



**ANNUAL GENERAL AND SPECIAL MEETING
OF SHAREHOLDERS**

TO BE HELD ON WEDNESDAY, JULY 10, 2019

**NOTICE OF MEETING AND
MANAGEMENT PROXY AND INFORMATION CIRCULAR**

THIS NOTICE OF MEETING AND MANAGEMENT INFORMATION CIRCULAR IS FURNISHED IN CONNECTION WITH THE SOLICITATION BY THE MANAGEMENT OF CORDY OILFIELD SERVICES INC. OF PROXIES TO BE VOTED AT THE ANNUAL GENERAL AND SPECIAL MEETING OF SHAREHOLDERS OF CORDY OILFIELD SERVICES INC. TO BE HELD ON JULY 10, 2019

TO BE HELD AT:

**DLA Piper (Canada) LLP
1000, 250 2nd Street S.W.
Calgary, Alberta T2P 0C1**

At 9:00 a.m.

Dated: June 10, 2019



**NOTICE OF ANNUAL GENERAL AND SPECIAL MEETING OF SHAREHOLDERS TO BE HELD ON
JULY 10, 2019**

NOTICE IS HEREBY GIVEN THAT the Annual General and Special Meeting (the “**Meeting**”) of the holders of common shares (“**Common Shares**”) of Cordy Oilfield Services Inc. (the “**Corporation**”) will be held on July 10, 2019 at 9:00 a.m. (Calgary time) at the offices of DLA Piper (Canada) LLP, 1000 – 2nd Street S.W., Calgary, Alberta, for the following purposes:

1. to receive the financial statements of the Corporation for the year ended December 31, 2018, together with the report of the auditors thereon;
2. to pass an ordinary resolution of the shareholders to fix the number of directors of the Corporation to be elected at five (5);
3. to elect the directors of the Corporation for the ensuing year;
4. to appoint the auditors for the ensuing year and authorize the directors to fix the remuneration to be paid to the auditors;
5. to consider, and if thought fit, to pass, with or without modification, an ordinary resolution as more particularly set forth in the accompanying Management Information Circular prepared for the purpose of the Meeting relating to the re-approval of the stock option plan of the Corporation;
6. to consider, and if thought fit, approve the special resolution, as more particularly set forth in the accompanying Management Information Circular, authorizing and approving the consolidation of the issued and outstanding Common Shares on the basis of one (1) new Common Share for every existing five (5) Common Shares issued and outstanding immediately prior to the consolidation; and
7. to transact such other business as may properly be brought before the Meeting or any adjournment thereof.

The specific details of the matters proposed to be put before the Meeting are set forth in the accompanying Management Information Circular. A copy of the Corporation’s audited consolidated financial statements for the year ended December 31, 2018 accompany this Notice.

Shareholders who are unable to attend the Meeting in person are requested to complete, date and sign the enclosed Instrument of Proxy and return it in the enclosed envelope to Computershare Trust Company of Canada, Proxy Department, 9th Floor, 100 University Avenue, Toronto, Ontario, M5J 2Y1. In order to be valid and acted upon at the Meeting, proxies must be received by Computershare Trust Company of Canada not less than 48 hours (excluding Saturdays, Sundays and statutory holidays) before the time for holding the Meeting, or any adjournment thereof.

Only shareholders of record as of the close of business on June 5, 2019 (the “**Record Date**”) will be entitled to vote at the Meeting, unless after the Record Date a holder of record has transferred any shares and the transferee shareholder establishes ownership to the shares and demands, not later than 10 days before the Meeting, that the transferee’s name be included on the list of shareholders.

Shareholders may vote in person at the Meeting or any adjournment thereof, or they may appoint another person (who need not be a shareholder) as their proxy to attend and vote in their place.

DATED this 10th day of June, 2019.

BY ORDER OF THE BOARD OF DIRECTORS

“David Mullen”

David Mullen

Chairman



MANAGEMENT INFORMATION CIRCULAR

For the Annual General and Special Meeting of Shareholders
to be held on July 10, 2019

PROXIES

Solicitation of Proxies

This management information circular and proxy statement ("**Information Circular**") is furnished in connection with the solicitation of proxies by or on behalf of the management of Cordy Oilfield Services Inc. (the "**Corporation**") for use at the Annual General and Special Meeting of its shareholders (the "**Meeting**") to be held on July 10, 2019 at 9:00 a.m. (Calgary time) at the offices of DLA Piper (Canada) LLP, 1000, 250 – 2 Street S.W., Calgary, Alberta and at any adjournment thereof, for the purposes set forth in the accompanying Notice of Meeting. Only shareholders of record as of the close of business on June 5, 2019 (the "**Record Date**") will be entitled to vote at the Meeting, unless after the Record Date a holder of record has transferred any shares and the transferee shareholder establishes ownership to the shares and demands, not later than 10 days before the Meeting, that the transferee's name be included on the list of shareholders.

Solicitation of proxies will be primarily by mail, but may also be solicited personally or by telephone, facsimile or other proxy solicitation services. In accordance with National Instrument 54-101, arrangements have been made with brokerage houses and other intermediaries, clearing agencies, custodians, nominees and fiduciaries to forward solicitation materials to the beneficial owners of the Common Shares held of record by such persons. The cost of the solicitation of proxies will be borne by the Corporation.

Advice to Beneficial Holders of Common Shares

The information set forth in this section is of significant importance to you if you do not hold your common shares ("Common Shares") in your own name. Shareholders who do not hold their Common Shares in their own name (referred to herein as "**Beneficial Shareholders**") should note that only proxies deposited by shareholders whose names appear on the records maintained by the Corporation's registrar and transfer agent as registered holders of Common Shares will be recognized and acted upon at the Meeting. If Common Shares are listed in an account statement provided to a Beneficial Shareholder by a broker, those Common Shares will, in all likelihood, *not* be registered in the shareholder's name. Such Common Shares will more likely be registered under the name of the shareholder's broker or an agent of that broker. In Canada, the vast majority of such Common Shares are registered under the name of CDS & Co. (the registration name for The Canadian Depository for Securities Limited, which acts as nominee for many Canadian brokerage firms). Common Shares held by brokers (or their agents or nominees) on behalf of a broker's client can only be voted (for or against resolutions) at the direction of the Beneficial Shareholder. Without specific instructions, brokers and their agents and nominees are prohibited from voting shares for the broker's clients. Therefore, each Beneficial Shareholder should ensure that voting instructions are communicated to the appropriate person well in advance of the Meeting.

Applicable regulatory policy requires intermediaries and brokers to seek voting instructions from Beneficial Shareholders in advance of the Meeting. Every intermediary and broker has its own mailing procedures and provides its own return instructions to its clients, which should be carefully followed by Beneficial Shareholders in order to ensure that their Common Shares are voted at the Meeting. The purpose of the Instrument of Proxy (as defined herein) supplied to a Beneficial Shareholder by its broker (or the agent of the broker) is limited to instructing the registered shareholder (the broker or agent of the

broker) how to vote on behalf of the Beneficial Shareholder. The majority of brokers now delegate responsibility for obtaining voting instructions from clients to Broadridge Financial Solutions Inc. (“**Broadridge**”) in Canada. Broadridge typically mails a special proxy form to the Beneficial Shareholders and asks them to return such proxy forms to Broadridge, or otherwise communicate voting instructions to Broadridge. Broadridge then tabulates the results of all instructions received and provides appropriate instructions respecting the voting of shares to be represented at the Meeting. A Beneficial Shareholder receiving a proxy form from Broadridge cannot use that proxy to vote Common Shares directly at the Meeting. The voting instruction form must be returned to Broadridge (or instructions respecting the voting of Common Shares must otherwise be communicated to Broadridge) well in advance of the Meeting in order to have the shares voted at the Meeting.

Beneficial Shareholders who receive forms of proxies or voting materials from organizations other than Broadridge should complete and return such forms of proxies or voting materials in accordance with the instructions on such materials in order to properly vote their Common Shares at the Meeting. **If you have any questions respecting the voting of Common Shares held through a broker or other intermediary, please contact that broker or other intermediary for assistance.**

Although a Beneficial Shareholder may not be recognized directly at the Meeting for the purposes of voting Common Shares registered in the name of his or her broker (or agent of the broker), he or she may attend at the Meeting as proxy holder for the registered shareholder and vote the Common Shares in that capacity. Beneficial Shareholders who wish to attend the Meeting and indirectly vote their Common Shares as proxy holder for the registered shareholder, should enter their own names in the blank space on the Instrument of Proxy provided to them and return the same to their broker (or the broker's agent) in accordance with the instructions provided by such broker (or agent) well in advance of the Meeting. Beneficial Shareholders who intend to attend the Meeting in person should read “Appointment and Revocation of Proxies” below.

All references to shareholders in this Management Information Circular and the accompanying Instrument of Proxy and Notice of Meeting are to registered shareholders unless specifically stated otherwise.

This Management Information Circular and the accompanying Instrument of Proxy and Notice of Meeting have been sent directly by the Corporation, rather than through an intermediary, to non-objecting beneficial owners under National Instrument 54-101. These securityholder materials are being sent to both registered and non-registered owners of the securities. If you are a non-registered owner, and the Corporation or its agent has sent these materials directly to you, your name and address and information about your holdings of securities, have been obtained in accordance with applicable securities regulatory requirements from the intermediary holding on your behalf. By choosing to send these materials to you directly, the Corporation (and not the intermediary holding on your behalf) has assumed responsibility for (i) delivering these materials to you, and (ii) executing your proper voting instructions. Please return your voting instructions as specified in the request for voting instructions.

Appointment and Revocation of Proxies

An Instrument of Proxy will not be valid for the Meeting, or any adjournment thereof, unless it is completed and deposited with the Corporation's transfer agent, Computershare Trust Company of Canada, 9th Floor, 100 University Avenue, Toronto, Ontario M5J 2Y1, at least forty-eight (48) hours, (excluding Saturdays, Sundays and statutory holidays), before the Meeting or any adjournment thereof. Late proxies may be accepted or rejected by the Chairman of the Meeting in his discretion, and the Chairman is under no obligation to accept or reject any particular late proxy.

The persons named (the “Management Designees”) in the accompanying instrument of proxy (“Instrument of Proxy”) are officers of the Corporation. A shareholder entitled to vote at the Meeting has the right to designate a person (who need not be a shareholder), other than the persons designated in the accompanying Instrument of Proxy, to be their representative at the Meeting. Such right may be exercised by inserting the name of the appointed representative in the blank space provided in the Instrument of Proxy for that purpose or by submitting another appropriate form of proxy and delivering the same to the transfer agent of the Corporation. A shareholder should notify the

nominee of the appointment, obtain the nominee's consent to act as proxy and should provide instructions on how the shareholder's Common Shares are to be voted. The nominee should bring personal identification to the Meeting.

A shareholder who has submitted an Instrument of Proxy or other appropriate form of proxy may revoke it at any time prior to the Meeting. An Instrument of Proxy may be revoked (a) by depositing an instrument in writing executed by the shareholder or by his or her attorney duly authorized in writing, or, if the shareholder is a corporation, in its corporate name under its corporate seal or by an officer or attorney thereof duly authorized in writing, (i) at the registered office of the Corporation or at Computershare Trust Company of Canada, 9th Floor, 100 University Avenue, Toronto, Ontario M5J 2Y1, at any time up to and including the last business day preceding the date of the Meeting, or any adjournment thereof at which the proxy is to be used, or (ii) by depositing the instrument in writing with the Chairman of such Meeting on the day of the Meeting, or at any adjournment thereof, prior to its commencement, or (b) in any other manner permitted by law.

Persons Making the Solicitation

This solicitation is made on behalf of management of the Corporation. The costs incurred in the preparation and mailing of the Instrument of Proxy, Notice of Meeting and this Information Circular and the solicitation of proxies will be borne by the Corporation. In addition to mailing, proxies may be solicited personally, by telephone, facsimile or other proxy solicitation services or by the directors, officers and employees of the Corporation, who will not be remunerated therefore.

Voting of Proxies

The Common Shares represented by proxies in favour of management nominees will be voted on any poll at the Meeting and where the shareholder specifies a choice with respect to any matter to be acted upon, the Common Shares will be voted in accordance with the specification so made.

If you do not provide instructions your shares will be voted in favour of the matters to be acted upon as set out herein. The persons appointed under the Instrument of Proxy furnished by the Corporation are conferred with discretionary authority with respect to amendments or variations of those matters specified in the Instrument of Proxy and Notice of Meeting and with respect to any other matters which may properly be brought before the Meeting or any adjournment thereof. In the event that amendments or variations to matters identified in the Notice of Meeting or any other matters are properly brought before the Meeting or any adjournment thereof, it is the intention of the persons designated in the enclosed Instrument of Proxy to vote in accordance with their best judgment on such matter. At the time of printing this Information Circular the management of the Corporation knows of no such amendment, variation or other matter.

Quorum

The by-laws of the Corporation provide that a quorum of shareholders is present at a meeting of shareholders if a holder or holders of not less than 5% of the shares entitled to vote at a meeting of shareholders are present in person or by proxy.

APPROVAL OF MATTERS

Approval of matters to be placed before the Meeting is by an "**ordinary resolution**". In order to be effective, an ordinary resolution requires the approval of a simple majority (50% plus 1) of the votes cast by shareholders of the Corporation present and entitled to vote in person or by proxy.

VOTING SHARES AND PRINCIPAL HOLDERS THEREOF

The Corporation is authorized to issue an unlimited number of Common Shares. As of June 10, 2019, the effective date of this Management Information Circular (the "**Effective Date**"), there were 206,161,981 Common Shares issued and outstanding.

Holders of Common Shares of record at the close of business on June 5, 2019 (the “**Record Date**”) are entitled to vote such Common Shares at the Meeting on the basis of one vote for each Common Share held, except to the extent that, (a) the holder has transferred the ownership of any Common Shares after the Record Date, and (b) the transferee of those Common Shares produces properly endorsed share certificates, or otherwise establishes that the transferee owns the Common Shares, and demands not later than 10 days before the day of the Meeting that his or her name be included in the list of persons entitled to vote at the Meeting, in which case the transferee will be entitled to vote his or her Common Shares at the Meeting.

To the best of the knowledge of the Corporation’s directors and the executive officers, the only persons who beneficially own directly or indirectly, or exercise control or direction over Common Shares carrying more than 10% of the votes attached to all of the issued and outstanding Common Shares, are as follows:

Name	Number of Common Shares Owned or Controlled at the Effective Date	Percent of Outstanding Common Shares ⁽¹⁾
David Mullen ⁽²⁾	27,169,534	13.18%

Notes:

- (1) A total of 206,161,981 Common Shares were issued and outstanding as of the Effective Date.
 (2) 26,334,534 of these Common Shares are held by Lyncorp International Ltd., a corporation wholly-owned by David Mullen, former Chief Executive Officer and current Chairman and a Director of the Corporation.

MATTERS TO BE ACTED UPON AT THE MEETING

Management and the board of directors of the Corporation (the “**Board**”) are not aware of any other matters to come before the Meeting other than those set out in this Notice of Meeting.

1. Presentation of Financial Statements

The consolidated financial statements of the Corporation for the year ended December 31, 2018, together with the auditor’s report on those financial statements, will be placed before the Meeting. These financial statements are available on the Internet on the Corporation’s SEDAR profile at www.sedar.com.

The Board has approved all of the information in the audited financial statements of the Corporation for the year ended December 31, 2018 and the report of the auditor thereon. The approval of the shareholders is not required in relation to the financial statements.

2. Fix Number of Directors to be Elected at the Meeting

The Board has resolved that the number of directors for the ensuing year be set at five. Accordingly, it is proposed that shareholders of the Corporation consider and, if deemed advisable, approve an ordinary resolution fixing the number of directors to be elected at the Meeting at five.

At the Meeting, it will be proposed that five directors be elected to hold office until the next annual general meeting or until their successors are elected or appointed. **Unless otherwise directed, it is the intention of the Management Designees, if named as proxy, to vote in favour of the ordinary resolution fixing the number of directors to be elected at the Meeting at five.**

3. Election of Directors

The Corporation currently has three directors and all of these directors are being nominated for re-election at the Meeting. Each of the following directors will hold office until the next annual general meeting of shareholders or until his successor is duly elected, unless his office is earlier vacated in accordance with the by-laws of the Corporation or the provisions of the Act to which the Corporation is subject. The following table sets forth the name, municipality of residence, office, principal occupation

during the past five years, and the number and percentage of Common Shares beneficially owned or controlled by each of the nominated directors of the Corporation.

It is the intention of the persons named in the accompanying Instrument of Proxy, if not expressly directed otherwise in such Instrument of Proxy, to vote FOR the election of the nominees described below as directors of the Corporation. Management does not contemplate that any of such nominees will be unable to serve as directors; however, if for any reason any of the proposed nominees do not stand for election or are unable to serve as such, **proxies held by Management Designees will be voted for another nominee in their discretion unless the shareholder has specified in his form of proxy that his Common Shares are to be withheld from voting in the election of directors.** Each director elected will hold office until the next annual general meeting of shareholders or until his successor is duly elected, unless his office is earlier vacated in accordance with the by-laws of the Corporation or the provisions of the *Business Corporations Act* (Alberta) to which the Corporation is subject.

Name, Municipality of Residence, Office and Date became a Director	Principal Occupation and Positions Held During the Past Five Years	Number and % of Common Shares Beneficially Owned or Controlled as at the Effective Date ⁽¹⁾⁽²⁾
<p>David Mullen⁽³⁾</p> <p>Calgary, Alberta</p> <p>Chairman and Director since August 8, 2005</p>	<p>Mr. Mullen is currently the Chairman of the Board and the former Chief Executive Officer of the Corporation. Prior to joining the Corporation, Mr. Mullen spent 27 years in various capacities with Mullen Trucking LP. At the time of his departure, he was Senior Vice President of Mullen Trucking LP located in Aldersyde, Alberta. Mr. Mullen was appointed to the Mullen Group Ltd. Board of Directors in May 2011.</p>	<p>27,169,534⁽⁶⁾ (13.18%)</p>
<p>Timothy H. Urquhart⁽³⁾⁽⁴⁾⁽⁵⁾</p> <p>Victoria, British Columbia</p> <p>Director since August 17, 2011</p>	<p>Mr. Urquhart has over 35 years of senior business experience in the Canadian Building Materials Industry. He is currently the President of Slegg Building Materials, a position he has held since 2014. Slegg is a 71 year old company and is the largest distributor of building products on Vancouver Island serving General Contractors, Land Developers and Applicators involved in new construction and renovation markets. Prior to Slegg, he was CEO of the TIM-BR MART Group of Companies. He successfully led the company through an aggressive growth strategy, taking them from being a Western Canadian regional company to a coast to coast national player with sales over \$2 billion. Mr. Urquhart has completed the Directors Education Program at the University of Calgary – Haskayne School of Business and is a member of the Institute of Corporate Directors.</p>	<p>140,000 (less than 1%)</p>
<p>Stuart King⁽³⁾⁽⁴⁾⁽⁵⁾</p> <p>Calgary, Alberta</p> <p>Director since May 23, 2018</p>	<p>Mr. King has over 23 years of accounting and finance experience. Since December 2017, Mr. King has held the title of Chief Financial Officer for CWC Energy Services Corp. Previously between November 2010 and May 2017, Mr. King was the Vice President, Finance and Controller of Canadian International Oil Corp., a private oil and gas company. Prior to Canadian International Oil Corp., Mr. King was the Acting Chief Financial Officer and Controller of Mahalo Energy, a public oil and gas company with operational assets in the U.S. Mr. King holds a Bachelor of Commerce degree from the University of Calgary, and is a Chartered Professional Accountant in Alberta.</p>	<p>Nil</p>

Name, Municipality of Residence, Office and Date became a Director	Principal Occupation and Positions Held During the Past Five Years	Number and % of Common Shares Beneficially Owned or Controlled as at the Effective Date ⁽¹⁾⁽²⁾
Ricky Manhas Calgary, Alberta Director nominee	Mr. Manhas is an environmental waste management specialist with over 18 years of experience in the industry. Mr. Manhas has worked in the fields of regulatory permitting, health and safety, operations, and water and waste treatment and recycling. Mr. Manhas has worked as a Vice President of Operations for a publicly traded oilfield services company overseeing their U.S. development and operations. Most recently, Mr. Manhas served as the Chief Operating Officer of the Corporation, a position he held from September, 2016 to March, 2019. Mr. Manhas holds a Bachelor's of Science degree in Environmental Planning from the University of Northern British Columbia and is a professional Agrologist.	13,880,400 ⁽⁷⁾ (6.73%)
Michael Smith Calgary, Alberta Director nominee	Mr. Smith is professional engineer with over 15 years experience in the oil and gas sector. Mr. Smith is currently the President of Western Engineered Containment, a position he has held for the past 6 years. Western Engineered Containment provides premium primary and secondary containment to the energy industry across Canada and is the industry leader with spray applied polyurea lining systems. Mr. Smith sits on the Board of Directors for Blackhawk Resources and on a private engineering consultancy that focuses on in-situ hydrocarbon storage. Mr. Smith has been an officer or director in other numerous private and public companies, including Sabre Graphite Corp., Codeco Energy Group and Fire Creek Resources.	Nil

Notes:

- (1) Common Shares beneficially owned, directly or indirectly, or over which control or direction is exercised, as at the Effective Date, based upon information furnished to the Corporation by the above individuals.
- (2) A total of 206,161,981 Common Shares were issued and outstanding as at the Effective Date.
- (3) Member of the Audit Committee.
- (4) Member of the Governance and Compensation Committee.
- (5) Member of the Nominating Committee.
- (6) 26,334,534 of these shares are held by Lyncorp International Ltd., a company wholly-owned by David Mullen.
- (7) 3,866,666 of these shares are held by Jennette Manhas, Mr. Manhas' spouse.

Cease Trade Orders

No proposed director, within 10 years before the date of this Information Circular, has been a director, chief executive officer or chief financial officer of any company that:

- (a) was subject to: (i) a cease trade order; (ii) an order similar to a cease trade order; or (iii) an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days (collectively, an "**Order**") that was issued while the proposed director was acting in the capacity as director, chief executive officer or chief financial officer; or
- (b) was subject to an Order that was issued after the proposed director ceased to be a director, chief executive officer or chief financial officer and which resulted from an event that occurred while that person was acting in the capacity as director, chief executive officer or chief financial officer.

Bankruptcies

No proposed director, within 10 years before the date of this Information Circular, has been a director or executive officer of any company that, while the proposed director was acting in that capacity, or within a year of the proposed director ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets.

Personal Bankruptcies

No proposed director has, within 10 years before the date of this Information Circular, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold the assets of such proposed director.

Penalties and Sanctions

No proposed director has been subject to:

- (a) any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority; or
- (b) any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable securityholder in deciding whether to vote for a proposed director,

other than a settlement agreement entered into before December 31, 2000 that would likely not be important to a reasonable securityholder in deciding whether to vote for a proposed director.

4. Appointment of Auditor

The shareholders of the Corporation will be asked to vote for the re-appointment of KPMG LLP, Chartered Accountants, as auditor of the Corporation and to authorize the directors to fix their remuneration.

Unless directed otherwise by a proxy holder, or such authority is withheld, the Management Designees, if named as proxy, intend to vote the Common Shares represented by any such proxy in favour of a resolution appointing KPMG LLP, as auditor of the Corporation for the next ensuing year, to hold office until the close of the next annual general meeting of shareholders or until KPMG LLP is removed from office or resigns as provided by the Corporation's by-laws, and the Management Designees also intend to vote the Common Shares represented by any such proxy in favour of a resolution authorizing the Board of Directors to fix the compensation of the auditor.

5. Re-Approval of Stock Option Plan

The Corporation has a stock option plan (the "**Plan**") previously approved by the shareholders of the Corporation on May 23, 2018. A copy of the Plan is attached as Schedule C to the Corporation's Management Information Circular dated July 13, 2011 and filed on SEDAR at www.sedar.com on August 2, 2011. The Plan is incorporated herein by reference.

The Plan shall be administered by the Board, or if appointed, by a special committee of directors appointed from time to time by the Board. The aggregate number of Common Shares which may be reserved for issuance under the Plan shall not exceed 10% of the Corporation's issued and outstanding Common Shares. The number of Common Shares subject to an option to a participant shall be determined by the Board, but no participant shall be granted an option which exceeds the maximum

number of shares permitted by any stock exchange on which the Common Shares are then listed, or other regulatory body having jurisdiction. The exercise price of the Common Shares covered by each option shall be determined by the Board, provided however, that the exercise price shall not be less than the price permitted by any stock exchange on which the Common Shares are then listed, or other regulatory body having jurisdiction. The maximum length any option shall be 10 years from the date the option is granted, provided that participant's options expire 90 days after a participant ceases to act for the Corporation, subject to extension at the discretion of the Board, except upon the death of a participant, in which case the participant's estate shall have 12 months in which to exercise the outstanding options. The Plan includes a provision that should an option expiration date fall within a blackout period or immediately following a blackout period, the expiration date will automatically be extended for 10 business days following the end of the blackout period. The Board has the absolute discretion to amend or terminate the Plan.

Policy 4.4 of the TSX Venture Exchange Inc. (the "**Exchange**") requires that rolling stock option plans must receive shareholder approval yearly, at an issuer's annual general meeting. In accordance with Policy 4.4, shareholders will be asked to consider and if thought fit, approve an ordinary resolution reapproving, adopting and ratifying the Plan as the Corporation's stock option plan.

The text of the ordinary resolution to be considered at the Meeting will be substantially as follows:

"Be it resolved as an ordinary resolution of the Corporation that:

- 1. the stock option plan of the Corporation be approved substantially in the form attached as Schedule C to the Management Information Circular of the Corporation dated July 13, 2011 (the "Plan") and the Plan be and is hereby ratified, approved and adopted as the stock option plan of the Corporation;**
- 2. the form of the Plan may be amended in order to satisfy the requirements or requests of any regulatory authorities without requiring further approval of the shareholders of the Corporation;**
- 3. the issued and outstanding stock options previously granted shall be continued under and governed by the Plan;**
- 4. the shareholders of the Corporation hereby expressly authorize the board of directors to revoke this resolution before it is acted upon without requiring further approval of the shareholders in that regard; and**
- 5. any one (or more) director or officer of the Corporation is authorized and directed, on behalf of the Corporation, to take all necessary steps and proceedings and to execute, deliver and file any and all declarations, agreements, documents and other instruments and do all such other acts and things (whether under corporate seal of the Corporation or otherwise) that may be necessary or desirable to give effect to this ordinary resolution."**

It is the intention of the persons named in the accompanying Instrument of Proxy, if not expressly directed otherwise in such Instrument of Proxy, to vote FOR the re-approval of the Plan."

6. Consolidation of Share Capital

At the Meeting, the shareholders of the Corporation will be asked to consider, and, if thought advisable, to approve the consolidation of the Corporation's Common Shares on the basis of one (1) new Common Share for every five (5) Common Shares issued and outstanding immediately prior to the consolidation (the "**Consolidation**"). The Corporation is seeking this approval to provide the Corporation with flexibility to proceed with a Consolidation if the Corporation determines that it is in the best interests of the Corporation to consolidate the Common Shares: (i) in order to attract equity financing; or (ii) to facilitate future possible corporate transactions.

All outstanding options and any other securities granting rights to acquire Common Shares of the Corporation will be affected by the Consolidation in accordance with the adjustment provisions contained

in the instruments giving rise to the issuance of such securities. Management would like the consent of the shareholders to not proceed with the Consolidation in the event that the special resolution is passed by the shareholders at the Meeting and management subsequently concludes that it would not be in the best interests of the Corporation to proceed with the Consolidation. The Consolidation is subject to the approval of the TSXV.

The shareholders of the Corporation will be asked to consider, and if thought advisable, to approve a special resolution to amend the Articles of the Corporation with respect to the Consolidation. The Board of Directors believes that the Consolidation is in the best interests of the Corporation and therefore unanimously recommends that Shareholders vote in favour of the special resolution.

The text of the special resolution to be voted on at the Meeting by the Shareholders is set forth below.

“BE IT RESOLVED as a special resolution of the Corporation that:

- 1. the Corporation’s Common Shares be consolidated on the basis of one (1) new Common Share for every five (5) Common Shares issued and outstanding immediately prior to the consolidation, (the “Consolidation”); the exact ratio to be determined by the Board of Directors;**
- 2. shareholders shall not receive fractional shares as a result of the Consolidation and the number of Common Shares held by each shareholder at the time of the Consolidation shall be rounded to the nearest whole number of Common Shares;**
- 3. the Articles of the Corporation be amended with respect to the Consolidation;**
- 4. the Board of Directors may, at its sole discretion, decide to not act on this special resolution without further approval or authorization from the shareholders of the Corporation; and**
- 5. any one (or more) director or officer of the Corporation is authorized and directed, on behalf of the Corporation, to take all necessary steps and proceedings and to execute, deliver and file any and all declarations, agreements, documents and other instruments and do all such other acts and things (whether under corporate seal of the Corporation or otherwise) that may be necessary or desirable to give effect to this special resolution.”**

Unless otherwise directed, it is the intention of the Management Designees to vote proxies in favour of the special resolution approving the Consolidation. In order to be effective, the special resolution in respect of the approval of the Consolidation requires approval of not less than two thirds (2/3) of the votes cast by Shareholders who vote in respect of such special resolution.

EXECUTIVE COMPENSATION

Compensation Philosophy

The Corporation's executive compensation program is intended to align with and support an appropriate relationship between executive pay and the creation of shareholder value. The objectives of the program are:

- To the extent possible, provide compensation comparable to similar companies in the energy services and construction industries thereby enabling the Corporation to attract and retain well-qualified people.
- To link executive compensation to performance and provide annual incentives for achieving certain operating results and profitability from the individual operating entities.
- To provide optimum returns on invested capital while mitigating risk to the business and the balance sheet.
- To align the interests of executives with those of the shareholders by utilizing option awards

whose value over time depends upon the market value of the Common Shares.

The Corporation does not have any policy in place to permit an executive officer or director to purchase financial instruments, including, for greater certainty, prepaid variable forward contracts, equity swaps, collars, or units of exchange funds, that are designed to hedge or offset a decrease in market value of equity securities granted as compensation or held, directly or indirectly, by the executive officer or director.

The Compensation Committee considered the implication of risks associated with the Corporation's compensation policies and to that end approved a short term incentive plan, as discussed below, that provides higher incentive payments in a business cycle peak, with lower incentive payments in the business cycle trough.

Elements of Total Compensation

The Corporation compensates its executive officers primarily through base salary, performance-based incentives and long-term equity-based incentives, that being participation in the Plan. In addition, the executive officers participate in the Corporation's benefit programs, health, extended healthcare and dental coverage, on the same basis that such benefits are offered to all employees of the Corporation.

Base Salary

Base salary is the principal component of executive compensation. Base salary for each executive officer is established on the basis of the position held and the related responsibilities and functions performed by the executive officer, having regard to the base salary ranges of the Corporation's peer group.

Short Term Incentive Plan

The specific factors considered in calculating the performance-based variable pay include shareholder returns, operational and financial results, business turnarounds, new products and business ventures started, safety results, insurance claims and employee retention among other things.

For the fiscal year ended December 31, 2018, a total of \$10,000 in bonuses were paid to executive officers.

Long-Term Equity Based Incentives

A key component of the Corporation's compensation strategy is based on long-term incentives for employees, officers and directors which are provided through participation in the Plan. The Plan provides an opportunity for employees, executive officers, directors and contractors, to participate in the growth in market value of the Common Shares on a basis consistent with the above principles and objectives. In determining the number of options to be granted to an executive, the number and terms of options previously granted, individual and team responsibilities and functions, individual performance and projected contribution are considered. During the year ended December 31, 2018, no stock options were granted to executive officers and directors.

Compensation Review Process

The Compensation Committee met with management to review management's recommendations for base salary for the Corporation's executives for the 2018 and bonus payments to the Corporation's executives based on the prior year's performance measurements. The Compensation Committee then met independently to consider these recommendations. In the normal course, the quantitative factors considered by management and the compensation committee include achieving a threshold rate of return (earnings before tax, "EBT") on invested capital in each operating business unit, before any performance based variable compensation is calculated in that business unit. These quantitative factors are then subject to a subjective component is to allow management, the Compensation Committee and the Board to take into account and reward people for actions taken to create value that does not directly show up in

the current year's performance measures. However, low commodity prices, in particular low oil and gas prices, and the decreased demand for the Corporation's services resulted in management and the Compensation Committee being focused through the course of the review of executive compensation on cost saving initiatives that could be undertaken in order for the Corporation to be competitive in its marketplace.

Compensation Committee

The Corporation has a Compensation Committee, presently comprised of David Mullen, Timothy H. Urquhart and Stuart King.

Each committee member has considerable experience in senior management positions. Each has participated in education and seminars to enhance their experience in the area of executive compensation. Mr. Urquhart has completed the Institute of Corporate Directors Education Program which included intensive sessions on both short and longer-term incentive plan strategies. The committee members believe they are capable of reviewing and assessing the Corporation's compensation policies, practices and risks.

Compensation Committee Mandate

The Compensation Committee is responsible for making recommendations to the Board relating to compensation of directors, the Chief Executive Officer ("**CEO**") and other executive officers. This mandate includes satisfying itself, on behalf of the Board that the Corporation's CEO, executive officers and executive compensation strategy, plans, policies and practices are consistent with:

- Attracting and retaining experienced personnel who are incentivized to continually focus on generating profitable growth of the Corporation's businesses;
- Sustainable achievement of the Corporation's business objectives;
- Prudent management of the Corporation's operations and the risks to which it is exposed;
- Contributions made toward the Corporation's success; and
- Compensation paid to an appropriate peer group.

In carrying out its mandate, the Compensation Committee is expected to:

- Annually review the CEO Mandate and Level of Authority and set performance objectives for the CEO and executive officers which encourages the Corporation's long-term financial success;
- Establish and implement a CEO evaluation process that regularly measures performance against performance objectives;
- Determine the recommended competitive compensation for the CEO that meets the Corporation's hiring, retention and performance objectives;
- Review and approve all material special benefits and perquisites for the CEO;
- Review the "Report on Executive Compensation" for publication in public disclosure documents;
- Review management succession and management development plans; and
- Evaluate the performance of the Compensation Committee annually.

Compensation of the Chief Executive Officer

Darrick Evong's annual compensation, long-term compensation and other compensation are disclosed in the Summary Compensation Table set out below and are annually reviewed by the Corporation's Compensation Committee. In determining an appropriate level of compensation, the Compensation Committee subjectively and quantitatively analyzes Mr. Evong's performance, the Corporation's overall corporate performance and his contribution to that performance.

Summary Compensation Table

The following table sets forth all annual and long term compensation for the three most recently completed financial years for services in all capacities to the Corporation and its subsidiaries, if any, in respect of individual(s) who were acting as, or were acting in a capacity similar to, a chief executive officer or chief financial officer and the three most highly compensated executive officers whose total compensation exceeded \$150,000 per annum (the “**Named Executive Officers**”).

SUMMARY COMPENSATION TABLE									
Name and Principal Position	Year Ended December 31	Salary (\$)	Share-Based Awards (\$) ⁽¹⁾	Option-Based Awards (\$) ⁽²⁾	Non-Equity Incentive Plan Compensation (\$)		Pension Value (\$)	All Other Compensation (\$)	Total Compensation (\$)
					Annual Incentive Plans	Long-Term Incentive Plans			
Darrick Evong ⁽³⁾ CEO	2018	200,000	Nil	Nil	Nil	Nil	Nil	18,254	218,254
	2017	200,000	Nil	Nil	Nil	Nil	Nil	Nil	200,000 ⁽⁵⁾
	2016	42,308	Nil	Nil	Nil	Nil	Nil	264,000 ⁽⁴⁾	306,308
Luke Caplette ⁽⁶⁾ CFO	2018	125,000	Nil	Nil	10,000	Nil	Nil	10,662	145,662
	2017	125,000	Nil	Nil	10,000	Nil	Nil	6,356	141,356
	2016	118,750	Nil	Nil	Nil	Nil	Nil	Nil	118,750
Rick Manhas ⁽⁷⁾⁽⁸⁾ COO	2018	200,000	Nil	Nil	Nil	Nil	Nil	Nil	200,000
	2017	200,000	Nil	Nil	Nil	Nil	Nil	Nil	200,000
	2016	46,153	Nil	Nil	Nil	Nil	Nil	Nil	46,153

Notes:

- (1) “Share-Based Award” means an award under an equity incentive plan of equity-based instruments that do not have option-like features, including, for greater certainty, common shares, restricted shares, restricted share units, deferred share units, phantom shares, phantom share units, common share equivalent units and stock.
- (2) “Option-Based Award” means an award under an equity incentive plan of options, including, for greater certainty, share options, share appreciation rights and similar instruments that have option-like features. Value based on the fair market value of the stock options granted having a value of approximately \$0.12 based on the Black-Scholes pricing model using weighted average assumptions of: risk-free interest rate – 1.40%; expected volatility –118%; dividend yield – 0%; and expected life of each option granted – 5 years.
- (3) Mr. Evong was appointed CEO of the Corporation on September 19, 2016, replacing David Mullen.
- (4) Mr. Evong was acting as a consultant of the Corporation until September 19, 2016; other compensation reflects all consulting fees charged by Mr. Evong.
- (5) Upon his appointment as Chief Executive Officer, Darrick Evong volunteered a reduction in compensation to reflect the economic position of the Corporation at the time.
- (6) Mr. Caplette was appointed CFO of the Corporation on September 19, 2016. He previously held the role of Corporate Controller.
- (7) Mr. Manhas was appointed COO of the Corporation on September 19, 2016.
- (8) Mr. Manhas resigned as COO of the Corporation on March 13, 2019.

Narrative Discussion

Calculating the value of stock options using the Black-Scholes option pricing model is very different from a simple “in-the-money” value calculation. In fact, stock options that are well out-of-the-money can still have a significant “grant date fair value” based on a Black-Scholes option pricing model, especially where, as in the case of the Corporation, the price of the share underlying the option is highly volatile. Accordingly, caution must be exercised in comparing grant date fair value amounts with cash compensation or an in-the-money option value calculation.

Incentive Plan Awards

Outstanding share-based awards and option-based awards as at December 31, 2018

The following table sets forth details of all option-based awards outstanding for each Named Executive Officer of the Corporation as of the most recent financial year end, including awards granted before the most recently completed financial year. No share-based awards have been provided to the Named Executive Officers.

Option-based Awards				
Name and principal position	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options (\$)⁽¹⁾⁽²⁾
Darrick Evong CEO	Nil	Nil	Nil	Nil
Luke Caplette CFO	Nil	Nil	Nil	Nil
Rick Manhas⁽³⁾ COO	Nil	Nil	Nil	Nil

Notes:

- (1) Unexercised “in-the-money” options refer to the options in respect of which the market value of the underlying securities as at the financial year end exceeds the exercise or base price of the option.
- (2) The aggregate of the difference between the market value of the Common Shares as at December 31, 2018, the last day the Common Shares were traded on the TSX Venture Exchange during 2018, being \$0.01 per Common Share, and the exercise price of the options.
- (3) Mr. Manhas resigned as COO of the Corporation on March 13, 2019.

Incentive Plan Awards - Value vested or earned during the year ended December 31, 2018

The following table sets forth the value of option-based awards which vested or were earned during the most recently completed financial year for each Named Executive Officer. No share-based awards have been provided to the Named Executive Officers.

Name and principal position	Option-based awards – value vested during the year (\$)	Non-equity incentive plan compensation – Value earned during the year (\$)
Darrick Evong CEO	Nil ⁽¹⁾	Nil
Luke Caplette CFO	Nil ⁽¹⁾	Nil
Rick Manhas⁽²⁾ COO	Nil ⁽¹⁾	Nil

Notes:

- (1) Based on the difference between the market price of the options at the vesting date and the exercise price.
- (2) Mr. Manhas resigned as COO of the Corporation on March 13, 2019.

Narrative Discussion

The Corporation has a Plan previously approved by the shareholders of the Corporation on May 23, 2018. The significant terms of the Plan are disclosed in this Management Information Circular under “MATTERS TO BE ACTED UPON AT THE MEETING -Re-approval of Stock Option Plan”.

Pension Plan Benefits

The Corporation does not have any deferred compensation, pension, or retirement plans.

Termination and Change of Control Benefits

The Corporation is not a party to any contract, agreement, plan or arrangement that provides for payments to a Named Executive Officer at, following or in connection with any termination (whether voluntary, involuntary or constructive), resignation, retirement, a change in control of the Corporation, its subsidiaries or affiliates or a change in a Named Executive Officer's responsibilities.

DIRECTOR COMPENSATION

During the financial year ended December 31, 2018, the Corporation had three directors, none of which were also Named Executive Officers.

Director Compensation Table

The following table sets forth all compensation provided to directors who were not also Named Executive Officers ("Outside Directors") of the Corporation for the financial year ended December 31, 2018.

Name	Fees Earned (\$)	Share-Based Awards (\$) ⁽¹⁾	Option-Based Awards (\$) ⁽²⁾	Non-Equity Incentive Plan Compensation (\$)	Pension Value (\$)	All Other Compensation (\$)	Total (\$)
David Mullen	15,000	Nil	Nil	Nil	Nil	Nil	15,000
Robert Waddell ⁽³⁾	9,393	Nil	Nil	Nil	Nil	Nil	9,393
Timothy H. Urquhart	15,000	Nil	Nil	Nil	Nil	Nil	15,000
Stuart King ⁽³⁾	5,643	Nil	Nil	Nil	Nil	Nil	5,643

Notes:

- (1) "Share-Based Award" means an award under an equity incentive plan of equity-based instruments that do not have option-like features, including, for greater certainty, common shares, restricted shares, restricted share units, deferred share units, phantom shares, phantom share units, common share equivalent units and stock
- (2) "Option-Based Award" means an award under an equity incentive plan of options, including, for greater certainty, share options, share appreciation rights and similar instruments that have option-like features. Value based on the fair market value of the stock options granted having a value of approximately \$0.12 based on the Black-Scholes pricing model using weighted average assumptions of: risk-free interest rate – 1.40%; expected volatility –118%; dividend yield – 0%; and expected life of each option granted – 5 years.
- (3) Mr. Robert Waddell did not stand for re-election as a director, and was succeeded by Mr. Stuart King, on May 23, 2018.

Narrative Discussion

All Outside Directors were paid a quarterly fee of \$2,500. Outside Directors were also paid \$500 for attendance at Board meetings in person and \$500 for attendance at Board meetings by phone. The Chairperson of the Audit Committee and the Governance and Compensation Committee (being Stuart King) was paid no additional annual amount. Members of the Audit Committees were paid a quarterly fee of \$500 and \$250 for additional meetings outside of Board meetings. Members of the Compensation and Governance committee were paid a quarterly fee of \$250 and \$250 for per meeting.

Incentive Plan Awards

Outstanding Share-Based Awards and Option-Based Awards

The following table sets forth details of all awards outstanding for each Outside Director of the Corporation as of December 31, 2018, including awards granted before the most recently completed financial year. No share-based awards have been provided to the Outside Directors.

Option-based Awards				
Name	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the money options (\$)⁽¹⁾⁽²⁾
David Mullen	400,000	\$0.18	August 14, 2019	Nil
Timothy H. Urquhart	300,000	\$0.18	August 14, 2019	Nil
Stuart King	Nil	Nil	Nil	Nil

Notes:

- (1) Unexercised "in-the-money" options refer to the options in respect of which the market value of the underlying securities as at the financial year end exceeds the exercise or base price of the option.
- (2) The aggregate of the difference between the market value of the Common Shares as at December 31, 2018, the last day the Common Shares were traded on the TSX Venture Exchange during 2018, being \$0.01 per Common Share, and the exercise price of the options.

Incentive Plan Awards - Value Vested or Earned During the Year

The following table sets forth the value of option-based awards and share-based awards which vested or were earned during the year ended December 31, 2018 for each Outside Director. No share-based awards have been provided to the Outside Directors.

Name	Option-Based Awards - Value vested during the year (\$)	Non-Equity Incentive Plan Compensation - Value earned during the year (\$)
David Mullen	Nil ⁽¹⁾	Nil
Timothy H. Urquhart	Nil ⁽¹⁾	Nil
Stuart King	Nil ⁽¹⁾	Nil

Note:

- (1) Based on the difference between the market price of the options at the vesting date and the exercise price.

Narrative Discussion

No stock option were granted to Outside Directors in 2018.

Other Compensation

Other than as set forth herein, the Corporation did not pay any other compensation to executive officers or directors (including personal benefits and securities or properties paid or distributed which compensation was not offered on the same terms to all full-time employees) during the last completed financial year other than benefits and perquisites which did not amount to \$10,000 or greater per individual.

SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS

The following table sets forth securities of the Corporation that are authorized for issuance under equity compensation plans as at the end of the Corporation's most recently completed financial year.

Plan Category	Number of Common Shares to be issued upon exercise of outstanding options, warrants and rights	Weighted average exercise price of outstanding options, warrants and rights	Number of Common Shares remaining available for issuance under equity compensation plans (excluding outstanding securities reflected in Column (1))⁽¹⁾
Equity compensation plans approved by securityholders	900,000	\$0.18	19,716,198
Equity compensation plans not approved by securityholders	Nil	Nil	Nil
Total	900,000	\$0.18	19,716,198

Note:

- (1) The aggregate number of Common Shares that may be reserved for issuance under the Plan shall not exceed 10% of the Corporation's issued and outstanding Common Shares. As at December 31, 2018, the number of Common Shares issued and outstanding was 206,161,981.

DISCLOSURE OF CORPORATE GOVERNANCE PRACTICES

Pursuant to National Instrument 58-101 Disclosure of Corporate Governance Practices ("NI 58-101"), the Corporation is required to disclose its corporate governance practices as summarized below.

1. Board of Directors

The Corporation's Board currently consists of three persons, two of whom are independent. Mr. Timothy H. Urquhart and Mr. Stuart King are independent directors of the Corporation. Mr. David Mullen, the Board Chair and former Chief Executive Officer of the Corporation, is not independent. Mr. Michael Smith, a director nominee, is independent; Mr. Ricky Manhas, also a director nominee, is not independent. The Board is responsible for the stewardship of the Corporation and for monitoring the actions of, and providing overall leadership, guidance and direction to, management. As the Board of Directors is comprised of a majority of independent directors, each of whom has significant experience in, and an understanding of the role and responsibilities of acting as a director, the independent directors believe that they collectively provide active and appropriate leadership amongst themselves with respect to stewardship of the Corporation. In Camera sessions of non-management directors occur at board meetings and through this process initiatives may be formulated by the independent directors.

The Board of Directors and senior management of the Corporation consider good corporate governance to be central to the effective operation of the Corporation and are committed to maintaining a high standard of corporate governance. During 2018, the Board and the Corporation devoted attention and resources to reviewing the Corporation's corporate governance practices and ensuring that the Corporation's system of corporate governance meets applicable legal requirements.

The Board of Directors and the Corporation have adopted Corporate Governance Guidelines, a Code of Conduct (which is applicable to all directors, officers and employees of the Corporation), and both a CEO and CFO Code of Ethics. The Code of Conduct sets out in detail the purpose, scope and application of the Code and outlines general principles by which the Corporation is governed.

The Board of Directors has delegated primary responsibility for the development of certain governance practices and mechanisms to the Governance Committee. The Governance Committee's guidelines provide that the responsibilities of this committee include: (i) establishing and reviewing member characteristics for the Board of Directors; (ii) evaluating, identifying and recommending nominees to the Board of Directors; (iii) monitoring and reviewing the education and development of members of the Board of Directors; (iv) recommending directors to serve as committee members and chairs; (v) reviewing and developing corporate governance guidelines, policies and procedures for the Board of Directors; (vi)

establishing and implementing evaluation processes for the Board of Directors, committees and chairs; (vii) establishing procedures for the engagement of independent counsel by a director; (viii) reviewing disclosure by the Corporation of matters within the committee's mandate; and (ix) reviewing and evaluating the committee's guidelines.

The following director of the Corporation is presently a director of other reporting issuers.

Name	Name of Reporting Issuer
David Mullen	Mullen Group Ltd.

Michael Smith, a director nominee, is presently a director of Blackhawk Resource Corp.

Since January 1, 2018, the beginning of the Corporation's most recently completed financial year, until December 31, 2018, the Board of Directors held 4 meetings: April 12, May 23, August 22, November 22. The following is a record of attendance for each director at these Board meetings:

Director	Number of Board Meetings Attended / Total Number of Board Meetings Held
David Mullen	4/4 (100%)
Robert N. Waddell ⁽¹⁾	1/1 (100%)
Timothy H. Urquhart	4/4 (100%)
Stuart King ⁽¹⁾	3/3 (100%)

Note:

(1) Mr. Robert Waddell did not stand for re-election as a director, and was succeeded by Mr. Stuart King, on May 23, 2018.

2. Board Mandate

The Board of Directors has adopted a formal mandate for itself, a copy of which is attached to this Information Circular as Schedule "A".

3. Position Descriptions

The Board of Directors has developed written position descriptions for the chair and the chair of each board committee.

The Board of Directors has also developed a written position description for the CEO of the Corporation. The CEO's fundamental responsibility is the general direction and successful management of the business and affairs of the Corporation in accordance with the corporate strategy and objectives approved by the Board, within the authority limitations delegated by the Board. The CEO's mandate includes:

- Corporate Strategy and Objectives
- Operational Effectiveness
- Integrity/Corporate Conduct
- Board Communication

In addition, the Board has set Levels of Authority for the CEO.

4. Orientation and Continuing Education

Upon joining the Board, a new director will be provided with a Board manual that includes all the Board and committee guidelines, mandates, corporate policies, relevant position descriptions, organizational

structure and the structure of the Board and its committees. In addition, any new director will receive presentations with respect to the operations of the Corporation. As part of continuing education, the Board receives management presentations with respect to the operations and risks of the business at least four times per year, with a more significant presentation provided in conjunction with the annual budgeting process. In addition, presentations are made to the Board on an ongoing basis. Individual directors are invited to identify their continuing education needs through a variety of means, including discussions with management and at Board and committee meetings.

5. Ethical Business Conduct

The Board of Directors has adopted a number of policies including those related to insider trading and reporting, disclosure and confidentiality, and a whistleblower policy. The whistleblower policy provides employees and third parties with the ability to report, on a confidential and anonymous basis, any violations within the Corporation including, but not limited to, falsification of financial records, unethical conduct, harassment or theft. Reports may be filed anonymously by telephone or the internet. The Board believes that providing a forum to raise concerns about ethical conduct and treating all complaints with the appropriate level of seriousness fosters a culture of ethical conduct within the Corporation.

6. Nomination of Directors

The responsibility for identifying new candidates for Board nomination has been delegated to the Nominating Committee. The Nominating Committee is comprised of Timothy H. Urquhart and Stuart King.

If a vacancy occurs on the Board of Directors, the Nominating Committee will, in consultation with the CEO, identify candidates who satisfy the skills, characteristics, criteria and the long-term plan for the composition of the Board of Directors established by the committee. The Nominating Committee will recommend candidates to the Board for appointment to fill the vacancy.

The mandate of the Nominating Committee is to assist the Board in carrying out its responsibilities by identifying individuals qualified to become Board members and recommending to the Board proposed nominees for election to the Board at the next annual meeting of shareholders.

7. Compensation

The Compensation Committee is composed entirely of independent directors. The members of the Compensation Committee are listed under "*MATTERS TO BE ACTED UPON AT THE MEETING - Election of Directors*". The responsibilities of the Compensation Committee include reviewing the CEO mandate and level of authority and setting performance objectives for the CEO, establishing and implementing a CEO evaluation process, determining the recommended competitive compensation for the CEO that meets the Corporation's hiring, retention and performance objectives, reviewing and approving all material special benefits and perquisites for the CEO, reviewing management succession and management development plans and evaluating the performance of the committee annually.

The Compensation Committee has unrestricted access to the Corporation's personnel and documents and is provided with the resources necessary, including, as required, the engagement and compensation of outside advisors, to carry out its responsibilities.

8. Other Board Committees

In addition to the Audit Committee, as described below, and the Nominating Committee and the Compensation Committee, as described above, the Corporation also has a Governance Committee.

The mandate of the Governance Committee is to develop and recommend to the Board an on-going set of best practice governance principles aimed at fostering a healthy governance culture at the Corporation, communicating effectively with the shareholders of the Corporation, other interested parties and the public in accordance with all applicable laws and regulations, keeping abreast of the latest regulatory

requirements, trends and guidance in corporate governance and overseeing the annual evaluation of the Board and its committees.

9. Assessments

The Governance Committee has developed criteria and an evaluation process to assess the effectiveness of the Board as a whole, each Committee and the contribution of individual directors. The evaluation process has three components: (i) an assessment of the Board performance and the effectiveness of the Board; (ii) an assessment of the Board committees, including the Governance Committee; and (iii) an individual director self-evaluation. The director self-evaluation provides each director with the opportunity to reflect on his or her contribution and their alignment with the expectations of a Cordy director.

The Governance Committee will review and evaluate the results of the evaluations annually and make recommendations thereon to the full Board. Committees will each evaluate their own performance on an annual basis and identify any areas where improvement is desired.

The Governance Committee will also assess the effectiveness of the working relationship and communications between the Board and management of Cordy.

AUDIT COMMITTEE

The Audit Committee is a committee of the Board of Directors to which the Board delegates its responsibility for oversight of the financial reporting process. The Audit Committee is also responsible for managing, on behalf of the shareholders, the relationship between the Corporation and the external auditor. The Audit Committee of the Board of Directors meets with the auditors of the Corporation without management, with management without the auditors, and with the Chief Financial Officer without the auditors and management.

The terms of reference of the Audit Committee are attached as Schedule "B" attached to this Information Circular.

Audit Committee Composition

The following are the members of the Audit Committee.

Stuart King	Independent ⁽¹⁾	Financially Literate ⁽¹⁾
Timothy H. Urquhart	Independent ⁽¹⁾	Financially Literate ⁽¹⁾
David Mullen	Not Independent ⁽¹⁾	Financially Literate ⁽¹⁾

Note:

(1) As defined by National Instrument 52-110 ("NI 52-110")

Relevant Education and Experience

All of the members of the Audit Committee have been either directly involved in the preparation of the financial statements, filing of the quarterly and annual financial statements, and dealing with the auditors, or involved as a member of the Audit Committee. All members have the ability to read, analyze, and understand the complexities surrounding the issuance of financial statements.

David Mullen is currently the Chairman of the Board and the former Chief Executive Officer of the Corporation. Prior to joining the Corporation, Mr. Mullen spent 27 years in various capacities with Mullen Trucking LP. At the time of his departure, he was Senior Vice President of Mullen Trucking LP located in Aldersyde, Alberta. Mr. Mullen was also appointed to the Mullen Group Ltd. Board of Directors in May 2011.

Stuart King has over 23 years of accounting and finance experience. Since December 2017, Mr. King has held the title of Chief Financial Officer for CWC Energy Services Corp. Previously between November 2010 and May 2017, Mr. King was the Vice President, Finance and Controller of Canadian International Oil Corp., a private oil and gas company. Prior to Canadian International Oil Corp., Mr. King was the Acting Chief Financial Officer and Controller of Mahalo Energy, a public oil and gas company with operational assets in the U.S. Mr. King holds a Bachelor of Commerce degree from the University of Calgary, and is a Chartered Professional Accountant in Alberta.

Timothy H. Urquhart has over 35 years of senior business experience in the Canadian Building Materials Industry. He is currently the President of Slegg Building Materials, a position he has held since 2014. Slegg is a 71 year old company and is the largest distributor of building products on Vancouver Island serving General Contractors, Land Developers and Applicators involved in new construction and renovation markets. Prior to Slegg, he was CEO of the TIM-BR MART Group of Companies. He successfully led the company through an aggressive growth strategy, taking them from being a Western Canadian regional company to a coast to coast national player with sales over \$2 billion. Mr. Urquhart has completed the Directors Education Program at the University of Calgary – Haskayne School of Business and is a member of the Institute of Corporate Directors.

Audit Committee Oversight

At no time since the commencement of the Corporation's most recently completed financial year was a recommendation of the Audit Committee to nominate or compensate an external auditor not adopted by the Board of Directors.

Reliance on Certain Exemptions

At no time since the commencement of the Corporation's most recently completed financial year has the Corporation relied on the exemption in Section 2.4 of NI 52-110 (De Minimis Non-audit Services), or an exemption from NI 52-110, in whole or in part, granted under Part 8 of NI 52-110.

Pre-Approval Policies and Procedures

The Audit Committee has adopted certain policies and procedures for the engagement of non-audit services which are described in the Audit Committee terms of reference attached as Schedule "C" to this Information Circular.

External Auditor Service Fees

The aggregate fees billed by the Corporation's external auditors in each of the last two fiscal years for audit, quarterly review and other fees are as follows:

Financial Year Ending	Audit Fees	Audit Related Fees	Tax Fees	All Other Fees
2018	\$45,000	Nil	Nil	Nil
2017	\$78,000	Nil	Nil	Nil

Exemption

The Corporation is relying upon the exemption in section 6.1 of NI 52-110.

INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS

No director, executive officer, employee or former director, executive officer or employee of the Corporation or any subsidiary of the Corporation nor any of their associates or affiliates, is, or has been at any time since the beginning of the last completed financial year, indebted to the Corporation or any subsidiary of the Corporation nor has any such person been indebted to any other entity where such

indebtedness is the subject of a guarantee, support agreement, letter of credit or similar arrangement or understanding, provided by the Corporation or any subsidiary of the Corporation.

INTERESTS OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

Other than as set forth herein, or as previously disclosed, the Corporation is not aware of any material interests, direct or indirect, by way of beneficial ownership of securities or otherwise, of any director or executive officer, proposed nominee for election as a director or any shareholder holding more than 10% of the voting rights attached to the Common Shares or any associate or affiliate of any of the foregoing in any transaction in the preceding financial year or any proposed or ongoing transaction which has or will materially affect the Corporation.

The Corporation entered into a loan agreement on December 22, 2014 with Lyncorp International Ltd. ("Lyncorp"). The loan is payable in increments of \$0.3 million and bears interest at 15%. All transactions related to this agreement have been disclosed in the related party section of the Corporation's 2018 Audited Financial Statements. In January, 2018 the Corporation entered into a settlement agreement with Lyncorp, pursuant to which, the Corporation made two payments (\$0.125 million in January 2018 and \$0.125 million in March 2018) for full and final settlement of all interest and debt owing to Lyncorp.

INTEREST OF CERTAIN PERSONS IN MATTERS TO BE ACTED UPON

Except as otherwise set out herein, no director or executive officer of the Corporation or any proposed nominee of management of the Corporation for election as a director of the Corporation, nor any associate or affiliate of the foregoing persons has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in matters to be acted upon at the Meeting.

MANAGEMENT CONTRACTS

No management functions of the Corporation were to any substantial degree performed by a person or company other than the directors or executive officers (or private companies controlled by them, either directly or indirectly) of the Corporation.

OTHER BUSINESS

While there is no other business other than that business mentioned in the Notice of Meeting to be presented for action by the shareholders at the Meeting, **it is intended that the proxies hereby solicited will be exercised upon any other matters and proposals that may properly come before the Meeting or any adjournment or adjournments thereof, in accordance with the discretion of the persons authorized to act thereunder.**

GENERAL

Unless otherwise directed, it is management's intention to vote proxies in favor of the resolutions set forth herein.

ADDITIONAL INFORMATION

Additional information relating to the Corporation is available on SEDAR at www.sedar.com. Financial information on the Corporation's most recently completed financial year is provided in the Corporation's comparative financial statements and management discussion and analysis available on SEDAR. A shareholder may contact the Corporation at 5366 55th Street SE, Calgary Alberta, T2C 3G9, Attention: Chief Executive Officer, to obtain a copy of the Corporation's most recent financial statements and management discussion and analysis.

BOARD APPROVAL

The contents and the sending of this Information Circular have been approved by the Board of Directors of the Corporation.

Schedule “A”

Board of Directors Mandate

Introduction

The Board of Directors (Board) is responsible under law for the management of Cordy's business and its affairs. It has the statutory authority and obligation to protect and enhance the assets of Cordy in the interest of all shareholders. Although Directors are elected by the shareholders to bring special expertise or a point of view to Board deliberations, the best interests of Cordy must be paramount at all times.

Subject to the Articles and By-Laws of Cordy, the Board retains the responsibility for managing its own affairs, including planning its composition, selecting its Chair, nominating candidates for election to the Board, appointing committees and determining Director compensation.

As the Board has overall plenary power, this mandate is not intended to limit the powers of the Board but to assist the Board in the exercise of its powers and the fulfillment of its duties.

The fundamental responsibility of the Board is to appoint a competent executive team and to provide independent, effective leadership to supervise the management of Cordy's business and affairs and to grow value responsibly, in a profitable and sustainable manner.

Responsibilities

1. Legal Requirements

The Board is responsible for taking all reasonable steps to ensure legal requirements have been met, and documents and records have been properly prepared, approved and maintained.

Canadian law identifies the following as legal requirements for the Board to:

- Manage the business and affairs of Cordy;
- Act honestly and in good faith with a view to the best interests of Cordy;
- Exercise the care, diligence and skill that reasonably prudent people would exercise in comparable circumstances; and
- Act in accordance with its obligations contained in the *Business Corporations Act* (Alberta), the Securities Act of each province and territory of Canada, other relevant legislation and regulations, and Cordy's Articles and By-Laws.

In particular, it should be noted that the following matters must be considered by the Board as a whole and may not be delegated to a committee:

- Submission to the shareholders of a question or matter requiring the approval of the shareholders;
- Filling of a vacancy among the Directors or in the office of the external auditor;
- Manner and term for the issuance of securities;
- Declaration of dividends;
- Purchase, redemption or any other form of acquisition of shares issued by Cordy;
- Payment of a commission to any person in consideration of the purchase or agreement to purchase shares of Cordy from Cordy or from any other person, or procuring or agreeing to procure purchasers for any such shares;
- Approval of management proxy circulars;
- Approval of any take-over bid circular or Directors' circular;
- Approval of the financial statements of Cordy; and
- Adoption, amendment or repeal of By-Laws of Cordy.

2. Reporting to Shareholders

- Cordy is in compliance with all continuous disclosure and public reporting requirements;
- Cordy has in place an effective reporting and communications program with all shareholders and stakeholders and to apprise the Board of any major concerns expressed by shareholders;
- The financial performance of Cordy is adequately reported to shareholders, other securityholders and regulators on a timely and regular basis, including the approval of quarterly and annual financial statements;
- The financial results are reported fairly and in accordance with generally accepted accounting principles;
- The timely reporting of any other developments that have a significant and material impact on the value of Cordy; and
- Shareholders are reported to annually on the Board's stewardship for the preceding year.

3. Governance

- Appoint all Committee members;
- Appoint the Chief Executive Officer (CEO), monitor and evaluate the CEO's performance against a set of mutually agreed corporate objectives directed at maximizing shareholder value, and approve CEO compensation;
- In conjunction with the CEO, develop a clear mandate for the CEO, which includes a delineation of management's responsibilities to ensure a culture of integrity and ethical conduct throughout the organization;
- Ensure that a process is established that adequately provides for management succession and development on a yearly basis;
- Establish limits of authority delegated to management;
- Periodically review Corporate Governance guidelines and amend as required;
- Approve and monitor compliance with all Corporate Governance policies and procedures by which Cordy is operated;
- Ensure systems are in place which are designed to ensure Cordy operates at all times within applicable laws and regulations, and to the highest ethical and moral standards; and
- Ensure that the Board and each of its committees have the ability to retain, at Cordy's expense, independent financial, legal, accounting and other advisors.

4. Monitor and Approve

- Monitor Cordy's progress against its strategic plan and operating and capital budgets, and to revise and alter Cordy's direction through management in light of changing circumstances;
- Approve any payment of dividends and new financings;
- Approve Director compensation;
- Direct management to ensure proper financial reporting and financial control systems are in place; and
- Ensure that a system is in place to identify the principal risks to Cordy's business and to ensure that the best practical procedures are in place to monitor and mitigate the risks. The principle mechanisms through which the Board reviews risks are:
 - On-going reports by the CEO;
 - The strategic planning process; and
 - The Audit Committee.

5. Operational Effectiveness and Financial Reporting

- Ensure there is a strategic planning process and then review, question, validate, and ultimately endorse the strategy and monitor its implementation;
- Review and approve Cordy's objectives and goals, and the strategy by which management proposes to reach those goals; and
- Review and approve the annual operating and capital budgets.

Schedule “B”

Audit Committee Terms of Reference

1. Mandate

The mandate of the Audit Committee is to assist the Board in fulfilling its oversight responsibilities including:

- Overseeing and monitoring the integrity of Cordy’s accounting and financial processes, financial statements and system of internal controls regarding accounting and financial reporting and accounting compliance;
- Overseeing and monitoring the qualifications, independence and performance of Cordy’s external auditors;
- Overseeing audits of Cordy’s financial statements;
- Overseeing and monitoring Cordy’s compliance with legal and regulatory requirements;
- Providing an avenue of communication among the external auditors, management and the Board;
- Reviewing and approving management’s identification of principal financial risks and monitoring the process to manage such risk; and
- Reporting regularly to the Board.

The Audit Committee has the authority to conduct any review or investigation appropriate to fulfilling its responsibilities. The Committee shall have unrestricted access to personnel and information, and any resources necessary to carry out its responsibility. The Committee has the authority to engage independent advisors, paid for by Cordy, to help it make the best possible decisions on financial reporting, accounting policies and practices, disclosure practices, and internal controls at Cordy. Engaging independent advisors at the expense of Cordy requires the authorization of the Board Chair or the Chair of the Governance Committee.

2. Reporting

The Committee shall report to the Board.

3. Composition and Qualifications

The Audit Committee shall consist of not less than three Directors, the majority of whom shall qualify as Independent Directors within the meaning of applicable laws, rules and regulations and any other relevant consideration as determined by the Board.

Audit Committee members will include only duly-elected Directors and at least one member shall have accounting or related financial management expertise. In particular, at least one member shall have:

- Education and experience as a principal financial officer, principal accounting officer, controller, public accountant or auditor or experience in one or more positions that involve the performance of similar functions;
- Experience actively supervising a principal financial officer, principal accounting officer, controller public accountant or auditor or experience in one or more positions that involve the performance of similar functions;
- Experience overseeing or assessing the performance of companies or public accountants with respect to preparation, auditing or evaluation of financial statements; or
- Other relevant experience.

In addition to the qualities set out for Directors, Audit Committee members should have:

- An understanding of generally accepted accounting principles and financial statements;
- The ability to assess the general application of such principles in connection with the accounting for estimates and accruals;
- Experience preparing, auditing, analyzing or evaluating financial statements that present a breadth and level of complexity of accounting issues that are relevant to Cordy or experience supervising one or more persons engaged in such activities;
- An understanding of internal controls and procedures for financial reporting; and
- An understanding of Audit Committee functions.

4. Appointment of Committee Members

Members of the Committee shall be appointed at a meeting of the Board, effective after election of Directors at the annual meeting of shareholders, provided that any member may be removed or replaced at any time by the Board and shall, in any event, cease to be a member of the Committee upon ceasing to be a member of the Board.

The Chair of the Audit Committee shall be appointed annually by the Board.

5. Vacancies

Where a vacancy occurs at any time in the membership of the Committee, it may be filled by the Board.

6. Committee Meetings

The Committee shall meet at least four times annually. The meetings will be scheduled to permit timely review of the interim and annual financial statements. Additional meetings may be held as deemed necessary by the Chair of the Audit Committee or as requested by any member or by the internal or external auditors.

Committee meetings may be held in person, by video conference, by means of telephone or by a combination of any of the foregoing. The Committee can conduct all or part of any meeting in the absence of management.

7. Notice of Meeting

Notice of the time and place of each meeting may be given orally, or in writing, or by facsimile, or by electronic means to each member of the Committee at least 48 hours prior to the time fixed for such meeting.

A member may in any manner waive notice of the meeting. Attendance of a member at a meeting shall constitute waiver of notice of the meeting except where a member attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting was not lawfully called.

8. Quorum

A majority of Committee members, present in person, by video conference, by telephone or by any combination thereof shall constitute a quorum. In addition, if an ex officio, non-voting member's presence is required to attain a quorum of the Committee, then that member shall be allowed to cast a vote at the meeting.

9. Attendance at Meetings

The Committee may, by specific invitation, have other resource persons in attendance. The Committee shall have the right to determine who shall and who shall not be present at any time during a meeting of the Committee.

Directors, who are not members of the Committee, may attend Committee meetings, on an ad hoc basis, upon prior consultation and approval by the Committee Chair or by a majority of the Committee.

10. Minutes

The Corporate Secretary or some other person designated by the Audit Committee shall be Secretary to the Audit Committee.

The full Board of Directors shall be kept informed of the Committee's activities by a report following each Committee meeting.

11. Specific Responsibilities

In carrying out its mandate, the Audit Committee is expected to:

(a) Financial Controls and Reporting Systems

- Review reports from management outlining any significant changes in financial risks facing Cordy;
- Review the management letter (if any) of the external auditors and Cordy's responses to suggestions made;
- Review any new appointments to executive positions with financial reporting responsibilities;
- Satisfy itself that Cordy has appropriate systems of internal control for the safeguarding of assets and for financial reporting necessary to ensure compliance with legal and regulatory requirements;
- Obtain assurance from both internal and external auditors regarding the overall financial control environment and the adequacy of accounting system controls;
- Satisfy itself that the internal and external audit functions have been effectively carried out and that any matters which the internal or external auditors bring to the Audit Committee's attention are being addressed;
- Establish procedures for:
 - the receipt, retention and treatment of complaints received by the issuer regarding accounting, internal accounting controls, or auditing matters; and
 - the confidential, anonymous submission by employees of the issuer of concerns regarding questionable accounting or auditing matters; and
- Review and approve the issuer's hiring policies regarding partners, employees and former partners and employees of the present and former external auditor of the issuer.

(b) Quarterly Financial Statements and Press Releases

- Review the quarterly financial statements and press releases with management and the external auditors and recommend their approval to the Board.

(c) Annual Financial Statements and Other Financial Information

- Review any changes in accounting policies or financial reporting requirements that may affect the current year's financial statements;
- Receive and review summaries of material transactions and other complex matters

- whose treatment in the annual financial statements merits advance consideration;
 - Review the annual financial statements with management and external auditors and recommend their approval to the Board;
 - Review Cordy's external legal counsel report on the status of any material pending or threatened litigation, claims and assessments;
 - Review the financial information contained in Cordy's Annual Report, including management's Discussion and Analysis, and other publications including the Information Circular, the Annual Information Form, as well as any prospectus or similar document issued from time to time by Cordy and recommend their approval to the Board;
 - Review any serious difficulties or disputes with management encountered during the course of the audit, including any restrictions on the scope of the external auditors' work or access to required information;
 - Review the use of off-balance sheet financing including management's risk assessment and adequacy of disclosure;
 - Review reports from management outlining any significant changes in risks relating to financial instruments such as foreign exchange hedging, derivatives, etc.; and
 - Review adequacy of insurance coverage including Directors' and officers' liability coverage.
- (d) External Audit Terms of Reference, Reports, Planning and Appointment
- Recommend to the Board each year the appointment of the external auditors, their terms of engagement and remuneration;
 - Review the audit plan with the external auditors and management; and
 - Discuss in private with the external auditors, matters affecting the conduct of their audit and other corporate matters.
- (e) Self-Evaluation
- Annually review the Audit Committee Terms of Reference.

The duties and responsibilities of a member of the Committee are in addition to those duties set out for a member of the Board of Directors.