



MANAGEMENT'S DISCUSSION & ANALYSIS

Periods ended March 31, 2023 and 2022
(Expressed in Canadian dollars)

The following Management's Discussion and Analysis ("MD&A") of Novra Technologies Inc. ("Novra") should be read in conjunction with the Consolidated Financial Statements for the periods ended March 31, 2023 and 2022, and related notes included therein (the "Consolidated Financial Statements"). These Consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"). All information in this MD&A is presented in Canadian dollars, unless otherwise indicated. Tabular dollars are in thousands, except per share amounts. **Amounts in tables may not reconcile due to rounding differences.**

Throughout this MD&A, "we", "us", "our", "Novra", and "Company" refer to Novra Technologies Inc. and its subsidiaries.

This MD&A is dated as of May 30, 2023 and is current to this date. The MD&A and the Consolidated Financial Statements were approved and authorized for issuance by the Board of Directors on May 30, 2023.

Financial statements, MD&A and other information relating to Novra are available on SEDAR at www.sedar.com.

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This MD&A contains "forward-looking statements" within the meaning of applicable Canadian securities laws, concerning but not limited to: our outlook, the expected cost savings from integrating Wegener operations with the Novra Group, proposed acquisition of remaining 48.4% of Wegener, anticipated developments in our operations in future periods, the adequacy of Novra's financial resources and other events and conditions that may occur in the future. Forward-looking statements are generally identifiable by words such as "expect", "anticipates", "believes", "intends", "estimates", "predicts", "potential", "promising", "targeted", "plans", "possible", "position for", "prepare for" and similar expressions, or statements that events, conditions or results "will", "may", "could" or "should" occur or be achieved. As such, forward-looking statements are not historical facts but reflect our current assumptions and expectations regarding future events. These are subject to a number of risks and uncertainties that could cause actual results or events to differ materially from current expectations and assumptions. Some of these risks and uncertainties are described herein under the "Risks and Uncertainties" section of this MD&A.

For the above reasons, readers are cautioned not to place undue reliance on forward-looking statements.

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BUSINESS OVERVIEW

Novra Technologies Inc. (headquartered in Winnipeg, Canada) is a public company on the TSX Venture Exchange ("TSX-V"), which trades under the stock symbol NVI. Novra is also listed in the United States on the OTCQB Venture Exchange, under the symbol NVRVF. Novra owns International Datacasting Corporation ("IDC") based in Ottawa, Canada, as well as controlling interest in Wegener Corporation ("Wegener"), based in Atlanta GA. Both are long-time leaders in multimedia broadband distribution infrastructure. Together they make up the Novra group of companies ("Novra Group"). For more background see the website at www.novragroup.com.

Novra is a global business with customers on every continent. We provide technology for distribution of broadband data via satellite and IP networks with a specialization in broadcast media. The Novra Group companies offer a comprehensive portfolio of products, systems, and services. Products include hardware and software tailored for advanced applications in key vertical markets: video, radio, and data distribution, digital cinema and digital signage. Areas of expertise and added value include: encryption, next-generation hybrid networks (satellite/terrestrial/cloud), and efficient bandwidth utilization.

About our business

The media distribution landscape is going through major upheaval driven by a combination of market and technology factors. Important changes include:

- **Content is changing.** With the explosion of streaming media—video and audio—long form content, limited series, live vs on-demand, the demand for media is growing and evolving.
- **Revenue models are changing.** Advertising can be much more precisely targeted. New subscription models are emerging. Licensing and underwriting practices are changing. Content is being accessed in more granular models (e.g., through specific apps vs bouquets of live channels).
- **Distribution platforms and architectures are changing.** The legacy model of distribution of channel-based media as a broadcast via satellite—"point to multipoint"- is evolving into a bandwidth intensive hybrid satellite/internet model.

These changes are happening fast and networks are looking for infrastructure that can support these changes, infrastructure that is adaptable and upgradeable. This means a move away from hardware intensive platforms requiring "forklift upgrades" every few years, to software-centric appliances that are scalable, flexible, and cost-effective. We are focused on providing the technology and expertise to meet this paradigm shift.

Keeping up with the changes: designing for today and tomorrow

Our business strategy has to address the current needs of our customers and key markets while steering in the direction of new models and new opportunities.

- **Targeting the applications and geographical markets where satellite technology still thrives** including government applications (communications, weather, defense) in North America and around the world, international markets where geographical population distribution is wide and availability of terrestrial broadband is low (such as Latin America and Australia), as well as longtime customers with legacy networks that continue to evolve and grow.

- **Diversifying into hybrid and IP distribution where we have competitive advantages and see opportunity.** All of our products support satellite and IP distribution and are designed for maximum interoperability.
- **Addressing our customers' need for migration strategies**—we are “cloud-ready” with the hardware and software products networks need, as well as systems expertise. We partner with our customers to help them decide whether, when, and how to migrate their systems.

Smart products:

We are taking innovative initiatives to improve functionality, reduce costs, and open new markets for our products:

- We have been pioneers in cloud delivery for broadcasters. Our **MISTiQ** managed cloud solution for broadcasters is now in its third generation. It's a mature, proven platform that allows broadcasters (radio and/or video) to use the internet for backup/redundancy, to expand their reach beyond the satellite footprint, even to migrate completely to internet delivery.

The internet is an inhospitable environment for broadcasting which requires low-latency and reliable timing. MISTiQ uses aggressive strategies for mitigating the challenges of this environment and provides extremely low-latency and high availability. MISTiQ 3 has been upgraded to a containerized microservices architecture for increased scalability and features expanded monitoring tools—to give customers more visibility and control over their data.

- We also are integrating and consolidating various product lines and models into our **MAP** series. MAP stands for Modular Architecture Platform—the design philosophy is to make a resilient, reliable hardware platform and customize/adapt it to particular vertical markets. For example, MAP Pro Audio has professional balance audio outputs, MAP Pro Cinema has expanded on-board storage for very large files, MAP Pro Video has specialized video outputs. By using common elements we reduce the time to market, inventory requirements, and are in a better position to manage ongoing supply chain challenges.
- We continue to lead the market in IP Encapsulation and encryption solutions, as well as lifecycle support for mission-critical networks.

Our business focus: We are leaders in an important market niche—mission-critical professional networks that require rapid, ultra-reliable content delivery, whether for a live on-air broadcast, urgent secure defence data, the latest Hollywood blockbuster, or encrypted block chain data. Our core product lines are applicable across a range of vertical markets. This allows us to focus on maintaining a diversified business base. Our target vertical markets are:

- *Video distribution:* products and systems for providing end-to-end solutions for traditional and non-traditional video networks. This is a key focus area for our innovation activities, including ongoing projects in augmented reality, remote collaboration, and emerging technologies. Our video products target the following key market niches:
 - Broadcast video networks of all sizes
 - Digital program insertion (for targeted advertising, regionalization, and blackout management)
 - Delivery of live and file-based video content distribution
 - Digital signage
 - IPTV
 - Professional-quality streaming video

- *Broadcast Radio:* We are a leading global provider of turnkey infrastructure solutions for broadcast radio networks small, medium, and large. We have a reputation for reliable, cost-effective delivery of high-quality audio via satellite, terrestrial, or hybrid networks. The radio product line includes uplink and receive-site equipment as well as network management, encryption, and targeted regionalization/ad insertion options. We have long-established and respected product lines as well as innovative new products recently released for this market.
- *Data distribution:* Our broadband multimedia distribution technology is ideally suited for fast, ultra-reliable, secure delivery of data via satellite or private IP network. In addition to providing hardware infrastructure (transmit and receive), we offer an advanced content distribution network (CDN) software solution, Datacast XD, with sophisticated file broadcasting capabilities.
- *Digital Cinema:* We provide leading digital cinema networks with their core distribution infrastructure (uplink equipment, content management, and network management) and high-end appliances for cinemas as well as decoders for live events and alternative content (entertainment and sports) in 2D and 3D. Additionally, we offer a digital cinema distribution software solution for integration onto commercially available servers and third-party equipment. This product line enables our solutions to provide secure file delivery speeds that are unparalleled in the market.
- *Satellite and terrestrial broadband receivers:* We offer a line of cost-effective, reliable DVB and ATSC compliant receivers for the expanding broadband communications network market. These receivers provide standalone communication gateways to local networks or have been integrated into a wide range of purpose-built appliances.

Our competitive advantage is our people and their 30 years of knowledge and experience in developing innovative products along with the deep relationships that we have established with our international network of reseller partners and, of course, our clients. These close customer relationships give us important market insights that, combined with our extensive engineering experience, form the foundation for our continuing development of advanced products and flexible solutions.

OVERALL PERFORMANCE

Although we entered 2023 with a substantial backlog and deferred revenue, Novra's Q1 is usually a low revenue period due to lead-times of electronic components or minor product customization that may be required to meet customer requirements. As in previous years, revenue from these is expected to be largely recognised in the later quarters of 2023 and much of the deferred revenue that was reported as non-current at the end of 2022 is now reported as current, indicating that it is expected to be recognised within the next 12 months. For this reporting period we had a Net Income loss of \$324 thousand but results improved year over year, partially as a result of higher gross margins and reduced operating expenses.

Transportation and component lead-time challenges, resulting from global geo-political and public health situations, impacted global supply chains through 2022 and disruptions continue today. Our targeted steps to mitigate these challenges, and improvements in some component lead-times, have led to our current healthy product inventory levels that are allowing us to ship many of our new orders from stock and prepare to deliver most of our current backlog later in 2023. Novra's deferred revenue and bookings backlog were significant at more than \$4.1 million as of March 31, 2023. These provide some visibility into future revenue.

We continue to see pent up demand in our markets. Infrastructure replacements will be necessary due to technology obsolescence, aging equipment, and new business requirements. However, this is countered

by the economic uncertainty, rising interest rates and contracting availability of capital that are leading businesses to delay investments in their infrastructures. While we are confident that opportunities exist and we are taking the right steps to be ready when customers decide to buy, we cannot know when the pent-up demand will turn into orders. We are therefore continuing to aggressively manage expenses and will continue to take any necessary steps to adjust expenditures in order to address this uncertainty.

In adapting to these evolving market dynamics, management has taken targeted actions, including implementing specific cost saving measures. This cost-saving focus is continuing in 2023 and we expect to achieve on-going reductions in our operating costs, largely as a result of the rightsizing of our facilities' footprints that we've already completed, which has reduced our occupancy costs going forward. Our investments in technology and other operational efficiencies have enabled us to work more productively in less space. At the same time, we continue to invest in focused innovation initiatives and building customer relationships to address current customer needs and position Novra for future growth.

The financial highlights for Q1 shown below are derived from our Consolidated Financial Statements and include consolidation of Novra's subsidiaries; International Datacasting Corporation and Wegener Corporation (51.6% controlling interest).

Q1 2023 vs. Q1 2022:

- Revenue was \$1.1 million in Q1 2023, compared to \$929 thousand in Q1 2022, an increase of \$157 thousand. This increase is the result of significantly higher service revenue.
- In Q1 2023, gross profit was \$696 thousand, an increase of 100%, representing 63.9% of total revenue, compared to \$348 thousand, which was 37.5%. The unusually high gross profit percentage in Q1 2023 was due to a favourable product service mix. In contrast, 2022's gross profit percentage was unusually low due to certain fixed expenses being offset against lower revenue.
- Operating expenses were \$1.05 million in Q1 2023, compared to \$1.08 million in Q1 2022, a decrease of 1.2% despite significant inflationary pressures, non-recurring expenses related to our facilities moves and one time additional accounting expenses related to moving all companies to a common financial tracking system.
- Net loss was \$324 thousand, compared to loss of \$758 thousand in Q1 2022. This improvement was primarily driven by higher revenue and improved gross margin percentage.
- Adjusted EBITDA* was a loss of \$88 thousand, compared to Adjusted EBITDA** loss of \$425 thousand.

*Adjusted EBITDA is a non-IFRS financial measure. Adjusted EBITDA provides an important financial measure of Novra's operating performance, allowing comparison of core operating results from period to period. Refer to the "EBITDA and Adjusted EBITDA" section below for details regarding calculation of this non-IFRS measure.

Our ongoing drive to realize synergies and efficiencies across the group continues to result in reductions in on-going consolidated operating expenses which will be reflected in the rest of 2023. We will continue to actively control and adjust operating expenses in response to company performance and current volatile market conditions.

Results and Outlook

The effects of economic uncertainty and Russia's on-going invasion of Ukraine continue to generate global geopolitical turmoil. While the negative affect on supply chains has abated in recent months, distributor inventories remain tight, price increases are continuing and lead-times on certain electronic components are stretching to many months. In addition, increasing interest rates and the threat of a potential recession are causing companies to delay large capital purchases. All of these continue to put

downward pressure on revenue and gross profit. Novra's adaptive strategy to deal with these challenges focuses on strategic inventory purchases, including advance purchasing of certain key components, and nurturing additional procurement channels, to ensure we are positioned well to respond to customer needs when they make the decision to purchase.

Our clients continue to navigate and adapt through these challenging circumstances to ensure operational reliability of their networks. We play a major part in helping them to achieve their goals by providing expert support services and powerful new products, which enhance their networks and enable a more reliable service to their customers. Their continued confidence in choosing our products and services is reflected in our recent bookings and our identified sales opportunities for the year ahead. These demonstrate the importance our customers, even in times of global uncertainty, place on investment in the critical infrastructure components that Novra provides. We continue to pride ourselves on being a partner to our customers, there to support them in trying times as well as in times of exciting growth.

Our targeted sales efforts and our client-centric R&D activities have resulted in recent releases of several new products which are continuing to be selected for new project rollouts, and we are starting to receive more of those orders. We continue to be flexible in our product development, with an eye on technological trends and new communications standards, to ensure our products remain relevant throughout their life cycle and provide a valued investment to our clients.

An important component of our R&D strategy over the last three years has been the continued development of the MISTiQ platform for cloud-based distribution of content. We are also expanding our software products—including Datacast XD content management and distribution—into the Software as a Service (SaaS) model. This recurring-revenue model is increasingly popular with customers who don't have to invest upfront in software, and it's part of our approach to our ongoing strategic goal of generating a more consistent revenue base. In a project-based business like Novra's this offers the advantage of smoothing out inconsistent revenues. The work we've done and our substantial R&D investment over the past several years is paying off as we book more and more service business, including the recent selection by two major Canadian broadcasters of MISTiQ for their cloud-based content distribution.

Highlights of 2023 so far

This year we see many ongoing customers taking steps to refresh and/or expand their networks. Many are looking for new features in our products, which informs our technology enhancements going forward.

- ❖ We received a sizeable order to upgrade encryption technology for major US government broadcast service. We are the ongoing provider for this long-term program supplying decryption integrated into our satellite receivers as well as desktop client licenses. We are in the process of releasing a next-generation satellite receiver for this program in order to support ongoing lifecycle refresh requirements. This program also drives multiple business opportunities for software, receiver hardware appliances, IP Encapsulators, and ongoing support.
- ❖ We received a substantial order for S300 satellite receivers customized for US government applications from a long-time contractor customer.
- ❖ We received an order from Eastern European national radio broadcast network for an additional uplink to mitigate risk to their redundant uplinks caused by the current war in Ukraine.
- ❖ We received a follow-on order from Grupo Imagen, a major television network in Mexico, to expand its encryption infrastructure to support broadcast of Major League Baseball.

- ❖ We received a follow-on order from a digital signage/enterprise video network in the health care sector that is adding new channels based on our next-generation Signcaster Pro
- ❖ Orders for support contract renewals and equipment to maintain and grow existing networks—across all vertical markets and sectors including government and commercial clients—are strong as we support our customers in maintaining long-term sustainable networks.

We believe repeat customers like these reflect the quality of the solutions we've provided to them in the past, the value of the on-going customer support that we deliver, and an endorsement of the technical advancements we've made in newer-generation products.

This year we have a great deal of activity in refreshing products and networks to meet emerging technical and business opportunities. This includes shifting to IP and hybrid satellite networks.

- ❖ We received an order to upgrade an important Canadian sports broadcast network to MISTiQ cloud distribution. The customer was already using our radio broadcast infrastructure solution for delivery over a satellite that is now reaching end of its operational life. We are able to migrate the customer to cloud distribution using their current MAP receivers with the addition of a MISTiQ gateway and ongoing service. This project underscores the growing industry trend towards cloud-based infrastructure and the competitive advantages of MISTiQ.
- ❖ We received an order from a major Canadian commercial television broadcaster for MISTiQ cloud service and equipment. This strategically important order is for broadcast radio contribution, the link from the studio to transmitter is an expansion from our typical distribution business.
- ❖ Our MISTiQ cloud technology for is being more broadly adopted by broadcasters. We have expanded our global Points of Presence for the network infrastructure we offer as a service and we are rolling out next-generation MISTiQ 3 to support network scalability and growth as well as monitoring and configuration tools that enhance ease-of-use for operators.

We continue to integrate and improve our product lines—adding new features and new capabilities—to address increasing opportunities to grow market share in key vertical markets. We also continue to push forward on our corporate vision to bring together great companies with complementary technologies to capitalize on both existing and new market opportunities. Our new products have integrated features and a consistent “look and feel”, communicating to the market (including long-time customers) that we are a strong, unified company. We have successfully consolidated, integrated, and refocused our engineering efforts to provide world-class leading-edge products and services to our clients.

Through this process Novra has evolved significantly into a strong, scalable, global company oriented to the growing multimedia broadband content distribution business. We are focused on meeting the needs of our clients, who are looking for flexible, cost-effective solutions. Our product development is centred on listening and responding to identified client requirements as well as anticipating next-generation innovations. More and more, our hardware is becoming a platform for increasingly powerful and sophisticated software—bringing agility, forward compatibility, and longevity to the lifespan of our products.

DISCUSSION OF OPERATIONS

The following table shows selected information from our Consolidated Financial Statements, including a reconciliation of IFRS to non-IFRS measures, for the period indicated:

Novra Technologies Inc.

Management's Discussion & Analysis

Three Months Ended March 31, 2023

(In Thousands)	Three Months Ended March 31,		
	2023	2022	% Chg
Revenue by type:			
Products	\$ 483	\$ 504	-4%
Services	604	425	42%
Total revenue	1,087	929	17%
Gross profit	696	348	100%
<i>Gross margin</i>	63.9%	37.5%	
Operating expenses	1,051	1,082	-3%
Operating income (loss)	(356)	(734)	-51%
Other income (expenses)	32	(23)	NM
Net income loss as reported under IFRS	(324)	\$ (757)	-57%
Adjustments:			
Finance costs	53	72	-26%
Depreciation and amortization	116	303	-62%
EBITDA - non-IFRS measure	(155)	(382)	-59%
Loss (gain) on foreign exchange	85	(43)	NM
Share-based compensation	0	0	0%
Adjusted EBITDA - non-IFRS measure	(70)	\$ (425)	-84%

NM – Not meaningful

*EBITDA and Adjusted EBITDA are non-IFRS financial measures. EBITDA and Adjusted EBITDA provide an important financial measure of Novra's operating performance, allowing comparison of core operating results from period to period. Refer to the "EBITDA and Adjusted EBITDA" section below for details regarding calculation of this non-IFRS measure.

Revenue and Gross Margin

Total revenue for the 3-month reporting period increased to \$1.1 million (2022 - \$929 thousand). Gross margin was 63.9% for the reporting period, 26.4% higher than in Q1 of 2022. The increase in gross margin was primarily a result of differences in product/service mix and price adjustments we made in response to increased costs (which had depressed margins in Q1 2022).

For the quarter ended March 31, 2023, our top 10 customers accounted 52.7% of total revenue with the two largest accounting for 17.6% and 13.8% respectively or \$341 thousand. For the same period last year Novra's Top 10 customers accounted for 75.5% of total revenue with the two largest accounting for 16% and 14% respectively or \$279 thousand in aggregate. No other customer accounted for more than 10% of total revenue. The Company continually monitors its revenue concentration risk and seeks to diversify its customer base.

While our revenue may be concentrated with a few customers quarterly, with approximately 2,000 customers in over 100 countries, including over 200,000 installations since inception, we have a well-established customer base to provide diversification in our revenue base. The following table summarizes the geographic distribution of our revenues for the period.

Novra Technologies Inc.

Management's Discussion & Analysis

Three Months Ended March 31, 2023

Geographic Market	2023	2022
Americas (excluding Canada)	\$ 1,018	\$ 729
Canada	30	145
EMEA	1	37
APAC	38	18
	\$ 1,087	\$ 929

Operating Expenses

(In thousands)	Three Months Ended March 31,		
	2023	2022	% Chg
General and administrative ("G&A")	287	269	7%
Sales and marketing ("S&M")	223	233	-4%
Research and development ("R&D")	541	580	-7%
Total operating expenses	1051	1,082	-3%

Total OPEX during Q1 of 2023 year decreased 3% from the comparable period in 2022. For financial reporting purposes, we allocate facility-related costs to OPEX (G&S, S&M, R&D) and cost of revenue.

General and administrative ("G&A") expenses consist primarily of compensation paid to the corporate, IT, and finance staff as well as professional fees and public company related costs, along with certain general facilities-related costs. These costs increased to \$287 thousand in Q1 of 2023. On-going overall operating cost reductions were somewhat offset this quarter by higher G&A expenses resulting, in part, from timing of accounting services expenses related to previous tax filings and moving all companies to a common financial tracking system. We also had one-time costs related to moving to new facilities, which will significantly reduce our occupancy costs going forward.

Our Sales and Marketing ("S&M") costs consist of compensation paid to our sales team, as well as tradeshow, promotion, and travel & entertainment costs. We decreased our marketing expense by 4% to \$223 thousand (2022 - \$233 thousand). The decrease was primarily driven by a reduction in contract sales services costs.

Research and Development ("R&D") costs will continue to be a significant component of our total operating expenses as we continue to develop innovative products and solutions to remain competitive in our industry. R&D costs include primarily compensation paid to engineering personnel and prototype costs. Notably, expenses related to amortization of intangible assets from acquisition of controlling interest in Wegener were also included in R&D costs in 2022. As of December 31, 2022, the acquisition-related intangible assets were fully amortized.

Beginning in 2022, certain new product development costs have been capitalized to more appropriately present our technology assets and R&D expenses. At the same time, amortization of these development assets over their useful lives is included in Operating Expenses. Novra will continue to invest strategically in product development to position the company for future success.

Foreign Exchange Gain (Loss)

Novra Technologies Inc.

Management's Discussion & Analysis

Three Months Ended March 31, 2023

Although we generate a significant portion of our revenue outside of Canada, denominated in USD and Euro currencies, we have determined Novra's functional currency to be Canadian dollars. Additionally, many sales in Canada are also denominated in USD currency. Further, the procurement for most of our raw materials is denominated in USD currency. However, our domestic operating costs are denominated in CAD currency. Accordingly, Novra's financial position and operating results are significantly exposed to foreign currency movements. We actively manage our foreign currency risk and may also enter speculative currency positions based on management's best judgement.

Additional earnings volatility arises from the translation of monetary assets and liabilities denominated in foreign currencies at the rate of exchange on each date of the Consolidated Financial Position; the impact of which is reported as a foreign exchange gain or loss.

For first quarter of 2023 Novra had a foreign exchange loss of \$84 thousand, compared to a gain of \$39 thousand in the first quarter of 2022.

At March 31, 2023, the foreign currency denominated assets and liabilities, subject to remeasurement, are as follows:

(in thousands)	USD	Euro
Assets	1,281	15
Liabilities	(916)	-
Net assets before hedging	365	15
Currency derivative contracts	-	-
Net assets - unhedged	365	15
Impact on Novra's earnings if 5% change in foreign exchange rates	18	1

If on March 31, 2023, the Canadian dollar had weakened or strengthened by 5% against the U.S. dollar and Euro, with all other variables held constant, Novra's consolidated net loss would have been impacted by \$19 thousand. Please note that this calculation excludes Wegener's assets and liabilities, which are denominated in USD.

Other Income and Finance Costs

The Company qualified for the Canada Recovery Hiring Program (CRHP) during the twelve months ended December 31, 2022 and recorded \$9 thousand to finance income. This is a federal government program created to provide financial support to businesses affected by COVID-19.

Finance costs were \$35 thousand for Q1 of 2023, a decrease from last year (2022 – \$72 thousand). There were no bank borrowings on our RBC credit facilities in 2022.

Depreciation and Amortization

Depreciation and amortization costs decreased to \$116 thousand for the 1st quarter of 2023 (2022 - \$324 thousand). This includes intangible asset amortization of \$37 thousand (2022 - \$145 thousand) and \$77 thousand in amortization of right-of-use assets (2021 - \$144 thousand).

Tax Expense

Due to the net operating loss in the reporting period, there was no current tax provision to recognize.

Novra Technologies Inc.

Management's Discussion & Analysis

Three Months Ended March 31, 2023

Despite the significant non-capital loss carry forwards and available investment tax credits (see Note 14 of the audited Consolidated Financial Statements) to shelter future taxable income from income taxes, we have not recognized deferred tax assets at either March 31, 2023 or 2022 because management concluded it was not probable to realize this benefit in the foreseeable future. In making this determination, management considered the uncertainties in projecting future taxable income, the uncertainties related to the technology industry and competitive environment in which we operate, and the lack of available income tax planning strategies.

EBITDA and Adjusted EBITDA

EBITDA and Adjusted EBITDA are non-IFRS measures. EBITDA is defined as earnings before income tax expense, financing costs (interest), depreciation and amortization. Adjusted EBITDA is defined as EBITDA adjusted for foreign exchange gain or loss, any acquisition-related costs, share-based compensation, any restructuring charges, any material write-down of inventories, and any other material impairment charges.

Management believes that EBITDA and Adjusted EBITDA provide important financial measures of Novra's operating performance because they allow management, investors, and other stakeholders to evaluate and compare Novra's core operating results from period to period by removing the impact of its capital structure (interest expense), asset base (depreciation and amortization), and tax consequences. Because EBITDA and Adjusted EBITDA do not have any standardized meanings prescribed by IFRS, other companies may calculate these non-IFRS measures differently, and therefore our EBITDA and Adjusted EBITDA may not be comparable to similar titled measures of other companies. *Accordingly, readers are cautioned to not place undue reliance on these financial measures and encouraged to read all IFRS accounting disclosures presented in the audited Consolidated Financial Statements.*

Adjusted EBITDA was a loss of \$88 thousand for the 3 months ended March 31, 2023 compared to a loss of \$425 thousand for the same period in 2022.

SELECTED QUARTERLY FINANCIAL INFORMATION

(dollars in thousands, except per share data)

The following table sets out selected financial information for our current and eight most recently completed prior quarters.

(In thousands of dollars, except with respect to earnings (loss) per share)	Mar 31, 2023	Dec 31, 2022	Sep 30, 2022	Jun 30, 2022	Mar 31, 2022	Dec 31, 2021	Sep 30, 2021	Jun 30, 2021	Mar 31, 2021
Revenue	\$ 1,087	\$ 2,195	\$ 2,141	\$ 2,338	\$ 929	\$ 1,509	\$ 891	\$ 1,078	\$ 3,728
Gross profit	696	1,618	999	1,170	348	569	193	404	2,164
Operating expenses	1,051	1,234	1,008	1,228	1,082	279	1,185	1,345	1,190
Foreign exchange gain (loss)	85	18	29	8	43	(52)	17	(90)	120
Net income (loss) attributable to Novra	(324)	200	(234)	(230)	(643)	264	(710)	(432)	759
Adjusted EBITDA Income (loss)	(70)	653	362	274	(405)	594	(380)	(57)	1,338
Earnings (loss) per share - diluted	\$ (0.010)	\$ 0.006	\$ (0.007)	\$ (0.007)	\$ (0.019)	\$ 0.008	\$ (0.021)	\$ (0.013)	\$ 0.023
Weighted average shares outstanding	33,420	33,420	33,420	33,420	33,396	33,396	33,396	33,396	33,396

We occasionally receive large orders from customers and partners that can provide revenue visibility for future quarters. However, a large portion of Novra's quarterly revenues are generated from orders received during the quarter rather than from order backlog going into the quarter. As a result, Novra's revenue, profitability and cash flows are difficult to predict and may fluctuate significantly from quarter to quarter.

We continue to expect significant volatility in revenue from quarter to quarter due to particular timing of orders from existing customers, continued economic and supply chain instability and significant unpredictability in the length of sales cycles with new and existing customers in the sales pipeline. The result of limited order visibility is that revenue and, accordingly, profitability and cash flows, will be difficult to predict and will fluctuate. We also expect on-going global geopolitical disruptions, higher interest rates

and economic challenges to continue to impact markets and economies and therefore our customers and our business (refer to the Risks and Uncertainties section below).

LIQUIDITY

Quick Ratio

Our principal liquidity requirements are for working capital, capital expenditures and for pending acquisitions as previously announced. Management measures liquidity based on Novra's unrestricted cash, certain cashable guaranteed investment certificates (GICs) and accounts receivable. The following table shows our total liquid assets at the following reporting dates.

	March 31, 2023	December 31, 2022
Cash	\$ 1,330	\$ 1,966
Guaranteed investment certificates	1,354	1,354
Accounts receivable	921	698
Total liquid assets	\$ 3,605	\$ 4,018
Quick ratio ⁽¹⁾	1.09:1	1.21:1

(1) total liquid assets over total current liabilities, excluding amounts due to related parties and deferred revenue

Guaranteed investment certificates have been included in liquid assets due to their ability to be cashed in if necessary; although an interest penalty would be incurred if this is done.

The quick ratio as defined above is a non-IFRS financial measure. We believe this is an important financial metric to investors and other stakeholders to assess Novra's ability to meet its third-party short-term obligations with its most liquid assets. The related parties have expressed no intent to call on their debt in the near term until such time that Novra is in a stronger capital position. We also excluded deferred revenue in the quick ratio calculation as it does not represent a contractual financial obligation (i.e. it is a liability that will reverse once revenue recognition has been met).

At March 31, 2023, Novra's quick ratio was 1.09:1 or \$1.09 of liquid assets available to cover each \$1.00 of third-party current liabilities, a slight decrease from 1.21:1 at December 31, 2022.

The following is a summary of cash flows by activities for 1st quarter of 2023 vs. 2022. Overall, cash decreased by \$635 thousand during the three months ended March 31, 2023. Combined cash plus GICs at March 31, 2023 totalled \$2.7 million.

Operating activities

We had negative cash flows of \$607 thousand from operating activities during the three months ended March 31, 2023, compared to negative cash flows from operating activities of \$220 thousand for the same period in 2022.

Investing activities

Cash flows from investing activities resulted in \$124 thousand reduction in cash (2022 - \$123 thousand reduction). The primary uses of this cash were costs of development assets.

Financing activities

We had negative \$77 thousand net cash flow from financing activities during the three months ended March 31, 2023, compared to negative net cash from financing activities of \$193 thousand in the

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comparable prior period. In the current period we made repayments on our WEDC loan and made lease payments of \$64 thousand toward our lease liabilities (2022 - \$163 thousand).

As of the date of this MD&A we continue to have access to the RBC Credit Facilities. There are no amounts outstanding.

Working Capital Ratio

Novra's working capital ratio was as follows:

	31-Mar-23	31-Dec-22
Working Capital:		
Current assets	\$ 6,054	\$ 6,202
Current liabilities	6,305	5,697
Working Capital:	\$ (251)	\$ 505
Working capital, excluding related party and deferred revenue balances	\$ 3,306	\$ 2,891
Working capital ratio⁽¹⁾	1.83:1	1.87:1

(1) Total current assets over total current liabilities, excluding amount due to related parties and deferred revenue

"Working capital, excluding related party and deferred revenue balances" and "Working capital ratio" as defined above are both non-IFRS financial measures. Management believes these are useful, relevant financial measures to investors and other stakeholders in order to assess the available working capital to fund Novra's day-to-day operations.

Working capital decrease by \$756 thousand compared to the same period in 2022, largely as the result of a significant portion of deferred revenue moving from non-current to current liabilities, as it is now expected to be earned within the coming 12 months. This is a positive indication for revenues over the next several quarters.

Novra's working capital excluding related party and deferred revenue balances, which we believe is an important financial metric to assess Novra's ability to meet its third-party short-term obligations, improved to \$3.3 million at March 31, 2023 from \$2.9 million at December 31, 2022. Our working capital ratio (as defined above) was 1.83:1 or \$1.83 of current assets per \$1.00 of current liabilities, excluding amounts due to related parties and deferred revenue at March 31, 2023.

Contractual obligations and commitments

At March 31, 2023, Novra's contractual obligations and commitments were as follows:

Payment due:	Total	Within	1 to	5 to	
		1 year	5 years	10 years	
Borrowings (Note 11)	\$ 2,597	\$ 220	\$ 92	\$ 2,136	\$ 149
Operating leases (Note 18)	1,859	245	1,210	405	
Purchase commitments (Note 18)	-	-	-	-	-
Trade payables and other payables	1,601	1,601	-	-	-
Total third party contractual obligations	6,057	2,066	1,302	2,541	149
Promissory notes from related party (Note 16)	1,200	-	1,200	-	-
Advances from related parties (Note 16)	1,627	1,627	-	-	-
Total contractual obligations	\$ 8,884	\$ 3,693	\$ 2,502	\$ 2,541	\$ 149

Refer to the notes to the Consolidated Financial Statements for further details.

Based on the March 31, 2023 liquid assets (as defined above) and working capital, we have sufficient liquid resources to fund all third-party contractual obligations coming due within one year.

CAPITAL RESOURCES

Our key objectives and policies for managing capital are to maintain a strong capital base in order to:

- maintain investor, creditor and market confidence;
- advance Novra's corporate strategies to generate attractive risk-adjusted return over the long-term for our shareholders;
- sustain Novra's operations and growth through all cycles; and
- ensure compliance with the covenants of any applicable credit facility and other financing facilities.

At March 31, 2023 the Company had cash and cash equivalents of \$1.3 million, cashable GICs of \$1.35 million and access to an undrawn revolving facility of \$845 thousand (the RBC Credit Facilities as described in Note 11 of the audited Consolidated Financial Statements), subject to the terms and conditions of the credit facilities. At the date of this MD&A we continue to have access to these facilities and no amounts are outstanding.

At March 31, 2023, Novra's total outstanding voting common shares were 33,420,293 excluding the 2,000,000 common shares held by our subsidiary, Wegener (December 31, 2022 - 33,420,293). Our debt and equity positions were as follows:

	March 31, 2023	December 31, 2022
Borrowings (drawn)	\$ 2,598	\$ 2,615
Promissory notes from related party	1,200	1,200
Shareholders' equity	(3,000)	(2,814)
Total capital resources	\$ 798	\$ 1,001

The change in capital resources was primarily due to Net Income (loss) for the period.

Management believes the Company's current cash, access to the undrawn portion of debt facilities and its access to additional financing in the form of debt or equity will be sufficient to meet its working capital and capital expenditure requirements for the foreseeable future, including its contractual obligations and the commitments noted above.

OFF BALANCE SHEET ARRANGEMENTS

At March 31, 2023, we had no off-balance sheet arrangements.

TRANSACTIONS WITH RELATED PARTIES

In addition to key management personnel compensation, we have material unsecured promissory notes with IMT (IMT is a shareholder and our President & CEO has a controlling interest in IMT) as disclosed in the "Liquidity" and "Capital Resources" sections of this MD&A. Refer to Note 16 of the Consolidated Financial Statements for a complete disclosure of all related party transactions, including amounts due on demand.

ACCOUNTING MATTERS

Critical Accounting Estimates

The audited Consolidated Financial Statements include certain amounts that are inherently uncertain and judgmental in nature. As a result, management is required to make assumptions and best estimates in order to determine the reported values. We consider an accounting estimate to be critical if: (1) it requires that significant assumptions be made in order to deal with uncertainties; and (2) changes in the estimate could have a material impact on our results of operations, financial condition or liquidity.

We believe that the material items requiring such subjective and complex estimates are as follows:

- Revenue recognition
- Inventory obsolescence
- Business combinations
- Impairment of non-financial assets

Refer to Note 3 of the audited Consolidated Financial Statements for the years ended December 31, 2022 and 2021 for further details.

We believe that the amounts included in these financial statements reflect management's best judgment. However, factors including, without limitation, those noted under "Risks and Uncertainties" below could cause actual events or results to differ materially from our underlying assumptions and estimates. Accordingly, this could lead to a material adverse impact on our results of operations, financial condition and/or liquidity.

FINANCIAL INSTRUMENTS AND OTHER INSTRUMENTS

There were no significant changes to the types of financial instruments held during the quarter ended March 31, 2023. For further details refer to Note 8 of the audited Consolidated Financial Statements for the years ended December 31, 2022 and 2021, with additional information on Borrowings in Note 11.

RISKS AND UNCERTAINTIES

Refer to our December 31, 2022 MD&A for a list of risks and uncertainties facing Novra. We are currently not aware of any new material risks and uncertainties.