

**William Blair**

46th Annual Growth Stock  
Conference

June 3, 2026

*Scotts* Miracle-Gro





## Nate Baxter

President and  
Chief Operating Officer

“

*I grew up using our products, helping my parents with our green space. I've seen firsthand how our products promote a healthy and active lifestyle. I'm privileged to be part of this iconic American company and excited to bring new innovation to consumers.*

”



## Mark Scheiwer

EVP, Chief Financial  
Officer and  
Chief Accounting Officer

“

*My passion for growing our company and driving value is rooted in my own lawn and gardening experiences. I'm an avid consumer and can personally attest that Scotts Miracle-Gro has the best brands in the business.*

”

# Safe Harbor Disclosure

Statements contained in this presentation, which address activities, events and developments that the Company expects or anticipates will or may occur in the future, including, but not limited to, information regarding the future economic performance and financial condition of the Company, the plans and objectives of the Company's management, and the Company's assumptions regarding such performance and plans are "forward-looking statements" within the meaning of the U.S. federal securities laws that are subject to risks and uncertainties.

Additional detailed information concerning a number of the important factors that could cause actual results to differ materially from the forward-looking information contained in this presentation is readily available in the Company's publicly filed annual, quarterly and other reports. The Company disclaims any obligation to update developments of these factors or to announce publicly any revision to any of the forward-looking statements contained in this presentation, or to make updates to reflect future events or developments.

# Business Overview

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Presented by

**Nate Baxter**

President and Chief Operating  
Officer



## WHY SMG?

# A strong long-term opportunity

- Iconic 150+ year-old American Lawn and Garden company with best-in-class capabilities
- Preferred experiential category with >50% of American households participating in garden and lawn care
- Consumers of all generations increasingly cite mental wellness in addition to growing food as a key motivator for getting outside
- Successful exit of Hawthorne business enables focus on the high return consumer lawn and garden business
- GDP+ growth potential supported by our focus on the emerging consumer through continued expansion in ecommerce, naturals and organics
- Meaningful margin expansion expected with pricing, volume and cost-outs
- Disciplined capital allocation with leverage declining on strong free cash flow



# Our consumer remains resilient

Consumers across all income levels see Lawns, Gardens and Controls as essential with y/y increases in necessity across all 3 categories

## Legacy Consumer

**Baby Boomers and Gen X**



- Typically own their home with large or extra large yards
- Trend towards linear tv and radio for advertising
- Focused on lawn care and are hands on and brand loyal
- 61% of consumers 55 and older have a dedicated yard or lawn compared to 37% of 18-34 year old consumers

## Emerging Consumer

**Millennials and Gen Z**



- Typically renters and first time homebuyers
- Trend towards digital advertising
- Interested in indoor gardening, houseplants and edible plants - focus on mental health and wellness
- 1.5x to 2x more motivated to increase spend on lawn & garden products than the Legacy consumer

Sources: Mintel L&G 2026 • Numerator Verified Voices May 2026 • SMG Consumer Insights Pulse Apr 2026 & FY26 Q2 Expanded Wave (HHI subgroup, Mar 2026) • Axiom 2026 Gardening Outlook • AARP 2024 Home & Community Preferences Survey • Redfin / U.S. Census ACS 2025 • NGA 2024 Gardening Survey • HIRI 2026 • PLMA / Circana 2026 • Garden Media Group 2026 • TikTok / CORQ • Mordor Intelligence US Lawn Care 2025 • Marknteladvisors US Home Gardening 2025 • NPMA 2025 (US Pest Control) • Axiom 2026 Gardening Outlook



# Strong brands with leading market positions

Our core brand portfolio caters to a resilient US consumer, through premier retail partners in a durable ~\$11B Lawn and Garden<sup>1</sup> category



**#1 brand**

in Fertilizers,  
Grass Seed,  
Spreaders and  
Mulch



**#1 brand**

in Soils and  
Plant Food



**#1 brand**

in Selective  
Weed

**Top 3** in  
Non-selective  
Weed, Indoor &  
Outdoor Bug



**#1 brand**

in Rodent  
Control



Marketing Agent

**#1 brand**

in  
Non-selective  
Weed



SMG 2.0  
BUILDING BLOCKS

# Transforming *for future* *growth*

- 1. Innovation & Sku rationalization
- 2. Channel expansion & differentiation
- 3. Category growth & marketing
- 4. Operational Excellence

Scotts

Miracle-Gro

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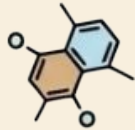
Bonnie  
PLANTS

AeroGarden

# Innovation rooted in consumer preferences

Our innovation pipeline is focused on two things: 1) developing products that deliver results while emphasizing safety and 2) creating differentiated packaging, formats and features for the evolving marketplace

## Safety and Efficacy



Alternative active ingredients



Targeted pest solutions/baits



Sustainable natural and organic ingredients



Enhanced Growth & Establishment



Plant Health & Resilience



Soil Health & Nutrient Optimization



Pet Friendly

## Consumer Experience & Value



Paper & Alt Pkg Materials



E-commerce Ready Solutions



Next-Gen Application



Precision Application & Compact Sizes



Alt Forms for Ease of Use



Connected Tech for L&G care



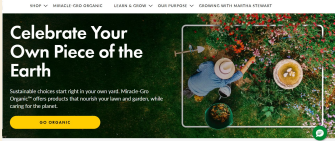
# Recent Innovation

# Channel expansion in e-comm, retail and DIFM

Our retail partnerships are at the core of our channel expansion as we diversify our marketing plans, programs and product portfolio to meet the consumers where and how they want to shop

## 1 E-commerce

Developing internal capabilities and partnering with our retailers to increase online penetration



Fiscal year-to-date 2Q26

POS<sup>1</sup> dollars +22%  
and units +25%

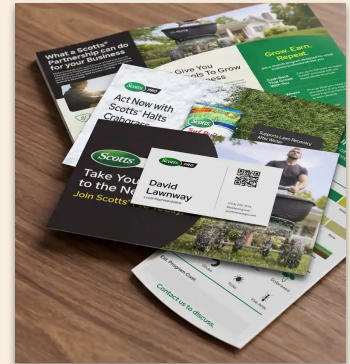
## 2 Expanded Retail Partners

Gaining shelf space and distribution points at non-Big 3 retailers with innovation suited for their consumers



## 3 Pro / Do-it-for-me

Providing Scotts programs tailored to small- and medium-sized professional lawn and garden service providers



<sup>1</sup>Branded POS consists of 15 of our largest customers which represent >80% of U.S. Consumer net sales and excludes Mulch, Private Label and Commodity Products

# Partnerships that expand our core portfolio

We have strong investments and commercial partnerships with leading and emerging brands in adjacent lawn and garden categories that support our goals under SMG 2.0



50% ownership in a joint venture opening opportunities for **cross selling & marketing** with Miracle-Gro gardening solutions



Exclusive commercial partnership creating opportunities to **target new consumers** in the Soil Amendment category



Commercial partnership providing **Scotts** opportunities to expand our Controls portfolio into the Mosquito Repellent market



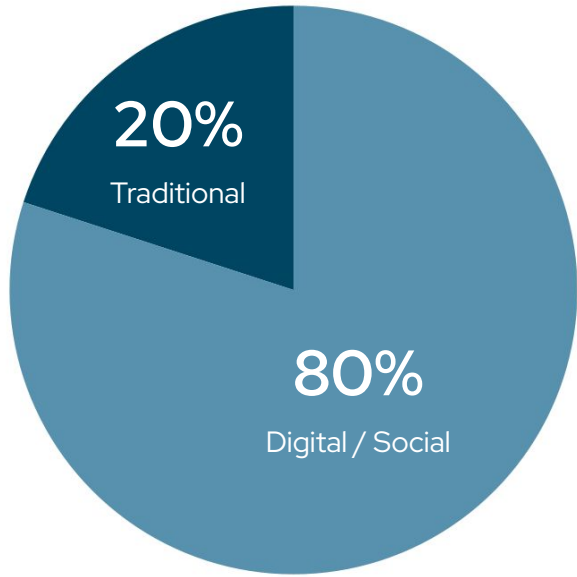
Commercial partnership to **develop product solutions** for smart irrigation systems opening the door to **potentially acquire new consumers**



# Media targets Legacy & Emerging consumers

Over the last 3 years, we have increased our media spend by ~\$30M or 20% plus additional investments in FY26 to evolve and broaden our marketing strategies to engage all consumers in different ways

## FY26 Estimated Media Mix



## FY23 Media Mix:

33%  
Traditional

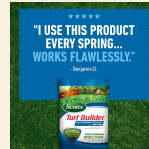
67%  
Digital / Social



Influencers



Messaging



Early Spring



Sports



Anti Service



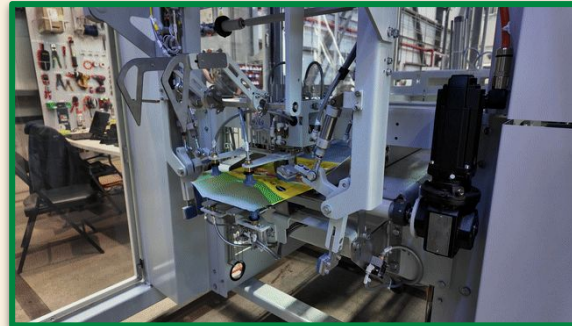
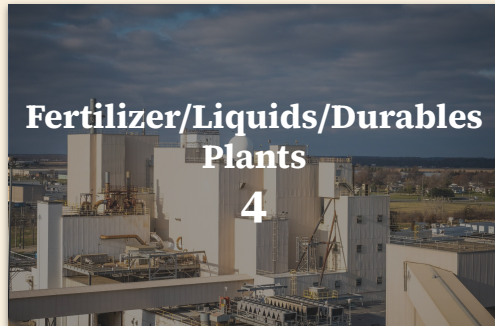
Hispanic Focus



Partnerships

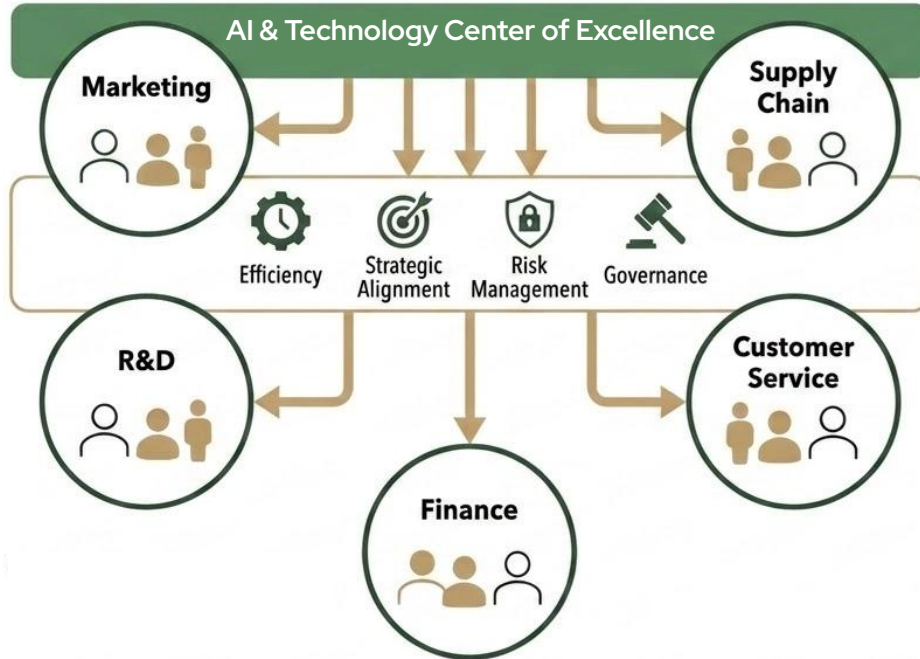
# Supply chain consistently delivers savings

We have nearly doubled our capex investments since 2020, a portion of which supports upgrades and automation in our facilities to drive efficiencies delivering annual cost savings of ~1% of net sales



# Reimagining processes with a technology & AI-first lens

We're embedding technology and AI directly into how we operate not only to create efficiencies but to also support topline growth initiatives while preserving profitability



The Company's use of AI and technology spans across the enterprise:

- SAP S/4 HANA implementation
- eCommerce
- Creative & Media
- Digital marketing strategies
- Consumer service
- Cybersecurity
- Workforce productivity
- Supply Chain Advanced Planning

# FY 2026 Financial Objectives

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Presented by

**Mark Scheiwer**

EVP, Chief Financial Officer and  
Chief Accounting Officer

# Financial Objectives

**Highlight:** Our recent completion of the sale of the Hawthorne business on April 8, 2026 allows us to drive increased investment and focus in our consumer lawn and garden business, more stable sales growth, increased gross and operating margins and a stronger balance sheet for the long term.

## 1 Drive sales growth

- Maintain and build upon listing gains, e-commerce penetration and consumer engagement with our branded products to drive low single-digit sales growth in FY26
- Continue to support our own consumer advertising, brand support and e-commerce activities to drive long-term brand health
- Launch new innovation centered around consumer preferences across our categories

## 2 Continued margin expansion

- \$150 million of supply chain cost savings over 3 years; approximately 2/3 achieved in FY25
- Limited exposure to tariffs, ~5% of total COGS is exposed, due to exemptions under existing agricultural trade agreements and domestic sourcing capabilities
- Approximately 90% of total commodities for FY26 are locked heading into June minimizing impacts from the Iran conflict
- Non-GAAP adjusted gross margin rate of at least 32 percent in FY26; targeting mid-30s percent by FY27

## 3 Strengthen balance sheet

- \$275 million expected free cash flow
- Strategic utilization of our accounts receivable sale facility
- Maintain quarterly dividend with remainder of free cash flow targeted to debt paydown and share repurchases
- Leverage ratio in the high 3s by end of FY26 positioning us for more balanced capital allocation, with a plan to begin share repurchases by the end of 2026

## The Company Reaffirms Fiscal 2026 Guidance

**Net Sales** U.S. Consumer: Low  
single-digit growth

**Adjusted Gross  
Margin Rate** At least 32%

**Adjusted EPS**  
from Continuing Operations \$4.15 to \$4.35 per share

**Adjusted EBITDA** Mid single-digit growth

**Free Cash Flow** \$275 million

**Leverage Ratio** High 3s



*Non-GAAP Measures. Comparisons are to the recasted FY 2025 results unless otherwise indicated.*

Scott's Miracle-Gro

# Mid-Range (end of FY27) Strategic Focus Areas

We are transforming our consumer lawn and garden business by investing in our competitive advantages to propel our growth and maintain cost advantages

1

Deliver sustainable net sales growth

- Averaging 3 percent annually focused on our consumer lawn & garden business
- Built on higher-margin branded products, innovation and differentiated products
- Expansion through e-commerce, increased household penetration and frequency
- Accretive tuck-in M&A focused on expanding our lawn and garden position

2

Be the lowest-cost manufacturer of high-performance products

- Added flexibility in pricing discussions with retailers
- Provide both differentiated and affordable solutions for consumers
- Consistent capex investment of 2.5% to 3.5% of net sales
- Driving efficiencies and productivity improvements through investments in technology

3

Expand gross margin back to pre-Covid levels

- Achieve mid-30s percent gross margin rate
- Deliver above average annual operating margins
- Deliver best in class earnings per share and EBITDA growth

4

Further strengthen the balance sheet and return to balanced capital allocation

- Strong free cash flow
- Leverage comfortably in the 3's
- Maintain quarterly dividend
- Offset annual dilution and eventually reduce our share count through share buybacks

**SAVE THE DATE**

## **ScottsMiracle-Gro 2026 Investor Day**

Come join members of our executive and senior leadership team as they outline the framework for our mid- to long-term strategic priorities and financial goals.

**The New York Stock Exchange  
August 4, 2026  
Starting at 9 a.m. ET**

**RSVP or send inquiries by July 7th  
to [investor@scotts.com](mailto:investor@scotts.com)**

All interested investors, equity analysts and financial media are welcome.

