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Bitcoin Well Inc.

Management's Discussion and Analysis

As at and for the years ended December 31, 2021 and 2020

(Expressed in Canadian Dollars)

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INTRODUCTION

This Management's Discussion and Analysis ("MD&A") for Bitcoin Well Inc. ("Bitcoin Well", the "Company", "we", "us", or "our") was prepared as of March 18, 2022 to assist readers in understanding our financial performance for the years ended December 31, 2021 and 2020. This MD&A should be read in conjunction with the audited consolidated financial statements and notes thereto for the years ended December 31, 2021 and 2020 ("Financial Statements"). Such consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"). All dollar amounts are expressed in Canadian dollars unless otherwise indicated.

The company was originally incorporated as Red River Capital Corp. ("Red River") under the laws of the Province of Alberta on December 20, 2017. The Company was classified as a Capital Pool Corporation as defined in Policy 2.4 of the TSX Venture Exchange (the "TSXV"). The principal business of the Company was to identify and evaluate assets or businesses with a view to completing a Qualifying Transaction ("QT" or the "Transaction").

On June 11, 2021, the Company completed its QT with Old Bitcoin Well. The Transaction constituted the Company's "Qualifying Transaction" (as such term is defined in Policy 2.4 of the TSX Venture Exchange (the "TSXV") Corporate Finance Manual). Contemporaneous with the Transaction, Red River also changed its name to Bitcoin Well Inc. The Transaction is a reverse take-over acquisition under which Old Bitcoin Well was identified as the accounting acquirer. As a result, the consolidated financial statements for the year ended December 31, 2021 represents the continuation of Old Bitcoin Well. Accordingly, this MD&A discusses the financial performance and operations of Old Bitcoin Well.

Post completion of the QT, the principal business of the Company is to acquire, own and operate cryptocurrency ATM machines throughout Canada. The address of the Company's registered office is 2500 Stantec Tower, 10220 – 103 Avenue NW, Edmonton, Alberta.

The Company's common shares are traded on the TSXV under the ticker symbol "BTCW".

ADDITIONAL INFORMATION

Additional information about the Company is available on SEDAR at <http://www.sedar.com>.

BOARD APPROVAL

The Board of Directors of the Company has approved this MD&A.

CAUTIONARY NOTE REGARDING FORWARD-LOOKING INFORMATION

The information provided in this MD&A, including information incorporated by reference, may contain "forward-looking statements" about the Company. In addition, the Company may make or approve certain statements in future filings with Canadian securities regulatory authorities, in press releases, or in oral or written presentations by representatives of the Company that are not statements of historical fact and may also constitute forward-looking statements. All statements, other than statements of historical fact, made by the Company that address activities, events or developments that the Company expects or anticipates will or may occur in the future are forward-looking statements, including, but not limited to, statements preceded by, followed by or that include words such as "may", "will", "would", "could",

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“should”, “believes”, “estimates”, “projects”, “potential”, “expects”, “plans”, “intends”, “anticipates”, “targeted”, “continues”, “forecasts”, “designed”, “goal”, or the negative of those words or other similar or comparable words. Forward-looking statements contained herein include, but are not limited to: (i) statements regarding the future acquisition of cryptocurrency ATMs; and (ii) statements regarding the expansion plans for the Company's business.

Forward-looking statements may relate to future financial conditions, results of operations, plans, objectives, performance or business developments. These statements speak only as at the date they are made and are based on information available as at such date and on the then current expectations of the party making the statement and assumptions concerning future events, which are subject to a number of known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to be materially different from that which was expressed or implied by such forward-looking statements, including, but not limited to, risks and uncertainties related to:

- (a) the availability of financing opportunities, risks associated with economic conditions, dependence on management or directors and conflicts of interest, sources of income to generate cash flow, risks relating to maintenance of required licences, potential transaction and legal risks, risks relating to regulation and sale of cryptocurrency; and
- (b) other risks described in this MD&A and described from time to time in documents filed by the Company with Canadian securities regulatory authorities.

With respect to the forward-looking statements contained herein, although the Company believes that the expectations and assumptions on which the forward-looking statements are based are reasonable, undue reliance should not be placed on the forward-looking statements, because no assurance can be given that they will prove to be correct.

Consequently, all forward-looking statements made in this MD&A and other documents of the Company, as applicable, are qualified by such cautionary statements and there can be no assurance that the anticipated results or developments will actually be realized or, even if realized, that they will have the expected consequences to or effects on the Company. The cautionary statements contained or referred to in this section should be considered in connection with any subsequent written or oral forward-looking statements that the Company and/or persons acting on its behalf may issue. The Company does not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, other than as required under securities legislation.

NON-GAAP MEASURES

References to Adjusted EBITDA in this MD&A refer to the non-GAAP (“Generally Accepted Accounting Principles”) financial measure reconciled in the section “Selected Financial Information”. Adjusted EBITDA is not an earnings measure recognized by IFRS and does not have a standardized meaning prescribed by IFRS. Management believes that Adjusted EBITDA is an alternative measure in evaluating the Company's business performance. Readers are cautioned that Adjusted EBITDA should not be construed as an alternative to net income as determined under IFRS; nor as an indicator of financial performance as determined by IFRS; nor a calculation of cash flow from operating activities as determined under IFRS; nor as a measure of liquidity and cash flow under IFRS. The Company's method of calculating Adjusted EBITDA may differ from methods used by other Companies and, accordingly, the Company's Adjusted EBITDA may not be comparable to similar measures used by any other Company.

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Throughout this MD&A, the following terms are used, which do not have a standardized meaning under IFRS.

EBITDA (Earnings before Interest, Taxes, Depreciation, and Amortization)

- “EBITDA” represents net income or loss excluding net finance income or expense, income tax or recovery, depreciation, and amortization.
- “Adjusted EBITDA” represents EBITDA adjusted to exclude share-based compensation, unrealized gain or loss on the revaluation of digital assets, unrealized gain or loss on the fair value adjustment of cryptocurrency loans and derivative instruments, impairment of goodwill, and costs associated with one-time transactions (such as listing fees or acquisition-related costs).
- “Adjusted EBITDA Margin” represents Adjusted EBITDA as a percentage of revenue.

EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin are used to show ongoing profitability without the impact of non-cash or non-recurring items. We believe that Adjusted EBITDA, a non-GAAP measure, is useful in evaluating our operating performance. We use Adjusted EBITDA to evaluate our ongoing operations and for internal planning and forecasting purposes. However, Adjusted EBITDA is presented for supplemental informational purposes only, has limitations as an analytical tool, and should not be considered in isolation or as a substitute for financial information presented in accordance with IFRS.

BUSINESS OVERVIEW AND OUTLOOK

At Bitcoin Well, our mission has been refined to reflect our commitment to thought leadership within the bitcoin industry. We have set out to shift the relationship that society has with money by offering an ecosystem of products and services that make bitcoin accessible and understood. Our ecosystem includes the following 3 pillars:

- Pillar #1 | Non-Custodial Financial Services (buy, sell, and use bitcoin)
- Pillar #2 | Technology Development
- Pillar #3 | Education

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Pillar #1 | Non-Custodial Financial Services (buy, sell, and use bitcoin)

Non-Custodial Financial Services (buy, sell, and use bitcoin) describes the way our customers interact with bitcoin; directly. At no point in time do we hold customer bitcoin, which makes us a truly non-custodial business. This holds certain advantages for the customer and the Company. From the customer's perspective, this is the fastest and safest way to buy bitcoin. Due to the inherent risks in their business models, Canadian Regulators have imposed significant restrictions on cryptocurrency exchanges that hold customer bitcoin under a custodial model. Because Bitcoin Well maintains a strict, non-custodial business model, we have not been impacted by this enhanced regulatory oversight. Through this non-custodial business model, we offer convenient, secure, and reliable ways to buy and sell bitcoin through a suite of web-based transaction services and a trusted Bitcoin ATM network.

We achieved a major advancement in our 3rd offering to the "Non-Custodial Financial Services (buy, sell, and use bitcoin) pillar in November 2021 when we released in beta the ability to buy bitcoin online in the fastest and safest way possible with Visa Debit. This non-custodial platform is the first of many payment rails to come to our online ecosystem. This platform will integrate multiple ways to buy, sell and use bitcoin. This is required in order to allow our users to interact with their bitcoin in a way that is convenient to them. While we currently offer some of those offerings on our website today (Pay Bills at www.bitcoinwell.com/bills, or sell with money deposited directly into your bank at www.bitcoinwell.com/sell) they haven't, until now, had an account where we could expand our offerings to our existing customers, but more importantly engage with and receive feedback from our users. Eventually, we envision an ecosystem that our customer will be able to interact with their bitcoin, that have full ownership and control over, with the same convenience of modern banking. In Q4 2021 we released the account system with the first payment rail through a successful beta, and are excited to continue expanding on it in 2022

We are focused on placing, acquiring, and operating profitable bitcoin ATMs throughout Canada. In 2014, we became the first company to deploy bitcoin ATMs in Alberta and Saskatchewan. Since then, we have developed strong relationships with payment processors, and secured cash in transit companies and other partners, which have helped successfully grow the Company. We also expanded our ATM portfolio into and the Province of Quebec, and now have additional exposure in Northern Ontario. We also opened three new over-the-counter offices in 2021, one in Calgary, Alberta, one in Winnipeg, Manitoba, and one in Montreal, Quebec. These over-the-counter sales offices are designed to provide the same "white glove" experience that has proven successful in Edmonton, Alberta.

A total of 144 ATMs were added to our fleet in 2021, which contributed to a total of 210 machines installed across Canada as of December 31, 2021. Of the ATMs added, 49 of the ATMs are operating under our newly implemented Partner Program, which allows us to scale our ATM count quicker, without significant capital expenditures. This is evidenced by our current partner RapidCash ATM Ltd. ("Rapid Cash") planning to expand into additional locations in 2022 through the Partner Program.

We have the unique opportunity to continue consolidating a fragmented market through our ability to execute on our purchase and roll-up strategy, as well as continually expand organically through our Partner Program at low or no cost to the Company. This strategy has allowed us to add cash flow to the Company immediately upon takeover of already operating assets. The primary factors affecting the successful execution of this strategy will be:

- i) The sourcing and acquiring of profitable ATMs; and,
- ii) Integrating acquired ATMs into the Company's network on a cost-effective basis.

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We plan to start to place an emphasis on these services with a significant marketing and customer acquisition campaign and suggesting the online offerings to our existing clientele at our growing network of ATMs.

Lastly, in early October 2021, we deployed the Bitcoin Savings Plan ("BSP"), in an early and beta state. The BSP is a hybrid approach to our white glove, in person service offering managed through an online portal. It allows our customer to "set it and forget" with a pre-determined "auto-buy" of bitcoin on a bi-weekly or monthly basis. We also partner with other companies, enabling them to offer their employees the ability to take a portion of their salary in bitcoin. We are thrilled with the response thus far and will be bolstering the online signup and integration process into the Bitcoin Well Online ecosystem.

Pillar #2 | Technology Development

Since the acquisition of Ghostlab Inc. ("Ghost Lab") in September 2021, we have been able to innovate and create a new revenue stream for the Company. Ghostlab has developed a hardware agnostic Bitcoin ATM software ("ghostATM") that is a big part of what will allow our Partner Program (as referenced above) to scale so significantly. Our Technology Development pillar is split into two functions; external and internal technology.

Externally, ghostATM and future technologies are a SaaS Business offering that we anticipate will start generating external revenue in 2022. Ghostlab's ghostATM product is a software that we plan to license out industry wide to capture a larger share of Bitcoin ATM transactions.

With the acquisition of Ghostlab, we now have the technological expertise in house to create self-serving technology, such as the online ecosystem referenced above. We will also be able to dedicate resources and expertise to internal technology that will enhance our customer's experience. Tools like the "Rise Wallet" – a non-custodial bitcoin wallet app, our gift card platform, and other internal technologies that can be enhanced without the need to rely on external contractors.

Pillar #3 | Education

We completed research in the summer with IPSOS and concluded that the largest barrier to entry for consumers is education. As a result, we have decided to build products and services that remove that barrier which we believe will make Bitcoin Well the obvious choice for a newcomer entering the bitcoin space. The company's most recent development is the Bitcoin Academy, a 6-module curriculum developed and distributed in partnership with PowerED, a division of Athabasca University. Further, it has caused us to revisit and bolster our "white glove" in-person service offerings that we now offer at four locations across Canada.

Equity Financing

On June 8, 2021, we completed a brokered financing (the "Financing") for gross proceeds of \$7,000,000 and issued 28,000,000 subscription receipts ("Units") at a price of \$0.25 per Unit. Further details of this financing is provided in the accompanying Financial Statements.

We have deployed the net proceeds from this private placement to increase our working capital inventory, accelerate global expansion, organically increasing the number of deployed ATMs, bolster our operations team to handle the expected exponential growth of our Partner Program, and transition the technology team in-house to develop a non-custodial online ecosystem (seen in the Visa Debit purchasing system we recently deployed).

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Going Public Transaction

On June 11, 2021, we completed our previously announced QT with Red River. The details of this transaction can be found in the accompanying financial statements.

GROWTH THROUGH BUSINESS ACQUISITION

A key part of our growth strategy to consolidate the bitcoin ATM market is the acquisition and integration of successful peers and competitors in our industry. During the year ended December 31, 2021, we completed the acquisition of three bitcoin ATM companies that allowed us to increase our scale and further consolidate a fragmented market. In addition, in September 2021, we acquired Ghostlab. Ghostlab is a software company that designs and develops software to improve the functionality and accessibility of modern financial technology and services, including bitcoin ATM machines. Additional details regarding these business acquisitions follows:

Acquisition of Enterprises Equibytes Inc. – Quebec Expansion

On September 8, 2021, we acquired 100% of the issued and outstanding shares of Enterprises Equibytes Inc. ("Equibytes"), a bitcoin ATM operator based in Montreal, Quebec. The details of this transaction and financial impact can be found in the accompanying financial statements.

Acquisition of Ghostlab – Software Development Company

Effective September 1, 2021, we acquired 100% of the issued and outstanding shares of Ghostlab, a software development company that designs and develops software to improve the functionality and accessibility of modern financial technology and services, including Bitcoin ATM machines. The details of this transaction and financial impact can be found in the accompanying financial statements.

Acquisition of CryptoKiosk Inc. – Ontario Expansion

On July 29, 2021, we acquired the business and assets of Crypto Kiosk Inc. ("Crypto Kiosk"), a cryptocurrency ATM operator in northern Ontario. The details of this transaction and financial impact can be found in the accompanying financial statements.

Acquisition of Paradime Ltd. – International Expansion

On May 7, 2021, we acquired 100% of the issued and outstanding shares of Paradime Ltd o/a AlphaVend ("AlphaVend"), a cryptocurrency ATM operator in the United Kingdom. The details of this transaction, FCA rulings on AlphaVend subsequent to the transaction, and the financial impact can be found in the accompanying financial statements.

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SELECTED ANNUAL FINANCIAL INFORMATION

Year Ended December 31	2021		2020	
Revenue	\$	99,612,760	\$	51,970,582
Cost of coins		(94,440,131)		(44,677,863)
Gross profit		5,172,629		7,292,719
Gross profit margin		5%		14%
Operating expenses		(9,536,817)		(4,143,886)
Business acquisition and QT transaction costs		(793,057)		(819,308)
Depreciation and accretion		(1,384,217)		(538,199)
(Loss) income before other items	\$	(6,541,462)	\$	1,791,326
Fair value change - cryptocurrency		(4,295,096)		(3,721,450)
Goodwill impairment loss		(1,305,549)		-
Gain (loss) on debt settlement		11,133		(184,270)
Listing expense		(1,476,742)		-
Share based compensation		(530,259)		(303,095)
Current income tax recovery (expense)		20,692		(230,698)
Deferred income tax recovery (expense)		507,920		(94,832)
Other		6,556		-
Net loss	\$	(13,602,807)	\$	(2,743,019)
EBITDA Adjustments				
Listing expense		1,476,742		-
Goodwill impairment loss		1,305,549		-
Business acquisition and QT transaction costs		793,057		819,308
Depreciation and accretion		1,384,217		538,199
Fair value change - cryptocurrency loans		4,295,096		3,750,628
Income tax (recovery) expense		(528,612)		325,530
Share based compensation		530,259		303,095
Other		(6,556)		-
Adjusted EBITDA	\$	(4,353,055)	\$	2,993,741
Adjusted EBITDA Margin		-4.4%		5.8%
As at December 31				
		2021		2020
Cash		4,799,849		4,054,551
Working capital		(2,412,150)		(2,936,197)
Total assets		23,560,561		12,124,150
Shareholders' equity (deficit)		5,989,639		(872,198)
Long-term financial liabilities		346,204		207,207

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RESULTS OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2021

Revenue

Revenue in 2021 increased to \$99.6 million from \$52.0 million in 2020, representing a 92% increase. The higher revenue largely resulted from an increase in customer OTC transactions, offset by a decrease in ATM volumes. This change in sales mix resulted in a decrease in our gross profit margin to 5% for 2021 (2020 - 14%). Contributing to the decrease in average ATM volumes were the following factors:

- Access to certain machines being restricted due to COVID 19 related restrictions.
 - We expect the access to COVID impacted machines to begin resuming normal levels of activity in 2022.
- Implementation of new Know Your Customer ("KYC") regulations in June 2021.
 - Ghostlab and ghostATM have been key in ensuring the new KYC requirements were implemented into operations without creating unnecessary friction and have been refined in the last few months.
- Increased bitcoin ATM saturation in certain regions.
 - We have refined our targeted deployment strategy to ensure geographically less saturated locations with high potential are prioritized.

OTC sales typically represent larger transactions at a lower fee, compared to ATM sales transactions. This change in sales mix caused gross profit to decline to \$5.2 million in 2021 from \$7.3 million in 2020, despite an increased overall volume of revenue. In addition, in Q1 2021, we strategically revised our internal asset holding targets, resulting in relatively less bitcoin being held as inventory compared to 2020. However, because of the high level of inventory we previously held, we experienced a higher-than-normal gross profit margin in the comparative year ended December 31, 2020, due to an upward movement in bitcoin price during that year, specifically when the bull run started in Q4 2020. The impact to our gross margins of bitcoin price movements has largely been eliminated beginning in Q1 2021 and onward, as we now only hold only enough bitcoin in inventory as is required to facilitate an operating cycle, reducing our exposure to fluctuations in the price of bitcoin.

Expenses

Total operational expenses were \$9.5 million in 2021, compared to \$4.1 million in 2020. The higher operating expenses primarily related to an increased headcount, as well as professional fees and other costs incurred related to business acquisitions. Our headcount grew to over 70 in 2021 (29 of that growth related to the acquisition of Ghostlab in September 2021), compared to 17 in 2020, resulting in a cost of \$4.1 million in 2021 (2020 - \$1.5 million). Incurring these investments will allow us to accelerate our growth initiatives over the coming year as we work to significantly grow our online offerings, add to our ATM network, and pursue targeted business acquisition opportunities. The acquisition of the Ghostlab workforce allows us to continue to build on our proprietary technology and software capabilities. Also

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included in salaries and wages for 2021 was a non-recurring provision for severance benefits of \$0.4 million.

General and administrative expenses increased to \$3.1 million (2020 - \$2.0 million) related to additional service costs for an expanding ATM fleet, as well as office-related expenditures incurred to support the increased headcount.

Professional fees in 2021 were \$1.7 million (2020 - \$0.8 million) which included \$0.8 million (2020 - \$0.8 million) related to legal fees for our business acquisitions. As we work to bring a portion of these legal costs internally beginning in Q4 2021, we expect significant future cost savings in this area.

Marketing and advertising spend was \$0.9 million (2020 - \$0.3 million) which represents additional marketing efforts surrounding an expanding ATM fleet, new OTC offices, as well as new products as they were rolled out throughout 2021.

Other items

Non-operating costs in 2021 included a loss on the revaluation of the cryptocurrency loans in the amount of \$4.4 million (2020 - \$3.8 million loss) that resulted from an increase in the value of bitcoin during the year. IFRS requires that we revalue our cryptocurrency loans at fair value at the end of each reporting period with the change recognized in the Statement of Income and Comprehensive Income. While this mark-to-market accounting treatment recognizes the unrealized gain or loss at a specific moment in time, it does not reflect a realized gain or loss. We note that this loss on revaluation is an accounting loss, not a cash loss, and does not have any impact on the Company's ability to operate or grow the business.

Conversely, we also revalue our digital assets at fair value at the end of each reporting period with increases in value recognized in other comprehensive income. During 2021, we recognized a revaluation gain on digital assets, net of tax, of \$7.2 million. This gain also related to the increase in the value of bitcoin during the year. However, unlike the loss on revaluation of the cryptocurrency loans, which is recognized in profit or loss, the gain on revaluation of our digital assets was recognized outside profit or loss in other comprehensive income.

Further, the cryptocurrency loans offset the holding of cryptocurrency digital assets on our statement of financial position. This means the revaluation of the cryptocurrency loans is largely offset by the revaluation gains and losses on digital assets, thus having a minimal impact to the business.

As a result, changes in the unrealized value of our cryptocurrency loans and digital assets may result in significant swings in net income (loss) which are not indicative of the underlying operational performance of the business. As a result, we present Adjusted EBITDA to exclude the variability caused by the revaluations.

Related to going public, the excess consideration given over the fair value of the net assets acquired in the amount of \$1,476,742 was recognized as a listing expense in the consolidated statements of income (loss) and comprehensive income (loss).

An impairment charge to goodwill and intangibles related to AlphaVend has been recorded. After derecognizing the goodwill and intangibles, and offsetting deferred consideration payable, the Company has recorded an impairment of \$1,305,549. This impairment effectively represents the initial cash

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consideration of \$169,850, and the 6,000,000 shares issued at \$0.25 per share for consideration of the shares of AlphaVend, less any operating assets of AlphaVend assumed on the acquisition date. These operating assets can be used in operations, and an ongoing assessment is being made as to the best use of these assets.

Taxes

In 2021, we recognized an income tax recovery of \$0.5 million, representing an effective income tax rate of 4% on a loss before income taxes of \$14.1 million. Although our statutory combined federal-provincial corporate income tax rate in Alberta is currently 23.41%, our actual effective rate was impacted by various items, including non-deductible expenses such as share-based compensation and capital losses.

SUMMARY OF QUARTERLY RESULTS

	2020 - Q1		2020 - Q2		2020 - Q3		2020 - Q4	
Revenue	\$	6,221,445	\$	8,267,887	\$	14,615,193	\$	22,865,643
Gross profit		492,137		1,139,570		1,826,042		3,834,970
Gross profit %		8%		14%		12%		17%
Expenses including non-cash items		(674,178)		(1,102,984)		(1,068,514)		(7,190,062)
Income (loss) for the quarter		(182,041)		36,586		757,528		(3,355,092)
EPS - basic	\$	(0)	\$	0	\$	(0.01)	\$	(0.02)
EPS - diluted	\$	(0)	\$	0		(0.01)		(0.02)
Common shares outstanding								
Basic		111,010,900		111,010,900		112,074,100		116,775,700
Diluted		111,010,900		111,010,900		112,074,100		116,775,700
	2021 - Q1		2021 - Q2		2021 - Q3		2021 - Q4	
Revenue	\$	27,525,181	\$	41,733,509	\$	15,942,597	\$	14,411,473
Gross profit		2,303,161		1,156,827		744,511		968,130
Gross profit %		8%		3%		5%		7%
Expenses including non-cash items		(6,666,626)		(1,126,758)		(4,641,735)		(6,340,317)
Income (loss) for the quarter		(4,363,465)		30,069		(3,897,224)		(5,372,187)
EPS - basic	\$	(0.04)	\$	0.00	\$	(0.02)	\$	(0.03)
EPS - diluted		(0.04)		0.00		(0.02)		(0.03)
Common shares outstanding								
Basic		116,981,990		131,029,537		165,948,916		172,915,211
Diluted		116,981,990		139,209,551		165,948,916		172,915,211

Revenue in Q4 2021 decreased by 10% to \$14.4 million from \$15.9 million in Q3 2021. Average ATM volumes increased in Q4 2021 compared to the previous quarter, resulting in an increase in gross profit to \$1.0 million, from \$0.7 million in the previous quarter. In addition, in Q2 2021 we generated revenue of \$22.0 million from a single customer that is not expected to reoccur in future periods. Net loss in Q4 2021 increased to \$6.3 million from net loss of \$3.9 last quarter primarily as a result of a goodwill impairment loss of \$1.3 million related to the Paradime acquisition.

Revenue in Q2 2021 increased by 52% to \$41.7 million from \$27.5 million in Q1 2021 due to significantly higher OTC and exchange sales. However, gross profit in Q2 2021 declined to \$1.1 million from \$2.3 million in the previous quarter ended March 31, 2021. A significant change in sales mix towards OTC sales (including non-recurring sales of \$22.0 million with one customer) from ATM revenue caused the decline. OTC sales typically represent larger transactions at a lower fee than ATM related sale transactions.

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Net income in Q2 2021 increased to \$30,069 from a \$4.4 million loss in Q1 2021. In Q2 2021, we recognized an unrealized gain on revaluation of cryptocurrency loans in the amount of \$3.3 million due to a decline in the value of bitcoin during that three-month period. Conversely, in Q1 2021, we reported an unrealized loss on revaluation of cryptocurrency loans of \$5.3 million.

Prior to Q1 2021, we experienced a general quarterly trend of high revenues and higher gross profits commensurate with the significant expansion of our business over the past two years, with much of the noted volume at the higher ATM margins.

RESULTS OF OPERATIONS FOR THE THREE MONTHS ENDED DECEMBER 31, 2021

Revenue in Q4 2021 decreased to \$14.4 million from \$22.9 million in Q4 2020, representing a 37% decrease. The lower revenue largely resulted from decrease in ATM volumes, with a slight offset in increased OTC sales. This change in sales mix resulted in a decrease in our gross profit margin to 5% during the three months ending December 31, 2021 (December 31, 2020 - 12%). Factors contributing to the decrease in average ATM volumes were discussed above.

Total operational expenses were \$3.8 million in Q4 2021 compared to \$2.3 million in Q4 2020. The higher operating expenses primarily related to an increased headcount, as well as professional fees and other costs incurred related to business acquisitions. Our headcount grew to over 70 in Q4 2021 (29 of that growth related to the acquisition of Ghostlab in September 2021), compared to 17 in Q4 2020, resulting in a cost of \$1.3 million in Q4 2021 (Q4 2020 - \$1.2 million). Incurring these investments will allow us to accelerate our growth initiatives over the coming year as we work to significantly grow our online offerings, add to our ATM network, expand into additional OTC locations, and pursue targeted business acquisition opportunities.

The above factors contributed to a negative Adjusted EBITDA of \$2.3 million in Q4 2021 (Q4 2020 – positive \$3.0 million), and a net loss of \$5.4 million in Q4 2021 (Q4 2020 – net loss \$3.6 million).

LIQUIDITY & CAPITAL RESOURCES

Cash increased to \$4.8 million as at December 31, 2021 from \$4.1 million at December 31, 2020. In addition, we had a working capital deficit of \$2.4 million at December 31, 2021 compared to a working capital deficit of \$2.9 million at December 31, 2020.

Our ability to continue as a going concern and realize our assets and discharge our liabilities in the normal course of business is dependent upon maintaining a positive level of cash and working capital as well as keeping our cryptocurrency loans in good standing. A portion our cryptocurrency loans are from Adam O'Brien, the Chief Executive Officer of the Company, and the risk of the Company defaulting on the loan, or the loan being called by the creditor, are remote.

There are various risks and uncertainties affecting our operations including, but not limited to, the liquidity of bitcoin and other cryptocurrencies, our ability to keep our digital assets and physical machine assets secure, and our ability to maintain the host relationships required to execute our business plan. These risk factors could negatively impact our financial condition and liquidity in the future.

Our strategy to mitigate these risks and uncertainties is to execute a business plan with a focus on operational excellence, positive customer experience, revenue growth through additional partnerships,

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monitoring and adjusting sales margins to optimize competitiveness, managing operating expenses and working capital requirements, and securing additional means of financing for operations and inventory, as needed. The Company notes that financing was successfully secured subsequent to December 31, 2021. Details of this financing can be found in the accompanying financial statements. However, given the limitations embedded within the financial markets, it may be difficult to raise traditional financing when needed. We have structured host location contracts extending up to 12-months into the future, which supports our ability to execute the business plan required to maintain adequate cash flows.

The prices of most cryptocurrencies are expected to remain volatile, due to continued speculation, conflicting media coverage, potential regulatory actions, and lawsuits against industry participants. This gives the Company and our investors exposure to the transactional side of the industry, which provides stability against any volatile swings of cryptocurrency. This has proved advantageous to the Company, as volatility can lead to increased speculative buying and selling of cryptocurrencies which provides us with additional revenue opportunities. We are non-custodial in that all inventory held is owned by the Company, and once bitcoin and other cryptocurrencies are sold to the consumer, we immediately transfer ownership of those bitcoin or other cryptocurrencies to the consumer.

OFF-BALANCE SHEET ARRANGEMENTS

We have not entered into any off-balance sheet arrangements.

RELATED PARTY TRANSACTIONS

Our related party transactions include:

- As at December 31, 2021, we had loans payable in cryptocurrency valued at \$2,950,978 outstanding with the Chief Executive Officer of the Company.
- During the year ended December 31, 2021, a \$750,000 shareholder loan due to the Chief Executive Officer of the Company was converted into common shares.
- We entered into a Software License Agreement with Ghostlab Inc. ("Ghostlab") that provided for support and licensing fees as well as the payment of expenses on behalf of Ghostlab. Ghostlab was a related company controlled by the Chief Executive Officer and Chief Revenue Officer of the Company, prior to the acquisition discussed in the "Growth through business acquisition" section above. The Company also prepaid Ghostlab for certain software licensing fees, that were essential to the growth of the Company's ecosystem of bitcoin-related products.

Further details of all these related party transactions, and their financial impact is provided in the accompanying financial statements.

FINANCIAL INSTRUMENTS AND OTHER INSTRUMENTS

Unless otherwise noted, it is management's opinion that we are not exposed to significant interest rate, currency or credit risks arising from the financial instruments. The fair values of all of the financial instruments approximate their carrying values due to the relatively short-term maturity of these instruments, except for the loans denominated in cryptocurrency, which are revalued at their fair value using the market rate using CoinMarketCap.com. Refer to Note 16 of our accompanying financial statements for the years ended December 31, 2021 and 2020 for further information on the Company's financial instruments.

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RISK MANAGEMENT

We may be exposed to various financial risks, which could affect our ability to achieve our strategic objectives. The main objectives of our risk management processes are to ensure that risks are properly identified and that the capital base is adequate in relation to those risks. The principal risks to which we are exposed are described below.

a) Credit Risk

Credit risk is the risk that a counterparty will be unable to pay any amounts owed to the Company. Assets that potentially subject the Company to a concentration of credit risk consist primarily of cash and digital assets. The Company limits its exposure to credit loss by placing its cash with high quality financial institutions. In addition, the Company holds only a small amount of bitcoin with a counterparty, as to avoid any counterparty risk. Instead, the Company has implemented rigorous levels of internal controls to ensure the safety and security of its digital assets, including but not limited to multi-signature wallets, the use of cold storage wallets, and signing authority limitations.

b) Liquidity Risk

Liquidity risk is the risk that the Company is not able to meet its financial obligations as they come due. As at December 31, 2021 the Company had a working capital deficit of \$2,366,855 (December 31, 2020 – deficit of \$2,936,197). The Company may seek additional financing through debt or equity offerings, but there can be no assurance that such financing will be available on terms acceptable to the Company or at all. Any equity offering will result in

dilution to the ownership interests of the Company's shareholders and may result in dilution to the value of such interests. The Company's approach to managing liquidity risk is to ensure that it will have sufficient liquidity to meet liabilities when due. As at December 31, 2021, the Company had cash of \$4,799,849 (December 31, 2020 – \$4,054,551) and accounts payable and accrued liabilities of \$1,344,688 (December 31, 2020 - \$968,230), indicating sufficient short-term liquidity to satisfy short-term obligations.

c) Foreign Currency Risk

The Company's functional currency (other than the UK subsidiary – Paradime) and the reporting currency is the Canadian dollar. Periodically the Company incurs changes on its operations for settlement in currencies other than its functional currency and any gain or loss arising on such transaction is recorded in operations for the period. The Company is not currently exposed to significant foreign exchange risk.

d) Digital Asset and Market Risk

Digital asset and market risk incorporates a range of risks. Movements in risk factors, such as market price risk and currency risk, affect the fair values of financial assets and liabilities. The Company is exposed to market risk on cryptocurrency held as digital assets, inventory, loans, and its line of credit. Cryptocurrency prices are affected by various forces including global supply and demand, interest rates, exchange rates, inflation or deflation, and global political and economic conditions. A decline in the market prices for cryptocurrencies could negatively impact the Company's future operations. However, the Company holds loans denominated in bitcoin, which reduces the impact of changes in the market price of the bitcoin held as

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digital assets. The Company has not hedged the conversion of its inventory into sales. Cryptocurrencies have a limited history, and the fair value historically has been volatile. Historical performance of cryptocurrencies is not indicative of their future price performance. The Company's inventory consists primarily of bitcoin.

DISCLOSURE OF OUTSTANDING SHARE DATA

Common Shares

As of the date of this MD&A, Bitcoin Well has issued and outstanding 173,530,813 common shares. In addition, the company had the following securities potentially convertible into common shares:

- i) 5,042,207 stock options to purchase common shares;
- ii) 14,569,000 warrants to purchase common shares at an exercise price of \$0.375 per share;
- iii) 1,960,000 agent options to acquire Units of the company at an exercise price of \$0.25 per share. Each Unit entitles the holder thereof to receive, without payment of any additional consideration or further action on the part of the holder, one common share of the Company and one half of one Warrant.

RISK FACTORS

Our business, operating results and financial condition could be adversely affected by any of the risks outlined and discussed in the Financial Statements and this MD&A.

COMPETITION

We are exposed to the risk of increased competition in the bitcoin ATM industry. We have addressed this risk by developing proprietary software for our ATMs, which operationally set them apart from our competitors, offering a superior customer experience, as well as partnering and contracting with top-tier hosts to place ATMs in the best possible locations, with exclusivity terms.

The regulatory environment in which we operate is always changing and presents new challenges. We have established ourselves as a leader in regulatory understanding and compliance, and through our strategic partnerships with industry leading compliance and regulatory experts, we understand the regulatory landscape and the expected changes to the playing field. This proactive approach allows us to plan ahead and adapt our service offerings accordingly. Having invested time and resources in understanding this risk has allowed us to operate at a significant advantage over any of the competition in the bitcoin ATM industry.

ADDITIONAL FUNDING REQUIREMENTS

Further expansion of our business in Canada and internationally will require additional capital, and the ongoing costs of operations may not generate positive cash flow for the near or long term. Although we believe we have adequate funds to operate for the foreseeable future, there is no assurance that we will be successful in obtaining the required financing for these or other purposes, including for general working capital. Our ability to secure any required financing to sustain operations will depend in part upon prevailing capital market conditions and business success. There can be no assurance that we will be successful in our efforts to secure any additional financing or additional financing on terms satisfactory to

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management. If additional financing is raised by issuance of additional shares from treasury, control may change, and shareholders may suffer dilution. If adequate funds are not available, or are not available on acceptable terms, we may be required to scale back our current business plan or cease operating.

MARKET RISK FOR SECURITIES

The market price for our common shares may be subject to wide fluctuations. Factors such as government regulation, cryptocurrency price fluctuations, share price movements of peer companies and competitors, as well as overall market movements, may have a significant impact on the market price of our securities. The stock market has, from time to time, experienced extreme price and volume fluctuations, which have often been unrelated to the operating performance of particular companies. There also can be no assurance that an active trading market for our common shares will be sustained in the future.

BITCOIN AND CRYPTOCURRENCY INDUSTRY

The further development and acceptance of the bitcoin and other cryptocurrency industry is subject to a variety of factors that are difficult to anticipate and evaluate. The use of bitcoin and other cryptocurrencies to buy and sell goods and services, among other things, is a new and rapidly evolving industry. Although it is widely predicted that bitcoin and other cryptocurrencies will become a leading means of digital payment, it cannot be assured that this will in fact occur. Any slowing or stopping of the development in the acceptance of bitcoin and other cryptocurrencies may adversely affect an investment in us. For a number of reasons, including for example the lack of recognized security technologies, inefficient processing of payment transactions, problems in the handling of warranty claims, limited user-friendliness, inconsistent quality, and lack of clear universally applicable regulation as well as uncertainties regarding proprietary rights and other legal issues, bitcoin and other cryptocurrency activities may in fact prove in the long run to be an unprofitable means for businesses. Factors affecting the further development of the bitcoin and other cryptocurrency industry include: (i) continued worldwide growth in the adoption and use of bitcoin and other cryptocurrencies; (ii) government and quasi-government regulation of bitcoin and other cryptocurrencies and their use, or restrictions on or regulation of access to and operation of bitcoin and other cryptocurrency systems; (iii) changes in consumer demographics and public tastes and preferences; (iv) the availability and popularity of other forms or methods of buying and selling goods and services; and (v) the regulatory environment and general economic conditions and the regulatory environment related to bitcoin and other cryptocurrencies. A decline in the popularity or acceptance of bitcoin and other cryptocurrencies would harm our business.

SUBJECTION TO REGULATORY ACTIONS OR CHANGES

As cryptocurrencies have grown in both popularity and market size, governments around the world have reacted differently to bitcoin and other cryptocurrencies, with certain governments deeming them illegal while others have allowed their use and trade. Ongoing and future regulatory actions may alter, perhaps to a materially adverse extent, our ability to continue to operate.

The effect of any future regulatory change on the ability to buy and sell bitcoin and other cryptocurrencies is impossible to predict, but such change could be substantial and have a material adverse effect on us.

Governments may in the future take regulatory actions that prohibit or severely restrict the right to acquire, own, hold, sell, use or trade bitcoin or other cryptocurrencies or to exchange cryptocurrencies for fiat currency. By extension, similar actions by other governments, may result in the restriction of the

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acquisition, ownership, holding, selling, use or trading in our common shares. Such a restriction could result in us having to liquidate our cryptocurrency inventory at unfavorable prices and may adversely affect our shareholders.

IMPACT OF BITCOIN AND OTHER CRYPTOCURRENCY VALUE MAY AFFECT OPERATIONS

The markets for bitcoin and other cryptocurrencies have experienced much larger fluctuations than other markets, and there can be no assurances that erratic swings in price will slow in the future. In the event that the price of bitcoin or other cryptocurrencies declines, the value of an investment in us will likely decline. Several factors may affect the price and volatility of bitcoin and other cryptocurrencies including, but not limited to: (i) global bitcoin and other cryptocurrency demand, depending on the acceptance of bitcoin and/or other cryptocurrencies by retail merchants and commercial businesses; (ii) the perception that the use and holding of bitcoin or other cryptocurrencies is safe and secure, and the related lack of or inconsistency in regulatory restrictions, particularly across various jurisdictions; (iii) conversely, heightened regulatory measures restricting the use of bitcoin and/or other cryptocurrencies as a form of payment or the purchase of bitcoin and/or other cryptocurrencies; (iv) investor's expectations with respect to the rate of inflation; (v) interest rates; (vi) currency exchange rates, including exchange rates between various cryptocurrencies and fiat currency; (vii) fiat currency withdrawal and deposit policies on cryptocurrency exchanges and liquidity on such cryptocurrency exchanges; (viii) interruption of services or failures of major cryptocurrency exchanges; (ix) general governmental monetary policies, including trade restrictions, and currency revaluations; (x) global or regional political, economic or financial events and situations, including increased threat of terrorist activities; and/or (xi) self-fulfilling expectations of changes in the bitcoin and/or other cryptocurrency market. As well, momentum pricing is typically associated with assets whose valuation, as determined by the investing public, accounts for anticipated future appreciation in value. Momentum pricing of bitcoin or other cryptocurrencies may result in speculation regarding future appreciation in their value. As a result, changing investor confidence could adversely affect an investment in us.

RESTRICTIONS ON BANKING

A number of companies that provide cryptocurrency-related services have been unable to find banks that are willing to provide them with bank accounts and banking services. Similarly, a number of such companies have had their existing bank accounts closed by their banks. Banks may refuse to provide bank accounts and other banking services to cryptocurrency-related companies or companies that accept cryptocurrencies for a number of reasons, such as perceived compliance risks or costs. The difficulty that many businesses which provide cryptocurrency-related services have and may continue to have in finding consistent banking services may decrease the usefulness of cryptocurrencies as a payment system and harm its public perception in the future. Similarly, the usefulness of cryptocurrencies as a payment system and the public perception of cryptocurrencies could be damaged if banks were to close the accounts of key businesses providing cryptocurrency-related services.

ACCEPTANCE OF BITCOIN AND OTHER CRYPTOCURRENCIES

Currently, there is a relatively small use of cryptocurrencies in the retail and commercial marketplace in comparison to relatively large use by speculators, thus contributing to price volatility that could adversely affect our operations, investment strategies, and profitability. As relatively new products and technologies, bitcoin and other cryptocurrencies have not been widely adopted as a means of payment for goods and services by major retail and commercial outlets. Conversely, a significant portion of bitcoin

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and other cryptocurrency demand is generated by speculators and investors seeking to profit from the short-term or long-term holding of cryptocurrencies. The relative lack of acceptance of cryptocurrencies in the retail and commercial marketplace limits the ability of end-users to use them to pay for goods and services. A lack of expansion by cryptocurrencies into retail and commercial markets, or a contraction of such use, may result in increased volatility or a reduction in their market prices, either of which could adversely impact our business.

MISUSE OF BITCOIN AND OTHER CRYPTOCURRENCIES

Since the existence of cryptocurrencies, there have been attempts to use them for speculation or malicious purposes. Although law makers increasingly regulate the use and applications of bitcoin and other cryptocurrencies, and software is being developed to curtail speculative and malicious activities, there can be no assurances that those measures will sufficiently deter those and other illicit activities in the future. Advances in technology, such as quantum computing, could lead to a malicious actor or botnet (a volunteer or hacked collection of computers controlled by networked software coordinating the actions of the computers) being able to alter the blockchain on which bitcoin and other cryptocurrency transactions rely. In such circumstances, the malicious actor or botnet could control, exclude or modify the ordering of transactions, or generate new cryptocurrency or transactions using such control. The malicious actor or botnet could double spend its own cryptocurrency and prevent the confirmation of other users' transactions for so long as it maintains control. Such changes could adversely affect an investment in us.

UNINSURABLE RISKS

We intend to insure our operations in accordance with technology industry practice. However, given the novelty of the proposed business, such insurance may not be available, uneconomical, or the nature or level may be insufficient to provide adequate insurance coverage. We may become subject to liability for hazards against which we cannot insure or against which we may elect not to insure because of high premium costs or for other reasons. The payment of any such liabilities would reduce or eliminate the funds available for operations. Payments of liabilities for which we do not carry insurance may have a material adverse effect on our financial position.

CONCENTRATION RISK

Concentration risk arises as a result of the concentration of exposures within the same category, whether it is geographical location, product type, industry sector or counterparty type. Currently, we have our investments highly concentrated in a single cryptographic asset, bitcoin. This risk exposure is mitigated in part, but having our loans payable – cryptocurrency also denominated in bitcoin.

SECURITY RISK

Bitcoins are controllable only by the possessor of the private key relating to the local or online digital wallet in which the bitcoin is held. The bitcoin network requires a public key relating to a digital wallet to be published when used in a spending transaction and, if keys are lost or destroyed, this could prevent trading of the corresponding bitcoins. Security breaches, computer malware and computer hacking attacks have been a prevalent concern in the bitcoin exchange market since the launch of the bitcoin network. Any security breach caused by hacking could cause loss of bitcoin investments.

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BITCOIN NETWORK RISK

The open-source structure of the bitcoin network protocol means that the core developers of the bitcoin network and other contributors are generally not directly compensated for their contributions in maintaining and developing the bitcoin network protocol. A failure to properly monitor and upgrade the bitcoin network protocol could damage the bitcoin network.