BIG ROCK BREWERY INC.

Interim Consolidated Statements of Comprehensive Loss

Unaudited

(In thousands of Canadian dollars, except per share amounts)

Three months ended March 31	Note	2020	2019
Revenue			
Net revenue	3	$ 8,928	$ 8,626
Cost of sales	4	5,853	6,346
Gross profit		3,075	2,280
Expenses			
Selling expenses	5	2,551	2,926
General and administrative	6	1,204	1,447
Depreciation and amortization		241	136
Operating expenses		3,996	4,509
Operating loss		(921)	(2,229)
Finance expenses		160	113
Other income		1	18
Loss before income taxes		(1,080)	(2,324)
Income tax (recovery) expense			
Current		(336)	471
Deferred		154	(1,074)
		(182)	(603)
Net loss and comprehensive loss		**$ (898)**	**$ (1,721)**
Per share amounts			
Basic and diluted	7	**$ (0.13)**	$ (0.25)

See accompanying condensed notes to the interim consolidated financial statements

BIG ROCK BREWERY INC.
Interim Consolidated Statements of Financial Position
Unaudited
(In thousands of Canadian dollars)

As at	Note	March 31, 2020	December 30, 2019
ASSETS			
Current			
Cash		$ 60	$ 354
Accounts receivable	8	2,344	1,645
Inventories	9	4,555	4,163
Prepaid expenses and deposits		506	435
Current taxes receivable		63	—
		7,528	6,597
Non-current			
Property, plant and equipment		38,393	40,876
Right of use assets	10	5,898	—
Intangible assets		2,260	2,309
		46,551	43,185
Total assets		**$ 54,079**	$ 49,782
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current			
Bank indebtedness	12	$ 1,803	$ 1,532
Accounts payable and accrued liabilities	11	4,525	3,049
Current taxes payable		—	273
Long term debt - current	12	440	447
License obligation - current	13	185	185
Lease liability - current	14	924	367
Share-based payments - current	16	145	325
		8,022	6,178
Non-current			
Long term debt	12	2,786	2,935
License obligation	13	493	510
Lease liability	14	5,573	1,134
Lease incentive liability	15	—	287
Share-based payments	16	24	23
Deferred income taxes		2,753	2,836
		11,629	7,725
EQUITY			
Shareholders' capital		113,845	113,845
Contributed surplus	16	1,915	1,795
Accumulated deficit		(81,332)	(79,761)
		34,428	35,879
Total liabilities and shareholders' equity		**$ 54,079**	$ 49,782
Commitments and contractual obligations	20		

See accompanying condensed notes to the interim consolidated financial statements

BIG ROCK BREWERY INC.
Interim Consolidated Statements of Cash Flows
Unaudited
(In thousands of Canadian dollars)

Three months ended March 31	Note	2020	2019
OPERATING ACTIVITIES			
Net loss for the period		$ (898)	$ (1,721)
Items not affecting cash:			
Depreciation and amortization		999	820
Loss on sale of assets		—	5
Share-based payments	16	(59)	92
Lease incentive	15	—	7
Amortized debt issue costs		3	3
Deferred income tax expense (recovery)		154	(1,073)
		199	(1,867)
Net change in non-cash working capital related to operations	18	(22)	631
Cash provided by (used in) operating activities		177	(1,236)
FINANCING ACTIVITIES			
Increase in bank indebtedness		271	226
Repayment of long-term debt		(176)	(145)
Repayment of lease		(213)	(84)
Cash used in financing activities		(118)	(3)
INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(322)	(570)
Purchase of intangibles		(31)	(44)
Proceeds from sale of property, plant and equipment		—	1
Cash used in investing activities		(353)	(613)
Net decrease in cash		(294)	(1,852)
Cash, beginning of period		354	1,902
Cash, end of period		**$ 60**	$ 50

Supplemental cash flow information			
Interest paid		**$ 147**	$ 86

See accompanying condensed notes to the interim consolidated financial statements

BIG ROCK BREWERY INC.
Interim Consolidated Statements of Changes in Shareholders' Equity
Unaudited
(In thousands of Canadian dollars)

	Note	Shareholders' capital	Contributed surplus	Accumulated deficit	Total
Balance as at December 30, 2018		$ 113,845	$ 1,578	$ (76,839)	$ 38,584
Share-based payments		—	217	—	217
Total comprehensive loss		—	—	(2,922)	(2,922)
Balance as at December 30, 2019		113,845	1,795	(79,761)	35,879
Initial adoption of IFRS 16	2.3	—	—	(673)	(673)
Share-based payments	16	—	120	—	120
Total comprehensive loss		—	—	(898)	(898)
Balance as at March 31, 2020		**$ 113,845**	**$ 1,915**	**$ (81,332)**	**$ 34,428**

See accompanying condensed notes to the interim consolidated financial statements

(In thousands of Canadian dollars, unless otherwise stated)

1. CORPORATE INFORMATION

Big Rock Brewery Inc. ("**Big Rock**" or the "**Corporation**") is incorporated in Canada with limited liability under the legislation of the Province of Alberta and its shares are listed on the Toronto Stock Exchange and trade under the symbol "BR".

Big Rock is a regional producer of premium, all-natural craft beers and cider which are sold in six provinces and two territories in Canada. The head office, principal address and records office of the Corporation are located at 5555 – 76th Avenue SE, Calgary, Alberta, T2C 4L8.

These interim consolidated financial statements (the "**Consolidated Financial Statements**") include the accounts of Big Rock and all its wholly owned subsidiaries. Subsidiaries are those enterprises controlled by the Corporation. The following companies have been consolidated within the Consolidated Financial Statements:

Subsidiary	Registered	Holding	Functional Currency
Big Rock Brewery Inc.	Alberta	Parent Company	Canadian dollar
Big Rock Brewery Operations Corp.	Alberta	100%	Canadian dollar
Big Rock Brewery Limited Partnership	Alberta	100%	Canadian dollar

Inter-company balances and transactions, and any unrealized gains or losses arising from inter-company transactions, are eliminated in preparing the Consolidated Financial Statements.

2. BASIS OF PREPARATION

2.1 Statement of compliance

The Chartered Professional Accountants of Canada's Handbook incorporates the International Financial Reporting Standards ("**IFRS**") and publicly accountable enterprises, such as Big Rock, are required to apply such standards. These Consolidated Financial Statements have been prepared in accordance with IFRS applicable to the presentation of interim financial statements and International Accounting Standards ("**IAS**") 34, *Interim Financial Reporting*, as the accounting policies applied in these Consolidated Financial Statements are based on IFRS as issued, outstanding and effective May 5, 2020.

Certain disclosures that are normally required to be included in the notes to the annual audited financial statements have been condensed or omitted. These Consolidated Financial Statements should be read in conjunction with the audited financial statements and notes thereto for the year ended December 30, 2019.

These Consolidated Financial Statements were approved and authorized for issue by the Board of Directors on May 5, 2020.

2.2 Basis of presentation

These Consolidated Financial Statements have been prepared on a going concern basis, which contemplates the realization of assets and settlement of liabilities in the normal course of business and have been prepared on the historical cost basis, presented in Canadian dollars. All values are rounded to the nearest thousand dollars except where otherwise indicated.

In March 2020 the World Health Organization declared coronavirus COVID-19 a global pandemic. It is not possible for the Corporation to predict the duration or magnitude of the adverse results of the outbreak and its effects on the Corporation's operations and ability to finance its operations.

These Consolidated Financial Statements have been prepared using the same accounting policies and methods of computation as the annual audited consolidated financial statements of the Corporation for the year ended December 30, 2019, with the exception of the adoption of IFRS 16 *Leases* described below. These condensed consolidated interim financial statements do not include all of the information and disclosures required in the Corporation's annual consolidated financial statements and should be read in conjunction with the Corporation's annual audited consolidated financial statements for the year ended December 30, 2019.

2.3 Accounting pronouncements adopted

IFRS 16 – Leases

The Corporation applied IFRS 16 with an initial application date of December 31, 2019. As a result, the Corporation has changed its accounting policy for lease contracts as detailed below.

The Corporation applied IFRS 16 using the modified retrospective approach. under which the cumulative effect of initial application is recognized in retained earnings at December 31, 2019. For leases entered into prior to December 31, 2019, the Corporation has chosen to measure the right-of-use asset ("**ROU asset**") at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognized in the Statement of Financial Position immediately before the date of initial application.

Definition of a lease

Previously, the Corporation determined at contract inception whether an agreement was or contained a lease under International Financial Reporting Interpretations Committee ("**IFRIC**") 4. Under IFRS 16, the Corporation assesses whether a contract is or contains a lease based on the definition of a lease.

Lessee arrangements

As a lessee, the Corporation previously classified leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to the Corporation. Under IFRS 16, the Corporation recognizes right-of-use assets and lease liabilities for most leases outstanding.

The Corporation decided to apply recognition exemptions to short-term leases and leases of low-value.

Leases classified as operating under IAS 17

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at the Corporation's incremental borrowing rate as at December 31, 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments.

The Corporation used the following practical expedients when applying IFRS 16 to leases previously classified as operating leases under IAS 17:

- Applied a single discount rate to a portfolio of leases with similar characteristics;
- Adjusted the right-of-use assets by the amount of IAS 37 onerous contract provision immediately before the date of initial application, as an alternative to an impairment review;
- Applied the exemption not to recognize right-of-use assets and liabilities for leases with less than 12 months of lease term remaining at December 31, 2019;
- Excluded initial direct costs from measuring the right-of-use asset at the date of initial application; and
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Leases classified as finance leases under IAS 17

For leases that were classified as finance leases under IAS 17, the carrying amount of the right-of-use asset and the lease liability as at December 31, 2019 are determined as at the carrying amount of the lease asset and lease liability under IAS 17 immediately before that date.

(In thousands of Canadian dollars, unless otherwise stated)

Lessor arrangements

When the Corporation acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Corporation makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Corporation considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Corporation is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Corporation applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, the Corporation applies IFRS 15 to allocate the consideration in the contract.

Impact on Consolidated Financial Statements

On transition to IFRS 16, the Corporation reclassified finance leases previously recognized under IAS 17 in property, plant and equipment totalling $2,075 to right-of-use assets, recognized an additional $3,841 of right-of-use assets and $5,039 of lease liabilities, recognizing the difference in retained earnings and a lease incentive reduction.

When measuring lease liabilities, the Corporation discounted lease payments using its incremental borrowing rate calculated as at December 31, 2019.

The following table provides a reconciliation of the commitments as at December 30, 2019 to the Corporation's lease liabilities as at December 31, 2019:

		December 31, 2019
Operating lease commitment at December 30, 2019 as disclosed in the Corporation's Consolidated Financial Statements	$	3,763
Discounted using the incremental borrowing rate at December 31, 2019		3,289
Extension and termination options reasonably certain to be exercised		1,750
Finance lease commitment under IAS 17 at December 30, 2019		1,501
Short-term leases		—
Leases of low dollar value		—
Lease liability at December 31, 2019	$	6,540

3. NET REVENUE

Three months ended March 31		**2020**		2019
Gross product revenues	$	12,633	$	13,641
Federal excise taxes		(1,322)		(1,141)
Provincial liquor tax programs		(2,383)		(3,874)
Net revenue	**$**	**8,928**	$	8,626

Gross product revenues include wholesale beer and cider revenues as well as retail store and restaurant sales. Net revenue includes gross revenues less excise taxes and provincial liquor tax charges. Federal excise taxes are assessed on world-wide production of beer at tiered rates up to $33.03 per hectolitre and on flavoured cider production at $31.30 per hectolitre.

(In thousands of Canadian dollars, unless otherwise stated)

Provincial liquor tax programs include charges paid to provincial liquor control boards to cover distributions and other service charges. Effective September 13, 2019, the Alberta Gaming, Liquor and Cannabis Commission ("**AGLC**") amended the Alberta beer mark-up framework to a gradual beer mark-up structure that reduces the mark-up for beer producers with production less than 400,000 hectolitres, such as Big Rock.

4. COST OF SALES

Three months ended March 31	2020	2019
Operating expenses	$ 3,668	$ 4,068
Salaries and benefits	1,427	1,594
Depreciation and amortization	758	684
Cost of sales	**$ 5,853**	$ 6,346

5. SELLING EXPENSES

Three months ended March 31	2020	2019
Delivery and distribution costs	$ 776	$ 826
Salaries and benefits	948	1,015
Marketing and sales expense	827	1,085
Selling expenses	**$ 2,551**	$ 2,926

6. GENERAL AND ADMINISTRATIVE EXPENSES

Three months ended March 31	2020	2019
Salaries and benefits	$ 627	$ 884
Professional fees	294	224
Other administrative expenses	283	339
General and administrative expenses	**$ 1,204**	$ 1,447

7. PER SHARE AMOUNTS

Three months ended March 31	2020	2019
Net loss	$ (898)	$ (1,721)
Weighted average basic and diluted shares outstanding during the period	6,981,628	6,981,628
Per share amounts		
Basic and diluted	$ (0.13)	$ (0.25)

8. ACCOUNTS RECEIVABLE

The Corporation's receivables arise from three main sources: trade receivables from the sale of beer, and cider and other alcoholic beverages to provincial liquor boards, supplier rebates and other amounts. Other receivables include amounts due from sales to grocery and retail customers and GST balances. The solvency of customers and their ability to pay their receivables was considered in assessing the impairment of accounts receivable. No collateral is held for impaired receivables or for receivables that are past due but not impaired.

As at	March 31, 2020	December 30, 2019
Provincial liquor boards	$ 1,622	$ 916
Other receivables	775	782
Expected credit loss provision	(53)	(53)
Total accounts receivable	**$ 2,344**	$ 1,645

(In thousands of Canadian dollars, unless otherwise stated)

Below is an aged analysis of the Corporation's trade and other receivables:

As at	March 31, 2020	December 30, 2019
Less than 30 days	$ 1,657	$ 908
30 – 60 days	281	494
60 - 90 days	237	2
Over 90 days	169	241
Total accounts receivable	**$ 2,344**	$ 1,645

9. INVENTORIES

As at	March 31, 2020	December 30, 2019
Raw materials and containers	$ 1,724	$ 1,670
Brews in progress	777	912
Finished product	1,532	1,109
Consignment product	445	395
Retail store	77	77
Total inventories	**$ 4,555**	$ 4,163

During the three months ended March 31, 2020, charges of $199 (2019 - $178) were recorded to the Interim Consolidated Statements of Comprehensive Loss relating to obsolete inventories. There were no reversals of amounts previously charged to income in respect of inventory write-downs during the three months ended March 31, 2020 and 2019.

10. RIGHT-OF-USE ASSETS

	Buildings	Machinery and equipment	Vehicles	Total
Cost				
As at December 30, 2019	—	—	—	—
Initial adoption of IFRS 16	3,830	2,499	11	6,340
Additions	—	—	170	170
As at March 31, 2020	$ 3,830	$ 2,499	$ 181	$ 6,510
Accumulated Depreciation				
As at December 30, 2019	—	—	—	—
Initial adoption of IFRS 16	—	$ 424	—	424
Depreciation	153	33	2	188
As at March 31, 2020	$ 153	$ 457	$ 2	$ 612
Net book value				
As at December 30, 2019	—	—	—	—
As at March 31, 2020	**$ 3,677**	**$ 2,042**	**$ 179**	**$ 5,898**

During the three months ended March 31, 2020, income from sub-leasing right-of-use assets was $32.

(In thousands of Canadian dollars, unless otherwise stated)

11. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities of the Corporation are principally comprised of amounts outstanding for trade purchases relating to production, selling, and general and administrative activities. The usual credit period taken for trade purchases is between 30 to 90 days.

The following is an aged analysis of the trade and other payables:

As at	March 31, 2020	December 30, 2019
Less than 30 days	$ 3,768	$ 2,861
30 – 60 days	750	136
60 - 90 days	25	—
Over 90 days	(18)	52
Total accounts payable and accrued liabilities	**$ 4,525**	$ 3,049

12. BANK INDEBTEDNESS AND LONG-TERM DEBT

On December 30, 2016, Big Rock signed a commitment letter to revise the Corporation's bank debt. The Corporation has a $5 million revolving operating loan facility (the "**Operating Facility**") and a $6 million 5-year revolving term loan facility (the "**Term Debt**"). The Operating Facility is available for general operating purposes and funding capital expenditure requirements. The Term Debt is available to fund capital expenditures. Advances under both credit facilities may be made by way of Canadian prime rate loans and letters of credit. Interest is payable for prime-based loans under the Operating Facility at the financial institution's prime rate plus 0.75 percent and on the Term Debt at the financial institution's prime rate plus 1.5 percent. Fees for letters of credit are at 2.5 percent with a minimum fee payable.

The facilities impose a number of positive and negative covenants on Big Rock, including the maintenance of certain financial covenants which are tested at each reporting date. They include the maintenance of a rolling 12-month fixed charge ratio which is required to be a minimum of 1.1 to 1, calculated as the rolling 12-month earnings before interest, taxes and depreciation, less an amount for maintenance capital compared to the rolling 12-months fixed charges. Fixed charges are the sum of interest, dividends and income taxes paid, and principal repayments. In addition, Big Rock's borrowings cannot exceed a borrowing base which is determined by the fair value of the Corporation's assets.

On July 16, 2019, Big Rock's total facilities were reconfirmed by its lender at $11 million, with the maturity dates being extended to March 23, 2021 with an option for extension. On August 1, 2019, the lender waived the financial covenants under its credit facilities until and including June 30, 2020. On April 1, 2020, Big Rock signed an agreement with the Corporation's lender electing to participate in a Customer Relief Program ("**CRP**"); see Note 22.

As at March 31, 2020, bank indebtedness was $1,803 (December 30, 2019 - $1,532), of which $1,630 (December 30, 2019 - $870) was outstanding on the Operating Facility.

As at	March 31, 2020	December 30, 2019
Term debt	$ 3,226	$ 3,385
Debt issue costs	—	(3)
	3,226	3,382
Current portion	(440)	(447)
Long term debt	**$ 2,786**	$ 2,935

(In thousands of Canadian dollars, unless otherwise stated)

13. LICENSE OBLIGATION

As at	March 31, 2020	December 30, 2019
Total license obligation	$ 678	$ 695
Current portion	(185)	(185)
Non-current license obligation	**$ 493**	$ 510

14. LEASE LIABILITY

	March 31, 2020
Balance, beginning of period	$ 6,540
Additions	170
Interest expense	86
Lease payments	(299)
Lease liabilities included in the Statement of Financial Position as at March 31, 2020	6,497
Current	924
Non-current	$ 5,573

Big Rock has lease liabilities for contracts related to real estate within buildings, vehicle leases and sale and leaseback arrangements for equipment. The weighted average discount rate for the three months ended March 31, 2020 was 5.45 percent. During the three months ended March 31, 2020, expenses related to short-term leases were $nil and expenses related to leases of low-value assets were $2. During the three months ended March 31, 2020, variable lease payments not included in the measurement of lease liabilities were $93.

15. LEASE INCENTIVE LIABILITY

At December 30, 2019, Big Rock had a lease incentive liability of $287 associated with the Corporation's building leases. As a result of initial adoption of IFRS 16, the Corporation recorded the lease incentive liability as a reduction of the right-of-use asset on December 31, 2019; see Note 2.3.

16. SHARE-BASED PAYMENTS

16.1 Share Option Plan

16.1 (a) Time Vesting Options

Share options granted in 2019 vest over four years, with one fifth vesting immediately, followed by one fifth vesting on each subsequent anniversary date. Options granted prior to 2017 vested immediately. All options are exercisable for five years after grant date.

(In thousands of Canadian dollars, unless otherwise stated)

The following is a summary of option transactions under the Corporation's Share Option Plan:

	March 31, 2020			December 30, 2019		
As at	# of options	Weighted average exercise price ($)	Remaining life (years)	# of options	Weighted average exercise price ($)	Remaining life (years)
Balance, beginning of period	285,000	$ 6.11		260,000	$ 6.05	
Granted	—	—		25,000	6.75	
Balance, end of period	285,000	$ 6.11	3.06	285,000	$ 6.11	3.31
Exercisable, end of period	144,000	$ 6.17	2.94	124,000	$ 6.29	3.19

The weighted average fair value of options granted was estimated using the Black-Scholes option pricing model using the following assumptions:

	Three months ended March 31, 2020	Year ended December 30, 2019
Weighted average exercise price ($/share)	—	6.75
Weighted average fair value ($)	—	2.78
Risk-free interest rate (%)	—	1.47
Expected life (years)	—	4.23
Dividend yield (%)	—	—
Forfeiture rate (%)	—	—
Volatility (%)	—	44.99

16.1 (b) Performance Options

During the three months ended March 31, 2020 and the year ended December 30, 2019, there were no performance stock options granted. During the year ended December 30, 2017, 69,000 performance stock options were granted at an exercise price of $6.50 per option and expire in five years. The options vest in tranches of one-third upon the closing price of the Corporation's shares equalling or exceeding $8.50, $10.50 and $11.50, respectively. None of the options are exercisable at March 31, 2020.

16.2 Share Appreciation Rights Plan

Under the Share Appreciation Rights Plan ("**SARs Plan**"), the Board of Directors may issue an unlimited number of share appreciation rights ("**SARs**"). The SARs are exercisable for five years after grant date. The exercise of SARs is settled in cash. SARs granted in 2019 vest over a three-year period, with one-third vesting immediately, one-third vesting on the first anniversary date and one-third vesting on the second anniversary date. SARs granted prior to 2017 vested immediately.

(In thousands of Canadian dollars, unless otherwise stated)

16.2 (a) Time Vesting SARs

The following is a summary of SAR transactions under the Corporation's SAR plan:

	March 31, 2020			December 30, 2019		
As at	# of SARs	Weighted average exercise price ($)	Remaining life (years)	# of SARs	Weighted average exercise price ($)	Remaining life (years)
Balance, beginning of period	439,547	5.78		406,802	7.50	
Granted	—	—		118,260	5.11	
Exercised	—	—		(18,381)	5.19	
Forfeited	—	—		(8,834)	6.62	
Expired	—	—		(58,300)	16.49	
Balance, end of period	439,547	5.78	2.84	439,547	5.78	3.09
Exercisable, end of period	316,601	6.04	2.33	316,601	6.04	2.58

The weighted average fair value of the SARs granted was estimated using the Black-Scholes option pricing model using the following assumptions:

	Three months ended March 31, 2020	Year ended December 30, 2019
Weighted average exercise price ($/share)	—	5.11
Weighted average fair value ($)	—	2.09
Risk-free interest rate (%)	—	1.65
Expected life (years)	—	4.89
Dividend yield (%)	—	—
Forfeiture rate (%)	—	22.61
Volatility (%)	—	45.57

16.2 (b) Performance Vesting SARs

During the three months ended March 31, 2020 and year ended December 30, 2019, there were no performance vesting SARS issued. During the year ended December 30, 2017, 81,000 performance vesting SARs were granted at an exercise price of $6.50 per right and expire in five years. The SARs vest in tranches of one-third upon the closing price of the Corporation's shares equalling or exceeding $8.50, $10.50 and $11.50, respectively. None of the SARs are exercisable at March 31, 2020.

(In thousands of Canadian dollars, unless otherwise stated)

16.3 Restricted Share Unit Plan

The following is a summary of transactions under the RSU Plan:

As at	**March 31, 2020** # of RSUs	**March 31, 2020** Remaining life (years)	December 30, 2019 # of RSUs	December 30, 2019 Remaining life (years)
Balance, beginning of period	111,310	2.89	–	–
Granted	–	–	111,310	2.89
Balance, end of period	111,310	2.64	111,310	2.89
Exercisable, end of period	–	–	–	–

The weighted average fair value of RSUs granted was estimated using the Black-Scholes option pricing model using the following assumptions:

	2020	2019
Market Price at grant ($)	–	5.07
Risk-free interest rate (%)	–	1.43
Dividend yield (%)	–	–
Forfeiture rate (%)	–	–
Volatility (%)	–	42.62

17. CAPITAL RISK MANAGEMENT

The Corporation defines its capital to include: common shares plus short-term and long-term debt less cash balances. There are no externally imposed capital requirements on the Corporation. The Corporation's objectives are to safeguard the Corporation's ability to continue as a going concern, to support the Corporation's normal operating requirements and to maintain a flexible capital structure which optimizes the cost of capital at an acceptable risk. This allows management to maximize the profitability of its existing assets and create long-term value and enhance returns for its shareholders.

As at	**March 31, 2020**	December 30, 2019
Cash	$ (60)	$ (354)
Total debt[(1)]	5,707	5,609
Shareholders' equity:		
Shareholders' capital	113,845	113,845
Contributed surplus	1,915	1,795
Accumulated deficit	(81,332)	(79,761)
Total shareholders' equity	34,428	35,879
Total capitalization (total debt plus shareholders' equity, net of cash balances)	**$ 40,075**	$ 41,134

(1) Includes bank indebtedness, long term debt, and license obligations.

The Corporation manages the capital structure through prudent levels of borrowing, cash flow forecasting, and working capital management. Adjustments are made by considering changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, Big Rock may issue new shares, issue or renegotiate its debt, acquire or dispose of assets or adjust the amount of cash and cash equivalents. Capital requirements of the Corporation are managed by the preparation of an annual expenditure budget which is approved by the Board of Directors and monitored on a regular basis by management. The budget is updated as necessary depending on numerous factors, including capital deployment, results from operations, general industry conditions and government policy changes.

(In thousands of Canadian dollars, unless otherwise stated)

In addition, the Corporation monitors its capital using ratios of (i) net debt (debt less cash) to earnings before interest, taxes, depreciation and amortization ("**EBITDA**") and (ii) EBITDA to interest, debt repayments and dividends. Net debt to EBITDA is calculated by dividing net debt by EBITDA. EBITDA to interest, debt repayments and dividends is calculated by dividing EBITDA by the combined interest, debt repayments and dividend amounts. These capital management policies, which remain unchanged from prior periods, provide Big Rock with access to capital at a reasonable cost.

18. CHANGE IN NON-CASH WORKING CAPITAL

Three months ended March 31	**2020**	2019
Accounts receivable	$ (699)	$ 13
Inventories	(392)	(1,211)
Current taxes payable and receivable	(336)	471
Prepaid expenses and deposits	(71)	(75)
Accounts payable and accrued liabilities	1,476	1,433
Total change in non-cash working capital	**$ (22)**	$ 631

19. SEGMENTED INFORMATION

For management purposes, the Corporation is organized into operating segments based on its products, services, location and distribution methods. Ten operating segments have been identified. These segments have been aggregated into two reportable segments: the wholesale segment, which manufactures and distributes beer and cider to and through, provincial liquor boards which is subsequently sold on to end consumers and the retail segment, which sells beverages, food and merchandise to end consumers on premises owned and/or operated by the Corporation.

The wholesale segment has similar production processes, types of customers and products that are shipped to customers rather than sold on-site. The retail segment has been aggregated to reflect the products and services sold directly to the end consumer through premises owned and operated by Big Rock.

Management monitors the results of its operating segments separately for making decisions about resource allocation and performance assessment. Segment performance is evaluated on a number of measures, the most significant being profit or loss, which is measured consistently with the definition of profit or loss in the Consolidated Financial Statements. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Operating assets and liabilities are managed on a corporate basis. General and administrative expenses, current taxes, deferred taxes and capital expenditures are not allocated to segments as they are also managed on a corporate basis. Inter-segment revenues are eliminated on consolidation and are reflected in the "eliminations" column. All other adjustments and eliminations are part of detailed reconciliations presented below.

(In thousands of Canadian dollars, unless otherwise stated)

Profit by Segment

Three months ended March 31	Wholesale		Retail		Eliminations		Consolidated	
	2020	2019	2020	2019	2020	2019	**2020**	2019
Net Revenue	$ 8,649	$ 8,329	$ 400	$ 417	$ (121)	$ (120)	**$ 8,928**	$ 8,626
Cost of sales	5,336	5,732	638	734	(121)	(120)	**5,853**	6,346
Gross profit	3,313	2,597	(238)	(317)	–	–	**3,075**	2,280
Selling expenses	2,551	2,922	–	4	–	–	**2,551**	2,926
Segment profit (loss)	**$ 762**	$ (325)	**$ (238)**	$ (321)	**$ –**	**$ –**	**$ 524**	(646)
General and administrative cost							**1,204**	1,447
Depreciation and amortization							**241**	136
Operating loss							**(921)**	(2,229)
Finance expense							**160**	113
Other income							**1**	18
Loss before income taxes							**$ (1,080)**	$ (2,324)

20. COMMITMENTS AND CONTRACTUAL OBLIGATIONS

Big Rock has entered into various commitments for expenditures over the next five years:

	2020	2021	2022	2023	2024	thereafter
Utilities contracts	$ 30	$ 14	$ –	$ –	$ –	$ –
Raw material purchase commitments	3,086	1,000	861	216	151	–
Marketing sponsorships	369	281	108	–	–	–
Total	**$ 3,485**	**$ 1,295**	**$ 969**	**$ 216**	**$ 151**	**$** –

On December 31, 2019, Big Rock adopted IFRS 16 which resulted in the recognition of lease liabilities related to operating leases on the balance sheet some of which were previously reported as commitments. See Note 2.3 for a reconciliation from the commitments as at December 30, 2019 to Big Rock's lease liabilities as at December 31, 2019.

21. COMPARATIVE AMOUNTS

Certain prior year amounts have been reclassified to conform to the current period's presentation.

22. SUBSEQUENT EVENTS

On April 1, 2020, Big Rock signed an agreement with the Corporation's lender electing to participate in a CRP of the Corporation's bank debt, see Note 12. Under the terms of the agreement, the Corporation elected to defer payments of the existing Operating Facility and Term Debt up to and including May 31, 2020, after which time regular scheduled debt repayments resume and deferred principal and interest payments are required to be separately repaid over a period of one year subsequent to the expiry of the CRP.

On April 21, 2020, Big Rock signed an agreement amendment with an equipment lessor of the Corporation electing to amend the repayment terms of an existing equipment lease. Under the terms of the amendment, the Corporation will defer payments of the existing equipment lease agreement up to and including June 26, 2020 totalling $110, after which time amended lease repayments will resume for the remaining duration of the agreement.