



# MANAGEMENT'S DISCUSSION AND ANALYSIS

March 31, 2016



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## EXPLANATORY NOTES

The following Management's Discussion and Analysis of Financial Results ("MD&A"), dated May 12, 2016, should be read in conjunction with the cautionary statement regarding forward-looking information and statements below, as well as the audited consolidated financial statements and notes thereto, for the years ended December 31, 2015 and 2014. The annual consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"). All amounts in the following MD&A are in Canadian dollars unless otherwise stated. References to "McCoy," "McCoy Global," "the Corporation," "we," "us" or "our" mean McCoy Global Inc. and its subsidiaries, unless the context otherwise requires. Additional information relating to McCoy Global, including periodic quarterly and annual reports and Annual Information Forms ("AIF"), filed with Canadian securities regulatory authorities, is available on SEDAR at [sedar.com](http://sedar.com) and our website at [mccoyglobal.com](http://mccoyglobal.com).

## FORWARD-LOOKING INFORMATION AND STATEMENTS

This MD&A contains certain forward-looking statements and forward-looking information (collectively referred to herein as "**forward-looking statements**") within the meaning of applicable Canadian securities laws. All statements other than statements of present or historical fact are forward-looking statements. Forward-looking information is often, but not always, identified by the use of words such as "could", "should", "can", "anticipate", "expect", "objective", "ongoing", "believe", "will", "may", "projected", "plan", "sustain", "continues", "strategy", "potential", "projects", "grow", "take advantage", "estimate", "well positioned" or similar words suggesting future outcomes. In particular, this MD&A contains:

Forward-looking statements relating to McCoy Global's:

- merger and acquisition strategy;
- future development and organic growth prospects;
- business strategy; and
- competitive advantage.

Forward-looking statements respecting:

- the business opportunities for the Corporation that are based on the views of management of the Corporation and current and anticipated market conditions; and
- the perceived benefits of the growth strategy and operating strategy of the Corporation are based upon the financial and operating attributes of the Corporation as at the date hereof, as well as the anticipated operating and financial results.

Other forward-looking statements regarding the Corporation are located in the documents incorporated by reference in this MD&A and are based on certain key expectations and assumptions of the Corporation concerning anticipated financial performance, business prospects, strategies, the sufficiency of budgeted capital expenditures in carrying out planned activities, the availability and cost of labour and services and the ability to obtain financing on acceptable terms, which are subject to change based on market conditions and potential timing delays. Although management of the Corporation consider these assumptions to be reasonable based on information currently available to them, they may prove to be incorrect.

By their very nature, forward-looking statements involve inherent risks and uncertainties (both general and specific) and risks that forward-looking statements will not be achieved. Undue reliance should not be placed on forward-looking statements, as a number of important factors could cause the actual results to differ materially from the beliefs, plans, objectives, expectations, anticipations, estimates and intentions expressed in the forward-looking statements, including those set out below and those detailed elsewhere in this MD&A:

- fluctuations in oil and gas prices;
- market uncertainty;
- fluctuations in capital expenditures of the Corporation's target market;
- access to capital markets;
- inability to meet current and future obligations;
- inability to implement the Corporation's business strategy effectively;
- competition for, among other things, labour, capital, materials and customers;
- technological developments;
- global political and economic conditions;
- inability to complete mergers or acquisitions effectively;
- inability to integrate mergers or acquisitions effectively;
- interest rates:
- currency exchange rates;
- global natural disasters or disease;
- inability to attract and retain key personnel; and
- the risk factors set forth under "Risk Factors".

Readers are cautioned that the foregoing list is not exhaustive.

The reader is further cautioned that the preparation of financial statements in accordance with IFRS requires management to make certain judgments and estimates that affect the reported amounts of assets, liabilities, revenues and expenses. These judgments and estimates may change, having either a negative or positive effect on net earnings as further information becomes available, and as the economic environment changes.

**The information contained in this MD&A, including the documents incorporated by reference herein, identifies additional factors that could affect the operating results and performance of the Corporation. We urge you to carefully consider those factors.**

**The forward-looking statements contained herein are expressly qualified in their entirety by this cautionary statement. The forward-looking statements included in this MD&A are made as of the date of this MD&A and the Corporation does not undertake and is not obligated to publicly update such forward-looking statements to reflect new information, subsequent events or otherwise unless so required by applicable securities laws.**

**DESCRIPTION OF GAAP MEASURES AND NON-GAAP MEASURES**

Throughout this MD&A, management uses measures which do not have a standardized meaning as prescribed by IFRS and therefore are considered to be additional or non-GAAP measures presented under IFRS.

EBITDA is an additional subtotal in the statement of cash flows presented under IFRS defined as “net (loss) earnings, before finance charges, net, income tax expense (recovery), depreciation, and amortization.”

Adjusted EBITDA is a non-GAAP measure defined as “net (loss) earnings before finance charges, net, income tax expense (recovery), depreciation, amortization, impairment losses, restructuring charges, non-cash changes in fair value related to derivative financial instruments and share-based compensation”.

The Corporation reports on EBITDA and adjusted EBITDA because they are key measures used by management to evaluate performance. Adjusted EBITDA is used in making decisions relating to distributions to shareholders and is used in monitoring compliance with debt covenants. The Corporation believes adjusted EBITDA assists investors in assessing McCoy Global’s performance on a consistent basis without regard to impairment losses, restructuring charges, non-cash changes in fair value related to derivative financial instruments, depreciation, amortization and share-based compensation expense, which are non-cash in nature and can vary significantly depending on accounting methods or non-operating factors.

Adjusted EBITDA is not considered an alternative to net (loss) earnings in measuring McCoy Global’s performance. Adjusted EBITDA does not have a standardized meaning and is therefore not likely to be comparable to similar measures used by other issuers. However, McCoy Global calculates adjusted EBITDA consistently from period to period. Adjusted EBITDA should not be used as an exclusive measure of cash flow since it does not account for the impact of working capital changes, capital expenditures, debt changes and other sources and uses of cash, which are disclosed in the consolidated statement of cash flows.

## OUTLOOK AND FORWARD-LOOKING INFORMATION

Persistently low oil and gas prices resulted in a further steep reduction in industry spending on oilfield equipment and services in the first quarter of 2016. This prolonged down cycle has continued without visibility of a recovery in the foreseeable future, creating uncertainty and market instability which is impacting capital spending for E&P projects globally. In turn, this has significantly affected oilfield equipment and service companies' revenues, including that of McCoy Global.

Geographically, McCoy Global continues to experience low levels of activity in most key geographic markets. The western hemisphere remains depressed at historically low levels, as a result of severe reductions in drilling and well construction activity, both on land and offshore. Latin America, the North Sea and much of Asia Pacific are regions that have now experienced significant declines as well. However, there are pockets of positive activity in the eastern hemisphere, most notably in the Middle East, where the market has remained robust.

These weak industry fundamentals have continued to place increasing financial pressure on McCoy Global's customers who are taking all actions available to preserve cash in this time of uncertainty. Customers continue to defer purchase decisions for capital equipment until absolutely critical and continue to utilize surplus internal capacity to service their existing requirements. This has resulted in not only a severe decline in capital equipment revenue, but a 61% decline in aftermarket revenues when comparing the first quarter of 2016 to the first quarter of 2015. This low level of investment by our customers appears to be unsustainable and the Corporation anticipates an increase in aftermarket revenues in the second half of 2016.

McCoy Global entered the year with significantly reduced backlog and order intake. Expectations are now such that the market will remain challenged throughout 2016, although it appears that the industry may be nearing the bottom of the cycle. Although the Corporation's longer term strategy to be the global market leader in tubular make-up and handling equipment solutions remains unchanged, near-term priorities have shifted to cost management and cash preservation in order to endure this phase in the cycle. All areas of the business continue to be scrutinized for cost reductions and operating efficiencies necessary to navigate through this difficult period.

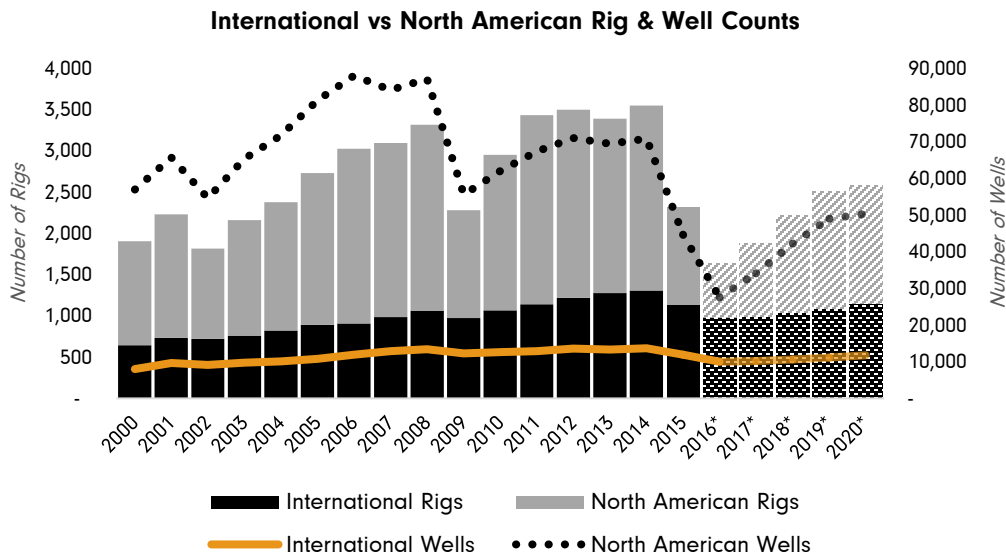
Cost containment actions undertaken throughout 2015 and into 2016 have included reductions to global headcount levels of 50% since January 1, 2015. Further, selling, general and administrative costs were reduced by 46% when comparing the first quarter of 2016 to the first quarter of 2015, and significant reductions were made to production overhead costs. Management is positioned to execute on additional cost reductions which will right-size the organizational cost structure in this lower for longer market environment. Cost reductions have, and will continue to be, planned and executed with three principals in mind - firstly, ensuring that high standards of customer service continue to be maintained; second, making certain that safety and quality remain core to operations; and lastly, that ensuring that McCoy Global remains positioned to effectively participate in the market when activity levels improve.

Strategically, management remains committed to investing in several important product technology initiatives. Although scaled back from 2015, McCoy Global's technology development has shifted focus to product enhancement, fast to market projects and technology support for customers. These projects will ensure that the Corporation can provide its customers with technology solutions that will be important to their long term success and are anticipated to result in both short-term and longer-term revenue generation opportunities.

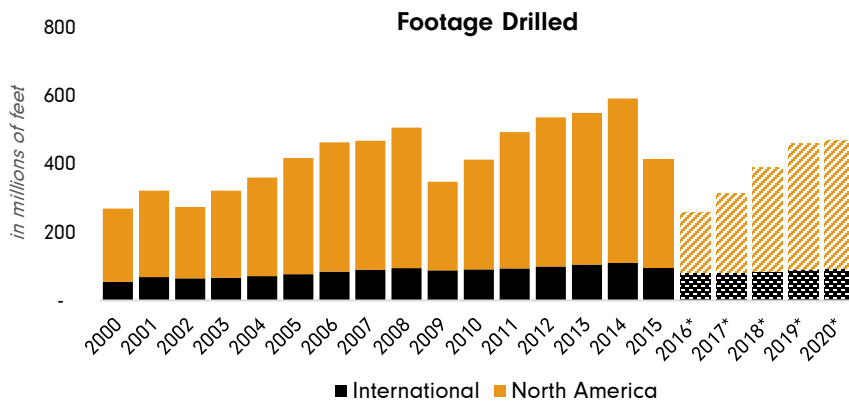
## MARKET CONDITIONS

The demand for McCoy Global’s products and services is ultimately driven by oil and natural gas prices. These commodity prices have historically been cyclical in nature and are difficult to forecast as they are influenced by many factors. Higher oil and gas prices typically drive exploration and production companies to increase capital spending which in turn leads to an increase in drilling and completions activity. As this activity increases, customers require capital equipment to meet activity demand. Management uses active rig counts as well as number and length of wells being drilled as data points to monitor and set expectations of the future performance of the Corporation. Generally, these metrics are leading indicators of demand for McCoy Global’s products and services, although there are many factors that may impact any correlation.

A summary of historical and forecasted rig and well counts, obtained from Spears & Associates Drilling and Production Outlook, March 2016, is as follows<sup>1</sup>:



A summary of historical and forecasted footage drilled, obtained from Spears & Associates Drilling and Production Outlook, March 2016, is as follows<sup>1</sup>:



<sup>1</sup>Estimated, Spears & Associates Drilling and Production Outlook, March 2016

## Q1 2016

McCoy Global's international revenues provide geographic diversification and some stability to withstand North American land market volatility which is currently being experienced. As is typical in a down cycle, international revenues generally declined at a slower rate over the course of 2015, however the severity of this down cycle has now impacted most international markets. As 2016 continues to play out, management does not anticipate there will be a meaningful recovery in drilling activity in either the western or eastern hemisphere.

In this very difficult market environment, orders for high specification tubular make-up equipment have been negatively impacted as capital intensive drilling activities are cancelled or deferred. However, this higher margin equipment used for horizontal, directional and deep-water drilling remains an important source of future global oil and natural gas supply over the longer term. As an eventual recovery occurs, this should result in a long-term trend towards more complex well construction and the increased use of premium connections. Investments made in new product technologies by McCoy Global have increased its capabilities of producing high specification tubular make-up products and position the Corporation to meet the future technological challenges faced by customers. McCoy continues to invest in the development of new technologies to meet the changing requirements for better efficiency and safety.

### ***Backlog***

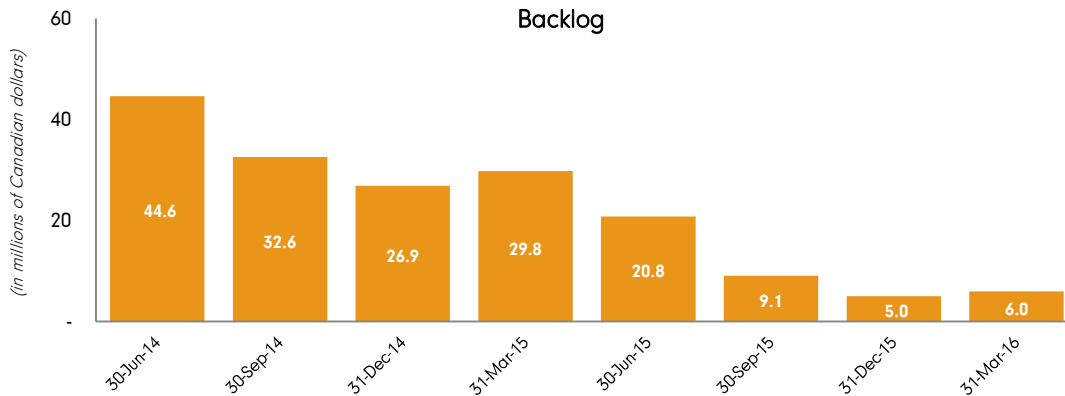
Backlog is a measure of the amount of customer orders the Corporation has received and is therefore an indicator of a base level of future revenue potential. Backlog is not a GAAP measure and, as a result, the definition and determination of backlog will vary among other issuers reporting a backlog figure.

The Corporation defines backlog as orders that have a high certainty of being delivered and is measured on the basis of a firm customer commitment, such as the receipt of a purchase order. Customers may default on or cancel such commitments, but several are secured by a deposit and/or require reimbursement by the customer upon default or cancellation. Backlog reflects likely future revenues; however, cancellations or reductions may occur and there can be no assurance that backlog amounts will ultimately be realized as revenue, or that the Corporation will earn a profit on backlog work. Expected delivery dates for orders recorded in backlog historically spanned from one to six months, however under current market conditions customers are shifting their purchasing habits towards a just-in-time model. McCoy Global's backlog as at March 31, 2016 totaled \$6.0 million, an increase of \$1.0 million or 20% from December 31, 2015. In comparison to December 31, 2015, backlog as at March 31, 2016, was unfavorably impacted by the strengthening of the Canadian dollar as substantially all of the Corporation's backlog is denominated in US currency.

Backlog is also impacted by finished goods inventory and aftermarket sales. The Corporation has built out a finished goods inventory of standard product at regional locations which can shorten the sales cycle and reduce the overall level of backlog as customer orders are fulfilled from finished goods inventory. Product mix also impacts the Corporation's backlog as rental and aftermarket orders tend to cycle through backlog more quickly than customized capital equipment orders which typically require longer lead times. As a percentage of overall revenue, aftermarket revenues are typically higher in a down cycle as customers defer capital equipment spend.

For the quarter, McCoy Global received net sales orders of \$8.6 million (Q4 2015 - \$7.7 million) and recorded revenue of \$7.2 million (Q4 2015 - \$11.6 million). Historically low drilling activity substantially impacted demand for capital equipment in the quarter.

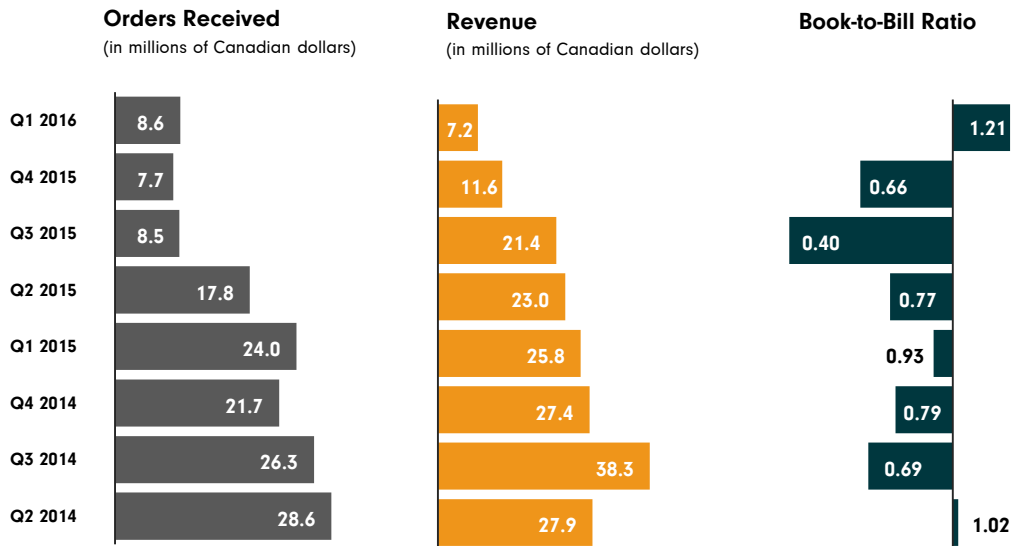




**Book-to-Bill Ratio**

The book-to-bill ratio is a measure of the amount of net sales orders received to revenues recognized and billed in a set period of time. The ratio is an indicator of customer demand and sales order processing times. The book-to-bill ratio is not a GAAP measure and therefore the definition and calculation of the ratio will vary among other issuers reporting the book-to-bill ratio. McCoy Global calculates the book-to-bill ratio as net sales orders taken in the reporting period divided by the revenues reported for the same reporting period.

The book-to-bill ratio for the Corporation during the three months ended March 31, 2016 was 1.21 (December 31, 2015 - 0.66). Set out below are orders received, revenue and the book-to-bill ratio:



## STRATEGY AND CORE BUSINESS VISION

### OUR VISION IS TO BE THE GLOBAL LEADER IN TUBULAR MAKE-UP AND HANDLING EQUIPMENT SOLUTIONS

McCoy Global is a leading provider of equipment and technologies used for making up threaded connections in the global oil and gas industry. McCoy Global's core products are used predominantly during the well construction phase for both land and offshore wells during both oil and gas exploration. The Corporation is engaged in the following:

- Design, manufacture and distribution of innovative capital equipment used in both off-shore and land drilling markets to handle, make-up and measure tubular products such as casing, and to support this capital equipment through the sale of aftermarket product and services such as technical support, consumables (dies and inserts), and replacement parts;
- Repair, maintenance, and calibration of drilling and completions equipment; and
- Rental of drilling and completions equipment.

Set out below are McCoy Global's principal operations:

Operating Name	Country of Incorporation	Operating Region	Ownership Interest
McCoy Global Canada Corp.	Canada	Canada	100%
McCoy Global S.à r.l.	Luxembourg	Middle East	100%
McCoy Global Singapore Pte. Ltd.	Singapore	Asia Pacific	100%
McCoy Global UK Ltd.	United Kingdom	Europe, Africa & Russia	100%
McCoy Global USA, Inc.	United States	United States	100%

## FINANCIAL RESULTS

### SUMMARY OF CONSOLIDATED FINANCIAL RESULTS

For the three months ended March 31 (\$000 except per share amounts)	2016	2015
Revenue	7,159	25,800
Net (loss) earnings	(9,377)	2,229
Per common share - basic	(0.34)	0.08
Per common share - diluted	(0.34)	0.08
Adjusted EBITDA	(5,624)	5,834
Per common share - basic	(0.20)	0.21
Per common share - diluted	(0.20)	0.21
Dividends per common share	-	0.05
Total assets	95,265	136,764
Total liabilities	10,441	29,669
Total non-current liabilities	428	3,928

EBITDA and adjusted EBITDA are calculated as follows:

For the three months ended March 31 (\$000)	2016	2015
Net (loss) earnings	(9,377)	2,229
Income tax (recovery) expense	(2,203)	911
Finance charges, net	18	93
Depreciation	1,071	1,069
Amortization	333	770
<b>EBITDA</b>	<b>(10,158)</b>	<b>5,072</b>
Share-based compensation	107	70
Net changes in fair value related to derivative financial instruments	-	692
Impairment of intangible assets	4,285	-
Restructuring charges	142	-
<b>Adjusted EBITDA</b>	<b>(5,624)</b>	<b>5,834</b>

**REVENUE**

(\$000 except percentages)	For the three months ended March 31			
	2016	2015	Change	% Change
<b>Revenue</b>	<b>7,159</b>	25,800	(18,641)	(72%)

Industry fundamentals continued to deteriorate over the quarter, with drilling and completions activity declining to levels not experienced in decades. This led to further pricing pressure and significant reductions in demand for capital equipment. Customer spending is at unprecedented low levels resulting in customers taking all available measures to conserve cash and shift their purchasing habits towards a just-in-time model.

Aftermarket revenue, as a percentage of overall revenue, is typically higher in a down cycle as customers defer capital equipment spend and maintain their existing equipment fleet. The percentage of aftermarket revenues in comparison to overall revenue has increased, however the severity of this down cycle has led to many customers deferring equipment maintenance, cannibalizing idle equipment for any required parts and servicing equipment internally.

To a lesser degree, revenues have been favorably impacted by foreign exchange, as primarily all of the Corporation's revenue is denominated in United States dollars.

While the United States, Europe, Canada, Latin America and most of Asia Pacific have been severely impacted by this down cycle, activity levels have remained relatively stable in the Middle East region. Some revenue generation opportunities also exist in parts of Africa, China, Argentina and Russia; though Russian sanctions continue to hinder revenue generation in this region.

**GROSS PROFIT**

(\$000 except percentages)	For the three months ended March 31			
	2016	2015	Change	% Change
<b>Gross profit</b>	<b>(1,429)</b>	10,378	(11,807)	(114%)
<i>Gross profit %</i>	<i>(20%)</i>	40%	(60%)	

Gross profit was significantly impacted by the 72% decline in revenues realized as a result of the down cycle. Lower levels of activity resulted in a decline in required production hours, which drove significant under-absorption of production facility costs during the quarter. The Corporation's production facility variable expenses were reduced to minimum levels in 2015; with an additional workforce reduction taking place mid-way through the first quarter of 2016. Despite further efforts to reduce costs, the overall decline in production activity has been significant and fixed costs of the Corporation's current production footprint are too high to support current levels of activity.

Although current market conditions have resulted in pricing pressure and fewer higher margin capital equipment and software orders, the gross profit earned on product sales has remained relatively stable through the down cycle. The decline in gross profit was largely due to significant under absorption of production capacity as a result of lower activity levels.

**Q1 2016**
**GENERAL AND ADMINISTRATION (G&A)**

(\$000 except percentages)	For the three months ended March 31			
	2016	2015	Change	% Change
<b>General and administration</b>	<b>3,063</b>	5,974	(2,911)	(49%)
<i>General and administration as a % of revenue</i>	<b>43%</b>	23%	20%	

Cost containment initiatives, including workforce reductions and continued discipline over spend, were a high priority over the quarter and continue to be a key priority.

Management continues to evaluate the Corporation's cost structure and will make further reductions as 2016 progresses. Many of the cost reductions that have been made have been gained through process improvement and operational efficiencies, and will largely be permanent in nature. This has positioned McCoy Global as a leaner and more efficient organization.

**SALES AND MARKETING**

(\$000 except percentages)	For the three months ended March 31			
	2016	2015	Change	% Change
<b>Sales and marketing</b>	<b>930</b>	1,398	(468)	(33%)
<i>Sales and marketing as a % of revenue</i>	<b>13%</b>	5%	8%	

The decline in sales and marketing expense is a result of cost containment efforts, while balancing strategic sales and marketing initiatives.

**RESEARCH AND DEVELOPMENT (R&D)**

(\$000 except percentages)	For the three months ended March 31			
	2016	2015	Change	% Change
<b>Research and development expense</b>	<b>405</b>	410	(5)	(1%)
<b>Capitalized development expenditures</b>	<b>10</b>	614	(604)	(98%)
<b>Total research and development</b>	<b>415</b>	1,024	(609)	(59%)
<i>Research and development as a % of revenue</i>	<b>6%</b>	4%	2%	

In response to the continued decline in market conditions, McCoy Global's investment in research and development ("R&D") has been refocused. McCoy remains committed to R&D efforts during the down cycle, however investment has shifted to developing technologies that are less capital intensive and that can be commercialized quickly. These efforts will continue to expand the Corporation's current product offering and develop future revenue opportunities.

Management continues to closely monitor and evaluate R&D expenditures, balancing the short-term impact of R&D expenditures on cash preservation with the longer-term implications on strategy and shareholder value creation.

**OTHER ITEMS**

(\$000 except percentages)	For the three months ended March 31			
	2016	2015	Change	% Change
<b>Impairment of intangible assets</b>	<b>4,285</b>	-	4,285	100%
<b>Restructuring charges</b>	<b>142</b>	-	142	100%
<b>Finance charges, net</b>	<b>18</b>	93	(75)	(81%)
<b>Other losses (gains), net</b>	<b>1,308</b>	(637)	1,945	(305%)

In response to declining industry trends, the Corporation reviewed capitalized development costs related to new product development projects. Management determined that the future economic benefits expected from the use of these assets is uncertain and recognized an impairment charge of \$4,285 (2015 - \$nil) against internally generated intellectual property.

Restructuring charges include outlays incurred relating to workforce reductions.

Finance charges, net are primarily comprised of standby fees on the Corporation's credit facility, offset by interest income. In order to reduce standby fees, the Corporation reduced the maximum principal available under its facility during the quarter. A further reduction to the credit facility was executed subsequent to March 31, 2016. 2015 finance charges include amortization of deferred financing charges, which were fully amortized as at December 31, 2015.

Other (gains) losses, net consist primarily of foreign exchange gains or losses on the Corporation's United States denominated financial instruments held by Canadian entities. The \$1.3 million loss recognized in 2016 primarily arose from unfavorable foreign currency losses on the Corporation's US dollar denominated financial instruments held by Canadian entities, as a result of the Canadian dollar strengthening from its position at December 31, 2015. In the comparative quarter, the Canadian dollar weakened resulting in a foreign exchange gain.

**ADJUSTED EBITDA**

(\$000 except percentages)	For the three months ended March 31			
	2016	2015	Change	% Change
<b>Adjusted EBITDA</b>	<b>(5,624)</b>	5,834	11,458	(196%)
<i>Adjusted EBITDA as a % of revenue</i>	<i>(79%)</i>	23%	(102%)	

Adjusted EBITDA was impacted by the continued global reduction in drilling and completions activity which resulted in a further sharp decline in revenues. Although the Corporation has continued to adjust its cost structure, the decline in revenue has been greater than the reductions made to the Corporation's cost structure resulting in negative adjusted EBITDA.

Overhead expenses were also reduced further in response to the decline in gross profit, however, reductions to overhead expenses did not offset the reduction in gross profit.

**SUMMARY OF QUARTERLY RESULTS**

(\$000 except per share amounts)	2016		2015			2014		
	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30
Revenue	7,159	11,648	21,376	22,952	25,800	27,209	38,275	27,915
Impairment and restructuring charges	4,427	4,779	2,170	226	-	-	-	-
(Loss) earnings from continuing operations	(9,377)	(10,792)	(1,963)	(451)	2,229	1,753	4,163	2,258
Basic (loss) earnings per share from continuing operations	(0.34)	(0.39)	(0.07)	(0.02)	0.08	0.06	0.15	0.08
Diluted (loss) earnings per share from continuing operations	(0.34)	(0.39)	(0.07)	(0.02)	0.08	0.06	0.15	0.08
Net (loss) earnings	(9,377)	(10,792)	(1,963)	(451)	2,229	1,477	5,747	8,262
Basic (loss) earnings per share	(0.34)	(0.39)	(0.07)	(0.02)	0.08	0.05	0.21	0.30
Diluted (loss) earnings per share	(0.34)	(0.39)	(0.07)	(0.02)	0.08	0.05	0.21	0.30
Adjusted EBITDA	(5,624)	(4,526)	922	1,538	5,834	4,957	7,998	3,852

## LIQUIDITY AND CAPITAL RESOURCES CASH FLOW

At March 31, 2016, the Corporation has \$21.9 million in cash and cash equivalents and no debt. The Corporation has a credit facility, which expires on May 31, 2018. However, as at March 31, 2016, the Corporation was not in compliance with certain of the financial covenants specified in its credit facility agreement. The Corporation requested and obtained a covenant waiver letter, specific to the fixed charge coverage ratio covenant, for the quarterly reporting periods ending December 31, 2015 and March 31, 2016 from the lender. The Corporation does not have access to draw under the credit facility except for access to the swing line loan and senior letter of credit facilities, up to a maximum amount of \$0.5 million. The Corporation is in negotiations with its lenders to revise the covenants under the credit facility.

Subsequent to March 31, 2016, the Corporation reduced the maximum principal available under the revolving credit facility from \$25.0 million to \$10.0 million.

Selected cash flow and capitalization information is as follows:

For the three months ended March 31 (\$000)	2016	2015
Cash (used in) generated from operating activities	(5,334)	2,881
Cash used in investing activities	(146)	(1,365)
Debt to equity ratio	0.12 to 1	0.28 to 1

Cash (used in) generated from operating activities was primarily impacted by an \$11.5 million decline in adjusted EBITDA from the comparative quarter. In the first quarter of 2016, working capital declined by \$0.5 million and there were no tax payments made. In the comparative quarter working capital increased by \$0.4 million and a tax payment of \$2.5 million was made to pay the 2014 tax balances outstanding.

Cash used in investing activities declined year over year as a result of decreased purchases of property, plant and equipment of \$0.3 million and decreased investments in capitalized product technology and development initiatives of \$1.0 million.

It has become increasingly challenging in this down cycle to access debt and equity markets. However, the Corporation has \$21.9 million of cash at March 31, 2016, a strong working capital position and no debt. In addition, management continues to review the Corporation's cost structure to reduce spending to further lower the Corporation's cost structure to align with a lower for longer environment. Management believes the Corporation has sufficient capital to fund its operations in the near term. If the down cycle persists for an extended period of time, the Corporation may be required to review options to raise capital.



Q1 2016

## OTHER FINANCIAL INFORMATION

### OUTSTANDING SHARE DATA

As at May 12, 2016 the following class of shares and equity securities potentially convertible into common shares were outstanding:

Common shares	27,704,239
Convertible equity securities:	
Stock options	2,510,001

The stock options are exercisable into an equal number of common shares.

### Dividends

A summary of historical dividend information is as follows:

Dividend declared	Dividend paid	Amount per common share
May 15, 2015	June 11, 2015	\$0.05
March 11, 2015	April 13, 2015	\$0.05
December 4, 2014	December 31, 2014	\$0.05
September 9, 2014	October 8, 2014	\$0.05
May 23, 2014	June 20, 2014	\$0.05
March 14, 2014	April 14, 2014	\$0.05

On September 3, 2015, the Corporation announced that the Board of Directors approved the suspension of the quarterly dividend payment. Future declarations of dividends is at the sole discretion of the Board and will continue to be evaluated on a quarterly basis.

## CONTROLS AND PROCEDURES

### INTERNAL CONTROLS OVER FINANCIAL REPORTING

Management has evaluated whether there were changes in our Internal Controls over Financial Reporting (ICFR) during the three month period ended March 31, 2016 that have materially affected, or are reasonably likely to materially affect, our ICFR. No such changes have been identified. Please see page 32 of McCoy Global's 2015 Annual Report for a discussion of internal controls over financial reporting and disclosure controls.

ICFR is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with IFRS. Management is responsible for establishing and maintaining adequate ICFR.

### OTHER INFORMATION

Additional information relating to the Corporation, including the Corporation's Annual Information Form for the year end December 31, 2015 is available on SEDAR at [www.sedar.com](http://www.sedar.com).

### OTHER INTERIM MD&A REQUIREMENTS

There have been no significant changes in the following items from those described in our 2015 Annual Report. Please refer to the page numbers listed below from McCoy Global's 2015 Annual Report:

- Financial instruments and financial risk management – pages 22-25;
- Capital management – page 26;
- Contractual obligations and off balance sheet arrangements – page 27;
- Related party transactions – pages 27-28;
- Critical accounting estimates and judgements – page 30; and
- Critical risks and uncertainties – pages 33-36.