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O. M. Scott

What you are about to read is a complete history of The Scotts Company – from its Founding in Marysville, Ohio, in 1868 to the present. Scotts is proud to share with you its history of producing the finest quality products to help grow beautiful lawns and gardens worldwide. Dating back to the days of buggies and farm seeds up to the inclusion of genetics and the Internet, Scotts continues to be an innovator in the lawn and garden industry. *Scotts – Green and Growing: Yesterday, Today, and Tomorrow.*



O. M. Scott and family – late 1870s





1867 Birth of an Industry

After discharge from the Union Army, Orlando McLean Scott embarked on a new business venture – a venture based upon his firm conviction that "farmers need and shall have clean, weed-free fields."

Buggies and Seeds 1870

O.M. Scott was recognized as one of the country's most productive distributors of horse-drawn farm equipment, and expanded his farm seed business by starting to sell by mail.

1907 Grass Seed by Mail

Until the early 1900s, any seed scattered on the home lawn was usually the sweepings from the haymow, weed seeds and all. In 1907, O.M.'s elder son, Dwight, saw the role which lawns should play in the American way of life, and Scotts began offering grass seed by mail.



Making It Official 1911

After a few very successful years of advertising and promoting Scotts Lawn Seed for better lawns, the operation was incorporated as The O.M. Scott & Sons Company.

1916 Major Grass Seed Order



5,000 pounds of Kentucky bluegrass was ordered by one of the first golf courses opened in the U.S. — Brentwood-in-the-Pines — on Long Island, N.Y.

First Retail Outlet 1924

Prior to 1924, consumers could only purchase Scotts seed through the mail. Then a shipment of Scotts products was made to the J.L. Hudson Company, a department store in Detroit. The results were very successful, and initiated a new direction for Scotts' business.

1928 *Lawn Care*® Magazine

In 1928, recognizing that good advice is a prime ingredient of a good lawn, Chid Mills, later President and Chairman of the Board, created the first of many issues of *Lawn Care* magazine. His first bulletin was mailed to 5,000 people. *"Know-how is a prime ingredient of a good lawn" - Lawn Care Vol. 1 No. 1*

Turf Builder®



Scotts was first to recognize that grass has special nutritional needs that require a specifically designed fertilizer.

1930 Scotts Spreader

Even, accurate application is essential for better lawn results.

The Million Dollar Club

During 1940, Scotts' sales reached an all-time record high of $1,000,000, and the associate population totaled 66.

Research on Weed Controls

The search began for a better way than digging to eliminate weeds.

1946 Research Division

Research had always been a part of Scotts, but it was now organized as a full-time division – the first such commercial organization devoted exclusively to turfgrass research.

Weed & Feed 1951

The first selective weed control and fertilizer combination was introduced in convenient, dry-applied form.

1951 Scutl

The first product introduced to control crabgrass. It worked only on established crabgrass plants and repeat applications were often required.

Seed Plant 1955

Scotts' seed processing facility was erected. This was the first and only automated electronic seed processing and packaging plant in the industry.

1956 Field Sales Organization

Scotts' first field sales organization was established with six sales territories. By 1956, this organization was put into place as the forerunner of Scotts' current Retail Sales Force. More than 50 associates composed this new organization.

Box Seed Product Line

Picture®, Family®, and Play® lawn seed products were introduced into the retail market.

Improved Crabgrass Control

Clout crabgrass blaster was introduced to control annual grassy weeds after they sprouted.



Scotts Corporate Headquarters until 1982—now Marysville City Hall.

1956 New Trionized® Turf Builder®

A 123,000-square-foot plant was built to house the first lightweight fertilizer designed specifically for the complex nutritional requirements of grass. This completely new fertilizer removed excess weight, smell, dirt, dust, and the danger of grass burn to revolutionize lawn feeding. This was the first controlled release of nitrogen using ureaformaldehyde technology. This product started selling in retail stores in 1957.

1957 Area Coverage

Scotts started marketing products by area coverage instead of weight to better serve lawn owners.

1958 Halts®

Halts was introduced as the first pre-emergent crabgrass control.



Polyform Plant

1960 Program Selling

Retailers began selling a "program" of Scotts products for lawns. The programs were guaranteed to bring satisfactory results.

1962 Scotts Training Institute

Special training classes were established to help Scotts retailers and their employees better assist customers in developing thick green lawns.

1962 Windsor Grass

This new variety of Kentucky bluegrass produced a sturdier, greener turf that loved heat and thrived with little moisture. It was the first grass variety to be granted a United States Patent.

1963 Trionized® Bonding

A U.S. Patent was issued on Scotts Trionized bonding process, which produced fertilizers that delivered sustained feeding.

1964 Halts® Plus

This was the first combination crabgrass preventer and fertilizer.

Turf Builder® Plus Products

A complete line of Turf Builder combination products was introduced. They combined a full feeding of Turf Builder fertilizer with control of: fungus disease (Plus 1), rosette and vining weeds (Plus 2), weed and insect control for dichondra lawns (Plus 3), and crabgrass prevention, rosette and vining weeds, and insects (Plus 4).

1965 Golf Course Division

This new organization was established to develop and promote an exclusive line of professional products for golf courses and other large institutional accounts.



Products to West Germany

Scotts products were introduced into Western Europe through distributor arrangements with Wolf Gerate of West Germany.

New Kansel and Cope

New Kansel provided a means to control both rosette and vining type weeds with a single product. New Cope combined three previous Scotts insect controls into a single broad-spectrum product to save lawnowners time and money.

1967 Polyform Plant

Scotts' fertilizer plant facilities were expanded with the addition of a Polyform Plant, primarily for the ProTurf® product line.

Polyform Products

Using Scotts' new Polyform manufacturing process, a line of consumer fertilizer products was introduced which no longer required the use of vermiculite as a carrier. It delivered more greening power with less weight and bulk.

1970 ProTurf Division

In response to the growth of professional markets (i.e., golf courses, sod growers, landscapers, and commercial wholesale nurseries), the ProTurf Division was formed using the Golf Course Division as its foundation.



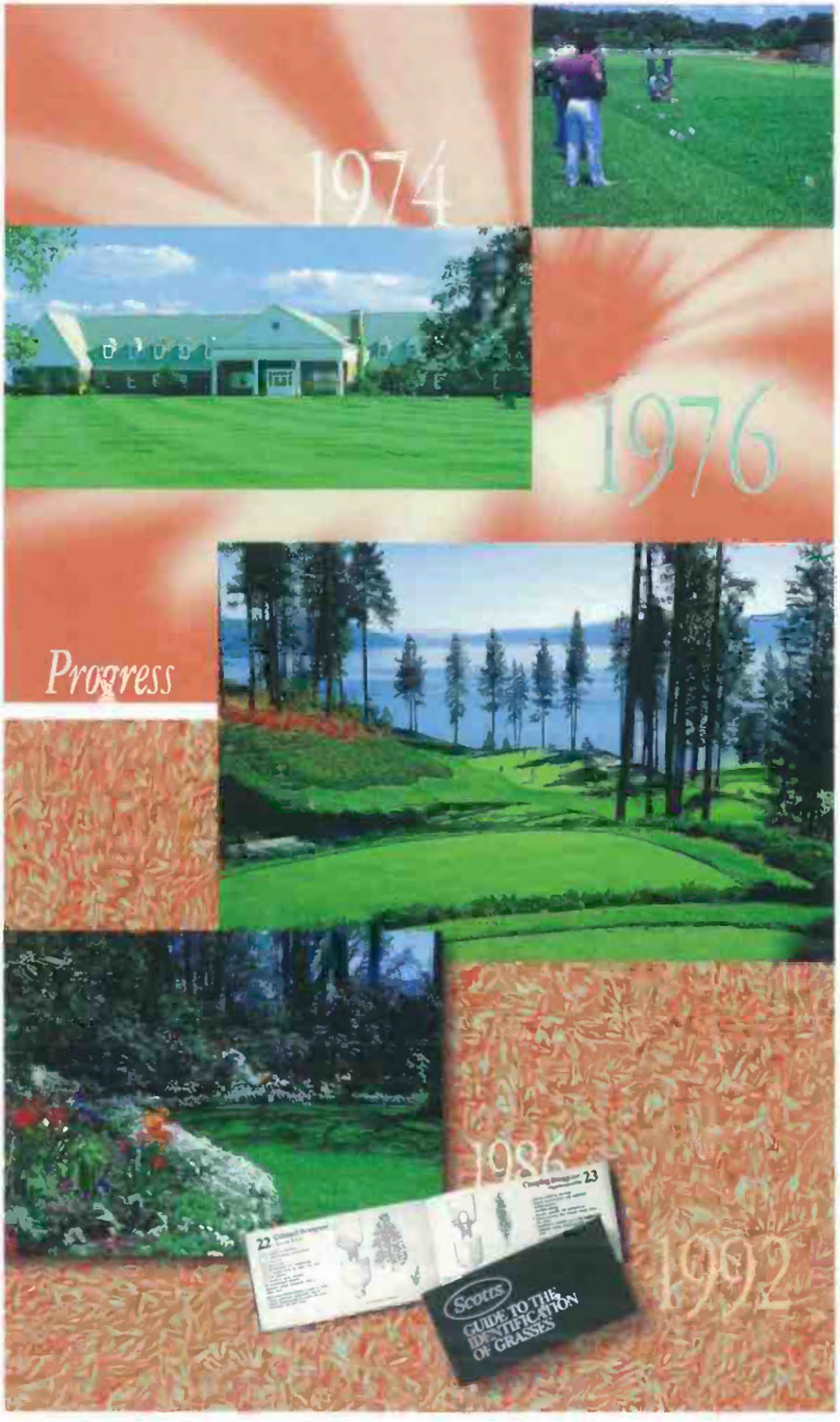
Purchase by ITT

The privately owned and family-influenced business of O.M. Scott & Sons was purchased by ITT, the international business conglomerate.

National Family Opinion Survey



Revealed that there were two types of customers to be served: The "do-it-yourself" customer and the "do-it-for-me" customer.


1974
1976
Progress
1986
1992
Scotts
GUIDE TO THE IDENTIFICATION OF GRASSES

Lawn Care Service

As a result of the findings in the National Family Opinion Survey, Scotts began a test in providing lawn care service to the "do-it-for-me" market.

Consumer Helpline

A direct customer helpline was introduced to allow lawnowners to phone Scotts for advice and assistance. Scotts' long-standing guarantee of satisfaction was formally named the "No-Quibble" guarantee.

The One Hundred Million Dollar Club

For the first time, Scotts went over the $100 million level in total company sales.



Dwight G. Scott Research Center

Completed and opened in 1974, this facility covers 68,820 square feet. Included are research offices, thirteen laboratories, a library, and four greenhouses. More than 110 acres of research plots surround the buildings.

Green Scene

After a "name our company newsletter" contest, the first issue of *Green Scene* was distributed to associates. The publication had its roots in the former Scotts Journal of the 1960s.

Lawn Pro® Products

Scotts identified an elite group of quality, service-oriented retailers to sell a special line of Scotts Lawn Pro products with the support of special training and sales materials.

Products to Canada

Scotts introduced its retail product line into Canada through a distributorship arrangement with Home Hardware.

W. Atlee Burpee Company

This very well-known quality seed company was acquired by ITT and was subsequently placed under the management of Scotts, forming the Lawn and Garden Group of ITT. Burpee was sold in 1987.

Corporate Headquarters

For the first time in Scotts' over 100 years of existence, all administrative departments were located in one facility: a new Corporate Headquarters building on Scottslawn Road in Marysville, Ohio.

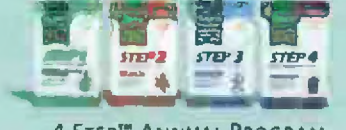
EasyGreen® Rotary Spreader



Scotts expanded its spreader business by introducing an all-new, economical rotary with the accuracy of a drop spreader.

HIP/HUF/SREF Fertilizer

New manufacturing processes were tested and implemented, providing lower costs and new, improved products for Scotts' consumer and professional markets.



4-Step™ Annual Program

Scotts successfully introduced a new Lawn Pro Annual Program in response to the competitiveness of the lawn care service industry, helping consumers better understand what to do and when to do it.

Leveraged Buyout

Scotts once again became an independent company through a leveraged buyout from ITT.

Consumer and Professional Business Groups

Scotts sold the W. Atlee Burpee Company and reorganized itself for growth by establishing separate Consumer and Professional Business Groups.

Hyponex®

Scotts acquired the lawn and garden business of Hyponex Corporation, the largest producer and marketer of organic growing media products in the U.S.

U.K. Subsidiary

An O.M. Scott & Sons subsidiary was established in the U.K. to become part of the European marketplace.

Triaform® Technology

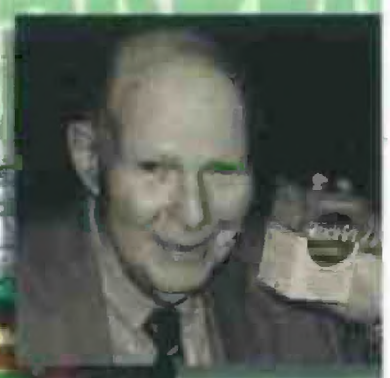
Using a new molten urea reaction process (MURP), it became possible to make a fertilizer in which two of the nutrients (phosphorus and potassium) were used as a carrier for the nitrogen. As a result, products could be much lighter and less bulky.

North American Corporate Headquarters



A GREAT NEW DEVELOPMENT IN PLANT NUTRITION

NOW YOU CAN HAVE A "MIRACLE" GARDEN



Horace Hagedorn,
Founder of Miracle-Gro





Peter Strauss,
Miracle-Gro spokesman



Miracle-Gro

Poly-S® Fertilizer Technology

This proprietary polymer coating technology enabled Scotts to introduce a range of cost-effective controlled-release fertilizer products.

Initial Public Offering

Scotts' initial offering of common stock began trading on NASDAQ at $19.00 per share.

Republic

Scotts acquired Republic Tool & Manufacturing Company, providing total quality control over the manufacture of Scotts spreaders.

Sierra

Scotts acquired the Grace-Sierra Horticultural Products Company, adding important controlled-release fertilizer technologies such as Osmocote®, along with other brands including Metro-Mix®, Banrot® and Peters®. In addition, Sierra also brought on board a well-established international organization for manufacturing, sales, and distribution. This organization began in 1964 when Archer Daniels Midland Company produced the first-ever resin-coated controlled-release fertilizer.



Tri-wall Packaging Department

PatchMaster®

This new combination of Scotts grass seed, Starter® Fertilizer and mulch made seeding bare spots easier than ever for lawnowners.

Miracle-Gro®

Horace Hagedorn and his partner Otto Stern founded the Miracle-Gro organization in 1951 dedicated to the proposition "you don't have to be an expert to create a beautiful garden." Scotts merged with Stern's Miracle-Gro Products, Inc. in 1995, joining America's leading brand name in gardening with the leading name in lawn care.

NYSE

On December 31, shares of Scotts common stock began trading on the New York Stock Exchange under the symbol SMG.

SMG
Listed NYSE



Poly-S Plant

Advertising

Introduced an award-winning ad campaign–"Neighbor to Neighbor"–spurring sales to record levels.



Contec®

New line of Contec products utilizing MURP technology was introduced to clients of the Professional Business Group.

Paper to Plastic

Scotts began converting paper bag packaging to new plastic packaging. This provided more appealing packages which were also less susceptible to damage in shipping and handling.

Miracle Garden Care Ltd.

Approximately a third of this growing U.K. lawn and garden products company was owned by Miracle-Gro at the time of the 1995 merger, and in January 1997, Scotts purchased the remaining interest in the company.

MIRACLE

Warehouse Expansion

Construction of a new 450,000-square-foot warehouse was begun, almost tripling the size of the available space in Marysville. This enabled Scotts to consolidate most of its Central Ohio inventories in one location.

Emerald Green® Lawn Service

Acquiring a majority interest of Emerald Green Lawn Service in 1997 provided Scotts with a base for establishing the new Scotts LawnService in 1998.



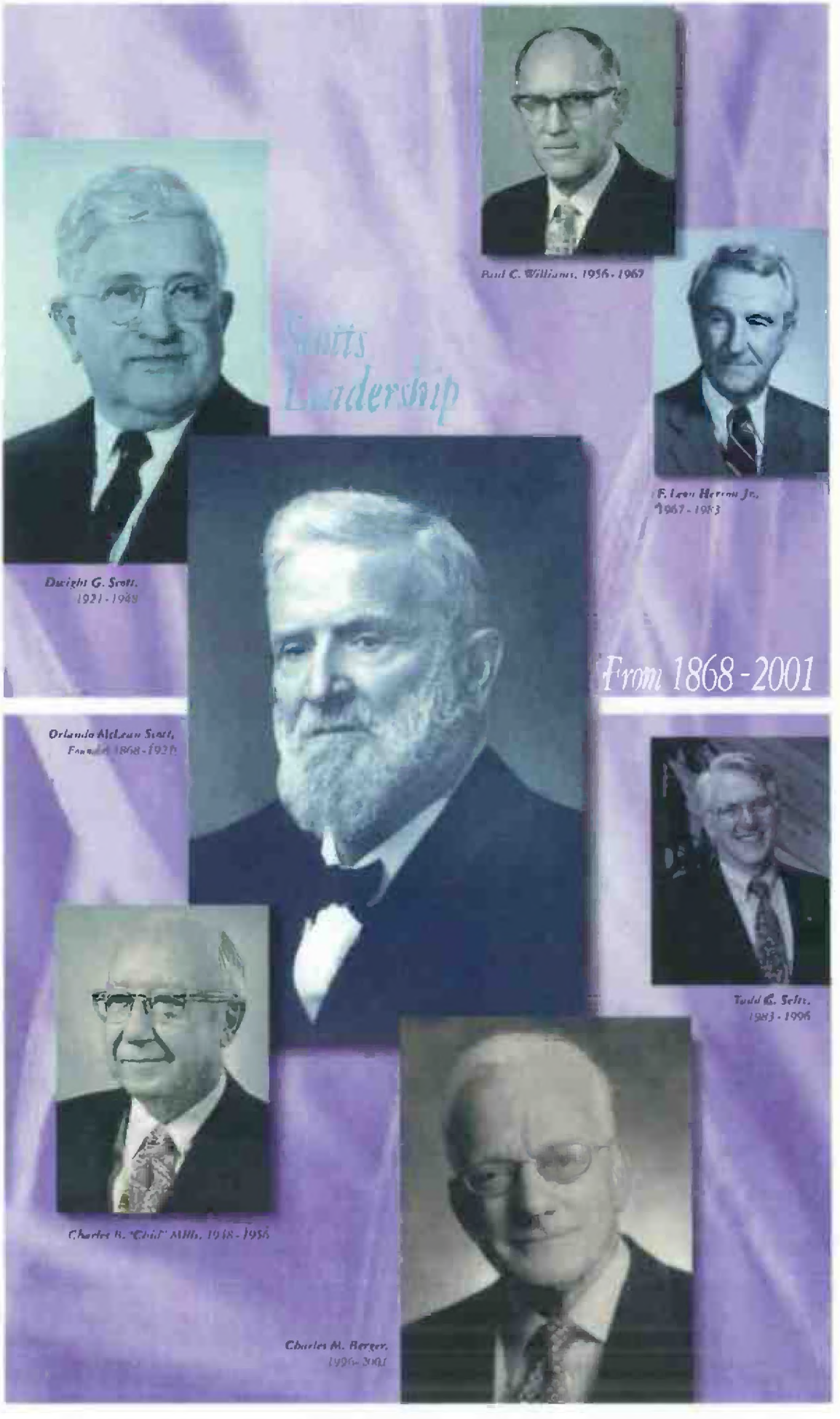
Levington®

Purchasing privately held Levington Horticulture Ltd. added significant exposure to the compost, lawn fertilizer, and professional horticultural product areas in the U.K.

EarthGro®

Acquiring the organics company EarthGro, Inc., strengthened Scotts' service to mass merchant retailers and home centers in the important Northeast region, as well as enhanced Scotts' ability to service independents.




Scott's
Leadership
From 1868 - 2001
Paul C. Williams, 1956 - 1967
F. Leon Herron Jr.,
1967 - 1983
Dwight G. Scott,
1921 - 1949
Orlando Aldean Scott,
Founder, 1868 - 1920
Todd G. Scott,
1983 - 1996
Charles B. "Chief" Mills, 1918 - 1956
Charles M. Berger,
1996 - 2001

SSI

1998

Acquiring 80% ownership of Sanford Scientific, Inc. in 1998 augmented Scotts' genetic improvement program by allowing researchers to create desirable varieties of plants with value-added traits far beyond the capabilities of conventional plant breeding techniques.

ERP

Scotts began implementing a new Enterprise-Wide Resource Planning Information System for the company. Using SAP software, this system will help Scotts strengthen its position as the world's leading lawn and garden care company by bringing in new tools and new ways of doing business to better serve customers.



Rhône-Poulenc Jardin

Scotts acquired Rhône-Poulenc Jardin, continental Europe's largest consumer lawn and garden products company. Rhône-Poulenc Jardin manufactures and sells a full line of consumer lawn and garden pesticides, fertilizers, and growing media products in France, Germany, the Benelux countries, Austria, Italy, and Spain.

Shamrock™

Scotts acquired the Shamrock brand of U.K. and Irish peat products from Bord na Mona, Ireland, giving Scotts preferential access to Bord na Mona's extensive peat reserves and an option to supply the Shamrock brand in the leading continental European markets.

Monsanto

Scotts entered into a collaboration with the Monsanto Company to bring the benefits of biotechnology to the multi-billion dollar turfgrass and ornamental plants business. Under the agreement, Scotts and Monsanto agree to share technologies, including Monsanto's extensive genetic library of plant traits and Scotts' proprietary gene gun technology to produce improved transgenic turfgrasses and ornamental plants.

ASEF

Scotts completed an acquisition with ASEF – a privately held Benelux-based lawn and garden products company. ASEF is a leading consumer lawn and garden products company – with operations in the Netherlands and Belgium – selling fertilizers, growing media, and pesticides.

1999 Ortho®/Roundup®

Entering into the pesticide industry, Scotts completed agreements with Monsanto Company for exclusive U.S, Canada, U.K., France, Germany, and Australia agency and marketing rights to Monsanto's consumer Roundup herbicide products and for the purchase of the Ortho and related lawn and garden businesses.



Growth in Marysville

In addition to the relocation of the Ortho Business Group to Marysville, the company invested $26 million in System III to meet the increased demand for product.



Scotts President and CEO, James Hagedorn, 2001-Present

2000 North American Headquarters

Scotts North American Headquarters building is rededicated as the Horace Hagedorn Building. The building's new addition includes the state-of-the-art Berger Learning Center. The Miracle-Gro Business Group relocates to the expanded Marysville facility.

Substral®

Scotts acquired Substral, the leading consumer fertilizer brand in many European countries, including Germany, Austria, Belgium, France and the Nordics.

The Scotts Company

The seeds of change at Scotts range from buggies and farm seeds to the studies of genetics and the implementation of The Scotts Company Web site, www.scotts.com. Recognized as the world's leader in lawn and garden products, Scotts continues to grow. The company's mission is to continually strengthen its position as the world's foremost marketer of branded products and services for lawn and garden, while meeting challenging profit and return on investment growth goals.



THE SCOTTS COMPANY

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NYSE symbol: "SMG"