



EXRO TECHNOLOGIES INC.

MANAGEMENT DISCUSSION AND ANALYSIS FOR THE THREE MONTHS ENDED MARCH 31, 2022

The following is a discussion of the financial condition and results of operations of Exro Technologies Inc. ("Exro", the "Company", "we", "our") during the three months ended March 31, 2022, and to the date of this report. The following management discussion and analysis ("MD&A") should be read in conjunction with the Company's condensed consolidated financial statements and notes thereto for the three months ended March 31, 2022 and the December 31, 2021 audited consolidated financial statements and MD&A, prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB"). This MD&A complements and supplements but does not form part of the Company's condensed consolidated interim financial statements.

This MD&A contains forward-looking statements. All forward-looking statements, including those not specifically identified herein, are made subject to cautionary language on page 12. Readers are advised to refer to the cautionary language when reading any forward-looking statements.

All dollar amounts contained herein are expressed in Canadian dollars unless otherwise indicated. This MD&A has been prepared as of May 12, 2022.

**BUSINESS OVERVIEW**

Exro is a clean technology company pioneering intelligent control solutions in power electronics that addresses major electrification transition challenges to help drive the adoption towards a sustainable electrified world. Exro's patented control technology expands the capabilities of electric motors, generators, and batteries. Exro seeks to accelerate the global transition to clean energy by providing products and services for e-mobility manufacturers to optimize the cost, performance, and efficiency of energy systems and electric powertrains.

The technology can optimize a wide range of electric mobility applications, from electric scooters to electric buses and larger. Most variable torque applications with the need for increased torque and speed will be a suitable opportunity for Exro's technology, especially in traction mobility and renewable energy industries. Given that Exro's technology focuses on lowering costs, improving performance and reducing energy consumption in powertrains, it is attractive to the mobility and renewable energy sectors as a technology that is anticipated to return incremental dollars to a user's bottom line. Further, it is also attractive for the corresponding environmental benefits it offers which appeals to organizations following Environmental, Social & Governmental ("ESG") policies.

Currently, about 40% of electricity produced is used in electric motors and related systems, yet the design and technology have remained largely unchanged for decades.<sup>1</sup> In the electric mobility space, inherent limitations of traditional electric motor and power technologies available today are unable to support the torque and speed and speed requirements at a competitive cost for mass adoption. Instead, manufacturers are compensating for performance by using additional oversized motors and heavy multi-speed gearboxes.

Exro offers a new power electronics solution for system optimization through the implementation of its technology which increases efficiency, reduces system volume and weight, and expands torque and speed capabilities, the combination of which provides the ability to lower the system cost. Our power electronics technology provides a new brain via enhanced control for motors and batteries.

Exro's advanced motor control technology, the Coil Driver™, expands the capabilities of electric powertrains by enabling two separate torque profiles within a given motor. The Exro Coil Driver™ brings electric gearing to electric vehicles ("EV") by dynamically enabling multiple power settings in a single motor with Coil Switching technology. A major advancement in the sector, dynamic motor configuration that is done electronically enables efficiency optimization for each operating mode resulting in the reduction of energy consumption. The controller automatically selects the appropriate configuration in real-time so that power and efficiency are intelligently optimized. The Coil Driver™ is the first drive to enable intelligent coil switching while in operation, which allows a motor to switch coil configurations based on torque demands from the vehicle. That operation is similar in function to a gearbox in an internal combustion engine. This product has utility in many traction applications, particularly in the transportation and mobility sectors.

Exro is also currently developing a new battery management technology called the Battery Control System ("BCS"), innovated by integrating a battery management system (BMS) with a Coil-Driver inverter. BCS enables a next generation of Energy Storage System (ESS) solutions for first and second life batteries. EV battery cells reach end of life within 8-12 years. Exro's unique BCS technology extends batteries into second life for an extra 5-10 years in an ESS application, enabling greater use of existing resources and recycling to promote a circular economy. Exro expects the BCS to provide an improvement over existing battery Energy Storage Systems ("ESS") in reliability and versatility of power while enabling the repurposing of electric vehicle ("EV") batteries for second-life application. The BCS will facilitate cell-level monitoring and control of batteries in energy storage systems. The expectation is total control over the flow of energy, which would allow enhanced storage of energy, while also making battery energy storage solutions of any size more cost-effective. The first BCS proof of concept was completed at the end of Q4 2020, with an energy storage pilot project to demonstrate the BCS ongoing. A grid-simulated pilot of a 25kW energy storage system was successfully completed in Q2 2021. The development of a grid-connected energy storage system pilot unit to demonstrate commercial viability is currently underway. The BCS Stationary Energy

<sup>1</sup> <https://www.cleantech.com/electric-motors-and-industrial-efficiency-innovation-is-key-for-evs/>



Storage pilot unit will be sent to UL (Underwriters Laboratories) for certification and a commercially viable product is expected to be ready in Q4 2022.

Exro's business model is to develop partnerships with companies that are established in their respective markets, specifically those that welcome potentially disruptive innovation in their product lines and have adequate internal engineering capacity, growing sales, and an existing customer base. These include companies that manufacture automotive equipment such as electric bikes, electric cars, and electric commercial vehicles. Manufacturers of electric motors, generators, batteries, electric axles ("e-Axles") also make ideal partners, since Exro's patented technology and engineering capabilities act as the "intelligence" to enhance performance characteristics of overall power systems.

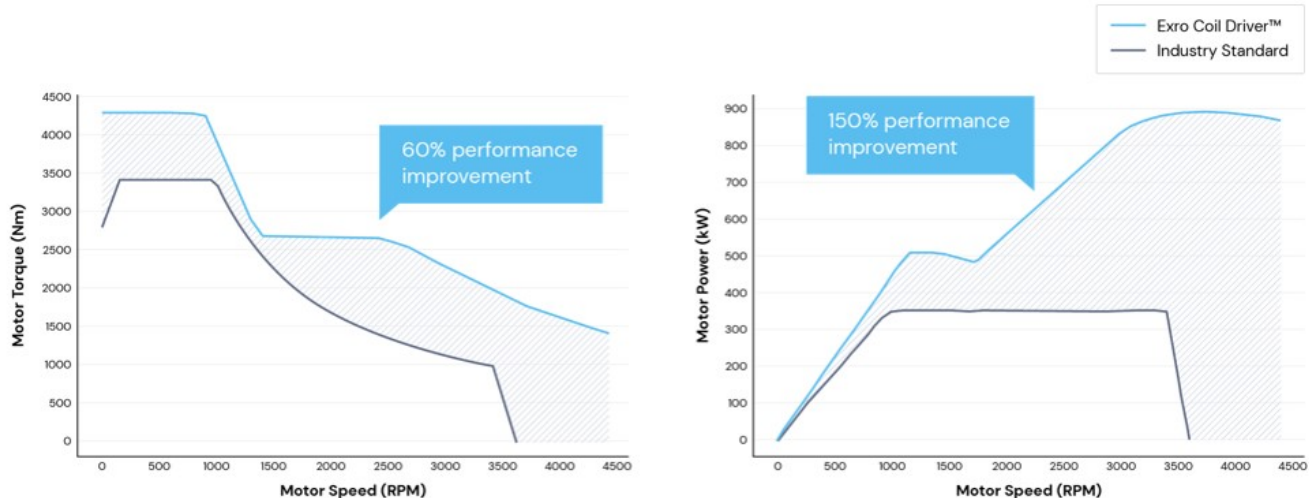
Exro has built a foundation of intellectual property in power electronics and intends to protect and commercialize new innovations in this space. It is Exro's intent to either manufacture its inverters when the quantity can be supported by its low volume manufacturing facility capacity or license its technology where applicable for high volume manufacturing. It will also consider outsourcing and engaging in manufacturing partnerships to accelerate supply to customers where necessary. Exro believes this business model is scalable, requiring much lower capital investment than building a full high-volume manufacturing business. This approach offers the opportunity to address several market segments concurrently, incrementally and in rapid succession by building on earlier success. Exro will work closely with development partners and customers to integrate its technology into their products and develop new intellectual property for Exro.

### TECHNOLOGY DEVELOPMENT

Exro's technology and intellectual property is wholly owned in thirteen patent families providing or seeking global protection in strategically important countries. Today there are 25 issued patents and 12 pending applications, and 6 published applications. Exro also uses trade secrets to protect proprietary software and algorithms.

#### Coil Driver™ Technology

The Coil Driver™ is an inverter that integrates control of electric motor coil configuration into the power electronics. This gives the power electronics control of the electric motor coil configuration in real-time, providing a range of additional options, as opposed to a fixed motor configuration. This enhanced control allows the Coil Driver™ to intelligently coil switch, or in other words, switch between optimal coil configurations while in operation. The intelligent coil switching is what enables the power optimization of the electric motor for improved performance and increased efficiency as shown in Figure 1.



**Figure 1. Performance charts are based on simulation results from a system comprised of 800V Coil Driver™ HV and TSA TMPW 38-26-8 permanent magnet synchronous motor and are subject to change.**

The Coil Driver™ accomplishes intelligent coil switching with its advanced control algorithms and innovative drive topology. The controller will select the optimal configuration for a given operating condition and enable two separate torque profiles that expand the capabilities of the electric motor throughout the speed range. Traditionally, electric motor coils have been wired in a single configuration and the designer had to select the configuration that was the best compromise throughout the speed range.

The recent patent filing in July 2021 by Exro introduced that the Coil Driver™ technology can also be used as a grid-level power charger to deliver Level 1 to Level 4 charging capabilities and provide electricity back to the grid. This includes charging capabilities from renewable energy sources like solar and wind power. Currently, EVs require three different types of power electronics components to power the vehicles in motion and charge the batteries from the grid or renewable energy sources: a motor drive, on-board charger



(“OBC”) and external DC fast charging station. Exro engineers found that the Coil Driver™ technology can replace all three components, significantly reducing the cost and complexity of deploying EVs and the charging infrastructure at scale.<sup>2</sup>

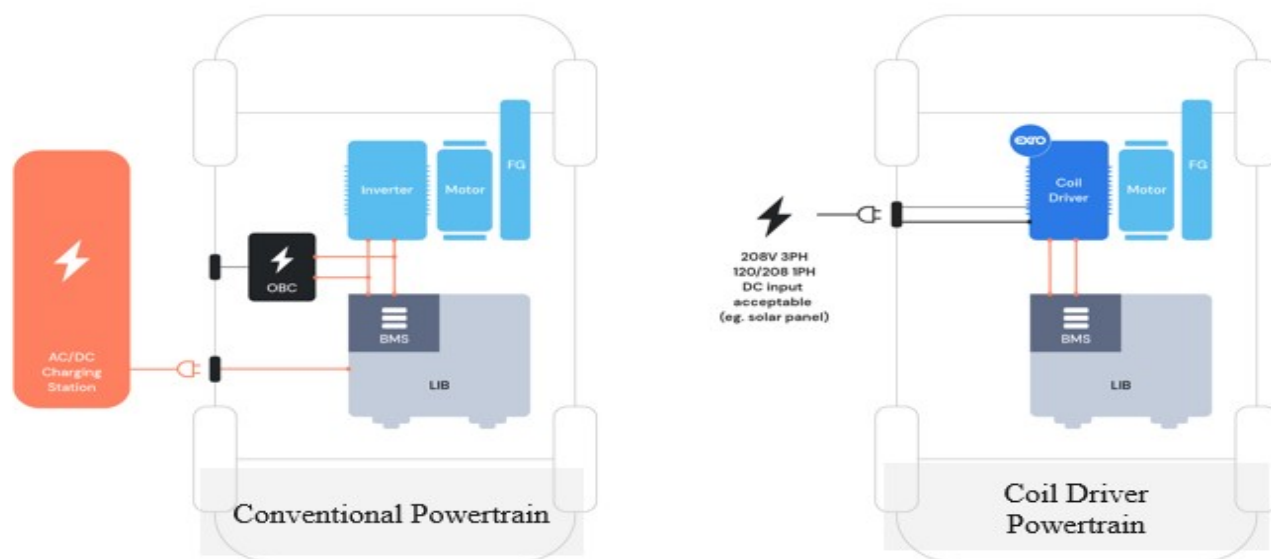


Figure 2. The drawings are to illustrate how Exro’s Coil Driver™ technology new feature can eliminate the need for onboard OBC or external charging infrastructure.<sup>3</sup>

**Battery Control System Technology**

With the innovative foundation of the Coil Driver’s topology and advanced algorithms, the Company has been able to develop the BCS. The Company is optimistic the BCS can become a market leader in second-life battery energy storage solutions. The upfront cost for batteries is one of the major roadblocks to mass-market electric vehicle and electric technology adoption. In short, “second life” use consists of reusing a battery which no longer meets the requirements of one application but can still be used for a less-demanding application. Exro's BCS technology applies the principle of controlling energy at the individual cell level to lithium-ion batteries in stationary storage. Exro aims to improve battery performance and efficiencies, which could result in longer usage and a second life battery application.

**PRODUCT SEGMENTS**

To integrate its technology to different electric vehicle platforms, Exro has engaged multiple partners, who are defined and explained in the next section.<sup>4</sup> This approach enables Exro to build the product portfolio that can serve as many product segments as possible. The estimated costs in the table below are based on management best estimates considering the information available on supply costs, wages, and timelines. There is a risk that the estimates and/or timelines will not be achieved.

Table 1. Product segments associated research and development costs

Product Segments	Addressable Markets	Partners
Low Voltage (LV) – 48 to 100V	Scooters; electric bikes; recreational; light electric cars and motorcycles	<ul style="list-style-type: none"> <li>• Land</li> <li>• Heinzemann</li> <li>• Potencia</li> <li>• Zero</li> <li>• evTS</li> </ul>
High Voltage (HV) – 400 to 800V	Fleet vans; electric buses; passenger vehicles, long-haul trucks; and industrial vehicles	<ul style="list-style-type: none"> <li>• Linamar</li> <li>• SEA Electric</li> <li>• Vicinity</li> <li>• TSA</li> </ul>
Battery Control Systems	Energy Storage Solutions	<ul style="list-style-type: none"> <li>• evTS</li> </ul>

<sup>2</sup> A new application for its patented Coil Driver™ technology may not significantly reduce the cost and complexity when EV infrastructure is deployed at scale, and certain conditions or specifications may be required.

<sup>3</sup> All other components remain the same such as an electric motor, final gear box (“FG”), battery management system (“BMS”) and lithium-ion batteries (“LIB”).

<sup>4</sup> Refer to Section titled “PARTNERS STRATEGY, PROJECT STATUS AND PRODUCTION READINESS”.



## PARTNERS STRATEGY, PROJECT STATUS AND PRODUCTION READINESS

There is never a guarantee to the execution of a commercial plan, but we are confident in the road ahead. We have a robust pipeline of partners and are engaged in customer conversations which are the foundation to our target milestones for this year. In 2020, we created versatile partnerships across different applications and segments to validate our technology. In 2021, the Company continued to sign additional commercial partnerships and a strategic partner that fits alongside our partner model. In 2022 the Company continues to focus on delivery on its commercial and strategic partners in order to progress towards commercialization.

As the Company continues to grow and evolve, so do our valued partnerships. The partner model includes four different types of partners that will encompass our current product roadmap and encourage continued versatility alongside new partners. The four partnership types are:

- Development Partners
- Commercial Partners
- Strategic Partners
- Motor Partners

Exro will work with Development Partners to develop technology beyond a proof-of-concept stage to validation in a relevant environment. The objective of this partnership will be to demonstrate the technology in new segments and applications with the intent of a future commercial product that will differentiate our partners. An example of a Development Partnership we have today would be Clean Seed as we develop our technologies to electrify the next generation of agricultural seeders.

Commercial Partners are interested in becoming customers for Exro's commercialized products but first require validated integration of our technology within their application(s). In some cases, this might require meeting highly regulated auto industry standards. The objective of this kind of partnership is the delivery of purchase orders for low-volume production of Exro products after successful integration. An example of a Commercial Partnership we have today would be SEA Electric, as we integrate the Coil Driver into SEA commercial trucks to enhance their performance.

Strategic Partners are focused on potential high-volume production making use of our technology. This partner may start in development phase and progress to operating application validation for long term serial production. This partnership is ideal for revenue models surrounding high-volume contracts, licensing, or contract manufacturing. An example of this would be our partnership with Linamar Corporation ("**Linamar**") as we co-develop an e-axle that will enable Exro's automotive strategy. Linamar is a leading tier one manufacturer of advanced mobility solutions for the automotive industry with customers that include top automotive manufacturers, commercial vehicle manufacturers and multinational delivery services companies.

Motor Partners will be an integral part of accelerating the delivery of our Coil Driver™ to market by enabling system solutions for each segment of our product line. These partners will work with us to develop an optimized motor to integrate with our Coil Driver™ and provide a packaged motor and inverter system solution we can deliver to specific applications or market segments. An example of a Motor Partner we have today would be Traktionsysteme Austria ("**TSA**"), where we work together to optimize a heavy-duty traction motor to deliver alongside our High-Voltage Coil Driver™.

Here are our partnerships today within this model:

- Development Partners:
  - Clean Seed Capital Group Ltd. ("**Clean Seed**"); and
  - Templar Marine Group Ltd. ("**Templar**");
- Commercial Partners:
  - LAND Electric Motorcycles, Inc. ("**LAND**");
  - Potencia Industrial, S.A. DE C.V. ("**Potencia**");
  - Aurora Powertrains Oy ("**Aurora**");
  - Zero Motorcycles ("**Zero**");
  - SEA Electric Pty Ltd. ("**SEA Electric**");
  - Vicinity Motor Corp. ("**Vicinity**" or "**VMC**"); and
  - ev Transportation Services Inc. ("**evTS**")
- Strategic Partners:
  - Linamar Corporation ("**Linamar**")



- Motor Partners:
  - Traktionssysteme Austria GmbH (“TSA”); and
  - Heinzmann GMBS & Co. KG (“Heinzmann”)

*Development Partners:*

- Exro continues to collaborate on potential e-boat applications and on electrifying the agriculture industry but at this time has no commercialization plans with Templar and Clean Seed.

*Strategic Partners:*

- Linamar - The goal is to develop a next-generation e-Axle utilizing Coil Driver™ technology to improve the cost and performance of Linamar's e-Axle product line. In the initial phase of development, Exro will supply Coil Driver™ development samples and optimized electric motors for integration in e-Axle program testing. Linamar will supply and integrate the remaining critical elements of the e-Axle system, including the gearbox assembly, for lab and on-road testing. Completed testing and validation of prototypes and the pilot is scheduled to be delivered during the third quarter of 2022. Following successful testing of the e-Axle program, Exro and Linamar will jointly promote the technology to the market with the intention of commercializing the Coil Driver™ e-Axle into series production.

*Commercial Partners:*

- Vicinity - The Company's goal is to supply the Coil Drive System technology. Vicinity will test and validate the Coil Driver™ powertrain integration with the intent of implementing it in future serial production batches of the electric bus product line. The companies have completed nearly 12 months of development and testing, with the next steps to conduct operational and validation for the Vicinity Lightning electric bus. On May 3, 2022 the Company announced a multiyear sales and service agreement with Vicinity, in which Vicinity will purchase up to 2,500 high-voltage Coil Drive System units from Exro, along with a production slot, system pricing and commissioning services.
- evTS - The Company plans to repurpose batteries from evTS' pure-electric FireFly ESV commercial utility vehicle for second-life battery energy storage applications. evTS' flagship product, the FireFly® ESV, is a purpose-built, lightweight commercial utility vehicle that is both street-legal and highway-capable. On May 11, 2022 the Company announced it has signed an agreement with evTS to supply an initial quantity of 1,000 units of its 100V Coil Drive System beginning in 2023 for use in evTS model year 2023 FireFly vehicles. Over the 36-month term of the agreement, Exro will plan to deliver an increasing volume of its Coil Drive System.
- SEA Electric - Supply chain and test capacity delays have impacted deliveries on two key projects: 1) an up-fitted Mack LR garbage truck with Exro's 800V drive system and 2) an up-fitted F59 delivery truck with Exro's 400V drive system. Despite these delays, Exro has been able to demonstrate increased torque in the final testing on its high-speed mode with the TSA motor. The delivery of pilots has moved from late Q2 2022 to early Q3 2022 due to delayed receipt of some required parts.
- Zero - Exro has been collaborating with Zero Motorcycles to integrate Exro's Coil Drive technology into a Zero motorcycle to improve powertrain performance. Exro has successfully provided Zero with the performance test results that demonstrates the Coil Driver's optimization of low-end torque and high-end speed when combined with the Zero motor powertrain. Exro and Zero have completed side-by-side testing using Exro's 100 Volt Coil Driver™ and Zero Motorcycles' OE premium electric powertrain. The results validated the Coil Driver's performance in electric motorcycles' and demonstrate the ability of Exro's 100 Volt Coil Driver to improve motor performance in light electric vehicles.
- Potencia - Following a thorough customer validation process, test bench results demonstrated performance improvements in Potencia's electric motor with Exro's 100 Volt Coil Driver. The Exro and Potencia teams also completed the installation of the 100 Volt Coil Driver into their vehicle application, a first for the 100 Volt Coil Driver, and earlier this year moved forward with six to nine months of on-road operational reliability testing.
- LAND - LAND signed a non-binding letter of intent to work with Exro to optimize the powertrain for their District motorcycle with the Coil Driver™ and to purchase up to 2,000 units after the unit is validated by LAND. An Exro Coil Driver was integrated into a LAND motorcycle and testing completed by LAND as part of the validation. Additional testing over the application of the Coil Driver technology with LAND's motorcycle is ongoing.
- Aurora - Aurora continues to work alongside the Exro team in validating the Coil Driver™ with their innovative snowmobile. This validation would open the door to the recreational mobility segment for Exro and shed light on commercialization with Aurora in a growing electric snowmobile market.

*Motor Partners*

- TSA - Exro and TSA will collaborate on motor design to integrate Coil Drive Technology. Exro has delivered a Coil Driver™ to TSA, and high-power testing is being completed through a dynamometer in Austria by TSA with Exro support. Further results of testing on the peak performance of the system will be provided by TSA, and the Coil Driver™ will be deployed for further integration.





- Heinzmann - motor testing was completed by Exro with integrated Coil Driver™. Exro and Heinzmann continue to evaluate applications between the motor and Coil Driver™.

These partnerships are to demonstrate the successful operation of Exro's versatile technology. Once the technology is validated in the operating application by a partner as per requirements, active discussions around commercial production begins. Then the partner can determine the magnitude, if any, of purchase orders. Revenue is generated once the finished products are shipped to the partner. Exro continues discussions with several potential customers to explore a variety of mobility applications. The Company continues to evaluate customer provided data, which helps us to determine the optimal fit for Exro technologies with our partners. It is cautioned that not all aforementioned projects will turn in to orders and generate revenue, and the timelines may not be achieved.

Exro is adding two additional dynamometer bays, one in the Calgary Innovation Center and the other in Arizona USA, so that its engineering teams can run multiple testing projects simultaneously. This investment of \$3.0 million aims to fast track the projects and cut down the idle times in-between projects. The amount increased from prior periods as a result of additional materials and supplies purchased for both the Calgary and Arizona dynamometer enclosure areas. The equipment has been ordered, and \$1.1 million has been spent on the related equipment as of March 31, 2022, with additional spend occurring in 2022.

In addition, Exro is in the process of constructing automotive standard SMT ("**Surface-mount technology**") production and PCB ("**Printed-circuit board**") assembly lines in the 37,000 square foot facility in Calgary, Alberta, with anticipation of future orders and production of the Coil Driver products as previously announced. The facility plans to be outfitted to meet certifications for ISO 9001:2015<sup>5</sup>, IATF 16949<sup>6</sup>, and ISO 26262<sup>7</sup> compliant product development. This is a major step forward for the Company in delivering high-quality and reliable commercial products to the regulated consumer automotive markets. The Company began construction on its facility in August 2021, and opened the office space to its employees on December 13, 2021. Exro continues to progress on the construction of its manufacturing facility and will introduce its assembly lines in three Phases. Phase one equipment has been delivered, and commissioning of the assets is planned to commence in the second half of 2022. Phases two and three are well into the development stage. As of March 31, 2022, the Company has spent \$6.8 million against a \$23.2 million planned investment. The increase in planned investment amount relates to additional sample assembly equipment not previously budgeted plus in-line testing equipment.

#### HIGHLIGHTS for Q1 2022

On February 4, 2022, the Company announced the closing of a bought deal offering (the "Offering"). Pursuant to the Offering, Exro sold 12,722,450 units (the "Units") at a price of \$1.60 per Unit (the "Issue Price") for aggregate gross proceeds of \$20,355,920. The total number of Units sold in the offering includes 1,659,450 Units issued pursuant to the exercise of an overallotment option granted to the Underwriters, which was fully exercised by the Underwriters. Each Unit consists of one common share in the capital of the Company, and one half of one common share purchase warrant (each whole warrant, a "Warrant"). Each Warrant is exercisable for one common share at a price of \$2.00 per common share until February 4, 2025. The Units were offered by way of an amended and restated prospectus supplement dated February 1, 2022, to the Company's base shelf prospectus dated December 16, 2021, filed with the securities regulators in each of the provinces of Canada, copies of which are available under the Company's profile on SEDAR at [sedar.com](http://sedar.com).

#### SUBSEQUENT EVENTS

On April 22, 2022 the Company announced that its Coil Driver™ technology received a Gold Edison Award for Best New Product in manufacturing, logistics and transportation at the 2022 Edison Awards Gala in Fort Myers, Florida.

On May 3, 2022 Exro announced it has signed an agreement for the sale of up to 2,500 units with electric bus manufacturer Vicinity Motor Corp. The agreement commences with a first lot purchase order of 100 units. Over the 36-month term of the agreement, Exro will plan to deliver an increasing volume of its Coil Drive System for up to 2,500 units that includes both a Coil Driver™ and an electric motor, which were designed to meet Vicinity's specific requirements to deploy clean, affordable and accessible electric buses across North America. Exro will also support the development of Vicinity's electric motor chassis for Class 5/6 bus configurations and provide engineering services to enable AC fast-charging using Coil Driver™. Upon complete execution, Vicinity Lightning buses optimized with Coil Driver™ are expected to be on the road in the near term and accessible for private and public transit use in several forward-looking cities in North America.

On May 11, 2022 Exro announced it has signed an agreement with ev Transportation Services, Inc. to supply an initial quantity of 1,000 units of its 100V Coil Drive System beginning in 2023 for use in evTS model year 2023 FireFly vehicles. The agreement commences with an initial purchase order of 1,000 Coil Drive System units, which consists of a Coil Driver™ controller and an optimized electric motor. Over the 36-month term of the agreement, Exro will plan to deliver an increasing volume of its Coil Drive System with production beginning in 2023. With this agreement, evTS FireFly EVs optimized with Exro's Coil Driver™ will be used to execute essential services in leading sustainability-minded cities around the world.

<sup>5</sup> [ISO 9001:2015](https://www.iso.org/standard/55867.html) specifies requirements for demonstrating the ability to consistently provide products and services that meet regulatory requirements and aims to enhance customer satisfaction.

<sup>6</sup> [IATF 16949](https://www.iso.org/standard/55867.html) is the global automotive industry standard for quality management systems.

<sup>7</sup> [ISO 26262](https://www.iso.org/standard/55867.html) addresses safety-related systems that include one or more electrical systems that are installed in series production passenger cars.



## COVID-19

The outbreak of the coronavirus ("COVID-19") pandemic has impacted Exro's plans and activities. The Company has faced disruption to operations, supply chain delays, travel, and trade restrictions. Negative impact on economic activity in affected countries or regions has been difficult to quantify. Such pandemics or diseases has presented a serious threat to maintaining a skilled workforce industry and could be a health-care challenge for the Company. There is no assurance that Exro's personnel will not be impacted by these pandemic diseases, and ultimately the Company would see its workforce productivity reduced or incur increased medical costs/insurance premiums as a result of these health risks. Additional cybersecurity risks exist due to personnel working remotely. In addition, the COVID-19 pandemic has created a dramatic slowdown in the global economy. The duration of the COVID-19 outbreaks and the resultant travel restrictions, social distancing, government response actions, business closures and business disruptions all have an impact on the Company's delivery timelines, operations, and access to capital. There is no assurance that Exro will not be impacted by adverse consequences that may be brought about by the COVID-19 pandemic on global financial markets, may reduce share prices and financial liquidity and thereby that may severely limit the financing capital available.

## RESULTS OF OPERATIONS AND SELECTED FINANCIAL DATA

### Selected quarterly financial data

	Quarter Ended	Net Loss	Basic and diluted loss per common shares	Weighted average number of common shares
Q1	March 31, 2022	(10,115,769)	(0.08)	131,280,873
Q4	December 31, 2021	(6,537,368)	(0.06)	120,889,967
Q3	September 30, 2021	(7,622,230)	(0.06)	120,551,027
Q2	June 30, 2021	(3,742,844)	(0.03)	120,263,248
Q1	March 31, 2021	(6,676,520)	(0.06)	116,343,905
Q4	December 31, 2020	(4,208,256)	(0.04)	106,235,931
Q3	September 30, 2020	(2,989,747)	(0.03)	95,441,272
Q2	June 30, 2020	(2,246,269)	(0.03)	83,002,396

The Company continues to progress the development of its technologies into products which has increased expenses throughout the past 8 quarters, primarily associated with research and development, and increased engineering and administration resources.

### For the three months ended March 31, 2022, compared to the three months ended March 31, 2021

#### Revenue

	For the three months ended			
	March 31, 2022	March 31, 2021	\$ Change	% Change
Revenue	104,260	—	104,260	100 %

Revenue of \$104,260 (March 31, 2021 – nil) was earned in the first quarter of 2022 related to engineering services agreements entered into in late 2021 and early 2022 that were fully delivered during the three months ended March 31, 2022.

#### Selling, general and administration

	For the three months ended			
	March 31, 2022	March 31, 2021	\$ Change	% Change
Selling, general and administration	2,653,998	919,972	1,734,026	188 %

Selling, general and administration expense increased during the three months ended March 31, 2022 by \$1,734,026.00 and 188% to \$2,653,998 (March 31, 2021 – \$919,972). The increase is primarily attributable to:

- Increased business development and marketing costs, which include the Companies presence at trade shows and conferences;
- Higher spend on software and licenses directly in relation to the increased headcount and larger number of projects ongoing compared to the previous period;
- Increased legal fees as a result of growing operations, and litigation related expenses;
- Higher spend on office and rent related expense such as utilities and property taxes as a result of additional facilities in Calgary, Arizona and Michigan; and
- Increased spend on regulatory costs, and listing fees in relation to the Companies planned NASDAQ listing



**Payroll and consulting**

	For the three months ended			
	March 31, 2022	March 31, 2021	\$ Change	% Change
Payroll and consulting fees	2,897,260	1,225,830	1,671,430	136 %

Payroll and consulting fees increased during the three months ended March 31, 2022 by \$1,671,430 and 136% to \$2,897,260 (March 31, 2021 – \$1,225,830) as a result of an increase in the employee headcount to support the Company's sales efforts and growing operations.

**Research and development**

	For the three months ended			
	March 31, 2022	March 31, 2021	\$ Change	% Change
Research and development	948,674	1,047,594	(98,920)	(9)%
Payroll and consulting fees	1,082,585	336,849	745,736	221 %
Share-based payments	251,979	316,709	(64,730)	(20)%
Research and development	2,283,238	1,701,152	582,086	34 %

Research and development costs increased by \$582,086 and 34% to \$2,283,238 (March 31, 2021 – \$1,701,152) for the three months ended March 31, 2022. These costs primarily consist of engineering resources, consulting, and materials to drive development of the Company's technologies to product. The increase is a result of additional expenditures incurred as the Company continues to test and validate several projects to achieve its goal of product commercialization, primarily related reflected through an increase in employees directly involved in research and development activities.

**Share-based payments**

	For the three months ended			
	March 31, 2022	March 31, 2021	\$ Change	% Change
Share-based payments	1,104,152	2,351,405	(1,247,253)	(53)%

Share-based payments decreased by \$1,247,253 and 53% to \$1,104,152 (March 31, 2021 – \$2,351,405) for the three months ended March 31, 2022. No option grants were issued for the three months ended March 31, 2022, and options granted in early 2021 had substantially vested prior to 2022.

**OUTSTANDING SHARE DATA**

As of May 12, 2022, there were 133,842,724 Common Shares issued and outstanding, and other securities convertible into Common Shares as summarized in the following table:

	Number outstanding as of	Number outstanding as of
	May 12, 2022	March 31, 2022
Common shares issued and outstanding	133,842,724	133,842,724
Options	11,394,566	10,802,116
Warrants	8,845,883	8,845,883





## SOURCES AND USES OF CASH

	For the three months ended	
	March 31, 2022	March 31, 2021
Cash used in operating activities	(7,298,714)	(3,841,538)
Cash used in investing activities	(3,147,230)	(6,998,499)
Cash provided by financing activities	18,765,694	1,715,382
Impact of foreign currency translation	90,306	—
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>8,410,056</b>	<b>(9,124,655)</b>
<b>Ending cash balance</b>	<b>23,759,268</b>	<b>39,174,239</b>

Cash used in operating activities is comprised of net loss, add-back of non-cash expenses, and net change in non-cash working capital items. Cash used in operating activities increased to \$7,298,714 for the three months ended March 31, 2022 compared to \$3,841,538 during the same period in 2020. The increase in cash used in operating activities is due to higher expenses, primarily related to payroll, research and development, and general and administrative costs.

Cash used in investing activities of \$3,147,230 for the three months ended March 31, 2022 was primarily related to the purchase of capital assets for the manufacturing facility, and testing equipment. Additional cash outflow related to a reduction in working capital relating to investing activities.

Cash provided by financing activities for the three months ended March 31, 2022 increased to \$18,765,694 compared to \$1,715,382 during the same period in 2020. During the three months ended March 31, 2022 the Company completed a bought deal financing for gross proceeds of \$20,355,920, less share issuance costs of \$1,614,888. In addition the Company received proceeds from the exercise of stock options and warrants for \$25,000 and \$103,500, respectively.

## LIQUIDITY AND CAPITAL RESOURCES

As at March 31, 2022, the Company had cash of \$23,759,268 and accounts payable and accrued liabilities of \$1,894,048. All accounts payable and accrued liabilities are due within 90 days.

The Company intends to finance its future requirements related to anticipated project costs and daily operating costs through a combination of existing working capital surplus, debt, and/or equity issuance.

## CONTINGENCIES

On January 21, 2022, ePropelled Inc. ("ePropelled") filed a patent infringement complaint against Exro in the U.S. District Court for the District of Massachusetts. The Company believes the claim to be frivolous and without merit. Subsequently, on February 15, 2022, the Company filed a defamation lawsuit against ePropelled in Middlesex County Superior Court in the Commonwealth of Massachusetts.

## OFF-BALANCE SHEET ARRANGEMENTS

The Company does not have any off-balance sheet arrangements for the three months ended March 31, 2022.

## CRITICAL ACCOUNTING ESTIMATES

The following are critical judgments that management has made in the process of applying accounting policies and that have the most significant effect on the amounts recognized in the consolidated financial statements:

- i. Management is required to assess the functional currency of the Company. In concluding that the Canadian dollar is the functional currency of the Company, management considered the currency that mainly influences the operating expenditures in the jurisdiction in which the Company operates.
- ii. The determination of categories of financial assets and financial liabilities has been identified as an accounting policy which involves judgments or assessments made by management.
- iii. Judgment is required in determining whether deferred tax assets are recognized in the statement of financial position. Deferred tax assets, including those arising from unutilized tax losses, require management to assess the likelihood that the Company will generate taxable earnings in future periods, in order to utilize recognized deferred tax assets.
- iv. Management is required to determine whether or not the going concern assumption is appropriate for the Company at the end of each reporting period. Considerations taken into account include available information about the future including the availability of financing and revenue projection, as well as current working capital balance and future commitments of the Company.



- v. Judgements are made in determining the fair value of share-based payments which included making estimates of the likelihood of certain milestones being met.
- vi. Judgments are made in determining the appropriate incremental borrowing rate to estimate lease liabilities and evaluating whether or not the Company is reasonably certain to exercise renewal options.
- vii. Where the fair value of financial assets and liabilities recorded on the consolidated statements of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques. The inputs to these models are derived from observable market data where possible, but where observable market data is not available, judgement is required to establish fair values.

#### **PROPOSED TRANSACTIONS**

There are no proposed transactions.

#### **MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS**

The information provided in this report, including the Financial Statements, is the responsibility of management. In the preparation of these statements, estimates are sometimes necessary to make a determination of future values for certain assets or liabilities. Management believes such estimates have been based on careful judgments and have been properly reflected in the accompanying financial statements.

#### **APPROVAL**

The Company's Board of Directors has approved the Company's audited consolidated financial statements for the three months ended March 31, 2022. The Company's Board of Directors has also approved the disclosures contained in this MD&A.

#### **RELATED PARTY TRANSACTIONS**

##### **Key management compensation**

Key management consists of the Officers and Directors who are responsible for planning, directing and controlling the activities of the Company. For the three months ended March 31, 2022 and March 31, 2021, the following expenses were incurred to the Company's key management:

	<b>For the three months ended</b>	
	<b>March 31, 2022</b>	<b>March 31, 2021</b>
Management and consulting fees	703,823	574,039
Share-based payments	784,295	1,824,994
	<b>1,488,118</b>	<b>2,399,033</b>

During the year ended December 31, 2022 the Company purchased capital assets of \$30,539 from a member of key management, and \$7,324 of rent payments were reimbursed by a company controlled by key management. All transactions were conducted at the exchange amount agreed to with the related parties.

#### **FINANCIAL INSTRUMENTS AND FAIR VALUE**

The Company has designated its cash as fair value through profit or loss, finders' fees receivable as loans and receivables and accounts payable and accrued liabilities, related party payable and notes payable as other financial liabilities.

##### **(a) Fair value**

At March 31, 2022 and March 31, 2021, the carrying values of amounts receivable, accounts payable and accrued liabilities approximate their fair values due to the relatively short period to maturity of those financial instruments. The Company measures its cash and investments at fair value.

The Company uses a fair value hierarchy to reflect the significance of the inputs used in making the measurements. The three levels of the fair value hierarchy are as follows:

- Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2: Inputs other than quoted prices included in 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: Inputs that are not based on observable market data.

The fair value of the investments in private companies represents a level 2 instrument based on the common share transactions of the underlying company with third parties during the current and prior periods (refer to note 4 to the financial statements).



## **(b) Financial risk management**

The Company's activities potentially expose it to a variety of financial risks, including credit risk, liquidity risk, and market risk.

### ***Credit risk***

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. As at March 31, 2022, the Company's exposure to credit risk is the carrying value of cash. The Company reduces its credit risk by holding its cash at a major Canadian financial institution.

### ***Liquidity risk***

Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments, including risks associated with reaching commercialization and achieving revenue. To secure the additional capital necessary to pursue its plans, the Company intends to raise additional funds through equity or debt financing (refer to note 1 to the financial statements).

As at March 31, 2022, the Company had cash of \$23,759,268 and accounts payable and accrued liabilities of \$1,894,048. All accounts payable and accrued liabilities are due within 90 days. The Company raised additional funds through equity financing subsequent to March 31, 2022, discussed in note 11 of the financial statements.

The condensed consolidated interim financial statements have been prepared on a going concern basis, which assumes the Company will continue in operation for the foreseeable future and be able to realize its assets and discharge its liabilities in the normal course of business. The Company has not generated substantial revenues to date and has incurred substantial losses to date. The ability for the Company to continue as a going concern is dependent on the Company's ability to raise capital for research and development activities and to achieve product commercialization.

The Company is largely dependent upon external financings to fund its activities. In order to carry out planned development and pay for administrative costs, the Company will spend its existing working capital and raise additional funds as needed through, but not limited to, accessing capital markets, lease financing and debt agreements.

As a result of the factors noted above, there are material uncertainties that may cast significant doubt on the ability of the Company to continue as a going concern. The condensed consolidated interim financial statements do not give effect to adjustments that would be necessary to the carrying values and classifications of assets and liabilities should the Company be unable to continue as a going concern. Such adjustments could be material.

### ***Market risk***

Market risk consists of currency risk, interest rate risk and other price risk. These are discussed further below.

#### ***Foreign exchange risk***

Foreign exchange risk is the risk that the fair value of future cash flows will fluctuate due to changes in foreign exchange rates. The Company has financial assets and financial liabilities denoted in US dollars and Euros and is therefore exposed to exchange rate fluctuations. At March 31, 2022, the Company had the equivalent of CAD \$21,511,508 of net financial assets denominated in US dollars and CAD \$10,250 of net financial liabilities denominated in Euros.

#### ***Interest rate risk***

Interest rate risk consists of two components:

- a) To the extent that payments made or received on the Company's monetary assets and liabilities are affected by changes in the prevailing market interest rates, the Company is exposed to interest rate cash flow risk.
- b) To the extent that changes in prevailing market rates differ from the interest rate in the Company's monetary assets and liabilities, the Company is exposed to interest rate price risk.

Current financial assets and financial liabilities are generally not exposed to interest rate risk because of their short-term nature and maturity.

#### ***Other price risk***

Other price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in market prices, other than those arising from interest rate risk or currency risk.

The Company has exposure to other price risk through its investment in SEA Electric. Changes in the expected share price will impact the fair value of the investment in the Company. A US\$1.00 change in the share price would result in a gain/loss of US\$124,380.



## CONTROLS AND PROCEDURES

### *Disclosure Controls and Procedures*

Disclosure controls and procedures ("DC&P"), as defined in National Instrument 52-109 Certification of Disclosure in Issuers' Annual and Interim Filings, are designed to provide reasonable assurance that information required to be disclosed by the Company in its annual filings, interim filings or other reports filed or submitted by it under securities legislation is recorded, processed, summarized and reported within the time periods specified in the securities legislation and include controls and procedures designed to ensure that information required to be disclosed by the Company in its annual filings, interim filings or other reports filed or submitted under securities legislation is accumulated and communicated to the Company's management, including its certifying officers, as appropriate to allow timely decisions regarding required disclosure.

There were no changes in the Company's DC&P during the period ended March 31, 2022 that materially affected, or are reasonably likely to materially affect, the Company's DC&P.

### *Internal Controls Over Financial Reporting*

Internal control over financial reporting ("ICFR"), as defined in National Instrument 52-109, includes those policies and procedures that:

1. pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect transactions and dispositions of assets of the Company;
2. are designed to provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles and that receipts and expenditures of the Company are being made in accordance with authorizations of management and Directors of Surge; and
3. are designed to provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements.

The Chief Executive Officer and Chief Financial Officer are responsible for designing internal controls over financial reporting or causing them to be designed under their supervision in order to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. The Company's Chief Executive Officer and Chief Financial Officer have designed, or caused to be designed under their supervision, disclosure controls and procedures to provide reasonable assurance that: (i) material information relating to the Company is made known to the Company's Chief Executive Officer and Chief Financial Officer by others, particularly during the period in which the annual filings are being prepared; and (ii) information required to be disclosed by the Company in its annual filings, interim filings or other reports filed or submitted by it under securities legislation is recorded, processed, summarized and reported within the time period specified in securities legislation.

The Committee of Sponsoring Organizations of the Treadway Commission ("COSO") 2013 framework provides the basis for management's design of internal controls over financial reporting. Management and the Board work to mitigate the risk of a material misstatement in financial reporting; however, a control system, no matter how well conceived or operated, can provide only reasonable, not absolute, assurance that the objectives of the control system are met and it should not be expected that the disclosure and internal control procedures will prevent all errors or fraud.

There were no changes in the Company's ICFR during the period ended March 31, 2022 that materially affected, or are reasonably likely to materially affect, the Company's ICFR.

## RISKS FACTORS

Current and prospective shareholders should specifically consider various risk factors, including, but not limited to, the risks outlined below and particularly under the heading "Risk Factors" in the Company's 2021 Annual Information Form filed on SEDAR ([www.sedar.com](http://www.sedar.com)). Should one or more of these risks or uncertainties, including the risks listed below, or a risk that is not currently known to us materialize, or should assumptions underlying those forward-looking statements prove incorrect, actual results may vary materially from those described herein.

## FORWARD-LOOKING INFORMATION OR STATEMENTS AND CAUTIONARY FACTORS THAT MAY AFFECT FUTURE RESULTS

Certain statements contained in the following MD&A constitute forward-looking statements (within the meaning of the Canadian securities legislation and the U.S. Private Securities Litigation Reform Act of 1995) that involve risks and uncertainties. Forward-looking statements are frequently, but not always, identified by words such as "expects", "anticipates", "believes", "intends", "estimates", "potential", "possible" and similar expressions, or statements that events, conditions or results "will", "may", "could" or "should" occur or be achieved. The forward-looking statements may include statements regarding work programs, capital expenditures, timelines, strategic plans, market price of commodities or other statements that are not statement of fact. Forward-looking statements are statements about the future and are inherently uncertain, and actual achievements of the Company may differ materially from those reflected in forward-looking statements due to a variety of risks, uncertainties and other factors. For the reasons set forth above, investors should not place undue reliance on forward-looking statements. Important factors that could cause actual results to differ materially from the Company's expectations include uncertainties involved in disputes and litigation, fluctuations in currency exchange rates; uncertainty of estimates of capital and operating costs.



The need to obtain additional financing and uncertainty as to the availability and terms of future financing; and other risks and uncertainties disclosed in other information released by the Company from time to time and filed with the appropriate regulatory agencies.

It is the Company's policies that all forward-looking statements are based on the Company's beliefs and assumptions which are based on information available at the time these assumptions are made. The forward-looking statements contained herein are as of May 12, 2022 and are subject to change after this date, and the Company assumes no obligation to publicly update or revise the statements to reflect new events or circumstances, except as may be required pursuant to applicable laws.

Although management believes that the expectations represented by such forward-looking information or statements are reasonable, there is significant risk that the forward-looking information or statements may not be achieved, and the underlying assumptions thereto will not prove to be accurate. Forward-looking information or statements in this MD&A include, but are not limited to, information or statements concerning our expectations regarding the ability to raise additional funds and find additional value in the biotechnology assets held.

Actual results or events could differ materially from the plans, intentions and expectations expressed or implied in any forward-looking information or statements, including the underlying assumptions thereto, as a result of numerous risks, uncertainties and factors including: the possibility that opportunities will arise that require more cash than the Company has or can reasonably obtain; dependence on key personnel; dependence on corporate collaborations; potential delays; uncertainties related to early stage of technology and product development; uncertainties as to fluctuation of the stock market; uncertainties as to future expense levels and the possibility of unanticipated costs or expenses or cost overruns; and other risks and uncertainties which may not be described herein. The Company has no policy for updating forward looking information beyond the procedures required under applicable securities laws.

In particular, this MD&A contains forward-looking statements pertaining to the following:

- Exro's business plans, outlook and strategy;
- Exro's expectation with respect to its future purchase orders, sales agreements, and production;
- Exro's expectation with respect to its future hiring and R&D activities;
- the timing of completion of Exro's capital program, additional dynamometer bays and the manufacturing facility, including installation and commissioning of components and equipment;
- Exro's total annual production capacity subsequent to completion of its capital program;
- Exro's ability to increase future manufacturing capacity in Calgary;
- Expectations regarding the Company's evaluation of growth opportunities and plans with respect to the same;
- anticipated supply and demand of Exro's products; and
- expectations with regard to Exro's ability to maintain and raise adequate source of funding to finance the Company's operations and development.

Certain of the above listed forward-looking statements constitute future-oriented financial information and financial outlook information (collectively, "FOFI") about Exro's prospective financial position, including, but not limited to, that operational cost efficiencies to be realized within growth assuming completion of the 2022 capital program and that 2022 capital program will result in sustainable and profitable growth in 2023 and beyond. FOFI contained in this MD&A were made as of the date hereof and is provided for the purpose of describing Exro's anticipated future business operations.

Some of the risks which could affect future results and could cause results to differ materially from those expressed in the forward-looking information and statements contained herein include the risk factors set out in Exro's annual information form and include, but not limited to:

- Global supply shortage of semi-conductors and micro chips could have a material adverse effect on the timelines of reaching production stages;
- Factors outside Exro's control may impact Exro's ability to successfully execute its commercialization plan;
- Potential delays in Coil Driver™ on road validation testing with customers;
- Potential delays in delivery of the first Coil Driver™ products to LAND, SEA and other pipeline customers;
- The planned rollout of SEA's Class 8 electric truck for the Canadian market and related volume production targets may not develop as anticipated which may impact pricing and sales agreement negotiations post completion of successful validation testing;
- Delays in the production and delivery of planned demonstration vehicles for both SEA and Exro in-house purposes;
- May not have enough orders to fill full capacity of the production facility;



- The opening of Exro's Calgary manufacturing facility may experience delays in construction and/or equipment installation, which may also result in delays for obtaining necessary ISO and automotive certifications;
- Anticipated market demand and sales orders may differ based on changes in customers' pipelines and/or product requirements;
- A new feature set for the patented Coil Driver™ technology related to vehicle charging has yet to be deployed and may be subject to development delays and risks related to the scaling of EV charging infrastructure;
- A joint promotion of the technology by Linamar and Exro to the market with the intention of commercializing the Coil Driver™ e-Axle into series production may not realize unless the validation testing is complete and successful; and
- Potential delays in completion of testing and validation of future Coil Driver™ prototypes.

Exro's actual results could differ materially from those anticipated in these forward-looking statements as a result of the risk factors set forth above and as set out under the heading "Risk Factors" in the Company's 2021 Annual Information Form available on SEDAR at [www.sedar.com](http://www.sedar.com). Readers are cautioned that the foregoing lists of factors are not exhaustive. The forward-looking statements and FOFI contained in this MD&A are expressly qualified by this cautionary statement. Exro does not undertake any obligation to update or revise any forward-looking statements or FOFI, whether as a result of new information, future events or otherwise, unless required by law.

Calgary, AB

May 12, 2022