

Unplug the amplifiers and music is purer. **More basic.** That's our approach to business. We cut out the middlemen and leave only what's elemental to an equal exchange: the farmer, the earth, **Equal Exchange,** and our customers. It's the business of making great coffee...unplugged.

**EQUAL
EXCHANGE**



unplugged



The Art of Equal Exchange

i paint to heal the torn places inside myself, to find meaning in the unknowable, to give form to my dreams. I work at Equal Exchange to find a way to connect my inner processes to the people around me, to find ways to reduce suffering by strengthening common cause. By building new structures based on old values—mutual aid, trust and justice—we learn to include one another in our paintings. As the colors clash and merge, I smile, knowing that as we dare to dream, we find the path to an equal exchange.

EL ARTE DE EE

Pinto para sanar las heridas que llevo adentro, para encontrar algún significado en lo que no se puede entender, para dar forma a mis sueños. Trabajo en EE para encontrar una forma de conectar mi proceso interno con la gente con quién me relaciono, para encontrar formas de reducir el sufrimiento mediante el fortalecimiento de la causa común. Al atrever a sonar y crear, estamos encontrando el sendero del intercambio igual.

Words and illustration by Jonathan Rosenthal



Pedagogy of the Alchemist

Manuel Arias Pesantes— coffee farmer

*by Michael Rozyne
reported by Hilary Abell*

Manuel Arias is an alchemist. The magic he works on his organic farm brings yields normally associated with the best chemical-intensive coffee farms. Granadilla fruit, bananas, plantains, and towering shade trees grow alongside Manuel's coffee trees, protecting them from hard rains and hot sun. His methods are so successful that his farm serves as a demonstration plot for other farmers in the cooperative. How a peasant coffee farmer became a leader in the community puzzles Manuel as much as it pleases him.

Manuel Arias stands five feet four inches above the soil. His thick black hair and dark eyes give him a serious look. He is as soft spoken as a gentle breeze. Only in the last half-hour of a full week together did Manuel confess to being the prime motivator of the organic farming program at CECOOAC NOR, Equal Exchange's Peruvian trading partner.



Farmer, co-op leader, and devoted father Manuel Arias with three of his five children: Alex Neiser, age 7, Verónica, age 10, and Nidia Faustina, age 5. Photo: Hilary Abell

By nature, Manuel is more a mystic than a motivator. "I wasn't a good student, though I did have *some* merits. I loved to read and I liked writing poetry. I was a romantic.

Once, a teacher accused me of forging a poem. I protested, but the priest didn't believe me. He looked through every book, and asked me over and over again where I had gotten the poem from."

After completing school, Manuel spent several difficult years teaching before returning home to farm 1,000 square meters of coffee. His father, Damián Cosme Arias Guerrero, had settled in San Ignacio when it was a small village, just five families. He became a founder of Cooperativa Frontera de San Ignacio, one of nine regional co-ops that comprise the central cooperative CECOOAC NOR.

Manuel remembers the year his father became disillusioned with the co-op. "The whole family used to help sort coffee by hand. The best coffee brought one price, the rest a lower price. One year, they paid my father as if all his coffee had been of the lower grade. He was very offended. But he wasn't the kind of person to fight back."

continued on next page

"Despite my father's disillusionment, he helped me become a member," Manuel remembers. "I saw young people my age joining. I thought things would change. My father resisted, but said I should do as I pleased. So, in 1977 I joined the co-op with my father's land."

Manuel experimented from the start. "I mixed coffee pulp in with the soil. I did extra pruning. My father would say 'Don't cut that branch.' I'd say, 'If you cut it, the tree grows more.' Then I'd go ahead. Eventually, he agreed with what I was doing."

"In the mid-eighties, I was unhappy with the response I was getting from chemicals. I went in search of guano de isla [dried bird manure]." I applied it to one parcel of my farm and on another I used chemical fertilizers. I photographed the results. You could see the difference in the appearance of the trees and also in the harvest. Discussion followed, and that's when San Ignacio started pushing organic coffee."

In recent years, Manuel has become increasingly active in the administration of CECOOAC NOR's central office in Chiclayo. He served one term as vice-president. But working for the Central takes Arias away from his farm. "At one point, I was ready to throw in the towel. In the Central, there was lots of effort, but not enough planning."

In 1990, the co-op sent Arias abroad to study cooperative development. "It's strange. I always considered myself a timid person, not much of a leader. The experience in Venezuela, just being in another country, changed me, lifted my spirits high. The course was taught by the Venezuelan Kevin Le Morvan, a disciple of Paulo Freire. He taught me how hundreds of farmers could be involved in a decision-making process. I've only read a few pages of Freire's *Pedagogy of the Oppressed*. But that's what I practice."

Manuel would rather devote all his time to the farm than depend on income from the Central. "There are things I'm teaching to other farmers that I myself don't practice. That's not good. In my

heart, I wish to be back at the farm more. I want to put this theory into practice. I want to be able to say, 'Señores, this is how I do it on my farm. This is what's paying my rent.'"

STAKEHOLDER: FARMERS

Eighteen thousand peasant farmers belong to the six cooperatives from whom we buy coffee. Though conditions vary greatly, the average farmer has 4-8 acres, and raises food crops and livestock as well as coffee. We expect a farmer's best coffee. Farmers, in return, depend on us for market information, assistance in obtaining credit, and a fair price for their coffee. In the crisis years, 1989-1994, Equal Exchange paid nearly \$1 million in subsidies to farmers.

CAFETALEROS

Diez y ocho mil campesinos-cafetaleros son miembros de las seis cooperativas que nos venden café. Aunque las condiciones varían entre país y cooperativa, el cafetalero típico que vende a EE tiene apenas 1 a 4 hectáreas donde cultiva sus alimentos y cría su ganado, además de cultivar el café. Nosotros esperamos recibir el mejor café que el productor cosecha. En cambio, nosotros garantizamos a los productores un precio justo por su café, además brindamos información y asesoría sobre el mercado y el crédito. En los años de crisis, (1989-1994), EE pagó casi \$1 millón en sobrepagos a los cafetaleros.



STAKEHOLDER: THE EARTH

"Our Love Affair with Shade and Worms"

Few people associate coffee with clearcutting. But under pressure to increase yields, coffee farmers are replacing tropical forests with coffee monocultures, planting 10,000 trees where 3,000 once grew. To realize high yields, they rely heavily on fertilizers and pesticides.

We seek coffee growers who conserve the environment. Their coffee thrives under a canopy of towering trees that shade the coffee and feed the soil. The roots of these trees prevent erosion; their leaves support birds and insects that control pests. The best farmers compost coffee pulp with earthworms to make organic fertilizer. Their challenge is to develop shade-grown technology that provides them economic security.

TIERRA

Pocas personas relacionan el café con el despale indiscriminado y la destrucción de los bosques. Pero bajo la presión de aumentar la producción, cafetaleros están reemplazando los bosques tropicales con monoculturas de café bajo sol, sembrando 10,000 árboles donde antes sembraban 3,000. Para alcanzar una alta producción, ellos dependen de los fertilizantes y pesticidas químicas.

Nosotros nos relacionamos con cafetaleros que conservan el medio ambiente. Su café prospera bajo la copa de los árboles más altos que dan sombra al café y alimentan el suelo. Las raíces de estos árboles detienen la erosión, sus hojas sostienen a los pájaros e insectos que controlan las plagas. Los mejores cafetaleros hacen abono orgánico de la pulpa de café. Su reto es desarrollar una tecnología de cultivo bajo sombra que permite una seguridad económica estable.

Photo: Equal Exchange

T r u c

Truc Dang— employee-owner

*by Truc Dang as told to
Michael Rozyne*

Truc Dang came to Equal Exchange in 1993. It was her first job in the United States. Today, she runs the most efficient shipping and receiving department in the nine-year history of the company. In November 1994, Truc was elected an employee-owner.

I was in the third grade when the Communists took over Vietnam. I remember the day the police came to report they had arrested my father. One month later, they sentenced him to life in prison for being an anticommunist. I was only six. I walked around smiling, repeating the words *life sentence*. I had no idea what they meant. I remember my mother crying, every day.

In my heart, I was crying too. Of my two parents, I was closer to my father. We lived in a beautiful port city, Nha Trang. My father was in the Navy. He commanded 1,000 soldiers. He received training in the United States and we had a photo of him at Arlington National Cemetery. That was enough to incriminate him, and me too.

I look like my father. The shape of my body, my hair, my face, everything looks like him. But in personality, I'm like my mother: stubborn. And I cry easily.

Photo: Mark Ostow



I last saw my father in 1980. He had escaped from prison, only to be caught and given the death penalty. In 1982, a woman told us my father was dead. We didn't believe it. It was only after seeing the grave site at the prison that my mother changed. Another prisoner said he had been shot by seven guards. When they sealed the casket he was still alive.

That time in my life was empty. I felt nothing. I remember lying awake one night. I couldn't sleep. I missed my father. I missed his smell. I woke my mom to ask her for father's t-shirt. I rolled it into a small pillow and tucked it under my head.

When I wanted to go to college, they refused me permission. It was because of my father. My mother said stay at home and keep studying. They will forget. Apply again next year. But it never changed. I couldn't even apply for a job. In Vietnam I had no future.

The people who organized my escape came one night and said 'go to Hoang Mai Hotel.' I left my house at 6 p.m. and stayed at the hotel until midnight. It was very dark, a night with no moon or stars. **They boarded twenty of us on a big truck and drove us to the beach. Some took off in tiny boats. I just swam. There were police on the beach and I heard**

shots. Five people drowned that night because they couldn't swim. I was the last one to reach the fishing boat two miles out.

After six nights and five days on the fishing boat, we reached the Philippines. It was September, 1989. I lived in a U.N. refugee camp on the island of Palawan. It was five months before they approved my status as a political refugee. For five months, I couldn't sleep. The lawyer who interviewed me wore sunglasses so I couldn't look into his eyes. He said I had to prove I was my father's daughter.

I came to the United States by plane July 29, 1992. My sister, who lived in Boston, picked me up at the airport. I was so scared. Even though I knew English, no one understood me. On the telephone, I hung up if the caller wasn't Vietnamese. In stores, sometimes I paid extra and walked out to avoid asking how much something cost.

When I came to Equal Exchange I thought it was a regular company. Day by day, I learned how we work with poor farmers. My father grew up in the countryside near Nha Trang. His family grew rice, corn, sweet potatoes, and peanuts. I am lucky to have a good life now. Poor farmers are not so lucky and I feel I must help them.

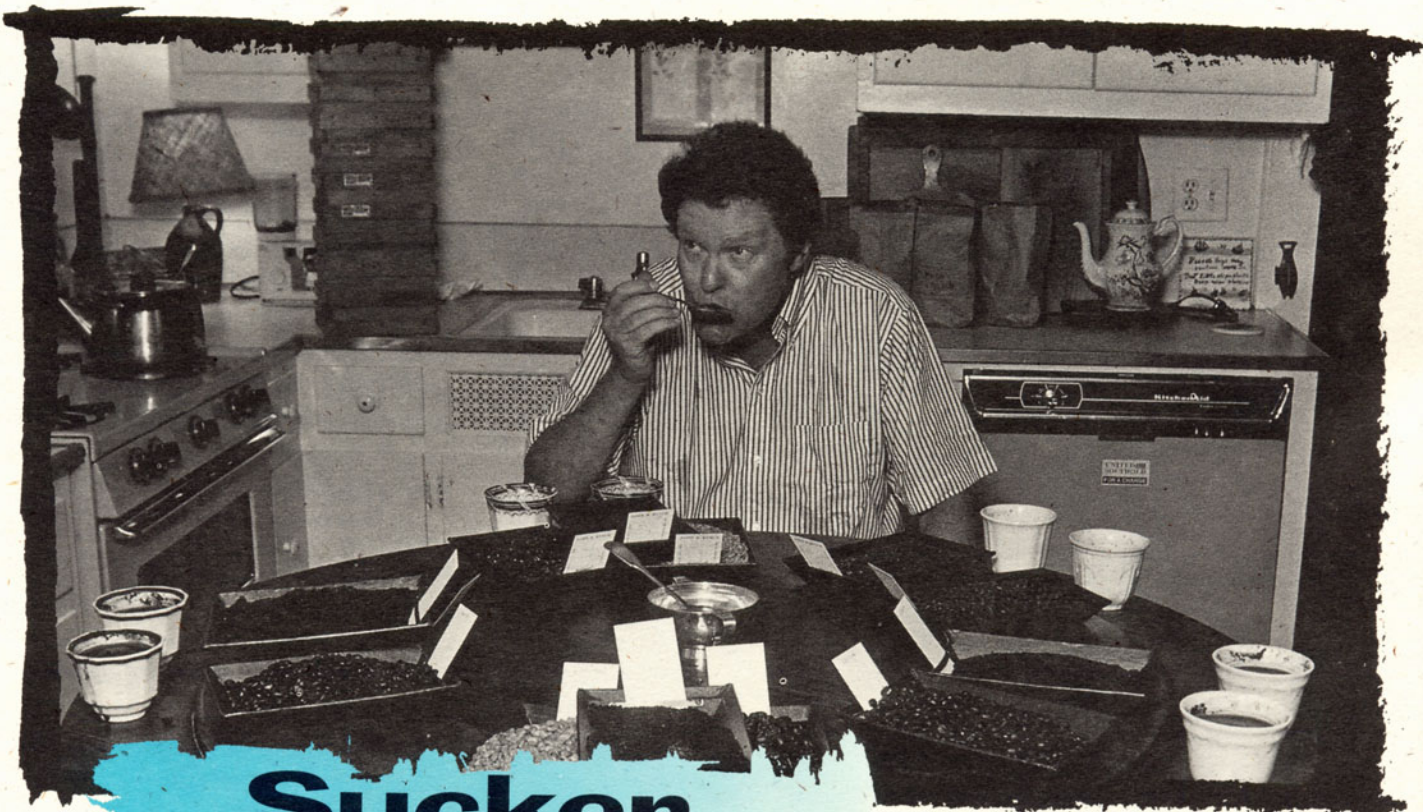
Yesterday I dreamed about my father. He was alive and we went together to my grandmother's house to pick bananas. I dream about him a lot—maybe once a month. He never goes away.

STAKEHOLDER: EMPLOYEE-OWNERS

Equal Exchange is a cooperative. The members are its nine employee-owners. They elect the board of directors and hold six of the board's nine seats. They are entitled to a limited patronage dividend in years the company is profitable. To be eligible, one must have worked for Equal Exchange a full year, be voted in by the other members, and buy one voting share of stock for \$2,320.

EMPLEADO-DUEÑOS

EE es una cooperativa. Los miembros son sus nueve empleado-dueños. Ellos eligen a la Junta Directiva y ocupan seis de los nueve puestos en la Junta. Ellos tienen el derecho a un dividendo de patronato limitado en los años en que la empresa reporta ganancias. Para optar a ser miembro, uno tiene que haber trabajado un mínimo de un año con EE, recibir el voto de aprobación de los otros miembros y comprar una acción con derecho de voto, valorada en \$2,320.



Sucker

John Rusch—investor by John Rusch as told to Ann Bokman

John Rusch sank into his favorite chair, took a sip from his fifth cup of Cafe Nica, and told me his story. Still among the nation's premier coffee cuppers, Mr. Rusch is also an activist for the formation of an independent county on Eastern Long Island.

In college, I drank coffee to stimulate the mind, not to please the palate. Later, when I returned to the undergraduate placement

office to demand they find me something other than a regular boring job, they dug up an opportunity in quality control at Folgers. Unwittingly, I embarked on a life-long love affair with coffee.

There's so much romance in coffee. Of the fifty coffee producing countries, each one can produce a good coffee, a bad coffee,

Professional coffee cupper (taster) John Rusch sucks and spits at his hundred-year-old tasting table. Suffolk Times photo by Judy Ahrens

and coffees in between. It's just fascinating. Colleagues say that I'm good at coffee cupping, but I still feel I learn something new about coffee every day.

I've worked with many fine people, but nowhere did I receive the tasting training I did at Folgers San Francisco. Every morning we sat down to at least 24 cups of our production. We knew what our coffee was supposed to taste like. The cupper's responsibility is to make sure the taste lives up to the claim. The coffee can't have any defects.

A cupper slurps the coffee, sucking in as much air as possible. Aeration increases our sensitivity to the aromatic qualities of coffee, recruiting our sense of smell and enhancing our ability to taste. The taste buds are located in various zones of the mouth. Some are sensitive

to salt, some to sweet, some to sour, some to bitter.

A cupper aerates a spoonful over the entire mouth and tongue, hitting all the taste buds at once and getting a well-rounded sensation of what a coffee tastes like.

My mentor at Folgers, Jim DeArmond, was the best cupper on the West Coast. It takes a great deal of patience to teach someone the art of tasting. There are very few old-line cuppers left. So much of coffee is marketed on hype now. As much as I admire specialty coffee traders for dealing in better beans, they aren't exceptional tasters, but rather, astute sourcers. They buy high quality beans from reliable shippers. Not many companies have a full-time Mark Souza (Equal Exchange coffee taster). I bet there are a lot of companies like yours who don't have anyone in charge of quality control.

When Proctor and Gamble acquired Folgers, their experience was in tasting toothpaste. They were appalled that we were cupping on the basis of memory and knowledge. My opinions could be affected by what I'd eaten for lunch, or by the fact that I had a bit of a sniffle. To optimize consistency, we cupped coffee in the morning. But when Proctor and Gamble suggested we use a neutralizing wafer periodically during our cuppings, it was all we could do to keep from bursting into laughter.

I've always been a revolutionary. At Folgers, I broke the dress code. Hell, I was working in the cupping room, a cross between a kitchen and a laboratory. Of course I took off my coat. There were people in my family who couldn't fathom a career cupping coffee. It was so removed from anything they considered work.

A lot of people go out, make money, and become reactionaries driven to make more money. I've always believed that if the delivery driver puts in the same amount of time and effort as the boss man, there shouldn't be a big difference in their compensation.

I invested in Equal Exchange for the simple reason that I am passionate about social equality. I didn't do it because I thought you needed my small amount of money. I've always been an

idealist and an activist. In my thirty-year coffee career, I was always the white hat in the business—the guy who hollers, “That’s immoral!”

I haven't changed much. But now I'm working for the environment. My great desire is to establish the eastern end of Long Island as an independent county committed to land preservation and sound environmental management. Before I cup my last Kenya AA, I want to wake up in a new county. Peconic County could be just the refuge people need in this sometimes hostile world.

STAKEHOLDER: INVESTORS

Equal Exchange receives equity investments from shareholders, and loans from both institutional lenders and individuals. Thirty-nine individual shareholders have invested \$300,000, for which they receive an annual dividend of 5%. Loans in the composite amount of \$550,000 come primarily from religious institutions who lend at below market rates. Above all else, investors in Equal Exchange expect their money to make a significant social impact on coffee farming communities in Latin America.

INVERSIONISTAS

EE también vende acciones sin derecho de voto a inversionistas, y recibe prestamos de instituciones e individuos. Treinta y nueve accionistas individuales han invertido un total de \$300,000 en EE, por lo cual ellos reciben un dividendo anual de 5%. Prestamos en la cantidad total de \$550,000 vienen principalmente de instituciones religiosas, quienes prestan a intereses más bajos que las tasas del mercado. Por encima de todo, nuestros inversionistas esperan que su aporte haga un impacto social positivo en las comunidades cafetaleras de América Latina.

One Voice, A Hundred Votes

Susan Wiedman—customer

by Ann Bokman

When Susan Wiedman wanted to support small farmers by switching to Equal Exchange coffee, she had to convince 99 others to do the same. Susan is a member of Twin Oaks, an intentional living community committed to equality, ecology, and non-violence.

Susan's commitment to fair trade coffee demonstrates deeply-held beliefs. As Susan explains, "I've always tried to look behind the product on the shelves to where it comes from and how it got there. After reading an article about politically correct coffee, I contacted a specialty coffee company to learn how I could support the small farmer and protect the environment. The company, a competitor of yours, admitted that if I wanted to be 100% politically correct, I should buy my coffee from Equal Exchange."

Susan had one chance to make a change: Twin Oaks' annual Trade-off Game. Presented with an annual budget on the one hand, and proposals on the other, members decide how to allocate the available funds. Decisions are made by majority vote. Susan admits that "It's only because a few of us felt so strongly about Equal Exchange that we buy your coffee. Many assumed your coffee would cost too much." Timing was a factor, too. Susan approached a community still struggling with a switch to low-watt light bulbs and water-conserving shower heads. Undaunted, Susan and ally Dirk Ewers stocked the coffee tables with Equal Exchange's colorful magazine and brewed samples of our beans. Though the vote passed easily, Susan doesn't know if the members were more impressed by the Moka Java or by Dirk's impassioned plea.

Susan Wiedman's efforts have just begun. "Anytime we spend our money, we're

making a statement. I'm fighting for an enviro fund to pay for earth-friendly products. People overlook the true cost of the things we use everyday—from the paper we write on to the coffee we drink. Prices should reflect the cost to the environment."

Susan explains her commitment with characteristic simplicity. "Once you get involved in an issue," she says, "you see it everywhere."

STAKEHOLDER: CUSTOMERS

Our customers challenge us to do it all: provide a quality cup, ensure fair trade, and protect the environment. We sell to food co-ops, natural food stores, restaurants and cafés, colleges, specialty food stores, and supermarkets—450 direct customers in all. Some 200,000 people drink our coffee daily.

CONSUMIDORES

Nuestros consumidores nos desafían a cumplir con varias demandas: ofrecer una excelente taza de café, asegurar un intercambio justo con el productor, y proteger el medio ambiente. Vendemos a las cooperativas de alimentos, tiendas de alimentos orgánicos, restaurantes, cafeterías, universidades, y supermercados, por un total de 450 clientes directos. Algunas 200,000 personas toman nuestro café todos los días.



Illustration by Mark Bellerose/Gunn Associates

1994—Greatest Hits

1. A Big Hill of Beans

In June, 1994, the world coffee market surged, and with it, Equal Exchange's coffee sales. The year ended at \$1,850,000—32% above last year. Thanks to the inspired sales work of Rink Dickinson, Mark Sweet, and Hilary Abell, the tonnage of beans we sold was up 17.5%.

2. Making Coffee Strong

Here's what critics had to say about our color magazine, *Making Coffee Strong*: "The most graphically impressive, intellectually stimulating, politically satisfying and emotionally thrilling report ever!" "... the best ATO publication I have seen." If you haven't seen it yet, write us for a copy.

3. I Love the Way You Roast My Beans

Mark Souza oversaw a seamless transition to a new roaster. We're now roasting seven miles down the road. We turn around our product faster and deliver it fresher to our customers.

4. I Can't Come Any Closer

Most of the time we bring our coffee to the customer. Last June, we brought nine customers to El Salvador to meet the farmers. Led and organized by Hilary Abell, the group witnessed the production of Cafe Salvador from field to export.

5. Smooth and Error Free

We performed better in 1994 than ever before. With Truc Dang and Thuy Truong shipping and receiving, Lisa Woodside bookkeeping, and Charlotte Mann supporting sales at customer service, efficiency was up and errors were down.

6. On the Road Again

Hilary Abell and Michael Rozyne visited CECOOAC NOR, our new trading partner in northern Peru. Committed to quality control, CECOOAC NOR has developed CECONOR, a higher grade of coffee than the national standard for northern grown beans. Hilary Abell will coordinate producer relations in Peru and Colombia.

7. A Sensitive Man

Mark Souza spent a week in San Salvador sharpening his ability to discern among the subtle characteristics that make one coffee good and another bad. Under the tutelage of GEPRO Coffee Traders, Mark learned to analyze green beans by appearance and smell, and to judge roasted products, as well. Mark conducts cupping sessions for the staff several times each week.

8. Who's That Driving the Car?

The board of directors welcomed new worker-owners Hilary Abell, Clark Arrington, Charlotte Mann and Mark Sweet. The board now includes six employee-owners and three outside directors: Bob Burke, Myrna Greenfield, and Jean Mason.

9. Gad Zooks Alive-It's 1995!

Three new employees start the year: communications manager Ann Bokman, and farmer representatives (salespeople) Thomas Hanlon-Wilde and Erbin Crowell. Michael Rozyne is taking a one year sabbatical. Rink Dickinson will act as director of marketing.

THE YEAR IN NUMBERS

	1994	1993
Total sales	\$1.85 million	\$1.40 million
Coffee beans sold	500,000 lbs.	425,000 lbs.
Annual growth in dollars	32%	22%
Pretax profit	\$89,719	\$7,615
Number of employees	11	11
Number of employee-owners	9	7

Equal Exchange, Inc.

Balance Sheet

	<u>12/31/94</u>
<u>CURRENT ASSETS</u>	
Cash	\$221,429
Accounts Receivable (net of \$3,629 allowance for doubtful accounts)	\$181,995
Inventory	\$400,793
Prepaid Expenses	<u>\$10,974</u>
TOTAL CURRENT ASSETS	\$815,191
<u>PROPERTY & EQUIPMENT</u>	
Furniture, fixtures and Equipment	\$183,062
Leasehold Improvements	<u>\$9,041</u>
TOTAL	<u>\$192,103</u>
Less Accum. Depreciation	<u>\$108,435</u>
PROPERTY & EQUIPMENT—NET	\$83,668
<u>OTHER ASSETS</u>	
Organizational Costs (net of amortization of \$2,463)	\$13,733
Deposits	<u>\$1,471</u>
TOTAL OTHER ASSETS	\$15,204
TOTAL ASSETS	\$914,063
<u>CURRENT LIABILITIES</u>	
Short-term Notes	\$23,000
Notes Payable to Shareholders	\$114,200
Current Portion of Long-Term Debt	\$79,954
Accounts Payable	\$34,821
Accrued Expenses	\$7,358
Patronage Rebates Payable	\$13,319
Income Taxes Payable	<u>\$20,775</u>
TOTAL CURRENT LIABILITIES	\$293,427
<u>OTHER LIABILITIES</u>	
Long-Term Debt (net of current portion)	\$280,702
Deferred Patronage Rebate	<u>\$893</u>
TOTAL OTHER LIABILITIES	\$281,595
TOTAL LIABILITIES	\$575,022
<u>STOCKHOLDERS' EQUITY</u>	
Preferred Stock	\$238,314
Common Stock	\$19,224
Common Stock Subscriptions Receivable	(\$7,992)
Retained Earnings	<u>\$89,495</u>
TOTAL STOCKHOLDERS' EQUITY	\$339,041
TOTAL LIABILITIES & EQUITY	\$914,063

Equal Exchange, Inc. Statement of Income

for the period ending 12/31/94

	1/1/94— 12/31/94
SALES	
Net Sales	\$1,975,703
Cost of Sales	\$1,283,724
Gross Profit	\$691,979
Other Operating Revenue	<u>\$2,879</u>
Gross Income	\$694,858
Operating Expenses	\$588,825
Income from Operations	\$106,033
Other Income (Expense)	
Interest Income	\$889
Loss on Disposal of Equipment	(\$593)
Interest Expense	<u>(\$29,319)</u>
Total Other Income (Expense)	(\$29,023)
Income Before Taxes	\$77,010
Provision for Income Taxes	<u>(\$21,630)</u>
NET INCOME	\$55,380

Statement of Changes in Retained Earnings

for the period ending 12/31/94

Retained Earnings at Beginning of Year	\$41,274
Net Income	\$55,380
Dividend Declared on Preferred Stock	<u>(\$7,159)</u>
Retained Earnings at End of Year	\$89,495

An in-depth analysis of the 1994 Financial Statements is available upon request.

report credits

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Ann Bokman

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Alain McLaughlin; **Organization
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Crawford Samuelson**;
Mark Ostow (coffee press)

disc illustrations by
Robert Therrien (musician),
and **Shannon Palmer** (cup)

spanish translation by
Jorge Jeri and **Paul Rice**

the band

a. Clark Arrington (left)—vocals, capital
coordinator; **Ann Bokman** (center)—vocals,
communications manager; **Jonathan Rosenthal**
(right)—vocals, executive director

b. Michael Rozyne—guitar, on sabbatical

c. Mark Souza—trumpet, director of operations

d. Lisa Woodside—lead vocals, financial manager

e. Mark Sweet—groovin' in his own world,
sales manager

(not pictured)

Hilary Abell—roadie, farmer rep;

Erbin Crowell—fashion consultant,
farmer rep; **Truc Dang**—sound tech,
warehouse manager; **Rink Dickinson**—

tour coordinator, director of marketing;

Jorge Jeri—lighting tech, warehouse;

Charlotte Mann—roadie, customer
service; **Thuy Truong**—shaker
and mover, warehouse;

**Thomas
Hanlon-Wilde**—hairstylist, farmer rep



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a.

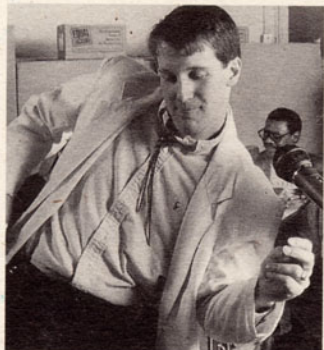


b.

c.



d.



e.



the founderettes. The founders' daughters (from left to right):
Sasha Rosenthal Grodsky, Savanna Dickinson Skelar,
Shaya Regina French. Photo: Ora Grodsky



EQUAL
EXCHANGE

1995 Robert Therrier Jr.

Tell us about your most memorable cup of coffee. We'll print the juiciest submissions in our newsletter *Java Jive*. And we'll award 25 pounds of coffee to the writer of the best one. Submissions must be received before August 1, 1995.

“ I don't drink much coffee since I sell every bean I grow.

Guayusa, an herbal tea we grow, is our common drink. But the best coffee I remember was the cup I had with Hillary, Michael, Luzmila and Bances sitting over the Chínchipe River in the river port Cirhuelo, a most enchanting place.”

Manuel Arias, Peruvian coffee farmer



“ The best cup of coffee I ever tasted? It was a 100% arabica blend: 50% Venezuelan, 25% Kenyan, 25% Nicaraguan. Everyone loved that coffee.”

John Rusch, professional coffee taster

“ It was after the big snow storm last winter. I came in from sledding, yanked off my sodden boots, and drank a steaming mug of hazelnut cream, standing in front of the fire.”

**Susan Wiedman, Equal Exchange customer
Twin Oaks tofu roller**

“ Coffee in Vietnam is dark, strong, and very thick. An Equal

Exchange pillow-pack [10 coffee scoops] would only make two cups. The cup I remember is the one that kept me awake while I studied for the final high school exams. It was very, very bitter, but smelled great. I didn't add sugar. I don't know why I liked it so much.”

**Truc Dang,
Equal Exchange
warehouse
manager**