



Investor Presentation

May 2022

Big Rock Brewery Inc. (TSX: BR)

Legal Disclaimers

Caution Regarding Forward-Looking Statements

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 ability to execute on its turnaround growth strategy; that Big Rock's fixed price contracts and large raw material purchases being negotiated will lead to completed contracts and the anticipated benefits to be derived therefrom; Big Rock's expectations of tripling its size and becoming Canada's largest independent brewer; Big Rock's ability to pursue portfolio complementing acquisitions; anticipated growth in Big Rock's owned brands; that Big Rock will make meaningful investments in 'better-for-you' innovations; that Big Rock's IT and digital transformation project will enable Big Rock to maximize returns on growth; Big Rock's expectations that it will win material co-packing contracts; Big Rock's ability to achieve growth targets in owned, licensed and private label brand portfolios as well as new, on-trend innovations; Big Rock's expectations that its products will be defensive against economic fluctuations; that Big Rock is well positioned for a shift to larger pack sizes and variety packs; anticipated CPI and raw material inflation trends; estimated mainstream lager volume CAGR and RTD/ciders/pre-mixed cocktail volume CAGR; the estimated volume and value CAGR for certain products and Big Rock's expectations that RTD, cider and pre-mixed cocktails are poised to continue to grow at high rates compared to other beverage alcohol; Big Rock's expectations that its long term growth plans will align with RTD growth trends and consolidation in beer; the anticipated packing capabilities and benefits of the of the new can line; Big Rock's anticipated total volume, revenue and EBITDA margin; that Big Rock is well positioned to execute on its long-term sustainable growth plan; Big Rock's ability to improve brewery utilization and increase gross margins; Big Rock's ability to generate consistent shareholder returns, operating cash flow per share growth and free cash flow and its ability to support growth and shareholder returns; Big Rock's 2022 capital plan and its ability to enable the pursuit of a robust business development pipeline, maximize asset utilization year-round, enhance quality control, reduce waste, align innovation process with market demand long-term, enhance customer and consumer ordering experiences through the adoption of technology and optimize business processes to support its growth strategy; that Big Rock is well positioned to take advantage of the capacity and scale of its assets and provide economic stimulus to the Canadian economy; management's expectations that Big Rock's future growth will be the driving force for craft gaining market share in Alberta and Canada going forward.

Certain of the above listed forward-looking statements constitute future-oriented financial information and financial outlook information (collectively, "FOFI") about Big Rock's prospective financial position, including, but not limited to: anticipated CPI and raw material inflation trends; estimated mainstream lager volume CAGR and RTD/ciders/pre-mixed cocktail volume CAGR; estimated volume and value CAGR for certain products and Big Rock's expectations that RTD, cider and pre-mixed cocktails are poised to continue to grow at high rates compared to other beverage alcohol; Big Rock's anticipated total volume, revenue and EBITDA margin; the ability of Big Rock's IT and digital transformation project to enable Big Rock to maximize returns on growth; Big Rock's ability to achieve growth targets in owned, licensed and private label brand portfolios as well as new, on-trend innovations; Big Rock's ability to generate consistent shareholder returns, operating cash flow per share growth and free cash flow and its ability to support growth and shareholder returns; and Big Rock's 2022 capital plan. FOFI contained in this presentation were made as of the date hereof and is provided for the purpose of describing Big Rock's anticipated future business operations.

With respect to the forward-looking statements and FOFI 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; that input costs for brewing and packaging materials will remain constant or will not significantly increase or decrease; the demand for additional packaging capacities and capabilities and the results of the use thereof; that 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 nor significant changes in consumer demand; that Big Rock's long-term growth strategy will support it in becoming Canada's largest independent brewer; that Big Rock's new capital equipment upgrades at its Calgary facility will improve its operating efficiency; that Big Rock's expanded production capacity, combined with new production capabilities associated with pasteurization, will position Big Rock to execute its growth plans with respect to co-packing arrangements; and that the duration and extent of the COVID-19 pandemic will not be long-term.

Some of the risks which could affect future results and could cause results to differ materially from those expressed in the forward-looking statements and FOFI contained herein include the risk factors set out in Big Rock's annual information form, which is available at www.sedar.com, and also include, but are not limited to: the risk that Big Rock's group purchasing strategies may not improve its purchasing power or mitigate cost increases; the risk that Big Rock's IT and digital transformation project may not enable Big Rock to maximize returns on growth; the risk that Big Rock may not win material co-packing contracts; the risk that Big Rock's products may not be defensive against economic fluctuations; the risk that Big Rock's new can line may not provide it with the anticipated benefits; the risk that Big Rock's anticipated total volume, revenue and EBITDA margin may be less than anticipated; the risk that Big Rock may be unable to execute on its long-term sustainable growth plan; the risk that Big Rock may not generate consistent shareholder returns, operating cash flow per share growth or free cash flow; the risk that Big Rock's new capital equipment upgrades at its Calgary facility may not improve its operating efficiency; the duration and extent of the COVID-19 pandemic; increased challenges posed by the COVID-19 pandemic, supply chain constraints, management's assumptions in respect of the new can line, including regarding the potential customer base therefore and the benefits thereof, will not be correct; 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 statements and FOFI 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 statements or FOFI to reflect new information, subsequent events or otherwise unless so required by applicable securities laws.

Legal Disclaimers

Market, Independent Third Party and Industry Data

Certain market, independent third party and industry data contained in this presentation is based upon information from government or other independent industry publications and reports or based on estimates derived from such publications and reports. Government and industry publications and reports generally indicate that they have obtained their information from sources believed to be reliable, but Big Rock has not conducted its own independent verification of such information. This presentation also includes certain data derived from independent third parties, including, but not limited to, the information contained on slides 10-12 of this presentation. While Big Rock believes this data to be reliable, market and industry data is subject to variations and cannot be verified with complete certainty due to limits on the availability and reliability of raw data, the voluntary nature of the data gathering process and other limitations and uncertainties inherent in any statistical survey. Big Rock has not independently verified any of the data from independent third-party sources referred to in this presentation or ascertained the underlying assumptions relied upon by such sources.

Non-GAAP Measures

Big Rock uses certain financial measures referred to in this presentation to quantify its results that are not prescribed by Generally Accepted Accounting Principles. These financial measures do not have any standardized meaning under Big Rock's Generally Accepted Accounting Principles and therefore may not be comparable to similar measures presented by other issuers. The non-GAAP financial measures should not be considered to be more meaningful than GAAP measures which are determined in accordance with International Financial Reporting Standards, such as net income (loss), and cash flow from operating activities, as indicators of Big Rock's performance.

Big Rock uses "Adjusted EBITDA" to evaluate Big Rock's operating performance. Beginning in 2021, Big Rock replaced EBITDA with Adjusted EBITDA for measuring operating performance and borrowing capacity. Adjusted EBITDA is calculated by adding back to net income, interest, income taxes, depreciation and amortization, share based payment adjustments, gains and losses on disposal of assets and gain on extinguishment of license obligation.

Refer to Big Rock's most recent Management's Discussion and Analysis for the three months ended March 31, 2022, which is available at www.sedar.com, for additional information about certain non-GAAP financial measures, including an explanation of the composition of each non-GAAP measure and reconciliations to the nearest GAAP measures, as applicable.



Company Overview

Current Snapshot

Big Rock Today

Traded:	TSX: BR
Recent Price (as at 05/13/22):	\$4.05
Basic Shares Outstanding:	6.98 million
Market Cap (as at 05/13/22):	\$28.1 million
Founded:	1985
Employees:	130+

Brands:



Breweries/Brewpubs:

Calgary and Toronto

2021 Net Sales:

\$46.0 million

Total Credit Facilities: - total drawn as at 3/31/22

\$16 million
\$13.3 million



Our People

TRANSFORMATION SPECIALIST



Wayne Arsenault
President & CEO

- Corey Nutrition Company*
- Moosehead Breweries*
- Molson Coors**
- Coca-Cola**

*Business turnaround

**Plant turnaround(s)

Well-positioned to execute the turnaround growth strategy

MANAGEMENT

Executive	Prior Experience
Wayne Arsenault <i>President & CEO</i>	Corey Nutrition Company Inc., Moosehead Breweries, Molson Coors, Coca-Cola
Ron Love <i>Interim Chief Financial Officer</i>	Karnalyte Resources Inc., Six Safety Systems, GetAssist
Sam Galick <i>VP, Operations</i>	Moosehead Breweries, Molson Coors, Coca-Cola
Paul Howden <i>VP, Sales</i>	Coca-Cola
Brad Goddard <i>Director, Business Development & Government Relations</i>	Steam Whistle Brewing

BOARD OF DIRECTORS

Director	Current Role
Stephen J. Giblin <i>Chairman</i>	Independent Businessman
Kathleen McNally-Leitch <i>Vice Chair</i>	Independent Businesswoman
Jim Riddell <i>Director</i>	Chairman, President & CEO, Paramount Resources Ltd.
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
P.L. (Lonny) Tetley <i>Corporate Secretary</i>	Partner, Burnet, Duckworth & Palmer LLP



The Big Rock Way

VISION

Triple Our Size...compete for 'Canada's Largest Independent Brewer'

MISSION STATEMENT

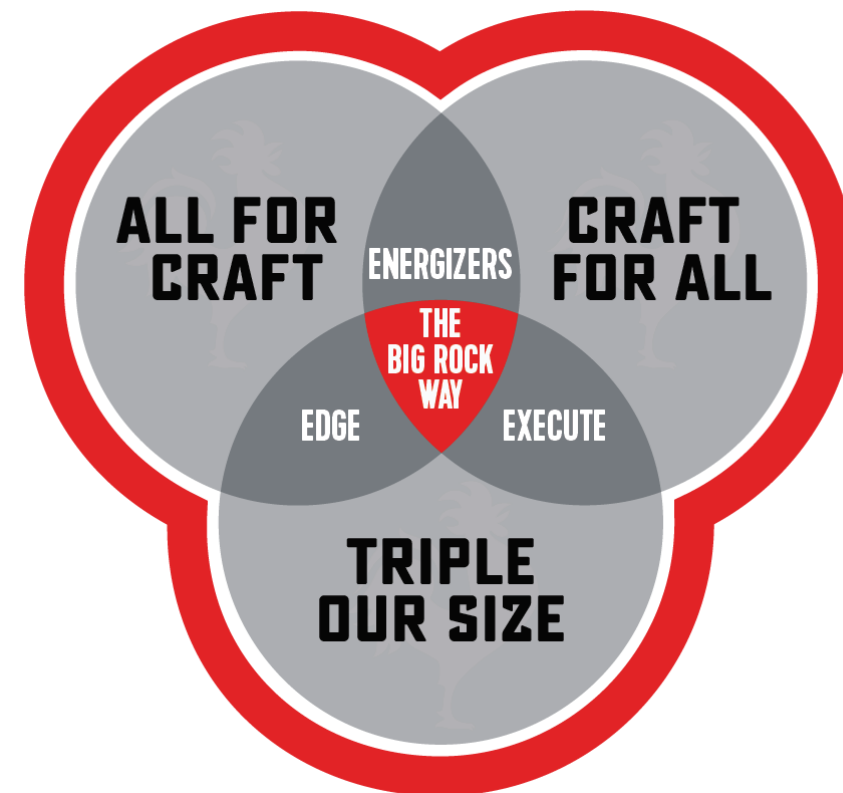
"All for Craft, Craft for All"

VALUES

Energizers with Edge who can Execute

THE BIG ROCK WAY

90-day projects working ON the business
Driving/encouraging OWNERS not RENTERS





Diverse Portfolio

Well diversified portfolio - defensive against economic fluctuations

Decreasing price/gross margin

Big Rock Signature



White Peaks Hard Tea



Hop Head



Tree Brewing



Rock Creek Cider



AGD



ALLIED



VALUE



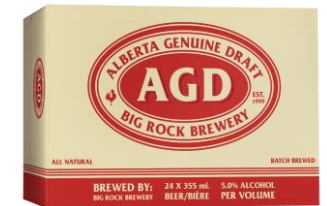
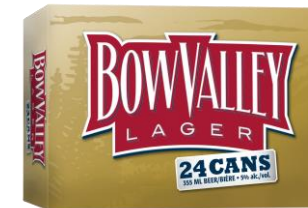
PARTNERS



...and more!

CO-PACKING

Well positioned for shift to larger pack sizes and variety packs





Market Overview & Response



Managing Market Pressures

Utilities
↑ **21%** Y/Y

Distribution
↑ **16%** Y/Y

Raw Materials
↑ **5%** Y/Y

Pressures

- Global supply chain disruptions driving higher prices in utilities, distribution, and raw materials costs
- Increased lead time from supply chain disruption has contributed to operating inefficiencies

Response

- Fixed-price contracts and large raw material purchases have been executed or are being negotiated
- Fuel surcharge has been passed along to customers
- Have further diversified supplier base

Outcome

- Increased cost-certainty related to utilities, distribution, and raw materials resulting in protection of margins
- Enhanced planning and process optimization driving efficiencies across the business
- Reduced concentration risk of key suppliers

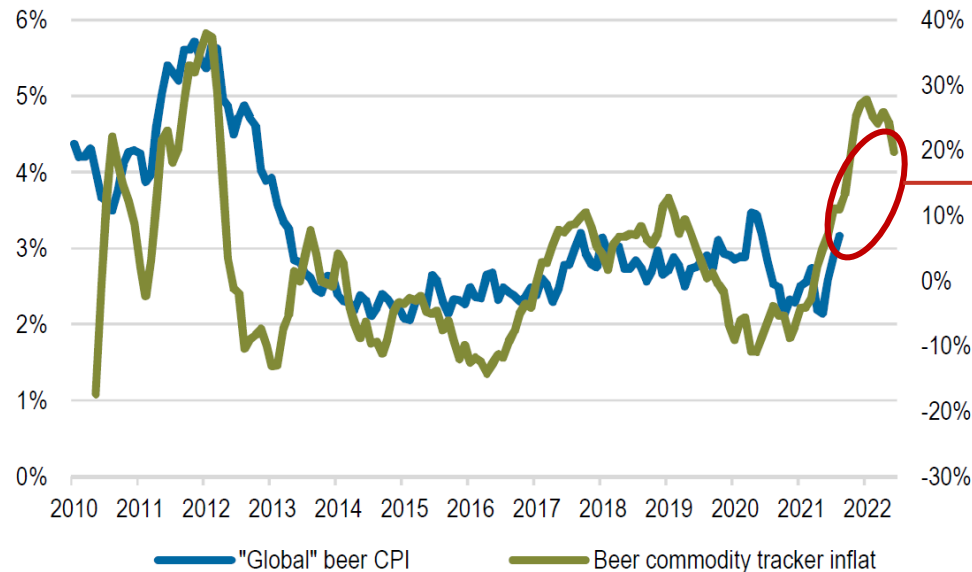
* Y/Y values are representative of Fiscal 2021 versus Fiscal 2020 and Raw Materials is volume-adjusted, on owned/disclosed volumes only



Near Term Headwinds in the Global Beer Industry

Supply chain constraints...

Global Beer CPI vs. Implied Raw Material yoy Inflation



Source: J.P. Morgan estimates, Bloomberg Finance L.P.

“Global” beer CPI
yet to catch up to
raw materials
inflation

“Risks remain both **short-term** (COVID-19)
and **mid-term** (raw material inflation)”

- J.P. Morgan, September 2021

...and slow recovery in demand

Domestic Beer Sales
Q2 2022 yoy

-7.6%

Source: Beer Canada

The COVID-19 pandemic continues to impact
demand, especially on-premise

“Mainstream Lager”
Volume CAGR
2019-2025E

-0.3%

Source: Euromonitor, J.P. Morgan

“RTD/Ciders/Pre-Mixed
Cocktails” Volume CAGR
2019-2025E

8.5%

Source: Euromonitor, J.P. Morgan

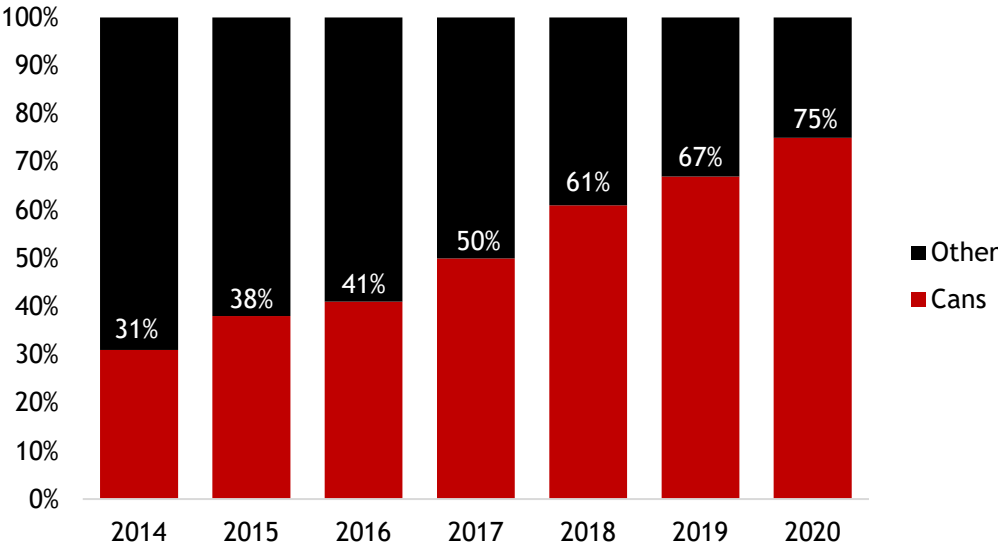
The “ready-to-drink” category is expected to
continue to grow through 2025

Supply chain constraints and a supportive regulatory framework has encouraged foreign brewers to produce domestically



Consumer Demand Shift - Sustainability

NORTH AMERICAN NEW PRODUCT CONTAINER TYPE



Source: IRS Drinks Market Analysis, November 11, 2020

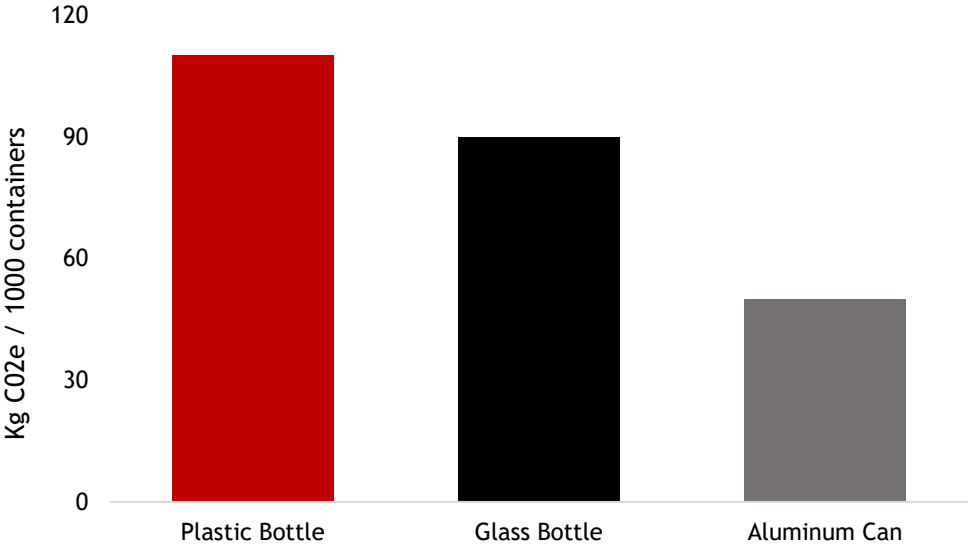
Consumer trend continues to shift further towards cans



12.3% Change in Can Sales from 2019/2020 **-15.1% Change** in Bottle Sales from 2019/2020 **-54.8% Change** in Keg Sales from 2019/2020

Source: Beer Canada

GREENHOUSE GAS EMISSIONS



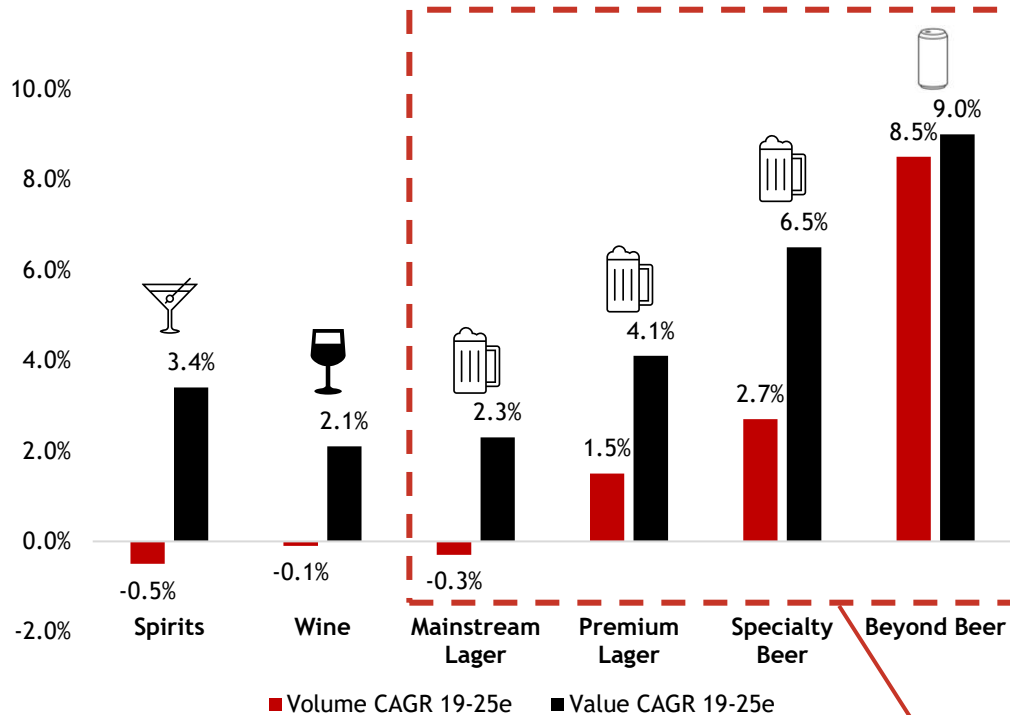
Source: Energy and Greenhouse Gas Emission Implications of Distributing and Refrigerating Beverages (2016)

Cans are the superior package type in terms of greenhouse gas emissions and recycling in North America



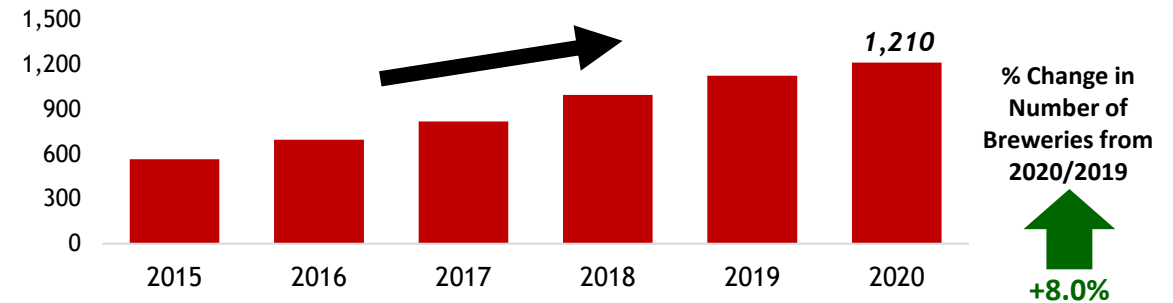
Strong Long-Term Outlook

VOLUME AND VALUE CAGR 2019-2025E



RTD, Cider, and Pre-Mixed Cocktails ("Beyond Beer") poised to continue to grow at higher rates vs. other beverage alcohol

NATIONAL BREWERIES



Since 2015, craft beer has gained market share across Canada and significant capital investment has been made resulting in a material increase in the number of breweries...

Big Rock's long term growth plans aligns with RTD growth trends and consolidation in beer



2022 Innovation

TREE BREWING REBRAND



- Rebrand and recipe overhaul for Tree Brewing
- Season Pass Variety Pack

WHITE PEAKS INNOVATION



- Launch of Green Tea and Honey flavour
- Launch of 6 pack carton for Green Tea and Honey, Wild Saskatoon Berry, and Juicy Peach Apricot

BIG ROCK RADLER VARIETY PACK



- Launch of Big Rock Radler Variety Pack
- Four new flavours → Lemon Lime, Blueberry, Peach, and Grapefruit

COTTAGE SPRINGS INNOVATION



- Launch of 12 pack Vodka Lemonade Variety
- Launch of 12 pack slim can Vodka Iced Tea Variety
- Launch of Peach Vodka Soda
- Launch of Mango Vodka Water



Strategy



Long Term Strategy



Current state of Big Rock, executing on the Fill Up stage throughout 2022

EXECUTION ROAD MAP

1 - Gear Up

Strategic Capital Plan



OPTIMIZE CAPACITY /
WASTE REDUCTION

- Complete Calgary capital investment project to enable growth pipeline, innovation process and minimize waste
- Complete IT and digital transformation projects to maximize returns on growth
- Optimize underperforming assets

2 - Fill Up

Pursue Material Volume Growth in Calgary



IMPROVE UTILIZATION
TO REDUCE COST

- Win material co-packing contracts from robust business development pipeline
- Achieve growth targets in owned, licensed and private label brand portfolios
- Achieve growth targets in new, on-trend innovations

3 - Drink Up

M&A and Brand Investment



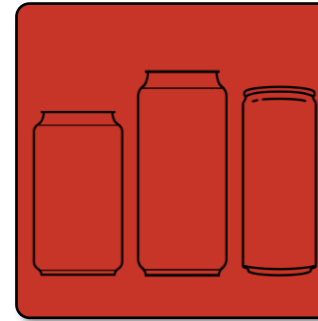
GROW HIGH
MARGIN MIX

- Pursue portfolio complementing acquisitions
- Fuel growth in owned brands
- Meaningful investments in 'better-for-you' innovations

A long-term sustainable growth model



New Calgary Can Line & Pasteurizer



Enhanced Canning Capability

- Increased efficiency into packaging 355ml standard, 355ml sleek, and 473ml can formats
- Enhancing our can format capability further enables packaging customization for both owned brands and co-pack partners



Pasteurization Driving Natural Product Preservation

- Without compromising shelf life, Big Rock can now produce a wider array of products naturally, without the need for added preservatives or increased risk of contamination

The new Calgary can line enables Big Rock to transition to the 'Fill up' portion of our long term strategic plan in 2022



Positioned for Growth

SIGNIFICANT ASSET-DRIVEN GROWTH ON THE HORIZON

Strategic Capital Plan - Illustrative Growth Scenario					
Metric	Existing Operations^			Illustrative Growth*	
Total Volume	240,000 - 260,000 hl	1	+	2	400,000 hl
Revenue	\$42 - \$47 million	2021 Strategic capital plan enabling growth		"Fill Up" strategy increasing plant efficiency	\$55 - \$65 million**
Adjusted EBITDA ¹ Margin	4% - 10%				13% - 15%
^in COVID-19 + inflationary environment		*Assumes sustained regulatory policy **Accounts for large variance in co-pack terms			

Big Rock now moves into the 2nd key step in executing on the illustrative growth scenario and aligning with the long term strategy of "Fill Up" to improve brewery utilization and increase gross margins

Big Rock is well positioned to execute its long-term sustainable growth plan

¹Adjusted EBITDA is a non-GAAP financial measure. Refer to "Non-GAAP Measures" for further details.



Long Term Value Creation

	FROM	Value Creation	TO	HOW?
Operating Leverage	<30% Gross Margins <ul style="list-style-type: none"> High fixed overhead costs (especially BC & Ontario) <10% Adjusted EBITDA margins <30% packaging capacity utilization 		>35% Gross Margins <ul style="list-style-type: none"> Low fixed overhead costs >15% Adjusted EBITDA margins >80% packaging capacity utilization 	<ul style="list-style-type: none"> ✓ Asset Base ✓ People ✓ Diversified Portfolio ✓ Manufacturing Expertise ✓ Brand ✓ Warehousing and Distribution Network ✓ Trusted Relationships ✓ Investment into Technology & Innovation ✓ Significant growth in co-packing volumes
Capital Allocation	<ul style="list-style-type: none"> Risk mitigation investments Adoption of technology History of shareholder value destruction 		<ul style="list-style-type: none"> Investments supporting long term top-line growth Consistent shareholder returns 	
Cash Flow	(-)		(+) <ul style="list-style-type: none"> Consistent operating cash flow per share growth Free cash flow supporting growth and shareholder returns 	
Earnings	(-)		(+)	
Balance Sheet (LT Debt / Adjusted EBITDA ¹)	5.2x (in 2016)		<2.0x	

¹Adjusted EBITDA is a non-GAAP financial measure. Refer to "Non-GAAP Measures" for further details.
Big Rock Brewery Inc. (TSX: BR)

^in a non-inflationary environment



Investor & Contact Information

Stock Exchange and Listed Securities

Big Rock Brewery Inc. is listed on the Toronto Stock Exchange (TSX) under the ticker symbol “BR”

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Appendix



History of Big Rock

1985

Big Rock was founded by Ed McNally - Western Canada's first Craft Brewery

- *A retired lawyer and barley farmer, Ed saw an opportunity to offer Albertans an alternative to the corn syrup laced North American lagers utilizing Calgary's access to Rocky Mountain water and the provinces abundance of world-class barley*

1996

Ed cut the ribbon on Big Rock's current Calgary location on 76 Avenue SE

- *Housing the best brewing equipment made in Canada, premium packaging equipment from Germany and enough capacity, at the time, to scale Big Rock into a dominate player on the still-fledgling North American Craft brewing scene*

1997

Big Rock began trading on the TSX and at the time, was creating waves with export into 21 US states

- *Achieving company highs that included the top selling Craft Beer brand in California, Grasshopper, before pressure from multi-nationals on US distributors created an environment where growth was no longer sustainable*
- *The exit from the US market and significant inter-provincial trade barriers left Big Rock with a facility built to supply the world, employees eager to work, and local suppliers anxious to see their volumes grow, yet very few markets to grow in - Big Rock pivoted it's business*

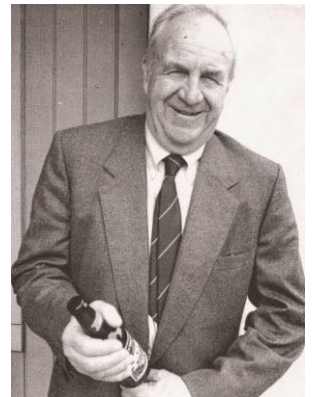
2005

Following Ed's reduced involvement (2005) and eventual passing (2014), Big Rock went through several management team changes

- *All trying to achieve organic growth in a vastly growing Craft market and ultimately complicating and confusing it's identity*

With new Big Rock management, led by Wayne Arsenault, the culture at Big Rock has been revitalized and the business is transitioning from a 'family-owned' business into a true 'public shareholder' company focused on value creation and sustainable growth

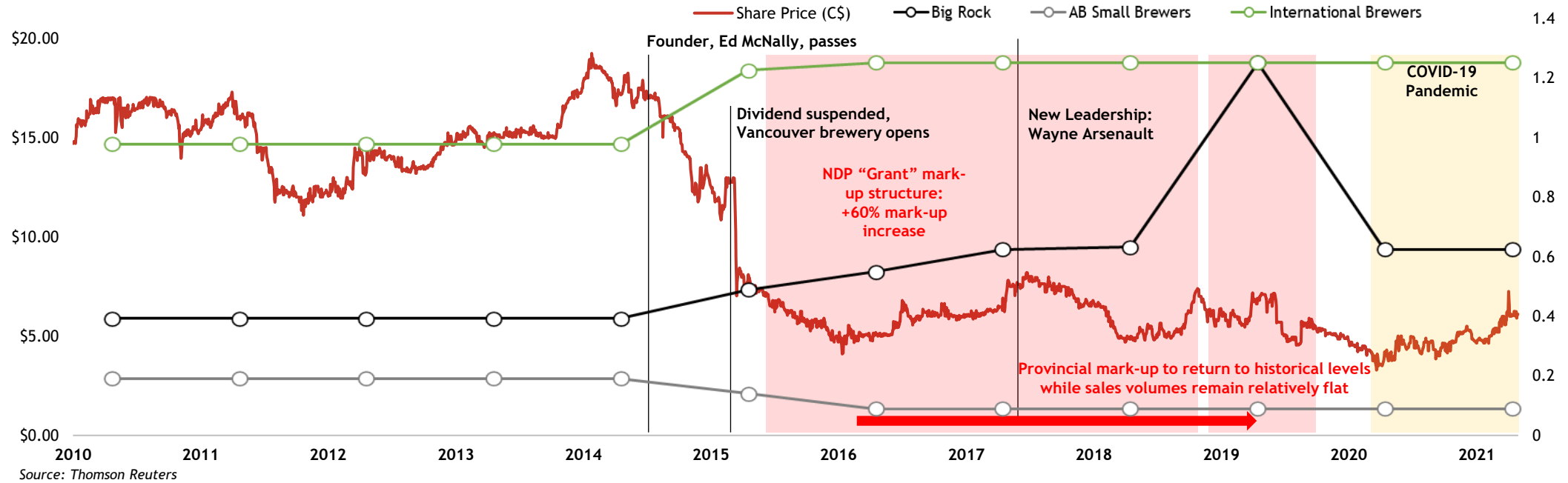
- *With a formal management system instilled, ever-improving processes and an ever improving understanding of costs, Big Rock is positioned to take advantage of the capacity and scale of the assets Ed built and provide economic stimulus to the Canadian economy at a scale that is unachievable by most other independent brewers in Canada*
- *In a market where growth has stagnated, management believes the Corporation's future growth will be the driving force for Craft gaining market share in Alberta and Canada going forward*



TODAY



Historical Performance Summary



(\$000)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
BR Sales Vol. (hl)	212,472	220,973	217,646	184,802	168,268	181,857	199,454	208,565	201,577	171,563	172,996	163,631
Net Revenue	45,130	45,183	46,057	41,587	36,755	39,594	43,126	46,573	48,748	42,653	43,984	45,982
Gross Profit Margin	54.1%	52.7%	54.1%	51.3%	48.5%	44.5%	43.2%	40.6%	42.7%	28.9%	37.5%	32.2%
Adj. EBITDA ¹ Margin	17.1%	15.0%	19.6%	15.9%	8.1%	4.1%	5.6%	4.1%	8.5%	(2.5%)	13.3%	4.7%
Net Profit Margin	13.6%	5.6%	9.0%	6.1%	1.7%	(2.7%)	(1.1%)	(2.2%)	0.7%	(6.9%)	(1.5%)	(7.1%)
Debt	3,383	2,683	2,042	-	-	5,136	8,844	6,416	5,775	6,415	4,157	8,267

¹Adjusted EBITDA is a non-GAAP financial measure. Refer to "Non-GAAP Measures" for further details.



Big Rock in the Community

British Retail Consortium

QUALITY

TRACEABILITY



RIGOROUS TESTING

North America's **ONLY** Craft Brewer to carry the certification

Opportunity to become International Manufacturer

Over \$1 million in community sponsorships every year

Federal Government Advocacy



- ✓ Actively advocating for progressive policy

Sustainability Committee

- ✓ LED conversions - bulbs & fixtures
- ✓ Streamline packaging materials (Aluminium recovered)
- Waste water treatment
- CO₂ recovery
- Organic Certification in progress

Provincial Government Advocacy



- ✓ Actively advocating for progressive policy
- ✓ Active member of the Alberta Small Brewers' Association

Supporter of Community





Etobicoke Brewery Divestiture Summary

TRANSACTION SUMMARY



Total Consideration: \$2.1 million cash
(net of transaction costs)

- Asset sale agreement
- Assignment of lease complete

Financial Highlights:



- **\$0.2** million annual cash cost savings
- Reduction in lease liabilities of **\$1.4** million
- Increase in cash outstanding

Use of Proceeds:



- IT & Digital Transformation Budget Expansion
 - **+\$0.65** million to **\$1.25** million
- Debt/lease liability reduction of **\$1.4** million

Closing Date: June 18th, 2021

KEY TAKEAWAYS



OPTIMIZES ASSET BASE

- Increases margins due to cash cost savings and earnings improvement
- Focuses the business on assets with scale



CLEAR USE OF PROCEEDS

- Fund the 2021 capital plan (the 'Gear Up' phase)
- De-lever and optimize the balance sheet



CONTINUED ONTARIO MARKET SUPPORT

- via Liberty Commons location in Toronto



2021 Capital Plan

Previous Capital Plan: \$8.8 million

Revised Capital Plan: \$9.5 million*

Growth Capital: \$8.8 million

- Can-line Upgrade
- Tunnel Pasteurization
- IT & Digital Transformation Projects

↳ **increased from \$0.6 million to \$1.3 million*

Maintenance Capital: \$0.7 million

On Strategy



1 - Gear Up

Strategic Capital Plan



OPTIMIZE CAPACITY /
WASTE REDUCTION

- Enables pursuit of robust business development pipeline
- Improves ability to maximize asset utilization year-round
- Enhances quality control and reduces waste
- Enhances ability to align innovation process with market demand long-term (e.g. 'better-for-you' category)
- Enhanced customer and consumer ordering experience through adoption of technology (sales portal / e-commerce)
- Optimize business processes to support growth strategy (demand planning, warehouse management, business intelligence, etc.)

2 - Fill Up

Pursue Material Volume Growth in Calgary



IMPROVE UTILIZATION
TO REDUCE COST

Incremental capital projects in Alberta drive outsized returns given Big Rock's existing asset base and distribution network



Summary of Asset Base

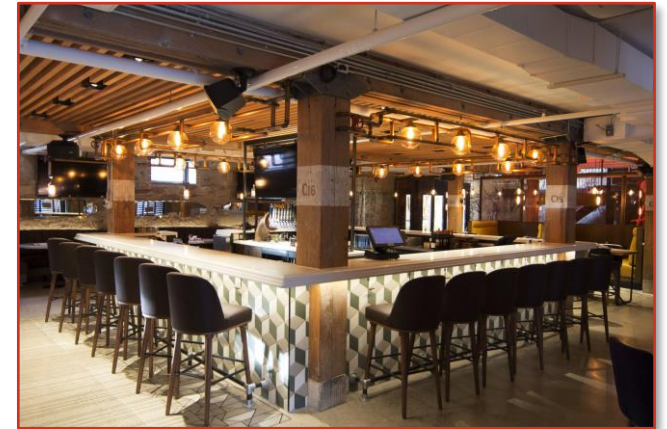
Big Rock's current portfolio of assets, production expertise and management experience provides a unique platform for future growth...

CURRENT STATISTICS (ANNUAL)

- Brewing, packaging and warehousing facilities, restaurant and head office on 10.8 acres of land
- Brew Size*: 200 hl system and 20 hl system
- Packaging Capacity**: ~1,400,000 hl
- Packaging capabilities: 355ml standard cans, 355ml sleek cans, 473ml cans

OTHER ASSETS

- Liberty Commons at Big Rock Brewery (*leased*)



- Edmonton Warehouse and Distribution Centre (*owned*)

Owned



Leased



- Brewing, packaging and warehousing facility, restaurant, retail space and office: ~13,000 sq. ft.
- Brew Size*: 25 hl system
- Packaging Capacity**: ~100,000 hl
- Packaging Capabilities: 473ml cans, kegs

Leased



SOLD[^]

- Brewing, packaging and warehousing facility and retail space: ~13,000 sq. ft.
- Brew Size*: 35 hl system
- Packaging Capacity**: ~100,000 hl
- Packaging Capabilities: 473ml cans, bottles, kegs

[^]\$2.1 million cash; closed on June 18, 2021

*Only required for beer and malt-based beverages.

**Capacities have been revised to a 50-week, 24/7 operation at 80% OEE.

