

RUSSELL BREWERIES INC.
Management Discussion and Analysis
For the year ended June 30, 2013

This Management's Discussion and Analysis ("MD&A") of Russell Breweries Inc. ("Russell" or the "Company") dated October 28, 2013 provides an analysis of Russell's results of operation and financial condition for the year ended June 30, 2013. This MD&A should be read in conjunction with the audited consolidated financial statements and accompanying notes for the years ended June 30, 2013 and 2012. Additional information related to Russell Breweries Inc. is available on SEDAR at www.sedar.com and on the Company's website at www.russellbeer.com.

The financial statements and related notes of the Company have been prepared in accordance with International Financial Reporting Standards ("IFRS"). All financial amounts in this MD&A are in Canadian dollars, except as otherwise indicated.

This MD&A was approved and authorized for issuance by the Board of Directors on October 28, 2013.

FORWARD LOOKING STATEMENTS

This report contains forward-looking information that is based on the Company's plans, intentions and expectations. By definition, forward-looking information involves risks, uncertainties and assumptions and is not a guarantee of future performance. Actual results could differ significantly from those anticipated, and hence investors should use caution when considering this information and not to put undue reliance on forward-looking statements.

OVERVIEW

Through its wholly-owned subsidiaries, Russell Brewing Company Ltd. located in Surrey, BC, and Fort Garry Brewing Company Ltd. located in Winnipeg, Manitoba, Russell Breweries Inc. ("the Company") operates two craft breweries producing premium quality beers for pubs, restaurants and liquor stores. The Company acquired Fort Garry Brewing Company Ltd. ("Fort Garry") on October 22, 2007. Fort Garry is Manitoba's oldest and largest brewer and distributor of premium quality beers. The Company's operations include production facilities in Surrey, BC and Winnipeg, Manitoba, corporate offices in Surrey, BC, storage facilities, brewing equipment, and delivery and sales vehicles. Both breweries produce a variety of limited and seasonal products in addition to their main product lines including: Russell Cream Ale, Russell Pale Ale, Russell Honey Blonde Ale, Russell Extra Special Lager, Russell IP'eh! India Pale Ale, A Wee Angry Scotch Ale, Blood Alley Bitter, Russell Lemon Ale, Rocky Mountain Pilsner, Fort Garry Dark Ale, Fort Garry Pale Ale, Fort Garry Premium Light, Fort Garry Red and Stone Cold Lager.

BUSINESS DEVELOPMENTS AND SIGNIFICANT EVENTS

On July 10, 2012, the Company celebrated its 17th Anniversary with a limited edition barrel aged Scotch Ale. This strong, dark ale was brewed with Scottish specialty peated malts for a slightly smoky character, and then skillfully aged in Bourbon barrels. This special Anniversary Ale was crafted by our team of brewers to thank everyone for enjoying our unique beers throughout the years.

On July 13, 2012, the Company announced that it agreed to terms under a letter of intent for the initial non-exclusive rights to import, produce, package, use, market, sell and distribute Russell brands and branded merchandise with FVI Capital Inc. ("FVI") in China. The letter specifies the principal terms of a technology and trade mark license agreement ("Agreement") which includes an initial up-front licensing fee, to be paid by a new Company ("Licensee") being established by FVI to hold the license and ongoing royalties based on volume of beer produced up to 50,000 hectoliters. The Company will take an initial 20% equity position in Licensee. As part of the agreement, the Licensee has a 48 month first matching option to acquire an exclusive license for the entire Chinese market for an additional license fee payment and ongoing per hectoliter royalty payments and the Company has an option to increase its stake in the Licensee to 25% at Fair Market Value within the same 48 month term.

On July 26, 2012, the Company released its Blood Alley Bitter in 6 pack 341ml bottles.

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BUSINESS DEVELOPMENTS AND SIGNIFICANT EVENTS (continued)

On July 27, 2012, the Company announced that it agreed to a one year extension (the "Extension") and amendment to a loan agreement (the "Loan Agreement") dated December 31, 2007, pursuant to which the lender ("Lender"), a shareholder of Russell, had provided to the Company a loan (the "Loan") valued at maturity in the amount of \$1,239,000. (see LIQUIDITY AND CAPITAL RESOURCES)

On September 21, 2012, the Company released 'Russell Marzen', a seasonal limited release as part of the Russell Brewmaster Series.

On October 9, 2012, the Company completed a non-exclusive technology and trade mark license agreement ("Agreement") with Russell Breweries (China) Inc. to import, produce, package, use, market, sell and distribute Russell brands in China, including Hong Kong and Taiwan. The principal terms of the Agreement includes use of name for the new company, an initial up-front licensing fee and ongoing royalties based on volume of beer produced and sold. In addition, the Company will subscribe for a 20% equity position in Licensee with an option to increase its position to 25%.

On October 10, 2012, the Company released the next batch of the super-premium, single-batch beer - Nectar of the Gods Wheat Wine Ale. The entire batch was pre-sold to select private liquor stores in Metro Vancouver.

On November 15, 2012, the Company released 'Happy Jack Pumpkin Ale', a limited-edition seasonal beer as part of the Fort Garry Brewmaster Series.

On November 22, 2012, Mr. Paul Robertson resigned as a Director of the Company. On November 26, 2012, Mr. Perpinder Singh Patrola was appointed to the Board of Directors and Mr. Robert Murray and Mr. Richard Shier resigned as Directors.

On November 23, 2012, the Company released 'Russell IP'eh! India Pale Ale' in 6 pack 341ml bottles.

On November 24, 2012, the Company released 'Hop Therapy Double IPA', a new single-batch brew as part of the Russell Brewmaster Series.

On November 26th, 2012, the Company released 'Naughty & Spiced Porter', a limited-edition seasonal beer as part of the Russell Brewmaster Series. The Company also released 'St Nick's Porter', a limited-edition seasonal beer as part of the Fort Garry Brewmaster Series.

The Company redeemed its convertible debentures maturing on November 4, 2012, December 3, 2012 and December 24, 2012 (the "Redemption Dates"). The aggregate principal amount of the convertible debentures outstanding was \$740,750. On the Redemption Dates, the Company redeemed the whole of the principal amount of the convertible debentures by issuing a total of 4,938,333 fully paid and non-assessable common shares in the capital of the Company, at a price equal to \$0.15 per common share (see LIQUIDITY AND CAPITAL RESOURCES).

On March 18, 2013, the Company announced non-brokered private placement for gross proceeds of up to \$1,000,000 in the form of equity units consisting of common shares and warrants to purchase common shares of the Company. On May 17, 2013, the Company completed the financing with gross proceeds totaling \$482,000 (see LIQUIDITY AND CAPITAL RESOURCES: Financing).

On March 31, 2013, the Company exercised its right, pursuant to an exchange agreement dated March 31, 2008 between the Company and the holders (the "Investors") of Class A Exchangeable Non-Voting Preferred Shares (the "Exchangeable Shares") in the capital of the Company's subsidiary, to purchase the exchangeable shares from the Investors. Each Exchangeable Share was exchanged for a total of 22.67 common shares (the "Common Shares") in the capital of the Company. The Company issued, as fully paid and non-assessable shares of the Company, an aggregate of 1,541,560 Common Shares to the Investors, in order to purchase an aggregate of 68,000 Exchangeable Shares held by the Investors and to settle the \$204,000 unpaid dividend amount as well as the maximum penalty for not paying all cumulative dividends due and payable as of March 31, 2011 (see LIQUIDITY AND CAPITAL RESOURCES: Financing).

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BUSINESS DEVELOPMENTS AND SIGNIFICANT EVENTS (continued)

Further to the agreement signed with FVI Capital Inc. in October 2012, the Company announced, on May 2, 2013, that a test brewery and brewpub restaurant was scheduled to open this summer in Hefei, the largest city of Anhui Province of Eastern China with a population of 5.7 million.

On May 14th, 2013, the Company's wholly owned subsidiary, Russell Brewing Company Ltd., was honoured with two distinctions at 2013 Canadian Brewing Awards (CBA) in Victoria, BC. The Company took bronze for 'Black Death Porter' in the Porter category and bronze for 'Hop Therapy Double IPA' in the Imperial India Pale Ale category.

On May 15, 2013, Mr. Derrick Ma and Mr. Benjamin Yu were appointed to the Board Directors subject to TSX.V Exchange approval. On June 27, 2013, Mr. Andrew Harris, the former President and Chief Operating Officer, left the employ of the Company. On July 10, 2013, Mr. Gary Liu resigned as Chief Financial Officer and a director of the Company for personal reasons. On July 29, 2013, Mr. Perpinder Singh Patrola resigned as a director of the Company. On August 9, 2013, Mr. Peter H. Stafford and Mr. Richard Ruijian Shi were appointed to the board of directors of the Company. Effective September 1, 2013, Mr. Brian Harris retired as Chief Executive Officer ("CEO") of the Company. Mr. Benjamin Li Yu will act as interim CEO until a suitable, permanent CEO is found.

On July 31, 2013, the Company repaid \$206,834 of a loan entered into on July 11, 2012, with a shareholder of the Company in the amount of \$836,834 due on July 31, 2013, and negotiated to further amend and extend repayment of the balance of \$650,000 over 36 months (see LIQUIDITY AND CAPITAL RESOURCES: Financing).

On September 3, 2013, the Company entered into a bridge loan agreement with the spouses of certain directors of the Company (collectively, the "Lenders") whereby the Lenders will provide the Company with a loan facility in the aggregate amount of CDN\$100,000. (see LIQUIDITY AND CAPITAL RESOURCES: Financing).

On October 2, 2013, the Company reported that its partners in China (Russell Breweries Inc. China "RBIC") completed construction on the new test brewery in Hefei, China. The brewery is now fully operational and its adjoining restaurant is ready to open in the coming days.

Currently, the Company's products are segmented into the following categories:

Categories	Brands
Super Premium	Russell Nectar of the Gods Wheat Wine Ale, Fort Garry Kona Imperial Stout, Russell Hop Therapy Double IPA, Truth Serum Wheat Wine
Premium:	Russell IP'EH!, Black Death Porter, Russell Marzen, A Wee Angry Scotch Ale, Blood Alley Bitter, Fort Garry Munich Eisbock, Portage and Main IPA
Session:	Russell Cream Ale, Russell Pale Ale, Russell Honey Blonde Ale, Russell Extra Special Lager, Fort Garry Dark, Fort Garry Pale, Fort Garry Rouge, Fort Garry Light, Citrus Twist, Craft Collection
Value:	Rocky Mountain Pilsner, Stone Cold Lager, Two Rivers
Seasonal:	Russell Lemon Ale, Russell Lime Lager, Russell Naughty & Spiced Porter , Russell Rick August Russian Imperial Stout
Partnership:	Chambar Ale, Main Street Pilsner, GUUU Ale, Bayside Shark Lager, Cactus Double Down Draught, The Big Smoke

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SELECTED INFORMATION

The following table summarizes certain financial information of the Company for the periods indicated below:

Selected Information	Year Ended June 30, 2013	Year Ended June 30, 2012	Year Ended June 30, 2011
		Restated	Restated
	\$	\$	\$
Statement of Comprehensive Loss Data			
Gross Revenue	8,691,831	8,416,964	7,757,308
Net Sales (after excise tax and provincial mark-up)	6,732,226	6,477,995	5,873,872
Earnings (loss) before interest and other income, taxes, depreciation and amortization	314,375	32,970	(703,483)
Total income (loss) from continuing operations	(358,619)	(788,166)	(1,521,511)
Operating income (loss) per share	(0.01)	(0.01)	(0.04)
Net income (loss) and comprehensive income (loss)	(545,619)	(1,088,166)	(1,638,511)
Basic and diluted earnings (loss) per share	(0.01)	(0.02)	(0.04)
Statement of Financial Position Data			
Total assets	7,149,001	6,978,917	7,626,514
Total long term financial liabilities	136,740	243,559	1,576,724
Cash dividends declared per share	Nil	Nil	Nil

RESTATEMENT

During the year ended June 30, 2013, the Company identified an error which occurred in 2003 related to the expiry dates of certain non-capital losses which can be carried forward to apply against future years' taxable income for Canadian income tax purposes. The Company has retroactively restated its prior years' figures going back to 2002 to correct the error which resulted in an increase in deferred income tax liabilities and deficit in the amount of \$221,000 as at June 30, 2012 (July 1, 2011 - \$242,000) and an increase in deferred income tax expense and loss and comprehensive loss of \$300,000 for the year then ended. There was no effect on the previously reported loss per share for the year ended June 30, 2012 as a result of the restatement.

PERFORMANCE AND RESULTS OF OPERATIONS

Three Months Ended June 30, 2013 ("Q4 2013F")

The Company had a net loss and comprehensive loss of \$468,114 for Q4 2013F compared to \$477,442 for the period ended June 30, 2012 ("Q4 2012F"). The decrease in net loss and comprehensive loss is primarily a result of \$13,525 decrease in depreciation, \$51,040 decrease in selling, general and administrative expenses, \$50,294 decrease in other expenses, and \$113,000 decrease in deferred income tax expense, which was offset by \$218,532 decrease in gross margin.

Gross sales for Q4 2013F were \$2,463,510 up \$110,662 or 4.7% compared to \$2,352,848 for Q4 2012F. Net Sales for Q4 2013F were \$1,875,220 up \$62,239 or 3.4% compared to \$1,812,981 for Q4 2012F. The increase in the sales volumes of the Company's premium and super premium brands were key drivers for the increase in net revenue, which reflects the Company's marketing strategy with a focus on premium brands.

The gross margin for Q4 2013F decreased \$218,532 or 21.7% to \$786,890 compared to \$1,005,422 for Q4 2012F. The gross margin percentage of Q4 2013F was down 13.5% to 42.0% compared to 55.5% for Q4 2012F. The decrease in gross margin is primarily a result of adjusting the planned cost to actual cost in Q4 2013F.

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PERFORMANCE AND RESULTS OF OPERATIONS (continued)
Three Months Ended June 30, 2013 ("Q4 2013F")(continued)

Depreciation for Q4 2013F decreased \$13,525 or 38.8% to \$21,378 compared to \$34,903 for Q4 2012F. The decrease represents the decrease in the value of the Company's capital assets and no significant investment in plant equipment in Q4 2013F.

Selling, general and administration expenses for Q4 2013F were \$1,004,649, down \$51,040 or 4.8% compared to \$1,055,690 for Q4 2012F.

Automotive were maintained at \$39,000 level, and insurance were maintained at the \$8,000 level resulting no changes from Q4 2013F. Advertising and promotion increased \$192,019 to \$346,507 from \$154,488 due to yearend allocation for net selling cost of \$135,600. Bad debts decreased \$14,446 to \$nil from \$14,446, labour decreased \$22,729 to \$236,534 from \$259,263, office expense decrease \$11,609 to \$12,531 from \$24,140, travel decreased \$32,530 to \$1,002 from \$33,532, shop supplies decreased \$3,024 to \$3,770 from \$6,794, telephone decreased \$5,474 to \$6,862 from \$12,336. The decreases are results of continued improvements in operating efficiencies implemented since 2011.

Bank charge decreased \$3,245 to \$29,639 from \$32,884 due to the improved working capital driven by the overall positive EBITDA over the last twelve months.

Consulting fees decreased \$4,500 to \$nil from \$4,500 due to termination of consulting agreement with a company controlled by a former director in August 2012. Director fees decreased \$6,842 to \$2,158 from \$9,000 due to the vacancy occurred on the board of directors over the period. Management fees were maintained at \$12,000 per month for each of the CEO and COO of the Company. Transfer agent and filing fees increased \$1,719 to \$9,377 from \$7,658. Professional fees increased \$72,025 to \$165,983 from \$93,958. The increase in transfer agent and filing fees and professional fees is a result of increased workload on legal works related to filing private placement, and conducting annual general meeting held in June 2013.

Foreign exchange loss increased \$14,223 to \$14,753 from \$530 due to fluctuations of the exchange rate between the Canadian Dollar and the US Dollar.

Refundable container gains increased \$19,318 to \$33,703 gains from \$14,385 gains, which reflect seasonal adjustments on returning containers.

Repairs and maintenance are maintained at \$51,000. Rent and utilities decreased \$154,517 to \$37,881 from \$192,398 due to yearend allocation of rent and utilities totaling \$121,854 to brewing cost and renewing certain hydro accounts at a new rate.

The Company also included \$1,022 recovery (Q4 2012F: \$53,959 expense) of share based compensation in selling, general and administration expenses. The \$1,022 recovery represents the net estimated fair value of 3,000,000 options granted to the Company's key employees and directors calculated at the grant date and recognized on the graded vesting method over the period during which 333,333 options vested, and 77,777 unvested options cancelled after the resignation of certain directors of the Company during the period.

Other expenses for Q4 2013F were down \$50,294 to \$41,977 compared to \$92,271 for Q4 2012F. The decrease is primarily a result of an increase in other income of \$18,750 to \$18,750 from \$nil for license fees recognized, and no accretion of and no interest charges on convertible debentures which was matured and converted to common shares in November and December 2012.

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PERFORMANCE AND RESULTS OF OPERATIONS (continued)

Year Ended June 30, 2013 ("2013F YTD")

The Company had a net loss and comprehensive loss of \$545,619 for 2013F YTD compared to \$1,088,166 for the year ended June 30, 2012 ("2012F YTD"). The decrease in net loss and comprehensive loss is primarily a result of \$160,986 increase in gross margin, \$17,897 decrease in depreciation, \$120,082 decrease in selling, general and administrative expenses, \$130,582 decrease in other expenses, and \$113,000 decrease in deferred income tax expense.

Gross sales for 2013F YTD were \$8,691,831 up \$274,867 or 3% compared to \$8,416,964 for 2012F YTD. Net Sales for 2013F YTD were \$6,732,226 up \$254,231 or 4% compared to \$6,477,995 for 2012F YTD. The increase in the sales volumes of the Company's premium and super premium brands were key drivers for the increase in gross and net revenue, which reflects the Company's marketing strategy with a focus on premium brands.

The gross margin for 2013F YTD increased \$160,986 or 5% to \$3,147,820 compared to \$3,054,575 for 2012F YTD. The gross margin percentage of 2013F YTD was 53% same as 2012F YTD. The increase in gross margin is primarily a result of the continued sales growth in higher margin premium and super premium brands.

Depreciation for 2013F YTD decreased \$17,897 or 13% compared to \$138,672 for 2012F YTD. The decrease represents the decrease in the value of the Company's capital assets and no significant investment in plant equipment over the last two years.

Selling, general and administration expenses for 2013F YTD were \$3,591,734 down \$120,082 or 3% compared to \$3,711,816 for 2012F YTD.

Advertising and promotion increased \$180,798 to \$921,104 from \$740,306 due to yearend allocation for net selling cost of \$135,600. Automotive decreased \$18,576 to \$149,826 from \$168,402, bad debts decreased \$14,446 to \$14,446 from \$nil, labour decreased \$28,912 to \$878,270 from \$907,182, office expense decrease \$14,473 to \$124,498 from \$138,971, travel decreased \$41,377 to \$30,096 from \$71,473, shop supplies decreased \$10,157 to \$28,800 from \$38,957, and telephone decreased \$11,141 to \$51,143 from \$62,284. The decreases are results of continued improvements in operating efficiencies implemented since 2011.

Bank charge decreased \$9,113 to \$89,015 from \$98,128 due to the improved working capital driven by the overall positive EBITDA over the last twelve months.

Consulting fees decreased \$22,500 to \$1,500 from \$24,000 due to termination of consulting agreement with a company controlled by a former director in August 2012. Director fees decreased \$12,644 to \$20,356 from \$33,000 due to the vacancy occurred on the board of directors over certain periods of 2013F YTD. Management fees are maintained at \$12,000 per month for each of the CEO and COO of the Company. Transfer agent and filing fees increased \$2,643 to \$27,210 from \$24,567. Professional fees increased \$147,423 to \$456,609 from \$309,186. The increase in transfer agent and filing fees and professional fees is a result of increased workload on legal works related to redemption of the Company's convertible debentures, conversion of the Company's subsidiary's exchangeable preferred shares, filing private placement, and conducting annual general meeting held in June 2013.

Foreign exchange loss increased \$5,369 to \$11,910 gains from \$6,541 loss due to fluctuations of the exchange rate between the Canadian Dollar and the US Dollar.

Overall insurance decreased \$1,777 to \$31,546 from \$33,323 due to consolidation of all subsidiaries' insurance policies with increased insurance coverage under one insurance company.

Refundable container gains increased \$40,151 gains to \$55,295 from \$15,144 gains, which reflect seasonal adjustments on returning containers.

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PERFORMANCE AND RESULTS OF OPERATIONS (continued)
Year Ended June 30, 2013 ("2013F YTD")(continued)

Repairs and maintenance increased \$17,808 to \$86,573 from \$68,765. Rent and utilities decreased \$203,126 to \$411,299 from \$614,425 due to yearend allocation of rent and utilities totaling \$121,854 to brewing cost and renewing certain hydro accounts at a new rate.

The Company also included \$37,102 (2012F YTD: \$82,845 expense) of share based compensation in selling, general and administration expenses, representing the estimated fair value of 3,000,000 options granted to the Company's key employees and directors calculated at the grant date and recognized on the graded vesting method over the period during which 1,611,111 options vested, and 388,891 unvested options cancelled after the resignation of certain directors of the Company during the period.

Other expenses for 2013F YTD were down \$130,582 to \$230,516 compared to \$361,098 for 2012F YTD. The decrease is primarily a result of increased other income of \$18,750 to \$18,750 from \$nil for license fees recognized, and decreased accretion of and interest charges on convertible debentures since the debentures matured and converted to common shares in November and December 2012.

Summary of Quarterly Results

The following is selected financial information from the Company's eight most recently completed fiscal quarters:

Fiscal Year Quarter	2013F Q4	2013F Q3	2013F Q2	2013F Q1	2012F Q4	2012F Q3	2012F Q2	2012F Q1
					Restated			
	\$	\$	\$	\$	\$	\$	\$	\$
Net revenues	1,875,220	1,539,687	1,510,530	1,806,789	1,812,981	1,534,355	1,474,424	1,656,235
SG&A ⁽¹⁾	1,004,649	822,532	909,712	854,841	1,055,689	929,634	896,284	830,208
EBITDA ⁽²⁾	(136,091)	220,334	82,485	147,647	29,704	(25,459)	(88,925)	117,650
Net income (loss)	(468,114)	73,595	(87,693)	(63,407)	(477,442)	(241,403)	(286,193)	(83,128)
Net earnings (loss) per share	(0.01)	0.00	(0.00)	(0.00)	(0.01)	(0.00)	(0.00)	(0.00)

(1) SG&A represents Selling, General and Administrative expenses.

(2) EBITDA represents earnings before interest, income taxes, depreciation and amortization. EBITDA is a non-IFRS earnings measure, therefore it does not have any standardized meaning prescribed by International Financial Reporting Standards and may not be similar to measures presented by other companies. Management uses this measurement to evaluate the operating results of the Company.

Summary of Quarterly Results (continued)

The Company has historically experienced a seasonal pattern in its operating results, with the second and third quarters historically exhibiting lower revenues. Q4 2013F net sales were \$1,875,220 up \$335,533 compared to the net sales of \$1,539,687 for Q3 2013F. Q4 2013F net loss were \$468,114 up \$541,709 compared to the net income of \$73,595 for Q3 2013F. The increase in net sales and increase in net loss is due to seasonality, fluctuation in gross margin, and deferred income tax expense. The results in any one quarter are not indicative of results in any other quarter, or for the year as a whole.

Other significant impacts on quarterly expense trends may be share-based compensation expense which is included in selling, general and administrative expenses as follows: Q4 2013F \$1,022 recovery, Q3 2013F \$2,267 recovery, Q2 2013F \$9,534, Q1 2013F \$30,857, Q4 2012F \$53,960, Q3 2012F \$28,885; Q2 2012F \$nil, and Q1 2012F \$nil.

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LIQUIDITY AND CAPITAL RESOURCES

Financial Condition

At June 30, 2013, the Company had a net working capital deficit of \$393,368. The Company has \$213,452 of cash and \$100,000 of restricted cash securing \$100,000 of bank indebtedness. Liabilities include \$1,416,363 of accounts payable and accrued liabilities, \$1,034,835 of long-term debts, and \$100,460 of finance lease obligations.

The Company has an operating line of credit, four finance leases, six operating leases, two term loans, and one discount loan. As at June 30, 2013 and the date of this MD&A, the Company is in compliance with all of these covenants.

Funds on hand are low due to seasonality, continued losses from operations and need for additional financing. If current operating conditions continue, the Company will need additional capital to fund its short term operating losses and planned non-discretionary capital expenditures for the next twelve months. There is no guarantee that the Company will be able to raise additional equity or debt financing on favorable terms if at all or generate cash flow from operations in the future.

Cash Flow

Year Ended June 30, 2013 ("2013F YTD")

Net cash used in operating activities in 2013F YTD was \$34,539 compared to \$361,656 cash used in 2012F YTD, a decrease in use of \$327,117 due to a decrease of accounts payable and accrued liabilities of \$609,218 net of increase in accounts receivable of \$382,733.

Cash used in 2013F YTD for investing activities was \$30,104 for purchasing equipment compared to \$36,117 used in 2012F YTD.

During 2013F YTD, the Company received \$455,488 for share subscriptions, received \$878 for bank indebtedness, paid \$18,519 for interest on convertible debentures, repaid \$133,391 for long-term debts and \$55,560 for finance lease obligations compared to \$715,891 received for share subscriptions, repayment of \$109,082 for bank indebtedness, repayments of \$138,000 for long-term debts, repayments of \$52,419 for finance lease obligations, and payment of \$18,519 for interest on convertible debentures in 2012F YTD.

Outstanding Share Data

As at June 30, 2013, the Company had 78,350,455 common shares issued and outstanding. In addition, the Company had the following outstanding share data at the date of this MD&A:

Outstanding Share Data	Number of Common Shares	Exercise Price per Common Share	Expiry Dates
Issued and outstanding as at June 30, 2013	78,350,455	N/A	N/A
Stock options ⁽¹⁾	50,000	\$0.10	March 9, 2017
Warrants	9,640,000	\$0.10	May 17, 2015
Fully Diluted as at June 30, 2013	88,040,455	N/A	N/A

(1) Subsequent to June 30, 2013, 1,250,000 stock options exercisable at \$0.10 per share were forfeited due to the resignation of certain directors, officers, and employees.

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LIQUIDITY AND CAPITAL RESOURCES (continued)

Financing

- (a) On October 5, 2010, the Company's subsidiary Fort Garry Brewing Company Ltd. accepted an offer of \$100,000 pre-authorized working capital loan from Business Development Bank of Canada ("BDC"). The BDC Loan, bearing interest at floating base rate plus a variance of 1%, repayable in monthly installments of \$1,750, maturing August 15, 2015, is secured by the assets of Fort Garry and supported by a guarantee made by two directors of the Company. In return for the guarantee, the Company is allowed to issue 250,000 common shares of the Company as bonus shares for a deemed value of \$0.08 per share for a total value of \$20,000, which was recorded as a discount against the value allocated to the loan. During the year ended June 30, 2013, the Company repaid \$21,000 plus interest of \$3,558. The Company also recorded interest expense of \$4,609 (2012 - \$6,059) related to the accretion of the discounted value of the loan, which has been recorded as interest on long-term debt in the statement of operations. As at June 30, 2013, the outstanding balance of the loan is \$40,859.

The Company also has a term bank loan with BDC, bearing interest at a floating base rate plus a variance of 1%, repayable in monthly installments of \$9,750 plus interest maturing November 15, 2014, secured by the assets of Fort Garry. During the year ended June 30, 2013, the Company repaid \$117,000 plus interest of \$14,030. As at June 30, 2013, the outstanding balance of the loan is \$165,750.

- (b) On July 11, 2012, the Company agreed to an one year extension (the "Extension") and amendment to a loan agreement (the "Loan Agreement") dated December 31, 2007, pursuant to which the lender ("Lender"), a shareholder of the Company, had provided to the Company a loan (the "Loan") valued at maturity in the amount of \$1,239,000.

The Extension is for one year, with \$812,460 due on maturity on July 31, 2013. The Company negotiated a discounted value or loan advance amount (the "Loan Advance Amount") of \$738,600, that is calculated based on a 10% per annum interest rate, calculated semi-annually, with interest payable on maturity, resulting in a total loan value of \$812,460 at maturity. In consideration of the Lender's agreement to amend and extend the Loan, the Lender will earn a bonus (the "Bonus") of \$24,374. Russell may repay the Loan at any time without penalty by paying the Loan Advance Amount together with accumulated interest and prorated Bonus.

The Loan is guaranteed by Russell Brewing Company Ltd. and Fort Garry Brewing Company Ltd. both wholly-owned subsidiaries of the Company. As security for the Loan, the Company will grant to the Lender a subordinated security agreement creating a security interest and charge over all of their respective property and assets subordinate to senior debt and senior security of up to \$2.5 million plus capital lease obligations incurred for future acquisitions of equipment and other capital assets.

During the year ended June 30, 2013, the Company recorded interest expense of \$96,507 (2012 - \$76,773) related to the accretion of the discounted value of the loan, which has been recorded as interest on long-term debt in the statement of comprehensive loss.

On July 31, 2013, the Company repaid \$206,833.80 of a loan (the "Loan") entered into on July 11, 2012, with a shareholder of the Company (the "Lender") in the amount of \$836,833.80 due on July 31, 2013, and negotiated to further amend and extend repayment of the balance of \$650,000 (the "Loan Amount") as follows: a 10% per annum interest rate, calculated semi-annually, repayable in monthly installment of \$17,500 plus interest maturing July 31, 2016. In consideration of the Lender agreeing to amend and extend the Loan, the Lender will also earn a bonus of \$20,000 to be included in the Loan Amount, subject to penalty of \$17,500 for each missed monthly installment payment.

RUSSELL BREWERIES INC.
Management Discussion and Analysis
For the year ended June 30, 2013

LIQUIDITY AND CAPITAL RESOURCES (continued)
Financing (continued)

The Loan is guaranteed by Russell Brewing Company Ltd. and Fort Garry Brewing Company Ltd., both wholly-owned subsidiaries of the Company. As further security for the Loan, the Company and its Canadian subsidiaries will grant to the Lender a subordinated security agreement creating a security interest and charge over all of their respective property and assets subordinate to senior debt and senior security of up to \$2.5 million plus finance lease obligations incurred for future acquisitions of equipment and other capital assets. The Company may repay the Loan at any time without penalty by paying the discounted Loan Amount outstanding together with accrued interest and prorated bonus.

- (c) On December 19, 2011, the Company entered into a loan facility agreement with a primary lender in the amount of \$100,000, repayable at any time prior to January 31, 2012. An additional financing placement fee of \$10,000 was charged to the Company to secure this loan. Interest on the unpaid balance of the loan would accrue at an interest rate of 2.5% commencing 29 days following the due date of January 31, 2012, compounded monthly, not in advance. Before January 31, 2012, the Company repaid \$100,000 plus \$10,000 financing placement fee. There was no interest paid.
- (d) During the year ended June 30, 2011, the Company completed, in three tranches, a private placement of units (the "Unit Offering") and a private placement of convertible debentures (the "Debenture Offering") (together, the "Offerings"). Under the Unit Offering, the Company issued 12,730,000 units (the "Units"), at a price of \$0.08 per Unit, for aggregate gross proceeds of \$1,018,400. Each Unit is comprised of one common share and one common share purchase warrant (a "Warrant"). Each Warrant is exercisable for two years after the issuance of the Units to acquire one common share at an exercise price of \$0.15 per common share. Under the Debenture Offering, the Company issued convertible debentures (the "Convertible Debentures") in the aggregate principal amount of \$740,750. The Convertible Debentures are convertible into common shares at a price of \$0.15 per common share for a two-year period from the date of issue. The Convertible Debentures bear interest at 10% per annum, payable quarterly in arrears.

Canaccord Genuity Corp. ("Canaccord") acted as agent for the Offerings and as consideration for its services received a cash commission equal to 10% of the gross proceeds from the Offerings and 2,120,200 warrants (the "Agent's Warrants") equal to 12% of the number of Units and 12% of the number of common shares underlying the Convertible Debentures sold pursuant to the Offerings. Each Agent's Warrant entitles the holder, on exercise, to acquire one unit on the same terms as the Units for a price of \$0.08 per unit for a period of 24 months from date of issue. The Company also issued 625,000 common shares with a fair value of \$56,250 to the Agent as a corporate finance fee. Other share issue costs were \$96,607.

During the year ended June 30, 2013, the Company redeemed its convertible debentures maturing on November 4, 2012, December 3, 2012 and December 24, 2012. The aggregate principal amount of the convertible debentures outstanding was \$740,750. On the redemption dates, the Company redeemed the whole of the principal amount of the convertible debentures by issuing a total of 4,938,333 fully paid and non-assessable common shares in the capital of the Company, at a price equal to \$0.15 per common share.

- (e) On January 20, 2012, the Company closed a non-brokered private placement (the "Private Placement"). Under the Private Placement, the Company issued 15,300,000 units (the "Units") at a purchase price of \$0.05 per Unit, for aggregate gross proceeds of \$765,000. Each Unit is comprised of one common share ("Common Share") in the capital of the Company, and one half of one non-transferable share purchase warrant ("Warrant"). Each whole Warrant entitles the holder to purchase one additional Common Share at a price of \$0.10 for a period of one year from closing the Private Placement. The term of the Warrants is subject to an acceleration right at the option of the Company, provided that the daily volume-weighted average trading price of the Common Shares is \$0.15 or higher for at least 10 consecutive trading days and the Company has provided Warrant holders with 30 days prior written notice of the accelerated exercise date. The Company has paid finder's fees totaling \$35,000 and share issue cost totaling \$14,140 in connection with the Private Placement in accordance with the policies of the TSX Venture Exchange.

RUSSELL BREWERIES INC.
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LIQUIDITY AND CAPITAL RESOURCES (continued)
Financing (continued)

- (f) On March 31, 2013, the Company, pursuant to an exchange agreement (the "Exchange Agreement") dated for reference as of March 31, 2008, between the Company, Russell Brewing Company Ltd. ("Subco"), and holders (the "Investors") of Class A Exchangeable Non-Voting Preferred Shares (the "Exchangeable Shares") in the capital of Subco, the Company exercised its right (the "Exchange Right") to purchase the Exchangeable Shares from the Investors. The Company is entitled to exercise the Exchange Right and purchase the Exchangeable Shares without any further action required on the part of the Investors.

As per the exchange ratio stipulated in the Exchange Agreement, each Exchangeable Share is exchangeable for 22.67 common shares (the "Common Shares") in the capital of the Company. The Company has issued, as fully paid and non-assessable shares of the Company, an aggregate of 1,541,560 Common Shares to the Investors, in order to purchase an aggregate of 68,000 Exchangeable Shares held by the Investors (the "Exchange"). Certificates registered in the names of the Investors, representing the aggregate number of Common Shares deliverable by the Company in payment for the Exchangeable Shares, have been couriered to the Investors.

The 68,000 Exchangeable Shares were issued to Investors pursuant to a brokered private placement (the "Private Placement") announced on March 5th, 2008, at a price of \$10.00 per Exchangeable Share, for gross proceeds of \$680,000. The Private Placement was offered in connection with the Province of British Columbia's Equity Capital Program (the "Program"). Residents of British Columbia investing in a company registered under the Program were eligible for a tax credit of up to 30% of their investment.

- (g) On May 17, 2013, the Company closed a non-brokered private placement (the "Private Placement") of units announced previously on March 18, 2013. Under the Private Placement, the Company issued 9,640,000 units (the "Units") at a purchase price of \$0.05 per Unit, for aggregate gross proceeds of \$482,000.00. Each Unit is comprised of one common share ("Common Share") in the capital of the Company, and one non-transferable share purchase warrant ("Warrant"). Each Warrant entitles the holder to purchase one additional Common Share at a price of \$0.10 for a period of two years from closing the Private Placement. The term of the Warrants is subject to an acceleration right at the option of the Company, provided that the daily volume-weighted average trading price of the Common Shares is \$0.15 or higher for at least 10 consecutive trading days and the Company has provided Warrant holders with 30 days prior written notice of the accelerated exercise date.

The securities issued pursuant to the Private Placement will be subject to a hold period of four months and one day from the date of issue in compliance with applicable securities laws and the rules of the TSX Venture Exchange. The net proceeds from the Private Placement will be used for general working capital requirements. Certain directors and officers of the Company have acquired Units under the Private Placement. Any such participation is considered to be a "related party transaction" as defined under Multilateral Instrument 61-101 ("MI 61-101"). The transaction is exempt from the formal valuation and minority shareholder approval requirements of MI 61-101 as neither the fair market value of any Units issued to, nor the consideration paid by, such persons exceeds 25% of the Company's market capitalization.

- (h) On September 3, 2013, the Company entered into a bridge loan agreement (the "Bridge Loan Agreement") with the spouses of certain directors of the Company (collectively, the "Lenders") whereby the Lenders will provide the Company with a loan facility in the aggregate amount of CDN\$100,000 (the "Bridge Loan"). The Bridge Loan will bear interest at a rate of 9.0% per annum calculated and compounded semi-annually. The term of the Bridge Loan will be one year from the date of the Bridge Loan Agreement and the principal and accrued interest shall be due and payable on the earlier of: (i) the expiry of the term of the Bridge Loan, or (ii) the occurrence of an event of default in the Bridge Loan Agreement. The Bridge Loan may be prepaid, at any time, without premium or penalty.

RUSSELL BREWERIES INC.
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For the year ended June 30, 2013

LIQUIDITY AND CAPITAL RESOURCES (continued)
Financing (continued)

Pursuant to the terms of the Bridge Loan Agreement, the Company intends issue and allot to each of the Lenders such number of common shares (the "Bonus Shares") in the capital of the Company equivalent to 20% of the dollar amount of each Bridge Loan which shall be priced, when issued and allotted, in accordance with the policies of the TSX Venture Exchange. The Bonus Shares are to be issued and allotted to compensate the Lenders for the financial risk associated with granting the Bridge Loan to the Company.

Pursuant to the terms of the Bridge Loan Agreement, the Company and its Canadian subsidiaries have each executed a security agreement in favour of the Lenders, granting security interests in all present and future undertaking and property of the Company and each Canadian subsidiary, as applicable. The proceeds of the Loan will be used for general working capital.

Contractual Obligations, Commitments

The Company utilizes several operating leases to finance manufacturing equipment and vehicles. The Company also leases the building in Surrey, BC and Winnipeg, Manitoba where it has its warehousing and packaging operations. By entering into operating leases, the Company is able to update its equipment more frequently, not utilize its cash to invest in these assets and in so doing lower its overall average cost compared with purchasing the assets. All leases are evaluated at inception for appropriate accounting treatment.

A summary of the Company's contractual obligations for the next five years is as follows:

	Less Than 1 Year	Years 2 and 3	Years 4 and 5	More Than 5 Years	Total
	\$	\$	\$	\$	\$
Bank indebtedness	36,671	—	—	—	36,671
Accounts payable and accrued liabilities	1,416,363	—	—	—	1,416,363
Long-term debt	974,834	73,000	—	—	1,047,834
Finance lease obligations	49,520	75,760	—	—	125,280
	2,477,388	148,760	—	—	2,626,148

RELATED PARTIES

The Company has identified its directors and certain senior officers as its key management personnel and the compensation costs for key management personnel and companies related to them were recorded at their exchange amounts as agreed upon by transacting parties and on terms and conditions similar to non-related parties as follows:

The Company entered into related party contracts as follows: with MSI Marketing Services International, a company controlled by Brian Harris for management fees in his capacity as CEO of Company; with Wicked Consulting Inc., a company controlled by Andrew Harris for management fees in his capacity as COO of the Company; with Mt. Pacific Financial Corp. a company controlled by Gary Liu for accounting services in his capacity as CFO of the Company. According to the contracts, the Company incurred management fees for \$10,000 per month plus bonus to a company controlled by the CEO of the Company and \$10,000 per month plus bonus to a company controlled by the COO of the Company, and incurred accounting fees for \$8,333 per month plus bonus to a company controlled by the CFO of the Company. The Company also accrued director fees for \$1,000 per month to each independent director.

RUSSELL BREWERIES INC.
Management Discussion and Analysis
For the year ended June 30, 2013

RELATED PARTIES (continued)

The compensation costs for key management personnel and companies related to them were recorded as follows:

	Year Ended June 30, 2013	Year Ended June 30, 2012
Management fees (a) and (b)	\$ 290,000	\$ 290,000
Directors fees (c)	20,356	33,000
Legal fees (e)	118,629	—
Accounting fees (f)	125,000	125,000
Share-based payments (c)	37,102	80,083
	\$ 591,087	\$ 528,083

- (a) During the year ended June 30, 2013, the Company incurred management fees of \$nil to the CEO of the Company (2012 – \$45,000) and \$145,000 to a company controlled by the CEO (2012 – \$100,000). As at June 30, 2013, the Company owed \$5,592 to the CEO and a company controlled by the CEO (2012 – \$31,240), which is non-interest bearing, unsecured and due on demand.
- (b) During the year ended June 30, 2013, the Company incurred management fees of \$nil to the COO of the Company (2012 – \$55,000) and \$145,000 to a company controlled by the COO (2012 – \$90,000). As at June 30, 2013, the Company owed \$1,804 to the COO and a company controlled by the COO (2012 – \$52,435), which is non-interest bearing, unsecured and due on demand.
- (c) During the year ended June 30, 2013, the Company granted nil stock options to directors and officers (2012 – 2,900,000) and incurred director fees of \$20,356 to the independent directors of the Company (2012 – \$33,000). As at June 30, 2013, the Company owed \$26,119 to the independent directors (2012 – \$41,000), which is non-interest bearing, unsecured and due on demand.
- (d) During the year ended June 30, 2013, the Company paid consulting fees of \$1,500 to a company controlled by an independent director of the Company (2012 – \$21,000).
- (e) During the year ended June 30, 2013, the Company incurred and accrued legal fees of \$118,629 to a company controlled by a director of the Company. As at June 30, 2013, the Company owed \$44,255 to this company (2012 – \$nil), which is non-interest bearing, unsecured and due on demand.
- (f) During the year ended June 30, 2013, the Company incurred accounting fees of \$125,000 to a company controlled by the CFO of the Company (2012 – \$125,000). As at June 30, 2013, the Company owed \$23,498 to this company (2012 – \$42,640), which is non-interest bearing, unsecured and due on demand.
- (g) During the year ended June 30, 2013, the Company incurred salaries and wages expense of \$131,758 and accounting fees of \$10,560 to relatives of directors and officers of the Company (2012 – \$103,744). As at June 30, 2013, the Company owed \$4,394 to relatives of directors of the Company (2012 – \$14,132), which is non-interest bearing, unsecured and due on demand.

As at June 30, 2013, the Company is owed \$17,738 (2012 - \$15,189) from a company controlled by an officer and director of the Company. The amounts are non-interest bearing, unsecured and due on demand.

These transactions were in the normal course of operations and have been recorded at their exchange amounts, which is the consideration agreed upon by the related parties.

RUSSELL BREWERIES INC.
Management Discussion and Analysis
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CRITICAL ACCOUNTING ESTIMATES

The preparation of consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses for the reporting period. Significant areas requiring the use of management estimates may include recovery of accounts receivable, inventory valuation, the estimated useful life of long-lived assets, the recoverability of amounts recorded for long-lived assets, estimates used in impairment analysis of long-lived assets, container liabilities, valuation of deferred tax assets and liabilities and estimates used in calculating share-based compensation. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant. Actual results could differ from management's best estimates as additional information becomes available.

Property, Plant and Equipment

The accounting for property, plant and equipment requires that management make estimates involving the life of the assets, the selection of an appropriate method of depreciation and determining whether an impairment of assets exists.

The Company reviews the residual values, useful lives of depreciable assets and depreciation method on an annual basis and where revisions are made, the Company applies such changes in estimates on a prospective basis.

The net carrying amounts of property, plant and equipment are reviewed for impairment either individually or at the cash generating unit level at the end of each reporting period. If there are indicators of impairment, an evaluation is undertaken to determine whether the carrying amounts are in excess of their recoverable amounts. An asset's recoverable amount is determined as the higher of its fair value less cost to sell and its value-in-use. To the extent that an asset's carrying amount exceeds its recoverable amount, the excess is fully provided for in the period in which it is determined to be impaired. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset in prior periods. There is uncertainty in these estimates as the related recoverable amounts are projected for future years based on underlying assumptions such as volume growth, inflation factors and industry trends which may not materialize. Management uses its best estimates to forecast these amounts, but the actual amounts may vary from estimates. Should future results differ from management's estimates, an impairment of these assets and a related write-down may result. As at the date of this report, the Company believes that its estimates are materially correct.

Intangible Assets

Indefinite life intangible assets consist of brands and trademarks. These assets are recorded at cost and are not amortized but instead are reviewed for impairment at the end of each reporting period. If there are indicators of impairment, an evaluation is undertaken to determine whether the carrying amounts are in excess of their recoverable amounts. An asset's recoverable amount is determined as the higher of its fair value less cost to sell and its value-in-use. There is uncertainty in these estimates as the related recoverable amounts are projected for future years based on underlying assumptions such as volume growth, inflation factors and industry trends which may not materialize. Management uses its best estimates to forecast these amounts, but the actual amounts may vary from estimates. Should future results differ from management's estimates, an impairment of these assets and a related write-down may result. As at the date of this report, the Company believes that its estimates are materially correct.

RUSSELL BREWERIES INC.
Management Discussion and Analysis
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RISKS AND UNCERTAINTIES

Credit Risk

The Company grants credit to its customers in the normal course of business. However as the major portion of the accounts receivable are held by the BCLDB, the MLCC, and AGLC, management believes exposure to credit risk is limited.

Competition

The Company considers its main competitors to be other participants in the Canadian brewing industry, which includes imported beer and specialty and value priced brands brewed by both small regional brewers and the national brewers. Existing regional breweries are increasing their production capacities and marketing programs. National brewers are aggressively promoting their own specialty and value brands as well as premium brands. The Company also anticipates increasing competition as new brewers enter markets in which the Company currently operates.

The principal competitive factors affecting the market for the Company's products include quality and taste, packaging, advertising and promotional support, brand recognition and price. There can be no assurance that the Company will be able to compete successfully in this category against current and future competitors based on these and other factors. The Company competes with a variety of domestic and international brewers, many of whom have substantially greater financial, production, distribution and marketing resources. The Company anticipates increased competition in the premium beer category from the major domestic brewers, each of whom has introduced and is marketing premium-priced products. The large domestic brewers dominate the domestic beer market and the Company expects that certain of these companies may seek further participation in the premium beer market through the acquisition of equity positions in, or the formation of, distribution alliances with other brewers.

Increased competition could result in price reductions, reduced profit margins and loss of market share, all of which could have a material adverse effect on the Company's operations. The Company's products also compete generally with other alcoholic beverages.

Government Regulation

The Company's business is regulated by federal, provincial and municipal laws and regulations regarding such matters as licensing requirements, trade and pricing practices, permitted and required labeling, advertising, promotion and marketing practices, relationships with distributors and related matters. Failure on the part of the Company to comply with federal, provincial or municipal laws and regulations could result in the loss, revocation or suspension of the Company's licenses, permits or approvals and could have a material adverse effect on the Company's business. The Company believes that it has obtained all regulatory permits and licences necessary to operate its business where the Company's products are currently being produced and distributed. In addition, changes to taxes, environmental regulations or any other laws or regulations which affect the Company's products or their production, handling or distribution could have a material adverse effect on the Company's operations.

Trends in Consumer Preferences and Attitudes

The domestic premium beer market has grown dramatically over the past decade. The Company believes that one factor in such growth has been consumer demand. No assurance can be given however that consumer demand for these products will continue in the future. The Company's success also depends upon a number of factors related to the level of discretionary consumer spending, such as the general state of the economy, tax laws and consumer confidence in future economic conditions.

RUSSELL BREWERIES INC.
Management Discussion and Analysis
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RISKS AND UNCERTAINTIES (continued)

Protection of Intellectual Property Rights; Risk of Third Party Claims of Infringement

The Company considers its trademarks, particularly certain brand names and product packaging, advertising and promotion design and artwork, to be of considerable value and critical to its business. The Company relies on trademark laws and other arrangements to protect its proprietary rights. There can be no assurance that the steps taken by the Company to protect its intellectual property rights will preclude competitors from developing similar brand names or promotional materials. While the Company believes that its proprietary rights do not infringe upon those third parties, it possesses no assurances of such a situation. The Company has applied for registration of the following trademarks: Russell, Fort Garry and Rock Mountain.

Dependence on Key Personnel

The Company's success depends to a significant degree upon the continuing contributions of key personnel, and on its ability to attract and retain qualified management, sales, production and marketing personnel. The loss of any of such persons or the failure to recruit additional key personnel in a timely manner, could adversely affect the Company. The Company does not maintain any key man life insurance on any of its personnel.

Operating Hazards

The Company's operations are subject to certain hazards and liability risks faced by all brewers, such as the potential contamination of ingredients or products and equipment defects. While the Company has not experienced a contamination problem in its products, the occurrence of such a problem could result in a costly product recall and serious damage to the Company's reputation for product quality. Although the Company maintains insurance against certain risks under various general liability and product liability insurance policies, there can be no assurance that the Company's insurance will be adequate or that claims resulting from such incidents will be accepted as filed.

Trade Regulations

The 1994 North America Free Trade Agreement ("NAFTA") among Canada, Mexico and the United States expanded the 1989 Free Trade Agreement between Canada and the United States. To date, NAFTA has had no material effect on the Company's business or operations. However, the adoption of new trade regulations or future trade disputes that result in retaliatory practices or increased tariffs between the United States and Canada could adversely affect the Company's business.

Proprietary Rights

Although the formulas for the Company's beers are proprietary trade secrets of the Company, there can be no assurance that others will not develop beers of the same or similar tastes and qualities as the Company's beers.

Seasonal Nature of Business

The alcoholic beverage industry in Canada is seasonal in nature. Accordingly, the Company has historically experienced a seasonal pattern in its operating results, with the second and third quarters historically exhibiting lower revenues. Therefore, the results in any one quarter are not indicative of results in any other quarter, or for the year as a whole.

RUSSELL BREWERIES INC.
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RISKS AND UNCERTAINTIES (continued)

Uncertainty of Additional Capital

In the past, the Company relied on the issuance of equity and debt securities to meet its capital requirements. The ability of the Company to arrange additional financing in the future will depend, in part, on the prevailing capital market conditions as well as the business performance of the Company. There can be no assurance that additional capital or other types of financing will be available if needed or that, if available, the terms of such financing will be favourable to the Company. If additional financing is raised by the Company through the issuance of securities from treasury, control of the Control may change and security holders may suffer significant dilution. The Company also requires continued support from its lenders to maintain its financial condition. The loss of this support could limit expansion opportunities and put strain on the Company's continuing operations.