

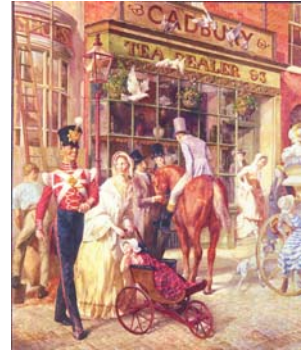


Fact Sheet

The Cadbury Family

A One Man Business

John Cadbury was only twenty-two years old when he opened his shop next door to his father's business in 1824. Richard Tapper Cadbury, John's father, was a draper and silk merchant in Bull Street, which was then Birmingham's principal thoroughfare. In his own shop, as well as tea and coffee, John Cadbury sold hops, mustard and a new side-line, cocoa and drinking chocolate, which he prepared himself using a mortar and pestle. Growing sales of John Cadbury's 'superior quality' cocoa and drinking chocolate meant, that in 1831, a small factory was rented in Crooked Lane, Birmingham, and John Cadbury became a manufacturer of drinking chocolate and cocoa, the foundations of the Cadbury manufacturing business as it is known today.



Bull Street

The Cadbury Brothers

The Cadbury enterprise prospered: in 1847, a larger factory in Bridge Street, off Broad Street, was rented. John Cadbury took his brother Benjamin into partnership and the family business became Cadbury Brothers Birmingham. The retail side of the business in Bull Street was passed on to a nephew, Richard Cadbury Barrow, in 1849, becoming Barrow Stores, which traded in Central Birmingham until the 1960s. During the mid 1850s however, business began to decline and the partnership between the first brothers was dissolved in 1860. In 1861 John Cadbury retired due to ill health, and the business was then left to his sons, Richard, 25 and George, 21. Their first five years were a period of unremitting toil, with few customers, long hours and very frugal living. It was due to the dedication and sheer hard work of these two Cadbury brothers that the business survived and prospered.



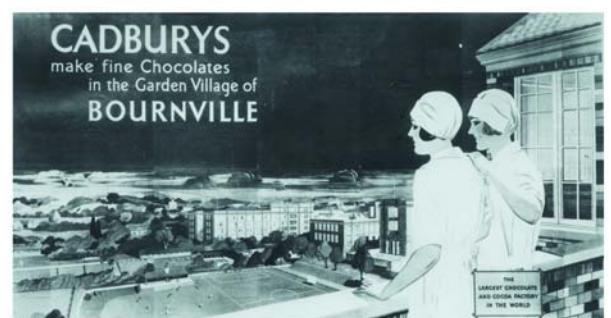
John Cadbury

Cocoa Essence "Absolutely Pure – Therefore Best"

Dissatisfied with the quality of cocoa products produced by all manufacturers, including their own, the brothers took a momentous step in 1866, which not only had a great bearing on the future and prosperity of the business, but was to change the whole of the British cocoa business. Until then, English cocoa had been heavily adulterated with starchy substances like potato flour or sago to mask the excess cocoa butter. Following a visit to Holland the brothers discovered the Van Houten chocolate press, which extracted the cocoa butter. The machine allowed the brothers to produce the much more palatable, Cadbury Cocoa Essence, advertised as 'Absolutely Pure- Therefore Best'. It was undoubtedly the marketing of this cocoa essence that helped to turn the small business, salvaged by the supreme efforts of two brothers, into the leading international company that Cadbury is today.

The Move to Bournville

By the late 1870s, the flourishing Cadbury business had outgrown the Bridge Street factory. The workforce had risen to 200 and after 32 years at Bridge Street, in 1878 the Cadbury Brothers started their search for a new site. On June 18 1878, the ideal site was found – the Bournbrooke Estate about four miles south of the



centre of Birmingham. In keeping with the fashion of the time, the French sounding name, 'Bournville' was chosen for the site, and the first brick was laid in January 1893. The remainder of the Bournbrook Estate was purchased in 1893 and parkland was set aside for recreational facilities for men and women. The 'Cadbury factory in a garden' was now well established.

Welfare of Cadbury Employees

The Cadbury Brothers were pioneers in industrial relations and employee welfare, setting standards which other enlightened employers followed. Cadbury was one of the first firms to introduce a Saturday half-day holiday and were pioneers in adopting the custom of closing the factory on Bank Holidays. As keen sportsmen, Richard and George Cadbury encouraged sports and other recreational activity, often playing cricket themselves. Sports facilities included football, hockey and cricket pitches, tennis and squash courts and a bowling green. As part of their determination to improve the living conditions of working people, in 1895 the Brothers bought 120 acres near the works and began to build Bournville village – affordable housing in pleasant surroundings for wage earners.



Cadbury Brothers Limited

The business became a private limited company – Cadbury Brothers Limited – in 1899 following Richard Cadbury's sudden death at the age of 63. George Cadbury became Chairman of the new Board and his fellow directors were Barrow and William A Cadbury, sons of Richard Cadbury and two of his own sons Edward and George Cadbury Junior. For over 100 years, Cadbury was essentially a family business and, although non-family directors were appointed for the first time in 1943, the company retained many features of a family business until 1962, when a public quoted company was formed.

The Quaker Influence

The Cadbury family in the 19th century were prominent members of the Society of Friends or Quakers, one of many non-conformist groups formed in the 17th century in protest against the formalism of the Established Church. They had strong beliefs and ideals which were carried into 'campaigns for justice, equality and social reform putting an end to poverty and deprivation'. As non-conformists, Quakers were not permitted to enter the Universities which in the 19th century, were closely linked with the Established Church, so entry into the professions was impossible. Pacifist principles precluded the military as a career so the energies and talents of Quaker families were directed towards business, social reform and the transformation of social and industrial society of Victorian Britain. Many Quaker families have made their mark on the British business scene – in addition to the Cadburys, the Frys of Bristol, Rowntrees and Terrys of York developed confectionery businesses; Sampson Lloyd of Birmingham founded Lloyd's Bank; the Hanbury's brought tinsplate to Wales and the Darby's of Coalbrooke were the fathers of the British iron industry. John Cadbury's life-long involvement with the Temperance Society had an influence on the direction of his business enterprise. By providing tea, coffee, cocoa and chocolate as an alternative to alcohol which was believed to be one of the causes of so much poverty and deprivation amongst working people, he felt that he was helping to alleviate some of the misery.