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## **INEO Tech Corp.**

**(Formerly Metron Capital Corp.)**

**MANAGEMENT'S DISCUSSION AND ANALYSIS**

**As at and for the three months ended September 30, 2020**

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## **PREFACE**

The following is a management's discussion and analysis ("MD&A") of INEO Tech Corp. (formerly Metron Capital Corp.), prepared as of November 18, 2020. This MD&A should be read in conjunction with the Company's interim condensed consolidated financial statements as at and for the three months ended September 30, 2020.

INEO Tech Corp. is a Canadian company, originally incorporated as Metron Capital Corp ("Metron") under the laws of the Province of British Columbia on March 4, 2008. Metron Capital Corp. was previously an exploration stage business engaged in the acquisition and exploration of mineral properties located in Canada and the US.

Except as otherwise indicated or where the context so requires, references to "INEO" or the "Company" include INEO Tech Corp. and its subsidiaries. The Company prepares its financial statements in accordance with International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board ("IASB") – see note 2 of the interim condensed consolidated financial statements for the three months ended September 30, 2020 and 2019 for further information. All dollar figures stated herein are expressed in Canadian dollars (\$ or Cdn\$), unless otherwise specified

On January 24, 2020, Metron Capital Corp. completed its previously announced reverse takeover transaction with INEO Solutions Inc. ("INEO Solutions" formerly Flashgate Technology Inc), carried out by way of a share exchange (RTO Transaction). As part of the transaction Metron changed its name to "INEO Tech Corp." INEO Tech Corp transacts all of its business through its wholly owned subsidiary INEO Solutions Inc. ("INEO Solutions"). With the acquisition of INEO Solutions, the Company's principal business activity changed to providing services and products to connect advertisers with customers through its patented *INEO Welcoming Network* that combines digital advertising, predictive Artificial Intelligence ("AI") and loss prevention into a single, innovative, patented system.

The Company's shares trade on the TSX Venture Exchange ("TSX-V") under the symbol INEO. The corporate head office and records office of the Company is located at 105 – 19130 24<sup>th</sup> Ave Surrey, BC, V3Z 3S9.

This MD&A contains forward-looking statements. See Forward-Looking Statements below for further information. See section "Operational Highlights" below for information on the calculation of EBITDA and adjusted EBITDA. See section "Overall Performance and Discussion of Operations – Gross Profit and Gross Margin" for information on the calculation of Gross Profit and Gross Margin.

### *Completion of the Reverse Takeover (RTO)*

On January 24, 2020, Metron Capital Corp. completed its reverse takeover transaction with INEO Solutions Inc. ("INEO Solutions") (the "Transaction"), carried out by way of a share exchange.

Pursuant to a share exchange agreement dated November 4, 2019, Metron acquired all of the issued and outstanding common shares of the INEO Solutions in consideration for an aggregate of 19,626,407 post-consolidation shares at a deemed value of \$0.35 per share.

Metron also issued options to purchase 175,863 post-consolidation shares at a price of \$0.088 per share in exchange for existing outstanding options of INEO Solutions.

As part of the RTO Transaction, Metron also completed a private placement resulting in the issuance of 8,048,498 subscription receipts (the "Subscription Receipts") of the Company at a purchase price of \$0.35 per share for gross proceeds of \$2,816,974 (the "Offering"). On completion of the Transaction, the Subscription Receipts were automatically converted in accordance with their terms into one Share of Metron and the net proceeds of the Offering were released to Metron from escrow. In addition, Metron issued 262,181 warrants to finders in connection with the Offering, each entitling the holder to acquire one Share of Metron at a price of \$0.35 per Share for a period of 24 months from their date of issue. On completion of the Transaction, Metron repaid certain outstanding bridge loans of \$305,866.

In connection with the RTO Transaction, Metron consolidated its common shares on the basis of one (1) post-consolidation share for every 1.6191 pre-consolidation shares (the "Consolidation").

With the acquisition of INEO Solutions, the Company's principal business activity changed to providing services and products to connect advertisers with customers through its patented *Retail Welcoming Network* that combines digital advertising, predictive Artificial Intelligence ("AI") and loss prevention into a single, innovative, patented system.

## **BUSINESS OVERVIEW AND OVERALL PERFORMANCE**

INEO operates the *INEO Welcoming Network*, a location-based digital advertising and analytics network. The *INEO Welcoming Network* is a patented cloud-based digital advertising and data analytics system, which sends customized advertising to digital screens integrated with theft detection sensor gates at the entrance of retail stores. INEO's goal is to enhance the customer's in-store shopping experience, monetize the entrances of retail stores and protect against retail theft.

The Company generates revenue through:

- Monthly recurring sales to brands and retailers of targeted digital-media advertising
- Monthly recurring sales to brands and retailers of analytics data to provide meaningful customer insights
- Ongoing, periodic sales to retailers of loss-prevention consumables

INEO's patented technology integrates high-resolution, advertising-ready LCD screens with an advanced theft-detection sensor system. INEO's security gates replace antiquated anti-shoplifting or loss prevention systems and are used in deterring and catching shoplifters. In addition, INEO's security gates incorporate high-definition camera technology which captures video surveillance to record any incidents or security breaches. The company's cloud-based servers deliver targeted ads, informing customers about products, sales, in-store experiences and specials. Furthermore, INEO provides retailers with a wealth of data related to store traffic and machine-learning powered advanced analytics.

The replacement of retail loss prevention systems with the *INEO Welcoming Network* is a large market. Currently, there are over 2.38 million loss prevention pedestals in North America in over 528,000 retail locations. These retail locations span a variety of industry verticals, providing a massive market for INEO to distribute and install its products.

Research reports estimate the worldwide retail loss prevention market for loss prevention antennas, such as the ones targeted by INEO to replace, is worth nearly \$1.5 billion each year (ResearchAndMarkets.com–2019).

As of the date of this report, INEO had installed seventy *Welcoming Systems* in retail stores across B.C. and Alberta. These installations are all within independent liquor store locations.

### **FORWARD-LOOKING STATEMENTS**

Certain information included in this MD&A may constitute forward-looking statements. Statements in this report that are not historical facts are forward-looking statements involving known and unknown risks and uncertainties, which could cause actual results to vary considerably from these statements.

Forward-looking statements are statements about the future and are inherently uncertain, and actual achievements of the Company may differ materially from those reflected in forward-looking statements due to a variety of risks, uncertainties, and other factors. The Company's forward-looking statements are based on the beliefs, expectations and opinions of management on the date the statements are made, and the Company does not assume any obligation to update forward-looking statements if circumstances or management's beliefs, expectations or opinions should change except as required by law. For the reasons set forth above, investors should not place undue reliance on forward-looking statements.

It is the Company's policies that all forward-looking statements are based on the Company's beliefs and assumptions that are based on information available at the time these assumptions are made. The forward-looking statements contained herein are as of August 14, 2020 and are subject to change after this date, and the Company assumes no obligation to publicly update or revise the statements to reflect new events or circumstances, except as may be required pursuant to applicable laws. Although management believes that the expectations represented by such forward-looking information or statements are reasonable, there is significant risk that the forward-looking information or statements may not be achieved, and the underlying assumptions thereto will not prove to be accurate.

Actual results or events could differ materially from the plans, intentions and expectations expressed or implied in any forward-looking information or statements, including the underlying assumptions thereto, as a result of numerous risks, uncertainties and other factors such as those described above and in "Risks and Uncertainties" below. The Company has no policy for updating forward looking information beyond the procedures required under applicable securities laws.

### *Significant Events and Milestones*

On February 3, 2020, INEO announced the appointment of Steve Matyas to the Company's Board of Directors. Matyas brings vast retail management, operations and executive leadership experience to INEO, including 27 years at STAPLES where he previously was the Chief Executive Officer of STAPLES® Retail.

On March 23, 2020 the Company temporarily reassigned all capacity at its manufacturing subsidiary, FG Manufacturing, to produce clear acrylic barriers to provide separation between cashiers and customers and keep retail businesses open amidst the threat of the COVID-19 pandemic.

The Company was granted Canadian patent 2,936,044, COMBINATION MEDIA DISPLAY AND ELECTRONIC ARTICLE SURVEILLANCE PEDESTAL, (the "Flashgate Patent") on January 15, 2018. The Flashgate Patent has a term of 20 years. The filing for the Canadian patent was done as a *Patent Cooperation Treaty* ("PCT") filing.

During the quarter ended June 30, 2020, the Company received a Notice of Allowance from the United States Patent and Trademark Office ("USPTO") for its patent entitled "COMBINATION MEDIA DISPLAY AND ELECTRONIC ARTICLE SURVEILLANCE PEDESTAL". Subsequently, on April 23, 2020, the Company announced the USPTO granted this patent to INEO under Patent no. US 10,614,691.

On May 5, 2020, the Company acquired Newman Loss Prevention ("Newman"), an independent reseller of loss prevention products and services in Calgary, Alberta. This was approved by the TSX-V on May 12, 2020. The Company's acquisition of Newman includes acquiring ongoing contracts, customer lists and inventory assets, in exchange for 200,000 common shares (issued on May 13, 2020) in the Company with a future earn-out consideration of another 200,000 INEO common shares upon achievement of certain agreed to milestones.

During the quarter ended September 30, 2020, the Company launched and announced the commercial availability of the industry's first wireless *Welcoming System*, which significantly simplified the installation process, reducing in-store installation time from over four hours down to less than one hour. The new wireless enabled *Welcoming System* allows INEO to swap out and replace the retailers' legacy loss prevention systems with minimal disruption to store operations.

On August 18, 2020, the Company appointed Serge Gattesco to the Company's Board of Directors. Gattesco has immense audit, strategy, profitability and operations experience as the former Canadian Managing Partner of Strategy and Operations for PwC Canada and as the Canadian Managing Partner for PwC Canada's Audit and Assurance Group.

On October 27, 2020, the Company announced a partnership agreement with Hivestack to connect INEO's network of premium retail advertising screens to Hivestack's digital out-of-home programmatic advertising platform to deliver targeted location-based advertising. This partnership gives brands and advertisers who utilize the Hivestack platform access to ad space on INEO's Network of Welcoming screens uniquely located at the entrances of retail stores (see section on COMMITMENTS).

On September 21, 2020, the Company entered into a partnership agreement with Consumer Media Solutions Inc. ("CMS"), a Toronto-based media sales organization, who will take over the day to day activities of selling the advertising inventory on the INEO Welcoming Network Systems placed inside retail stores. Consumer Media Solutions has been successfully selling digital and traditional advertising on a national level since 2005 with a staff of seasoned sales representatives that will now represent INEO (see section on COMMITMENTS).

After the quarter ended September 30, 2020, the Company announced the expansion of the INEO Welcoming Network to the Okanagan Valley Region. With this expansion, INEO now has a presence in all the major markets in BC and Alberta.

### *COVID-19 Business Update*

Starting in mid-March the Company implemented its business continuity plan as a result of the COVID-19 pandemic. This plan included instituting a work from home policy for all technology and sales employees to minimize personal interactions between employees. Beginning in May, the Company gradually brought employees back into the Company's office environment. Health and safety protocols, as outlined by the BC Ministry of Health, are being followed including spacing and distancing of workstations. The Company resumed normal office hours in June although outside visitors are only allowed via appointment and must wear masks while keeping 2m in distance from all staff.

During the government mandated COVID-19 lockdown period, the Company shifted its focus from installations of its *Welcoming Systems*, to instead, enhancing its Research and Development (R&D) efforts which led to the R&D team successfully completing the development of INEO's new wirelessly enabled *Welcoming System*, which significantly reduces installation time from over four hours down to one hour. Furthermore, the Company also made significant enhancements on its data analytics platform and improvements to its facial detection algorithms during this period. Despite the emergence of the Covid-19 pandemic, INEO's *Welcoming Network* deployed across B.C. and Alberta continued to be operational as they were located within independent liquor stores that remained open throughout this period. Social distancing restrictions have caused a major decline in most other Out-of-Home advertising locations; however, INEO's focus on essential retail has positioned the Company to be one of the few Digital-Out-of-Home advertising options available that allows brands to display their messaging in an impactful way.

Shortly after the onset of the Covid-19 pandemic, INEO also reallocated a portion its engineering and production resources to design and develop an adjustable Sneeze-Guard product to provide separation between customers and cashiers for its customer base. INEO shipped and installed several hundred Sneeze-Guard products in the fourth quarter of fiscal year ended June 30, 2020 but has since discontinued the production of Sneeze-Guard products.

With Western Canada now well into Phase 3 of its economic restart plan, INEO has ramped up the expansion of its *Welcoming Network*. While there have been some slow-downs in INEO's supply-chain, the Company has been able to secure commitments for the delivery of components required for the *Welcoming Systems* and Production resumed fully by the end of June and has continued since.

**OPERATIONAL HIGHLIGHTS**

The following selected financial information for the three months ended September 30, 2020 and the three months ended September 30, 2019 has been derived from the interim condensed consolidated financial statements and should be read in conjunction with the statements and related notes.

<b>OPERATIONAL HIGHLIGHTS</b>	<b>September 30, 2020</b>		<b>September 30, 2019</b>	
Sales	\$	148,150	\$	104,431
Cost of Sales		(91,509)		(27,496)
Gross Profit	\$	56,641	\$	76,935
Gross Margin		38.2%		73.7%
Net loss before other income (expenses)	\$	(431,301)	\$	(89,611)
Net loss and comprehensive loss		(354,121)		(87,827)
Basic and diluted loss per share		(0.01)		(0.01)
Weighted average number of common shares outstanding (basic and diluted)		40,680,740		10,883,077

**DISCUSSION OF OPERATIONS**

**Sales**

The following table shows the details of the Company's sales for the three months ended September 30, 2020 and 2019:

<b>SALES</b>	<b>September 30, 2020</b>		<b>September 30, 2019</b>	
Loss Prevention	\$	120,205	\$	64,961
Fabrication		27,945		39,470
Total	\$	148,150	\$	104,431

The Company generated \$148,150 of revenue for the three months ended September 30, 2020. This represented an increase of \$43,719 (41.9%) as compared to the three months ended September 30, 2019. The increase in revenue is primarily attributable to an increase in the Company's online sales of loss prevention products.

### Gross Profit and Gross Margin

The following table summarizes gross profit and gross margin for the three months ended September 30, 2020 and 2019:

GROSS PROFIT/GROSS MARGIN	September 30, 2020		September 30, 2019	
	Loss Prevention	Fabrication	Loss Prevention	Fabrication
Sales	\$ 120,205	\$ 27,945	\$ 64,961	\$ 39,470
Cost of Sales	(71,114)	(20,395)	(6,578)	(20,918)
Gross Profit	\$ 49,091	\$ 7,550	\$ 58,383	\$ 18,552
Gross Margin	40.8%	27.0%	89.9%	47.0%

The Company generated gross profit of \$56,641 for the three months ended September 30, 2020. This represented a decrease of \$20,294 (26.38%) as compared to the three months ended September 30, 2019. Gross margin for the three months ended September 30, 2020 likewise decreased to 38.2%, as compared to gross margin of 73.7% for the three months ended September 30, 2019. The Company attributes this decrease in gross profit and corresponding gross margin to higher cost to purchase inventory from Asian suppliers as COVID-19 had a negative impact on the rate of USD/CAD while also causing shipping costs to increase substantially.

### Expenses

The following is the breakdown of the Company's expenses for the three months ended September 30, 2020 and 2019:

General and administrative expenses	For the three months ended	
	September 30, 2020	September 30, 2019
Accounting and legal	\$ 51,844	\$ 46,758
Amortization on property and equipment	25,075	2,701
Bad debt	149	3,542
Insurance	4,496	1,022
Lease interest	4,467	-
Office expenses	14,505	11,808
Rent	3,109	12,625
Remuneration and benefits	100,957	16,896
Stock-based compensation	49,553	-
Supplies	-	6,020
	<u>\$ 254,155</u>	<u>\$ 101,373</u>

General and administrative expenses ("G&A") were \$254,155 for the three months ended September 30, 2020. This represented an increase of \$152,782 (151%) as compared to \$101,373 for the three months ended September 30, 2019. The increase in G&A expenses is largely due to a higher Remuneration and benefits expenses as senior management was not paid a salary in the prior year. Amortization on property and equipment increased to \$25,075 (2019 - \$2,701) as a result of the deployment of Welcoming systems into a number of stores. Stock-based compensation increased by \$49,553 compared to \$Nil for the same period in the prior year due to vesting and expensing of stock options, issued to management, directors, and employees (see TRANSACTIONS WITH RELATED PARTIES).



Selling expenses	For the three months ended	
	September 30, 2020	September 30, 2019
Freight and delivery	\$ 2,576	\$ 2,224
Investor relations	5,439	2,269
Marketing and research	32,560	916
Remuneration and benefits	82,913	18,505
Stock-based compensation	3,993	-
Travel	-	1,506
	\$ 127,481	\$ 25,420

Selling expenses were \$127,481 for the three months ended September 30, 2020. This represented an increase of \$102,061 (402%) as compared to the three months ended September 30, 2019. The increase in marketing expenses is attributable to higher marketing and research costs as the Company expanded its customer base and explored new opportunities to further grow the business and increase market awareness of INEO's products. Remuneration and benefits were also greater due to increased business development and sales staff costs to bring the Company's technology, products and services to market compared to the prior year.

Research and development expenses	For the three months ended	
	September 30, 2020	September 30, 2019
Consulting fees	\$ 12,397	\$ 16,353
Remuneration and benefits	88,579	23,400
Stock-based compensation	5,330	-
	\$ 106,306	\$ 39,753

Research and development ("R&D") expenses were \$106,306 for the three months ended September 30, 2020. This represented an increase of \$66,553 (167%) as compared to the three months ended September 30, 2019. R&D expenses were higher due to an increase in headcount in the R&D team, leading to higher Remuneration and benefits expenses. The investment in R&D has extended the Company's technology capabilities in a number of areas, including completion of a new completely wireless version of the Welcoming System, new Artificial Intelligence (AI) and detection capabilities, new customer reporting and data analysis and new media player capabilities for booking, reserving and playing advertisements.

### Net and comprehensive Loss

Net loss for the three months ended September 30, 2020 was \$354,121 or \$0.01 per share compared to net loss of \$87,827 or \$0.01 per share for the three months ended September 30, 2019. The Company had a greater loss in 2020 due to increased remuneration and benefits of \$288,283 as it ramped up operations on its development and deployment of current products and systems.

## **Cash and cash equivalents**

As at September 30, 2020 the Company had \$952,384 of cash and cash equivalents, compared to \$1,252,638 of cash and cash equivalents at June 30, 2020.

### *Operating activities*

Cash used in operating activities amounted to \$154,974 (2019 -\$74,514) primarily relating operating expenses related to remuneration and benefits for the period partly offset by the receipt of cash benefit from the Canada Emergency Wage Subsidy program.

### *Investing activities*

Cash used in investing activities amounted to \$120,941 (2019 - \$2,241). The increase is primarily attributable to the manufacturing of new Welcoming Systems deployed to various stores and computer hardware purchased.

### *Financing activities*

Cash used in financing activities amounted to \$24,339 (2019 – cash provided by financing activities of \$29,693). This relates to funds used to repay loan principles and payment of lease obligations.

## **Receivables**

The following table shows the details of the Company's receivables for the three months ended September 30, 2020.

<b>RECEIVABLES</b>	<b>September 30, 2020</b>	<b>June 30, 2020</b>
Accounts receivable	\$ 84,265	\$ 221,555
GST recoverable	18,006	14,115
<b>Receivables</b>	<b>\$102,271</b>	<b>\$ 235,670</b>

Receivables decreased as funds for outstanding balances were collected during the quarter ended September 30, 2020.

## **Inventory**

As at September 30, 2020 and 2019, the Company held inventory of \$192,763 and \$234,329, respectively. The decreased inventory relates to the materials used to complete Welcoming systems installed at various stores. Readily available inventory of all key products resulting in faster fill rates of orders placed by customers is a strategy management believes gives the Company an edge in the marketplace.

### Prepaid expenses

As at September 30, 2020 and September 30, 2019, the Company's prepaid expenses amounted to \$48,361 and \$5,037, respectively. The increase primarily relates to Directors & Officers policy effective August 2020 and additional deposits for inventories delivered to the Company subsequent to period end September 30, 2020.

### Accounts payable and other current liabilities

The following table summarizes the Company's accounts payable and other current liabilities as at September 30, 2020 and June 30, 2020:

<b>ACCOUNTS PAYABLE and OTHER CURRENT LIABILITIES</b>	<b>September 30, 2020</b>		<b>June 30, 2020</b>	
Accounts payable and accrued liabilities	\$	200,073	\$	234,788
Current portion of loan payable		188,395		185,270
<b>Accounts payable and other current liabilities</b>	<b>\$</b>	<b>388,468</b>	<b>\$</b>	<b>420,058</b>

The decrease in accounts payable from June 30 to September 30, 2020 was driven by payment to suppliers.

### Loans

During the three months ended September 30, 2020, the Company had two loans from Business Development Bank of Canada ("BDC"). The first BDC loan for \$200,000 was taken on Sept 26, 2017 and had an outstanding balance of \$152,350 as of September 30, 2020. The second BDC loan for \$50,000 was taken on April 8, 2019 and had an outstanding balance of \$44,850 as of September 30, 2020. One private loan for \$100,000 and accrued interest, taken out on December 16, 2016 remains outstanding and has a balance of \$146,875 as at September 30, 2020.

### SUMMARY OF QUARTERLY RESULTS

<b>SELECTED INFORMATION</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>Q1</b>	<b>Q4</b>	<b>Q3</b>	<b>Q2</b>
	<b>30-Sep-20</b>	<b>30-Jun-20</b>	<b>31-Mar-20</b>	<b>31-Dec-19</b>
Total revenues, including interest income	148,150	247,509	80,020	98,536
Net Loss and comprehensive loss	(354,121)	2,029,809	(7,536,367)	(168,619)
Basic and diluted loss per common share	(0.01)	0.01	(0.23)	(0.02)
	<b>Q1</b>	<b>Q4</b>	<b>Q3</b>	<b>Q2</b>
	<b>30-Sep-19</b>	<b>30-Jun-19</b>	<b>31-Mar-19</b>	<b>31-Dec-18</b>
Total revenues, including interest income	104,431	119,678	121,543	99,591
Net Loss and comprehensive loss	(87,827)	(44,395)	(11,634)	(57,438)
Basic and diluted loss per common share	(0.01)	(0.00)	(0.00)	(0.01)

Revenue for the period ended September 30, 2020 of \$148,150 decreased 40% compared to revenue of \$247,509 for the quarter ended June 30, 2020. The decrease in the current quarterly revenue was primarily driven by the strategic decision to focus on the core business of the Company and stop the sales of the temporary, revenue boosting Sneeze Guard sales generated by the COVID-19 pressure on retailers.

Revenues for the quarter ended June 30, 2020 were 309% higher than the previous quarter resulting mainly from the sales of Sneeze Guards generated by the demand from retailers trying to stay open amid COVID-19 restrictions. The net income in this quarter resulted from the downward adjustment of the previously recognized non-cash loss from the completion of the RTO (initially recognized at \$7.1 million and adjusted to \$4.8 million).

Revenues for the quarter ended March 31, 2020 were lower for the quarter ended March 31, 2020 than the previous quarter primarily due to the effects of the nationwide lockdown due to COVID-19. The revenue reduction was partially offset by the initial sales of Sneeze Guards to retailers trying to stay open amid the COVID-19 lockdown restrictions. Net loss for the period, however, rose significantly due to the non-cash loss realized as a result of the completion of the RTO on January 24, 2020.

Revenues for the quarter ended December 31, 2019 were lower from the previous quarter attributable to the decrease in consumables sales partially subdued by the increase in antennas sales. Net loss increased for the three months ended December 31, 2019 due to costs associated with the reverse takeover transaction.

Revenues for the three months ended September 30, 2019 dropped from the previous period due to the reduced sales of antennas and other consumables from the loss prevention business segment. Net loss increased from higher payroll costs and professional fees compared to last quarter. Seasonally, this quarter has traditionally been a slower quarter for loss prevention products.

Revenues were slightly lower during the quarter ended June 30, 2019 from the previous one resulting from lower sales of advanced security systems for this period. Net loss went up mainly due to higher sales commissions and payroll expenses for the quarter.

Revenues for the period ended March 31, 2019 were higher than the preceding quarter following the increased sales in consumables, antennas, and advanced security systems from the loss prevention division. The net loss decreased mainly due to the increased sales while being partly offset by higher rental expenses for the period.

## **LIQUIDITY AND CAPITAL RESOURCES**

As at September 30, 2020, the Company had not achieved profitable operations and had an accumulated deficit since inception of \$6,737,370. During the quarter ended September 30, 2020, the Company had a net loss of \$354,151 and spent \$154,974 of cash on operating activities. The Company expects to incur further losses in the development of its business, all of which indicate the existence of a material uncertainty that may cast doubt upon the Company's ability to continue as a going concern and, therefore, its ability to realize its assets and discharge its liabilities in the normal course of business. The Company's ability to continue as a going concern is dependent upon its ability to obtain the necessary financing to develop and/or acquire business projects and to meet its ongoing levels of corporate overhead and discharge its liabilities as they come due. Although the Company has been successful in the past in obtaining financing, there is no assurance that it will be able to obtain adequate financing in the future or

that such financing will be on terms advantageous to the Company. To date, the Company has relied on equity and debt financing to fund its acquisitions. Upon completion of the RTO transaction, the Company was able to raise \$2,816,974 which will be used to fund its continued growth and to build a critical mass of its Welcoming Systems. The Company believes that additional funding may still be required and could come in the form of equity, debt and or convertible debt; however, there is no assurance that such additional funding will be available when and as needed. The Company's access to sufficient capital will impact its ability to continue its Mergers & Acquisitions activities. For further information, see section "Financial Instruments and Other Instruments" below.

## **TRANSACTIONS WITH RELATED PARTIES AND KEY MANAGEMENT**

### **Key Management Compensation**

Key management personnel include those persons having authority and responsibility for planning, directing and controlling the activities of the Company as a whole. The Company has determined that key management personnel consist of executive and non-executive members of the Company's Board of Directors and corporate officers.

Related party transactions are in the normal course of operations and measured at the exchange amount, which is the amount of consideration established and agreed by the related parties. Amounts due to or from related parties are non-interest bearing and unsecured, unless specified.

As at September 30, 2020, the Company has \$14,250 due to a company controlled by the CFO (June 30, 2020 - \$9,750).

During the periods ended September 30, 2020 and 2019, the Company had the following transactions with related parties:

<b>Type of Service</b>	<b>September 30, 2020</b>	<b>September 30, 2019</b>
Accounting fees	\$ 4,500	\$ -
Management fees	15,000	-
Remuneration and benefits	94,226	-
Stock-based compensation	37,558	-
		\$
<b>Total</b>	<b>\$ 151,284</b>	<b>-</b>

- Accounting and management fees of \$19,500 (2019 - \$Nil) were paid to a company controlled by the CFO.
- Remuneration and benefits consist of \$47,113 paid to the President, Director and Corporate Secretary (2019 - \$Nil) and \$47,113 paid to the CEO (2019 - \$Nil).
- Share-based compensation consists of \$13,325 to the President, Director and Corporate Secretary, \$13,325 to the CEO, \$3,553 to Steve Matyas, \$3,553 to Gurminder Sangha and \$3,802 to Serge Gattesco (2019 - \$Nil).

Under the terms of their management agreements, certain officers of the Company are entitled to 24 months of base pay in the event of their agreements being terminated without cause.

## **COMMITMENTS**

### *Surrey Warehouse*

On February 4, 2020, the Company through its subsidiary, INEO Solutions Inc, entered into a 5-year lease agreement for leased premises (3,360 sq. ft.) in Surrey, British Columbia, commencing April 1, 2020 and ending on March 31, 2025. The minimum base rent is \$11.75 per sq. ft. per month with escalation rate of \$0.25 per sq. ft. per month per annum. In accordance with IFRS 16, the Company recognized right-of-use asset of \$155,260 as at April 1, 2020 equal to the present value of all remaining lease payments. The Company depreciates the right-of-use assets on a straight-line basis, over the remaining lease term.

Consequently, the Company recognized a lease liability equal to the present value of the lease payments to be made over the lease term, using the borrowing rate on the Company's existing loans. As at September 30, 2020, the balance of the lease liability – current is \$23,877 and lease liability – noncurrent is \$115,463.

### *Advertising contracts*

On June 3, 2020, the Company, through its subsidiary, Ineo Solutions Inc. (or "Ineo Solutions") entered into an Agreement with Hivestack Inc. ("Hivestack") to utilize the latter's programmatic digital out-of-home advertising platforms, technology and related services, at the Company's discretion, on certain inventories of the Company. Ineo Solutions shall compensate Hivestack based on the use of Hivestack's server, a percentage of the Company's advertising revenues and additional fees based on target audience reached and additional services used.

On September 21, 2020, the Company, through its subsidiary, Ineo Solutions entered into an agreement with Consumer Media Solutions Inc. ("CMS"). The Company shall compensate CMS a commission equal to a percentage of their advertising revenues from the customers signed by CMS.

## **SIGNIFICANT ACCOUNTING POLICIES AND CRITICAL ACCOUNTING ESTIMATES**

For a detailed summary of the Company's significant accounting policies, the readers are directed to Note 2 of the audited consolidated financial statements as at and for the year ended June 30, 2020 and the notes to the interim condensed consolidated financial statements as at and for the three months ended September 30, 2020.

## **OFF-BALANCE SHEET ARRANGEMENTS**

The Company has not entered into any material off-balance sheet arrangements.

## **PROPOSED TRANSACTIONS**

The Company has no proposed transactions as of reporting date.

## **FINANCIAL RISK MANAGEMENT**

### **Fair value risk**

The Company's financial instruments consist of cash, trade receivables, other receivables, bank overdraft, accounts payable, due to related parties and loans payable.

Financial instruments recorded at fair value on the statements of financial position are classified using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities and the lowest priority to unobservable inputs. The three levels of the fair value hierarchy are as follows:

- Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3: Inputs that are not based on observable market data

Trade receivables, other receivable, bank overdraft, accounts payable and due to related party approximate their fair value due to their short-term maturities. Cash and bank overdraft under the fair value hierarchy are based on Level 1 quoted prices in active markets for identical assets or liabilities. The fair value of the loan payable also approximates its carrying value due to the fact that interest rates approximate market rates.

### **Market risk**

Market risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of changes in market prices or prevailing conditions. Market risk comprises three types of risk: currency risk, interest rate risk and price risk and are disclosed as follows:

#### **i. Currency risk**

Currency risk is the risk of change in profit or loss that arises from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Company does not use derivative instruments to reduce its exposure to foreign currency risk. The Company has only a nominal amount of assets or liabilities denominated in foreign currencies and engaged in very few transactions denominated in a foreign currency; therefore, its exposure to currency risk is limited.

#### **ii. Interest rate risk**

Interest rate risk is the risk that future cash flows will fluctuate as a result of changes in market interest rates. The Company is exposed to risks associated with the effects of fluctuations in the prevailing levels of market interest rates. The Company is subjected to the risks of fluctuation of the variable interest rates ("Prime") of certain of its loans payable. The Company continues monitoring its exposure to the Prime and it is comfortable to this exposure given the relative low fluctuation of the bank interest rates in Canada.

### **Credit risk**

Credit risk is the risk of an unexpected loss if a customer or third party to a financial instrument fails to meet its contractual obligations.

All the Company's cash is held through a Canadian chartered bank and accordingly, the Company's exposure to credit risk is considered to be limited. The Company's GST recoverable and other receivable are refunds due from the Government of Canada and the exposure to credit risk on these amounts are considered to be limited.

The Company's accounts receivable consists of amounts due from various customers. The maximum exposure to credit risk is equal to the carrying value of accounts receivable. The business models of the Company's respective segments require analysis of credit risk specific to each business line. The Company's historic rate of bad debts is low.

The Company applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables are assessed primarily on days past due combined with the Company's knowledge of past bad debts. During the three months ended September 30, 2020, the Company has recognized a bad debt expense of \$149 (September 30, 2019 - \$3,542).

### **Liquidity risk**

As at September 30, 2020, the Company's cash balance was \$952,384. The Company manages its liquidity risk by attempting to maintain sufficient cash and cash equivalents balances to enable settlement of transactions on the due date. Accounts payable, loans payable and accrued liabilities and amounts payable to related parties are all current. As the Company has limited sources of revenue, it may require additional financing to accomplish its long-term strategic objectives.

### **Price risk**

The Company is exposed to price risk with respect to equity prices. Equity price risk is defined as the potential adverse impact on the Company's earnings due to movements in individual equity prices or general movements in the level of the stock market.

### **CAPITAL STOCK**

The authorized capital of the Company consists of an unlimited number of common shares without par value.

As at September 30, 2020 and the date of this report, the Company has 40,680,740 common shares, 3,475,863 stock options and 262,181 warrants issued and outstanding (June 30, 2020 – 40,680,740).

The Company had no capital stock transactions during the three months ended September 30, 2020.



## **Options**

On January 24, 2020, pursuant to the RTO, the Company granted 175,863 options to stockholders of INEO in exchange of the existing INEO options held by said shareholders. Each option is exercisable to acquire one common share at a price of \$0.089. The stock options shall vest based on the terms of the options replaced which are 25% on January 5, 2019, 25% on January 5, 2020, 25% on January 5, 2021 and 25% on January 5, 2022. These options have an expiry date of January 23, 2023.

On April 15, 2020, the Company granted 2,750,000 options to directors, officers and employees of the Company with an exercise price of \$0.26 per share. The Company also granted 500,000 options to a consultant with an exercise price of \$0.35 per share. The stock options shall vest on the basis of 25% on April 15, 2021, 25% on April 15, 2022, 25% on April 15, 2023 and 25% on April 15, 2024.

On August 18, 2020, the Company granted 200,000 options to a director of the Company with an exercise price of \$0.26 per share. The Options shall vest on the basis of twenty-five percent (25%) on August 18, 2021, twenty-five percent (25%) on August 18, 2022, twenty-five percent (25%) on August 18, 2023 and twenty percent (25%) on August 18, 2024. The Option shall expire at the end of the term of the Company Stock Option Plan or 30 days after the Optionee is no longer a director, employee or contractor of the Company, whichever comes first. The Option must be exercised, if at all, on or before the expiration date.

## **Warrants**

On January 24, 2020, the Company issued 262,181 warrants valued at \$4,262 in connection with the RTO (Note 4). The warrants have an exercise price of \$0.35 and expire on January 23, 2022. The fair value of the warrants granted were estimated on their dates of issue using the Black-Scholes option pricing model and the following assumptions: volatility rate of 100%, risk-free rate of 1.49%, dividend yield of 0% and weighted average life of 2 years. The fair value of the share warrants is recorded as share issuance costs charged against share capital.

There were no warrants issued during the three months ended September 30, 2020.

## **RISKS AND UNCERTAINTIES**

The Company's management believes that the following risks are among the most important in order to understand the issues that face its financial performance, business and its approach to risk management. The risks presented below may not be all of the risks that the Company may face. It is believed that these are the factors that could cause actual results to be different from expected and historical results. The market in which the Company currently competes is competitive and can change rapidly. Sometimes new risks emerge, and management may not be able to predict all of them or be able to predict how they may cause actual results to be different from those contained in any forward-looking statements. You should not rely upon forward-looking statements as a prediction of future results.

### **Limited Operating History**

INEO Solutions began carrying on business in 2016 and to date, has generated all revenue from its legacy businesses. The Company, is therefore subject to many of the risks common to early-stage enterprises, including under- capitalization, cash shortages, limitations with respect to personnel, financial, and other resources, and lack of revenues. There is no assurance that the Company will be successful in achieving a return on shareholders' investment and the likelihood of success must be considered in light of the early stage of operations.

### **Reliance on Management**

The success of the Company is dependent upon the ability, expertise, judgment, discretion and good faith of its senior management. While employment agreements are customarily used as a primary method of retaining the services of key employees such as Greg Watkin and Kyle Hall, these agreements cannot assure the continued services of such employees. Any loss of the services of such individuals could have a material adverse effect on the Company's business, operating results or financial condition.

### **Factors which may Prevent Realization of Growth Targets**

The Company is currently in the early development stage. There is a risk that these additional resources will not be achieved on time, on budget, or at all, as they can be adversely affected by a variety of factors, including some that are discussed elsewhere in these risk factors and the following:

- non-performance by third party contractors;
- developing technology is subject to change;
- competition;
- inability to acquire sufficient financing to fund operations;
- cyber-attacks on the Company's operating systems;
- loss of intellectual property rights on its proprietary software;
- increases in materials or labor costs;
- foreign exchange risks and currency fluctuation;
- construction performance falling below expected levels of output or efficiency;
- breakdown, aging or failure of equipment or processes;
- contractor or operator errors;
- labor disputes, disruptions or declines in productivity;
- inability to defend and costs in defending potential breaches of intellectual property rights;
- inability to attract sufficient numbers of qualified workers; and
- major incidents and/or catastrophic events such as fires, explosions, earthquakes or storms.

As a result, there is a risk that the Company may not have product or sufficient product to meet the anticipated demand or to meet future demand when it arises.

### **Additional Financing**

As of report date, the Company has enough funds to meet its current obligations.

In order to execute further growth strategy, the Company may require additional equity and/or debt financing to support on-going operations, to undertake capital expenditures or to undertake acquisitions or other business combination transactions. There can be no assurance that additional financing will be available to the Company when needed or on terms which are acceptable. The Company's inability to raise financing to support on-going operations or to fund capital expenditures or acquisitions could limit the Company's growth and may have a material adverse effect upon future profitability. The Company may require additional financing to fund its operations to the point where it is generating positive cashflows.

If additional funds are raised through further issuances of equity or convertible debt securities, existing shareholders could suffer significant dilution, and any new equity securities issued could have rights, preferences and privileges superior to those of holders of Common Shares. Any debt financing secured in the future could involve restrictive covenants relating to capital raising activities and other financial and operational matters, which may make it more difficult for the Company to obtain additional capital and to pursue business opportunities, including potential acquisitions.

### **Inability to achieve or obtain profitability**

The Company may not be able to achieve or maintain profitability and may continue to incur significant losses in the future. In addition, the Company expects to continue to increase operating expenses as it implements initiatives to continue to grow its business. If the Company's revenues do not increase to offset these expected increases in costs and operating expenses, it will not be profitable.

### **Competition**

Numerous factors will affect the Company's competitive position, including price. Other companies may decide to enter the space and could have substantially greater financial, marketing and other resources. Several of these companies may have greater name recognition and well-established relationships with some of the Company's target customers. Furthermore, these potential competitors may be able to adopt more aggressive pricing policies and offer more attractive terms to customers than the Company is able to offer. The Company may face increasing price pressure from competitors and customers. In addition, current and potential competitors have established or may establish cooperative relationships amongst themselves or with third parties to compete more effectively. Existing and potential competitors may also develop enhancements to, or future generations of, competitive products and services that will have better performance features than the Company's system.

It is possible that the Company will face additional competition from new entrants. To remain competitive, the Company will require a continued high level of investment in research and development, marketing, sales and customer support. The Company may not have sufficient resources to maintain research and development, marketing, sales and customer support efforts on a competitive basis which could materially and adversely affect the business, financial condition and results of operations of the Company.

### **Dependence on Personnel**

Due to the technical nature of its business and the dynamic market in which the Company competes, its success depends on its ability to attract and retain highly skilled developers, technology, engineering, managerial, marketing and sales personnel. In particular, the Company's future success depends in part on the continued services of each of its current executive officers and other key employees. Competition for qualified personnel in the technology space is intense. Management believes that there are only a limited number of persons with the requisite skills to serve in many key positions and it is difficult to hire and retain these persons. The loss of one or more of these key personnel may have a significant adverse effect on the Company's sales, operations, technological development and profits.

### **Difficulty to Forecast**

The Company must rely largely on its own market research to forecast sales as detailed forecasts are not generally obtainable from other sources. A failure in the demand for its products to materialize as a result of competition, technological change or other factors could have a material adverse effect on the business, results of operations and financial condition of the Company.

### **Variable Revenues / Earnings**

The revenues and earnings of the Company may fluctuate from quarter to quarter, which could affect the market price of the Company's Common Shares. Revenues and earnings may vary quarter to quarter as a result of a number of factors, including the timing of releases of new products or services, the timing of substantial sales orders or deliveries, activities of the Company's competitors, cyclical fluctuations related to the evolution of technology, possible delays in the manufacture or shipment of current or new products, concentration in the Company's customer base, and possible delays or shortages in components supplies.

### **Suppliers**

The Company has relationships with suppliers and service providers upon which it depends to provide critical components for its products and services. In the event that the Company is unable to maintain these relationships or establish relationships with new suppliers or service providers as required, the availability, pricing and quality of its products and services may be adversely affected causing an adverse effect on the Company's business, operating results and financial condition. Relationships with third-party suppliers and service providers expose the Company to risks associated with the integrity, quality, reputation, solvency and performance of such parties.

### **Operating Risk and Insurance Coverage**

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

insurance, its business, results of operations and financial condition could be materially adversely affected.

### **Management of Growth**

The Company may be subject to growth-related risks including capacity constraints and pressure on its internal systems and controls. The ability of the Company to manage growth effectively will require it to continue to implement and improve its operational and financial systems and to expand, train and manage its employee base. The inability of the Company to deal with this growth may have a material adverse effect on the Company's business, financial condition, results of operations and prospects.

### **Conflicts of Interest**

Certain of the proposed directors and officers of the Company are also directors and officers of other companies, and conflicts of interest may arise between their duties as officers and directors of the Company and as officers and directors of such other companies.

### **Privacy**

The Company may be subject to scrutiny and regulation from legislative bodies with regards to the information that is collected within its systems. To reduce this risk, the Company has taken a proactive approach to consumer and data privacy with its "Transparent Privacy Philosophy" that clearly spells out what is done with personal information:

- The Company does not sell, trade or give away your personal data. That includes your name, address, cell-phone information, credit cards, facial recognition or other biometric imprints.
- The Company anonymizes any limited data it collects. That means, no matter what, anyone who gets our data when you enter or leave a store won't be able to tie it to any person.
- The Company uses our anonymized data to try and build insights into how people shop, how stores operate and what both parties in that equation might want. But we stick to our promise to keep individual identities totally private.
- The Company adheres to the legislative standards of the privacy acts in all jurisdictions in Canada:
  - a. British Columbia - *Personal Information Protection Act*.
  - b. Alberta - *Personal Information Protection Act*.
  - c. Quebec - *The Privacy Act*
  - d. Canadian *Personal Information Protection and Electronic Documents Act* (PIPEDA) for all other jurisdictions in Canada
- The Company follows the foundational principles of *Privacy by Design*, the Canada-made data privacy protocols set out by former Ontario Privacy Minister Anne Cavoukian, Ph.D.
- When you contact or enter into a discussion with the Company your identity and what you discuss will always be held in complete confidence, following all the above standards.
- the Company constantly seeks to be on the forefront of progressive privacy policies. And we will be transparent about where we sit on this important and evolving public interest issue.
- Your privacy matters to you. And that means it matters to the Company.

### **Litigation**

The Company may become party to litigation from time to time in the ordinary course of business, which could adversely affect its business. Should any litigation in which the Company becomes involved be

determined against the Company such a decision could adversely affect the Company's ability to continue operating and the market price for the Company's Common Shares and could use significant resources. Even if the Company is involved in litigation and wins, litigation can redirect significant company resources.

### **The market price of the Company's Common Shares may be subject to wide price fluctuations**

The market price of the Company's Common Shares may be subject to wide fluctuations in response to many factors, including variations in the operating results of the Company and its subsidiaries, divergence in financial results from analysts' expectations, changes in earnings estimates by stock market analysts, changes in the business prospects for the Company and its subsidiaries, general economic conditions, legislative changes, and other events and factors outside of the Company's control. In addition, stock markets have from time to time experienced extreme price and volume fluctuations, which, as well as general economic and political conditions, could adversely affect the market price for the Company's Common Shares.

### **Dividends**

The Company has no earnings or dividend record and does not anticipate paying any dividends on the Common Shares in the foreseeable future. Dividends paid by the Company would be subject to tax and, potentially, withholdings.

### **Limited Market for Securities**

Upon completion of the Acquisition, the Company's Common Shares will be listed on the Exchange, however, there can be no assurance that an active and liquid market for the Common Shares will develop or be maintained and an investor may find it difficult to resell any securities of the Company.

### **Technology**

The Company operates in a highly competitive environment where its hardware and other products and services are subject to rapid technological change and evolving industry standards. The Company's future success depends on its ability to design and produce new products and services, deliver enhancements to its existing products and services, accurately predict and anticipate evolving technology and respond to technological advances in its industry and its customers' increasingly sophisticated needs. The Company's products embody complex technology that may not meet those standards, changes and preferences. If the Company is unable to respond to technological changes, fails or delays to develop products in a timely and cost-effective manner, its products and services may become obsolete, and the Company may be unable to recover its research and development expenses which could negatively impact sales, profitability and the continued viability of the business.

### **Intellectual Property**

In spite of the patent on the Company's proprietary technology, unauthorized parties may attempt to copy aspects of its products or to obtain information that is proprietary. Policing unauthorized use of proprietary technology, if required, may be difficult, time-consuming and costly. If a third-party misappropriates the Company's intellectual property, the Company may be unable to enforce its rights. If the Company is unable to protect its intellectual property against unauthorized use by others, it could have an adverse effect on its competitive position. The Company may be challenged by allegations of its infringement of the intellectual property of others. There is no assurance that the Company will be

successful in defending such claims and, if it is unsuccessful, there is no assurance that the Company will be successful in obtaining a license for the intellectual property in question. Intellectual property claims are expensive and time consuming to defend and, even if they are without merit, may cause delay in the introduction of new products or services. In addition, the Company's managerial resources could be diverted in order to defend its rights, which could disrupt its operations.

### **Proprietary Protection**

The Company's success will depend, in part, on its ability to enforce patent rights, maintain the confidentiality of trade secrets and unpatented know-how, and to operate without infringing on the proprietary rights of third parties or having third parties circumvent the Company's rights. The Company relies on a combination of patented technology, contract, copyright, trademark and trade secret laws, confidentiality procedures and other measures to protect its proprietary information. There can be no assurance that the steps taken will prevent misappropriation of the Company's proprietary rights. The Resulting Issue's competitors could also independently develop technology similar to its technology. Although the Company does not believe that its products or services infringe on the proprietary rights of any third parties, there can be no assurance that infringement or invalidity claims (or claims for indemnification resulting from infringement claims) will not be asserted or prosecuted against us, or that any such assertions or prosecutions will not materially adversely affect our business, financial condition or results of operations. Irrespective of the validity or the successful assertion of such claims, the Company could incur significant costs and diversion of resources with respect to the defense thereof, which could have a material adverse effect on its business.

### **Liability Claims**

The Company may be subject to claims arising from the use of its products and services. The Company's products are complex and sophisticated and, from time to time, may contain design defects that are difficult to detect and correct. There can be no assurance that errors will not be found in the Company's products or, if discovered, that we will be able to successfully correct such errors in a timely manner or at all. Correcting such errors and failures could require significant expenditure of capital. The sale and support of the Company's products and services may entail the risk of substantial product liability or warranty claims in the event of errors or failures. A product liability claim could adversely impact the Resulting Issue's business due to the cost of settlements and due to the costs of defending such claims.

### **Credit Concentration and Credit Risk**

The Company intends to provide credit to its customers in the normal course of operations. Credit risk arises from the potential that a customer or counterparty will fail to meet its contractual obligations. The Company is exposed to credit risk from its customers on its trade receivables and unbilled revenue. Accounts receivables include amounts due from its retail customers, which exposes the Company to risk of non-payment. The Company estimates probable losses on a continuing basis and records a provision for such losses based on the estimated realizable value. Although the Company will attempt to manage its credit risk exposure, there is no assurance that this provision will be adequate.

### **Foreign Exchange**

As Management anticipates that the Company's business will expand with increased global sales, it is expected that it may be necessary to transact sales in foreign currencies other than Canadian dollars, thus exposing the Company to foreign currency risk.

### **General Economic Conditions**

The Company's results could be adversely affected by changing economic conditions in the countries in which it operates. The market turmoil and tightening of credit in the United States and Europe in 2008 and 2009 led to an increased level of commercial and consumer delinquencies, lack of consumer confidence, cuts in government spending, increased market volatility and widespread reduction of business activity generally. There can be no guarantees that the countries in which the Company operates will not experience similar economic conditions, and to the extent such markets experience an economic deterioration, the resulting economic pressure on the Company's customers may cause them to end their relationship with the Company, reduce or postpone current or expected purchase orders for its products, or suffer from business failure, resulting in a decline in our revenues and profitability that could be material. Continued difficult or uncertain economic conditions could adversely affect the Company's revenue and profitability.

### **Market Demand for the Product and Services**

The Company's success is dependent on its ability to market its products and services. There is no guarantee that its products and services will remain competitive. There is no guarantee the Company will be able to respond to market demands. If the Company is unable to effectively develop and expand the market for its products and services, its growth may be adversely affected.

### **Stock Price Volatility**

In recent years, the securities markets in the United States and Canada have experienced a high level of price and volume volatility, and the market prices of securities of many companies have experienced wide fluctuations in price which have not necessarily been related to the operating performance, underlying asset values or prospects of such companies. There can be no assurance that continual fluctuations in price will not occur. It may be anticipated that any quoted market for the Common Shares will be subject to market trends generally, notwithstanding any potential success of the Company in creating revenues, cash flows or earnings. The value of the Company's securities will be affected by such volatility. the Company's stock price may also experience significant fluctuations due to operating performance, performance relative to analysts' estimates, disposition or acquisition by a large shareholder, a lawsuit against the Company, the loss or acquisition of a significant customer or distributor, industry-wide factors and factors other than the operating performance of the Company. These factors, among others, may cause decreases in the value of the Company's Common Shares.

### **Government Regulations**

Although Management believes that the Company has obtained the necessary approvals for the products that it currently sells, it may not be able to obtain approvals for future products on a timely basis, or at all. In addition, regulatory requirements may change, or the Company may not be able to obtain regulatory approvals from countries in which it may desire to sell products in the future. the Company may be required to incur additional costs in order to comply with foreign and state government regulations as it might pertain to certain issues concerning compliance with local regulations governing its devices, content, privacy, taxation and other considerations.



## **Industry Growth**

There can be no assurance that the Company's targeted vertical and geographic markets will grow, or that the Company will be successful in establishing ourselves in new vertical and geographic markets. If the various markets in which its products compete fail to grow, or grow more slowly than is currently anticipated, or if the Company is unable to establish itself in new markets, its growth plans could be materially adversely affected.

## **Liquidity Risk**

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they become due. 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 as they become due. The Company facilitates this in part by maintaining a line of credit with a major Canadian bank.

## **Accounting Estimates**

The Company prepares its financial statements in Canadian dollars in accordance with International Financial Reporting Standards ("IFRS"). Management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities, and revenues and expenses for each year presented. The significant estimates include testing for impairment of goodwill and provision for warranty. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain events.

## **Internal Controls**

Internal controls over financial reporting are designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with IFRS. However, the system of internal controls over financial reporting is not guaranteed to provide absolute assurance with regard to the reliability of financial reporting and financial statements.

## **Public Health Crisis**

The Company's business, operations and financial condition could be materially adversely affected by the outbreak of epidemics or pandemics or other health crises. In December 2019, novel coronavirus ("COVID-19") surfaced in Wuhan, China. The World Health Organization declared a global emergency on January 30, 2020 with respect to the outbreak then characterized it as a pandemic on March 11, 2020. The outbreak has spread throughout the world. The escalating cases of COVID-19 in Canada and the United States, caused companies and various international jurisdictions to impose restrictions, such as quarantines, closures, cancellations and travel restrictions. While these effects are expected to be temporary, the duration of the business disruptions internationally and related financial impact cannot be reasonably estimated at this time. Such public health crises can result in volatility and disruptions in global supply chains, business operation and financial markets, as well as declining trade and market sentiment and reduced mobility of people, all of which could affect, interest rates, credit ratings, credit risk and inflation. The risks to the Company of such public health crises also include risks to employee health and safety and a slowdown or temporary suspension of operations in geographic locations impacted by an outbreak, labor shortages, travel and shipping disruption and shutdowns (including as a result of government regulation and prevention measures). At this point, the extent to which COVID-19 may impact the Company is uncertain; however, it is possible that COVID-19 may have a material adverse

effect on the Company's business and financial condition. If the Company is unable to mitigate the impacts of the COVID-19 outbreak on its operations, they may be unable to fulfill their product delivery obligations to customers, their costs may increase, and their revenues and margins could decrease.

### **CAPITAL MANAGEMENT**

The Company considers its capital structure to include net residual equity of all assets, less liabilities. The Company's objectives when managing capital are to (i) maintain financial flexibility in order to preserve its ability to meet financial obligations and continue as a going concern; (ii) maintain a capital structure that allows the Company to pursue the development of its projects and products; and (iii) optimize the use of its capital to provide an appropriate investment return to its shareholders commensurate with risk.

The Company's financial strategy is formulated and adapted according to market conditions in order to maintain a flexible capital structure that is consistent with its objectives and the risk characteristics of its underlying assets. The Company manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of its underlying assets. To maintain or adjust the capital structure, the Company may attempt to issue new shares or acquire or dispose of assets.

### **DIRECTORS**

Certain directors of the Company are also directors, officers and/or shareholders of other companies that may be engaged in the similar business of developing technologies. Such associations may give rise to conflicts of interest from time to time. The directors of the Company are required to act in good faith with a view to the best interests of the Company and to disclose any interest they may have in any project opportunity of the Company. If a conflict of interest arises at a meeting of the board of directors, any director in a conflict will disclose his/her interest and abstain from voting in the matter(s). In determining whether or not the Company will participate in any project or opportunity, the directors will primarily consider the degree of risk to which the Company may be exposed and its financial position at the time.

On August 18, 2020, Jurgen Wolfe resigned as a Director. On the same date, Serge Gattesco was appointed as a Director.

Current Directors and Officers of the Company are as follows:

- Greg Watkin, President, Chairman and Corporate Secretary
- Kyle Hall, Chief Executive Officer, Director
- Steve Matyas, Director
- Gurminder Sangha, Director
- Serge Gattesco, Director
- Zara Kanji, Chief Financial Officer

### **OUTLOOK**

Since British Columbia and Alberta entered into Phase 3 of their respective COVID re-opening plans, INEO has aggressively ramped up installations of its wirelessly-enabled *Welcoming Systems*. As of the date of the report, the Company now has seventy locations operating on the INEO Welcoming Network. INEO is also booking advertising on these newly installed systems and has a healthy pipeline of additional retail

locations ready for installations throughout the winter. The addition of Consumer Media Solutions as the Company's advertising sales representatives and the partnering with Hivestack's programmatic advertising platform will provide scale without having to add payroll headcount in this area.

INEO continues to execute on its 2020 organic growth strategy by focusing on the following:

- deploying more *Welcoming Systems* into the Company's existing legacy loss prevention customer base which was obtained through the acquisitions of Provent and Newman
- ramping up digital media advertising sales on the Company's network of *Welcoming Systems* through its partnerships with CMS and Hivestack
- increasing sales of supplies (tags & labels) through INEO's web-based sales channel

Seeking long-term business development and partnership opportunities with large retailers who have a chain of retail locations across North America. As part of its Inorganic growth strategy, the Company is seeking acquisitions in the following areas:

- the acquisition of additional EAS vendors and resellers similar to Provent and Newman across North America
- the acquisition of technologies or patents that would be complementary to INEO's internally developed intellectual property

INEO plans on continuing to innovate in the areas of integrated digital screen and loss prevention technology, improving data analytics with machine learning algorithms and optimizing its cloud based digital advertising network. To proceed with its product development and growth strategy, the Company may require additional financings in the current fiscal year.