



#### THE MARKET

Whether sharing with friends, giving as a gift or savouring a well-earned treat, confectionery is enjoyed by nine out of ten Australians regularly.

Milk chocolate is still the most popular variant, followed by dark then white chocolate. A notable trend is the increasing number of people switching to dark chocolate – this is due to the growing taste for dark chocolate, plus it is seen as the ‘healthier’ alternative as it is higher in antioxidant flavonoids than milk chocolate.

Darrell Lea is one of only a handful of chocolate manufacturing retailers in Australia, and the world. Having their own network of retailing stores allows them to have the highest level of control over quality and presentation of their products, whilst ensuring that their customers receive an exceptional level of service and attention.

#### ACHIEVEMENTS

From humble beginnings selling confectionery from a pushcart, Darrell Lea now has a national presence of more than 1000 company owned stores and partner outlets across Australia, whilst employing more than 1000 people to support national and international operations.

In 2000 the company expanded into the export market with their first shipment of liquorice to North America. Darrell Lea liquorice is now sold in over 10,000 outlets around the world, largely in the key markets of the US, UK and Canada. In just four years liquorice exports have grown to 12% of total revenue.

With demand for their unique Soft



Eating Liquorice continuing to grow, the company has been credited with creating a new soft eating niche category within the global liquorice market.

In 2007, Darrell Lea celebrates its 80th birthday. The company remains a 100% wholly owned (4th generation) Australian family business.

#### HISTORY

The origins of the Darrell Lea company started in the early 1900s when Harry Lea mastered the art of confectionery making in Perth with his first creation, Bulgarian Rock, which he sold in a simple street pushcart.

Harry then established a fruit and vegetable shop in Sydney's Manly area. But as the Great Depression approached and business dwindled, particularly during the winter, Harry and his family started to cook Bulgarian Rock and Peanut Brittle at the back of the fruit shop. It was an instant hit!

In 1927 the first dedicated confectionery shop (named after Harry's youngest son – Darrell) was opened in Sydney's Haymarket. On most days the shop sold out by early afternoon and the family started cooking in the kitchen out the back for the next day.

During the Depression years of the 1930's the company expanded its Sydney stores. Confections were delivered to these stores twice a day, originally by horse and cart and later by Model T Ford.

The 1950's saw Darrell Lea's iconic Rocklea Road® made for the first time from the Lea family recipe. In 1957 the now famous Darrell Lea shop on the corner of King and George Street in Sydney was opened as the NSW flagship store. In the same year the family first developed and sold their unique Soft Eating Liquorice.

Business continued to prosper and a large factory was established in Kogarah, NSW. By this time flagship stores had opened in the key metropolitan cities. They are all still operational to this day.

On October 30, 1980, a disastrous fire destroyed 90% of the manufacturing facilities at Kogarah. By 1982 the factory was rebuilt and equipped with new, modern machinery. Manufacturing is still carried out at this site today.

The 1990s saw new stores continue to be opened around Australia, as Darrell Lea underwent



considerable retail expansion.

With the reputation for its unique Soft Eating Liquorice firmly established in Australia, the company saw the potential for the product in overseas markets and commenced exporting for the first time in 2000.

Darrell Lea continues to expand internationally under the leadership of current non-family CEO, John Tolmie, as well as consolidating their position within the Australian market.

#### THE PRODUCT

Today Darrell Lea offers over 400 products which are sold through a network of company stores and partner outlets.

Darrell Lea products are made using the finest ingredients, sourced in Australia where possible, and many are still hand crafted.

They have a number of products collectively referred to as their "iconic lines". The most easily

recognisable of these are Peanut Brittle, Bo Peeps®, Caramel Snows, Bulgarian Rock®, Toasted Marshmallow, Rocklea Road and their famous Soft Eating Liquorice

Darrell Lea Original Soft Eating Liquorice was developed in 1957 and is Australia's favourite. Using only the finest ingredients, it is cooked gently to seal in the moisture, creating the unique soft texture and fresh taste. A shelf life of only 5 weeks and frequent store deliveries ensure that Darrell Lea liquorice is always as soft and fresh as can be.

Darrell Lea Rocklea Road is a delicious treat with soft fluffy toasted marshmallow, peanuts, coconut and smooth chocolate combined

to make the perfect Rocklea Road. With a shelf life of 4 months you can be assured that Darrell Lea Rocklea Road lives up to the 'fresh is best' philosophy.

Darrell Lea is also known for its innovative range of seasonal lines including their famous Nougat Christmas Pudding and Christmas Candies, beautifully wrapped gift baskets and hand rolled 100's and 1000's eggs and half eggs filled with your favourite Darrell Lea treat (Liquorice, Rocklea Road, Ginger, Turkish Delight and Honeycomb).

Darrell Lea has the significant advantage of being in control of the manufacturing, distribution and sale of their products and can therefore ensure regular supply of all products.



#### RECENT DEVELOPMENTS

As the Australian palate seeks new experiences, the Darrell Lea product range continues to develop and evolve to satisfy this. In recent years original aniseed Soft Eating Liquorice has been joined by four fruit flavoured varieties — strawberry, mango, green apple and blackcurrant. All variants of Soft Eating Liquorice are now exported around the world.

'Limited edition' varieties of Dark Choc Mint and Dark Choc Orange Rocklea Road have been introduced to provide Rocklea Road customers with new

flavoursome variants — something a bit different to the traditional milk, dark and white chocolate Rocklea Road.

In 2005 the company opened an \$11 million state-of-the art dedicated liquorice factory to support their push into the export markets. Tripling capacity, the liquorice plant has now positioned Darrell Lea as not only Australia's leading manufacturer and retailer of soft eating liquorice, but a serious player on the world stage.

#### PROMOTION

Darrell Lea was a trailblazer in respect of their innovative window and product displays, with many companies adopting their merchandising philosophies. Window displays were Darrell Lea's earliest promotional tool and store level support with creative window displays remains a cornerstone of today's marketing initiatives.

The riot of colour in the large glassed windows, together with the aroma of liquorice, chocolates and candies packed in the shops was, and continues to be, an enticing and magical mix.

Sampling (try and they will buy!) has always been the pre-eminent promotional philosophy within the stores and at consumer events. A program of targeted promotional and giveaway activity, rotating through the seasonal events and around new product launches, is frequently undertaken along with advertising campaigns.

#### BRAND VALUES

Harris Lea, the son of founder Harry and the lead



confectioner of Harry's five sons, developed the original brand vision for Darrell Lea around the simple premise of "Freshness and Affordability".

With no employees other than the family, they worked 14 hour days, 7 days a week so their product could be fresh and still affordable to families, even during the Depression.

The Darrell Lea brand has arguably now reached iconic status in Australia not just as a confectionery brand but as an enduring Australian family business.

In recent prompted surveys the name Darrell Lea is recognised by over 95% of respondents.

"Fresh is Best" is a continuing mantra for the company. The brand vision has developed along with the business and today the statement "Together we create moments to delight, savour and share" best describes what Darrell Lea employees and partners aspire to do on a daily basis.

Darrell Lea gives Australian community partnerships a high priority, in particular its longstanding relationship with the Save The Bilby Fund. The company donates a percentage of every chocolate bilby sold to the Fund — as at 2007 total donations exceed \$225,000.

#### THINGS YOU DIDN'T KNOW ABOUT DARRELL LEA

- Their first confectionery shop was opened in Sydney's Haymarket in 1927 and the founder, Harry Lea, named this shop after his youngest son Darrell.
- The original shop was located next to the Haymarket Theatre and the idea for the original Darrell Lea uniform came from adding a big bow to an artists' smock, such as that worn by ticket writers at that theatre.
- Bulgarian Rock and Peanut Brittle were the very first Darrell Lea confectionery products made and both are still sold today.
- Since 1963 the head office and factory has been located on Rocky Point Road, Kogarah, NSW and people are always asking if the Road was named after their famous Rocklea Road — no, it's pure coincidence!
- Darrell Lea was the first chocolate maker to be recorded in the Guinness Book of Records for producing the largest single Easter egg at 895kg.
- The company was the first to hand decorate personal messages onto Easter Eggs. This unique Darrell Lea practise originated in the Melbourne store and was carried out in the shop window in full view of passer-bys. It became so popular that traffic jams along Melbourne's city streets ensued.
- 447 million strands or almost 40,000 km of soft eating liquorice is produced at the Darrell Lea factory each year — enough to cross Australia 10 times.