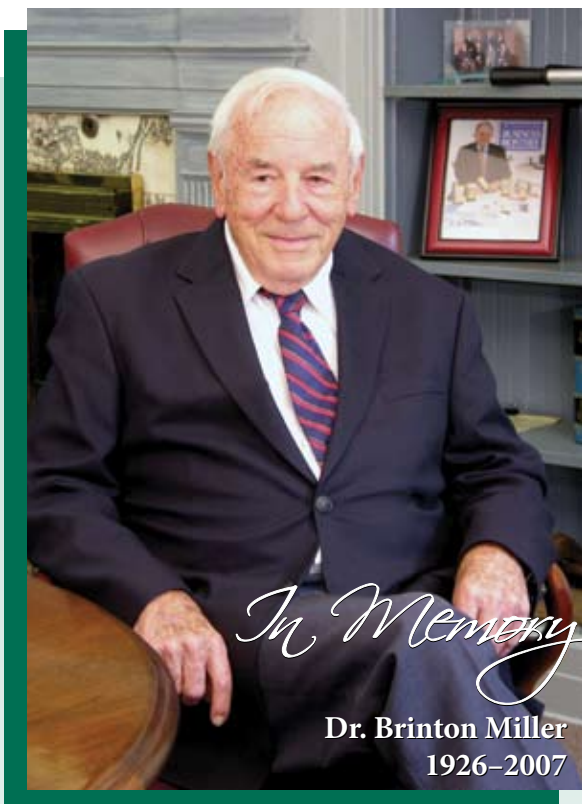
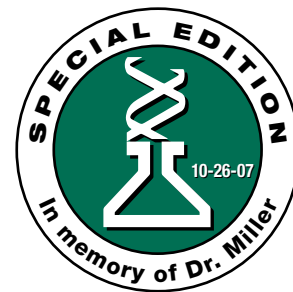


TeamTalk

Neogen Corporation Company Newsletter

Lansing • Lexington • Randolph • Ayr, Scotland • Shanghai, China



Neogen loses its original 'science person'

Tuesday's death of Neogen's former Senior Vice President Dr. Brinton Miller might be remembered by those who knew him as one of the few battles he couldn't win.

Dr. Miller was lured away from Merck, Sharp & Dohme Research Laboratories in 1984 to become Neogen's first Vice President of Research & Development, and help set the scientific course for the fledging company.

Until his retirement in 2002, and beyond, Dr. Miller worked to maintain his vision for Neogen, even if it occasionally meant butting heads with his boss.

"In the early days, Brinton and I used to have some pretty heated arguments over scientific direction," said James Herbert, Neogen's CEO and Chairman. "Having witnessed one of those arguments, an esteemed member of our scientific review council asked me: 'Why would you let Brinton argue with you like that?' My answer was that: 'I don't know which one of us is right.' That dialogue proved to be very helpful during Neogen's early history. Fortunately, one of us was usually right.

"Clearly, we would not be where we are today without the influence of Dr. Miller," Herbert continued. "His scientific expertise was invaluable to Neogen."

continued, pg. 2

Dr. Brinton Miller's contributions to the success of Neogen Corporation cannot be overstated. I consider him to be one of the three founding fathers of Neogen (along with Ted Doan and Jim Herbert). When I first interviewed for a job at Neogen, Brinton asked me if I was willing to argue. He was not asking me if I was argumentative, but wanted to know if I was willing to enter into intense debates and discussions that often are necessary to resolve problems and establish strategic plans for start-up companies. Little did I know at the time how important these "debates" would be to the future success of Neogen.

Brinton exemplified leadership in every sense of the word. He had vision, maintained a positive outlook and attitude, had the courage of his convictions and exhibited the work ethic to lead by example. He taught me to challenge traditional systems and processes and took time to mentor many of us at Neogen on the finer points of science—or economics and politics for that matter.

With Brinton's death, Neogen lost a great friend and counselor. Fortunately, we have a building named after him to remind us of his contributions and his legacy will live on through all Neogen employees who had the privilege to know and work with him.

—Lon Bohannon



Herbert and Miller shared many hearty laughs as well as heated debates.



Above left and center: scenes from Dr. Miller's early days at Neogen. Above right: the Miller Building was dedicated in 1999. Standing left to right are Miller, Ted Doan, former Lansing mayor David Hollister and Jim Herbert. Back then the Miller Building was used for manufacturing and shipping; presently, it houses Accounting, Purchasing, HR, Communications, and some of our Marketing team.

Dr. Miller's legacy at Neogen is very apparent. In his many years as Neogen's Senior Vice President, Vice President of R&D, and later as Vice President of Scientific Affairs, Dr. Miller played a key role in the development of the company's tests to detect natural toxins in grains, foodborne bacteria, food allergens, plant diseases, and drug residues.

Dr. Miller's legacy in his 27 years at Merck is also very apparent. As a director and self-described "drug discoverer" there, his group's successes included the avermectins (which resulted in the world-wide control of the disease river blindness), thermomycin, bottromycin (as an anti-mycoplasmal agent), arprinocid (a good anti-coccidial when used appropriately), efromycin (a unique growth permittant), and others.

In a 2002 interview, Dr. Miller answered the question most who knew him would ask: "Why in the world would you leave Merck for Neogen—a start-up company with no products in a state that you've never visited?"

Dr. Miller answered the question in his usual methodical way.

"That's not an easy answer, but let me start by saying that I knew that Neogen needed a science person," he said. "At the time, Fred Neidhardt, a professor at the University of Michigan, was the president of the American Society of Microbiology, and I was its treasurer. We had a meeting of the society's council in Washington, and we were at the airport together. So we went through the chow line, and Fred brought up this business of a brand new company in Lansing, and how he was on the Scientific Review Council, and how the company was

looking for a full-time 'science person' — a vice president for science, research, and so forth. He asked if I would be interested. Well, I kind of was, and I kind of wasn't.

"My wife Anne and I had talked about moving from the house that we had lived in for 25 years or so in Middletown, New Jersey, and our children were all either in college or graduated from college," he continued. "At that point, I had kind of done everything I wanted to do at Merck, and although I wasn't looking for a job, I thought it would be quite a challenge."

Dr. Miller said once he let on that he might be interested in joining Neogen, he received a "barrel of the gun" view of Herbert's superior salesmanship. Herbert visited New Jersey, and then led Dr. Miller on a "whirlwind" tour of Lansing, Michigan State University, Midland (Michigan), and other places to introduce him to the business leaders and scientists with a stake in Neogen's success.

"Jim couldn't afford a lot of money, and attempted to sweeten the deal by offering me 20,000 shares of a private company that wasn't worth much," he said. "But it was enough. I was sold."

Once officially a Neogen employee, Dr. Miller found out that Neogen does things a little differently than Merck.

"I went from one of the most advanced laboratories in the world to no lab at all," said Dr. Miller. "When we bought what is now the Doan Building and moved into my first lab, it was an old kindergarten room that had vinyl tiles on the floor with diagrams of the ABCs and numbers. I helped build my first benchtop out of nice

flat black tops and used pipes as legs. And, no surprise, the cabinets I had were seconds that Jim found at a discount store.

“But, I don’t mean that I was at all having a bad time. I wasn’t,” he continued. “Jim was extremely easy to work with. He was effervescent, and a do-it-yourselfer that did what needed to be done. When we came across a problem, we’d solve it. Sometimes we’d do it his way, and sometimes we’d do it mine. We knew what we were in for trying to start a company literally from scratch, and we were both willing to do whatever needed to be done.”

Dr. Miller said that some of Neogen’s early ideas proved to be undoable at a profit, and others proved to be tremendously profitable ideas that helped form Neogen’s current success.

“One of our first ideas was to produce interferons, also known as cytokines, and technically, our interferon research was a success,” Dr. Miller said. “We could take horse blood and produce interferons, and give it back to foals and their mothers and produce healthier animals. But we couldn’t get licensed by the USDA because we couldn’t make enough of the stuff. We couldn’t make enough because we couldn’t afford a herd of 300 horses, and we couldn’t figure out how we could get gallons of horse blood over the border from a horse abattoir that we investigated in Ontario. Even in those days, you couldn’t travel with gallons of horse blood without raising an eyebrow or two.

“We got our first mycotoxin tests out in 1985 because Jim decided that, by God, we were going to sell something in 1985 and he really didn’t care much what it was,” he continued. “Our first tests were liquid microwells that required each individual microwell to have a little rubber stopper. Boy, what a pain those were. But, I was a mycologist by training at Purdue and I knew rapid mycotoxin diagnostics would really take off. It was a great idea for a product.

“At our first dinner together in New Jersey, Jim said he would someday run a \$100 million company. If Neogen can keep coming up with ideas like our first rapid mycotoxin tests, he will.” ☞

Dr. Miller is a special person for Neogen who kept the scientific and technical level of our company high. I am writing this in present tense as much as I cannot believe that he has passed away. You may say that I’m in “denial mode” but it’s OK. I received a call from Dr. Miller’s daughter, Elizabeth, on October 23 that he has passed away. We talked about his recent illness and other tributes about him. I was so upset that I forgot to ask Elizabeth about the arrangements for the memorial service.

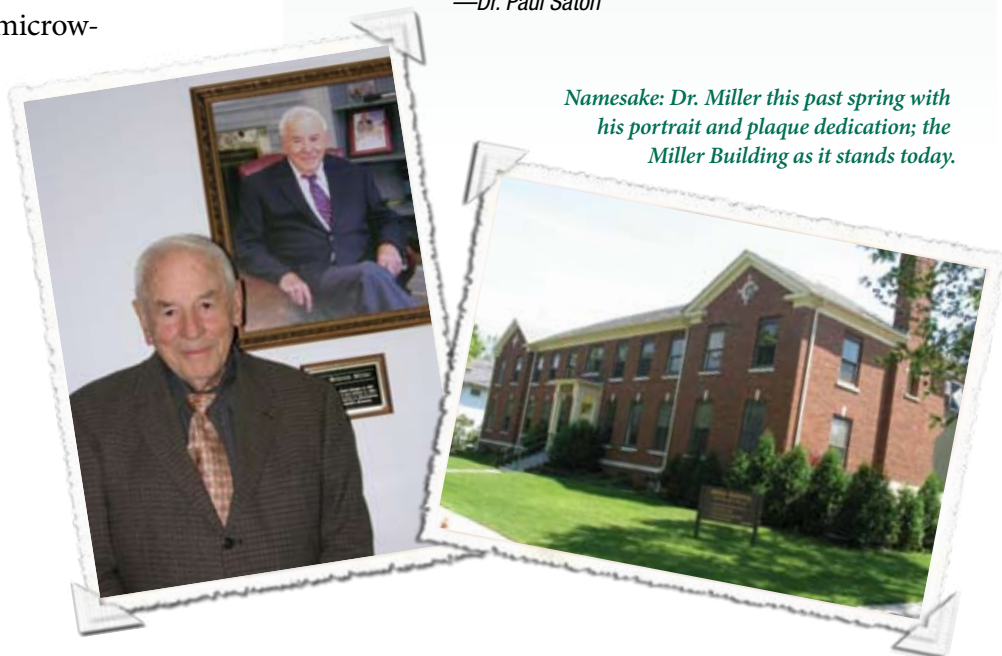
I came to know Dr. Miller (and Mr. Herbert) when I was still working at The Upjohn Company in Kalamazoo around 1986. He visited the company to discuss diagnostic test for bacterioides. Later, I was allowed to consult Neogen Corporation while I was working with Upjohn. In one trip to Lansing, we searched for buildings for Neogen’s R&D before we found the Doan Building. Dr. Miller invited me to become a member of Scientific Review Committee in 1992, when we were still struggling. I was always amazed by his broad background in science and a large pool of friends in industry and academia. I learned his secret: He never burned bridges.

After his retirement, he remained active in leading us in various meetings. I always picked him up from the Lansing airport as he was coming out of the narrow hallway. He hated my old Caravan that he called “Mother-in-law” as the car warned of “door-ajar” whenever he was riding with me. He did not like anything supernatural or spooky. I could not please him with my super-quiet Toyota Prius, as it is too quiet. I no longer will be able to pick him up at the airport. It is a sad, vacant feeling. By the way, when my wife totaled the “Mother-in-law”, he said a single word: “Good”.

He had uncanny sense of direction. Whenever we drove, he knew exactly where to turn and he was always a backseat driver. When Mark Mozola, Joe Madden, Brinton and I used to make a trip to the Gull Lake Conference through complex winding roads, he knew exact landmarks where we should turn, even with his legally blind eyesight. His sense of direction was not only for the driving, but also to sort out technologies and guide our research.

After his wife Anne’s memorial service in October 2001, my family and his son and daughters, son-in-laws and grandchildren had dinner at Spagnuolo’s. It was a windy and unseasonably warm day and it turned into a storm and we had a tornado warning during the dinner. At a crack of thunder, we all said “Hi, Anne.” Almost exactly six years later, it was a strange similarity of the situation. We had a tornado in Williamston coincidental to his departure. Perhaps he may have a supernatural power to conjure up a storm?

—Dr. Paul Satoh



Namesake: Dr. Miller this past spring with his portrait and plaque dedication; the Miller Building as it stands today.

Brinton was instrumental in my early career at Neogen. He took me under his wing and gave me the knowledge and confidence I needed to succeed. My first plane ride was with Brinton, my first “business dinner” was with Brinton and my first promotion at Neogen was from Brinton. Almost everywhere I go to give a seminar, I am addressed as “Dr. Bird,” although I don’t have a doctorate’s degree. In my opinion, the advanced education that some may perceive in me came from the “University of Brinton.” On a personal side, Brinton was always genuinely asking about my wife and family and though my daughter may not remember, she touched his heart when we visited his house when Anne was ill —something I will never forget. I am not sure I ever thanked Brinton for all the things he did. Thank you, Brinton!

—Chuck Bird

Commitment and passion are what I think of when I reflect on Dr. Miller. He had commitment to Neogen, our customers, our employees, our products, and the markets we serve. He wanted the best for all involved and had a passion for all he believed in. He loved a healthy debate and used what he learned from the debates to reinforce his belief. However, he would change his position, if appropriate, but not without a compelling reason and a lively debate. His sense of urgency was unmatched and contagious to all of those around him. He made everyone want to excel in whatever they were working on. I’m convinced that Dr. Miller is one of the primary contributors to Neogen’s success. All of us who worked with him are better at what we do because of the commitment and passion of Dr. Miller.

—Ed Bradley

I always saw Dr. Miller as a Renaissance man of science. I fondly recall that when I first met Dr. Miller, I knew I had met a kindred spirit, a true scientist. He knew many things very well, and also knew a little about most everything. I can still hear him bellow out, “But, what does that really mean?!” when you were presenting results. He had that unique ability to inspire you to seek his praise. I remember the pride I felt when he complimented my advancements with the various substrate products and always looked forward to sharing what R&D was working on in Lexington whenever we got together.

—Brent Mayer



Dr. Brinton Miller was my friend and mentor. In my early days with Neogen, BotVax B was in short supply for a variety of reasons and the proverbial storm seemed to be upon me. Dr. Miller encouraged me, supported me and provided his technical expertise to help me get through it. I will never forget the impact he made in my career and life. Dr. Miller, you will be missed.

—Joe Corbett

I first met Brinton at a training seminar on food pathogens. My first impression of him was that he was the gruff, stern professorial type. My second, and enduring impression, was that Brinton was a true scientist and gentleman. As a scientist, he sought to advance knowledge for the sake of human (and other animals) health and for the betterment of our company. He was a great source of information and advice and had a talent for getting to the heart of matters. Brinton was a true gentleman: he was honest and forthright, while gracious and respectful to others. He often offered encouragement and kind words to myself and other junior scientists. He also had a wonderful sense of humor, with a great smile and laugh. I respected and admired Dr. Brinton Miller, and will miss him greatly.

—Dwight Schroedter

Dr. Miller deeply touched the professional lives of many of us here at Neogen. Brinton was an endless source of wisdom, ideas and encouragement—a true mentor. He always stood strong in his convictions and beliefs. Brinton will be remembered for his dedication to the development of new technology and products for the company. A portion of our success and continued growth today was the result of his early efforts and vision for Neogen Corporation.

—Terri Morrical

Dr. Brinton M. Miller, 1926–2007

Dr. Brinton M. Miller, 80, of Old Pine Road, Narragansett, RI, passed away on Tuesday, October 23, 2007 at his home. He was the husband of the late Anne (Grove) Miller. Dr. Miller was born December 30, 1926, in West Chester, PA, the son of George Reynolds and Helen (Brinton) Miller. He worked for Merck & Company as a microbiologist for 27 years, retiring in 1984. At Merck, he discovered the class of antibiotics called avermectins that resulted in the worldwide control of the disease river blindness. He also worked for Neogen Corporation, improving national food safety. He is survived by his children, Elizabeth Collie of Narragansett, Cynthia Miller of Albany, NY, and Chris B. Miller of Montana; and four grandchildren, Claire Collie, Samuel Collie, Brinton Leinung and Caroline Leinung. Funeral services have taken place in Rhode Island. Dr. Miller’s family asks that those wishing to honor their father with a tribute please do so by donating to organizations dedicated to fighting blindness, including the National Federation of the Blind (www.nfb.org) and Lions Clubs International (www.lionsclubs.org).