

flow[®]

alkaline spring water



Annual General Meeting

April 28, 2023

Disclaimer

Forward-looking information

This presentation contains “forward-looking statements” within the meaning of applicable Canadian securities legislation. Such forward looking statements include, but are not limited to, information with respect to our objectives and the strategies for achieving those objectives, as well as information with respect to our beliefs, plans, expectations, anticipations, estimates and intentions. Forward-looking statements are typically identified by the use of words such as “may”, “would”, “should”, “could”, “expect”, “intend”, “estimate”, “anticipate”, “plan”, “foresee”, “believe”, or “continue”, although not all forward-looking statements contain these words. Forward-looking statements are provided for the purposes of assisting the reader in understanding the Company and its business, operations, prospects and risks at a point in time in the context of historical and possible future developments, and the reader is therefore cautioned that such information may not be appropriate for other purposes. Forward-looking statements are based on assumptions and are subject to a number of risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those that are disclosed in or implied by such forward-looking statements. Those risks and uncertainties are discussed in the Company’s Annual Information Form dated January 30, 2022 under “Part I – Risk Factors”, available on SEDAR at www.sedar.com, and include, but are not limited to, the following: impact and spread of COVID-19; ability to achieve and manage growth; failure to expand sales capabilities; changes in consumer preferences; criticism of packaged water; maintain brand image and product quality; constrained or unavailable spring water sources; inability to package products; increased competition; accurately estimating demand; maintaining relationships with distributors and vendors; changing retail landscape; incorrect product design or development; product information misrepresentation; revenues derived entirely from packaged beverages; increases in costs or shortages of materials; fluctuation of quarterly operating results; no assurance of profitability; fluctuations in foreign currency; changes in government regulation; contamination or recalls of ingredients or end products; loss of intellectual property rights; litigation; future tax rates; catastrophic events; climate change; seasonal business; dependence on key information systems and third-party service providers; ability to securely maintain confidential information; maintaining and upgrading information technology systems; conflict of interest; dual class share structure; potential volatility of share price; no assurance of active market for shares; lack of dividends; global financial condition; future sales of Subordinate Voting Shares; publication of inaccurate or unfavourable research and reports; no guarantee of completion of Amalgamation; operating history; and management and conflict of interests. Certain assumptions were made in preparing the forward-looking statements concerning availability of capital resources, business performance, market conditions and consumer demand. Consequently, all of the forward-looking statements contained herein are qualified by the foregoing cautionary statements, and there can be no guarantee that the results or developments that we anticipate will be realized or, even if substantially realized, that they will have the expected consequences or effects on our business, financial condition or results of operation. Unless otherwise noted or the context otherwise indicates, the forward-looking statements contained herein are provided as of the date hereof, and we do not undertake to update or amend such forward-looking statements whether as a result of new information, future events or otherwise, except as may be required by applicable law.

Non-IFRS and Other Financial Measures

This press release makes reference to certain non-IFRS measures. These measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS, and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of our results of operations from management’s perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. We use non-IFRS measures including “Adjusted EBITDA Loss”, “Adjusted Net Loss”, and “EBITDA Loss”.

The Company uses a supplementary financial measure to disclose a financial measure that is not (a) presented in the financial statements and (b) is, or is intended to be, disclosed periodically to depict the historical or expected future financial performance, financial position or cash flow, that is not a non-IFRS financial measure as detailed above. We use the supplementary financial measure “gross margin”.

These non-IFRS and supplementary financial measures are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS financial measures. We also believe that securities analysts, investors and other interested parties frequently use non-IFRS and supplementary financial measures in the evaluation of issuers. Our management also uses non-IFRS and supplementary financial measures in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets and to determine components of management compensation. For definitions and reconciliations of these non-IFRS measures to the relevant reported measures, please see “How We Assess the Performance of Our Business” and “Selected Consolidated Financial Information” sections of the Company’s Management Discussion & Analysis available on sedar.ca and investors.flowhydration.com.



At a Glance



Our Story

- + Founded in Ontario in 2014 as a sustainable premium water and beverage company
- + Started from a family-owned spring in Ontario
- + Packaged in eco-friendly Tetra Pak®
- + Sourced from and produced in Virginia since 2019
- + Over 51,000 retail locations

Our Water

- + Naturally alkaline, \pm pH 8.1
- + Naturally occurring essential minerals and electrolytes from our artesian springs
- + Abundant supply of spring water
- + Conservation and water stewardship protects our sources for present and future generations

Our Portfolio

- + Flow Naturally Alkaline Spring Water
- + Flow Alkaline Spring Water in six light and refreshing organic flavours, ZERO sugar, ZERO calories
- + Flow Vitamin-Infused Water in three flavours with Vitamin C and zinc

Our Consumer

- + She is 25-45 y/o, mindful, balances work, social life, and exercise
- + She is health-conscious and willing to pay more for eco-friendly products
- + Loyal consumer base with a Net Promoter Score of 79*

Recent Strategic Initiatives Driving Profitable Growth

Sale of Verona production facility

- + Proceeds of US \$19.5 million
- + \$4.6 million in lease assignment
- + Entered into a co-manufacturing agreement for efficient transition
- + Maintaining ownership of 144-acre Verona, Virginia spring water source

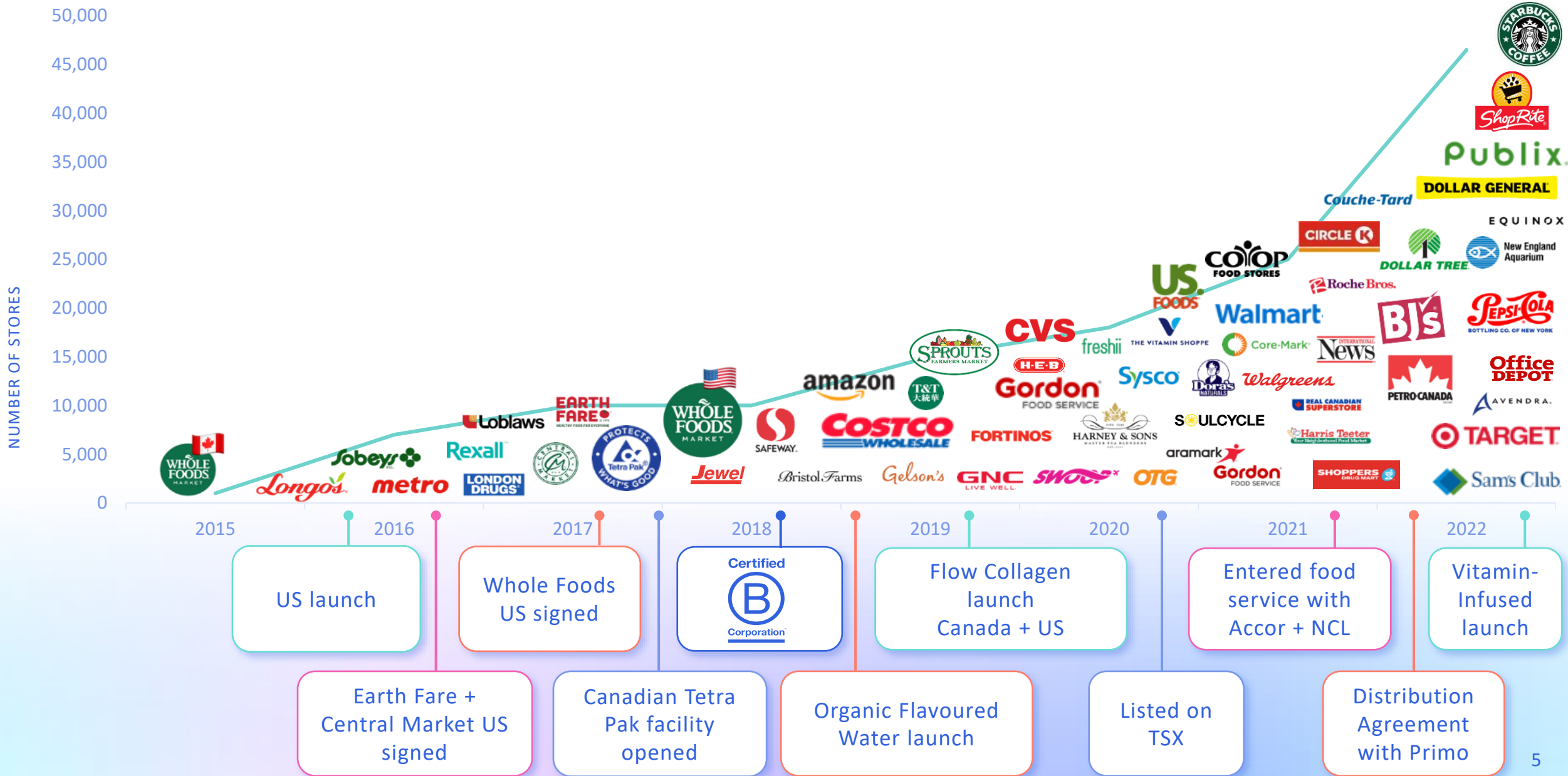
Corporate

- + \$15 million raised through the issuance of senior secured debt, access to up to \$20 million
- + Stephen A. Smith and Michael Lines appointed to Board of Directors

Recent progress

- + Cash of \$26 million
- + *Flow* brand growth of 40%
- + Gross margin up to 30%
- + Opex improvement

Growth Trajectory: 51,609 Stores Today



Flow brand growth

















Flow brand net revenue and Y-Y growth

Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023
\$5.2	\$4.8	\$8.6	\$7.9	\$7.3
40% ↑	9% ↓	36% ↑	38% ↑	40% ↑

Flow Vitamin-Infused Spring Water



- + Launched in U.S., Canada and over e-commerce
- + Canada: 1,900 stores by May 2023
- + U.S.: 2,400 stores by May 2023
- + Three delicious organic flavors: **Elderberry**, **Cherry**, **Citrus**
- + No sugars, juice, artificial flavors, colors, sweeteners or additives
- + Organic, U Kosher, vegan, gluten free, GMO free, Paleo friendly, Keto friendly

 Retailer Commitments 	
 	  
  	 
 	

Financial Highlights

FY 2022

Flow brand net revenue

\$26.5 million for FY 2022, 26% increase from FY2021

Drivers: new stores, e-commerce, food service, innovation

Consolidated net revenue

\$47.1 million for FY2022, 10% increase from FY 2021

Drivers: Flow brand growth, co-pack in Q4 2022

Gross margin

19% (normalized 25%) for FY 2022 v. 26% in FY 2021

Drivers: Verona production, restructure of co-pack (\$2.2 million), inventory reserves (\$0.3 million)

EBITDA Loss improvement

29% improvement for FY 2022

Drivers: cost discipline, stock-based compensation, \$2.8 million in non-cash accruals in Q4 2022



Financial Highlights

Q1 2023

Flow brand net revenue

\$7.2 million in Q1 2023, 40% increase from Q1 2022

Drivers: new stores, e-commerce, food service, innovation

Consolidated net revenue

\$9.9 million in Q1 2023, as compared to \$11.9 million in Q1 2022

Drivers: Flow brand growth, offset by expected decrease in co-pack revenue through Verona production facility sale

Gross margin

30% in Q1 2023, up from 26% in Q1 2022

Drivers: Verona production facility sale

EBITDA

\$(7.0) million in Q1 2023, as compared to \$(7.9) million in Q1 2022

Drivers: stock-based compensation, includes \$0.6 million in restructuring expense



Operational update and transformation

Moving to an asset-light model

- + Focus on the *Flow* brand: sales and marketing
- + Expected gross margin improvement
- + Predictability in costs

How we get there

- + Logistics and shipping:
 - Completed first phase of assessing and evaluating process improvements
 - Beginning second phase of executing on simplifying operations
- + Functional restructuring
 - Evaluating and simplifying all other functional areas of Flow's business

Financial benefits

- + Now expected **\$20-\$23 million** in cost improvement, up from \$17 million previously

Unlocking Shareholder Value

Current valuation

- + *Flow* is trading at 0.3x EV/Revenue
- + Weighted average peer group trading at over 5.0x EV/Revenue
- + *Flow* brand is achieving among the highest growth rates (40% in Q1 2023, 26% FY 2022)

Company	Mcap.	EV	Revenue		Revenue Growth		EV/Revenue		EV/EBITDA	
			2023	2024	2023	2024	2023	2024	2023	2024
Bellring	\$4,703	\$5,612	\$1,621	\$1,801	16%	11%	3.5x	3.1x	18x	18x
Celsius	\$7,046	\$6,433	\$1,011	\$1,356	54%	34%	6.4x	4.7x	42x	42x
Guru	\$87	\$67	\$30	\$36	2%	21%	2.2x	1.8x	N/A	(5)x
Lassonde	\$655	\$906	\$2,301	\$2,343	6%	NA	0.4x	NA	6x	6x
Monster	\$60,631	\$59,362	\$7,107	\$7,864	11%	11%	8.4x	7.5x	28x	28x
National Beverage	\$4,593	\$4,516	\$1,183	\$1,227	4%	4%	3.8x	3.7x	22x	22x
Oatly	\$1,380	\$1,449	\$886	\$1,075	25%	21%	1.6x	1.3x	N/A	(11)x
Primo	\$3,261	\$4,862	\$2,323	\$2,483	4%	7%	2.1x	2.0x	11x	11x
The Alkaline Water Co.	\$11	\$15	\$75	\$92	20%	22%	0.2x	0.2x	N/A	(1)x
Vita Coco	\$1,181	\$1,162	\$473	\$527	11%	11%	2.5x	2.2x	21x	21x
Average					15%	16%	3.1x	3.0x	21x	13x
Weighted average					13%	12%	5.7x	5.1x	20x	12x
Flow	\$19	\$17	\$49	\$60	4%	22%	0.3x	0.3x	N/A	N/A

Source: CapitalIQ, Flow analyst estimates

Path to profitability and unlocking shareholders value

Flow brand growth

- + Retail
- + Food service
- + Innovation

Financial improvements

- + Logistics
- + Shipping
- + Restructuring

Asset-light model

- + Unlock balance sheet value
- + Improve cash position
- + Reinvest in Flow brand

And remember
that **Mother
Nature** is our
number 1
shareholder



It's a beautiful
day to invest in
the future.

Alkaline spring water in a
sustainable package.

