



Neptra Foods Inc. (“Neptra” or the “Company”)

MANAGEMENT’S DISCUSSION AND ANALYSIS FOR THE THREE AND YEAR ENDED MARCH 31, 2025

Dated as of August 15, 2025

(All amounts expressed in Canadian dollars, unless otherwise stated)

CAUTIONARY NOTE REGARDING FORWARDING LOOKING STATEMENTS AND DISCLAIMER

Certain statements in this MD&A are forward-looking statements which reflect management’s expectations regarding future growth, results of operations, performance, business prospects and opportunities such as the Company's ability to meet financial commitments and its ability to raise funds when required. Forward-looking statements consist of statements that are not purely historical, including any statements regarding beliefs, plans, expectations, or intentions regarding the future. When used in this MD&A, such information uses such words as “may”, “would”, “could”, “will”, “intend”, “predict”, “aim”, “seek”, “potential”, “expect”, “believe”, “plan”, “anticipate”, “estimate” or the negative of these terms, or other similar expressions intended to identify forward-looking statements. Such statements are subject to risks and uncertainties that may cause actual results, performance, or developments to differ materially from those contained in the statements. No assurance can be given that any of the events anticipated by the forward-looking statements will occur or, if they do occur, what benefits the Company will obtain from them. These forward-looking statements reflect management’s current views and are based on certain assumptions only as of the date of this report. These assumptions, which include management’s current expectations, the global economic environment, and the Company’s ability to manage its operating costs, may prove to be incorrect. New factors emerge from time to time, and it is not possible for management to predict all such factors and to assess in advance the impact of each such factor on the Company’s business or the extent to which any factor, or combination of factors, may cause actual realities to differ materially from those contained in any forward-looking statements. There is a significant risk that such forward-looking statements or information will not prove to be accurate. No forward-looking statement is a guarantee of future results. Several risks and uncertainties could cause actual results to differ materially from those expressed or implied by the forward-looking statements.

The Company disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. Accordingly, readers should not place undue reliance on forward-looking statements and forward-looking information contained in this MD&A. The forward-looking information contained in this MD&A is expressly qualified by this cautionary statement.

Going Concern

During the year ended March 31, 2025, the Company incurred a net loss of \$2,335,340 and as at March 31, 2025, had an accumulated deficit of \$22,994,846. The Company’s ability to continue its operations and to realize its assets at their carrying values is dependent upon the Company’s ability to raise financing and generate profits and positive cash flows from operations in order to cover its operating costs. From time to time, the Company generates working capital to fund its operations by raising capital through equity or debt financing. However, there is no assurance the Company will be able to continue to raise capital this way in the future. The accompanying consolidated financial statements do not give effect to any adjustments required for the Company to realize its assets and discharge its liabilities in other than the normal course of business and at amounts different from those reflected in the accompanying consolidated

financial statements. If the going concern assumption was not appropriate for the accompanying financial statements, adjustments would be necessary to the statement of financial position classifications used. Such adjustments could be material. Additional funds will be required to enable the Company to pursue its initiatives, and the Company may be unable to obtain such financing on terms which are satisfactory to it. Furthermore, there is no assurance that the business will be profitable. These factors indicate the existence of a material uncertainty that may cast doubt about the Company's ability to continue as a going concern. Should the Company be unable to complete these plans to obtain additional financing and be unable to continue as a going concern, the Company may be forced to cease operations.

The following MD&A of the Company's financial condition and results of operations for the years ended March 31, 2025 2024 should be read in conjunction with the audited consolidated financial statements for years ended March 31, 2025 and 2024. It should also be noted that since the Company is filing this MD&A effective August 15, 2025, general business information contained herein is reported as of the effective date noted above. The requisite financial data presented for the relevant periods has been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and interpretations issued by the International Financial Reporting Interpretations Committee ("IFRIC"). All currency amounts are expressed in Canadian dollars, unless otherwise noted.

Regulatory and Filing Status

Neptra Foods Inc. is classified as a "venture issuer" for the purposes of National Instrument 51-102. This MD&A was approved by the Directors on August 15, 2025.

On October 10, 2023, the British Columbia Securities Commission (the "BCSC"), issued a cease trade order (the "CTO") to the Company as a result of the Company's inability to file its annual audited consolidated financial statements for the year ended March 31, 2023, its consolidated financial statements for the three and six months ended September 30, 2023, the related MD&As for the periods ended March 31, 2023 and June 30, 2023, and the required CEO and CFO certifications of annual and interim filings for the periods ended March 31, 2023 and June 30, 2023 (collectively, the "Required Filings") by the applicable filing deadlines.

On July 5, 2024, the BCSC and the Ontario Securities Commission issued a full revocation of the Company's failure-to-file cease trade order.

MATERIAL EVENTS THAT OCCURRED FROM MARCH 31, 2024, TO MARCH 31, 2025

On April 5, 2024, Neptra US entered into a short-term loan agreement with Willam Hogan, securing a total of \$950,000USD advanced to the subsidiary over the preceding four months to provide for additional inventory and working capital expenditures. The loan was settled through the issuance of 26,445,572 common shares on July 23, 2024. Immediately following the transaction, William Hogan controlled approximately 41.84% of the Company's common shares.

On July 1, 2024, the Company modified its lease agreement for various production and manufacturing equipment. Commencing on July 1, 2024, the Company committed to paying USD\$150,000 for the first and second months of the lease term and USD\$3,700 monthly thereafter until March 1, 2027. Upon paying the USD\$300,000 due in the first two months, ownership over certain equipment under the lease would transfer to the Company. As at the date of this MD&A, the first- and second-month commitments have been paid.

On July 15, 2024, Neptra US entered into an additional short-term loan agreement with William Hogan, securing a total of \$375,000USD. The loan is due on or before July 31, 2025, carries an interest rate of 6% which is being accrued to term and is secured by the assets of the subsidiary.

On August 9, 2024, William Hogan was appointed as the CEO, and a director of the Company.

On August 9, 2024, the Company entered into a Master Purchase Order Agreement and an Accounts Receivable Purchase Agreement with the same lender. Under these agreements, the lender acquires products from third-party vendors at the Company's request, which the Company then purchases to fulfill customer orders. Upon invoicing the customer, the related financing is settled using funds from the Accounts Receivable factoring arrangement with the same lender. The loan is secured by the Company's assets.

On October 2, 2024, the U.S. Small Business Administration under the Economic Injury Disaster Loan was paid off in its entirety, all principal and accrued interest outstanding, with a single lump sum payment of USD\$172,572 (CAD\$232,765).

On October 4, 2024, Tim Hogan and Andrew Contiguglia were appointed as independent directors of the Company.

On October 4, 2024, the Company formed the Company's Audit Committee and Compensation Committee.

On February 20, 2025, William Hogan transferred 3,000,000 common shares of Nepra Foods Inc. to three third parties. This transaction reduced his holdings from approximately 41.84% to 39.23% of the issued and outstanding common shares on a partially diluted basis.

On February 27, 2025, the Company entered into a revenue purchase agreement whereby it sold a portion of its future revenue for proceeds of USD \$130,000 (CAD \$180,906). Under the terms of the agreement, the purchaser is entitled to receive total repayments of USD \$171,600 (CAD \$238,796), representing a discounted sale of future receivables. The arrangement is not classified as debt and bears no interest. Under the agreement, the Company is required to make fixed weekly payments until the total purchased amount is repaid.

COMPANY OVERVIEW

Nepra was incorporated on November 27, 2020, under the provisions of the British Columbia Business Corporations Act. The Company operates as a vertically integrated healthy plant-based food and specialty ingredient company supporting allergen free and functional food brands. The Company's head office is located at 7025 S. Revere Parkway, Unit 100, Centennial, Colorado, USA 80112. The Company's registered and records office is located at Suite 1500, 1055 West Georgia Street, Vancouver, British Columbia, Canada, V6E 4N7.

The Company's wholly owned material subsidiaries include Nepra Foods, Ltd. ("Nepra US"), incorporated on August 15, 2019 as a limited liability company ("LLC") under the provisions of the Colorado Revised Status and Gluten Free Baking Solutions, LLC ("GFBS"), incorporated on August 10, 2016. On November 1, 2020, Nepra US converted from a LLC to a corporation.

Nepra specializes in gluten-free based food ingredients and consumer products. The global market for gluten-free foods is significant and by 2032, the market is projected to be valued at 14 billion U.S. dollars, more than double the 2022 market value¹. The Company has developed and sourced specialty ingredients and blends that make it easier for commercial bakeries and leading food brands to offer cutting-edge gluten-free products to their customers. The principal product offerings are targeted at bakeries who seek gluten-free solutions for breads, confectionary, savory, and sweet snack products. The key to Nepra's success has been and will continue to be the focus on identifying production problems in the gluten-free bakery workflow, developing ingredient compositions that meet or exceed the bakeries expectations and through that process become the ingredient supplier of choice.

The Company operates from a 31,000 sq ft. production facility and research and development ("R&D") laboratory in Centennial, Colorado and their focus is on developing and supplying gluten-free ingredients and gluten-free food products to commercial bakeries and specialty retailers.

¹ Statista. (n.d.). Global gluten-free food market size from 2016 to 2025 (in billion U.S. dollars). Retrieved from <https://www.statista.com/statistics/248467/global-gluten-free-food-market-size/#:~:text=The%20global%20market%20for%20gluten,to%2014%20billion%20U.S.%20dollars>

Key Facts About Nepra:

The Company's Plant-Based Ingredients are comprised of gluten-free and allergen-free specialty ingredients and flour mixes for food manufacturers. Gluten-free has been a growing market segment in the food industry for many years now. Management believes that certain gluten-free foods are perceived as being less desirable than the same food in the full gluten category. Gluten-free products tend to be carbohydrate heavy, low in nutrients and lacking in flavor.

Nepra has developed ingredients that support gluten-free foods that are lower in carbohydrates, nutrient rich and full of flavor. The Company has developed relationships with ingredient manufacturers in the United States and around the world to identify certain quality ingredients. The Company's goal is to provide gluten-free foods with the same texture, flavor, and nutrition at a reasonable price upcharge, to take advantage of this market opportunity.

Nepra has developed a line of gluten-free flours that make the production process easier to manage with less end product waste. The Company has been successful in improving the quality and nutrition of gluten-free bread while reducing costs in the production and distribution process and has curated its specialty products under the Nepra Absolutely Essential Blends brand of proprietary starch blends and Rheoflex® brand of pre-gel starches and flours.

Through its strategic leverage of its manufacturing facilities and exclusive distribution agreements with international ingredient manufacturers, the Company's products are offered to commercial food manufacturers.

The Company's mission is to "promote healthy allergen-free foods". Milk, eggs, fish, shellfish, tree nuts, peanuts, wheat, and soybeans are all major food allergens according to the United States Food and Drug Administration ("FDA") and the Food Allergen Labeling and Consumer Protection Act of 2004, Public Law 108-282, Title II, as amended ("FALCPA"). The Company's products consist of (i) gluten-free and allergen-free plant-based specialty ingredients, custom formulated blends and mixes sold business-to-business or "B2B" ("Specialty Ingredients"), (ii) plant-based value-added specialty proteins ("Plant-Based Proteins"), (iii) custom formulated blended dry ingredients, ("Blending") and (iv) Specialty allergen free, gluten free dried pasta ("PROPASTA®"). The Company holds Hazard Analysis and Critical Control Points ("HACCP") and Good Manufacturing Practices ("GMP") certifications for its production facility and is currently pursuing its Global Food Safety Initiative ("GFSI") certification.

Nepra offers a variety of proprietary and special ingredients and blends for creating exceptional gluten-free, plant-based products.

- **Nepra Base 30 (EB-30):** This blend consists of modified tapioca starch, high-amylose wet-milled rice flour, and high-amylose rice starch. It appears as a fine white powder, free from lumps, foreign matter, with a neutral flavor and odor.
- **Functional Starches:** Nepra's functional starches go beyond thickening and binding. They enhance culinary creations by providing unique properties and benefits. Examples include: RS4-type Resistant Starch (RS-3700): Useful for various food applications, Cassava (RFC): Offers instant thickening. Rheoflex™ Native (RFN): Improves texture. Rheoflex™ Modified (RFM): Enhances freeze-thaw stability
- **Hemp-based Solutions:** Nepra's hemp-derived products span nutrition, sustainability, and versatile applications. Some options include Hemp Heart Flour (HHF-50): A versatile ingredient, Texturized Hemp Protein (THP®): Ideal for plant-based recipes, Hemp Heart Protein 70% (HHP-70) and Hemp Heart Protein 80% (HHP-80): Rich in protein

Future State of Nepra:

The Company has been able to grow its base of core revenues on the supply of gluten free ingredients to bakeries throughout North America since its formation in 2016. The journey has been led by a proactive attempt to find solutions for commercial bakeries that recognize the need to offer gluten free products in their SKU's. Due largely to the many ingredients (upwards of 18) used in a successful gluten free application, the nature of the ingredient, the quantity used and/or the blending process can be subject to trial and error. The Company is a leading solution provider,

curating ingredients that result in the correct taste and outcome for products sought by gluten-free customers. In doing so, Nepra has established loyalty and trust with its bakery customers.

Business Model:

Nepra's business model is not traditional and is unique from other ingredient manufacturers. The Company is completely solution-based and secures its customers from its position as a leader in food science and the art of ingredient blending.

- Through its ingredient formulations and blending processes, the Company can deliver specific, scalable, and consistent repeatable ingredient products and services to both US and international customers.
- The Company will generate repeatable revenue paths from customers who have relied upon the unique solution-based methods of gaining trust and loyalty with its bakery customers.
- The Company's business model has been designed as needing revolving low-cost conventional inventory financing, which as the business scales will track the anticipated growth.
- Proprietary formulations and trade secrets developed over several years are the keys to successful application of ingredient recipes into virtually all gluten-free production environments.

During the year ended March 31, 2025, the Company focused on the sale and processing of specialty ingredients and developing new products for both B2B and consumer channels.

Competitive strengths:

Product Development, Branding and Standard Operating Procedures ("SOPs"): The business commenced in Colorado, where the Company leveraged its prior relationships in the ingredient supply chain to develop trusting relationships with bakeries and with whom the Company has been a consistent solution provider to these entities. Ingredient sourcing for the gluten free product market was an essential element to success, as was the ability to provide innovative formulations using those ingredients to customers for specific product applications. These new formulations have improved the overall quality of gluten free products available to consumers.

Management Team: Nepra's management team possesses expertise in the food science and gluten-free applications for ingredients, finance, capital markets, regulations, operations, project management, and marketing. This team has proven its ability to grow and scale from the experience gained by the team over many years.

Replicable Processes and Scalability: The Company's production processes are replicable and scalable, resulting in consistent quality and function across all the Company's products.

OVERALL PERFORMANCE

The key factors pertaining to the Company's overall performance for the year ended March 31, 2025, are as follows:

The Company recorded revenue of \$6,253,768 for the year ended March 31, 2025, as compared to revenue of \$4,161,354 for the year ended March 31, 2024. The increase is largely due to new customer acquisitions.

The net loss for the year ended March 31, 2025, was \$2,335,340 (2024: \$4,536,525). The improvement was driven primarily by lease-related items, moving from a \$100,504 loss on lease modification in 2024 to a \$721,964 gain on forgiveness of lease payments in 2025, together with stronger gross profit (\$1,317,959 vs \$327,890). Operating expenses also decreased, including a \$286,863 reduction in bad debt provision, \$212,285 lower salaries and wages, and \$183,500 lower research and development costs. These improvements were partly offset by a \$121,862 loss on sale of equipment and higher professional fees, increased by \$87,684 in the current fiscal year.

For additional information on the differences in revenue and net loss for the year ended March 31, 2025 compared to the year ended March 31, 2024, see the section titled “*Results of Operations for the years ended March 31, 2025 and 2024*”, beginning on page 7 of this MD&A.

The Company had negative operating cash flow for the year ended March 31, 2025. Cash used in operating activities was \$1,197,919, compared to \$1,907,601 for the year ended March 31, 2024. The primary reason for the decrease in cash used in operating activities was changes in inventories, increasing by \$552,532, and accounts receivable, increasing by \$261,896, indicating fewer advance payments. For additional information on the Company’s cashflows, see the section titled “*Cash Flows*”, beginning on page 11 of this MD&A.

Working capital deficit remain unchanged in \$3,794,788 as of March 31, 2025, compared to a deficit of \$2,003,585 as of March 31, 2024. This increase is primarily due to an increase in loans payable and accounts payable and accrued liabilities. This was partially offset from the settlement of debt through the issuance of common shares and a decrease in lease liabilities resulting from lease renegotiations effective July 1, 2024. For additional information on the Company’s liquidity and capital resources, see the section titled “*Liquidity and Capital Resources*”, beginning on page 10 of this MD&A.

Results of Operations for the Three Months Ended March 31, 2025 and 2024

Revenue

For the three months ended March 31, 2025, the Company generated total revenues of \$2,291,391 which is an increase of \$1,536,243 from revenue of \$755,148 for the three months ended March 31, 2024. The increase in revenue is mostly a result of purchases from new customers and improved sales of starch products.

Cost of sales and gross profit

For the three months ended March 31, 2025, the Company’s cost of sales and gross profit were \$1,884,300 and \$407,091, respectively, compared to \$727,614, and \$27,534, for the three months ended March 31, 2024 and gross profit margin of 17.77% for the three months ended March 31, 2025 compared to 3.65% for the three months ended March 31, 2024. The variation in gross profit margin is a result of the gross profit margin on starch products increasing from the comparative quarter due to a decline in the costs of ingredients. The variation in gross profit margin was also impacted by an increase in revenue from blending services from the comparative quarter.

Expenses

Professional fees decreased by \$67,646 from \$169,792 for the three months ended March 31, 2024, to \$102,146 for the three months ended March 31, 2025. This decrease is primarily due to lower legal costs related to general corporate matters, along with higher accounting fees incurred during the comparative period.

Research and development decreased by \$84,418 from \$128,722 for the three months ended March 31, 2024, to \$44,304 for the three months ended March 31, 2025. The decrease is a result of lower spending on research and development activities in an effort to conserve cash during the year ended March 31, 2025.

Salaries and benefits decreased by \$78,637 from \$520,513 for the three months ended March 31, 2024, to \$441,876 for the three months ended March 31, 2025. The decrease is a result of retaining fewer staff in an effort to conserve cash during the year ended March 31, 2025.

General and administrative costs for the three months ended March 31, 2025 and 2024 is summarized as follows:

For the three months ended March 31,	2025	2024	Change (\$)	Change (%)
Advertising and promotion	\$ 3,480	\$ 9,420	\$ (5,940)	(63%)
Insurance	20,986	22,125	(1,139)	(5%)
Meals and entertainment	16	411	(395)	(96%)
Office expenses	80,376	38,629	41,747	(108%)
Other rent	78,324	74,149	4,175	(6%)
Equipment rent	2,372	5,059	(2,687)	(53%)
Repairs and maintenance	181	3,430	(3,249)	(95%)
Shareholder communication	17,105	7,591	9,514	(125%)
Subscriptions and dues	16,781	3,463	13,318	(385%)
Utilities	11,933	14,445	(2,512)	(17%)
Total general and administrative	\$ 231,554	\$ 178,722	\$ 52,832	30%

General and administrative costs increased by \$52,832 from \$178,722 for the three months ended March 31, 2024, to \$231,554 for the three months ended March 31, 2025. The increase is primarily driven by higher office expenses, subscription and dues, in addition to increased shareholder communication.

Other items

During the three months ended March 31, 2025, the Company incurred a \$147,045 loss related to the settlement of debt. No comparable transactions occurred during the prior period. Additionally, the Company recorded a loss of \$121,862 from the sale of assets, compared to \$nil in the same period in 2024. This was driven by the sale of equipment that was no longer in use. No comparable asset sales occurred during the prior period.

Results of Operations for the Years Ended March 31, 2025 and 2024

Revenue

For the year ended March 31, 2025, the Company generated total revenues of \$6,253,768 which is an increase of \$2,092,414 from revenue of \$4,161,354 for the year ended March 31, 2024. This increase in revenue is mostly due to the acquisition of a new customer and increased sales of starch products. The increase in revenue is also due to an increase in consulting revenue of \$14,618 for services rendered in the year ended March 31, 2025.

Cost of sales and gross profit

For the year ended March 31, 2025, the Company's cost of sales and gross profit were \$4,935,809 and \$1,317,959, respectively, compared to \$3,833,464, and \$327,890, respectively, for the year ended March 31, 2024 and gross profit margin of 21.07% for the year ended March 31, 2025 compared to 7.88% for the year ended March 31, 2024. The variation in gross profit margin is a result of the gross profit margin on starch products increasing from the comparative period due to a decline in the costs of ingredients. The variation in gross profit margin was also impacted by an increase in revenue from blending services from the comparative period. Furthermore, the variation in gross profit margin was further impacted by equipment lease renegotiations occurring during the year ended March 31, 2025, which resulted in a decline in depreciation on production equipment.

Expenses

Professional fees increased by \$87,684 from \$517,215 for the year ended March 31, 2024, to \$604,899 for the year ended March 31, 2025. This increase is a result of the Company incurring higher consulting and legal costs in relation to general corporate matters during the year ended March 31, 2025.

Research and development decreased by \$185,221 from \$278,950 for the year ended March 31, 2024, to \$95,450 for the year ended March 31, 2025. The decrease is a result of lower spending on research and development activities to conserve cash during the year ended March 31, 2025.

Salaries and benefits decreased by \$212,285 from \$1,778,395 for the year ended March 31, 2024, to \$1,566,110 for the year ended March 31, 2025. The decrease is a result of retaining fewer staff in an effort to conserve cash during the year ended March 31, 2025.

General and administrative costs for the year ended March 31, 2025 and 2024 is summarized as follows:

For the year ended March 31,	2025	2024	Change (\$)	Change (%)
Advertising and promotion	\$ 55,368	\$ 103,450	\$ (48,082)	(46%)
Insurance	80,052	84,512	(4,460)	(5%)
Meals and entertainment	1,569	832	737	89%
Office expenses	199,464	200,338	(874)	0%
Other rent	311,309	257,052	54,257	21%
Equipment rent	17,502	21,678	(4,176)	(19%)
Repairs and maintenance	17,523	9,027	8,496	100%
Shareholder communication	46,353	20,584	25,769	125%
Subscriptions and dues	93,821	32,300	61,521	190%
Utilities	43,062	45,710	(2,648)	(6%)
Total general and administrative	\$ 866,023	\$ 775,483	\$ 90,540	12%

General and administrative costs increased by \$90,540 from \$775,483 for the year ended March 31, 2024, to \$866,023 for the year ended March 31, 2025. Increases in repairs and maintenance, other rent, and shareholder communication expenses were offset by decreases in insurance and advertising and promotion expenses.

Other items

Other income increased by \$89,744 from \$53,097 for the year ended March 31, 2024, to \$142,841 for the year ended March 31, 2025. Other income consists of an accounts payable balance written off during the period. Additionally, other income includes the forgiveness of salary balances owed to two directors of the Company during the year ended March 31, 2025.

During the year ended March 31, 2024, the Company recognized a loss of \$100,504 on its lease modification in comparison to a gain of \$721,964 on the forgiveness of unpaid lease amounts for the year ended March 31, 2025 as the Company's equipment lease was re-negotiated with more favourable terms.

During the year ended March 31, 2025, the Company incurred a loss of \$78,031 on the settlement of debt, primarily due to the full repayment of the U.S. Small Business Administration's Economic Injury Disaster Loan, which was settled in a single lump sum payment of USD\$172,572 (CAD\$247,696).

During the year ended March 31, 2025, the Company recorded a loss of \$121,862 from the sale of assets, compared to \$nil in the same period in 2024. This was driven by the sale of equipment that was no longer in use. No comparable asset sales occurred during the prior period.

Summary of Quarterly Results

The following financial data was derived from the eight most recently completed financial quarters:

	March 31, 2025	December 31, 2024	September 30, 2024	June 30, 2024
Revenue	\$ 2,291,391	\$ 1,450,641	\$ 1,206,553	\$ 1,305,183
Net income (loss) for the period	\$ (996,996)	\$ (559,191)	\$ 81,269	\$ (860,422)
Loss per share - basic and diluted	\$ (0.01)	\$ (0.01)	\$ 0.00	\$ (0.01)
Weighted average number of shares outstanding	102,197,386	101,111,574	97,805,877	77,971,698

	March 31, 2024	December 31, 2023	September 30, 2023	June 30, 2023
Revenue	\$ 755,148	\$ 1,158,176	\$ 886,457	\$ 1,361,573
Net loss for the period	\$ (1,497,002)	\$ (1,024,206)	\$ (994,743)	\$ (1,020,574)
Loss per share - basic and diluted	\$ (0.03)	\$ (0.02)	\$ (0.02)	\$ (0.02)
Weighted average number of shares outstanding	52,055,838	64,256,938	52,189,183	52,055,838

For the three months ended March 31, 2025, the Company's cost of goods sold and gross profit were \$1,884,300 and \$407,091, respectively, compared to \$727,614, and \$27,534 for the three months ended March 31, 2024 and gross profit margin of 17.77% for the three months ended March 31, 2025 compared to 3.65% for the three months ended March 31, 2024. The variation in gross profit margin is a result of the gross profit margin on starch products increasing from the comparative quarter due to a decline in the costs of ingredients. The variation in gross profit margin was also impacted by an increase in revenue from blending services from the comparative quarter. Furthermore, the variation in gross profit margin was further impacted by equipment lease renegotiations occurring during the three months ended September 30, 2024, which resulted in a decline in depreciation on production

For the three months ended December 31, 2024, the Company's cost of sales and gross profit were \$1,053,061 and \$397,580, respectively, compared to \$1,158,107, and \$1,107,567 for the three months ended December 31, 2023 and gross profit margin of 27.41% for the three months ended December 31, 2024 compared to 4.36% for the three months ended December 31, 2023. The variation in gross profit margin is a result of the gross profit margin on starch products increasing from the comparative quarter due to a decline in the costs of ingredients. The variation in gross profit margin was also impacted by an increase in revenue from blending services from the comparative quarter. Furthermore, the variation in gross profit margin was further impacted by equipment lease renegotiations occurring during the three months ended September 30, 2024, which resulted in a decline in depreciation on production

For the three months ended September 30, 2024, the Company's cost of sales and gross profit were \$924,841 and \$281,712, respectively, compared to \$843,568, and \$42,889 for the three months ended September 30, 2023 and gross profit margin of 23.35% for the three months ended September 30, 2024 compared to 4.84% for the three months ended December 31, 2023. The variation in gross profit margin is a result of the gross profit margin on starch products increasing from the comparative quarter due to a decline in the costs of ingredients. The variation in gross profit margin was also impacted by an increase in revenue from blending services from the comparative quarter. Furthermore, the variation in gross profit margin was further impacted by equipment lease renegotiations occurring during the three months ended September 30, 2024, which resulted in a decline in depreciation on production

Revenue decreased from \$1,305,183 for the three months ended June 30, 2024, to \$1,206,553 for the three months ended September 30, 2024. In the three months ended June 30, 2024, higher volumes of starch products were sold resulting in a significant increase in revenue. In the three months ended September 30, 2024, production slowed as a result of the delayed launch of certain products by customers. Net loss decreased from \$860,422 for the three months ended June 30, 2024, to \$81,269 for the three months ended September 30, 2023. The decrease in quarterly net loss is primarily attributed to a gain of \$708,748 on lease modification as the Company's equipment lease was renegotiated resulting in more favourable terms.

Revenue increased from \$755,148, for the three months ended March 31, 2024, to \$1,305,183 for the three months ended June 30, 2024. In the three months ended March 31, 2024, sale of starch products was initiated due cash flow issues experienced by the Company which inhibited the Company from purchasing inventory for processing and resale. In the three months ended June 30, 2024, higher volumes of starch products were sold resulting in a significant increase in revenue. Net loss decreased from \$1,497,002 for the three months ended March 31, 2024, to \$860,422 for the 3 months ended June 30, 2024. The decrease in quarterly net loss is primarily attributed to a quarter over quarter decrease in bad debt of \$168,528, research and development of \$105,462 and salaries and benefits of \$179,448.

Revenue decreased from \$1,158,107, for the three months ended December 31, 2023, to \$755,148 for the three months ended March 31, 2024. The decrease is mainly due to a decrease in sales of starch products stemming from cash flow issues experienced by the Company which inhibited the Company from purchasing inventory for processing and resale. Net loss increased from \$1,024,206 for the three months ended December 31, 2023, to \$1,497,002 for the 3 months ended March 31, 2024. The increase in quarterly net loss is primarily attributed to a quarter over quarter increase in bad debt of \$185,933 and salaries and benefits of \$155,347. The increase in bad debt is due to certain accounts being deemed uncollectible during the three months ended March 31, 2024 and being written off.

Revenue increased from \$886,457, for the three months ended September 30, 2023, to \$1,158,107 for the three months ended December 31, 2023. The increase in revenue is mostly attributable to an increase in sales of starch, protein and miscellaneous products resulting from an improved capital situation which allowed the Company to purchase more inventory for processing and resale. Net loss increased from \$994,743 for the three months ended September 30, 2023, to \$1,024,206 for the three months ended December 31, 2023. The increase in quarterly net loss is attributed to a quarter over quarter increases in professional fees of \$90,786 and a quarter over quarter increase in research and development of \$87,062. The increase in professional fees is mostly the result of legal fees associated with the lawsuit with the Company's landlord and other legal fees, higher audit fees and professional fees related to tax compliance. The increase in research and development was a result of the Company performing more research activity during the three months ended December 31, 2023 in comparison to the three months ended September 30, 2023.

Revenue decreased from \$1,361,573, for the three months ended June 30, 2023, to \$886,457 for the three months ended September 30, 2023. The decrease in revenue is mostly attributable to a decrease in sales of starch products stemming from capital shortfalls experienced by the Company which inhibited the Company from purchasing inventory for processing and resale. Net loss decreased from \$1,020,574 for the three months ended June 30, 2023, to \$994,743 for the three months ended September 30, 2023. The decrease in quarterly net loss is mostly attributed to quarter over quarter decreases in gross profit and salaries and benefits expenses of \$169,707 and \$48,698, respectively. The decrease in gross profit is mostly a result of the Company generating fewer sales during the three months ended September 30, 2023 in comparison to the three months ended June 30, 2023. The decrease in salaries and benefits expense is a result of staffing changes having taken place at the Company related to efforts to reduce operating costs to conserve cash.

Revenue increased from \$1,047,782, for the three months ended March 31, 2023, to \$1,361,573 for the three months ended June 30, 2023. The increase in revenue is mostly attributable to an increase in the sales of starch and hemp protein products. Net loss decreased from \$2,105,957, for the three months ended March 31, 2023, to \$1,020,547, for the three months ended June 30, 2023. This decrease in quarterly net loss is due to a comparably higher net loss during the three months ended March 31, 2023 resulting from an adjustment to impair obsolete inventory items and to expense items related to R&D which were initially capitalized to inventory, and additional equipment rent to reflect new circumstances relating to an equipment lease for production and manufacturing equipment that arose subsequent to March 31, 2023 (see the following paragraph for additional information on items). In conjunction with these items, the net loss for the three months ended June 30, 2023 was also reduced via the Company's efforts to reduce operating costs to conserve cash.

Liquidity and Capital Resources

As at March 31, 2025, the Company had a working capital deficit of \$3,794,788 representing an increase of \$1,791,203 from the deficit of \$2,003,585 as at March 31, 2024. The increase in the working capital deficit is largely due to a rise in current loans payable, resulting from new borrowing arrangements and the reclassification of long-term debt as current during the year ended March 31, 2025. Also contributing to the increase were higher accounts payable and accrued liabilities.

Over the next twelve months, the Company will need additional capital to fund operations and settle obligations as obligations come due. The Company’s access to financing is uncertain. There can be no assurance of continued access to significant debt or equity funding. The Company may be unable to obtain such financing on terms which are satisfactory to it. The Company plans to fund capital as needed through the use of share and debt issuances.

Cash Flows

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

	March 31, 2025	March 31, 2024	Change
Operating activities	\$ (1,197,919)	\$ (1,907,601)	\$ 709,682
Investing activities	49,186	(6,143)	55,329
Financing activities	1,129,914	1,891,917	(762,003)
Change in cash	\$ (18,819)	\$ (21,827)	\$ 3,007
Effect of change in foreign exchange rates on cash	(2,369)	(1,779)	(589)

Cash used in operating activities decreased by \$709,682. The decrease is largely due to an increase in trade and other payables and a decrease in prepaid expenses. These changes reflect more efficient cash management, partially offsetting the impact of the period’s net loss.

Cash provided in investing activities increased by \$55,329 on proceeds from the sale of equipment. During the year ended March 31, 2024, the Company paid \$1,595 in deposits and \$4,548 for equipment purchases. No deposits or equipment purchases occurred during the year ended March 31, 2025.

Cash provided by financing activities decreased by \$762,003. This decrease was primarily driven by a significant increase in loan repayments, which increased to \$2,141,147 from \$388,173 in the comparative period. Although loan proceeds increased to \$3,981,245 from \$1,547,283, the net benefit was offset by the higher repayments. Additionally, lease principal payments increased to \$890,352 from \$529,447, and there were no proceeds from private placements during the period, compared to \$1,262,254 in the prior year.

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 of management. Key members of management consist of the Directors and Officers who are responsible for planning, directing, and controlling the activities of the Company. Details of the Company’s key members of management with whom the Company has incurred related party charges are as follows:

- Chadwick White, Former Chief Executive Officer (“CEO”), Chief Innovation Officer (“CIO”), Chief Visionary Officer (“CVO”) and Director of the Company. Chadwick White was appointed to the Board of Directors and as CIO on April 21, 2021. On December 1, 2022, Chadwick White was appointed as the Company’s CEO. On August 9, 2024, Chadwick White resigned as CEO and was appointed CVO.
- David Wood, Chief Operations Officer (“COO”), Director of the Company, interim CFO and interim Corporate Secretary. David Wood was appointed to the Board of Directors and as CEO of the Company on April 15, 2021. On December 1, 2022, David Wood resigned as the Company’s CEO and was appointed as the Company’s COO on the same date. David Wood assumed the role as the Company’s interim CFO and interim Corporate Secretary on July 14, 2023.
- Alex McAulay, former Chief Financial Officer (“CFO”), Corporate Secretary and Director of the Company. Alex McAulay was appointed as the Company’s CFO on March 25, 2021, Corporate Secretary on September 10, 2021, and to the Board of Directors on November 27, 2020. Alex McAulay resigned from these positions on July 14, 2023.
- Paul Feldman, Chief Engineer (appointed January 1, 2021).
- Marc Olmsted, Manager of Research and Development and Director of the Company (appointed April 15, 2021, terminated July 16, 2024).

- Joel Leonard, former Director of the Company (appointed April 15, 2021, resigned March 21, 2023).
- David Breda, former Director of the Company (appointed May 17, 2021, resigned July 15, 2023).
- Eric Kreigisch, former Vice President of Ingredient Sales (appointed on January 1, 2022, resigned July 2, 2022).
- John Maculley, former COO of the Company (appointed October 21, 2021, resigned May 20, 2022).
- William Hogan, Chief Executive Officer (“CEO”). William Hogan was appointed CEO on August 9, 2024.
- Tim Hogan, Chairperson of the Compensation Committee and Independent Director of the Company (appointed October 4, 2024).
- Andrew Contiguglia, Chairperson of the Audit Committee and Independent Director of the Company (appointed October 4, 2024).

Related party balances

As at March 31, 2025, included in due from related parties is \$nil (March 31, 2024 - \$9,232) due from the Company’s Former Director of Research and Development and Director of the Company.

As at March 31, 2025, included in due from related parties is \$621 (March 31, 2024 - \$nil) due from the Chief Visionary Officer (“CVO”), Director, and former CEO of the Company. The amount is unsecured, non-interest bearing and due on demand.

As at March 31, 2025, included in accounts payable and accrued liabilities is \$61,492 (March 31, 2024 - \$59,493) due to the CVO, Director, and former CEO of the Company. The amount consists of expenses charged to a credit card and is unsecured, non-interest bearing and due on demand. As at March 31, 2025, also included in accounts payable and accrued liabilities is \$3,312 (March 31, 2024 - \$28,791) owed to the CVO, Director, and former CEO. This amount consists of salary owed and is unsecured, non-interest bearing and due on demand.

As at March 31, 2025, included in accounts payable and accrued liabilities is \$16,623 (March 31, 2024 - \$17,903) due to a company controlled by the COO (former CEO), Director of the Company, interim CFO, and interim Corporate Secretary. The amount consists of expense reimbursements and is unsecured, non-interest bearing, and due on demand. As at March 31, 2025, also included in accounts payable and accrued liabilities is \$67,727 (March 31, 2024 - \$9,819) owed to the same company. The amount consists of interest payable on a revolving loan facility.

As at March 31, 2025, included in accounts payable and accrued liabilities is \$96,842 (March 31, 2024 - \$72,306) due to the COO and interim CFO. The amount consists of expenses charged to a credit card and is unsecured, non-interest bearing and due on demand. As at March 31, 2025, also included in accounts payable and accrued liabilities is \$11,714 (March 31, 2024 - \$79,289) due to the COO and interim CFO. This amount consists of expense reimbursements and is unsecured, non-interest bearing and due on demand.

As at March 31, 2025, included in accounts payable and accrued liabilities is \$37,946 (March 31, 2024 - \$37,819) due to the Chief Engineer of the Company. The amount consists of salary owed and is unsecured, non-interest bearing and due on demand. As at March 31, 2025, also included in accounts payable and accrued liabilities is \$13,089 (March 31, 2024 - \$15,732) owed to the Chief Engineer. This amount consists of expense reimbursements and is unsecured, non-interest bearing and due on demand.

As at March 31, 2025, included in accounts payable and accrued liabilities is \$9,206 (March 31, 2024 - \$9,726) due to the family members of the CVO, Director, and former CEO of the Company. The amount consists of salary owed and is unsecured, non-interest bearing and due on demand.

As at March 31, 2025, also included in accounts payable and accrued liabilities is \$2,880 (March 31, 2024 - \$2,717) due to the family members of the COO (former CEO), Director of the Company, interim CFO and interim Corporate Secretary. The amount consists of salary owed and is unsecured, non-interest bearing and due on demand.

As at March 31, 2025, included in accounts payable and accrued liabilities is \$1,148 (March 31, 2024 - \$8,169) due to the former Director of Research and Development and Director of the Company. The amount consists of salary owed and is unsecured, non-interest bearing and due on demand.

Related party transactions

During the year ended March 31, 2025 and 2024, the Company incurred charges for salaries and benefits, professional fees, and share-based payments with related parties. The following table outlines related party transactions for the three and year ended March 31, 2025 and 2024.

	For the year ended March 31,	
	2025	2024
Salaries and benefits		
Chadwick White, CEO, CIO, and Director	\$ 144,431	\$ 129,339
Family members of Chadwick White	189,191	202,751
Marc Olmsted, Former Manager of R&D and Director	61,110	147,130
Paul Feldman, Chief Engineer	26,425	133,415
David Wood, COO (former CEO), Director, interim CFO and Interim Corporate Secretary	144,349	126,645
Family members of David Wood ¹	333	42,713
	\$ 565,839	\$ 781,993
Professional fees		
Treewalk Consulting Inc., a company controlled by Alex McAulay, former CFO, Corporate Secretary and Director ¹	-	79,967
	\$ -	\$ 79,967
Total	\$ 565,839	\$ 861,960

¹Only reflects charges incurred while Alex McAulay was CFO of the Company. Fees for accounting and corporate secretarial services includes \$24,810 in late payment fees for the twelve months ended March 31, 2024 (fifteen months ended March 31, 2023 - \$nil).

Revolving loans

Robert G. Wood and Company, Inc.

During the year ended December 31, 2020, the Company entered into unsecured revolving loan facilities with Robert G. Wood and Company, Inc. and Fire Fighter Trucks of Colorado, LLC. These companies are controlled by David Wood, COO (former CEO), Director of the Company, interim CFO and interim Corporate Secretary. Initially, under each loan facility, up to USD\$200,000 could be borrowed. These facilities were unsecured, bore interest at a rate of 6% per annum and would mature on December 31, 2025. During the fifteen months ended March 31, 2023, the loan facility with Fire Fighter Trucks of Colorado, LLC was cancelled. No principal or interest was owing on this facility at the time of its cancellation. On January 1, 2022, the revolving loan with Robert G. Wood and Company, Inc. was amended to increase the amount that could be loaned under the facility from USD\$200,000 to USD\$400,000 (the “First Amended Facility”), The First Amended Facility was then amended on September 5, 2022, to increase the amount of that could be loaned under the facility from USD\$400,000 to USD\$650,000 (the “Second Amended Facility”).

During the year ended March 31, 2025, the Company received loan proceeds of USD\$54,500 (CAD\$75,841) and made principal repayments of USD\$nil (CAD\$nil) for net proceeds of USD\$54,500 (CAD\$75,841). During the year ended March 31, 2025, the Company made interest payments of USD\$13,000 (CAD\$18,091), incurred interest expenses of USD\$52,934 (CAD\$73,662), recorded accretion of USD\$92,209 (CAD\$128,317) and recorded an additional equity component of USD\$10,509 (CAD\$14,624) related to the revolving loan facility.

During the year ended March 31, 2024, the Company received loan proceeds of USD\$231,100 (CAD\$311,597) and made principal repayments of USD\$81,628 (CAD\$110,060) for net proceeds of USD\$149,472 (CAD\$201,537). During the year ended March 31, 2024, the Company made interest payments of USD\$40,372 (CAD\$54,435),

incurred interest expenses of USD\$42,152 (CAD\$56,835), recorded accretion of USD\$93,788 (CAD\$126,456), and recorded an additional equity component of USD\$61,621 (CAD\$83,084) related to the revolving loan facility.

As at March 31, 2025, the total owing under the revolving loan facilities was USD\$749,605 (CAD\$1,075,923).

William Hogan

From January to March 2024, Nepra US received loan proceeds of USD\$600,000 (CAD\$808,948) from William Hogan, CEO. In April 2024, Nepra US received additional loan proceeds of USD\$350,000 (CAD\$478,139). The loan bears interest at 6% per annum and was repayable on or before July 31, 2024. The loan is secured by a security interest in all assets of Nepra US.

On July 15, 2024, the Company reached an agreement with the lender to convert all of the outstanding USD\$950,000 principal amount of loan advances made, together with accrued and unpaid interest and all other amounts outstanding under the loan agreement, totaling USD\$970,551 (CAD\$1,336,245), into 26,445,572 common shares of the Company. The transaction was recognized at the carrying amount of the debt. On July 15, 2024, the Company entered into a revolving promissory note agreement with the same lender. The principal sum of the revolving promissory note is USD\$375,000 (CAD\$506,805) and is due and payable on or before July 31, 2025. Interest shall accrue at an annual rate of 6%. In the event of default, interest on the entire outstanding principal balance shall accrue at an annual rate of 12% as of the date of the occurrence of default. Borrowings under this promissory note can be fully repaid at any time during the term without a prepayment penalty.

Effective January 1, 2025, the Company entered into an agreement to amend the terms of its existing unsecured promissory note. Pursuant to the amendment (the “Amendment”), the maximum principal amount permitted to be withdrawn was increased to USD \$475,000 (CAD\$661,002). All other terms and conditions of the original promissory note remain unchanged. On the date of the Amendment, management determined that this was a non-substantial debt modification.

During the year ended March 31, 2025, the Company drew down USD\$452,000 (CAD\$628,996) of this revolving promissory note and USD\$15,416 (CAD\$21,453) in interest has accrued.

Material Accounting Policies

The material accounting policies applied in the preparation of the Company’s consolidated financial statements are disclosed in Note 3 of the audited consolidated financial statements for the years ended March 31, 2025, and 2024.

Changes in Accounting Policies including Initial Adoption

Initial adoption of new accounting standards:

New accounting standards or amendments to existing accounting standards that have been issued are not applicable to the Company’s consolidated financial statements. The Company has not adopted any new accounting standards during the year ended March 31, 2025.

Future accounting standards issued but not yet in effect:

In April 2024, the IASB issued IFRS 18, Presentation and Disclosures in Financial Statements, to replace IAS 1, Presentation of Financial Statements, effective January 1, 2027, with early adoption permitted. The new standard is aimed to set out overall requirements for presentation and disclosures in the financial statements. Management is reviewing the impact the standard will have on the consolidated financial statements.

In May 2024, the IASB issued amendments to IFRS 9, Financial Instruments, and IFRS 7, Financial Instruments: Disclosures to address the classification and measurement of financial instruments, with an emphasis to clarify the date of recognition and derecognition of financial asset and liabilities, effective January 1, 2026, with early adoption

permitted. Management is reviewing the impact of these amendments, but they are not expected to have a material impact on the consolidated financial statements.

Use of Judgments, Estimates and Assumptions

The preparation of the consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amount of assets, liabilities, income and expenses. Actual results may differ from these estimates. Management reviews these estimates and underlying assumptions on an ongoing basis, based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to estimates are adjusted for prospectively in the period in which the estimates are revised. In preparing the Company's consolidated financial statements, the significant estimates and critical judgments were the same as those applied to the audited financial statements for the years ended March 31, 2025, and 2024.

Off-Balance Sheet Arrangements

The Company does not have any off-balance sheet arrangements as of the date of this MD&A.

Commitments

The Company does not have any commitments as of the date of this MD&A.

Proposed Transactions

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

Financial Instruments

The Company's financial instruments are grouped as follows:

FINANCIAL ASSETS	Level	March 31, 2025	March 31, 2024
FVTPL			
Cash	1	\$ 44,737	\$ 65,925
Other assets, at amortized cost			
Accounts receivable		789,504	418,832
Due from related parties		621	9,232
Total financial assets		\$ 834,862	\$ 493,989
FINANCIAL LIABILITIES	Level	March 31, 2025	March 31, 2024
Other liabilities, at amortized cost			
Accounts payable and accrued liabilities		2,564,356	1,823,803
Factoring facility		185,831	-
Loans payable		2,932,747	1,997,511
Total financial liabilities		\$ 5,682,934	\$ 3,821,314

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 instruments that are not quoted in an active market.

Loans payables are measured at amortized cost. Upon recognition, the fair values of the loans are estimated by discounting cash flows using interest rates of debt instruments with similar terms, maturities, and risk profile. The carrying value of the Company's accounts receivable, due from related parties and accounts payable and accrued liabilities approximate their fair values due to their short-term maturities.

Financial Instrument Risk

Through its operations, the Company is exposed to the following 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 section describes the Company's objectives, policies, and processes for managing those risks and the methods used to measure them.

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 those risks from previous reported periods unless otherwise stated in this section.

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:

A portion of the assets and liabilities held by the Company and its subsidiaries are denominated in currencies other than the functional currencies of the Company and its subsidiaries. This results in some exposure to foreign currency risk. All of the Company's assets and liabilities are denominated in either Canadian Dollars or United States Dollars. Assuming all other variables remain constant, a 5% weakening or strengthening of the Canadian Dollar against the United States Dollar would result in an approximate \$3,264 foreign exchange gain or loss in the consolidated statement of comprehensive loss As at March 31, 2025.

(ii) Interest Rate Risk:

Interest rate risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The interest earned on cash and restricted cash is insignificant, and the Company does not rely on interest to fund its operations. The Company's outstanding loans payable bear interest at fixed rates. As a result, at March 31, 2025, management believes that the Company is not exposed to any significant interest rate risk.

b) 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.

The Company's cash, due from related parties and accounts receivable are exposed to credit risk. The Company limits its exposure to credit loss on cash by placing its cash with high-quality financial institutions. The Company has concentrations of credit risk with respect to accounts receivable as large amounts of its accounts receivable are concentrated amongst a small number of customers. The Company performs credit evaluations of its customers but generally does not require collateral to support accounts receivable.

The Company has certain amounts of aged receivables that are not deemed impaired as follows:

	March 31, 2025	March 31, 2024
1 - 60 days	\$ 760,396	\$ 321,723
61 - 90 days (past due)	-	5,088
Over 90 days (past due)	111,795	226,617
Provision for expected credit losses (over 90 days)	(114,002)	(198,718)
Total	\$ 758,189	\$ 354,710

The Company is exposed to increased credit risk due to major customers that comprise 10% or more of revenue. For the three and year ended March 31, 2025 and 2024, the following revenue was recorded from major customers:

	For the year ended	
	2025	March 31,
	2025	2024
Customer A	\$ 2,652,045	\$ 1,648,320
Customer B	-	349,756
Customer C	128,969	483,322
Customer D	487,551	588,055
Customer E	1,066,185	-
Customer F	924,392	-
Total	\$ 5,259,142	\$ 3,069,453

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 equity financings, related party loans and convertible notes. 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 aging undiscounted obligations:

	Within one year	Between one and five years	More than five years
Accounts payable and accrued liabilities	\$ 2,564,355	\$ -	\$ -
Accounts receivable factoring facility	185,831	-	-
Loans payable	3,190,574	-	-
Lease liability	538,590	2,081,776	683,461
Total	\$ 6,479,350	\$ 2,081,776	\$ 683,461

Risks

The material risk factors involved with the Company include, but are not limited to, the following:

Dependence on key personnel and consultants

The success of the Company will be largely dependent upon the performance of its management and key employees. Failure by the Company to retain or to attract and retain additional key employees with the necessary skills could have a materially adverse impact upon the Company's growth and profitability. These individuals, and the contributions they will make, are important to the future operations and success of the Company. The unexpected loss or departure of any of the key Directors, Officers, employees or consultants of the Company could be detrimental to the Company's future operations. The Company's success will depend in part on its ability to attract and retain qualified personnel as they are needed. The competition for highly skilled technical, management, sales and other employees is high in the Company's industry and the cost of hiring and retaining such personnel has been increasing. There can be no assurance that the Company will be able to engage the services of such personnel or retain the Company's current personnel.

Limited operating history

The Company has had a limited history of operations, is in the early stage of development and must be considered a start-up. As such, the Company will be subject to many risks common to such enterprises, including start-up losses, lack and uncertainty of revenues, markets and profitability, under-capitalization, cash shortages, and limitations with respect to personnel, financial and other resources. The Company has a limited history of earnings, and its limited operating history makes it difficult to predict how its business will develop and its future operating results. There is no assurance that the Company will operate profitably or provide a return on investment in the future and the likelihood of success and any potential return on a shareholder's investment must be considered in light of the Company's early stage of operations.

Disruption of trade, suppliers, and facilities

The Company imports specialty ingredients from Asia and Canada and is at risk should there be changes in government policies or international shipping disruptions. The Company does not control the operations at third-party facilities, including any third-party warehouses. These facilities are vulnerable to damage or interruption from earthquakes, hurricanes, floods, fires, terrorist attacks, loss of power, telecommunications failures, and similar events. The facilities could be subject to break-ins, computer viruses, denial of service attacks, sabotage, intentional acts of vandalism and other misconduct. The occurrence of a natural disaster, an act of terrorism, a decision to close the third-party facilities without adequate notice or other unanticipated problems could result in lengthy interruptions in the Company's operations.

Financing risks

There is no assurance that the Company will be able to secure the financing necessary to develop and grow its business. The Company does not presently have sufficient financial resources or operating cashflow to undertake by itself all of its planned programs. The development of the Company may therefore depend on the Company's ability to obtain additional required financing. There is no assurance that the Company will be successful in obtaining the required financing on terms acceptable to it, or at all, the lack of which could result in the loss or substantial dilution of its

interests (as existing or as proposed to be acquired) in its properties. The Company's ability to continue as a going concern is dependent on its ability to raise equity capital financings, the attainment of profitable operations and the completion of further share issuances to satisfy working capital and operating needs.

Limitations of Controls and Procedures

The Company's management, including the CEO and CFO, believe that any disclosure controls and procedures or internal controls over financial reporting, no matter how well conceived and operated, can provide only reasonable, not absolute, assurance that the objectives of the control system are met. Further, the design of a control system must reflect the fact that there are resource constraints, and the benefits of controls must be considered relative to their costs. Because of the inherent limitations in all control systems, they cannot provide absolute assurance that all control issues and instances of fraud, if any, within the Company have been prevented or detected. These inherent limitations include the realities that judgments in decision-making can be faulty, and that breakdowns can occur because of simple error or mistake. Additionally, controls can be circumvented by the individual acts of some persons, by collusion of two or more people, or by unauthorized override of the control. The design of any systems of controls also is based in part upon certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving its stated goals under all potential future conditions. Accordingly, because of the inherent limitations in a cost-effective control system, misstatements due to error or fraud may occur and not be detected.

Uninsured or Uninsurable Risk

The Company may become subject to liability for risks against which it cannot insure or against which it may elect not to insure due to the high cost of insurance premiums or other factors. The payment of any such liabilities would reduce the funds available for the Company's usual business activities. Payment of liabilities for which the Company does not carry insurance may have a material adverse effect on its financial position and operations.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management of the Company, under the supervision of the Chief Executive Officer and the Chief Financial Officer, is responsible for the design and operations of internal controls over financial reporting. There have been no changes in the Company's disclosure controls and procedures during the year ended March 31, 2025, that have materially affected, or are reasonably likely to materially affect, its internal controls over financial reporting.

The Company's management is responsible for establishing and maintaining adequate internal controls over financial reporting and the preparation of financial statements in accordance with generally accepted accounting principles. Any system of internal control over financial reporting, no matter how well designed, has inherent limitations. Therefore, even those systems determined to be effective can provide only reasonable assurance with respect to financial statement preparation and presentation.

Subsequent Events

On June 27, 2025 Nepra Foods closed the first tranche of its non-brokered private placement, issuing 4,566,667 units at US\$0.06 each for gross proceeds of US\$274,000. Each unit includes one common share and one warrant exercisable at US\$0.12 until June 27, 2027.

On July 16, 2025 the Company received loan proceeds of \$58,000 pursuant to the issuance of a new loan bearing interest at 0.1% per day. The loan principal plus accrued interest is due 60 days from the date of issuance. In connection with the loan, the Company issued 500,000 warrants to the lender, each exercisable for one share at USD\$0.12 and expiring on June 27, 2027.

Other MD&A Requirements

Outstanding share data

	As at March 31, 2025	As at the date of this report
Class A shares	224,089	224,089
Common shares	104,193,181	108,759,848
Warrants	25,915,860	30,982,527
Options	1,200,000	1,200,000

Additional information

Additional information related to relating to the Company is available on the Company's website at www.neprafoods.com. Public filings made by the Company with Canadian securities regulatory authorities can be found under the Company's SEDAR+ profile at www.sedarplus.ca.