

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT

PURSUANT TO SECTION 13 OR 15(d)
OF THE SECURITIES EXCHANGE ACT OF 1934

Date of Report (Date of earliest event reported): May 7, 2020

Better Choice Company Inc.

(Exact name of Registrant as Specified in its Charter)

Delaware
(State or other Jurisdiction of Incorporation)

333-161943
(Commission File Number)

26-2754069
(IRS Employer Identification No.)

164 Douglas Rd E,
Oldsmar, Florida
(Address of Principal Executive Offices)

34677
(Zip Code)

(Registrant's Telephone Number, Including Area Code): (646) 846-4280

N/A
(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
N/A	N/A	N/A

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 2.02. Results of Operations and Financial Condition

On May 7, 2020, Better Choice Company Inc., a Delaware corporation (the "Company"), announced its financial results for the year ended December 31, 2019. A copy of the press release is attached hereto as Exhibit 99.1.

Item 7.01. Regulation FD Disclosure

On May 8, 2020, at 8:30 am EDT, the Company will host a conference call to discuss results for the twelve months ended December 31, 2019. Interested parties, including analysts, investors and the media, may listen live via the details below.

Event: Better Choice Fiscal Year 2019 Financial Results Conference Call
Date: Friday, May 8, 2020
Time: 8:30 a.m. Eastern Time
Live Call: +1-800-458-4148 (U.S. Toll-Free) or +1-856-344-9290 (International)
Webcast: <https://ir.betterchoicecompany.com/>

As part of the conference call, Werner von Pein, President and Chief Executive Officer, Damian Dalla-Longa, Executive Vice President, Corporate Development and a Director of the Company, and Robert Sauermann, Executive Vice President, Finance and Strategy, will present items not previously disclosed in reports filed by the Company with the Securities and Exchange Commission. A copy of the PowerPoint slides that will accompany the Company's presentation is attached hereto as Exhibit 99.2.

The information in this Form 8-K shall not be deemed to be "filed" for the purposes of Section 18 of the Securities and Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of such section, nor shall such information be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such a filing.

Cautionary Note Regarding Forward-Looking Statements

This Current Report on Form 8-K contains statements that constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Management's projections and expectations are subject to a number of risks and uncertainties that could cause actual performance to differ materially from that predicted or implied. Forward-looking statements may be identified by the use of words such as "expect," "anticipate," "believe," "estimate," "potential," "should" or similar words intended to identify information that is not historical in nature. Forward-looking statements contained herein include, among others, statements concerning management's expectations about future events and the Company's operating plans and performance, the effects of the COVID-19 outbreak, including levels of consumer, business and economic confidence generally, the regulatory environment, litigation, sales, and the expected benefits of acquisitions, and such statements are based on the current beliefs and expectations of the Company's management, as applicable, and are subject to known and unknown risks and uncertainties. There are a number of risks and uncertainties that could cause actual results to differ materially from those contemplated by the forward-looking statements. These statements speak only as of the date they are made, and the Company does not intend to update or otherwise revise the forward-looking information to reflect actual results of operations, changes in financial condition, changes in estimates, expectations or assumptions, changes in general economic or industry conditions or other circumstances arising and/or existing since the preparation of this Current Report on Form 8-K or to reflect the occurrence of any unanticipated events. For further information regarding the risks associated with the Company's business, please refer to the Company's filings with the Securities and Exchange Commission, including our Annual Report on Form 10-K for the most recent fiscal year end, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

Item 9.01. Financial Statements and Exhibits

(d) Exhibits.

Exhibits	Description
99.1	Press Release, dated May 7, 2020
99.2	Investor Presentation, dated May 7, 2020

SIGNATURE

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

Better Choice Company Inc.

By: /s/ Werner von Pein

Name: Werner von Pein

Title: Chief Executive Officer

May 7, 2020

BETTER CHOICE
C O M P A N Y**Better Choice Company Reports Full Year 2019 Financial Results and Provides a Shareholder Update**
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NEW YORK, NY, May 7, 2020-- Better Choice Company, Inc. (OTCQB: BTTR) (the "Company" or "Better Choice"), an animal health and wellness company, today reported its financial results for the full year ended December 31, 2019 and provided a shareholder update subsequent to its acquisition of Halo, Purely for Pets®.

"2019 was a transformative year for Better Choice including our public listing and two strategic investments in the pet and wellness space – TruPet and Halo. Upon closing of these acquisitions, Better Choice has been focused on an aggressive integration and synergy effort. If the nine-month results including these acquisitions were annualized on a linear twelve-month basis, net sales would be approximately \$50 million. Today's Better Choice platform has a growing presence in the E-Commerce, Direct-to-Consumer and International channels of trade, which we believe provides a unique foundation to build a leading brand in the fast-paced and ever-evolving animal health sector," said Werner von Pein, CEO of Better Choice.

"In light of the COVID-19 crisis, with approximately two thirds of our sales on E-Commerce and Direct-to-Consumer, Better Choice has been well prepared to meet the demand of our customers online. With pet adoption rates currently at all-time highs, we have observed an increase in demand for high-quality pet health and wellness product offerings. This momentum in our business has positioned Better Choice well with its consumers as a trusted provider of quality pet products and we believe this momentum will continue as we launch new offerings to retain consumer support going forward."

Operational Updates

- Acquired TruPet in May 2019, a leading Direct-to-Consumer brand in the North American pet market focused on canine freeze-dried and dehydrated treats and supplements
- Acquired Halo, Purely for Pets® in December 2019, a leading E-Commerce and international player across both the feline and canine segment
- Appointed pet and consumer packaged goods (CPG) industry veteran, Werner von Pein, as Chief Executive Officer

Financial Results for the Full Year 2019

Revenue for the full year 2019 was \$15.6 million, up 5% compared with \$14.8 million for 2018.

Cash and cash equivalents at the end of 2019 totaled \$2.4 million.

Consolidated Financial Results for the Nine Months Ended September 30, 2019*

Net sales for the nine-months ended September 30, 2019 were approximately \$36 million.

If the nine-month results were annualized on a linear twelve-month basis, net sales would be approximately \$50 million.

*Please see the Company's Current Report on Form 8-K/A (Amendment No. 1), and associated Exhibits, filed with the SEC on February 18, 2020. This document consolidates Halo financials into Better Choice on a pro-forma basis and includes an unaudited pro-forma income statement for (a) the twelve-months ended December 31, 2018 and (b) the nine-months ended September 30, 2019, as well as an unaudited pro-forma balance sheet as of September 30, 2019.
<https://www.sec.gov/Archives/edgar/data/1471727/000114036120003555/0001140361-20-003555-index.htm>

Conference Call and Webcast Information

The Company will host a conference call and audio webcast on Friday, May 8th at 8:30 a.m. ET to answer questions about the Company's operational and financial highlights for the full year 2019 and provide shareholders with an update on the first quarter 2020.

Event: Better Choice Fourth Quarter and Full Year 2019 Financial Results Conference Call
Date: Friday, May 8, 2020
Time: 8:30 a.m. Eastern Time
Live Call: +1-800-458-4148 (U.S. Toll-Free) or +1-856-344-9290 (International)
Webcast: <https://ir.betterchoicecompany.com/>

For interested individuals unable to join the conference call, a dial-in replay of the call will be available until May 22, 2020 and can be accessed by dialing +1-844-512-2921 (U.S. Toll Free) or +1-412-317-6671 (International) and entering replay pin number: 6707938.

About Better Choice Company, Inc.

Better Choice Company Inc. is a rapidly growing animal health and wellness company committed to leading the industry shift toward pet products and services that help dogs and cats live healthier, happier and longer lives. We take an alternative, nutrition-based approach to animal health relative to conventional dog and cat food offerings, and position our portfolio of brands to benefit from the mainstream trends of growing pet humanization and consumer focus on health and wellness. We have a demonstrated, multi-decade track record of success selling trusted animal health and wellness products, and leverage our established digital footprint to provide pet parents with the knowledge to make informed decisions about their pet's health. We sell the majority of our dog food, cat food and treats under the Halo and TruDog brands, which are focused, respectively, on providing sustainably sourced kibble and canned food derived from real whole meat, and minimally processed raw-diet dog food and treats. For more information, please visit <https://www.betterchoicecompany.com>.

Forward Looking Statements

This press release contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. The words "believe," "may," "estimate," "continue," "anticipate," "intend," "should," "plan," "could," "target," "potential," "is likely," "will," "expect" and similar expressions, as they relate to us, are intended to identify forward-looking statements. The Company has based these forward-looking statements largely on our current expectations and projections about future events and financial trends that we believe may affect our financial condition, results of operations, business strategy and financial needs. Some or all of the results anticipated by these forward-looking statements may not be achieved. Further information on the Company's risk factors is contained in our filings with the SEC. Any forward-looking statement made by us herein speaks only as of the date on which it is made. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them. The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by law.

Company Contact:

Better Choice Company, Inc.
Werner von Pein, CEO

Investor Contact:

KCSA Strategic Communications
Valter Pinto, Managing Director
212-896-1254
BTTR@KCSA.com



Investor Presentation

May 2020

TRUDOG®

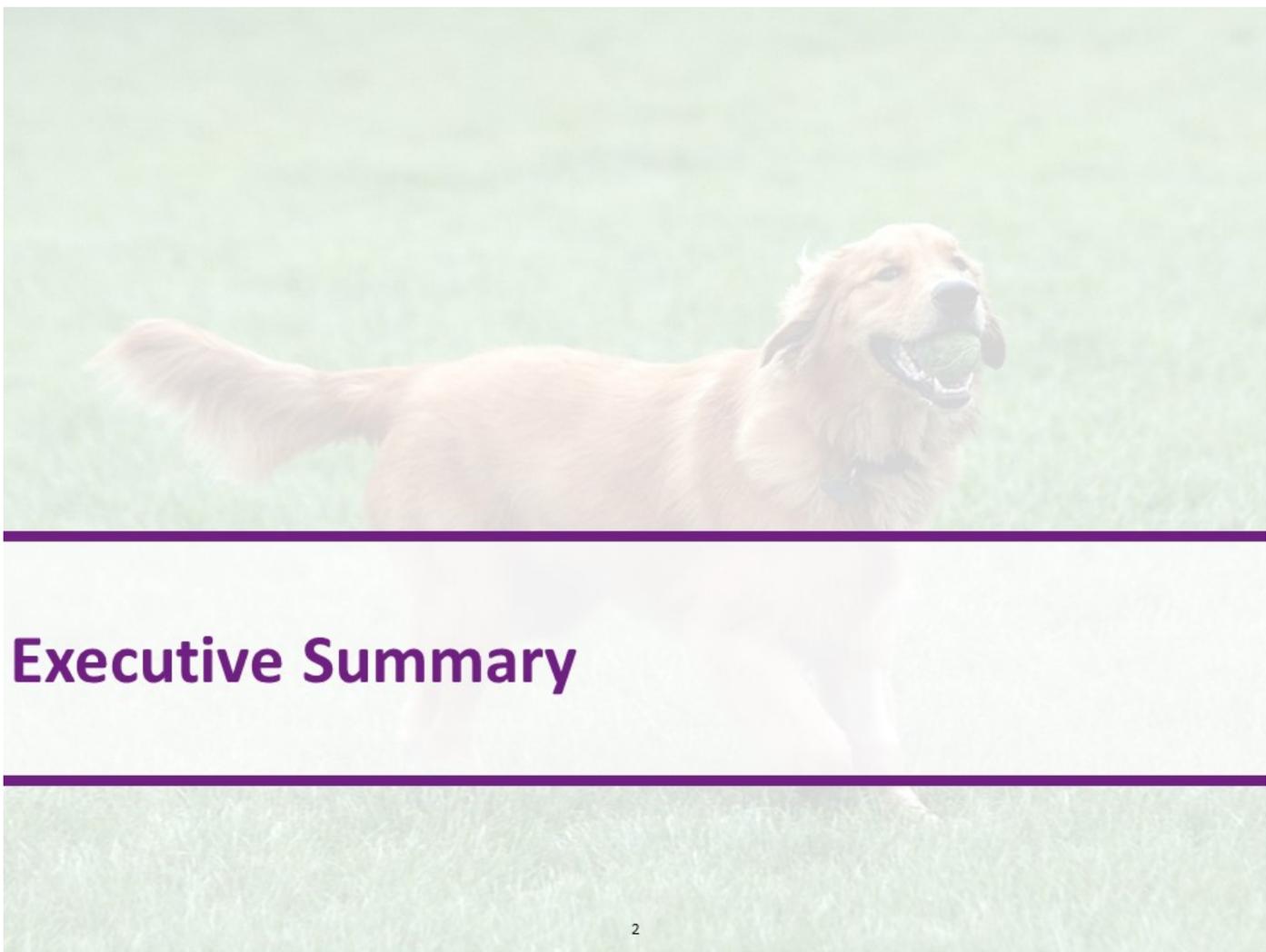


betterchoice
COMPANY

Safe Harbor

This presentation and the accompanying oral presentation contains information, statements, beliefs and opinions which are forward-looking, and which reflect current estimates, expectations and projections about future events, referred to herein and which constitute "forward-looking statements" or "forward-looking information" within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact included in this document, regarding our strategy, future operations, financial position, prospects, plans and objectives of management are forward-looking statements. Statements containing the words "could", "believe", "expect", "intend", "should", "seek", "anticipate", "will", "positioned", "project", "risk", "plan", "may", "estimate" or, in each case, their negative and words of similar meaning are intended to identify forward-looking statements. By their nature, forward-looking statements involve a number of known and unknown risks, uncertainties and assumptions, most of which are difficult to predict and many of which are beyond the Company's control, concerning, among other things, the Company's anticipated business strategies, anticipated trends in the Company's business and anticipated market share, that could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These risks, uncertainties and assumptions could adversely affect the outcome and financial effects of the plans and events described herein. In addition, even if the outcome and financial effects of the plans and events described herein are consistent with the forward-looking statements contained in this document, those results or developments may not be indicative of results or developments in subsequent periods. Although the Company has attempted to identify important risks and factors that could cause actual actions, events or results to differ materially from those described in forward-looking information, there may be other factors and risks that cause actions, events or results not to be as anticipated, estimated or intended. Forward-looking information contained in this document is based on the Company's current estimates, expectations and projections, which the Company believes are reasonable as of the current date. The Company can give no assurance that these estimates, expectations and projections will prove to have been correct. Given these uncertainties, you should not place undue reliance on these forward-looking statements. All statements contained in this presentation are made only as of the date of this presentation, and the Company undertakes no duty to update this information unless required by law.

CANNABIS-RELATED ACTIVITIES ARE ILLEGAL UNDER U.S. FEDERAL LAWS: The U.S. Federal Controlled Substances Act classifies "marijuana" as a Schedule I controlled substance. Accordingly, cannabis-related activities, including without limitation, the cultivation, manufacture, importation, possession, use or distribution of cannabis and cannabis products are illegal under U.S. federal law. Strict compliance with state and local laws with respect to cannabis will neither absolve the Company of liability under U.S. federal law, nor will it provide a defense to any federal prosecution which may be brought against the Company with respect to adult-use or recreational cannabis. Any such proceedings brought against the Company may adversely affect the Company's operations and financial performance. Prospective investors should carefully consider the risk factors before investing directly or indirectly in the Company and purchasing the securities described herein.



Executive Summary

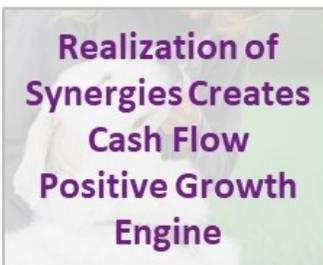
Key Investment Highlights



betterchoice
COMPANY

HALO
Annual Net Sales: ~\$35m

TRUDOG®
Annual Net Sales: ~\$15m



Attractive Category Dynamics

Favorable Industry Dynamics⁽¹⁾

- The US pet industry continues to grow at a healthy trajectory, with steady growth expected to continue at 3.3% annually for the next 4 years
- Pet enjoys significant investor interest
 - Favorable underlying trends driving demand
 - Greater E-Commerce potential than traditional food
 - One of the most recession resistant industries

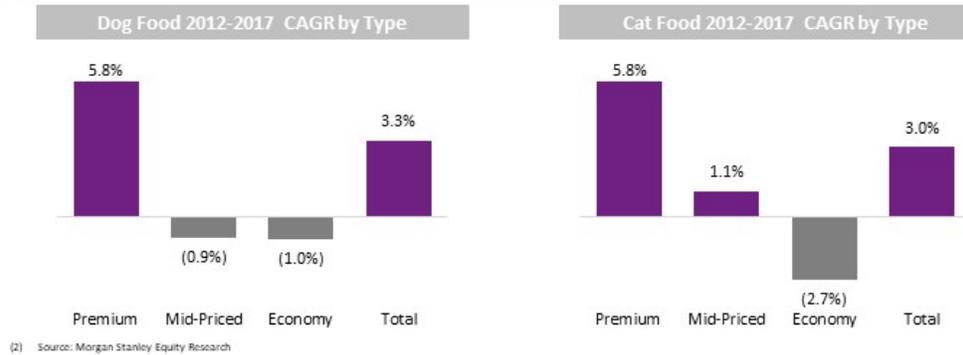
Pet Food Categories

- Wet Dog Food
- Dry Dog Food
- Wet Cat Food
- Dry Cat Food
- Supplements
- Treats

The U.S. Pet Food & Treat Market Enjoys Consistent Growth⁽¹⁾

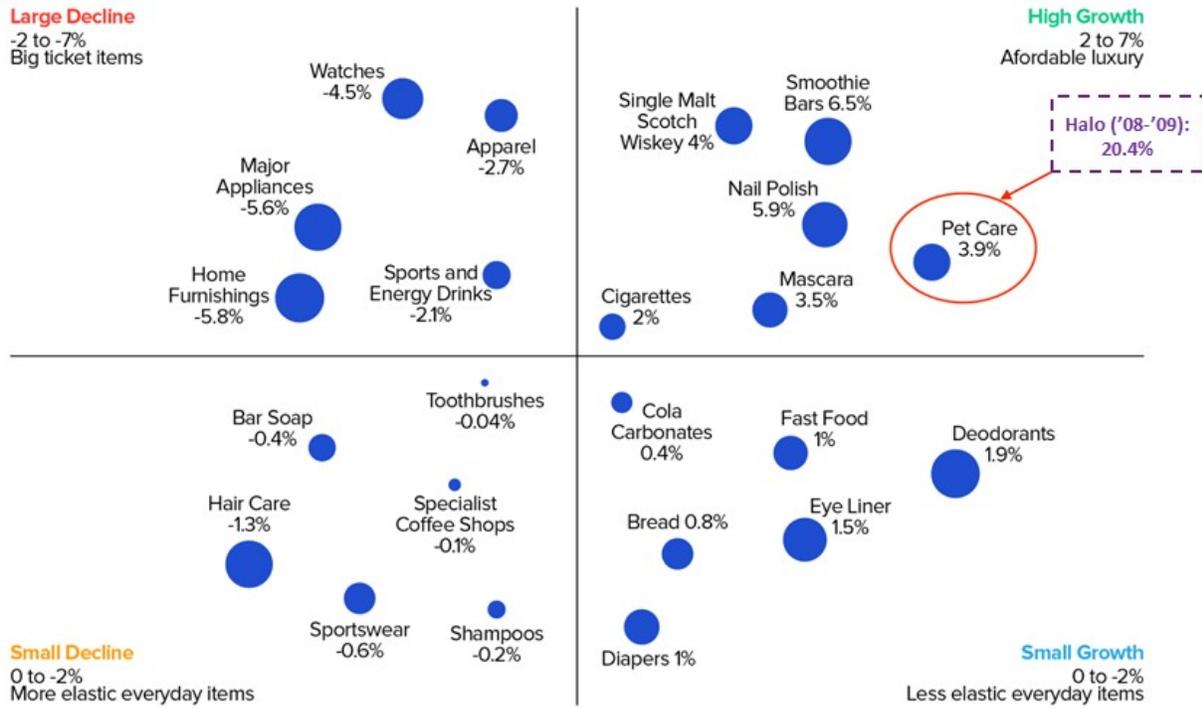


Premium Pet Food is Driving the Overall Pet Food Industry Growth⁽²⁾



Pet Care Industry During the Great Recession

Performance of Company Types During the Great Recession (2008-09)⁽¹⁾



(1) Source: Euromonitor International (Passport Industries)

Public Market Scarcity – Equity Value Creation



(000's) Better Choice (Pro Forma for Halo Acquisition)

Current Market Value:	
Common Shares Outstanding (as of 4/24/2020)	48,940
(x) Current Share Price (as of 5/5/2020)	\$0.71
Implied Equity Value	\$34,747
(+) Total Debt (12/31/2019)	37,250
(-) Cash and Cash Equivalents (12/31/2019)	(2,361)
Implied Enterprise Value	\$69,636
Pro Forma Net Revenue (unaudited) - FY 2018	\$51,388
Pro Forma Net Revenue (unaudited) - FY 2019	\$48,152
EV / 2018 Net Revenue	1.4x
EV / 2019 Annualized Net Revenue	1.4x

Key Channels E-Commerce (Wholesale & DTC), Pet Specialty, Grocery & Mass, International

Product Attributes Premium Natural Whole Meat
Canned & Kibble Products (Halo)
Freeze Dried & Dehydrated Meat (TruPet)

Manufacturing / Supply Chain Co-packaged; Industry Leading Sourcing of High Quality Proteins 

Dog / Cat Split Halo: 50% Dog / 50% Cat
TruPet: 100% Dog



(000's) Freshpet

Current Market Value:	
Common Shares Outstanding (as of 5/1/2020)	40,266
(x) Current Share Price (as of 5/5/2020)	\$77.02
Implied Equity Value	\$3,101,301
(+) Total Debt (3/31/2020)	0
(-) Cash and Cash Equivalents (3/31/2020)	(149,486)
Implied Enterprise Value	\$2,951,815
Net Revenue - 2019A	\$245,900
Adjusted EBITDA - 2019A	\$29,200
EV / 2019E Net Revenue	12.0x
EV / 2019E EBITDA	75.8x

Key Channels Grocery & Mass

Product Attributes Super Premium Refrigerated, Natural Whole Meat

Manufacturing / Supply Chain In-House Manufacturing

Dog / Cat Split 95% Dog / 5% Cat

Source: Company Management, Public Company Filings



Halo Overview



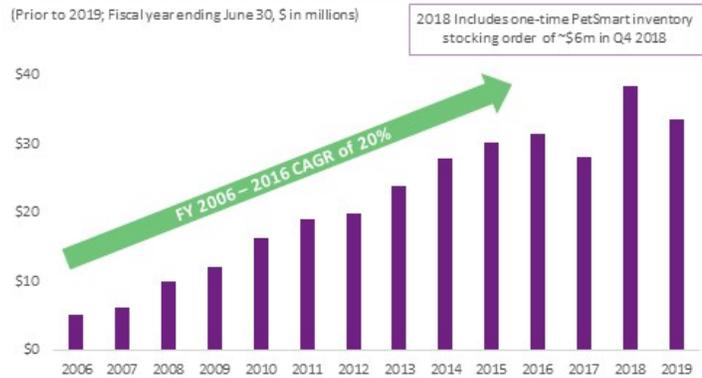
Halo at a Glance

Halo is committed to creating exceptional food that cats and dogs love and pet parents trust

Company Overview

- Halo is a 30-year-old, premium, natural pet food brand based in Tampa, FL that is uniquely differentiated from its competitors
 - Uses natural whole meat and no rendered meat meal
 - Highly digestible due to use of real whole protein
- History of top line growth driven by continued premiumization of the pet food industry
- Flexible and scalable outsourced manufacturing model with capacity to grow or insource
- E-Commerce is the Company's largest and fastest growing channel
- 2019A Net Revenue of \$33.4 million

Consistent Historical Revenue Growth Across the Business Cycle



Diverse Product Portfolio



Key Customers



Clear Product Differentiation

Natural WHOLE Meat



High moisture content
 USDA Inspected Facility
 95% protein digestibility

Rendered Meal Powder



Low moisture content
 Rendering plant
 61% protein digestibility

Highly Attractive Consumer Demographic

Halo's Consumer is Very Attractive to the Retail Channel, with High Disposable Income & Ability to Buy Premium Products

	Halo Followers	Halo Converts
 Gender & Age	91% female and of those, 70% are 35-64	81% female and of those, 57% are 35-64
 Relationship Status	57% married	62% married
 Education	72% have a college or grad school education	69% have a college or grad school education
 Profession	Administrative Services, Sales, Management, Personal Care & Home Services, Health & Medical, Business & Finance	Business & Finance, Gov't Employees, Production, Healthcare & Medical, Personal Care & Home Services
 Household Size	2-3 average household size	2-4 average household size
 HHI	54% have HHI \$75K+	53% have HHI \$75K+ over indexing at the \$125-150K range
 Home Ownership	75% are homeowners	82% are homeowners



Source: Facebook Pre-Post Ad Viewership Insights 2018.

Differentiated Product Offering

*Halo Makes Unique Products With Differentiated Ingredients That Are Better for Pets:
That's What Pet Owners Care About*

Halo Uses Whole Chicken in its Products, Differentiating itself from Other Premium Kibble Brands



Halo® Holistic Chicken and Chicken Liver Recipe for Adult Dogs



Blue™ Life Protection Formula® Adult Chicken & Brown Rice Recipe Dry Dog Food



Merrick® Classic Real Chicken + Green Peas Recipe with Ancient Grains Adult Dry Dog Food



Natural Balance® Original Ultra® Whole Body Health® Chicken, Chicken Meal, Duck Meal Dry Dog Formula



Wellness® Complete Health® Adult Deboned Chicken & Oatmeal Recipe Dry Dog Food

Top 5 Ingredients

(WHOLE) Chicken	Deboned chicken	Deboned Chicken	Chicken	Deboned chicken
(WHOLE) Chicken liver	Chicken meal	Chicken meal	Chicken meal	Chicken meal
Dried egg product	Brown rice	Peas	Peas	Oatmeal
Oatmeal	Barley	Turkey meal	Potatoes	Ground barley
Pearled barley	Oatmeal	Brown rice	Chicken fat (preserved with mixed tocopherols)	Peas

Strong Co-Packer Relationships & Certifications

Broad Set of Suppliers Specialized by Product



Primary co-packer for Kibbles



Primary co-packer for Canned Food



Smaller co-packers for Supplements & Treats

High Quality Ingredient Certifications



Established Premium Brand Positioned for Long Term Growth



<p>Premiumization of Pet Foods Natural, Organic, Wellness</p>	<p>30 year Established Brand Founded in 1986</p>	<p>Product Testing, Messaging, Production New product innovation launched</p>	<p>Significant Online Sales Growth Driven by Channel Shift 45% of sales with majority monthly subscription base</p>
<p>Millennials Driving Better Ingredients Dissatisfaction, Transparency, Holistic, Protein</p>	<p>Industry Leading Product Sourcing Holistic, Whole, Non-GMO, GAP-2 and MSC certified</p>	<p>YouTube + TV + Digital Leading presence on these platforms</p>	<p>Meaningful Growth in Key International Markets Asia & Australia</p>
<p>Whole Meat vs. Meat Meal Protein quality, Digestibility, Taste</p>	<p>Leader in "Whole" Meat The only relevant shelf stable brand in retail with no meat meals and comparable to "fresh"</p>	<p>Poopsie & Furfluencers Leading brand influencers with loyal following</p>	<p>Channel Expansion International Food, Drug, Mass Direct to Consumer</p>
<p>Changing Demographics Smaller breeds, rising cat ownership</p>	<p>+5 Industry Awards Recognition for Innovation, Category Captain & Best Vegan Pet Food</p>	<p>Social Media Traction Over 15+ million active followers across all platforms</p>	<p>Innovative Growth Oriented Products Vegan and Supplements</p>

Actionable Near-Term Growth Opportunities

Following the Brand's pivot in 2019, Halo has ample runway for near-term and long-term sustainability & growth

Growth Opportunities	
E-Commerce	<ul style="list-style-type: none"> Fastest growing channel in pet food Prioritizing with Amazon and Chewy Recent advertising using Amazon Media Group has cross-channel impact 
International	<ul style="list-style-type: none"> Large and growing natural pet market in Asia and other markets Successful traction and accelerating sales growth in Japan, South Korea, Taiwan, Philippines, China and Australia Growth in Asia is fueled by increasing levels of economic financial status and demand for premium, western manufactured products
Vegan Products	<ul style="list-style-type: none"> Strong reception to launch of Garden of Vegan® dog food Second Product (Ocean of Vegan®) launch underway Great for families with vegan lifestyles as well as protein sensitivities Awarded #1 Brand in the Vegan Dog Category by VegNews 
Food, Drug and Mass: New Product Innovation	<ul style="list-style-type: none"> In addition to recent innovation (including Vegan line), plan to launch differentiated product for Food, Drug, Mass Accounts Initial conversations with retailers already underway



TruPet Overview



TruPet at a Glance

TruPet is a data-driven, subscription based, ultra premium brand focused on direct, high-touch engagement with its customers

Company Overview

- Founded in 2013 by Lori Taylor and based in Tampa, FL, TruPet produces and markets raw freeze-dried and dehydrated food, treats, and supplements for dogs and cats
- Well positioned as industry shifts toward products that create longer, better, lives for pets and helping pet owners understand the benefits of feeding a species an appropriate diet. Brands include:
 - TruDog – DTC Pet Wellness Products
 - Rawgo! – DTC Dehydrated Dog Food
 - Orapup and TruDog Dental – DTC Oral Care Products
 - TruCat – DTC Cat Wellness Products
 - TruGold – Hemp-derived CBD Canine Supplements

Direct to Consumer Expertise



Customer Acquisition Channels



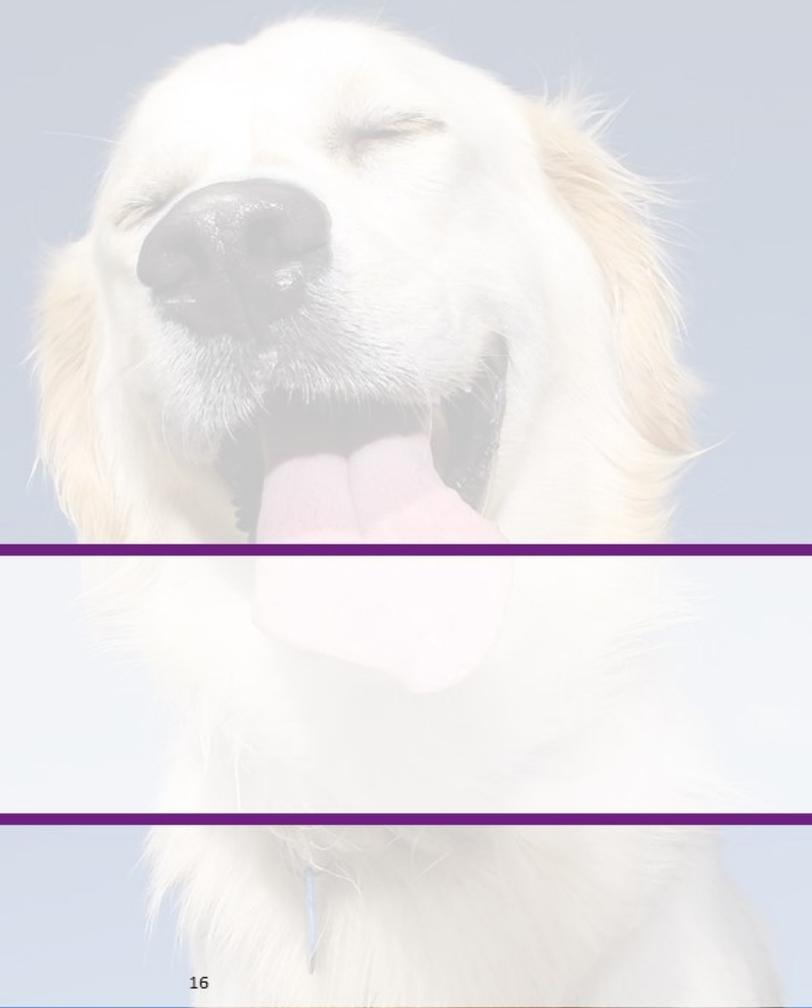
Source: Company Management.

Strong, Loyal & Growing Recurring Customer Base

\$1.0m MONTHLY REPEAT CUSTOMER REVENUE	17.5k AVERAGE MONTHLY ORDERS	\$200k MONTHLY NEW CUSTOMER REVENUE
150k MONTHLY OPT-IN EMAILS	\$63 AVERAGE ORDER VALUE (AOV)	\$40 AVERAGE COST TO ACQUIRE CUSTOMER
50k MONTHLY OPT-IN SMS	10% YOY AOV GROWTH	\$13 AVERAGE AD SPEND PER ORDER

Average Customer LTV of \$190
(representing a 25%+ increase YoY)





Financials

Better Choice – Historical Pro Forma Financial Information

(\$000's)	Nine Months Ended September 30, 2019			Combined Pro Forma
	Historical Better Choice	Historical Halo	Adjustments	
Net sales	\$11,567	\$24,323	-	\$35,890
(-) COGS	(7,178)	(16,028)	-	(23,206)
Gross profit	\$4,389	\$8,295	-	\$12,684
% Margin	38%	34%		35%
(-) General and administrative	(12,031)	(6,974)	(1,498)	(20,503)
(-) Share-based compensation	(6,708)	-	(239)	(6,947)
(-) Sales and marketing	(8,453)	(1,857)	-	(10,310)
(-) Customer service and warehousing	(854)	(100)	-	(954)
(-) Loss on disposal of equipment	-	(64)	-	(64)
Total operating expenses	(\$28,046)	(\$8,995)	(\$1,737)	(\$38,778)
Loss from operations	(\$23,657)	(\$700)	(\$1,737)	(\$26,094)

(\$000's)	Twelve Months Ended December 31, 2018			Combined Pro Forma
	Historical Better Choice	Historical Halo	Adjustments	
Net sales	\$14,785	\$36,583	-	\$51,368
(-) COGS	(7,489)	(23,189)	-	(30,678)
Gross profit	\$7,296	\$13,394	-	\$20,690
% Margin	49%	37%		40%
(-) General and administrative	(5,655)	(9,934)	(1,998)	(17,587)
(-) Share-based compensation	(831)	-	(319)	(1,150)
(-) Sales and marketing	(4,981)	(7,898)	-	(12,879)
(-) Customer service and warehousing	(987)	(122)	-	(1,109)
(-) Loss on disposal of equipment	-	(32)	-	(32)
Total operating expenses	(\$12,454)	(\$17,986)	(\$2,317)	(\$32,757)
Loss from operations	(\$5,158)	(\$4,592)	(\$2,317)	(\$12,067)

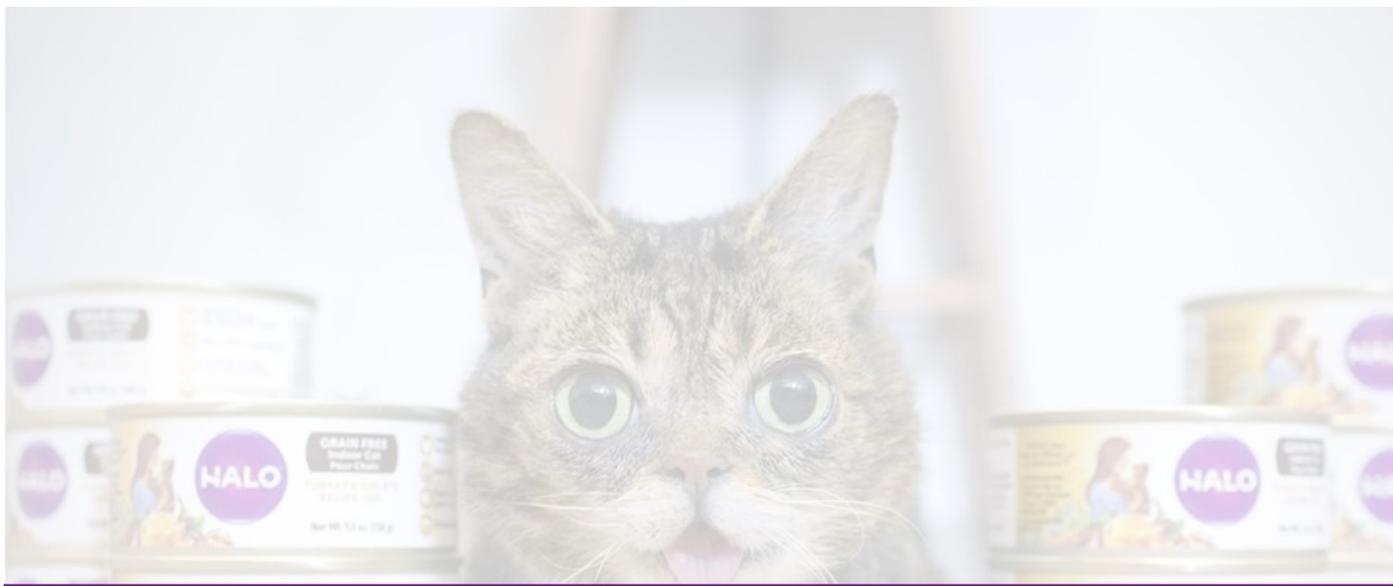
Source: Public Company Filings

Comparable Pet Industry Transaction Multiples

(\$ Millions)

Acquirer	Target	Date Announced	Enterprise Value	EV / LTM		% EBITDA Margin	Acquirer	Target	Date Announced	Enterprise Value	EV / LTM		% EBITDA Margin	
				Revenue	EBITDA						Revenue	EBITDA		
		4/4/18	\$1,900	2.6x	22.4x	NA			5/22/13	\$314	NA	NA	NA	
		2/23/18	\$8,011	6.3x	25.1x	NA			10/25/10	\$5,462	1.5x	8.5x	16%	
		4/28/17	\$255	3.4x	NA	NA			9/10/10	\$460	2.3x	NA	NA	
		4/4/17	NA	NA	NA	NA			8/14/08	\$400	NA	NA	NA	
		7/21/15	NA	NA	NA	NA			4/13/06	\$200	2.7x	10.0x	27%	
		2/3/15	\$5,800	2.5x	12.9x	20%			3/16/06	\$580	3.2x	10.0x	32%	
	 (Iams and Eukanuba (Europe))	9/23/14	NA	NA	NA	NA			3/2/06	\$705	2.9x	14.2x	20%	
	 (Iams, Eukanuba and Nestlé in North America, Latin America, and others)	4/9/14	\$2,900	NA	NA	NA								
											Mean:	3.2x	15.8x	23%
											Median:	2.8x	13.6x	20%

Source: S&P Capital IQ



Appendix – BTTR Team



Werner von Pein
Chief Executive Officer

- Corporate growth professional, formally at Three Dog Bakery, Nutrivet, Rexall, Lavazza, Quaker Oats
- Began his career with Procter & Gamble over 37 years ago, and has extensive experience in the Pet food space
- As president of Three Dog Bakery, he increased distribution and significantly grew annual sales
- Held a number of different leadership positions across food and beverage sectors internationally as well as domestically in the U.S.

Damian Dalla-Longa
Executive Vice President, Corporate Development; Director

- Extensive experience investing in and operating commodity-related, healthcare and consumer-facing businesses
- Worked at Bain Capital, Silver Point, King Street and Magnetar (managed \$2.5 Bn+ AUM)
- Founded middle-market special situations investment firm Albaron Partners
- Undergraduate and MBA from Wharton School, University of Pennsylvania

Robert Sauermann
Executive Vice President, Strategy & Finance

- Significant experience leading the sourcing, diligence, execution and management of growth equity investments
- Deployed \$100m+ of growth equity capital at Pegasus Capital Advisors (~\$2.0bn AUM); prior to Pegasus worked at Credit Suisse
- Member of Halo Board of Directors for 2+ years, leading the successful restructuring of business and subsequent sale process
- Undergraduate from Harvard College

Board of Directors

Mike Young <i>Chairman</i>	John Word, III <i>Director</i>	Clinton Gee <i>Director</i>	Jeff Davis <i>Director</i>	Lori Taylor <i>Director</i>	Michael Close <i>Director</i>
<ul style="list-style-type: none"> Former Co-Head of Trading and Managing Director at GMP Securities in Toronto and New York Board Member of ICC Labs (acquired by Aurora) and Founding Shareholder and Board Member of Nuvera (acquired by Aphria) Extensive management and trading experience in the US and Canadian capital markets that has built a strong network of North American and international investors 	<ul style="list-style-type: none"> Renowned for transforming the California insurance broker's role in the small group health benefits marketplace Mr. Word founded the Word & Brown General Agency in 1984 to market and distribute health plans through California's huge brokerage community In 1986, the company was recognized as the largest independent small group health distributor nationwide, and the first to launch a COBRA administration operation 	<ul style="list-style-type: none"> Clinton Gee has been Chief Financial Officer for The Word & Brown Companies since June of 2006 Before joining The Word & Brown Companies, Clinton was a Vice President at several insurance organizations, including Nationwide Insurance Companies, CalFarm Insurance Company, and Foundation Health Plans Undergraduate from California State University, Chico, with a bachelor's degree in Accounting and Computer Science 	<ul style="list-style-type: none"> For 23 years, built brands at Procter & Gamble in numerous product sectors (CPG, beauty, pharma) and for numerous global markets (USA, Canada, Germany etc.) Angel investor, Board member and CEO of Orabrush, the first company to commercialize a brand leveraging only YouTube Has run global billion-dollar business, and has successfully launched two start-ups with an exit Undergraduate from University of Utah 	<ul style="list-style-type: none"> Founded TruPet in 2013 Forbes "Top 50" social media influencers two years in row (top 20 for women) Top 100 marketers in 2017 Multiple national DMA Echo awards Launched Kroger loyalty program in early 2000s Undergraduate from University of Missouri-Columbia 	<ul style="list-style-type: none"> CEO of CHOICE Administrators, responsible for two health insurance programs Previous COO of The Word & Brown Companies, where he oversaw IT, marketing and strategic business development President of Quotit Corp and Health Compare (both sold to National General Holdings Corp). President of CONEXIS, a leading benefits administrator, before its acquisition by WageWorks in 2014 Undergraduate degree from Ohio State University

* 7th Director is Damian Dalla-Longa, bio on preceding page