# UNITED STATES SECURITIES AND EXCHANGE COMMISSION 

## Washington, D.C. 20549

FORM 10Q
(Mark One)

```
[x] QUARTERLY REPORT PURSUANT TO SECTION 13 or 15 (d) OF THE SECURITIES
    EXCHANGE ACT OF 1034
For the quarterly period ended June 26, 1999
    or
[_] TRANSITION REPORT PURSUANT OF SECTION 13 or 15 (d) OF THE SECURITIES
    EXCHANGE ACT OF 1934
```

For the transition period from
$\qquad$ to $\qquad$
Commission File Number: 0-20242
---------
CENTRAL GARDEN \& PET COMPANY

Delaware --------
(State or other jurisdiction of incorporation or organization)
3697 Mt. Diablo Blvd., Suite 310, Lafayette, California 94549
--------------------------------------------------------------------10
(Address of principle executive offices)
(925) 283-4573
--------------
(Registrant's telephone number, including area code)
(Former name, former address and former fiscal year, if changed since last report)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. [x] Yes [_] No

> APPLICABLE ONLY TO ISSUERS INVOLVED IN BANKRUPTCY PROCEEDINGS DURING THE PRECEDING FIVE YEARS:
Indicate by check mark whether the registrant has filed all documents and
reports required to be filed by Sections 12 , 13 or $15(\mathrm{~d})$ of the Securities
Exchange Act of 1934 subsequent to the distribution of securities under a plan
confirmed by a court.

APPLICABLE ONLY TO CORPORATE ISSUERS:


TABLE OF CONTENTS

PART I. FINANCIAL INFORMATION
----------------------------------

## Item

- ----

1. Financial Statements

Condensed Consolidated Balance Sheets September 26, 1998 and June 26, 1999

```
Condensed Consolidated Statements of Cash Flows
    Nine months ended June 27, 1998 and June 26, 1999
Consolidated Statements of Income
    Three and Nine months ended
    June 27, 1998 and June 26, 1999
Notes to Consolidated Financial Statements
```

2. Management's Discussion and Analysis of Financial Condition and Results of Operations
3. Quantitative and Qualitative Disclosures About Market Risk

## PART II. OTHER INFORMATION

1. Legal Proceedings
2. Changes in Securities and Use of Proceeds
3. Defaults Upon Senior Securities
4. Submission of Matter to a Vote of Securities Holders
5. Other Information
6. Exhibits and Reports on $8-K$

Exhibit Index

CENTRAL GARDEN \& PET COMPANY CONDENSED CONSOLIDATED BALANCE SHEETS
(UNAUDITED)
(IN THOUSANDS, EXCEPT SHARE AMOUNTS)

## <TABLE> <br> <CAPTION>

<S>

| SEPT | $\begin{aligned} & \text { MBBER 26, } \\ & 998 \end{aligned}$ | $\begin{gathered} \text { JUNE 26, } \\ 1999 \end{gathered}$ |
| :---: | :---: | :---: |
| <C> |  | <C> |
| \$ | 10,328 | 2,691 |
|  | 142,293 | 226,791 |
|  | 292,809 | 338,787 |
|  | 26,884 | 21,459 |
|  | 472,314 | 589,728 |
|  | 86,382 | 92,684 |
|  | 339,430 | 344,781 |
|  | 30,574 | 32,077 |
| \$ | 928,700 | \$ 1,059,270 |

LIABILITIES AND SHAREHOLDERS' EQUITY
CURRENT LIABILITIES:

Notes payable
Accounts payable
Accrued expenses
Current portion of long-term debt

Total current liabilities
LONG-TERM DEBT

DEFERRED INCOME TAXES AND OTHER LONG-TERM OBLIGATIONS
\$ 6,956
153,739
32,767
1,139

194,601
125,125

20,200
18, 624
\$ $\quad 58,947$
263,573
46,269

369,453
133,832

COMMITMENTS AND CONTINGENCIES
SHAREHOLDERS' EQUITY:

| Preferred stock, \$.01 par value: 1,000 shares authorized, none outstanding at September 26, 1998 or June 26, 1999 |  |  |  |
| :---: | :---: | :---: | :---: |
| Class B stock, $\$ .01$ par value: $1,661,762$ shares outstanding September 26, 1998 and 1,660,919 outstanding at June 26, 1999 |  | 16 | 16 |
| Common stock, $\$ .01$ par value: $29,718,530$ issued and 29,646,530 outstanding September 26, 1998; 30,083,154 issued and |  |  |  |
| 23,266,204 outstanding at June 26, 1999 |  | 298 | 301 |
| Additional paid-in capital |  | 519,933 | 523,192 |
| Retained earnings |  | 69,984 | 98,827 |
| Treasury stock |  | $(1,418)$ | $(84,969)$ |
| Restricted stock deferred compensation |  | (39) | (6) |
| Total shareholders' equity |  | 588,774 | 537,361 |
| TOTAL | \$ | 928,700 | \$ 1,059,270 |

> See notes to consolidated financial statements

CENTRAL GARDEN \& PET COMPANY
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(UNAUDITED)
(IN THOUSANDS)

<TABLE>
<CAPTION>
\begin{tabular}{|c|c|c|c|c|}
\hline & \multicolumn{2}{|r|}{\[
\begin{gathered}
\text { JUNE 27, } \\
1998
\end{gathered}
\]} & \multicolumn{2}{|r|}{\[
\begin{gathered}
\text { JUNE 26, } \\
1999
\end{gathered}
\]} \\
\hline <S> & \multicolumn{2}{|l|}{<C>} & \multicolumn{2}{|l|}{<C>} \\
\hline \multicolumn{5}{|l|}{CASH FLOWS FROM OPERATING ACTIVITIES:} \\
\hline Net Income & \$ & 30,779 & \$ & 28,798 \\
\hline Adjustments to reconcile net income to net cash provided (used) by operating activities: & & & & \\
\hline Depreciation and amortization & & 10,329 & & 14,768 \\
\hline Change in assets and liabilities: & & & & \\
\hline Receivables & & \((62,182)\) & & \((82,252)\) \\
\hline Inventories & & 35,463 & & \((42,573)\) \\
\hline Prepaid expenses and other assets & & \((6,024)\) & & 4,365 \\
\hline Accounts payable & & \((26,751)\) & & 108,593 \\
\hline Accrued expenses & & 12,525 & & 20,127 \\
\hline Net cash provided (used) by operating activities & & \((5,861)\) & & 51,826 \\
\hline \multicolumn{5}{|l|}{CASH FLOWS FROM INVESTING ACTIVITIES:} \\
\hline Additions to land, buildings, improvements and equipment & & \((12,796)\) & & \((13,858)\) \\
\hline Payments to acquire companies, net of cash acquired & & \((218,613)\) & & \((13,888)\) \\
\hline Net cash used in investing activities & & \((231,409)\) & & \((27,746)\) \\
\hline \multicolumn{5}{|l|}{CASH FLOWS FROM FINANCING ACTIVITIES:} \\
\hline Proceeds from (repayments of) notes payable - net & & \((40,377)\) & & 51,991 \\
\hline Repayments of long-term debt & & \((6,619)\) & & \((1,768)\) \\
\hline Proceeds from issuance of stock - net & & 202,719 & & 1,611 \\
\hline Payments to reacquire stock & & - & & \((83,551)\) \\
\hline Net cash provided (used) by financing activities & & 155,723 & & \((31,717)\) \\
\hline NET DECREASE IN CASH & & \((81,547)\) & & \((7,637)\) \\
\hline CASH AT BEGINNING OF PERIOD & & 100,125 & & 10,328 \\
\hline CASH AT END OF PERIOD & \$ & 18,578 & \$ & 2,691 \\
\hline \multicolumn{5}{|l|}{SUPPLEMENTAL INFORMATION:} \\
\hline Cash paid for interest & \$ & 8,369 & \$ & 6,390 \\
\hline Cash paid for income taxes & \$ & 13,209 & \$ & 12,350 \\
\hline Assets (excluding cash) acquired through purchase of subsidiaries & \$ & 220,217 & \$ & 6,251 \\
\hline Liabilities assumed through purchase of subsidiaries & \$ & 165,840 & \$ & 3,274 \\
\hline
\end{tabular}

CASH FLOWS FROM FINANCING ACTIVITIES:
Proceeds from (repayments of) notes payable - net
Proceeds from issuance of stock - net
Payments to reacquire stock
Net cash provided (used) by financing activities
NET DECREASE IN CASH

CASH AT BEGINNING OF PERIOD
</TABLE>
<TABLE>
<CAPTION>
\begin{tabular}{|c|c|c|c|c|c|c|c|}
\hline & & \begin{tabular}{l}
NINE MO \\
NE 27, 998
\end{tabular} & \begin{tabular}{l}
ENDED \\
JUNE 26, 1999
\end{tabular} & \multicolumn{2}{|r|}{\begin{tabular}{lc} 
THREE MONTHS ENDED \\
JUNE 27, & JUNE 26, \\
1998 & 1999
\end{tabular}} & \multicolumn{2}{|r|}{\begin{tabular}{l}
ENDED \\
JUNE 26, 1999
\end{tabular}} \\
\hline <S> & < \(C\) & & <C> & & & & \\
\hline Net Sales & \$ & 997,166 & \$1,204,265 & \$ & 502,183 & & 529,140 \\
\hline Cost of Goods Sold and Occupancy & & 783,678 & 937,907 & & 397,815 & & 421,522 \\
\hline Gross profit & & 213,488 & 266,358 & & 104,368 & & 107,618 \\
\hline Selling, General and Administrative Expenses & & 155,161 & 208,251 & & 69,076 & & 80,994 \\
\hline Income from operations & & 58,327 & 58,107 & & 35,292 & & 26,624 \\
\hline Interest Expense - Net & & 5,256 & 8,456 & & 2,633 & & 3,031 \\
\hline Income before income taxes & & 53,071 & 49,651 & & 32,659 & & 23,593 \\
\hline Income Taxes & & 22,292 & 20,853 & & 13,720 & & 9,909 \\
\hline Net Income & \$ & 30,779 & \$ 28,798 & \$ & 18,939 & \$ & 13,684 \\
\hline
\end{tabular}

Net Income per Common
Share Outstanding

Basic

Diluted
</TABLE>
| \$ | 1.12 | \$ | 0.99 |
| :---: | :---: | :---: | :---: |
| \$ | 1.06 | \$ | 0.96 |

$\$ \quad 0.50$
==========
\$ 0.47

See notes to consolidated financial statements
Central Garden \& Pet Company
Notes to Condensed Consolidated Financial Statements Three Months and Nine Months Ended June 26, 1999 (Unaudited)

## 1. Basis of Presentation

The condensed consolidated balance sheet as of June 26, 1999, the consolidated statements of income for both the three months and nine months ended June 26, 1999 and June 27, 1998 and the condensed consolidated statements of cash flows for the nine months ended June 26, 1999 and June 27, 1998 have been prepared by the Company, without audit. The condensed consolidated balance sheet as of September 26, 1998 has been derived from the audited financial statements of the Company for the year ended September 26, 1998. In the opinion of management, all adjustments (which include only normal recurring adjustments) considered necessary to present fairly the financial position, results of operations and cash flows of the Company for the periods mentioned above, have been made.

Due to the seasonal nature of the Company's business, the results of operations for the three months and nine months ended June 26, 1999 are not indicative of the operating results that may be expected for the year ending September 25, 1999.

It is suggested that these interim financial statements be read in conjunction with the annual audited financial statements, accounting policies and financial notes thereto, included in the Company's 1998 Annual Report on Form 10-K which has previously been filed with the Securities and Exchange Commission.

## 2. Share Repurchase Program

On December 18, 1998, the Company's Board of Directors authorized the Company to increase the share repurchase program up to a maximum of $\$ 55$ million of common shares. On January 4, 1999, the Company's Board of Directors authorized another increase in the share repurchase program, up to a maximum of $\$ 80$ million of common shares. On June 9, 1999, the Company's Board of Directors
authorized another increase in the share repurchase program, up to a maximum of $\$ 105$ million of common shares. During the three and nine month periods ended June 26, 1999, the Company repurchased $3,092,050$ and $6,616,950$ shares for a total of $\$ 38.2$ and $\$ 83.6$ million, respectively. As of August 5, 1999, the Company had purchased an additional 3,396,500 shares for a total of $\$ 31.2$ million.

## 3. Earnings Per Share

The following is a reconciliation of the numerators and denominators of the basic and diluted per-share computations for net income:

<TABLE>
<CAPTION>

1.06
</TABLE>

## 4. Prior Year Acquisitions

------------------------

The following table summarizes on a pro forma basis the combined results of operations of the Company as if the Kaytee Products, TFH Publications and Pennington Seed, Inc. acquisitions made during the first six months of 1998 had occurred on September 29, 1996. The pro forma results of operations also reflect pro forma adjustments for cash paid and stock issued to facilitate the acquisitions and for the amortization of goodwill. Although this pro forma combined information includes the results of operations of the acquisitions, it does not necessarily reflect the results of operations that would have occurred had the companies been managed by the Company prior to their acquisitions
<TABLE>
<CAPTION>
Nine Months Ended
June 27, 1998

| <S> | <C> |  |
| :--- | ---: | ---: |
| Net sales |  | $\$ 1,097,540$ |
| Gross profit | 243,778 |  |
| Income from operations | 57,447 |  |
| Income before income taxes |  | 50,248 |
| Net Income |  | 29,137 |
|  |  |  |
| Net income per common |  |  |
| $\quad$ share outstanding: |  |  |
| $\quad$ Basic | $\$$ | 1.03 |
| Diluted | $\$$ | .98 |

5. New Accounting Pronouncements

In June 1998, the Financial Accounting Standards Board issued SFAS No. 133, "Accounting for Derivative Instruments and Hedging Activities." SFAS No. 133 establishes accounting and reporting standards for derivative instruments embedded in either assets or liabilities. This statement is effective for fiscal years beginning after June 15, 1999 and is not to be applied retroactively to financial statements for prior periods. In June 1999, the FASB issued SFAS No. 137, "Accounting for Derivative Instruments and Hedging Activities - Deferral of the Effective Date of FASB Statement No. 133" which defers the effective date of SFAS No. 133 until June 15, 2000. The application of the standard is not expected to have a material effect on the Company's consolidated financial position or results of operations.

ITEM 2: Management's Discussion and Analysis of Financial Condition and Results of Operations

Overview

Since October 1, 1995, the Company has distributed Solaris product nationwide, pursuant to an exclusive distribution agreement (the "Solaris Agreement") which will expire on September 30, 1999. Management believes that the relationship with Solaris embodied in the Solaris Agreement has had a substantial impact on the Company's results of operations. Under the Solaris Agreement, the Company, in addition to serving as the master agent and master distributor of Solaris products, has provided a wide range of value-added services including logistics, order processing and fulfillment, inventory distribution and merchandising. As a result of the Solaris Agreement, a majority of the Company's sales of Solaris products have been derived from servicing direct sales accounts, whereas in 1995 and prior, a majority of the Company's sales of Solaris products were made by the Company as a traditional distributor. Under the Solaris Agreement, the Company's inventories of Solaris product have increased significantly, since the Company has not only carried inventories to support its own sales of Solaris products but also certain inventory previously carried by Solaris as well as additional inventories to support sales of Solaris products by the company's network of independent distributors.

Monsanto Company ("Monsanto") has sold its Solaris lawn and garden business exclusive of its Roundup(R) herbicide products for consumer use to The Scotts Company ("Scotts") and has entered into a separate, long-term, exclusive agreement pursuant to which Monsanto will continue to make Roundup herbicide products for consumer use and Scotts will market the products. Scotts has been for many years a substantial supplier to the Company and, in connection with its direct sales, a substantial purchaser of the Company's services.

The Company has learned from Scotts that Scotts intends to alter its distribution systems for certain products, including Ortho(R) and Miracle-Gro(R) products and Monsanto's consumer Roundup products for which Scotts acts as Monsanto's exclusive sales agent. Scotts has indicated to the Company that following the expiration of the Solaris Agreement, Scotts intends to distribute Ortho and Roundup products through a system that involves a combination of distributors, of which the Company will be the largest, as well as through direct sales by Scotts to certain major retailers. In addition, it is the Company's understanding that Scotts intends to sell Miracle-Gro directly to certain retailers.

For the current fiscal year ending September 25, 1999, the business likely to be taken over next year by Scotts is estimated to be approximately $\$ 200-250$ million in sales. The gross profit associated with these sales in the current year is approximately $\$ 15-25$ million ( $4 \%-7 \%$ of estimated total gross profit for the current year). The Company expects this loss of gross profit to be significantly offset next year with expense reductions and other business growth.

Due to the changes in Scotts distribution system, the Company's inventory of Scotts products and the related payables are likely to be reduced by an amount that is presently estimated to be in excess of $\$ 100$ million. Additionally, the Company expects that it will take steps to realign its lawn and garden distribution operations to reflect business levels for the fiscal year 2000. As a result, the Company expects to record substantial one-time charges in the fiscal year ending September 25, 1999.

The amount and profitability of the Company's business with Scotts next year and in future years may be influenced by numerous factors and is impossible to predict. Accordingly, the actual results of operations of the Company's lawn and garden business may differ significantly from the foregoing estimates.

The sale of the Solaris business by Monsanto and the approaching end of the Solaris Agreement subject the Company's lawn and garden business to significant uncertainties. These include the negotiation of new relationships with Scotts and the final accounting for all issues between the Company and Monsanto under the Solaris Agreement, such as the amounts receivable from Monsanto for cost reimbursements, payments for cost reductions and payments for services; the amounts payable to Monsanto for inventory; and responsibility for obsolete inventory and for non-payment by Solaris' direct sales accounts. The resolution of such uncertainties could have a material adverse effect on the Company's results of operations.

Three Months Ended June 26, 1999
Compared with Three Months Ended June 27, 1998

Net sales for the quarter ended June 26 , 1999 increased by $5.4 \%$ or $\$ 27.0$ million from $\$ 502.2$ million for the similar 1998 period. The increase reflects approximately $\$ 10.2$ million attributable to newly acquired operations. Of the sales increase related to existing operations, $\$ 16.8$ million, approximately $\$ 9.5$ million was attributable to sales of lawn and garden products, $\$ 5.3$ million to sales of pet supplies products and $\$ 2.0$ million to sales of branded products. While the current quarter generally accounts for the most significant increase in sales of lawn and garden products, fiscal 1999 experienced an early spring which shifted sales into the quarter ended March 1999. Overall sales of branded products increased modestly offset in part by decreased sales of flea and tick products reflecting both a weaker flea season and diminishing consumer demand for flea sprays and foggers in favor of the newer pill and spot on flea products.

Gross profit increased by $3.1 \%$ or $\$ 3.3$ million from $\$ 104.4$ million during the quarter ended June 27,1998 to $\$ 107.6$ million for the three months ended June 26, 1999. The increase in gross profit relates principally to the increase in sales of branded products. Gross profit as a percentage of net sales decreased slightly from $20.8 \%$ for the three months ended June 27,1998 to $20.3 \%$ for the comparable 1999 period. The decrease in the gross profit as a percentage of net sales was related to both the garden and pet distribution operations offset in part by slightly higher margins in the branded products operations. The decrease in gross profit as a percentage of net sales applicable to the pet distribution operation relates principally to the increase in sales of lower margin dog food. The decrease in gross profit percentage relative to garden distribution is principally related to sales of Solaris products during the quarter.

Selling, general and administrative expenses increased during the quarter ended June 26, 1999 by $\$ 11.9$ million from $\$ 69.1$ million for the similar 1998 period. As a percentage of net sales, these expenses increased from $13.8 \%$ during the quarter ended June 27, 1998 to $15.3 \%$ for the comparable 1999 period. After adjusting for expenses related to newly acquired operations and expenses related to the increase in net sales, selling, general and administrative expenses were approximately $\$ 7.5$ million greater than was the case for the quarter ended June 27, 1998. Of the increase, approximately $\$ 3.8$ million was related to the expanded use of common freight carriers, additional sales and service personnel and increased facilities costs within the garden distribution operation. Increased product development, advertising and sales promotions primarily related to the Pennington operation, accounted for approximately $\$ 3.2$ million and approximately $\$ .5$ million related to increased facilities costs within the pet distribution operation. The increased costs related to the garden distribution operations were incurred in anticipation of a strong sales quarter which fell significantly below what the Company expected. The Company is currently analyzing this segment of its business to realign it to reflect the current business outlook.

Net interest expense for the quarter ended June 26, 1999 increased by \$0.4 million from $\$ 2.6$ million for the comparable 1998 period. This increase is principally related to increased borrowings to support the Company's stock repurchase programs. Average short-term borrowings for the three months ended June 26, 1999 were $\$ 52.8$ million compared with $\$ 69.6$ million for the same 1998 period. Average interest rates on short-term borrowings were $8.2 \%$ and $7.8 \%$, respectively.

Nine Months Ended June 26, 1999
Compared with Nine Months Ended June 27, 1998
Net sales for the nine months ended June 26, 1999 increased by $20.8 \%$ or $\$ 207.1$ million from $\$ 997.2$ million for the comparable 1998 period. The $\$ 207.1$ million increase includes approximately $\$ 121.1$ million attributable to newly acquired companies. Of the sales increase related to existing operations, $\$ 86.0$ million, approximately $\$ 53.2$ million was attributable to sales of lawn and garden products, $\$ 9.7$ million to sales of pet supplies and $\$ 23.1$ million to sales of branded products.
nine months ended June 27, 1998 to $\$ 266.4$ million for the comparable 1999 period. The majority of the increase in gross profit relates to sales of branded products. Gross profit as a percentage of net sales increased slightly from $21.4 \%$ for the nine months ended June 27,1998 to $22.1 \%$ for the like 1999 period. The increase in gross margin as a percentage of net sales was attributable to the sales mix, where sales of higher margin branded products accounted for a greater percentage of total sales for the nine months ended June 26, 1999 than was the case in the comparable 1998 period, offset in part by a decrease of approximately $1.2 \%$ related to sales of lawn and garden products.

For the nine months ended June 26, 1999, selling, general and administrative expenses increased by $\$ 53.1$ million from $\$ 155.2$ million for the comparable 1998 period. As a percentage of net sales, these expenses increased from $15.6 \%$ during the nine months ended June 27, 1998 to $17.3 \%$ for the nine months ended June 26 , 1996. The increase in selling, general and administrative expenses, after adjusting for newly acquired businesses and expenses related to increased sales volume, was approximately $\$ 15.1$ million. The majority of the expense increase is related to the garden distribution operation. The increase in selling, general and administrative expense as a percentage of net sales is attributable to the newly acquired branded product companies coupled with the increased costs associated with the garden distribution operation.

Net interest expense for the nine months ended June 26, 1999 increased by $\$ 3.2$ million from $\$ 5.3$ million for the comparable 1998 period. The increase in net interest expense is related to newly acquired companies and increased borrowings to support the Company's stock repurchase program. Average short-term borrowings for the nine months ended June 26,1999 were $\$ 38.8$ million compared with $\$ 49.8$ million for the similar 1998 period. Average interest rates on short-term borrowings were $7.7 \%$ and $7.5 \%$, respectively.

Impact of the Year 2000
State of readiness. In early 1998, the Company conducted an overall assessment of its computer systems, including Year 2000 readiness. Based on this assessment, the Company has developed a plan to deal with the Year 2000 Issue, which covers both systems and vendor/customer issues. The plan includes both upgrades to or replacement of current systems to bring all of the Company's systems into compliance. Many of the existing information systems used by subsidiaries or divisions acquired by the Company are being replaced, primarily in response to business reasons apart from the Year 2000 Issue.

The Company will use primarily internal resources to reprogram or replace and test its information systems for Year 2000 compliance. In addition, the Company will use certain external resources to replace outdated information systems at certain of its subsidiaries' operations. A majority of the system changes were completed by the end of this quarter, and the remaining changes will be completed by the conclusion of this calendar year.

The plan developed to address vendor and customer issues includes systems integration, testing and communication strategies. The Company is in the process of formal communications with significant vendors and customers to determine the extent to which the Company may be vulnerable to a failure by any of these parties to remediate their own Year 2000 Issues. The Company continues testing electronic data transmissions to and from its major vendors and customers to ensure Year 2000 compliance. The Company expects to conclude this testing by fiscal year end 1999. In addition to vendors and customers, the Company relies upon governmental agencies, utility companies, telecommunication service companies and other service providers outside of the Company's control. There can be no assurance that the Company's vendors or customers, governmental agencies or other third parties will not suffer a Year 2000 business disruption that could have a material adverse effect on the Company's results of operations or financial position.

Costs to Address the Year 2000 Issue. To date, the Company has incurred no significant incremental costs addressing Year 2000 Issues, although it has incurred costs, independent of the Year 2000 Issue, relating to the implementation of new systems for certain subsidiaries. The company has no separate budget and none is currently planned for Year 2000 Issues. The Company does not expect expenditure relating to the Year 2000 Issue to be material or to have a significant impact on the Company's results of operations or financial position.

Risks Presented by the Year 2000 Issue. The Company presently believes that with the planned upgrades and implementation of new systems and software, the Year 2000 Issue will not pose significant operational problems for its computer systems. However, if such conversions are not made, or are not completed in a timely manner, the Year 2000 Issue could have a material impact on the operations of the Company. In addition, if any third parties who provide goods or services essential to the Company's business activities fail to address appropriately their Year 2000 Issues, such failure could have a material adverse effect on the Company's results of operations or financial position.

Contingency Plans. The Company's Year 2000 plan includes the development of contingency plans in the event that the Company has not completed all of its remediation plans in a timely manner or any third parties who provide goods or
services essential to the Company's business fail to appropriately address their Year 2000 issues. The Company expects to conclude the development of these contingency plans by the end of fiscal year 1999.

## Liquidity and Capital Resources

The Company has financed its growth through a combination of bank borrowings, supplier credit, internally generated funds and sales of securities to the public. The Company received net proceeds (after offering expenses) of approximately $\$ 431.0$ million from its five public offerings of common stock in July 1993, November 1995, July 1996, August 1997 and January 1998. In November 1996, the Company completed the sale of $\$ 115$ million $6 \%$ subordinated convertible notes generating approximately $\$ 112$ million net of underwriting commissions.

The Company's business is highly seasonal and its working capital requirements and capital resources track closely to this seasonal pattern. During the first fiscal quarter accounts receivable reach their lowest level while inventory, accounts payable and short-term borrowings begin to increase. Since the Company's short-term credit line fluctuates based upon a specified asset borrowing base, this quarter is typically the period when the asset borrowing base is at its lowest and consequently the Company's ability to borrow is at its lowest. During the second fiscal quarter, receivables, accounts payable and short-term borrowings begin to increase, reflecting the build-up of inventory and related payables in anticipation of the peak selling season. During the third fiscal quarter, principally due to the Solaris Agreement, inventory levels remain relatively constant while accounts receivable peak and short-term borrowings start to decline as cash collections are received during the peak selling season. During the fourth fiscal quarter, inventory levels are at their lowest, and accounts receivable and payables are substantially reduced through conversion of receivables to cash.

For the nine months ended June 26, 1999, the Company generated cash from operating activities of $\$ 51.8$ million reflecting the normal cycle of receivables and inventory build up, offset by payables build up and cash collections received in the peak season. Net cash used in investing activities of \$27.7 million resulted from an acquisition completed in January 1999 and from the acquisition of office and warehouse equipment, including computer hardware and software. Cash used in financing activities of $\$ 31.7$ million consisted principally of payments of $\$ 83.6$ million to acquire treasury shares, partially offset by net borrowings of $\$ 52.0$ million of short-term debt.

The Company has a $\$ 125.0$ million line of credit with Congress Financial Corporation (Western). The available amount under the line of credit fluctuates based upon a specific asset-borrowing base. The line of credit bears interest at a rate equal to the prime rate per annum, and is secured by substantially all of the Company's assets. At June 26 , 1999 , the Company had $\$ 59.2$ million of outstanding borrowings and had $\$ 65.8$ million of available borrowing capacity under this line. The Company's line of credit contains certain financial covenants such as minimum net worth and minimum working capital requirements. The line also requires the lender's prior written consent to any acquisition of a business and includes a ceiling on the dollar amount the Company can utilize to reacquire Company stock. In connection with the acquisition of one company in fiscal 1998, the Company assumed a $\$ 60$ million line of credit, of which $\$ 60$ million was available at June 26, 1999.

The Company believes that cash flow from operations, funds available under its lines of credit and arrangements with suppliers will be adequate to fund its presently anticipated working capital requirements for the foreseeable future. The Company anticipates that its capital expenditures will not exceed $\$ 15.0$ million for the next 12 months.

As part of its growth strategy, the Company has engaged in acquisition discussions with a number of companies in the past and it anticipates it will continue to evaluate potential acquisition candidates. If one or more potential acquisition opportunities, including those that would be material, become available in the near future, the Company may require additional external capital. In addition, such acquisitions would subject the Company to the general risks associated with acquiring companies, particularly if the acquisitions are relatively large.

ITEM 3: Quantitative and Qualitative Disclosures About Market Risk
The Company believes there has been no material change in its exposure to market risk from that discussed in the Company's 1998 Consolidated Financial Statements and 1998 Annual Report on Form 10-K.

CENTRAL GARDEN \& PET COMPANY
FORM 10-Q

PART II OTHER INFORMATION
ITEM 1. Legal Proceedings
Not Applicable

```
ITEM 2. Changes in Securities and Use of Proceeds
                Not Applicable
ITEM 3. Defaults Upon Senior Securities
        Not Applicable
ITEM 4. Submission of Matter to a Vote of Securities Holders
        Not Applicable
ITEM 5. Other Information
        Not Applicable
ITEM 6. Exhibits and Reports on Form 8-K
```

(a) The following report on Form 8 -K was filed during the
quarter ended June 26, 1999:
(1) On June 15, 1999 the Company filed a report on Form
8-K dated June 11, 1999 announcing a $\$ 25$ million
increase in the Company's share repurchase program.
CENTRAL GARDEN \& PET COMPANY
FORM 10-Q
SIGNATURES
----------

Pursuant to the requirements of the Securities Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunder duly authorized.

```
    CENTRAL GARDEN & PET COMPANY
_--_--------------------------------------
Registrant
Dated: August 10, 1999
/s/ William E. Brown
--------------------------------------------
William E. Brown, Chairman of the Board
and Chief Executive Officer
/s/ Robert B. Jones
---------------------------------------------
Robert B. Jones, Vice President-Finance
and Chief Financial Officer
```

| <TABLE> <S> <C> |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| <ARTICLE> 5 |  |  |  |  |
| <LEGEND> |  |  |  |  |
| THIS SCHEDULE CONTAINS SUMMARY FINANCIAL INFORMATION EXTRACTED FROM FORM 10-Q |  |  |  |  |
| AND IS QUALIFIED IN ITS ENTIRETY BY REFERENCE TO SUCH FINANCIAL STATEMENTS. </LEGEND> |  |  |  |  |
| <MULTIPLIER> 1,000 |  |  |  |  |
| <S> | <C> |  | <C> |  |
| <PERIOD-TYPE> | 3-MOS |  | 9-MOS |  |
| <FISCAL-YEAR-END> |  | SEP-25-1999 |  | SEP-25-1999 |
| <PERIOD-START> |  | MAR-28-1999 |  | SEP-27-1998 |
| <PERIOD-END> |  | JUN-26-1999 |  | JUN-26-1999 |
| <CASH> |  | 2,691 |  | 2,691 |
| <SECURITIES> |  | 0 |  | 0 |
| <RECEIVABLES> |  | 226,791 |  | 226,791 |
| <ALLOWANCES> |  | 7,535 |  | 7,535 |
| <INVENTORY> |  | 338,787 |  | 338,787 |
| <CURRENT-ASSETS> |  | 589,728 |  | 589,728 |
| <PP\&E> |  | 0 |  | 0 |
| <DEPRECIATION> |  | 0 |  | 0 |
| <TOTAL-ASSETS> |  | 1,059,270 |  | 1,059,270 |
| <CURRENT-LIABILITIES> |  | 369,453 |  | 369,453 |
| <BONDS> |  | 115,000 |  | 115,000 |
| <PREFERRED-MANDATORY> |  | 0 |  | 0 |
| <PREFERRED> |  | 0 |  | 0 |
| <COMMON> |  | 317 |  | 317 |
| <OTHER-SE> |  | 537,044 |  | 537,044 |
| <TOTAL-LIABILITY-AND-EQUITY> |  | 1,059,270 |  | 1,059,270 |
| <SALES> |  | 529,140 |  | 1,204,265 |
| <TOTAL-REVENUES> |  | 529,140 |  | 1,204,265 |
| <CGS> |  | 421,522 |  | 937,907 |
| <TOTAL-COSTS> |  | 80,994 |  | 208,257 |
| <OTHER-EXPENSES> |  | 0 |  | 0 |
| <LOSS-PROVISION> |  | 0 |  | 0 |
| <INTEREST-EXPENSE> |  | 3,031 |  | 8,456 |
| <INCOME-PRETAX> |  | 23,593 |  | 49,651 |
| <INCOME-TAX> |  | 9,909 |  | 20,853 |
| <INCOME-CONTINUING> |  | 0 |  | 0 |
| <DISCONTINUED> |  | 0 |  | 0 |
| <EXTRAORDINARY> |  | 0 |  | 0 |
| <CHANGES> |  | 0 |  | 0 |
| <NET-INCOME> |  | 13,684 |  | 28,798 |
| <EPS-BASIC> |  | 0.50 |  | 0.99 |
| <EPS-DILUTED> |  | 0.47 |  | 0.96 |

