



# MANAGEMENT'S DISCUSSION AND ANALYSIS

June 30, 2018



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## EXPLANATORY NOTES

The following Management's Discussion and Analysis of Financial Results ("MD&A"), dated August 9, 2018, 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, 2017 and 2016. 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:

- future development and organic growth prospects;
- re-structuring plans and cost structure;
- business strategy;
- competitive advantages; and
- merger and acquisition strategy.

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 and operating strategies of the Corporation; which 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 considers 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:

- oil and natural gas price fluctuations;
- domestic and foreign competition;
- technology;
- replacement or reduced use of products and services;
- international operations;
- ability to effectively manage growth;
- business mergers and acquisitions;
- supply chain;
- reliance on key persons workforce availability;
- legal compliance;
- litigation;
- breach of confidentiality;
- safety performance;
- foreign exchange;
- restrictive covenants on line of credit;
- availability of financing;
- selling additional common shares;
- customers' inability to obtain credit/financing
- material differences between actual results and management estimates and assumptions;
- Greenhouse Gas ("GHG") regulations;
- change in U.S. administration;
- conservation measures and technological advances;
- terrorist attack or armed conflict;
- sufficiency of internal controls;
- insurance sufficiency, availability and rate risk
- information security; and
- challenges by taxation authorities.

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 calculated under IFRS and is reported as an additional subtotal in the Corporation's consolidated statements of cash flows. EBITDA is defined as net (loss) earnings, before:

- depreciation of property, plant and equipment;
- amortization of intangible assets;
- income tax expense (recovery); and
- finance charges, net.

Adjusted EBITDA is a non-GAAP measure defined as net (loss) earnings, before:

- depreciation of property, plant and equipment;
- amortization of intangible assets;
- income tax expense (recovery);
- finance charges, net;
- restructuring charges;
- other losses (gains), net;
- provisions for excess and obsolete inventory;
- share-based compensation; and
- impairment charges.

The Corporation reports on EBITDA and adjusted EBITDA because they are important measures used by management to evaluate performance. The Corporation believes adjusted EBITDA assists investors in assessing McCoy Global's current operating performance on a consistent basis without regard to non-cash, unusual (i.e. infrequent and not considered part of ongoing operations), or non-recurring items that 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. 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 statements of cash flows.

## OUTLOOK AND FORWARD-LOOKING INFORMATION

Customer activity and industry fundamentals during the second quarter of 2018 continued to be positive resulting in McCoy booking \$12.7 million in orders which represented a 60% increase over the same period in 2017. Customers are beginning to release capital for larger orders of capital equipment, particularly in the Middle East, Asia, Europe and the United States.

Increases in order activity also included renewed orders in the offshore market, particularly in the North Sea region where customers have re-activated several projects.

During this prolonged downcycle, McCoy has diligently worked to re-align its cost structure and operating model to be a more efficient and agile organization. The difficult steps taken over the past several years position McCoy well over the next several quarters to take advantage of an improving market and a growing backlog. McCoy exited the quarter with a backlog of \$12.7 million, which points to stronger revenue and margin growth over the second half of 2018.

In the second quarter, McCoy began to deliver to its customers a new hydraulic power tong, the 10" 40K power tong, developed by McCoy's technology group based on input and cooperation with a few key customers. This product has been a success in the market thus far and customer orders are exceeding initial launch expectations. This technologically advanced product was specifically developed for the US land market and provides customers with superior performance and safety features while reducing the weight and footprint of the equipment on the rig. Additionally, as other regions in the world require more technically advanced equipment to develop unconventional wells, this product is positioned to take advantage of those markets as well.

McCoy's team is now entirely focused on meeting increasing customer demand, working with customers to develop new technologies and improving margins.

Although the sentiment for the second half of 2018 looks positive, the longer-term forecast is not entirely clear yet. There are a growing number of indicators that suggest the momentum in 2018 will carry forward into 2019.

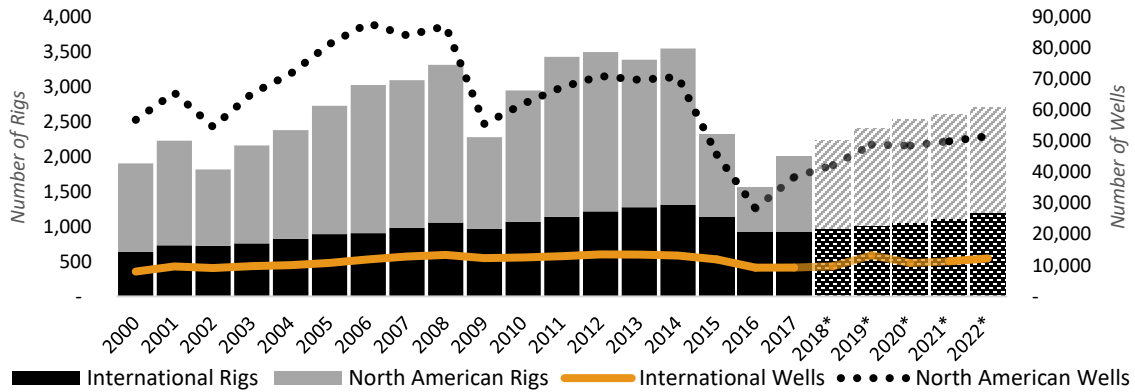
McCoy has diligently worked to preserve its balance sheet and protect shareholders from dilution during the prolonged downcycle. As the market continues to improve and McCoy realizes higher revenues and margins, these prudent decisions place all stakeholders in a favourable position.

## MARKET CONDITIONS

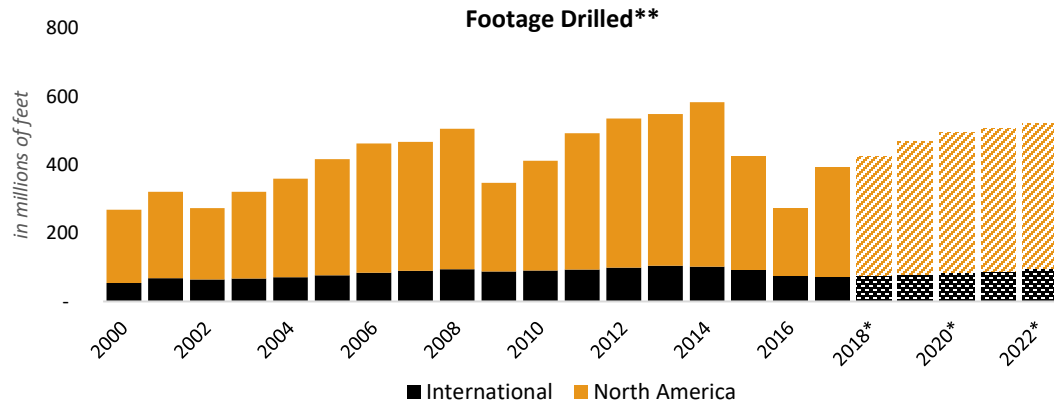
Management uses active rig counts as well as number and length of wells being drilled as data points to monitor and set expectations of the future performance of the Corporation. Generally, these metrics are leading indicators of demand for McCoy Global’s products and services, although there are many factors that may impact any correlation.

A summary of historical and forecasted rig and well counts, which includes both land and offshore, obtained from Spears & Associates Drilling and Production Outlook, June 2018, is as follows:

**International vs North American Rig\*\* & Well Counts**



A summary of historical and forecasted footage drilled, which includes both land and offshore, obtained from Spears & Associates Drilling and Production Outlook, June 2018, is as follows:



\*Forecasted  
\*\*Cumulative

The demand for McCoy Global’s products and services is ultimately driven by oil and natural gas prices. Oil and natural gas prices drive exploration and production companies to increase or decrease capital spending which in turn leads to a corresponding increase or decrease in drilling and completions activity. The Corporation has higher leverage to drilling activity than completions activity and as drilling activity increases or decreases, customers adjust purchasing of capital equipment and aftermarket products and services to meet demand of exploration and production companies. Sensor and

data acquisition products do offer some industry diversification, however, the majority of the revenue generated from these products and services is either directly or indirectly leveraged to oil and gas drilling activity as well.

Well construction continues to become more complex and there is greater emphasis within the industry on data acquisition and automation technologies. Technology resources are focused on the development of technology platforms which provide solutions to customer challenges.

Market conditions are continuing to improve in 2018 and appear poised for further growth over the second half of 2018 and into 2019.

McCoy remains in a strong position to take advantage of growth in all regions due to its large, global installed base of technologies including land and offshore applications.

**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.

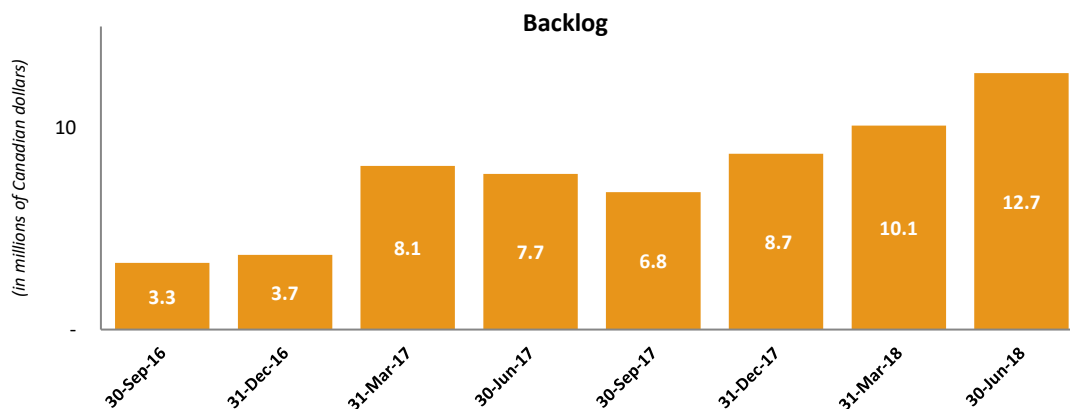
The Corporation defines backlog as orders that have a high certainty of being delivered and is measured on the basis of a firm customer commitment, such as the receipt of a purchase order. Customers may default on or cancel such commitments. In certain instances, the order is secured by a deposit and/or requires 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 once fulfilled.

Expected delivery dates for orders recorded in backlog are generally within six months.

Orders are typically received from customers in \$USD. At each balance sheet date, backlog is converted to \$CAD for presentation purposes in the MD&A. As a result, backlog balances can fluctuate from one balance sheet date to another because of foreign exchange volatility.

McCoy Global’s backlog as at June 30, 2018 totaled \$12.7 million (Q1 2018 - \$10.1 million), an increase of \$2.6 million or 26% from March 31, 2018.



**Book-to-Bill Ratio**

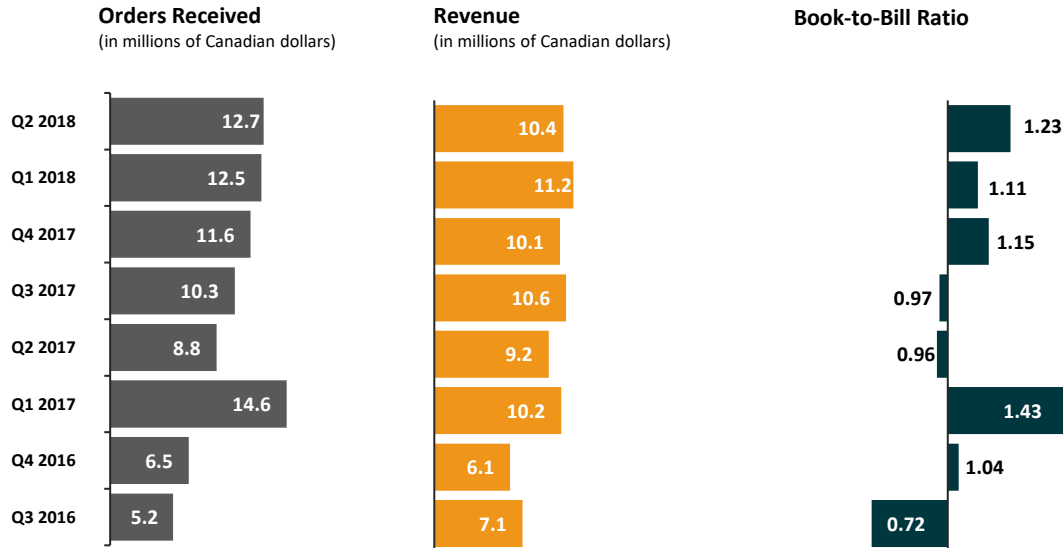
The book-to-bill ratio is a measure of the amount of net sales orders received to revenues recognized. The ratio is an indicator of customer demand and sales order processing times. The book-to-bill ratio is not a GAAP measure and therefore the definition and calculation of the ratio will vary among 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.

Orders received are those orders in a period which have been included in backlog. Orders received are typically booked in \$USD. For each reporting period, orders received are converted to \$CAD at an average foreign exchange rate for the



period. As a result, orders received can fluctuate from one reporting period to another because of foreign exchange volatility.

Set out below are orders received, revenue and the book-to-bill ratio:



## STRATEGY AND CORE BUSINESS VISION

**MCCOY GLOBAL'S VISION IS TO BE THE LEADING PROVIDER OF CRITICAL DATA ACQUISITION AND WELLBORE INTEGRITY SOLUTIONS FOR THE GLOBAL ENERGY INDUSTRY**

McCoy Global is a leading provider of equipment and technologies designed to support wellbore integrity and assist with collecting critical data for the global energy 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 and development.

The Corporation is engaged in the following:

- design, production and distribution of capital equipment to support wellbore integrity and to support capital equipment sales through aftermarket products and services such as technical support, consumables, and replacement parts;
- design, production and distribution of data collection technologies used in rugged applications for the global energy industry as well as in construction, marine and aerospace;
- repair, maintenance, and calibration of the Corporation's capital equipment and similar competitor products; and
- rental of the Corporation's capital 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 FZE	United Arab Emirates	Eastern Hemisphere	100%
McCoy Global USA, Inc.	United States	United States, Central America & Latin America	100%

## FINANCIAL RESULTS

### SUMMARY OF CONSOLIDATED FINANCIAL RESULTS

<b>For the three months ended June 30</b> (\$000 except per share amounts)	<b>2018</b>	<b>2017</b>
Revenue	<b>10,391</b>	9,214
Net loss	<b>(2,954)</b>	(3,097)
Per common share – basic	<b>(0.11)</b>	(0.11)
Per common share – diluted	<b>(0.11)</b>	(0.11)
Adjusted EBITDA	<b>(772)</b>	(919)
Per common share – basic	<b>(0.03)</b>	(0.03)
Per common share – diluted	<b>(0.03)</b>	(0.03)

<b>As at and for the six months ended June 30</b> (\$000 except per share amounts)	<b>2018</b>	<b>2017</b>
Revenue	<b>21,634</b>	19,428
Net loss	<b>(4,905)</b>	(6,673)
Per common share – basic	<b>(0.18)</b>	(0.24)
Per common share – diluted	<b>(0.18)</b>	(0.24)
Adjusted EBITDA	<b>(1,254)</b>	(904)
Per common share – basic	<b>(0.05)</b>	(0.03)
Per common share – diluted	<b>(0.05)</b>	(0.03)
Dividends per common share	-	-
Total assets	<b>53,893</b>	68,255
Total liabilities	<b>15,664</b>	16,422
Total non-current liabilities	<b>4,625</b>	3,428

EBITDA and adjusted EBITDA are calculated as follows:

(\$000)	Three months ended June 30		Six months ended June 30	
	2018	2017	2018	2017
Net loss	(2,954)	(3,097)	(4,905)	(6,673)
Depreciation of property, plant and equipment	1,422	597	1,784	1,259
Income tax expense (recovery)	263	(214)	284	(474)
Amortization of intangible assets	154	210	292	426
Finance charges, net	61	51	99	76
<b>EBITDA</b>	<b>(1,054)</b>	<b>(2,453)</b>	<b>(2,446)</b>	<b>(5,386)</b>
Impairment charges	902	-	902	348
Restructuring charges	126	365	924	1,361
Share-based compensation	126	114	94	181
(Reversals) provisions for excess and obsolete inventory	(450)	648	(592)	1,717
Other losses (gains), net	(422)	407	(136)	875
<b>Adjusted EBITDA</b>	<b>(772)</b>	<b>(919)</b>	<b>(1,254)</b>	<b>(904)</b>

## REVENUE

(\$000 except percentages)	For the 3 months ended June 30				For the 6 months ended June 30			
	2018	2017	Change	% Change	2018	2017	Change	% Change
<b>Revenue</b>	<b>10,391</b>	9,214	1,177	13%	<b>21,634</b>	19,428	2,206	11%

Overall industry fundamentals have continued to show positive signs in 2018. The amount of orders received has increased for four sequential quarters and backlog increased to \$12.7 million as at June 30, 2018. This increase in customer activity points to increased revenue in the back half of 2018.

Industry fundamentals are driving the revenue increase, which is mostly attributable to an increase in aftermarket revenue. Backlog contains an increase in capital equipment orders, which will be realized in upcoming quarters.

Geographically, the Eastern Hemisphere has seen the largest increase in revenue, including equipment orders in the offshore market. The Western Hemisphere remains a strong market but is subject to higher competition and pricing pressure.

In addition, during the quarter the Corporation delivered its first orders for McCoy's new high torque hydraulic power tong and progressed its development of a next generation torque turn system. Developing new technologies is key to McCoy's longer term strategic plan.

## GROSS PROFIT

(\$000 except percentages)	For the 3 months ended June 30				For the 6 months ended June 30			
	2018	2017	Change	% Change	2018	2017	Change	% Change
<b>Gross profit</b>	<b>1,823</b>	1,648	175	11%	<b>4,719</b>	3,493	1,226	35%
<i>Gross profit %</i>	<b>18%</b>	18%	-%		<b>22%</b>	18%	4%	

Reported gross profit has remained relatively comparable for the three and six months ended June 30, 2018. Included in gross profit is the impact of inventory provision adjustments, which was a \$0.5 million recovery in the second quarter of 2018 and a \$0.6 million expense in the comparative quarter. In addition, a one-time depreciation charge was taken in the

second quarter of 2018 as a result of a change in accounting estimates used to depreciate rental equipment, which increased depreciation in the quarter by \$1.0 million.

### GENERAL AND ADMINISTRATION EXPENSE (G&A)

(\$000 except percentages)	For the 3 months ended June 30				For the 6 months ended June 30			
	2018	2017	Change	% Change	2018	2017	Change	% Change
<b>G&amp;A</b>	<b>2,331</b>	2,474	-143	-6%	<b>4,594</b>	4,577	17	-%
<i>G&amp;A as a % of revenue</i>	<b>22%</b>	27%	-5%		<b>21%</b>	24%	-3%	

G&A was consistent with the comparative periods for both the three months and six months ended June 30, 2018. However, as a percentage of revenue, G&A continues to decline as a result of efforts to identify efficiencies and simplify the organization. As McCoy continues to realize an increase in revenues, similarly sized increases in G&A are not anticipated.

### SALES AND MARKETING EXPENSE

(\$000 except percentages)	For the 3 months ended June 30				For the 6 months ended June 30			
	2018	2017	Change	% Change	2018	2017	Change	% Change
<b>Sales and marketing expense</b>	<b>639</b>	958	-319	-33%	<b>1,436</b>	1,866	-430	-23%
<i>Sales and marketing expense as a % of revenue</i>	<b>6%</b>	10%	-4%		<b>7%</b>	10%	-3%	

Sales & marketing expense has decreased from the comparative periods in both the three and six months ended June 30, 2018.

The decline is a result of restructuring efforts, which saw the consolidation of the sales force in key regions in the world and allowed for the realization of a number of efficiencies. However, through-out the restructuring initiatives, McCoy has remained committed to maintaining a customer focused approach built around responsiveness, a strong technical core knowledge and a business partner philosophy. This approach has improved collaboration with customers on several key projects including the recently commercialized 10" 40K power tong.

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

(\$000 except percentages)	For the three months ended June 30				For the six months ended June 30			
	2018	2017	Change	% Change	2018	2017	Change	% Change
<b>R&amp;D expense</b>	<b>877</b>	704	173	25%	<b>1,521</b>	1,537	(16)	-%
<b>Capitalized development expenditures</b>	<b>74</b>	399	(325)	-81%	<b>164</b>	433	(269)	-62%
<b>R&amp;D expenditures</b>	<b>951</b>	1,103	(152)	-14%	<b>1,685</b>	1,970	(285)	-14%
<i>R&amp;D expenditures as a % of revenue</i>	<b>9%</b>	12%	-3%		<b>8%</b>	10%	-2%	

R&D expenditures are slightly down from the comparative periods but have been relatively consistent for the three and six months ended June 30, 2018.

Investments to develop new technologies and upgrade product lines remain a key priority for McCoy Global. The base level of investment required to support technology initiatives is relatively consistent period to period and is expected to continue.

**OTHER ITEMS**

(\$000 except percentages)	For the 3 months ended June 30				For the 6 months ended June 30			
	2018	2017	Change	% Change	2018	2017	Change	% Change
<b>Impairment charges</b>	<b>902</b>	-	902	100%	<b>902</b>	348	554	159%
<b>Restructuring charges</b>	<b>126</b>	365	(239)	-65%	<b>924</b>	1,361	(437)	-32%
<b>Finance charges, net</b>	<b>61</b>	51	10	20%	<b>99</b>	76	23	30%
<b>Other losses, net</b>	<b>(422)</b>	407	(829)	-204%	<b>(136)</b>	875	(1,011)	-116%

Impairment charges recognized during the three months ended June 30, 2018 relate to internally generated intellectual property. McCoy Global reviewed capitalized development costs related to new product development projects and determined that the future economic benefits expected from the use of these assets was uncertain. Impairment charges recognized in the comparative period relate to certain property, plant and equipment and intellectual property deemed impaired in response to the restructuring initiatives undertaken.

Restructuring charges relate to restructuring initiatives to reduce the Corporation's cost structure. Costs incurred during the three and six months ended June 30, 2018 primarily relate to:

- (i) the closure of McCoy's production facility in Edmonton, Alberta;
- (ii) transitioning production from Edmonton, Alberta to Broussard, Louisiana; and
- (iii) consolidating Eastern Hemisphere operations in the UAE, which resulted in the closure of service and distribution facilities in Aberdeen, United Kingdom and Singapore.

Finance charges, net, includes borrowing costs offset by interest income on cash and cash equivalents. During the quarter, McCoy closed a \$4M USD financing, which moving forward will impact finance charges over the remainder of 2018.

Other losses, net, primarily includes costs and recoveries associated with foreign exchange fluctuations, merger and acquisition activities and any gains or losses on the disposal of property, plant and equipment.

**SUMMARY OF QUARTERLY RESULTS**

(\$000 except per share amounts)	2018		2017				2016	
	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30
Revenue	<b>10,391</b>	11,243	10,054	10,563	9,214	10,214	6,120	7,137
Impairment and restructuring charges (reversals)	<b>1,028</b>	798	1,288	319	365	1,344	(54)	(415)
Net loss	<b>(2,954)</b>	(1,951)	(6,254)	(3,390)	(3,097)	(3,576)	(4,359)	(3,094)
Basic loss per share	<b>(0.11)</b>	(0.07)	(0.23)	(0.12)	(0.11)	(0.13)	(0.16)	(0.11)
Diluted loss per share	<b>(0.11)</b>	(0.07)	(0.23)	(0.12)	(0.11)	(0.13)	(0.16)	(0.11)
EBITDA	<b>(1,054)</b>	(1,392)	(5,648)	(2,915)	(2,453)	(2,933)	(3,656)	(2,894)
Adjusted EBITDA	<b>(772)</b>	(482)	(898)	(1,494)	(919)	15	(1,620)	(2,322)

**LIQUIDITY AND CAPITAL RESOURCES**

As at (\$000)	June 30, 2018	December 31, 2017
Cash and cash equivalents	<b>12,618</b>	14,972
Restricted cash, as per credit facility	<b>500</b>	2,500
Borrowings	<b>(5,336)</b>	(4,930)
Net cash	<b>7,782</b>	12,542

As a result of the extended downturn in the oil and gas industry, the Corporation has generated a net loss for 13 consecutive quarters. The Corporation has managed through this period by taking a number of actions to reduce its cost structure. This has included, but is not limited to, restructuring of the business, consolidation of product lines, moving to an assembly only production model (with the exception of dies and inserts), reductions in the workforce, reducing overhead and discretionary spend, selling assets, reducing working capital and recovering tax losses. Although net cash has declined over this period, these actions have allowed the Corporation to maintain a positive net cash position and provided the flexibility to make strategic investments with a longer-term view.

The Corporation's borrowings were repaid during the first quarter of 2018. During the three months ended June 30, 2018, the Corporation executed a loan agreement to borrow \$4.0 million USD under a term loan repayable in equal principal payments over four years.

Anticipated capital spending in 2018 includes:

- working capital to support an increase in revenue anticipated over the second half of 2018;
- rental equipment to satisfy increasing customer demand;
- continued investment in new technologies;
- quarterly debt repayments under the Corporation's new credit facility;
- a nominal amount of capital expenditures to support production facilities; and,
- share repurchases under the Corporation's Normal Course Issuer Bid.

Market uncertainty continues to be a challenge in developing longer term forecasts for the Corporation. Although it appears that market conditions are improving and restructuring initiatives undertaken in the fourth quarter of 2017 and the first half of 2018 will result in a reduced cost structure, the Corporation continues to monitor its liquidity closely and will make adjustments in response to any significant changes in the business.

Selected cash flow information is as follows:

(\$000)	For the 3 months ended June 30		For the 6 months ended June 30	
	2018	2017	2018	2017
Cash (used in) operating activities	(4,469)	(2,805)	(4,150)	(1,182)
Cash (used in) investing activities	(349)	(612)	(762)	(9,236)
Cash generated from (used in) financing activities	5,024	(319)	2,062	3,076
Debt to equity ratio	0.41 to 1	0.32 to 1	0.41 to 1	0.32 to 1

Cash used in operating activities for the three and six months ended June 30, 2018 was primarily used to increase working capital in anticipation of an increase in revenue in the second half of 2018. EBITDA losses also negatively impacted cash flow generated during the quarter. This was consistent with the comparative period.

Cash used in investing activities for the three and six months ended June 30, 2018 was primarily related to the purchase of property, plant and equipment and technology projects. In the comparative period, the asset purchase of 3PS was completed in the first quarter of 2017.

Cash generated from financing activities for the three months ended June 30, 2018 was primarily from the drawdown of the Corporations borrowings. In the six months ended June 30, 2018, the Corporation repaid its borrowings under a previous facility and \$2.0 million was released from its restrictions of borrowings.

## OUTSTANDING SHARE DATA

As at August 8, 2018 the following class of shares and equity securities potentially convertible into common shares were outstanding:

Common shares	27,580,839
Convertible equity securities:	
Stock options	1,890,000
Restricted share plan units	292,000

The stock options and restricted share plan units are exercisable into an equal number of common shares. Stock options may be exercised after they have vested. Restricted share plan units are converted to common shares at pre-determined vesting dates.



## **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 six-month period ended June 30, 2018 that have materially affected, or are reasonably likely to materially affect, our ICFR. No such changes have been identified. Please see page 22 of McCoy Global’s 2017 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 ending December 31, 2017 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 2017 Annual Report. Please refer to the page numbers listed below from McCoy Global’s 2017 Annual Report:

- Financial risk management and financial instruments – pages 60-63;
- Capital management – page 63;
- Contractual obligations and off-balance sheet arrangements – page 43;
- Related party transactions – page 63;
- Critical accounting estimates and judgements – pages 41-42; and
- Risks and uncertainties – pages 23-31.