

**Hybrid Power Solutions Inc.**  
**Management Discussion and Analysis**  
**For the year ended May 31, 2025**  
**(Expressed in Canadian Dollars)**

The following management discussion and analysis (MD&A) of the Company's financial condition and results of operations for the years ended May 31, 2025 and 2024, should be read in conjunction with the consolidated financial statements for the year ended May 31, 2025.

The date of this management's discussion and analysis ("MD&A") is September 29, 2025. Unless otherwise indicated, all financial data in this MD&A has been prepared in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board. This MD&A has been prepared pursuant to the disclosure requirements under National Instrument 51-102 – Continuous Disclosure Obligations of the Canadian Securities Administrators.

All currency amounts are expressed in Canadian dollars, unless otherwise noted.

**This MD&A was approved by the Directors on September 29, 2025.**

**CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING INFORMATION**

This MD&A contains "forward-looking information" within the meaning of applicable Canadian securities legislation ("forward-looking information"). Such forward-looking information involves known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed or implied by the forward-looking information. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date the statements were made, and readers are advised to consider such forward-looking statements in light of the risks set forth below and as detailed under "risks and uncertainties" in this MD&A. Although the Company has attempted to identify important factors that could cause actual actions, events or results to differ materially from those described in forward-looking information, there may be other factors that cause actions, events or results to differ from those anticipated, estimated or intended. Forward-looking information contained herein is given as of the date of this MD&A and the Company disclaims any obligation to update any forward-looking information, whether as a result of new information, future events or results, except as may be required by applicable securities laws. There can be no assurance that forward-looking information will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Accordingly, readers should not place undue reliance on forward looking information.

**NON-IFRS MEASURES**

Certain financial measures used in this MD&A make reference to certain non-IFRS measures. These non-IFRS measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing a further understanding of results of operations from management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of the financial information of the Company reported under IFRS. Earnings before interest, taxes, depreciation, and amortization ("EBITDA") should not be construed as alternatives to net income/loss determined in accordance with IFRS. EBITDA does not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other issuers.

## **To the Shareholders of Hybrid Power Solutions Inc.**

Over the past two years, I have had the pleasure of meeting many of you in person, online or over the phone. With a shared commitment to transparency, we've had candid conversations about what it means to build Hybrid Power Solutions into the powerhouse company we all believe it can be. You have trusted me with leading HPS to success, and it remains my privilege and responsibility to not only share our vision and achievements, but also lay bare the challenges we have and continue to face.

This 'report' intends to provide a comprehensive overview of the last year and our plans moving forward. As a shareholder, I understand you may not be privy to the day-to-day excitement of running a company but through this letter, I hope to answer some of your questions and paint a clearer picture of what's ahead.

### ***To quote Warren E. Buffet: "Mistakes – Yes, We Make Them"***

Since starting HPS, I've made mistakes - from estimating the speed at which our team could close deals and determining where best to invest our resources to deciding which strategies would allow us to grow sustainably. Each mistake, while painful, has been an opportunity to learn, grow and evolve and I firmly believe that it is these same errors that have pushed us to become more innovative and competitive. In 2019, I put up a banner in our then-2200 sqft facility that read 'punching above our weight since 2015'. This still rings true, though today I'd more readily describe us as 'a storm gathering strength on the horizon'.

### **Highlights**

As I reflect on the past year at HPS, I am proud to share the immense progress we have made in building a path, not only to profitability, but future accelerated growth. 2024/25 was filled with difficult decisions that ultimately affected our short-term performance in the spirit of long-term gains. Underperforming sectors that did not align with the long-term vision of the company were reshaped to cut costs and maximize the effectiveness of our team. With the vision of achieving a profitable future, we significantly lowered expenses and doubled down on markets resilient to economic turbulence. As a result, we now boast one of the highest pipelines the company has ever seen.

- ~12% increase in revenue over 2023/24
- ~50% decrease in expenses
- Purchase orders (confirmed but unshipped orders) backlog of ~\$720,000 CAD
- Quoted sales pipeline \$30M+

### **Challenges**

We've had to overcome many challenges which have impacted our finances this year:

**Being a publicly traded company costs a lot of time and money.** When we first went public, I underestimated these costs and the time it would take for us to scale and break even. Since then, we've brought much of the outsourced, contracted work in-house to reduce costs over time and our CFO has built an achievable model to profitability that we are currently working towards.

**After going public, we invested heavily in investor marketing and promotional strategies that ultimately proved ineffective and costly,** pulling much needed funds away from serving and expanding our client base. While I made the decision to halt all campaigns earlier this year, the costs are still recorded in our quarterly expenses and some of our early investment groups disagreed with the decision. I've since worked tirelessly to rebuild my personal investor network.

**Delivery of our pilot project for two Terra units for one of the largest general contractors in Canada has been delayed.** This project, initially slated for delivery earlier this year, was the cornerstone of our sales pipeline, with many clients waiting on the anticipated data to make their own purchasing decisions. The Terra was originally a white labeled product from China customized for Canadian application. Despite our vetting process and due diligence, during the final factory visit, we discovered that the supplier had lied about meeting the certification requirements and we had to cancel the order a week before it was supposed to board a ship to Canada.

**We've made the difficult and costly decision to reshore design and assembly of the Terra to Canada,** a project that was originally planned for late 2026. While it will ultimately benefit both HPS and our customers, the short term impact includes higher than expected R&D costs, order delays and margin loss. We are incredibly fortunate that our customer has held the order, and we look forward to delivering in the coming months.

**The residential solar industry has proven to be volatile and unreliable,** lacking the required consistency to build a sustainable company. Over the last year, we've rebuilt our sales strategy and team to focus on more resilient, high-performing industrial sectors such as military, construction and vehicle fleets. This temporary, transitional period shows in our Q3 and Q4 financials and does not reflect the groundwork that has been put in to grow our pipeline.

**Cash constraints remain a challenge.** Without profitability, we continue to pull from reserves and often rely on the previous month's sales to fund production. This limits our ability to improve margins and reduces production team efficiency.

## **Achievements**

Despite the challenges we've faced, we have a lot to be proud of this year.

**We've cut expenses by 50%.** The high costs of ongoing public company fees we once saw have been trimmed back with strict control. Third-party firms costing close to \$50,000 CAD a month are a thing of the past. We have consolidated redundant positions and new hires are optimized for efficiency and experience.

**Our quoted sales pipeline exceeds over \$30M CAD in opportunities.** These span the following sectors: military/defense, emergency response, vehicle fleets, utilities, transits, mining, rental and construction.

**Hiring for experience.** When we first started out, we hired young guns with bright eyes, big ideas and limited experience. While this worked as a start up, what we need now are experienced professionals who can help drive the company to the next level. Each of our departments is now anchored by team leads who inspire innovation while creating structure.

**In a time when more companies than ever are offshoring, we continue to proudly design and build in Canada.** Our focus is on delivering the best possible product for our customers, and a big part of that is centered around our supply chain and in-house technical support.

**Expanding into strategic partnerships.** This year we've started to explore strategic partnership opportunities with key market leaders that would help propel HPS onto the national stage. By leveraging their brand, distribution and customer reach, we can accelerate our path to profitability. While nothing is a done deal, we're excited about the potential of securing a custom development and production project with a premier US based industrial equipment manufacturer, and are

working towards securing a long-term partnership with a well-established US manufacturer to provide our products in complement to their current battery lineup.

### **Looking Forward**

This December, HPS celebrates 10 years in business. While nothing in life is guaranteed, my confidence is fueled with the knowledge that we've never had a sales pipeline like this. It's not propped up by hopes and dreams - it is built on real quotations and proposals to some of the world's largest organizations, with many opportunities exceeding the \$1M CAD mark.

As I reflect back on 2024/2025, it's clear to me that understanding your weaknesses is just as important as knowing your strengths. We know that we are small, with limited brand recognition, a guerilla style sales team and non-existent marketing budget. Beyond continuing to reinvest in our sales team, if we can also leverage partnerships with established brands, we can turbocharge our growth. It's not about slapping a logo on a product and crossing your fingers, it's about finding companies that have similar values, a customer base that hasn't been tapped into yet and a strong desire to invest in the project. Whether it's white labeling, co-branding or a custom development and supply project, we are picky about who we want to work with. Long term gain and a sustainable business is what we are after.

Honing in on our messaging has been another major milestone this year. Based on customer feedback, we have learned that in their eyes, we are a cost-cutting solution, not cleantech. We lower our customers' operating costs while improving their uptime and increasing safety. "Green" is just a side effect to what we do (and typically only important when talking to a sustainability group).

One area we continue to excel in is innovation. From product features to cost savings measures, our team is constantly looking for ways to do things better. Our engineering team recently completed a study on our Batt Pack Energy and Batt Pack Pro, and we established that with minimal investment (roughly \$75,000 CAD) we could increase our gross margin to over 50% on MAP prices while improving both performance and quality. As we continue to grow, it is incredibly important that we continue to invest in driving innovation.

### **Closing Remarks**

You, the shareholders, are just as important to our journey as the people putting your hard-earned cash to work. I like to think that we have attracted a group of investors that share our vision for the future, with an understanding that small steps lead to big changes. Hybrid Power Solutions is not a fad or the latest trend on the stock exchange. We are a hard-working group of people building real things. We smile at challenges and wake up every day with the intent to better our products, our process, our service and ourselves. We've made mistakes and will no doubt do so again, but our relentless pursuit of innovation, growth and betterment requires us to learn and move forward.

I ask only two things of you. If you see an opportunity to discuss our company with another investor or better yet, a customer, feel free to reach out to me or my team anytime. Secondly, I hope that you remain an essential part of this journey as we shape the next chapter of our company's story.

Thank you for being here, my door (or email inbox) is always open.

Francois Renaud-Byrne

CEO & Director

*Forward looking statement*

*This letter contains forward-looking information, including statements regarding HPSS's order backlog and expected future revenue. The order backlog disclosed is based on firm purchase orders as well as high-probability ongoing projects, and is net of estimated cancellations in line with our historical experience. These figures, projections, and statements are subject to known and unknown risks, uncertainties, and other important factors that may cause actual results to differ materially from those expressed or implied. The calculation method for backlog is not standardized, may differ from methods used by other issuers, and is described herein to ensure clarity for investors. Such forward-looking information is based on management's current expectations, assumptions, and beliefs as of the date hereof and may prove to be incorrect. HPSS expressly disclaims any obligation to update or revise forward-looking statements, except as required by applicable law. Please refer to the Company's most recent Management Discussion and Analysis (MD&A) and periodic filings for additional details, assumptions, risk factors, and definitions related to non-GAAP and supplementary financial measures included in this letter.*

## OVERALL PERFORMANCE

### *NATURE OF BUSINESS*

Hybrid Power Solutions Inc. (the “Company”) was incorporated on December 7, 2015, under the laws of Ontario, and continued into British Columbia under the Business Corporations Act (British Columbia) on June 13, 2022. Its head office is located at 208-333 Terminal Avenue, Vancouver, British Columbia, V6A 4C1, and its manufacturing facility is located in Toronto, Ontario. HPS Solar Inc., a wholly owned subsidiary of the Company, was incorporated under the laws of Ontario on March 17, 2022.

On November 29, 2023, the Company’s common shares became listed on the Canadian Securities Exchange (“CSE”) under the symbol HPSS. On December 1, 2023 the Company closed its initial public offering (“IPO”) and began trading on the CSE on December 4, 2023. The Company’s common shares are now also listed on the Over-the-Counter Quotation Board (“OTCQB”) exchange under the symbol HPSIF and Frankfurt Stock Exchange (“FSE”) under the symbol E092.

The Company designs and manufactures patent pending portable battery systems and customized energy solutions for a variety of industrial markets, including the mining, railway, public transit and construction sectors. During the year ended May 31, 2023, the Company, through its wholly owned subsidiary, HPS Solar Inc., introduced a franchise network of solar power installers that operate under the Company’s trademark and offer the sale of the Company’s products.

### *OPERATIONAL UPDATES*

*During the year ended May 31, 2025, and subsequently:*

On June 4, 2024, the Company closed the first tranche of a private placement issuing 1,806,000 units at a price of \$0.40 per unit for gross proceeds of \$541,800. Each unit consists of one common share and one warrant at an exercise price of \$0.32 expiring May 29, 2026.

In June 2024, the Company announced that it entered into a distribution partnership with Colony Hardware, out on Orange, Connecticut. The strategic collaboration aims to expand the reach of the Company’s power products through distribution in Colony Hardware’s 64 locations in the United States. The partnership encompasses both product sales and the inclusion of rental units, further broadening the accessibility of the Company’s offerings.

On July 5, 2024, the Company closed the first tranche of a non-brokered prospectus offering, through the issuance of 2,200,000 units at a price of \$0.20 per unit, for gross proceeds of \$440,000.

On July 15, 2024, the Company closed the final tranche of a non-brokered prospectus offering, through the issuance of 800,000 units at a price of \$0.20 per unit, for gross proceeds of \$160,000.

A portion of the offering comprising of 150,000 Units was issued to a professional advisor of the Company to partially settle an outstanding debt of \$30,000. 150,000 Units were also issued to a consulting company controlled by the Company’s Chief Financial Officer, to partially settle an outstanding debt of \$30,000.

On November 21, 2024, the company closed non-brokered prospectus offering through the issuance of 290,000 units at a price of \$0.05 per unit, to partially settle an outstanding debt \$ 14,500.

On December 03, 2024, the Company issued 500,000 common shares on the settlement of 500,000 previously vested RSUs. As a result, the Company reclassified \$100,000 in RSU reserves to share capital.

On January 17, 2025 1,219,512 Units were issued to a consulting company controlled by the Company's former Chief Financial Officer, to partially settle an outstanding debt of \$50,000.

On February 1, 2025, the Company entered into an unsecured short-term loan agreement for \$64,000 with Pagnatty Capital Limited to secure a consulting and marketing services. The loan bears interest of 7.00% annually and matures on April 2, 2025. The loan will be converted to 1,272,500 RSU's. Each RSU contain one (1) Common Share in the capital of the company, and one (1) warrant to purchase one (1) Common Share in the capital of the company at an exercise price of CAD\$0.0650 – 3-year expiration. During the Nine months ended February 28, 2025, the Company repaid \$Nil (2024 - \$Nil) of the loan and accrued interest of \$331 (2024 - \$Nil). On May 14, 2025, the Company issued 1,272,500 RSU against debt of \$64,000. As of May 31, 2025, the loan balance is \$Nil (May 31, 2024 - \$Nil).

On February 10, 2025, the Company issued 1,500,000 common shares on the settlement of 1,500,000 previously vested RSUs. As a result, the Company reclassified \$52,500 in RSU reserves to share capital.

On May 14, 2025, the Company issued 1,272,500 RSU against debt of \$64,000. As a result, the Company reclassified \$82,713 in RSU reserves to share capital.

On May 27, 2025, there was a partial exercise of warrants of 50,000 into \$2,500 at a price of \$0.05 per common share, for each warrant represented.

On May 28, 2025, there was a partial exercise of warrants of 50,000 into \$2,500 at a price of \$0.05 per common share, for each warrant represented.

## OVERALL PERFORMANCE

### *Summary of Financial and Operating Results*

#### **For the Three Months Ended May 31, 2025 and 2024**

Selected financial information has been summarized from the Company's consolidated financial statements for the three months ended May 31, 2025 and 2024

		<b>Three months ended May 31,</b>	
		<b>2025</b>	<b>2024</b>
Revenue	\$	109,846	\$ 675,608
Cost of sales		(556,233)	(699,919)
Operating expenses		(186,594)	(1,279,178)
Other expenses		126,459	(111,166)
Net loss and comprehensive loss		(506,523)	(1,417,687)
Loss per share – basic and diluted		(0.01)	(0.03)

#### *Revenue*

For the three months ended May 31, 2025, the Company reported total revenues of \$109,846 (that is net of reversal of sales from previous period of \$99,677). A decrease of \$565,762 compared to revenues of \$675,608 for the three months ended May 31, 2024. Revenue for the three months ended May 31, 2025, consisted of the sale of products including solar panels, portable battery systems, and other energy related products, and franchise revenues. Revenues from the sales of products decreased from \$645,529 during the

three months ended May 31, 2025, to \$101,696 during the three months ended May 31, 2025 due to returns amounting to \$97,858 and as a result of lower sales volumes achieved in the current period. The Company is continuing to focus its efforts on the development, and manufacturing of direct-to-consumer cleantech products and formation of its franchise business run under the Company's subsidiary HPS Solar Inc. The Company's franchise business consists of a franchise network of solar power installers that operate under the Company's trademark and offer the sale of the Company's products. During the three months ended May 31, 2025, the Company generated a total of \$8,150 in franchise fee revenues. Franchise fee revenue decreased by \$21,929 from \$30,079 recognized during the three months ended May 31, 2024 due to a decrease in the number of franchises signed on.

#### *Cost of Sales and Gross Profit*

For the three months ended May 31, 2025, the Company's costs of sales and gross profit were \$556,233 and (\$446,387), respectively, compared to \$699,919 and (\$24,311) for the three months ended May 31, 2024. The gross profit margin decreased from approximately (3.60%) for the three months ended May 31, 2024, to approximately (406.37%) for the three months ended May 31, 2025. A lower gross profit margin was realized for the three months ended May 31, 2025 mainly due to returns of products, scrapping of materials of \$202,669, true up of COGS including for previous periods worth \$260,347, a different product mix with lower margins; some discounts offered and returned items.

#### *Other income (expenses)*

Other expenses for the three months ended May 31, 2025 and 2024 were \$126,459 and (\$111,166), respectively. The decrease in other expenses of \$237,625 during the three months ended May 31, 2025, can be attributed to higher government assistance compared to the same period in the previous year and off-set by decreased exchange difference expenses incurred during the current period.

#### *Operating Expenses*

Operating expenses for the three months ended May 31, 2025 and 2024, are summarized as follows (in Canadian Dollars):

<b>For the three months ended May 31,</b>	<b>2025</b>	<b>2024</b>	<b>Change \$</b>	<b>Change %</b>
Advertising expense	46,668	778,503	(731,835)	(94%)
General and administrative	236,112	71,092	165,020	232%
Salaries and benefits	413,283	415,611	(2,328)	(0.56%)
Professional fees	113,695	425,131	(311,436)	(73%)
Research and development	41,264	15,360	25,904	169%
Share-based compensation	(664,428)	(426,519)	237,909	56%
<b>Total operating expenses</b>	<b>\$ 186,594</b>	<b>\$ 1,279,178</b>	<b>\$ (1,092,584)</b>	<b>(-85%)</b>

For the three months ended May 31, 2025, total expenses decreased by \$1,092,584 compared to the same period in the prior year. The decrease is largely a result of the adjustment of the share based compensation, decrease in advertising expense and discontinuance of Outsourced Accounting and legal expenses during the three months ended May 31, 2025.

Advertising expense decreased by \$731,835 from \$778,503 for the three months ended May 31, 2024, to \$46,668 for the three months ended May 31, 2025. The decrease was due to reduced spending on advertising to promote the brand name and fees related to market-making services incurred during the current period.



General and administrative expenses increased by \$165,020, compared to the same period of the prior year. The increase was due to an increase in automobile costs, delivery, depreciation, dues and subscriptions, insurance, meals and entertainment, office and general expenses, rent, repairs & maintenance, shareholder communication and telephone & internet, depreciation and provision for state of California sales taxes. The decrease was slightly offset by a decrease in bank fees, bad debt expense, brokerage fees, consulting fees, education, filing fees, training, and travel during the current period.

Salaries and benefits decreased by \$2,328 from \$415,611 for the three months ended May 31, 2024, to \$413,283 for the three months ended May 31, 2025. The decrease was a result of combination of employee turn-over and pay raised of some of the employees.

Shared based compensation was reversed as CEO forfeited his performance warrants and stock options for two former directors were cancelled as they resigned from the board in December 2024.

### **For the Years Ended May 31, 2025 and 2024**

Selected financial information has been summarized from the Company's consolidated financial statements for the years ended May 31, 2025 and 2024:

		<b>Year ended May 31, 2025</b>		<b>Year ended May 31, 2024</b>
Revenue	\$	2,801,100	\$	2,437,507
Cost of sales		(2,493,674)		(2,030,367)
Operating expenses		(3,254,599)		(6,506,186)
Other expenses		18,332		(413,394)
Net loss and comprehensive loss		(2,928,841)		(6,512,440)
Loss per share – basic and diluted		(0.04)		(0.12)

  

		<b>Period ended May 31, 2025</b>		<b>Year ended May 31, 2024</b>
Cash	\$	62,997	\$	342,071
Working capital surplus (deficiency)		(1,373,353)		408,080
Total assets		1,729,579		3,647,797
Total long-term liabilities		(520,668)		(575,658)
Shareholders' equity (deficiency)		(1,402,478)		418,845

### *Revenue*

For the year ended May 31, 2025, the Company generated total revenues of \$2,801,100, an increase of \$363,593 compared to revenues of \$2,437,507 for the year ended May 31, 2024. Revenue for the year ended May 31, 2025, consisted of the sale of products including solar panels, portable battery systems, and other energy related products, and franchise revenues. Revenues from the sale of products increased from \$2,335,771 during the year ended May 31, 2024, to \$2,760,862 during the year ended May 31, 2025 as a result of higher sales volumes achieved in the current period. The Company is continuing to focus its efforts on the development, and manufacturing of direct-to-consumer cleantech products and formation of its franchise business run under the Company's subsidiary HPS Solar Inc. The Company's franchise business

consists of a franchise network of solar power installers that operate under the Company's trademark and offer the sale of the Company's products. During the year ended May 31, 2025, the Company generated a total of \$40,238 in franchise fee revenues. Franchise fee revenue decreased by \$58,588 from \$98,826 recognized during the year ended May 31, 2024 due to a decrease in the number of franchises signed and fewer sales by franchisees.

#### *Cost of Sales and Gross Profit*

For the year ended May 31, 2025, the Company's costs of sales and gross profit were \$2,493,674 and \$307,426 respectively, compared to \$2,030,367 and \$407,140 for the year ended May 31, 2024. The gross profit margin decreased from approximately 16.70% for the year ended May 31, 2024, to approximately 10.98% for the year ended May 31, 2025. A lower gross profit margin was realized for the year ended May 31, 2025 mainly due to returns of products, scrapping of materials of \$202,669, a different product mix with lower margins; some discounts offered and returned items.

#### *Other income (expenses)*

Other expenses for the year ended May 31, 2025 and 2024 were \$18,332 and (\$413,394) respectively. The decrease in other expenses of \$431,726 during the year ended May 31, 2025, can be attributed to higher government assistance compared to the same period in the previous year and reduced interest and accretion expenses incurred during the current period.

#### *Operating Expenses*

Operating expenses for the year ended May 31, 2025 and 2024, are summarized as follows (in Canadian Dollars):

<b>For the year ended May 31,</b>	<b>2025</b>	<b>2024</b>	<b>Change \$</b>	<b>Change %</b>
Advertising expense	337,615	1,408,225	(1,070,610)	(76%)
General and administrative	597,462	487,017	110,445	22.7%
Salaries and benefits	1,410,367	1,391,464	18,903	1.4%
Professional fees	641,914	1,167,291	(525,376)	(45%)
Research and development	69,760	28,752	41,008	143%
Share-based compensation	197,481	2,023,437	(1,825,956)	(90%)
<b>Total operating expenses</b>	<b>\$ 3,254,599</b>	<b>\$ 6,506,186</b>	<b>\$ (3,251,586)</b>	<b>(50%)</b>

For the year ended May 31, 2025, total expenses decreased by \$3,251,586 compared to the same period in the prior year. The decrease is largely a result of the decrease in advertising expense, professional fees and share-based compensation incurred during the year ended May 31, 2025.

Advertising expense decreased by \$1,070,610 from \$1,408,225 for the year ended May 31, 2024, to \$337,615 for the year ended May 31, 2025. The decrease was due to reduced spending on advertising to promote the brand name and fees related to market-making services incurred during the current period. The marketing contract was subsequently cancelled.

General and administrative expenses increased by \$110,445, compared to the same period of the prior year. The increase was due to an increase in automobile costs, delivery, depreciation, dues and subscriptions, insurance, meals and entertainment, office and general expenses, rent, repairs & maintenance, shareholder communication and telephone & internet, depreciation and provision for state of California sales taxes. The

decrease was slightly offset by a decrease in bank fees, bad debt expense, consulting fees, education, training, and travel during the current period.

Salaries and benefits increased by \$18,903 from \$1,391,464 for the year ended May 31, 2024, to \$1,410,367 for the year ended May 31, 2025. The increase was a result an increase in pay rates for some of the employees.

Shared based compensation was reversed as CEO forfeited his performance warrants and stock options for two former directors were cancelled as they resigned from the board in December 2024.

#### *Assets*

Total assets as of May 31, 2025 and May 31, 2024, were \$1,729,579 and \$3,647,797, respectively.

The decrease in total assets of \$1,918,218 was primarily due to decreases in cash, accounts receivable, prepayments and inventory. The decrease in property and equipment from \$433,819 on May 31, 2024, to \$404,143 on May 31, 2025, was primarily due to amortization and sale of vehicle. Inventory decreased from \$1,772,465 on May 31, 2024, to \$804,768 on May 31, 2025, which was mainly due to the scrapping of inventory and reduced replenishment of inventory as part of strategic purchasing in the period. The decrease in prepaid expenses from \$323,526 on May 31, 2024, to \$87,614 on May 31, 2025, as a result of amortization and minimal prepayments on inventory and marketing.

#### *Liabilities*

The total long-term liabilities as of May 31, 2025 and May 31, 2024, were \$520,668 and \$575,658, respectively. The decrease in long-term liabilities was primarily due to a decrease in loans obtained to finance operations.

#### *Shareholders' deficiency*

The shareholders' deficiency as of May 31, 2025, was (\$1,402,478) and as of May 31, 2024 there was a shareholders' equity of \$418,845. The decrease in shareholders' equity was mainly due to the net loss incurred during the year ended May 31, 2025. The Company recorded an increase in share capital and reserves of \$2,744,516 and \$2,762,274 respectively during the year ended May 31, 2025 and 2024.

### **SUMMARY OF QUARTERLY RESULTS**

The following table summarizes selected financial information from the Company's unaudited condensed consolidated interim financial statements for the most recent eight quarters:

<b>Quarter Ended</b>	<b>Total Revenue (\$)</b>	<b>Comprehensive Loss (\$)</b>	<b>Net Loss (\$)</b>	<b>Basic and Diluted Loss per Share (\$)</b>
May 31, 2025	109,846	506,523	506,523	0.01
February 28, 2025	619,539	739,734	739,734	0.01
November 30, 2024	1,033,133	559,914	559,914	0.01
August 31, 2024	1,038,582	1,122,670	1,122,670	0.01
May 31, 2024	675,608	1,417,687	1,414,655	0.02
February 29, 2024	720,132	1,887,957	1,887,957	0.03
November 30, 2023	603,398	2,060,523	2,060,523	0.06
August 31, 2023	438,369	1,063,546	1,066,578	0.03

During the three months ended May 31, 2025, the comprehensive loss decreased by \$233,212 as compared to the three months ended February 28, 2025 as a result of decreased operating expenses.

During the three months ended February 28, 2025, the comprehensive loss increased by \$179,820 as compared to the three months ended November 30, 2024 as a result of decreased revenue.

During the three months ended November 30, 2024, the comprehensive loss decreased by \$562,756 as compared to the Three months ended August 31, 2024. This decrease was mainly due to a reversal in advertising costs of \$342,145 during the three months ended November 30, 2024, as a result of lower advertising efforts to promote the brand name in the current period, and a decrease in Share based compensation of \$131,000.

During the three months ended August 31, 2024, the comprehensive loss decreased by \$295,017 as compared to the three months ended May 31, 2024. This decrease was mainly due to a decrease in share-based compensation of \$1,182,892 during the three months ended August 31, 2024, offset by an increase advertising expenses and salaries and benefits of \$274,505 and \$62,819 as a result of higher advertising efforts to promote the brand name and additional employees hired to meet growing operational needs.

During the three months ended May 31, 2024, the comprehensive loss decreased by \$470,270 as compared to the three months ended February 29, 2024. The decrease was mainly due to a decrease of \$1,182,892 in share-based compensation as a result of restricted-share units cancelled during the three months ended May 31, 2024.

During the three months ended February 29, 2024, the comprehensive loss decreased by \$172,566 as compared to the three months ended November 30, 2023. This was mainly due to a decrease in share-based compensation of \$633,547 during the three months ended February 29, 2024, due to the issuance of restricted-share units during the three months ended November 30, 2023, which vested immediately. This decrease was offset by an increase in advertising costs of \$467,978 during the three months ended February 29, 2024, as a result of higher advertising efforts to promote the brand name in the current period.

During the three months ended November 30, 2023, the comprehensive loss increased by \$996,977 as compared to the three months ended August 31, 2023. The increase was mainly due to an increase of \$1,086,257 in share-based compensation as a result of stock options and restricted-share units granted and vested during the three months ended November 30, 2023.

## **LIQUIDITY AND CAPITAL RESOURCES**

### *Working capital deficiency*

Shareholder deficiency as of May 31, 2025 was \$1,402,478 and there was a working capital deficiency of \$1,373,353 as of May 31, 2025 and Shareholder deficiency of \$418,845 and working capital deficiency of \$408,080 as of May 31, 2024.

The decrease in working capital was primarily due to a decrease in cash and cash equivalents of \$279,074, accounts receivable of \$340,654, prepayments of \$235,912 and inventory of \$967,697.

#### *Cash Flows*

A summary of cash flows for the year ended May 31, 2025 and May 31, 2024 is as follows:

<b>Year ended May 31,</b>	<b>2025</b>	<b>2024</b>	<b>Change</b>
Operating activities	\$ (965,083)	\$ (4,576,107)	\$ 5,541,190
Investing activities	(101,634)	65,555	(167,189)
			(4,062,092)
Financing activities	787,643	4,849,735	
<b>Increase (decrease) in cash</b>	<b>\$ (279,075)</b>	<b>\$ 339,183</b>	<b>\$ (1,311,909)</b>

Cash flows in operating activities decreased by \$5,541,190. This decrease is largely due to a decreased amount of cash used towards prepaid expenses, professional fees, reduced inventory purchased and cash consumed in aging of accounts payable.

Cash flows from investing activities increased by \$167,189, primarily due to the production of units designated for loaner stock.

Cash flows from financing activities decreased by \$4,062,092, which is primarily due to decrease of net proceeds from issuance of shares.

## **RELATED PARTY DISCLOSURES**

The Company defines its related parties as its key members of management, companies controlled by its key members of management, and family members of its key members management. Key management consists of the Directors and Officers who are responsible for planning, directing, and controlling the activities of the Company.

#### *Related party transactions and balances*

Remuneration attributed to key management personnel for the years ended May 31, 2025 and 2024, are summarized as follows:

	<b>May 31, 2025</b>	<b>May 31, 2024</b>
Salaries and benefits	\$ 150,000	\$ 102,237
Share-based compensation	496,961	1,220,850
Director's Fee	14,000	-
<b>Total</b>	<b>\$ 660,961</b>	<b>\$ 1,323,087</b>

The salaries and benefits in the amount of \$150,000 (2024 - \$102,237) were paid to Francois Byrne, the CEO and a shareholder of the Company and \$14,000 (2024 - \$Nil) director fee for Paul Gorman.

As of May 31, 2025, loans receivable included \$7,384 (May 31, 2024 - \$84,171) due to Francois Byrne, the CEO and a shareholder of the Company.

As of May 31, 2025, loans payable included \$234,036 (May 31, 2024 - \$293,573) due to the CEO of the Company in relation to mortgage proceeds personally received by the CEO and transferred to the Company. The loan is interest bearing at 9.45% per annum and repayable by December 15, 2026.

As of May 31, 2025, loans payable included \$126,371 (May 31, 2024 - \$111,371) owing under a promissory note due to a corporation controlled by the Company's former CFO who resigned on November 26, 2024. The promissory note bears interest at 15% per annum, is unsecured and is due on the earlier of: (a) August 28, 2025, and (b) the date that the Company completes an equity financing(s) (occurring after the completion of the IPO) for minimum gross proceeds of \$3,000,000.

As of May 31, 2025, loans payable included \$204,233 (May 31, 2024 - \$204,233) due to Marie-Claude Renaud, a shareholder of the Company.

As of May 31, 2025, accounts payable included \$441,695 (May 31, 2024 - \$400,417) owing to a Company controlled by the former CFO. The Company incurred a total of \$155,482 (2024 - \$419,051) from the Company controlled by former CFO for accounting, financial reporting in this period, and accrued late fees for the year ended May 31, 2025. In addition, the Company controlled by former CFO has provided CFO services, transaction advisory services and consulting services related to the Company's IPO transaction during this period.

## **USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS**

The preparation of financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and reported amounts of expenses during the reporting period. Actual outcomes could differ from these estimates. The financial statements include estimates which, by their nature, are uncertain. The impacts of such estimates are pervasive throughout the consolidated financial statements and may require accounting adjustments based on future occurrences. Revisions to accounting estimates are recognized in the period in which the estimate is revised, and the revision affects both the current and future periods.

The following are the judgments that have been made in applying the Company's accounting policies that have the most significant effect on the amounts in the consolidated financial statements:

### *Going concern*

The assumption that the Company will be able to continue as a going concern is subject to critical judgments by management with respect to assumptions surrounding the short and long-term operating budget, expected profitability, investing and financing activities and management's strategic planning. Should those judgments prove to be inaccurate, management's continued use of the going concern assumption could be inappropriate.

### *Income taxes*

Income assets and liabilities are recognized for the estimated tax consequences between amounts included in the financial statements and their tax base using substantively enacted future income tax rates. Timing of future revenue streams and future capital spending changes can affect the timing of any temporary differences, and accordingly, affect the amount of the deferred tax asset or liability calculated at a point in time. The Company believes that its accruals for tax balances are adequate for all open audit years based on its assessment of many factors including past experience, and interpretations of tax law. This assessment relies on estimates and assumptions and may involve a series of complex judgments about future events. These differences could materially impact net income (loss).

### *Research and development expenditures*

Costs to develop products are capitalized to the extent that the criteria for recognition as intangible assets in IAS 38 Intangible Assets are met. Those criteria require that the product is technically, and economically feasible, which management assessed based on the attributes of the development project, perceived user needs, industry trends and expected future economic conditions. Management considers these factors in aggregate and applies significant judgment to determine whether the product is feasible. The Company has not capitalized any product development costs as of May 31, 2025.

### *Government assistance*

Government assistance is recognized in the statement of loss and comprehensive loss over the periods in which the Company recognizes as expenses the related costs for which the assistance is intended to reimburse.

The following are the estimates and assumptions that have been made in applying the Company's accounting policies that have the most significant effect on the amounts in the consolidated financial statements:

### *Property and equipment – useful lives*

The Company estimates the useful lives and selects methods used to allocate amortization amounts of property and equipment on a systematic basis. Technical obsolescence of the tangible assets could significantly impact estimated residual useful lives and in turn, carrying values being over or understated.

### *Provision for expected credit losses (ECL)*

For trade receivables and contract assets, the Company applies a simplified approach to calculating ECL. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECL at each reporting date, by applying a loss rate to each aging bucket. In estimating the expected credit loss, management takes into account historical experience, current collection trends, age of receivables and when warranted and available, the financial condition of specific counterparties.

### *Sales returns and warranty*

Revenue is recorded net of discounts. The Company provides a 6-month commercial or 12-month standard warranty on its products and a 30-day return period on unused and unopened products. The Company also offers a 30-month warranty on its Batt Pack Energy, Batt Pack Pro, Jupiter and Spark products. An allowance is made for warranty claims based on estimated expenditures in the remaining warranty period as well as estimated returns.

### *Leases - Estimating the incremental borrowing rate*

The Company cannot readily determine the interest rate implicit in leases where it is the lessee. As such, it uses its Incremental Borrowing Rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of comparable value to the right-of-use asset in a similar economic environment. IBR therefore reflects what the Company "would have to pay", which requires estimation when no observable rates are available or where the applicable rates need to be adjusted to reflect the terms and conditions of the lease. The Company estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

### *Leases – Estimating the lease term*

The Company assesses the lease term based on the conditions of the lease and determines whether it will extend the lease at the end of the lease contract or exercise an early termination option. When it is reasonably certain that the extension or early termination options will be exercised, the Company determines the lease to be the lesser of the original lease term, the original lease term plus the extension option, or the remaining lease term assuming exercise of the early termination option. Extension of the lease or exercise of an early termination option could affect future results.

### *Impairment of Long-Lived Assets*

The Company reviews the carrying amounts of its non-financial assets, including property and equipment and right-of-use assets, when events or changes in circumstances indicate the assets may not be recoverable. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any. The Company considered various factors including, but not limited to, the condition of its long-lived assets, economic factors that may impact the value of the long-lived assets and any indications of obsolescence.

### *Inventory*

Inventory is valued at the lower of cost and net realizable value. Net realizable value is determined with reference to the estimated selling price. The Company estimates selling price based upon assumptions about future demand and current and anticipated retail market conditions.

## **SIGNIFICANT ACCOUNTING POLICIES**

The significant accounting policies applied in the preparation of the Company's unaudited condensed consolidated interim financial statements are consistent with those applied and disclosed in Note 3 to the Company's audited financial statements for the year ended May 31, 2025.

## **OFF-BALANCE SHEET ARRANGEMENTS**

The Company does not have any off-balance sheet arrangements.

## **PROPOSED TRANSACTIONS**

There is no material proposed transactions as at the date of this MD&A.

## **FINANCIAL INSTRUMENTS AND OTHER INSTRUMENTS**

### **Basis of Fair Value**

	Level	May 31, 2025	May 31, 2024
<b>FINANCIAL ASSETS</b>			
<b>FVTPL</b>			
Cash	1	\$ 62,997	\$ 342,071
<b>Other assets, at amortized cost</b>			
Accounts and royalty receivables		267,534	427,722
<b>Total financial assets</b>	<b>\$</b>	<b>330,531</b>	<b>\$ 769,793</b>



	Level	May 31, 2025	May 31, 2024
<b>FINANCIAL LIABILITIES</b>			
<b>Other liabilities, at amortized cost</b>			
Accounts payable and accrued liabilities		1,607,583	1,703,025
Line of credit		-	77,705
Convertible debentures		-	145,145
Loans payable		1,133,710	947,600
<b>Total financial liabilities</b>	<b>\$</b>	<b>2,741,293</b>	<b>\$ 2,873,475</b>

Financial instruments that are measured subsequent to initial recognition at fair value are grouped in Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Company uses judgment to select the methods used to make certain assumptions and in performing the fair value calculations in order to determine (a) the values attributed to each component of a transaction at the time of issuance; (b) the fair value measurements for certain instruments that require subsequent measurement at fair value on a recurring basis; and (c) for disclosing the fair value of financial instruments subsequently carried at amortized cost. These valuation estimates could be significantly different because of the use of judgment and the inherent uncertainty in estimating the fair value of these instruments that are not quoted in an active market.

The carrying value of the Company's financial instruments approximate their fair values due to their short-term maturities. Cash is measured at fair value on a recurring basis.

## RISKS

### *Limited Operating History*

The Company is subject to many of the risks common to early-stage enterprises, including undercapitalization, cash shortages, limitations with respect to personnel, financial, and other resources and lack of revenues. There is no assurance that the Company will be successful in achieving a return on shareholders' investment and the likelihood of success must be considered during these early stages of operations.

### *Limited Business History*

The Company has not had any history of earnings; has not paid any dividends and it is unlikely that the Company will pay any dividends in the immediate or foreseeable future. The Company will generate

earnings in the near future. The success of the Company will depend entirely on the expertise, ability, judgment, discretion, integrity and good faith of its management.

The Company has limited financial resources and there is no assurance that additional funding will be available to the Company for further operations or to fulfill its obligations under applicable agreements. There is no assurance that the Company can generate revenues, operate profitably, or provide a return on investment, or that it will successfully implement its plans.

The continued operation of the Company will be dependent upon its ability to generate operating revenues and to procure additional financing. There can be no assurance that any such revenues can be generated or that other financing can be obtained. If the Company is unable to generate such revenues or obtain such additional financing, any investment in the Company may be lost. In such an event, the probability of a profitable resale of the Common Shares would be diminished.

#### *Research and Development Activities*

It is important for the Company to continue to invest steadily in research and development. However, because the Company will compete in a constantly evolving market, it may pursue research and development projects that do not result in viable commercial products. Any failure to translate research and development expenditures into successful new product introductions could have an adverse effect on the Company's business.

#### *Technical Risks*

Technical risks are inherent in the development process, in that an immature technology could present unexpected challenges that exceed the planned time or money to overcome. There can be no guarantee that the Company will be able to overcome technical risks.

#### *Inability to Protect Intellectual Property*

The Company owns certain material intellectual property which is not yet registered. The Company may file patent, trademark and copyright applications in the United States, Canada and in other foreign countries as part of its strategy to protect its intellectual property. However, these registrations may provide only limited protection of the Company's intellectual property.

The Company considers its rights to its products, know-how and trade secrets, to represent a significant portion of its net assets. The Company has, therefore, utilized a combination of security measures, confidentiality policies, contractual arrangements to protect its proprietary formulations and other valuable trade secrets. The Company may be unable to obtain registrations for its intellectual property rights for various reasons, including refusal by regulatory authorities to register trademarks or other intellectual property protections, prior registrations of which it is not aware, or it may encounter claims from prior users of similar intellectual property in areas where it operates or intends to conduct operations. There can be no assurances that any steps taken by the Company to protect its intellectual property will be adequate to prevent misappropriation or independent third-party development of the Company's intellectual property.

#### *Product Errors or Defects*

Errors or defects in the Company's products could result in losses to the Company's customers or users. The Company's customers and users may seek significant compensation from us for any losses they suffer or cease conducting business with us altogether. Furthermore, a customer or user could share information

about bad experiences on social media, which could result in damage to the Company's reputation and loss of future revenue. There can be no assurance that any actions we take in an attempt to limit the Company's exposure to claims would work as expected or be adequate or would otherwise protect us from liabilities or damages with respect to any particular claim. Even if not successful, a claim brought against us by any of the Company's customers or users would likely be time-consuming and costly to defend.

#### *Manufacture or Design Defects*

Our products may contain defects in design and manufacture that may cause them not to perform as expected or that may require repair. The Company offers a six-month commercial warranty or twelve-month standard warranty. The Company also offers a two year or 500 cycle warranty on its batteries, whichever comes first.

#### *Unpredictability of Contract Procurement*

The Company relies on the continued procurement of contracts to sustain its revenues. Significant fluctuations in the procurement of contracts may occur due to several factors, including decreased demand, supply chain deficiencies, unpredictability of the timing of development, and inability to find third party buyers in a timely manner, on favorable terms and conditions, or at all. If the Company does not obtain any projects or the number of contracts decreases substantially, this would have a material adverse effect on the Company's profitability, results of operations and financial condition.

#### *Contractual Risk*

The Company is a party to various contracts, and it is always possible that the other contracting parties may not fully perform their obligations. Any dereliction of contractual duties could and may have a material adverse effect on the Company's ability to generate revenue.

#### *Operating Risk and Insurance Coverage*

The Company intends to obtain insurance to protect its assets, operations and employees. While the Company believes insurance coverage can adequately address all material risks to which it may be exposed and is adequate and customary in its current state of operations, such insurance is subject to coverage limits and exclusions and may not be available for all risks and hazards to which the Company is exposed. In addition, no assurance can be given that such insurance will be adequate to cover the Company's liabilities or will be generally available in the future or, if available, that premiums will be commercially justifiable. If the Company were to incur substantial liability and such damages were not covered by insurance or were in excess of policy limits, or if the Company were to incur such liability at a time when it is not able to obtain liability insurance, its business, results of operations and financial condition could be materially adversely affected.

#### *Additional Financing*

The continued development of the Company will require additional financing. There is no guarantee that the Company will be able to achieve its current business strategy. The Company intends to fund its business objectives by way of additional offerings of equity and/or debt financing as well as through anticipated positive cash flow from operations in the future. The failure to raise or procure such additional funds or the failure to achieve positive cash flow could result in the delay or indefinite postponement of current business objectives. There can be no assurance that additional capital or other types of financing will be available if needed or that, if available, will be on terms acceptable to the Company. If additional funds are raised by

offering equity securities, existing shareholders could suffer significant dilution. The Company will require additional financing to fund its operations until positive cash flow is achieved.

#### *Achieving our projected development goals in the announced and expected time frames*

From time to time, the Company sets goals for, and makes statements regarding, the expectations and timing of the accomplishment of certain objectives that are material to our success. The actual timing of these events can vary dramatically. If the Company fails to achieve one or more of these milestones as planned, there is a risk that the Company's operations, financial condition and the price of the Company's Common Shares could be materially adversely affected. In the past, following periods of volatility in the market price of public company securities, shareholders have often instituted class action securities litigation against those companies. There is a risk that the Company could be subject to such litigation.

#### *Brand Image, Reputation and Marketing Initiatives*

Any adverse publicity concerning marketing practices, market trends or consumer dissatisfaction relating directly to the Company or relating to the any of the clean energy industry as a whole may damage the Company's corporate reputation and brand image, undermine customer confidence and reduce long-term demand for its products.

The impact of adverse publicity on the Company's operations may be magnified due to the rapidly changing media environment. The growing use of social and digital media increases the speed and extent that information or misinformation and opinions can be shared. Negative information about the Company, its brand(s) or products on social and digital media, whether valid or not, could seriously damage its brand(s) and reputation quickly, forcing the Company to actively respond to (and curtail to the extent possible) negative feedback received. If the Company is unable to manage its digital activities and interactions, its product sales, financial condition and operating results could be materially and adversely affected.

The success of the Company's sales and marketing initiatives and practices may be subject to risk, including uncertainties about consumer acceptance, current inventory levels and the ability to communicate key brand and corporate messages to digital audiences. The success of these initiatives is also subject to potential restrictions on product marketing via extensive government regulations and product specific policies. Furthermore, consumers and competitors may challenge certain marketing materials and practices by claiming, among other things, false and misleading advertising. A significant claim of judgement against the Company could result in monetary damages and limit the Company's ability to maintain sales and marketing practices and negatively impact its profitability. Even if such a claim is unsuccessful or unwarranted, the negative publicity surrounding such assertions could negatively impact the Company's business operations.

#### *Competition*

The Company's primary competitors have greater substantial financial, marketing and production resources; the Company may not have access to such a wide breadth of resources and therefore it may be unsuccessful in competing against current and future competitors. These competitors have diversified portfolios and likely benefit from greater economies of scale due to their size and global manufacturing capabilities. The Company may also face competition from new and emerging businesses that may enter its existing or future markets.

Many of the Company's competitors and potential competitors have longer operating histories, greater brand recognition and loyalty, facilities devoted to research and development, a larger customer base as well as operations dedicated towards identifying consumer preferences, strong industry relationships with

both customers and distributors, as well as significantly greater financial, sales, marketing, manufacturing, distribution, technical, and other resources than the Company has. As a result, they may be able to respond more quickly to customer requirements and devote greater resources towards price-based promotional activities better than the Company can. These competitors may also be able to adapt more quickly to new or emerging technologies and standards and may be able to deliver services that are comparable or superior to that of the Company's services at a far more reduced rate. Such pressures may also restrict the Company's ability to increase prices in response to commodities such as ingredients and equipment, wages and other applicable cost increases. If the Company is unable to compete effectively, its financial condition and operating results may suffer.

#### *Negative Cash Flows from Operations*

For the year ended May 31, 2025, the Company sustained net losses of \$2,928,841 and had negative cash flow from operating activities of \$965,083. The Company continues to have negative operating cash flow. It is possible the Company may have negative cash flow in any future period and as a result, the Company may need to use available cash, including proceeds from the Offering and any future financings to fund any such negative cash flow.

#### *Decreased Demand for the Company's Products*

Demand for the Company's products will depend on consumer preferences and how successfully the Company can predict, identify and interpret the preferences and habits of consumers, and to offer products that appeal to their preferences, including concerns regarding product attributes and ingredients at a competitive cost. If the Company does not accurately predict shifts in consumer preferences or fails to introduce new and improved product offerings, sales could decline. In addition, due to the immense competition within the industry, it is imperative the Company is able to offer an array of products that satisfy the broad spectrum of consumer preferences. If the Company fails to expand their product offerings successfully across product categories or is unable to rapidly develop products in faster growing and more profitable categories, demand for its products will decrease and profitability could suffer.

Additionally, the willingness of consumers to purchase portable battery products depends in part on local economic conditions. The Company must anticipate market trends and the price, performance and functionality requirements of current and potential future customers and must successfully adapt its product offerings to meet these requirements. Failure to do so will have a negative adverse effect on the Company.

There are well documented market trends which suggest demand from consumers shifting from basic to premium products. Customers interested in portable power products are looking for mobile power that is easy to use and maintain but offers the power and portability found in gas generators with the advantages offered by all electric systems. The residential solar market is looking for an easy to operate, attractive power system that can serve not only as a backup power system but also as a way to reduce power costs. While the Company's new products appear to address these demands, it is not possible to predict the level of success that these new products will have in the market. Failure to penetrate these markets in a successful and timely manner will have a negative adverse effect on the Company.

#### *Demand for Solar Power*

The Company may be adversely affected by volatile solar energy market and industry conditions, specifically the demand for the Company's products and services may decline. The solar energy market and industry may from time-to-time experience oversupply, which may adversely affect the Company. Oversupply conditions across the value chain can put pressure on average selling prices, resulting in lower revenue for many industry participants, including the Company. If the supply of solar systems grows faster

than demand, demand and the average selling price for our products could be materially and adversely affected.

The solar power market is still at a relatively early stage of development and future demand for solar power products and services is uncertain. Market data for the solar power industry is not as readily available as for more established industries, where trends are more reliably assessed from data gathered over a longer period.

Many factors may affect the viability of solar power technology and the demand for solar power products, including:

- the cost-effectiveness, performance and reliability of solar power products and services, including the Company's solar power projects compared to conventional and other renewable energy sources and products and services;
- the availability of government subsidies and incentives to support the development of the solar power industry;
- the availability and cost of capital, including long-term debt and tax equity, for solar power projects;
- the success of other alternative energy technologies, such as wind power, hydroelectric power, geothermal power, and biomass fuel;
- fluctuations in economic and market conditions that affect the viability of conventional and other renewable energy sources, such as increases or decreases in the prices of oil, gas and other fossil fuels;
- capital expenditures by end users of solar power products and services, which tend to decrease when the economy slows; and
- the availability of favorable regulation for solar power within the electric power industry and the broader energy industry.

If solar power technology is not suitable for widespread adoption or if sufficient demand for solar power products and services does not develop or takes longer to develop than anticipated, this may be a material adverse effect on the Company's profitability, results of operation and financial condition.

#### *Reliance on Industry Suppliers and Manufacturers*

In order to continue executing its business strategy, the Company will rely on third party suppliers to provide certain goods necessary to enable the Company to manufacture, package and distribute its products, in particular key raw materials and necessary packaging materials. The Company may be unable to arrange for the manufacture of its products in a timely fashion, or at all, if any of its suppliers should cease or interrupt production or otherwise fail to supply the Company, or if certain supply agreements are suspended, terminated or otherwise expire without renewal, the Company's activities and results could be materially adversely affected. The Company's ability to deliver according to market demands and contractual commitments depends significantly on obtaining a timely and adequate supply of materials, equipment components (when and if necessary), production capacity and other vital offerings and solutions on competitive terms.

#### *Access to and Cost of Raw Materials*

The Company is dependent on a sufficient supply of raw materials and any ingredients that are required to meet current and future customer demand for the Company's products. These materials are necessary for the commercial production of the Company's various product offerings. Variations in supply and demand of these materials at global or regional levels, weather conditions, regulatory changes, geopolitical events

and an outbreak of a virus could substantially impact the price and availability of both, raw materials and materials needed to package the Company's products, which could result in loss of sales or claims against the Company as well as adversely affect its brand and reputation. Profitability of the Company is sensitive to fluctuations in wholesale prices of these raw materials as well as other factors such as energy, fuel, equipment, labour and shipping costs and other market conditions, all of which are external factors, beyond the Company's control.

## **RISK MANAGEMENT**

The Company is exposed, through its operations, to the following financial risks:

- a) Market Risk
- b) Credit Risk
- c) Liquidity Risk

In common with all other businesses, the Company is exposed to risks that arise from its use of financial instruments. This note describes the Company's objectives, policies, and processes for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout these financial statements.

The directors and officers have overall responsibility for the determination of the Company's risk management objectives and policies and, whilst retaining ultimate responsibility for them, it has delegated the authority for designing and operating processes that ensure the effective implementation of the objectives and policies to the Company's finance function. The directors and officers review the effectiveness of the processes put in place and the appropriateness of the objectives and policies it sets.

There have been no substantive changes in the Company's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous reported periods unless otherwise stated in the note.

The overall objective of the directors and officers is to set policies that seek to reduce risk as much as possible without unduly affecting the Company's competitiveness and flexibility. Further details regarding these policies are set out below.

### **a) Market Risk**

Market risk is the risk of loss that may arise from changes in market factors such as foreign currency exchange, interest rates, and equity price risk.

#### **(i) Foreign Currency Risk:**

Currency risk is the risk of loss due to the fluctuation of foreign exchange rates and the effects of these fluctuations on foreign currency denominated monetary assets and liabilities. A large portion of the Company's transactions occur in US dollars; therefore, the Company is exposed to foreign currency risk at the end of the reporting period through its US dollars denominated trade receivables, accounts payable and accrued liabilities. A change of 1% in the U.S./CDN exchange rate would not have had a material impact on the net loss.

#### **(ii) Interest Rate Risk:**

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Company's exposure to interest rate risk arises primarily from their loans. The Company does not expect any significant effect on the Company's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

## b) Credit Risk

Credit risk is the risk of loss if a customer or third party to a financial instrument fails to meet its contractual obligations. Financial instruments that potentially subject the Company to a concentration of credit risk consist primarily of cash, and accounts receivable. The Company limits its exposure to credit loss by placing its cash with high quality financial institutions. The Company mitigates credit risk by evaluating the creditworthiness of customers prior to conducting business with them and monitoring its exposure for credit losses with existing customers. During the year ended May 31, 2025, the Company recorded \$22,346 in bad debt expense (2024 May – \$117,744).

The following table provides disclosures about credit risk exposure and expected credit losses on individual trade receivables as of May 31, 2025:

As of May 31, 2025		Aging Bucket				
	Current	Overdue 1-30 days	Overdue 31-60 days	Overdue 61-90 days	Overdue 91+ days	Total
Gross carrying amount	9,016	41,526	5,536	14,136	336,388	406,602
Loss allowance	(361)	(3,322)	(664)	(2,403)	(111,998)	(118,748)
Net	8,655	38,204	4,872	11,733	224,390	287,854
ECL rate	4%	8%	12%	17%	34%	30%

  

May 31, 2024		Aging Bucket				
	Current	Overdue 1-30 days	Overdue 31-60 days	Overdue 61-90 days	Overdue 91+ days	Total
Gross carrying amount	78,936	264,980	18,339	75,242	193,609	631,106
Loss allowance	(2,789)	(21,198)	(2,006)	(12,609)	(164,782)	(203,384)
Net	76,147	243,782	16,333	62,633	28,827	427,722
ECL rate	4%	8%	11%	17%	85%	32%

The continuity of expected credit losses ("ECL") is summarized in the table below:



		<b>Year ended May 31, 2025</b>		<b>Year ended May 31, 2024</b>
Balance, beginning	\$	<b>203,384</b>	\$	57,741
Additions to ECL allowance recognized during the period/year		<b>22,346</b>		148,643
Write offs		<b>(106,982)</b>		-
Ending ECL	\$	<b>118,748</b>	\$	203,384

### c) Liquidity Risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company has a planning and budgeting process in place to help determine the funds required to support the Company's normal operating requirements on an ongoing basis. The Company ensures that there are sufficient funds to meet its short-term business requirements, taking into account its anticipated cash flows from operations and its holdings of cash. Historically, the Company's sources of funding have been through loans, and loans from the CEO and a shareholder of the Company. The Company's access to financing is uncertain. There can be no assurance of continued access to significant debt or equity funding. The following table displays the Company's ageing undiscounted obligations.

The amounts disclosed in the table are the contractual undiscounted payments as of May 31, 2025:

	<b>Less than one year</b>	<b>One to two years</b>	<b>Two to three years</b>	<b>More than three years</b>	<b>Total</b>
Accounts payable and accrued liabilities	1,607,583	-	-	-	1,607,583
Line of credit	-	-	-	-	-
Convertible debentures	-	-	-	-	-
Lease contract liabilities	53,852	-	-	-	53,852
Loans payable	710,604	122,854	57,101	568,912	1,459,472
	<b>2,372,038</b>	<b>122,854</b>	<b>57,101</b>	<b>568,912</b>	<b>3,120,906</b>

### May 31, 2024:

	<b>Less than one year</b>	<b>One to two years</b>	<b>Two to three years</b>	<b>More than three years</b>	<b>Total</b>
Accounts payable and accrued liabilities	1,703,025	-	-	-	1,703,025
Line of credit	77,705	-	-	-	77,705
Convertible debentures	145,145	-	-	-	145,145
Lease contract liabilities	51,745	53,852	-	-	105,597
Loans payable	548,103	288,619	98,675	110,302	1,045,699
	<b>2,525,723</b>	<b>342,471</b>	<b>98,675</b>	<b>110,302</b>	<b>3,077,171</b>

**OUTSTANDING SHARE DATA:**

	<b>May 31, 2025</b>	<b>May 31, 2024</b>	<b>As of September 25, 2025</b>
Common shares	85,214,534	73,944,665	85,214,534
Restricted share units	2,048,940	2,201,440	2,048,940
Warrants	20,083,280	25,438,786	20,083,280
Options	4,868,838	4,718,838	4,868,838