



2019 Annual General Meeting

May 9, 2019

Big Rock Brewery Inc. (TSX: BR)



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Certain statements contained in this presentation constitute forward-looking statements. These statements relate to future events or Big Rock's future performance. All statements, other than statements of historical fact, may be forward-looking statements. Forward-looking information are not facts, but only expectations as to future events and generally can be identified by the use of statements that include words or phrases such as, "anticipate", "believe", "continue", "could", "estimate", "expect", "intend", "likely", "may", "project", "predict", "propose", "potential", "might", "plan", "seek", "should", "targeting", "will", and similar expressions. These statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements. Big Rock believes that the expectations reflected in those forward-looking statements are reasonable but no assurance can be given that these expectations will prove to be correct and such forward-looking statements included in this presentation should not be unduly relied upon by investors as actual results may vary materially from such forward-looking statements. These statements speak only as of the date of this presentation and are expressly qualified, in their entirety, by this cautionary statement. In particular, this presentation contains forward-looking statements pertaining to Big Rock's products and offerings, the impact of recent changes in Alberta mark-up rates, expectations as to Big Rock's financial performance, and any further changes in the future. With respect to the forward-looking statements listed above and contained in this presentation, management has made assumptions regarding, among other things, that volumes in the current fiscal year will remain constant or will increase, input costs for brewing and packaging materials will remain constant or will not significantly increase or decrease, there will be no material change to the regulatory environment in which Big Rock operates, there will be no supply issues with Big Rock's vendors, and the success of the Corporation's ongoing discussions with the Alberta Government with respect to the mark-up and grant program will continue. Some of the risks which could affect future results and could cause results to differ materially from those expressed in the forward-looking information and statements contained herein include, but are not limited to the inability to continue to reduce the net mark-up rate in Alberta, and the inability to continue to grow demand for Big Rock's products. Readers are cautioned that the foregoing list of assumptions and risk factors is not exhaustive. The forward-looking information and statements contained herein are expressly qualified in their entirety by this cautionary statement. The forward-looking information and statements included in this presentation are made as of the date hereof and Big Rock does not undertake any obligation to publicly update such forward-looking information and statements to reflect new information, subsequent events or otherwise unless so required by applicable securities laws.

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These slides and the accompanying verbal presentation reference non-GAAP financial measures, including "net debt" and "earnings before interest, taxes, depreciation and amortization ("EBITDA") to net debt". These are non-GAAP financial measures and should not be considered as an alternative to net income, operating income, or any other measure of financial performance calculated and presented in accordance with GAAP. These non-GAAP measures have inherent limitations and therefore undue reliance should not be placed on them. Total capitalization is calculated by adding shareholders' equity, total debt and cash balances. EBITDA is calculated by adding back to net income, interest, income taxes and depreciation and amortization. EBITDA to net debt is calculated by dividing EBITDA by net debt (debt minus cash) and EBITDA margin is calculated by dividing EBITDA by total revenue. Management uses these ratios to evaluate the Corporation's operating results. **For additional commentary and a full reconciliation of non-GAAP financial measures to their most comparable GAAP measures, please refer to <https://bigrockbeer.com/investors/financial-statements/> (2018 Financial Results).**

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Current Snapshot

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BIG ROCK TODAY

- **National footprint**
 - Assets in Alberta, British Columbia and Ontario
 - Sales in 5 provinces (British Columbia, Alberta, Saskatchewan, Manitoba and Ontario) and 2 territories (Yukon and Northwest Territories)
- **Restructured and re-focused management team**
 - In the last 20 months, new President & CEO, CFO and VP, Sales
 - New formal management system established, ‘The Big Rock Way’ - a collaborative, project-based system driving employee engagement, process improvement and financial results
- **Consumer-driven business focused on high quality products**
 - Shifting to a data-driven organization for a stronger understanding of consumer trends and brand awareness
- **Driving efficiencies at all levels - quality at a profit**
 - Improved understanding of costs at all levels of the business
- **Innovation with purpose**
 - Innovating on-trend (2019 product launches)
- **Positioned for growth**
 - Given footprint and management team experience
 - Strong Board of Directors with diverse experience

EXECUTIVE TEAM

Executive	Prior Experience
Wayne Arsenault <i>President & CEO</i>	Corey Nutrition Company Inc., Moosehead Breweries Limited
Don Sewell* <i>Chief Financial Officer</i>	National Bank Financial Inc.
Paul Gautreau <i>VP, Operations & Brewmaster</i>	34 years at Big Rock
Paul Howden* <i>VP, Sales</i>	The Coca-Cola Company

**Joined Big Rock in 2018*

BOARD OF DIRECTORS

Director	Current Role
Michael G. Kohut <i>Chairman</i>	CFO, Hammerhead Resources Inc.
Kathleen McNally-Leitch <i>Vice Chair</i>	Independent Businesswoman
Jim Riddell <i>Director</i>	Chairman, President & CEO, Paramount Resources Ltd.
Stephen J. Giblin <i>Director</i>	Independent Businessman
P. Donnell Noone <i>Director</i>	Principal & Managing Partner, VN Capital Management, LLC
Alanna McDonald <i>Director</i>	President, Maybelline Garnier essie at L’Oreal USA
Robert G. Peters <i>Director</i>	Chairman, Black Diamond Land & Cattle Company



2018 Achievements

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2018 ACHIEVEMENTS / THEMES

- 1. Profitability:** 118% growth in EBITDA year-over-year and first net profitable year since 2014
 - Re-invigorated focus on pricing
 - Improved understanding of costs
 - ‘The Big Rock Way’ project-based formal management system driving significant improvements across the business - 42% employee base engaged in 2018
- 2. Fireweed Transaction:** closed the asset purchase and licensing and contract manufacturing arrangements
 - Vancouver brewery expansion and capacity utilization
- 3. Contract Manufacturing:** established and growing new revenue stream
 - Driving further asset utilization and efficiencies in Calgary
- 4. Focused Brand Offerings:** rationalized brand portfolio targeting consumers with a purpose and driving further operational efficiencies
- 5. Restructured / Realigned Management Team and Board:** new CFO, VP Sales and 2 new Board members
 - Execution focused management team and improved governance





History of Award Winning Beers & Ciders

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2018 BEER AND CIDER AWARDS

Big Rock has a long history of producing provincial and national award winning beers and ciders, and was pleased to see that trend continue in 2018!

2018 AWARD WINNERS

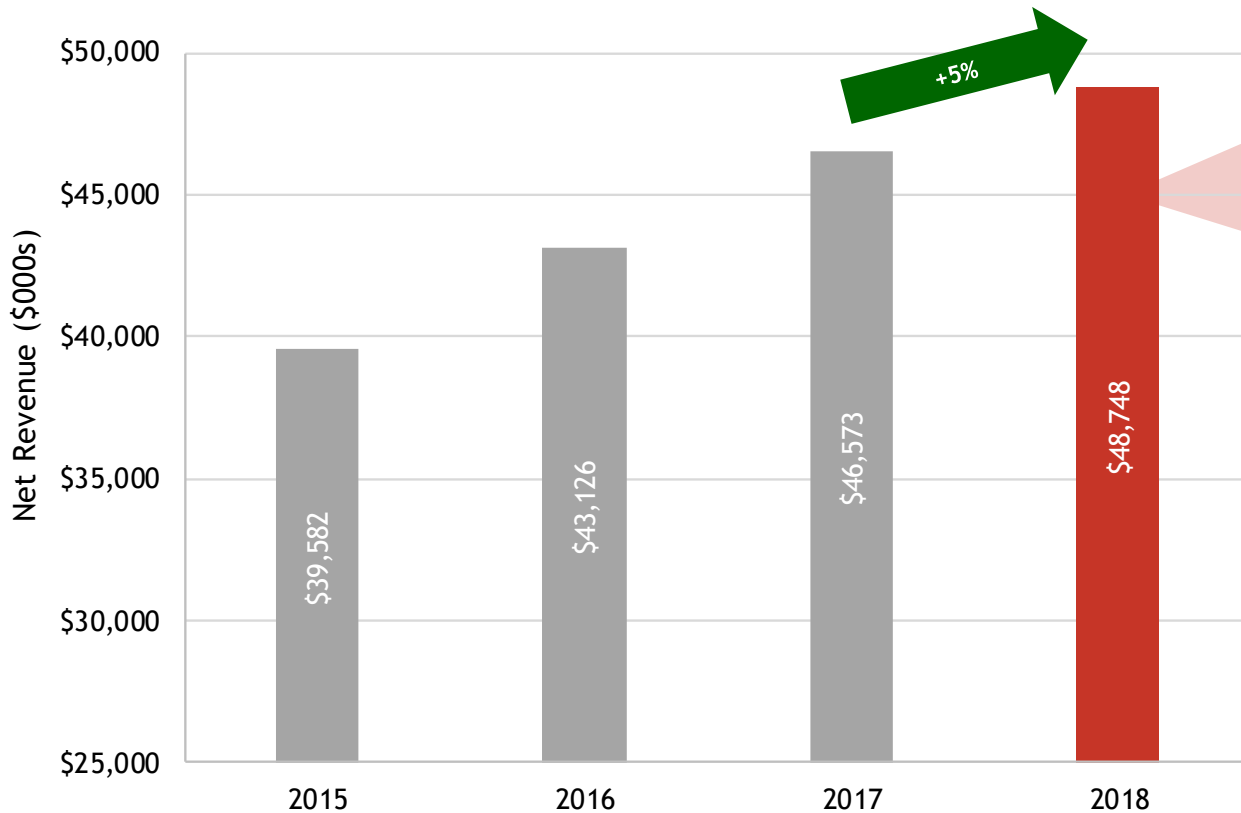
	 CATEGORY: SOUR BEER		 CATEGORY: BEST IN SHOW		 CATEGORY: FRUIT BEER		 CATEGORY: LAGER
	 CATEGORY: BROWN & CREAM ALES		 CATEGORY: PILSNER		 CATEGORY: CIDER		 CATEGORY: CIDER WITH OTHER FRUIT



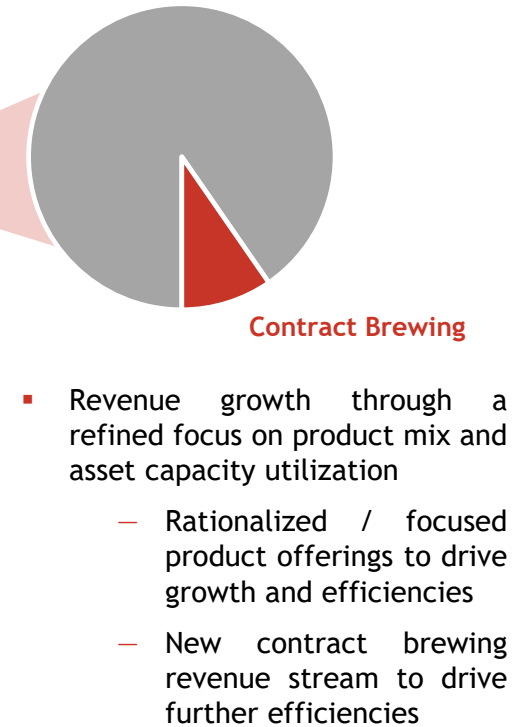
2018 Net Revenue Growth

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HISTORICAL NET REVENUE



PRODUCTION VOLUME MIX

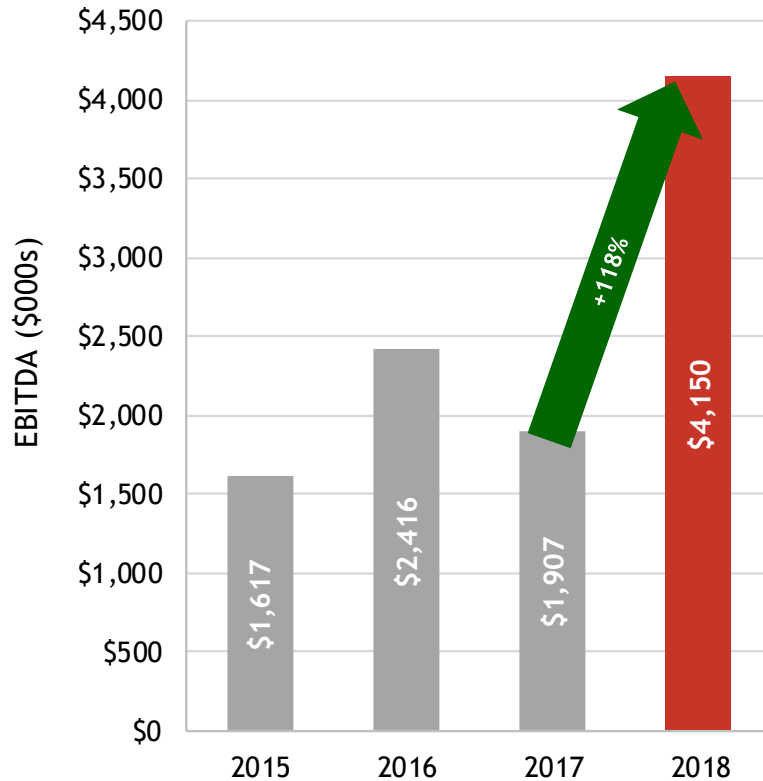




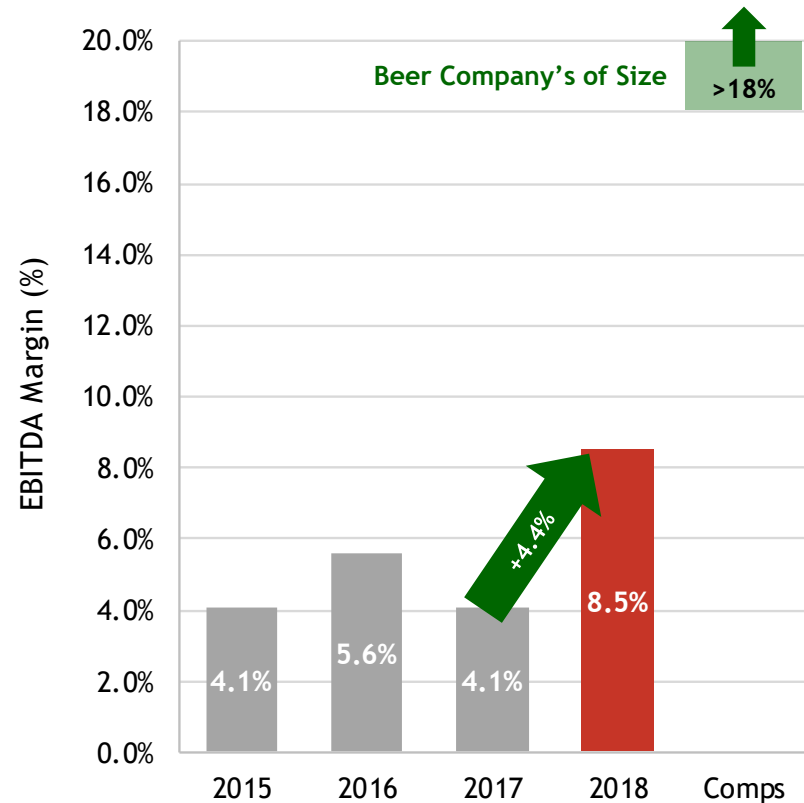
2018 EBITDA & EBITDA Margin Growth

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HISTORICAL EBITDA*



HISTORICAL EBITDA MARGIN*



Significant improvements were made across the business in 2018

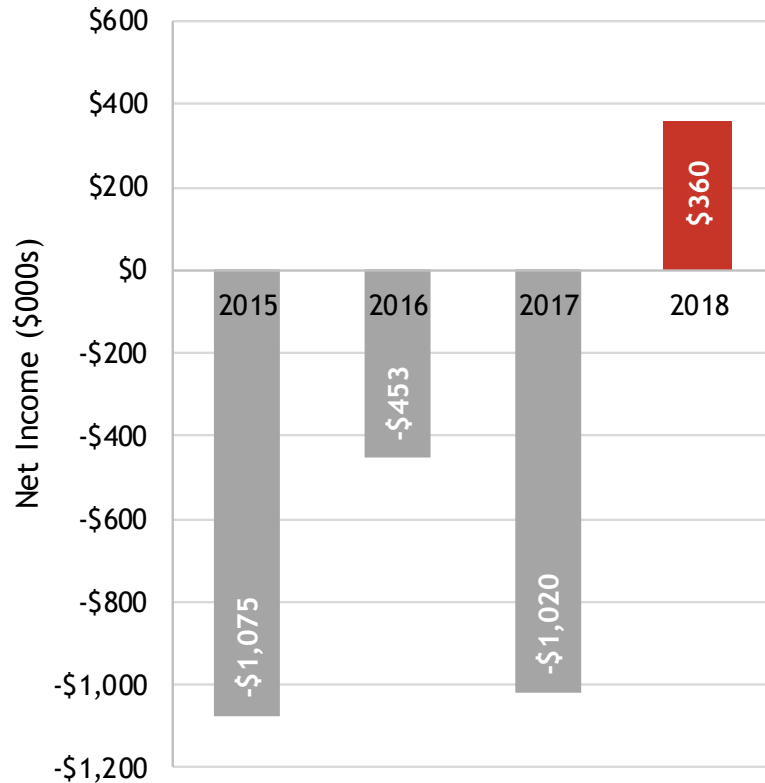
*See "Caution Regarding Non-GAAP Financial Measures" on page 4.



2018 Earnings & Leverage Profile

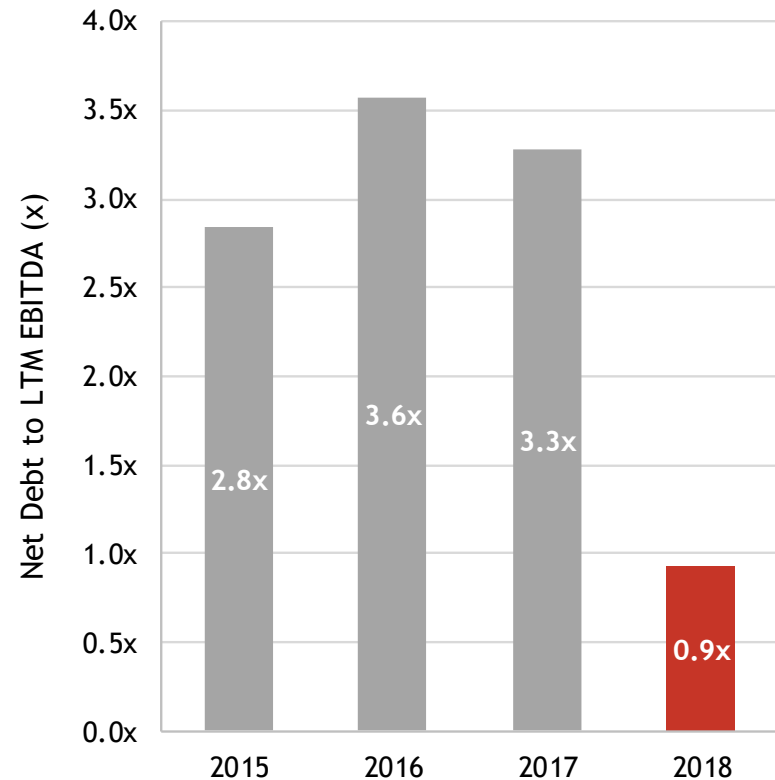
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HISTORICAL NET INCOME



First net profitable year since 2014!

HISTORICAL NET DEBT / LTM EBITDA*



Clean balance sheet and overall leverage profile!

*See "Caution Regarding Non-GAAP Financial Measures" on page 4.



Fireweed Transaction Summary

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TRANSACTION SUMMARY

- **Asset Acquisition:**
 - \$670,000 in cash, less amounts owed by Fireweed
 - Brewing and packaging equipment and inventory
- **Licensing Agreement:**
 - Rights to Fireweed trademarked brands in Canada until year-end 2024, for a volume-based fee
 - Obligation to purchase the trademarks at the end of the term for a pre-determined price net of all license fees paid
- **Contract Manufacturing Agreements:**
 - Agreement to contract manufacture Fireweed trademarked products at Big Rock's Calgary facility

TRANSACTION RATIONALE

1. Expansion of the Vancouver brewery to annual capacity of ~25,000 hl
2. Cost efficiencies realized by significant increase in production volumes in the Vancouver brewery
3. Brand portfolio growth
4. Acquisition of talent in BC





2019 Strategy & Challenges

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2019 STRATEGY

1. Government Relations
 - a. Interim financial support
 - b. AGLC beer mark-up policy amendment
2. Maximize Asset Capacity Utilization
 - a. Innovation - new product launches
 - b. Licensing - introduce new brands
 - c. Contract Manufacturing
3. Cost Reductions - Effective Spending
4. Growth / Revenue Stream Diversification
 - a. Product type (e.g. RTD, non-alcoholic, cannabis)
 - b. Geography
5. Continued Employee Engagement / Project Execution

2019 HEADWINDS

1. Alberta Regulatory Environment
 - Tax on beer for companies of Big Rock's size
 - AGLC definition of a 'Small Brewer'
 - Stability in policy
2. Craft Beer Market Competition
 - >115 craft breweries in Alberta today
3. Consumer Shift to Mindful Consumption Beverage Offerings
4. Other Provincial Regulatory Environments
5. Cannabis
 - Edibles expected to be legalized in October 2019





'The Big Rock Way' - Change Management

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'THE BIG ROCK WAY'

- Guided by new Big Rock management, 'The Big Rock Way' formal management system was established in 2018:
 - 90-day project-based system working **ON** the business
 - Driving:
 1. Inter-departmental collaboration / problem solving
 2. Process building and improvement
 3. Operational and financial improvements
- 90-day projects encompassing all parts of the business, including but not limited to:
 - Pricing initiatives;
 - Sales processes and execution;
 - Cost efficiencies in production and packaging;
 - Procurement;
 - IT and business systems; and
 - New business execution.

A DEDICATION TO CRAFT
WITHIN EVERY TASK, EVERY
DAY

INVESTING IN CRAFT: OUR
PRODUCTS, OUR PEOPLE, OUR 3
BREWERIES

WE BREW THE BEERS WE
REACH FOR OURSELVES

OUR PROMISE TO EACH OTHER:

ALL FOR CRAFT

ALL IN IT TOGETHER -
SUCCEEDING, FAILING,
CELEBRATING

PROUD BIG BROTHER OF CRAFT
BREWING

TO CREATE A MASTERPIECE,
NO COMPROMISE MAY BE
TOLERATED



Continued growth of employee engagement working ON the business in 2019 - creating OWNERS not RENTERS!



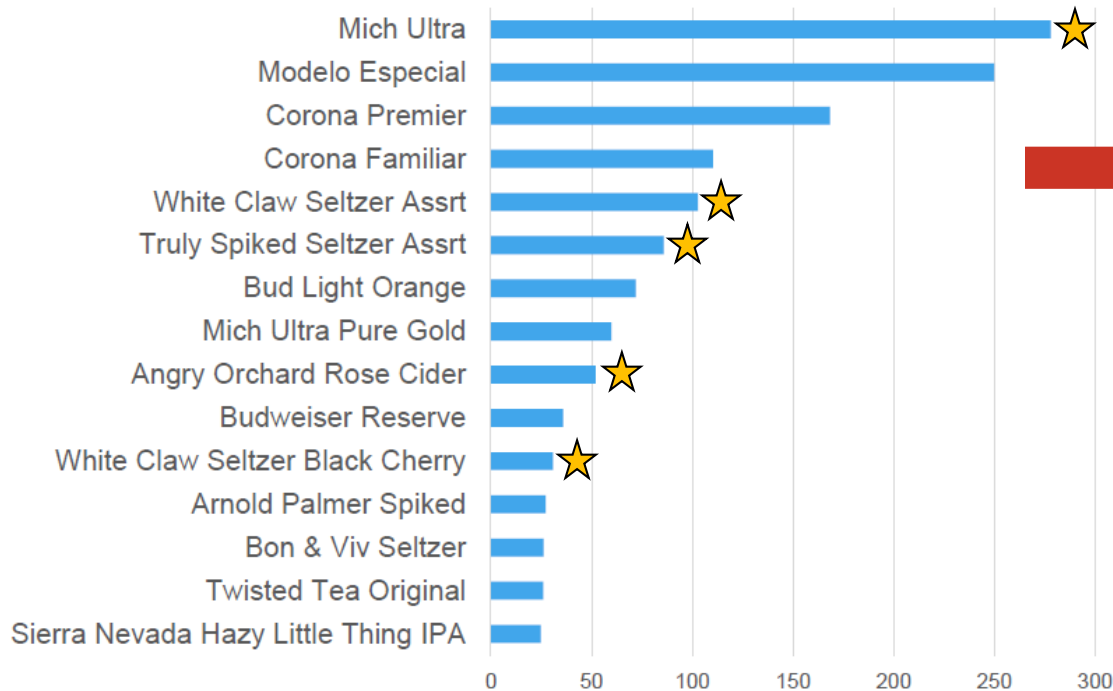
Consumer Trends Driving Innovation

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Consumer trends have been punctuated by mindful consumption and premium lagers in Canada and the United States...

TOP 15 GROWTH BRANDS IN 2018

Beer/FMB/Cider Category: Actual \$ Change (\$MM)



- ★ Consumer trends driving Big Rock's 2019 product innovation / offerings:
- Jackrabbit Light Lager
 - Big Rock Lager
 - Rock Creek Rose Cider
 - Grasshopper with Lemon
 - Cottage Springs Vodka Sodas

Source: The Nielsen Company

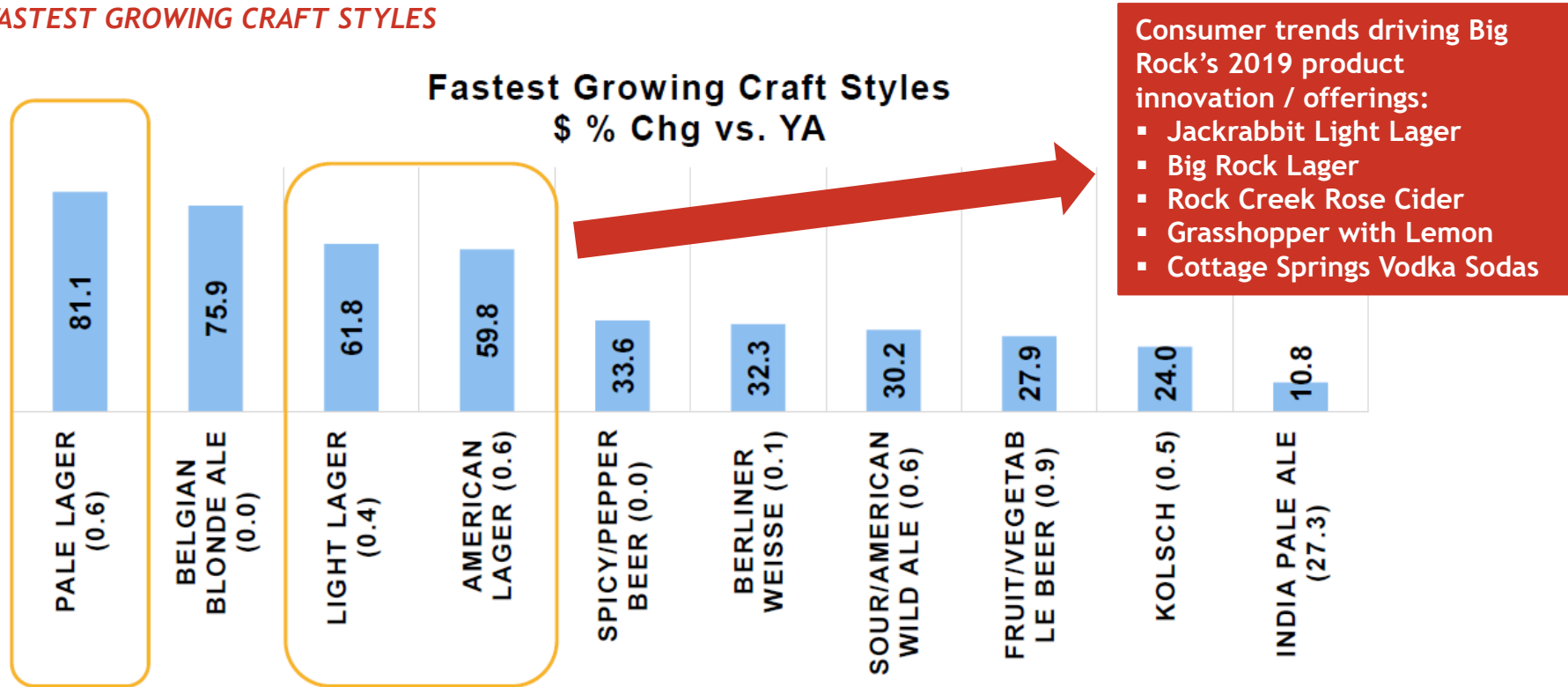


Consumer Trends Driving Innovation (Cont'd)

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Consumer trends have been punctuated by mindful consumption and premium lagers in Canada and the United States...

FASTEST GROWING CRAFT STYLES



Source: The Nielsen Company



Big Rock Brewery Innovation

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**15 pack Variety -
Signature Series**
5 beer styles in new
larger format pack size



Grasshopper with Lemon
Innovation to Signature
Series



Craft Lager
Canadian Style Lager



Jackrabbit
Premium Light Lager





Big Rock Brewery Innovation (Cont'd)

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Rosé Cider

Brand extension of Rock Creek Dry Cider



12 pack variety, Rock Creek Dry Cider

Brand extension - 6 pack to 12 pack



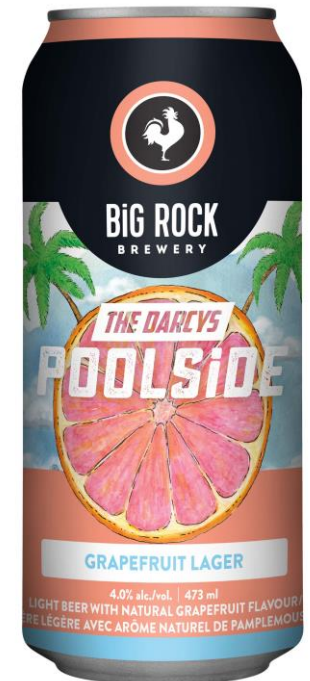
Under the Table

Framboise, Koelship Program (Alberta only)



The Darcys Poolside

Grapefruit Lager (LCBO Seasonal)





Licensed Brands

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FIREWEED TRADEMARKS

Including, but not limited to:



Established / consumer-driven BC brands!

ICONIC BREWING TRADEMARKS

Including, but not limited to:



Great brands & flavours + exciting entrance into RTDs!

Big Rock Barn Burner Concert Series

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BIG ROCK
BREWERY

BARN BURNER
CONCERT SERIES

THE DEAD SOUTH
&
WHITEHORSE

@
BR
\$5
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Alberta Regulatory Update

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GOVERNMENT RELATIONS UPDATE

- On November 26, 2018, the Government of Alberta announced the elimination of the Alberta Small Brewers Development grant program and the institution of a graduated mark-up system for Alberta brewers of less than 50,000 hectolitres per year
 - As a result, Big Rock's net Alberta beer mark-up increased >100%, effective December 16, 2018
 - At the time of the amendment, Big Rock requested financial support from the previous Government of Alberta and continues to work with the new Government of Alberta around such financial support
 - Additionally, Big Rock has been working diligently to effect a permanent Alberta beer mark-up change that would support its long term, sustainable growth in the province of Alberta



Positioned for Growth

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Big Rock's current portfolio of assets, production expertise and management experience provides a unique platform for future growth...

CURRENT STATISTICS (ANNUAL)

Alberta
CALGARY BREWERY
5555 76 Ave SE
Calgary, AB T2C 4L8



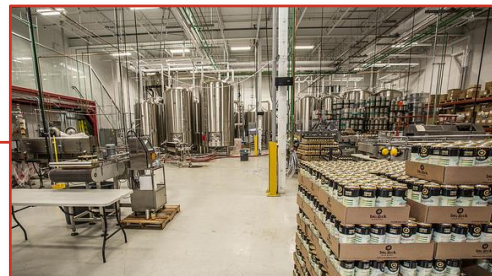
- Brewing, packaging and warehousing facilities, restaurant and head office on 10.8 acres of land
- Beer Production Capacity*: ~270,000 hl
- Packaging Capacity: >600,000 hl

British Columbia
VANCOUVER BREWERY
310 West 4th Avenue
Vancouver, BC V5Y 1G9



- Brewing, packaging and warehousing facility, restaurant, retail space and office: ~13,000 sq. ft.
- Beer Production Capacity*: ~25,000 hl
- Packaging Capacity: ~100,000 hl

Ontario
ETOBICOKE BREWERY
3-1589 The Queensway
Etobicoke, ON, M8Z 5W9



- Brewing, packaging and warehousing facility and retail space: ~13,000 sq. ft.
- Beer Production Capacity *: ~7,500 hl
- Packaging Capacity: ~100,000 hl

**current limitation being tank capacity*

Q&A

