

## Ron, Miles and Steve Jones

**M**arlin Jones joined the Dawn Donut Co. as an accountant in 1935, or the same year the Carter Family released a hit song in "Will the Circle be Unbroken." Dawn, thanks in large part to Marlin's three sons, went on to become known for its own circle.

Ron, Steve and Miles Jones played vital roles in transforming Dawn into a \$1.2 billion company that provides more than 4,000 products to more than 40,000 customers in more than 40 countries. Now called Dawn Food Products, the company long has had a "Circle of Excellence" symbol in reference to "good people with outstanding work ethics, making excellent products, taking great care of our customers."

Upholding that circle earned the Jones brothers entrance into the American Society of Baking's Baking Hall of Fame.

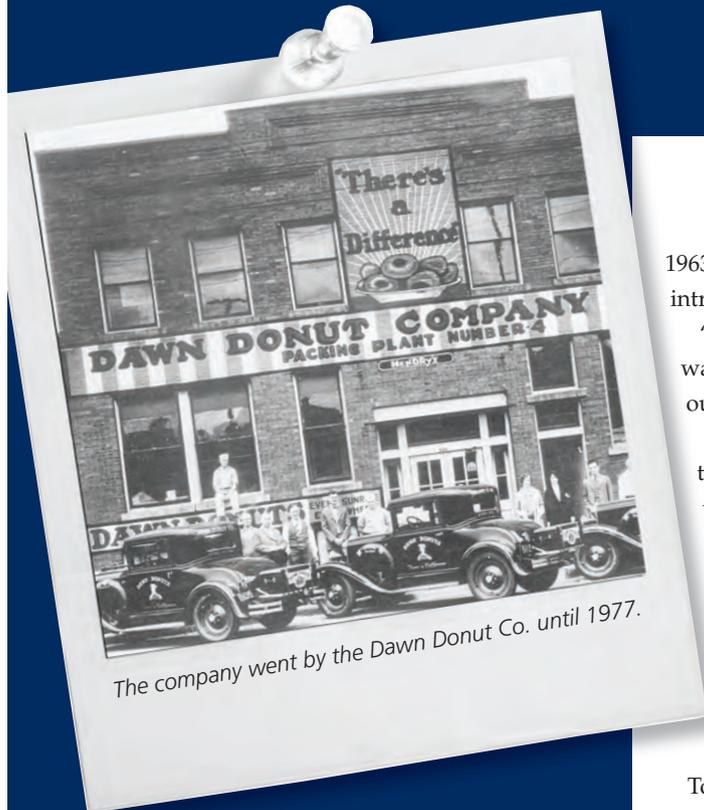
"Throughout the late 1960s through the mid-1990s, Dawn was shaped by

the uniquely different talents of three brothers, Ron, Miles and Steve," said Rick Dahlin, vice-president of wholesale sales, in his nomination letter. "Ron's talent is in finding and building new business opportunities, while Miles has the knack for product and quality innovation and Steve, who sadly passed away in 1995, helped build the modern Dawn brand perception."

Founded in 1920 in Jackson, Mich., Dawn became the first company in the United States to manufacture ready-to-use mixes for the commercial baking industry. Marlin Jones, after working for the business for 20 years, bought the Dawn Donut Co. in 1955. His sons spent summer vacations unloading boxcars of sugar and working in the plant making baking mixes.

All three brothers worked elsewhere before eventually returning to the family business.

Miles Jones rejoined the company in



The company went by the Dawn Donut Co. until 1977.

1963. He became the product innovator, introducing a host of product families.

"What I tried to do over the years was keep moving up the value chain as our customers demanded it," he said.

After Dawn's portfolio expanded to a complete range of bakery products, the company's name changed to Dawn Foods Products, Inc. in 1977. Miles Jones said in the 1980s in-store bakeries experienced labor shortage problems. Dawn answered the need and started to offer frozen batters, frozen dough and thaw-and-sell products.

Today, Dawn manufactures and distributes a complete line of bakery mixes, bases, icings, glazes, fillings, frozen dough, par-baked and fully baked products. This decade, Dawn Foods began to offer consumer goods, including a successful Weight Watchers line.

Like his brother, Steve Jones spent time away from Dawn. He taught music in high school. Steve rejoined the company in 1972 and became the marketing force behind the Dawn brand.

"It was his artistic sensitivity that made him so successful in the advertising and marketing field," Miles Jones said of his brother. "He had a great sensitivity for what the customer wanted to hear and conveying it in a medium so readily acceptable by customers."

Dawn became a frequent advertiser in trade publications. Today, the company holds an 86% rate of recognition within the baking industry, according to the company.

Ron Jones, as chairman, oversaw Dawn's most impressive growth period. The company transformed from

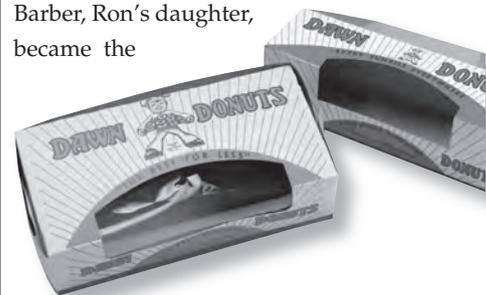
a regional supplier with one mix plant and \$27 million in sales in 1982 to a global leader with manufacturing sites and distribution centers worldwide.

In 1985, Ernst & Young L.L.P. honored Ron Jones as "Master Entrepreneur" in the Central Great Lakes Area.

"What impresses me most about Ron is the fact he is always willing and able to re-invent himself, his company and how we work and operate," said David Kowall, vice-president of strategic planning and worldwide marketing for Dawn. "He does this without compromising Dawn's values."

Through the decades, during the growth and innovation, the Jones family made certain the company's circle, the Circle of Excellence, remained unbroken.

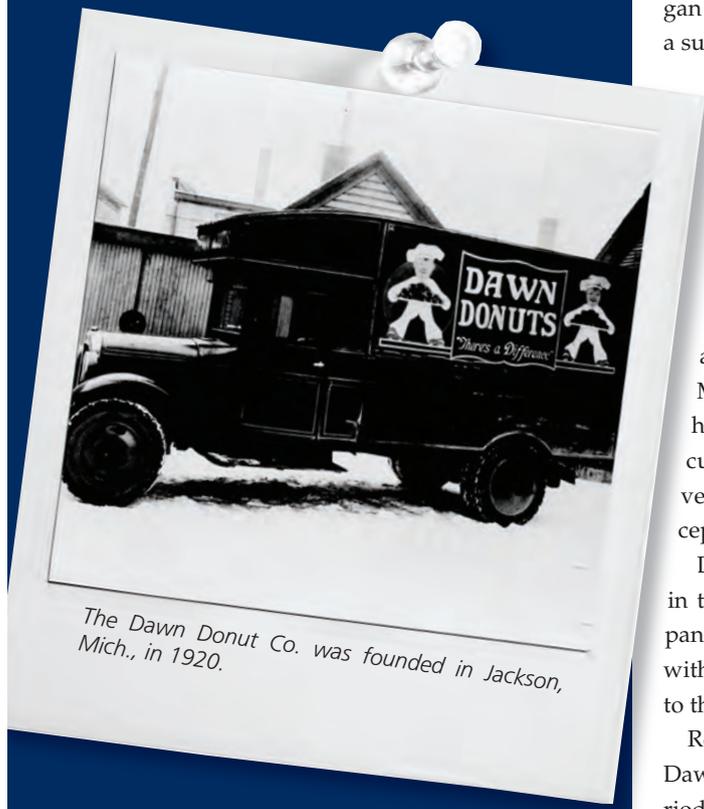
Expect Dawn to remain family-owned, too. In 2006, Carrie Jones-Barber, Ron's daughter, became the



new chief executive officer for Dawn. Ron and Miles were named chairman and co-chairman, respectively, at that time.

Miles Jones' sons, Aaron and Sam, are replenishment management coordinator and safety and environmental control specialist, respectively. Sarah Jones Richmond, Steve's daughter, works part-time in marketing.

Any Jones family member is welcome to work at Dawn, provided he or she first receives an education and works somewhere else first, Miles Jones said.



The Dawn Donut Co. was founded in Jackson, Mich., in 1920.