

THE MARKET

Look into the kitchen cupboards and pantries in any one of millions of homes around the globe, and you'll likely find a box of Sun-Maid raisins. As the world's largest processor and packer of raisins and dried fruits, the reach of Sun-Maid is profound.

Although the fruits for Sun-Maid products are grown within a 100-mile radius in California's Central Valley, the nearly 200 million pounds of



raisins it produces each year find their way into cereal bowls, lunchboxes, and lovingly baked cookies in all corners of the globe. With a high-profile presence in more than 50 countries — from Europe to Scandinavia to Asia — the world is truly Sun-Maid's market. The familiar red and yellow box with the smiling, pretty girl on the front is as recognizable for quality, great taste, and healthfulness in London, England, as it is in Portland, Oregon.

Combine the quality and appeal of Sun-Maid with its global presence, and it's easy to see why Sun-Maid has earned the designation of World's Favorite Raisin.

ACHIEVEMENTS

In 2012, Sun-Maid reaches the century mark. Sun-Maid has prospered as a result of its tradition of quality, consistency, innovation, and a focus on the consumer.

While reaching 100 years is a laudable achievement in itself, other accomplishments designate Sun-Maid as the premier raisin and dried-fruit producer in the world and make it an American icon:

- In 2007, *Reader's Digest* recognized Sun-Maid for having the Best-Lasting Logo in America.
- In 2005, the USDA developed a new food pyramid that displays a prominent red raisin box — the image of Sun-Maid — to represent raisins.
- Today's Sun-Maid packages of natural dried fruits carry a Healthy Food Award seal of approval from *Fitness* magazine.
- In the 1920s, Sun-Maid commissioned American painter Norman Rockwell to create a series of paintings that hang in galleries and appear in media to this day.

HISTORY

Agriculture, it's said, was California's second gold rush. After the 1849 gold rush, it became apparent that the San Joaquin Valley was ideally suited for growing fruits of all kinds — and raisins in particular.

In 1912, a group of farmers founded the California Associated Raisin Company, a cooperative financed by small family farmers, as well as the Fresno business community, to handle processing, sales, marketing, and financing, and expand consumption throughout the United States and around the world. Over time, the name was changed to Sun-Maid Growers of California.

Sun-Maid remains a cooperative to this day, owned and operated for the benefit of the 1,000 family farmers who produce raisins. Some are fourth- or fifth-generation Sun-Maid growers. Some of the grapevines they tend are more than 100 years old.

THE PRODUCT

Although raisins are its primary product, Sun-Maid's offerings also include dried fruits of all kinds: prunes, apricots, peaches, pineapples, figs, apples, dates, cranberries, and cherries.



About half of Sun-Maid's raisin crop is sold through grocery stores to consumers; the other half is sold to the finest food manufacturers for use in raisin breads, raisin cereals, raisin cookies, snack mixes, baking mixes, and other finished baked goods.

The traditional production method for raisins could not be simpler or more natural. When the grapes have ripened, they are cut from the vines and laid on clean paper trays right on the vineyard floor, where September temperatures reach upward of 140°F. The intense solar energy caramelizes the sugars, giving California raisins their distinct flavor and texture. When the raisins are dried and ready for storage or packaging — about three weeks from start to finish — they are taken to the Sun-Maid plant to be washed, sorted, and packaged.

RECENT DEVELOPMENTS

While raisins are an ancient food — the Egyptians wrote of enjoying raisins more than 2,000 years

ago, and the Bible (1 and 2 Samuel, for example) mentions them, too — Sun-Maid never stops moving forward with new ideas to make its product better and its processing more efficient, enhancing Sun-Maid’s ability to fulfill the needs of today’s consumer.

- In the 1990s, Sun-Maid growers were instrumental in developing DOV (dried-on-the-vine) technology that vastly increases yields and protects against losses from rain damage.

GREEN FOCUS

Sun-Maid has been green right from the start. As its “Just Grapes & Sunshine” motto says, producing Sun-Maid raisins and dried fruits is an almost completely natural process that starts with the sun.

More than 90 percent of California natural raisins — 2.5 billion pounds of grapes — are dried by the September sun, right in the vineyard where they emerged the previous April. That step alone saves the annual equivalent of 6 trillion BTUs of natural gas. The process actually uses clean energy and makes clean air: California’s grapevines absorb 13.5 million tons of carbon dioxide and exude more than 9.5 million tons of oxygen.

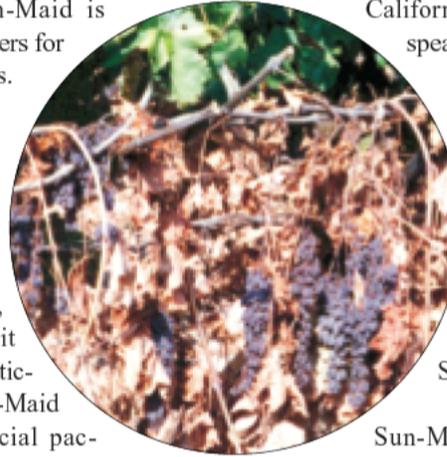
There is virtually no waste in Sun-Maid’s production process, and the waste that is created is put to good use. Some examples include:

- A paper tray recycling program started in 2006 eliminates much of the burning of paper trays following harvest.
- All suppliers of corrugated materials are SFI (Sustainable Forestry Initiative)-certified.
- Packaging waste is taken to a worm farm, where it’s converted to worm castings, which are used as a soil amendment.
- An on-site facility condenses the grape sugar in the raisin rinse water to sugar syrup, which is then converted to grape alcohol for use in California wines and brandy. Waste, in turn, is composted and sold to local farmers.

- In 2007, Sun-Maid introduced a digitally animated Sun-Maid girl to much media interest, keeping not only the Sun-Maid girl but also the brand itself relevant for the next generation of Sun-Maid consumers.



- Consumer demand prompted Sun-Maid to develop a line of organic raisins. More Sun-Maid growers are converting to organic, and new organic growers are joining. In fact, organic growers are being given number-one priority for Sun-Maid membership — and Sun-Maid is offering a premium to growers for deliveries of organic raisins.



PROMOTION

Although Sun-Maid has long been firmly established in the mind of the American consumer as the go-to source for raisins and dried fruits, promotional efforts keep it there. Because of raisins’ particular appeal to children, Sun-Maid has affiliated through special packaging and promotion with popular DVD and television programming, including *Shrek*, *Polar Express*, and *Bugs Bunny*. In 2007–2009, Sun-Maid sponsored PBS’s *Curious George* series.

The recognition of the Sun-Maid brand has allowed the brand to wend its way even into the unlikeliest corners of popular culture. On the 100th episode of the FOX animated series *The Simpsons*, Marge Simpson gets into a scuffle with another customer at the supermarket over the last box of “Sun-Made” raisins on the shelf — portrayed as a red and yellow box — so she can make her famous raisin sponge cake for the Springfield Elementary bake sale.

Sun-Maid has advertised internationally since the 1920s. In Europe and Asia, Sun-Maid images have appeared on billboards, in print ads, and in large in-store displays. Sun-Maid advertising has been produced in English, Spanish, and Japanese. The Sun-Maid.com website — with its interactive recipe collection — is available in English, Japanese, Spanish, and Canadian French.

BRAND VALUES

Good things happen when you partner with Sun-Maid.

Brand-licensed products such as raisin bread and even chocolate-covered raisins bear the full benefits of the Sun-Maid brand. Although brand licensing didn’t officially begin until 1980, an experiment conducted at 40 California grocery stores in the 1930s speaks volumes.

At each store, two equal stacks of raisin bread made by the local baker were set out. The loaves in one stack bore the baker’s name alone; the others bore both the baker’s name and a wrap-around label identifying the raisins in the bread as Sun-Maid raisins.

At the end of the week, the Sun-Maid loaves outsold the plain loaves by 95 percent. Not only that, but sales of raisin bread were up 50 percent overall, even when there was no Sun-Maid label applied at all.

THINGS YOU DIDN'T KNOW ABOUT SUN-MAID GROWERS OF CALIFORNIA

- About 95 percent of Sun-Maid raisins are made from green Thompson Seedless grapes, a variety brought to California by English immigrant William Thompson in the 1870s — all from one vine that survived after a devastating spring flood wiped out the rest of Thompson’s new crop.
- It takes nearly four-and-a-half pounds of fresh grapes to make one pound of raisins.
- The Sun-Maid girl is based on a real person: 23-year-old Lorraine Collett, who was discovered by a Sun-Maid executive drying her just-washed black curls under a red bonnet in her Fresno, California, backyard on a sunny day in May 1915.
- The red bonnet that Lorraine Collett wore when she posed for her famous portrait was donated to the Smithsonian Institution in Washington, D.C., in 1988.