



**Management's Discussion and Analysis**

**For the three and six months ended June 30, 2019 and 2018**



---

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

**For the three and six months ended June 30, 2019 and 2018**

---

This Management Discussion and Analysis (MD&A) should be read in conjunction with the unaudited consolidated financial statements and the notes contained therein of Enterprise Group, Inc. ("Enterprise", the "Company" or the "Corporation") for the three and six months ended June 30, 2019. The Company prepares its financial statements in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). The documents are available at [www.sedar.com](http://www.sedar.com) and at [www.enterprisegrp.ca](http://www.enterprisegrp.ca).

*This MD&A was prepared effective August 7, 2019.*

### **FORWARD-LOOKING INFORMATION**

Certain information in the MD&A, other than statements of historical fact, may include forward-looking information that involves various risks and uncertainties. Forward-looking statements may contain words such as "may", "will", "should", "could", "anticipate", "believe", "expect", "intend", "plan", "potential", "continue", and similar expressions and statements relating to matters that are not historical facts. These may include, without limitation, statements based on current expectations involving a number of risks and uncertainties related to pipeline and facilities construction and maintenance services associated with the oil and gas industries and utility services and the domestic and worldwide supplies and commodity prices of oil and gas.

These risks and uncertainties include, but are not limited to, seasonal weather patterns, maintaining and increasing market share, government regulation of energy and resource companies, terrorist activity, the price and availability of alternative fuels, the availability of pipeline capacity, potential instability or armed conflict in oil producing regions, overall economic environment, the success of integrating and realizing the potential of acquisitions, ability to attract and retain key personnel, technological change, demand for services provided by Enterprise, and fluctuations in the value of the Canadian dollar relative to the US dollar.

These risks and uncertainties may cause actual results to differ from information contained herein. There can be no assurance that such forward-looking information will prove to be accurate. Actual results and future events could differ materially from those anticipated in such forward-looking information. The forward-looking information is based on the estimates and opinions of management on the dates they are made and are expressly qualified in their entirety by this notice. The Company assumes no obligation to update forward-looking information should circumstances or management's estimates or opinions change as a result of new information or future events. Readers should not place undue reliance on forward-looking information.

### **COMPANY PROFILE**

The Corporation provides specialized equipment and services in the build out of infrastructure for the energy, pipeline, and infrastructure construction industries. The Corporation's focus is specialty equipment rentals and service. With corporate headquarters in St. Albert, Alberta, Canada; site offices in Morinville, Edmonton, Rocky Mountain House, Drayton Valley, Hinton, Whitecourt, and Grande Prairie, Alberta; Pouce Coupe, and Fort St. John, British Columbia, Enterprise is strategically located near its customers. The Corporation's strategy is to acquire complementary service companies in Western Canada, consolidating capital, management and human resources to support continued growth.

In September 2012, Enterprise expanded by acquiring Artic Therm International Ltd. ("Artic Therm" or "ATI"). Founded in 1998, Artic Therm is an industry leader in providing flameless heat technology to the broad-based construction and oil & gas industries in Western Canada. Artic Therm provides flameless heaters ranging in heat output from 375,000 British Thermal Units ("BTUs") to 3,300,000 BTUs.



In June 2013, Enterprise became engaged in the highly specialized trenchless solutions field through its acquisition of Calgary Tunnelling & Horizontal Augering Ltd. (“Calgary Tunnelling” or “CTHA”). Calgary Tunnelling was founded in 1984 and is a leader in this segment of the construction industry. This business unit utilizes a number of trenchless disciplines to complete projects efficiently and safely, including laser guided boring and augering, pipe ramming and pipe jacking/tunnel boring. Calgary Tunnelling performs its services from the west coast through to central Canada across the energy, utility and infrastructure segments. Its clients range from Canada's largest rail companies and premier utility providers to leading infrastructure contractors and some of North America's largest pipeline companies.

On January 3, 2014, Enterprise began providing oilfield infrastructure site services and rentals through its acquisition of Hart Oilfield Rentals Ltd. (“Hart”). Hart is a full service oilfield site service infrastructure company providing services and rentals to its oil and gas customers operating within the Western Canadian Sedimentary Basin. Hart's rental fleet includes patent-pending highly efficient modular designs that provide its competitive advantage. Hart designs, manufactures and assembles its modular/combo equipment (including fuel, generator, light stand, sewage treatment, medic, security and truck trailer combos), or when required, subcontracts manufacturing to local suppliers. Hart's broad conventional and modular/combo rental equipment fleet is designed to provide “one-stop” on-site infrastructure to support drilling and completion operations. Hart services highly active plays of West Central Alberta and Northeast British Columbia, including Cardium, Duvernay, Montney and the Deep Basin from four service locations in Alberta (Drayton Valley, Whitecourt, Grande Prairie and Hinton) and a fifth location in British Columbia (Pouce Coupe) where it maintains office and yard facilities.

On October 1, 2014, Enterprise completed the acquisition of Westar Oilfield Rentals Inc. (“Westar”), a privately held oilfield site service infrastructure company based in Fort St. John, British Columbia. This acquisition provides both revenue and cost synergies with Hart. Furthermore, it provides the Company with a foothold in the important Fort St. John market and a platform from which to introduce all of Enterprise's services.

On July 7, 2016, Enterprise Group, Inc. closed a transaction to divest substantially all the assets of T.C. Backhoe & Directional Drilling Ltd. (“TCB”). TCB provided directional drilling and installation of underground power, telecommunications and natural gas lines to the utility infrastructure segment. These activities were conducted from the Corporation's Sherwood Park, Alberta construction office.

On March 22, 2018, Enterprise closed a transaction to divest substantially all the assets of Calgary Tunnelling & Horizontal Augering Ltd. (“CTHA”). CTHA provided specialized trenchless solutions for the energy, utility and infrastructure industries. These activities were conducted from the Corporation's Calgary, Alberta office.

### **Seasonality of Operations**

The Corporation provides services to the oil and gas industry and infrastructure utility sectors. The oil and gas industry is affected by the seasonal nature of that industry. In general, the level of activity in the Canadian oil and gas industry is influenced by seasonal weather patterns. Wet weather and the spring thaw can make the ground unstable. Consequently, municipalities and provincial transportation authorities enforce road bans that restrict movement of rigs and other heavy equipment, thereby reducing activity levels. Certain oil and gas producing areas are located in areas that are inaccessible other than during the winter months because the ground surrounding the drilling sites in these areas consists of swampy terrain. Seasonal factors and unexpected weather patterns may lead to declines in the activity levels of exploration and production companies and corresponding declines in the demand for the services of the Corporation. Services provided to the utility infrastructure sector tend to be more evenly distributed throughout the calendar year although the spring thaw does affect movement of equipment even in the urban/suburban areas resulting in April and May being the slowest months of the year historically.



## OVERALL PERFORMANCE AND RESULTS OF OPERATIONS

	Three months June 30, 2019	Three months June 30, 2018 <sup>(2)</sup>	Six months June 30, 2019	Six months June 30, 2018 <sup>(2)</sup>
Revenue	\$3,192,272	\$3,240,620	\$10,341,694	\$10,050,856
Gross margin	\$64,794	\$(1,309,763)	\$3,136,273	\$815,639
Gross margin %	2%	(40)%	30%	8%
EBITDA <sup>(1)</sup>	\$(531,379)	\$(2,181,411)	\$2,030,425	\$(694,156)
Net loss and comprehensive loss	\$(2,234,060)	\$(3,334,737)	\$(1,541,075)	\$(144,494)
EPS	\$(0.04)	\$(0.06)	\$(0.03)	\$0.00

(1) Identified and defined under "Non-IFRS Measures".

(2) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA. The net operations of CTHA, including the prior period, are presented as a single amount in the consolidated statements of loss and comprehensive loss.

- The increased activity experienced in Q4 2018 continued into 2019, however an unseasonably wet spring and summer continued into July and has delayed the start of several projects. Industry wide price reductions and competition continues to impact margins, however through the Company's continued efforts to operate more efficiently and effectively manage its resources and costs, Enterprise improved its margins over the prior period. The Company's high level of service combined with its expertise and specialized equipment has allowed the Enterprise to retain long-term customers while expanding its customer base.
- Despite the wet weather during the second quarter, for the six months ended June 30, 2019, the Company generated positive cash flow from operations of \$3,174,494 compared to \$1,857,387 in the prior period. Over the same period the Company purchased and cancelled 126,000 shares at a cost of \$25,781. As result, the Company's share capital account was reduced by \$180,966, representing the average share value of outstanding shares. Enterprise believes its stock remains undervalued and will continue to re-invest positive cash flow to buy-back shares to enhance shareholder value.
- Revenue for the three months ended June 30, 2019, was \$3,192,272 which was relatively unchanged compared to the prior period. Revenue for the six months ended June 30, 2019, of \$10,341,694 increased by \$290,838 compared to the prior period.
- Gross margin for the three months ended June 30, 2019, was \$64,794 or 2%, an increase of \$1,374,557 compared to the prior period of negative \$(1,309,763) or (40%). EBITDA was \$(531,379) for the three months ended June 30, 2019, an increase of \$1,650,032 compared to the prior period. For the six months ended June 30, 2019, gross margin was \$3,136,273 or 30%, an increase of \$2,320,634 compared to the prior period of \$815,639 or 8%. EBITDA was \$2,030,425 for the six months ended June 30, 2019, an increase of \$2,724,581 compared to the prior period. Enterprise is realizing the benefits of its efforts to improve gross margin and EBITDA, which includes reducing third party rentals, reducing the use of external contactors and effectively managing resources and staffing levels.



## Selected Consolidated Expenses

Selected Consolidated Expenses:	Three months June 30, 2019	Three months June 30, 2018 <sup>(1)</sup>	Six months June 30, 2019	Six months June 30, 2018 <sup>(1)</sup>
General and administrative	\$596,173	\$871,648	\$1,105,848	\$1,509,795
Finance expense				
Finance expense on long term debt	\$230,633	\$211,950	\$450,103	\$476,065
Debt modification adjustments	\$(11,367)	\$(11,367)	\$(22,734)	\$(428,950)
Finance expense	\$219,266	\$200,583	\$427,369	\$47,115
Depreciation of property, plant and equipment	\$1,481,227	\$1,289,322	\$2,971,142	\$2,546,081

(1) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA. The net operations of CTHA, including the prior period, are presented as a single amount in the consolidated statements of loss and comprehensive loss.

### **General and administrative expenses**

General and administrative expenses for the three month period ended June 30, 2019, decreased by \$275,475 to \$596,173, compared to the prior period. For the six month period ended June 30, 2019, general and administration expenses decreased by \$403,947. Enterprise has historically operated with minimal head office infrastructure and the Company continues to promote efficiencies throughout the organization to reduce corporate level costs where possible.

### **Finance expense**

Finance expense includes interest charges on all outstanding debt including: the loan facility with PNC, leases, mortgage facilities and debt modification adjustments. The Company has utilized debt to support operations, fund capital expenditures and partially fund acquisitions as required. The finance expense on long term debt for the three months ended June 30, 2019, increased by \$18,683 from leasing activity compared to the prior period. For the six month period ended June 30, 2019, finance expense on long term debt decreased to \$450,103 from \$476,065 compared to the prior year resulting from a lower balance on the bank loan facility.

### **Depreciation of property, plant and equipment**

Depreciation of property, plant and equipment for the three months ended June 30, 2019, was \$1,481,227, an increase of \$191,905 compared to the prior period. For the six month period, depreciation of property plant and equipment was \$2,971,142, an increase of \$425,061 over the prior period. The increase is largely due to the implementation of IFRS 16 which came into effect on January 1, 2019. Under IFRS 16 the company reclassified commitments to right-of-use assets recorded on the Company's balance sheet as capital assets. As a result, the Company incurred higher depreciation costs than the prior period.

## OUTLOOK

There has been some positive news for the industry over the last few months: the decision to restart the Site C Dam project in Fort St. John, B.C.; the purchase of the Trans Mountain pipeline by the Federal Government; and the final decision to proceed with the LNG Canada project in Kitimat, B.C.

Unseasonably wet conditions in Q2 have pushed the start of several projects into to Q3. As a result of ongoing discussions with customers, management's confidence is building in its outlook for the Company and its services. Management remains confident in its strategic and operational plans and has a seasoned leadership team to guide the Company. Enterprise is committed to its customer base throughout the Western Canadian provinces and strives to provide excellent customer service and is excited about its future prospects.

Enterprise's customers include some of Canada's largest energy producers and utility service providers. The Company employs experienced management and is committed to maintaining a high quality of service provided to its clients. In Q2, the Company increased its customer base adding new clients as well as expanding services to existing clients across the organization. With the diversification of the Company's services, streamlining of our operations and our cash management measures, management believes the Company is well positioned to navigate a difficult commodity price environment.

Management continues to drive cost reductions throughout the Company to assist in offsetting pricing pressures and



reduced activity. In 2019, Enterprise benefited from cost reductions through increased margins and reduced expenses compared to prior periods. Cost reductions will continue in 2019, with management remaining committed to maintaining the quality of service provided to its clients to position the Company for the future increases in activity levels and large project approval.

Management will maintain a conservative approach towards capital spending and will continue to spend sufficient maintenance capital to keep its equipment fleet modern and to meet customer demands.

## SELECTED CONSOLIDATED FINANCIAL INFORMATION

	Three months June 30, 2019	Three months June 30, 2018 <sup>(2)</sup>	Six months June 30, 2019	Six months June 30, 2018 <sup>(2)</sup>
Revenue	\$3,192,272	\$3,240,620	\$10,341,694	\$10,050,856
EBITDA <sup>(1)</sup>	\$(531,379)	\$(2,181,411)	\$2,030,425	\$(694,156)
Loss before income tax	\$(2,234,060)	\$(3,920,374)	\$(1,541,075)	\$(3,629,757)
Loss from continuing operations	\$(2,234,060)	\$(2,861,551)	\$(1,541,075)	\$(2,647,767)
Loss and comprehensive loss	\$(2,234,060)	\$(3,334,737)	\$(1,541,075)	\$(144,494)
Basic and diluted loss per share	\$(0.04)	\$(0.06)	\$(0.03)	\$0.00
Weighted average common shares outstanding – basic	55,075,125	55,289,847	55,207,178	55,364,164
Weighted average common shares outstanding – diluted	55,075,125	55,289,847	55,207,178	55,364,164
Total common shares outstanding	55,021,374	55,207,374	55,021,374	55,207,374
Total assets	\$58,295,368	\$64,611,067	\$58,295,368	\$64,611,067
Total liabilities	\$14,190,945	\$13,293,737	\$14,190,945	\$13,293,737
Total equity	\$44,104,423	\$51,317,330	\$44,104,423	\$51,317,330

(1) Identified and defined under "Non-IFRS Measures".

(2) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA. The net operations of CTHA, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).

	Year ended December 31, 2018 <sup>(2)(3)</sup>	Year ended December 31, 2017 restated <sup>(2)(4)</sup>	Year ended December 31, 2016 restated <sup>(2)(4)(5)</sup>
Revenue	\$20,479,612	\$24,969,175	\$18,261,216
EBITDA <sup>(1)</sup>	\$81,588	\$5,934,404	\$1,411,826
Loss before income tax	\$(10,122,253)	\$(1,019,617)	\$(17,285,687)
Net loss from continuing operations <sup>(2)(3)</sup>	\$(8,366,169)	\$(845,439)	\$(14,221,535)
Net loss and comprehensive loss	\$(5,812,503)	\$(936,041)	\$(13,165,040)
Basic and diluted loss per share	(\$0.11)	(\$0.02)	(\$0.24)
Weighted average common shares outstanding – basic	55,259,974	55,641,747	55,652,374
Weighted average common shares outstanding – diluted	55,259,974	55,641,747	55,652,374
Total common shares outstanding	55,147,374	55,517,874	55,652,374
Total assets	\$60,128,999	\$81,482,330	\$84,600,493
Total liabilities	\$14,508,479	\$29,490,552	\$31,630,124
Total equity	\$45,620,520	\$51,991,778	\$52,970,369

(1) Identified and defined under "Non-IFRS Measures".

(2) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA. The net operations of CTHA, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).

(3) Includes a non-recurring and non-cash impairment charge for the year ended December 31, 2018 of \$3,887,300 (2017 - \$nil) relating to intangible assets and goodwill.

(4) In July 2016, the Company closed a transaction to divest substantially all the assets of TCB. The net operations of TCB, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).

(5) In December 2016, the Company decided to cease all operations relating to single pass tunneling. The net operations of this line of business, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).



## Cash Flow Information

A summary of cash flow information for the six months ended June 30, 2019 and 2018 is set out below:

Cash Flow Information	Six months June 30, 2019	Six months June 30, 2018 <sup>(1)</sup>
Net cash provided by operating activities	\$3,174,494	\$1,857,387
Net cash used by financing activities	(2,213,098)	(16,117,830)
Net cash (used) provided by investing activities	(851,270)	13,517,189
Change in cash and cash equivalents	110,126	(743,254)
Cash and cash equivalents, beginning of period	869,912	1,291,785
Cash and cash equivalents, end of period	\$980,038	\$548,531

(1) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA.

Operating activities provided net cash of \$3,174,494 compared to \$1,857,387 in the prior period.

Net cash used by financing activities reflects the regular debt reduction payments made during the year of \$646,079, repayment to the bank loan facility of \$1,123,052 and the use of \$25,781 in the share buyback program.

Net cash used by investing activities reflects \$1,172,069 paid to purchase equipment and \$320,799 of cash received from the sale of equipment.

## SUMMARY OF QUARTERLY RESULTS

	2019		2018 <sup>(1)(2)</sup>				2017	
	Jun. 30	Mar. 31	Dec. 31	Sep. 30	Jun. 30	Mar. 31	Dec. 31	Sep. 30
Revenue	\$3,192,272	\$7,149,422	\$5,581,767	\$4,846,989	\$3,240,620	\$6,810,236	\$7,385,315	\$5,706,413
Net (loss) income for the period	\$(2,234,060)	\$692,986	\$(4,567,789)	\$(1,100,220)	\$(3,334,737)	\$3,190,242	\$372,957	\$328,933
(Loss) Earnings per share - Basic and Diluted	\$(0.04)	\$0.01	\$(0.08)	\$(0.02)	\$(0.06)	\$0.06	\$0.01	\$0.01

(1) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA. The net operations of CTHA, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).

(2) Includes a non-recurring and non-cash impairment charge for the year ended December 31, 2018 of \$3,887,300 (2017 - \$nil) relating to intangible assets and goodwill.

Quarterly information is discussed in the "Overall Performance and Results of Operations" section of this MD&A.





## OUTSTANDING SHARE DATA

	August 7, 2019	June 30, 2019	December 31, 2018
Common shares outstanding	54,974,874	55,021,374	55,147,374
Stock options outstanding	5,500,000	5,540,000	4,835,000
Warrants outstanding	nil	nil	nil
Total	60,474,874	60,461,374	59,982,374

## SHARE BASED COMPENSATION

On May 10, 2019, the Company issued 965,000 options to Directors, Officers and employees of the Company. The weighted average fair value of the options granted was \$0.0526 estimated using the Black-Scholes Option Pricing Model. As the options vested immediately, the Company recorded share-based compensation of \$50,759 in Q2.

On July 2, 2019, options totalling 4,835,000 expired unexercised. Also on July 2, 2019, 4,535,000 options were approved by the Board of Directors of the Company.

## OFF-BALANCE SHEET ARRANGEMENTS

Enterprise enters into short-term and low value long-term contracts with various vendors to provide office space and equipment in our normal course of operations. Enterprise does not have off-balance sheet arrangements as at June 30, 2019.

## RELATED PARTY TRANSACTIONS

The Company has entered into various transactions in the normal course of business with corporations controlled by officers and directors of the Company. These transactions were recorded at the exchange amount established and agreed to by the parties. Management and consulting fees were paid to a company controlled by Leonard Jaroszuk, President and Chief Executive Officer as compensation for serving his role as an officer for the Company. Equipment rental fees in 2018 were paid to a company controlled by Leonard Jaroszuk, President and Chief Executive Officer, and Desmond O'Kell, Senior Vice President and Director, to rent equipment required for operating activities.

Six months ended June 30	2019	2018
Management and consulting fees	\$336,669	\$704,239
Equipment rental	\$nil	75,000
	<b>\$336,669</b>	<b>\$779,239</b>

In addition, in the first quarter of 2018, a success fee of \$600,000, associated with the CTHA transaction, was paid to companies controlled by Leonard Jaroszuk, President and Chief Executive Officer, Desmond O'Kell, Senior Vice President and Director, and Warren Cabral, Chief Financial Officer. These transactions were recorded at the exchange amount established and agreed to by the parties.

## CRITICAL ACCOUNTING JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

The following are significant management judgements, apart from those involving estimation uncertainty, in applying the accounting policies of the Company that have the most significant effect on the financial statements:

i. Leases

Under IFRS 16, management uses judgement to determine if contracts contain a lease. To make the assessment, management evaluates if the Company if the contract identifies a specific asset, the Company has the right to obtain

substantially all the economic benefits from use, and if the Company has the right to direct the use of the asset. Management uses judgement in determining the effective term for contracts where an extension or termination clause exists. Management considers historical behavior, forecasting, and future strategy when considering what a reasonable outcome is.

Prior to the adoption of IFRS 16, management used judgement in determining whether the lease is a finance lease arrangement that transfers substantially all the risks and rewards of ownership. Management evaluated the lease terms and in some cases the lease transaction is not always conclusive in its classification as a finance lease.

Management used judgement in determining whether modifications to a lease impacted its classification as a finance lease, and impacted the original financial liability. The specific details of the changes determined if they should be recognized immediately in the statement of loss and comprehensive loss or as part of the leased assets.

### **Leased assets**

Lease liabilities and right-of-use assets arising from a lease contract are initially measured at the present value of future lease payments. Lease liabilities include the net present value of the following net costs:

- fixed payments
- lease incentives receivable
- amounts expected to be payable from residual value guarantees
- the payment of a purchase option if the option is reasonably certain to be exercised
- payments of penalties for terminating a lease, if the assumed term would result in early termination
- variable lease payments that are based on an index or a rate

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used.

Right-of-use assets are initially measured net present value of the following net costs:

- the amount of the initial lease liability
- any prepaid lease payments made at or prior to commencement
- lease incentives received
- initial direct costs
- restoration costs

#### **ii. Deferred taxes**

Management estimates the probability of future taxable income in which deferred tax assets can be utilized based on the Company's forecasted budget. The Company also takes into consideration non-taxable income and expenses and the various tax rules in effect or expected to be in effect at a future date. If a positive forecast of taxable income indicates the probable use of a deferred tax asset, then the asset is recognized. The recognition of deferred tax assets that are subject to certain legal or economic limits or uncertainties is assessed by management based on specific circumstances.

### **ESTIMATION UNCERTAINTY**

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future periods affected.

Information about significant areas of estimation uncertainty in applying accounting policies that have the most significant effect on the amounts included in the financial statements included, but were not limited to, the following:

i. Share-based payments

The Company estimates the fair value of stock option awards using the Black-Scholes Option Pricing Model. Certain key assumptions used in the model include the expected interest rate, expected volatility, forfeitures, dividend yield and expected term.

ii. Property, plant and equipment and intangible assets

The Company estimates useful life, residual value and depreciation methods based on industry norms, historical experience, market conditions and future cash flows. It is possible that future results could be materially affected by changes in the above factors.

iii. Investment property

The determination of the fair value of the investment property requires the use of estimates based on local market conditions existing at the reporting date. In arriving at estimates of market values, the Company uses an expert in order to apply market knowledge and professional judgement.

iv. Business combinations

In a business combination, the Company may acquire assets and assume certain liabilities of an acquired entity. Estimates are made as to the fair value of property, plant and equipment, intangible assets, and goodwill, among other items. In certain circumstances, such as the valuation of property, plant and equipment, intangible assets and goodwill acquired, the Company may rely on independent third party valuers. The determination of these fair values involves a variety of assumptions, including revenue growth rates, expected operating income, discount rates, and earnings multiples.

v. Impairments

An asset or cash generating unit ("CGU") is impaired when its carrying value exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model, which incorporates the Company's budget and business plan. The recoverable amount is most sensitive to the discount rate used in the discounted cash flow model as well as the expected future cash flows and the growth rate used for extrapolation purposes. To arrive at cash flow projections the Company uses estimates of economic and market information over the projection period, including growth rates in revenues, estimates of future expected changes in operating margins, cash expenditures, the amount of property, plant and equipment required to achieve the cash flow projections, other future estimates of capital expenditures and changes in future working capital requirements.

vi. Impairment of financial assets

At the end of each reporting period, management monitors the expected credit loss against the net financial assets carried on the statement of financial position to assess credit risk and expected credit losses. Past events, and current conditions and reasonable supportable forecasts are considered to identify and determine the extent of impairment, if any.

vii. Income tax

The Company follows the asset/liability method for calculating deferred taxes. Tax interpretations, regulations and legislation in the various jurisdictions in which the Company operates are subject to change. As such, income taxes are subject to measurement uncertainty. Deferred tax assets are assessed by management at the end of the reporting period to determine the likelihood that they will be realized from future taxable earnings. Assessing the recoverability of deferred tax assets requires the Company to make significant estimates related to the expectations of future cash flows from operations and the application of existing tax laws in each jurisdiction.

## **NEW ACCOUNTING STANDARDS**

### ***IFRS 16 - Leases***

IFRS 16 replaces IAS 17 'Financial Instruments: Recognition and Measurement', IFRIC 4 'Determining whether an



Arrangement contains a Lease', SIC-15 'Operating Leases-Incentives' and SIC-27 'Evaluating the Substance of Transactions Involving the Legal Form of a Lease'. The new guidance makes significant changes to the previous guidance on the classification of operating leases under IAS 17. The remaining lease payments are measured at the present value and recorded as lease liabilities. All assets under lease are referred to as right-of-use assets moving forward. Lease contracts with a short lease term or where the underlying asset is of low value are exempt from being recognized on the balance sheet and expensed on a straight line basis over the term of the lease contract.

The Company has applied the new guidance retrospectively and without restatement upon initial application. Any impact of the transition is required to be recognized through an adjustment to the opening deficit balance at January 1, 2019, with the rules of IFRS 16 applied thereafter. There was no adjustment to opening retained deficit. The resulting additions to right-of-use assets at January 1, 2019, was \$1,242,004.

<b>Opening right-of-use assets</b>	<b>Opening Balance - January 1, 2019</b>
Buildings and premises	\$1,207,888
Small equipment	34,116
<b>Total</b>	<b>\$1,242,004</b>

Existing lease contracts at December 31, 2018, remained as lease liabilities at their previous asset carrying values. At December 31, 2018, the Company had \$1,324,542 in operating lease commitments for premise leases, truck leases, and office equipment. The remaining lease payments were measured at their present value using the Company's incremental borrowing rate. This value determined the value of the lease liability and the right-of-use assets. The impact to lease liability as a result of the transition was as follows:

<b>Opening lease liability</b>	<b>Opening balance - January 1, 2019</b>
Total operating lease commitments disclosed at December 31, 2018	\$1,324,542
Changes to lease classification	161,752
Impact of discounting at the incremental borrowing rate	(244,270)
<b>Total</b>	<b>\$1,242,004</b>

## **RISKS AND UNCERTAINTIES**

The Company's activities expose it to a variety of financial risks that arise as a result of certain financial instruments held such as credit risk, liquidity risk and market risk. The following presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk, and the Company's management of capital.

The Board of Directors oversees management's establishment and execution of the Company's risk management framework. Management has implemented and monitors compliance with risk management policies. The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to market conditions and the Company's activities.

### **Credit risk**

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Company is exposed to credit risk through cash and cash equivalents and trade and other receivables. The Company manages the credit risk associated with its cash and cash equivalents by holding its funds in financial institutions with high credit ratings. Credit risk for trade and other receivables are managed through established credit monitoring activities.

The Company has trade receivables from customers in the oil and gas industry, as well as customers in the utilities/infrastructure construction industry. Credit risk is mitigated due to significant customers being large industry leaders, following a program of credit evaluation and limiting the amount of customer credit where deemed necessary. The Company monitors trade receivables against an expected credit loss model to assess reasonability of impairment over accounts receivable. Individual invoices within trade receivables are written off when there is no reasonable



expectation of collecting payment. Losses from trade accounts receivable have not historically been significant. The Company has recorded a provision for doubtful accounts at June 30, 2019, of \$nil (December 31, 2018 - \$24,245).

At June 30, 2019, \$1,030,000 or 23% of trade receivables was from three customers compared to \$2,438,000 or 44% from four customers as at December 31, 2018.

	<b>June 30, 2019</b>		December 31, 2018	
Current (less than 90 days)	\$	<b>4,023,512</b>	\$	5,069,720
Past due (more than 90 days)		<b>473,201</b>		453,983
<b>Total</b>	<b>\$</b>	<b>4,496,713</b>	<b>\$</b>	<b>5,523,703</b>

### Liquidity Risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations. On an ongoing basis the Company manages liquidity risk by maintaining adequate cash and cash equivalents balances and appropriately utilizing available lines of credit. Management believes that forecasted cash flows from operating activities, along with available lines of credit, will provide sufficient cash requirements to cover the Company's forecasted normal operating activities, commitments and capital expenditures. For the period ended June 30, 2019, the Company generated 32% of revenue from three customers (2018 - 35% from one customer). No other customers comprise more than 10% of revenues.

The following are undiscounted contractual maturities of financial liabilities, excluding estimated interest and the impact of netting agreements at June 30, 2019:

<b>June 30, 2019</b>	<b>Total</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>After 5 years</b>
Trade and other payables	\$1,647,354	\$1,647,354	\$nil	\$nil	\$nil	\$nil	\$nil
Loans and borrowings	\$8,599,970	\$815,145	\$6,567,242	\$338,780	\$247,383	\$132,769	\$498,651
Operating lease commitments	\$nil	\$nil	\$nil	\$nil	\$nil	\$nil	\$nil
<b>Total contractual obligations</b>	<b>\$10,247,324</b>	<b>\$2,462,499</b>	<b>\$6,567,242</b>	<b>\$338,780</b>	<b>\$247,383</b>	<b>\$132,769</b>	<b>\$498,651</b>

The Company has no significant commitments to capital resources other than those disclosed in this MD&A.

### Market Risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the Company's income or the value of the financial instruments. Management has assessed the effect of a 1% interest rate increase or decrease in the prime lending rate at June 30, 2019, to impact the Company's annual interest expense by approximately \$72,000 (December 31, 2018 - \$84,000). The Company has not entered into any derivative agreements to mitigate this risk.

### Capital Management

The primary objective of capital management is to ensure the Company has sufficient capital to support its business and maximize shareholder value. The Company manages its capital in proportion to the risk of the underlying assets and makes adjustments in light of changes in economic conditions and risks. The Company's strategy remains unchanged from prior periods. Management considers its capital structure to include funded debt and adjusted capital of the Company. Adjusted capital comprises all components of equity (share capital, contributed surplus, warrants and deficit). Included in funded debt is the bank loan facility which requires the Company to maintain certain financial covenants as defined below. The Company's objectives when managing capital are to finance its operations and growth strategies and to provide an adequate return to its shareholders. In order to maintain or adjust the capital structure, the Company may issue new shares, or sell assets to reduce debt. As at June 30, 2019, the Company has met these objectives.



	June 30, 2019	December 31, 2018
Bank loan	\$ 6,037,129	\$ 7,186,998
Current portion of long-term debt	815,145	407,875
Long-term debt	1,711,696	1,251,078
Net funded debt	8,599,970	8,845,951
Shareholders' equity	44,104,423	45,620,520
Total capital	\$ 52,704,393	\$ 54,466,471

Included in net funded debt is the bank loan facility which requires the Company to maintain certain financial covenants.

"Fixed Charge Coverage Ratio" - EBITDA less unfinanced capital expenditures, less taxes paid divided by fixed charges.

"Senior Leverage Ratio" - the result of the amount of Senior Funded Debt of the Company and its subsidiaries on a consolidated basis, to the trailing twelve month EBITDA for the 12 month period ended as of such date.

"EBITDA" - earnings before finance expense, taxes, depreciation and amortization, loss (gain) on disposal of property, plant and equipment, fair value adjustments, impairment losses and share-based payments.  
The Company's covenants are as follows:

	June 30, 2019	Required	December 31, 2018	Required
Fixed charge coverage ratio	2.01	>1.25	N/A	N/A
Senior leverage ratio	2.58	<6.25	N/A	N/A
EBITDA	N/A	N/A	\$742,581	>\$569,080
Net capital expenditure (recovery)	\$1,095,649	<\$1,125,000	(\$10,318,232)	<\$1,125,000

As per the bank loan facility amendment agreement dated December 28, 2018, the fixed charge coverage ratio and the senior leverage ratio covenants were re-instated and the EBITDA covenant was removed for the quarter ended June 30, 2019. All other terms and conditions of the facility remain unchanged.

The minimum covenants are noted in the table above. The Company monitors these requirements on an ongoing basis and reports on its compliance to its lender on a monthly basis. The Company is in compliance with all covenants.

### Financial Instruments and Business Risks

The classification of a financial asset or liability is determined at the time of initial recognition. The Company does not enter into derivative contracts.

#### i. Financial assets

A financial asset is recognized when the Company has the contractual right to collect future cash flows. The Company's financial assets include cash and cash equivalents, trade and other receivables, and deposits. The contractual terms of these noted instruments result in cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets are initially recognized at fair value adjusted for applicable transactions costs. Any income or expenses related to financial assets, including impairment of trade receivables, is recognized in other income (expenses) through profit and loss.

Financial assets are subsequently measured at amortized cost using the effective interest method. Financial assets are derecognized when the contractual right to hold and collect future cash flows expires or substantially all risks and rewards have been transferred. Discounting of the future cash flows will be included if the impact is material.

ii. Financial liabilities

A financial liability is recognized when the Company has the contractual obligation to pay future cash flows. The Company's financial liabilities include loans and borrowings and trade and other payables. Financial liabilities are initially recognized at fair value adjusted for applicable transactions costs. Interest related charges and changes in an instrument's fair value due to contract modifications are reported through profit or loss. The financial liabilities are subsequently measured at amortized cost using the effective interest method. Financial liabilities are derecognized when the contracted consideration and risks have been transferred, or if the future obligation expires, is extinguished, or is cancelled.

In the event of a modification that does not result in derecognition, a modification adjustment is recognized through profit or loss. The adjustment is calculated as the change between the original contractual cash flows and the present value of the modified cash flows at the original contracted effective interest rate. Management will monitor debt instruments for significant events that affect future cash flows. Events that could lead to a modification may include amendments, large debt repayments, or large draws on a debt instrument.

Financial instruments are classified into one of the following levels of fair value hierarchy:

Level 1 - Fair value measurements based on unadjusted quoted prices in active markets for identical assets or liabilities that can be accessed at the measurement date.

Level 2 - Fair value measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability either directly or indirectly.

Level 3 - Fair value measurements derived from valuation techniques that include unobservable inputs.

For the comparative year prior to adoption of IFRS 9, financial instruments were classified as follows:

i. Loans and receivables

The Company's cash and cash equivalents, trade and other receivables, and deposits are classified as loans and receivables. Loans and receivables are subsequently measured at amortized cost using the effective interest method.

ii. Other financial liabilities

The Company's loans and borrowings and trade and other payables are classified as other financial liabilities. Other financial liabilities are subsequently measured at amortized cost using the effective interest method.

**Other Risks**

Other risks include:

- Commodity pricing – Fluctuation in the price of petroleum products is a business risk that impacts the Company directly. Oil and gas prices determine the economic feasibility of exploration and drilling activity in the oil and gas industry, to which the Company provides its services. High prices increase demand for the Company's services, while adverse or lower prices impact the Company's ability to generate revenues.
- Production declines and new discoveries – New discoveries of oil and gas reserves lead to an increase in the demand for the Company's services. On the other hand, declines in production result in decreased demands for the Company's services. Either situation directly impacts the operating results of the Company.
- Access to capital – The Company is dependent on access to equity or debt financing to fund capital expansion programs when operating cash flows are not sufficient to do so. To date, sufficient capital has been obtained to meet the Company's capital expansion and acquisition requirements. Any further capital expansion or acquisitions that cannot be funded through operating cash flows will require external financing, the availability of which is dependent on economic factors such as interest rates, investor and creditor confidence, and industry profitability.

- **Weather** – The Company operates heavy equipment, the movement of which requires reasonable weather and road conditions. In the spring season this is especially true, with spring breakup making many secondary roads impassable. Since heavy equipment cannot be moved under these conditions, the Company's operating results are subject to significant decreases during this time period. To mitigate this risk, the Company is diversifying its operations to other industries enabling the Company to perform services elsewhere during the spring. The Company also rents flameless heaters which are in greater demand during cold weather. The extent of cold weather and the duration of winter will have a significant impact on operating results. To mitigate this risk, the Company is diversifying the use of its blower capacity, contained within the flameless heaters, in warmer months.
- **Available workforce** – The ability to perform services is contingent upon sufficient and appropriately skilled staff being available. Obtaining personnel is crucial to the Company's ability to meet demand for its services.
- **Recession Risk** – Although the current economic environment is recovering from the recent recession, the recovery is still fragile. Should economic environment slide into a double dip recession, demand for the Company's services would be reduced and have a negative impact on revenues and earnings. This would result in the Company continuing to implement cost control measures and possibly expand its services into other industries in order to manage through the recession. Management has already implemented some cost cutting measures and is continuing to review other areas for possible cost savings.
- **Cyclical**ity – The Company has a significant portion of its revenues tied directly to the oil and gas industry in Western Canada. These revenues are subject to any cyclical of the industry. To mitigate this risk the Company continues to diversify its customer base and revenue streams.
- **Operating Risk and Liability Insurance** – The Company believes the insurance coverage it has in place is appropriate for the nature of its services provided and its associated risks, however such coverage may not be adequate. To mitigate this risk, management reviews the Company's insurance coverage on a regular basis.
- **Competition** – The Company's ability to provide cost-effective, quality service to its customers is essential to help mitigate the Company's business risk of competition.
- **Cyber Security** – The Company's operations may be disrupted or threatened by cyber attacks or viruses. The business requires the continued operation of information technology systems and network infrastructure. Management believes it has implemented reasonable security measures to prevent disability or failure. However, if the Company's systems cannot be recovered in a timely manner, the Company may be unable to meet critical business functions, which could have a material adverse effect on the business, financial condition, and results of operations.

A change in any one of these factors could have a material impact on the financial performance of the Company. The above discussion of risks is not intended to be all-inclusive. The intention of this discussion is to highlight for the reader what are typical risks for this industry and readers should carefully consider, among other things, the risks described herein and in the Company's Annual Information Form dated March 13, 2019.

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

### **Management's Annual Report on Internal Control Over Financial Reporting**

The management of the Company is responsible for establishing and maintaining adequate internal control over financial reporting, and has designed internal controls to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

Management has used a recognized framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) to evaluate the effectiveness of internal controls over financial reporting. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.



Management has evaluated the design and operation of the Company's internal control over financial reporting as of June 30, 2019, and has concluded that such internal controls over financial reporting were effective. There are no material weaknesses that have been identified by management in this regard.

### Management's Annual Report on Disclosure Controls

As of June 30, 2019, the Company's management evaluated the effectiveness of its disclosure controls and procedures as defined in the rules of the Canadian Securities Administrators. This evaluation is performed under the supervision of, and with the participation of, the Chief Executive Officer and the Chief Financial Officer. The Chief Executive Officer and the Chief Financial Officer have concluded that the Company's disclosure controls and procedures are effective as of June 30, 2019.

### NON-IFRS MEASURES

In addition to using financial measures prescribed by IFRS, certain non IFRS measures are used in this MD&A. Non-IFRS measures should not be construed as an alternative to net income or cash flow from operating activity as an indicator of financial performance or to cash flow from operating activities as a measure of liquidity and cash flow. Non-IFRS performance measures do not have any standardized meaning prescribed by IFRS and therefore the Company's methods of calculating non-IFRS measures may not be comparable to similar measures presented by other companies. Accordingly, it is intended to provide additional information and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. This measure has been described and presented in the same manner in which the chief operating decision maker makes operating decisions and assesses performance.

### EBITDA

EBITDA is defined as earnings before interest, taxes, depreciation and amortization, loss (gain) on disposal of property, plant and equipment, fair value adjustments, impairment losses and share-based payments. Management believes that EBITDA is a useful measure used by management when evaluating the Company's principal business activities.

Reconciliation of net income (loss) to EBITDA:

	Three months June 30, 2019	Three months June 30, 2018 <sup>(1)</sup>	Six months June 30, 2019	Six months June 30, 2018 <sup>(1)</sup>
Net loss from continuing operations	<b>\$(2,234,060)</b>	\$(2,861,551)	<b>\$(1,541,075)</b>	\$(2,647,767)
Add:				
Interest	<b>219,266</b>	200,583	<b>427,369</b>	47,115
Income taxes expense (recovery)	<b>Nil</b>	(1,058,823)	<b>Nil</b>	(981,990)
Depreciation and amortization	<b>1,500,859</b>	1,382,670	<b>3,009,250</b>	2,732,776
(Gain) loss on disposal of property, plant and equipment	<b>(68,203)</b>	155,710	<b>84,122</b>	155,710
Fair value adjustment on investment property	<b>Nil</b>	Nil	<b>Nil</b>	Nil
Impairment losses	<b>Nil</b>	Nil	<b>Nil</b>	Nil
Share-based payments	<b>50,759</b>	Nil	<b>50,759</b>	Nil
<b>EBITDA</b>	<b>\$(531,379)</b>	\$(2,181,411)	<b>\$2,030,425</b>	\$(694,156)

(1) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA. The net operations of CTHA, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss)

	Year ended December 31, 2017 restated <sup>(1)(2)</sup>	Year ended December 31,2016 restated <sup>(1)(2)(3)</sup>	Year ended December 31,2015 restated <sup>(1)(2)(3)</sup>
Net loss from continuing operations	\$(845,439)	\$(13,426,982)	\$(10,679,319)
Add:			
Interest	1,235,099	1,676,676	2,022,843
Income taxes (recovery)	(277,184)	(2,476,400)	(3,123,490)
Depreciation and amortization	5,360,984	5,554,679	5,236,861
Loss (gain) on disposal of property, plant and equipment	405,944	306,115	182,514
Fair value adjustments	55,000	130,000	Nil
Impairment losses	Nil	8,436,911	8,805,197
Share-based payments	Nil	1,210,827	1,912,443
EBITDA	\$5,934,404	\$1,411,826	\$4,357,049

- (1) In March 2018, the Company closed a transaction to divest substantially all the assets of CTHA. The net operations of CTHA, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).
- (2) In July 2016, the Company closed a transaction to divest substantially all the assets of TCB. The net operations of TCB, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).
- (3) In December 2016, the Company decided to cease all operations relating to single pass tunneling. The net operations of this line of business, including the prior period, are presented as a single amount in the consolidated statements of income (loss) and comprehensive income (loss).

## CONCLUSION

There has been some positive news for the industry over the last few months: the decision to restart the Site C Dam project in Fort St. John, B.C.; the purchase of the Trans Mountain pipeline by the Federal Government; and the final decision to proceed with the LNG Canada project in Kitimat, B.C.

As a result of ongoing discussions with customers, management's confidence is building in its outlook for the Company and its services. Management remains confident in its strategic and operational plans and has a seasoned leadership team to guide the Company. Enterprise is committed to its customer base throughout the Western Canadian provinces and strives to provide excellent customer service and is excited about its future prospects.

Enterprise's customers include some of Canada's largest energy producers and utility service providers. The Company employs experienced management and is committed to maintaining a high quality of service provided to its clients. With the diversification of the Company's services, streamlining of our operations, our cash management measures, management believes the Company is well positioned to navigate a difficult commodity price environment.

Management continues to drive cost reductions throughout the Company to assist in offsetting pricing pressures and reduced activity. Although cost reductions will continue, management is committed to maintaining the quality of service provided to its clients to position the Company for the future increases in activity levels and large project approval.

Management will maintain a conservative approach towards capital spending and will continue to spend sufficient maintenance capital to keep its equipment fleet modern and to meet customer demands.



---

## **ADDITIONAL INFORMATION**

Additional information, including the Company's Annual Information Form, can be found on SEDAR at [www.sedar.com](http://www.sedar.com) or the Company web site at [www.enterprisegrp.ca](http://www.enterprisegrp.ca).

## **MANAGEMENT TEAM / BOARD OF DIRECTORS**

Leonard D. Jaroszuk, President, Chief Executive Officer and Director

Desmond O'Kell, Senior Vice President, Director and Corporate Secretary

Warren Cabral, CPA, CA, Chief Financial Officer

John Campbell, CPA, CA, CFA, CPA (Illinois), Lead Director

John Pinsent, FCPA, FCA, ICD.D., Director

Neil Darling, Director

## **CONTACT INFORMATION**

#2, 64 Riel Drive  
St. Albert, Alberta,  
Canada T8N 4A4

Phone: (780) 418-4400

Fax: (780) 418-1941

Toll Free: (888) 303-3361

Email: [contact@enterprisegrp.ca](mailto:contact@enterprisegrp.ca)

Website: [www.enterprisegrp.ca](http://www.enterprisegrp.ca)