BIG ROCK BREWERY

MANAGEMENT'S DISCUSSION AND ANALYSIS

The following is Management's Discussion and Analysis ("**MD&A**") of the financial condition and results of operations of Big Rock Brewery Inc. (the "**Corporation**" or "**Big Rock**") for the three and nine months ended September 30, 2025.

This MD&A should be read in conjunction with the unaudited condensed interim consolidated financial statements of the Corporation and accompanying notes as at and for the three and nine months ended September 30, 2025 (the "**Interim Financial Statements**"), the audited consolidated financial statements of the Corporation and the accompanying notes as at and for the year ended December 30, 2024 (the "**Annual Financial Statements**") and the Corporation's MD&A for the year ended December 30, 2024. The Interim Financial Statements have been prepared using International Financial Reporting Standards ("**IFRS**") and all tabular amounts are reported in thousands of Canadian dollars unless otherwise noted. Additional information about the Corporation, including the Corporation's Annual Information Form for the year ended December 30, 2024 (the "**AIF**"), can be found on SEDAR+ at www.sedarplus.ca and on Big Rock's corporate website at www.bigrockbeer.com. Readers should also read the section "Forward-Looking Information" contained at the end of this MD&A. This MD&A is dated November 6th, 2025.

COMPANY OVERVIEW

Big Rock is headquartered in Calgary, Alberta. The Corporation produces premium, all-natural craft beers, ciders, and other alcoholic and non-alcoholic beverages. As one of Canada's largest independently owned craft brewers, Big Rock has an extensive family of permanent ales and lagers, the Rock Creek series of craft ciders, the White Peaks family of hard tea beverages, a continually changing selection of seasonal and limited-edition beers and other licensed alcoholic beverages. In addition to its wholesale operations, the Corporation has an extensive co-packing/contract production business producing lagers, ales and ready to drink ("**RTD**") products for partners who market, sell and distribute such products in Western Canada.

Founded in 1985, Big Rock was the first craft brewery in Alberta and stands as a pioneer in the Canadian craft beer industry. Big Rock produces, markets and distributes its premium, high-quality craft beers, ciders, RTD beverages, and non-alcoholic beverages, primarily in Canada. The Corporation owns and operates a production facility in Alberta. Today, Big Rock's primary brewing, packaging and warehousing facility is in Calgary, Alberta and has been in operation since 1996. Big Rock has a distribution facility in Calgary, a cross-docking arrangement in Edmonton, and sales staff resident in Alberta, BC, Saskatchewan, as well as sales agencies in place in Manitoba, and Ontario.

Given the Corporation's footprint in Western Canada, the Corporation also has several private label agreements, licensing arrangements and contract manufacturing arrangements.

THIRD QUARTER 2025 HIGHLIGHTS

For the three months ended September 30, 2025, compared to the three months ended September 30, 2024, the Corporation reported:

- total sales volumes up 35.8% to 89,572 hl compared to 65,982 hl, driven by a 67.3% increase in contract sales volumes and a 17.4% increase in wholesale volumes;
- net revenue increased by 27.4% to $16.3 million from $12.8 million due to increased volumes;
- gross margin increased to $4.8 million compared to $3.9 million;
- operating income was $0.2 million, which is an increase of $0.5 million, compared to an operating loss of $(0.3) million;
- net loss decreased by $0.8 million to a $(0.1) million loss; and
- Adjusted EBITDA increased by $0.5 million to $0.7 million. Adjusted EBITDA is a non-GAAP financial measure, see "Non-GAAP Measures".

For the nine months ended September 30, 2025, compared to the nine months ended September 30, 2024, the Corporation reported:

- total sales volumes up 42.3% to 242,032 hl compared to 170,094 hl, driven by contract volumes that more than doubled and a wholesale volumes increase of 12.1%;
- net revenue increased by 30.7% to $44.0 million from $33.7 million due to increased volumes;
- gross margin increased to $13.7 million compared to $9.8 million;
- operating income increased to $0.6 million, compared to an operating loss of $(3.3) million;
- net income increased to $0.1 million from a loss of $(3.8) million, an increase of $3.9 million; and
- Adjusted EBITDA increased by $3.6 million to $2.4 million.

$000, except hl and per share amounts	Three months ended September 30		Nine months ended September 30	
	2025	2024	**2025**	2024
Sales volumes - wholesale (hl)	**48,945**	41,705	**129,535**	115,576
Sales volumes – contract (hl)	**40,627**	24,277	**112,497**	54,518
Total sales volumes (hl)	**89,572**	65,982	**242,032**	170,094
Gross product revenue	**$ 20,452**	$ 17,061	**$ 55,125**	$ 44,141
Net revenue	**16,274**	12,774	**44,041**	33,700
Cost of sales	**11,468**	8,864	**30,361**	23,927
Adjusted EBITDA [(1)]	**744**	281	**2,399**	(1,162)
Operating income (loss)	**154**	(347)	**649**	(3,313)
Net (loss) income	**(98)**	(938)	**134**	(3,791)
Net (loss) income per share - basic	**$ (0.00)**	$ (0.13)	**$ 0.01**	$ (0.54)
Net (loss) income per share - diluted	**$ (0.00)**	$ (0.13)	**$ 0.01**	$ (0.51)

(1) Non-GAAP financial measure. See "*Non-GAAP Measures*".

OUTLOOK & STRATEGY

Big Rock's long-term growth strategy is to maximize the utilization and value of its capacity and capital investments to drive growth in volume, improve productivity and lower cost of sales and operating expenses from its own house of brands and from volumes produced pursuant to co-packing arrangements. With greater operational efficiencies derived from greater production volumes, the Corporation aims to improve its competitiveness and gain market share within its contract production business. The Corporation remains focused on innovation and co-creation of new products with the Corporation's strategic partners and expects to capitalize on increased market demand in certain product categories to enable the Corporation to gain market share.

The Corporation's co-packing partnerships continue to stabilize the Corporation's performance and increase sales volumes as well as revenues and increase overhead absorption.

Big Rock's sales volumes for the third quarter of 2025 were up 35.8% compared to the same period in 2024. Net revenues (including beer, cider, non-alcoholic and RTD beverages) increased 27.4% in the third quarter compared to the same period in 2024. This continues to demonstrate the strength of the Corporation's efforts to align with consumer demand and focus on premium product innovation and development as well as lean into the co-packing segment of our business.

Big Rock continues to advance its strategic goals and efforts throughout 2025 by identifying key capital investments to support improvements in production which will help sustain Big Rock's own products and allow the Corporation to efficiently meet the needs of its co-packing partners. Throughout the first nine months of 2025, the Corporation began installation of the RTD manufacturing system, which is expected to increase RTD volume. This RTD project will provide in-line blending opportunities and improve de-aerated water capabilities simultaneously which is anticipated create further RTD growth in the future. Installation is expected to be completed in the last quarter of 2025.

2025 marks 40 years of Big Rock as Alberta's original craft brewery. A brand refresh as well as the return of the Barn Burner concert event have reignited interest in the brand and its products, which has contributed to wholesale sales volumes this quarter.

The Corporation continues to maintain its financial projections for fiscal 2025 that show sufficient cash flows to cover forecasted expenses and has started to see an increase in profitability through changes implemented by management. ATB Financial ("**ATB**"), the Corporation's primary lender, has imposed a number of covenants on the Corporation including maintaining a current minimum ratio of 1.25:1.00 and providing an assessment of its EBITDA targets which are due monthly. The Corporation also must provide ATB its rolling 12-month fixed charge ratio, which is required to be a minimum of 1.15:1 due on December 31, 2025. As at September 30, 2025 the Corporation is in compliance with all of its financial covenants.

Due to the current macroeconomic uncertainty, including tariffs on aluminum and other materials, Big Rock has been engaging with policymakers and carefully reviewing its procurement strategies to mitigate the potential operational and economic impact future changes may have.

GOING CONCERN DISCLOSURE

Management of the Corporation remains appropriately conservative in its approach and will continue to take actions to increase revenues and lower costs to provide confidence that the Corporation will meet expectations for the 2025 fiscal year.

Despite improved production performance, there remains a material uncertainty that may cast significant doubt on the Corporation's ability to continue as a going concern. The Interim Financial Statements include a "Going Concern" note, but do not include adjustments to the recoverability and classification of recorded assets and liabilities and related expenses that might be necessary should the Corporation be unable to continue as a going concern and therefore be required to realize its assets and liquidate its liabilities and commitments in other than the normal course of business at amounts different from those in the accompanying Interim Financial Statements.

SELECTED QUARTERLY FINANCIAL INFORMATION

Big Rock experiences seasonal fluctuations in sales volumes, net revenue, and net income, with the second and third quarters typically being stronger than the first and fourth quarters. These seasonal variations are influenced by numerous factors, including weather, timing of community events, consumer behaviour, customer activity and overall industry dynamics, mainly in Western Canada. The financial performance reflected in the selected quarterly information is consistent with industry trends. Big Rock's overall financial performance is also impacted by the level of co-packing/contract volumes. Management of Big Rock is continuing to focus on growing production volumes in a responsible fashion and on utilizing capacity across each quarter to help moderate the impact of seasonal variations.

The following is a summary of selected financial information for the last eight completed quarters:

($000, except hl and per share amounts)	**Q3/25**	Q2/25	Q1/25	Q4/24	Q3/24	Q2/24	Q1/24	Q4/23
Sales volumes – Wholesale (hl)	**48,945**	48,698	31,892	33,808	41,705	40,519	32,352	35,314
Sales volumes – Contract (hl)	**40,627**	35,418	36,452	28,779	24,277	17,389	12,852	9,952
Total sales volumes (hl)	**89,572**	84,116	68,344	62,587	65,982	57,908	45,204	45,266
Net revenue	**$ 16,274**	16,567	11,200	9,664	12,774	12,344	8,582	8,971
Cost of sales	**11,468**	11,402	7,491	8,723	8,864	8,218	6,845	6,236
Operating income (loss)	**154**	395	100	(2,830)	(347)	(667)	(2,299)	(1,508)
Adjusted EBITDA [(1)]	**744**	967	688	(1,022)	281	165	(1,473)	(701)
Net income (loss)	**(98)**	281	(49)	(9,676)	(938)	220	(3,073)	(2,111)
Per share amounts (basic and diluted)	**$ (0.00)**	$ 0.01	$ (0.00)	$ (1.41)	$ (0.13)	$ 0.03	$ (0.44)	$ (0.31)

(1) Non-GAAP financial measure. See "*Non-GAAP Measures*".

RESULTS OF OPERATIONS

Adjusted EBITDA

"Adjusted EBITDA" is a non-GAAP financial measure and its most directly comparable GAAP measure is net income, or net loss (as applicable). The following table details the composition of Adjusted EBITDA and its reconciliation to net income or net loss (as applicable):

($000, except where indicated)	Three months ended September 30			Nine months ended September 30		
	2025	2024	Change	**2025**	2024	Change
Net (loss) income	**$ (98)**	$ (938)	$ 840	**$ 134**	$ (3,791)	$ 3,925
Addback:						
Interest	**252**	716	(464)	**629**	2,077	(1,448)
Depreciation and amortization	**622**	551	71	**1,691**	2,205	(514)
Share based payments	**(32)**	77	(109)	**(55)**	(54)	(1)
Loss on dispositions – net	**-**	2,107	(2,107)	**-**	633	(633)
Gain on extinguishment of lease liability	**-**	(2,232)	2,232	**-**	(2,232)	2,232
Adjusted EBITDA [(1)]	**$ 744**	$ 281	$ 463	**$ 2,399**	$ (1,162)	$ 3,561

(1) Non-GAAP financial measure. See "*Non-GAAP Measures*".

Adjusted EBITDA in the three months ended September 30, 2025, increased by $0.5 million to $0.7 million in comparison to the comparative period in the prior year. The growth in Adjusted EBITDA is attributed the higher gross margin due to increased sales volume which was partially offset by increased selling and general & administrative costs.

Net Revenue

Net revenue includes wholesale beer, cider, alcoholic and non-alcoholic beverage sales (net of excise taxes and provincial government liquor taxes), co-packing revenues, and retail restaurant and store sales. Geographically, Alberta continued to represent the largest share of the Corporation's sales in the first three quarters of 2025, followed by BC and Saskatchewan.

($000, except sales volumes)	Three months ended September 30			Nine months ended September 30		
	2025	2024	Change	**2025**	2024	Change
Sales volumes (hl)	**89,572**	65,982	23,590	**242,032**	170,094	71,938
Gross revenue	**$ 20,452**	$ 17,061	$ 3,391	**$ 55,125**	$ 44,141	$ 10,984
Federal excise taxes	**(1,753)**	(1,974)	221	**(4,364)**	(4,003)	(361)
Provincial liquor tax programs	**(2,425)**	(2,313)	(112)	**(6,720)**	(6,438)	(282)
Net revenue	**$ 16,274**	$ 12,774	$ 3,500	**$ 44,041**	$ 33,700	$ 10,341
$ per hl						
Net revenue per hl	**$ 181.69**	$ 193.60	$ (11.91)	**$ 181.96**	$ 198.13	$ (16.17)

Sales volumes for the third quarter of 2025 were 35.8% mainly due to increased co-packing sales volumes related to contracts that were entered into in the last half of 2024. Wholesale volumes also increased by 17.4% in the third quarter compared to 2024.

Net revenues for the three months ended September 30, 2025 increased by $3.5 million, or 27.4% compared to the same period in the prior year reflecting the increased co-packing volumes.

Cost of Sales

($000, except where indicated)	Three months ended September 30			Nine months ended September 30		
	2025	2024	Change	**2025**	2024	Change
Operating expenses and raw materials	**$ 9,272**	$ 6,742	$ 2,530	**$ 24,410**	$ 17,175	$ 7,235
Salaries and benefits	**1,664**	1,657	7	**4,580**	4,957	(377)
Depreciation and amortization	**532**	465	67	**1,371**	1,795	(424)
Cost of sales	**$ 11,468**	$ 8,864	$ 2,604	**$ 30,361**	$ 23,927	$ 6,434
Percentage of revenue	**70.5%**	69.4%		**68.9%**	71.0%	

Cost of sales for the quarter ended September 30, 2025 increased period-over-period by $2.6 million compared to 2024. The increase in cost of sales is consistent with the increase in sales volumes however is slightly offset by improved productivity and cost savings initiatives.

Cost of sales as a percentage of net revenue is slightly higher in the third quarter of 2025 compared to the same period in 2024 which is due to inflation and changes in product mix. The percentage of revenues for the first nine months of the year is down 2.1% which is attributed to increased efficiencies in operations.

Selling Expenses

($000, except where indicated)	Three months ended September 30			Nine months ended September 30		
	2025	2024	Change	**2025**	2024	Change
Delivery and distribution costs	**$ 1,572**	$ 1,115	$ 457	**$ 4,903**	$ 3,357	$ 1,546
Salaries and benefits	**683**	626	57	**1,980**	1,831	149
Marketing and sales expenses	**846**	952	(106)	**1,593**	2,746	(1,153)
Selling expenses	**$ 3,101**	$ 2,693	$ 408	**$ 8,476**	$ 7,934	$ 542
Percentage of revenue	**19.1%**	21.1%		**19.2%**	23.5%	

Selling expenses increased by $0.4 million in the third quarter of 2025 compared to 2024, due to increased delivery and distribution costs and third party storage and handling, related to increased sales volumes.

General and Administrative Expenses

($000, except where indicated)	Three months ended September 30			Nine months ended September 30		
	2025	2024	Change	**2025**	2024	Change
Salaries and benefits	**$ 606**	$ 712	$ (106)	**$ 1,803**	$ 1,978	$ (175)
Share based payments	**(32)**	77	(109)	**(55)**	(54)	(1)
Professional fees	**234**	236	(2)	**476**	753	(277)
Other administrative expenses	**653**	453	200	**2,011**	2,065	(54)
General and administrative expenses	**$ 1,461**	$ 1,478	$ (17)	**$ 4,235**	$ 4,742	$ (507)
Percentage of revenue	**9.0%**	11.6%		**9.6%**	14.1%	

General and administrative expenses for the three months ended September 30, 2025 were slightly lower than the same period in 2024 and were only 9.0% of revenues, down from 11.6% in 2024.

Finance Expense

Finance expenses of $0.3 million in the third quarter of 2025 were significantly lower than in the same period in 2024 due to the repayment of all indebtedness and liabilities owing by the Corporation to its largest shareholder (the “**Debt Settlement**”), VN Capital Fund I, LP (“**VN Capital**”) in the first quarter of 2025.

SEGMENTED INFORMATION

The Corporation has two reportable business segments, wholesale and retail, which are monitored by management for the purposes of making decisions regarding resource allocation and performance management. The wholesale segment reflects the results from the manufacturing and distribution of beer, cider, and other alcoholic and non-alcoholic beverages to provincial liquor boards, grocery chains, and on-premises customers which are subsequently sold to end consumers, as well as the results from co-packing/contract arrangements. The retail segment includes direct sales of beverages, food, and merchandise to consumers through premises owned and/or operated by the Corporation.

Segment performance is evaluated on several measures, the most significant being gross profit net of selling expenses. Transfer prices between operating segments are applied on an arm’s length basis in a manner similar to transactions with third parties. The Corporation’s operating assets and liabilities, general and administrative expenses, income taxes, and capital expenditures are managed on a corporate-wide basis.

SEGMENTED RESULTS

Nine months ended September 30	Wholesale		Retail		Eliminations		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024
Net revenue	**43,717**	**33,032**	**418**	**757**	**(94)**	**(89)**	**44,041**	**33,700**
Cost of sales	**30,121**	**23,701**	**334**	**315**	**(94)**	**(89)**	**30,631**	**23,927**
Gross profit	**13,596**	**9,331**	**84**	**442**	**-**	**-**	**13,680**	**9,773**
Selling expenses	**8,460**	**7,921**	**16**	**13**	**-**	**-**	**8,476**	**7,934**
Segment profit	**5,136**	**1,410**	**68**	**429**	**-**	**-**	**5,204**	**1,839**
General and administrative cost							**4,235**	**4,742**
Depreciation and amortization							**320**	**410**
Operating income (loss)							**649**	(3,313)
Finance expense							**629**	2,077
Gain on dispositions - net							—	633
Gain on extinguishment of liabilities							—	(2,232)
Other income							**(114)**	—
Net (income) loss before income taxes							**134**	(3,791)

Three months ended September 30	Wholesale		Retail		Eliminations		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024
Net revenue	**16,130**	12,444	**176**	361	**(32)**	(31)	**16,274**	12,774
Cost of sales	**11,366**	8,758	**134**	137	**(32)**	(31)	**11,468**	8,864
Gross profit	**4,764**	3,686	**42**	224	**-**	-	**4,806**	3,910
Selling expenses	**3,093**	2,684	**8**	9	**-**	-	**3,101**	2,693
Segment profit	**1,671**	1,002	**34**	215	**-**	-	**1,705**	1,217
General and administrative cost							**1,461**	1,478
Depreciation and amortization							**90**	86
Operating income (loss)							**154**	(347)
Finance expense							**252**	716
Gain on dispositions - net							—	2,107
Gain on extinguishment of liabilities								(2,232)
Net loss before income taxes							**(98)**	(938)

LIQUIDITY AND CAPITAL RESOURCES

Capitalization

($000)	September 30, 2025	December 30, 2024
Debt [1]	**8,287**	18,683
Lease liabilities [1]	**3,396**	218
Less: Cash	**(724)**	(372)
Net debt [2]	**10,959**	18,529
Shareholders' equity:		
Shareholders' capital	**130,463**	113,910
Contributed surplus	**3,128**	3,185
Accumulated deficit	**(107,764)**	(107,898)
Total shareholders' equity	**25,827**	9,197
Total capitalization [3]	**36,786**	27,726
Net debt to total capitalization ratio [4]	**29.8%**	66.8%

(1) Includes current and non-current portions.
(2) Capital management measure. See "*Non-GAAP Measures*".
(3) Non-GAAP financial measure. See "*Non-GAAP Measures*".
(4) Non-GAAP ratio which includes the non-GAAP financial measure total capitalization. See "*Non-GAAP Measures*".

Capital Strategy

The Corporation's capital consists of debt and equity. To maintain or adjust the Corporation's capital structure, Big Rock may issue new public securities, issue or renegotiate its debt, acquire or dispose of assets, or adjust the amount of cash and cash equivalents. The budget is updated as necessary depending on numerous factors, including capital deployment, results from operations, general industry conditions, and government policy changes.

See "*Going Concern*" in this MD&A.

Net Working Capital

"Net working capital" is a capital management measure and is calculated as current assets less accounts payable, accrued liabilities, and current portion of debt (see *"Non-GAAP Measures")*. The Corporation had a net working capital surplus of $0.8 million as of September 30, 2025. This represents an improvement of $20.6 million from December 30, 2024 resulting from the reclassification of ATB loan balances from current to non—current and the closing of the Corporation's $17.4 million private placement offering of common shares of the Corporation ("**Common Shares**"), which closed on January 19, 2025, and resulted in the issuance of 17.4 million Common Shares (the "**Private Placement**"). The proceeds of the Private Placement were used to settle $9.7 million in debt with the residual $7.7 million being allocated to improve working capital and fund future capital expenditures. See *"Liquidity and Capital Resources - Debt"*.

($000)	September 30, 2025	December 30, 2024
Current assets	**15,341**	10,965
Current liabilities	**(14,510)**	(30,813)
Working Capital	**831**	(19,848)

Debt

During the nine months ended September 30, 2025 the Corporation repaid $0.2 million of its ATB operating facility, $1.2 million of its ATB term facilities and the $9.0 million second lien financing facility with VN Capital, as lender, through the Debt Settlement, which was completed on January 19, 2025.

Details on amounts outstanding under the Corporation's credit facilities are as follows:

($000)	**September 30, 2025**	December 30, 2024
Operating facility – principal	**3,145**	3,365
Term debt - principal and accrued interest	**5,249**	15,425
Debt issue costs	**(107)**	(107)
	8,287	18,683
Current	**3,786**	18,683
Non-current	**4,501**	—

Term debt payments of principal and interest are made monthly. Details on amounts drawn under the term debt are as follows:

($000)	Expiry date	**September 30, 2025**	December 30, 2024
Tranche 1	March 31, 2025	—	9,000
Tranche 2	April 30, 2025	—	154
Tranche 3	February 28, 2026	—	381
Tranche 4	September 9, 2027	**288**	367
Tranche 5	February 28, 2031	**2,303**	2,400
Tranche 6	December 31, 2031	**2,658**	3,123
Total term debt outstanding		**5,249**	15,425

At September 30, 2025, the Corporation had $2.9 million available on its operating facility. ATB has provided a letter of credit to collateralize excise remittances to the Canada Revenue Agency which reduces the overall operating line availability by $0.6 million. The Corporation remains current with each of its remittances to the Canada Revenue Agency.

In January 2025, the Corporation amended its credit facilities with ATB to include several covenants on the Corporation, including the maintenance of certain financial covenants which are tested monthly. The rolling fixed charge ratio was waived by ATB for the entirety of fiscal 2024. Beginning in 2025, the Corporation is required to maintain a rolling fixed charge ratio not less than 1.15:1.00, reported on an annual basis based on a trailing 12-month period, with the first calculation being December 31, 2025. The Corporation must also maintain a current minimum ratio of not less than 1.25:1.00 and provide an assessment of its EBITDA targets, each of which are due monthly. Further, the Corporation's EBITDA shall be no less than the values reflected in the table below as of the specified dates.

Fiscal quarter ending:	**Minimum EBITDA - year-to-date, ($000)**
March 31, 2025	365
September 30, 2025	1,230
September 30, 2025	2,230
December 30, 2025	2,600

In addition, the Corporation's borrowings cannot exceed a borrowing base which is determined by the fair value of the Corporation's assets.

Lease Liabilities

Big Rock currently has lease liabilities for contracts related to real estate and vehicle leases.

($000)	**September 30, 2025**	December 30, 2024
Lease liabilities, beginning of year	**218**	3,002
Additions	**3,274**	—
Disposals	**—**	(2,201)
Interest expense	**96**	74
Lease payments	**(192)**	(657)
Lease liabilities, end of year	**3,396**	218
Current	**579**	165
Non-current	**2,817**	53

Capital Expenditures

During the nine months ended September 30, 2025, the Corporation invested $1.2 million on the purchase of a more sustainable RTD manufacturing process. The new system will increase RTD volumes. The Corporation spent an additional $0.7 million on other equipment improvements and furniture and fixtures.

Equity

On January 21, 2025 the Corporation issued 17,400,000 Common Shares in connection with the Private Placement and an additional 44,787 Comon Shares were issued from treasury in the first half of 2025.

As of the date of this MD&A, the Corporation had 24,442,630 Common Shares outstanding.

In addition, as of the date of this MD&A, there are no Common Shares potentially issuable to satisfy the Corporation’s 899,245 outstanding restricted share units. None of the Corporation’s 47,036 outstanding stock appreciation rights or share options are “in the money”.

COMMITMENTS AND CONTRACTUAL OBLIGATIONS

Big Rock has entered into various commitments for expenditures covering utilities, raw materials, marketing sponsorships and capital expenditures. The commitments, for the next five years are as follows:

($000)	2025	2026	2027	2028	2029	Thereafter
Utilities contracts	156	624	—	—	—	—
Raw material purchase commitments	726	103	53	—	—	—
Marketing sponsorships	—	115	100	—	—	—
Capital commitments	1,318	—	—	—	—	-
Total	**2,200**	**842**	**153**	—	—	—

OFF BALANCE SHEET ARRANGEMENTS

Big Rock does not have any special purpose entities nor is it party to any arrangements that would be excluded from the balance sheet, other than the operating leases summarized in "*Commitments and Contractual Obligations*" herein.

RISK FACTORS

The Corporation is exposed to business risks that are inherent to the alcoholic beverage industry, as well as those governed by the individual nature of the Corporation's operations, the details of which are set out in the AIF, which is available on SEDAR+ at www.sedarplus.ca. Also see "*Forward-Looking Information*" in this MD&A.

CRITICAL ACCOUNTING ESTIMATES & JUDGEMENTS

There have been no changes in Big Rock's critical accounting estimates during the three and nine months ended September 30, 2025, nor during the year ended December 30, 2024. Further information on the Corporation's accounting policies, critical estimates, and judgements can be found in the notes to the Interim Financial Statements.

FINANCIAL INSTRUMENTS AND OTHER INSTRUMENTS

Big Rock did not use any derivative financial instruments or other instruments in the three and nine months ended September 30, 2025 and September 30, 2024.

CERTIFICATION OF DISCLOSURES IN QUARTERLY FILINGS

In accordance with National Instrument 52-109 – *Certification of Disclosure in Issuers' Annual and Interim Filings*, the Corporation issues a Certification of Interim Filings ("**Certification**") quarterly. The Certification requires certifying officers to state that they are responsible for establishing and maintaining disclosure controls and procedures ("**DC&P**") and internal control over financial reporting ("**ICFR**").

The Certification requires certifying officers to state that they designed DC&P, or caused it to be designed under their supervision, to provide reasonable assurance that: (i) material information relating to the Corporation is made known to the certifying officers by others; (ii) information required to be disclosed by the Corporation in reports filed with, or submitted to, securities regulatory authorities is recorded, processed, summarized and reported within the time periods specified under Canadian securities legislation. In addition, the Certification requires certifying officers to state that they have designed ICFR, or caused it to be designed under their supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes.

There were no changes in the Corporation's ICFR during the nine months ended September 30, 2025 that have materially affected, or are reasonably likely to materially affect, ICFR. The Corporation has procedures in place relating to DC&P and ICFR and will continue to monitor such procedures as the Corporation's business evolves.

NON-GAAP MEASURES

Readers are cautioned that these non-GAAP measures should not be considered in isolation, as an alternative or to be more meaningful than the most directly comparable GAAP measures, such as net income, cash flows from operating activities or other relevant GAAP measures, which are prepared in accordance with IFRS Accounting Standards.

In this MD&A, the Corporation uses the non-GAAP financial measures: "Adjusted EBITDA" and "total capitalization", the capital management measures "net working capital" and "net debt" and the non-GAAP ratio "net debt to total capitalization ratio". In addition to net loss and cash flow from operating activities, management of the Corporation uses these non-GAAP measures to evaluate the Corporation's operating performance and leverage.

Adjusted EBITDA: is a non-GAAP financial measure that the Corporation uses to measure operating performance and borrowing capacity. Adjusted EBITDA is calculated by adding back to net income, interest, income taxes, depreciation and amortization, impairment of property, plant and equipment, impairment on co-packing customer receivable, share based payment adjustments, gains and losses on disposal of assets and gain on extinguishment. A reconciliation of Adjusted EBITDA to net loss, the most directly comparable GAAP measure to Adjusted EBITDA, is provided under "*Results of Operations – Adjusted EBITDA*".

Total capitalization: is a non-GAAP financial measure calculated by adding shareholders' equity and net debt. It is utilized by the Corporation in the assessment of the financial leverage of the Corporation in comparison to its equity to assess the Corporation's ability to meet current commitments and obligations as well as the capacity for growth. A reconciliation of total capitalization to cash, total debt and total shareholders' equity, the most directly comparable GAAP measures to total capitalization is provided under "*Liquidity and Capital Resources – Capitalization*".

Net working capital: is a capital management measure that is defined as current assets less accounts payable, accrued liabilities, and current portion of debt. It is utilized by the Corporation as a measure of liquidity and to assess the Corporation's ability to repay current obligations from current assets.

Net debt: is a capital management measure that is defined as the Corporation's current and non-current portions of debt, and lease liabilities less cash. It is utilized by the Corporation to assist with assessing borrowing levels and obligations. A reconciliation of net debt to cash and total debt, the most directly comparable GAAP measures to net debt, is provided under "*Liquidity and Capital Resources – Capitalization*".

Net Debt to Total Capitalization Ratio: is a non-GAAP financial ratio that is calculated by dividing net debt by total capitalization. It is utilized by the Corporation in assessing its capital structure and the financial health and optimal structure to fund operations and growth for Big Rock. A calculation of net debt to capitalization ratio is provided under "*Liquidity and Capital Resources – Capitalization*".

FORWARD-LOOKING INFORMATION

Certain statements contained in this MD&A constitute forward-looking statements or forward-looking information (collectively, "**forward-looking statements**") within the meaning of applicable securities legislation. These statements relate to expectations regarding future events or Big Rock's future performance based on certain assumptions made by Big Rock. All statements, other than statements of historical fact, may be forward-looking statements. Forward-looking statements are not facts, but only predictions 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 MD&A should not be unduly relied upon by readers, as actual results may vary materially from such forward-looking statements. These statements speak only as of the date of this MD&A and are expressly qualified, in their entirety, by this cautionary statement.

This MD&A contains forward-looking statements pertaining to the following:

- Big Rock's long-term growth strategy and the anticipated benefits to be derived therefrom;
- Big Rock's expectations that with greater operational efficiencies derived from greater production volumes, the Corporation will aim to improve its competitiveness and gain market share within its contract production business;
- Big Rock's expectation that the Corporation will remain focused on innovation and co-creation of new products with its strategic partners;
- Big Rock's expectation that the Corporation will capitalize on increased market demand in certain product categories to enable the Corporation to gain market share;
- that Big Rock's focus on co-packing partnerships continues to stabilize the Corporation's performance, increase sales volumes as well as revenues and increase overhead absorption;
- Big Rock's belief that 2025 third quarter results demonstrate the strength of the Corporation's efforts to align with consumer demand and focus on premium product innovation and development as well as lean into the co-packing segment of its business;

- Big Rock’s expectations regarding its strategic goals and efforts throughout the last quarter of 2025;
- Big Rock’s expectations regarding the installation of the RTD manufacturing facility and the benefits therefrom, including increased RTD volumes, providing in-line blending opportunities and improving de-aerated water capabilities, simultaneously;
- plans and strategies to help moderate the impact of seasonal variations;
- Big Rock’s ability to maintain or adjust its capital structure through issuing new public securities, issuing or renegotiating its debt, acquiring or disposing of assets or adjusting the amount of cash or cash equivalents;
- That Big Rock will continue to maintain its financial projections for fiscal 2025 and the expectations that it will have sufficient cash flows to cover forecasted expenses and will return to profitability;
- that Big Rock will continue to take actions to increase revenues and lower costs to provide confidence that the Corporation will meet expectations for the 2025 fiscal year;
- Big Rock's business plans, outlook, and strategy;
- Big Rock’s future term debt payments of principal and interest and the anticipated timing thereof; and
- Big Rock's anticipated commitments and contractual obligations and the anticipated timing thereof.

With respect to the forward-looking statements listed above and FOFI (as defined below) contained in this MD&A, management has made assumptions regarding, among other things:

- Big Rock’s ability to continue as a going concern;
- future changes to mark-up rates put in effect in Alberta;
- anticipated cost increases in Big Rock’s production and supply chain;
- volumes in the current fiscal year will remain constant or will increase;
- 2025 co-packing volumes will continue to exceed prior year levels;
- that the non-alcoholic market will continue to rapidly grow;
- there will be no material change to the regulatory environment in which Big Rock operates;
- there will be no material supply issues with Big Rock’s vendors;
- seasonal fluctuations in demand;
- that innovation and co-creation of new products with Big Rock’s strategic partners will increase market demand and further enable the Corporation to gain market share;
- that a continued focus on streamlining processes around forecasting and production planning will enable the Corporation to continue to realize operational efficiencies and drive margin growth; and
- the potential scope and duration of tariffs, export taxes, export restrictions or other trade actions.

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 the AIF and include, but are not limited to:

- that the year-over-year growth in Big Rock’s co-packing arrangements may be less than anticipated;
- the inability to grow demand for Big Rock’s products;
- risks related to unanticipated change to Alberta mark-up rates;
- the risk that Big Rock may not have an increase in market demand or market share;
- the risk that Big Rock may not realize the benefits of increased co-packing production;
- the risk that Big Rock may not realize operational efficiencies or margin growth;
- the risk that Big Rock may not have sufficient cash flows to cover forecasted expenses or return to profitability;
- the risk that Big Rock may not be in compliance with its financial covenants under its ATB credit facilities; and
- risks regarding the tariffs imposed by the U.S. and/or Canadian governments on the import of goods from one country to the other and any future changes thereto.

Any financial outlook or future oriented financial information (in each case “**FOFI**”) contained in this MD&A regarding prospective financial position, including, but not limited to: Big Rock’s commitments with respect to capital expenditures for the next five years, is based on reasonable assumptions about future events, including those described above, based on an assessment by management of the relevant information that is currently available. The actual results will likely vary from the amounts set forth herein and such variations may be material. Readers are cautioned that any such FOFI contained herein should not be used for purposes other than those for which it is disclosed herein. Such information was made as of the date of this MD&A and the Corporation disclaims any intention or obligation to update or revise any such information, whether as a result of new information, future events, or otherwise, unless required pursuant to applicable law.

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 statements and FOFI included in this MD&A 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.