



**DEICHMANN**  
Group of Companies

**DEICHMANN DOSENBACH OCHSNER SCHUHE+SPORT**

**vanHaren ROLAND RACK ROOM SHOES**

**OFF BROADWAY**  
WAREHOUSE

# The DEICHMANN Group

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6/07



**DEICHMANN DOSENBACH OCHSNER SCHUHE+SPORT**

**vanHaren ROLAND RACK ROOM SHOES**





△ Dr. Heinz-Horst Deichmann took over his parents' business in 1956.



△ Heinrich Deichmann joined the company in 1989 and has been Chief Executive Officer since 1999. The hand-over to the next generation has been a success.

## DEICHMANN Presenting a family business.

The DEICHMANN Group has become Europe's biggest footwear retailer. Yet it is still a family-run business. This means that the Deichmann family vouch for the company with their good name, taking full responsibility and giving it their total commitment. Family ownership has proved to be a winning formula for over 90 years and so it will continue in future. We have chosen not to go public on the stock market or pursue growth by getting into debt.

Our corporate philosophy is rooted in Christian principles. For us, this means that the company must serve people – the customers, the staff, the suppliers and, beyond them, people in need, not only in our own society but also in Third World countries. These principles will continue to guide DEICHMANN into the future, thanks not least to the recent successful hand-over to a new management generation.

Dr. Heinz-Horst Deichmann

### Gutes Geschäft. Deichmann.

The German slogan "Gutes Geschäft. Deichmann." says it all: A good deal - a good store. Deichmann. It sums up what we want and what we want to give our customers. Our aim is to serve broad sections of the population by offering high-quality footwear and the latest fashions at very affordable prices. Our modern stores have the right shoes for everyone, whether young or old, fashion followers or comfort seekers, elegant or athletic. The DEICHMANN brand has real meaning for consumers. More than 90 % of people in Germany are familiar with DEICHMANN, and more than 20 million shoppers a year visit our branches. We are on course for expansion in markets beyond Germany.

The DEICHMANN Group has achieved strong expansion in recent years. Outside Germany we are active in Switzerland, Austria, Poland, Hungary, the Czech Republic, Slovakia, Slovenia, Croatia, Romania, Great Britain, The Netherlands, Denmark, Turkey, Sweden and the United States. And the declared goal of the DEICHMANN Group is to continue a path of healthy growth into the future.

Heinrich Deichmann



^ The headquarters has grown into three building complexes with office space for 350 staff.



^ The company's founder Heinrich Deichmann with his daughter Ellen in front of the first ever shoe store.

## Advancing step by step. Milestones of corporate development.

It all began in 1913 with a shoemaker's shop in the Borbeck district of Essen. Six years later its owner, Heinrich Deichmann, began retailing factory-made shoes. When the founder died, his wife initially took the helm, followed by their son Heinz-Horst Deichmann in partnership with his wife, Ruth. **The first branch outside of Essen** was opened in 1949, and others soon followed. The design of the store was modern, and this growing company sought to move with the times. But DEICHMANN remained true to the business model of a family-run company.

In the post-war years the company's network of outlets kept on expanding in Germany. By 1963, the year of the company's fiftieth anniversary, there were 16 branches; twenty-five years later the name DEICHMANN is to be found above 400 shoe stores right across the country. Today, shortly

after the 90th anniversary, there are almost 1,000 branches in Germany and 2,000 world-wide.

In addition to achieving its aim of offering good shoes at reasonable prices, DEICHMANN has earned a growing reputation for style and fashion. Whereas in the post-war period it was particularly important to meet **basic footwear needs**, with time customers became increasingly fashion conscious and DEICHMANN's spring and winter collections increasingly embodied the very latest trends.

DEICHMANN has made stylish shoes affordable for everyone. In 1995 it became the first retailer in Germany to advertise footwear on **television**. Successfully, as it turns out: surveys have shown that for consumers the brand encompasses not only the chain's product labels but also the distinctive green DEICHMANN store signs.

DEICHMANN can now boast four distribution centres located in different parts of Germany. The building of these central warehouses highlights the story of the company's strong growth. In 1978 DEICHMANN set up its first distribution center in Bottrop, near Essen. The facility served our stores throughout Germany. In 1988 we added another distribution center in Feuchtwangen, serving the south, followed in 1993 by Soltau for the north, and Wolfen (near Leipzig) in 1998 for the east of Germany. In recent years these new logistic hubs have also assumed the task of supplying DEICHMANN branches in other countries in southeastern and northern Europe.

Internationally, DEICHMANN now operates in sixteen countries, with around 2,200 stores and 25,000 employees. After Germany, the USA has become the group's second most important market.







- ^ DEICHMANN was already offering great prices back in the 1960s.



- ^ The first truck used by DEICHMANN to supply its shoe stores.

**1913** Heinrich Deichmann opens a shoemaker's workshop in the Borbeck district of Essen.

**1919** He starts selling factory-made shoes, which gradually becomes his main source of income.

**1930** Opening of the first branch in Borbeck Market shopping center, Essen.

**1940** Heinrich Deichmann dies. His wife Julie runs the business, assisted by her children.

**1949** Opening of the first DEICHMANN branch outside Essen, in Düsseldorf.

Heinz-Horst Deichmann studies medicine in Düsseldorf and supplies the Düsseldorf branch with new shoes on his regular journeys from home. His mother, Julie, and his wife, Ruth, who he married in 1950, manage the business during this period.

**1955** Opening of a DEICHMANN branch in Oberhausen. The first "bargain counter" is set up, while pre-selection stands are used to bring the shoes closer to the customer. The basic retailing formula is created: stocking a selection that appeals to a broad spectrum of consumers. Pavement-front stands appear for the first time outside the stores. More DEICHMANN branches are opened.

**1956** Dr. Heinz-Horst Deichmann leaves medical practice and takes over the management of the company.

**1963** The company celebrates its 50th anniversary. There are now sixteen DEICHMANN branches.

**1968** Move to the new administrative and warehouse building at Boehnertweg 9, Essen-Borbeck.

**1973** Takeover of the Swiss shoe retail chain DOSENBACH.

**1974** Opening of DEICHMANN branch number 100, in Würzburg.

**1978** Opening of the central warehouse in Bottrop, redevelopment of the company's administrative building in Essen.

## Company chronicle.

- ✓ From the outset staff outings were integral to the company's culture. Here in Cologne in the 1950s.



- ✓ Julie Deichmann, wife of company founder Heinrich Deichmann, talking to a customer.



- ✓ DEICHMANN celebration in 1973, marking the company's 60th anniversary.



**1984** Takeover of the American shoe retail chain Lerner Shoes, subsequently RACK ROOM SHOES.

**1985** Takeover of the Dutch shoe retail chain vanHaren.

**1988** A second central warehouse, in Feuchtwangen, began operating alongside Bottrop. DEICHMANN takes over the ROLAND-SCHUHE company.

**1989** Heinrich Deichmann joins the DEICHMANN management.

**1990** Coswig near Dresden: the first DEICHMANN outlet to open in eastern Germany after unification.

**1992** Opening of the first DEICHMANN branch in Austria. Takeover of the Swiss shoe retail chain OCHSNER.

**1993** Inauguration of the third distribution center in Soltau. Completion of a major extension to the Feuchtwangen Distribution Center.

**1994** Opening of DEICHMANN outlet number 700, in Hamburg's Spitaler Straße.

**1995** Start of the first DEICHMANN TV commercial, telling viewers: "Un-believable, brand-name shoes at such a great price – DEICHMANN".

**1997** The first branch in Poland opens in May.

**1998** In January the fourth distribution center, in Wolfen, begins operations. Celebrations in Austria for the opening of its 50th DEICHMANN branch.

**1999** Opening of branch number 900 in Berlin. Move into the new administrative building in Essen-Borbeck.

Heinrich Deichmann becomes chief executive officer.

**2000** Launch of e-Commerce with the company's own Internet shop.

Dr. Heinz-Horst Deichmann is appointed India's honorary consul to North Rhine-Westphalia. In the same year he is awarded Germany's prestigious Federal Cross of Merit.

DEICHMANN takes up a majority holding in The Emporia Group plc (UK) and enters the British market.

**2001** Opening of the first DEICHMANN branches in Belgium, Hungary and Great Britain.

**2002** Takeover of the shoe retail chain OFF BROADWAY in the USA.

**2003** Opening of the first branches in the Czech Republic and Denmark.

**2004** In the nationwide "Great Place to Work" competition DEICHMANN is ranked among the fifty most popular employers in Germany.

Launch of the new brand-strengthening campaign "Gutes Geschäft. Deichmann.".

Opening of the first DEICHMANN store in Slovakia (Bratislava).

**2005** Acquisition of the "Elefanten" and "Gallus" brands.

**2006** Opening of the first branches in Turkey and Slovenia.

**2007** Expansion into Sweden, Croatia and Romania.



^ In 2004 DEICHMANN is ranked among Germany's 50 most popular employers.

> In 2002 Dr. Heinz-Horst Deichmann is awarded the German StartUp Prize for his life's work.







## Company philosophy.

**T**his philosophy outline describes the basic values and objectives of our company. It creates an official framework for the management and staff for daily activities at their place of work and when working together. It serves as a basis for the formulation of guidelines relating to special topics or country-specific adaptations.

### The values

The Deichmann family is committed to the Christian ideology of mankind and is eager to play its part in assimilating these values into everyday business – acutely aware of the fact that every now and then reality will fall short of the ideal situation to which we aspire.

### The Range of Objectives

On the basis of these values we have formulated our official company objective:

*The company must serve the people.*

By this we mean our customers, employees, suppliers, and also people in need.

With this in mind, we consistently want to be the **best shoe retailer for our customers** in the markets where we are represented. This means that DEICHMANN must provide good products on the basis of cost leadership at the best possible prices.

In doing so, for us, making profits is not an end in itself. Profits are necessary to maintain the company at a healthy level, to secure jobs and also create new ones, to enable expansion by our own efforts, and to carry out our social duties.

### The customers

We want to offer a broad spectrum of the population fashionable and high quality shoes at extremely low prices. In doing so, we see not only a corporate duty, but also a social duty.

In all areas of business and at all levels, the employees of DEICHMANN must make the customer the absolute top priority. In all our activities we are keenly aware of the customer's well-being and work tirelessly to gain their trust.

The organizational structure, work processes and the practice of working together in the company must be designed in such a way that serves to achieve this objective.





### The employees

In order to be the best shoe retailer for our customers, the employees put in an above-average level of commitment to their work and within the context of their respective position they act professionally, independently and always oriented towards the best possible results.

Therefore, our managers should create the necessary amount of freedom to enable the employees' self-initiative to develop. They should encourage self-responsibility and pride in everything that is achieved, and should treat each employee seriously as a unique person with individual skills, needs and requirements. This should occur in the spirit of working with each other, for each other, and not against each other. This is how our identity evolves. As a result of working together, in the long term we retain the employees' experience and safeguard the consistency within our company.

We encourage people who are prepared to help us to develop our company with our objectives in mind, and we involve our employees in the success of the company. Furthermore, we support our employees by way of numerous social benefits, especially in times of personal need.

### The suppliers

DEICHMANN purchases goods and services as inexpensively as possible. We place importance on a fair and cooperative relationship with our business partners. In doing so, we are careful that the people living in the countries of production are able to work under humane conditions. Here, DEICHMANN is committed to its code of conduct.

### People in need

DEICHMANN uses a portion of its company profits to be able to offer its employees additional social benefits. In the same way, the DEICHMANN family feels bound by its Christian responsibility to help people in need both at home and abroad. In keeping with the good fortunes of the company, help is also available for others.

The business model of DEICHMANN is based on the experiences and successes of the past and is intended to form a model for the companies belonging to the DEICHMANN Group.

We ask all the employees in our company to live according to this model to the best of their ability and to help others to achieve this in their everyday lives. In order to do so, one of the most helpful ways is, undoubtedly, the constant, constructive dialogue about the practical significance of this model.







^ Dr. Heinz-Horst Deichmann and Heinrich Deichmann paying honor to an employee at the annual conference.



^ DEICHMANN invites staff members who have been with the company for over ten years to a central anniversary celebration, which is held every five years.



^ One of the special fringe benefits for employees is the Health Week in Gais, Switzerland.

## The company must serve people.

**D**EICHMANN consciously upholds the tradition of a family-owned company. As proprietors the Deichmann family believe in sound, self-financed growth at home and abroad and in this way stay in control of the company. This is the framework in which the family want to apply their corporate philosophy today and in the future. The philosophy, summed up by our motto "The company must serve people", rests on three pillars:

**F**irst of all we want to serve the **customer**. Our highest goal is to offer fashionable, high-quality footwear at best prices to a broad section of the population.

But we also want the company to serve its own **staff**, so the people at DEICHMANN must treat each other with respect and consideration. In return DEICHMANN's employees give the exceptional performance that enables the company to succeed.

**T**he fundamental idea of treating our staff as partners is deeply rooted in DEICHMANN's company tradition. It stems from the Christian values that guide the approach of the Deichmann family.

Everyone benefits from this corporate culture. The company can depend on motivated employees, while staff can count on the support of the company. This can be seen in the benefits offered, like:

- > A **benevolence fund** to provide quick and direct assistance in cases of need.
- > **Health Weeks** in Switzerland, which are open to all employees free of charge.
- > The DEICHMANN **company pension**, unrivalled in the retail sector.

The human approach at DEICHMANN also means providing opportunities to get together with other staff – and with the employers. The social life of the company is encouraged. Every year we organize anniversary celebrations, excursions and Christmas events.

**T**he third pillar of our commitment to serve people is the support we give to those in need – especially in India and Africa.





< ^ "A good deal – a good store" with good service and good products.

## The path to success. "Gutes Geschäft. Deichmann."

Since 2004 DEICHMANN has been presenting itself to consumers in Germany under a new slogan: "Gutes Geschäft. Deichmann.": A good deal – a good store. Deichmann. It replaced the familiar "Markenschuhe so günstig" (Brand-name shoes at such low prices) which had run for eight years. The path to business success for DEICHMANN is no secret: the sheer number of outlets gives the company its price leverage. We **order stock in quantities** far bigger than anyone else in the footwear business; and big purchasing power enables DEICHMANN to source directly from the producers without intermediaries. This is what business experts call "verticalization". It creates price advantages and synergies that DEICHMANN is pleased to pass on to its customers. In 2006 DEICHMANN sold 112 million pairs of shoes world-

wide. Large orders, global procurement, precise knowledge of the market, continuous market testing and an **effective merchandise information system** ensure that DEICHMANN can always provide its customers with a full range of fashionable shoes in every size required. Added to this is our friendly service, which is at least as important.

DEICHMANN is a **generalist and specialist** rolled into one. Stocking the complete range of footwear, its branches offer best-value brand-name shoes for every type of consumer. And DEICHMANN's own house labels appeal to specific target groups.



^ DEICHMANN's new slogan in Germany.



^ Motivated and friendly – sales staff at DEICHMANN.



^ At DEICHMANN, little feet can be accurately measured using the WMS system.

## Our service.

### Your Deichmann-Guarantee

**GOOD QUALITY GUARANTEED.**

IF YOU EVER HAPPEN TO BE LESS THAN 100% SATISFIED WITH THE QUALITY OF ONE OF OUR MODELS, SIMPLY RETURN THE SHOES TO US. WE WILL REFUND THE PURCHASE PRICE IN FULL AT ANY TIME AND AT ANY BRANCH THROUGHOUT GERMANY. THAT'S WHAT YOU CAN EXPECT FROM A GOOD STORE.



^ This guarantee is a strong selling point for DEICHMANN in Germany and elsewhere.

**DEICHMANN's central concern** is to give the customer first class service. This is guaranteed by the dedication of every member of staff in our group companies world-wide.

#### Professional advice guarantee

At DEICHMANN, customers get expert advice from our qualified sales personnel. Needless to say, DEICHMANN provides its people with in-house training and runs a whole range of advanced professional training programs. Our friendly sales staff have the knowledge and skills to help out whenever required, always ready to deal with the questions and wishes of customers young and old.

#### Best price guarantee

Large orders, precise knowledge of the market and continuous market testing are the factors underlying DEICHMANN's success in sourcing its shoe stocks. The advantages that result are passed on to customers in the form of attractive prices.

#### Quality guarantee

DEICHMANN shoes undergo strict quality controls and careful testing. But if the customer is still unsatisfied with the goods, DEICHMANN will refund without any fuss and at any branch.







#### < Downtown locations

✓ DEICHMANN branches in the city centers offer a superior shopping experience for the discerning customer. Eye-catching modern window displays invite you to come in and look around.



## Our branches.

The DEICHMANN network of sales outlets is growing from year to year. Today DEICHMANN is Europe's largest footwear retailer and in Germany we are the market leader, with over 1,000 branches nation-wide. The brand with its familiar green sign can be found in key locations everywhere: in downtown areas, in shopping malls or out-of-town warehouse sites.



#### ^ Shopping malls

DEICHMANN branches in shopping malls present a huge range of footwear in a friendly atmosphere. Customers can choose, try on and buy their shoes at their leisure.



#### < Warehouse outlets

DEICHMANN's out-of-town warehouse stores are easy to reach and offer plenty of space for customers and stock.





Well-stocked outlets with a big choice and customer-friendly presentation.



## The store concept.

DEICHMANN has an open-stock concept, known as the rack room system. Our attractive fashions are displayed on clearly ordered shelves with the shoes presented by model and brand – always in pairs and in their original boxes. Customers can see for themselves whether the shoe they like is available in their size. They no longer have to ask a sales assistant to bring the second shoe or find another size. Surveys show that our customers appreciate being free to look around and try on shoes undisturbed, while at the same time having professional assistance on hand whenever needed. The concept, which originally came from the American shoe stores, has now been applied in most branches in the DEICHMANN Group.

### A stroll round the store

At the **entrance** customers find a selection of footwear for the current season.

Inside the shop, the **trend area** presents the latest models for younger shoppers. For every type of shoe DEICHMANN believes in selling its own house brands, which we have continued to develop from year to year. **Graceland**, for example, which is very popular among the younger, fashion-conscious female customers, has grown into a very strong line with a distinctive design profile.

Then there's the **comfort area**, offering plenty of space and seats for trying on our range of foot-friendly, ergonomic models. Our **Medicus** brand has established a strong position in this segment.

The **men's section** has a selection which includes brands such as **Memphis One**, **Borelli**, **Claudio Conti** or **Landrover**. It provides everything from fashionable business shoes to casuals and walkers.

Men particularly like our elegant, welt-sewn, full-leather **Borellis** at prices that no other retailer can match. In 2005, DEICHMANN took over the Gallus men's footwear

brand, widening the choice for the gentleman who demands something special.

The **women's section** offers stylish **Janet D.** shoes for everyday wear and the elegant **5th Avenue** line in full leather, and it features many other brands in the latest models.

The **children's section** is a colorful and cheerful space. It features the high-quality **Elefanten** brand. A natural insole, three-dimensional shoe flexibility and the precise Width Measurement System ensure the best possible fit and enable children's feet to develop healthily. What's more, child-friendly seating and play equipment create the right setting for shoe shopping with the kids.

Finally, there's the **sports section**, where **Victory** is DEICHMANN's star house brand. Here, too, you'll find the right high-quality footwear for every activity at low DEICHMANN prices. There is also a special selection of leading sport brands like Nike, Adidas, Puma, FILA, new balance, Reebok and Kappa.







BORELLI



5TH AVENUE



DEICHMANN's trend scouts are active all over the world tracking down tomorrow's new styles. They monitor the fashion scene, watch the trade fairs for pointers to the future, move around in the metropolitan fashion hot-spots to feel the pulse. Short procurement cycles and the continual updating of collections make it possible to respond quickly to the latest fashion trends and to translate them into products for the shoe market.

With its range of established house brands and a wide selection of models, DEICHMANN is always putting something new on the shelves.

That's something that customers value and is also appreciated in the shoe trade. Commenting on the fashion race, the editor-in-chief of a well-known trade journal writes, "There is no doubt that, in terms of fashion, the low-price retailers – and that includes DEICHMANN – are often one step ahead of the classical specialist stores."



## Our styles – guaranteed in fashion.



Graceland has developed into a strong brand. >



< Full-leather 5th Avenue ladies' shoes for the discerning customer.

✓ Elefanten shoes guarantee outstanding quality and sound support for children's feet.



^ The consumer products testing agency Stiftung Warentest gives top marks to Victory sports footwear.

✓ Through the addition of the Gallus brand there is an even wider choice of footwear for fashion-aware and price-conscious male customers.





The shoes sold at DEICHMANN are not only very fashionable but also of the highest quality. Strict quality controls ensure that DEICHMANN standards are maintained by its suppliers worldwide. Every article is tested for harmful substances. Leather and sole quality are inspected, and the fit is carefully checked. Constant sampling takes place even during the production process.

DEICHMANN's partners include **recognized testing laboratories** like TÜV Rheinland, Intertek Testing Services in Hong Kong, the Prüf- und Forschungsinstitut für die Schuhherstellung e.V. (PFI) in Pirmasens, Germany, and STR Testing & Inspection AG in Steinach, Switzerland.

In addition, our own buying agents check on production procedures. If problems occur our experts provide assistance and technical support to the suppliers.

Finally, DEICHMANN has its own in-house **quality assurance system** to perform random checks on the quality of incoming supplies.

DEICHMANN buys shoes in over 40 countries world-wide. The first-rate quality of DEICHMANN shoes is ensured by having them manufactured by reputable brand-name producers such as Gabor, Salamander, Ara, Lloyd and other well-known partners, and by exerting a positive influence on our suppliers and their suppliers. In the children's footwear segment DEICHMANN has been selling Elefanten shoes since 2006.



## Quality and safety.

✓ DEICHMANN works with recognized testing laboratories to guarantee continuous quality.



**ITS** Intertek Testing Services  
Labtest





Alongside advertising for the DEICHMANN umbrella brand itself, a marketing campaign focuses on the Elefanten, Gallus, Medicus and Victory brands.

## The marketing campaign.

With its new marketing campaign in 2004, DEICHMANN launched the biggest offensive on quality and bargains in the company's history. Our new claim "Gutes Geschäft. Deichmann." (A good deal – a good store. Deichmann) replaced "Markenschuhe so günstig" (Brand-name shoes at such low prices) – a slogan, familiar to consumers since 1995, which highlighted the quality of our house brands.

Since 2006 the new communications approach has been enhanced by two campaigns around the Elefanten and Gallus brands. These traditional quality labels now belong to the DEICHMANN portfolio.

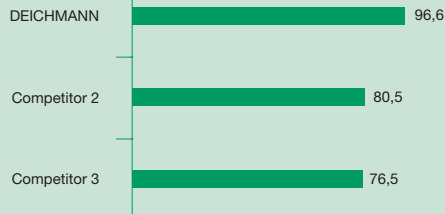
The new campaign tells customers what made DEICHMANN great. The message is that whatever shoe you choose, it's always a good deal – with best prices for first-class quality. DEICHMANN still sees itself as a generalist and a specialist rolled into one, having the right selection of footwear for every target group and for every occasion. Consequently, the company's positioning strategy is now to project its own name as an "umbrella brand" that stands for choice and sets DEICHMANN apart from its competitors.

The current campaign is able to build on strong foundations. After all, DEICHMANN was the first footwear retailer in Germany to advertise on TV. That began back in the mid-90s, and the success has been impressive: more than 90 % of all Germans are familiar with the name DEICHMANN. Two thirds of them buy DEICHMANN shoes.



Nearly everyone  
knows DEICHMANN

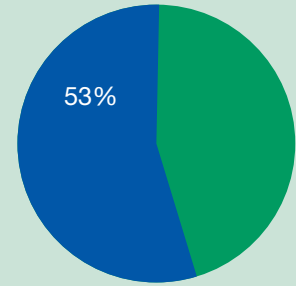
#### Aided recognition of brands



< With brand recognition measured at 97 % DEICHMANN is the unrivalled leader among Germany's footwear retailers.\*

DEICHMANN's  
advertising works

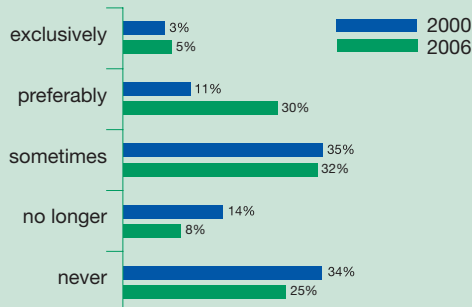
#### Aided recall of ads



^ More than half of the population can remember having recently seen or heard an ad for DEICHMANN.\*

42 million DEICHMANN customers

#### Purchasing frequency at DEICHMANN



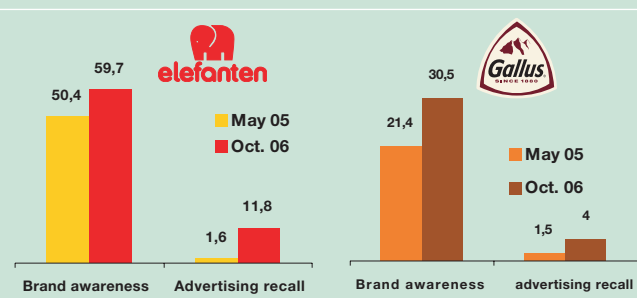
< 2/3 of the German population (14 years and above) buys shoes at DEICHMANN. The share of the population accounted for by DEICHMANN customers has risen substantially compared to the 2000 findings.\*

\* Source: TNS Infratest, demographically representative omnibus questionnaire survey of persons from the age of fourteen, n= 1000, October 2006.

Forsa, demographically representative telephone survey of persons from the age of fourteen n=2285, Nov. 2000.

### Successful introduction of Elefanten and Gallus at DEICHMANN

Elefanten-Schuhe and Gallus are two of Germany's best-known footwear brands. Since their introduction in DEICHMANN stores these labels have again been able to raise their profile among consumers.



Source: TNS Infratest, a representative omnibus survey of the population in Germany from 14 year-olds upwards; n=1,000 respectively; figures in %, aided brand awareness and advertising recall from a brand list.

### New brands generate positive image effects for DEICHMANN

The Elefanten brand is helping DEICHMANN to attract previous non-customers among women:

"Elefanten shoes at DEICHMANN have upgraded the store."

"These quality shoes improve the image of the DEICHMANN range as a whole."

"A good reason to call in at a DEICHMANN outlet."

"I'd give other mothers the tip that they should try DEICHMANN, now that they even stock Elefanten shoes."

"I know it's the place where I'm most likely to find the right shoes for my child."

In the target group of male non-customers, too, a positive attitude towards the Gallus brand is enhancing DEICHMANN's image:

"With Gallus on offer, I'm more interested in checking out DEICHMANN – I might well go there now."  
"Gallus widens DEICHMANN's range and appeals to new customers."

"I guess they're not only low on price but also high on quality! Gallus has given DEICHMANN a face lift."

Source: Mediascore, qualitative advertising impact analysis, 80 in-depth interviews with mothers of young children (0-6 years old) and 80 men in the 45-60 age group, autumn 2006.







^ > Career starters have excellent prospects at DEICHMANN.



Trainees at DEICHMANN in Germany



DEICHMANN Group Germany

## DEICHMANN creates jobs and training opportunities.

At DEICHMANN we see our employees as key to the success of the company. A central objective is to offer people satisfying jobs and training opportunities. The number of DEICHMANN employees more than doubled from 1990 to 2006, expanding from 5,436 to over **13,100** people. Internationally there are as many as **25,000** people working for the group. The company's size and international orientation benefit all our people. Good prospects for footwear professionals and strong global links make DEICHMANN an attractive employer in Germany.

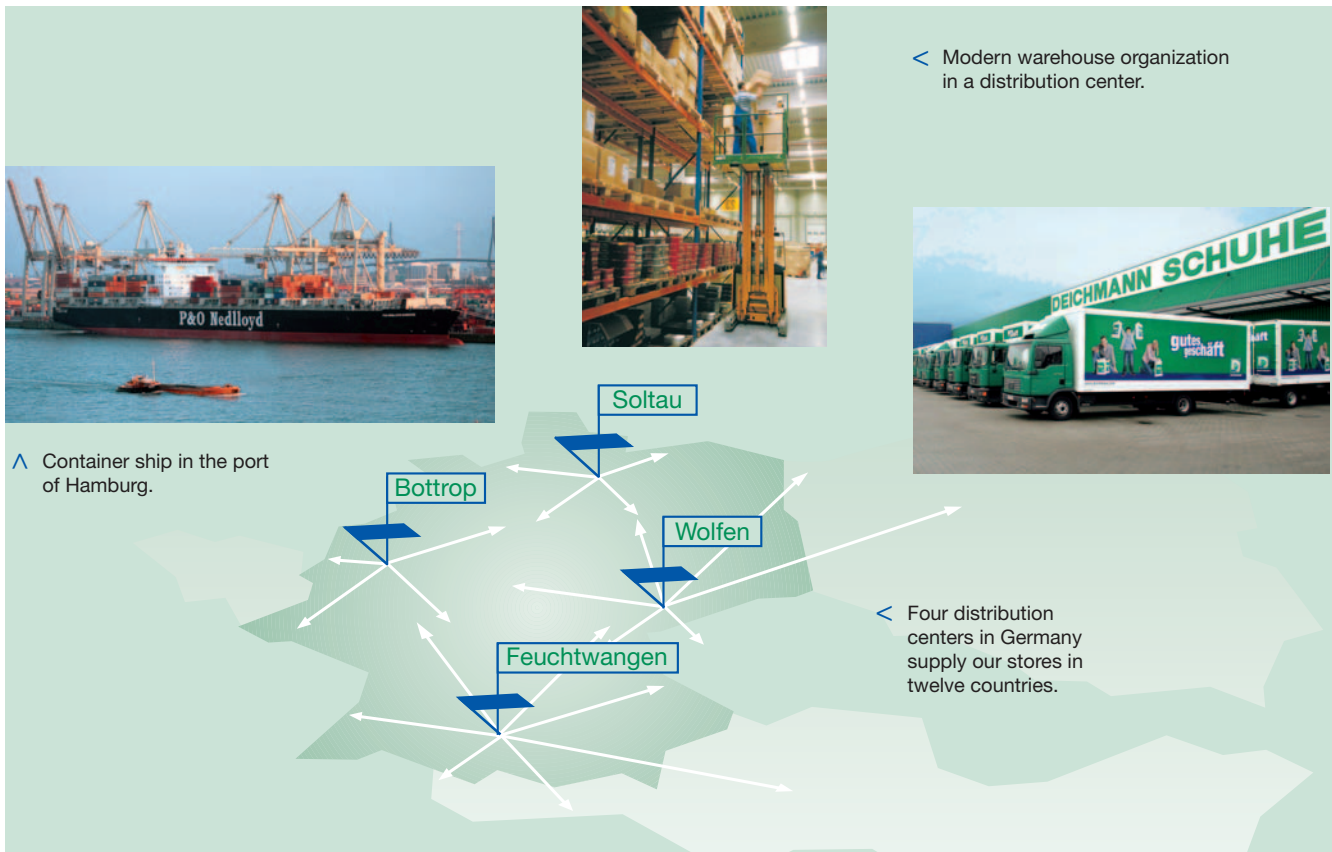
Qualified and motivated staff are at the heart of a successful business. So it's only logical that we provide fair pay based on performance and offer in-house training. A range of schemes exist to ensure the professional development of the people at DEICHMANN, whether managers, staff or new recruits just starting out on a career.

Opportunities are, for instance, made available to study business management at a vocational academy with a placement at DEICHMANN for the practical course component. Each year university graduates take part in our **trainee program**. As assistant buyers or marketing assistants they progress to take on a responsible role in the administration at DEICHMANN. A scheme for senior staff provides ongoing training in management skills in line with the company's changing requirements. Other programs include shopfloor experience for administrative staff, or junior manager development schemes combining project work and accompanying seminars. There are also upgrading programs to qualify staff as store managers and regional sales managers. Regular training courses at both staff and management level, e.g. on

business administration topics or on staff coaching, help our people to refresh and improve the skills they have acquired. Naturally everyone at DEICHMANN can also **extend their skills** on an individual basis, either in-house (e.g. language courses, IT courses and social skills workshops) or by attending external seminars.

Our commitment to staff development has received public recognition. DEICHMANN in Germany has been ranked among the top fifty most popular employers in the "Best Place to Work" competition. And the DEICHMANN subsidiary in Austria even managed to get into the best 100 for the whole of Europe.





## Always on the move. Our logistics.

**S**trong expansion places very high demands on the company's logistics. Around 96 million pairs of shoes and 48 million accessories are delivered annually to the stores from our four German distribution centers and from the Swiss and the Dutch centers. We employ about 600 people to ensure the smooth supply of merchandise.

An important factor behind DEICHMANN's success is our continual introduction of innovations. For instance, DEICHMANN was the first in the business to implement consistent **"Supply Chain Management"** and

take full control over a continuous supply chain from the manufacturer to the point of sale. It forms the backbone of the verticalization process, cutting out the middlemen to secure lower prices for the consumer.

**L**ogistics are a vital part of a successful retailing strategy. DEICHMANN has an efficient and flexible system for optimal linkage between purchasing and distribution structures. State-of-the-art information technology controls the complex logistical flows in the DEICHMANN Group.

Our logistics, which include not only classic functions like transportation, transshipment, storage and commissioning but also advanced purchasing and distribution systems, guarantee the effective and efficient flows of goods.

The logistics are supported by a **central materials management system**. Closed-loop requirements planning ensures that the exact models and sizes demanded by customers are always in stock. In this way DEICHMANN's points of sale are continually supplied with the changing merchandise they need.





^ Decent working conditions are essential for the health and safety of everyone involved in the production process.

< DEICHMANN's suppliers through the world must treat environmental resources with care.



Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH

## Code of Conduct.



DEICHMANN sources shoes from around forty countries. Today, the most important region for our supplies is Asia, especially in Vietnam and China.

When awarding contracts on the global market DEICHMANN obviously focuses on quality, but we also take seriously our social responsibilities in the markets where we purchase our stock.

DEICHMANN sees trading links with developing and newly industrialized countries as a particularly important challenge:

As well as endeavoring to offer customers quality footwear at favorable prices, the company cooperates with its suppliers in a spirit of real partnership. A comprehensive, binding **Code of Conduct** forms an integral part of our supply contracts. It obliges suppliers to comply with socially acceptable working and production conditions, which are formulated on



Außenhandelsvereinigung  
des Deutschen Einzelhandels e.V.

the basis of the guidelines of the **International Labor Organization (ILO)**.

DEICHMANN instructs independent recognized agencies like **Cal Safety Compliance Corporation (CSCC)** to check that the standards are being maintained by producers. As part of a three-year public-private partnership with AVE, the German retailers' foreign trade association, a system for auditing and certifying suppliers in fifteen countries is being created in co-operation with the German development ministry (BMZ) and its technical development agency (GTZ). DEICHMANN and other companies are actively involved in this initiative to make sure that the standards that have been set are actually being observed in practice.







- ^ DEICHMANN expects its
- > suppliers to meet the standards set out in the Code of Conduct for the protection of workers.



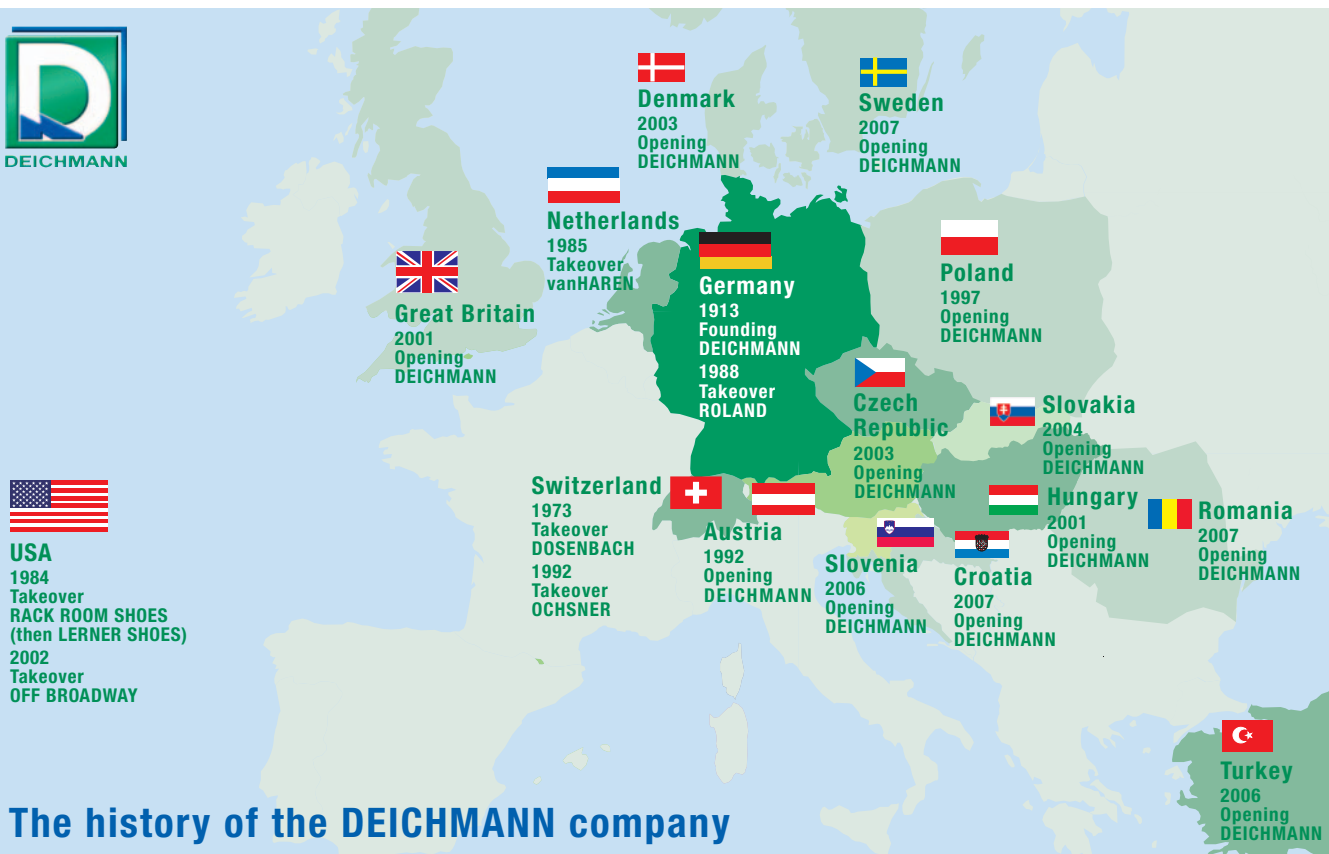
A good example of our approach was an initiative in India launched by DEICHMANN in 1999 in collaboration with the GTZ. Entitled **"Improvement of Social and Environmental Standards"** (ISES), the project's aim is a long-term improvement of employment and environmental conditions in companies that supply DEICHMANN. The project, which has the active participation of the Indian shoe producers, is making it possible to identify social grievances and workplace problems at an early stage and tackle them jointly. The experience gained here has helped us to formulate the Code of Conduct.

Neither child labor nor inhuman working conditions are tolerated by DEICHMANN.

The following rules are taken from the DEICHMANN **Code of Conduct**, which is based on ILO standards (you can download the full version from our website at [www.deichmann.com](http://www.deichmann.com)):

- > Workers must not be younger than 15 years of age.
- > Under no circumstances may young workers under the age of 18 do overtime.
- > The training of young workers should be promoted.
- > The employer must not engage in or support the use of forced labor.
- > Remuneration and working hours must be at least in line with the standard rates for the region.
- > The regular working week must not exceed 48 hours.
- > The prohibition of mistreatment, torture and wage deductions must be observed.
- > The employer must ensure that the working environment is safe, clean and healthy.
- > The employer must use natural resources as efficiently as possible.
- > The supplier must comply with all the applicable environmental laws and regulations of the country in which he operates.





## The history of the DEICHMANN company

### The DEICHMANN Group.

^ The DEICHMANN Group is represented in sixteen countries.

About half of the turnover of the DEICHMANN Group is made outside Germany. Worldwide there are approximately 25,000 people working in around 2,200 branches, and every branch sells stylish footwear at attractive prices. In addition to Germany, the group is represented in fourteen other European countries and in the United States:

- > DEICHMANN in Austria, Poland, Hungary, the Czech Republic, Denmark, Slovakia, Slovenia, Croatia, Romania, Turkey and Sweden
- > DOSENBACH and OCHSNER in Switzerland,
- > vanHaren in the Netherlands,
- > DEICHMANN SHOES in Great Britain,
- > RACK ROOM SHOES and OFF BROADWAY in the USA.

Although DEICHMANN is Europe's market leader in footwear retailing, the company has no intention of going public. We will continue to operate as a family-run business and uphold our commercial independence. **On course for further growth**, DEICHMANN remains committed to the original strategy of healthy growth through self-reliance.

Even if Germany remains the most important market, international expansion is clearly the way forward. Depending on a country's market situation and regional characteristics, our strategy

is either to take over successful shoe retailing chains in that country or build up a completely new sales network from scratch.

Whichever route is chosen, we consistently apply the **DEICHMANN philosophy** in every market: customer satisfaction is always paramount, so our merchandise range must be adapted to market conditions and tailored to customer preferences – and these vary greatly from country to country.



### ROLAND-Schuhe

The ROLAND-Schuhe company was founded in 1884 and has been a member of the DEICHMANN Group since 1988. The ROLAND chain is represented throughout Germany at top locations in the major cities and in leading shopping centers. Combining well-known fashion labels – from Converse and Lloyd through to Janet&Janet and Esprit – and high-quality house brands, ROLAND has the right shoes for every fashion-conscious customer. ROLAND stores feature fast-changing new models which move from elegant to fun to casual, whether for women, men or kids. The latest themes in footwear drive the frequent changes in the look of ROLAND stores and their window displays.

The modern rack room system presents the stock as pairs in their original boxes, clearly arranged by model and brand. This raises the visibility of shoe and label, creating a unique product display.

For the future more outlets are planned across Germany, with spacious sales floors from 400 to 1,500 sq.m.

\* Latest data in the annex.



## ROLAND-Schuhe.



< ROLAND-Schuhe looking  
✓ good in Stuttgart and Hamburg.





### RACK ROOM SHOES

In 1984 DEICHMANN crossed the Atlantic: a very significant step in the company's development. The takeover of the Lerner Shoes chain and the adoption of a new open-stock store system laid the foundations for DEICHMANN's success in America with RACK ROOM SHOES. The chain sells all the customary brands in the US at attractive prices as well as its own high-quality house brands. And the strategy is proving a big success. RACK ROOM SHOES now employ some 4,000 people, and the number is still climbing.

### OFF BROADWAY

In 2002 DEICHMANN launched another initiative in the United States with the acquisition of the OFF BROADWAY shoe retailers. This, too, is a family-run business dedicated to satisfying even the most demanding customers with its huge selection of well-known brands at very reasonable prices. Its shoe warehouses, some with up to 3,500 sq.m. floor space, open up a spectacular world of footwear fashion. OFF BROADWAY operates branches in nine states across the US.

Through these two chains DEICHMANN is represented in the United States with around 400 stores, making America the most important market after Germany for the DEICHMANN Group.

\* Latest data in the annex.



## RACK ROOM SHOES and OFF BROADWAY in the USA.

The shoes stores in the US:

> OFF BROADWAY in Louisville.



> OFF BROADWAY in Hazelwood.



> OFF BROADWAY in Hollywood.



^ RACK ROOM SHOES in El Paso.

^ RACK ROOM SHOES in Jacksonville.

## DOSENBACH and OCHSNER in Switzerland

The move to expand into Switzerland marked the very beginning of DEICHMANN's international activities. In 1973 we acquired **DOSENBACH**, a Swiss family-owned shoe retailing business founded back in 1865. And in 1992 DEICHMANN took over the house of OCHSNER. Together, DOSENBACH and OCHSNER are the market leader in Switzerland.

DOSENBACH stores sell an attractive range of high-quality, fashionable shoes at affordable prices. In other words, they apply the DEICHMANN concept to the Swiss market, satisfying the full spectrum of tastes and needs.

A number of branches in the DOSENBACH chain have recently complemented their footwear range with a selection of keenly priced sports articles.

At **OCHSNER SCHUHE**, customers find fashionable house brands as well as selected top independent labels at prices that give great value for money. Names like Esprit or Gabor, sport brands like Adidas or Puma, and trend-setters like Buffalo guarantee a perfect sales presence in Swiss shopping centers.

**OCHSNER SPORT** opens up the whole world of sport to its customers. Whether soccer, basketball, tennis, running or snowboarding – every sports enthusiast can be equipped in style from an enormous selection of sport accessories and sport footwear from brands like Adidas, Puma, Nike and Reebok. For trend-setters, OCHSNER SPORT always stocks the very latest sports and leisure-wear products.

\* Latest data in the annex.



## DOSENBACH and OCHSNER in Switzerland.

✓ OCHSNER SCHUHE in Bern.



- △ DOSENBACH in Zurich.
- ◁ OCHSNER SPORT in Zug.
- ◁◁ DOSENBACH Schuhe and Sport in Schaffhausen.



### DEICHMANN in Austria

In 1992 DEICHMANN set up its own company in Austria and charted a successful course that began with the first store in Leonding, near Linz. The Vienna-based headquarters of DEICHMANN Austria have overseen rapid growth, building up a chain that is now number three on the shoe retailing market. Our Austrian staff, whose numbers are continually rising, provide great service both on the sales floor and behind the scenes.

In fact DEICHMANN Austria has earned special recognition for staff relations: the European Commis-

sion in Brussels ranked the company among the hundred most popular employers in the whole of Europe. In addition to fashion components taken from the German shoe collection, DEICHMANN Austria sells a specifically Austrian range and keeps up to date with the country's latest seasonal highlights. DEICHMANN will continue to expand in Austria, too. More branches are planned for downtown locations, shopping malls and out-of-town sites.

\* Latest data in the annex.



## DEICHMANN in Austria.



< DEICHMANN branches in St. Pölten,  
V V Bad Ischl and Vienna.





### vanHaren in the Netherlands

Another milestone on the path of international expansion was the move into the Dutch market. In 1985 the Dutch shoe retailing chain vanHaren became a member company of the DEICHMANN Group.

Founded as an independent shoe producer in 1926, vanHaren is the oldest company in the Dutch shoe business. The company's headquarters are still located in a listed building in Waalwijk. Today, vanHaren is a pure retailer and, as such, has grown to become the third largest in the Netherlands, with a nationwide network of outlets. vanHaren stores are supplied from the DEICHMANN distribution center in Vlijmen.

In Holland, too, the winning DEICHMANN concept is applied: customers at vanHaren find fashionable quality shoes at great prices and get friendly service.

A priority for vanHaren is to expand and re-design its existing portfolio of stores. This work is well under way: more than 75 percent of the branches have already installed the modern, customer-friendly rack room system. A rolling expansion of the sales network is planned for the future.

\* Latest data in the annex.



## vanHaren in the Netherlands.

> vanHaren in Alphen ad Rijn.



< The shoe stores in the Netherlands: vanHaren in Winschoten.



< The branch in Arnheim.

## DEICHMANN OBUWIE in Poland

In 1997 DEICHMANN took on a new challenge by expanding into eastern Europe. The first point of sale was opened in Konin.

Success in Poland has since proved DEICHMANN right: everywhere in the world people want good brand-name shoes at attractive prices. Today, DEICHMANN has a network of branches across Poland that covers all the important regions.

The whole chain is supplied from a distribution center in Germany. The company's range of footwear is in tune with the demands of the Polish market and keeps up with local trends.

Most points of sale are spacious stores situated in the large shopping malls. We have a strong and well-organized back-office team in Wrocław, to support the ongoing expansion of the company.

\* Latest data in the annex.



## DEICHMANN OBUWIE in Poland.



^ DEICHMANN OBUWIE  
< in Krakow, Warsaw  
<< and in Mikołów.



### DEICHMANN SHOES in Great Britain

DEICHMANN opened its first point of sale in Great Britain in 2001. Excellent quality and low prices have enabled DEICHMANN SHOES to win over large numbers of customers in just a short time. As the network of stores spreads, more and more UK shoppers are able to benefit from the good deals offered by DEICHMANN SHOES:

Expansion is being continued with great enthusiasm. To create a nationwide sales chain, numerous new shop locations across the UK are planned over the next five years.

### DEICHMANN in Turkey

Since 2006, top-quality shoes in the latest fashions have been available to DEICHMANN customers in Turkey, too, where a carefully planned expansion programme is extending the range of attractive shoes for both young and old.

### DEICHMANN SKO in Denmark and Sweden

In fall 2003, DEICHMANN began selling shoes in Scandinavia, with the very first store opening in Aarhus. And the group has also had a presence in Sweden from 2007.

\* Latest data in the annex.



DEICHMANN SHOES in Great Britain.  
DEICHMANN in Turkey, Denmark and Sweden.



^ DEICHMANN SHOES  
> in Glasgow, UK.



^ DEICHMANN AYAKKABI  
in Izmit, Turkey.

√ DEICHMANN SKO  
in Copenhagen.





**DEICHMANN CIPŐ in Hungary.**

With the opening of the first store in Budapest in fall 2001, a real success story began for DEICHMANN in southeastern Europe. After just five years nearly thirty branches have opened in Hungary. Here, too, DEICHMANN shoes are sold at attractive prices in stores using the rack room system.

**DEICHMANN OBUV in the Czech Republic and Slovakia,  
DEICHMANN in Slovenia, Croatia and Romania.**

The first Czech branch opened for business in September 2003; the first Slovakian store in Bratislava

followed in fall 2004. By summer 2006 the company name could be seen for the first time above a sales outlet in Slovenia, while summer 2007 marks launches in Croatia and Romania.

In all its southeastern European branches DEICHMANN is winning over customers with its proven formula for success in retailing success.

\* Latest data on the back page



## DEICHMANN in central and eastern Europe.



^ DEICHMANN CIPŐ  
in Budapest.

V DEICHMANN OBUV in Prague.



> DEICHMANN OBUV  
in Slovakia.





< www.deichmann.com not only has information on all aspects of the company but also an online shop offering a wide selection of shoes.

## www.deichmann.com

### Hotline

Phone: 0800-50 20 500

Our customer center is waiting to serve you, Monday to Friday, from 9 am to 9 pm

Fax: 02 01-61 41 39 6

e-mail: [info@deichmann.com](mailto:info@deichmann.com)

[www.deichmann.com](http://www.deichmann.com)

### DEICHMANN – The Shop

<http://shop.deichmann.com>

### Other web addresses:

**Victory:** [www.victory.de](http://www.victory.de)

**Children:** [www.deichmann-kinderwelt.de](http://www.deichmann-kinderwelt.de)

**Gallus:** [www.gallus.com](http://www.gallus.com)

**Elefanten:** [www.elefanten.de](http://www.elefanten.de)

At the [www.deichmann.com](http://www.deichmann.com) website you can find out about DEICHMANN's wide selection of shoes for women, men and children as well as sportswear and accessories. At your own convenience and at any time, you can click into the SHOP and order our latest shoe fashions and accessories online. In addition to the regular selection of DEICHMANN shoes you'll also find our **special Internet offers**.

For a small charge the goods will be delivered to any address in Germany. Payment is simple and secure. The customer can choose the mode of payment: credit card (with secure encryption), cash on delivery, or invoice (after checking creditworthiness).

We have a no-hassle returns policy: if there's a complaint, DEICHMANN simply has the goods collected free of charge; or if customers prefer, they can also

take the goods back to the nearest DEICHMANN branch. Our Internet shopping option is growing in popularity.

Our website at [www.deichmann.com](http://www.deichmann.com) also provides company information and some background on its history and philosophy. In addition to news on fashions and new trends, the site features shoes advice with a "fitting consultant" and details of current sales campaigns and sponsorship activities. There is also an automatic branch-finder to show you, at a click, where the next store is located.

Since 2006, an event portal has been available on the internet for parents and children.

[www.deichmann-kinderwelt.de](http://www.deichmann-kinderwelt.de) offers a host of fun and information features.





< Some 10,000 children from poor families attend the "wortundtat" schools in India. In most cases they are the first and only person in the family who can read and write.



**D**r. Heinz-Horst Deichmann has been personally involved in various aid and development projects since the 1950s, and today not only is the whole family active in this work but also company staff and a growing circle of supporters. For many years now, the causes we support have had a strong international dimension. DEICHMANN stores display information on our many mission-oriented social projects, and customers are asked to support the "wortundtat" – Word and Deed – aid organization.

**India:** since 1977 we have been helping the poorest of the poor in India. About 80,000 people benefit each year from the numerous projects we promote. The focus of

these initiatives has always been on helping people to help themselves. In all our projects the work is done entirely by local people. They bring the necessary support into the villages and slums, and they also tell people what motivates them as helpers, namely the desire to bring God's love to people in word and deed – and that's why our aid organization, chaired by Dr. Deichmann, is called "wortundtat" – word and deed.

New hope and prospects are offered to the victims of leprosy and children suffering from polio in our special therapy villages and centers.

This desire to build a better future is also the motivation for the projects setting up day-care centers for slum children as well as schools and training workshops to give the next generation the skills they need.



^ On his state visit to India, Germany's then Federal President Johannes Rau (r) talks about "wortundtat"-funded projects with Dr. Heinz-Horst Deichmann (m) and the head of our aid initiatives in India, Arun Kumar K. Mohanty (l).







^ Dedicated medical staff caring for the sick in the remote Tuduru District in Tanzania.

> TB is a modern-day plague, now being fought in India by "wortundtat".

√ The work among lepers marked the beginning of a long commitment to India.



> Young people learn the basics in various training schemes that give them a vocational qualification.



Patients are receiving free treatment at numerous basic health-care posts and hospitals supported by our projects. Water supplies are being improved by laying pipelines, building water towers and drilling wells. In the slums, undernourished children and their mothers are receiving regular supplies of milk and medical support. Old people's homes are offering shelter to the elderly who would otherwise have to live on the street. Emergency relief and aid for reconstruction is given in the wake of natural disasters such as floods and hurricanes.

**Tanzania:** In one of the poorest countries of Africa the help we give is focused on providing schooling for many children, setting up health services, promoting crop farming and cattle raising and teaching young people a trade. Another project involves a training college for nurses.

Other aid projects:

**Moldova:** Working in one of the poorest regions of southeastern Europe, "wortundtat" supports a Church-sponsored welfare institution. A converted bank building in the city of Ciadir Lunga has become a center that offers destitute people free medical attention, clothing and food.

**Essen:** Much closer to home, in Essen, where the Deichmann family live and work, they are concerned with the well-being of the homeless.

Social commitment permeates the whole company. It is a sense of responsibility with which the employees can identify, a "spiritual strength that binds people together" as Dr. Deichmann once put it.

In addition to the projects of the social mission, Dr. Deichmann is active on behalf of India as that great country's honorary consul to North Rhine-Westphalia.





< The DEICHMANN  
headquarters in Essen.

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