



THE MARKET

Few brands represent the quintessential American spirit as purely as OshKosh B’Gosh. Founded in 1895 in Oshkosh, Wisconsin, this small-town manufacturer of adult work wear has transformed itself into a leading brand of children’s products that are sold in more than 50 countries.

In an ever-changing competitive environment, OshKosh has stood the test of time by creating stylish, contemporary products that continue to meet the highest standards of quality, durability, and comfort. Although the company is careful not to lose sight of the future, the brand also hearkens back to a traditional, simpler way of life. Families today more than ever are seeking that type of approach in a fast-paced world.

ACHIEVEMENTS

Since its humble beginnings over 100 years ago, OshKosh B’Gosh has become America’s favorite children’s wear brand. Today, three out of four moms nationwide rank OshKosh before all other major children’s brands, including Old Navy and GapKids, according to the 2002 *EquiTrend Survey* of all major children’s wear brands. That same study also concludes that moms believe OshKosh B’Gosh is the highest-quality apparel brand, ranking it above other famous brands like Levi’s children’s clothing. OshKosh B’Gosh also outperforms the apparel category as a whole in the category of online customer satisfaction, according to *BizRate.com*, a leading customer satisfaction monitoring Web site.



Oshkosh Overall Company. More significantly, Pollack created the OshKosh B’Gosh brand name for its adult and children’s overalls. As its garment line grew beyond overalls to include pants, shirts, and jackets, so did the company, employing almost 300 people by the early 1920s.

In the following decade, new leadership emerged from an unexpected place. Earl Wyman, a former insurance specialist and newcomer to the apparel industry, saw a unique business opportunity with OshKosh B’Gosh. In 1934, Wyman purchased interest in the company and began to successfully manage growth, always looking at ways to further increase product awareness and distribution. Seeing the potential power of the brand, Wyman spearheaded the change of the company’s official name to OshKosh B’Gosh in 1937. This name, this brand, and a growing staff of 450 would eventually lead to the company’s international success.

Family ties steered Wyman’s son-in-law Charles “Fritz” Hyde into the business. Learning from the ground up, Hyde demonstrated a natural talent and staunch work ethic that led him to become CEO of the company in 1963.

Under Hyde’s leadership, the company enjoyed continued success throughout the years, generating growth leading to sales of \$26 million by 1975. Not until 1978, however — when a local mail-order firm featured a pair of children’s bib overalls in its national catalog — did sales of the item really take off. Prompted by the strong response,

OshKosh B’Gosh expanded distribution into specialty and department stores, and gradually broadened its children’s wear line to include a diverse range of styles, colors, and fabrics.

Today, OshKosh B’Gosh, Inc. is a \$463 million premier marketer of children’s apparel and accessories. While proud of

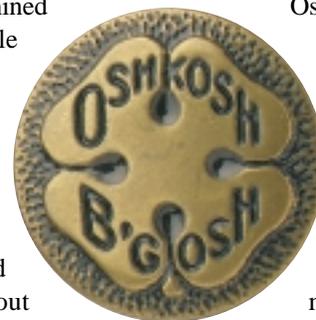
its substantial growth, the publicly held company still operates under family leadership and never forgets the core values of quality and durability that have always served as its foundation. Led by CEO Doug Hyde, who succeeded his father Fritz in 1992, OshKosh B’Gosh continues to earn its reputation as America’s Family Brand.

HISTORY

The OshKosh story begins with the dream, but not the one you might imagine. Four partners — Frank E. Grove, J. Howard Jenkins, James Clark, and George M. Jones — founded the Grove Manufacturing Company in 1895 as a maker of sturdy bib overalls for farmers, railroad men, and industrial workers. One year later, Jenkins and Clark took over sole ownership of the renamed Oshkosh Manufacturing Company, determined to become the best available work wear brand.

Hailed by retailers and customers as being “tough as a mule’s hide,” the overalls quickly generated a reputation for quality, leading the company to prosper and expand distribution throughout the Midwest. By 1910, the company began making a pint-size version of the men’s overalls as a novelty item for proud parents.

In 1911, a dapper apparel salesman named William Pollack became the company’s general manager, changing the name yet again to the



THE PRODUCT

While the classic bib overall will always be the cornerstone product for OshKosh B'Gosh, today the company represents so much more. From its adorable layette for newborns to "cool" and colorful styles for older kids in the Genuine Girl and Genuine Blues lines, OshKosh has created a global brand for children ages newborn through 10. Though the classic hickory stripe overall remains a favorite, contemporary pants, dresses, outerwear, and swimwear provide a multitude of children's fashion options.

Beyond apparel and accessories, the company has also developed quality licensing extensions into a wide variety of children's products, including strollers, car seats, footwear, toys, and bedding. Today, you can find OshKosh B'Gosh just about everywhere as the brand continues to expand its international presence in 50 countries. With a click of the mouse, OshKosh fans can purchase a wide array of products online at www.oshkoshbgosh.com, or they can visit leading department and specialty stores as well as over 150 OshKosh company-owned stores located in outlet malls across the United States.



RECENT DEVELOPMENTS

At the root of OshKosh's success is its constant drive to energize and diversify its products. In 2002, the company underscored its commitment to delivering exciting and fashion-relevant products with the launch of a design team and studio based in the heart of New York's stylish Soho district. The team's mission is to provide new trend insights and explore brand extensions that will create high-quality, authentic, and trend-right products, staying true to the OshKosh heritage.

OshKosh B'Gosh also works hard to ensure that its product is available wherever moms shop. With this in mind, the company has solidified relationships with a variety of family-oriented value retailers including Kohl's Department Stores and plans to introduce a sub-brand at Target stores in the near future.



PROMOTION

Even in its early days as a work wear manufacturer, the company recognized the appeal of featuring an overall-clad dad and son together with the advertising slogan, "Work Clothes for Dad, Play Clothes for Sonny." Only in the late 1970s, when parents and grandparents emerged as the major consumer base for the children's overalls, did the company make adorable kids the centerpiece of its marketing efforts.

Today, OshKosh B'Gosh marketing continues to provide a strong reflection of its heritage in America's heartland. As America's Family Brand, OshKosh wants its loyal customers to know about the continued emphasis on quality, durability, and style on which the brand has built its reputation.

Everywhere you look, you'll continue to see those fresh faces of OshKosh kids, from the covers of national magazines to billboards in Times Square. OshKosh styles are spotlighted on young celebrities in popular TV shows such as *Friends* and *Everybody Loves Raymond* and feature films such as *Lassie* and *Jerry McGuire*. Even Great Britain's royal family couldn't resist the all-American charm of OshKosh overalls, which were seen on Princes William and Harry as children.

BRAND VALUES

Since OshKosh B'Gosh was founded, many men and women have contributed their talents to make the company the industry leader that it is today. The creativity and determination of its employees have shaped its

character for over a century and helped it to achieve its vision of becoming the dominant global marketer of branded products for children ages newborn to 10. Although many things have changed at OshKosh throughout the years, its commitment to quality, innovation, and value remain strong. That guarantees that OshKosh B'Gosh will always be "America's Family Brand."

EquiTrend Survey, May 2002; *Bizrate.com*, November 2002.

THINGS YOU DIDN'T KNOW ABOUT OSHKOSH B'GOSH

- While on a buying trip to New York in 1911, the company's general manager William Pollack attended a vaudeville show and heard the phrase "oshkosh, b' gosh" in a skit. By fall of that year, the company adopted OshKosh B'Gosh as its garment brand name, replacing the J&C (Jenkins & Clark) label named for the company's founders.
- The company's original mascot was Uncle Sam, who spent more than 50 years promoting the OshKosh B'Gosh clothing brand.
- The oldest pair of OshKosh B'Gosh bib overalls, discovered during the company's 1995 centennial, is owned by a Sarasota, Florida, family. The 98-year-old pair of overalls was made by an uncle who was a tailor with the company in the late 1890s.
- One of the largest bib overalls that the company ever manufactured was for an elephant "cast member" of the Cabrini Circus, who gracefully modeled them in the film *Big-Top Pee Wee*.
- Although OshKosh B'Gosh manufactures over 48 million units of children's clothing per year, the company still sells over 1.5 million of its famous basic bib overalls annually.
- Time required to make a pair of OshKosh B'Gosh children's bib overalls: 16.55 minutes.