Grassland, private labels Products: Butter, butter oil, butter blends, buttermilk, milk Plants (1): Greenwood	Greenwood, WI	Dallas Wuethrich, President	Pr		12/31/02	338	335
44 Swiss Valley Farms Co. Brands: Swiss Valley Products: Milk, cheese, cultured Plants (6): Illinois-Chicago (milk); Iowa-Cedar Rapids (cultured), Dubuque (milk), Luana (swiss cheese); Wisconsin-Mindoro (blue cheese), Platteville (swiss cheese)	Davenport, IA	Eugene Guast, CEO	C		9/30/02	320	310
45 Keller's Creamery Brands: Keller's, Hotel Bar Products: Butter, butter oil, condensed milk, cheese, powdered milk	Harleysville, PA	Frank Otis, Pres./CEO	S	P-Dairy Farmers of America	12/31/02	308	308
46 Master Foods Inc. (formerly M&M Mars) Brands: Dove, Snickers, Milky Way, M&M's, Dreyer's Edy's presents Products: Novelties, ice cream Plants (1): Burr Ridge, Ill. (novelties, ice cream)	Hackettstown, NJ		Pr	P-Mars Inc.	12/31/02	307	306

(* Dairy Foods estimate.)

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COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	2002	2001
47 Foster Farms Dairy	Modesto, CA	Ron Foster, CEO	Pr		12/31/02	300	300
Brands: Foster Farm Dairy Products: Milk, ice cream, butter, cultured, juices, milk powder Plants (2): California-Fresno (milk); Modesto (milk, powder & butter; cultured & ice cream)							
48 Maryland and Virginia Milk Producers Co-op	Reston, VA	Jay Bryant	C	S-Valley Milk Products Gen. Mgr.	12/31/02	296*	294
Brands: Marva Maid, Products: Milk, butter, juice, ice cream mixes Plants (3): Laurel, Md. (butter, powder, condensed); Newport News, Va. (milk); Strasburg, Va. (powder, condensed)							
49 Blue Bell Creameries LP	Brenham, TX	Howard Kruse, Pres./CEO	Pr		12/31/02	280*	265*
Brands: Blue Bell Products: Ice cream, novelties Plants (4): Sylacauga, Ala. (ice cream); Broken Arrow, Okla. (ice cream); Brenham, Texas (2-ice cream; novelties)							
50 Roberts Dairy	Omaha, NE	Jeff Powell, Pres./Gen. Mgr.	Pr	P-Prairie Farms, Dairy Farmers of America; S-Hiland-Roberts Ice Cream	9/30/02	280*	280
Brands: Roberts, Prairie Farms, store brands Products: Milk, ice cream, novelties, cultured products, juices & drinks Plants (5) Nebraska- Omaha (fluid, culture), Norfolk (ice cream) Missouri- Kansas City, Iowa City (both fluid); Des Moines, IA (fluid)							
51 Super Store Industries	Stockton, CA	Dennis Winter, CEO	S	P-Raley's, Save Mart supermarkets		280*	275*
Brands: Sunnyside Farms Products: Milk, cheese, ice cream, novelties, cultured, juice							
52 Tillamook County Creamery Assn.	Tillamook, OR	James McMullen, Pres./CEO	C		12/31/02	254	241
Brands: Tillamook, Bandon Products: Cheese, milk, butter ice cream, cultured, whey products Plants (2): Oregon, Boardman (cheese), Tillamook (all products)							
53 Ben & Jerry's Homemade Inc.	So. Burlington, VT	Yves Couette, CEO	S	P-Unilever Plc		252*	237*
Brands: Ben & Jerry's Products: Ice cream, novelties, frozen yogurt Plants (2): St. Albans & Waterbury, Vt. (Springfield plant sold to Ellsworth Ice Cream in 2003)							
54 First District Assn.	Litchfield, MN	Clinton Fall, President	C		9/30/02	252	267*
Brands: Fieldgate Products: Milk, cheese, whey protein concentrate, lactose Plants (1): Litchfield							
55 Carvel Corp.	Farmington, CT	Thane Pressman, CEO	Pr	P-Roark Capital Group	12/31/02	235*	230
Brands: Carvel Products: Ice cream, ice cream cakes Plants (6): Commerce, Calif.; Fort Lauderdale & Tampa, Fla.; Jessup, Md.; Marlborough, Mass.; Moorestown, N.J. (all ice cream, ice cream cakes, novelties)							
56 Friendly Ice Cream Corp.	Wilbraham, MA	Donald N. Smith, Chairman/CEO	Pu	Primary business is ice cream shop restaurants	12/31/02	227*	215*
Brands: Friendly Ice Cream Products: Ice cream, novelties Plants (1): Wilbraham							
57 Turner Holdings LLC	Covington, TN	Steve Polim Torney, Co-President	Pr	P-Crest Hills Dairy, Coleman Dairy, Gold Star Dairy	12/31/02		
Brands: Turner, Coleman Products: Milk, ice cream, novelties, cultured Plants (5): Little Rock, Ark. (2-fluid products); Fulton, Ky. (fluid products); Memphis, Tenn. (fluid products); Covington, Tenn. (cultured, ice cream)							
58 Shamrock Farms	Phoenix, AZ	Norman McClelland, CEO	S	P-Shamrock Foods			
Brands: Shamrock Farms, Sundae Best, Sunland, Rattleshake, Mmmilk Products: Milk, ice cream, novelties, cultured Plants (1): Phoenix (milk, cultured products)							
59 Santee Dairies Inc.	City of Industry, CA	Paul Bikowitz, Pres./COO	Pr	P-Kroger, Santee Brands	12/31/02		
Brands: Knudsen, Foremost, private labels Products: Milk, juices Plants (1): City of Industry							

(* Dairy Foods estimate.) (^ Figure adjusted from last year's table.)

10 Years of the Dairy 100 A Decade of Change

COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	'02	'03
60 Kohler Mix Specialties	White Bear, MN	J. D. Clarkson, President	S	P-Michael Foods Inc. (to be sold to Dean Foods in '03)	12/31/02	190	147*
Brands: None Products: Ice cream mix, milk, coffee creamers, soy products Plants (3): Newington, Conn.; White Bear Lake, Minn.; Sulphur Springs, Texas (all products at all locations)							
61 Bongards Creameries Inc.	Norwood, MN	Tom Otto, Gen. Mgr.	C		12/31/02	185*	185*
Brands: Bongards Products: Cheese Plants (1): Norwood							
62 Upstate Farms Cooperative Inc.	Buffalo, NY	Bob Hall, CEO	C	S-O-At-Ka Milk Products (sales not included) See below No. 63	6/30/02	185	170
Brands: Bison, Upstate Farms, Milk For Life, Intense Milk Products: Milk, ice cream, cultured, juices Plants (3): Buffalo, N.Y. (2-milk & ice cream; cultured), Rochester, N.Y. (milk)							
63 Crystal Cream and Butter Co.	Sacramento, CA	Mike Newell, President	Pr		12/31/02	177*	175
Brands: Crystal, McColls, Vitafreeze, private labels Products: Milk, ESL products, ice cream, mixes, novelties, cultured, butter Plants (3): All in Sacramento							
64 Horizon Organic Dairy Inc.	Longmont, CO	Chuck Marcy, Pres./CEO	Pu	P-Horizon Organic Holding Corp. S-Organic Cow of Vermont <i>Purchased by Dean Foods 2003</i>	12/31/02	177*	159
Brands: Horizon Organic Products: Milk, cheese, cultured, juices, eggs							
65 Instantwhip Foods Inc.	Columbus, OH		Pr	Douglas Smith, President		160	N.A.
Brands: Instantwhip, YAMI Yogurt, Ambrosia® Gourmet Frozen Yogurt, private label, others Products: Dairy and non-dairy whipped toppings, creamers, yogurt, sour cream milk, ice cream, mixes. Plants (9): Phoenix, Ariz.; Brea, Calif.; Oakland, Calif.; Rockwood, Mich.; Buffalo N.Y. Syracuse, N.Y., London, Ohio, Bethlehem, Pa., San Antonio, Texas.							
66 O-At-Ka Milk Products Cooperative Inc.	Batavia, NY	Mac McCampbell COO	S	Affiliated with Upstate Farms Co-op, Niagra Co-op, Dairylea Co-op	12/31/02	150	165
Brands: Gold Cow, Spring Farm Products: Milk, butter, condensed & dry milk products, canned evaporated milk, milk-based beverages, infant formula and other Nutritional Products Plants (1): Batavia							
67 Smith Dairy Products Co.	Orrville, OH	Steve Schmid, President	Pr		9/30/02	140*	137*
Brands: SMITH'S, Ruggles, Festival, Whale of a Pail, Moovers, Class Act Products: Milk, ice cream, cultured Plants (2): Richmond, Ind. (softserve mix, milk, UHT), Orrville, Ohio (milk, ice cream, cultured, juices, drinks)							
68 Level Valley Creamery Inc.	West Bend, WI	Al Costigan, Pres./CEO	Pr		12/31/02	138*	138*
Brands: Level Valley Products: Butter, cream cheese, condensed milk Plants (2): Nashville, Tenn. (butter, condensed milk, powders); West Bend, Wis. (cream cheese, butter)							
69 Michigan Milk Producers Assn.	Novi, MI	John Dilland, Gen. Mgr.	C		9/30/02	137	154
Brands: None Products: Milk, cream, butter, powder, condensed milk Plants (2): Constantine & Ovid, Mich. (all products at both locations)							
70 Johanna Foods Inc.	Flemington, NJ	Robert Facchina, Pres./CEO	Pr			136*	128*
Brands: La Yogurt, Tree Ripe, Ssips, Chiquita Coolers, Sabor Latino. Products: Cultured, juices, aseptic juices and drinks							
71 Century Foods International	Sparta, WI	Rick Halverson National Sales Director	Pr		12/31/02	135	100
Brands: CenPrem, Lacey Delite, Ready Cheese, Nu-Century Whey, Isolac Products: Cheese, whey products, dry dairy ingredients, ready-to-drink and powder drinks, nutritional bars Plants (5): Arcadia, Wis. Sparta, Wis. (4 plants) (all products)							

(* Dairy Foods estimate.)

COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	2001	2002
72 Anderson Erickson Dairy Co.	Des Moines, IA	Jim Erickson, CEO	Pr		12/31/02	130	130
Brands: Anderson Erickson, AE Farms, private label Products: Milk, cultured, juices Plants (1): Des Moines							
73 Guida-Seibert Dairy Co.	New Britain, CT	Al Guida, Pres./CEO	Pr		8/31/02	130	130
Brands: Guida's Products: Milk, ice cream, ice cream mix, cultured, juices, drinks, water Plants (1): New Britain							
74 Milkco Inc.	Asheville, NC	Charles Garthel, President	S	Ingles Markets		120	NA
Brands: Private Label Products: Milk, flavored milk, drinks, ice cream mix, water Plants (1): Asheville							
75 Melody Farms LLC	Livonia, MI	Rodney George, President	Pr	40% owned by Dairy Farmers of America	3/31/02	115	89
Brands: Melody Farms, Strohs Products: Milk, ice cream Plants (2): Detroit (ice cream), Lansing, Mich. (milk)							
76 Wilcox Dairy Farms LLC	Roy, WA	Jim Wilcox, Barrie Wilcox, co-CEOs	Pr		12/31/02	148	118
Brands: Wilcox, Curly's Products: Milk, Plants (3): Salem, Ore.; Cheney & Roy, Wash.							
77 Bel/Kaukauna U.S.A.	Kaukauna, WI	Robert Gilbert, President	S	P-Fromageries Bel SA (France)	12/31/02	116	105
Brands: Laughing Cow, Kaukauna, Wispride, Mini Babybel, Price's Pimiento Spread, Merks and Owl's Nest Products: Cheese, cheese spreads Plants (2): Leitchfield, Ky.; Little Chute, Wis. (both cheese & cheese products)							
78 Giant Foods Inc.	Landover, MD	Dave Larson, VP Manuf. and Transp.	S	P-Ahold USA (grocery chain)	12/31/02	115	115
Brands: Super G Products: Milk, ice cream Plants (2): Landover (milk); Jessup, MD (ice cream)							
79 Producers Dairy Foods	Fresno, CA	Richard Shehadey, President	Pr		9/30/02	112	108
Brands: None Products: Milk, cultured, drinks Plants (1): Fresno							
80 Gossner Foods Inc.	Logan, UT	Dolores Gossner Wheeler, Pres./CEO	Pr		9/30/02	110	104
Brands: Gossner Foods, High Mountain, Imperial Valley, private labels Products: Cheese, milk, aseptic milk, whey powder, drinks Plants (3): El Centro, Calif.; Logan, Utah (2)							
81 United Dairy Inc.	Martin's Ferry, OH	Joseph L. Carson, President	Pr		12/31/02	109	113
Brands: United Quality Chekd, United Valley Bell Products: Milk, cultured, ice cream, novelties Plants (2): Martins Ferry, Ohio, Charleston, W. Va. (all products)							
82 F&A Dairy Products	Las Cruces, NM	Jeff Terranova, Pres.	Pr		12/31/02	108	112
Products: Cheese Plants (2): Las Cruces, N.M.; Dresser, Wis. (both cheese)							
83 Fieldbrook Farms	Dunkirk, NY	James Greco, President	Pr	S-Deering Ice Cream Co.	12/31/02	107	107
Products: Ice cream, novelties, whipped topping Plants (1): Dunkirk							
84 Brewster Dairy Inc.	Brewster, OH	Fritz Leeman, President	Pr			107	107
Brands: Amish Classics Products: Cheese Plants (2): Stockton, Ill.; Brewster, Ohio (both cheese)							

(* Dairy Foods estimate.)

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COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END	02	01
85 Braum's Ice Cream Co.	Oklahoma City, OK	William H. Braum, Owner & President	S	P-W.H. Braum Inc. (Main business is dairy stores/restaurants)		100*	100*
Brands: Braum's Products: Milk, ice cream, novelties, cultured Plants (1): Tuttle, Okla. (all products)							
86 Clover Farms Dairy Co.	Reading, PA	Richard L. Hartman, Pres.	P		12/31/02	100	100
Brands: Clover Farms, private labels Products: Milk, juices, teas, drinks Plants (1): Reading							
87 Cass-Clay Creamery Inc.	Fargo, ND	Keith Pagel, President	Pr		12/31/02	99*	98
Brands: Cass-Clay Products: Cheese, ice cream, cultured, milk Plants (3): Fargo, N.D. (milk, butter, ice cream, cheese, cultured); Mandan, N.D. (milk); Hoven, S.D. (cheese)							
88 Stonyfield Farm, Inc.	Londonderry, NH	Gary Hirshberg, President & CEO	Pr	40% owned by Groupe Danone, France	12/31/02	96	83
Products: Yogurt, Frozen Yogurt, Yogurt Smoothies, Ice Cream, and Cultured Soy Brands: Stonyfield Farm Plants (1): Londonderry							
89 Bareman Dairy Inc.	Holland, MI	Stan Bareman, President	Pr		9/30/02	94	87
Products: Milk, ice cream, novelties, cultured, juices, drinks Plants (1): Holland							
90 United Dairy Farmers Inc.	Cincinnati, OH	A. Bradford Lindner, CEO	Pr		12/31/02	91*	90
Brands: United Dairy Farmers, Home Made Brand, Crazy Kreams, Micro Shake Products: Milk, ice cream, novelties, cultured Plants (1): Cincinnati							
91 Schneider's Dairy	Pittsburgh, PA	William Schneider, pres.	Pr		3/31/02	90	88
Brands: Schneider Valley Farm, Mong Products: Milk, cheese, drinks, ice cream mix							
92 Dietrich's Milk Products Inc.	Reading, PA	Thomas W. Dietrich, Pres./CEO	Pr		12/31/02	89*	88
Products: Powder, cream, skim milk, non-dairy dry whey, lactose Plants (2): Middlebury Center & Reading, Pa. (all products)							
93 Hershey Creamery Co.	Harrisburg, PA	George Hugh Holder, Pres.	Pu		12/31/02	89	89
Products: Ice cream, novelties Plants (1): Harrisburg							
94 CoolBrands International	Markham, Ontario	David Stein, President	Pu	S-Kayla Foods (formerly Yogen Fruz World-Wide)	8/31/02	88*	87
Brands: Yogen-Fruz, Eskimo Pie, I Can't Believe It's Yogurt, Bressler's, Golden Swirl Products: Ice cream, ice cream mix, novelties							
95 Oakhurst Dairy	Portland ME	Stanley Bennett, President	Pr		12.31/02	86	84
Brands: Oakhurst Plants (1): Portland							
96 Wawa Dairies	Wawa, PA	Theré du Port, VP	Pr	P-Wawa Inc.		80	76
Brands: Wawa Products: Milk, juices, drinks							
97 Plainview Milk Products	Plainview, MN	Dallas Moe, Gen. Mgr.	C		9/30/02	78	77
Products: Milk, butter, powder Plants (1): Plainview							
98 SouthWest Dairy	Tyler, TX	Fred Calvert, Sr. VP, Mfg.	S	P-Brookshire Grocery Co.	9/30/02		75
Brands: Le Carb, Goldenbrook Products: Milk, ice cream, drinks, water Plants (3): All in Tyler							

(* Dairy Foods estimate.)

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COMPANY	LOCATION	DAIRY EXECUTIVE	TYPE	PARENT CO./SUBSIDIARIES	FY END		
99 Richfood Dairy Div.	Richmond, VA	Jan tenPas III, VP/GM	S	P-SuperValu Inc.	2/24/02	68	64
Brands: Richfood, store brands Products: Milk, cream, drinks, soy Plants (1): Richmond							
100 TCBY Systems LLC.	Salt Lake City, UT	Larry Hodges, Pres./CEO	Pr	P-Capricorn Investors (under Mrs. Fields Famous Brands S-Americana Foods)		66	66
Products: Ice cream & frozen yogurt, novelties Brands: TCBY Plants (1): Americana Foods, Dallas, Texas (ice cream & frozen yogurt)							

(* Dairy Foods estimate.)

National Dairy Holdings (No. 6) The second largest full-line dairy company in the United States, National Dairy is not as enigmatic as it was a year or two ago. An attempted merger with HP Hood has made the company a household name in the dairy industry. Speaking of names, the Marigold division has changed its name to Kemp's, while Heluva Good remains Heluva Good. National Dairy's overall sales were down slightly in 2002 from \$2.14 billion to \$2.04 billion. For a company that was brand new two years ago, that's probably not too alarming. The deal with HP Hood did not come to complete fruition, but the companies have formed a partnership of sorts with the top executive from each taking a position on the other's board. Both companies say it will allow the kind of synergies that were driving the merger discussion in the first place.

Dairy Farmers of America (No. 9) Dairy Farmers of America actually dropped a couple spots this year, but don't let that fool you. As a 50% owner of National Dairy and a participant in a number of other joint ventures, DFA is not only the largest (by member) farm cooperative in the United States, it is also one of the largest processors. Processed dairy sales are actually down by more than \$400 million from two years ago, but the landscape was different then, with National Dairy still in its birth stage and DFA still a partner in Dean's predecessor Suiza Foods. DFA still operates 27 plants of its own from Pennsylvania to California. As a result of the partnership between Hood and National Dairy, DFA will also become a stakeholder in Hood.

Dreyer's Grand Ice Cream (No. 11) Dreyer's has drawn a lot of attention in the past year as it wrestled with governmental concerns over the merger with Nestlé's Ice

Cream Partners (No. 27). The result is the creation of the largest ice cream concern in North America. The combined company will most likely join the top 10 next year. Meanwhile, Dreyer's continued to grow its own business in 2002, with sales totaling more than \$1.3 billion. ■

