



September 9, 2025

To all Flow Water Inc. and Flow Beverages Inc. team members,

You will have seen the formal letter from Richter dated September 8, 2025, regarding the court-supervised receivership. To make that legal notice easier to understand and to address immediate day-to-day questions, Flow has prepared the brief Q&A below.

Thank you for your professionalism and focus throughout this process.

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## **Employee Q & A**

### **What changed on September 4, 2025?**

Richter was appointed by the Ontario court as the Receiver over Flow Beverage Corp. and certain affiliates. This allows the business to keep operating while a restructuring/ownership transition to the Lenders (or their designee) is implemented.

### **Who is my employer today?**

Flow remains your employer. The Receiver is not your employer and is not responsible for employer-related liabilities.

### **Should I keep coming to work?**

Yes. The goal is to operate in the ordinary course. Please follow your normal schedule unless your manager tells you otherwise.

**Will I get paid?**

Flow has committed to paying wages for work performed both before and after September 4, 2025. If any amounts remain unpaid, eligible employees may apply to the federal Wage Earner Protection Program (WEPP).

**What is WEPP, and how much could it cover?**

WEPP is a Government of Canada program that can provide limited relief when an employer is in receivership or bankruptcy. As stated in the letter, eligible wages within the six months before receivership may be covered up to \$8,844.22 (subject to program eligibility and rules). More information is available at Service Canada.

**How do I apply for WEPP if needed?**

If you may be eligible, the Receiver will work with Flow to help facilitate claims. Watch for instructions from the Receiver/HR.

**What about my benefits and vacation/PTO?**

The Company intends to continue operating in the ordinary course. Keep using benefits per current plan rules. Accrued vacation/PTO balances continue to be administered by Flow under existing policies. Any changes will be communicated in writing.

**Will there be layoffs or changes to roles?**

No decisions have been made at this time. If any changes occur, you will be notified directly by Flow or the Receiver.

**Are expense reimbursements and overtime still being processed?**

Submit them as usual. The intent is to operate in the ordinary course. If you experience delays, contact HR/Payroll (see below).

**What should I say to customers, partners, or suppliers who ask about the news?**

You can say: "Flow is in a court-supervised restructuring process funded by its lenders. Operations are continuing in the ordinary course."

For detailed questions, direct them to Paul Dowdall at [paul.dowdall@flowhydration.com](mailto:paul.dowdall@flowhydration.com).

**Can I speak to the media or post about this online?**

No. Please refer all media and public inquiries to Paul Dowdall at [paul.dowdall@flowhydration.com](mailto:paul.dowdall@flowhydration.com) and avoid commenting on social media about the legal process.

**Will my seniority or service time be affected?**

Flow remains your employer. Your service continues to accrue under existing policies. If there are any future changes, they will be communicated.

**Where can I find official documents and updates?**

A Copy of the Receivership Order and other documents can be obtained from the Receiver's website at <https://www.richter.ca/insolvencycase/flow-beverage-corp-flow-water-inc-flow-beverages-inc-flow-glow-beverages-inc-and-2446692-ontario-limited/>

Company-specific updates will also come from Flow Leadership/HR.

**Who do I contact with questions?**

- Receiver contact: [claims@richter.ca](mailto:claims@richter.ca) or 1-866-585-9751
- Flow Leadership: Paul Dowdall at [paul.dowdall@flowhydration.com](mailto:paul.dowdall@flowhydration.com)
- Flow HR and Payroll: Heba Fawzy [heba.fawzy@flowhydration.com](mailto:heba.fawzy@flowhydration.com)

**Important note**

This Q&A is for information only. If anything here differs from the Court's Receivership Order or formal notices, those documents govern.

Sincerely,

Flow Leadership Team

Paul Dowdall / Camelia Rotarita / Heba Fawzy