

# SWISS WATER DECAFFEINATED COFFEE INC.

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## Management Discussion and Analysis

For the first quarter ended March 31, 2023

### MANAGEMENT DISCUSSION AND ANALYSIS

*This Management's Discussion and Analysis ("MD&A") of Swiss Water Decaffeinated Coffee Inc. ("Swiss Water" or the "Company"), dated as of May 10, 2023, provides a review of the financial results for the three months ended March 31, 2023, relative to the comparable periods of 2022. The three month period represents the first quarter ("Q1") of our 2023 fiscal year. This MD&A should be read in conjunction with Swiss Water's condensed consolidated interim financial statements for the three months ended March 31, 2023, the audited consolidated financial statements for the year ended December 31, 2022, and in conjunction with the Annual Information Form ("AIF"), which are available on [www.sedar.com](http://www.sedar.com).*

*All financial information is presented in Canadian dollars, unless otherwise specified.*

### FORWARD-LOOKING STATEMENTS

This MD&A contains forward-looking statements, including statements regarding the future success of our business and market opportunities. Forward-looking statements typically contain words such as "believes", "expects", "anticipates", "continue", "could", "indicates", "plans", "will", "intends", "may", "projects", "schedule", "would" or similar expressions suggesting future outcomes or events, although not all forward-looking statements contain these identifying words. Examples of such statements include, but are not limited to, statements concerning: (i) expectations regarding Swiss Water's future success in various geographic markets; (ii) future financial results, including anticipated future sales and processing volumes; (iii) future dividends; (iv) the expected actions of the third parties described herein; (v) factors affecting the coffee market including supplies and commodity pricing; (vi) the expected cost to complete production line currently under construction; and (vii) the business and financial outlook of Swiss Water. In addition, this MD&A contains financial outlook information that is intended to provide general guidance for readers based on our current estimates, which are based on numerous assumptions and may prove to be incorrect. Therefore, such financial outlook information should not be relied upon by readers. These statements are neither promises nor guarantees but involve known and unknown risks and uncertainties that may cause our actual results, level of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed in or implied by these statements. These risks include, but are not limited to, risks related to processing volumes and sales growth, operating results, supply of coffee, supply of utilities, general industry conditions, commodity price risks, technology, competition, foreign exchange rates, interest rate risks, construction timing, inflation, costs and financing of capital projects, general economic conditions and those factors described herein under the heading 'Risks & Uncertainties'.

The forward-looking statements contained herein are also based on assumptions that we believe are current and reasonable, including but not limited to, assumptions regarding: (i) trends in certain market segments and the economic climate generally; (ii) the financial strength of our customers; (iii) the value of the Canadian dollar versus the US dollar ("US\$"); (iv) the expected financial and operating performance of Swiss Water going forward; (v) the availability and expected terms and conditions of debt facilities; (vi) the expected level of dividends payable to shareholders; (vii) the potential impact of pandemics (viii) the potential impact of any war and terrorist activity. We cannot assure readers that the actual results will be consistent with the statements contained in this MD&A. The forward-looking statements and financial outlook information contained herein are made as of the date of this MD&A and are expressly qualified in their entirety by this cautionary statement. Except to the extent required by applicable securities law, Swiss Water undertakes no obligation to publicly update or revise any such statements to reflect any change in our expectations or in events, conditions, or circumstances on which any such statements may be based, or that may affect the likelihood that actual results will differ from those described herein.

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### EXECUTIVE SUMMARY

The following selected information, other than Adjusted EBITDA was derived from the unaudited condensed consolidated interim financial statements for the three months ended March 31, 2023, prepared in accordance with IAS 34. For the definition of Adjusted EBITDA, refer to the Non-IFRS Measures section of this MD&A.

In \$000s except per share amounts (unaudited)	3 months ended March 31,	
	2023	2022
Revenue	\$ 49,045	\$ 38,415
Gross profit	4,894	5,763
Operating income	1,424	2,880
Net (loss) income	(701)	1,385
Adjusted EBITDA <sup>1</sup>	4,982	3,882
Net (loss) income per share – basic <sup>2</sup>	\$ (0.08)	\$ 0.15
Net (loss) income per share – diluted <sup>2</sup>	\$ (0.08)	\$ 0.15

<sup>1</sup> Adjusted EBITDA is defined in the 'Non-IFRS Measures' section of this MD&A and is a "Non-GAAP Financial Measure" as defined by CSA Staff Notice 52-306.

<sup>2</sup> Per-share calculations are based on the weighted average number of shares outstanding during the periods. Diluted earnings per share take into account shares that may be issued upon the exercise of warrants and RSUs.

### Financial highlights

- Revenue for the three months ended March 31, 2023, was \$49.0 million which represents a \$10.6 million or 28% increase over the same period in 2022. The increase is a result of strong volume growth and the appreciation of the US dollar. In addition, our Seaforth subsidiary continues to operate at record levels of activity. Revenue of \$49.0 million represents a record quarter for Swiss Water.
- Effective January 1, 2023, the Company reduced the estimated useful life of the non-salvaged assets located at our production facility in Burnaby, BC, by 12 years. The useful life of these assets was re-aligned against the final production date at the site, which was estimated for April 2023. At the time of the change in estimate, these assets had a net book value of approximately \$3.0 million. The financial impact of the change in the estimate was an incremental depreciation expense of \$2.1 million for the period ended March 31, 2022. The impact of this change is reflected within the \$3.0 million depreciation charge for the three months ended March 31, 2023. This one-time change in estimate has been applied prospectively. There was no such change in estimate during the comparative period in 2022.
- Gross profit for the three months ended March 31, 2023, was \$4.9 million which represents a \$0.9 million or 15% decrease compared to the same period in 2022. Gross profit percent decreased from 15% to 10%. The decrease was primarily driven by a one-time \$2.1 million increase in depreciation expense associated with the non-salvaged assets located at our production facility in Burnaby, BC. To a much lesser extent, the Company also experienced some inflationary pressure on variable production costs and freight.
- Operating income for the three months ended March 31, 2023, was \$1.4 million which represents a \$1.5 million or 51% decrease from the same period in 2022. The decrease was primarily driven by the increase in depreciation expense, and to a lesser extent, inflationary pressure on variable production costs and freight, as described above.
- Net income for the three months ended March 31, 2023, was a loss of \$0.7 million which represents a \$2.1 million or 151% decrease, compared to the same period in 2022. The decrease was mainly due to the

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\$2.1 million increase in depreciation expense, as described above, and a \$1.0 million loss on the revaluation of Swiss Water's embedded option within our debenture with warrants. These factors were partially offset by strong volume growth.

- Adjusted EBITDA<sup>1</sup> for the three months ended March 31, 2023, was \$5.0 million which represents a \$1.1 million or 28% increase over the same period in 2022. The improvement in Adjusted EBITDA was mainly driven by the positive effect of increased sales volume and the reversal of the elevated one-time charges affecting net income. Adjusted EBITDA of \$5.0 million is the second highest quarterly amount ever recorded by Swiss Water.

### Operational highlights

- Total sales volumes increased by 21%, compared to Q1 of 2022. Volume growth was enhanced by the shipment of products to both new and existing customers. Encouragingly, we recorded 46% and 14% volume growth in the United States and Canada, respectively. International sales decreased by 16%, compared to Q1 2022. For Asia-Pacific, this is mainly due to timing, and we expect volumes to increase over the remainder of 2023. For Europe, inflationary pressures, together with the conflict in Ukraine, have led to reduced consumption. It is difficult to forecast how these factors will affect buying patterns in this region over the remainder of 2023.
- Our largest geographical market by volume in Q1 2023 was the United States, followed by Canada and international markets. By dollar value, 58% of our sales were to customers in the United States, 24% were to Canadian customers, and the remaining 18% were to international customers. Our North American business continues to expand rapidly, and this more than offset the lower volumes in our Asia-Pacific and European regions.

The Company recorded strong double-digit growth in Q1 2023. Sales to customers in the United States increased by \$11.6 million or 70% when compared to 2022. Sales to customers in Canada increased by \$2.7 million or 29%. Although we saw a decline in our international sales in Q1 2023, this was largely due to timing. Generally, we continue to see robust growth with existing customers. This was supplemented during the quarter by many of our customers moving orders ahead in the year to manage their inventory needs in advance of the transition from our Burnaby facility to our new second production line in Delta. Ultimately, our strong volume performance reflects the strength of our relationships with our customer base and the growing recognition of the importance of drinking coffee decaffeinated without the use of harmful chemicals.

Regarding customer mix, Q1 2023 saw incremental volumes going to both commercial and specialty roaster customers as evidenced by growth rates of 24% and 16%, respectively, when compared to 2022. As in recent quarters, we continue to see new volume associated with the addition of new customers and brands within our North American business.

We remain well positioned with green coffee inventory and can react to short-term demand increases in most coffee origins. Although we have seen some improvements to the green coffee delivery disruptions and supply chain bottlenecks, delays and increased freight rates do persist. While these costs are generally recoverable, they are nonetheless inflationary. We remain in daily contact with our customers and suppliers regarding the movement of coffee. However, many remain cautious of the time it will take for supply chains to return to

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<sup>1</sup> Adjusted EBITDA is defined in the 'Non-IFRS Measures' section of the MD&A and is a "Non-GAAP Financial Measure" as defined by CSA Staff Notice 52-306.

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normal operating efficiency. This caution has caused participants throughout the coffee supply chain to increase their inventories despite a high New York Futures contract coffee commodity price, or NY'C.

The NY'C for Arabica coffee increased rapidly in the third quarter of 2021 and remained exceptionally high until the third quarter of 2022. The tight availability of exportable coffee due to crop shortages and ongoing logistical backlogs kept the pressure on the futures market and we saw spot availability of coffees fall substantially as a result. Although the NY'C for Arabica coffee did decrease in the fourth quarter of 2022, it remains elevated above the levels seen prior to Q3 2021. The effects of this coffee market will be realized over 2023, and its impact depends on the futures market remaining at, or below, the current level for a sustained period.

We continue to feel inflationary pressures within other components of our variable cost structure. These increases include higher costs for natural gas, carbon, packaging, shipping, and labour. To help maintain margins, we increased our process price rates toward the end of the fourth quarter of 2021. Since then, we have worked diligently to maximize efficiencies across our value chain to limit the need for further price increases.

## NON-IFRS MEASURES

### Adjusted EBITDA

Adjusted EBITDA is a Non-GAAP measure that is often used by publicly traded companies as a measure of cash from operations, as it excludes financing costs, taxation, and non-cash items. We believe that disclosing this Non-IFRS measure provides readers of this MD&A with important information regarding Swiss Water's financial performance and our ability to pay distributions to stakeholders. By considering Adjusted EBITDA in combination with IFRS, we believe that readers are provided with additional and more useful information about Swiss Water than readers would have if they simply considered IFRS measures alone. Reported Adjusted EBITDA is intended to assist readers with their own financial analysis. However, since this measure does not have a standardized meaning prescribed by IFRS, it is unlikely to be comparable to similar measures presented by other entities.

We define Adjusted EBITDA as net income before interest, depreciation, amortization, impairments, share-based compensation, gains/losses on foreign exchange, gains/losses on disposal of property and equipment, fair value adjustments on embedded option, gains/losses on extinguishment of debt, adjustment for the impact of IFRS 16 - Leases, and provision for income taxes. Our definition of Adjusted EBITDA also excludes unrealized gains and losses on the undesignated portion of foreign exchange forward contracts.

Adjusted EBITDA for the three months ended March 31, 2023, was \$5.0 million which represents a \$1.1 million or 28% increase over the same period in 2022. Operationally, the change in Adjusted EBITDA was driven by increased processing volume and revenue growth. These gains were partially offset by inflationary pressures on our underlying cost structure.

To help readers better understand our financial results, the following table provides a reconciliation between Adjusted EBITDA and operating income, the most comparable IFRS measure for the periods as indicated:

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(In \$000s) (unaudited)	3 months ended March 31,	
	2023	2022
Operating income	\$ 1,424	\$ 2,880
Depreciation & amortization	3,582	1,553
Share-based compensation	493	189
Loss (gain) on risk management activities	111	(34)
Unrealized loss (gain) on foreign exchange forward	74	(9)
Impact of IFRS 16 - Leases	\$ (702)	\$ (697)
Adjusted EBITDA	\$ 4,982	\$ 3,882

The reconciliation of net income, an IFRS measure, to Adjusted EBITDA is as follows:

In \$000s (unaudited)	3 months ended March 31,	
	2023	2022
Net (loss) income for the period	\$ (701)	\$ 1,385
Income tax (recovery) expense	(216)	529
(Loss) income before tax	\$ (917)	\$ 1,914
Finance income	(437)	(71)
Finance expenses	1,837	1,209
Depreciation & amortization	3,582	1,553
Unrealized loss (gain) on foreign exchange forward	74	(9)
Loss on fair value of embedded option	968	-
Loss (gain) on foreign exchange	84	(206)
Share-based compensation	493	189
Impact of IFRS 16 leases	(702)	(697)
Adjusted EBITDA	\$ 4,982	\$ 3,882

## OUTLOOK

Swiss Water continued to experience strong demand from our customers in Q1 2023. Sustained volume growth over the last two years has been a major driver of our financial results. This positive momentum initially emerged during the early stages of the COVID-19 pandemic when working remotely gained traction, resulting in a significant increase in the at-home consumption of coffee. As pandemic restrictions eased and things returned to normal, many businesses and organizations moved away from the modified work-from-home model. This change slowed the growth of at-home consumption and, as a result, the volumes we deliver to our large commercial customers who serve the grocery channel. However, at the same time, sales to our specialty roaster segment who serve the out-of-home channel grew significantly. Now, many of our specialty customers are ordering in-line or exceeding pre-pandemic levels of activity.

We continue to see increased demand from all our customers that serve the out-of-home market through cafes and restaurants. This has been particularly evident in North America where our food service customers have returned to a normal operating environment. It is particularly encouraging that our sales volumes to our largest market, North America, grew by 35% when compared to Q1 2022.

Despite the normalization of trading conditions, uncertainty persists. Inflationary pressures are becoming ever more apparent and interest rates have risen rapidly across the globe. We cannot reliably predict the ultimate impact these factors will have on global supply chains and customer demand. If inflation rates rise in 2023, we may have to further increase the process rates we charge our customers. However, we are cautiously optimistic that our volume growth will offset some of this anticipated inflationary pressure.

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On a further cautionary note, the post-pandemic recovery of the global economy combined with the negative effect of the conflict in Ukraine has placed additional stress on international supply chains and production costs. These developments are undermining the efficient movement of coffee from some growing regions, and we are experiencing delays in the delivery of some coffees to our production facilities. Furthermore, although coffee prices have stabilized, high coffee prices can have a destabilizing effect on the efficient movement of coffee inventories and will result in higher prices on retail grocery shelves. Historically, sharp increases in retail pricing have resulted in demand destruction in the grocery channel, which has the effect of decreasing Swiss Water's volumes. We are paying close attention to these risks and will implement necessary mitigation steps, as required, to ensure that our production schedules are not compromised as we move through 2023.

Operationally, Swiss Water ran both production lines at our legacy plant in Burnaby on a 24/7 basis during the first quarter of 2023. Since completing the first production run of commercial-grade coffee from our new decaffeination line in Delta, in September 2020, we have been steadily transitioning a significant proportion of production volume to this new facility. Aside from scheduled maintenance, the initial Delta line has been running on a 24/7 basis as we continue its optimization. However, record demand in the past two years drove higher than expected utilization of our legacy assets in Burnaby. During this period, the capacity utilization rate across all three of our current production lines regularly exceeded 80%. Operating at these elevated production levels would not have been possible without the investment we made in our first production line in Delta. Furthermore, it provides valuable insight into the value creation opportunity available when we operate at high-capacity utilization rates and supports our decision to invest in a second line in Delta.

As reported previously, in the second quarter of 2020, the landlord of our Burnaby manufacturing site provided formal notice that our lease would not be extended beyond June 2023. This made clear the need for a second new decaffeination line in Delta ("Delta Line 2") to ensure our ability to meet customer demand is uninterrupted upon the conclusion of our Burnaby lease, and to provide additional capacity for intermediate-term growth. In the summer of 2021, we were issued the necessary building permits and began construction of Delta Line 2. The anticipated completion date of this project is now the third quarter of 2023. Based on engineering reports from a third-party engineering firm, when both are completed the two lines in Delta are expected to have a targeted endpoint capacity at least 40% greater than the capacity of the two lines at our legacy Burnaby site. This should provide sufficient capacity to satisfy current demand and projected intermediate term growth.

During the first quarter, Swiss Water continued the construction of Delta Line 2. The preliminary cost estimate of this project was approximately \$45.0 million, plus commissioning costs of approximately \$2.0 million. However, during the second half of 2022, the effects of global macroeconomic pressures, including inflation, trades disruptions, and supply chain issues, became more acute in terms of project budget and schedule. We now project a \$53.0 million final cost as the project approaches substantial completion. This revised budget factors in the vast majority of realized inflationary impacts to date, and there is no change to the original commissioning budget. These estimates are highly dependent on local and global economic factors affecting construction projects. These include, without limitation, changes in labour, commodity and materials pricing, trade policies, and supply chain issues.

The progress and estimated completion of the second production line in Delta has been closely monitored in light of the deadline to exit the Burnaby site. We utilized our Burnaby assets throughout the first quarter and into the second quarter of this year. The last bag of coffee was decaffeinated at our Burnaby factory in late April and we are now preparing the site for return to the landlord in June. Given the expected completion date of the new production line is not until the third quarter of the year, we recognize there will be a transition

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period during which our production capacity will be temporarily reduced. As a result, we have been proactive in our communications with customers and suppliers regarding the production of coffee leading up to the Burnaby exit, during the estimated period of lower production capacity, and after the new line begins producing a commercially viable product. We are cautiously optimistic that this proactive communication regarding the transition period will minimize any disruptions to our customers and business. As a result, many of our customers moved up their orders into the first quarter to ensure that they will have sufficient coffee on hand to bridge the transition. This has necessitated a front-loaded working capital investment to cover the elevated production volumes we put through during Q1 and may temporarily compress net income during Q3 2023 when our production capacity is constrained.

Regarding the Burnaby facility, we engaged a third-party engineering consultancy company last year to help us evaluate the exit cost and transition plan associated with permanently shutting down this location (the “Exit Plan”). This not only considered the Exit Plan but assessed the recoverability of the existing production assets at the site. Through this process, we determined that only a portion of the assets should be salvaged for future use. In reaching this decision, we considered the probability of near-term future use, as well as the costs, potential benefits and related cash flow impacts of extracting the equipment from the Burnaby location.

The preliminary cost estimate to execute the Exit Plan was \$1.5 million. We now consider 20% of the preliminary cost estimate to be an approximate risk factor and are actively working to mitigate cost and schedule impacts. This estimate is preliminary and is dependent on variable local and global economic factors. The decision to limit the recovery of existing assets triggered a one-time, non-cash impairment charge which was recorded in Q4 2022.

## BUSINESS OVERVIEW

Swiss Water Decaffeinated Coffee Inc. is a premium green coffee decaffeinator located in Burnaby and in Delta, British Columbia. We employ the proprietary Swiss Water® Process to decaffeinate green coffee without the use of chemical solvents, leveraging science-based systems and controls to produce coffee that is 99.9% caffeine free. Our process is certified organic by the Organic Crop Improvement Association and is the world’s only consumer-branded decaffeination process. Decaffeinating premium green coffee without the use of harmful chemical solvents is our primary business.

Our Seaforth subsidiary provides a complete range of green coffee logistics services including devanning coffee received from their origin; inspecting, weighing, and sampling coffees; and storing, handling and preparing green coffee for outbound shipments. Seaforth provides all of Swiss Water’s local green coffee handling and storage services. In addition, Seaforth handles and stores coffees for several other coffee importers and brokers and is the main green coffee handling and storage company in Metro Vancouver. Seaforth is organically certified by Ecocert Canada.

Swiss Water shares trade on the Toronto Stock Exchange under the symbol ‘SWP’. As at the date of this report, 9,212,955 shares were issued and outstanding.

We carry an inventory of premium-grade Arabica coffees that we purchase from the specialty green coffee trade, decaffeinate and then sell to our customers (our “Regular” or “Non-Toll” business). Revenue from our Regular business includes both processing revenue and green coffee cost recovery revenue.

We also decaffeinate coffee owned by our customers for a processing fee under toll arrangements (our “toll” business). The value of the coffee processed under toll arrangements does not form part of our inventory, our revenue, or our cost of sales. Revenue from toll arrangements consists entirely of processing revenue.

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Our cost of sales is comprised primarily of the cost of green coffee purchased for our regular business, plant labour and other processing costs directly associated with our production facility. This incorporates an allocation of fixed overhead costs, which includes depreciation of our production equipment and amortization of our proprietary process technology. For our regular business, we work with coffee importers to source premium-grade green coffees from coffee-producing countries located in Central and South America, Africa and Asia. The purchase price is based on the NY'C coffee futures price on the Intercontinental Exchange, plus a quality differential. The NY'C component typically makes up more than 80% of the total cost of green coffee, while the quality differential typically accounts for less than 20%. Both the NY'C price and the quality differential fluctuate in response to fundamental commodity factors that affect supply and demand.

The chart below shows the movement in the NY'C for the last eight quarters:



In Q1 2023, the NY'C averaged US\$1.74/lb compared to an average of US\$2.35/lb in Q1 2022. The rise and fall of the NY'C affects our volume of shipments, our revenues, our cost of sales, and our working capital requirements. In an upward trending market, our customers tend to consume their inventories rather than build them. When the NY'C declines over a sustained period, our customers tend to add to their inventories.

The majority of our ("C\$") revenues are generated in US dollars ("US\$"), while a significant portion of our costs are paid in Canadian dollars. We, therefore, have exposure to changes in the US\$/C\$ exchange rates. This is managed, in part, through derivative financial instruments. All other factors being equal, our profitability and cash from operations will be higher when the US dollar appreciates relative to the Canadian



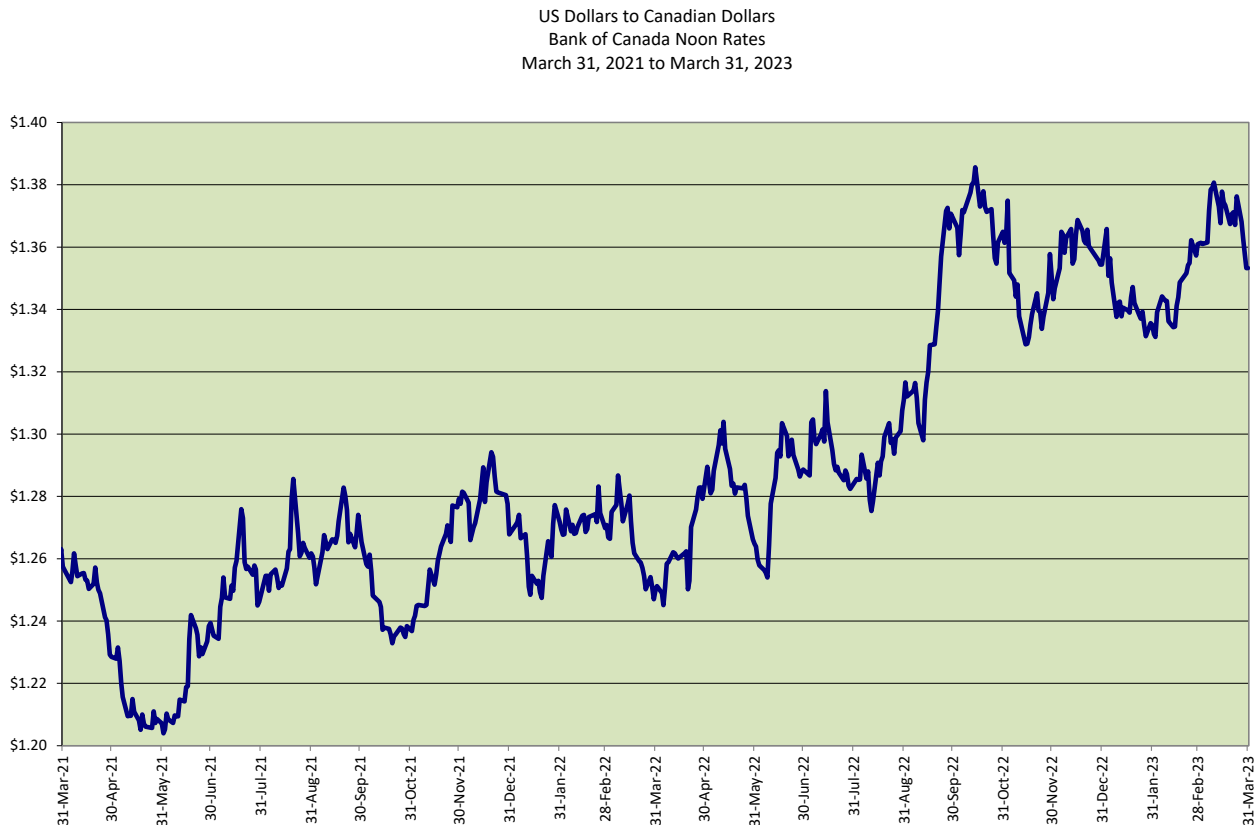
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dollar. A long-term depreciation of the Canadian dollar will improve our long-term profitability and cash generation.

The chart below shows the US\$ to C\$ exchange rates for the last eight quarters:



In Q1 2023, the US\$ averaged C\$1.35 compared to an average of C\$1.27 in Q1 2022. When the US\$ depreciates (appreciates), it decreases (increases) our gross profit on green coffee revenues.

## OPERATING RESULTS

### Revenue

We categorize our customers by the nature of their business: either coffee importers or roasters. Coffee importers act like grocery stores to roasters, sourcing and importing green coffee from various origins and carrying a selection of different origins and quality levels for roasters to choose from. Importers buy from us to resell our coffees to roasters when and where they need them. Roasters are in the business of roasting and packaging coffee for sale to consumers in their own coffee shops, or for home or office use. Roasters either buy directly from Swiss Water, or they buy from an importer. Roasters generally carry lower inventories, as they tend to take delivery of green coffee shortly before roasting it. As such, when comparing period to period, shipments to roasters are more stable when compared to shipments to importers.

We also monitor and report our revenue in three categories. “Process revenue” represents the amount we charge our customers for decaffeinating green coffee, and it generally increases as our processing volumes increase. “Green coffee cost recovery revenue”, or “green revenue”, is the amount we charge our customers

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for the green coffee we purchase for decaffeination. “Distribution revenue” consists of shipping, handling, and warehousing charges billed to our customers. It typically rises with our processing volumes and with the growth of Seaforth’s business.

Our revenue by category for the indicated period was:

In \$000s (unaudited)	3 months ended March 31,	
	2023	2022
Process revenue	\$ 10,174	\$ 8,280
Green revenue	35,463	27,633
Distribution revenue	3,408	2,502
Total revenue	\$ 49,045	\$ 38,415

For the first three months ended March 31, 2023, sales totaled \$49.0 million, an increase of \$10.6 million or 28% compared to the same period in 2022. The increase was driven by volume demand from our customers and the appreciation of the US dollar.

Our sales for the first quarter by revenue category, are as follows:

- Process revenue increased \$1.9 million or 23% in Q1 2023. The increase reflects growth in our processing volumes and foreign exchange hedging activities.
- Green revenue increased \$7.8 million or 28% in Q1 2023. The increase reflects growth in our green coffee sales volume and the appreciation of the US dollar.
- Distribution revenue increased \$0.9 million or 36% in Q1 2023. The increase reflects higher shipment volumes, inflationary pressure on freight rates, and stronger than expected capacity utilization rates in our Seaforth subsidiary.

Our sales volumes performance in the first quarter by geographical segment, are as follows:

- Sales volume in North America increased 35%;
- Sales volume in Asia-Pacific decreased 15%.

### Cost of Sales

Cost of sales includes the cost of green coffee purchased for our regular business, the plant labour and other processing costs directly associated with our production facility, customer-specific hedges and commodity hedges. The cost of sales incorporates an allocation of fixed overhead costs, which includes depreciation of our production equipment and amortization of our proprietary process technology. In addition, cost of sales includes the costs of operating Seaforth’s warehouse.

For the three months ended March 31, 2023, cost of sales totaled \$44.2 million, an increase of \$11.5 million or 35% compared to the same period in 2022. This was driven mainly by increased production volume, a significant one-time increase in depreciation expense associated with the non-salvaged assets located at our production facility in Burnaby, and some inflationary pressure on variable production costs and freight.

### Gross Profit

For the three months ended March 31, 2023, gross profit totaled \$4.9 million, a decrease of \$0.9 million or 15% compared to the same period in 2022. The decrease is primarily driven by a one-time \$2.1 million increase in depreciation expense associated with the non-salvaged assets located at our production facility in

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Burnaby. To a much lesser extent, the Company also experienced some inflationary pressure on variable production costs and freight.

### Administration Expenses

Administration includes general management, inbound and outbound logistics, finance and accounting, quality control and assurance, engineering, research and development, and other administrative or support functions. Administration expenses include compensation expenses, travel and other personnel-related expenses for administrative staff, director fees, investor relations expenses, professional fees, depreciation of office-related equipment, and amortization of the brand asset.

For the three months ended March 31, 2023, administration expenses totaled \$2.7 million, an increase of \$0.6 million or 28%, compared to the same period in 2022. The primary drivers of the increase were general inflationary pressure, increased insurance fees, increased headcount and salaries, and overall administrative costs associated with operating two facilities, including depreciation and rental expenses.

### Sales and Marketing Expenses

Sales and marketing expenses include compensation and other personnel-related expenses for sales and marketing staff, consumer initiatives, trade advertising and promotion costs, as well as related travel expenses. We invest in research regarding the behavior of decaffeinated coffee consumers. These insights enable us to create effective consumer advertising programs, and they form the foundation of the consultative services we provide to our customers. We also aim to grow brand awareness with both the coffee trade and consumers. We employ a range of marketing activities to achieve this, including digital and print advertising, social media communications, sponsorship and exhibiting at key industry events.

For the three months ended March 31, 2023, sales and marketing expenses totaled \$0.8 million, which remained flat when compared to the same period in 2022. The Company expects sales and marketing to show an increase over 2022 as we progress through 2023. This will be the result of an increase in headcount and salaries, together with increased travel and trade show activity.

### Gains and Losses on Risk Management Activities

Under hedge accounting, gains or losses on designated hedges are included in either revenue or cost of sales, held on the balance sheet, or included in other comprehensive income for future transactions (see 'Hedge Accounting', below). Thus, any gain or loss on risk management activities includes only those gains and losses on derivative financial instruments or portions of such instruments that are not designated as hedging instruments.

For the three months ended March 31, 2023, we recorded a gain on risk management activities of \$0.1 million, an increase of \$0.1 million, compared to the same period in 2022. The main drivers for this are unrealized gains due to fluctuations in the Canadian versus US dollar and fluctuations in NY'C.

### Finance Expenses and Income

Finance income reflects the charges we bill to customers for financing coffee inventories and interest earned on cash balances. Finance expenses include interest costs on credit facilities and bank debt, other borrowings, the accretion expense on our asset retirement obligation, interest expense on a debenture with warrants and interest expense on finance leases.

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For the three months ended March 31, 2023, net finance expense totaled \$1.4 million, an increase of \$0.3 million or 23%, compared to the same period in 2022. The increase primarily relates to a higher outstanding balance on our credit facility and construction loans, and higher variable interest rates.

### Gains and Losses on Foreign Exchange

We realize gains and losses on transactions denominated in foreign currencies when they occur, and on assets and liabilities denominated in foreign currencies when they are translated into Canadian dollars as at the financial statement date.

For the three months ended March 31, 2023, we recorded a loss on foreign exchange of \$0.1 million, a decrease of \$0.3 million, compared to the same period in 2022. The decrease in foreign exchange is due to fluctuation in the Canadian versus US dollar as the exchange rate averaged C\$1.35 in Q1 2023, compared to C\$1.27 in Q1 2022.

### Gains and Losses on Fair Value of Embedded Option

Effective November 22, 2022, we amended our debenture with warrants with Mill Road. Under IFRS, the warrants are deemed to contain an embedded option that is revalued at each balance sheet date. The fair value of the derivative liability was determined using the Black-Scholes Option Pricing Model. The variables and assumptions used in computing the fair value are based on our best estimate at each balance sheet date.

The revaluation of this embedded option resulted in a loss of \$1.0 million in Q1 2023. The fluctuations are due to swings in Swiss Water's share price and the risk-free interest rate that are used as inputs in the Black Scholes model. Refer to Note 9.2 in the unaudited condensed consolidated interim financial statements for more details. There was no such gain or loss in Q1 2022.

### Income Before Taxes and Net Income

Net income consists of income before tax less deferred and current income taxes. Swiss Water and its subsidiaries are subject to tax in Canada, USA, and France. The current income tax expense arises as a reflection of increases and decreases in net income before taxes, adjusted for non-tax items. The deferred income tax arises from temporary differences between the depreciation and amortization expenses deducted for accounting purposes and related capital cost allowances deducted for tax purposes, timing differences on the deductibility of derivatives, accruals such as asset retirement obligation, cash liabilities of the DSU and RSU, bond value warrants, leases, as well as changes in corporate income tax rates as adjusted for substantively enacted higher future tax rates. The latter is offset by the tax benefit of tax loss carry forwards.

For the three months ended March 31, 2023, we recorded a net loss before taxes of \$ 0.9 million, compared to net income before taxes of \$1.9 million for the same period in 2022. The Company recorded a net loss of \$0.7 million, compared to a net income of \$1.4 million for the same period in 2022.

### Other Comprehensive Income

Gains or losses on our designated revenue hedges that will mature in future periods are recorded in other comprehensive income, net of income tax expense. Other comprehensive income or loss, net of tax, for the three months ended March 31, 2023, was income of \$0.2 million, which remained flat when compared to the same period in 2022. Increases and decreases are related to fluctuations in the value of the Canadian dollar versus the US dollar.

# SWISS WATER DECAFFEINATED COFFEE INC.

## Management Discussion and Analysis

For the first quarter ended March 31, 2023

### Basic and Diluted Earnings per Share

Basic earnings per share are calculated by dividing net income by the basic weighted average number of shares outstanding during the period. Similarly, diluted earnings per share are calculated by dividing net income adjusted for the effects of all dilutive potential common shares, by the diluted weighted average number of shares outstanding. For the purposes of the calculation in 2023, under IFRS we are required to assume that the maximum number of shares issuable under the warrant agreement will be issued.

For the three months ended March 31, 2023, all potential common shares issuable under the RSU Plan and debenture with warrants were anti-dilutive and excluded from the dilution calculation.

The calculations of basic and diluted earnings per share are shown in the following table:

In 000s except for per share data (unaudited)	3 months ended March 31,	
	2023	2022
<b>Basic and diluted (loss) earnings per share</b>		
Net (loss) income attributable to shareholders	\$ (701)	\$ 1,385
Weighted average number of shares	9,186,242	9,141,874
	\$ (0.08)	\$ 0.15

### QUARTERLY INFORMATION / SEASONALITY

There is an element of seasonality in our business, in that the second half of the year tends to have higher volumes and revenues. The pandemic masked the typical seasonality pattern in 2020. However, this trend re-emerged in 2021 and was sustained through 2022.

The following table summarizes results for each of the eight most recently completed fiscal quarters. For comparative purposes, we have also provided the averages for the previous 8-quarter period:

In \$000s except for per share amounts (unaudited)	8 Quarter Average	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021
Sales	40,671	49,045	43,998	46,154	48,368	38,415	35,129	35,496	28,759
Gross Profit	5,630	4,894	5,759	6,614	7,952	5,763	4,389	6,018	3,652
Operating income	2,594	1,424	2,792	3,293	4,416	2,880	1,517	3,325	1,106
Adjusted EBITDA <sup>1</sup>	3,772	4,982	3,087	4,346	5,335	3,882	2,111	3,974	2,461
Net income (loss)	285	(701)	(254)	(204)	1,460	1,385	241	135	216
<b>Per Share<sup>2</sup></b>									
Net income (loss) - basic	0.03	(0.08)	(0.03)	(0.02)	0.16	0.15	0.03	0.01	0.02
Net income (loss) - diluted	0.03	(0.08)	(0.03)	(0.02)	0.16	0.15	0.03	0.01	0.02

<sup>1</sup> Adjusted EBITDA is defined in the 'Non-IFRS Measures' section of this MD&A and is a "Non-GAAP Financial Measure" as defined by CSA Staff Notice 52-306.

<sup>2</sup> Per-share calculations are based on the weighted average number of shares outstanding during the periods. Diluted earnings per share take into account shares that may be issued upon the exercise of warrants and RSUs.

### LIQUIDITY AND CAPITAL RESOURCES

#### Operating Activities

For the first quarter, net cash used in operating activities was \$1.2 million compared to net cash generated of \$0.9 million for the same period in 2022. In both periods, cash inflows from operations were mainly offset by cash outflows required for green inventory purchases.

# SWISS WATER DECAFFEINATED COFFEE INC.

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## Management Discussion and Analysis

For the first quarter ended March 31, 2023

### Investing Activities

For the first quarter, net cash used in investing activities was \$8.3 million compared to net cash used of \$5.0 million for the same period in 2022. In both periods, this was driven by capital expenditures associated with the second production line in Delta. During the first quarter of 2022, we also recovered from vendors \$1.3 million in cash, which was related to funds reimbursed from the construction of the first production line in Delta. These proceeds were recorded as a reduction in plant and equipment. There were no such proceeds in 2023.

### Financing Activities

For the first quarter, net cash generated from financing activities was \$7.6 million, compared to net cash generated of \$2.8 million for the same period in 2022. In both periods, this was driven by proceeds, net of repayment, from our credit facility and construction loans.

During the year 2022, Swiss Water renegotiated its credit facilities, construction loan and debenture with warrants with the purpose to expand on available funding for capital expansions in Delta, and to support growth and operations. Swiss Water has successfully completed the expansion of its credit facilities with its existing senior lenders, resulting in \$33.25 million of incremental capital availability, consisting of \$21.25 million of expanded revolving credit capacity and \$12.0 million of incremental senior term financing. Swiss Water incurred financing expenditures in the amount of \$0.8 million of which \$0.4 million was paid during Q4 2022 and the remainder was paid in Q1 2023. There were no such fees in Q1 2022.

### Inventory

Our inventory decreased by \$0.6 million or 1% between December 31, 2022 and March 31, 2023. The decrease reflects a lower volume of coffee inventory on hand. Inventory consists of coffee, hedges related to NY'C, and foreign exchange, as well as carbon used in production, and packaging.

Under hedge accounting, gains and losses on derivative instruments for coffee to be sold in future periods are recorded in inventory. The hedge accounting component of inventory as at March 31, 2023, was a reduction of \$3.9 million compared to a reduction of \$7.4 million as at December 31, 2022.

### Accounts Receivable

Our accounts receivable increased by \$4.9 million or 24% between December 31, 2022 and March 31, 2023. 80% of Swiss Water accounts receivable are current as at March 31, 2023. The majority of past due amounts were collected shortly after quarter end. Accounts receivable consist of receivables from customers.

### Credit Facilities and Liquidity

We have two credit facilities, one with a major Canadian Bank and the other with Export Development Canada ("EDC"). Our facilities are collateralized by general security agreements over all assets of Swiss Water and a floating hypothecation agreement over cash balances. As at March 31, 2023, the balance due on the credit facility with a Canadian bank is \$41.5 million and the Swiss Water incurred \$0.7 million in interest expense (2022: \$0.2 million). Meanwhile, no funds were drawn from the EDC credit facility.

We have certain bank covenants that relate to the maintenance of specified financial ratios. As of March 31, 2023, we were in compliance with all covenants.

# SWISS WATER DECAFFEINATED COFFEE INC.

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## Management Discussion and Analysis

For the first quarter ended March 31, 2023

### Credit Facility with Canadian Bank

In 2019, Swiss Water entered into a revolving credit facility agreement (“Credit Facility”), with a Canadian bank, for borrowings up to the lower of the Borrowing Base (defined below) and \$30.0 million.

Effective November 22, 2022, the available credit was increased from \$30.0 million to \$45.0 million with the purpose to support operations and growth. In tandem, this Credit facility lending provided additional lending of up to \$6.25 million credit facility through EDC. The maturity date of October 18, 2022 was extended to the earlier of the maturity of the debenture with warrants, which is on October 31, 2024, and October 19, 2025.

Swiss Water is not required to repay any balance outstanding until maturity, as long as the outstanding balance is not in excess of the Borrowing Base. The Credit Facility’s Borrowing Base margins Swiss Water’s eligible inventories and accounts receivable, commodity hedging account equity margin plus its market-to-market gains, which are netted against any losses in the commodity account and foreign exchange contract facility. Amounts can be drawn in either Canadian or in US dollars and can be borrowed, repaid, and re-borrowed to fund operations, capital expansions, letters of credit, and for general corporate purposes.

The Credit Facility has multiple interest rate options that are based on the Canadian Prime Rate, Base Rate, LIBO Rate, Bankers’ Acceptance Rate plus an acceptance fee, in addition to an Applicable Margin for each of these rates. Fees apply to outstanding letters of credit and the unused portion of the credit.

As part of the Credit Facility, Swiss Water has a US\$8.0 million foreign exchange and commodity futures contract facility, which allows Swiss Water to enter into spot, forward and other foreign exchange rate transactions and commodity futures transactions with the bank with a maximum term of up to 60 months.

### Credit Facility with EDC

EDC offers two services, a credit facility of up to \$6.25 million and a \$6.0 million foreign exchange guarantee.

Effective November 22, 2022, Swiss Water entered into a revolving credit facility agreement with EDC (the “EDC Credit”) for borrowings of up to \$6.25 million. The EDC Credit is to be used for the purpose of providing additional liquidity to finance the Company’s operations, should it be needed. The lender of the abovementioned Credit Facility with a Canadian bank is the administrative agent for the EDC Credit and all security and guarantees held by the lender of the Credit Facility as security for the Credit Facility are also held as security for the EDC Credit. Amounts drawn on the EDC Credit bear interest at the Canadian Prime Rate plus 1.5% per annum. The EDC Credit is subject to certain fees. The EDC Credit facility will terminate on the earliest of: (i) demand by the lender of the Credit Facility for repayment, (ii) the first anniversary of the effective date, and (iii) the maturity date under the Credit Facility. Bank may in its sole discretion, renew the EDC Credit for a maximum of five successive one-year periods after the first anniversary of the effective date. As at March 31, 2023, no amounts were drawn on EDC Credit.

On June 1, 2020, Swiss Water entered into a foreign exchange facility guarantee with EDC to cover margin requirements in relation to the foreign exchange facility. On August 4, 2020, the Company’s Credit Facility Lender amended the credit agreement to recognize the foreign exchange facility guarantee provided by the third party. The facility guarantees a maximum aggregate liability of up to \$6.0 million and it is valid until May 31, 2023. This guarantee provides additional borrowing capacity within the referenced credit facility. These services can be extended, subject to EDC approval.

# SWISS WATER DECAFFEINATED COFFEE INC.

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## Management Discussion and Analysis

For the first quarter ended March 31, 2023

### Construction Loan with BDC and FCC

In 2018, we completed a transaction with the Business Development Bank of Canada (“BDC”) for a term loan facility (“Term Loan”) of up to \$20.0 million. The purpose of the Term Loan was to assist in the financing of new equipment for the first production line built in Delta, BC. The interest rate for the Term Loan was 4.95% per annum over 12 years. Principal repayment was scheduled to begin on July 1, 2021 and matures on June 1, 2033.

In 2021, we completed a financing transaction that increased the existing term to \$45.0 million from the existing \$20.0 million to provide funding for the planned construction of a second production line at the Delta location. The financing was provided by Business Development Corp (“BDC”) and Farm Credit Canada (“FCC”) in a Pari Passu structure. Each lender will fund 50% of the \$45.0 million total loan value. The original borrowing with BDC will increase from \$20.0 million to \$22.5 million (“BDC Amended Term Loan”) and FCC will also fund \$22.5 million (“FCC Term Loan”). Upon closing of the transaction, Swiss Water’s outstanding debt to each party, FCC and BDC, was \$10 million. FCC paid \$10.0 million to BDC on Swiss Water’s behalf to ensure that existing borrowings were restructured on a Pari Passu basis.

Effective November 22, 2022, as the Company continued constructing its second production line in Delta, BC, the Company entered into an amendment (the “Amended Senior Facility”) to the existing senior debt facilities with BDC and FCC. Both lenders agreed to provide the Company with up to an additional \$12.0 million, in total, of senior debt financing, at variable rates, funded equally between lenders. This effectively increased the senior debt construction facility from \$45.0 million to \$57.0 million.

Only interest will be paid on the outstanding balances monthly prior to July 1, 2024, for both the BDC and FCC Term Loans. Principal repayments for both loans commence on July 1, 2024 and will be repaid in monthly installments until both loans mature on June 1, 2034. Early principal repayment is available subject to conditions.

The FCC Term Loans consist of a fixed term and a variable loan, where, until maturity, the fixed term loan bears an interest rate of 4.38% and the variable loan bears an interest rate of the variable personal property rate minus 0.75%. The BDC Term Loans consist of a fixed term and a variable loan, where, until maturity, the fixed term loan bears an interest rate of 4.45%, while the variable loan bears an interest rate of the variable BDC floating rate minus 1.5%.

Both loans are secured by a general security agreement and a first security interest on all existing equipment and machinery plus new equipment and machinery financed with the BDC and FCC construction loans. Seaforth has provided a guarantee for construction loans to FCC and BDC. As of March 31, 2023, the construction loan amount outstanding was \$50.3 million.

We have certain bank covenants that relate to the maintenance of specified financial ratios. As of March 31, 2023, we were in compliance with all covenants.

### Debenture with Warrants / Convertible Debenture with Mill Road Capital

In 2021, Swiss Water amended the \$15.0 million convertible debenture agreement with Mill Road to a debenture with warrants. Under the new terms of the agreement, the maturity date was extended by one year from October 11, 2023, to October 31, 2024. The other amended terms were: (i) the interest rate increased from a maximum of 7.85% to 9%, (ii) a 1.5% additional interest “payment in kind” was added, (iii) the debt to shares conversion feature was amended, and (iv) the senior debt covenant was increased from \$45.0 million to \$60.0 million. The debt to shares conversion was amended by (a) cancelling the existing



# SWISS WATER DECAFFEINATED COFFEE INC.

## Management Discussion and Analysis

For the first quarter ended March 31, 2023

conversion feature and (b) replacing the existing conversion feature with warrants to allow Mill Road to purchase up to 2.25 million common shares at a price of \$3.33 per share. The warrants expired on October 31, 2024.

Effective November 22, 2022, Swiss Water amended the debenture with warrants agreement to (i) expand on the Senior Debt restricted covenant; (ii) allow Swiss Water a right to prepay the principal, and (iii) add security on the debenture. The original principal of \$15.0 million and the maturity date of October 31, 2024, remain the same. Also, the interest on the debenture remains unchanged at 9% paid quarterly plus 1.5% interest in kind accrued quarterly. Meanwhile, the warrant agreement to issue 2.25 million warrants, with an exercise price of \$3.33 was amended (i) to extend the maturity date from October 31, 2024, to April 30, 2026; and (ii) to add a cashless exercise option whereby MRC may elect to receive, upon exercise, such number of shares that is equal to the difference between the \$3.33 exercise price and the fair market value of the shares at the time of exercise.

We have certain bank covenants that relate to the maintenance of specified financial ratios. As of March 31, 2023, we were in compliance with all covenants.

### Share Capital

Swiss Water is authorized to issue an unlimited number of common shares. Each share is equally eligible to receive dividends when declared and represents one vote at meetings of shareholders. As at March 31, 2023, there were 9,212,955 common shares issued and outstanding.

On May 9, 2022, at the Annual and Special Meeting of Shareholders, the Shareholders approved the amendment to the Articles of Amalgamation of the Company to create two new classes of shares, Class A Preferred Shares and Class B Preferred Shares. As at March 31, 2023, there were no preferred shares issued and outstanding.

### Contractual Obligations

The following table sets forth our contractual obligations and commitments as at March 31, 2023:

(In \$000s) (unaudited)	Total	Less than 1 year	2-3 years	4-5 years	Over 5 years
Long-term debt <sup>1</sup>	\$ 65,920	\$ 233	\$ 27,319	\$ 11,933	\$ 26,435
Financing leases <sup>2</sup>	12,411	2,517	5,060	4,165	669
Credit facility <sup>3</sup>	41,709	-	41,709	-	-
Purchase obligations <sup>4</sup>	42,523	42,033	490	-	-
Total contractual obligations	\$ 162,563	\$ 44,783	\$ 74,578	\$ 16,098	\$ 27,104

<sup>1</sup> Long-term debt represents the principal amounts of the debenture with warrants and construction loans.

<sup>2</sup> Minimum obligations for our finance leases.

<sup>3</sup> Credit facility matures in 2024, where the maturity date can be extended subject to lenders' approval.

<sup>4</sup> Purchase obligations represent outstanding capital, and coffee and purchase commitments.

Swiss Water leases the following offices, warehouses, and equipment:

On August 26, 2016, we signed a lease agreement for a build-to-suit production facility in Delta. From the lease commencement date, the lease has an initial term of five years and can be renewed at our option in five-year increments up to a total of 30 years. The lease commencement date was in July 2018. Under the lease, Swiss Water has multiple options to buy out the lease starting at the end of the second five-year term. The buy-out value will be equal to the fair market value of the property as determined by an appraisal process,

# SWISS WATER DECAFFEINATED COFFEE INC.

## Management Discussion and Analysis

For the first quarter ended March 31, 2023

subject to specified maximum and minimum values. During 2022 we exercised the first option to renew Swiss Water's lease in Delta for another five years until July 2028.

Seaforth leases a warehouse in Delta and the lease expires in June 2027. We have two options to renew the lease for an additional term of five years each.

Swiss Water leases a sales office in France which expires in October 2027.

Swiss Water leases a facility in Burnaby that houses our decaffeination plant and offices. The lease expires in June 2023.

Seaforth leases a truck. The lease expired in April 2023.

Swiss Water leases various office equipment with expiring dates of October 2024 and January 2025.

## OFF-BALANCE SHEET ARRANGEMENTS

Swiss Water has no off-balance sheet arrangements.

## RELATED PARTY TRANSACTIONS

We provide toll decaffeination services and/or sell finished goods to and purchase raw material inventory from a company that is related to one of Swiss Water's Directors, Roland Veit.

The following table summarizes related party sales and purchases during the periods:

(In \$000s) (unaudited)	3 months ended March 31,	
	2023	2022
Sales	\$ 155	\$ 355
Purchases of raw materials	\$ 2,686	\$ 2,031

All transactions were in the normal course of operations and were measured at the fair value of the consideration received or receivable, which was established and agreed to by the related parties. As at March 31, 2023, our accounts receivable balance with this company was nil (December 31, 2022: nil) while our accounts payable balance with this company was \$1.0 million (December 31, 2022: \$2.2 million).

On October 26, 2021, Swiss Water and a member of key management ("Borrower") entered into a promissory note in the amount of \$0.07 million. For as long as the borrower remains an employee, the obligation to repay the principal is forgiven against current and future awards under the RSU Plan, by forfeiture of awards. The loan is interest free other than in the event of default, in which case the promissory note would bear simple interest at a rate of 10% per annum. As at March 31, 2022, the loan balance was \$0.02 million (2022: \$0.04 million).

Mill Road, is a shareholder of Swiss Water, and under the terms of the debenture with warrants agreement, Mill Road added a senior executive to Swiss Water's board of directors during Q4 2022. Also, as a holder of the debenture with warrants, Mill Road has the right to a cashless exercise of warrants to obtain an additional 2.25 million shares of Swiss Water. As such Mill Road is considered a related party. Refer to Note 9.2 in the unaudited condensed consolidated interim financial statements for more details.

## RISKS AND UNCERTAINTIES

Cash from operations may fluctuate with the performance of the business, which can be susceptible to a number of risks. These risks may include, but are not limited to, foreign exchange fluctuations, labour relations, coffee prices (notwithstanding hedging programs, as exact hedging correlation is not attainable), the availability of coffee, competition from existing chemical and other natural or chemical free coffee

# SWISS WATER DECAFFEINATED COFFEE INC.

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## Management Discussion and Analysis

For the first quarter ended March 31, 2023

decaffeinator, competition from new entrants with alternate processing methods or agricultural technologies, environmental and regulatory risks, terms of credit agreements, customer concentration, commodity futures losses, ability to maintain organic certification, adequacy of insurance, risks related to information technology, dependence on key personnel, product liability, uncollectable debts, liquidity risk and timing and costs of capital projects including the construction of the second line at the Delta facility, decommissioning of the Burnaby facilities, Swiss Water's ability to raise funds through either debt or equity, availability of labour force, equipment and supplies, global environmental change and climate effects on our products and supply chain, inflation, changes in interest rates, global pandemics, and general economic downturns. These risks and how Swiss Water manages them are described in the AIF. The future effect of these risks and uncertainties cannot be quantified or predicted.

Following the emergence of conflict in Ukraine in late February 2022, many countries enacted sanctions against Russia and the supply of some commodities from Russia, such as natural gas, has been interrupted. Potential consequences of these sanctions and commodity interruptions that could impact our business are not limited to: 1) demand for our products 2) delays in transportation to customers within Europe, 3) increase of costs in fertilizers or supply components, thus increasing the costs of our coffee inventory, 4) decaffeinating coffee in Europe may become more expensive if traditional fuel sources are curtailed. Some North American customers, currently sourcing from European suppliers, may consider switching to Swiss Water as it can be sourced closer to their market, and 5) overall supply chain interruptions. At this time there is uncertainty over the full impact of the conflict in Europe, as such, we cannot provide assurance that this conflict will not affect our business and further expansions into the European market.

Swiss Water's operations may be negatively affected in the event of a local or global outbreak of disease, such as the coronavirus, COVID-19 outbreak pandemic declared in March 2020. A pandemic may affect demand for our products and services and the capability of our supply chains. It may also affect expected credit losses on our amounts due from customers and whether the entity continues to meet the criteria for hedge accounting. For example, if a hedged forecast transaction is no longer highly probable to occur, hedge accounting would be discontinued.

Risks are also discussed in detail in the 'Financial Risk Management' note in our audited consolidated financial statements for the year ended December 31, 2022, and the unaudited condensed consolidated interim financial statements for the period ended March 31, 2023. Furthermore, in this management discussion and analysis, we discuss risk under the headings 'Hedge Accounting' and 'Financial Instruments'.

## ENVIRONMENTAL RISKS

The Canadian Securities Administrators ("CSA") identifies five categories of risks: litigation, physical, regulatory, reputational and business model, for which issuers are asked to identify material risks and if they are reasonably likely to affect financial statements in the future.

Environmental matters relate to a broad range of issues, including those related to air, water, waste and land. As a small company with limited human and financial resources, we focus on only those risks that we believe could have a materially adverse effect on our operations and/or financial results within our planning horizon, rather than seeking to identify all possible future risks. Risk assessment involves judgment, uncertainty and estimates, which can provide only reasonable, rather than an absolute, assurance that all the applicable risks and their expected impacts on Swiss Water are considered.

The most pervasive environmental risks that we face relate to the fact that we buy, sell and store an agricultural commodity. The supply of green coffee can be impacted by numerous environmental conditions

# SWISS WATER DECAFFEINATED COFFEE INC.

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## Management Discussion and Analysis

For the first quarter ended March 31, 2023

such as frosts, drought, plant disease and insect damage, which can affect the quality and size of the coffee crop. In addition, certain environmental conditions, such as excessive rains, can hamper crop harvesting. A shortage of coffee can affect our processing volumes and revenues. We seek to mitigate the risks of coffee shortages by maintaining an extensive list of coffee suppliers; by dealing with importers who themselves have multiple suppliers rather than contracting directly with farmers or coffee co-operative organizations; by maintaining up to three months of coffee inventories at any time; by developing and modifying coffee blends that take into consideration coffee availability and cost from various coffee origins; and, by entering into purchase contracts with suppliers for future delivery of coffee (rather than relying on 'spot' deliveries). In addition, the coffee commodity price is closely tied to available supplies of coffee globally. We mitigate the commodity price risk through our commodity price risk management policy.

Our leased facilities are located in the Metro Vancouver area of British Columbia. Vancouver is considered to be at high risk of a major earthquake and flooding. Any significant earthquake in the vicinity could have a material impact on our operations for a period of time, depending on the extent of the damage to the facilities, our equipment, and the transportation infrastructure in the region. In short, a major earthquake could have a material adverse impact on our revenues. We carry property and business interruption insurance, including earthquake coverage, which would help offset the cash flow impact of such an event. In addition, we keep some finished goods inventory in third-party coffee warehouses in other regions, and we would be able to sell these finished goods even if our production and distribution of coffee were temporarily interrupted by an earthquake. Nevertheless, the financial and operational impact of a major earthquake cannot be reasonably predicted.

We are subject to a number of environmental laws and regulations related to our facilities in British Columbia, which mandate, among other things, the maintenance of air and water quality. We routinely monitor our compliance with these standards. Based on our compliance record and our maintenance programs, as well as currently enacted laws and regulations, we do not believe that these regulatory risks are material.

We expect to incur increased costs for energy and water consumption over time. If we cannot pass on such increased costs to our customers, our profitability may be adversely effected.

We believe that all known environmental obligations and provisions have been appropriately reflected in our financial statements. We have not identified any material litigation, reputational, or business model risks related to environmental matters. Nevertheless, we may be subject to potential unknown or unforeseeable environmental effects arising from, or related to, our business. Costs associated with such issues could be material.

We believe that the trend toward increased environmental awareness creates an opportunity for us to grow our business, as consumers and coffee industry participants place greater emphasis on reducing their impact on the environment. As one of the few chemical free decaffeinator in the world, we believe that an increased focus on environmental matters will allow us to win more business from decaffeinator that use chemicals such as methylene chloride to decaffeinate coffee.

## CHANGES IN ACCOUNTING STANDARDS

The following amendments to accounting standards became effective for annual periods beginning on or after January 1, 2023. The adoption of these revised standards by the Company did not have a material impact on its condensed consolidated interim financial statements.

# SWISS WATER DECAFFEINATED COFFEE INC.

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## Management Discussion and Analysis

For the first quarter ended March 31, 2023

- IFRS 1 was amended to require companies to recognize deferred tax on particular transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences. The consequential amendment to IFRS 1 is to add an exception to retrospective application.
- IAS 1 has changes to accounting policy disclosures in changes in estimates vs accounting policies.
- IAS 8 contains a narrow scope of amendments to improve accounting policy disclosures and to distinguish changes in accounting estimates from changes in accounting policies.
- IAS 12 was amended to require companies to recognize deferred tax on transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences.

These standards are effective for periods beginning after January 1, 2024 and the Company does not anticipate a material impact on its financial statements:

- IFRS 10 and IAS 28 relate to the sale or contribution of assets between an investor and its associate or joint venture, and the amendments clarify the accounting for a subsidiary when a parent company loses control of the subsidiary. IAS 28 amended equity method procedures. The amendments' effective date is not yet determined, early adoption is permitted.
- IFRS 16 has amended guidance over accounting for lease liability in a sale and leaseback transaction, effective after January 1, 2024.
- IAS 1 was amended to clarify the classification of non-current liabilities with covenants, effective after January 1, 2024.
- IAS 1 was amended to clarify how to classify debt and other liabilities as either current or non-current. This standard defers the effective date of previous amendments to IAS 1 to years beginning after January 1, 2024.

## HEDGE ACCOUNTING

There are risks related to unpredictability over coffee commodity prices and foreign exchange rates. To minimize these risks, we follow our risk management program, which is carried out under two policies approved by the Board of Directors: The Foreign Exchange Risk Management Policy and the Commodity Price Risk Management Policy. With the use of derivative financial instruments, we hedge potential adverse effects on our financial performance and cash flows. Under the risk management program, we enter into three types of hedges and each type is discussed below:

- 1) Commodity price risk hedges on coffee purchase commitments and coffee inventory ("commodity hedges");
- 2) Currency risk hedges related to US\$ denominated future process revenues ("revenue hedges");
- 3) Currency risk hedges related to US\$ denominated purchases of green coffee ("purchase hedges");

### Commodity Hedges

When we enter into a purchase commitment to buy green coffee, the contract specifies that the purchase price will be based, in part, on the future (to-be-determined) coffee futures price, or NY'C. We agree on or 'fix' the NY'C price with the vendor on or before receiving the coffee into inventory. When we bear the economic risk of a change in the commodity price, we offset this risk by selling short a futures contract on the Intercontinental Exchange. When we later sell such coffee at a fixed price to a customer, we cover our short by going long on a futures contract on the Intercontinental Exchange.

At each period-end, commodity hedges are re-measured to their fair value. Under hedge accounting, gains/losses for hedged coffee purchase commitments and inventory are recorded in the statement of

# SWISS WATER DECAFFEINATED COFFEE INC.

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For the first quarter ended March 31, 2023

financial position until such coffee is sold at which time the gains/losses on our commodity hedges are recognized in cost of sales. In this way, gains/losses on our commodity hedges are matched to our sales in the period.

### Revenue Hedges

We enter into forward contracts to sell US\$ at future dates to hedge the foreign exchange cash flow variability of expected US\$ processing fee revenue up to 60 months in advance. The hedged process revenue includes both process revenue from tolling arrangements (processing of customer-owned coffee) as well as the US\$ processing fee layer of inventory sales agreements. This enables us to more reliably predict how much Canadian currency we will receive for our US\$ process revenue. Cash flows in the immediate 12-month period are hedged at a higher percentage of expected future revenues than those farther out, reflecting greater uncertainty in the 13 to 60-month period.

At each period end, revenue hedges are re-measured to their fair value. Under hedge accounting, unrealized gains/losses for open revenue hedges are recorded in other comprehensive income. When a revenue hedge matures, the realized gain/loss on that contract is reclassified from accumulated other comprehensive income to process revenue.

### Purchase Hedges

We enter into forward contracts to buy US\$ for green coffee inventory which, once decaffeinated, will be sold at a fixed C\$ price pursuant to a customer-specific contract. Similarly, on occasions, we enter into forward contracts to buy US\$ to be used to pay for purchases of equipment. To mitigate the exposure to margin changes on these transactions arising from fluctuations in the US\$/C\$ exchange rate, we enter into US\$ forward purchase contracts which economically lock in the US\$/C\$ exchange rate, and effectively lock in the C\$ cost of inventory to be sold at the fixed C\$ amount.

The hedge accounting allows for a matching of US\$ purchases with the associated gains/losses on the forward contracts used to economically hedge these items. At each period-end, customer-specific hedges are re-measured to their fair value. Under hedge accounting, the gains/losses on these hedges are deferred on the statement of financial position until the inventory is sold, at which time the gains/losses are recorded in cost of sales on the income statement. Similarly, hedges related to property plant and equipment are re-measured at each period end and once the hedges mature the gains and losses on these hedges are recorded in property plant and equipment.

## FINANCIAL INSTRUMENTS

We use financial instruments to mitigate economic risks associated with our business. The three types of hedges we enter into, and the hedging instruments used, are discussed in more detail under 'Hedge Accounting' above.

We classify our financial assets and financial liabilities in the following measurement categories (i) those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss); and (ii) those to be measured at amortized cost. We have implemented the following classifications for financial instruments other than derivatives:

- Cash and cash equivalents and short-term investments are classified as assets at fair value and any period change in fair value is recorded through interest income in the consolidated statement of income, as applicable.

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- Accounts receivable and other receivables are classified as assets at amortized cost using the effective interest rate method. Interest income is recorded in the consolidated statement of income, as applicable.
- Accounts payable, credit facilities, the debt portion of the debenture with warrants/convertible debenture and other liabilities are classified as other financial liabilities and are measured at amortized cost using the effective interest rate method. Interest expense is recorded in the consolidated statement of income, as applicable.

### Commodity Price Risk

Commodity price risk is the risk that the fair value of inventory or future cash flows will fluctuate as a result of changes in commodity prices. The Company utilizes futures contracts to manage its commodity price exposure. The Company buys and sells futures contracts for coffee on the Intercontinental Exchange in order to offset its inventory position and fix the input cost of green coffee. As at March 31, 2023, the Company had futures contracts to buy 26.0 million lbs of green coffee with a notional value of US\$44.2 million, and contracts to sell 36.1 million lbs of green coffee with a notional value of US\$60.7 million. The furthest contract matures in December 2023. (December 31, 2022: buy 16.8 million lbs of green coffee with a notional value of US\$27.1 million, and contracts to sell 26.8 million lbs of green coffee with a notional value of US\$43.4 million). An estimated 1% decrease in the mark-to-market rate applied to coffee futures would have resulted in an estimated gain of \$0.2 million to the net income before tax, and vice versa.

### Foreign Currency Risk

We realize a significant portion of our revenues in US\$ and we purchase green coffee in US\$ which is, in some cases, sold to customers in Canadian dollars. Swiss Water enters into forward foreign currency contracts to manage our exposure to currency rate fluctuations and to minimize the effect of exchange rate fluctuations on business decisions.

As at March 31, 2023, the Company had forward currency contracts to buy US\$7.7 million and sell US\$50.7 million (December 31, 2022: buy US\$7.1 million and sell US\$54.8 million) from April 2023 through to September 2025 at various Canadian exchange rates ranging from \$1.26 to \$1.38. An estimated CAD 1 cent decrease in the value of US dollar would have resulted in an estimated gain of \$0.4 million to the net income and other comprehensive income before tax, and vice versa.

As at March 31, 2023, the Company designated as hedging instruments US\$7.7 million in forward contracts to buy US dollars, which relate to coffee purchases (December 31, 2022: US\$7.1 million).

### INTERNAL CONTROLS OVER FINANCIAL REPORTING & DISCLOSURE CONTROLS AND PROCEDURES

The Chief Executive Officer (“CEO”) and the Chief Financial Officer (“CFO”) of Swiss Water are responsible for establishing and maintaining adequate internal control over financial reporting (“ICFR”) to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. Under the supervision and with the participation of management, we conducted an evaluation of the design and effectiveness of our ICFR as of March 31, 2023, based on the updated framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (“COSO 2013”). Based on this assessment, the CEO and CFO concluded that, as of March 31, 2023, Swiss Water’s ICFR was effective.

The CEO and CFO are also responsible for establishing and maintaining adequate disclosure controls and procedures. Disclosure controls and procedures are controls and other procedures designed to provide

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reasonable assurance that information required to be disclosed in documents filed or submitted under securities legislation is recorded, processed, summarized and reported within the time periods specified in securities legislation and includes controls and procedures designed to ensure that information required to be disclosed in documents filed or submitted under securities legislation is accumulated and communicated to Swiss Water's management, including the CEO and CFO, as appropriate to allow timely decisions regarding required disclosure.

The CEO and CFO evaluated or caused to be evaluated under supervision, the effectiveness of our disclosure controls and procedures and based on this evaluation, the CEO and CFO concluded that, as of March 31, 2023, Swiss Water's disclosure controls and procedures were effective. There were no changes in our ICFR that occurred during the period beginning on January 1, 2023, and ended on March 31, 2023, that have materially affected or are reasonably likely to materially affect, Swiss Water's ICFR.

### SUBSEQUENT EVENTS

On April 4, 2023, the Company filed a Notice of Change of Auditor. The Company's Board of Directors and the Audit Committee of the Board provided notice that PricewaterhouseCoopers LLP ("PwC") will no longer act as auditor of the Company effective March 29, 2023, and recommended that shareholders appoint MNP LLP ("MNP") as auditor of the Company at the Company's annual general meeting of shareholders. The auditor's reports of PwC on the financial statements of the Company for the years ended December 31, 2022 and December 31, 2021 did not contain any modifications as to departures from generally accepted accounting principles or limitations in the scope of the audit.

Subsequent to the three months ended March 31, 2023, Swiss Water completed its final production at the Burnaby location and the Company is in the process of dismantling its legacy production line while restoring the leased property before returning it to the landlord. As previously disclosed, the Burnaby property lease expires in June 2023.

Also, subsequent to March 31, 2023, a truck lease expired and the Company leased a newer truck.