

# **DIAMOND ESTATES WINES & SPIRITS INC.**

## **MANAGEMENT DISCUSSION AND ANALYSIS**

**THREE AND NINE MONTH PERIODS ENDED DECEMBER 31, 2017 AND 2016**

**DIAMOND ESTATES WINES & SPIRITS INC.**  
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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 nine month periods ended December 31, 2017 ("Q3 2018" and "YTD 2018", respectively) compared with the corresponding periods ended December 31, 2016 ("Q3 2017" and "YTD 2017", respectively). This discussion is prepared as of February 21, 2018 and should be read in conjunction with the (i) unaudited interim condensed consolidated financial statements and accompanying notes of Diamond for Q3 2018 and Q3 2017 and (ii) both the audited consolidated financial statements and MD&A for the fiscal years ended March 31, 2017 and March 31, 2016. All note references are made in reference 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, 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, 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".

**NON-IFRS FINANCIAL MEASURE**

Management uses net income and comprehensive income as presented in the unaudited interim condensed consolidated statements of net income and comprehensive income as well as "EBITDA" as a measure to assess performance of the Company. EBITDA is another financial measure and is reconciled to net income and comprehensive income below under "Results of Operations".

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EBITDA is a 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. 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 unaudited interim condensed consolidated financial statements prepared under IFRS. The Company's definitions of this non-IFRS financial measure may differ from those used by other companies.

### 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 in the Niagara region of Ontario and one in Toronto, producing VQA and blended wines under such well-known brand names as 20 Bees, EastDell, Lakeview Cellars, Dan Aykroyd, Fresh, McMichael Collection, Benchmark and Seasons. Through its wholly-owned subsidiary, Kirkwood Diamond Canada Partnership ("KDC"), 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 Fat Bastard wines from France, Kaiken wines from Argentina, Charles Wells beers from England, Hpnotiq Liqueur from France, Anciano wines from Spain, Francois Lurton wines from France and Argentina, Brick Brewing from Canada, Blue Nun wines from Germany, coolers and spirits from Independent Distillers in New Zealand, Evan Williams Bourbon from USA and Iceberg Vodka from Canada.

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 long-term growth prospects for the domestic and import beverage alcohol markets in Canada are positive. Diamond is also a significant participant in the export market, with a particular focus on China, where demand for Canadian wines is robust.

The Company is committed to delivering these results through its distribution network focused on the provincial liquor boards, licensed restaurants and bars, grocery chains, Diamond's three retail locations and export channels. The Company has a total workforce of approximately 99 full-time employees, including 47 engaged in the selling and marketing of its brands, 24 in the manufacturing and distribution of its brands, 8 involved in the retailing of its domestic products through our retail facilities and 20 in accounting and administration, including the senior officers. The Company also uses a number of independent representatives that are compensated by commissions to sell its product in the licensee channel.

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**Q3 2018 Highlights**

- Revenue in the third quarter of fiscal 2018 was \$10.4 million, an increase of 17.4%;
- Gross margin increased 40.6% to \$4.8 million in the third quarter of fiscal 2018, as a percentage of revenue, gross margin increased to 46.7% from 39.0% last year;
- EBITDA in the third quarter of fiscal 2018 was \$1.0 million, compared with \$0.6 million last year;
- Net income increased to \$0.5 million in the third quarter, up significantly from a slightly positive balance in the year ago quarter;
- Cash flow from operating activities before changes in non-cash working capital items was \$2.6 million in the 2018 year-to-date period compared with \$2.4 million last year;
- Working capital was \$17.0 million as at December 31, 2017, an increase of \$8.6 million from March 31, 2017;
- With the record harvest in 2017, the Company began to reintroduce several products in the LCBO that had been temporarily de-listed and increased programming to stimulate sales, resulting in increased sales velocity; management anticipates a return to growth in this channel in fiscal 2019; and
- The agency division is currently undergoing a turnaround under new leadership; a workforce reduction was implemented in the third quarter of fiscal 2018 that eliminated eight positions and is expected to result in annualized cost savings of approximately \$0.5 million.

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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".

	Dec-2017 Q3 2018 \$	Sep-2017 Q2 2018 \$	Jun-2017 Q1 2018 \$	Mar-2017 Q4 2017 \$	Dec-2016 Q3 2017 \$	Sep-2016 Q2 2017 \$	Jun-2016 Q1 2017 \$	Mar-2016 Q4 2016 \$
<b>Balance sheet</b>								
Working capital surplus (deficiency)	16,962,914	12,878,449	3,566,738	8,405,028	10,891,386	4,459,859	3,813,331	(6,115,079)
Bank indebtedness (total)	-	-	9,633,395	5,312,135	3,968,458	9,711,878	11,482,181	10,217,851
Term debt and finance leases	22,014,838	18,024,476	9,633,395	8,397,214	8,377,352	9,899,747	10,113,287	10,386,559
Total equity	17,596,514	17,073,197	16,928,201	20,426,142	21,366,906	13,255,420	12,569,465	11,844,230
<b>Income statement</b>								
Revenue	10,350,258	8,909,281	9,632,299	6,060,573	8,814,451	10,264,535	9,149,120	6,122,684
Gross margin	4,834,609	3,902,069	4,456,048	2,363,565	3,439,436	4,412,224	4,006,465	1,896,265
EBITDA	1,015,126	781,325	1,449,304	(495,849)	590,197	1,407,895	1,299,367	(839,497)
Net income (loss)	504,374	1,268	884,402	(971,482)	8,788	781,224	716,202	(2,109,709)
Basic income (loss) per share	0.00	0.00	0.01	(0.01)	0.00	0.01	0.01	(0.02)
Diluted income (loss) per share	0.00	0.00	0.01	(0.01)	0.00	0.01	(0.02)	(0.02)

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

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**RESULTS OF OPERATIONS**

	Q3 2018	YTD 2018	Q3 2017	YTD 2017
<b>Revenue</b>	<b>\$ 10,350,258</b>	<b>\$ 28,891,837</b>	<b>\$ 8,814,451</b>	<b>\$ 28,228,105</b>
Cost of sales	<u>5,515,649</u>	<u>15,699,112</u>	<u>5,375,015</u>	<u>16,369,980</u>
<b>Gross margin</b>	<b>4,834,609</b>	<b>13,192,725</b>	<b>3,439,436</b>	<b>11,858,125</b>
<i>Gross margin (% of revenue)</i>	<i>46.7</i>	<i>45.7</i>	<i>39.0</i>	<i>42.0</i>
Operating expenses	<b>3,819,483</b>	<b>9,946,971</b>	<b>2,843,779</b>	<b>8,555,206</b>
<i>Operating expenses (% of revenue)</i>	<i>36.9</i>	<i>34.4</i>	<i>32.3</i>	<i>30.3</i>
<b>EBITDA</b>	<b>1,015,126</b>	<b>3,245,754</b>	<b>595,657</b>	<b>3,302,919</b>
Interest	<b>209,103</b>	<b>674,857</b>	<b>253,033</b>	<b>817,042</b>
Depreciation and amortization	<b>296,136</b>	<b>1,014,835</b>	<b>322,820</b>	<b>904,886</b>
Income taxes	<u>320</u>	<u>320</u>	<u>-</u>	<u>-</u>
<b>Income from operations</b>	<b>509,567</b>	<b>1,555,742</b>	<b>19,804</b>	<b>1,580,991</b>
Share based compensation	<u>5,193</u>	<u>165,697</u>	<u>11,016</u>	<u>74,780</u>
<b>Net income and comprehensive income</b>	<b>\$ 504,374</b>	<b>\$ 1,390,045</b>	<b>\$ 8,788</b>	<b>\$ 1,506,211</b>
Portion attributable to:				
Shareholders	<b>\$ 504,374</b>	<b>\$ 1,371,150</b>	<b>\$ (33,566)</b>	<b>\$ 1,325,191</b>
Non-controlling interest	<u>-</u>	<u>18,895</u>	<u>42,354</u>	<u>181,020</u>
	<b>\$ 504,374</b>	<b>\$ 1,390,045</b>	<b>\$ 8,788</b>	<b>\$ 1,506,211</b>

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

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Financial results improved in both the winery and agency divisions in the third quarter of fiscal 2018. At the winery, export growth more than offset softness in demand in the Ontario retail and licensee channel where the company implemented a strategy earlier in the year to slow sales as a result of an industry wide short supply of wine caused by poor harvests in 2014 and 2015. The agency division recorded a one-time increase in revenue from severance associated with a foreign-based producer that it represented in Canada as the national distributor. This division is currently undergoing a turnaround under new leadership. A workforce reduction was implemented in November that eliminated 8 positions and a more focused strategy for agency business is under development.

Revenue in the third quarter of fiscal 2018 was \$10.4 million, an increase of 17.4% from \$8.8 million in the third quarter of fiscal 2017 on increased growth of export sales in the winery and severance revenue in the agency division. Gross margin increased 40.6% to \$4.8 million in the third quarter of 2018 from \$3.4 million in the year-ago period due primarily to the revenue growth. Gross margin as a percentage of revenue increased to 46.7% in Q3 2018 from 39.0% in the prior year period, due primarily to a shift in sales mix to more premium products in both the export and LCBO channels as well as the non-recurring severance revenue.

EBITDA in the third quarter of fiscal 2018 increased 70.4% to \$1.0 million from \$0.6 million in the third quarter of 2017, reflecting EBITDA margins of 9.8% and 9.6% respectively. Net income increased to \$0.5 million in the third quarter, up significantly from a slightly positive balance in the year-ago quarter. Revenue for the first nine months of the year was \$28.9 million versus \$28.2 million for the prior year period, an increase of 2.4%. Gross margin was \$13.2 million, up substantially by 11.3% from the prior year period. Gross margin as a percentage of revenue increased to 46.7% in the first nine months of fiscal 2018, compared to 39.0% in the comparable period in fiscal 2017.

EBITDA declined 1.7% to \$3.2 million in the first nine months of fiscal 2018, compared to \$3.3 million in the comparable period last year. Net income declined 7.7% to \$1.4 million in the year-to-date period, compared to \$1.5 million in the same period in fiscal 2017.

In the winery division, total revenue was \$5.0 million in the third quarter of fiscal 2018 and \$15.4 million year to date. Those totals were up 22.7% and 2.8%, respectively, from the corresponding prior-year periods. This growth was driven by export revenue totalling \$2.6 million in the third quarter, and \$7.8 million year to date, up 92.6% and 33.9%, respectively, from the comparable periods in fiscal 2017. It was partially offset by declines in revenue from the LCBO and Licensee sales channels. This was primarily due to a conscientious effort made to allocate sufficient product to support the export and grocery channels during a period in which the Company had limited supply as a result of below average harvests in fiscal 2014 and 2015. With the record harvest in 2017, management has the confidence in supply that it began to reintroduce several products in the LCBO that had been temporarily de-listed and increased programming in that channel to stimulate sales. These actions have resulted in the sales velocity in this channel improving significantly during the third quarter. Management anticipates a return to growth in this channel in fiscal 2019.

Revenue in the agency division totaled \$5.3 million in the third quarter of fiscal 2018, and \$13.4 million year to date. Those totals are up 12.8% and 1.9%, respectively, compared to \$4.7 million and \$13.2 million in the prior-year periods. Third quarter revenue included \$0.6 million negotiated from a supplier that chose to move its representation to another agent. When normalized for the effects of severance payments, agency revenue was essentially flat for the third quarter in comparison to the prior period. On a year-to-date basis, agency division was essentially unchanged in fiscal 2018 after excluding severance revenue of approximately \$0.4 million in fiscal 2017. Management is confident that the new leadership will lead to improved financial performance in this division in fiscal 2019. Product represented by the supplier lost in the third quarter of 2018 generated approximately \$3.4 million in revenue and \$0.6 million in gross margin for the Company in the twelve month period ended December 31, 2017. Management believes that the

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combination of organic growth, including a new supplier it began representing in the fourth quarter of 2018 and cost savings from the workforce reduction will more than offset the lost business.

Gross margin in the winery division was \$2.3 million in the third quarter of fiscal 2018, and \$7.3 million in the first nine months of fiscal 2018, up 38.6% and 13.9%, respectively, from the comparable periods in fiscal 2017. Gross margin as a percentage of revenue in the winery division increased to 44.9% in the third quarter (47.2% year to date) compared to 39.7% (42.6% year to date) in fiscal 2017. The improvement was largely driven by the Company's activities in the LCBO channel, in which it curtailed programming activities, implemented price increases on certain products and discontinued some lower margin products and growth of premium products sold to export customers.

Gross margin in the agency division was \$2.6 million in the third quarter of fiscal 2018, and \$5.9 million in the first nine months of fiscal 2018, up 42.4% and 8.1%, respectively, from the comparable periods in fiscal 2017. Gross margin as a percentage of revenue in the agency division increased to 48.5% (43.9% year to date), compared to 38.4% (41.4% year to date) in fiscal 2017. The increase in gross margin is primarily due to the \$0.6 million in severance received by the agency in the third quarter on termination of a supplier contract. Excluding nonrecurring severance revenue, gross margin in the third quarter and year-to-date periods in fiscal 2018 increased by 7.8% and 4.3%, respectively, from the prior year periods. These differences reflect actions taken to improve margins through pricing initiatives, cost control and product mix, partially offset by margin reductions taken to clear out excess inventory.

Total operating expenses were \$3.8 million in the third quarter of fiscal 2018, up 34.3% compared to the prior year. Operating expenses for the first nine months of fiscal 2018 were \$9.9 million, up 16.3% year-over-year. Employee compensation and benefits expenses increased by 1.8% to \$1.4 million in the third quarter of fiscal 2018 and 3.0% to \$4.6 million year-to-date relative to the prior year periods. The workforce reduction carried out in the third quarter of fiscal 2018 is expected to result in annualized savings of approximately \$0.5 million.

Advertising and promotion expenses increased in fiscal 2018 due to spending on instore tasting programs in the grocery channel, advertising and promotions related to the opening of the new retail store at the winery, and brand awareness campaigns for the winery brands. The agency division also increased promotional activity in the Western provinces during the same period in support of the brands that it represents. Delivery and warehousing expenses decreased in the third quarter of 2018 relative to the prior year, but increased slightly overall in the first nine months of fiscal 2018 relative to fiscal 2017. The trend reversal is driven by declining storage charges as the company has focused on reducing agency inventory balances.

General and administrative expenses were \$0.8 million in the third quarter of fiscal 2018, up 11.9% from the prior year period. Year-to-date G&A expenses in fiscal 2018 were \$2.2 million, an increase of 8.2% from the comparable period in fiscal 2017. Increases in the two periods were primarily related to legal fees associated with the acquisition of the non-controlling interest in the agency division, and investments in information technology as the Company is in the process of upgrading its infrastructure and systems.

Restructuring charges amounted to \$0.8 million in the third quarter of fiscal 2018 (\$0.8 million year-to-date), and are related to the elimination of 8 sales and marketing positions in a workforce reduction as well as a charge for the early retirement of the former President of the agency division. Annualized cost savings in compensation and benefits from the workforce reduction are estimated at \$0.5 million.

Interest expense was \$0.2 million in the third quarter of fiscal 2018 and \$0.7 million year to date, representing decreases of 17.4% and 17.4%, respectively, from the fiscal 2017 periods. This largely reflects the lower borrowing base following the equity offering completed in December 2016. The Company anticipates interest expense to decline further with the



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transition to the new credit facility on September 29, 2017 with Bank of Montreal at lower interest rates. The lower cost of borrowing will be offset in part by the assumption of additional term debt to fund the first phase of an expansion at the winery.

**LIQUIDITY AND CAPITAL RESOURCES**

	December 31, 2017	March 31, 2017
Cash	\$ 615,587	\$ -
Accounts receivable	7,456,800	3,583,926
Inventory	16,009,272	16,587,546
Prepaid expenses	420,304	321,313
	<hr/>	<hr/>
Total current assets	24,501,963	20,492,785
Property, plant and equipment	18,754,392	15,974,405
Intangible assets	3,278,023	3,509,447
	<hr/>	<hr/>
Total assets	<b>\$ 46,534,378</b>	<b>\$ 39,976,637</b>
Bank indebtedness	\$ -	\$ 5,312,135
Accounts payable and accrued liabilities and other	6,923,026	5,225,846
Unearned revenue and deposits received	-	390,730
Current portion of long term debt and finance leases	616,023	934,476
Loan payable - non-controlling interest	-	224,570
	<hr/>	<hr/>
Total current liabilities	7,539,049	12,087,757
Term loans payable, net of current portion	21,026,370	6,969,961
Finance leases, net of current portion	372,445	492,777
	<hr/>	<hr/>
Total liabilities	28,937,864	19,550,495
Shareholders' equity	17,596,514	16,655,794
Non-controlling interest	-	3,770,348
	<hr/>	<hr/>
	<b>\$ 46,534,378</b>	<b>\$ 39,976,637</b>

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The Company's consolidated financial position has changed significantly as at December 31, 2017 from that as at March 31, 2017. This is due to the acquisition of the non-controlling interest in KDC for a purchase price of \$4.4 million (*see note 11 to the Q3 2018 interim consolidated financial statements*) and the new financing agreement with BMO that was executed on September 29, 2017 to replace the Company's previous agreements with Meridian Credit Union ("MCU") and Canadian Imperial Bank of Commerce ("CIBC") (*see notes 6 & 7 to the Q3 2018 interim consolidated financial statements*). The new BMO agreement provides a revolving term loan in place of the previous on-demand revolving facilities. As such, the revolving facility is now reflected in long-term liabilities on the Company's balance sheet, significantly increasing working capital.

The increase in accounts receivable of \$3.9 million is attributable to the growth in export with \$2.5 million in receivables for orders that shipped in the third quarter of 2018 and the \$0.6 million in agency severance revenue that was received in January, 2018. The remaining difference is due to the seasonality of the business in which revenue for Q4 2017 is significantly lower than in other quarters as shipments to export customers are curtailed during the winter months and the LCBO has historically reduced its purchases.

Inventory balances decreased by \$0.6 million from March 31, 2017 to \$16.0 million as at December 31, 2017. This change in inventory is attributable to several factors including an increase in bulk wine of approximately \$1.2 million due to the record annual harvest. This increase was offset by a reduction in finished goods inventory in the winery division of approximately \$1.0 million as bottled goods were sold through and there is limited bottling of bulk wine due to harvest activities. The agency division also had a decrease in inventory of \$0.8 million reflective of the Company's continued efforts to eliminate excess stock and improve inventory turns.

Prepaid expenses increased by \$0.1 million from the balance at March 31, 2017. This increase was the result of the prepayment of insurance premiums on policy renewal combined with a shift in policy term to align with the Company's fiscal year end, which resulted in a lengthened term for the current renewal.

Accounts payable and accrued liabilities increased by \$1.7 million from March 31, 2017 to \$6.9 as a result of the accrual for unpaid restructuring costs amounting to \$0.7 million, as well as \$0.2 million in construction holdbacks related to the expansion of the winery facility.

Property, plant and equipment as of December 31, 2017 was \$18.8 million, up from \$16.0 million at March 31, 2017. This increase is mainly a result of the expansion of the building at the winery and acquisition of new stainless steel tanks to add bulk wine storage that allowed the Company to purchase more grapes in the 2017 harvest and provides the storage volume required to support anticipated future growth in demand for its products.

Working capital increased by \$8.6 million to \$17.0 million as at December 31, 2017 compared to \$8.4 million as at March 31, 2017, almost entirely due to the purchase of the non-controlling interest in KDC for \$4.4 million on May 5, 2017 (*see note 11 to the Q3 2018 interim consolidated financial statements*), offset by the conversion of the prior MCU operating line that was due on demand to a 3 year revolving term facility with BMO (*see notes 6 and 7 to the Q3 2018 interim consolidated financial statements*). For the same reason, total current bank indebtedness decreased by \$5.3 million to \$Nil as at December 31, 2017 and the Company had \$0.6 million of cash on hand, primarily in its CIBC account that will be closed during the fourth quarter of fiscal 2018. The Company is in compliance with all debt covenants as at December 31, 2017.

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The Company's debt to equity ratio increased to 1.25:1 as at December 31, 2017 from 0.68:1 as at March 31, 2017, where debt is defined as total liabilities less other current liabilities and equity is defined as shareholders' equity plus non-controlling interest. This is the result of the elimination of the non-controlling interest and increase in bank debt resulting from the acquisition of full ownership of KDC during the Q1 2018 and the additional funds borrowed to fund the expansion of the winery production facility.

**CAPITALIZATION**

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

	<b>December 31, 2017</b>	<b>March 31, 2017</b>	<b>Change in period</b>
Common shares	140,373,840	140,248,840	125,000
Deferred share units	1,563,238	1,124,882	438,356
Stock Options	<u>5,925,000</u>	<u>6,150,000</u>	<u>(225,000)</u>
Total equity instruments	<u>147,862,078</u>	<u>147,523,722</u>	<u>338,356</u>

The changes to the Company's overall capitalization during FY2018 were as follows:

- (a) On August 29, 2017, the Company issued an aggregate of 438,356 DSUs to non-executive directors under the DSU Plan in settlement of \$128,000 of deferred directors' compensation. The DSUs are to be settled in common shares of the Company when the director retires from all positions with the Company;
- (b) On December 18, 2017 the Company issued 125,000 common shares on the exercise of options;
- (c) On December 31, 2017 100,000 outstanding stock options expired on the retirement of a director of the Company.

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### STRATEGIC OUTLOOK AND DIRECTION

Diamond is committed to building enduring, high quality beverage alcohol brands that celebrate life and achievement in a socially responsible manner. The Company believes in the development of leading brands that recognize the consumer's interest in wine, beer, ready-to-drink beverages and spirits, addressing their desire to explore the many exciting offerings that the Company has available. Vertically integrated, Diamond combines a modern and efficient production facility for Niagara 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.

The Canadian beverage alcohol market continues to grow strongly, outpacing most consumer categories. Statistics Canada recently reported<sup>1</sup> that in the year ended March 31, 2016 ("2016"), \$22.1 billion worth of alcoholic beverages was sold in Canada, up 3.5% from the previous year ended March 31, 2015 ("2015"). The volume of alcohol sold increased 2.2% to 3,102 million litres in 2016, compare to a 1.5% increase in 2015. Canadian wine sales increased 3.3% in 2016 (2015 – 4.1%) to 496 million litres, up from 480.5 million litres in 2015. The value of wine sold increased 4.1% to \$7 billion in 2016 from \$6.74 billion in 2015. This is equivalent to 16.5 litres per capita in 2016, up from 16.1 litres per capita in 2015. Spirits sales increased 3.6% to \$5.1 billion in 2016 from \$4.9 billion in 2015. By volume, the increase was 2.9% to 164.6 million litres (or 5.45 litres per capita) in 2016 from 160 million litres (or 5.4 litres per capita) in 2015. Similarly, beer sales increased by 2.3% to \$9.2 billion in 2016 from \$9.0 billion in 2015. Volume sales were 2.3 billion litres (or 76.0 litres per capita) in 2016 compared to 2.2 billion litres (or 75.6 litres per capita) in 2015. The market share for wine (in dollar volume) was 31.64% in 2016, up from 31.40% in 2015. Beer represented 41.5% in 2016 (2015 – 42.0%) and spirits sales represented 23.1% in 2016 (2015 – 23.1%). The remaining market share is made up of Ciders, Coolers and Other Refreshment Beverages (CCORB), which sold 155 million litres in 2016, up from 138 million litres in 2015.

Ontario wineries have a 31.3% share<sup>2</sup> of the total market by volume in Ontario, but that figure falls to 6.1% when including only Vintner Quality Alliance ("VQA") wine. In most other international wine regions, the domestic share is consistently above 70%<sup>3</sup>. There are significant opportunities to grow the sales and market share of Ontario wines, in particular VQA wines, given increasing consumption, expanding points of distribution, competitive pricing and continuous quality improvements as the industry matures<sup>2</sup>. Diamond will continue to focus on further developing its existing brands of VQA certified wines that include Lakeview Cellars, EastDell, Seasons, 20 Bees, Dan Aykroyd and Fresh. This continued focus will include additional investment in marketing, promotion and advertising to insure top of mind awareness and preference for the Company's brands.

Recent provincial government announcements in New Brunswick, Saskatchewan, BC and Ontario involving the sale of alcohol in grocery stores represents a significant change in the government policies of the past. Although each province is choosing different policy directions, the opening up of market channels is a positive development for Diamond, particularly in the Province of Ontario, which represents a significant proportion of sales.

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Demand for imported wine in China continues to grow strongly. China imported 638 million litres (or US\$2.4 billion) of bottled wine in 2016, according to customs data, an increase of 15% in volume and 16% in value over 2015<sup>1</sup>. Canadian wine producers are in the very early stages of capitalizing on this opportunity. Canadian wine exports to China totaled 1.3 million litres in 2016, up 6% from the prior year, according to Statistics Canada. International Wine and Spirit Research (ISWR) reported that China is on pace to become the world's second largest wine-consuming country by 2020, surpassing the United Kingdom and France and trailing only the United States.

Within its portfolio of international brands, the Company's emphasis in its agency division will be on building awareness, sales and profit for its existing customer base, while continuing to identify new brand entrants that the Company can represent in the Canadian market. These new brand entrants will include international wines and spirits from a variety of global regions with a specific focus on brands that currently do not have distribution within the Canadian marketplace or are dissatisfied with their current distribution arrangements.

1 <http://www.statcan.gc.ca/daily-quotidien/170502/dq170502a-eng.htm>

2 [/LCBO Ontario Wine Quarterly Scorecard Report – Period 13 2016-17](#)

3 <http://wgao.ca/ontariowineindustry>

4 <http://www.decanterchina.com/en/news/2016-china-wine-import-figures-round-up-australia-grows-by-40>

# DIAMOND ESTATES WINES & SPIRITS INC.

## MANAGEMENT DISCUSSION AND ANALYSIS

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### 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.

#### ***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.

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***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.

***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.

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***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.

***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 counter-party credit risk is to prevent losses in financial assets. The Company assesses the credit quality of its counter-parties, 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.



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***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.

***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.

***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.

**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.

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***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.

**USES OF ESTIMATES AND JUDGEMENTS**

The preparation of these unaudited interim condensed 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:

***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 40.3% of total assets as at December 31, 2017 (March 31, 2017 - 40.0%). 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.

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***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.

***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. Management has concluded that a 10% change in any key assumption in the impairment test of intangible assets would not result in an impairment of intangible assets as at March 31, 2017 and March 31, 2016.

**RECENTLY ISSUED ACCOUNTING PRONOUNCEMENTS**

As at the date of authorization of these unaudited interim condensed consolidated financial statements, the IASB has issued the following new or revised standards which are not yet effective:

- (a) **IFRS 9: "Financial Instruments: Classification and Measurement of Financial Assets and Financial Liabilities"** was issued by the IASB in July, 2014 and will replace IAS 39 "Financial Instruments: Recognition and Measurement". In addition, IFRS 7 "Financial Instruments: Disclosures" was amended to include additional disclosure requirements on transition to IFRS 9. The mandatory effective date of applying these standards is for annual periods beginning on or after January 1, 2018. The standard uses a single approach to determine whether a financial asset is measured at amortized cost or fair value. The approach is based on how an entity manages its financial instruments (its business model) and the contractual cash flow characteristics of the financial assets. The new standard also requires a single impairment method to be used. The standard requires that for financial liabilities measured at fair value, any changes in an entity's own credit risk are generally to be presented in other comprehensive income instead of net earnings. A new hedge accounting model is included in the standard, as well as increased disclosure requirements about risk management activities for entities that apply hedge accounting. The Company is currently evaluating the potential impact of this standard; however, it is not expected to have a significant impact on the consolidated financial statements.

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- (b) **IFRS 15: "Revenue from Contracts with Customers"** was issued by the IASB in May, 2014 and will supercede IAS 18 "Revenue" and IAS 11 "Construction Contracts". The standard details a revised model for the recognition of revenue from contracts with customers. In April 2016, the IASB has amended IFRS 15 to clarify the guidance on identifying performance obligations, licences of intellectual property and principal versus agent. The amendments also provide additional practical expedients on transition. The standard is effective for first interim periods within annual periods beginning on or after January 1, 2018. The Company is currently in the process of evaluating the potential impact this new guidance will have on the Company's consolidated financial statements. The Company has not completed this evaluation and therefore, cannot conclude whether the guidance will have a significant impact on the consolidated financial statements at this time. However, based on preliminary work completed, the Company is considering the implications the new standard may have on its agency wine businesses, presentation of certain customer related trade spending, as well as the timing of recognition of certain promotional discounts, which are areas that could potentially be impacted by the adoption of the new guidance.
- (c) **IFRS 16 "Leases"** was issued by the IASB in January 2016 and will ultimately replace IAS 17, "Leases" and related interpretations. The new standard will be effective for fiscal years beginning on or after January 1, 2019, with early adoption permitted provided the Company has adopted IFRS 15, Revenue from Contracts with Customers. The new standard requires lessees to recognize a lease liability reflecting future lease payments and a "right-of-use asset" for virtually all leases contracts, and record it on the statement of financial position, except with respect to lease contracts that meet limited exception criteria. Given that the Company has significant contractual obligations in the form of operating leases under IAS 17, there will be a material increase to both assets and liabilities on adoption of IFRS 16, and material changes to the timing of recognition of expenses associated with the lease arrangements. The Company is analyzing the new standard to determine the impact of adopting this standard.