



the Generations of Curtis



helping millions Serve and Savor the perfect brew

A cup of delicious, steaming hot coffee has always been part of the everyday American experience. Many would be intrigued to know that, over the years, a major force behind that experience is a company whose origins, growth and vision are nothing short of an epic success story.

Celebrating its 70th anniversary and four generations of family ownership, the Wilbur Curtis Company has been instrumental in helping transform the forgettable 'cup of joe' into a truly memorable gourmet beverage. Founded on a simple passion for great coffee, their rise to becoming one of the world's top commercial brewing manufacturers has seen both an old-world devotion to family traditions, plus an unquenchable thirst for innovation and technology.



The Wilbur Curtis Company's passionate pursuit of the perfect cup of coffee spans four generations.



"Research shows that demand is still booming for new and better coffee drinks," says Brant Curtis, Marketing Manager, "and we plan on working harder than ever to stay ahead of the curve."

success that Spans Decades



1941 Though quite the visionary, Wilbur Curtis would have been amazed to see what his namesake enterprise has become today. Before parting ways with his previous business partner and forming the Wilbur Curtis Company in 1941, the former

Silex® man had a reputation as a hard-working, charismatic sort who made and sold glass coffee decanters and Bakelite trays. Hands-on before the term became cliché, he could often be seen personally lugging big three-gallon coffee urns up flights of stairs when calling on accounts.

The company's first home was a small facility on Franklin Avenue in Hollywood, California. With inventions like the unbreakable neck decanter and popular "Low Boy" Urn, in 1955 Curtis began

what would become a company hallmark: perfecting ways to help the foodservice industry brew and dispense the perfect cup of coffee.

1946 Fueled by a growing line of innovative products — and Wilbur's considerable sales skills, the company expanded exponentially with commercial accounts across the country. It soon outgrew its Hollywood location, and in 1946



Indiana Street, Los Angeles, CA (circa 1960)

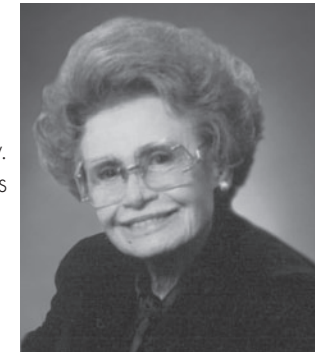
Larger it was. Auspicious it certainly wasn't. While the company would continue to grow and soon occupy five buildings in the immediate area, when they moved in "corporate headquarters" was merely an old shack. Perched precariously close to busy railroad tracks. It was a place where rattled inventory and addled nerves were all in a day's work.

1955 After attending USC and serving in the United States Army, Wilbur and Margaret's son Bob joined the company in 1955. Marshaling his considerable drive and powers of persuasion, he would soon become an industry icon, propelling the company from its sturdy but modest origins to the dominant position it maintains today. Bob would be a major force behind the Curtis creations that would change the way coffee was brewed, served and savored.



Bob Curtis, Chief Executive Officer

1962 The Wilbur Curtis Company was now entering another chapter in its history. Wilbur had married Margaret Hayes in 1928, and in 1962 when the two parted ways, Margaret Curtis took over the business. Endearingly described as 'tough but fair,' it was through her strong guidance and steely business acumen that the company would establish a firm foundation, and see its reputation grow by leaps and bounds. Wilbur went on to form Curtis & Curtis with his son Bill, dabbling in other coffee enterprises before his death in 1987. Margaret, by dint of her charity, would one day be made a Dame by the Knights of Malta, and be invited to join the prestigious Committee of 200, sharing the dais with the likes of Christie Hefner and Georgia Ferragamo to advance women's leadership in business.



GEMINI® Introduction (circa 1985)

1980s The eighties were a true tipping point for the Wilbur Curtis Company, as evidenced by their introduction of the GEMINI®, a twin-headed, truly game-changing machine that could keep pace with a decanter brewer and maintain the quality and volume of an urn, while taking up only 18 inches of counter space. Their acclaimed ALPHA™ line of decanter brewers followed these successes.

1990s With Bob Curtis appointed president and CEO in 1991, the company continued revolutionizing the coffee world in the nineties by unveiling the industry's first line of true digitally controlled coffee equipment based on its exclusive Advanced Digital System™. In 1994, seizing on the democratization of a drink once the province of connoisseurs, Curtis unveiled their Primo Cappuccino Specialty Drink Machine. In doing so, they not only helped convenience stores merchandise and cash in on this major trend, but enjoyed double-digit sales growth in the process.



MILANO™ Introduction (circa 2005)

2000s When the 21st century rolled around, growth was definitely on the burner at Curtis. New products and equipment innovations fueled the fire. Curtis' next evolution of digital brewing controls – Generation Three™, along with THERMOPRO™ brewers were introduced. Later came Generation Four™ equipment and the Gold Cup Series™ line of gourmet coffee brewing systems.

As the generations have evolved, Bob Curtis plans to someday pass the mantle to sons Kevin and Michael. Together, along with grandson Brant, the trio would continue burnishing the company's dedication to quality, innovation and family.

The world would not fail to take notice. Now, in addition to its longtime North American, Canadian and Mexican markets, Curtis brewing systems are found in Japan, China, Taiwan, Hong Kong, Europe and the Middle East.

Begun over half a century ago by a family with a great product, grand dreams and an absolute devotion to its customers, the Wilbur Curtis Company has become a true global phenomenon.



Kevin Curtis, Executive Vice President

As the Wilbur Curtis Company prospered under the guidance of Bob Curtis, different market trends converged to spawn significant shifts in the way coffee was perceived, brewed and served.

First, consumer tastes were changing, with fewer willing to settle for the bland, overcooked 'cup of mud' all too common in American eateries. Advancements in technology helped businesses deliver on that demand, and accordingly they found that coffee was becoming increasingly important as a profit generator. At the same time, the industry started making a concerted effort to perfect itself with the advent of organizations like the Specialty Coffee Association of America (SCAA) and their Golden Cup certification program.

Amid this evolution, Curtis continued evolving to satisfy and stay a step ahead of the market, introducing new equipment like DB-12 Decanter Brewers in 1969, and in 1980 the iconic Gemini® system, whose revolutionary double-wall satellite design and other innovations preserved coffee's freshness and flavor. Later came the Alpha™ line of decanter brewers, and the ThermoPro™ system, providing one-touch preset recipes for a variety of gourmet coffees.

solutions for **every** Market Segment



RESTAURANTS

All these Curtis creations allowed a wider variety of operations to serve a great cup of coffee based on their unique clientele, which was especially beneficial for sit-down restaurants. Offering pre-set Golden Cup recipes, and the ability to program customized brews, Curtis equipment helped chain restaurants develop signature flavor profiles to complement their menu.

CONVENIENCE STORES

With society becoming increasingly mobile, and people eating more on the go, convenience stores came under pressure to deliver a better variety of foods—and a better cup of coffee, too. The challenge was maintaining both high quality and high volume through all parts of the day by way of a basic, easily repeatable brewing operation. In 1997, through the efforts of Bob Curtis, Kevin Curtis and engineer Art Stoner, the company turned the c-store world on its ear, becoming the first company to unveil a fully digital specialty beverage system, the Primo Cappuccino™



machine. Its unique design allowed for more precision, offering fast yet tasty specialty beverages, along with sleek styling and backlit graphics ideal for that market.

HIGH-VOLUME VENUES

Always a huge segment of the coffee industry, hotels, banquets and catering companies faced many of the same challenges as restaurants and c-stores, but with an added issue. In these types of scenarios, coffee is commonly brewed in one place, then moved and kept at another before being consumed.

The Curtis Gemini® system was perfect for this application, keeping coffee at an ideal temperature by enveloping the satellite in "gentle heat." Later, Curtis' Generation Four (G4) IntelliFresh™ technology took this a step further, allowing the satellite warmer settings to be "locked in" throughout the dispensing cycle, even when moved from the brewer to a remote serving stand.



evolving through The Generations

A STAR IS BORN

In 1980, Curtis' introduction of unique GEMINI® technology totally changed the playing field. "We designed a twin-headed brewer that could keep up with our three-gallon urn, while taking up only 18-inches of space," notes Executive Vice President Kevin Curtis. "Previous models took up a lot of space as well as taking a long time to brew. With this new approach, two one-and-a-half gallon insulated servers, or satellites, could be moved from the brewer out to where the coffee was needed, creating a remote serving station, while keeping the coffee at the ideal serving temperature for hours."

When Curtis introduced the Advanced Digital System (ADS) in 1996, operators were thrilled to find that their new

equipment warranties covered three years instead of one. "By introducing this true digital brewing technology, we were able to extend our

warranties – our digital boards replaced five major parts, including thermostats, timers, liquid level controls, contactors and analog switches," Curtis explains.

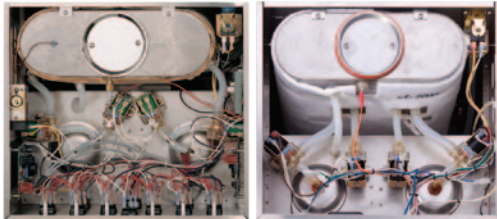
THE DIFFERENCE IS...

"Phenomenal!" is the term Vice President of Manufacturing Rick LeBlanc uses to describe G3, or the *third* generation digital technology now in use. "G3 offers end users the opportunity — by going into the Program Mode — to fine tune settings in order to optimize the flavor profile for the coffee they're brewing." At the touch of a button, operators can also choose pulse-style extraction; pre-infusion; custom recipes; delay times, etc. "They can also have the banner advertise whatever they want," he adds, "and, with the LCD screen in G3, the unit can direct a service technician right to a problem via a displayed message, such as 'low water level.'"

The recently introduced next generation technology, Generation Four, provides increased visual display areas with an interactive touch screen, thus presenting a simpler user interface as well as a larger advertising area. Overall, G4 affords the user greater flexibility for custom alterations since software changes can be made without additional hardware or manual switches.



Pre-Digital Gemini vs G3 Digital Gemini



FUTURE VISIONS

Kevin Curtis sees the move to Generation Four™ (G4) digital equipment the logical evolution of brewing systems.

G4 technology has icon-driven touch screens that help users set and maintain their brewing equipment. "This will also allow for preventive maintenance and 'phone fixes' for simple issues," he says. "These digital designs have fewer parts, are very reliable, and offer a lower total cost of ownership as well — a win – win – win. Overall, I believe the Curtis G4 Gold Cup-style of coffee brewers will be a big influence in the market."

GOING FOR THE GOLD

Just as Olympic athletes yearn to wear the gold medal, so has the Wilbur Curtis Company sought to carry the highest credentials in the coffee business. That's why they reached out to one of the industry's most respected organizations, the Specialty Coffee Association of America (SCAA), for in-depth training.

Today, the entire Curtis sales team are coffee aficionados through SCAA Golden Cup certification, trained to provide expert insights on how coffee is influenced by grind profile, water temperature, quality and contact time, and brew volume.



current Operations

PAST AND PRESENT PUT ON A MAJOR PRODUCTION

Setting the coffee industry alight with innovations like the Gemini®, Milano™, Primo Cappuccino™ and digital controls, Curtis soon outgrew its Indiana Street facility and in 2000 moved into their current 175,000 square-foot home in Montebello, California. Here, veteran Curtis tradesmen still work with exacting care, guiding younger, equally committed talent, and cross-training to bring flexibility to the operation. Yet, infusing this seventy-year heritage of craftsmanship is an atmosphere charged with cutting-edge technological advancements, including ergonomic tools, laser cutters and



high-tech lighting systems to increase safety and productivity.

Overall, a lean design approach has heralded broad interchangeability of parts, yielding products that are simpler and cheaper to use, offer less breakage or failure, and allow easy customization to appeal to a wider range of new consumer tastes. Computerized CAD design helps speed time-to-market. Plus, lean, cell-based manufacturing techniques and batching serve to streamline production while minimizing waste.

With continuous improvement as one of their core values, Curtis worked hard to become the first commercial brewing manufacturer to become ISO 9001-certified. They were also an early adopter of Six Sigma quality control, and continue to test 100% of all product before leaving the factory.



The company has established the Curtis Care program to provide comprehensive “cradle-to-grave” customer service — from installation to de-installation, encompassing preventive maintenance, 24/7 support and more.

PERKING THINGS UP WITH CUSTOMIZED SOLUTIONS

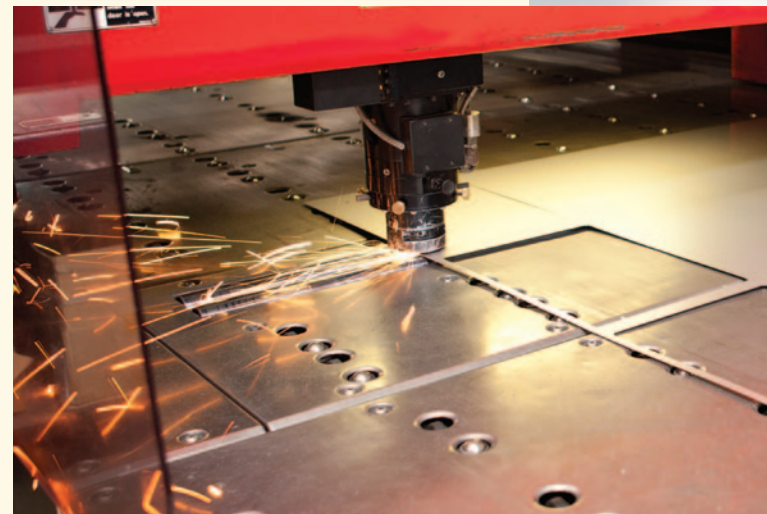
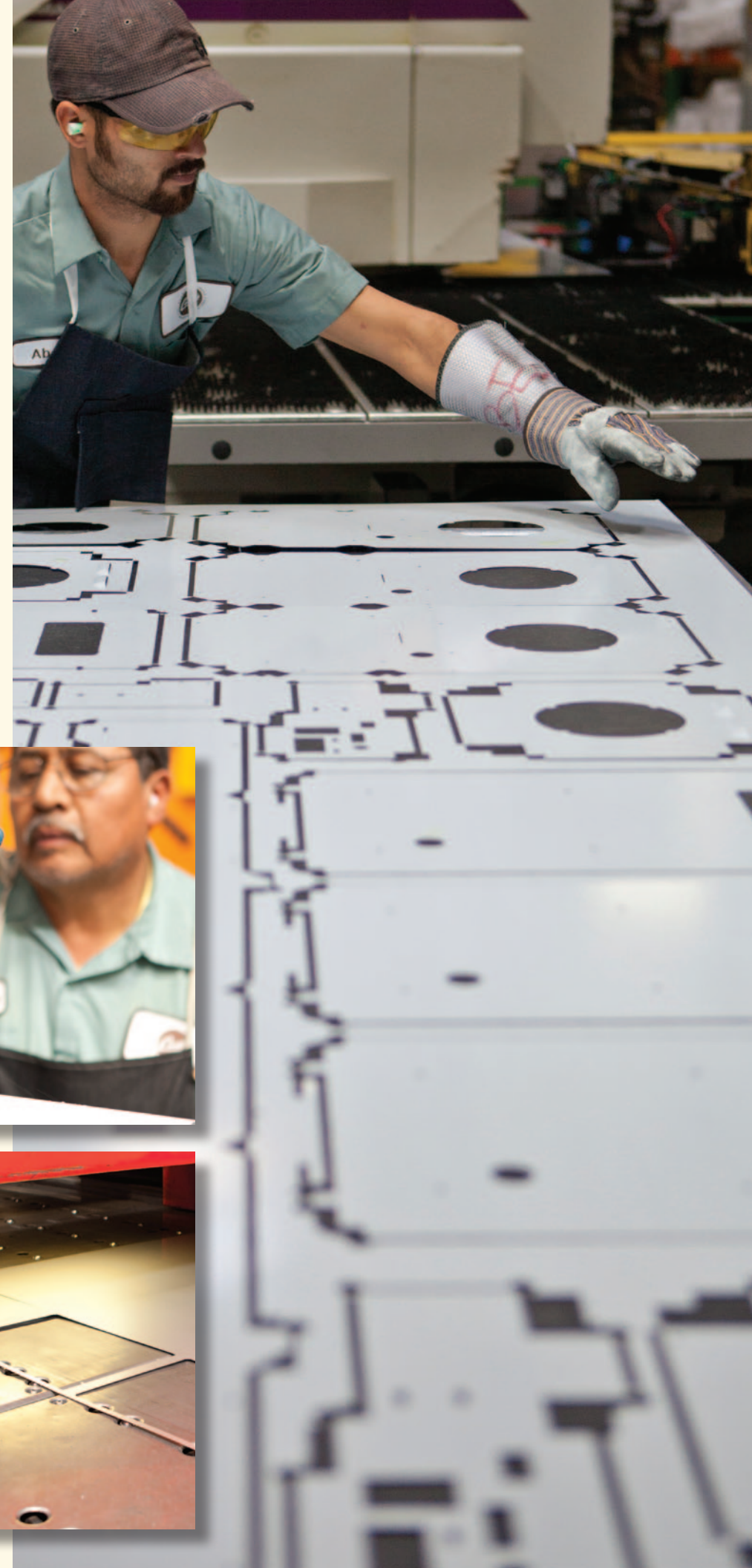
With a reputation for working in strategic lockstep with their customers, Curtis shows a commitment to great coffee that goes far beyond making equipment. Along with on-machine marketing included in their new Generation Four™ brewers, they will...

- Apply customer logos to air pots, tea containers or the display areas of other equipment
- Modify standard equipment designs to accommodate special customer requests and installations
- Assist customers with custom P-O-P material and equipment signage

A NEVER-ENDING QUEST FOR EXCELLENCE

When it comes to improving quality, the Wilbur Curtis Company never takes a coffee break, and has established a well-earned reputation for being the most self-driven manufacturer in the business thanks to –

- ISO 9001 certification—a first among commercial brewing manufacturers
- An on-site QC lab to qualify vendor components
- Lean, cell-based manufacturing
- 100% Curtis product testing
- Virtek laser inspection system
- Kaizen continuous improvement teams



Michael Curtis,
Vice President/Operations

getting green Down to a Science

GLOBALLY MINDED

With their equipment shipping around the world, Curtis has always taken a keen interest in caring for our “global village.” Lending new meaning to ‘the green side of the business,’ Vice President of Operations Michael Curtis has worked diligently to further sustainable business practices. For example, reprocessed RO (Reverse Osmosis) water is used in production testing. Products also ship with minimal cartoning and packing materials. And all facilities use natural forms of lighting and air conditioning wherever possible.

LOCAL LOVE

On the social side, Curtis is a big supporter of organizations like Grounds for Health, Global Coffee Quality Research Initiative (GCQRI), along with Coffee Kids. And they have participated in Marriott’s Bridges program for many years, offering paid internships for students with disabilities.

“Interestingly, we’ve found that doing the right thing just makes us better at what we do,” says Michael Curtis. “That goes equally for our community service and green initiatives.”



RESPONSIBLY ‘GREEN’

The company has seven diverse Kaizen continuous process improvement teams in place, and the number continues to grow. One of these is an environmentally focused Green Team, with members representing ownership, management, engineering, office and shop floor personnel — a true cross-section of the company. “Its task is to find ways for the Wilbur Curtis Company to be as socially responsible as possible,” says Rick LeBlanc. The team is looking to recycle as much in-house generated waste as feasible by —
A) recycling centers; B) reuse of product; C) recirculating and recycling water used in the testing processes; and D) using 100% post consumer recycled cardboard for packaging; in addition to many other methods.

With his primary focus on people, facility and systems, Michael Curtis, a carpenter prior to joining the company in 1993, points with pride to the 70 recently installed skylights. “It’s nice for our people to have natural light,” he says. “Now, we’re going to convert the 80 older skylights to the newer style. It not only saves energy, but also makes for a better working environment.”



OMNI - BREW

There was a time when hot tea was prepared by dunking a bag — or a stainless steel loose leaf tea ball — into a cup of hot water. However, times are changing, and the specialty tea segment is heating up with exotic or “semi-exotic” tea profiles coming into the mainstream. Accordingly, Curtis stands ready to provide equipment that can brew basically any kind of tea an operator wants.

Meanwhile, in an effort to truly understand the science — and the art — that lies at the heart of the brewing of specialty teas, associates have spent innumerable hours in the Curtis test lab at company headquarters exploring recipes and tea flavor profiles. It all adds to the education of tea and helps inspire continued passion in this business.

TEA EXPERTISE

Not only have all Curtis sales associates been through the SCAA Golden Cup Certification Program, but the company has also worked closely with the Specialty Tea Institute. As an official equipment supplier to organization’s training events, Curtis brewers are provided to heat water exactly — plus or minus two degrees — on demand, 10 times a day for the cupping classes. Curtis also furnishes the equipment that provides the hot water used in demonstrations for the World Tea Expo based in Las Vegas.



brewing beyond beans Specialty Tea

EXOTICS AND FUTURE PROOF

Curtis has followed the explosion of creativity in the iced tea market as well. In particular, they’ve noted the evolution from strictly black tea to more exotic blacks, greens, herbal blends (part tea, plus hibiscus, pineapple and more), all the way to 100% herbal.

Blends that are 100% herbal require a totally different set of brewing rules. A three-gallon brew time might range from three minutes to a maximum of 20 minutes for loose tea.

This can be a challenge from the equipment side. But at the core of their performance flexibility stands Curtis’ ability to make equipment “future proof.” So as new, exotic blends enter the market and consumer tastes evolve, Curtis digital systems are capable of handling the new, extensive brewing requirements that would cause other

brewers to “retire” and become obsolete five years down the road.

As the thinking goes, Curtis equipment is designed to take tea and tea profitability, into the future.



leading the way Into the future

UPWARD AND OUTWARD

Even with seventy years of success behind it, the Wilbur Curtis Company is not resting on its laurels. New methods, materials and technologies continue to spur product improvement. And a strong customer-focused engineering discipline drives new brew optimization and advancements in flavor-matching.

As changes took place in various markets, the coffee industry as a whole was naturally subject to the same booms, busts and acquisitions as the rest of the economy. Yet the Wilbur Curtis Company weathered it all and continued to thrive, holding proudly to their family-owned business model, and seeing each new generation add its unique imprint.



Brant Curtis, Marketing Manager

FINE LIKE WINE

According to Executive Vice President Kevin Curtis a 27-year veteran of the company, consumers across the country are now showing interest in exploring the specific origins of coffees, like fine wines. With an eye toward providing pairings with foods or desserts, the 'coffee cognoscenti' are responding as would vintners, striving to make the origins of gourmet coffee blends more identifiable and build a unique customer experience.

"We're introducing a concept for single-cup brewers," says Marketing Manager Brant Curtis, "...the Curtis Gold Cup. It's a digital brewing system that properly extracts the nuances of each coffee. Thanks to our knowledgeable SCAA Golden Cup certified talent, we're hoping to be a pioneer in this exciting new arena."

NEW GENERATIONS

As the company continues to advance and grow, the "new generations" are helping to bring about even greater knowledge and experience. The Curtis sales force has been expanded, streamlined and energized, even spurring increased international



executives and sales personnel have become a "creative engine" for the company. The benefit of having true coffee connoisseurs on staff provides a huge benefit to customers. After all, no matter what side of the business you're on, it all comes down to that first discerning sip.

From a manufacturing perspective, Curtis has made quantum leaps in efficiency, quality and innovation. Production now boasts lean, cell-based manufacturing techniques, famed Japanese Kaizen continuous process improvement practices, ISO 9001 certification and more.

And now, the next generation of the Curtis team is signaling the company's embracement of next-generation marketing. From social media interaction and enhanced video communications to on-machine marketing. The next generation of Curtis is all about enhancing communication and bringing more value to its customers.



GENERATION FOUR™

Based on the huge success of its G3 technology, the company is set to debut the next-evolution Gemini® brewer, Generation Four™, offering touchscreen functionality and integrated on-machine marketing.



OATMEAL

When a major specialty coffee operation added microwave oatmeal to its menu in the fall of 2008, QSRs and C-stores took notice. Working with an instant oatmeal manufacturer, Curtis gave these businesses a way to increase their profits share by dispensing oatmeal through the company's powdered cappuccino machine.



SINGLE-CUP BREWERS

The Curtis Gold Cup brewer is sure to be welcomed by coffee connoisseurs, along with restaurateurs seeking to entice customers by pairing gourmet extracted coffee with fine dishes and desserts.



SPECIAL-TEA

Watching this segment heat up, with exotic profiles becoming mainstream, Curtis is developing equipment that can bring out the beauty and character of any brew. More recently, the company was honored to host the prestigious World of Tea Competition, which relied on state-of-the-art Curtis brewers to prepare fresh-brewed entries.



LIQUID COFFEE MACHINES

Capitalizing on an exciting industry trend, Curtis is marketing what it boasts are highly accurate and low-maintenance state-of-the-art computer-controlled units.



EXPRESSIONS™

Capable of producing up to a dozen different flavors while using only 13 inches of counter space, this cappuccino machine has made its auspicious debut destined for the c-store market.

THE RIGHT STUFF

Like any industry star, Curtis has clearly found a formula for success; it's tradition of hard work seasoned with high-tech manufacturing and an adherence

to four abiding principles:
continuous improvement
unwavering business ethics
rewarding performance
and exceeding customer expectations.

Yet Kevin Curtis suggests there might be something else: an openness to change.

"Change doesn't scare us, in fact, we've learned to embrace it. We believe if you're not moving forward, then you must be going back. Understanding that principle keeps Curtis on the edge of new brewing and dispensing technology."



Perfecting the art of coffee brewing since 1941.



70 YEARS OF INNOVATION