

BEYOND SUSTAINABLE TECH

EXECUTIVE INVESTMENT MEMORANDUM

BUILD. SCALE. REGENERATE.

An industrial and technology platform
built to regenerate how we grow and
how we build.

CA\$6M

for 20% of BST after financing

SEPTEMBER 2026 / BY INVITATION



Everest and BST field visit, 2026

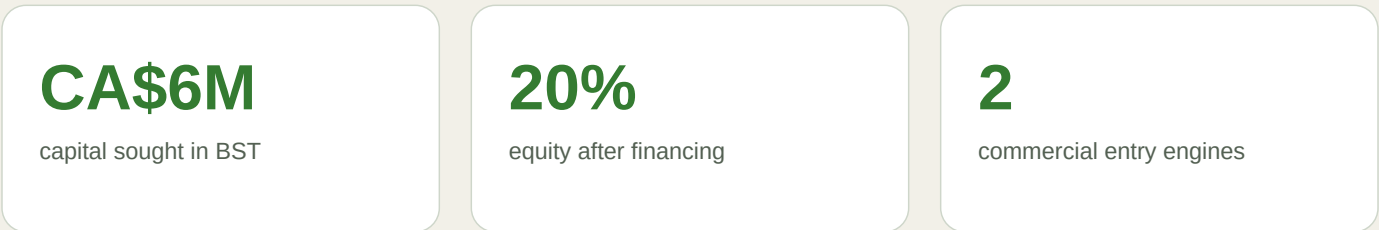
01 / THE THESIS

Industrial proof. Platform ambition.

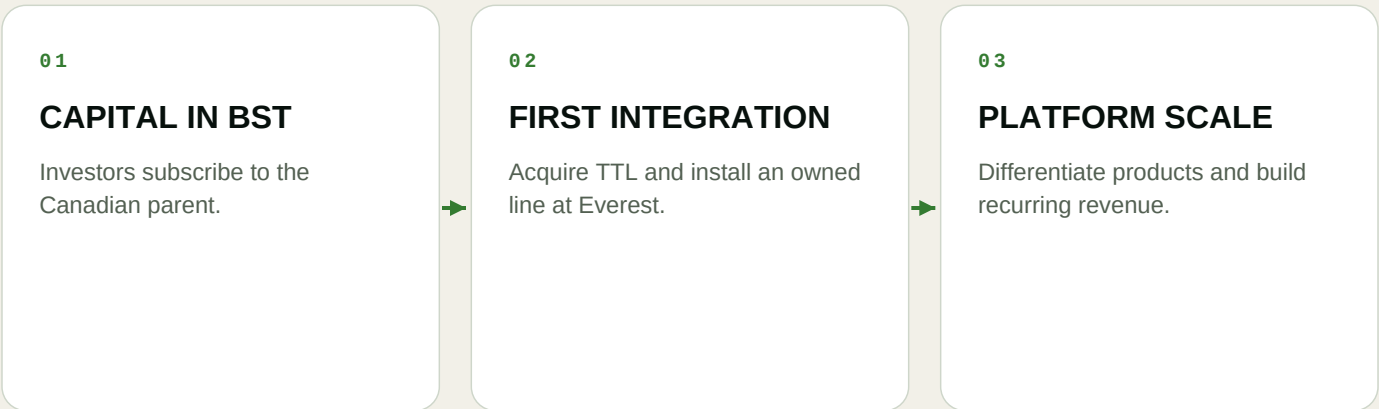
BST is a federally incorporated Canadian company being built at the intersection of industrial manufacturing, natural resources, proprietary technology and operating intelligence. Its first two commercial engines are regenerative horticulture and modular access infrastructure.

We are raising CA\$6 million for 20% of BST after financing. The capital would first strengthen BST, then fund a proposed acquisition of TTL Organics, a BST-owned production line within Everest Plastique's operations, technology development and working capital. Everest is a potential later acquisition, financed separately.

The founding group has already scaled industrial businesses and commercialized technical products internationally. This is founder history, not revenue already consolidated in BST. The investment opportunity is to turn that execution base into differentiated products, recurring relationships and a platform that can expand across markets.



THE SEQUENCE



Current operations, transactions to complete and long-term development are identified separately throughout this memorandum.

02 / THE OPPORTUNITY

The market is rebuilding.

CA\$294.4B

Estimated renewal work at year-end 2022; published June 2025 [1]

CA\$51B

Federal infrastructure fund over ten years from 2026-27 [2]

The practical customer need is more specific: access that can be installed, recovered and reused; streets that can be opened for utilities without rebuilding the whole surface; and growing media that deliver better function per unit of resource. Climate adaptation adds pressure to manage water and maintain service during extreme events. [3]

A NEW DESIGN BRIEF

Access

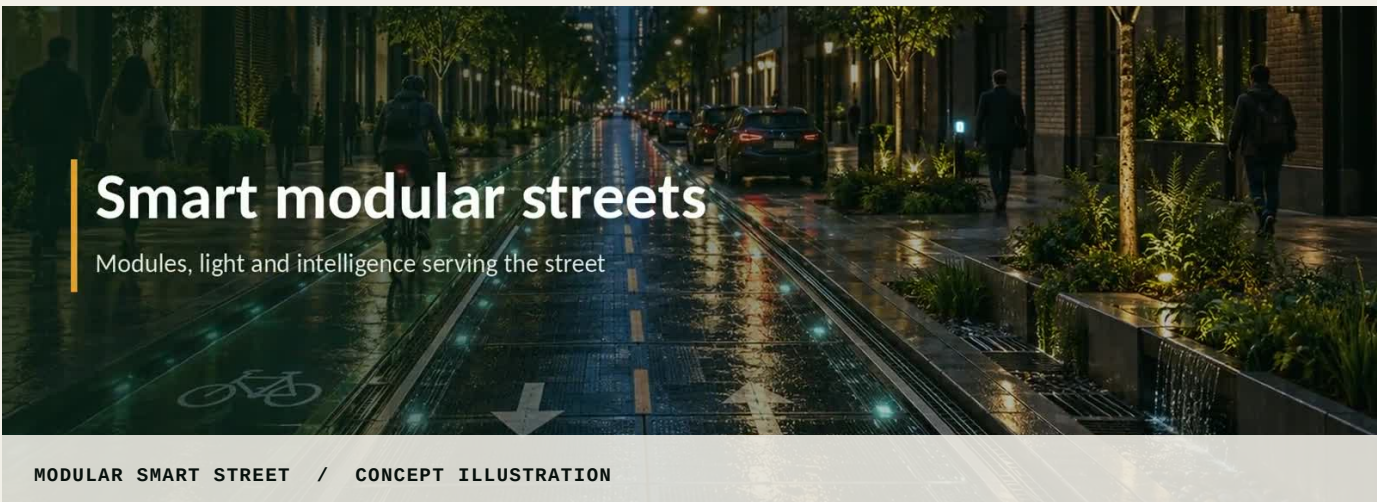
Deploy quickly, recover, redeploy.

Streets

Lift a module to repair utilities; replace it afterward.

Water

Filter runoff and support local infiltration where validated.



The public figures above describe broad spending and renewal needs, not BST revenue or a quantified addressable market.

03 / WE HAVE DONE IT BEFORE

Execution is our starting asset.

HISTORICAL SCALE

6 to 30

CA\$M ANNUAL SALES

Founder-owned industrial businesses, in less than three years. Their sales are not BST's consolidated revenue.



EVEREST AND BST FIELD VISIT / 2026

01

Alain Bélanger

Technology, vision and markets. Alain's own packaging technology replaced EPS foam in an Apple packaging application. He manufactured it in Canada, shipped it to China and trained Apple suppliers. Projects led by Alain and his teams have planted more than 100 million trees.

02

Néri Jean

Manufacturing and operations. Néri has built large-format rotomolding and industrial production capabilities across the Everest ecosystem. Founder-owned industrial businesses grew from approximately CA\$6 million to approximately CA\$30 million in annual sales in less than three years.

03

Denis Duguay

Finance and structure. Denis brings financing, corporate structure and operating discipline to the platform. The three founders have worked together to scale the industrial group and now intend to apply that experience to BST.

Historical examples are attributable to the founders and their operating companies. Everest's 2025 calculated EBITDA was approximately CA\$5.2 million, according to management; financial statements are provided in diligence.

04 / THE SYSTEM

One system. Two commercial engines.

BST connects materials expertise, industrial capacity, commercial execution and operating intelligence. Each layer strengthens the next.

01**OPERATING INTELLIGENCE**

Process Builder coordinates roles, production processes, research evidence and management data.

**02****TECHNOLOGY**

Functional biochar, advanced materials, water-management media, modular design, sensors and AI.

**03****INDUSTRIAL CAPACITY**

TTL is the first proposed acquisition. BST plans an owned line inside Everest; Everest remains a separate company.

**04****MARKET ENTRY**

Growing media and planting products in horticulture; modular access and later smart infrastructure.

PROCESS BUILDER

BST's operating-intelligence system links responsibilities, product research, production evidence and data. Its first use is to integrate the group and reproduce strong execution.

Make more from the resource.

TTL operates an established peat business with approximately CA\$6 million in annual sales, according to management. Those are TTL sales, not BST consolidated revenue.

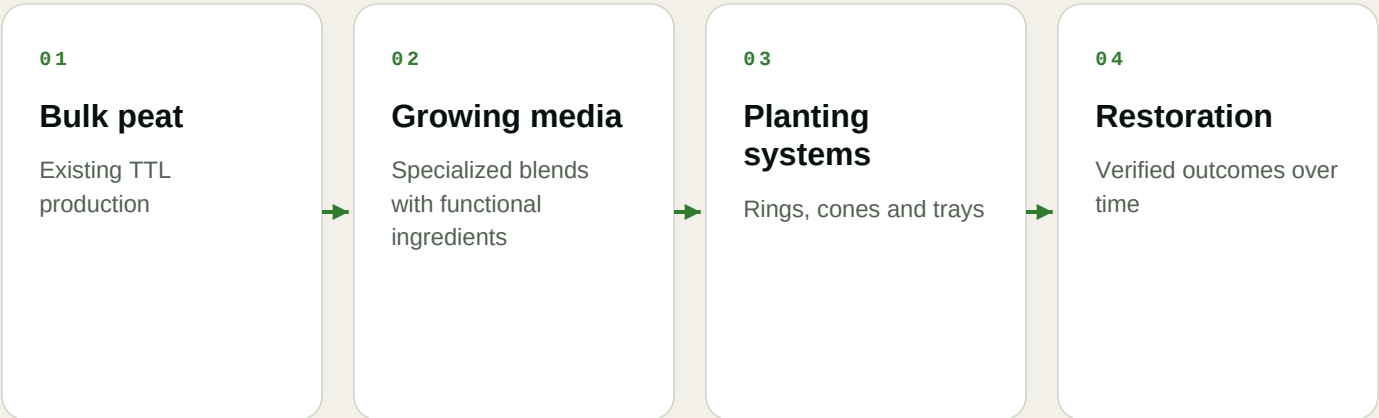
BST leads market development for TTL bulk peat. Definitive commercial terms are being finalized. New accepted orders are the focus; firm orders placed before the effective date stay with TTL.



HORTICULTURAL PRODUCTION / SITE IMAGE

Management's calendar-year planning case is approximately CA\$2 million of bulk-peat sales handled by BST in 2026 and CA\$6 million in 2027. These are projected gross product sales, not a forecast of BST's accounting revenue. BST's economics will be governed by the final commercialization agreement.

THE VALUE PATH

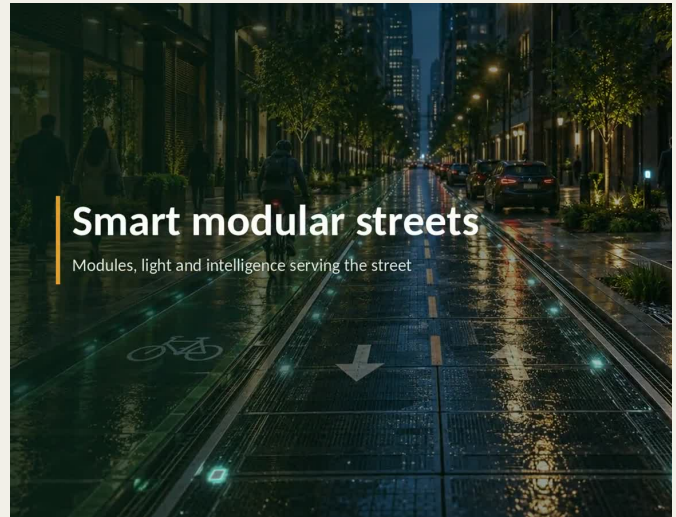


Products beyond bulk peat are in development. Environmental credits would add value only after credible measurement and independent verification.

Access first. Intelligence next.



EVEREST MODULES / FIELD IMAGE



SMART STREET / CONCEPT

Everest already manufactures and sells XtremeM modular access products. BST's first step is to build its own dedicated production line within Everest Plastique's plant, where capacity is needed. The line belongs to BST; the two companies intend to use available capacity for each other's products under operating terms still to be formalized.

BST can begin with access mats and temporary roads for industrial customers, utilities, mines, ports and major projects. Sales and rental provide an entry point. A rental fleet can be recovered and redeployed, allowing BST to retain the asset and build a continuing customer relationship.

The same module architecture can gradually incorporate digital identity, location, load and environmental data, lighting and water-management functions. In a municipal street, selected modules could be lifted to repair a pipe or add fibre, then replaced. Lateral filtration media and local infiltration are design goals to be validated in pilots, not present performance claims.

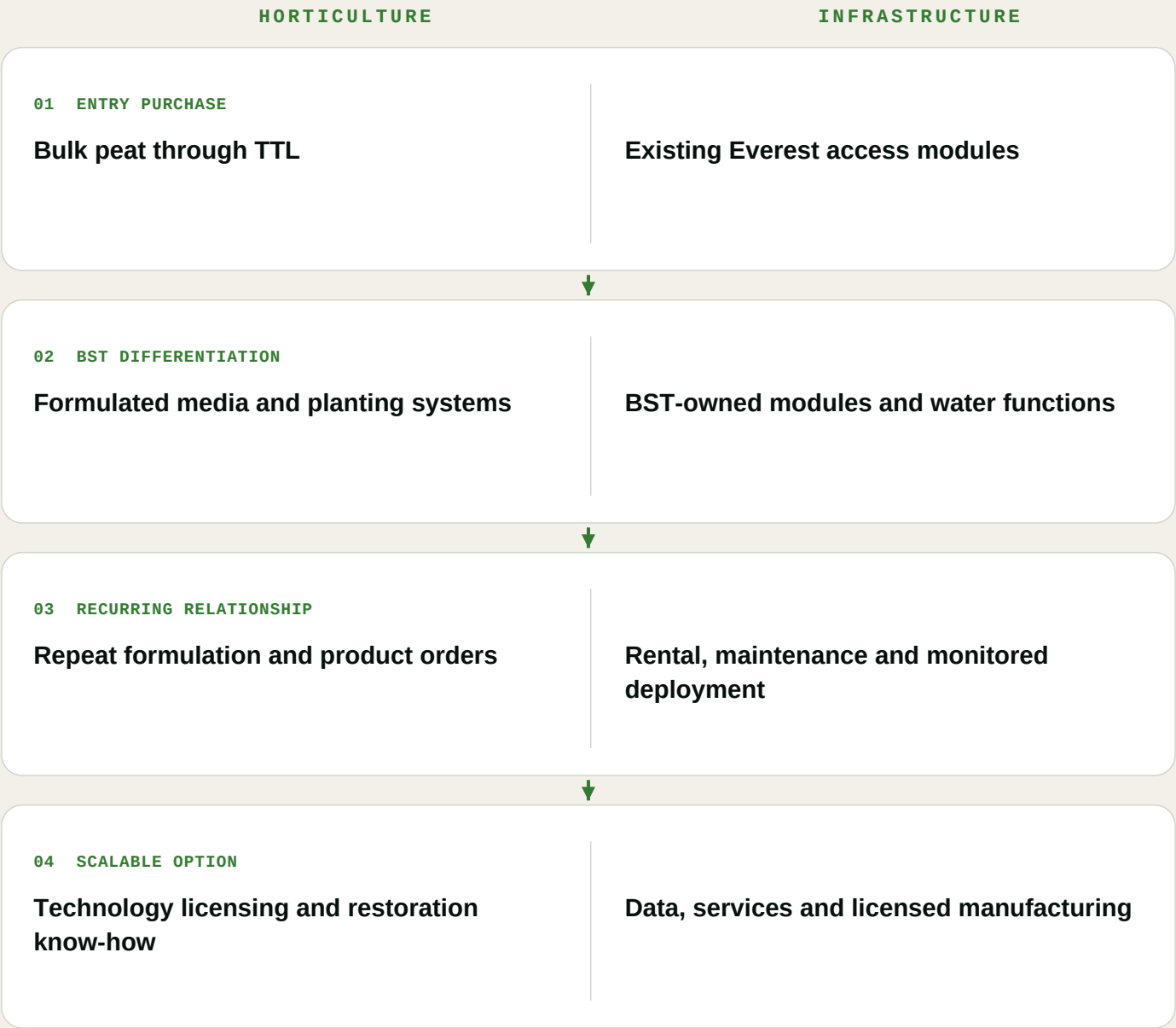
INITIAL BUYERS

Utilities / energy / mining / ports / major projects

Everest's existing XtremeM sales and staff are not BST's current consolidated results. The dedicated BST line and advanced functions are next-stage plans.

Earn the next layer of value.

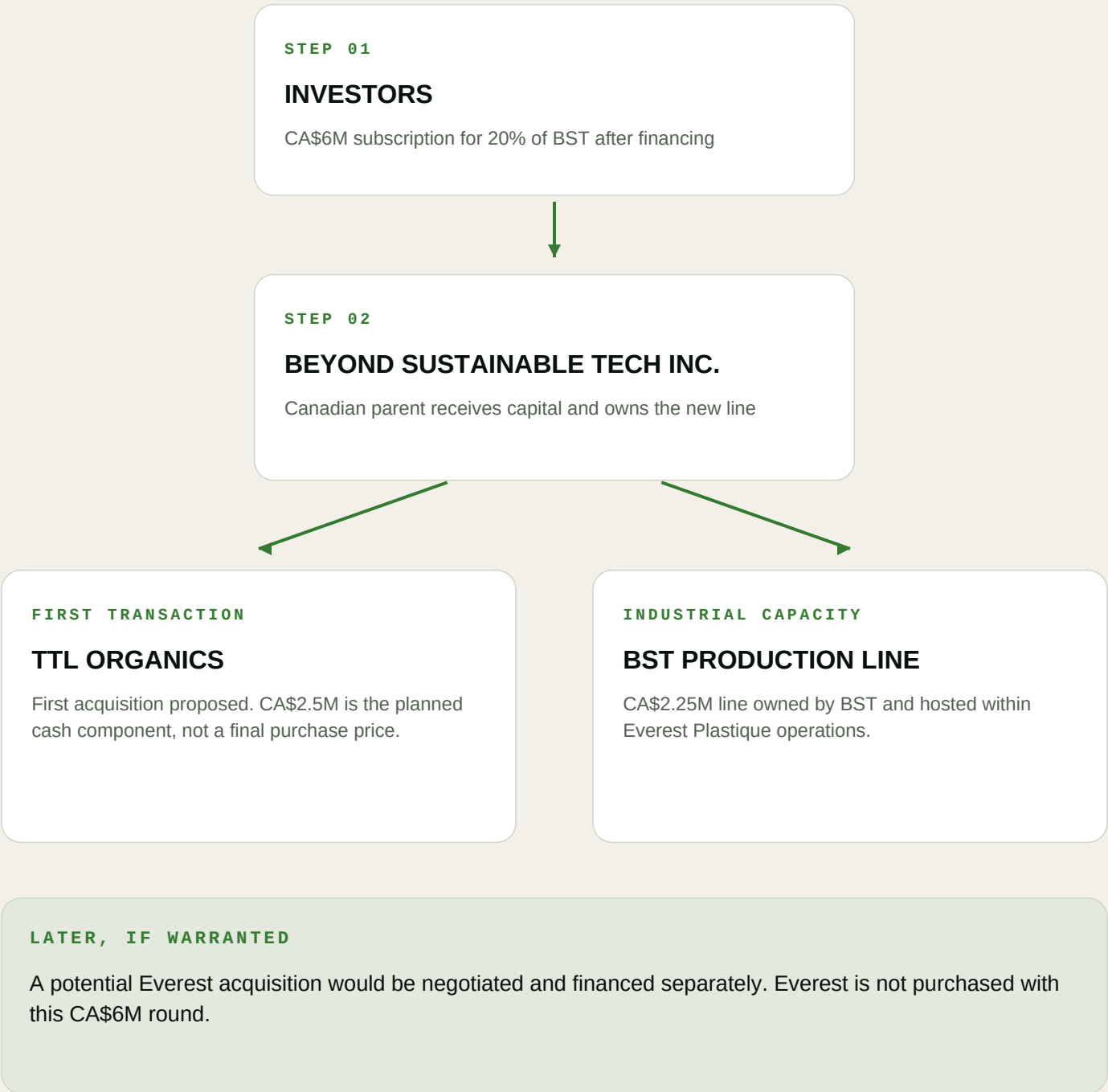
The proposed platform starts from established product categories. Product performance creates the reason to return; ownership, service and data can deepen the relationship after each stage proves itself.



This is a strategic progression, not a projection that every stage is contracted today. Product economics and repeat demand must support each successive revenue layer.

The investor enters BST.

The financing and acquisitions are distinct steps. Capital is subscribed in BST first. BST then executes its industrial plan through documented transactions and operating agreements.



TTL and Everest are founder-related businesses. Final pricing, rights and governance must be set in definitive documents.

Deploy CA\$6M in four decisions.

CA\$6M

20% of BST after financing

Investment proceeds enter BST before the TTL acquisition.



42%

CA\$2.5M

TTL acquisition cash

Proposed first industrial acquisition

38%

CA\$2.25M

BST-owned production line

Capacity installed within Everest operations

10%

CA\$0.625M

Technology, AI and data

IP, traceability, sensors and platform development

10%

CA\$0.625M

Working capital

Inventory, receivables and first-phase ramp

Percentages are rounded to 42 / 38 / 10 / 10 and total 100%. The proposed subscription implies CA\$24M before and CA\$30M after financing, before definitive share terms.

10 / EVIDENCE BEFORE EXPANSION

A sequence that compounds.

01**STRUCTURE**

Close the BST financing; sign TTL transaction and commercial agreements; document IP and production rights; establish reporting and governance.

**02****COMMERCIALIZE**

Expand bulk-peat market development, qualify higher-value growing media, specify the BST line, and launch initial BST modules and rental offers.

**03****VALIDATE**

Use proposed New Brunswick demonstrators - industrial road, smart alley or street, and Belledune port platform - to measure cost, durability, water performance and customer demand.

**04****SCALE**

Grow repeat product and rental sales, use Process Builder to replicate operations, then assess a separately financed Everest acquisition and international partner production.

WHAT INVESTORS CAN UNDERWRITE

Signed transactions, product cost and margin, customer orders, pilot measurements, rental utilization and repeat demand. Each creates evidence for the next capital and market decision.

11 / THE INVITATION

Build with the people who build.

We seek investors who value industrial execution, transparency and long-term environmental performance. BST's ambition is to become a globally scalable regenerative industrial platform, built one proven commercial layer at a time.

ALAIN BÉLANGER

Technology, vision, markets

NÉRI JEAN

Manufacturing, operations

DENIS DUGUAY

Finance, structure

CONTINUE THE CONVERSATION

Alain Bélanger

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The interactive Investor Experience and supporting diligence are available by invitation.

Sources and transaction context.

WHAT THE NUMBERS REPRESENT

All financing amounts in this memorandum are Canadian dollars. Percentages are rounded; the four uses of funds total CA\$6 million.

Historical sales, EBITDA and employee figures refer to founder-owned or targeted companies, not to BST consolidated results. Their fiscal year ends differ. Financial statements and transaction documents are available to qualified investors through diligence.

The current investor terms imply CA\$24 million pre-financing and CA\$30 million post-financing, before final securities terms. Products, transactions and demonstrations described as planned remain subject to execution and definitive agreements.

PUBLIC MARKET SOURCES

[1] Statistics Canada, Core public infrastructure renewal budgets, 2022, released June 2025

[2] Government of Canada, Build Communities Strong Fund, 2026

[3] Government of Canada, National Adaptation Strategy progress report, 2026

AVAILABLE THROUGH DILIGENCE

Separate financial statements and fiscal periods for TTL and Everest; corporate and capitalization records for BST; final commercialization, acquisition, production and intellectual-property agreements; customer and product evidence as available.

Confidential discussion material for invited investors. It is not a binding securities offer. Final rights and obligations arise only from executed documents.