



KRAKEN ROBOTICS INC.
MANAGEMENT DISCUSSION AND ANALYSIS
FOR THE THREE-MONTH PERIOD ENDING MARCH 31, 2023
(Expressed in thousands of Canadian dollars unless otherwise stated)

This Management Discussion and Analysis ("MD&A") of Kraken Robotics Inc. (the "Company" or "Kraken") provides analysis of the Company's financial results for the three-month period ending March 31, 2023 and should be read in conjunction with the Company's audited financial statements and the notes thereto for the year ended December 31, 2022, which are available on SEDAR at www.sedar.com. This MD&A is current as at May 29, 2023, the date of preparation.

The March 31, 2023 condensed consolidated interim financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") applicable to the preparation of interim financial statements. These financial statements were prepared using the same accounting policies and methods of computation, and are subject to the same use of estimates and judgments, as the Company's consolidated financial statements for the year ended December 31, 2022. These condensed consolidated interim financial statements do not include all disclosures required by International Financial Reporting Standards ("IFRS") for annual consolidated financial statements and accordingly should be read in conjunction with the Company's audited consolidated financial statements for the year ended December 31, 2022 prepared in accordance with IFRS as issued by the International Accounting Standards Board ("IASB"). All amounts are expressed in thousands of Canadian dollars, unless otherwise stated.

Non-IFRS Measures

This MD&A also includes certain figures that are not performance measures consistent with the International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board. These measures are defined at the end of this MD&A under the heading "Non-IFRS Measures".

Notice Regarding Forward-Looking Statements

*This MD&A, and, in particular, the sections below entitled "Use of Estimates and Judgments", "Capital Management", "Financial Instruments and Risk Management" and "Risks and Uncertainties" contain "forward-looking statements" and "forward-looking information" (collectively, "**forward-looking statements**") within the meaning of applicable Canadian securities legislation.*

In some cases, forward-looking statements can be identified by the use of forward-looking terminology such as "may", "will", "expect", "intend", "seek", "potential", "estimate", "anticipate", "believe", "could", "would", "should", "continue", "plans", "target", "is/are likely to", or the negative of these terms, or similar expressions intended to identify forward-looking statements. Within this MD&A, forward-looking statements may include, without limitation, statements with respect to Kraken's future plans, strategies and objectives, including:

- *expectations regarding revenue, expenses and operations;*
- *the ability to profitably execute on its contracts announced for products including: AquaPix® MINSAS, KATFISH™, ALARS, and SeaPower™ batteries; and services using the Sub Bottom Imager™ (SBI), Acoustic Corer™ (AC), KATFISH™ and SeaVision® 3D laser system.*
- *anticipated cash needs and the Company's needs for, and the Company's ability to secure, additional financing and/or government funding for working capital needs, debt repayment obligations and other contractual obligations of the Company;*
- *the Company's ability to maintain current and projected revenue if it fails to effectively compete for additional contracts;*
- *our ability and intention to expand Robotics as a Service and data analytics revenue;*
- *the Company's ability to protect, maintain and enforce its intellectual property rights;*
- *the Company's ability to defend itself against third-party claims of infringement or violation of, or other conflicts with, intellectual property rights by the Company;*
- *natural disasters, terrorist acts, civil unrest, pandemics and other disruptions and dislocations, such as COVID-19, may adversely affect the Company;*

- the Company's ability to attract new customers;
- the Company's reliance on information technology systems or a material disruption in the Company's computer systems;
- the Company's ability to attract and retain personnel; and
- the Company's competitive position and its expectations regarding competition and its future success in competitive bidding processes.

Forward-looking statements reflect the Company's current views with respect to future events and are subject to various known and unknown risks and uncertainties, which are necessarily based upon a number of estimates and assumptions that, while considered reasonable by Kraken, are inherently beyond the ability of the Company to control or predict, that may cause the Company's actual results, performance or achievements to be materially different from those expressed or implied thereby, and are developed based on assumptions about such risks, uncertainties and other factors set out herein, including but not limited to the factors referred to below under "Risks and Uncertainties". For additional information with respect to certain of these risks or uncertainties, reference should be made to the section entitled "Risks and Uncertainties" in this MD&A and to Kraken's continuous disclosure materials filed from time to time with the Canadian Securities Regulatory Authorities, including the Company's Annual Information Form for the financial year ended December 31, 2022 under the section entitled "Risk Factors", quarterly and annual reports, and supplementary information, which are available under the Company's profile on SEDAR at www.sedar.com. Additional risks and uncertainties not presently known to the Company or that Kraken believes to be less significant may also adversely affect the Company.

The Company undertakes no obligation to update forward-looking statements except as required by applicable law. Such forward-looking statements represent management's best judgment based on information currently available. No forward-looking statement can be guaranteed, and actual future results may vary materially. Accordingly, readers are cautioned not to place undue reliance on forward-looking statements.

OVERVIEW

Kraken Robotics Inc. was incorporated on May 14, 2008 under the Business Corporations Act, British Columbia and its registered office is at 100 King Street West, #1600, Toronto, Ontario, M5X 1G5.

Kraken Robotics Inc. is a marine technology company supplying advanced sonar and optical sensors, batteries, and underwater robotics equipment and services for military and commercial applications. The Company is recognized as world leading innovators of Synthetic Aperture Sonar (SAS) - a revolutionary underwater imaging technology that dramatically improves seabed surveys by providing ultra-high resolution imagery at superior coverage rates. Both military and commercial markets are showing significant growth and are now incorporating unmanned vehicles and intelligent sensors in their procurement plans and budgets. In July 2021, Kraken acquired, PanGeo Subsea Inc., which has been renamed Kraken Robotics Services Ltd on January 1, 2023. Kraken Robotics Services specializes in high-resolution 3D acoustic imaging solutions for the sub-seabed with offices in Canada, the United States and the United Kingdom.

Kraken's common shares are publicly traded on the TSX Venture Exchange under the symbol PNG and on the OTCQB under the symbol KRKNF.

VISION, MISSION AND VALUES

The Company's mission is driven by innovation. We develop unique subsea intelligence solutions for clients to overcome the challenges in our oceans – safely, efficiently, and sustainably. Our vision is to transform the future of subsea intelligence and enable our clients to explore, power, and protect the planet. Our core values involve safety and quality first, by being agile and accountable, while delivering value to our clients and stakeholders, and continuously driving innovation, thinking globally and acting locally.

FINANCIAL HIGHLIGHTS

Consolidated revenue in Q1 2023 was \$7,578 compared to \$5,512 in Q1 2022. Revenue in the quarter was driven by the continued growth in our KATFISH, SAS and battery product lines and service offerings. Adjusted EBITDA⁽¹⁾ in Q1 2023 was \$903 compared to \$(368) for the same period in the prior year.

SUMMARY OF RESULTS

Revenue

The Company's product and service revenue can fluctuate significantly on a quarterly basis due to the timing of orders, lead times on part purchases and seasonality.

Kraken's product business consists primarily of our AquaPix® MINSAS sensors, KATFISH™ systems, and SeaPower™ subsea battery systems. Product revenue in Q1 2023 was \$5,328 (Q1 2022 - \$3,726). Revenue in Q1 2023 was generated from the sale of subsea batteries, SAS sensors, KATFISH™ systems and work on the Royal Canadian Navy Minehunting program.

Kraken's services business consists of services provided by robotics as a service (RaaS) portfolio of equipment including our Sub-Bottom Imager™, Acoustic Corer™, KATFISH™, and SeaVision. Services revenue in Q1 2023 was \$2,250 (Q1 2022- \$1,786) an increase of 26% over the prior year due to increased activity in the industry. The increase is due to the increased demand from customers in depth of burial campaigns, geohazards and unexploded ordnance identification.

| | Three months ended (unaudited) | |
|---|--------------------------------|-------------------|
| | March 31, 2023 | March 31, 2022 |
| Product Revenue | \$ 5,328 | \$ 3,726 |
| Service Revenue | 2,250 | 1,786 |
| Total revenue | 7,578 | 5,512 |
| Cost of sales | 3,075 | 3,696 |
| Gross margin | 4,503 | 1,816 |
| Gross margin percentage | 59% | 33% |
| Administrative expenses | 3,360 | 2,542 |
| Research and development costs | 774 | 480 |
| Depreciation and Amortization | 1,263 | 1,141 |
| Share-based compensation | 161 | 41 |
| Investment tax credits recoverable | (499) | (634) |
| Income (loss) from operating activities | (556) | (1,754) |
| Foreign exchange loss (gain) | 141 | 56 |
| Financing costs | 553 | 884 |
| Loss on disposal of assets | - | - |
| Net loss before taxes | (1,250) | \$ (2,694) |
| Income tax recovery (expense) | (86) | 135 |
| Net loss | \$ (1,336) | \$ (2,559) |
| Basic and diluted loss per share | \$ (0.01) | \$(0.01) |
| Basic and diluted weighted average number of shares outstanding | 205,595,763 | 201,192,985 |
| Adjusted EBITDA ⁽¹⁾ | 903 | (368) |
| Adjusted EBITDA margin ⁽¹⁾ | 12% | N/A |

1. *Adjusted EBITDA is a non-IFRS financial measure and Adjusted EBITDA Margin is a non-IFRS ratio, in each case with no standard meaning under IFRS, and may not be comparable to similar financial measures disclosed by other issuers. Refer to the “Non-IFRS Measures” section of this MD&A.*

Cost of Sales and Gross Margin

Cost of sales reflects the recognition of products based on shipments and the cost of delivery of services revenue as well as the allocation of wages of employees primarily engaged in product and services activities. Cost of sales in the quarter were \$3,075 (Q1 2022 - \$3,696) and has decreased due to the product and service revenue mix year over year. During Q1 2023, the Company realized gross margin of \$4,503 (Q1 2022 – \$1,816) resulting in a gross margin of 59% compared to 33% in Q1 2022. The increase in gross margin percentage reflects a change in product and service revenue mix in the current quarter to higher margin business compared to the prior year.

Administration Expenses

Administration expenses in Q1 2023 increased 32% to \$3,360 (Q1 2022 - \$2,542) due to costs associated with growing our business. At the end of the quarter, Kraken employed 224 employees compared to 220 in the prior year. Notable items in the administration expense category include: salaries and benefits expenses increased to \$1,627 (Q1 2022 - \$1,279), travel related costs increased \$534 (Q1 2022 - \$150) due to the easing of COVID related restrictions on travel, software subscriptions increased to \$235 (Q1 2022 - \$205), accounting and legal increased to \$189 (Q1 2022 - \$109) and office and shop supplies \$214 (Q1 2022 - \$165).

Transaction and restructuring costs for Q1 2023 were \$35 (Q1 2022 -\$204) due to the acquisition of Kraken Robotics Services as well as increasing efficiency in operations in the prior year.

Research and Development costs

R&D costs in the quarter increased to \$774 (Q1 2022 - \$480), due to the timing of expenditures on various R&D programs as well as the timing of government assistance which are netted against R&D. Investment tax credits recoverable decreased to \$499 (Q1 2022 - \$634) related to decreased scientific research and experimental development activities.

Depreciation and Amortization

Depreciation and amortization increased in the quarter due to the increased asset base and intangibles associated with the acquisition of Kraken Robotics Services. Depreciation in the quarter totalled \$873 (Q1 2022 - \$758), while amortization of intangible assets increased to \$390 (Q1 2022 - \$383).

Share-based compensation

Share-based compensation expense in Q1 2023 was \$161 (Q1 2022 - \$41), representing the fair value of the options amortized over the vesting period of the underlying options during the three months ended March 31, 2023.

Financing Costs

Financing costs in Q1 2023 were \$553 (Q1 2022 - \$884) with the decline mainly related to lower financing costs associated with the contingent consideration which was paid in January 2023.

| | March 31, 2023 (unaudited) | March 31, 2022 (unaudited) |
|---|-------------------------------|-------------------------------|
| Interest on lease liabilities | \$ 76 | \$ 90 |
| Letters of credit and other | 234 | 289 |
| Accretion of long-term obligations | 87 | 119 |
| Fair value adjustment on contingent consideration | 156 | 386 |
| | \$ 553 | \$ 884 |

Net Income and Adjusted EBITDA ⁽¹⁾

The Company recorded a net loss in Q1 2023 of \$1,336 and a comprehensive net loss of \$1,320, as compared to net loss of \$2,559 and comprehensive net income of \$2,584 for the same period of prior year. Adjusted EBITDA ⁽¹⁾ in Q1 2023 was \$903 or an 12% adjusted EBITDA ⁽¹⁾ margin compared to an adjusted EBITDA ⁽¹⁾ of \$(368) in the prior year.

Refer to Non-GAAP section below for further detail.

FINANCIAL CONTRIBUTIONS AWARDED

At March 31, 2023, Kraken had \$13.8 million remaining in grant funding to be offset against R&D activities of which cash of \$2.2 million has been received for projects to be completed during 2023.

Significant components of this remaining funding are as follows:

In August 2021, Kraken Robotics Services was awarded \$2.0 million in funding from the Ocean Supercluster for its development for its GeoScan Wide Area Acoustic Corer of which \$0.6 million has been received.

In November 2021, Kraken was awarded \$2.3 million in funding from the Newfoundland Offshore Oil and Gas Industry Recovery Assistance (OOGIRA) Fund for the development of its Fast Remote 3D Digital Inspection Technology Demonstration project. This project completed in December 2022.

Also in November 2021, Kraken Robotics Services was awarded \$4.8 million in funding from OOGIRA for the development of its GeoTrac project of which \$2.4 million has been received.

In November 2022, Kraken was awarded \$8.0 million in funding to its Brazilian subsidiary to continue development on artificial intelligence, machine learning software and subsea autonomy solutions of which \$7.6 remains. No monies on this project were received to March 31, 2023.

LIQUIDITY AND CAPITAL RESOURCES

At March 31, 2023, the Company had negative working capital of \$(5,319) (2022 – \$(2,035)). Working capital is negative due to the promissory note and contingent consideration related to Kraken Robotic Services acquisition. Cash and cash equivalents as at March 31, 2022 were \$3,923 as compared with \$8,265 at December 31, 2022.

During the three-month period ended March 31, 2023, the Company received proceeds of \$5 upon the exercise of 12,500 stock options (March 31, 2022 – proceeds of \$nil). During the period, the Company received proceeds of \$9 on the exercise of 15,000 common share purchase warrants.

During the three-month period ended March 31, 2023, the Company experienced cash inflows of \$1,320 (2022 – cash outflows \$5,041) from operating activities. Cash outflows from investing activities were \$3,838 versus \$1,231 for 2022. Financing activities realized outflows of \$1,679 (2022 – cash inflows \$809).

Overall, excluding the foreign exchange impact on cash, cash decreased by \$4,197 to \$3,923 (2022 – \$8,265).

A commercial bank issued standby letters of credit on behalf of the Company to customers in the amounts of US\$3,108 (C\$4,210), US\$1,960 (C\$2,655) and US\$830 (C\$1,124) on advance guarantees secured by Export Development Canada. The letters of credit expire on October 30, 2023, November 30, 2023 and October 31, 2024, respectively.

No cash dividends have been declared or paid since the date of incorporation and the Company has no present intention of paying dividends on its common shares. The Company anticipates that all available funds will be used to finance the growth of its business.

RISKS AND UNCERTAINTIES

The Company faces competitive risks in the underwater sonar and robotics sector and will face all the risks inherent in developing a business including: access to capital, ability to attract and retain qualified employees, ability to attract and maintain customers and the ability to put in place appropriate operating and control procedures.

Industry specific risks include, but are not limited to:

- *Competitive risk* – the sonar industry in which the Company operates is highly competitive. The competitors of the Company range from small single product companies to diversified corporations in the military, sonar and marine imaging industry. Some of the competitors of the Company may have more extensive or more specialized engineering, manufacturing, and marketing capabilities;
- *Technology risk* – The future success of the Company will depend on its ability to develop new technologies that achieve market acceptance. The sonar market is characterized by rapidly-changing technologies and evolving industry standards;
- *Protection of Intellectual Property*: The Company may be unable to adequately protect its intellectual property rights, which could affect its ability to compete. Protecting the Company’s intellectual property rights is critical to its ability to compete and succeed as a company. The Company currently has trademark registrations and relies on a combination of copyright, trademark, and trade secret laws, confidentiality procedures, contractual provisions and other measures to protect its proprietary information. However, all of these measures afford only limited protection;
- *Outside suppliers*: The Company’s operations depend on component availability and the manufacture and delivery by key suppliers of certain products and services. Further, the Company’s operations are dependent on the timely delivery of materials by outside suppliers. The Company cannot be sure that materials, components, and subsystems will be available in the quantities required, if at all;
- *Government contracts*: The Company will depend, in part, on government contracts, which may only be partially funded, subject to termination, heavily regulated, and audited. The termination of one or more of these contracts could have a negative impact on the operations of the Company; and
- *Competitive bidding*: The Company will derive significant revenue from contracts awarded through a competitive bidding process, which can impose substantial costs upon it, and the Company could fail to maintain its current and projected revenue if it fails to compete effectively.

Due to ‘COVID-19’, there has been significant economic volatility and supply chain disruption. In addition, the geopolitical risk currently being experienced may cause continued economic volatility and impact the supply chain. During the period, the Company experienced minor delays in procuring components and conducting sea trials.

An investment in the Company’s common shares is highly speculative and subject to a number of risks and uncertainties. Only those persons who can bear the risk of the entire loss of their investment should participate. An investor should carefully consider the risks described above and the other information filed with the Canadian securities regulators before investing in the Company’s common shares. The risks described above are not the only ones faced. Additional risks that the Company currently believes are immaterial may become important factors that affect the Company’s business. If any of these risks occur, or if others occur, the Company’s business, operating results and financial condition could be seriously harmed and investors may lose all of their investment.

CAPITAL MANAGEMENT

The Company’s objectives when managing its capital are to maintain a financial position suitable for supporting its operations and growth strategies, to provide an adequate return to shareholders and to meet its current obligations.

The Company’s capital structure consists of shareholders’ equity, lease liabilities, contingent consideration, and long-term obligations. The Company will make adjustments to the capital structure depending on economic conditions, its financial position and performance. In order to maintain or adjust the capital structure, the Company may issue new shares, buyback shares or pay dividends, issue debt or sell assets to reduce debt.

FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

As at March 31, 2023, the Company’s risk exposures and the impact of the Company’s financial instruments are summarized below:

Credit Risk:

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

| | March 31, 2023 | December 31, 2022 |
|-----------------------------|----------------|-------------------|
| Cash and cash equivalents | \$ 3,923 | \$ 8,265 |
| Trade and other receivables | 7,041 | 12,221 |
| Contract assets | 4,401 | 4,347 |
| | \$ 15,365 | \$ 24,833 |

At March 31 2023, 66% of the trade receivables balance was owing from two customers (2022 – 52% of the trade receivables was owing from two customers). At March 31, 2023 the Company had recorded contract liabilities of \$11,741 (2022 – \$11,817).

Liquidity Risk:

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due. As of March 31, 2023, the Company had a cash balance of \$3,293 (December 31, 2022 - \$8,265). The Company's ability to meet obligations as they come due is dependent on the Company's future generation of cash from operations, ability to obtain financing and to manage contract negotiations with payments to be received in advance to fulfill contracts. There can be no assurance that the Company will generate sufficient cash flows from operations to meet its contractual obligations as they come due. The failure of the Company to generate sufficient cash flows or to obtain additional financing could materially adversely affect the Company's financial condition and results of operations.

Market Risk:

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

(a) Interest rate risk

At March 31, 2023, the Company held \$3,923 in cash and has drawn \$3,112, \$632 and \$1,415 against its operating lines of credit. The drawn operating lines of credit bear interest annually at bank prime plus 2.5%, 3.95% and bank prime plus 2.5% respectively, payable monthly. An increase (decrease) of 1,000 basis points in the interest rate would have increased (decreased) the Company's net loss by approximately \$9.

The Company is exposed to interest rate risk on its line of credit balance.

(b) Foreign currency risk

The Company's exposure to foreign currency risk is limited to sales in USD, GBP, EUR, DKK and BRL. The Company does not use any form of hedging against fluctuations in foreign exchange.

The Company's exposure to foreign currency risk was as follows:

| | March 31, 2023 | December 31, 2022 |
|--|----------------|-------------------|
| Financial liabilities denominated in foreign currency: | | |
| Trade and other payables USD | \$ 2,459 | \$ 581 |
| Trade and other payables GBP | 754 | 1,381 |
| Trade and other payables EUR | 421 | 1,203 |
| Trade and other payables DKK | 10 | 120 |
| Trade and other payables BRL | 1,477 | 241 |
| Long-term debt EUR | 867 | 1,016 |
| Bank indebtedness EUR | 429 | 377 |
| Financial assets denominated in a foreign currency: | | |
| Trade and other receivables USD | 281 | 4,697 |
| Trade and other receivables GBP | 1,453 | 2,072 |
| Trade and other receivables EUR | 1,328 | 473 |

| | | |
|---------------------------------|-----|----|
| Trade and other receivables DKK | 193 | 6 |
| Trade and other receivables BRL | 361 | 21 |

For the period ended March 31, 2023, with other variables remaining constant, a 10% increase (decrease) in the exchange rate of the US dollar, British Pound, Euro, Brazilian Real and Danish Krone to the Canadian dollar exchange rate would have increased (decreased) the Company's net loss by approximately \$816 (2022 - \$981).

Fair Value:

During the three-months ended March 31, 2023 there were no transfers between level 1, level 2 and level 3 classified assets and liabilities. The fair values of the Company's financial instruments are considered to approximate the carrying amounts.

USE OF ESTIMATES AND JUDGEMENTS

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates. Estimates are reviewed on an ongoing basis based on historical experience and other factors that are considered to be relevant under the circumstances. Revisions to estimates on the resulting effects of the carrying amounts of the Company's assets and liabilities are accounted for prospectively.

OUTSTANDING SHARE DATA AS AT May 29, 2023:

(a) Authorized and issued share capital:

| Class | Par Value | Authorized | Issued Number |
|--------|--------------|------------|---------------|
| Common | No par value | Unlimited | 206,051,735 |

(b) Summary of options outstanding:

| Security | Number | Number Exercisable | Exercise Price | Expiry Date |
|----------|------------------|--------------------|-----------------|-------------------|
| Options | 1,200,000 | 1,200,000 | 0.57 | July 14, 2023 |
| Options | 1,000,000 | 1,000,000 | 0.63 | July 14, 2024 |
| Options | 1,000,000 | 750,000 | 0.50 | July 30, 2026 |
| Options | 50,000 | - | 0.39 | November 29, 2026 |
| Options | 5,706,250 | 2,758,750 | 0.39 | May 3, 2027 |
| Options | 100,000 | 33,333 | 0.37 | September 6, 2027 |
| Options | 400,000 | 133,334 | 0.59 | December 7, 2027 |
| Options | 75,000 | 18,750 | 0.63 | January 30, 2028 |
| Options | 100,000 | 25,000 | 0.58 | February 27, 2028 |
| | 9,631,250 | 5,519,167 | \$ 0.464 | |

NON-IFRS MEASURES

The Company has included certain non-IFRS financial measures and non-IFRS ratios in this MD&A, including adjusted EBITDA, adjusted EBITDA margin and working capital. Management believes that non-IFRS financial measures and non-IFRS ratios, when supplementing measures determined in accordance with IFRS, provide investors with an improved ability to evaluate the underlying performance of the Company. Non-IFRS financial measures and non-IFRS ratios do not have any standardized meaning prescribed under IFRS, and therefore they may not be comparable to similar measures employed by other companies. This data is intended to provide additional information and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS.

Adjusted EBITDA and Adjusted EBITDA Margin

The Company believes that, in addition to conventional measures prepared in accordance with IFRS, adjusted EBITDA is useful to securities analysts, investors and other interested parties in evaluating operating performance by presenting the results of the Company on a basis which excludes the impact of certain non-operational items which enables the primary readers of the MD&A to evaluate the results of the Company such that it was operating without certain non-cash and non-recurring items. Adjusted EBITDA is calculated as earnings before interest expense, interest income, income taxes, depreciation and amortization, stock-based compensation expense and non-recurring impact transactions, if any.

Adjusted EBITDA margin is defined as adjusted EBITDA divided by Total Revenue.

| | March 31, 2023 | March 31, 2022 |
|--|-----------------------|-----------------------|
| Net loss | \$(1,336) | \$(2,559) |
| Income tax | 86 | (135) |
| Financing costs | 553 | 884 |
| Foreign exchange (loss) gain | 141 | 56 |
| Share-based compensation | 161 | 41 |
| Depreciation and Amortization | 1,263 | 1,141 |
| EBITDA – including restructuring and acquisition costs | 868 | (572) |
| Restructuring and acquisition costs | 35 | 204 |
| Adjusted EBITDA | \$903 | \$(368) |
| Adjusted EBITDA Margin | 12% | N/A |

Gross margin is defined as revenue less cost of total sales. Gross margin percentage is defined as gross margin divided by total sales.

| | March 31, 2023 | March 31, 2022 |
|-------------------------|-----------------------|-----------------------|
| Revenue | \$7,578 | \$5,512 |
| Cost of sales | 3,075 | 3,696 |
| Gross margin | 4,503 | 1,816 |
| Gross margin percentage | 59% | 33% |

Working capital

Working capital is defined as current assets less current liabilities.

DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROLS OVER FINANCIAL REPORTING

Disclosure controls and procedures (“DC&P”) are intended to provide reasonable assurance that material information is gathered and reported to senior management to permit timely decisions regarding public disclosure. Internal controls over financial reporting (“ICFR”) are intended to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with IFRS accounting principles.

TSX Venture-listed companies are not required to provide representations in their annual and interim filings relating to the establishment and maintenance of DC&P and ICFR, as defined in Multinational Instrument MI 52-109. In particular, the CEO and CFO certifying officers do not make any representations relating to the establishment and maintenance of (a) controls and other procedures designed to provide reasonable assurance that information required to be disclosed by the issuer in its annual filings, interim filings or other reports filed or submitted under securities legislation is recorded, processed, summarized and reported within the time periods specified in securities legislation, and (b) processes to provide reasonable assurance

regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with the issuer's GAAP.

ADDITIONAL INFORMATION

Summary of Quarterly Information

Selected financial information for each of the eight most recently completed quarters are as follows:

| | Revenue (\$) | Operating activity less share based payments (\$) | Share-based payments (\$) | Net income (loss) (\$) | Comprehensive income (loss) \$ | Basic and diluted income (loss) per share (\$) |
|---------|-----------------|---|---------------------------------|------------------------------|--------------------------------------|--|
| Q1 2023 | 7,578 | 4,898 | 161 | (1,336) | (1,320) | (0.01) |
| Q4 2022 | 8,813 | 5,411 | 178 | (1,270) | (1,598) | (0.01) |
| Q3 2022 | 12,291 | 4,272 | 137 | (928) | (1,258) | 0.00 |
| Q2 2022 | 14,292 | 4,561 | 441 | 514 | 560 | 0.00 |
| Q1 2022 | 5,512 | 3,529 | 41 | (2,559) | (2,584) | (0.01) |
| Q4 2021 | 15,018 | 4,918 | 13 | 548 | 855 | 0.00 |
| Q3 2021 | 5,061 | 4,211 | 189 | (2,573) | (2,563) | (0.01) |
| Q2 2021 | 1,950 | 1,378 | 113 | (908) | (935) | (0.01) |
| Q1 2021 | 3,601 | 2,395 | 118 | (604) | (689) | (0.00) |

Note: Operating expenses are defined as administrative expenses, R&D costs and depreciation and amortization.

Comparative balance sheet information for 2023 and 2022 is presented below. Total assets in 2021 increased due to the acquisition of PanGeo as well as inventory related for two large contracts. Total liabilities increased in 2021 due to the acquisition of PanGeo and the associated promissory note and contingent consideration.

Comparative quarterly balance sheet information is presented below:

| | Total Assets (\$) | Total Current Assets (\$) | Total Current Liabilities (\$) | Total Liabilities (\$) |
|----------|----------------------|------------------------------|-----------------------------------|---------------------------|
| Q1 2023 | 65,237 | 31,315 | 36,634 | 40,477 |
| Q4 2022 | 71,365 | 37,827 | 39,862 | 47,710 |
| Q3 2022 | 65,492 | 34,510 | 32,654 | 40,552 |
| Q2 2022 | 63,444 | 31,796 | 25,596 | 37,383 |
| Q1 2022 | 63,915 | 30,313 | 27,072 | 38,855 |
| Q4 2021 | 65,465 | 31,724 | 25,360 | 37,863 |
| Q3 2021 | 61,797 | 27,460 | 19,163 | 35,064 |
| Q2 2021* | 34,639 | 20,233 | 15,410 | 19,849 |
| Q1 2021* | 32,037 | 22,273 | 12,199 | 16,445 |

**The Company has adjusted Q1 2021 and Q2 2021 comparative statements of financial position to correct a misclassification in prepayments in Q1 2021 and Q2 2021 between current assets and non-current assets consistent with the presentation as at December 31, 2021.*

OTHER INFORMATION

Additional information regarding the Company is available on SEDAR at www.sedar.com and on the Company's website at www.krakenrobotics.com.