

# FIRST QUARTER INTERIM REPORT

For the Three Months Ended March 31, 2016



## Performance Data

Three Months Ended March 31,	2016	2015	Change
(CDN 000s, except per share data)	(\$)	(\$)	(%)
Revenue	<b>45,813</b>	99,402	(54)
(Loss) income	<b>(10,860)</b>	14,191	—
Per share – basic	<b>(0.13)</b>	0.17	—
Per share – diluted	<b>(0.13)</b>	0.17	—
EBITDA <sup>(1)</sup>	<b>(353)</b>	44,126	—
As a % of revenue	<b>(0.8)</b>	44.4	—
Adjusted EBITDA <sup>(1)</sup>	<b>8,763</b>	41,679	(79)
As a % of revenue	<b>19.1</b>	41.9	(23)
Funds flow from operations	<b>3,335</b>	43,262	(92)
Per share – basic	<b>0.04</b>	0.52	(92)
Per share – diluted	<b>0.04</b>	0.52	(92)
Cash from operating activities	<b>11,331</b>	71,533	(84)
Free cash flow <sup>(1)</sup>	<b>4,860</b>	48,219	(90)
Per share – basic	<b>0.06</b>	0.58	(90)
Per share – diluted	<b>0.06</b>	0.58	(90)
Capital expenditures	<b>6,580</b>	23,513	(72)
Working capital	<b>214,538</b>	236,446	(9)
Total assets	<b>482,620</b>	592,223	(19)
Total long-term debt	—	—	—
Cash dividends declared	<b>0.17</b>	0.17	—
Shares outstanding end of period (#000's)	<b>84,108</b>	83,559	1

(1) Non-IFRS financial measures are defined in the Management's Discussion and Analysis section.

### Q1 2016 vs Q1 2015

The Company generated consolidated revenue of \$45.8 million in the first quarter of 2016, down 54% from \$99.4 million in the same period of 2015. Oil and gas producers in all of the Company's major markets continue to reduce their drilling programs due to depressed commodity pricing, and this drop in activity is resulting in both contractors and operators focusing their efforts on controlling costs, leading to increased pricing concessions and reduction in the adoption of certain products. These negative factors were partially offset by a stronger US dollar relative to the Canadian dollar in 2016 compared to the same period in 2015.

Consolidated EBITDA was a negative \$0.4 million in the first quarter, a decrease of \$44.5 million from the first quarter of 2015. Included in the 2016 first quarter results are restructuring charges related to the reduction of personnel and consolidation of office space totaling \$10.9 million. Adjusted EBITDA, which adjusts for foreign exchange and restructuring costs, decreased to \$8.8 million, a decline of 79% from the first quarter of 2015.

The Company recorded a net loss of \$10.9 million (\$0.13 per share) in the first quarter, a decrease of \$25.1 million from the net income of \$14.2 million (\$0.17 per share) recorded in same period in 2015.

## President's Message

Pason's performance during the first quarter of 2016 was solid in the context of our industry. However, demand for oilfield services and technology worldwide was dismal. Pason's revenue for the quarter was down 54% to \$45.8 million from the previous year. A further steep reduction in drilling activity was the main driver of the decline. Drilling industry activity decreased 61% in the United States and 56% in Canada compared to the first quarter of 2015. Drilling activity in North America is now at the lowest point since the 1940's. Activity in international markets has also declined considerably.

The company incurred a net loss of \$10.9 million for the period. This includes a restructuring charge related to staff reductions and office consolidations. Over the last 12 months, the Pason workforce has been reduced by 350 people, or 38%, and total annual run-rate expenses have been reduced by over \$60 million.

Adjusted EBITDA for the quarter was \$8.8 million and free cash flow was \$4.9 million. On March 31, 2016, our cash position stood at \$176.1 million and working capital at \$214.5 million. The main driver of the reduction of the cash balance is the strengthening of the Canadian dollar vs. the US dollar during the first quarter. There is no debt on our balance sheet. We are maintaining our quarterly dividend at \$0.17 share.

The industry is in the deepest crisis in generations. We expect conditions to worsen for Pason in the next few quarters. Drilling activity may be reduced further in all geographies. Pressures on pricing and product usage continue as operators seek further cost reductions from service companies. It is possible that we will lose market share in this environment as some competitors are currently offering extremely low pricing. Also, successful commercialization of new products and services is very challenging at the current time.

We operate in a highly cyclical industry, and the current slump will not continue forever. Our medium-term outlook is more optimistic. The re-balancing of the oil markets is accelerating as the steep E&P capital expenditure reductions are finally starting to have an impact. The oversupply situation could be over in early 2017 and solid growth may return to the industry in 2018. We believe that North American land drilling will be the quickest to respond.

For the remainder of 2016, we aim to strike the optimal balance between cost control and investments in future growth to be well-positioned to maximize returns in the industry's eventual upturn. Our objective is to continue to generate positive free cash flow before the dividend (excluding restructuring costs), while holding on to our position as the service provider of choice for key operator and drilling contractor customers.

We will continue to invest in future growth, including investing in new product development, service capabilities, infrastructure and systems, and in our international footprint. We plan to continue to allocate resources for R&D and IT and we intend to spend up to \$30 million in capital expenditures in 2016. We are focusing our development efforts on products and services that create significant and visible value, either by saving costs or by increasing revenues, for our customers.

We will continue to build on our strong market position and reputation, and seek opportunities where we can take advantage of our significant strengths. We believe that Pason continues to be well-positioned to maximize returns in the industry's eventual upturn.

We thank all our customers, partners, shareholders, and employees for their continued support during these challenging times.

A handwritten signature in black ink, appearing to read "Marcel Kessler", with a stylized flourish at the end.

Marcel Kessler  
President and Chief Executive Officer  
May 10, 2016

# Management's Discussion and Analysis

The following discussion and analysis has been prepared by management as of May 10, 2016, and is a review of the financial condition and results of operations of Pason Systems Inc. (Pason or the Company) based on International Financial Reporting Standards (IFRS) and should be read in conjunction with the consolidated financial statements and accompanying notes.

Certain information regarding the Company contained herein may constitute forward-looking statements under applicable securities laws. Such statements are subject to known or unknown risks and uncertainties that may cause actual results to differ materially from those anticipated or implied in the forward-looking statements.

All financial measures presented in this report are expressed in Canadian dollars unless otherwise indicated.

## Additional IFRS Measures

In its interim condensed consolidated financial statements, the Corporation uses certain additional IFRS measures. Management believes these measures provide useful supplemental information to readers.

### Funds flow from operations

Management believes that funds flow from operations, as reported in the Consolidated Statements of Cash Flows, is a useful additional measure as it represents the cash generated during the period, regardless of the timing of collection of receivables and payment of payables. Funds flow from operations represents the cash flow from continuing operations, excluding non-cash items. Funds flow from operations is defined as net income adjusted for depreciation and amortization expense, non-cash stock-based compensation expense, deferred taxes, and other non-cash items impacting operations.

### Cash from operating activities

Cash from operating activities is defined as funds flow from operations adjusted for changes in working capital items.

## Non-IFRS Financial Measures

These definitions are not recognized measures under IFRS, and accordingly, may not be comparable to measures used by other companies. These Non-IFRS measures provide readers with additional information regarding the Company's ability to generate funds to finance its operations, fund its research and development and capital expenditure program, and pay dividends.

### Revenue per EDR day and Revenue per Industry day

Revenue per EDR day is defined as the daily revenue generated from all products that the Company has on rent on a drilling rig that has the Company's base EDR installed. This metric provides a key measure on the Company's ability to increase production adoption and evaluate product pricing.

Revenue per Industry day is defined as the daily revenue generated from all products that the Company is renting over all active drilling rigs in a particular operating segment. This metric provides an additional measure to that of Revenue per EDR day, which is market share penetration.

**EBITDA**

EBITDA is defined as net income before interest expense, income taxes, stock-based compensation expense, depreciation and amortization expense, and gains on disposal of investments.

**Adjusted EBITDA**

Adjusted EBITDA is defined as EBITDA, adjusted for foreign exchange, impairment of property plant and equipment, restructuring costs and other items which the Company does not consider to be in the normal course of continuing operations.

**Free cash flow**

Free cash flow is defined as cash from operating activities plus proceeds on disposal of property, plant and equipment, less capital expenditures, and deferred development costs.

## Overall Performance

Three Months Ended March 31,	2016	2015	Change
(000s)	(\$)	(\$)	(%)
<b>Revenue</b>			
Electronic Drilling Recorder <sup>(1)</sup>	19,155	42,676	(55)
Pit Volume Totalizer/ePVT	6,356	14,167	(55)
Communications <sup>(1)</sup>	4,331	8,688	(50)
Software	3,131	6,679	(53)
AutoDriller	2,766	7,606	(64)
Gas Analyzer	3,624	7,681	(53)
Other	6,450	11,905	(46)
<b>Total revenue</b>	<b>45,813</b>	<b>99,402</b>	<b>(54)</b>

(1) A portion of the Company's Communications revenue was reclassified to EDR revenue to better reflect the nature of such revenue. 2015 comparative figures have been reclassified to conform with 2016 presentation. (Q1 2015- \$1,275).

Electronic Drilling Recorder (EDR) and Pit Volume Totalizer (PVT) rental day performance for Canada and the United States is reported below:

<b>Canada</b>			
Three Months Ended March 31,	2016	2015	Change
	#	#	(%)
EDR rental days	15,000	26,200	(43)
PVT rental days	14,000	24,800	(44)

<b>United States</b>			
Three Months Ended March 31,	2016	2015	Change
	#	#	(%)
EDR rental days	25,200	66,000	(62)
PVT rental days	19,000	51,900	(63)

### Electronic Drilling Recorder (EDR)

The Pason EDR remains the Company's primary product. The EDR provides a complete system of drilling data acquisition, data networking, and drilling management tools and reports at both the wellsite and customer offices. The EDR is the base product from which all other wellsite instrumentation products are linked. By linking these products, a number of otherwise redundant elements such as data processing, display, storage, and networking are eliminated. This ensures greater reliability and a more robust system of instrumentation for the customer. Revenue generated from the EDR decreased 55% for the first quarter of 2016 compared to the same period in 2015. This decrease is attributable to the industry slowdown, lower product adoption of certain peripheral devices, and pricing pressures from customers which were offset by a stronger US dollar relative to the Canadian dollar compared to prior year. Industry activity in the US market decreased 61% in the first quarter of 2016 compared to the corresponding period in 2015, while first quarter Canadian rig activity decreased 56% compared to the same period in 2015. Canadian EDR days, which includes non oil and gas related activity, decreased 43% in the first quarter of 2016 from 2015 levels, while US EDR days decreased by 62% from the first quarter of 2015.

During the first three months of the year, the Pason EDR was installed on 99% of all active land rigs in Canada and 54% of the land rigs in the US, compared to 99% and 55% respectively in the first three months

of 2015. For purposes of market share, the Company uses oil and gas drilling days as reported by accepted industry sources.

The Company's International business unit is experiencing the same market conditions as the North American market except for the Middle East, where the Company is realizing an increase in its share of net income from its Saudi Arabia joint venture as a result of a continuing increases in rig count and market penetration.

## **Pit Volume Totalizer (PVT) and Enhanced Pit Volume Totalizer (ePVT)**

The PVT is Pason's proprietary solution for the detection and early warning of "kicks" that are caused by hydrocarbons entering the wellbore under high pressure and expanding as they migrate to the surface. PVT revenue for the first three months of 2016 was impacted by the decline in rig count activity, offset partially with continued customer adoption of the new ePVT. During the first three months of 2016, the PVT was installed on 93% of rigs with a Pason EDR in Canada and 75% in the US, compared to 95% and 79% respectively, in the same period of 2015.

## **Communications**

Pason's Communications revenue comes from a number of communication service offerings, including providing customers with bandwidth through the Company's automatically-aiming satellite system and terrestrial networks. This system provides reliable high-speed wellsite communications for email and web application management tools. Pason displays all data in standard forms on its DataHub web application, although if customers require greater analysis or desire to have the information transferred to another supplier's database, data is available for export from the Pason DataHub using WITSML (a specification for transferring data among oilfield service companies, drilling contractors, and operators). The Company complements its satellite equipment with High Speed Packet Access (HSPA), a high-speed wireless ground system which provides automatic fail-over between satellite and terrestrial networks to achieve greater reliability in its service offering.

Communications revenue decreased by 50% in the first three months of 2016 compared to the same period in 2015 due to the industry slowdown, offset by an increase in customer adoption of new communication solutions rolled out in the Canadian and US markets.

## **Software**

The Pason DataHub is the Company's data management system that collects, stores, and displays drilling data, reports, and real-time information from drilling operations. The DataHub provides access to data through a number of innovative applications or services, including:

- Live Rig View (LRV), which provides advanced data viewing, directional drilling, and 3D visualization of drilling data in real time via a web browser.
- LRV Mobile, which allows users to access their data on mobile devices, including iPhone, iPad, BlackBerry, and Android.
- WITSML, which provides seamless data sharing with third-party applications, enhancing the value of data hosted by Pason.
- Additional specialized software, including directional offerings.

During the first quarter of 2016, 96% of the Company's Canadian customers and 84% of customers in the US were using all or a portion of the functionality of the DataHub, compared to 95% and 87% respectively in the same period in 2015.

**AutoDriller**

Pason's AutoDriller is used to maintain constant weight on the drill bit while a well is being drilled. During the three months ended March 31, 2016, the AutoDriller was installed on 53% of Canadian and 24% of US land rigs operating with a Pason EDR system, compared to 65% and 37%, respectively, in 2015. The Company anticipates that adoption of the AutoDriller will continue to decline due in most part to the drop in the number of mechanical rigs being deployed.

**Gas Analyzer**

The Pason Gas Analyzer measures the total hydrocarbon gases (C1 through C4 and CO<sub>2</sub>) exiting the wellbore, and then calculates the lag time to show the formation depth where the gases were produced. The Gas Analyzer provides information about the composition of the gas, and further calculates geologic ratios from the gas composition to assist in indicating the type of gas, natural gas liquid, or oil in the formation. During the first three months of 2016, the Gas Analyzer was installed on 57% of Canadian and 31% of US land rigs operating with a Pason EDR system, compared to 58% and 28% for the Canadian and US segments respectively in the prior year period.

**Other**

Other is comprised mostly of the rental of service rig recorders in Latin America, the Electronic Choke Actuator, Hazardous Gas Alarm products, Mobilization revenue, sales of sensors and other systems sold by 3PS.

# Discussion of Operations

## United States Operations

Three Months Ended March 31,	2016	2015	Change
(000s)	(\$)	(\$)	(%)
<b>Revenue</b>			
Electronic Drilling Recorder <sup>(1)</sup>	10,687	26,778	(60)
Pit Volume Totalizer/ePVT	3,176	8,036	(60)
Communications <sup>(1)</sup>	1,545	3,652	(58)
Software	1,757	4,206	(58)
AutoDriller	965	3,722	(74)
Gas Analyzer	1,598	3,604	(56)
Other	3,898	7,517	(48)
<b>Total revenue</b>	<b>23,626</b>	<b>57,515</b>	<b>(59)</b>
<b>Operating costs</b>	<b>15,245</b>	<b>24,975</b>	<b>(39)</b>
<b>Depreciation and amortization</b>	<b>6,773</b>	<b>9,758</b>	<b>(31)</b>
<b>Segment operating profit</b>	<b>1,608</b>	<b>22,782</b>	<b>(93)</b>

(1) A portion of the Company's Communications revenue was reclassified to EDR revenue to better reflect the nature of such revenue. 2015 comparative figures have been reclassified to conform with 2016 presentation. (Q1 2015- \$946).

Three Months Ended March 31,	2016		2015	
	USD	CAD	USD	CAD
	\$	\$	\$	\$
Revenue per EDR day	618	850	672	834
Revenue per industry day	336	462	371	461

US segment revenue decreased by 59% in the first quarter of 2016 over the 2015 comparable period (65% decrease when measured in USD).

Industry activity in the US market during the first quarter of 2016 decreased 61% from the prior year, while revenue from the rental of instrumentation decreased by 61% for the quarter over 2015 levels (65% decrease when measured in USD).

EDR rental days decreased by 62% for the quarter ended March 31, 2016 over the same time period in 2015, while revenue per EDR day in the first quarter of 2016 decreased to US\$618, a decrease of US\$54 over the same period in 2015.

The decrease in industry activity, combined with pricing pressure from customers and lower product adoption on certain products, accounted for the drop in revenue in the first quarter. This decrease was offset by a favourable USD/CAD exchange rate compared to the prior year. US market share was 54% during the three months ended March 31, 2016, down slightly from 55% in the same period of 2015.

Operating costs decreased by 39% in the first quarter relative to the same period in the prior year. When measured in USD, operating costs decreased 44% as the business unit continues to identify and implement changes to its fixed cost structure to meet the challenging business environment while maintaining customer service. The Company made the decision in the first quarter of 2016 to close its US business unit office in Golden, Colorado and consolidate all activities to its Houston, Texas office. This consolidation is anticipated

to be completed by the third quarter of 2016 and will allow the US business unit to maximize business efficiencies.

Depreciation expense for the first three months of 2016 decreased 31% over 2015 amounts, largely to the asset impairment charges recorded in prior years and a significantly lower capital program in 2015 compared to 2014.

Segment profit, as a percentage of revenue, was 7% for the first quarter of 2016 compared to 40% for the corresponding period in 2015.

## Canadian Operations

Three Months Ended March 31,	2016	2015	Change
(000s)	(\$)	(\$)	(%)
<b>Revenue</b>			
Electronic Drilling Recorder <sup>(1)</sup>	5,834	10,994	(47)
Pit Volume Totalizer/ePVT	2,532	4,553	(44)
Communications <sup>(1)</sup>	2,429	4,473	(46)
Software	1,295	2,308	(44)
AutoDriller	1,104	2,497	(56)
Gas Analyzer	1,648	3,098	(47)
Other	983	1,436	(32)
<b>Total revenue</b>	<b>15,825</b>	<b>29,359</b>	<b>(46)</b>
<b>Operating costs <sup>(2)</sup></b>	<b>5,324</b>	<b>9,512</b>	<b>(44)</b>
<b>Depreciation and amortization</b>	<b>7,582</b>	<b>9,629</b>	<b>(21)</b>
<b>Segment operating profit</b>	<b>2,919</b>	<b>10,218</b>	<b>(71)</b>

(1) A portion of the Company's Communications revenue was reclassified to EDR revenue to better reflect the nature of such revenue. 2015 comparative figures have been reclassified to conform with 2016 presentation. (Q1 2015 - \$320).

(2) Certain expenses previously recorded in Other Expenses are now included as a business unit cost, to better reflect the nature of such costs. 2015 comparative figures have been reclassified to conform with 2016 presentation (Q1 2015 - \$607).

Three Months Ended March 31,	2016	2015
	CAD	CAD
	\$	\$
Revenue per EDR day	1,039	1,110
Revenue per industry day	1,029	1,099

Canadian segment revenue decreased by 46% for the quarter ended March 31, 2016 compared to the same period in 2015. This drop is the result of a 56% decrease in the number of drilling industry days in the first quarter compared to 2015 levels, pricing pressures from customers, and lower product adoption on some products. Market share in the first quarter remained consistent compared to 2015 levels.

EDR rental days decreased 43% in the first quarter of 2016 compared to 2015. EDR days will include non oil and gas activity.

The factors above combined to result in a decrease in revenue per EDR day of \$71 to \$1,039 during the first quarter of 2016 compared to 2015.

Operating costs decreased by 44% in the first quarter of 2016 relative to the same period in 2015, primarily due to a drop in activity combined with cost control initiatives implemented by all of the business units.

Depreciation expense decreased for three months ended March 31, 2016 due to prior year's impairment charges.

First quarter operating profit of \$2.9 million is a decrease of \$7.3 million from the prior year.

## International Operations

Three Months Ended March 31,	2016	2015	Change
(000s)	(\$)	(\$)	(%)
<b>Revenue</b>			
Electronic Drilling Recorder <sup>(1)</sup>	2,634	4,904	(46)
Pit Volume Totalizer/ePVT	648	1,578	(59)
Communications <sup>(1)</sup>	357	563	(37)
Software	79	165	(52)
AutoDriller	697	1,387	(50)
Gas Analyzer	378	979	(61)
Other	1,569	2,952	(47)
<b>Total revenue</b>	<b>6,362</b>	<b>12,528</b>	<b>(49)</b>
<b>Operating costs <sup>(2)</sup></b>	<b>5,531</b>	<b>8,720</b>	<b>(37)</b>
<b>Depreciation and amortization</b>	<b>2,007</b>	<b>2,335</b>	<b>(14)</b>
<b>Segment operating (loss) profit</b>	<b>(1,176)</b>	<b>1,473</b>	<b>—</b>

(1) A portion of the Company's Communications revenue was reclassified to EDR revenue to better reflect the nature of such revenue. 2015 comparative figures have been reclassified to conform with 2016 presentation. (Q1 2015- \$9).

(2) Certain expenses previously recorded in Other Expenses are now included as a business unit cost, to better reflect the nature of such expenses. 2015 comparative figures have been reclassified to conform with 2016 presentation (Q1 2015 - \$188).

The market forces impacting the Company's US and Canadian segments also exist in the majority of the Company's International markets.

Revenue in the International operations segment decreased 49% in the first quarter of 2016 compared to the same period in 2015. Impacting the first quarter results was the devaluation of the Argentinian peso which occurred in the fourth quarter of 2015.

Operating profit decreased by \$2.7 million for the first quarter of 2016 from 2015 amounts.

## Corporate Expenses

Three Months Ended March 31,	2016	2015	Change
(000s)	(\$)	(\$)	(%)
<b>Other expenses</b>			
Research and development	6,628	9,330	(29)
Corporate services	4,322	5,186	(17)
Stock-based compensation	962	(1,775)	—
Other			
Restructuring costs	10,861	—	—
Foreign exchange gain	(2,719)	(2,447)	11
Gain on sale of investment	—	(2,290)	—
Other <sup>(1)</sup>	974	—	—
<b>Total corporate expenses</b>	<b>21,028</b>	<b>8,004</b>	<b>163</b>

(1) Certain expenses previously recorded in Other Expenses are now included as a business unit cost, to better reflect the nature of such expenses. 2015 comparative figures have been reclassified to conform with 2016 presentation (Q1 2015 - \$795).

In the first quarter of 2016, the Company initiated additional cost reduction initiatives to address the prolonged downturn in oil and gas drilling activity. These actions included further staff reductions and office space consolidation. As a result, the Company recorded a restructuring charge of \$10,861, which is comprised of \$6,028 for employee termination and other staff related costs, an onerous lease obligation charge of \$3,682, which is calculated at the present value of the expected net cost of continuing with the lease after adjusting for anticipated sublease rentals, and the write-off of leasehold improvements and other related costs totaling \$1,151.

In the first quarter of 2015, the Company disposed of its investment in a small privately held company and realized a gain of \$2.3 million.

### Q1 2016 vs Q4 2015

Consolidated revenue was \$45.8 million in the first quarter of 2016 compared to \$59.8 million in the fourth quarter of 2015, a decrease of \$14.0 million or 23%. The first quarter of the year is typically the strongest for the Company due to the seasonality of Canadian drilling activity, however this did not hold true in 2016 due to the continued industry slowdown. The Canadian segment earned revenue of \$15.8 million in the first quarter as compared to \$16.4 million in the fourth quarter of 2015, a decrease of \$0.6 million. Revenue in the US market decreased by \$11.1 million, from \$34.7 million in the fourth quarter of 2015 to \$23.6 million in the first quarter of 2016, as rig count continues to decline, while the International segment experienced a revenue decrease of \$2.3 million.

The Company recorded a net loss in the first quarter of 2016 of \$10.9 million (\$0.13 per share) compared to a loss of \$0.8 million (\$0.01 per share) in the fourth quarter of 2015. Included in the 2016 first quarter results is an additional restructuring charge of \$10.9 million.

Sequentially, EBITDA decreased from \$20.7 million in the fourth quarter of 2015 to a negative \$0.4 million in the first quarter of 2016, impacted by the restructuring charge, a decline in rig activity in the US market of 30% from the fourth quarter of 2015, and an additional drop in product adoption. Adjusted EBITDA declined from \$20.2 million in the fourth quarter of 2015 to \$8.8 million in the first quarter of 2016. Funds flow from

operations decreased to \$3.3 million in the first quarter of 2016 from \$17.9 million in the fourth quarter of 2015.

# Summary of Quarterly Results

	Jun 30, 2014	Sep 30, 2014	Dec 31, 2014	Mar 31, 2015	Jun 30, 2015	Sep 30, 2015	Dec 31, 2015	Mar 31, 2016
(000s, except per share data)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b>Revenue</b>	103,851	134,041	138,206	99,402	57,440	68,468	59,838	<b>45,813</b>
<b>Income (loss)</b>	17,606	26,466	47,211	14,191	(9,404)	(18,558)	(841)	<b>(10,860)</b>
Per share – basic	0.21	0.32	0.57	0.17	(0.11)	(0.22)	(0.01)	<b>(0.13)</b>
Per share – diluted	0.21	0.31	0.57	0.17	(0.11)	(0.22)	(0.01)	<b>(0.13)</b>
<b>EBITDA <sup>(1)</sup></b>	45,999	76,090	59,065	44,126	7,485	(2,717)	20,736	<b>(353)</b>
<b>Adjusted EBITDA <sup>(1)</sup></b>	49,358	75,408	72,451	41,679	10,045	24,742	20,211	<b>8,763</b>
<b>Funds flow from (used in) operations</b>	44,255	63,691	59,947	43,262	9,277	23,791	17,933	<b>3,335</b>
Per share – basic	0.54	0.77	0.73	0.52	0.11	0.28	0.21	<b>0.04</b>
Per share – diluted	0.53	0.75	0.72	0.52	0.11	0.28	0.21	<b>0.04</b>
<b>Cash from operating activities</b>	55,980	50,758	42,460	71,533	31,300	16,332	10,911	<b>11,331</b>
<b>Free cash flow <sup>(1)</sup></b>	37,763	11,110	(4,144)	48,219	21,298	5,902	4,719	<b>4,860</b>
Per share – basic	0.46	0.13	(0.05)	0.58	0.25	0.07	0.05	<b>0.06</b>
Per share – diluted	0.45	0.13	(0.05)	0.58	0.25	0.07	0.05	<b>0.06</b>

(1) Non-IFRS financial measures are defined in the Management's Discussion and Analysis section.

## Reconcile income (loss) to EBITDA

Three Months Ended	Jun 30, 2014	Sep 30, 2014	Dec 31, 2014	Mar 31, 2015	Jun 30, 2015	Sep 30, 2015	Dec 31, 2015	Mar 31, 2016
(000s)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Income (loss)	17,606	26,466	47,211	14,191	(9,404)	(18,558)	(841)	<b>(10,860)</b>
Add:								
Taxes	5,353	17,946	11,310	12,278	(9,272)	(4,226)	(1,027)	<b>(6,817)</b>
Depreciation and amortization	15,904	16,411	21,144	21,722	20,598	19,259	19,802	<b>16,362</b>
Stock-based compensation	7,136	15,267	(20,600)	(1,775)	5,563	808	2,802	<b>962</b>
Gain on sale of investment	—	—	—	(2,290)	—	—	—	<b>—</b>
<b>EBITDA <sup>(1)</sup></b>	45,999	76,090	59,065	44,126	7,485	(2,717)	20,736	<b>(353)</b>

## Reconcile EBITDA to Adjusted EBITDA

Three Months Ended	Jun 30, 2014	Sep 30, 2014	Dec 31, 2014	Mar 31, 2015	Jun 30, 2015	Sep 30, 2015	Dec 31, 2015	Mar 31, 2016
(000s)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
EBITDA	45,999	76,090	59,065	44,126	7,485	(2,717)	20,736	<b>(353)</b>
Add:								
Impairment charges	—	—	14,884	—	—	26,555	—	<b>—</b>
Restructuring costs	—	—	—	—	2,572	—	1,024	<b>10,861</b>
Foreign exchange	3,359	(682)	(1,498)	(2,447)	(12)	904	(1,549)	<b>(2,719)</b>
Other	—	—	—	—	—	—	—	<b>974</b>
<b>Adjusted EBITDA <sup>(1)</sup></b>	49,358	75,408	72,451	41,679	10,045	24,742	20,211	<b>8,763</b>

## Reconcile cash from (used in) operating activities to free cash flow

Three Months Ended	Jun 30, 2014	Sep 30, 2014	Dec 31, 2014	Mar 31, 2015	Jun 30, 2015	Sep 30, 2015	Dec 31, 2015	Mar 31, 2016
(000s)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Cash from operating activities	55,980	50,758	42,460	71,533	31,300	16,332	10,911	<b>11,331</b>
Less:								
Additions to property, plant and equipment (net of proceeds)	(17,111)	(37,290)	(44,615)	(21,236)	(7,595)	(8,333)	(6,219)	<b>(4,774)</b>
Deferred development costs	(1,106)	(2,358)	(1,989)	(2,078)	(2,407)	(2,097)	27	<b>(1,697)</b>
<b>Free cash flow<sup>(1)</sup></b>	<b>37,763</b>	<b>11,110</b>	<b>(4,144)</b>	<b>48,219</b>	<b>21,298</b>	<b>5,902</b>	<b>4,719</b>	<b>4,860</b>

Though the Company has seen a significant deterioration in its operating results as a result of the decline in drilling activity, Pason's quarterly financial results still vary quarter to quarter due in part to the seasonality of the oil and gas service industry in Canada, which is somewhat offset by the less seasonal nature of US and International operations. The first quarter is generally the strongest quarter for the Company due to strong activity in Canada, where location access is best during the winter. The second quarter is typically the slowest due to spring break-up in Canada, when many areas are not accessible due to ground conditions, and, therefore, do not permit the movement of heavy equipment. Activity generally increases in the third quarter, depending on the year, as ground conditions have often improved and location access becomes available; however, a rainy summer can have a significant adverse effect on drilling activity. By the fourth quarter, often the Company's second strongest quarter, access to most areas in Canada becomes available when the ground freezes. Consequently, the performance of the Company may not be comparable quarter to consecutive quarter, but should be considered on the basis of results for the whole year, or by comparing results in a quarter with results in the same quarter for the previous year.

## Liquidity and Capital Resources

As at March 31,	2016	2015	Change
(000s)	(\$)	(\$)	(%)
Cash and cash equivalents	<b>176,093</b>	191,786	(8)
Working capital	<b>214,538</b>	236,446	(9)
Funds flow from operations <sup>(1)</sup>	<b>3,335</b>	43,262	(92)
Capital expenditures <sup>(1)</sup>	<b>6,580</b>	23,513	(72)
As a % of funds flow <sup>(1) (2)</sup>	<b>197.3%</b>	54.4%	263

(1) Figures are for the Three months ended March 31.

(2) Calculated by dividing capital expenditures by funds flow from operations.

## Contractual Obligations

	Less than 1 year	1–3 years	Thereafter	Total
(000s)	(\$)	(\$)	(\$)	(\$)
Operating leases	6,578	8,602	869	16,049

Contractual obligations relate primarily to minimum future lease payments required primarily for operating leases for certain facilities and vehicles.

At March 31, 2016, the Company had no capital lease obligations, and other than the operating leases detailed above, and the onerous lease obligation recorded, has no off-balance sheet arrangements.

The Company has available a \$5.0 million demand revolving credit facility. At March 31, 2016, no amount had been drawn on the facility.

## Disclosure of Outstanding Share and Options Data

As at March 31, 2016, there were 84.1 million common shares and 4.5 million options issued and outstanding.

## SEDAR

Additional information relating to the Company can be accessed on the Company's website at [www.pason.com](http://www.pason.com) and on the Canadian Securities Administrators' System for Electronic Document Analysis and Retrieval (SEDAR) at [www.sedar.com](http://www.sedar.com).

# Critical Accounting Estimates

The preparation of the consolidated financial statements requires that certain estimates and judgments be made with respect to the reported amounts of revenue and expenses and the carrying value of assets and liabilities. These estimates are based on historical experience and management's judgments, and as a result, the estimates used by management involve uncertainty and may change as additional experience is acquired.

## Depreciation and Amortization

The accounting estimate that has the greatest impact on the Company's financial statements is depreciation and amortization. Depreciation of the Company's capital assets includes estimates of useful lives. These estimates may change with experience over time so that actual results could differ significantly from these estimates.

## Carrying Value of Assets

The carrying amounts of the Company's non-financial assets, other than deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. Judgments and assessments are made to determine whether an event has occurred that indicates a possible impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each year.

## Stock-Based Payments

The fair value of stock-based payments is calculated using a Black-Scholes option pricing model. There are a number of estimates used in the calculation, such as the future forfeiture rate, expected option life, and the future price volatility of the underlying security, which can vary from actual future events. The factors applied in the calculation are management's best estimates based on historical information and future forecasts.

## Income Taxes

The calculation of deferred income taxes is based on a number of assumptions, including estimating the future periods in which temporary differences, tax losses, and other tax credits will reverse. Tax interpretations, regulations, and legislation in the various jurisdictions in which the Company and its subsidiaries operate are subject to change.

The estimation of deferred tax assets and liabilities includes uncertainty with respect to the reversal of temporary differences.

Deferred tax assets are recognized for the carry-forward of unused tax losses and unused tax credits when it is probable that taxable income will be available to utilize unused tax losses and unused tax credits. This requires estimation of future taxable income and usage of tax loss carry-forwards for a considerable period into the future. Income tax expense in future periods may be affected to the extent actual taxable income is not sufficient or available to use the temporary differences giving rise to the deferred tax asset.

# Risk and Uncertainties

Pason has implemented a risk management framework that helps the Company manage the reality that future events, decisions, or actions may cause undesirable effects. The framework takes a value-based approach to identifying, prioritizing, communicating, mitigating, and monitoring risks, and aligns this with the organization's appetite for risk considering our culture, strategy, and objectives.

Although a framework can help the Company to manage its risks, the Company's performance is subject to a variety of risks and uncertainties. Although the risks described below are the risks that we believe are material, there may also be risks of which we are currently unaware, or that we currently regard as immaterial based upon the information available to us. Interested parties should be aware that the occurrence of the events described in these risk factors could have a material adverse effect on our business, operating results, and financial condition.

## Operating Risks

Pason derives the majority of its revenue from the rental of instrumentation and data services to oil and gas companies and drilling contractors in Canada, the US, Australia, and Latin America. The demand for our products is directly related to land-based or offshore drilling activity funded by energy companies' capital expenditure programs. A substantial or extended decline in energy prices or diversion of funds to large capital programs could adversely affect capital available for drilling activities, directly impacting Pason's revenue.

## Commodity Prices

Prices for crude oil and natural gas fluctuate in response to a number of factors beyond Pason's control. The factors that affect prices include, but are not limited to, the following: the actions of the Organization of Petroleum Exporting Countries, world economic conditions, government regulation, political stability in the Middle East and elsewhere, the foreign supply of crude oil, the price of foreign imports, the availability of alternate fuel sources, and weather conditions. Any of these can reduce the amount of drilling activity.

## Seasonality

Drilling activity in Canada is seasonal due to weather that limits access to leases in the spring and summer, making the first and last quarters of each year the peak level of demand for Pason's services due to the higher level of drilling activity. The length of the drilling season can be shortened due to warmer winter weather or rainy seasons. Pason can offset some of this risk, although not eliminate it, through continued growth in the US and internationally, where activity is less seasonal.

## Proprietary Rights

Pason relies on innovative technologies and products to protect its competitive position in the market. To protect Pason's intellectual property, the company employs trademarks, patents, employment agreements, and other measures to protect trade secrets and confidentiality of information. Pason also believes that due to the rapid pace of technological change in the industry, technical expertise, knowledge, and innovative skill, combined with an ability to rapidly develop, produce, enhance, and market products, also provides protection in maintaining a competitive position.

## **Litigation**

The Company is involved in various claims and litigation arising in the normal course of business. While the outcome of these matters is uncertain and there can be no assurance that such matters will be resolved in Pason's favour, the Company does not currently believe that the outcome of any pending or threatened proceedings related to these or other matters, or the amounts which the Company may be required to pay by reason thereof, would individually or in the aggregate have a material adverse impact on its day-to-day business operations.

## **Credit Risk**

Pason is exposed to credit risk to the extent that its customers, operating primarily in the oil and natural gas industry, may experience financial difficulty and be unable to meet their obligations. However, Pason has a large number of customers on both the Operator and Contractor side, which minimizes exposure to any single customer.

## **Availability of Qualified Personnel**

Due to the specialized and technical nature of Pason's business, Pason is highly dependent on attracting and retaining qualified or key personnel. There is competition for qualified personnel in the areas where Pason operates, and there can be no assurance that qualified personnel can be attracted or retained to meet the growth needs of the business. To mitigate this risk, Pason has a People & Culture department within each significant business unit to support the human resources function.

## **Alternative Energies**

There continues to be extensive discussion at all levels of government worldwide and by the public concerning the burning of fossil fuels and the impact this may have on the global environment. Environmental legislation is evolving in a manner expected to result in stricter standards and enforcement, larger fines and liability, which could lead to potentially increased capital expenditures and operating costs. Implementation of strategies for reducing greenhouse gases could have a material impact on the nature of operations of the Company. Given the evolving nature of the debate related to climate change and the control of greenhouse gases and the possible resulting requirements, it is not possible to predict either the nature of those requirements or the impact on the Company.

## **International Operations**

Assets outside of Canada and the US may be adversely affected by changes in governmental policy, social instability, or other political or economic developments beyond the Company's control, including expropriation of property, exchange rate fluctuations, and restrictions on repatriation of cash. The Company has mitigated these risks where practical and considered warranted. Approximately 90% of the Company's revenues are generated in Canada and the US, which limits exposure to risks and uncertainties in foreign countries.

## **Foreign Exchange Exposure**

The Company operates internationally and is primarily exposed to exchange risk relative to the US dollar. The Canadian operations are exposed to currency risk on US denominated financial assets and liabilities with fluctuations in the rate recognized as foreign exchange gains or losses in the Consolidated Statements of Operations. The Company's self-sustaining foreign subsidiaries expose the Company to exchange rate risk on the translation of their financial assets and liabilities to Canadian dollars for consolidation purposes.

Adjustments arising when translating the foreign subsidiaries into Canadian dollars are reflected in the Consolidated Statements of Operations and Other Comprehensive Income as unrealized foreign currency translation adjustments. The Company has not hedged either one of these risks.

The Company does not employ any financial instruments to manage risk or hedge its activities. The vast majority of the Company's activities are conducted in Canada and the US, where local revenue is earned against local expenses and the Company is therefore naturally hedged.

# Corporate Information

## Directors

**James D. Hill**  
Chairman of the Board  
Pason Systems Inc.  
Calgary, Alberta

**James B. Howe**<sup>(1)(4)(7)</sup>  
President  
Bragg Creek Financial  
Consultants Ltd.  
Calgary, Alberta

**Murray L. Cobbe**<sup>(2)(6)(8)</sup>  
Chairman  
Trican Well Service Ltd.  
Calgary, Alberta

**G. Allen Brooks**<sup>(4)(5)(8)</sup>  
President  
G. Allen Brooks, LLC  
Houston, Texas

**Marcel Kessler**  
President & CEO  
Pason Systems Inc.  
Calgary, Alberta

**T. Jay Collins**<sup>(2)(3)</sup>  
Director  
Oceaneering International Inc.  
Houston, Texas

**Judi Hess**<sup>(6)</sup>  
CEO & Director  
Copperleaf Technologies Inc.  
Vancouver, British Columbia

**Zoran Stakic**<sup>(4)(8)</sup>  
Senior Vice President & Chief  
Technology Officer  
Shaw Communications Inc.  
Calgary, Alberta

(1) Audit Committee Chairman

(2) Audit Committee Member

(3) HR and Compensation Committee  
Chairman

(4) HR and Compensation Committee  
Member

(5) Corporate Governance and Nominations  
Committee Chairman

(6) Corporate Governance and Nomination  
Committee Member

(7) Lead Director

(8) Director not standing for re-election at  
the 2016 AGM

## Officers & Key Personnel

**Marcel Kessler**  
President  
& Chief Executive Officer

**Jon Faber**  
Chief Financial Officer

**David Elliott**  
Vice President, Finance

**David Holodinsky**  
Vice President, Operations – USA

**Russell Smith**  
Vice President, Operations –  
International & Offshore

**Kevin Boston**  
Vice President, Sales & Business  
Development

**Ron Dudar**  
Vice President, People & Culture

**Todd Perry**  
Vice President, 3PS, Inc.

**Kevin Lo**  
Vice President, New Ventures

**Melinda Ando**  
General Counsel & Corporate  
Secretary

## Corporate Head Office

Pason Systems Inc.  
6130 Third Street SE  
Calgary, Alberta  
T2H 1K4  
T: 403-301-3400  
F: 403-301-3499  
InvestorRelations@pason.com  
[www.pason.com](http://www.pason.com)

## Auditors

**Deloitte LLP**  
Calgary, Alberta

## Banker

**Royal Bank of Canada**  
Calgary, Alberta

## Registrar and Transfer Agent

**Computershare Trust Company of  
Canada**  
Calgary, Alberta

## Stock Trading

**Toronto Stock Exchange**  
Trading Symbol: PSI.TO

## Eligible Dividend Designation

Pursuant to the Canadian Income Tax Act, dividends paid by the Company to Canadian residents are considered to be “eligible” dividends.