

Building the Future of Growing Media

PittMoss Strategy

More than a decade ago, PittMoss began with a simple mission: develop a better alternative to peat moss that reduced carbon emissions, made beneficial use of recycled paper and cardboard, and delivered superior growing performance.

From the beginning, however, our vision extended beyond just creating a better and more sustainable product. We believed growing media could be manufactured regionally – anywhere in the world - using locally available recycled materials. In the US, we envisioned reducing the dependence on harvested peat from Canada and imported raw materials from Asia (like coco coir) while strengthening local supply chains and creating products tailored to regional markets that would eliminate the high transportation costs associated with the industry.

More than ten years later, we are more confident than ever that this original vision was the right one. As the horticulture industry has evolved, our vision has remained the same. What has changed is the amount of evidence supporting our vision as the industry becomes more aligned with many of the same characteristics described above.

A Decade of Learning

Like many emerging companies, we discovered that inventing a better product was only the first step. Commercial growers are understandably cautious about changing growing practices that have worked for decades. Introducing an entirely new growing medium requires time, trust, and extensive field validation.

Rather than resisting those realities, we embraced them.

Working alongside growers, greenhouse operators, and commercial soil manufacturers taught us how our new technology could be successfully adopted. Those lessons led to transitional product lines, improved formulations, lower-cost manufacturing strategies, and a much deeper understanding of how customers adopt innovation. It has helped us to reduce some of the friction in our sales process that should help us to scale sales faster in the future.

Every challenge we encountered became another opportunity to validate and strengthen the original business model and improve our processes.

Validation Through Experience

Over the past decade, PittMoss has steadily replaced assumptions with evidence.

Along the way, we've:

- Secured four U.S. patents.
- Generated more than \$5.5 million in cumulative sales.
- Served hundreds of commercial customers.
- Accomplished amazing environmental results with quantified metrics including carbon reduction, water savings, runoff reduction, and paper/cardboard recycled.

- Built successful private-label manufacturing partnerships and began supplying some historical competitors.
- Received national recognition from Better Homes & Gardens, Country Living, and Pepperdine University.
- Validated our technology through independent university research.
- Established international partnerships exploring regional manufacturing opportunities.

Perhaps most importantly, nearly all of these accomplishments were achieved using a pilot-scale manufacturing operation built around older, used equipment and with very limited operating capital.

Our greatest limitations have never been about product performance. They have been about manufacturing scale and operating capital.

The Industry Is Evolving In The Right Direction

One of the biggest lessons from the past decade is not that PittMoss changed its vision. It is that the industry has increasingly moved in the direction we envisioned from the very beginning.

When PittMoss was founded, peat-free growing media, regional manufacturing, localized supply chains, and renewable raw materials were not topics being discussed in the horticulture industry. Today, they are becoming strategic priorities throughout the industry, driven by consumer demand.

Growing concerns surrounding sustainability, rising transportation costs, supply chain disruptions, tariffs, and the desire for more resilient regional manufacturing have all reinforced the same conclusion that inspired PittMoss more than a decade ago: growing media should increasingly be produced closer to where it is used, utilizing renewable and regionally available resources whenever possible. This model will allow for not only better products, but better products made locally and less expensively than in the old model of digging up peat moss in Canada and shipping it all over North America or harvesting coco coir in Asia and shipping it half way around the world.

Working alongside customers also reinforced our belief that PittMoss is not simply a replacement for peat. Our engineered fibers improve growing media when combined with compost, bark, wood fiber, and other regional feedstocks (like locally made compost), giving manufacturers greater flexibility while improving product performance. Those experiences did not change our vision—they confirmed it and provided practical pathways for helping the industry move toward it.

The Next Chapter

Representing the next major milestone in our journey, Pittmoss intends to upgrade its pilot scale facility to a production scale manufacturing facility in Erie, PA – and continuing our search for joint venture partners abroad.

While we've spent the past decade validating the products, the technology, and the market, Erie will be our first opportunity to demonstrate the complete PittMoss regional manufacturing model at commercial scale. From the beginning, we believed growing media could be manufactured locally using regionally available recycled materials. Erie is our opportunity to prove that model in a commercial setting while dramatically increasing production capacity, lowering manufacturing costs, and improving our ability to serve larger customers.

We view the Erie project as the blueprint for future markets and for joint venture partnerships around the world. We envision local markets that are supportive of clean-tech manufacturing and job creation, especially when the facility can recycle local waste and produce valuable soil for local farmers and growers.

Success in Erie will demonstrate a repeatable scaled manufacturing model that we believe can ultimately be replicated in other regions throughout North America and eventually around the world. These markets can be wherever paper and cardboard waste (and other plant-based fiber waste) is available and growers are seeking higher-performing, locally produced growing media, at a better value.

We've also made good progress abroad with interest in Saudi Arabia, and MOU with a group in the UAE and a LOI with a group in Egypt, while we continue to have conversations with groups in the Netherlands and Germany. Although these talks are moving slowly, and ongoing, we're enthused by the level of interest and people in foreign markets better understand the business opportunity.

Looking Ahead

The past decade wasn't about reinventing PittMoss. It was about proving the original thesis one step at a time.

Today, we believe the company is approaching an important inflection point. For the first time, we have the opportunity to demonstrate the complete PittMoss model at commercial scale while the industry itself continues moving toward the future we envisioned when the company was founded.

To those of you who believed in this vision years ago, thank you. Your patience, encouragement, and continued support have made this progress possible.

While the journey has taken longer than any of us anticipated, we are more convinced today than ever that the original vision was the right one. The years ahead will not be defined by proving the concept — they will be defined by scaling it.

We look forward to building that future together.