

ACKROO INC.
MANAGEMENT'S DISCUSSION AND ANALYSIS
AS AT AND FOR THE THREE AND NINE MONTHS ENDED SEPTEMBER 30, 2023

Dated: November 8, 2023

OVERVIEW

Ackroo Inc. ("Ackroo" or the "Company" or "We" or "Our") is a public company and its shares are listed on the TSX Venture Exchange (TSX-V:AKR) and OTC Markets (OTC: AKRFF). The Company exists under the Canada Business Corporations Act and is located at 1250 South Service Rd, Unit A3-1 (3rd Floor) Hamilton, ON, L8E 5R9. The Company develops and sells an online loyalty and rewards platform that enables businesses to design and execute customer transaction, engagement and retention strategies.

This management's discussion and analysis ("MD&A") reports on the operating results and financial condition of the Company for the three and nine months ended September 30, 2023 and is prepared as of November 8, 2023. This MD&A should be read in conjunction with the Company's Consolidated Financial Statements as at and for the three and nine months ended September 30, 2023 and December 31, 2022, and the notes thereto which were prepared in accordance with International Financial Reporting Standards ("IFRS") (collectively referred to as the "Financial Statements"), which are available on www.sedar.com. Other information contained in this document has also been prepared by management and is consistent with the data contained in the Financial Statements.

Internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of Financial Statements for external purposes in accordance with IFRS. The Company's certifying officers, based on their knowledge, having exercised reasonable diligence, are also responsible to ensure that these filings do not contain any untrue statement of a material fact or omit to state a material fact required to be stated or that is necessary to make a statement not misleading in light of the circumstances under which it was made, with respect to the years covered by these filings, and these Financial Statements together with the other financial information included in these filings fairly present in all material respects the financial condition, results of operations and cash flows of the Company, as of the date of and for the years presented in these filings. The Board of Directors approves the Financial Statements and MD&A and ensures that management has discharged its financial responsibilities. The Board's review is accomplished principally through the Audit Committee, which meets periodically to review all financial reports, prior to filing.

All dollar amounts referred to in this MD&A are expressed in Canadian dollars except where indicated otherwise.

APPROVAL

The Board of Directors of the Company has approved the disclosure contained in this MD&A.

FORWARD-LOOKING INFORMATION

This MD&A includes "forward-looking statements", within the meaning of applicable Canadian securities legislation, which are based on the opinions and estimates of Management and are subject to a variety of risks and uncertainties and other factors that could cause actual events or results to differ materially from those projected in the forward-looking statements. While these forward-looking statements, and any assumptions upon which they are based, are made in good faith and reflect our current judgment regarding the direction of our business, actual results will almost always vary, sometimes materially, from any estimates, predictions, projections, assumptions, or other future performance suggested herein.

Forward-looking statements are often, but not always, identified by the use of words such as "seek", "anticipate", "budget", "plan", "continue", "estimate", "expect", "forecast", "may", "will", "project", "predict", "potential", "targeting", "intend", "could", "might", "should", "believe" and similar words suggesting future outcomes or statements regarding an outlook. These statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements.

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These forward-looking statements include but are not limited to statements concerning:

- The successful outcome of negotiations to acquire channel partners
- Estimated future sales
- Research and development costs
- The Company's strategies and objectives
- The Company's ability to maintain operating expense levels
- The Company's tax position, anticipated tax refunds and the tax rates applicable to the Company
- The availability of qualified sales and operations employees
- General business and economic conditions
- The Company's ability to drive economies of scale
- Future financing arrangements

Readers are cautioned that the foregoing lists of risks, uncertainties, assumptions and other factors are not exhaustive. Events or circumstances could cause actual results to differ materially from those estimated or projected and expressed in or implied by these forward-looking statements. Due to the risks, uncertainties and assumptions inherent in forward-looking statements, prospective investors in securities of the Company should not place undue reliance on these forward-looking statements. The forward-looking statements contained in this document are made as of the date hereof and the Company undertakes no obligation to update publicly or revise any forward-looking statements or in any other documents filed with Canadian securities regulatory authorities, whether as a result of new information, future events or otherwise, except in accordance with applicable securities laws. This cautionary statement expressly qualifies the forward-looking statements.

OUTLOOK

The Company's efforts are focused on acquiring and building cloud-based gift card and loyalty marketing platforms, reselling payment (debit and credit services) and selling niche point of sale solutions into automotive, petroleum, hospitality and retail businesses of all sizes. Physical and digital, in-store and online, from single location mom and pops to large multi-location organizations, the Ackroo platforms and services are built to support the growing engagement marketing, financial and operational needs of these growing business segments. As platforms are acquired, Ackroo normalizes operations and builds product parity to migrate all operations and technology into a single business and tech stack. This creates operational and technical efficiencies while generating strong financial returns for the business.

When selling their combined solution organically Ackroo charges their merchants:

- a) A one-time setup fee to deploy the technology and train customers.
- b) Monthly recurring fees to process, support and further develop the technology
- c) On-going one-time fees for items like cards/collateral, custom development, and marketing services.

The above model is built on a per location/department cost structure so that regardless of size, the solution is not only affordable for the merchant it is scalable and profitable for Ackroo.

Key Performance Indicators

The following key performance indicators are used to evaluate operations, measure performance, identify trends, formulate business plans, and make strategic decisions. These key performance indicators are also used to provide investors with supplemental measures of operating performance and thus highlight trends that may not otherwise be apparent when relying solely on IFRS measures. Management believes that securities analysts, investors, and other interested parties frequently use industry metrics in the evaluation of issuers. These key performance indicators may be calculated in a manner different than similar key performance indicators used by other companies.

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Locations. "Location" means a billing customer location for which the term of services has not ended, or with which we are negotiating a renewal contract. A single unique customer can have multiple Customer Locations including physical and eCommerce sites. We believe that our ability to increase the number of Customer Locations served by our platforms is an indicator of our success in terms of market penetration and growth of our business. As at September 30, 2023, we had approximately 4,600 locations respectively.

Monthly Recurring Revenue "MRR" (or Annual Recurring Revenue "ARR"): MRR means the total dollar value of monthly revenue processed (ARR on an annual basis) through our cloud-based SaaS platforms in the period, net of refunds, inclusive of shipping and handling, duty and value-added taxes. We believe MRR is an indicator of the success of our customers and the strength of our platforms.

Average MRR/location means the total MRR divided by the number of locations.

One Time Revenue or "OTR": OTR means the total dollar value of product and other one-time revenue processed through our cloud-based SaaS platforms in the period, net of refunds, inclusive of shipping and handling, duty and value-added taxes. We believe OTR is an indicator of the success of our customers and the strength of our platforms.

Gross Margin means the difference between total Sales and total Cost of Sales as set out in the Consolidated Statement of Loss and Comprehensive Loss.

"MKTG platform clients", "PAY services clients" and "POS platform clients" includes clients on the Ackroo Anywhere Platform (including some with multiple locations), clients for who payments are processed through either the Global Payments or Fiserv payments systems and Point-Of-Sale clients that use the IDMS POS solution.

Non-IFRS Measures and Reconciliation of Non-IFRS Measures

The information presented within this MD&A includes certain financial measures such as "Adjusted EBITDA", which are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of our results of operations from management's perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. These non-IFRS measures are used to provide investors with supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS measures. We also believe that securities analysts, investors and other interested parties frequently use non-IFRS measures in the evaluation of issuers. Our management also uses non-IFRS measures in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets and forecasts and to determine components of management compensation.

Adjusted EBITDA

Adjusted EBITDA is defined as net profit (loss) excluding interest, taxes, depreciation and amortization, or EBITDA, as adjusted for share-based compensation related expenses, and one-time anomalies (settlements etc.)

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The following table reconciles net income (loss) to Adjusted EBITDA for the periods indicated:

	Nine months ended Sept 30, 2023	Nine months ended Sept 30, 2022	Three months ended Sept 30, 2023	Three months ended Sept 30, 2022	Three months ended Dec 31, 2022
NET INCOME(LOSS) AND COMPREHENSIVE INCOME(LOSS)	380,634	(2,153,289)	60,019	(1,295,428)	116,349
add: Share-based compensation expense	169,739	231,285	53,357	53,613	(811)
add: Amortization of intangible assets	581,733	1,131,674	137,464	243,464	246,723
add: Amortization of property and equipment	169,299	221,671	56,647	74,180	59,265
add: Interest expense	280,524	278,142	86,669	96,383	89,991
less: Gain on disposal of GGGolf	(494,511)	-	-	-	-
add: Consulting agreement settlement expense	-	1,165,293	-	1,165,293	-
Adjusted EBITDA Income/(Loss)	1,087,419	874,776	394,155	337,505	511,517
Adjusted EBITDA as a percentage of revenue	21.49%	18.74%	24.27%	22.08%	32.06%

Summary of Factors Affecting Our Performance

The growth and future success of the company depends on many factors, including those described below. While each of these factors presents significant opportunities, they also pose challenges, some of which are discussed below and are more fully described in the “Risk Factors” section of our most recent Annual Information Form, which can be found on the Company’s issuer profile on SEDAR at www.sedar.com.

Market adoption of our platform

Management plans to continue to drive adoption by scaling the current solution offering to meet the needs of both new and existing customers of all types and sizes. The company believes there is significant potential to increase penetration of the total addressable market and attract new customers. Management plans to do this by further developing products and services and continuing to invest in marketing strategies tailored to attract new businesses, both in existing geographies and new markets around the world. Management also intends to selectively evaluate opportunities to offer current solutions to businesses operating in new industry verticals. Management will continue to invest in expanding the customer base and increasing market adoption. Operations may fluctuate as the company makes these investments.

Cross-selling and up-selling with existing customers

Existing customers represent a significant opportunity to cross-sell and up-sell products and services with minimal incremental sales and marketing expense. The company uses a “land and expand” approach with many of their merchants. Clients initially deploy a solution for a specific use case and once they realize the benefits and wide functionality of the platform, they can expand the number of product offering they subscribe to. Management will continue to invest in product development and in sales and marketing, to add more solutions and to increase the usage and awareness of current solutions. Future revenue growth and the ability to achieve and maintain profitability is dependent upon the company’s ability to maintain existing customer relationships and to continue to expand customers’ use of our comprehensive suite of solutions.

Scaling our sales and marketing team

The company’s ability to achieve significant growth in future revenue will largely depend upon the effectiveness of sales and marketing efforts. Management has invested and will continue to invest meaningfully in sales and marketing by expanding the sales force. Management anticipates that headcount will continue to increase because of these investments.

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As of September 30, 2023, the table below represents the current YTD financial metrics for Ackroo as well as 2022 and 2021 metrics that relate to these business categories: (Non-GAAP/IFRS measures)

	2021	2022	2023	Comments
Avg. MRR per loc	\$86	\$89	\$108	Growing
Avg. OTR per loc	\$15	\$15	\$16	Maintaining
Avg Total rev per loc	\$101	\$104	\$124	Growing
Gross Margin	88%	91%	91%	Maintaining
% of revenue MKTG	72%	71%	87%	Growing
% of revenue PAY	8%	8%	7%	Maintaining
% of revenue POS	20%	21%	6%	Reducing
% of revenue US based	10%	11%	33%	Growing
MRR to OTR Ratio	84 16%	85% 15%	87% 13%	Growing
Approx. Location Attrition	9%	10%	12%	Maintaining
Approx. Locations	5,300	5,000	4,600	Reducing
Approx. LTV (7 year)	\$9,484	\$9,736	\$11,416	Growing
Organic CAC	\$2,487	\$1,352	\$2,394	Changing
LTV to CAC Ratio	4 to 1	7 to 1	5 to 1	Changing

These Non-GAAP/IFRS analytical metrics are calculated as follows:

Average MRR = The average monthly recurring revenue from all active customers divided by the number of active customers.

Average OTR = The total annual amount of one-time revenue divided by the number of active customers divided by 12 for a monthly amount.

Average Total Revenue = The average monthly recurring + average monthly one-time revenue per location.

Approx. LTV = The approximate lifetime value is calculated based on a 7-year minimum lifespan. Total revenue per location x 84 + average initial setup costs of \$1,000

Organic CAC = The total cost of sales/marketing plus channel referral commissions plus \$100 per new location for administrative costs from on-boarding and training divided across the # of new locations added during the period.

The Company’s AckrooMKTG platform provides merchants with three key interfaces for their business:

- 1) Real time in-store and online point-of-sale integration to allow merchants to authorize and process transactions.
- 2) A self-serve program console to help them view critical data for reconciliation, reporting and marketing purposes, a communications tool, while also allowing them to manage and modify their programs.
- 3) Customer interfaces (via their website or mobile) to allow merchants consumers to register, check, transfer and reload balances.

The Company’s AckrooPAY solutions provides merchants:

- 1) Credit and debit card processing services to provide any merchant that is leveraging the Ackroo platform with the ability to get the market’s lowest payment rates and terminals via our partners at Fiserv and Global Payments.

The Company’s AckrooPOS/InterActive DMS platform provides used car & boat dealers with:

- 1) Full operational management
- 2) An integrated website offering
- 3) Integration to over fifty 3rd party integration partners

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The Company acquires their customers through three distinct channels:

- 1) Via merger and acquisition of competitive and complimentary companies.
- 2) Via direct sales efforts including cold calling, SEO, customer/partner referrals, vertical market approaches etc.
- 3) Via selected integrated point of sale (Organizations that sell debit and credit processing or point of sale software), banks, marketing firms and merchant related associations.

Through these channels the Company now supports approx. 1,900 customers and 4,600 locations across North America.

During the period ended September 30, 2023, the Company continued to execute their growth plans while also advancing their technology and operations. Some of the highlights of the Company's efforts in Q3 2023 include:

- **Increased total revenues by 8% YTD 2023 vs. 2022 and by 6% in Q3 2023 vs. Q3 2022**
- **Increased recurring revenues by 10% YTD 2023 vs. 2022 and by 5% in Q3 2023 vs. Q3 2022**
- **Increased adjusted EBITDA by 24% YTD 2023 vs. 2022 and by 17% in Q3 2023 vs Q3 2022**
- **Increased adjusted EBITDA as a % of revenue by 2% YTD 2023 vs. 2023 (21% vs. 19%)**
- **Increased adjusted EBITDA as a % of revenue by 2% in Q3 2023 vs. Q3 2023 (24% vs. 22%)**
- **Delivered the company's 23rd consecutive positive adjusted EBITDA quarter**
- **Maintained a strong 92% gross profit YTD 2023 (delivered a 91% GP in Q3 2023)**
- **Deployed 149 new customer locations** through new client adds and current clients expanding
- **Managed Revenue Per Employee** to exceed **\$300k** by the end of the period
- **Generated over \$347,000 of cash** during the period and over **\$946,000** year to date
- **Paid off the revolving line of credit** during the period (full \$1.6M now available)
- **Paid \$200k to our NCIB partner to buy back shares**
- **Bought back and cancelled 2,126,000 at a cost-based average of \$0.083 with those funds**
- **Continued to manage and grow the Company's M&A funnel** of over 25 active opportunities representing over \$70M of ARR

The Company continued their focus on earnings generation to fund share buy backs, pay down debt and support future acquisitions. They also continued to normalize acquired assets and enhance their core AckrooMKTG platform to drive quick return on invested capital while also to help accelerate organic growth. These efforts resulted in the company delivering just under \$400k of earnings during the period representing 24% of revenues and growing total revenues by 8% year to date.

The product and engineering teams continued to advance the core AckrooMKTG platform with more data advancements for the Company's digital and physical gift card offering while also further enhancing the platforms MarketingHUB feature that is an embedded communications tool. These advancements expand the value proposition to merchants while also adding future revenue streams for the business via AckrooPAY for e-commerce and marketing automation.

The sales and marketing teams continued their focus on retention and expansion of their client and customer base with continued success in cross selling solutions like AckrooPAY. The Company delivered quarter over quarter sales growth in AckrooPAY during the period and has grown that portfolio by over 10% year to date. From a new business standpoint, the company added over 50 new merchants and has built a large multi-location funnel for future success.

The finance and operations teams continued to implement a new CRM solution while helping to successfully manage profit margins for the business. The teams began renegotiating several supplier agreements and helped drive operational decisions for the business, including staffing changes, to deliver solid earnings for the current

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and future quarters ahead. These efforts led to a very strong 24% EBITDA as a percentage of revenue and has the business even more efficient and effective than it was previously.

The Company is very happy with the progress made during the period and expects a very strong finish to 2023 to setup an even better 2024 ahead.

SELECTED FINANCIAL INFORMATION

	For the nine-months ended Sept 30, 2023	For the nine-months ended Sept 30, 2022	For the nine-months ended Sept 30, 2021
Total Revenues	\$ 5,060,328	\$ 4,668,402	\$ 4,320,769
Income (loss) and comprehensive Income (loss)	380,634	(2,153,289)	(1,956,022)
Per share - basic and diluted	0.003	(0.019)	(0.018)
Total current assets	616,400	923,087	1,324,831
Total assets	6,797,861	7,110,172	9,352,554
Total current liabilities	3,682,445	1,724,826	1,527,404
Total long-term financial liabilities	1,213,449	4,226,892	4,324,175
Cash	108,205	325,072	596,118
Total equity	1,901,967	1,158,454	3,500,975

Financial information is prepared in accordance with International Financial Reporting Standards (“IFRS”).

Operations:

As described in the Overview, the Company is aggressively selling its SaaS based platforms across North America with an extra focus on supporting the small to medium size business segments. This platform enables small to medium sized businesses to automate the processing and management of gift card and loyalty transactions in order to increase profitability and build long-term customer relationships.

SUMMARY OF QUARTERLY RESULTS

	Quarter Ended September 30, 2023	Quarter Ended June 30, 2023	Quarter Ended March 31, 2023	Quarter Ended December 31, 2022
Total Revenues	\$ 1,624,001	\$ 1,610,841	\$ 1,825,486	\$ 1,556,495
Income (loss) and comprehensive Income (loss)	60,019	(181,646)	502,259	(475,505)
Basic and diluted loss/earnings per share	0.000	(0.001)	0.004	(0.004)
	Quarter Ended September 30, 2022	Quarter Ended June 30, 2022	Quarter Ended March 31, 2022	Quarter Ended December 31, 2021
Total Revenues	\$ 1,528,411	\$ 1,583,497	\$ 1,556,495	\$ 1,656,775
Loss and comprehensive loss	(1,295,428)	(382,356)	(475,505)	(707,337)
Basic and diluted loss per share	(0.011)	(0.003)	(0.004)	(0.006)

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RESULTS OF OPERATIONS FOR THE THREE AND NINE MONTHS ENDED SEPTEMBER 30, 2023 AND 2022

The Company is focused on increasing revenues, managing operating costs and driving shareholder value.

The following analysis of the Company's operating results for the three and nine months ended September 30, 2023 and 2022 are as follows:

Revenue

Revenues for the three and nine months ended September 30, 2023 were \$1,624,001 and \$5,060,328 respectively compared to \$1,528,411 and \$4,668,402 for the same period in 2022. A \$63,495 or 5% increase for the three months and a \$384,519 or 10% increase for the nine months in recurring subscription-based revenue (2022: Three months: \$1,333,327 Nine months: \$4,034,077). The revenue increase for the three and nine months ended September 30, 2023 was due to the additional contribution of Simpliconnect less the reduction from the divestiture of GGGolf on March 31, 2023.

Expenses

Cost of goods sold for the three and nine months ended September 30, 2023, was \$146,564, and \$423,519 (gross margin 91% and 92% respectively) compared to \$124,793 and \$374,432 (gross margin 92% and 92%) respectively for the three and nine months ended September 30, 2022. The Company's margins decreased slightly as a result of an increase in supplier costs due to inflation.

Amortization of property and equipment for the three and nine months ended September 30, 2023 were \$56,647 and \$168,299 respectively. (2022: Three months: \$74,180; Nine months: \$221,671). This amortization relates to computer equipment, furniture, fixtures and the amortization of leases as per IFRS 16.

Amortization of intangible assets for the three and nine months ended September 30, 2023 were \$137,464 and \$581,733 respectively (2022: Three months: \$243,464; Nine months: \$1,131,674). This amortization relates to amortization of acquired and self-created assets.

Administrative expense for the three and nine months ended September 30, 2023 were \$571,407 and \$1,852,273 respectively. (2022: Three months: \$562,927; Nine months: \$1,882,218). Administrative expenses decreased due to a reduction in human resource costs and reduction of certain supplier costs.

Research expense for the three and nine months ended September 30, 2023 were \$297,099 and \$860,920 respectively. (2022: Three months: \$306,419; Nine months: \$915,190). Research expenses maintained.

Sales and marketing expense for three and nine months ended September 30, 2023 were \$214,268 and \$796,131 respectively. (2022: Three months: \$200,227; Nine months: \$629,223). Sales and marketings expenses increased significantly in Q1 and Q2 due to the addition of Simpliconnect human resource costs and various marketing initiatives. However, these costs have normalized in Q3.

Share based compensation expense for the three and nine months ended September 30, 2023 were \$53,357 and \$169,739 respectively. (2022: Three months: \$53,613; Nine months: \$231,285). Stock based compensation expenses during the nine months ended September 30, 2023 decreased due to options fully vesting in January 2023 and offset by the issuance of 5,000,000 stock options on January 24, 2023 which vest over a 1-year period.

Interest & amortization of deferred financing charges expense for the three and nine months ended September 30, 2023, was \$86,669 and \$280,524 respectively. (2022: Three months: \$96,383; Nine months: \$278,142). Interest expense reflects interest incurred on the operating line of credit and BDC loan.

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Net Income (Loss) and Comprehensive Income (Loss) for the three and nine months ended September 30, 2023 were profits of \$60,019 and \$380,634 respectively. (2022: Three months loss: \$1,295,428; Nine months loss: \$2,153,289). The significant increase in net income is due to an increase in revenue and a reduction in share-based compensation, amortization, and gain on divestiture of GGGolf.

FINANCIAL INSTRUMENTS

Fair value of financial instruments

The Company's financial instruments consist of cash and cash equivalents, accounts receivable, due from related party, bank indebtedness, accounts payable and accrued liabilities, and long-term debt. The Company believes that the recorded values of all these financial instruments, with the exception of long-term debt, approximate their current fair values because of their short-term nature. The fair value of long-term debt approximates its carrying value due to its market rate of interest.

Risk Management

The Company's activities expose it to a variety of financial risks including market risk (i.e. currency risk, interest rate risk), credit and liquidity risks.

(a) Market risk

Market risk is the risk that the fair value or expected future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Company is mainly exposed to interest rate risk and currency risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's long-term debt bears interest at a fixed rate. Bank indebtedness is based on market rates plus a fixed percentage and represents some risk. As a whole, the Company's exposure to interest rate risk is minimal.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company transacts primarily in Canadian dollars and is not exposed to significant currency risk.

(b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Company's credit risks relate to its cash and cash equivalents and accounts receivable. The Company's cash and cash equivalents are deposited with a Canadian chartered bank and as a result management believes the risk of loss on this item to be remote. Management believes that the credit risk on its accounts receivable is limited as the amounts are expected to be collected in the Company's next operating cycle.

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The aging of accounts receivable balances at September 30, 2023 are as follows:

	\$
Not past due	63,669
16 - 30 days	57,497
31 - 60 days	18,596
61 - 90 days	1,264
Greater than 90 days	2,980
Accounts in collections	63,952
	<u>207,958</u>
	\$
Trade accounts receivable before allowances	207,958
Less allowances for doubtful accounts	-
Other receivables	76,334
Total Accounts Receivables	<u>284,292</u>

The Company has limited credit risk since the Company does not typically extend credit to its customers and customers are required to provide a pre-authorized method of payment upon entering into a service contract. The Company carries out, on a continuing basis, credit checks on its clients, a review of outstanding amounts and maintains provisions for estimated uncollectible accounts. Provisions for doubtful accounts, not due to credit loss, are made on an account by account basis. At September 30, 2023, the allowance for doubtful accounts amounted to \$Nil (2022 - \$Nil). At September 30, 2023, there was no customers that represented greater than 10% of the current total accounts receivable.

(c) Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company’s management believes its existing working capital coupled with the cash that will be generated from its operations coupled with additional financing activities will enable the Company to meet its financial obligations.

LIQUIDITY AND CAPITAL RESOURCES

As at September 30, 2023, the Company has a deficit of \$20,303,702. The Company has historically financed its operations and met its capital requirements primarily through the sale of capital stock by way of private placement, exercise of stock options, debt, and the exercise of warrants issued.

The Company’s operating activities for the nine months ended September 30, 2023 and 2022 generated cash of \$946,002 less \$523,369 paid for consulting settlements and \$58,012 in working capital adjustments for a net \$347,466 and \$485,196 less \$264,726 paid for consulting settlements for a net \$220,470 respectively.

The investing activities for the nine months ended September 30, 2023 and 2022 generated cash of \$1,444,302 and consumed \$23,690 respectively. The resulting cash balances were \$108,205 and \$325,072 respectively.

The Company has negative working capital of \$3,078,085 as at September 30, 2023 compared to negative working capital of \$801,739 as at September 30, 2022.

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Contractual obligations	Total	Less than 1 year	2 - 3 years	4 - 5 years	After 5 years
Debt	3,000,000	3,000,000	-	-	-
Operating leases	1,417,990	189,952	432,413	509,320	286,305
Total contractual obligations	4,417,990	3,189,952	432,413	509,320	286,305

The Company’s consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards (“IFRS”) applicable to a going concern, which assumes that the Company will be able to meet its obligations and continue its operations for its next fiscal year. Realization values may be substantially different from carrying values as shown.

The Company is currently working with the Debt Provider to build a repayment schedule for the \$3,000,000 of current debt. It is anticipated that the repayment schedule will include monthly payments of \$125,000 plus interest starting in June 2024.

CAPITAL STOCK

(a) Authorized share capital

The Company is authorized to issue an unlimited number of the following shares:

Preferred shares – issuable in series with the terms and conditions to be set on issuance
Common shares – voting, without par value.

(b) Issued and outstanding

As of September 30, 2023 there were 119,247,633 (152,922,633 fully diluted) common shares issued and outstanding.

	<u>2023</u>	<u>2022</u>
Common - 119,247,633 shares (December 2022 - 121,373,633 shares)	\$ 19,596,299	\$ 19,771,822

RE-ACQUISITION OF SHARES

On June 12, 2023, the Company entered into an Automatic Share Purchase Plan designed to allow the Company to purchase its common shares pursuant to its Normal Course Issuer Bid. During the Normal Course Issuer Bid, the Broker, on behalf of the Company, is permitted to buy up to an aggregate maximum of 6,068,681 Common Shares. The Broker is permitted to buy up to 2% of the issued and outstanding common shares each trading day with a maximum price of \$0.10 per share. The maximum cost of all common shares may not exceed \$600,000. Purchases are to be made during the period of July 5, 2023 to July 4, 2024. On July 5th, the company transferred \$100,000 to the Broker to begin the Automatic Share Purchase Plan. The Company transferred an additional \$100,000 to the Broker on September 5th, 2023. At September 30, 2023, 2,126,000 share were purchased at an average cost of \$0.083.

OTHER RELATED PARTY TRANSACTIONS

On September 1, 2018, the Company entered into an agreement with a member of the management team to consolidate two amounts previously shown as “due from related party” into one consolidated promissory note representing \$165,020 with a maturity date, and payment due on or before, December 31, 2020. This is a non-cash transaction, and the promissory note is non-interest bearing.

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On June 1, 2020, a revised agreement was signed to increase the due from related party by \$134,980 for a total balance of \$300,000. The terms of the agreement were modified to have the maturity date, and payment due on or before, June 1, 2022 and later extended to June 1, 2025. Simple interest will accrue on the indebtedness at a rate of 2% per annum and shall be payable annually. Interest Incurred between September 1, 2018 and June 30, 2022 was added to the loan amount. As of September 30, 2023, the balance was \$312,500.

The Company entered into consulting agreements with directors and officers resulting in expense in the three months ended September 30, 2023 and 2022 of \$5,000 and \$9,080. As at September 30, 2023 \$5,000 was unpaid and included in accounts payable and accrued liabilities (September 30, 2022 - \$Nil).

ACQUISITIONS

Business Combination

Simpliconnect

On January 1, 2023, The Company completed the acquisition of certain assets of SimpliConnect. Under the terms of the acquisition, Ackroo acquired all customer contracts and related IP of SimpliConnect adding over 60 clients and 350 locations. In consideration for the acquisition, on December 29, 2022, the Company paid US\$750,000 and issued 5,625,000 common shares, these amounts were held in escrow until January 1st, 2023. The Company made a final cash payment of US\$600,000 on May 15, 2023. The Company is at arms-length from Simpliconnect, and no finders’ fees or commissions were paid in connection with completion of the acquisition. All common shares issued to Simpliconnect are subject to a 4-month and 1-day statutory hold period.

Fair value of net assets acquired is as follows:

Customer contracts	\$	1,204,000
Goodwill arising on acquisition		73,000
Brand		33,000
IP		832,000
Working capital		<u>(58,000)</u>
	\$	<u>2,084,000</u>

DISPOSITIONS

3916715 CANADA INC. / GGGolf

On March 31, 2023, The Company completed the divesture of certain assets of 3916715 CANADA INC. / GGGolf. Under the terms of the agreement, GGGolf Technologies Inc. acquired all customer contracts and related intellectual property. Total consideration for the divesture is \$1,600,000 consisting of \$1,200,000 cash on closing and \$50,000 a month for 8 months for a total of \$400,000 starting May 15, 2023. The Company is at arms-length from the purchaser, and no finders’ fees or commissions will be paid in connection with completion of the divesture.

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Fair value of net assets disposed of is as follows:

Customer contracts	\$	189,972
Relative value of Goodwill		701,000
Brand		59,000
IP		155,517
		<u>1,105,489</u>
Gain on disposition		<u>494,511</u>
Total Proceeds	\$	<u><u>1,600,000</u></u>

RISKS AND UNCERTAINTIES

The Ability to Manage Growth

Should the Company be successful in its efforts to acquire customers it will experience significant growth in operations. If this occurs management anticipates that additional expansion will be required in order to continue development. Any expansion of the Company's business would place further demands on its management, operational capacity and financial resources. The failure to manage growth effectively could have a material adverse effect on the Company's business, financial condition, and results of operations.

Possible Dilution to Present and Prospective Shareholders

The Company's plan of operation, in part, contemplates the further issuance of securities of the Company and possibly incurring debt. Any transaction involving the issuance of previously authorized but unissued common shares would result in dilution, possibly substantial, to present and prospective holders of common shares.

Dependence of Key Personnel

The Company strongly depends on the business and technical expertise of its management and key personnel. There is little possibility that this dependence will decrease in the near term.

Lack of Trading

The lack of trading volume of the Company's shares reduces the liquidity of an investment in the Company's shares.

Volatility of Share Price

Market prices for shares of TSX Venture Exchange companies are often volatile. Factors such as announcements of financial results, and other factors could have a significant effect on the price of the Company's shares.

Trends and Uncertainties

The Company's ability to generate revenues in the future is dependent on its ability to successfully acquire channel partners, customers and create an infrastructure to economically manage any resulting growth in operations.

Future Operations

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The Company anticipates that it will have positive cash flows from operations in the future however there is no assurance of that. In addition, the Company's operating results in the future may be subject to significant fluctuations due to many factors not within our control, such as the unpredictability of when customers will place orders, the size of customers' orders, the demand for the Company's platform and solutions, the level of competition and general economic conditions. The Company has historically financed its operations and met its capital requirements primarily through the sale of capital stock by way of private placement, exercise of stock options, debt, and the exercise of warrants issued and will continue to do so when necessary to ensure the liquidity of the business.

Revenue concentration

For the three months ended September 30, 2023, there were no customers that represented more than 10% of total revenue.

CRITICAL ACCOUNTING ESTIMATES

There have been no significant changes to any accounting estimates as disclosed in the Company's most recent audited Financial Statements as at the year ended December 31, 2022.

SIGNIFICANT ACCOUNTING POLICIES

Revenue recognition

Revenue represents the amount the Company expects to receive for products and services in its contracts with customers, net of discounts and sales taxes. The Company's revenue is derived from the provision of loyalty rewards software-as-a-service ("SaaS") arrangements, consulting services and consumable products utilized by its customers in the implementation and management of customer loyalty programs. Revenue is generated in three distinct ways: (i) setup includes all of the components required to start a loyalty program including: software, card readers, loyalty cards, artwork, training and configuration of the software to meet customer specific requirements; (ii) transactions include the ongoing monthly processing of loyalty transactions and are charged on either a per transaction basis or a flat monthly fee over the contract period; (iii) the Company also generates revenue from consulting services provided for additional customer training and customized development of loyalty programs.

Typically, the Company enters into contracts that contain services such as subscriptions, incremental variable fees, transaction fees, setup fees and professional services. The Company evaluates these arrangements to determine the appropriate unit of accounting (performance obligation) for revenue recognition purposes based on whether the services are distinct from some or all of the other services in the arrangement. A product or service is distinct if the customer can benefit from it on its own or together with other readily available resources and Ackroo's promise to transfer the good or service is separately identifiable from other promises in the contractual arrangement with the customer. The Company has determined that all products and services provided to its customers are dependent on its proprietary technology platforms and there are no separately identifiable promises related to products or services. Where a contract consists of more than one performance obligation, revenue for each performance obligation is recognized primarily on the relative fair value basis for each performance obligation.

The Company recognizes revenue when it has transferred significant risks of ownership, legal title has passed, it retains neither continuing managerial involvement to the degree usually associated with ownership or effective control over the goods sold, the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transactions will flow to the Company and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from setup not relating to the sale of product is classified as subscription and service on the consolidated statements of loss and comprehensive loss and is deferred and recognized over the expected life of the estimated

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term of the merchant agreement. Revenue from license and subscriptions is recognized evenly over the term or estimated term. Revenue from the supply of product and service and consulting fees is recognized in the year in which the product or services are delivered.

Deferred revenue

Deferred revenue is comprised of startup fees received in advance of a merchant being setup on the Company’s loyalty platform, monthly fees paid in advance and recognized in income over the term of the merchant agreement.

Cash and cash equivalents

The Company’s policy is to present bank balances under cash and cash equivalent with balances that fluctuate frequently from being positive to overdrawn and undeposited funds on hand. Bank overdrafts are included in liabilities.

Inventory

Inventory consists of components such as cards and card readers and is recorded at the lower of cost and net realizable value. Previously written down inventory is reversed if circumstances that caused the write-down no longer exist.

Financial instruments

Financial instruments are recognized on the consolidated statements of financial position when the Company becomes a party to the contractual provisions of a financial instrument. The Company initially recognizes all of its financial assets and liabilities, including derivatives and embedded derivatives in certain contracts, at fair value.

The Company classifies its financial assets and liabilities depending on the purpose for which the financial instruments were acquired, their characteristics, and management choices and intentions related thereto for the purpose of ongoing measurements. Classification for financial assets include:

- a) FVTPL – measured at fair value with changes in fair value recorded in the statement of loss;
- b) FVTOCI – measured at fair value with changes in fair value recognized in other comprehensive income for the current year until realized through disposal or impairment except for investment in affiliate as it is a non-derivative equity instrument with no quoted market price; and
- c) Amortized cost – recorded at amortized cost with gains and losses recognized in net earnings in the year that the asset is no longer recognized or impaired.

Classification choices for financial liabilities include:

- a) FVTPL – measured at fair value with changes in fair value recorded in net earnings; and
- b) Amortized cost – measured at amortized cost with gains and losses recognized in net earnings in the year that the liability is derecognized.

The Company’s financial assets and liabilities are classified and measured as follows:

Financial Assets	
Cash and cash equivalents	Amortized cost
Accounts receivable	Amortized cost
Due from related party	Amortized cost

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Financial Liabilities

Accounts payable and accrued liabilities	Amortized cost
Leases – IFRS 16	Amortized cost
Long-term debt	Amortized cost

With respect to financial assets measured at amortized cost, the Company assesses whether there are any indications of impairment. When there is an indication of impairment, and if the Company determines that during the year there was a significant adverse change in the expected timing or amount of future cash flows from a financial asset, they will then recognize a reduction as an impairment loss in the statements of income and comprehensive income. The reversal of a previously recognized impairment loss on a financial asset measured at amortized cost is recognized in the statements of income and comprehensive income in the year the reversal occurs.

Transaction costs other than those related to financial instruments classified as FVTPL or FVTOCI, which are expensed as incurred, are added to or deducted from the fair value of the financial asset or financial liability, as appropriate, on initial recognition and amortized using the effective interest method.

The Company classifies its fair value measurements using a fair value hierarchy that reflects the significance of inputs used in making the measurements. The accounting standard establishes a fair value hierarchy based on the level of independent, objective evidence surrounding the inputs used to measure fair value.

Fair value determination is classified within a three-level hierarchy, based on observability of significant inputs, as follows:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 - Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 - Unobservable inputs for the asset or liability. Inputs into the determination of the fair value require management judgment or estimation.

If different levels of inputs are used to measure a financial instrument's fair value, the classification within the hierarchy is based on the lowest level of input that is significant to the fair value measurement. Changes to valuation methods may result in transfers into or out of an investment's assigned level.

A financial asset is derecognized when the contractual rights to the cash flows from the financial asset expire or if the Company transfers the financial asset to another party without retaining control or substantially all the risks and rewards of ownership of the financial asset. A financial liability is derecognized when its contractual obligations are discharged, cancelled or expire.

Impairment

The Company recognizes a loss allowance for the expected credit losses associated with its financial assets, other than financial assets measured at fair value through profit or loss. Expected credit losses are measured to reflect a probability weighted amount, the time value of money, and reasonable and supportable information regarding past events, current conditions and forecasts of future economic conditions.

The Company applies the simplified approach for trade receivables. Using the simplified approach, the Company records a loss allowance equal to the expected credit losses resulting from all possible default events over the assets' contractual lifetime.

The Company assesses whether a financial asset is credit-impaired at the reporting date. Regular indicators that a financial instrument is credit-impaired include significant financial difficulties as evidenced through borrowing patterns or observed balances in other accounts and breaches of borrowing contracts such as default events or

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breaches of borrowing covenants. For financial assets assessed as credit-impaired at the reporting date, the Company continues to recognize a loss allowance equal to lifetime expected credit losses.

For financial assets measured at amortized cost, loss allowances for expected credit losses are presented in the statement of financial position as a deduction from the gross carrying amount of the financial asset.

Financial assets are written off when the Company has no reasonable expectations of recovering all or any portion thereof.

Foreign currency

In preparing the financial statements, transactions in currencies other than the Company’s functional currency are recorded at the exchange rates prevailing at the dates of the transactions. At each statement of financial position date, monetary assets and liabilities denominated in foreign currencies are translated to Canadian dollars at the foreign exchange rate at that date. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to Canadian dollars at the effective exchange rate on the date that the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are recognized in the statement of loss.

Property and equipment

Property and equipment are recorded at cost less residual value and accumulated amortization. Subsequent costs are included in the asset’s carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company. Amortization is provided when the asset is available for use, over the estimated useful life of the asset, using the following annual rates and methods:

Computer equipment	45%, declining balance method
Right of use leased asset	straight line, over the remaining term of the lease
Leasehold improvements	straight line, over the shorter of useful life or term of the lease
Furniture and fixtures	20%, declining balance method

An asset’s residual value, useful life and amortization method are reviewed, and adjusted prospectively if appropriate, on an annual basis.

Gains and losses on disposal of property and equipment are determined by comparing the proceeds with the carrying amount of the asset and are included in the consolidated statements of loss and comprehensive loss.

Business combinations

Business combinations are accounted for by applying the acquisition method. The acquisition method involves the recognition of the acquiree’s identifiable assets and liabilities, including contingent liabilities, regardless of whether they were recorded in the financial statements prior to acquisition. The acquiree’s identifiable assets and liabilities that meet the conditions for recognition under IFRS 3, Business Combinations (“IFRS 3”), are recognized at their fair value at the acquisition date.

The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value. Transaction costs related to the acquisition are expensed as they are incurred.

Goodwill arising on acquisition is recognized as an asset and represents the excess of acquisition cost over the fair value of the Company’s share of the identifiable net assets of the acquiree at the date of the acquisition. Any excess of identifiable net assets over the acquisition cost is recognized in net income immediately after

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acquisition.

Goodwill and intangible assets

Goodwill, representing the excess of the purchase price over the fair value of the net assets acquired, is carried at its original value based on the acquisition, less impairment losses determined subsequent to the acquisition. Goodwill, both new and existing, is measured against the whole operations of Ackroo as a singular cash generating unit (CGU).

Intangible assets consist of acquired customer contracts, brand, internally development research and development intellectual property and intellectual property acquired through acquisitions. Intangible assets are accounted for at cost. Customer contracts and intellectual property have finite useful lives and are carried at cost less accumulated amortization and accumulated impairment losses. The customer contracts are amortized on a straight-line basis over the estimated useful life of 3 to 7 years. Intellectual property is amortized on straight-line basis over the estimated useful life of 5 to 7 years.

Impairment of non-financial assets

Goodwill and intangibles with indefinite useful lives are reviewed for impairment annually, or when events or changes in circumstances indicate the carrying value of the assets may not be recoverable. Goodwill, both new and existing, is measured against the whole operations of Ackroo as a singular cash generating unit (CGU). If such an indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). The recoverable amount is the higher of fair value less costs of disposal and value in use. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses related to goodwill cannot be reversed.

Long-lived assets or finite life intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. If such an indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). The recoverable amount is the higher of fair value less costs to sell and value in use. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. When an impairment loss subsequently reverses, other than related to goodwill, the carrying amount of the asset is increased to the revised estimate but is limited to the carrying amount that would have been determined if no impairment loss had been recognized in prior years.

In the process of measuring expected future cash flows, management makes assumptions about future growth of profits. These assumptions relate to future events and circumstances. The actual results may vary and may cause significant adjustments to the Company's assets in subsequent financial years.

Income taxes

The income tax expense for the year comprises current and deferred tax. Tax is recognized in the consolidated statements of loss and comprehensive loss, except to the extent it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Current tax is the expected tax payable on the taxable income for the year using tax rates enacted or substantively enacted, at the end of the year, and any adjustments to tax payable in respect to previous years.

Deferred taxes are calculated using the asset and liability method on temporary differences between the carrying amount of assets and liabilities and their related tax bases. Deferred income taxes are measured using substantively

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enacted tax rates that will be in effect when the amounts are expected to be settled. Deferred tax assets are only recognizable to the extent it is probable that they will be utilized against future taxable income. The assessment of probability of future taxable income in which deferred tax assets can be utilized is based on the Company's latest approved forecast, which is adjusted for significant non-taxable income and expenses. If a positive forecast of taxable income indicates the probable use of a deferred tax asset, the deferred tax asset is generally recognized to the extent it is recoverable.

Deferred tax assets and liabilities are only offset when the Company has the right and intention to offset current tax assets and liabilities from the same taxation authority. Changes in deferred tax assets and liabilities are recognized as a component of income or expense in net earnings or loss, except where they relate to items that are recognized in other comprehensive income or equity.

Investment tax credits

The Company claims investment tax credits as a result of incurring scientific research and development expenditures. Investment tax credits are recognized when the related expenditures are incurred and there is reasonable assurance of their realization. Investment tax credits in connection with research and development activities are recorded as a reduction of the cost of the related assets or expenditures. Management has made a number of estimates and assumptions in determining the expenditures eligible for the investment tax credit claim and the amount could be materially different from the recorded amount upon assessment by the Canada Revenue Agency.

Research and development

Current research costs other than property and equipment acquisitions are expensed as incurred. Development costs are deferred and amortized when the criteria for deferral under IFRS are met, or otherwise, are expensed. In 2020, the Company recognized research and development assets which met the criteria under IAS 38 totaling \$547,964. These assets were put in use by the end of December 2020.

The criteria for the assets recognized under IAS 38 were:

- (a) technical feasibility of completing the intangible asset so that it will be available for use or sale.
- (b) its intention to complete the intangible asset and use or sell it.
- (c) its ability to use or sell the intangible asset.
- (d) how the intangible asset will generate probable future economic benefits. Among other things, the entity can demonstrate the existence of a market for the output of the intangible asset or the intangible asset itself or, if it is to be used internally, the usefulness of the intangible asset.
- (e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset.
- (f) its ability to measure reliably the expenditure attributable to the intangible asset during its development.

Share-based payments

The Company records equity settled share-based payments for the granting of stock options and warrants granted using the fair value method whereby all awards to employees are recorded at the fair value of each stock option or warrant at the date of the grant using the Black-Scholes option pricing model. The fair value of the stock options is amortized over the vesting period with a corresponding increase in contributed surplus. The amount recognized as an expense is adjusted to reflect the number of options expected to eventually vest. Any consideration paid by the option or warrant holders to purchase shares is credited to share capital and the related share-based payments is transferred from warrant reserve or contributed surplus to share capital.

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Loss per share

The Company calculates basic loss per share using the weighted average number of common shares outstanding during the year. Diluted loss per share is calculated by adjusting the weighted average number of common shares outstanding by an amount that assumes that the proceeds to be received on the exercise of dilutive stock options and warrants are applied to repurchase common shares at the average market price for the year in calculating the net dilution impact. Stock options and warrants are dilutive when the Company has income from continuing operations and the average market price of the common shares during the year exceeds the exercise price of the options and warrants.

Due to the antidilutive impact of options or warrants issued, basic loss per share is equal to diluted loss per share for the years presented.

Leases

At the inception of a contract, an evaluation is made to determine whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The following factors are considered to assess whether a contract conveys the right to control the use of an identified asset:

- the contract involves the use of an identified asset;
- the Company has the right to obtain substantially all of the economic benefit from use of the identified asset throughout the period of use; and
- the Company has the right to the direct use of the asset.

Lessee accounting

A right-of-use asset and a lease liability is recognized at the lease commencement date. The right-of-use asset is initially measured at cost, consisting of:

- the initial amount of the lease liability, adjusted for any lease payments made at or before the commencement date; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or restore the site on which it is located; less
- any lease incentives received.

The right-of-use asset will typically be depreciated on a straight-line basis over the lease term, unless ownership of the leased asset is expected at the end of the lease. The lease term will consist of:

- the non-cancellable period of the lease;
- periods covered by options to extend the lease that are reasonably certain to be exercised;
- periods covered by options to terminate the lease that are reasonably certain not to be terminated.

If the Company expects to obtain ownership of the leased asset at the end of the lease, the right-of-use asset is depreciated over the underlying asset's estimated useful life. Additionally, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Usually, the incremental borrowing rate is used to

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discount lease payments as the interest rate implicit in a lease cannot be readily determined. The lease liability is subsequently measured at amortized cost using the effective interest rate method.

Lease payments included in the measurement of the lease liability include:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or rate;
- amounts expected to be payable under a residual guarantee; and
- the exercise price under a purchase option that is reasonably certain to be exercised, lease payments in an optional renewal period that are reasonably certain to be exercised, and penalties for early termination of a lease unless it is reasonably certain not to be terminated early.

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the estimate of the amount expected to be payable under a residual value guarantee, or if there is a change in the assessment of whether or not a purchase, extension or termination option will be exercised. When the lease liability is remeasured in any of these circumstances, a corresponding adjustment is made to the carrying amount of the right-of-use asset.

The lease liability is also remeasured when the underlying lease contract is amended. When there is a decrease in contract scope, the lease liability and right-of-use asset will decrease relative to this change with the difference recorded in net income prior to the remeasurement of the lease liability.

Significant accounting judgments, estimates and assumptions

The preparation of the Company's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the year.

Revenue recognition

Revenue is recognized over the life of the merchant agreement in accordance with a typical "Software as a Service" model. Judgment is required when determining the fair value of elements included in a bundled merchant arrangement and the estimated life of each merchant agreement. Revenue for service elements is recognized as the services are performed. Estimates of performance are required to recognize revenue.

Valuation of identifiable assets in a business combination

In a business combination, all identifiable assets, liabilities and contingent liabilities acquired are recorded at the date of acquisition at their respective fair values. If any intangible assets are identified, depending on the type of intangible asset and the complexity of determining its fair value, an independent external valuation expert may determine the fair value, using appropriate valuation techniques, which are generally based on a forecast of the total expected future net cash flows.

These valuations are linked closely to the assumptions made by management regarding the future performance of the assets concerned and any changes in the discount rate applied. In certain circumstances where estimates have been made, the Company may obtain third-party valuations of certain assets, which could result in further refinement of the fair-value allocation of certain purchase prices and accounting adjustments.

Asset purchase or business combination

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The Company applies judgement on whether the purchase of shares or assets represents a business combination or an asset purchase. The Company also applies judgment on the recognition and measurement of the assets acquired and liabilities assumed, and estimates are utilized to calculate and measure such adjustments. In measuring the fair value of the assets and liabilities acquired management uses estimates of future cash flows and discount rates.

Estimated useful lives of assets

The estimated useful lives of intangible assets and property and equipment are based on management's intentions, historical experience, internal plans and other factors as determined by management. The useful lives are reviewed on an annual basis and any revisions to the useful lives are accounted for prospectively.

Impairment of financial instruments

The Company recognizes loss allowances for expected credit losses on financial assets measured at amortized cost. Loss allowances for accounts receivable are measured at an amount equal to the lifetime expected credit losses if the amount is not considered fully recoverable. A financial asset carried at amortized is considered credit-impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset that can be estimated reliably. Individually significant financial assets are tested for credit impairment on an individual basis. The remaining financial assets are assessed collectively.

Impairment of non-financial assets

The Company assesses whether there are any indicators of impairment for all non-financial assets at each reporting date. Goodwill is tested for impairment annually and at other times when such indicators exist. Other non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable.

When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

Recognition of deferred income taxes

The extent to which deferred income tax assets can be recognized is based on an assessment of the probability of the Company's future taxable income against which the deferred tax assets can be utilized. In addition, significant judgment is required in assessing the impact of a legal or economic limit of uncertainties in various tax jurisdictions.

Estimated BDC principal repayments

The BDC principal repayment structure is in the form of annual cash flow sweeps starting April 2021 for the 2020 fiscal year. The amount of the cash repayment is based on 50% of the available free cash flow from the prior year's operations to a maximum of \$600,000 per year. Estimates have been made which reflect the Company's projected cash flow however, actual principal repayments may differ based on actual results.

Estimation uncertainty

Significant accounting policies and estimates utilized in the normal course of preparing the Company's consolidated financial statements require the determination of future cash flows utilized in assessing net recoverable amounts and net realizable values; identification and measurement of assets acquired and liabilities assumed in business

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combinations; amortization; allowance for doubtful accounts; useful lives of property, equipment and intangible assets; recoverability of goodwill and long-lived assets; ability to utilize tax losses and investment tax credits; fair value of share based awards and warrants; and measurement of deferred taxes. In making estimates, management relies on external information and observable conditions where possible, supplemented by internal analysis where required.

These estimates have been applied in a consistent manner and there are no known trends, commitments, events or uncertainties that we believe will materially affect the methodology or assumptions utilized in these financial statements. The estimates are impacted by many factors, some of which are highly uncertain. The interrelated nature of these factors prevents us from quantifying the overall impact of these movements on the Company's consolidated financial statements in a meaningful way. These sources of estimation uncertainty relate in varying degrees to virtually all asset and liability account balances.

Critical accounting estimates

i. Stock-based compensation is subject to estimation of the value of the award at the date of grant using pricing models such as the Black-Scholes option valuation model. The option valuation model requires the input of highly subjective assumptions including the expected stock price volatility. Because the Company's stock options have characteristics significantly different from those of traded options and because the subjective input assumptions can materially affect the calculated fair value, such value is subject to measurement uncertainty.

ii. The determination of income tax is inherently complex and requires making certain estimates and assumptions about future events. While income tax filings are subject to audits and reassessments, the Company has adequately provided for all income tax obligations. However, changes in facts and circumstances as a result of income tax audits, reassessments, jurisprudence and any new legislation may result in an increase or decrease in our provision for income taxes.

iii. The determination of the liability portion and the equity portion of the convertible debenture is calculated using a discounted cash flow method, which requires management to make an estimate on an appropriate discount rate.

Critical accounting judgments

Going concern

Assessing the Company's ability to continue as a going concern requires management to estimate future cash flows and other future events, the outcome of which is uncertain.

New accounting standards

There are no other IFRS or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Company.

Standards issued but not effective

Classification of liabilities as current or non-current (Amendments to IAS 1)

In January 2020, IASB issued Classification of Liabilities as "Current" or "Non-current", which amends IAS 1. The narrow scope amendments affect only the presentation of liabilities in the statement of financial position and not the amount or timing of its recognition. The amendments clarify that the classification of liabilities as current or non-

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current should be based on rights that are in existence at the end of the reporting period and align the wording in all affected paragraphs to refer to the right to defer settlement by at least 12 months. That classification is unaffected by the likelihood that an entity will exercise its deferral right. The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and are to be applied retrospectively. The Company is still assessing the impact of adopting these amendments on its financial statements.

Cost of Fulfilling a contract (Amendments to IAS 37)

In May 2020, amendments to IAS 37, clarified which costs should be included in determining the cost of fulfilling a contract when assessing whether a contract is onerous. In assessing whether a contract is onerous, cost of fulfilling a contract comprise both of (i) incremental costs and (ii) an allocation of other direct costs. The amendments are effective for annual periods beginning on or after January 1, 2022 to contracts existing at the date when the amendments are first applied. Early adoption is permitted. The Company is still assessing the impact of adopting these amendments on its financial statements

Impact from the global outbreak of COVID-19 (coronavirus) and changes to the macroeconomic environment

The COVID-19 pandemic has had adverse financial impacts on the global economy and financial markets. The conflict in Ukraine and the transition to higher inflationary environments have also contributed to increased global economic and financial volatility; however, there has been no significant impact on the Company's results and management continues to monitor for any potential impacts on the operations and financial position of the Company.

ADDITIONAL INFORMATION

Additional information relating to the Company is available at sedar.com.