

**DIAMOND ESTATES WINES & SPIRITS INC.**

**MANAGEMENT DISCUSSION AND ANALYSIS**

**YEARS ENDED MARCH 31, 2020 AND 2019**

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The following management discussion and analysis ("MD&A") of Diamond Estates Wines & Spirits Inc. ("Diamond" or "the Company") provides a review of corporate developments, results of operations and financial position for the three and twelve month periods ended March 31, 2020 ("Q4 2020" and "FY 2020" respectively) compared with the corresponding periods ended March 31, 2019 ("Q4 2019" and "FY 2019" respectively). This discussion is prepared as of July 27, 2020 and should be read in conjunction with the audited consolidated financial statements and accompanying notes of Diamond for the fiscal years ended March 31, 2020 and March 31, 2019. All note references are made with respect to these consolidated financial statements. Additional information regarding Diamond is available on Diamond's SEDAR profile at [www.sedar.com](http://www.sedar.com). The results reported in this MD&A have been prepared in accordance with International Financial Reporting Standards ("IFRS") and are presented in Canadian dollars (unless otherwise indicated) which is the Company's functional currency.

**FORWARD-LOOKING STATEMENTS**

This MD&A contains forward-looking statements. Forward-looking statements can often be identified by the use of words such as "plans", "expects" or "does not expect", "is expected", "estimates", "intends", "anticipates" or "does not anticipate", or "believes", or variations of such words and phrases or state that certain actions, events or results "may", "could", "would", "might" or "will" be taken, occur or be achieved. Forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Actual results and developments are likely to differ, and may differ materially, from those expressed or implied by the forward-looking statements contained in this MD&A. Such forward-looking statements are based on a number of assumptions which may prove to be incorrect, including, but not limited to, the ability of the Company to obtain necessary financing, the economy generally, the global financial crisis, the COVID-19 pandemic, conditions in the target market of the Company, consumer interest in the services and products of the Company, competition and anticipated and unanticipated costs. Such statements could also be materially affected by environmental regulation, liquor regulation, taxation policies, competition, the lack of available and qualified personnel or management, stock market volatility and the ability to access sufficient capital from internal or external sources. Actual results, performance or achievement could differ materially from those expressed herein. While the Company anticipates that subsequent events and developments may cause its views to change, the Company specifically disclaims any obligation to update these forward-looking statements, except as required by applicable law. These forward-looking statements should not be relied upon as representing the Company's views as of any date subsequent to the date of this MD&A. Although the Company has attempted to identify important factors that could cause actual actions, events or results to differ materially from those described in forward-looking statements, there may be other factors that cause actions, events or results not to be as anticipated, estimated or intended. Readers should not place undue reliance on forward-looking statements. The factors identified above are not intended to represent a complete list of the factors that could affect the Company. Additional factors are noted in this MD&A under "Risk Factors".

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#### COMPANY OVERVIEW

Diamond Estates Wines and Spirits Inc. is a producer of high-quality wines and a sales agent for over 120 beverage alcohol brands across Canada. The Company operates two wineries, one in Ontario and one in British Columbia, that produce predominantly VQA wines under such well-known brand names as 20 Bees, EastDell, Lakeview Cellars, Dan Aykroyd, Fresh, McMichael Collection, Seasons, Serenity, and Backyard Vineyards. Through its commercial division, Trajectory Beverage Partners ("TBP"), the Company is the sales agent for many leading international brands in all regions of the country as well as being a distributor in the western provinces. These recognizable brands include Josh wines from California, Fat Bastard and Andre Lurton wines from France, Kaiken wines from Argentina, Blue Nun wines from Germany, Francois Lurton wines from France and Argentina, Felix Solis wines from Spain, Waterloo Brewing and Amsterdam Brewery, both from Canada, Landshark Lager from the USA, Marston's beers from England, Social Lite vodka sodas from Canada, Edinburgh Gin from Scotland, Tamdhu, Glengoyne and Smokehead single-malt Scotch whiskies, Barcelo Rum from the Dominican Republic, Charles Mondavi & Family wines including Charles Krug from Napa, Bols Vodka from Amsterdam, Koyle Family Wines from Chile, Pearse Lyons whiskies and gins from Ireland, Niagara Craft Distillers' beverages from Ontario, Fontana di Papa wines from Italy, and certain Heineken International beer brands, including Tiger from Singapore, Red Stripe and Dragon Stout from Jamaica and Gosser and Kaiser from Austria.

The Company's mission is to build lasting, mutually beneficial relationships with channel partners, growers, suppliers and employees. To meet this goal, the Company is undertaking significant investments in winemaking, brand marketing, sales programming, performance management and back office infrastructure, including information systems which will support growth in an efficient, profitable manner. Based on its analysis of the market, the Company believes that the growth prospects for the domestic and import beverage alcohol markets in Canada are positive. The Company continues to be a significant participant in the export market expanding its focus beyond China, where acceptance of Canadian wine remains strong, to include the UK, Germany, Spain, Austria, Japan, Mexico, Korea and Russian markets. Canadian wines and particularly Icewine enjoy a premium product positioning with consumers in these countries.

The Company is committed to achieving its sales objectives through its distribution network focused on the provincial liquor boards, licensed restaurants and bars, grocery chains, Diamond's two retail locations, and export channels. The Company has a total workforce of approximately 128 full-time employees, including 50 engaged in the selling and marketing of its brands, 29 in the manufacturing and distribution of its brands, 23 involved in the retailing of its domestic products through its retail facilities and 26 in accounting and administration, including the senior officers. The Company also uses several independent representatives that are compensated by commissions to sell its products in the licensee channel.

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**FY 2020 HIGHLIGHTS**

**Performance**

- Revenue of \$26.8 million in FY 2020 declined 4.7% from \$28.1 million in FY 2019 as a result of previously disclosed softness in export sales, partially offset by a solid performance across the majority of the Company's well established trade channels;
- The Company maintained its strong position in the emerging Ontario grocery channel amongst VQA wines with 20 Bees representing four of the top 10 selling stock keeping units ("SKU's") and EastDell Black Cab also placing in the top 20. Year over year growth continues at 17.8%;
- One of the flagship brands within the TBP agency division, Josh Cellars, is proving to be successful in the grocery channel with Josh Cabernet Sauvignon moving to the top selling imported red wine over \$15 and growing at 154.6%. In April 2020, we renewed the Deutsch Family Wines agreement for an additional three years, recognizing the considerable success of TBP in building the Josh brand within the Canadian retail and on-premise channels;
- The Company was also awarded Canadian representation of a number of the Heineken International beer brands under a 3-year agreement including Tiger from Singapore, Red Stripe and Dragon Stout from Jamaica and Gosser and Kaiser from Austria;
- The Company continues to leverage its national footprint as a result of the BYV acquisition through new business wins in the high margin Licensee channel, bringing expanded distribution with domestic and partner brands across British Columbia, Alberta and Ontario. It also continues to identify and qualify new international distributors including partners located in Finland, Sweden, Denmark, Mexico, Singapore, USA, and Russia. As the pandemic has eased in these countries, any existing export orders have been re-activated and delivered.
- With the growth and spread of COVID-19 in the last few weeks of FY 2020, Diamond noticed a shift of wine volume sales from traditional retail channels, particularly in Ontario, from the LCBO stores to grocery, on-line, direct delivery and curbside retail channels;
- Gross margin was \$12.1 million, a decrease of \$0.1 million or 0.8% from \$12.2 million in FY 2019. Gross margin as a percentage of sales improved to 45.2%, an increase from 43.5% in FY 2019. This increase was primarily driven by increased focus on higher margin products, and the positive impact of the Company's cost control initiatives, but was partially offset by the softer export sales (generating higher margin due to product mix) and increased competitive activity for certain categories of products;
- The 2019 harvest was completed with both wineries taking in a combined 3,100 tonnes of grapes yielding 2.5 million litres of bulk wine. This is an increase of 830 tonnes from the 2018 harvest and positions the Company well to compete in the expanding Ontario grocery channel. The Grape Growers of Ontario negotiated a price increase on grapes ranging from 2% to 4% depending on varietal. This increase went into effect for the most recent harvest, resulting in an increase grape costs of \$0.1 million compared to 2018 pricing levels;
- EBITDA was negative \$0.9 million, compared to negative \$0.5 million in FY 2019 with the shortfall resulting from an increase in selling and administrative expenses and the previously mentioned softness of export sales, and only partially offset by cost controls and improved gross margins;

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- In October 2019, the Company followed through on previously announced plans to close its Toronto winery. The Company continues to explore and implement actions to improve operational efficiencies and looks for opportunities to optimize the deployment of its capital.

**Financing**

- On July 29, 2019, the Company completed a brokered private placement with Lassonde Industries Inc. ("Lassonde") to issue 36.9 million common shares at \$0.19 per share for gross proceeds of \$7 million. The issuance of the common shares has resulted in Lassonde taking a 19.9% ownership in the Company and the right to designate two of the seven members of the Company's Board of Directors;
- On October 30, 2019, the Company closed a second private placement offering of 12.2 million common shares at a price of \$0.19 per share for total gross proceeds of \$2.3 million;
- On July 24, 2020, the Company completed a fourth amendment to its existing credit agreement with Bank of Montreal ("BMO") under which the maturity date of the credit agreement was extended to July 1, 2022, and for the quarters ending September 30, 2020 and December 31, 2020, (i) the minimum fixed charge coverage ratio was amended to 1.20|1.00 and 1.05|1.00 respectively, (ii) the definitions of certain EBITDA adjustments were refined, and (iii) quarterly principal payments of \$125,000 were deferred. As consideration for the lender entering into this agreement, the Company has agreed to issue 750,000 warrants to BMO, with each such warrant being exercisable for one common share in the Company for a period of 2 years from issuance at an exercise price of \$0.16 per common share, vesting immediately and expiring as of July 1, 2023.

**SELECT FINANCIAL INFORMATION**

	<u>FY 2020</u>	<u>FY 2019</u>	<u>FY 2018</u>
	\$	\$	\$
Revenue	<b>26,794,230</b>	28,123,103	34,270,921
Net (loss) income and comprehensive (loss) income	<b>(4,186,039)</b>	(3,271,245)	27,177
Basic (loss) income per share	<b>(0.02)</b>	(0.02)	-
Diluted (loss) income per share	<b>(0.02)</b>	(0.02)	-
Total assets	<b>49,951,228</b>	45,735,180	42,194,965
Term loans and lease liabilities payable	<b>22,284,817</b>	23,141,616	19,870,206

*See discussion of financial results under "Results of Operations" and "Liquidity and Capital Resources"*

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### QUARTERLY PERFORMANCE (UNAUDITED)

The following table highlights certain key quarterly financial highlights. Commentary on the selected highlights is included under "Results of Operations" and "Liquidity and Capital Resources".

	Mar-2020	Dec-2019	Sep-2019	Jun-2019	Mar-2019	Dec-2018	Sep-2018	Jun-2018
	Q4 2020	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019	Q2 2019	Q1 2019
	\$	\$	\$	\$	\$	\$	\$	\$
<b><u>Balance sheet</u></b>								
Working capital surplus (deficiency)	(993,456)	18,119,252	14,326,686	14,356,072	14,887,530	17,039,151	15,147,683	14,557,047
Term debt and finance leases	22,284,817	21,520,150	19,266,726	25,274,441	23,141,146	23,554,598	20,983,293	20,633,556
Total equity	20,445,742	21,946,546	20,743,733	14,982,458	15,640,264	17,605,714	18,408,185	18,207,451
<b><u>Income statement</u></b>								
Revenue	5,386,592	6,901,517	7,214,799	7,291,322	4,536,520	7,412,303	8,168,951	8,005,329
Gross margin	2,039,191	2,999,783	3,771,820	3,301,771	1,797,361	3,024,156	3,729,894	3,679,176
EBITDA	(750,506)	(405,757)	183,404	98,479	(1,390,145)	(230,565)	316,894	790,465
Adjusted EBITDA	(241,440)	(284,372)	296,427	229,385	(1,093,555)	(150,219)	517,233	740,610
Net income (loss)	(1,583,227)	(1,314,052)	(476,321)	(812,439)	(2,160,553)	(1,081,611)	(429,548)	400,467
Basic income (loss) per share	(0.01)	0.00	0.00	(0.01)	(0.01)	(0.01)	0.00	0.00
Diluted income (loss) per share	(0.01)	0.00	0.00	(0.01)	(0.01)	(0.01)	0.00	0.00

See definition of selected terms under the heading "Non-IFRS Financial Measures"

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**RESULTS OF OPERATIONS**

	<u>FY 2020</u>	<u>FY 2019</u>
<b>Revenue</b>	<b>\$ 26,794,230</b>	<b>\$ 28,123,103</b>
Cost of sales	<u>14,681,665</u>	<u>15,892,516</u>
<b>Gross margin</b>	<b>12,112,565</b>	<b>12,230,587</b>
<i>Gross margin (% of revenue)</i>	<i>45.2</i>	<i>43.5</i>
Selling, general and administration expenses	<b>12,986,945</b>	<b>12,743,938</b>
<i>Selling, general and administration expenses (% of revenue)</i>	<i>48.5</i>	<i>45.3</i>
<b>EBITDA</b>	<b>(874,380)</b>	<b>(513,351)</b>
Interest	<b>1,113,986</b>	<b>1,164,394</b>
Depreciation and amortization	<b>1,690,335</b>	<b>1,409,556</b>
Income tax recovery	<u>(21,000)</u>	<u>(65,346)</u>
<b>Loss from operations</b>	<b>(3,657,701)</b>	<b>(3,021,955)</b>
Share based compensation	<b>528,338</b>	<b>549,399</b>
Other income	<u>-</u>	<u>(300,109)</u>
<b>Net loss and comprehensive loss</b>	<b>\$ (4,186,039)</b>	<b>\$ (3,271,245)</b>

*See definition of selected terms under the heading "Non-IFRS Financial Measures"*

Revenue for FY 2020 was \$26.8 million, a decrease of 4.7% or \$1.3 million from \$28.1 million in FY 2019. Winery revenues for FY 2020 decreased by 9.4% or \$1.4 million from FY 2019, driven primarily by softness in export sales. Winery LCBO sales were similar to prior year and there was consistent performance across the majority of the Company's well established trade channels. TBP gross revenues for FY 2020 increased by 5.4% or \$ 0.7 million compared to FY 2019, driven primarily by strong Ontario sales, promotional activities with key partner brands, the addition of our recent partnering with Heineken International brands, and the increase in distribution in the BC region. Revenue for Q4 2020 was \$5.4 million, an increase of \$0.9 million, or 18.7%, from \$4.5 million in Q4 2019, of which the agency division accounted for \$0.7 million. In our commercial markets, almost all incremental revenue came from Ontario, driven by major partner brands and focusing on limited time offers and pricing initiatives as well as displays throughout Q4 2020. Contribution was also provided by newly acquired suppliers Heineken, VinCo, Fontana di Papa wines and Bols.

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Gross margin for FY 2020 was \$12.1 million, a decline of \$0.1 million or 1% from \$12.2 million in FY2019, while gross margin as a percentage of revenue reached 45.2% for FY 2020 compared to 43.5% in FY 2019. The gross margin of our winery business remained relatively flat year on year but improved as a % of revenues. For the agency, the gross margin contracted by \$0.2 million as a result of increased landed costs for imported buy/sell products and a marginal increase in freight and warehousing. Gross margin for Q4 2020 was \$2.0 million, an increase of \$0.2 million, or 11.1%, from \$1.8 million in Q4 2019, while gross margin as a percentage of revenue was 37.9% for Q4 2020 compared to 39.6% in Q4 2019

Total SG&A expenses for FY 2020 were \$13.0 million, an increase of \$0.2 million, or 1.9%, from \$12.7 million in FY 2019. The increase reflected increased commissions paid out to partners representing the agency in Quebec and the national grocery channel respectively, and investments in advertising campaigns focusing on enhancing brand awareness. SG&A expenses for Q4 2020 totaled \$2.8 million, a decrease of \$0.4 million, or 12.5%, from \$3.2 million in Q4 2019. The decrease was a function of (i) reduced compensation costs of \$0.3 million and (ii) reduced advertising and promotion expenses of \$0.1 million.

Interest expense for FY 2020 was \$1.1 million compared to \$1.2 million in FY 2019, a decrease of \$0.1 million, or 8.3%. The decrease was driven by smaller balances drawn on the revolving line of credit as the Company completed two capital raises in Q2 2020 and Q3 2020. Interest expense for Q4 2020 was \$0.3 million which was similar to Q4 2019.

Depreciation and amortization expense for FY 2020 was \$1.7 million, an increase of \$0.3 million from \$1.4 million in FY 2019. The increase is mainly attributable to depreciation expense on right-of-use assets upon the adoption of IFRS 16 at the beginning of FY 2020.

Share based compensation was \$0.5 million in FY 2020 which was consistent with FY 2019.

Net loss for FY 2020 was \$4.2 million, an increase of \$0.9 million compared to a net loss of \$3.3 million in FY 2019. The increase in the net loss was attributable to (i) increased SG&A expenses of \$0.2 million from investments in above the line ("ATL") media spend to enhance brand awareness in support of the continued expansion of the Ontario grocery channel, (ii) increased in depreciation and amortization expense of \$0.3 million, and (iii) an offset by other income of \$0.3 million in FY 2019. Net loss for Q4 2020 was \$1.6 million, a decrease of \$0.6 million compared to a net loss of \$2.2 million in Q4 2019. The decrease is mostly comprised of the year-over-year decrease of SG&A expenses of \$0.4 million.



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**LIQUIDITY AND CAPITAL RESOURCES**

	March 31, 2020	March 31, 2019
Accounts receivable	\$ 3,406,053	\$ 2,906,154
Inventory	22,099,156	19,462,687
Prepaid expenses	<u>266,146</u>	<u>232,592</u>
Total current assets	25,771,355	22,601,433
Property, plant and equipment	18,208,422	18,773,456
Right of use assets	3,166,836	1,205,150
Intangible assets	<u>2,804,615</u>	<u>3,155,141</u>
Total assets	<u>\$ 49,951,228</u>	<u>\$ 45,735,180</u>
Accounts payable and accrued liabilities and other	\$ 7,220,669	\$ 6,403,310
Current portion of term loans payable and lease liabilities	19,544,142	760,593
Note payable	<u>-</u>	<u>550,000</u>
Total current liabilities	26,764,811	7,713,903
Term loans payable, net of current portion	-	21,536,947
Finance leases, net of current portion	<u>2,740,675</u>	<u>844,076</u>
Total liabilities	29,505,486	30,094,926
Shareholders' equity	<u>20,445,742</u>	<u>15,640,254</u>
	<u>\$ 49,951,228</u>	<u>\$ 45,735,180</u>

The Company's consolidated financial position has changed significantly from March 31, 2019 to March 31, 2020 due primarily to (i) the impact of two private placements in fiscal 2020, and (ii) the adoption of IFRS 16 – Leases. Lassonde completed a private placement on July 29, 2019 in which 36.9 million common shares were issued at \$0.19 per share for gross proceeds of \$7 million, and net proceeds of \$6.1 million. A second private placement occurred on October 30, 2019, in which 12.2 million common shares were issued at a price of \$0.19 per common share for total gross proceeds of \$2.3 million, and net proceeds of \$2.1 million. In adopting IFRS 16 at the beginning of FY 2020, the Company used the modified retrospective approach under which the cumulative effect of the initial application is recognized in retained earnings at the adoption date. Accordingly, the FY 2019 consolidated financial statements have not been restated. The overall effect of the adoption of this accounting policy was an initial recognition of right-of-use assets and lease liabilities of \$2.3 million.

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Working capital was negative \$0.9 million as at March 31, 2020, a decrease of \$15.8 million from the \$14.9 million balance at March 31, 2019. The difference is attributable to the fact that the BMO credit agreement in effect as at March 31, 2020 had a maturity date of September 26, 2020, and according to IFRS requirements, all indebtedness had to be reclassified from long-term to current as at March 31, 2020. Presentation is expected to revert back to long-term based on the extension of the credit agreement to July 1, 2022 under the terms of the fourth amending agreement with BMO (*see description in "FY 2020 Highlights" section above*). On a pro-forma basis (after giving effect to the fourth amending agreement), the working capital as at March 31, 2020 is \$17.7 million, an increase of \$2.8 million from the \$14.9 million balance as at March 31, 2019.

Accounts receivable of \$3.4 million as at March 31, 2020 increased by \$0.5 million from \$2.9 million at March 31, 2019. The increase was primarily driven by higher receivables on the agency side relating to the sell-off of Guy Anderson wine products. The Company maintains an allowance for doubtful accounts which totaled \$0.2 million at the end of Q4 2020, similar compared to \$0.2 million at March 31, 2019, and is based on assumptions around risk of default and historical loss rates.

The inventory balance of \$22.1 million as of March 31, 2020 increased by \$2.4 million from \$19.5 million at March 31, 2019. Winery bulk inventory increased by \$2.3 million following the fall harvest across the two wineries. Cumulatively, approximately 2.2 million litres of bulk wine were brought in during the harvest season across the two wineries. The agency division reduced total owned inventory by approximately \$0.7 million, primarily due to sales during the holiday season as well as efforts to reduce excess stock and improve inventory turnover. The inventory level / inventory turnover ratio remain relatively high since the Company has been anticipating a faster pace in the opening of the grocery channel in Ontario.

Property, plant and equipment of \$18.2 million as at March 31, 2020 decreased by \$0.6 million from \$18.8 million as at March 31, 2019. The decrease was the net of additions of \$0.2 million less depreciation of \$0.8 million.

Right-of-use assets of \$3.2 million as at March 31, 2020 include \$2.3 million in additions resulting from the adoption of IFRS 16 which are incremental to the March 31, 2019 balance of \$1.2 million.

Intangible assets of \$2.8 million as at March 31, 2020 decreased by \$0.4 million from \$3.2 million at March 31, 2019, with the reduction due to the amortization of the assets.

Accounts payable and accrued liabilities of \$7.2 million as at March 31, 2020 increased by \$0.9 million from \$6.3 million as at March 31, 2019. The increase reflected timing of inventory purchases and active management of disbursements.

The Company's credit facilities with BMO include a non-revolving term loan and a revolving operating line, the total of which was \$19.2 million as at March 31, 2020, a decrease of \$2.8 million from \$22.0 million as at March 31, 2019. The term loan balance declined by \$0.5 million to \$8.9 million as a result of quarterly scheduled repayments, while the operating line balance was reduced by \$2.3 million to \$10.3 million due to application of the net proceeds received from the two private placements in July 2019 and October 2019. This was partially offset by the settlement of the note payable in July 2019 associated with the acquisition of the BC winery for \$0.55 million. The Company entered into a fourth amending agreements with BMO in July, 2020 which extends the facility to July 1, 2022 (*see discussion under "FY 2020 Highlights" section above*).

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The Company's debt to equity ratio decreased to 1.09:1 as at March 31, 2020 from 1.51:1 as at March 31, 2019, where debt is defined as total liabilities less accounts payable and accrued liabilities and other liabilities, and equity is defined as shareholders' equity. This is a result of the net proceeds of \$8.2 million from two private placements in FY 2020, partially offset by an increase in lease liabilities of \$2.3 million due to the adoption of IFRS 16.

The following table outlines the Company's contractual undiscounted obligations as at March 31, 2020.

	<b>&lt;1 year</b>	<b>2-3 years</b>	<b>4-5 years</b>	<b>&gt;5 years</b>	<b>Total</b>
	<b>\$ (000's)</b>				
Accounts payable and accrued liabilities	7,160	-	-	-	7,160
Term loans payable	19,161	-	-	-	19,161
Lease liabilities	403	835	855	1,620	2,858
Purchase contracts for grapes, packaging and other raw materials	4,021	3,970	220	-	7,991
<b>Total contractual obligations</b>	<b>30,745</b>	<b>4,805</b>	<b>1,075</b>	<b>1,620</b>	<b>37,170</b>

**RELATED PARTY TRANSACTIONS**

During FY 2020 and FY 2019, the Company had related party transactions, including (i) compensation of key management personnel and directors, and (ii) transactions with entities related to or controlled by directors, as follows:

	<b>FY 2020</b>	<b>FY 2019</b>
	<b>\$</b>	<b>\$</b>
Salary	<b>1,136,901</b>	1,151,480
Director fees	<b>72,250</b>	80,250
Share based compensation under stock option plan and DSU plan	<b>528,338</b>	549,399
Commissions	<b>64,091</b>	-
Winery lease payments	<b>80,000</b>	100,000
Grape purchases	<b>115,143</b>	110,089

Accounts payable and accrued liabilities as at March 31, 2020 includes \$100,852 (2019 - \$481,184) with respect to balances owing to related parties for the transactions disclosed above.

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**CAPITALIZATION**

The Company has common shares and other equity instruments outstanding at each reporting date as follows:

	<b>March 31, 2020</b>	<b>March 31, 2019</b>	<b>Change in period</b>
Common shares	200,005,566	148,511,746	51,493,820
Deferred share units	1,815,037	1,622,000	193,037
Stock options	8,050,000	11,850,000	(3,800,000)
Total equity instruments	<u>209,870,603</u>	<u>161,983,746</u>	<u>47,886,857</u>

The changes to the Company's overall capitalization during FY 2020 were as follows:

**Common shares**

- On July 29, 2019, the Company completed a brokered private placement with Lassonde Industries Inc. to issue 36,900,000 common shares at \$0.19 per share for gross proceeds of \$7,011,000, less issuance costs of \$895,491 for net proceeds of \$6,115,509.
- On October 30, 2019, the company closed a private placement offering of 12,233,805 common shares at a price of \$0.19 per share for total gross proceeds of \$2,324,423, less issuance costs of \$216,743, for net proceeds of \$2,107,680.

**Stock options**

- On August 12, 2019, the Company issued stock options to a key member of the management team. A total of 250,000 stock options were issued with an exercise price of \$0.19 per share with a term of five years, vesting evenly on each anniversary date over 4 years.
- On September 28, 2019, the Company issued stock options to its directors and key members of the management team. A total of 900,000 stock options were issued, of which 400,000 were issued to Lassonde, with an exercise price of \$0.20 per share with a term of five years, vesting evenly on each anniversary date over 4 years.
- On October 30, 2019, 2,000,000 of the stock options originally granted on November 10, 2014 were exercised at the purchase price of \$0.12 for total proceeds of \$240,000;
- During the first quarter of fiscal 2020, a total of 2,250,000 options which includes 500,000 options initially granted on June 5, 2014, 250,000 options initially granted on January 15, 2018 and 1,500,000 options initially granted on October 1, 2018 expired unexercised on the departure of five executives of the Company;
- During the second quarter of fiscal 2020, a total of 250,000 options, initially granted on January 15, 2018, expired unexercised on the departure of three executives of the Company;
- During the third quarter of fiscal 2020, a total of 450,000 options, initially granted on October 1, 2018, expired unexercised on the departure of an executive of the Company;

# DIAMOND ESTATES WINES & SPIRITS INC.

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#### Deferred share units

- On May 27, 2019, the Company issued an aggregate of 256,618 DSUs to non-executive directors under the DSU Plan in settlement of \$43,625 of deferred directors' compensation.
- On October 19, 2019, the Company issued an aggregate of 185,255 DSU's to non-executive directors under the DSU plan in settlement of \$36,125 of deferred directors' compensation.
- On January 22, 2020, the Company issued an aggregate of 111,080 DSU's to non-executive directors under the DSU plan in settlement of \$24,438 of deferred directors' compensation.
- On the retirement of a member of the Board of Directors, 360,015 common shares were issued in settlement of 332,451 DSUs on September 27, 2019 and 27,564 DSUs on October 19, 2019.

#### **SUBSEQUENT EVENTS**

On May 15, 2020, the Company executed a third amending agreement to its credit facility with BMO. On July 24, 2020, the Company executed a fourth amending agreement to its credit facility with BMO (*see discussion under "FY 2020 Highlights" section above*).

#### **STRATEGIC OUTLOOK AND DIRECTION**

Diamond is committed to building enduring, high quality beverage alcohol brands that enhance life enjoyment in a socially responsible manner. The Company believes in the development of leading brands that recognize consumers' interests in wine, beer, ready to drink beverages and spirits, while addressing their desire to explore the many exciting offerings that the Company has available. The Company has also added low alcohol and no-alcohol beer and wine suppliers to its portfolio, as consumer interest and demand in those categories is growing. Vertically integrated, Diamond combines modern and efficient production facilities for its Niagara and B.C wines with a national marketing agency for its broad portfolio of leading international wines and spirits. The Company is well positioned to add to its throughput of wine production and leverage its national sales force to drive growth from existing brands and support new brands secured by the agency without material change to its cost structure. In addition to this, the Company's partnership with Lassonde has provided additional capital to enable the Company to pursue its growth strategies, and access to a reputable national sales team that can build and expand the Company's market share in grocery stores across Canada.

The COVID-19 pandemic has had a material impact on the global economy, the scale and duration of which remains uncertain. To date, there has been significant volatility in foreign exchange rates, restrictions on the conduct of businesses, including travel restrictions and supply chain disruptions. Depending on the duration and extent of the impact of COVID-19, this could materially impact the Company's results of operations, cash flows, and financial position.

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These changes in behaviour had direct impacts to the Company, reducing sales from winery retail (including fewer international visitors), on-premise licensee business, contracts and export channels, somewhat compensated for by volume generated from grocery retail, online, direct delivery and curbside pickups. In order to adapt to this new reality, the Company's retail operations have changed with the introduction of physical distancing, reduced density and a modified shopping experience in Phase One/Two with touchless retail, no product tastings and greater use of external physical resources (patios, event canopies, outdoor venues). Restaurant protocols involving fewer seats and less density will result in increased retail costs associated with use of PPE and increased sanitizing.

The Company expects a rebound in sales revenue once physical distancing is relaxed, social bubbles are expanded and the restaurants and bars are reopened. Many provincial governments are also relaxing the rules governing restaurants to allow home delivery of beverage alcohol with take-out meals to the end of December 2020.

The retail modernization of the sale of beverage alcohol in Ontario continues to be a high priority for the provincial government. To date, they have issued 450 beer licenses and 227 wine licenses to Ontario grocers and have reiterated their commitment to allowing the sale of beer and wine in grocery, big-box and convenience stores during their current mandate. The current focus of the government on managing the issues related to COVID-19 pandemic and the opposition from the incumbent Brewer's Retail organization has slowed the expansion of the government's plans.

The Company firmly believes that the export market for Canadian wines will return to more normal volumes and growth as the COVID-19 pandemic subsides worldwide. Interest in and appreciation of Canadian Icewine and table wines remains high and recent sales to new export markets are encouraging but remain tentative at this point in time.

#### **RISK FACTORS**

##### ***BUSINESS RISKS***

The following risk factors should be carefully considered in evaluating the Company and the industry it operates in. The risks presented below may not be all of the risks that Diamond may face. It is believed that these are the factors that could cause actual results to be different from expected and historical results. New risks may emerge and management may not be able to predict all of them, or be able to predict how they may cause actual results to be different from those contained in any forward-looking statements.

##### ***ADDITIONAL FINANCING***

Diamond will require additional financing in order to make further investments or take advantage of future opportunities. The ability of Diamond to arrange such financing in the future will depend in part upon prevailing capital market conditions, as well as upon the business success of Diamond. There can be no assurance that Diamond will be successful in its efforts to arrange additional financing on terms satisfactory to Diamond. If additional financing is raised by the issuance of shares or other forms of convertible securities from treasury, control of Diamond may change and shareholders may suffer additional dilution. If adequate funds are not available, or are not available on acceptable terms, Diamond may not be able to take advantage of opportunities, or otherwise respond to competitive pressures and remain in business.

##### ***PROFITABILITY***

There is no assurance that Diamond will earn profits in the future, or that profitability will be sustained. There is no assurance that future revenues will be sufficient to generate the funds required to continue Diamond's business development and marketing activities. If Diamond does not have sufficient capital to fund its operations, it may be required to reduce its sales and marketing efforts or forego certain business opportunities.

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#### ***DEPENDENCE ON MANAGEMENT AND KEY PERSONNEL***

Diamond will depend on the business and technical expertise of its management team and there is little possibility that this dependence will decrease in the near term. Diamond's success will depend in large measure on certain key personnel. The loss of the services of such key personnel may have a material adverse effect on Diamond's business, financial condition, results of operations and prospects. The contributions of the existing management team to the immediate and near term operations of Diamond are likely to be of central importance. In addition, the competition for qualified personnel in the industry is competitive and there can be no assurance that Diamond will be able to continue to attract and retain all personnel necessary for the development and operation of its business. Investors must rely upon the ability, expertise, judgment, discretion, integrity and good faith of the management of Diamond.

#### ***GOVERNMENT REGULATION OF LIQUOR INDUSTRY***

Diamond will operate in the highly regulated retail liquor industry in the Province of Ontario and throughout Canada. The Alcohol and Gaming Commission of Ontario (the "AGCO"), the Liquor Control Board of Ontario (the "LCBO") and similar Liquor Boards throughout Canada, may issue decisions, enact rules, new legislation or regulations or may make changes to existing legislation or regulations, all of which can impact the operation of Diamond both favourably and unfavourably. There is no assurance that new legislation or regulations or changes to existing legislation or regulations or decisions of any regulatory bodies in the retail liquor industry in Canada will not adversely affect the operations, profitability, or distributable cash of Diamond.

#### ***SIGNIFICANT COMPETITION***

The alcoholic beverage industry in Canada is intensely competitive, consisting of many large and small Canadian corporations and international corporations with some possessing extensive experience and financial resources.

#### ***MANAGEMENT OF GROWTH***

Diamond may be subject to growth-related risks including capacity constraints and pressure on its internal systems and controls. The ability of Diamond to manage growth effectively will require it to continue to implement and improve its operational and financial systems and to expand, train and manage its employee base. The inability of Diamond to deal with this growth may have a material adverse effect on Diamond's business, financial condition, results of operations and prospects.

#### ***ISSUANCE OF DEBT***

From time to time, Diamond may enter into transactions to acquire assets or the shares of other organizations or seek to obtain additional working capital. These transactions may be financed in whole or in part with debt, which may increase Diamond's debt levels above industry standards for companies of similar size. Depending on future plans, Diamond may require additional equity and/or debt financing that may not be available or, if available, may not be available on favourable terms to Diamond. The level of Diamond's indebtedness, from time to time, could impair its ability to obtain additional financing on a timely basis to take advantage of business opportunities that may arise.

#### ***LABOUR COSTS AND SHORTAGES AND LABOUR RELATIONS***

The success of Diamond's business depends on a large number of both hourly and salaried employees. Changes in the general conditions of the employment market could affect the ability of Diamond to hire or retain staff at current wage levels. The occurrence of either of these events could have an adverse effect on Diamond's results of operations. Diamond does not currently have unionized staff but no assurance can be made that some or all of the employees of Diamond will not unionize in the future. If successful, such an occurrence could increase labour costs and thereby have an adverse effect on Diamond's results of operations.

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The COVID-19 pandemic has multiple effects on the Company and its employees. We have recently instituted new retail protocols and procedures in all our retail facilities including the use of personal protective equipment (PPE), instituting mandatory physical distancing between employees and patrons and installing plexiglass dividers at all check-out counters and tasting bars. Additionally, the company has revamped its manufacturing procedures to insure physical distancing and the use of appropriate protective equipment with all manufacturing and delivery staff.

The Company is respecting and complying with all additional safety protocols and guidelines, and has enhanced operating protocols to ensure physical distancing, personal protection and proper sanitizing with additional support for in-house delivery for PPE and safety protocols.

***AGRICULTURAL RISK***

The production and sale of wine is dependent upon a consistent supply of high-quality grapes available at reasonable prices. Should some or all of the wineries that Diamond works with be unable to produce the quality of grapes necessary to produce wine, such a shortfall in product could adversely affect the operations, profitability, and/or distributable cash of Diamond.

Diamond expects to continue to increase its share of the premium wine business in Canada, principally through the sale of VQA wines, and as a result is more dependent on the quality and supply of domestically grown premium quality grapes. If any of Diamond's vineyards experience certain weather variations, natural disasters, pestilence, other severe environmental problems or other occurrences, Diamond may not be able to secure a sufficient supply of grapes and there could be a decrease in the production of certain products from those regions and/or an increase in costs. In the past, where there was a significant reduction in domestically sourced grapes, the Government of Ontario, in conjunction with the Wine Council of Ontario and the Ontario Grape Growers Marketing Board, agreed to temporarily increase the blending of imported wines, which enables Diamond to continue to supply wines to the market. There is no certainty that such intervention will be available to the same extent in the future, if at all. The inability to secure premium quality grapes could impair the ability of Diamond to supply wines to its customers.

***FOREIGN EXCHANGE***

Foreign exchange risk exists on the purchases of all agency brand inventories purchased in foreign currencies for British Columbia and Alberta, which are predominately in Euros and Australian dollars. Diamond currently does not enter into foreign exchange contracts.

***ENERGY COSTS***

Diamond could experience an increase in energy costs which could result in higher transportation, freight and other operating costs. Diamond's future operating expenses and margins will be dependent on its ability to manage the impact of cost increases. Diamond cannot guarantee that it will be able to pass along increased energy costs to its customers through increased prices.

***TAXATION***

Canada imposes excise and other taxes on beverage alcohol products in varying amounts which have been subject to change. Significant increases in excise and other taxes on beverage alcohol products could materially and adversely affect Diamond's financial condition or results of operations. In addition, federal and provincial governmental agencies extensively regulate the beverage alcohol products industry concerning such matters as licensing, trade practices, permitted and required labelling, advertising and relations with consumers and retailers. Certain federal and provincial regulations also require warning labels and signage. New or revised regulations or increased licensing fees, requirements or taxes could also have a material adverse effect on Diamond's financial condition or results of operations.



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***TRADEMARKS***

Diamond considers its trademarks, particularly certain brand names and product packaging, advertising and promotion design and artwork to be of significant importance to its business and ascribes a significant value to these intangible assets. Diamond will rely on trademark laws and other arrangements to protect its proprietary rights. There can be no assurance that the steps taken by Diamond to protect its intellectual property rights will preclude competitors from developing confusingly similar brand names or promotional materials. Diamond believes that its proprietary rights do not infringe upon the proprietary rights of third parties, but there can be no assurance in this regard.

***IMPORTANCE OF INVENTORY, WAREHOUSE AND DISTRIBUTION SYSTEMS***

Diamond's inventory, warehouse and distribution systems are critical components of its operations. Diamond's ability to maintain and upgrade the capabilities of these systems is important to its future performance. If Diamond is unable to maintain the inventory, warehouse and distribution systems or fails to adequately upgrade these systems, Diamond's operations could be adversely affected with the further material adverse effect being on financial results of operations.

***WHOLESALE COST INCREASES***

Wholesale costs are dependent on a number of factors, including inflation and fuel prices. Any attempt to pass on an increase in wholesale costs to consumers through product price increases could have a material adverse effect on Diamond's sales while a failure to effectively pass any such increases on to consumers could have a material adverse effect on Diamond's result of operations.

***DISTRIBUTION BUSINESS***

Diamond's business model includes a number of wine and alcohol brands that are represented on an agency basis. There is a risk that such agency brands are sold to an entity that has a pre-existing distribution agency relationship with a provider other than Diamond, and Diamond's revenues and profitability could suffer as result. Furthermore, Diamond's distribution business depends on the ability to retain its current brands as well as attracting additional brands in the future, and a failure to do so could negatively impact revenues and profitability of Diamond.

***CREDIT RISK***

Credit risk arises from credit exposure to customers through outstanding accounts receivable. The maximum exposure to credit risk is equal to the carrying value of the Company's financial assets. The objective of managing counterparty credit risk is to prevent losses in financial assets. The Company assesses the credit quality of its counterparties, taking into account their financial position, past experience and other factors. As the large majority of the Company's accounts receivable balances are collectable from government-controlled liquor boards, management believes the Company's credit risk relating to accounts receivable is at an acceptably low level.

***EXPOSURE TO INTEREST RATE FLUCTUATIONS***

The Company has a high level of floating rate debt. Interest rate risk exists as an increase in interest rates would increase the Company's overall financing costs and have a material impact on Diamond's financial position over the long term.

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***ENVIRONMENTAL COMPLIANCE***

Environmental liabilities may potentially arise when companies are in the business of manufacturing products and, thus, required to handle potentially hazardous materials. As an owner and lessor of property, the Company is subject to various federal and provincial laws relating to environmental matters. Such laws provide that the Company could be held liable for the cost of removal and remediation of hazardous substances on its properties. Management is of the opinion that the risk of environmental liabilities is considered minimal.

***PACKAGING***

The Company purchases glass, bag in box and other components used in the bottling and packaging of wine. The largest component in the packaging of wine is glass, of which there are few domestic or international suppliers. Diamond sources glass from various distributors and manufacturers both domestically and internationally to insure an adequate supply. As there is currently only one commercial supplier of glass in Canada, any interruption in supply could have an adverse impact on the Company's ability to supply its markets.

The COVID-19 outbreak is now affecting many countries. This pandemic is having significant impacts on global supply chains. The Company's supply of packaging could therefore be significantly affected by disruptions affecting certain suppliers. The Company will therefore likely encounter direct and indirect adverse effects on its supply capacity if the situation does not improve quickly enough.

***INDUSTRY CONSOLIDATION***

In recent years, the global beverage alcohol industry has experienced a significant amount of consolidation. Industry consolidation can have varying degrees of impact and, in some cases, may even create exceptional opportunities. Either way, management believes that the Company is well positioned to deal with this or other changes to the competitive landscape in Canada.

***CYBERSECURITY***

[In the normal course of business, the Company relies on information technology systems to process, transmit and store information in all areas of its operations as well as for the reporting of its results. Additionally, a significant portion of that information concerns its business and/or clients and partners and is maintained either within its premises or at the sites of its technology partners.

These systems may be vulnerable to an increasing number of sophisticated cyber threats and other failures such as telecommunications interruptions, natural disasters, human error and other security issues. Such events could impede or interrupt the Company's operations or result in other negative consequences, including remediation costs, loss of revenue, litigation and reputational damage, or fines and criminal penalties. The Company's financial results, market value or ability to achieve its strategic business objectives could be significantly affected by such events.

The Company regularly monitors, manages, and enhances its ability to mitigate cyber risk through its enterprise-wide cyber security programs; disaster recovery investments; risk management practices; implementations of policies, procedures and control processes; and outsourcing contract management practices to address such risks. However, there is no absolute assurance that such measures can impede all such risks.]

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**RISKS RELATED TO COMMON SHARE INVESTMENTS**

***PRICE VOLATILITY OF PUBLICLY TRADED SECURITIES***

In recent years, the securities markets in the United States and Canada have experienced a high level of price and volume volatility, and the market prices of securities of many companies have experienced wide fluctuations in price. There can be no assurance that continuing fluctuations in price will not occur. It may be anticipated that any quoted market for Diamond's shares will be subject to market trends generally, notwithstanding any potential success of Diamond in creating revenues, cash flows or earnings. The value of Diamond's shares will be affected by such volatility. A public trading market in the Common Shares having the desired characteristics of depth, liquidity and orderliness depends on the presence in the marketplace of willing buyers and sellers of common shares at any given time, which presence is dependent on the individual decisions of investors over which Diamond has no control. There can be no assurance that an active trading market in securities of Diamond will be established and sustained. The market price for Diamond's securities could be subject to wide fluctuations, which could have an adverse effect on the market price of Diamond. The stock market has, from time to time, experienced extreme price and volume fluctuations, which have often been unrelated to the operating performance, net asset values or prospects of particular companies. If an active public market for Diamond's shares does not develop, the liquidity of a shareholder's investment may be limited and the share price may decline.

***DILUTION***

Diamond may make future acquisitions or enter into financings or other transactions involving the issuance of securities of Diamond which may be dilutive to the existing shareholders.

***DIVIDENDS***

Diamond has not paid any dividends on its outstanding common shares. Any payments of dividends on the common shares of Diamond will be dependent upon the financial requirements to finance future growth, the financial condition of Diamond and other factors which Diamond's board of directors may consider appropriate in the circumstance. It is unlikely that Diamond will pay dividends in the immediate or foreseeable future.

***FINANCIAL MARKET TURMOIL***

Global financial market and economic conditions can pose a significant threat to economic growth in almost all sectors and economies, causing a decline in consumer and business confidence, a reduction in credit availability and a dampening in business and household spending.

**NON-IFRS FINANCIAL MEASURES**

Management uses net loss and comprehensive loss as presented in the consolidated statements of net loss and comprehensive loss as well as "EBITDA" and "Adjusted EBITDA" as a measure to assess performance of the Company. EBITDA and "Adjusted EBITDA" are other financial measures and are reconciled to net loss and comprehensive loss below under "Results of Operations".

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EBITDA and Adjusted EBITDA are supplemental financial measure to further assist readers in assessing the Company's ability to generate income from operations before taking into account the Company's financing decisions, depreciation of property, plant and equipment and amortization of intangible assets. EBITDA comprises gross margin less operating costs before financial expenses, depreciation and amortization, non-cash expenses such as share-based compensation, one-time and other unusual items, and income tax. Adjusted EBITDA comprises EBITDA before non-recurring expenses such as severance, restructuring costs, one-time financing charges, acquisition costs, cost of sales adjustments related to inventory acquired in business combinations and other non-recurring adjustments. Gross margin is defined as gross profit excluding depreciation on property, plant and equipment used in production. Operating expenses exclude interest, depreciation on property, plant and equipment used in selling and administration, and amortization of intangible assets.

EBITDA does not represent the actual cash provided by the operating activities nor is it a recognized measure of financial performance under IFRS. Readers are cautioned that this measure should not be considered as a replacement for those as per the consolidated financial statements prepared under IFRS. The Company's definitions of this non-IFRS financial measure may differ from those used by other companies.

The Company calculates EBITDA and Adjusted EBITDA as follows:

	FY 2020	FY 2019
	\$	\$
<b>Net loss for year</b>	(4,186,039)	(3,271,245)
Add: Interest on long-term debt	1,113,986	1,164,394
Depreciation of property, plant and equipment used in production	760,827	716,633
Depreciation of property, plant and equipment used in selling and administration	585,231	352,393
Amortization of intangible assets	344,277	340,530
Share-based compensation	528,338	549,399
Other income	-	(300,109)
Income tax recovery	(21,000)	(65,346)
<b>EBITDA</b>	<u>(874,380)</u>	<u>(513,351)</u>
Acquisition costs	-	70,617
Cost of goods sold adjustments for fair value of BYV inventories sold	243,627	260,824
Warehousing cost recovery	-	(49,506)
QST recovery	-	(49,299)
Severance and related costs included in employee compensation and benefits and professional fees	-	201,078
Financing costs	135,050	93,706
Deferred overhead adjustment for fair value of BYV inventories sold	<u>271,269</u>	<u>-</u>
<b>Adjusted EBITDA</b>	<u>(224,434)</u>	<u>14,069</u>

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#### USES OF ESTIMATES AND JUDGEMENTS

The preparation of these consolidated financial statements requires management to make certain estimates, judgments and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and reported amounts of expenses during the reporting period.

Significant assumptions about the future and other sources of estimation uncertainty that management has made at the end of the reporting period, could result in a material adjustment to the carrying amounts of assets and liabilities, in the event that actual results differ from assumptions made. These include, but are not limited to, the following:

#### *COVID-19 ESTIMATION UNCERTAINTY*

The COVID-19 pandemic has had a material impact on the global economy, the scale and duration of which remains uncertain. To date, there has been significant volatility in foreign exchange rates, restrictions on the conduct of businesses, including travel restrictions and supply chain disruptions. Depending on the duration and extent of the impact of COVID-19, this could materially impact the Company's results of operations, cash flows, and financial position and could result in changes to estimates used. Changes related to these could be material.

#### *FAIR VALUE OF GRAPES AT THE POINT OF HARVEST*

Where possible, the fair value of grapes at the point of harvest is determined by reference to local market prices for grapes of a similar quality and the same varietal. For grapes for which local market prices are not readily available, the average price of similar grapes is used. The fair value of grapes is included in the cost of bulk wine inventory.

#### *PROPERTY, PLANT AND EQUIPMENT*

Property, plant and equipment represent a significant proportion of the asset base of the Company as they amount to 43% of total assets which includes the ROU asset portion as at March 31, 2020 (March 31, 2019 - 43.7%). Therefore, estimates and assumptions made to determine their carrying value and related depreciation are critical to the Company's financial position and performance. IFRS requires management to test for impairment of property, plant and equipment if events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Impairment testing is an area involving management judgement, requiring assessment as to whether the carrying value of assets can be supported by the net present value of future cash flows derived from such assets using cash flow projections which have been discounted at an appropriate rate. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of the Company's assets are determined by management at the time the asset is acquired and reviewed annually for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life.

#### *GROSS VERSUS NET PRESENTATION*

When deciding the most appropriate basis for presenting revenue or costs of revenue, both the legal form and substance of the agreement between the Company and its business partners are reviewed to determine each party's respective role in the transaction. Where the Company's role in a transaction is that of principal, revenue is recognized on a gross basis. This requires revenue to comprise the gross value of the transaction billed to the customer, after trade discounts, with any related expenditure charged as an operating cost. Where the Company's role in a transaction is that of an agent, revenue is recognized on a net basis with revenue representing the margin earned.

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#### ***USEFUL LIFE OF INTANGIBLE ASSETS***

Significant judgement is involved in the determination of useful life for the computation of depreciation of intangible assets. No assurance can be given that actual useful lives will not differ significantly from current assumptions.

#### ***IMPAIRMENT OF INTANGIBLE ASSETS***

Testing intangible assets for impairment involves estimating the recoverable amount of the CGUs to which intangible assets are allocated. This requires making assumptions about future cash flows, growth rates, market conditions and discount rates, which are inherently uncertain. Actual amounts may vary from these assumptions and cause significant adjustments.

#### **RECENTLY ADOPTED AND ISSUED ACCOUNTING PRONOUNCEMENTS**

##### **a) IFRS 16: Leases**

In January 2016, the IASB issued IFRS 16 Leases (“IFRS 16”), which supersedes IAS 17 Leases, as well as several interpretations of leases. IFRS 16 eliminates the classification of leases by a lessee between operating and finance leases and introduces a single, on-balance sheet accounting model for lessees. As a result, the Company has recognized right-of-use (“ROU”) assets representing its rights to use the underlying assets and lease liabilities representing its obligation to make lease payments.

##### **Transition**

The Company adopted IFRS 16 in its financial statements for the period beginning April 1, 2019, using the modified retrospective approach under which the cumulative effect of initial application is recognized in retained earnings at April 1, 2019. Accordingly, the prior period financial information has not been restated – i.e. it is presented, as previously reported, under IAS 17 and related interpretations. The disclosure requirements in IFRS 16 have not been applied to comparative information.

The Company used the following practical expedients as permitted under the new IFRS 16 standard:

- i) Leases with a remaining lease term of fewer than twelve months on April 1, 2019 are classified as short-term leases.
- ii) Leases of low dollar value continue to be expensed as incurred.
- iii) Initial direct costs from the measurement of the right-of-use asset at the date of initial application have been excluded.
- iv) Hindsight has been used when determining the lease term.

As a result of initially applying IFRS 16, in relation to the leases that were previously classified as operating leases, the Company recognized lease liabilities of \$2,385,244 as at April 1, 2019, which were measured at the present value of the remaining lease payments, discounted using the Company’s incremental borrowing rate of 5.2%. The associated ROU assets were measured at the lease liability amount on April 1, 2019 resulting in no adjustment to the opening balance of retained earnings. The ROU assets and lease liabilities recognized as of April 1, 2019, which were previously classified as operating leases, relate to the Company’s lease of its production and retail facility in Langley, BC and corporate offices in Oakville, Ontario.

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**b) Uncertainty over Income Tax Treatments**

On June 7, 2017, the IASB issued IFRIC Interpretation 23 Uncertainty over Income Tax Treatments (the "Interpretation"). The Interpretation provides guidance on the accounting for current and deferred tax liabilities and assets in circumstances in which there is uncertainty over income tax treatments.

The Interpretation requires:

- an entity to contemplate whether uncertain tax treatments should be considered separately, or together as a group, based on which approach provides better predictions of the resolution
- an entity to determine if it is probable that the tax authorities will accept the uncertain tax treatment and
- if it is not probable that the uncertain tax treatment will be accepted, measure the tax uncertainty based on the most likely amount or expected value, depending on whichever method better predicts the resolution of the uncertainty.

The Company adopted the Interpretation in its financial statements for the period beginning on April 1, 2019. The adoption of the Interpretation did not have a material impact on the Company's financial statements.

**c) IFRS 9 "Financial Instruments"**

IFRS 9 "Financial Instruments" has been amended to enable companies to measure at amortized cost some prepayable financial assets with negative compensation. The amendment to IFRS 9 also clarifies how to account for the modification of a financial liability. Most modifications of financial liabilities will result in immediate recognition of a gain or loss. The amendment is effective for annual periods beginning on or after January 1, 2019. The adoption of these amendments did not have a material impact on the consolidated financial statements.