

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following management's discussion and analysis (MD&A) of Electroveya Inc.'s ("Electroveya"; the "Company") financial condition and results of operations for the fiscal years ended September 30, 2004 and 2003 includes comments that management believes are relevant to an assessment of and understanding of the Company's consolidated results of operations and financial condition. The financial information herein is presented in thousands of US dollars in accordance with Canadian generally accepted accounting principles and should be read in conjunction with the Company's financial statements and related notes. This MD&A is dated as of December 9, 2004.

Additional information about the Company, including Electroveya's current annual information form, can be found on the SEDAR website for Canadian regulatory filings at www.sedar.com.

Forward-looking statements

This MD&A may contain forward-looking statements that involve a number of risks and uncertainties, including statements regarding the outlook for the Company's business and results of operations. By nature, these risks and uncertainties could cause actual results to differ materially from those indicated. Such risks and uncertainties include, without limitation, the various factors set forth in the Risks and Uncertainties section of the MD&A provided below, and are also discussed in public disclosure documents filed with Canadian regulatory authorities. No assurance can be given that results, performance or achievement expressed in, or implied by, forward-looking statements within this disclosure will occur, or if they do, that any benefits may be derived from them. Electroveya disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Overview of the business

Electroveya is a leader in rechargeable lithium ion SuperPolymer[®] battery technology. It has developed and acquired patents and patent applications with respect to the technology, and has manufacturing and research and development facilities to produce and develop products for numerous industries. Electroveya is a growing, innovative group of interrelated businesses whose products include:

- The PowerPad 80, 120 and 160 series of batteries, a source of power and longer run times for notebook computers;
- The Scribbler series of Tablet PCs, mobile computers with the longest run-times in the industry;
- The Lithium laptop computer with Electroveya's patented lithium ion SuperPolymer battery, making it one of the most mobile computers in the industry;
- Batteries for aerospace and defence, including NASA, and certain defence industries;

- Precision machine building for third parties, including companies in the robotics, food and other industries; and
- A prototype electric car designed for emission-free low cost urban transportation.

The PowerPad® battery product line has continued to address the growing demand for mobility by providing longer run-times for notebook computer users.

The Scribbler Tablet PC continues to receive numerous awards, with our newest version of the Scribbler, our SC2100, featuring Microsoft's Tablet PC operating system, long battery life and excellent mobility. In November, 2004, the Company launched the Lithium laptop, equipped with Microsoft's operating system and Electrovaya's lithium ion Superpolymer® battery.

In October, 2003 the Company was awarded a US \$2.95 million contract by NASA (National Aeronautics and Space Administration - Johnson Space Center) to provide high-energy lithium ion SuperPolymer® power systems as a power source for Extra-Vehicular Mobility Units (EMUs).

A key part of the company's strategy is research and development. This important performance driver will fuel new product development, improve existing products and enable the company to maintain its presence in existing markets and gain access to new markets. The Company is continuing to work on an emission-free prototype electric vehicle and is aggressively exploring markets for this car.

Strategic Plan Objectives

The Company's business strategy involves the following key elements:

- establish additional channels to market by creating new global relationships with OEM computer makers, distributors and value-added resellers for our PowerPad and mobile computing products;
- increase production in line with sales at the current manufacturing facility and investigate further expansion opportunities and further automate production processes to lower product costs and increase quality;
- establish strategic relationships in order to broaden the market potential of Electrovaya products;
- continue our investment in research and development initiatives to be a leader in the industry;
- develop new products which use Electrovaya high energy density batteries to give a competitive advantage; and
- achieve profitability through increased sales and production efficiencies.

Results of Operations

Years ended September 30, 2004, 2003 and 2002

(\$ thousands)	2004	2003	2002
Revenue	\$ 6,369	\$ 4,323	\$ 2,976
Revenue, Less Direct Manufacturing Costs	847	(1,008)	(1,665)
Loss Before Interest Taxes and Amortization	5,415	6,891	8,062
Net Loss	8,463	9,876	9,991
Basic and Diluted Loss per Share	0.12	0.14	0.14
Cash & Cash Equivalents	13,612	17,593	20,618
Total Assets	26,682	34,136	39,897
Total Long Term Liabilities ^(a)	-	-	-

*(a) Potential long-term financial liabilities are described below (See **Financial Condition - TPC Contribution Agreement**)*

The Company has not paid a dividend since inception.

Revenue has increased during the three year period due to the addition of new products (e.g.: December 2002–Scribbler tablet PC, October 2002-Powerpad 80), increased service revenues in 2004 from NASA and a gradual increase in machine building revenues.

Losses have declined as the Company added more profitable product lines (e.g.: Scribbler) and increased the amount of service revenue. Concurrently, control over manufacturing activities and increased utilization has resulted in improved margins.

The Company has also carefully managed operating expenses for maximum efficiency and in a manner that supports its business objectives.

Use of Estimates

In preparing the financial statements in conformity with generally accepted accounting principles, management makes estimates and assumptions that affect the reported amounts of sales returns, bad debt reserves and warranty accruals at the date of the financial statements.

The Company's existing policy allows for sales returns ranging from 15 days for direct sales to end users to longer periods for sales to key distributors. Sales returns are estimated at the time of delivery based on past experience and customer specific factors.

The Company reviews its outstanding accounts receivable on a regular basis. Bad debts are determined based on the ageing of accounts receivable where such amounts are not insured and considered uncollectible.

Warranty accruals are based on the actual warranty experience rate for the past year for each product group and sales during the most recent warranty period. These amounts are reviewed quarterly.

Revenue

Revenues are derived from the sale of PowerPad® and Scribbler tablet PC products as well as from machines built for third parties and from services provided for research and development activities. Revenue increased by 47.3% to \$6.4 million for the year ended September 30, 2004 from \$4.3 million for the year ended September 30, 2003. The year over year increase in revenue primarily resulted from work for NASA, as well as growth in sales of the Scribbler Tablet PC.

Electrovaya recognizes revenue from: (i) its PowerPad® and Scribbler products at the time the units are shipped to customers, net of a provision for expected returns; (ii) machines on a completed contract basis; and (iii) providing services as each contractual milestone is achieved and accepted by the customer.

Quarterly revenue for the last three years is as follows:

(\$ thousands)	Q1	Q2	Q3	Q4
2004	\$1,581	\$ 1,593	\$ 1,559	\$ 1,636
2003	883	1,364	778	1,298
2002	515	1,160	640	661

Revenues were up \$2.0 million or 47.3% in 2004 compared to 2003 predominantly due to an increase in Scribbler and aerospace related revenues. Of the \$2.0 million, \$1.4 million was due to NASA, with the balance comprised of increases in Scribbler and machine building sales.

Fourth quarter revenue of \$1,636 was up 26.0% or \$338 compared to \$1,298 for the fourth quarter of fiscal 2003. This was due to higher revenues from R&D services, primarily NASA, and an increase in Scribbler revenues.

Expenses

Direct Manufacturing Costs. *Direct Manufacturing Costs* is comprised of the material, labour and manufacturing overhead, excluding amortization, associated with the production of SuperPolymer® batteries and the Scribbler tablet PC, machine building for third parties and research service revenues. For the year ending September 30, 2004, direct manufacturing costs increased by 3.6% to \$5.5 million from \$5.3 million for the year ending September 30, 2003.

Revenue less Direct Manufacturing Costs was \$0.8 million for the year, or 13.3% of Revenue compared to negative (\$1.0 million) in fiscal 2003. This 184.0% improvement from the prior year was due to changes in the product mix to increased volumes of

Scribblers and increases in service revenue. This trend was especially evident during the fourth quarter of fiscal 2004, as a significant amount of work was completed for NASA.

Research and Development. Research and development expenses consist primarily of compensation and premises costs for research and development personnel, including independent contractors and consultants, direct materials and allocated overhead.

Research and development expenses, net of investment tax credits, increased by approximately \$0.2 million or 7.0% to \$2.8 million for the year ended September 30, 2004 from \$2.7 million in 2003. In fiscal 2003, the company received grants under Technology Partnerships Canada of \$1.1 million for research work performed since January, 2002 related to high rate batteries and the electric car. The Company received \$0.7 million in grants for work performed in fiscal 2004.

In the fourth quarter, research and development expenses increased by \$0.5 million or 106.7% from the fourth quarter of fiscal 2003 as the Company focused on R&D initiatives related to new technology, including researching new materials for the next generation SuperPolmer technology. To assist with these efforts, the Company has formed strategic alliances with government laboratories, such as the National Research Council, and universities to increase the energy density of its new generation products and has developed low temperature operational capability.

The Company is also active with the development of the Zero Emission Vehicle (Electric Car). Electrovaya is working with NASA, developing high-energy systems which can work in zero gravity and high vacuum conditions in the Space Shuttle and International Space Station.

Sales and Marketing. Sales and marketing expenses are comprised of the salaries and benefits of sales and marketing personnel, marketing activities, warranty provisions, advertising and other costs associated with the sales of the PowerPad® and Scribbler product lines.

During the year, the Company added new sales personnel in the United States, but reduced its advertising expenditures by focusing on initiatives with a higher return-on-investment and through more partnerships at key trade shows. These expenses decreased to \$1.6 million for fiscal 2004 from \$2.4 million for fiscal 2003.

Sales and marketing expenses declined by \$0.3 million or 57.7% in the fourth quarter of fiscal 2004 compared to the same period in the prior year due primarily to a decrease in estimated warranty expenses as a result of improved quality control and a reversal of warranty reserves related to software upgrades in previous quarters.

General and Administrative. General and administrative expenses include salaries and benefits for corporate personnel, insurance, professional fees, reserves for bad debts and facilities expenses. The Company's corporate administrative staff includes its executive

officers and employees engaged in business development, financial planning and control, legal affairs, human resources and information technology.

General and administrative expenses increased by \$0.5 million to \$2.4 million for the year ended September 30, 2004 from \$1.9 million for the previous year. The increase primarily reflects an increase in salaries and benefits to support the growing business, as well as increased provisions for bad debts and increased insurance premiums.

Compared to the fourth quarter of fiscal 2003, general and administration expenses remained relatively unchanged in the fourth quarter of fiscal 2004.

Net Income

Quarterly net losses for the last three years are as follows:

(\$ thousands)	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
2004	\$ 2,402	\$ 1,861	\$ 2,085	\$ 2,114
2003	2,901	2,379	3,122	1,475
2002	1,367	2,251	3,925	2,406

Quarterly net losses per share for the last three years are as follows:

(\$ thousands)	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
2004	\$0.02	\$ 0.03	\$ 0.06	\$0.03
2003	0.04	0.03	0.04	0.02
2002	0.03	0.03	0.03	0.03

Loss for fiscal 2004 has improved over fiscal 2003 by 14.0% from \$9.8 million to \$8.5 million. This is largely due to increased service revenue and sales of scribblers, resulting in a positive gross profit of \$0.8 million.

Liquidity and Capital Resources

As of September 30, 2004, the Company had \$13.6 million in cash, cash equivalents and short-term investments.

Cash used in operating activities was \$5.0 million for the year ended September 30, 2004 and \$6.4 million for the year ended September 30, 2003. Net cash used in operating activities for fiscal 2004 reflects the operating loss of \$8.5 million offset by amortization of \$3.1 million and an increase in non-cash operating working capital of \$0.4 million.

Cash provided by investing activities was \$0.3 million for the year ended September 30, 2004 comprised of a reduction in short-term investments of \$0.5 million offset by capital

expenditures of \$0.2 million. Cash used in investing activities in fiscal 2003 of \$6.4 million reflected \$0.2 million of spending on capital expenditures and \$6.7 million of net reductions in short-term securities.

The Company intends to continue to focus on more profitable lines of business to improve gross profit and reduce its cash burn.

The Company's future minimum lease payments under operating leases for the years ending September 30 are as follows:

2005	21
2006	7
2007	<u>2</u>
Total	<u>30</u>

The Company is currently reviewing its requirements for additional capital resources and no commitments exist at the present time.

The authorized and issued capital stock of the Company consists of an unlimited number of Common shares as follows:

	Number	Amount (US \$ '000)
Balance, September 30, 2002 & 2003	69,539,109	63,729
Stock options exercised	36,333	16
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Balance, September 30, 2004	69,575,442	63,745

The following table reflects the number of options outstanding as at September 30, 2004:

Outstanding, September 30, 2003	1,594,933
Granted	475,000
Cancelled or expired	(32,666)
Exercised	(36,333)
Outstanding, September 30, 2004	2,000,934

Transactions with Related Parties

The Company leased its Hanna Avenue premises in Toronto, Ontario, from a company owned by its controlling shareholders for \$209 per year plus GST and business tax. The lease was renewed from January 1, 2003 to December 31, 2003. In June 2003, the Company secured an additional 11,800 square feet at \$80 per year plus GST and business tax until December, 2003, with one rent-free month. Beginning in January 2004, the

Company occupied these premises on a monthly basis. In April 2004, the premises were sold by the controlling shareholders to an independent third party for consideration that included a vendor-take back mortgage.

The Company is constantly exploring new materials for making its batteries and recognizes that some of these technologies may be developed by other companies. Electrovaya has invested \$0.1 million in a private company unrelated to the Company's controlling shareholders engaged in the business of producing and evaluating new battery materials; in return for its investment, it has received 6% of the Class A and 21% of the Class B shares of this private company. Additionally, Electrovaya has provided research and development services and received 30% of the outstanding non-voting, participating Class B shares as consideration for such services. The Class B shares are convertible into Class A voting, participating shares in the event the company becomes registered on a stock exchange. This investment has been valued at Nil as at the end of September 30, 2004.

Financial Condition

Current Assets. Cash and cash equivalents consist of investments with maturities of less than 90 days. Short-term investments include banker acceptances, commercial paper and term deposits with maturities of up to 90 days. Inventories include raw materials, semi-finished and finished goods.

Cash and short-term investments decreased by \$4.0 million from September 30, 2003 to September 30, 2004 due to continued losses from operations

Capital assets. Approximately \$0.2 million of patent and technology capital assets were acquired during the year.

Current Liabilities. Accounts payable and accrued liabilities were \$1.5 million on September 30, 2004 and \$1.8 million on September 30, 2003.

TPC Contribution Agreement. On March 31, 2003 the Company entered into an agreement with the Technology Partnerships Canada ("TPC") initiative of Industry Canada, whereby TPC agreed to fund up to 29.7% of eligible costs related to the Company's research and development efforts in fast batteries and electric vehicles, up to a maximum amount of \$6.7 million during the work period beginning in January, 2002 and ending by September, 2007. Under the terms of the agreement, an amount up to a maximum of \$31.1 million is to be repaid by royalties charged on new revenue created from products developed commencing in 2007 through to 2013, with payment to be deferred or reduced if certain revenue thresholds are not achieved. During the quarter ending September, 2003 the Company received \$1.1 million related to eligible research and development expenses for the period from January 1, 2002 to March 31, 2003. Additional claims for \$0.7 million were received in fiscal 2004.

Present Status

Although Electrovaya has recorded a net loss in every year since its inception, Revenue less Direct Manufacturing costs has improved by approximately \$1.9 million during the year ending September 30, 2004. Electrovaya intends to continue to focus on the most profitable areas of its business and is constantly reviewing the performance for underperforming products. In the current and future quarters, the Company expects research and development expenses to increase as it continues to develop its *Scribbler* tablet PC and mobile computer battery product lines and explore other potential applications for its technology. Electrovaya also expects its sales and marketing expenses to increase as it rolls out a marketing programme with an extensive advertising component for the tablet PC. It also expects to grow its research and development expenses as revenues from research and development activities, such as the development of batteries for NASA, increase.

Although the Company believes that the cash on hand will be sufficient to meet its requirements, financing needs in future periods will depend principally on its ability to generate sales from its products and services and the extent and timing of future acquisitions and joint ventures.

Recent Accounting Pronouncements

Prior to October 1, 2003, the Company applied the fair value based method of accounting prescribed by CICA Handbook Section 3870, *Stock-based Compensation and Other Stock-based Payments*, only to employee stock appreciation rights, and applied the settlement method of accounting to employee stock options. Under the settlement method, any consideration paid by employees on the exercise of stock options or purchase of stock is credited to share capital and no compensation expense was recognized.

Effective October 1, 2003, in accordance with one of the transitional options permitted under amended Section 3870, the Company has prospectively applied the fair value based method to all employee stock options granted on or after October 1, 2003. Under the fair value based method, compensation cost is measured at fair value at the date of grant and is expensed over the award's vesting period. During the year, due to the effect of prospectively adopting the fair value based method, there was an increase in stock based compensation expense of \$43, with a negligible impact on loss per share.

Qualitative and Quantitative Disclosures about Risks and Uncertainties

Interest Rate Risk

As of September 30, 2004, the Company had cash and short-term investments totaling \$13.6 million. As a result of their short-term maturities, the Company does not believe these investments are subject to significant interest rate risk.

Foreign Currency Exchange Rate Risk

In the year ended September 30, 2004, approximately 80% of the Company's revenue was derived from U.S. customers in U.S. dollars. The Company expects that the majority of its sales will, in the future, be made in U.S. dollars and that in the short term, the majority of its expenses will be denominated in Canadian dollars. As of September 30, 2004, \$3.6 million of cash, cash equivalents and short-term investments were denominated in U.S. dollars. Fluctuations in the exchange rate between the Canadian dollar and the U.S. dollar may therefore have a material effect on results of operations. The Company does not currently engage in currency hedging activities.

Credit Risk

The Company manages its credit risk with respect to accounts receivable by establishing and implementing credit limits and approval policies, as well as dealing primarily with large creditworthy customers. It has also insured a majority of its accounts receivable.

Other Risks and Uncertainties

Electrovaya is an early-stage commercial company facing corresponding risks, expenses and difficulties that may affect its outlook and eventual results of its business and commercialization plan.

Electrovaya may not be able to establish anticipated levels of high-volume production on a timely, cost-effective basis or at all. It has never manufactured batteries in substantially large quantities and it may not be able to maintain future commercial production at planned levels. Additionally, if it is unable to maintain an adequate supply of raw materials or components, its costs could increase or its production could be limited.

Electrovaya has taken a number of steps to offset these risks:

- Its manufacturing process is modular and flexible.
- Its high-volume facility utilizes machinery and equipment that is similar to the machinery and equipment that it has already designed, built and used in its pilot production plant. Since the introduction of its PowerPad® in 1999 it has successfully produced finished products in its pilot and commercial plants, resulting in increasing levels of sales.
- It has formalized supply arrangements with suppliers to ensure that raw materials required for high-volume production are available at a reasonable cost and on a timely basis.
- It has more than one supplier for critical raw materials and components.

Until the establishment of multiple plants, Electrovaya will be dependent upon the operation of a single manufacturing facility and accidents or other operational problems at this facility, or at neighbouring facilities operated by other businesses, could affect its ability to deliver product to its customers and therefore its ability to generate revenues. In addition, it may be subject to environmental liabilities at its facilities, which could result in material expense and adversely affect its ability to sell or finance its facilities.

Electrovaya has addressed these risks by designing and building its high-volume facility with worker safety in mind. In addition, it has adopted a formal environmental policy that requires compliance with environmental legislation and an ongoing program of monitoring its environmental compliance.

Electrovaya relies upon manufacturers in Taiwan to produce the Scribbler tablet PC and has no long-term supply contracts with them.

There are numerous suppliers in Taiwan and throughout Asia capable of producing a tablet PC and it is possible to arrange alternative sources of manufacturing, if required.

Electrovaya does not have a collaborative partner to assist it in the development of its batteries, which may limit its ability to develop and commercialize its products on a timely basis. Furthermore, it will continue to incur significant costs and invest considerable resources designing and testing batteries for use with, or incorporation into, specific products. Significant revenue from these investments may not be achieved for a number of years, if at all. Moreover, these batteries may never be profitable and even if they are profitable, operating margins may be low.

The development by the Company of new applications for its rechargeable batteries is a complex and time-consuming process. New battery designs and enhancements to existing battery models can require long development and testing periods. Significant delays in new product releases or significant problems in creating new products could negatively impact the Company's revenues.

Electrovaya believes that the formation of strategic partnerships will be critical for the Company to meet its business objectives. It will continue to seek arrangements with potential partners to mitigate development and commercialization risks going forward, balanced by its objective to maximize market share and penetration by not entering into exclusivity arrangements with a single partner. In addition, it is reviewing options to work with multiple partners on OEM programs for internally designed applications, sales and distribution arrangements, outsourcing parts of its manufacturing process, and for development of specialized applications in industry segments other than portable computers.

Electrovaya may not be able to compete effectively with other manufacturers of compact rechargeable batteries. There is also the possibility its competitors may develop portable power technologies that match or outperform the SuperPolymer® technology, which may

diminish the demand for the Company's products. In addition, innovations in the design of portable computers and other wireless devices may reduce the need for its batteries.

The market for rechargeable batteries is competitive and fragmented. Electrovaya believes it is well positioned to compete in the market for compact rechargeable batteries, which is already very large and growing rapidly. There are currently five to seven principal competitors, primarily well capitalized companies based in Japan and Korea, which have in aggregate a dominant market position in the lithium ion and lithium ion polymer battery sector. By continuing to leverage the Company's technological advantage, move quickly to penetrate the market, target the underserved aftermarket, and emphasize its higher energy density to create brand differentiation, Electrovaya expects to increase revenue in the near term. Additionally, the Company believes that design innovations in the wireless sector will either not materially extend the run time of existing battery technologies or will be more than offset by the addition of new, enhanced, "power-hungry" features, which will increase the energy requirements of these wireless devices. Finally, miniature fuel cells present potential future competition to batteries in the portable and mobile power applications. However, they are expensive and still have technical hurdles to overcome, thus mitigating the threat to Electrovaya's products in the electronics markets that it targets.

Electrovaya will continue to invest in research and development to utilize latest generation advanced materials and improve the process and design of its batteries to maintain or widen the technological gap between its technology and that of its closest competitors. However, the Company has limited knowledge of its competitors' activities in this area.

Electrovaya is exposed to certain risks as a result of being in an industry that manufactures devices or products containing energy. All lithium ion polymer batteries can become hazardous under some circumstances. In the event of a short circuit or other physical, electrical or thermal damage to these batteries, chemical reactions may occur that release excess heat or gases, which could create dangerous situations, including fire, explosions and releases of toxic fumes. The Company's batteries may emit smoke, catch fire or emit gas, any of which may expose Electrovaya to product liability litigation. In addition, these batteries incorporate potentially hazardous materials, which may require special handling, and safety problems may develop in the future. Product failure or improper use of lithium ion polymer battery products, such as the improper management of the charging/discharging system, may also result in dangerous situations. The raising of any health or safety issues could affect the Company's reputation and sales. Moreover, changes in environmental or other regulations affecting the manufacture, transportation or sale of Electrovaya's products could adversely affect the Company's ability to manufacture or sell its products or result in increased costs or liability. Finally, Electrovaya may be required to devote significant financial and management resources to processing and remedying warranty claims. If product liability issues arise, the Company could incur significant expenses and suffer damage to its reputation and the market acceptance of its products.

To mitigate these risks of product liability, ElectroVaya undertakes extensive internal and external product and safety testing. Unlike certain competing technologies, its products do not contain cadmium or lithium metal, which are considered hazardous materials for purposes of disposal or transportation. The Company believes that there are currently no regulations in North America that would prevent it from the manufacture or sale of its batteries, and ElectroVaya is fully committed to ensuring its products are environmentally friendly. In certain situations or applications, battery power may be a more attractive environmental solution than other energy sources utilizing fossil fuels or creating emissions.

Electrovaya may not be able to successfully market its battery technology and products, and because its SuperPolymer® technology is relatively new, these batteries may not perform as well as anticipated. The Company expects to continue to sell its products directly to corporate customers and through value-added resellers and distributors. But if these parties do not purchase these products or purchase them in lower quantities or over longer time periods than expected, ElectroVaya's revenue profile and cash flows may be severely affected. The Company continues to rely upon a limited number of customers for a significant portion of its sales and the loss of any customer could have a material adverse effect on its sales and operating results and make it more difficult to attract and retain other customers.

If overall market demand for laptop computers and other portable electronic devices declines significantly, and consumer and corporate spending for such products declines, ElectroVaya's revenue growth will be adversely affected. Additionally, the Company's revenues would be unfavorably impacted if customers reduce their purchases of new products or upgrades to the Company's existing product lineup if such new offerings are not perceived to add significant new functionality or other value to prospective purchasers.

The PowerPad® 80, 120 and 160 products and our Scribbler Tablet series of products have undergone extensive user testing and have now been sold commercially to well-established corporate users, distributors and value added resellers with positive early results. ElectroVaya has an aggressive marketing program in place, including trade show participation and advertising campaigns. The Company has a dedicated sales team to aggressively market and sell its products in the United States and Canada. ElectroVaya has adopted a multi-channel distribution strategy to reduce its reliance on a single customer or distributor. The Company is targeting different types of users, applications and industries to mitigate the risk if its products do not achieve acceptance in a single market and to ensure it minimizes reliance on any one customer.

If the Company fails to manage growth successfully, it could experience delays, cost overruns or other problems. Similarly, if it is unable to hire or retain qualified, key personnel, its business may be jeopardized.

Electrovaya will continue to monitor its staffing requirements for its manufacturing facility and its needs at the senior management levels and for specialized personnel in various disciplines or areas of expertise.

If Electrovaya fails to protect its proprietary technology, it may lose any competitive advantage it provides. Others may claim that the Company's products infringe on their intellectual property rights, which could result in significant expenses for litigation, developing new technology or licensing existing technologies from third parties. If Electrovaya is unable to maintain registration of its trademarks, or if its trademarks or trade name are found to violate the rights of others, the Company may have to change its trademarks or name and lose the goodwill created in them.

Electrovaya will continue to file patent applications and register patents resulting from ongoing research and development activity, acquire or license patents from third parties if appropriate and further develop the trade secrets related to its manufacturing process and the design and operation of the equipment used to manufacture its products.

Outlook

The Company continues to identify markets in need of portable power, mobility and alternative energy solutions. In so doing, it continues to identify the most profitable opportunities, enhancing its lithium ion SuperPolymer® rechargeable battery technology as required to ensure a sustainable lead in the marketplace. The Company is also pursuing new potential strategic partnerships globally that offer exciting opportunities for growth.

As the business grows, the Company continues to review all aspects of the business for opportunities to improve profitability and cash-flow. The Company has the capacity to grow sales without adding further overheads, and looks forward to increasing revenues as it strives toward profitability and positive cash-flow in the coming year.