



**illumin Holdings Inc.**  
**(formerly AcuityAds Holdings Inc.)**

**MANAGEMENT'S DISCUSSION AND ANALYSIS**

**FOR THE THREE MONTHS ENDED MARCH 31, 2024**

Dated May 9, 2024

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## **illumin Holdings Inc. (formerly AcuityAds Holdings Inc.)**

Management's Discussion and Analysis for the three months ended March 31, 2024

(In thousands of Canadian dollars, except share amounts)

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### **MANAGEMENT'S DISCUSSION AND ANALYSIS**

This Management's Discussion and Analysis ("MD&A") explains the variations in the consolidated operating results, financial position, and cash flows of illumin Holdings Inc. ("illumin" or the "Company") as at and for the three months ended March 31, 2024. In this MD&A, "this quarter", "the quarter", or "first quarter" refer to the three months ended March 31, 2024, unless the context indicates otherwise. All results commentary is compared to the equivalent period in 2023 or as at March 31, 2023, as applicable, unless otherwise indicated. This analysis should be read in conjunction with illumin's unaudited condensed interim consolidated financial statements for the three months ended March 31, 2024, and related notes (the "Condensed Interim Consolidated Financial Statements") thereto, which have been prepared in accordance with International Financial Reporting Standards, as issued by the International Accounting Standards Board ("IFRS Accounting Standards"), applicable to the preparation of interim financial statements, including International Accounting Standard 34, Interim Financial Reporting. As a result of the rounding of dollar differences, certain total dollar amounts in this MD&A may not add exactly to their constituent amounts. All dollar amounts are presented in Canadian dollars unless otherwise indicated. Throughout this MD&A, percentage changes are calculated using numbers rounded as they appear. Readers are cautioned that this MD&A contains certain forward-looking information (please see the "Forward Looking Statements" section below for a discussion of the use of such information in this MD&A).

The Condensed Interim Consolidated Financial Statements include the accounts of the Company and its wholly-owned subsidiaries. All intercompany balances and transactions have been eliminated on consolidation.

The information in this report is dated as at May 8, 2024.

### **NON-IFRS ACCOUNTING STANDARDS FINANCIAL MEASURES**

This MD&A includes certain measures which are not defined terms in accordance with IFRS Accounting Standards, such as "Net Revenue", "Net Revenue Margin", and "Adjusted EBITDA".

The term "Net Revenue" or Gross Profit refers to the net amount of revenue after deducting media-related costs. Net Revenue is used for internal management purposes as an indicator of the performance of the Company's solution in balancing the goals of delivering excellent results to advertisers while meeting the Company's margin objectives and accordingly, the Company believes it is useful supplemental information to include in this MD&A. The term "Net Revenue Margin" or Gross Margin refers to the amount that "Net Revenue" represents as a percentage of total revenue for a given period.

"Adjusted EBITDA" refers to net income after adjusting for finance costs (income), impairment loss, fair value gains, income taxes, foreign exchange gains and losses, depreciation and amortization, share-based compensation, acquisition and related integration costs, severance expenses, and executive transition expenses. The Company believes that

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Adjusted EBITDA is useful supplemental information as it provides an indication of the results generated by the Company's main business activities before taking into consideration how those activities are financed and taxed and also prior to taking into consideration depreciation of property and equipment and certain other items listed above. It is a key measure used by the Company's management and board of directors to understand and evaluate the Company's operating performance, to prepare annual budgets and to help develop operating plans.

"Net Revenue", "Net Revenue Margin", and "Adjusted EBITDA" are not measures of performance under IFRS Accounting Standards and should not be considered in isolation or as a substitute for comprehensive income (loss) prepared in accordance with IFRS Accounting Standards or as a measure of operating performance or profitability. "Net Revenue", "Net Revenue Margin", and "Adjusted EBITDA" do not have a standardized meaning prescribed by IFRS Accounting Standards and are not necessarily comparable to similar measures presented by other companies.

### **TRADEMARKS AND TRADE NAMES**

This MD&A includes certain trademarks and trade names which are protected under applicable intellectual property laws and are the property of the Company. Solely for convenience, the trademarks and trade names referred to in this MD&A may appear without the ® or ™ symbol, but such references are not intended to indicate, in any way, that the Company will not assert, to the fullest extent under applicable law, its rights to these trademarks and trade names.

### **FORWARD-LOOKING STATEMENTS**

*Certain statements in this MD&A that are not current or historical factual information may constitute "forward-looking" statements within the meaning of applicable securities laws, regarding, among other things, the beliefs, plans, objectives, strategies, estimates, intentions or expectations of the Company, including as they relate to its financial results and its projected total revenue growth, its ability to execute on its investing and business strategies, the benefits of the illumin platform and illumin's programmatic marketing platform (the "Programmatic Marketing Platform"), and the continuing competitiveness and strategy relating to the Company's service offerings, such as its Programmatic Marketing Platform (as described herein) and the illumin platform. When used in this MD&A, forward looking statements can be identified by the use of words such as "may", or by such words as "will", "intend", "believe", "estimate", "consider", "expect", "anticipate", and "objective" and similar expressions or variations of such words. Forward-looking statements are, by their nature, not guarantees of the Company's future operational or financial performance and are subject to risks and uncertainties and other factors that could cause the Company's actual results, performance, prospects, or opportunities to differ materially from those expressed in, or implied by, these forward-looking statements. No representation or warranty is intended with respect to anticipated future results, or that estimates, or projections will be sustained. Forward-looking information is provided for the purpose of providing information about management's current expectations and plans and allowing investors and others to get a better understanding of the Company's operations. Forward-looking information may not be*

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*appropriate for other purposes. Except as required by applicable law, the Issuer assumes no obligation to update forward-looking statements.*

*In developing the forward-looking statements in this MD&A, the Company has applied several material assumptions, including the availability of financing on reasonable terms, and general business and economic conditions. Many risks, uncertainties and other factors could cause the actual results of illumin to differ materially from the results, performance, achievements, or developments expressed or implied by forward-looking statements that are contained in this MD&A. These risks, uncertainties and other factors include, but are not limited to the following: overall economic conditions, rapid technological changes, use of cookies, demand for the Company's products and services, the Company's ability to retain existing customers and attract new customers, including under the illumin platform; the Company's ability to expand into additional advertising channels and expand its customer base in Canada, the U.S. and globally; the introduction of competing technologies, competitive pressures, network restrictions, fluctuations in foreign currency exchange rates, and other factors that may cause the actual results, performance or achievements to differ materially from those expressed or implied in these forward-looking statements.*

*Any financial outlook or future-oriented financial information (as defined in applicable securities laws) contained in this MD&A regarding prospective financial performance, financial position or cash flows is based on assumptions about future economic conditions or courses of action based on management's assessment of the relevant information that is currently available. Future-oriented financial information contains forward-looking information and is based on a number of material assumptions and factors, as are set out above. The actual results of the Company's operations for any period will likely vary from the amounts set forth in these projections and such variations may be material. Actual results will vary from projected results. Readers are cautioned that any such financial outlook and future-oriented financial information contained herein should not be used for purposes other than those for which it is disclosed herein.*

*Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of the MD&A or as of the date otherwise specifically indicated herein. Due to risks and uncertainties, including the risks and uncertainties contained elsewhere in this MD&A, actual events may differ materially from current expectations. These risks and uncertainties include, among other things, the factors discussed in the "Risk Factors" section of this MD&A and under the "Risk Factors" section of the most recent Annual Information Form and included or discussed in the Company's other periodic filings, such as previous MD&A, which are available under the Company's profile on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com). The Company disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. All forward-looking statements contained in the MD&A are expressly qualified in their entirety by this cautionary statement.*

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### **OVERVIEW**

illumin is a technology company that enables marketers to connect intelligently with audiences across video, mobile, out-of-home, social and online display advertising campaigns. illumin's Programmatic Marketing Platform, powered by proprietary machine learning technology, is at the core of its business, accompanied by patented solutions for analytics-led video and mobile targeting that leverages data. illumin empowers marketers by offering near real-time reporting and analytics, bringing accountability to programmatic advertising to deliver business results and help solve the key challenges that digital advertisers face. illumin is headquartered in Toronto and has offices in the U.S., Canada, Spain, France, Brazil, Chile, Mexico, Colombia and Argentina. Its key customers include both agencies and brands, including large Fortune 500 enterprises and small to mid-sized businesses. illumin's technology enables programmatic advertising, which is the automated buying and selling of advertising inventory electronically. The platform is based on proprietary machine learning technology, the branch of artificial intelligence involving systems that learn from data inputs and outputs and can perform actions without the need for explicit programming. The platform has the capability to process billions of bid requests on a daily basis.

illumin's Programmatic Marketing Platform allows advertisers to manage their purchasing of online display advertising in real-time using programmatic ad buying, a method of buying online display advertising in which ad spots (called impressions) are released in an auction that occurs in milliseconds. illumin purchases impressions for advertisers through agreements with publishers, ad networks and ad exchanges. Its technology platform benefits advertisers by enabling them to target specific audiences based on demographic and psychographic parameters, as well as manage their bid amounts to purchase the advertising inventory that is most relevant for their campaigns. Real-time reporting enables advertisers to monitor specific performance metrics and react and pivot quickly to optimize campaigns to help ensure they achieve consumer targeting goals and key performance indicators.

The illumin<sup>TM</sup> software enables the creation of consumer journeys with custom messages tied to a propensity-scored audience, increasing efficiency and return on advertising investments. illumin is an advertising automation technology that offers planning, media buying and omnichannel intelligence from a single platform, allowing advertisers to map their consumer journey playbooks across screens and execute in real-time using programmatic technology. illumin has had excellent traction and experienced rapid growth since its launch and, in 2022, replaced the legacy platform at the Company with all new campaigns now utilizing the illumin software platform.

### **RESULTS OF OPERATIONS**

#### **Significant developments during the three months ended March 31, 2024 and to the date of this report**

On November 13, 2023, the Company commenced a normal course issuer bid ("2023 NCIB") for its common shares that will remain open until November 12, 2024, or such earlier time as the 2023 NCIB is completed or terminated at the option of the Company. Under the 2023

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NCIB, the Company may purchase for cancellation up to 4,330,226 common shares, representing approximately 10% of the Company's public float as at November 2, 2023. Daily purchases are limited to 20,621 common shares. The common shares will be purchased on behalf of the Company by a registered broker through the facilities of the TSX and through other alternative Canadian trading systems at the prevailing market price at the time of such transaction. For the three months ended March 31, 2024, the Company purchased 1,148,342 common shares pursuant to the 2023 NCIB at an average price of \$1.66 per share for total cash consideration of approximately \$1,912.

On March 27, 2024, the Company announced the appointment of Simon Cairns as Chief Executive Officer, effective April 15, 2024. Mr. Cairns succeeds Tal Hayek, who will transition to Non-Executive Vice Chairman on the Board of Directors of illumin.

### **Factors Affecting the Company's Performance**

We believe that the growth and success of the Company in the future depends on factors including, but not limited to, those described below.

#### *Economic factors*

Economic conditions may affect the Company's results of operations and predictability of future income. Demand and supply are both driven by movements in the end consumer market, which may be affected by factors such as high inflation, recessionary fear and geopolitical instability. These conditions may reduce the spending committed by our existing and potential customers on marketing campaigns, and a less observable impact of our product (such as conversion rate) as received by the end consumers. Therefore, we expect a less predictable period in the foreseeable future, where the Company's revenue and other results may fluctuate, as we lack the visibility as to how customers may react to the economic factors discussed above.

#### *Seasonality*

Seasonality and cyclicity of the retail sales business may affect the Company's revenue and operating results. Typically, retail advertisers concentrate spending in the fourth quarter during holiday seasons. However, some advertisers, such as those in the entertainment industry, may concentrate advertising spending outside of the fourth quarter to coincide with the launch and display of contents or programs. As a result of these factors, one quarter's operating results do not necessarily indicate future quarters' operating results.

#### *Foreign Currency*

A large portion of the Company's revenue is earned in U.S. dollars from customers based in the U.S. Our results of operations are converted into our functional currency, Canadian dollars, using the average foreign exchange rates for the Consolidated Statement of Comprehensive Loss and the spot rate for the Consolidated Statement of Financial Position for each period presented. Given the material magnitude of our revenue earned in U.S. dollars, our operating

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results may be adversely impacted by an increase in the value of the Canadian dollar in relation to the U.S. dollar.

**Results for the three months ended March 31, 2024 and 2023**

The following table provides selected financial information from the Consolidated Statements of Comprehensive Loss for the three months ended March 31, 2024 and 2023:

	Three months ended	
	March 31, 2024	March 31, 2023
Revenue	\$ 24,952	\$ 26,496
By line of service:		
Managed service	11,760	16,950
Self-service illumin <sup>4</sup>	8,379	2,173
Programmatic <sup>4</sup>	4,813	7,373
By geography:		
U.S.	17,097	17,301
Canada	3,386	2,726
Europe, LATAM & Other <sup>3</sup>	4,469	6,469
Gross Profit (Net Revenue) <sup>1</sup>	11,625	12,478
Adjusted EBITDA <sup>1</sup>	14	(766)
Loss from operations	(2,652)	(4,155)
Net loss	(1,138)	(3,562)
Net loss per share (basic and diluted) <sup>2</sup>	(0.02)	(0.06)

(1) As defined in "Non-IFRS Accounting Standards Financial Measures".

(2) Exercisable options to purchase 251,335 (2023 – 701,137) common shares were outstanding as at March 31, 2024. The weighted average number of options, DSUs, and RSUs were excluded from the calculation of diluted loss per share for the three months ended March 31, 2024 and 2023 because their inclusion would have been anti-dilutive.

(3) This line includes revenue previously classified in the U.S. geography according to billing arrangements. Management considers current breakdown more relevant and reflective of business in each geography.

(4) Effective January 1, 2024, the Company changed its presentation of Self-service revenue to disaggregate it into "Self-service illumin" and "Programmatic" revenue. Self-service revenue earned from the illumin platform is reported under Self-service illumin. All revenue earned outside of Managed service and Self-service illumin is reported as Programmatic revenue.

*Three months ended March 31, 2024 and 2023*

Revenue for the quarter was \$24,952, a decrease of \$1,544, or 6%, from the same prior year period. The decrease in total revenue for the quarter was driven by a decline in managed service revenue and programmatic revenue, primarily in Latin America and partially offset by an increase in self-service illumin revenue. Challenging market conditions for advertisers and the perception of sustained weaker consumer demand significantly impacted the activity of the quarter. illumin has undertaken a strategic shift in our business model by moving from a primary focus on a transactional revenue model with no contractual commitment to a sustainable, reoccurring, self-service model with longer-term contracts. Over time, this shift will result in better quality and more consistent revenue growth performance.

The Company's managed service revenue for the quarter was \$11,760, a decrease of \$5,190, or 31%, from the same prior year period. The Company's self-service illumin revenue for the

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quarter was \$8,379, an increase of \$6,206, or 286%, from the same prior year period. The Company's programmatic revenue for the quarter was \$4,813, a decrease of \$2,560, or 35%, from the same prior year period. As noted above, the market conditions continue to be challenging with high inflation, consumer demand worries, and conflict in Europe and the Middle East. This environment has softened demand for our managed service as well as impacted the rate of growth of our self-service model, which is also subject to the same pressure. However, despite the general market conditions, there has been steady growth in self-service illumin revenue due to the unique and differentiated solution it provides for marketers and advertisers. It provides a more efficient, cost effective and flexible approach to target advertising spend via the Journey Platform canvas. The overwhelming majority of the growth in self-service illumin revenue has been achieved from new relationships to the Company.

Revenue generated in the United States for the quarter was \$17,097, a decrease of \$204, or 1%, from the same prior year period. Revenue generated in Canada for the quarter was \$3,386, an increase of \$660, or 24%, from the same prior year period. Revenue earned from US clients, which represents 83% of total revenue in North America (2023 – 86%), declined due to reasons discussed above on the reduction of overall revenue.

Revenue generated in Europe, LATAM and other countries outside of North America for the quarter was \$4,469, a decrease of \$2,000, or 31%. The primary factor for the decrease in this geography was specifically related to the South American region, where revenue decreased to \$1,857 from \$3,368 for the same period of the prior year. This 45% decrease was mainly attributed to revenue generated in Argentina. With changes in the political climate within Argentina and foreign exchange instability, the Company decided in late 2023 to substantively reduce its risk exposure here. As a result, revenue from Argentina was minimal for the three months ended March 31, 2024. The Company believes that this will continue for the foreseeable future and as such, will maintain its risk aversion to this region until conditions improve.

Adjusted EBITDA for the quarter was \$14, an increase of \$780, or 102%, from the same prior year period and was primarily attributable to lower operating costs. Net loss for the quarter was \$1,138, a decrease of \$2,424, primarily as a result of lower operating costs described more fully in the following sections.

**Net Revenue**

The following table sets out a reconciliation of Net Revenue (Gross Profit) to Revenue for each of the periods indicated:

	Three months ended	
	March 31, 2024	March 31, 2023
Revenue	\$ 24,952	\$ 26,496
Media-related costs	13,327	14,018
Net Revenue	11,625	12,478
Net Revenue Margin	47%	47%



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*Three months ended March 31, 2024 and 2023*

Media-related costs are comprised of advertising impressions and specific costs, such as data acquisition, validation and verification, that the Company purchases from real-time advertising exchanges or through other third parties. Media-related costs were \$13,327 for the quarter compared to \$14,018 for the same prior year period, for a decrease of \$691, or 5%. This decrease in Media-related costs was attributable to the decreased revenue during the period. Net Revenue Margin was 47% for the quarter, which was consistent with the same prior year period.

**Reconciliation of Net loss to Adjusted EBITDA**

The following table presents a reconciliation of Net loss to Adjusted EBITDA for the periods indicated:

	Three months ended	
	March 31, 2024	March 31, 2023
Net loss for the period	\$ (1,138)	\$ (3,562)
Adjustments:		
Finance income, net	(506)	(717)
Foreign exchange loss (gain)	(1,386)	54
Depreciation and amortization	1,365	1,491
Income tax expense	378	70
Share-based compensation	699	1,342
Severance expenses	90	43
Nasdaq-related costs <sup>1</sup>	423	513
Other expenses	89	-
Total adjustments	1,152	2,796
<b>Adjusted EBITDA</b>	<b>\$ 14</b>	<b>\$ (766)</b>

(1) Listing fees and directors' and officers' insurance specific to the Company's Nasdaq listing.

*Three months ended March 31, 2024 and 2023*

Adjusted EBITDA for the three months ended March 31, 2024 was \$14 compared to (\$766) for the same prior year period. The year-over-year increase of \$780 was primarily attributable to lower operating costs as discussed further in the following section.

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**Operating Expenses, Finance Income, and Foreign Exchange**

The following table summarizes various expenses for the three months ended March 31, 2024 and 2023:

	Three months ended	
	March 31, 2024	March 31, 2023
Sales and marketing	\$ 5,313	\$ 6,097
Technology	4,526	4,951
General and administrative	2,374	2,752
Share-based compensation	699	1,342
Depreciation and amortization	1,365	1,491
Finance income, net	(506)	(717)
Foreign exchange loss (gain)	(1,386)	54

The Company has made a concerted effort to reduce operating costs as reflected in lower expenditures in sales and marketing, research and development, and general and administrative when compared to the same prior year period.

*Sales and marketing expenses*

Sales and marketing expenses consist of all costs associated with selling and marketing the Company's services. The costs include all salary and benefit costs, commissions and variable compensation, travel, marketing, payroll taxes and employee health and related benefit expenses for the sales, marketing, and account management teams. Sales and marketing expenses for the quarter were \$5,313, a decrease of \$784, or 13%, compared to the same period of the prior year. The year-over-year decrease was primarily related to receipt of IRAP funding during the quarter and a reduced senior leadership team. Sales and marketing expenses represented 21% of revenue for the quarter, compared to 23% in the prior year period.

During the quarter, the Company recognized \$235 in government grants related to sales and marketing costs from IRAP compared to nil for the prior year period. Excluding government grants, sales and marketing expenses for the quarter decreased by \$549 compared to the same period from the prior year and represented 22% of revenue compared to 23% for the same period from the prior year.

*Technology*

Technology expenses consist of all costs associated with increasing the Programmatic Marketing Platform's effectiveness and efficiency. The majority of such costs are comprised of salary and benefit costs and costs associated with housing the required computer equipment. Technology expenses for the quarter were \$4,526, a decrease of \$425, or 9%, compared to the same period of the prior year. Excluding capitalized salaries and government grants, technology expenses for the quarter increased by \$640 compared to the same period from the prior year and represented 27% of revenue compared to 23% for the same period

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of the prior year. The year-over-year increase was primarily related to an increase in the size of the team and the average employee compensation, as well as increases in data hosting costs that were largely due to macroeconomic factors in Europe.

During the quarter, the Company had capitalized salary costs of \$986 that related to revenue generating technology compared to \$1,206 in the prior year period.

During the quarter, the Company recognized \$1,273 in government grants related to technology from IRAP compared to nil for the prior year period.

*General and administrative*

General and administrative expenses include salaries and benefits of the administrative staff, occupancy costs, public company fees, insurance, professional fees, and supplies. General and administrative expenses for the quarter were \$2,374, a decrease of \$378, or 14%, compared to the same period of the prior year. Excluding capitalized salaries and government grants, general and administrative expenses for the quarter decreased by \$333 compared to the same period from the prior year and represented 10% of revenue, which was consistent with the same period of the prior year. The year-over-year decrease was primarily related to a bonus adjustment related to certain executive compensation plans, lower consulting fees, and lower travel costs, partially offset by higher salaries and higher rent.

During the quarter, the Company had capitalized salary costs of \$6 that related to revenue generating technology compared to \$nil in the prior year period.

During the quarter, the Company recognized \$39 in government grants related to general and administrative costs from IRAP compared to nil for the prior year period.

*Share-based compensation*

Share-based compensation expense for the quarter was \$699, a decrease of \$643, or 48%, compared to the prior year period. The decrease in share-based compensation expense was primarily related to fully vested grants that are no longer expensed and forfeitures from parting executives, as compared to the prior year period.

*Depreciation and amortization*

Depreciation and amortization expense for the quarter was \$1,365, a decrease of \$126, or 8%, compared to the same period of the prior year. The year-over-year decrease was attributable to certain lease equipment assets being fully amortized prior to the end of the quarter.

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*Finance income, net*

Finance income for the quarter was \$506, a decrease of \$211, compared to the same period of the prior year. The decrease was primarily due to a decrease in the cash balance.

*Foreign exchange loss (gain)*

Foreign exchange loss (gain) consists of the realized and unrealized exchange differences due to fluctuations between the Canadian dollar, the U.S. dollar, and the Euro. The Company recorded a net foreign exchange gain of \$1,386 for the quarter compared to a loss of \$54 for the same prior year period, largely due to a stronger US dollar in the quarter.

Historically, the Company has not hedged foreign currency transactions, but may elect to do so in the future if it is determined to be advantageous.

**Summary of Quarterly Results**

The following table sets out selected financial information for the Company on a consolidated basis for the last eight most recently completed quarters. The quarterly information has been prepared in accordance with IFRS Accounting Standards.

	Quarter Ended							
	Mar 31, 2024	Dec 31, 2023	Sept 30, 2023	Jun 30, 2023	Mar 31, 2023	Dec 31, 2022	Sep 30, 2022 (As restated)	Jun 30, 2022 (As restated)
Revenue	\$24,952	\$37,005	\$29,628	\$33,190	\$26,496	\$40,010	\$28,948	\$28,260
Net income (loss)	(1,138)	(2,579)	762	(5,608)	(3,562)	(818)	3,153	1,164
Net income (loss) per share - basic	(\$0.02)	(\$0.05)	\$0.01	(\$0.10)	(\$0.06)	(\$0.01)	\$0.05	\$0.02
Net income (loss) per share - diluted	(\$0.02)	(\$0.05)	\$0.01	(\$0.10)	(\$0.06)	(\$0.01)	\$0.05	\$0.02
Weighted average number of shares outstanding	51,111,665	51,597,683	53,923,067	56,929,238	56,811,532	56,903,951	57,524,111	59,414,313

Traditionally, seasonality has affected the Company's results, where higher revenues are achieved in the fourth quarter and lower revenues in the first and third quarters of the year. The trend in the quarterly results is strongly correlated with the seasonality in the advertising industry, and the fluctuation in the past eight quarters is aligned with our expectation.

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**LIQUIDITY AND CAPITAL RESOURCES**

Selected financial information from the statements of financial position as at March 31, 2024 and December 31, 2023 are as follows:

	March 31, 2024	December 31, 2023
Cash and cash equivalents	\$ 55,540	\$ 55,455
Working capital <sup>(1)</sup>	63,406	65,953
Total assets	107,185	116,895
Current liabilities	22,231	29,062
Other non-current liabilities	6,767	7,135
Shareholders' equity	78,187	80,698

<sup>(1)</sup> Working capital is defined as current assets less current liabilities.

As at March 31, 2024, the Company had cash and cash equivalents of \$55,540 compared to \$55,455 as at December 31, 2023 for a slight increase of \$85. This increase was attributable to a continued focus on working capital and cash flow management, mostly offset by investments in our platform and property and equipment, the repurchase of our shares, and payments on leases.

Cash flows generated from operations were \$4,667 during the three months ended March 31, 2024, compared to cash flows used of \$2,390 during the same prior year period. The increase of \$7,057 in cash flow from operations was primarily due to a smaller loss from operations during the year, combined with a continued focus on managing receivable and payable cycles.

Cash flows used in investing activities were \$2,536 during the three months ended March 31, 2024, compared to \$1,500 during the same prior year period. The increase was primarily due to an increase in investments in our platform and property and equipment compared to the same prior year period.

Cash flows used in financing activities were \$2,451 during the three months ended March 31, 2024, compared to \$1,559 during the same prior year period. The increase was primarily due to share repurchases made under the 2023 NCIB.

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they come due. The Company's approach to managing liquidity is to ensure, to the extent possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation. The Company manages its liquidity risk by continually monitoring forecasted and actual revenue and expenditures and cash flows from operations. The Company expects to generate positive cash flow from operations, while maintaining a sufficient balance in its operating accounts to meet its working capital requirements. The \$55,540 cash on hand provides sufficient liquidity and solvency for investing and capital activities planned for in the short and long-term. While the Company currently has sufficient capital to meet its day-to-day operating expenses, it is possible that the Company could experience a working capital deficiency in the future, which would have a materially adverse effect on the Company's

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liquidity. A possible working capital deficiency could occur in the event of a significant economic downturn that would hinder the Company's customers' ability to pay their debts. To mitigate this risk, management continuously monitors the receivable balances to analyze trends that may impact collectability. Management makes a concerted effort to align cash outflows to vendors against inflows from customers, to maintain optimal working capital. At this point in time, the Company does not have any contractual commitments for future capital expenditures. The Company does not plan to increase its capital expenditures significantly compared to current and historical years. If the Company was to continue investing at a pace similar to prior years, the current cash on hand would be sufficient to mitigate any type of liquidity risk.

Management is also actively involved in the review and approval of planned expenditures. The Company's principal cash requirements are for capital expenditures and working capital needs. The Company uses its operating cash flows and cash balances to maintain liquidity. In the event future cash flows from operations are lower than expected, the Company may need to seek additional financing, either by issuing additional equity or by undertaking additional debt. There is no certainty that additional financing, whether debt or equity, will be available or that it will be available on commercially attractive terms. Additional information can be found in the Company's Condensed Interim Consolidated Financial Statements, which are available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com).

### **Common Shares**

Changes in the number of issued common shares of the Company from December 31, 2023 to March 31, 2024 are as follows:

	Number of Common Shares
Balance as at December 31, 2023	51,350,973
Shares issued – Options exercised	3,333
Shares issued – DSUs exercised	8,249
Shares issued – RSUs exercised	2,049,162
Repurchase of shares for cancellation under the 2023 NCIB	(1,148,342)
<b>Balance as at March 31, 2024</b>	<b>52,263,375</b>

### **Preference Shares**

While the Company is authorized to issue an unlimited number of preference shares, the Company has no preference shares issued and outstanding.

### **Stock Options**

The Company presently issues stock options, deferred share units ("DSUs"), and restricted share units ("RSUs") pursuant to its omnibus long-term incentive plan (the "Omnibus Incentive Plan"). Prior to June 16, 2020, the Company issued stock options pursuant to its predecessor stock option plan (the "Stock Option Plan") and DSUs pursuant to its predecessor deferred share unit plan (the "DSU Plan"). Although the Company no longer issues new stock options or DSUs pursuant to the predecessor Stock Option Plan and DSU Plan, respectively, previously

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issued stock options and DSUs remain outstanding and are governed by the existing plans under which they were initially issued.

The maximum number of common shares reserved for issuance, in the aggregate, under the Omnibus Incentive Plan, the Stock Option Plan, the DSU Plan and any other security-based compensation arrangement of the Company, collectively, is 15% of the aggregate number of common shares issued and outstanding from time to time. As at March 31, 2024, the Company was entitled to issue a maximum of 7,839,506 equity-based awards collectively under the Omnibus Incentive Plan, the Stock Option Plan, the DSU Plan and any other security-based compensation arrangement. As at March 31, 2024, the total number of outstanding equity-based awards collectively was 4,424,378.

The following table summarizes the continuity of stock options issued by the Company under the Stock Option Plan:

	<u>March 31, 2024</u>		<u>March 31, 2023</u>	
	<b>Number of options</b>	<b>Weighted average exercise price</b>	<b>Number of options</b>	<b>Weighted average exercise price</b>
Options outstanding – January 1	616,002	\$ 1.62	704,469	\$ 1.60
Forfeited or cancelled	(378,001)	1.71	(15,000)	1.55
Exercised	(3,333)	1.27	-	-
	<u>234,668</u>	<u>1.44</u>	<u>689,469</u>	<u>1.60</u>
Options outstanding – March 31				
	<u>234,668</u>	<u>1.44</u>	<u>689,469</u>	<u>1.60</u>

The following table summarizes the continuity of stock options issued by the Company under the Omnibus Incentive Plan:

	<u>March 31, 2024</u>		<u>March 31, 2023</u>	
	<b>Number of options</b>	<b>Weighted average exercise price</b>	<b>Number of options</b>	<b>Weighted average exercise price</b>
Options outstanding – January 1	16,667	\$ 2.09	23,334	\$ 2.09
Forfeited or cancelled	-	-	-	-
	<u>16,667</u>	<u>2.09</u>	<u>23,334</u>	<u>2.09</u>
Options outstanding – March 31				
	<u>16,667</u>	<u>2.09</u>	<u>11,668</u>	<u>2.09</u>

**Deferred Share Units**

During the three months ended March 31, 2024, the Company did not issue any DSUs to employees, officers, directors, and consultants of the Company, as was the case in the prior year period.

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During the three months ended March 31, 2024, 8,249 DSUs were exercised as compared to 4,166 during the prior year period. As at March 31, 2024, the Company had 677,196 DSUs outstanding.

**Restricted Share Units**

During the three months ended March 31, 2024, the Company issued 771,953 RSUs to employees, officers, directors, and consultants of the Company as compared to 1,172,268 during the prior year period.

During the three months ended March 31, 2024, 2,049,162 RSUs were exercised as compared to 11,502 during the prior year period. As at March 31, 2024, the Company had 3,495,847 RSUs outstanding.

**CONTRACTUAL OBLIGATIONS**

The following are the contractual maturities for the financial liabilities:

	<b>March 31, 2024</b>				
	<b>Carrying Amount</b>	<b>Total contractual cash flows</b>	<b>Less than 1 year</b>	<b>1 to 3 years</b>	<b>&gt; 3 years</b>
Accounts payable and accrued liabilities	\$ 19,251	\$ 19,251	\$ 19,251	\$ -	\$ -
International loans	145	145	131	14	-
Lease obligations	7,394	9,530	2,301	3,333	3,896
	<u>26,790</u>	<u>28,926</u>	<u>21,683</u>	<u>3,347</u>	<u>3,896</u>
	<b>December 31, 2023</b>				
	<b>Carrying Amount</b>	<b>Total contractual cash flows</b>	<b>Less than 1 year</b>	<b>1 to 3 years</b>	<b>&gt; 3 years</b>
Accounts payable and accrued liabilities	\$ 26,488	\$ 26,488	\$ 26,488	\$ -	\$ -
International loans	178	178	131	47	-
Lease obligations	7,813	10,019	2,287	3,618	4,114
	<u>34,479</u>	<u>36,685</u>	<u>28,906</u>	<u>3,665</u>	<u>4,114</u>

**OFF-BALANCE SHEET ARRANGEMENTS**

The Company has no off-balance sheet arrangements that have or are reasonably likely to have a current or future material adverse effect on its financial condition, revenues or expenses, results of operations, liquidity, capital expenditures or capital resources.

**TRANSACTIONS WITH RELATED PARTIES**

During the three months ended March 31, 2024, there were no transactions with related parties.



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

The preparation of the Consolidated Financial Statements and application of IFRS Accounting Standards often involve management's judgment and the use of estimates and assumptions deemed to be reasonable at the time they are made. Significant assumptions and estimates used in preparing the financial statements include those related to credit quality of accounts receivable, income tax credits receivable, share-based payments, impairment tests for non-financial assets, as well as revenue and cost recognition. illumin bases its estimates on historical experience and on various other assumptions that it believes to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets, liabilities, equity, revenue and expenses that are not readily apparent from other sources. The Company reviews estimates and underlying assumptions on an ongoing basis. Revisions are recognized in the period in which estimates are revised and may impact future periods as well. Other results may be derived with different judgments or using different assumptions or estimates and events may occur that could require a material adjustment. Material accounting policies and estimates under IFRS Accounting Standards are found in Note 2 of the Company's Condensed Interim Consolidated Financial Statements, which are available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com).

### **CHANGES IN ACCOUNTING POLICIES**

#### **Recently adopted accounting pronouncements**

For the three months ended March 31, 2024, the Company has adopted new accounting policies as disclosed in Note 2 of the Company's Condensed Interim Consolidated Financial Statements. The application of those amendments and interpretations had no significant impact on the Company's consolidated financial position or results of operations.

### **DISCLOSURE CONTROLS AND INTERNAL CONTROL OVER FINANCIAL REPORTING**

Management, under the supervision of the Company's Chief Executive Officer and Chief Financial Officer (collectively the "Certifying Officers"), is responsible for establishing and maintaining disclosure controls and procedures ("DC&P"), as that term is defined in National Instrument 52-109 Certification of Disclosure in Issuer's Annual and Interim Filings. DC&P have been designed to ensure that information required to be disclosed by the Company is accumulated and communicated to the Company's management as appropriate to allow timely decisions regarding required disclosure. Management, including the Certifying Officers evaluated the effectiveness of the Company's DC&P and have concluded that the Company's DC&P were effective as of March 31, 2024.

Management, under the supervision of the Certifying Officers, is responsible for establishing and maintaining an adequate system of "internal control over financial reporting" ("ICFR"), as that term is defined in National Instrument 52-109 Certification of Disclosure in Issuer's Annual and Interim Filings. Management, including the Certifying Officers, have assessed the effectiveness of the Company's ICFR in accordance with the Internal Control - Integrated

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Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission. Based on this assessment, management, including the Certifying Officers, have determined that the Company's ICFR were effective as of March 31, 2024. Additionally, based on its assessment, management determined that there were no material weaknesses or significant deficiencies in the Company's ICFR as at March 31, 2024.

There have been no changes to the Company's ICFR during the period ended March 31, 2024 that have materially affected, or are reasonably likely to materially affect, illumin's ICFR.

**OUTSTANDING SHARE DATA**

As at May 8, 2024, XX common shares and no preference shares were issued and outstanding. In addition, as at May 8, 2024, there were XX stock options outstanding, each of which represents the right to acquire one common share, with exercise prices ranging from \$1.13 to \$2.09 per share. As at May 8, 2024, there were XX DSUs outstanding and XX RSUs outstanding, each of which represents the right to acquire one common share.

**RISK FACTORS**

illumin is exposed to a variety of business risks, financial and accounting risks, and industry risks in the normal course of operations. A detailed description of risk factors associated with the Company's business is given in the "Risk Factors" section of the Annual Information Form for the year ended December 31, 2023, which is available under the Company's profile on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com).

**ADDITIONAL INFORMATION**

Additional information relating to the Company, including the Company's AIF, is posted on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com). The Company's common shares are listed on the TSX under the symbol "ILLM" (formally "AT").