European Bakery Companies Panorama 2026

5th Edition

Country Markets and Trends by Product and by Technology

Bread – Viennoiserie – Patisserie – Savoury pastry

Fresh – Packaged – Bake-off

The Top 50 Bakery Companies in Europe and Türkiye

Proposal June 2026

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Scope

Products	**All bakery products and technologies:** products (bread, viennoiserie, patisserie, savoury pastry snacks); unpackaged and packaged; storage forms (fresh, ambient, chilled, frozen); production methods (from scratch artisanal/in-store, industrial fresh, bake-off and packaged).
Markets	**All distribution channels**: artisanal bakers, modern and traditional retail, foodservice and bakery chains.
Countries	**30x country reports:** 12 key European countries: DE, FR, IT, ES, RO, PL, BE, NL, HU, SE, DK, UK, as well as TR. 17 brief overview for GR, CZ, BG, PT, AT, CH, IE, NO, FI, SK, HR, LT, CY, LV, SI, EE, MT.
Companies	**Profiles of 50 industrial bakery companies**.
When	2015 - 2019 – 2025/2026 data – 2030 forecast.

What you get

Webinar	♦ **Publication webinar** highlighting the key research conclusions and insights from the study. Enables clients to maximise value from the research and disseminate insights to key staff.
Synthesis Report (≃80 pgs)	♦ **A unique and comprehensive overview of the European bakery industry.** Bakery markets summary tables: European consumption, distribution and production structure for each bakery product, trends. Overview of the dynamics which are driving the European bakery industry and of the strategies of the main players. League tables of the major bakery companies in Europe, ranked by bakery turnover and by main technology. Pan European view of consolidation and structure: all the important news and events on the European bakery industries and markets.
Country Reports - Major country: (≃ 35 pgs/country) - Brief overview (≃ 2 pgs/country)	♦ **The description of the bakery markets and industry structures in 30 countries** Two levels of coverage are defined based on the country's relative importance. **Major country (13 countries):** consumption trends and historical split according to the product and technology used (fresh, packaged). Distribution channels: retail (modern, traditional) and foodservice (commercial, social, bakery chains). Production structure: artisan bakers, modern retailers' in-store scratch baking and industrial bakers (fresh, packaged and bake-off). 2030 trends for all the above elements and for all bakery products. All the major events affecting the bakery industry over the last five years. List of the main industrial bakery companies – with their production structure overview. **Brief overview country (17 countries):** Same level of quantitative data coverage, with a brief summary commentary.
Dataset	♦ A comprehensive dataset including all the quantitative data for each country covered
Company Profiles (2-3 pgs/company)	♦ **A focused review of each of the major European industrial bakers.** 50 short, insightful and informative profiles covering: Historical development, main recent events Bakery product activities by product and by technology (fresh, packaged and bake-off), manufacturing plants. NPD Sales channels and export activities Financial overview

Reports and Cost

Report	Electronic, printable and searchable PDF files. The reports are published in English.
Cost	**EUR 15,000** (before any applicable tax) for the full report.

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Proposal Contents

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1. Hot topics covered in the study (1/2)

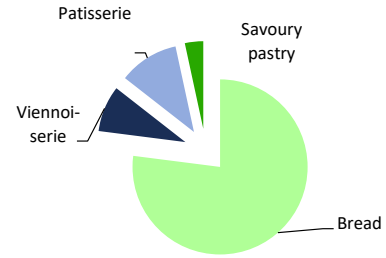
The European bakery market is mature and seeking new growth drivers

Gira estimates that the European market for bread, viennoiserie, patisserie and savoury pastry snacks amounted 31.8 million tons in 2023.

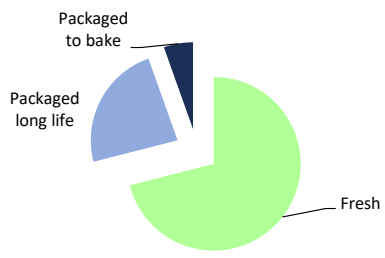
The Gira Panorama 2026 will present and analyse all major developments in this market, which is overall mature across Europe.

- In a low-growth market, how is **consumption** evolving in quantitative terms, by country and by product category? Where are the opportunities? How will major consumer trends shape the bakery sector?
- **Distribution:** How will retail evolve relative to foodservice in a market where new bakery and foodservice concepts are increasingly blurring the boundaries between the two? Will hard discount stores continue to increase market share?

Bakery product consumption by product, Europe, 2023

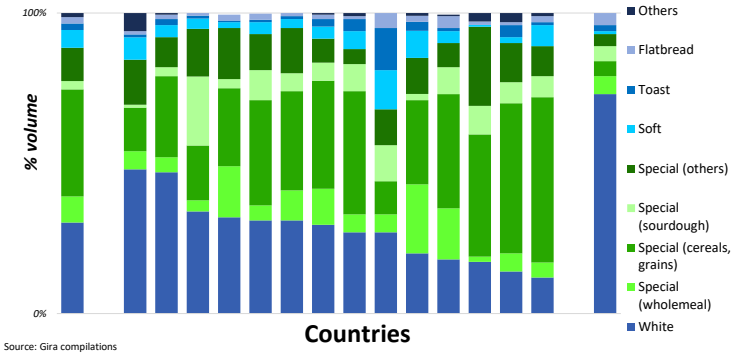


Source: Gira compilation



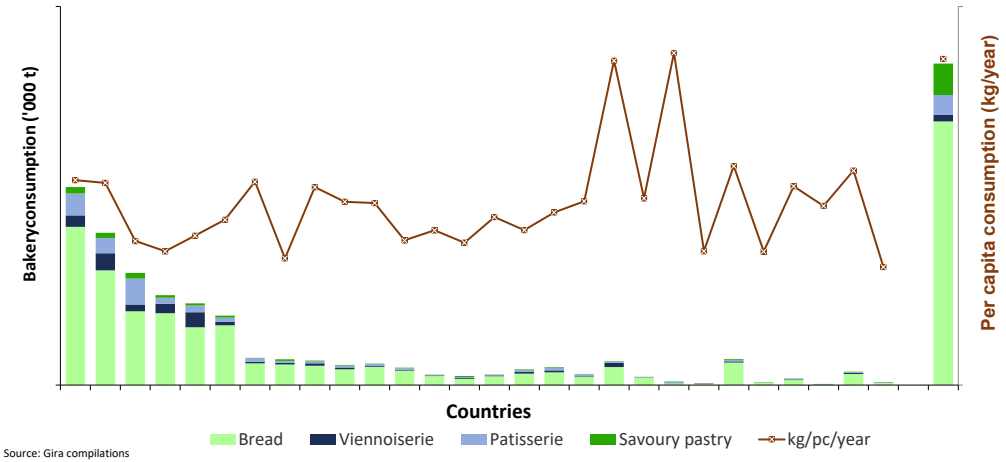
Source: Gira compilation

Fresh bread recipe breakdown by country, Europe + TR, 2023



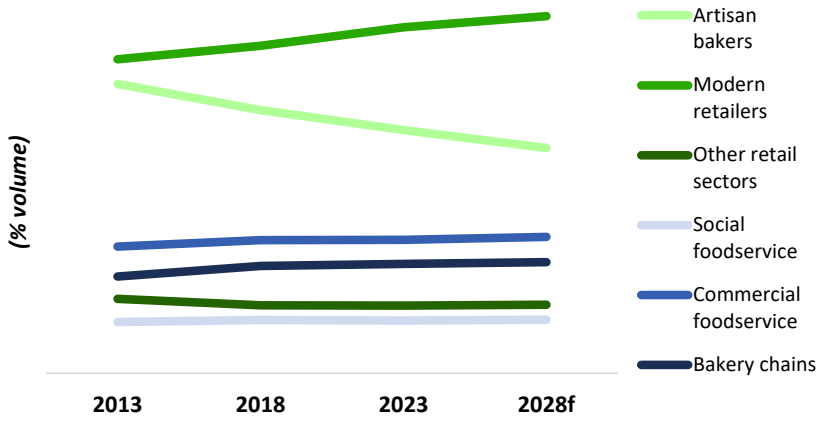
Source: Gira compilations

Bakery product consumption, Europe + Turkey – Total and per capita, 2023



Source: Gira compilations

Bakery product distribution structure, Europe, 2013/2028f



Source: Gira compilations

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Hot topics covered in the study (2/2)

Bakery operators and production strategies

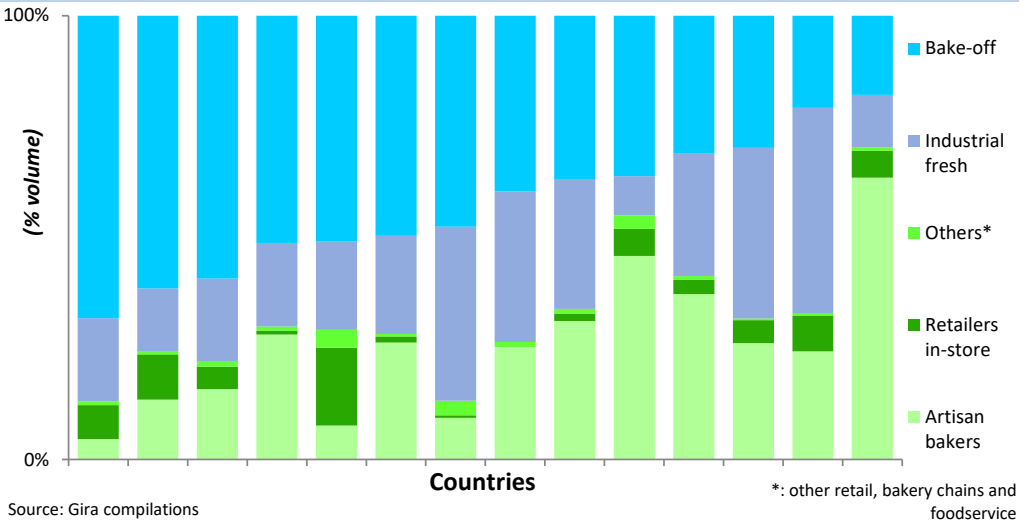
A standard production breakdown is used as the framework for our overview of the industrial structure and perspectives, of each bakery product in each country – as well as for showing their relative importance at European level.

As of 2023, industrial supply accounted for 62% of total bakery product supply in Europe, against 33% for artisanal manufacturers, and the share of industrial supply could increase further, driven by the dynamism of bake-off. At the same time, artisanal supply remains resilient in certain countries, supported by renewed consumer interest in local production and perceived authenticity

In this context, bakery companies must adapt to the changing supply structures.
The study will provide information on:

- Supply structure by country and how it is changing
- The various bakery activities of the leading bakery groups, with breakdown of their activity between fresh, packaged and bake-off.
- The emergent bakery groups and those divesting from bakery operations.
- And of course an overview of all consolidations and reorganisations.

Bakery product supply structure by country in Europe, 2023



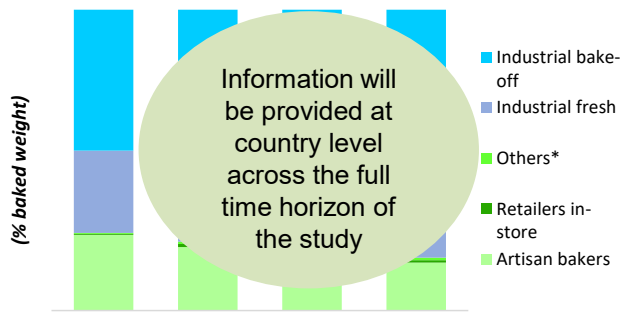
Source: Gira compilations

*: other retail, bakery chains and foodservice

Viennoiserie supply structure, Country, 2013-2023, 2028f (*)

('000 tons baked weight)		2013	2018	2023	2028f	Δ 13/18 (% pa)	Δ 18/23 (% pa)	Δ 23/28 (% pa)
Artisanal supply	Artisan bakers							
	Retailers in-store							
	Others*							
	Total artisanal							
Industrial supply	Industrial fresh							
	Industrial bake-off							
	Total industrial							
Total fresh viennoiserie								

*: other retail, bakery chains &
Source: Gira compilation

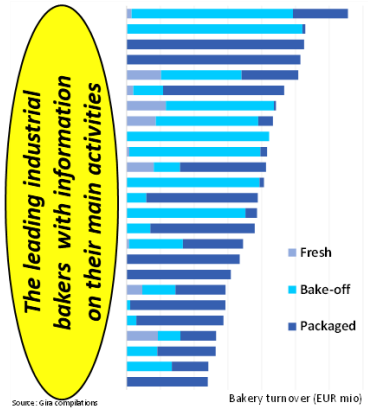


Information will be provided at country level across the full time horizon of the study

Source: Gira compilations

*: other retail, bakery chains & foodservice sectors

Industrial bakers in Europe and their bakery activities, 2023



(*) Example from the previous Bakery study, the charts are for illustrative purpose only

2. Study objectives

Focused, one-stop source of all the fundamental European industry and market data

The key objective of this fifth edition of the Gira Panorama Study is to provide bakery industry operators and other stakeholders with update and essential information on the main European bakery companies and their markets:

- Coverage in each Major Country Report begins with **historical consumption by bakery product and by technology** (e.g., fresh unpackaged vs. packaged products etc.) which immediately provides the market context within which the industrial bakers are operating.
- **Bakery product distribution structure** is detailed, with emphasis on the main trends (e.g., growth of hard-discount and bakery chains).
- The markets are segmented in terms of main **supply technology** (e.g., scratch artisanal vs. bought fresh vs. baked-off, packaged ambient vs. packaged to bake) for each bakery segment in each country.
- The study provides a specific section of **profiles** on each of the 50 leading industrial bakery producers. These market players are making up an estimated 80% of production.
- The updated league tables of the major European bakery groups remains an essential tool in a sector still undergoing significant consolidation, restructuring, and cross-border activity.

The study brings a comprehensive, consistent and practical tool to analyse the bakery sector:

- **Comparable, and in perspective**: we have adopted standard product and technology definitions, and units of measure throughout, with clear indications of what each figure means. This is the only way to ensure international comparability.
- **Up-to-date**: the 2025/2026 situation, with 2030 figures and trends.
- **Easy to use**: each Country Report and each Company Profile follows the same structure, to simplify comparison and make the Panorama easy to read and to use.
- **Of practical use**: the information and trends that every operator needs – succinct and operational.
- **Authoritative**: over the last 40 years, Gira has built up a unique databank of comparable bakery company and market information. This Panorama is the product of just one part of our European and bakery expertise.

In a fast-evolving and increasingly consolidated European landscape, the Panorama provides the clarity and perspective needed to support informed decision-making.

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3. Scope and coverage (1/2)

Since our beginnings of research into the European bakery markets in 2001, ***Gira has been using the same product categories and distribution channels in each country***, in order to standardise product definitions and thus allow international comparison.

Gira's bakery product categories and recipes

- **Bread (B):**
  - Standard (white) bread.
  - Special bread (wholemeal, cereals, others).
  - Soft bread.
  - Toast bread.
  - Flatbread
- **Viennoiserie (V):**
  - French laminated (croissant, chocolate roll).
  - Danish pastries.
  - Risen dough (brioche, milk bread).
  - Fried dough (doughnut, berliner).
- **Patisserie (P):**
  - Cakes, madeleines.
  - Tarts & pies (pastry bases filled with fruit, cream…).
  - Chou pastries (eclairs).
  - Multi-layered cream pastries (sponge cake + cream).
  - US pastries (muffins, cookies, brownies, US cakes).
- **Savoury pastry snacks (SP):**
  - Tarts & pies.
  - Pizzas.
  - Bread based.
  - Puff pastries.

And in each Major Country Report, photos are given of the main products in each Gira category.

Country coverage

The Study is covering all aspects of bakery products – consumption, distribution, production, etc. in:

- 12 key European countries: DE, FR, IT, ES, RO, PL, BE, NL, HU, SE, DK, UK, as well as TR
- 17 brief overview for GR, CZ, BG, PT, AT, CH, IE, NO, FI, SK, HR, LT, CY, LV, SI, EE, MT

Consumer product categories

At consumer level, B2C bakery products are further split into:

- **Fresh products (unpackaged):** presented fresh at the consumer level, usually sold at the bakery counter.
- **Packaged ambient products:** ambient branded products sold at the self-service counter.
- **Packaged products to bake:** ambient, chilled or frozen branded products to be baked/thawed at home.

Distribution channels

- **Retail:**
  - Traditional retailers: artisan bakers, confectioners.
  - Modern retailers: hyper- & supermarkets, hard discount.
  - Other retail: small grocery stores, petrol stations & convenience stores.
- **Foodservice:**
  - Commercial restaurants & hotels, fast-food, coffee-shop chains.
  - Social/institutional catering: education, workplace, health/welfare.
  - Bakery chains & sandwich chains.

Time horizon

All market data (consumption, distribution and production) are provided for:

- 2015 - 2019 – 2025/2026 data – 2030 forecast.

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Supply structure

Bakery consumption is broken down between artisanal and industrial production methods:

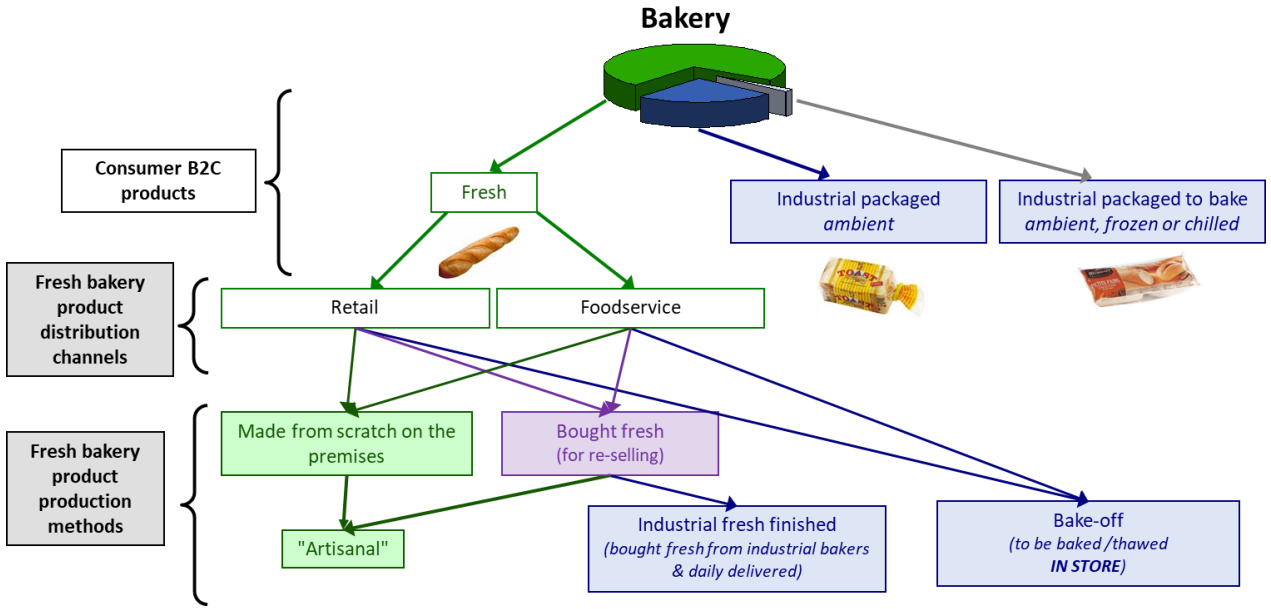
- **Artisanal supply:** scratch baking at the point of sales, with products directly sold to the consumer
  - Artisan bakers scratch baking.
  - Modern retail in-store scratch baking.
  - Other retail and foodservice scratch baking.
- **Industrial supply:**
  - B2C - Packaged ambient.
  - B2C - Packaged to-bake: ambient, chilled or frozen.
  - B2B - Fresh finished products: daily delivered to the stores or restaurants, to be re-sold as fresh.
  - B2B - Bake-off products: semi-finished products, to be baked at the point of sales and sold as fresh.

Industrial bakers

All types of industrial bakers are analysed, producing bakery products:

- Packaged (ambient or to-bake).
- Fresh.
- Bake-off.

Two to three-pages **profiles** of each of the 50 leading industrial bakery producers.
League tables of the major bakery companies, ranked by bakery turnover and by technology.



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4. Structure and content of the reports (1/2)

Comprehensive and structured country reports with 5-year forecasts

The research is documented into a PowerPoint based report, formed as 3 main sections:

1) **Country reports for 29 European bakery markets + Türkiye.**
2) **Profiles of the top 50 European bakery companies.**
3) **Pan-European Synthesis report.**

Major Country Reports (35 pages per country)

Providing the strategic and competitive context for each country:

- **Country highlights**
  - Country highlights
  - Global trends in the bakery supply chain
- **Bakery product consumption dynamics**
  - Bakery product consumption dynamics
  - Bread consumption dynamics
    - Fresh bread segmentation
    - Packaged bread segmentation
  - Viennoiserie consumption dynamics
    - Fresh viennoiserie segmentation
    - Packaged viennoiserie segmentation
  - Patisserie consumption dynamics
    - Fresh patisserie segmentation
    - Packaged patisserie segmentation
  - Savoury pastry consumption dynamics
    - Fresh savoury pastry segmentation
    - Packaged savoury pastry segmentation
- **Trends in bakery product distribution**
- **Bakery product supply structure**
  - Fresh bakery product supply strategies
  - Total bakery product supply structure
- **Bakery industry overview**
  - Industrial bakery product production
  - Key industrial bakers
    - Country league table
    - Key mergers and acquisitions

Brief Overview Reports (2 pages per country)

Providing :

- **Country highlights**
- **Bakery product consumption dynamics**

Key quantitative data, the same as for core countries, will be provided, ensuring that most figures can be consolidated on a like-for-like basis at the European level.

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Structure and content of the reports (2/2)

And European bakery sector overview

Pan-European Synthesis report (≃ 80 pgs)

The European summary will cover the following topics, reflecting the current situation and, where relevant, five-year trends.

Executive summary

- **European bakery consumption, distribution and production**
  - Bakery product consumption overview
  - Bread, viennoiserie, patisserie and savoury pastry markets size
  - Bakery product distribution channels
  - Bakery product supply structure
  - Bakery product industrial production
- **Bakery companies**
  - Bakery companies league tables
  - Bakery companies' news
- **Bakery market overview for major countries**

Comprehensive dataset

The study will include a dataset:

- Compilation of all report data on consumption, distribution, and supply for all countries.
  - Production and recipe segmentation for major countries.
- The key (consumption, distribution, supply) data in the dataset will be the same for all countries—both major and brief overview coverage. This will make it easier to compare countries on the same basis and to consolidate the data at the European level.

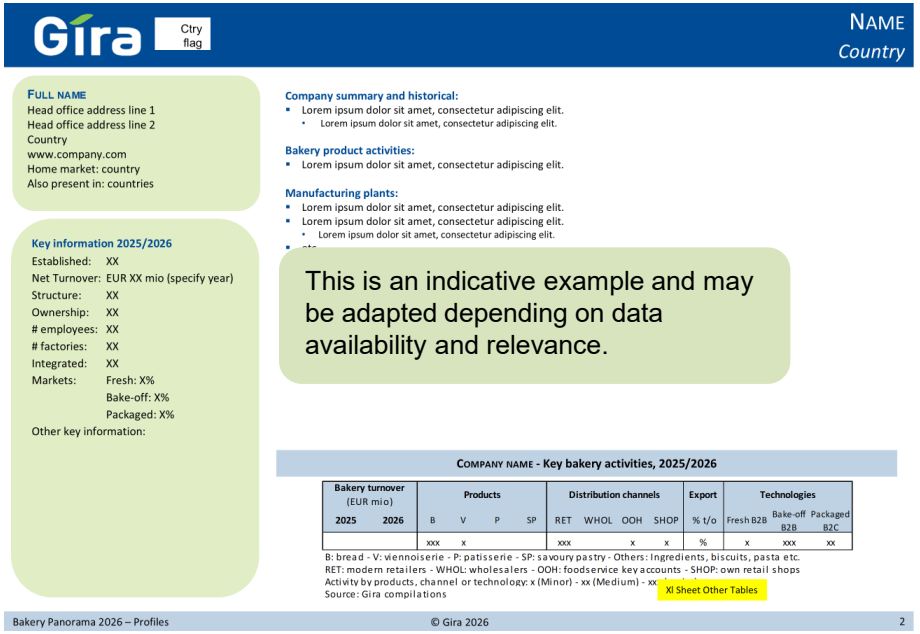
Company Profiles (50 company profiles: 2-3 pages each)

Gira will establish profiles of the 50 companies representing an estimated 80% of total revenue

For each company, Gira provides the following information:

- Key information 2025/2026
- Company summary and historical
- Bakery product activities
- Manufacturing plants
- Bakery product range and technologies
- NPD
- Sales channels
- Financial overview
- Main recent developments

Company profile example (page 1 on 2-3)



5. Methodology

Combination of expertise and data, desk research and interviews

Gira has been researching and analysing bakery industry since 1983, over which time Gira has built an understanding of the industry and a contacts base within it, that allows Gira to deliver thoughtful insight on the how and why, alongside the how much.

We have used our tried and tested combination of **3 primary research approaches** in order to obtain the fullest possible cover of the key aspects and drivers of the markets to be analysed and forecast.

- **Internal databanks** on the bakery sector compiled from:
  - 40 years of research on the European bakery sectors.
  - Specific multiclient research programmes such as:
    - The 4 previous editions of the "Bakery Company Panorama" study (last published in November 2022).
    - The report on "Dynamic Bakery Products", covering soft buns, flatbreads, doughnuts and US pastries and their specific retail chain network (published 2023).
    - The 6th edition of the "Bake-off Bakery Markets in Europe" study (published end-2024).
  - All of this has been enriched by Gira's ongoing work in other food sectors and by its consulting and research in the areas of consumer preferences, health, retail and foodservice.
  - We have an unrivalled data bank on bakery markets, and most of the large bakery companies and bakery associations have been clients of our research programs, giving Gira access to key industry players throughout Europe.

- **Extensive documentary research** covering all aspects of the product supply chains, the markets to be analysed and the bakery supply chain network:
  - The trade press, industrial bakers' websites, retailer and association websites.
  - Existing consumer and sector studies etc.
  - National production and statistics – contacts with administrations and producer associations.

- **In-depth interviews with key operators in the European bakery supply chain:**
  - We have carried out a large number of interviews with operators in all the countries analysed, all along the bakery supply chain and especially with industrial bakers.
    - These has enabled us to both fill in the gaps left by the documentary research and to obtain the required qualitative insights on bakery markets' structure and industrial bakers' strategies, as well as on likely future developments in the markets and the competitive environments for operators.
  - The interviews have been carried out by Gira's experienced interviewer team, who have essentially targeted:
    - Significant industrial bakers.
    - Modern retailers and foodservice operators.
    - Bakery wholesalers and ingredient suppliers.
    - Associations, authorities and experts.
  - Gira's reputation in the sector allows us unrivalled access to the industry.

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Timing:

Research is scheduled to start in June 2026, for completion by the end of 2026.

Subscription:

The full subscription price for the **complete study** is **Euro 15,000** (before any applicable tax).
The price includes:

- The Synthesis volume: including the League Tables.
- 30 Country reports (13 key countries and 17 brief overviews).
- 50 Bakery Company profiles.
- A comprehensive dataset.
- A webinar.

Subscription **options** are available on request.

Reports:

The full study is available in PowerPoint writing style reports, which are eased to navigate.
Clients receive reports electronically in searchable and printable PDF format.

Presentation

Gira is pleased to offer one free presentation/workshop of the findings & conclusions of the study to clients in offices based in Europe; only travel expenses to the client's office will be rebilled at cost.

For more information, please contact our industry specialists:

Contacts

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7. Gira's qualifications and team

Unique expertise in the bakery industry

Over the last 40 years we have built up a **major reputation** and client base in the international bakery sector.

- A list of our more recent bakery clients is given on the next page of this proposal.
- Gira has carried out many assignments in recent years for bakery companies, especially in the area of fresh bakery products distribution and production.
- Gira is active in strategy consulting and market research in most food and drink sectors worldwide. More details are available on www.girafood.com.

Gira's **extensive network of international experts**, contacts and clients all along the bakery chain means that it is uniquely qualified to carry out this innovative and highly challenging research and analysis project.

- Experience has also shown that our long-standing reputation for research and consultancy in the global market opens doors for us to the most informed and competent sources of information.

Gira's team of consultants will be managed by:

- **Ségolène Foissac** is the **project manager** of this study, 10 years with Gira.
  - She is responsible for all of Gira's bakery research projects and has acquired expertise throughout the European bakery sector.
  - She has headed up many research assignments throughout the food and drink chain worldwide.
  - She will lead contact for clients.

- **Véronique Aguera** will co-**manage** the study.
  - She has a long-standing experience with Gira, in Europe and worldwide across the different sectors covered by Gira: dairy, meat and bakery.
  - She has participated in most of Gira's bakery multiclient studies for the last 20 years.

- Our team consists of **Gira consultants with wide experience in the bakery sector**, retail and foodservice, each of whom has an **intimate knowledge of the individual country market** and industries for which she/he is responsible.
  - Most of the Gira team had also worked on the last editions of the Bakery Panorama and the Bake-off studies, and the Bakery Chains reports.

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8. Some of Gira's bakery clients

Major Bakery companies to local specialists & investment funds

Food Processing, Retail, investment funds, consulting groups

AB Mauri
Advent International
Agromousquetaires
AIBI
AIT Ingredients (Lallemand)
Almarai
Ankerbrot
Arla Pro
Aryzta
Asemac
Atrian Bakers
Bain & Company
Baker & Baker
Barry Callebaut
BCG
Bimbo
Boboli
Boncolac
Bridor
Bunge
Cargill
Carrefour
Casa Optima
CEBP
CMI Strategies
CNIEL
COFALEC
Confédération de la Boulangerie
Coopérative U
Coppenrath & Wiese
Corman
Crédit Agricole
CSM Ingredients
CVC Capital Partners
Délifrance
Erlenbacher Backwaren
Episens (InVivo)
Eurial
Eurogerm
Europastry
European Flour Millers
European Union
EverGrain
IFC (World Bank)
IFF
IPC Europe
Fazer
Fedima
Ferrero
Finsburry Food Group
Flora Food Group
Forno d'Asolo
Fourneo
Friesland Campina
Gingerhill Ltd
Gourmand
Hack
Holder Chateau Blanc
Ingredion
Irca
Irinox
Jacquet Brossard
JBT FoodTech
Kerry
Lallemand
La Lorraine
Lantmännen Unibake
Leclerc
Lesaffre
Lidl
Lieken
Limagrain
LLI Goodmills
Mademoiselle Desserts
Mane
McKinsey
Mecatherm
Mitsui & Co
Monbake
Mondial Forni
Monoprix
Morgan Stanley
Nederlands bakkerij centrum
Nestlé
Novonesis
Nowel
Oetker Condifa Ancel
Orkla Food Ingredients
Pagen
Panamar Panstar
Pandriks
Panzani Solutions
Pasquier
Pastisart
Pouly
Puratos
Philibert Savours
Pomona
Rabobank
Rademaker
Rich Products Corp
Royale Lacroix
Royal Smilde
Sasa Industrie
Sirha
Solvay Aroma Performance
Stergiou Family
Transgourmet
Triton Partners
UBS
Unigra
Unigrains
Valora Holding
Valrhona
Vandemoortele
Vivescia
Wolf Butterback
Yamakasi Baking
Zeelandia

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