MANAGEMENT'S DISCUSSION AND ANALYSIS

March 31, 2022

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EXPLANATORY NOTES

The following Management's Discussion and Analysis of Financial Results ("MD&A"), dated May 5, 2022, should be read in conjunction with the cautionary statement regarding forward-looking information and statements below, as well as the unaudited consolidated financial statements for the period ending March 31, 2022, and the audited consolidated financial statements and notes thereto, for the years ended December 31, 2021 and 2020. 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 and our website at 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:

- business strategy;
- future development and organic growth prospects;
- impact of re-structuring plans and cost structure;
- 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 and international trade relations;
- global health crisis;
- major operations disruption due to severe weather events;
- ability to effectively manage growth;
- business mergers and acquisitions;
- insurance sufficiency, availability and rate risk;
- supply chain disruption and increasing material costs;
- reliance on key persons and workforce availability;
- legal compliance;
- litigation;
- breach of confidentiality;
- shareholder activism;
- safety performance;
- foreign exchange;
- availability of financing;
- raising equity through the issuance of shares;
- customers' inability to obtain credit/financing;
- material differences between actual results and management estimates and assumptions;
- Greenhouse Gas ("GHG") regulations and other climate change related measures;
- change in government administrations;
- conservation measures and technological advances;
- terrorist attack or armed conflict;
- sufficiency of internal controls;
- 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 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 non-GAAP measures presented under IFRS.

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

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

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 earnings or loss 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.

STRATEGIC ACHIEVEMENTS

Entering 2022; we reaffirmed our commitment to key strategic objectives, and we are pleased to report our progress:

Advancing our Digital Technology Roadmap

To support a prosperous future regardless of market conditions, we committed to prudent investment in our "Digital Technology Roadmap" product development initiative. Since January 1, 2022, we achieved key development milestones on McCoy's Smart Tubular Running System (smartTR™) as planned:

- Reported the first commercial order for McCoy's FMS, the hydraulic rotary flush mounted spider that when fully connected (smartFMS™), handles casing while providing information on the state of the tool to the driller's display in real-time as well as the ability to integrate with the smartCRT™. Though we previously expected this product's commercial value would be best achieved only as part of the smartTR™ system, we have customer demand for this product on a stand-alone basis and we expect sales of several of these tools in 2022, providing value to the customer today and will be enhanced when later integrated in the smarTR™ system.

- Continued customer field trials for McCoy's smartCRT™ , an intelligent, connected enhancement of our conventional casing running tool that offers superior safety, efficiency and simplified operating procedures. Further field trials with a Middle East based Tier 1 National Oil Company are planned to commence in the second quarter.

- Completed further software enhancements for our Virtual Thread-Rep™ technology (VTR) for conventional casing running applications using hydraulic power tongs. These enhancements enable the torque turn software to autonomously evaluate and confirm premium connection make-up. In 2021, McCoy successfully completed external field trials with a Virtual Thread-Rep™ that allowed customers to remotely monitor and control premium connection make-up. Field trials conducted jointly with a US Tier-1 driller and an industry leading Thread OEM using a CRT application yielded strong results for tubular make-up of 10 wells and allowed for increased efficiency by reducing onsite personnel by 25%.

- During the first quarter of 2022, we experienced strong customer order intake for our McCoy Torque Turn system (MTT) as a result of the enhanced Virtual ThreadRep offering, which will translate to new product revenues in the coming quarters. 2022 will be a pivotal year for McCoy as we gain traction on our 'smart' product offerings, grow market adoption, and continue to build momentum on new product revenues.

Earnings Performance and Strengthened Balance Sheet

McCoy's strong first quarter performance demonstrates the solid financial operating leverage we expect to deliver as our order book builds. Our continued commitment to fiscal discipline resulted in net income of $0.2 million or 2% of revenue (Q1 2021 – net loss of $0.2 million or 3% of revenue), and Adjusted EBITDA of $1.4 million or 16% of revenue (Q1 2021 – Adjusted EBITDA of $0.7 million or 9% of revenue) on revenues of $8.9 million (Q1 2021 - $7.4 million). Our efficient cost structure has proven a strong foundation to leverage earnings growth as revenues further rebound as the year progresses.

Despite the many supply chain and logistic challenges faced globally, continued focus on productivity improvement and supply chain management allowed for strong gross profit results. For the first quarter, McCoy reported gross profit percentage of 30% of revenue, consistent with the comparative period and a sequential improvement from the 26% gross profit percentage reported in Q4 of 2021.

OUTLOOK AND FORWARD-LOOKING INFORMATION

McCoy reported a 91% increase in order intake to $13.2 million for the first quarter of 2022 (Q1 2021 - $6.9 million). Customer inquiries, quoting activity and order intake continued to improve in Q1 2022, particularly in the Eastern Hemisphere, resulting in a 74% increase in order backlog to $15.7 million (Q1 2021 $9.0 million). We expect this level of order backlog, coupled with continued growth in customer demand, to support strong sequential revenue and earnings growth in coming quarters.

With order backlog rebounding to levels only seen in pre-pandemic periods and a strong balance sheet, McCoy is well positioned for strong earnings growth for 2022. Increased drilling activity levels paired with new market entrants in international markets will serve to further enhance commercial opportunities for our smartCRT™. We also expect that the tightening labour market faced by our customers will serve to accelerate adoption of many of our new smart technology offerings, particularly in the US land region in both the near and long term.

As we enter 2022, we continue to focus on our key strategic initiatives to deliver value to all of our stakeholders:

- Growing market adoption of new and recently developed 'smart' portfolio products;
- Prudently investing in technology development initiatives;
- Taking advantage of the current market trajectory by focussing on revenue generation while continuing to successfully mitigate supply chain and logistic challenges;
- Continuing to build our equipment rental fleet to offer flexible solutions to customers where meaningful returns are expected; and
- Generating cashflow from operations through fiscal discipline and continued working capital efficiency.

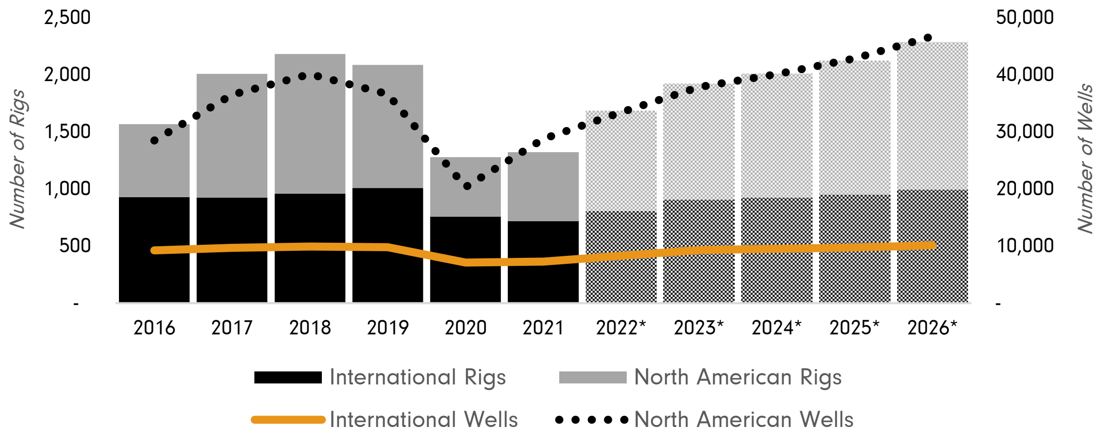
We believe this strategy, together with our committed and agile team, McCoy's global brand recognition, intimate customer knowledge and global footprint will further advance McCoy's competitive position, regardless of the market environment.

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, March 2022, is as follows:

International vs North American Rig** & Well Counts



*Forecasted
**Cumulative

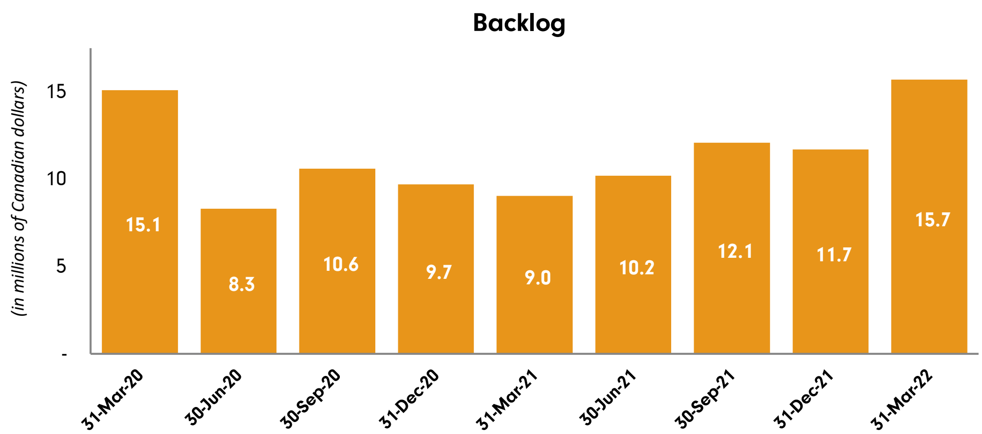
The demand for McCoy Global's products and services is related to drilling activity levels and customers' capital and operating budgets, which in turn are influenced by oil and natural gas prices and expectations as to future price trends. The availability of existing capital equipment adequate to serve drilling activity requirements, or lack thereof, further drives demand levels for McCoy's capital equipment products.

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.

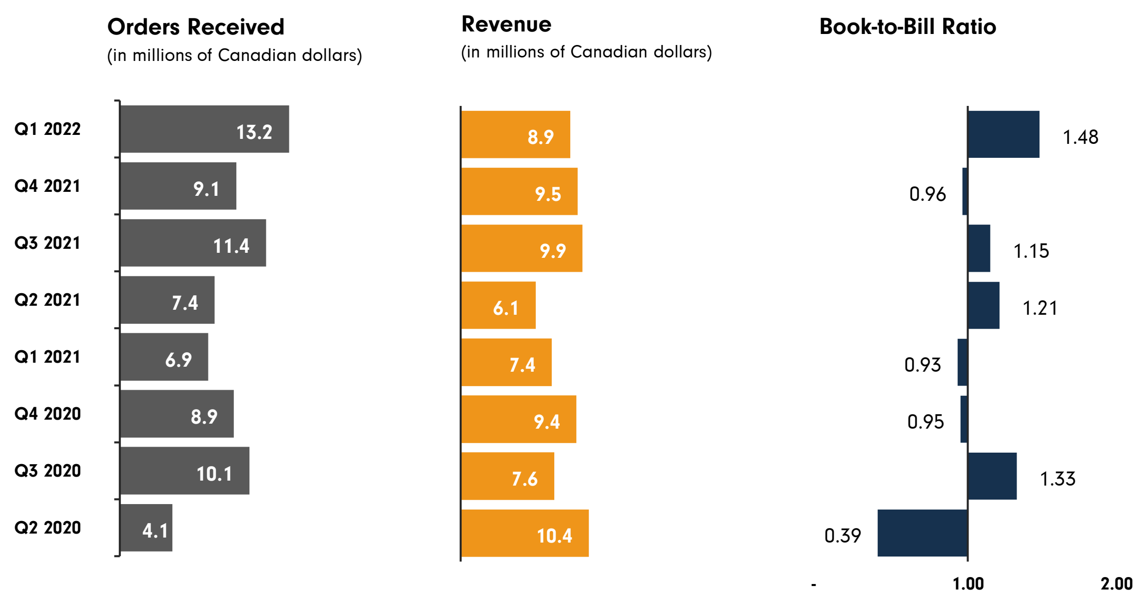
The Corporation defines backlog as orders that have a high certainty of being delivered and is measured on the basis of a firm customer commitment, such as the receipt of a purchase order. Customers may default on or cancel such commitments, however may be secured by a deposit and/or require reimbursement 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 once fulfilled. Expected delivery dates for orders recorded in backlog historically spanned from one to six months.

McCoy Global's backlog as at March 31, 2022 totaled $15.7 million (US$12.6 million), an increase of $4.0 million or 34% from backlog of $11.7 million (US$9.2 million) as at December 31, 2021. Compared to March 31, 2021, backlog increased $6.7 million, or 74%, from $9.0 million (US$7.2 million).



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:



BUSINESS VISION

Our vision is to leverage our global reputation of unparalleled expertise and trusted partnerships to transform tubular running operations, delivering unmatched safety and efficiency while reducing environmental impact through Smart Solutions

McCoy Global Inc. is incorporated and domiciled in Canada and is a leading provider of technologies and equipment designed to support tubular running operations, enhance 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 tubular running operations, enhance 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, nuclear and aerospace;
- repair, maintenance, and calibration of the Corporation's capital equipment and similar competitor products; and
- rental and subscription of the Corporation's products and technologies.

The oil & gas extraction complex has experienced an increasingly volatile pricing environment and growing public and investor pressure to reduce its impact on the environment and improve safety. In turn, producers have been acutely focused on managing their costs and adapting their business strategy to demonstrate compliance with broader sustainability efforts.

McCoy has a reputation of innovation within tubular running services (TRS) operations globally. The Corporation has extensive experience launching new products into the markets it serves, offering the highest quality and safety standards available, and has done so for more than three decades.

McCoy believes the TRS space is primed for transformation employing automation and machine learning. Tools and processes used in TRS today are mechanical, highly repetitive, require significant labour inputs, have a high rate of personnel safety exposure, and maintain minimal well integrity data. Recognizing this opportunity, McCoy has conceptualized a 'smart' TRS system that will operate autonomously using the Corporation's cloud-based data repository and machine learning to improve effectiveness. Our cloud-based platform and digital infrastructure that was developed in 2019, will enable future digital product offerings and enhancements. This cloud based, real time, remote data transmission infrastructure will support our ability to integrate, digitize, and automate the historically manual processes of tubular make up through our smartTR™ automated casing running system. The product suite includes five 'smart' products: Virtual Thread-Rep™, smartCRT™, smartFMS™, McCoy's smartTong, and McCoy's smart tailing stabbing arm (smartTSA™).

McCoy is engaged with three key customer groups:

Service Companies and Drilling Contractors - Producers are challenging contractors, across the board, to reduce costs. In many cases, their largest cost is people. With five years of decreasing oil and gas activity, personnel have left the industry to the point where there is now a critical shortage of skilled and experienced labour. Personnel safety, the shortage of experienced people, and the reality that 65% of TRS cost is directly attributable to labour, is a driving force behind the transition to an increasingly automated system.

Producers – McCoy's Virtual Thread Rep™ consolidates data on every connection made in a Producer's completion program. This repository of data supports verifiable and reliable well integrity that validates Environmental Social Governance (ESG) initiatives. In addition to providing enhanced data, remote operation can reduce up to 85% of the labour costs associated with TRS for our Producer group.

Tubular Manufacturers – Threaded connection integrity is the standard that all manufacturers are measured by. Tubular connections at wellsite, which are currently made up by people, will be controlled, and torqued to factory specifications by McCoy's 'smart' tools, leveraging autonomous machine learning. OEM's and manufacturers will benefit from reduced operational risk with systems in place to ensure connections are made correctly and in accordance with specifications related to project parameters, reducing the environmental impact of faulty connections and leaking wells.

McCoy's digital strategy will meet this demand. Our cloud platform is the nucleus of the Corporation's digital strategy and serves as a repository for real-time, complete well integrity data.

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

As at and for the three months ended March 31 ($000 except per share amounts)	**2022**	**2021**
Revenue	**8,891**	7,374
Net income (loss)	**174**	(158)
Per common share – basic	**0.01**	(0.01)
Per common share – diluted	**0.01**	(0.01)
Adjusted EBITDA	**1,461**	673
Per common share – basic	**0.05**	0.02
Per common share – diluted	**0.05**	0.02
Total assets	**55,522**	54,984
Total liabilities	**15,890**	19,981
Total non-current liabilities	**5,953**	12,924

EBITDA and adjusted EBITDA are calculated as follows:

For the three months ended March 31 ($000)	**2022**	**2021**
Net income (loss)	**174**	(158)
Depreciation of property, plant and equipment	**596**	502
Amortization of intangible assets	**200**	200
Finance charges, net	**176**	205
EBITDA	**1,146**	749
Other gains, net	**(201)**	(176)
Share-based compensation expense	**254**	185
Provision for (recovery of) excess and obsolete inventory	**262**	(85)
Adjusted EBITDA	**1,461**	673

REVENUE

	For the three months ended March 31			
($000 except percentages)	**2022**	2021	Change	% Change
Revenue	**8,891**	7,374	1,517	21%

Revenue for the three months ended March 31, 2022 continued to benefit from the rebound in activity as a result of strengthening industry fundamentals, particularly with respect to aftermarket, service and rental product lines.

Revenue for the three months ended March 31, 2021 was impacted by the decline in order intake experienced as a result of the COVID-19 pandemic. Second and third rounds of lockdowns, particularly in the Eastern Hemisphere, delayed NOC's (National Oil Company's) project approvals, which in turn deferred customers' capital spend.

GROSS PROFIT

	For the three months ended March 31			
($000 except percentages)	**2022**	2021	Change	% Change
Gross profit	**2,692**	2,212	480	22%
Gross profit as a % of revenue	***30%***	*30%*	*-%*	

Gross profit as a percentage of revenue for the three months ended March 31, 2022 was 30%, consistent with the first quarter of 2021. The benefit of additional production throughput was partially offset by additional freight and logistics costs. Despite the many supply chain challenges faced globally, successful supply chain management allowed us to navigate cost headwinds and maintain product margins.

Gross profit for the three months ended March 31, 2022 was also unfavorably impacted by a $0.3 million provision of excess and obsolete inventory (three months ended March 31, 2021 – nominal recovery of excess and obsolete inventory), this was partially offset by $0.2 million property tax rebate received in the quarter.

GENERAL AND ADMINISTRATION EXPENSE (G&A)

	For the three months ended March 31			
($000 except percentages)	**2022**	2021	Change	% Change
G&A	**1,595**	1,567	28	2%
G&A as a % of revenue	***18%***	*21%*	*(3%)*	

G&A was consistent with the comparative period as the Corporation continues to maintain discipline around overhead expenditures, further demonstrating the solid financial operating leverage we expect to deliver as our order book builds.

SALES AND MARKETING EXPENSE (SALES & MARKETING)

($000 except percentages)	For the three months ended March 31			
	2022	2021	Change	% Change
Sales & Marketing	**352**	346	6	2%
Sales & Marketing as a % of revenue	***4%***	*5%*	*(1%)*	

Sales & Marketing remains consistent with the comparative period. Travel activity is expected to increase as the year progresses to support rebounding order activity with improvements in market conditions.

RESEARCH AND DEVELOPMENT (R&D)

($000 except percentages)	For the three months ended March 31			
	2022	2021	Change	% Change
R&D expense	**596**	428	168	39%
Capitalized development expenditures	**358**	351	7	2%
R&D expenditures	**954**	779	175	22%
R&D expenditures as a % of revenue	***11%***	*11%*	*0%*	

During the three months ended March 31, 2022, McCoy further advanced its 'Digital Technology Roadmap' initiative through the continued development of 'smart' product offerings that will be digitally integrated into its automated tubular running system smartTR™. Capitalized development expenditures include internal product design and development hours, in addition to $0.2 million of external spend related to field trials, prototype materials, and certification costs. During the first quarter, development was completed for McCoy's smartFMS™ technology, and an order was received for the completed tool. McCoy's smartFMS™ is a rotary equipment developed to handle casing using replaceable die carriers and provides back-up torque from first pipe joint, hence removing the need for manual backup tongs. For the remainder of 2022, the Corporation has committed up to US$0.9 million of growth capital to accelerate its 'Digital Technology Roadmap' initiative by integrating these product offerings into smartTR™, McCoy's fully automated casing running system.

During the three months ended March 31, 2021, capitalized development expenditures were centered around McCoy's smartCRT™ and development plans were commenced for McCoy's Virtual Thread Rep™ 3.0 technology, which will allow machine learning to evaluate and confirm premium connection make-up.

OTHER ITEMS

($000 except percentages)	2022	2021	Change	% Change
	For the three months ended March 31			
Other gains, net	**(201)**	(176)	(25)	14%
Finance charges, net	**176**	205	(29)	(14%)

For the three months ended March 31, 2022, other gains, net is comprised primarily of gains on disposal of property, plant and equipment offset by costs associated with strategic alternatives assessment and foreign exchange losses. In the comparative period, other gains, net is comprised primarily of government assistance payments related to the Canadian Emergency Wage Subsidy, gains on the disposal of property, plant and equipment offset by foreign exchange losses.

Finance charges, net, includes borrowing costs, finance charges imputed on operating leases in accordance with IFRS 16, offset by interest income on cash and cash equivalents.

SUMMARY OF QUARTERLY RESULTS

	2022	2021				2020		
($000 except per share amounts)	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30
Revenue	**8,891**	9,451	9,885	6,086	7,374	9,369	7,621	10,361
Net earnings (loss)	**174**	2,464	621	1,151	(158)	(2,150)	(720)	782
Per share – Basic	**0.01**	0.09	0.02	0.04	(0.01)	(0.08)	(0.03)	0.03
Per share – Diluted	**0.01**	0.08	0.02	0.04	(0.01)	(0.08)	(0.03)	0.03
EBITDA	**1,146**	3,504	1,551	2,077	749	(1,116)	312	1,886
Adjusted EBITDA	**1,461**	1,213	1,377	174	673	153	365	1,327

LIQUIDITY AND CASH FLOW

Selected cash flow information is as follows:

For the three months ended March 31 ($000)	**2022**	2021
Cash used in operating activities	**(573)**	(443)
Cash used in investing activities	**(266)**	(278)
Cash generated from financing activities	**23**	3,347

Cash used in operating activities for the three months ended March 31, 2022 was related to an increase in inventory to fulfill orders backlog in future quarters as well as increased trade receivable balances due to customer shipments more heavily weighted to the end of the quarter, offset by positive EBITDA. In the comparative period, cash used in operating activities was driven by an increase in trade receivables, offset by positive EBITDA.

Cash used in investing activities for the three months ended March 31, 2022 related to investment in McCoy's 'Digital Technology Roadmap' and additions to the Corporation's rental fleet, offset by proceeds on the disposition of certain rental equipment. For the three months ended March 31, 2021, cash used in investing activities was primarily comprised of McCoy's investment in its 'Digital Technology Roadmap.'

Cash generated in financing activities for the three months ended March 31, 2022 was primarily related to changes in restricted cash offset by principal elements of lease payments. In the comparative period, cash generated in financing activities was related to proceeds received under the Corporation's application for the second round of a US Paycheck Protection Program Loan (PPP), as well as an additional US$1.0 million drawn under the Corporation's secured term facility. This was partially offset by scheduled repayments under existing credit facilities and principal elements of lease payments.

As at ($000)	**March 31, 2022**	December 31, 2021
Cash and cash equivalents	**10,180**	11,139
Restricted cash, as per credit facility	**775**	885
Borrowings	**(4,142)**	(4,194)
Net cash	**6,813**	7,830
Debt to equity ratio	**0.40**	0.57
Undrawn availability under revolving demand facility	**3,124**	3,170
Undrawn availability under term facility	**-**	-

McCoy remains committed to managing the business for success through diligently managing the Corporation's liquidity. Generating operating cashflows and increasing working capital efficiency is a key priority for the Corporation.

Anticipated capital spending for the remainder of 2022 includes:

- up to US$0.3 million of investment in Corporation's Digital Technology Roadmap, primarily related to prototyping, field trials, and certification costs;
- strategic investment in rental equipment where meaningful returns are expected; and
- nominal investments in production facility equipment.

OUTSTANDING SHARE DATA

As at May 5, 2022 the following class of shares and equity securities potentially convertible into common shares were outstanding:

Common shares	28,252,489
Convertible equity securities:	
Stock options	1,585,000
Restricted shares	535,000

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.

Options with the following exercise price ranges were outstanding as at May 5, 2022:

Exercise price range	Options outstanding	Weighted average remaining contractual life
	#	years
<$1	685,000	7.61
$1 to $2	520,000	4.66
$2 to $3	180,000	4.68
$3 to $4	200,000	2.87
	1,585,000	5.71

CONTROLS AND PROCEDURES

INTERNAL CONTROLS OVER FINANCIAL REPORTING ("ICFR")

Management has evaluated whether there were changes in our Internal Controls over Financial Reporting ("ICFR") during the three-month period ended March 31, 2022 that have materially affected, or are reasonably likely to materially affect, our ICFR. No such changes have been identified.

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, 2021 is available on SEDAR at www.sedar.com.

Other Interim MD&A Requirements

There have been no significant changes in the following items from those described in our 2021 MD&A and Consolidated Annual Financial Statements. Please refer to the page numbers listed below from McCoy Global's 2021 MD&A and Consolidated Annual Financial Statements:

- Financial risk management and financial instruments – pages 39-42 Consolidated Annual Financial Statements;
- Capital management – page 42 Consolidated Annual Financial Statements;
- Contractual obligations – page 22 MD&A;
- Related party transactions – page 42 Consolidated Annual Financial Statements;
- Critical accounting estimates and judgements – pages 15-17 Consolidated Annual Financial Statements; and
- Risks and uncertainties – pages 26 MD&A.