



March 9, 2018

To our valued Retail Partners,

Many of you know me well and know that I truly believe in my heart we are trustees for the well-being of pets around the world. With this in mind, I'm reaching out to you today in the spirit of complete transparency to let you know about some important changes taking place at Carnivore Meat Company.

Never in my wildest dreams could I have foreseen the explosive growth we have experienced this past year... thank you for helping us achieve such astounding growth!

Regrettably, we entered into a perfect storm where we simply weren't able to keep up with demand. In late November, we put the wheels put in motion for a plant expansion, construction of additional freeze-dryers and new equipment, totaling \$6 million in capital investments. As of today, we've been able to get two more freeze-dryers up and running and the plant expansion will be completed at the end of this month, ahead of schedule.

As you know, we were recently faced with yet another challenge...the voluntary recall of our Vital Essentials® Freeze-Dried Beef Nibbles, one of 13 pet food recalls that have taken place since December 2017.

Given the recent recall history in the pet industry and the strong headwinds we are facing, we will be implementing a test and hold process. To ensure we are in compliance with the FDA's "zero tolerance" policy, we will also incorporate high pressure pasteurization (HPP) into our production process, which, for those who know me best, is something I never thought I would have to consider. It was not an easy decision to take this path as I've not been a proponent of HPP.

Unfortunately, these changes will increase the time it takes to manufacture and test product. You may experience continued out of stocks on our products that could last into June.

I know this challenging journey will make us a much stronger team and help us use our God-given talents to provide the most healthy, delicious, innovative and biologically appropriate, commercially available pet food, snacks and treats in the world!

I am asking for your continued patience during these growing pains.

Lanny

CEO & Owner
Vital Essentials®

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