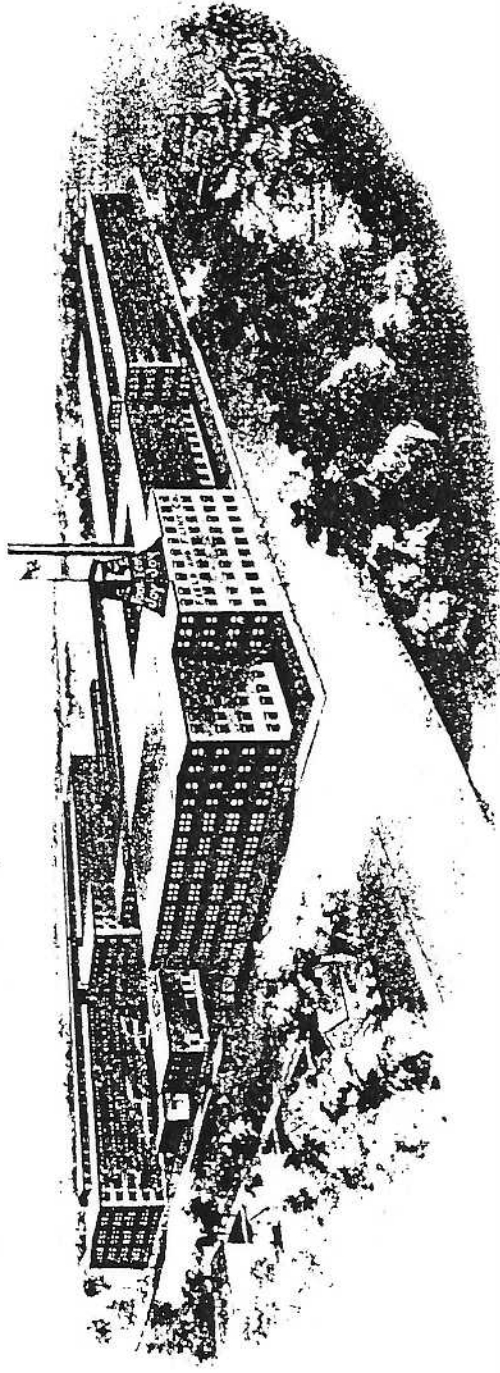


Foot-Joy

FIG. 1 PATENT
"The Shoe That's Different"



FIELD AND FLINT CO.
BROCKTON, MASSACHUSETTS

COMPANY HISTORY

FOOT-JOY, Inc. is a division of the Acushnet Company, a subsidiary of American Brands, Inc.

FOUNDED: 1857 in Brockton, Massachusetts

ACQUIRED BY ACUSHNET COMPANY: 1985

HEAD EXECUTIVES:

Achusnet

John Ludes, President and Chief Executive Officer

Wally Uihlein, President Titleist and FOOT-JOY Worldwide

PRODUCTS:

Golf shoes and golf gloves for men and women

Dress and casual shoes for men

Athletic shoes, socks and accessories for men and women

INNOVATIONS & MILESTONES:

- 1857: Founded as Burt & Packard in Brockton, Mass., the shoe capital of the U.S. Company later becomes Field and Flint Company.
- 1910: Field and Flint Co. expands into golf shoe business.
- 1928: A line of Field and Flint Company golf shoes called FOOT-JOY becomes the official golf shoes for the 1928 American Ryder Cup Team captained by Walter Hagen.
- 1957: The Stone and Tarlow families purchase the Field and Flint Co. By that time, FOOT-JOY golf shoes were selling in golf pro shops in over two-thirds of the U.S.
- 1963: FOOT-JOY the #1 shoe at U.S. Open at The Country Club in Brookline, Mass. Julius Bors wins championship wearing FOOT-JOY CLASSICS.
- 1970: Field and Flint officially becomes known as FOOT-JOY, INC.

- 1975: General Mills, Inc. purchased a controlling interest in FOOT-JOY and acquires 100 percent ownership two years later.
- 1980: FOOT-JOY revolutionizes the golf glove market with the introduction of its STA-SOF^R Golf Glove.
- 1983: FOOT-JOY introduces its exclusive LITE-SPIKE^R System on ULTRA-JOYS Golf Shoes.
- 1985: Acushnet Company acquires FOOT-JOY, INC. from General Mills.
- 1986: The JOYWALKERSTM line of Walking Shoes hits the marketplace and becomes one of the top selling brands in the category.
- 1988: "Golf's Legendary Shoe" features an expanded line of golf, dress and athletic shoes, including the new HOOD RIVERTM line of walking shoes.
- FOOT-JOY the #1 shoe on the PGA Tour for the 40th consecutive year.
- STA-SOF the best-selling golf glove in America.
- 1989: CLASSICS-LITESTM, the lightweight version of the legendary CLASSICS Golf Shoe is introduced and is accepted by touring professionals worldwide.
- FOOT-JOY introduces DRYJOYSTM the most advanced waterproof, breathable golf shoes. DRYJOYSTM take the industry by storm.
- The golf glove business is revolutionized with the introduction of STA-SOF IITM.
- 1990: FOOT-JOY continues its dominance as the #1 shoe in golf.
- Weather-SofTM, the world's most advanced synthetic golf glove is introduced.
- FOOT-JOY revitalizes its SOFT-JOYS II^R line of golf shoes with the introduction of the Strata-3 innersoles and by updating the styles with contemporary designs.

August 7, 1990

SUBJECT: History of FOOT-JOY

Brockton, Massachusetts became known as the "Shoe Capital" of the United States in the 19th Century. Over fifty makers of quality men's shoes were eventually to be located in Brockton. Burt and Packard Co., one of these companies and the forerunner of FOOT-JOY, Inc., was founded in Brockton in 1857. Burt and Packard eventually became the Field and Flint Company, which wound up as FOOT-JOY, Inc. in 1970.

Field and Flint Company had gotten involved with golf shoes way back in the early 20's, and with golf professionals when they made FOOT-JOY golf shoes for the 1928 American Ryder Cup Team captained by Walter Hagen when they went to England. Myles Baker was the individual who worked to promote FOOT-JOY with the golf professionals, and among his very close friends, were Sam Snead, Byron Nelson and Jug McSpaden. When Myles Baker left Field and Flint to go with E. E. Taylor, Nig Wilcox assumed the job of promotion with the tournament golf professionals. That was also the time that Ernie Sabayrac first got involved with Field and Flint, taking Myles Baker's place covering five midwestern states for Field and Flint, calling on both retail stores and golf professional shops. It was in 1949 that Ernie actually started to develop a salesforce with other lines in addition to FOOT-JOY.

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By the time Dick and Bill Tarlow got involved in 1957, Ernie and his men were selling FOOT-JOY shoes to golf shops in about two thirds of the United States. One of the first changes made after the Stone and Tarlow families acquired Field and Flint in January 1957, was to give the Ernie Sabayrac organization the right to sell FOOT-JOY shoes in all 48 states. The Stone and Tarlow families had operated Stone-Tarlow Company, Inc. in Brockton since 1918 was actually located less than one half mile from the Field and Flint factory. In December 1959, the Stone-Tarlow plant was completely remodeled, and all FOOT-JOY production was moved into the newly remodeled building. That is where FOOT-JOY shoes have been made since that date.

When Dick and Bill Tarlow got involved with FOOT-JOY in 1957, their limited resources indicated that they had to specialize. They had to make a decision whether to pursue the golf shoe trade in retail stores. They decided that golf was going to grow, and that they would have a more secure future being king of golf shoes in pro shops, rather than playing second fiddle to a lot of companies in dress shoes in shoe stores, clothing stores and department stores.

Working closely with the Ernie Sabaryac organization, they developed specialized selling techniques, basic stock programs, Special Terms, extended dating, Level Payment Plans, Home Staff programs, Operation Goldmine, and a myriad of other things designed to get golf professionals to sell more golf shoes in golf shops. This decision to specialize in selling golf shoes to golf pro shops proved to be very fortunate, because the Arnold Palmer and Eisenhower era in golf was just beginning. In 1957 there were approximately 5,000 golf courses in the United States. Today, there are over 14,000. The Tarlows were fortunate enough to make a decision to specialize in a growing business.

Originally, FOOT-JOY made and sold only one grade of golf shoe. These fine leather, Goodyear Welt constructed shoes were all made in one plant in Brockton, Massachusetts. Over the years, other types of constructions and price ranges, using other types of materials, became a part of the FOOT-JOY family.

First, was the Ben Hogan shoe, which eventually wound up mainly as a lower priced shoe with synthetic uppers and non Goodyear Welt construction. This brand was simply changed in name to GREEN-JOYS by FOOT-JOY in 1975.

Next were the 21ST CENTURY series by FOOT-JOY which were poromeric uppers with synthetic soles, both Goodyear Welt and cemented constructions. It had been decided not to use any synthetic uppers under the top grade FOOT-JOY label.

The fourth line to be added were SOFT-JOYS, all made in Osceola, Arkansas. Very shortly with the Osceola people, FOOT-JOY succeeded in developing an improved type of shoe called SUPER SOFT-JOYS. These shoes became the standard of construction in the soft, lightweight shoe business.

In 1975, General Mills purchased a controlling interest in FOOT-JOY and acquired 100% ownership two years later.

The 1980's brought much growth and development to FOOT-JOY. It was in this decade that the product category areas expended beyond golf shoes. In fact, it was in 1980 that FOOT-JOY began its partnership in the golf glove business with Pittards of England. Through an agreement with Pittards of England, FOOT-JOY obtained the exclusive use of a waterproof leather. The STA-SOF glove became the #1 glove in golf. In 1989, STA-SOF II^R was introduced. It's acceptance reaffirmed the preeminent position FOOT-JOY holds in the golf glove market.

Socks also became another important product category for FOOT-JOY. FOOT-JOY is the #1 selling sock in golf. FOOT-JOY is constantly striving to find the proper combination of materials, comfort and construction in order to continually provide the golfer with quality superior sock products.

In 1985, the Acushnet Company acquired FOOT-JOY from General Mills. Initial emphasis was to broaden our product base and channel resources and energy in the expanding walking shoe market. JOYWALKERSTM was introduced in 1986 and had initial success.

As the walking shoe market and athletic market became more competitive, FOOT-JOY made the decision to focus all energies and resources into the growing golf industry while at the same time maintain offering FOOT-JOY non-golf shoe products to golfers worldwide.

This renewed golf focus resulted in many successful innovations in the golf shoe market. The innovations include:

- o The LITE-SPIKE^R system introduced in 1983 lightened the shoe weight by 6 ounces or more per pair.
- o CLASSICS-LITESTM was introduced in 1988/1989 bring to the golf market, a lightweight version of the revered CLASSICS golf shoe.
- o DRYJOYSTM, introduced in 1989, is the most advanced, waterproof breathable golf shoe on the market. DRYJOYSTM are made with Sympatex, a paper thin membrane, which give DRYJOYSTM its waterproof properties.
- o In 1988, the LOCK-SPIKETM was introduced and ensured against the loss of spikes during play.
- o Strata-4 and Strata-3 innersoles were introduced in 1990 to add superior comfort to the DRYJOYSTM, and SOFT-JOYS II lines respectively.
- o Weather-Sof, the world's most advanced synthetic glove, will establish FOOT-JOY as the leader in the synthetic glove category.

Through constant innovation, superior quality and superior performance products, FOOT-JOY will continue to provide the golf industry with products the golfer has come to expect from FOOT-JOY.

