## Lyric Cycles

**High Performance Electric Vehicles** 

**BUSINESS PLAN – MARCH 2023** 

lyriccycles.com

### **Forward Looking Statements**



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#### VISION

Lyric Cycles aims to replace 100 million miles of gas-powered trips with our light electric vehicles.

#### MISSION

With our Canadian-made, high-performance, light electric vehicles, Lyric Cycles creates new transportation possibilities by designing electric bikes and motorcycles for both B2B use cases including last mile delivery, law enforcement patrol and hospitality, as well as B2C use cases including urban commuters and recreational cruisers.



### Values



**PURPOSEFUL PRODUCTS:** We design our products with specific use cases in mind, to exceed that segment's expectations, while maintaining good value for money and strong margins.

**HIGH PERFORMANCE & RELIABLE:** Consumers choose Lyric Cycles because they can confidently cruise, knowing their ride will perform and go the distance.

**OPERATIONAL PREDICTABILITY:** From prototype to marketing playbooks, to logistics timelines, and sales projections, we strive for predictable outcomes across our operations.

**CONSTANT INNOVATION:** We are never satisfied with the status quo. We can always improve existing models and develop awe-inspiring features to better serve our customers.

**CUSTOMER OBSESSED:** We listen to our customers and do our absolute best to give them what they want, and don't even know they yet need.



### THE MARKET

WHY NOW?

SUSTAINABILITY: Consumers increasingly care about sustainable choices

HEALTH: Significant drop in public transportation & increased personal health focus

**GAS PRICES:** Gas prices are climbing

CLEAN TECH: Advancing quickly, enabling higher performance

REBATES & INCENTIVES: Increasing government support for EVs

**INVESTORS:** EV investors are flocking to the hot eBike & EV space

The global electric bike TAM is massive, and our North American core market is still developing with huge growth potential.



\* The above represents only the electric bicycle market, and does not include electric mopeds and motorcycles. So the whole TAM is actually larger than stated.

### **Market Share**

#### **Total Addressable Market**

\$36B

- The global market is \$36B and growing to \$92B by 2029
- This represents only the eBike market, so even larger considering electric motorcycles

#### Serviceable Available Market

\$2.6B

Lyric is currently targeting the North American market

#### Serviceable Obtainable Market

\$100M

If we capture just 0.1% of 2029 global market share, which is a very attainable goal, we should realize \$100M in revenue

### **TAM \$36B**

### SAM \$2.6B

### SOM \$100M

### **Market Trends**

The global e-bike market was valued at \$36 billion USD in 2021 and is expected to reach USD \$92 billion USD by 2029, growing at a CAGR of 12.6%. The following are contributing factors of the market growth.

rapidly as EV demand grows and

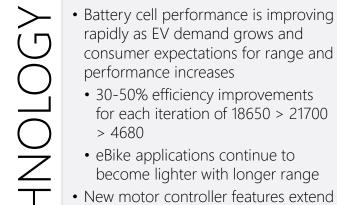
performance increases

consumer expectations for range and

for each iteration of 18650 > 21700

- NSUMER
- Consumers are willing to pay more for sustainable products, or switch to brands that promote a positive societal impact
  - There was a 65% drop in people taking public transit due to COVID. Consumers look at eBikes as an ideal substitute for public transport or shared scooters and smart-cars
  - Consumers are actively choosing alternatives to gas vehicles and changing behaviours to use less fuel due to high prices





- 30-50% efficiency improvements
  - > 4680 • eBike applications continue to become lighter with longer range • New motor controller features extend
- range and combat theft with GPS tracking, electronic immobilization,



and fingerprint authentication. • Rapid hub and mid-drive motor innovation enable power to accommodate higher weight capacity



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GULAT

 Government rebates for eBikes across different provinces in Canada (\$750 off in BC, \$500 Rebate in Nova Scotia) and in certain municipal regions (Up to \$1600 off in Saanich, BC) • In the United States a bill passed by the House of Representatives offers some Americans a fully refundable, 30% tax credit on purchases of certain e-bikes

### Competitors

Our direct competitors fall into 2 categories. eBikes and limited speed motorcycles (LSM)

#### **Ebike Direct Competitors**

Many eBike companies, but less competitors who manufacture motorcycle-inspired eBikes:

- Super73
- Juiced Bikes
- Monday Motorbikes
- Ariel Rider
- Rize Bikes
- Zooz Bikes

#### **LSM Direct Competitors**

Few LSM direct competitors

- Cake Kalk, Cake Osa
- Huck Cycles
- Onyx RCR
- Monday Motorbikes
- Rumble
- Motorino

Quick growth and success amongst competitors is encouraging. Lyric Cycles' approach is most closely aligned with Cake.

	ANNUAL REVENUE	TOTAL FUNDING	VALUATION
RAD	\$300M	\$329M	\$1B
VANMOOF	\$210M	\$189M	\$640M
SUPER73	\$30M	\$29.5M	\$100M
CAKE	\$65M	\$74.4M	\$300M

### Electric Moped Bicycles EBIKES WITH MOTORCYCLE DESIGN STYLING

#### Super73 Py

4			Lyric Graffiti X	
			Ariel Grizzly	0
	Super73 S2 Monday Presid	io		
		Zooz 1100	<b>Lyric Graffiti</b> Ariel X-Class	
		Rize Blade	Juiced Hyper Scorpion	
	Monday Anza		1	
	Juiced Scrambler			
	Super73 Z1			
	PRICE			
	PERFORMANCE			



- Lyric develops the highest performance bikes in its class for a competitive price to entice performance seeking customers
- Lyric's reputation for performance will be known across both ebike and limited speed motorcycle offerings
- Lyric avoids "Value" bikes to avoid the "race to the bottom"
- Lyric differentiates with features customers want (rubber belt drive), and never knew they needed (variable regen brakes)

### **Graffiti Competitive Comparison**

	Lyric Graffiti	Super73 S2	Ariel Rider X 52V	Juiced Hyper Scorpion	Zooz 1100 Ultralight	Monday Anza 750W
Range*	80-100 miles	38-48 miles	37-47 miles	40-50 miles	40-50 miles	27-34 miles
Top Speed	38 mph	32 mph	32 mph	32 mph	33 mph	32 mph
Motor	2500 W	1200 W	1000 W	1000 W	750 W	750 W
Battery	1820 Wh	960 Wh	936 Wh	998 Wh	998 Wh	672 Wh
Volts / Peak Watts	52 volts 4700 watts	48 volts 2000 watts	52 volts 2000 watts	52 volts 1800 watts	52 volts 1600 watts	52 volts 1200 watts
Capacity	325 lbs	325 lbs	300 lbs	275 lbs	325 lbs	325 lbs
Suspension	120 mm Front with Rebound	120 mm Front with Rebound	120 mm Front Spring Rear	120 mm Front Spring Rear	N/A Rigid Fork	N/A Rigid Fork
Brakes	4 Piston Hydraulic Regenerative	2 Piston Hydraulic 180 mm	2 Piston Hydraulic 180 mm	2 Piston Hydraulic 180 mm	4 Piston Hydraulic 203.180 mm	2 Piston Hydraulic 180 mm
Frame	6061 Aluminum	6061 Aluminum	6061 Aluminum	6061 Aluminum	6061 Aluminum	6061 Aluminum

\*Range formula used: 20-25 Wh per mile for a 175lb rider at 15-20 mph with pedal assist +10% added for regenerative braking

### Limited Speed Motorcycles

#### MOPEDS ARE A NEW TREND IN AFFORDABLE ELECTRIC MOTORBIKES

O 1 U II

	Cake Osa		C
		LandMoto District	
Motorino Super Soco		Rumble Henry SST	
TC MAX	Huck Cycles Rebel	Sondors Metacycle Lyric Voodoo	
Ony	x RCR Xion	ı CyberX	
Cake Makka			
Onyx CTY2			
Motorino Ш Super Soco			
PERFORMANCE			

Opportunities

- Lyric will remain competitive in the LSM space with design and performance for a competitive price
- The Voodoo and Revolution will be the clear design choice and will offer features like variable regenerative brakes, off-road suspension, and highest top speed
- The Voodoo and Revolution will be one of the only bikes offered with a legal VIN for registration and insurance purposes
- Future anti-theft and GPS tracking capabilities will offer a competitive advantage

### **Voodoo Competitive Comparison**

150lbs

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Lyric Voodoo	Onyx RCR	Huck Cycles Rebel	Land Moto District CORE	Rumble Motors Air SS	Sondors Metacycle
55-65 miles	75 miles	40-50 miles	60 miles	100 miles	80 miles
eBike: 20mph Top: 75 mph	eBike: 20 mph Top: 60 mph	eBIke: 18 mph Top: 45 mph	eBike: 20 mph Top: 65 mph	65 mph	80 Mph
3000 watt motor 18,000 peak watts	3000 watt 11,000 Peak	3,000 Watt 11,000 Peak	1500 watts	5000 watt	8000 watt 14,500 peak
72v 50ah	72v 41ah	60V 50ah	72V 50ah	72V 50ah	72v 55ah
EBR racing hydraulic fork Fast Ace hydraulic adjustable rear shock	EBR Spring Front and Spring adjustable rear shock	Hydraulic front fork and Sport spring rear shock	Inverted non adjustable hydraulic front fork. Fox float rear air shock	Air adjustable front fork, dual spring rear shock.	Inverted adjustable hydraulic front fork. Hydraulic adjustable rear shock.
Motorcycle hydraulic disc brakes – front & rear Plus variable regenerative brake	Moped Front and Rear Hydraulic Disc Brakes with Fixed Regen	Moped Front and Rear Hydraulic Disc Brakes with Fixed Regen	MAGURA dual piston hydraulic motorcycle brakes	Hydraulic disc Front/Rear with fixed regen brakes	Dual Piston Hydraulic Motorcycle Brakes
400 lbs	350 lbs	350 lbs	375 lbs	330 lbs	400 lbs

150 lbs

\$9800

80 lbs

\$7500

300 lbs

\$6500

165 lbs

Price\$6999\$5700\$6800\*Range formula used: 20-25 Wh per mile for a 175lb rider at 25-30 mph<br/>+10% added for regenerative braking

165 lbs

Range\*

Speed

Motor /

Peak Watts

Battery

Suspension

Brakes

Capacity

Weight

### **SWOT Analysis**

- RENGTH STI
- Founders have previous startup growth success • Team has a strong mix of
- product development, software, marketing, and sales experience
- Extensive technology experience positions team well for direct-toconsumer sales and
- Rapid prototyping capabilities with Canadian manufacturing partner
- Early positive feedback and traction

logistics



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WEAKNESSE

- Founders have limited EV and bicycle industry experience (utilizing contactors and contract manufacturers to offer this expertise) • Limited cashflow has required bootstrapping to
- the prototype completion phase



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**DPPORTUNITE** 

- Fragmented industry provides opportunity for new players to enter the market and customers' minds
- Global shipping issues provide a "cushion of acceptance" when preorder is required (not in stock)
- New bicycle form factors allow market entry into categories where major players aren't currently offering products
- Clean tech advancement enables innovation and increases supplier choice
- Economies of scale improve margins as sales grow



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THRE,

- Major players could turn AT around new, competitive products quickly with wellfunded backing
  - Regulatory changes could create the need to change product design and specs
  - Current wait between sale to delivery impacts sales and increases return rate
  - Manufacturing and shipping timelines require creative cash-flow strategies to prevent cash shortages
  - All of the above can impact forecast vs actual demand, making sales predictability and production ordering difficult

### **2023 Timeline**



	Q1 2023 Jan, Feb, Mar	Q2 2023 Apr, May, Jun	Q3 2023 Jul, Aug, Sep	Q4 2023 Oct, Nov, Dec
Quarterly Focus	<ul><li>Fundraising &amp; grants</li><li>Scaling plan &amp; processes</li><li>2023 readiness</li></ul>	<ul> <li>Grants</li> <li>B2C sales growth / B2B kick-off</li> <li>Production</li> </ul>	<ul><li>Manufacturing scale</li><li>Sales growth</li><li>Series A preparation</li></ul>	<ul> <li>2024 production</li> <li>2024 dealer sales - 60/40 B2C/B2B</li> <li>Close Series A</li> </ul>
Product	<ul> <li>Voodoo &amp; GHOST v2 prototypes</li> <li>Graffiti X design</li> <li>Off-road homologation</li> <li>Curate accessories for online store</li> </ul>	<ul> <li>Voodoo &amp; GHOST production</li> <li>Graffiti X prototype &amp; production</li> <li>Power-shift motor testing</li> <li>Proprietary accessory design</li> </ul>	<ul> <li>Graffiti X &amp; base model re-launch</li> <li>Design updates for motor &amp; testing</li> <li>Last mile delivery Revolution design</li> </ul>	<ul><li> 2024 designs finalized</li><li> Full homologation</li></ul>
Manufacturing & Logistics	<ul> <li>Spring / summer production – racks, Voodoo/Ghost prototypes, Graffitis</li> <li>Supplier &amp; manufacturing partner evaluation</li> </ul>	<ul> <li>Manufacturing process design &amp; warehouse setup</li> <li>AB Production – Voodoo / Ghost</li> <li>Graffiti &amp; Graffiti X – BC assembly</li> <li>3PL US process</li> </ul>	<ul><li>Customer shipping</li><li>Manufacturing scaling optimization</li></ul>	2024 production begins
Sales & Marketing	<ul> <li>FrontFundr campaign</li> <li>B2B / dealer sales processes &amp; target list for California</li> <li>Affiliate program update</li> <li>Voodoo/Ghost Sale</li> </ul>	<ul> <li>Graffiti customer reviews</li> <li>Begin dealer &amp; B2B sales</li> <li>Graffiti X and baseline B2B launch</li> <li>Electrify Expo trade shows</li> <li>Voodoo &amp; GHOST reviews</li> </ul>	<ul> <li>Graffiti X and baseline B2C launch</li> <li>Summer road show</li> <li>Electrify Expo trade shows</li> <li>Last mile delivery – Revolution launch</li> </ul>	<ul> <li>Holiday promotions &amp; PR</li> <li>2024 dealer sales push</li> </ul>
G&A	<ul> <li>Fundraising &amp; grant applications</li> </ul>	<ul> <li>Grant applications</li> <li>Virtual assistant onboarding</li> <li>Warehouse and manufacturing hires</li> <li>Culture and HR process</li> </ul>	<ul> <li>Sales team and customer service hires</li> <li>Series A fundraising</li> </ul>	Series A fundraising



### PRODUCT

## We didn't invent the categories, but we're perfecting them

OUR THOUGHTFUL DESIGNS HARMONIOUSLY BLEND MODERN SUSTAINABLE TECHNOLOGY WITH STYLE. EACH LYRIC CYCLE STANDS OUT AS THE CLEAR PERFORMANCE CHOICE.



### **Product Differentiators**

LYRIC CYCLES DIFFERENTIATE WITH DESIGN, PERFORMANCE, AND SPECIFICATIONS

**Power:** Peak power to haul cargo, climb hills, and carry two-passengers

Speed: Highest top speed in each pricing category

**Range**: Large batteries, high efficiency motors, and regenerative brakes, extend range and reduce range anxiety

**Design:** Though design is subjective, Lyric identifies market gaps and creates products with unique head-turning designs that stand out from competitors

**Reliability**: Low maintenance design with as few parts as possible to be reduce service costs and increase reliability

**Specifications**: Bikes are the "sum of the parts," and component choices appeal to the enthusiasts

**Technology:** Motor controller and mobile app enable ongoing performance upgrades, display ride stats, and will eventually feature GPS tracking and remote immobilization

Variable Regen Braking: Very few competitors offer this advanced feature, which recharges the battery and saves the brake pads

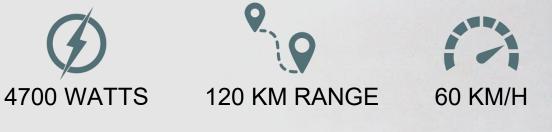
### Our Product & Innovation Mandate

- **Lyric Cycles is synonymous with high-performance electric vehicles.** In each vehicle "class", Lyric strives to be the highest performance and highest spec bike while remaining competitive in pricing.
- We create purposeful products. We design our products with specific use cases in mind, to exceed that segment's expectations, while maintaining good value for money and strong margins.
- We do our research and give our customers what they want. Lyric listens to customer feedback, and gives them the features they want and need. Lyric anticipates features customers never knew they needed, but can't live without once they have them.
- We provide great value for our customers' money. We will never be caught in a race to the bottom as the cheapest alternative. But for shoppers looking for the most "bang for the buck", Lyric's specs will stand out to the detail-oriented shopper.
- A Lyric Cycle turns heads and sparks conversation. For shoppers interested in pure looks, Lyric provides unique designs that stand out from the crowd.

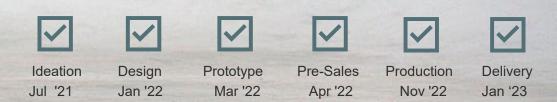


### Lyric Graffiti

URBAN COMMUTER CROSS-OVER \$4180-\$4860 | 32-45% Margin



- Perfect for daily commuting, running errands or weekend cruising
- Low maintenance direct drive engine & belt drivetrain
- Dual batteries, regenerative brakes & high-efficiency motor for extended range
- 2 passenger
- Optional rack extender for bags and cargo boxes





- Classic café racer style moped for the avant-garde freeway commuters
- Light & small enough for condo living & bike storage lockers
- Can register and insure as limited speed motorcycle / moped.
- 2 passenger

## Lyric Graffiti X – In Development URBAN UTILITARIAN CROSS-OVER

#### 5400 WATTS 60-80 MILE RANGE 50 MPH

- Ideal for the speed demons, congested city dwellers, and climate crusaders not willing to compromise performance
- Accessories will be use-case specific for delivery, hunting, family adventures, etc. to attract additional segments
- On-road or off-road capability
- Next-level Graffiti with impressive torque (190 n.m.) & quality rear suspension
- 2 passenger



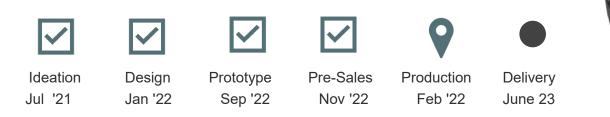


### Ghost 305 / Voodoo X– In Development

#### DUAL-SPORT ELECTRIC MOPED



- For the Urban dweller with an adventurous spirt, the dual sport version of the Voodoo (seen here as our special edition done as the 305 Ghost) comes with off-road suspension, tires and fenders.
- Will be homologated to allow for registration and insurance as limited speed motorcycle / moped





### **Product Strategy**



#### 2023 GOALS

Scale Graffiti & Voodoo Sales

Begin B2B use-case design and development for last mile delivery and accessories

- Complete small batch orders to collect feedback and continue to optimize production models prior to scaling orders
- Develop the cohesive "family" look of the Lyric Cycles products
- Focus on key differentiating design features like our built-in EV charger, power-shift motor design, and mobile app
- Design and prototype last mile delivery vehicle utilizing the three technologies above, gearing the motor for high torque and updating the frame design to enable 1000 pounds of towing capacity, while also adding design features to allow for cargo attachments
- Accessory development for specific use cases (delivery, child seats, hunting, fishing, surfing, etc.)

#### LONG TERM GOALS

Continuous optimization and use-case design

- Full app features with the ability to track trips, enable anti-theft features, create social communities, help us troubleshoot issues, provide proactive maintenance tips, and possibly even be an additional revenue stream.
- Law enforcement design, which will be a light-weight pedelec ideal for pedal patrol, with a range of 150 KMs in this mode. However, it will also have the capability to transform into a high-speed electric motorcycle with a top-speed of 120 KM/h when the need for speed arises.
- Possible lease model for both B2B and B2C customers

#### CHALLENGES

Cash flow & parts lead time impacts time to market

On-road homologation timeframe

- Complete fundraise and utilize creative sales tactics to fund long lead time components
- Utilize grants to complete R&D projects
- Acquire manufacturing license to enable off-road vehicle licensing in the short-term. Hire homologation consultant to complete on-road homologation for long-term.

### **Product Tactical Plan**



	Q1 2023 Jan, Feb, Mar	Q2 2023 Apr, May, Jun	Q3 2023 Jul, Aug, Sep	Q4 2023 Oct, Nov, Dec
Graffiti v1 / Baseline	<ul> <li>Design tweaks from 2022 feedback</li> <li>2023 Graffiti baseline design</li> <li>Test child seat attachments</li> </ul>	<ul> <li>2023 Graffiti baseline prototype development and testing</li> </ul>	<ul> <li>Feedback collection and performance analysis</li> </ul>	Collect feedback and further refine for 2024 production model
Graffiti X	Prototype V1 (EVT)	<ul> <li>Prototype V2 (DVT)</li> <li>2023 Production starts (PVT)</li> <li>Prototypes air-shipped for testing and content</li> </ul>	<ul> <li>Feedback collection and performance analysis</li> </ul>	Collect feedback and further refine for 2024 production model
Voodoo / Ghost 305 / Voodoo X	<ul> <li>V2 prototype development</li> <li>Frame stress testing</li> <li>Panel production molding</li> <li>Production parts order</li> <li>EV charger design</li> </ul>	<ul> <li>Low volume production begins</li> <li>Off-road homologation completed</li> <li>Accessories design and development</li> <li>EV charger testing</li> <li>Prototype testing</li> <li>Motor prototype development and testing</li> </ul>	<ul> <li>Collect customer feedback from small batch orders to refine and optimize large production</li> <li>Motor prototype development and testing</li> </ul>	<ul> <li>Collect feedback and further refine production model</li> <li>Update design to include new motor</li> <li>Full homologation complete</li> </ul>
Revolution	<ul><li>Design</li><li>Power-shift motor design</li></ul>	<ul> <li>Motor prototype development and testing</li> <li>Last mile delivery designs – work closely with last mile delivery partners for design and capability feedback</li> </ul>	<ul> <li>Motor prototype development and testing</li> <li>Full Revolution prototype for last mile delivery</li> </ul>	<ul> <li>Production for small number of early last mile delivery partners</li> <li>Work closely with partners to collect early feedback</li> </ul>
App (contingent on SDTC funding)		<ul><li> App requirements</li><li> Development partner selection</li><li> MVP plan and timeline</li></ul>	Development	Beta testing



### SALES & MARKETING

### **Target Market**

As the market is still emerging and growing, opportunities exist to target multiple segments. We will target the tried and true segments, in addition to taking a use-case based approach to reach new less competitive segments.

ENTHUSIASTS

 Proven eBike segment based on success of competitors like Super73, Juiced Bikes, Monday, etc. *Higher competition segment* Niche market for

 Niche market for motorcycle style ebikes is an emerging trend

Current motorcycle
 enthusiasts

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COMMUTER

- Current bike commuters
- Car commuters in bike friendly cities that can be converted
- Sustainability supporters
- Outdoor enthusiasts
- Adventure seekers

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- Last mile delivery
- ▲ Food delivery drivers
- Hunters and campers
- Families requiring childseat attachment
- Ski resort employees
  - looking to avoid mountain traffic
  - Police / security patrol
- Hospitality resorts who
- provide guest bicycles
  - Bike tour companies
  - Auto service dealerships who provide guests temporary transportation



 Bike shops stocking quality ebikes, bikes and/or motorcycles, who provide great customer service, and after market repair service

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### eBike Enthusiast



#### Danny

Danny sits at the intersection where art meets science. He is an analytical researcher, always asking "why" and looking to understand what and who is behind the products he chooses. At the same time, Danny is a dreamer and a creator... always thinking about his next project, under the guise that everything and anything is possible (even if he doesn't follow through on it).

If you have a question about eBikes, Danny is your man. He is obsessed with bikes, and has three in his garage. He believes that bikes are the sum of their parts, and you better believe he knows everything about the parts for all the brands out there. If you surprise him with a new feature, he will be thoroughly impressed, and you will have his attention.

As Danny is a bike nerd through and through, you'll find him at his weekly group ride meetup, or connecting with others in FB Groups or Reddit to get their thoughts on the latest feature release from his favourite brands. When he's not thinking about bikes, you can find him enjoying the outdoors (probably on a bike), or enjoying live music at the hottest brewery or hipster joint.



- 30-45 male
- Educated
- "Maker" career where science & technology meets art - engineer, cinematographer, architect, etc.



#### Lifestyle &

#### Interests

- Biking & outdoor adventures
- Arts music, photography, design, etc.
- Likes building things DIY home and auto
- Cannabis and brewery culture



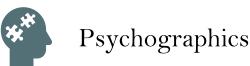
#### Technology

- Apps for convenience, smart home products
- Research products and reviews online
- Tech savvy require tech skills for job and personally interested in gadgets/tech



#### eBike Features

- Speed (one of the fastest eBikes)
- Power to easily climb hills
- Unique design & quality of parts
- Range
- Ability to customize?





- Likes being first to own something
- Not cheap, but expects value for money
- Likes to understand how things work
- Environmentally conscious



- FB Groups, Reddit, Discord to connect with communities (ebike)
- Instagram follow friends, but doesn't post often. ٠
- Follow fav brands, meme accounts, entertainment



- News & tech info New York Times, CNN, ٠ Economist, TechCruch, Wired, Mashable
- Streamers (less likely to have linear cable) ٠ comedies and popular HBO type dramas



- Commutes by bike
- Recreational riding
- eBike groups regular group rides

### **Conscious Commuter**



#### Bradley

Bradley, the Conscious Cruiser might remind you of Matthew McConoughey in his younger days. A hippy at heart, he enjoys all things indie culture. Though Bradley loves his job as a teacher, he works to live, not the other way around.

After work during the week, you'll find Bradley hitting up yoga most nights. Or he he'll grab a beer at the local brewery to plan his weekend adventure. When the weekend rolls around, he's either hiking, on the stand-up paddle board, or cruising the boardwalk on his bicycle.

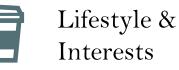
Bradley also loves to travel, and he's back-packed all over the world. He seeks human connection and loves meeting new people, so he often stays in hostels. Burning Man is an annual trip.

Bradley has never been very practical when it comes to money. If he wants something, he buys it... even when he really can't afford it. And he loves the conversation and shock that come along with his random purchases.

Because he enjoys attention, he's fairly active on Instagram, always documenting his lates adventure.



- 30-40
- Teacher
- Single but always dating



- All things indie culture yoga, paddleboarding, hiking, photography, cannabis, music
- Loves to travel and seeks adventure
- Shops at farmer markets and supports independent retailers

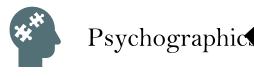


- Apps for convenience, smart home products
- Research products and reviews online
- Fairly tech savvy from a day-to-day perspective



#### eBike Features

- Range, speed, comfort & pedal assist for commute & errands (quick / low effort)
- Small enough to fit in elevator / condo
- Rack/cargo options
- Can fit two people
- Sleek & stylish design
- Reliable & low maintenance



- Likes things that shock or make people talk
- Support clean tech and environmental causes
- Spends money on things they want (don't need), and maybe can't afford. Not very practical
- Fuck the man attitude





- Instagram and Facebook to document adventures and stay connected with local friends and new friends from travels
- Follows local / boutique accounts but no celebs or big brands
- Uses social to get recommendations



- News New York Times, CNN, quick hits from Apple News
- Streamers (don't have linear cable), but they prefer to read vs. watching TV



- Recreation
- Commute to work
- Run errands
- Use as second vehicle

### **Easy Rider**



#### Chuck

Chuck, the Easy Rider owns an automotive shop in a small city. He's a life-long small business owner and has made a name for himself in his community. Because of his success, he's considering an early retirement.

Chuck loves all things automotive and DIY... there's not much he can't fix. He's rebuilt a number of classic cars, and taught his son to do the same. He fell in love with motorcycles at a young age, and has continued to ride. But his wife is ready for him to do away with the motorcycles, so he's exploring eBike options... he would love to find one that resembles his motorbikes and relive his glory days.

Now that their kids are grown, Chuck and his wife vacation often. Whether it's a weekend road trip to ski or sled, a trip to tour some vineyards and enjoy some great meals, or a few weeks at their Phoenix vacation home, they love a good time, and their adventures and relaxation time together... they've earned it after all those years of hard work!



- 50-65 male
- Nearing retirement
- Grown children with grand kids
- Self employed / small business owner



#### Lifestyle & Interests

- Motorbikes and rebuilding classic cars
- Outdoorsy camping, waterskiing, fishing, etc.
- Big into DIY nothing he can't fix
- Owns vacation home in Phoenix, but also travels lots elsewhere



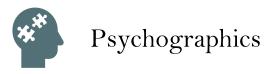
#### Technology

- Apps for convenience, smart home products
- Research products and reviews online but doesn't online shop much
- Uses tech in business, so decently tech savvy



#### eBike Features

- Speed
- Unique design
- Range and comfort for longer rides
- Torque for heavier load and climbing hills





- Leans right politically and prefers less government regulation
- Blue collar
- Responsible for "blue" jobs



- Got Facebook and Instagram because he was "supposed to" for his small biz.
- Ended up enjoying it to keep up with kids, and also discovered a love of dirty memes



- Linear TV for news, and streaming for entertainment.
- Enjoys comedies, war and Marvel movies, and HBO type dramas
- Enjoys political and historical documentaries



- Recreation
- Rides solo or with wife
- Take grand kids on rides



### **B2B Sales**

Dedicated B2B sales reps for below tactics



#### **Select eBike Retailers**

- Target retailers in high volume locations (California)
- 40% of total sales by 2024



#### **Bulk Use-Case Based Sales**

- Last mile delivery, hospitality, law enforcement, rental businesses, etc.
- 20% of total sales by 2024

### **B2C Sales & Marketing**

40% OF TOTAL SALES BY 2024



 Data-driven, automated crosschannel, journey-based marketing

**PARTNERSHIPS** 

PHYSICAL LOCATIONS

- Celebrity partnerships
- Affiliates and influencers
- Customer ambassadors test rides

 Brand activations & customer demos Return on Ad Spend

1

Return on Marketing Spend

6.2

13.8

Cost Per Acquisition \$307

#### LIMITED EDITIONS FOR CELEBRITY PARTNERSHIPS

# Limited Edition Voodoo 305 GHOST

- Strategic & tactical adaptability to create limited editions quickly
- Low risk profit share
- Celebrity partnerships help generate social proof & extend brand reach

#### **TYSON BECKFORD**

International Supermodel 650K Instagram Followers

### **B2C Marketing Funnel**



	Objective	Channels & Tactics
Awareness	Answer prospects' questions about electric cycles to help them understand how this type of vehicle can meet their transportation needs	<ul> <li>Social to extend branch reach with eye-catching content</li> <li>Content marketing / SEO via video, podcasts, blogs to educate and share benefits of eBikes (features, sustainability aspects, rebates, etc.)</li> <li>Events to meet new ideal customers where they are</li> <li>Paid media to target key segments to reach broad audience, then retarget those who demonstrate interest</li> <li>PR to extend brand reach and establish social proof</li> </ul>
Consideration	Demonstrate how our products will meet their needs, and why they stand above our competitors	<ul> <li>Social to share trust-building content</li> <li>Targeted paid media &amp; email to highlight key features and benefits, and answer FAQs</li> <li>Reviews from trusted influencer YouTube reviews</li> <li>Test rides where / when possible</li> <li>Customer communication via email, one-to-one video chats, and online chat</li> </ul>
Conversion Loyalty	Stay top of mind, and make it easy to complete the purchase	<ul> <li>Targeted paid media &amp; email to drive urgency with time-bound special offers</li> <li>Website optimization to ensure seamless user experience</li> <li>Purchase financing with low interest rates and applicant approval</li> </ul>
	Get positive customer reviews and encourage user generated content	<ul> <li>Reviews via automated customer review sequence to ensure positive delivery experience, and encourage reviews</li> <li>Online community participation in FB groups, Reddit/Discord forums, etc.</li> <li>UGC incentives to encourage social tagging with social engagement, sharing, contests, etc.</li> </ul>

### Sales & Marketing Strategy

#### 2023 GOALS

Hit \$6M in sales by end of year

Establish marketing playbook and benchmark KPIs

- Digital marketing scale ad spend, set up and scale affiliate marketing program, consistent organic social, automated CRM and semi-automated customer service
- Targeted B2B in California 40+ retailers by year-end, 20+ bulk deals signed
- Tyson Beckford partnership to sell out limited edition 305 GHOST
- Community / customer program collect customer ratings/reviews, expand relationships with YouTube reviewers, set up customer test-drive affiliate program
- Heavy analysis and testing to understand what works / what doesn't create marketing playbook to scale effective tactics in a predictable way

#### LONG TERM GOALS

\$20M 2024 sales target - 50/50 ecommerce and B2B sales while maintaining CPAs

Launch app and B2B use cases (last mile delivery, law enforcement)

- Expand dealer network across North America and eventually into Europe / Asia
- As B2B use-case designs are released, grow sales team to expand B2B sales
- Celebrity partnerships for limited edition bikes to extend brand reach and B2C sales
- Automated / integrated ecommerce and CRM to minimize manual tasks

#### CHALLENGES

Long lead time between sale and shipping Logistics for marketing purposes

- Transparency around shipping times
- Update terms of service and have customers acknowledge refund policy for pre-order bikes
- Additional cash flow is required to eventually stock inventory vs. only offering pre-sale purchases
- B2B focus to get POs for deposit cashflow as well as inventory financing

### Sales & Marketing Tactical Plan

	Q1 2023 Jan, Feb, Mar	Q2 2023 Apr, May, Jun	Q3 2023 Jul, Aug, Sep	Q4 2023 Oct, Nov, Dec
Goals & Strategic Initiatives	<ul> <li>Fundraising &amp; grants</li> <li>2023 production and sales plan based on funds raised</li> <li>Place production order</li> </ul>	<ul> <li>Grants</li> <li>B2B sales kick-off</li> <li>Graffiti X production</li> <li>Spring road show</li> </ul>	Summer road show	2024 B2B sales orders
roducts / Launches	<ul><li>Voodoo / Ghost pre-order sale</li><li>Accessories</li></ul>	Graffiti X and baseline launch	Last mile delivery – Revolution launch	
Events		<ul> <li>Electrify Expo – LA &amp; SF</li> </ul>	Electrify Expo – NYC	
Digital Marketing	<ul><li>Tyson spring marketing plan</li><li>Roadshow prep and planning</li><li>Establish regular social cadence</li></ul>	<ul> <li>Nurture &amp; CS automation</li> <li>Social proof – customer reviews</li> <li>Road show &amp; trade show execution</li> <li>Graffiti X ads and nurture sequences</li> </ul>	Road show & trade show execution	<ul> <li>Holiday marketing and promotions</li> </ul>
B2B	<ul><li>Strategy and processes</li><li>Target list</li><li>Sales material</li></ul>	<ul> <li>Dealer sales – California – Graffiti &amp; Voodoo sales focus</li> <li>Bulk sales – California – Graffiti hospitality focus</li> </ul>	<ul> <li>Last mile delivery sales focus</li> <li>Hire two sales people for dealer and bulk sales</li> </ul>	<ul> <li>2024 dealer sales focus</li> <li>Last mile delivery &amp; hospitality sales focus</li> </ul>
Influencers & Affiliates	<ul><li>Establish tiered affiliate program</li><li>Influencer strategy &amp; outreach</li></ul>	<ul> <li>Scale affiliates with Advertise Purple</li> <li>Celeb ambassador outreach</li> <li>Graffiti X YouTube reviews</li> </ul>	<ul> <li>Celeb ambassador contract for 2024 spring launch</li> <li>Graffiti baseline YouTube reviews</li> </ul>	
Content		<ul><li>Graffiti &amp; Voodoo content refresh</li><li>Graffiti X and baseline content</li></ul>	One month traveling by eBike only	
PR		<ul><li>Podcasts &amp; founder thought leadership</li><li>Graffiti X PR &amp; reviews</li></ul>	<ul><li>Podcasts &amp; founder thought leadership</li><li>Revolution PR &amp; reviews</li></ul>	Gift guides



### **MANUFACTURING & LOGISTICS**

### **Operations Strategy**

#### 2023 GOALS

Raise \$1.5M plus grant funding

Establish operations playbook and benchmark KPIs for profitable operations

- Complete seed round, plus grant applications to ensure adequate cashflow to scale
- CFO hire to focus on strategic cash flow management
- Utilize multiple manufacturing partners to find best fit for quality and costs, plus future scalability
- Consult with manufacturing expert to ensure efficient setup, processes, documentation, hires, partners, etc. for both warehouse
- Set up 3PL logistics process and partners for efficient and cost-effective customer shipping
- Begin building post-sale service network for warranty and repairs

#### LONG TERM GOALS

Gain economies of scale to lower COGS and improve production efficiency metrics

Raise funds to scale production and sales

- Strategic cash flow management and fundraising, while continuing to leverage both private equity and non-dilutive funding
- Production order schedule to optimize cash flow and minimize lead time
- Automated / integrated back-office software for parts procurement, inventory management, sales to logistics, returns / warranty tracking, etc.
- Canadian and US entities and assembly/storage facilities to reduce shipping time and costs
- Established post-service partners in all major North American markets

#### CHALLENGES

Manufacturing efficiency and planning for scale

Current manual nature of operations tasks

- Customs treatment of different bikes (bicycle vs motorcycle and shipping requirements) consulting specialists and exploring off-road homologation
- Manufacturing expertise required for best practices
- Leveraging existing software integrations where we can to minimize manual tasks (and subsequent human error). Will eventually require proper tech stack to fully integrate everything

### **Operations Tactical Plan**



	Q1 2023 Jan, Feb, Mar	Q2 2023 Apr, May, Jun	Q3 2023 Jul, Aug, Sep	Q4 2023 Oct, Nov, Dec
Key Dates	<ul> <li>Voodoo Prototype V2</li> <li>Graffiti X Prototype V1</li> </ul>	<ul> <li>Graffiti X Pre-sales</li> <li>Graffiti Value Model Pre-sales</li> <li>Voodoo Deliveries start</li> </ul>	Central Operations setup	2024 Dealer Orders Placed
Production	<ul> <li>Lease space secured for assembly and central shipping</li> <li>2023 production for Graffiti v1 / Voodoo / Ghost</li> </ul>	<ul> <li>2023 Prototype V2 and testing</li> <li>2023 production for Graffiti X</li> </ul>	<ul><li>Lease space construction completed</li><li>Assembly tooling and space setup</li></ul>	<ul><li> 2024 Parts Ordered</li><li> Production for all 2024 models</li></ul>
Service	<ul><li>Graffiti Spare Parts received</li><li>Graffiti How-to videos developed</li></ul>	<ul> <li>Voodoo, Graffiti &amp; Graffiti X knowledge base developed</li> <li>Post-sale service network outreach</li> </ul>		<ul> <li>Graffiti X Knowledge base developed</li> </ul>
Finance	<ul> <li>Grants applied for BC Scale Up, Clean tech Canada, Alberta Innovates Voucher and Can Export</li> </ul>	<ul><li>Can Export funding begins</li><li>BC Scale Up Funding begins</li><li>Seed round completed</li></ul>	Series A Funding Round begins	Series A Funding Close
Logistics	<ul><li>US warehousing secured</li><li>Voodoo shipping needs determined</li></ul>	<ul> <li>Voodoo customs / shipping plan and supplies ordered</li> <li>Ship Voodoo / Ghost / Graffiti v1</li> </ul>	<ul> <li>Bi-weekly LTL shipments start to US warehouse</li> <li>Long-haul trucking partner developed for dealer sales</li> <li>Graffiti FS begins shipping plus batch</li> </ul>	

2 for Voodoo / Ghost



Lyric Cycles Inc. will be one of the only current electric motorcycle manufacturers in Canada. MADE IN CANADA

### **Design & Manufacturing**

- Designed in Canada
- Prototyped in Canada
- Parts manufactured and imported
- Final assembly and testing in Canada

Reduce prototyping & lead time Ease of customization

Save on import tariffs

# Manufacturing & Logistics Process

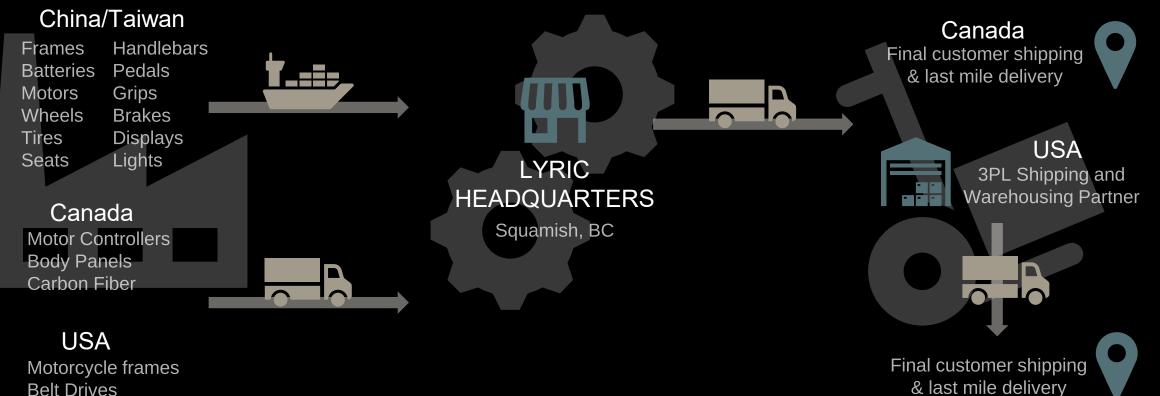
PROCUREMENT

Parts suppliers and manufacturers

ASSEMBLY Assembly and testing done in-house

#### **CUSTOMER SHIPPING**

Logistics and local shipping





### Logistics

- 2022 / 2023 shipping from assembly facility in BC as orders are completed
- 3PL warehouse locations to be utilized as production increases
- "White-glove" delivery partner identified in the US - to be finalized
- Dealer / service locations to be used for assembly / pick up where requested / possible.
- Environmentally friendly packaging to be explored where possible

### Service

- Spare parts inventory for all parts
- Velofix, Velotooler and dealer service partnerships for warranty and repairs
- Future plans Series A data-driven proactive maintenance - CRM enabled



### **Business Location**



- Lyric's management team has operated remotely during the development of prototype products and into early revenue
- The main warehouse, final manufacturing, and testing location will be located in Squamish, BC (after funding). A preview and demo area will be created for customers that wish to visit the location but won't act as a retail storefront.
- The Canadian location will be required prior to starting the certification process for the Lyric Voodoo as the manufacturing facility needs to be inspected to ensure that the bikes can be manufactured to the proposed specifications and completed prototype.
- Third-Party Logistics partners in both Canada and the United States will provide inventory storage for completed products, parts, and accessories.
- Prototype models will continue with Armstrong Fabrication in Rocky View Alberta.

### Warehouse Equipment

- Lyric will require 3-4 workstations to start for final manufacturing of the Voodoo (wiring, wheel mount, seat mount, rake adjustment, software load, final test). This will consist of:
  - Motorcycle stand
  - Tool chest/bench combo
  - Basic tool set Socket wrenches, wrenches (hex, torque, standard)
  - Tire levers, tire stand
  - Air Compressor and tools
- The warehouse will also require one hydraulic pallet jack and one drivable forklift
- For packing, we will require poly strapping equipment, pallets (Voodoo, Revolution, Graffiti X), and packaging materials.

### **Additional Equipment**

# **(**)

#### **Demos & Events**

- Lyric will 1 sprinter van to setup and attend conferences, events, and demos
- For these events Lyric will require
  - Demo tent, demo backdrop, flags, table advertising
  - Various promotional swag (hats, t-shirts, etc.)

#### Showroom and Office Equipment

- Lyric will require minimal Showroom and office equipment through 2023
- 2-3 desks and chairs
- Printer and Shipping label printer
- Employee Fridge, Bathroom and Kitchen Supplies.

### 05

## **Suppliers**

Lyric Cycles is working with a small number of suppliers to create products. For most of these suppliers, we have made note if they are the only potential provider for their product or service.

#### Ling Bike - Kunshan China

• Current manufacturer of Lyric Graffiti frames and bikes

#### **Armstrong Fabrication**

• Prototype Manufacturer for Lyric Voodoo and Graffiti Accessories

#### Oerus

• China and Taiwan sourcing agent for Graffiti, Voodoo, and Sabotage Accelerated Systems Inc. -

#### Waterloo, Canada

• Manufacturer of Controllers for all Lyric Bikes

#### Motenergy - California

Manufacturer of motors for Lyric
 Voodoo

#### Rizel - Chennai, India

• Motor Prototypes for Voodoo, Graffiti X, and Revolution

#### Leaf Motor - Shanghai, China

• Manufacturer of Motors for Lyric Graffiti

#### Tuffside - Chattsworth , USA

• Manufacturer of handmade seats for Graffiti and Voodoo

#### Julet - Shenzen, China

 Manufacturer wiring harnesses for all Lyric bikes.



### **Technology Needs**

4

#### **Enterprise Technology:**

- Lyric's main eCommerce site runs on Shopify
- Lyric will utilize WagePoint for HR and Payroll.

#### Marketing Technology:

- Active Campaign for landing pages and email marketing campaigns
- Calendly is used to book live sales appointments
- Google Ads / Analytics and Facebook Business Manager for paid search/programmatic advertising optimization

#### Logistics:

- Lyric Cycles shipping and logistics is through EasyShip. a Third-Party Logistics Provider.
- Customs Clearance is through Pacific Customs Brokers
- Overseas Shipping is through Shipa.

#### **Customer Service**

• Active Campaign is used for live online chat and customer service knowledge base.

### **Customer & Bike Service**



#### **Customer Service**

- Lyric provides customer service through a live chat agent on the website as well as by e-mail.
- Lyric will maintain a 10% spare parts inventory for all typical customer request parts (spare keys, batteries, displays, grips, brake pads, pedals, axles, bolts/fasteners, bar pads) and a 3% spare parts inventory for lower demand items (handlebars, cranks, belts, etc)
- Inbox service will be used to provide additional response "horsepower" for a lower overhead cost
- All team members will keep the live chat agent tool on their desktop/mobile so that the response rate remains high.

#### **Bike Service**

- Lyric will develop a network of local bike shops and dealers that will build and service their bikes at customer request
- Lyric will also utilize Velofix with mobile locations across Canada and US for bike build and maintenance services for customers.

#### **Return Policy**

- Return policy can be viewed here
- Lyric provides customer service through a live chat agent on the website as well as by e-mail.

#### Warranty

- Lyric Cycles offers a limited 1-year warranty on all ebikes. "Consumables" like batteries, tires, brake pads, chains, etc. are not covered. Batteries are only covered if there is a full malfunction, customers must ship us the part so that we can prove there has been no water ingress as a result of poor care and use.
- Lyric will use Extend to offer additional warranty at an additional cost to the customer.

## **Regulatory & Compliance**

# 4

#### Ebike Regulations:

- Ebike classifications are set at the Federal level and are regulated at the provincial and state level in North America.
- Electric bike manufacturers are operating in a "grey area" with regulations by giving the consumer the ability to access higher power and top speeds due to the consumer demand for power, torque, and top speed
- Lyric Cycles bikes have a mode swtich on the display which can be removed during shipping.
- With the mode switch removed, Lyric Cycles electric bikes meet with Class 2 regulations when run in "Legal" mode.
- With the mode switch installed and turned on, the rider can access the "off road" settings where the power levels will be unlimited. This treatment is congruent with other manufacturers in the ebike space.

#### **Off-Road Motorcycle Regulations**

- Lyric's Voodoo / Ghost 305 models will initially be homologated and sold with an off-road motorcycle VIN.
- DOT approved turn signals, tail, and brake lights will be included in the box. It will be up to the customer to apply to have their bike legalized for the street.

#### Limited Speed Motorcycle Regulations

- Lyric's Voodoo and Revolution (future) models will seek approval as a limited-speed motorcycle in Canada and mopeds in the United States.
- Contract homologation consultants will be used for both off-road and street legal homologation.

### **Standards & Certification**

**UN Certification:** 

• Motors, Batteries, and controllers used in Lyric's bikes have all received the required UN Certifications. Any new components go through required testing before production (eg. Battery UN 38.3 testing)

#### National Safety Mark

- E-bikes are excluded from Transport Canada's Motor Vehicle Safety Regulations (MVSR)
- For the Lyric Voodoo, a homologation and testing process will need to be completed to allow the Voodoo to meet Canadian safety standards. This is a 3-4 month process and can start just prior to the prototype model being completed.
- Both Voodoo and Ghost 305/Voodoo X will be offered with Off-road VIN's
- Upon completion of testing The Lyric Voodoo will be granted the National Safety Mark and will be approved for licensing and registration in both Canada and the United States.



## **Regulatory & Compliance**

#### Ebike Regulations:

- Ebike classifications are set at the Federal level and are regulated at the provincial and state level in North America.
- Electric bike manufacturers are operating in a "grey area" with regulations by giving the consumer the ability to
  access higher power and top speeds due to the consumer demand for power, torque, and top speed
- Lyric Cycles bikes have a mode swtich on the display which can be open or password protected by the user. Lyric Cycles electric bikes meet with Class 2 regulations when run in "Legal" mode and will operate at full performance in "off road" settings. This treatment is congruent with other manufacturers in the ebike space.

#### Limited Speed Motorcycle Regulations

- Lyric's Voodoo model will meet the standards of a limited-speed motorcycle in Canada and in the United States.
- Lyric Cycles will work with both Transportation Canada, The National Highway Traffic Safety Administration (NHTSA) and the Federal motor vehicle safety standards (FMVSS) organization in the United States to allow the Voodoo to be registered and insured.



### ORGANIZATION

# Lyric Cycles CoFounders



#### ANDREW LESTER

B.Comm; Haskanye Business School, U of C Andrew is a seasoned technology and delivery executive who has extensive experience in strategy and delivery of B2C and B2B businesses. Andrew worked with Ford / Spin Mobility as the new vehicle program manager and chair of the new vehicle program governance committee. Previously he helped grow and scale two software services firms, Xerris and The Hundred10. Xerris had a successful exit in early 2022, The Hundred10 continues to grow, and Andrew remains a strategic advisor to this company.



LinkedIn

#### ANDI CARUSO

MBA, SDA Bocconi Bachelor of Journalism, Carleton University Andi is an accomplished ecommerce and marketing executive with strategy, CRM, marketing automation and analytics expertise. Andi led marketing transformation projects for Shaw Communications and Fiat Chrysler, leading data strategy, and cross-channel customer journey use case development and execution. Through enterprise roles, consulting, and her entrepreneurial ventures, she's a well-rounded marketer with extensive experience across data-driven strategy, paid and organic digital media, brand development, event management, partnerships and corporate sales.

# Lyric Cycles Partners



Felix Cheung

CPA, University of BC

<u>LinkedIn</u>



#### Arnav Shrinvasta

B.Eng automotive engineering SRM University Chennai Felix is a Vancouver-based entrepreneur with over a decade of experience in business development and financial consulting. Felix is the founder of Cash Flow Labs, a company that provides small businesses with micro app development and solopreneur content to help them grow. With his expertise in financial literacy, planning, and forecasting, Felix has helped many businesses maximize profitability, attract investors, and achieve their goals.

Arnav is an accomplished designer and mechanical / automotive engineer from Chennai India. He is the mechanical lead design for Rizel Automotive, an innovative electric motor design and manufacturer who recently successfully tested one of the most powerful weight / power ratio 80kw motors to be made available. Arnav is familiar with structural, thermal, and fatigue design for components, and has used this experience in the design of Lyric's unique offerings.



#### Nathan Armstrong

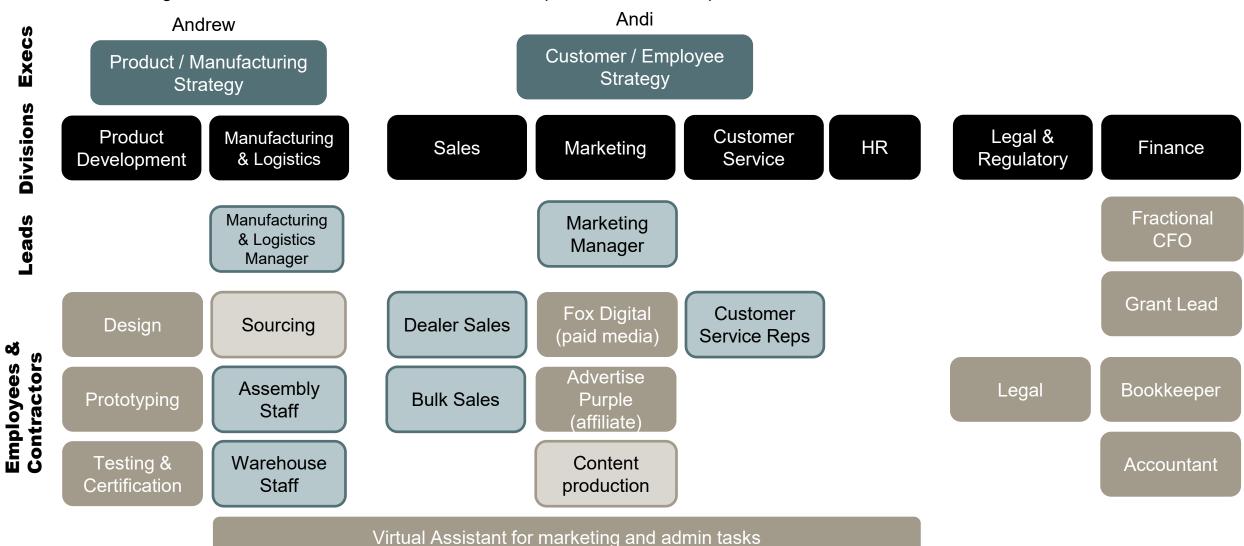
Orange Coast Drafting & Design

Nathan has 20+ years in vehicle development, and specifically electric vehicle prototyping and development. His deep experience is a key benefit to the Lyric Cycles team. Nathan helped develop prototypes for several innovative companies including Havelaar motors, Apterra motors, Genesis robotics, Dranganfly Innovations and more. Nathan's engineering and creativity have helped bring Lyric's products to life.

LinkedIn

### **2023 Team Needs**

To achieve our goals, a number of new team members are required. The below represents our 2023 needs.



Unfilled

Position

Filled

Position

Contractor /

Partner

Required

Contractor



### FINANCIALS

### **Financials**

**(**)

Please see separate financial model.