BIRD CONSTRUCTION INC.

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR THE YEAR ENDED DECEMBER 31, 2018

Management's Discussion and Analysis

The following Management's Discussion and Analysis ("MD&A") of Bird Construction Inc.'s ("the Company" or "Bird") financial condition and results of operations should be read in conjunction with the December 31, 2018 consolidated financial statements of Bird Construction Inc. This discussion contains forward-looking information, which are subject to a variety of factors that could cause actual results to differ materially from those contemplated by this information. See "Forward-Looking Information". Some of the factors that could cause results or events to differ from current expectations include, but are not limited to, the factors described under "Risks Relating to the Business" included in the Company's most current Annual Information Form dated March 12, 2019. This MD&A has been prepared as of March 12, 2019. Additional information about the Company is available through the System for Electronic Document Analysis and Retrieval (SEDAR) at www.sedar.com and includes the Company's Annual Information Form and other filings.

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EXECUTIVE SUMMARY

(in thousands of Canadian dollars, except per share amounts)	2018	2017 (restated)[1]	2016
Income Statement Data			
Revenue	$ **1,381,784**	$ 1,418,557	$ 1,589,868
Net income (loss)	**(1,013)**	8,836	25,002
Basic and diluted earnings (loss) per share	**(0.02)**	0.21	0.59
Adjusted Net Income [2]			
Adjusted Net Income (Loss)	**(1,013)**	8,836	27,741
Adjusted Net Income (Loss) per share	**(0.02)**	0.21	0.65
Cash Flow Data			
Net increase (decrease) in cash and cash equivalents during the period	**24,606**	(127,615)	43,143
Cash flows from (used in) operations	**101,441**	(91,121)	43,682
Addtions to property and equipment [3]	**14,613**	14,572	5,602
Cash dividends paid	**16,582**	17,891	32,297
Cash dividends declared per share	**0.39**	0.39	0.76

	December 31, 2018	December 31, 2017 (restated)[1]	January 1, 2017 (restated)[1]
Balance Sheet Data			
Total assets	**652,021**	706,732	803,857
Working capital	**70,215**	84,078	115,272
Loans and borrowings (current and non-current)	**29,957**	18,598	11,388
Shareholders' equity	**136,229**	153,816	161,543

(1) 2017 reported figures have been restated applying IFRS 15. See "Accounting Policies - New Accounting Standards Adopted"

(2) Adjusted Net Income is a non-GAAP measure and does not have standardized meaning. See "Non-GAAP Measures"

(3) includes computer software purchases classified as intangible assets

2018 HIGHLIGHTS

- During the fourth quarter of 2018, the Company recorded net income of $6.4 million on construction revenue of $385.9 million, compared with net income of $2.0 million on $365.6 million of construction revenue respectively in 2017. The year-over-year increase in fourth quarter net income is reflective of the increase in revenue and earnings attributable to higher margin self-perform industrial work programs in the fourth quarter of 2018 as well as a reduction in pursuit costs and a foreign exchange translation gain on U.S. cash and equivalents held.

- In 2018, the Company recorded a net loss of $1.0 million on construction revenue of $1,381.8 million compared with net income of $8.8 million on $1,418.6 million of construction revenue in 2017. The decrease in net income year-over-year is attributable to a confluence of events that the Company experienced in 2018. Industrial operations, including mining in eastern Canada, were negatively impacted by project delays, including a labour strike at one of the Company's primary mining clients, in the first half of 2018. Industrial project activity ramped up through the second half of the year as delays eased and alternative work programs became available, although later than initially anticipated. One of the

Company's offices experienced execution issues on several projects that were largely design related and for which the Company has recorded provisions to account for the increase in costs, taken steps to mitigate further impacts and is seeking recovery accordingly. In the first quarter of 2018, the Company incurred additional costs, including financing costs from lenders, on a PPP project that was late in achieving substantial completion.

- In 2018, the Company secured $1,491.7 million of new contract awards and change orders and executed $1,381.8 million of construction revenues. The new contract awards through the year contributed to a Backlog of $1,295.9 million for the Company at December 31, 2018, an increase of $109.9 million, or 9.3% from the $1,186.0 million of Backlog recorded at December 31, 2017. Key new contract awards in 2018 that demonstrate the Company's success in diversifying its work program include:

    - In the fourth quarter, the contract for the engineering, procurement and construction of LNG Canada's Cedar Valley Lodge project (the "Cedar Valley Lodge") was novated to LNG Canada's EPC contractor ("EPC Contractor") and the EPC Contractor has issued a notice to proceed. Cedar Valley Lodge will house workers for the construction of LNG Canada's export terminal project in Kitimat, B.C. Design and engineering of the Cedar Valley Lodge along with plans for construction execution are ongoing, with construction commencing in spring 2019.

    - In the third quarter, the Company executed a contract for the Ontario Provincial Police (OPP) Modernization Phase 2 project to design, build and finance OPP detachments in nine Ontario communities. Bird will undertake the design and construction of the detachments and will also own the concession responsible for financing the project through Bird Capital. In 2012, the Company successfully completed Phase 1 of the modernization program.

    - In the first quarter, the Company announced that it has a 50% interest in a construction joint venture that is part of the Hartland Resource Management Group consortium that will design and build the residuals treatment facility for the Capital Regional District ("CRD") in Victoria, BC. The Company also has taken a minority equity interest in the concession responsible for the design, construction, financing, operations and maintenance of the project through Bird Capital.

    - In 2018, the Company had other strategic awards that were contracted including a hotel and conference centre in Iqaluit, Nunavut for the Qikiqtaaluk Corporation. The project will use Stack Modular to supply modular units as part of the hotel.

- The Company announced in the third quarter that it was selected as first negotiations proponent as part of the CBS JV Corp to execute, under an Integrated Project Delivery ("IPD") contract model, the construction of the Advanced Nuclear Materials Research Centre ("ANMRC") for Canadian Nuclear Laboratories ("CNL") located in Chalk River, Ontario. Bird is part of the joint venture that will lead the construction of the project. The project has not yet been added to Backlog as CBS JV Corp is working through the validation phase, which confirms the project's financial viability and is expected to be complete by the third quarter of 2019.

- The Company achieved substantial completion on three Public Private Partnership and alternative finance ("PPP") projects in the year ended December 31, 2018:

    - Stanton Territorial Hospital Renewal – At over 280,000 sq. ft., the new hospital located adjacent to the current facility will offer outpatient and inpatient services including emergency, medical imaging, dialysis, obstetrics, pediatric, cardio and mental health departments as well as day procedure and surgery suites.
    - Moncton Downtown Events Centre - The 8,800 seat, 250,000 sq. ft. facility is the largest project the City of Moncton has procured and completed. The centre will serve as a catalyst for downtown development in the City, will be the host for major sports and entertainment.

- East Rail Maintenance Facility – At more than 500,000 sq. ft. and built on 76 acres, construction included progressive maintenance bays, coach maintenance shops, locomotive maintenance shops, paint booth, wheel shop, wash bays, fuel storage, a track maintenance building, track, and track switches.

- In 2018, cash and cash equivalents increased $25.8 million net of the effects of foreign exchange to $158.9 million, from the $133.1 million balance at the end of 2017. The majority of the increase in cash and equivalents during the year relate to changes in the non-cash net current asset/liability position which can fluctuate significantly in the normal course of business.

- The Board has declared monthly eligible dividends of $0.0325 per common share for March 2019 and April 2019.

NON-GAAP MEASURES:

Adjusted Net Income:

Adjusted Net Income and Adjusted Net Income Per Share have no standardized meaning prescribed by GAAP and are considered non-GAAP measures. Therefore, these measures may not be comparable with similar measures presented by other companies. Management believes that the presentation of Adjusted Net Income and Adjusted Net Income Per Share provides useful information for shareholders and potential investors as it provides increased transparency and predictive value.

Adjusted Net Income (Non-GAAP Information)

(in thousands of Canadian dollars, except per share amounts)

		2018		2017 [2]		2016 [1]
Net income as reported in financial statements (GAAP)	$	**(1,013)**	$	8,836	$	25,002
Add: Impairment of equipment		**-**		-		3,855
Add: Associated tax effect		**-**		-		(1,116)
Adjusted Net Income (Non-GAAP Measure)	$	**(1,013)**	$	8,836	$	27,741
Adjusted Net Income Per Share (Non-GAAP Measure)	$	**(0.02)**	$	0.21	$	0.65

Notes:

[1] Results provided for 2016 have not been restated in accordance with IFRS 15.

[2] 2017 reported figures have been restated applying IFRS 15. See "Accounting Policies - New Accounting Standards Adopted".

The Company’s net income in 2016 was negatively impacted by a non-cash charge to earnings of $3.9 million ($2.7 million after deferred tax reversal) for the impairment of equipment.

NATURE OF THE BUSINESS

The Company operates as a general contractor in the Canadian construction market with offices in: St. John’s, Halifax, Saint John, Wabush, Montreal, Ottawa, Toronto, Winnipeg, Calgary, Edmonton, and Vancouver. The Company and its predecessors have been in operation for 99 years. The Company focuses primarily on projects in the industrial, commercial and institutional sectors of the general contracting industry. Within the industrial sector, Bird constructs industrial buildings and performs civil construction operations including site preparation, concrete foundations, metal & modular fabrication, mechanical process work, underground piping and earthwork for clients primarily operating in the oil and gas, liquefied natural gas (LNG), mining and nuclear sector. Within the institutional sector, Bird constructs hospitals, post-secondary education facilities, schools, prisons, courthouses, government buildings, retirement and senior housing, as well as environmental facilities that include water and wastewater treatment centres, composting facilities and biosolids treatment and management facilities. Within the commercial sector, Bird's operations include the construction and renovation of shopping malls, big box stores, office buildings, hotels and selected mixed-use high-rise condominiums and apartments. The Company has developed expertise in the construction of vertical elements and overall management of transportation related projects and will continue to enhance our abilities in this market. Bird also invests in equity in PPP projects as a means to support construction operations. In all sectors, Bird contracts with its clients using a combination of fixed price, unit price, design-build, PPP, cost reimbursable (such as cost plus, construction management and integrated project delivery methods).

While Bird self-performs some elements of its projects, particularly in the industrial market and in conjunction with its civil construction and contract mining operations, a significant portion of the overall construction risk rests with Bird's subcontractors. The scope of work of each subcontractor is generally defined by the same contract documents that form the basis of the Company's agreements with its clients. The terms of the agreements between the Company and its clients are generally replicated in the agreements between the Company and its subcontractors. These "flow-down" provisions substantially mitigate the risk borne by the Company. Depending on the value of the work, the Company may require bonds or other forms of contract security including enrolling our subcontractors in Bird's subcontractor default insurance program which will mitigate exposure to possible additional costs should a subcontractor not be able to meet its contractual obligations. Bird's primary constraint on growth is the ability to secure new work at reasonable margins and the availability of qualified professional staff who can be assigned to manage the projects.

STRATEGY

In 2016, the Company undertook a comprehensive strategic review to assess its market position and re-establish medium and long-term goals. This process culminated in the Company's Board of Directors endorsing the *Build Bird* five-year strategic plan that has been developed to further enhance the Company's position as a premier Canadian contractor driven by the passion and dedication of a team of construction professionals. The *Build Bird* five-year strategic plan is going into its third full year of implementation in 2019 and features three core pillars: Build the Business, Build the Team and Build Relationships. Each pillar has been further expanded into three primary initiatives detailed below with the express purpose of improving the Company's margins and overall profitability through 2021 and building a healthier company that can deliver more consistent earnings through the various economic cycles.

Broadly, Bird's strategic focus is to secure projects in markets with higher profit margins, which in the past several years consisted of PPP and large design-build projects in the institutional sector as well as smaller midstream oil & gas capital projects in western Canada. For Bird Heavy Civil, the focus will continue to be on diversifying the customer base on select mining support and environmental projects on mine sites. In the fourth quarter of 2018, the Company contracted the Cedar Valley Lodge, located at LNG Canada's liquefaction and export facility in Kitimat, British Columbia which is Canada's largest ever infrastructure project. This project will help the Company achieve a more balanced work program between industrial and commercial/institutional sectors by increasing the contribution from industrial work on a project with significant size, scale and duration. It will also provide the opportunity to secure additional scopes of work by executing well on the Cedar Valley Lodge and leveraging our relationships. While the Company will position itself to maximize opportunities on the LNG Canada project, Management remains fully committed to its diversification program.

BUILD THE BUSINESS

Diversification and Growth

The diversification of the Company's work program and earnings base is intended to strengthen the Company by making it healthier and more resilient during economic downturns. As part of the overall strategy, Bird will continue to focus on larger and more complex construction projects, which limit competition and typically offer the potential for enhanced profit margins. Diversification and Growth will be realized through geographic expansion of existing services, introduction of new services and the development of new clients. The Company sees opportunities in areas that were selected by the federal government to invest in such as indigenous communities, environmental initiatives and transportation projects. The Company's goal is to leverage its areas of expertise to participate more fully in these markets on selective projects where it can develop a compelling win strategy. The Company will be very selective in its execution of the strategy to ensure it grows and diversifies profitably.

Through its geographic expansion efforts, the Company will continue to express its preference for design-build construction contracts where its proven experience provides Bird with a source of competitive advantage. In doing so, the Company will also look to ensure there is a balanced risk profile in its work program so that there is a mix of lower risk delivery methods such as construction management, cost-plus and integrated project delivery ("IPD") with higher risk methods such as stipulated sum, unit price, design-build and PPP. The Company is also looking for opportunities to expand commercial and institutional expertise into additional markets in Canada. The Edmonton Commercial office was established in 2017 and despite expectations for challenging market conditions in Alberta in 2019, the business is positioning itself to develop the team and its capabilities to service the region on a long-term basis. The Company has been successful already in expanding its presence in northern Canada which is a key focus area for growth as evidenced by the recent completion of the Stanton Territorial Hospital in Yellowknife and the ongoing construction of the Iqaluit Hotel which is being built using steel frame modular units manufactured by Stack Modular ("Stack"), which the Company owns a 50% stake. The Company is also focusing on the light rail transit ("LRT") segment of the transportation market by utilizing project teams from across the country in pursuit of the 'vertical' elements of these projects (i.e. maintenance facilities, stations, platforms) in joint venture partnership arrangements with 'horizontal' contractors.

New service offerings will also contribute to Bird's Diversification and Growth strategy. The Company will pursue more opportunities in the nuclear market in Ontario building on successes achieved in 2018. The Company will continue to leverage the mechanical and electrical experience it gained in its 2013 acquisition of Nason Contracting Group Ltd. to pursue process related contracts in the industrial market sector. The Company will build on its successful growth into the environmental market with projects active in four provinces and shortlisted on projects in two additional provinces. By continuing to build our expertise, the Company will further establish its position as a top tier environmental firm in the construction of bio-solid treatment facilities, composting facilities and in water and wastewater treatment facilities across the country. We will also selectively identify and pursue Maintenance, Repair and Operations ("MRO") opportunities with our energy clients in northern Alberta building a recurring revenue stream. The overall goal is to increase the contribution from projects in the nuclear sector, turnkey process mechanical, environmental and MRO markets to be balanced with our traditional full service civil, concrete formwork, earthmoving and building services. Any of these services can be combined to meet a client's needs.

As part of the Company's growth strategy, the Company will use its existing relationships in established markets to expand its work program. As one of only a few general contractors in Canada with a national footprint, Bird looks to deepen its relationship with existing private clients that have a portfolio of properties and development opportunities both regionally and across Canada while also seeking to foster new client relationships. Historically, in western Canada the Company's industrial work program has been focused on the oil sands where it has secured a reputation as a safe, reliable and cost-effective general contractor. In the coming years, the Company will leverage these proven capabilities to develop clients and work programs more broadly. As of 2018, the Company now has industrial related projects, including heavy civil, in regions across the country. Bird Heavy Civil will widen its established activities in the Labrador Trough region to secure similar opportunities in eastern Canada. This expanded geographical scope will also support the need to develop additional clients, primarily in Ontario, Quebec and northern Canada to diversify from Bird Heavy Civil's historical focus on the iron ore market. These efforts to develop new clients will require a commitment to business development and a recognition that program accomplishments will take time to mature, particularly given the market conditions seen in the resource sector in recent years.

The focus on diversification has brought to light new market opportunities for the Company, some of which the Company has been able to service through organic growth and others where the Company has identified the need for an acquisition to spur the Company's entry into a new sector. Most recently, the Company plans to leverage its 2017 investment in Stack, a modular construction company with production operations in China, as an alternative manner of delivering projects such as hotels, senior housing, residential apartments and condominiums and commercial office buildings for key clients. The Company and Stack have complementary knowledge, resources and expertise that positions them well to serve the permanent modular construction market in Canada and the United States. Recently, the Company has been more active in researching additional acquisition targets. Generally, the Company is looking to add self-perform capabilities with niche service offerings that will enhance overall profit margins and that will provide the Company with a platform for future growth.

Build Efficiencies

As a primary initiative of the Build the Business pillar, Bird's strategy for Build Efficiencies is to drive business process improvements to gain efficiencies and generate savings from overheads. These savings will be reinvested into the Company's strategic initiatives. Through 2018, the Company successfully introduced new software platforms to aid operations in safety management, human resource management and project delivery. Increasing process efficiency, particularly for the operations team, will also lead to greater engagement amongst the employee group and is anticipated to positively impact production as project teams will be able to dedicate more energy to project execution and less to administrative tasks.

Safe Production

At Bird, the single most important value is Safety and the goal is zero harm. Building on a highly reputable and proven safety program, this ongoing initiative will further the Company's commitment to embedding a Safe Production mindset throughout the project lifecycle, from estimating through to post-job assessment. It will require driving greater involvement and commitment from subcontractors and suppliers, and will further extend to fostering the safe planning and execution of Bird employee activities off the job. This holistic approach reflects the Company's fundamental belief that thinking and acting safely is not a switch that can, or should be, activated when arriving at or leaving the job site or workplace. Rather, it is a mindset that must be encouraged, nurtured and supported so that safe behaviours become a habit; repeatable, sustainable, and embedded in everything Bird staff do.

BUILD THE TEAM

Drive Positive Engagement, Become the Employer of Choice & Grow Our Talent

The *Build the Team* pillar includes a wide range of human resource program initiatives intended to enhance the employee experience, *Drive Positive Engagement*, and create a stronger and more productive workforce.

Bird's success is highly dependent on the Company's ability to *Grow Our Talent and Become the Employer of Choice*. This involves attracting, developing and retaining a highly skilled workforce at all levels within the organization. The Company is committed to providing employees and potential employees with interesting and challenging work and opportunities to build a successful career in every aspect of the business. Through the strategic planning process, several key priorities and challenges pertaining to the recruitment, onboarding, development, performance management and retention of employees were identified. A key element of the Company's plan is the enhancement of a meaningful employee recognition program to go along with annual service awards and the Company's 25-year and 50-year clubs. New investment and implementation of a software platform will help the Company employ more streamlined and proactive solutions for these priorities in 2019 and beyond. It will also help elevate the employee experience and *Drive Positive Engagement* at Bird by facilitating effective talent management and mobility across the organization. An updated employee handbook, onboarding resources and the delivery of in-house leadership training programs that focus on people and management skills rather than technical skills, will help facilitate the Company's success. The training programs include the Bird Leadership Academy (senior leaders), Bird Site Management Program (site supervisors and project site-based staff) and Taking Flight (new managers and supervisors).

By continuously developing and refining policies and programs to engage employees at work and in their communities, offering new and innovative training programs, driving ongoing leadership development, and making a career at Bird more than just a job, the Company can recruit, develop and retain top talent while ensuring compensation programs remain market competitive.

BUILD RELATIONSHIPS

One Bird

Recognizing that the construction industry has evolved and projects are getting more complex, Bird has deployed the One Bird initiative that considers a holistic, company-wide approach to work more efficiently and effectively. One of the primary goals of this initiative is to identify and share the expertise across the Company to enhance effective deployment of human resources on the best opportunities, regardless of employees' geographic location. By promoting a more mobile workforce and increasing collaboration the Company will leverage its talent for targeted opportunities to secure greater outcomes. This initiative is supported through standardized technology and common software platforms and reinforced in the Company's variable compensation programs.

Creating a Customer 1st Attitude

A primary initiative of the Build Relationships pillar, the Creating a Customer 1st Attitude, targets the development of stronger client relationships. The Company has traditionally focused on operational excellence and execution of its work program to develop client relationships. While this has served the Company well in terms of delivering consistent results and developing repeat clients, there is a need to invest more resources in strengthening existing client relationships and developing new ones. This is consistent with Bird's strategy of targeting work with clients that welcome innovation and position the Company to add value. Bird will continue to target complex work, a market the Company has successfully performed in and one where the competition will be like-minded contractors with similar cost structures and approaches to risk and reward. Clients that seek a longer term, collaborative relationship align well with the *Build Bird* five-year strategic plan.

Corporate Social Responsibility

Bird believes in being a good corporate citizen and supporting the communities in which it works and its employees live. In addition, employees increasingly wish to align themselves with a company that gives back and is socially responsible. Bird's Corporate Social Responsibility initiative includes Indigenous Cultural Awareness training for all employees which builds upon the Company's Indigenous Engagement Policy. Furthermore, establishment of the Bird Foundation, a formal conduit for tabulating and communicating Bird community donations and contributions, will provide greater direction to the Company's community engagement while driving increased employee participation and engagement.

KEY PERFORMANCE DRIVERS

Securing profitable construction contracts and then controlling the costs during the execution of that work are the key drivers of success for the Company.

To achieve this, new work must be available, which is a function of the general state of the economy. In periods of strong economic growth, capital spending will generally increase and there will be more opportunities available in the construction industry. In economic downturns, fewer opportunities typically exist and competition for those opportunities becomes even more intense, generally resulting in lower Gross Profit Percentages. The Company must be successful in securing profitable work in various economic conditions. The construction industry is highly fragmented and accordingly, the Company competes with a number of international, national, regional and local construction firms. One of the Company's competitive advantages rests in its long-standing reputation for successfully delivering high quality projects that fully meet the needs of the customer, which enables the Company to secure repeat business from existing clients and win work with new clients.

The Company's success in securing work is also reflected in the value of the Backlog. The following table shows the Company's Backlog at the end of the comparative reporting periods. The Company's Backlog of $1,295.9

million at December 31, 2018 increased compared with $1,186.0 million at December 31, 2017. During 2018, the Company announced that it was part of the consortium that has been contracted to design and build a biosolids facility for CRD in Victoria, BC, representing another strategic win and building on the Company's expanding portfolio of environmental projects. The Company also announced that it has executed a contract for the OPP Modernization Phase 2 project. In the fourth quarter, the contract for the engineering, procurement and construction of LNG Canada's Cedar Valley Lodge was novated to LNG Canada's EPC Contractor and the EPC Contractor has issued a notice to proceed. Bird also announced it was selected as first negotiations proponent as part of the CBS JV Corp to execute, under an IPD contract model, for the construction of the Advanced Nuclear Materials Research Centre for CNL located in Chalk River, Ontario. Bird is part of the joint venture that will lead the construction of the project. The Advanced Nuclear Research Centre is not yet included in Backlog as the contract will be finalized following the validation phase.

(in thousands of Canadian dollars)		**December 31, 2018**		December 31, 2017
Backlog	**$**	**1,295,940**	$	1,186,000

Once the Company has secured a contract, the profitability of that contract, measured by the Gross Profit Percentage, is primarily a function of management's ability to control costs, achieve productivity objectives associated with the contract and resolve outstanding commercial issues as they arise. The following table shows the Gross Profit Percentage realized by the Company in the comparative periods.

	Year ended 2018	(restated) Year ended 2017
Gross Profit Percentage	**4.2%**	5.0%

During 2018 the Company realized a Gross Profit Percentage of 4.2% compared with 5.0% in 2017. The reduction in both gross profit and Gross Profit Percentage in 2018 is a result of several factors. In the first quarter of 2018, the Company incurred additional costs, including financing costs from lenders, on a PPP project that was late in achieving substantial completion. Further impacting gross profit and Gross Profit Percentage in 2018 was lower volumes recognized in the Company's higher margin self-perform operations in both the industrial operations in western Canada and mining operations in eastern Canada, a result of project delays and a labour strike at one of Company's primary mining clients. In addition, late in the second quarter, it became apparent one of the Company's offices was experiencing difficulty in the execution of several projects primarily due to design related issues. The Company has recorded provisions to account for the expected increase in construction costs on these projects, has taken steps to mitigate further impacts on results, and is seeking recovery accordingly. The Gross Profit Percentage in the fourth quarter of 2018 increased to 5.9%, moderately higher year-over-year, and reflects the impact of a growing contribution from industrial projects and a more diversified and balanced work program overall for the Company.

Financial Condition

The Company requires adequate working capital and equity retained in the business to support its ongoing operations, including surety and contract security requirements. The Company continually monitors the adequacy of its working capital and equity to satisfy contract security needs. The Company believes it has sufficient working capital to support its current contract requirements. The Company has submitted proposals and is waiting for the clients' award decision on several large opportunities that if contracted to the Company would significantly increase Backlog. If the Company is successful in securing some of these larger opportunities, the Company has access to adequate financing from its lead banking partner.

The following shows the working capital and shareholders' equity of the Company in the comparative reporting periods.

(in thousands of Canadian dollars)		**December 31, 2018**		(restated) December 31, 2017
Working capital	**$**	**70,215**	$	84,078
Shareholders' equity	**$**	**136,229**	$	153,816

At December 31, 2018, the Company had working capital of $70.2 million compared with $84.1 million at December 31, 2017, a decline of $13.9 million. In 2018, the Company paid dividends of $16.6 million, had net additions of equipment and intangible assets of $4.9 million and net increase in deferred taxes of $3.3 million, which served to reduce working capital. This was partially offset by $10.9 million net increase to non-current loans and borrowings.

The $17.6 million decrease in the amount of the Company's shareholders' equity since December 31, 2017 is a result of the $16.6 million dividends declared in 2018 combined with the net loss of $1.0 million generated in 2018.

Safety

At Bird, ensuring that all work on our sites is executed to exacting quality standards begins with our commitment to creating and sustaining a culture in which the identification, assessment, and elimination or control of hazards and risks is incorporated into every aspect of our operations. We call this Safe Production, and it is a cornerstone of our operational philosophy and approach.

Ensuring that all workers leave our jobsites everyday just as healthy and safe as when they arrived is a shared commitment and by working collaboratively with our employees and subcontractors to achieve this, we minimize risk and create the appropriate conditions for the safe execution of construction activity - on time, on budget, and to our client's satisfaction. We believe this shared commitment is critical to our overall success. It's how we work.

Through our robust orientation and training programs and our ongoing communication and engagement activities, we encourage all workers to actively contribute to our ongoing efforts to continuously improve not only our safety program, but overall collaboration and effectiveness. In this way, we not only ensure they leave work healthy and safe every day, but in doing so, help contribute to our overall operational excellence.

At Bird, Safe Production is not just a vision or a philosophy, it is a daily routine practiced with discipline and rigor on all our job sites. As part of the Safe Production strategic initiative, the Company completed an organization wide Safety Culture Assessment in the third quarter of 2017 which will form the basis for the development of a long-term safety strategy for the organization.

In 2018, Bird executed 3,916,636 man-hours of work, incurring zero lost time incidents (LTI).

	Year ended December 31, 2018	Year ended December 31, 2017
LTI frequency	**0.00**	0.16

RESULTS OF OPERATIONS

FISCAL 2018 COMPARED WITH FISCAL 2017

In the fiscal year ended December 31, 2018, the Company recorded a net loss of $1.0 million on construction revenue of $1,381.8 million compared with a net income of $8.8 million on $1,418.6 million of construction revenue in 2017. Construction revenue of $1,381.8 million was $36.8 million or 2.6% lower than the $1,418.6 million recorded in 2017. While there was an increase in volume attributable to higher margin, self-perform industrial work programs in the fourth quarter, revenue generated in the year was negatively impacted by project delays in the industrial work program primarily experienced in the first half, including a strike at one of the Company's mining clients in eastern Canada. In addition, the extension of the procurement timelines of several PPP projects in the Ontario region has resulted in lower volumes executed in our institutional work program. These factors coupled with an industrial work program that had lower backlog entering the year from a historical perspective contributed to lower volume in fiscal 2018.

The Company's gross profit of $57.5 million in 2018 was $13.8 million or 19.4% lower than the $71.3 million recorded in 2017. In 2018, the Gross Profit Percentage of 4.2% was 0.8% lower than the Gross Profit Percentage of 5.0% recorded in 2017. The year-over-year reduction in both gross profit and Gross Profit Percentage in 2018 are a result of a confluence of events experienced during the course of the year. Industrial operations, including mining in eastern Canada, were negatively impacted by project delays, including a labour strike at one of the Company's primary mining clients, in the first half of 2018. Industrial project activity ramped up through the second half of the year as delays eased and alternative work programs became available, although later than initially anticipated. One of the Company's offices experienced execution issues on several projects that were largely design related and for which the Company has recorded provisions to account for the increase in costs, taken steps to mitigate further impacts and is seeking recovery accordingly.

Income from equity accounted investments in 2018 was $1.9 million, compared with $1.8 million in 2017. Early in project lifecycles, equity investments in associates generally operate at a loss and typically generate positive equity income later in the project lifecycle. Bird has a mix of equity investments in associates in varying stages of project lifecycles in both fiscal 2017 and 2018.

In 2018, general and administrative expenses of $58.9 million (4.3% of revenue) was $0.4 million lower than $59.3 million (4.2% of revenue) in 2017. During the year, the Company spent $3.0 million in third-party pursuit costs which is $2.5 million lower than the amount recorded in 2017. In 2018, the Company also had a foreign exchange gain compared to a foreign exchange loss in 2017 resulting in a $2.1 million improvement year-over-year. Offsetting these positive variances was compensation expense at $4.4 million higher year-over-year primarily due a combination of higher labour costs associated with a growing industrial work program as well as a loss recorded in the total return swap program resulting from the decline in the Company's share price in 2018.

Finance income in 2018 of $1.4 million is comparable to the $1.3 million recorded in 2017.

Finance and other costs of $4.5 million in 2018 was $2.5 million higher than the $2.0 million reported in 2017. The increase is due to a $1.3 million change in the mark-to-market of interest rate swaps from a $0.3 million gain in 2017 to a $1.0 million loss in 2018. In addition, interest costs were higher associated with increased loans and borrowings and higher interest rates, as a well as other financing costs.

In 2018, income tax recovery was $1.7 million, compared to an income tax expense of $4.2 million recorded in 2017. The year-over-year decline in income taxes is primarily due to lower current income taxes associated with the net loss before income taxes in the current year.

THREE MONTHS ENDED DECEMBER 31, 2018 COMPARED WITH THREE MONTHS ENDED DECEMBER 31, 2017

Selected Quarterly Financial Information
Consolidated Statements of Income
Fourth Quarter
(in thousands of Canadian dollars)

	For the three months ended December 31,	
	2018	2017 (restated)
	(unaudited)	(unaudited)
Construction revenue	**$ 385,854**	$ 365,552
Costs of Construction	**363,215**	344,634
Gross Profit	**22,639**	20,918
Income from equity accounted investments	**1,522**	220
General and administrative expenses	**(15,180)**	(17,163)
Income from operations	**8,981**	3,975
Finance income	**498**	404
Finance and other costs	**(1,910)**	(728)
Income before income taxes	**7,569**	3,651
Income tax expense	**1,190**	1,661
Net income for the period	**$ 6,379**	$ 1,990

During the fourth quarter of 2018, the Company recorded a net income of $6.4 million on construction revenue of $385.9 million compared with a net income of $2.0 million on $365.5 million of construction revenue respectively in 2017. The year-over-year increase in fourth quarter net income is reflective of the improvement in earnings attributable to the higher margin self-perform industrial work programs in the fourth quarter of 2018.

The Company's fourth quarter gross profit of $22.6 million was $1.7 million or 8.2% higher than the $20.9 million recorded a year ago. The increase in the amount of fourth quarter 2018 gross profit is driven by the higher quarterly construction revenues year-over-year. The Company's fourth quarter 2018 Gross Profit Percentage of 5.9% was 0.2% higher than the Gross Profit Percentage of 5.7% recorded a year ago. On a year-over-year comparative basis, Gross Profit Percentage in 2018 was positively impacted by higher volumes recognized in the Company's higher margin self-perform operations in its industrial work programs.

Income from equity accounted investments in the fourth quarter of 2018 was $1.5 million, compared with $0.2 million in same period of 2017. The income in fourth quarter of 2018 was primarily driven by the margin earned from a project in eastern Canada.

In the fourth quarter of 2018, general and administrative expenses of $15.2 million (4.0% of revenue) were $2.0 million lower than $17.2 million (4.7% of revenue) in the comparable period a year ago. During the fourth quarter, the Company had minimal third-party pursuit costs which were $1.3 million lower than the amount recorded in 2017. In the fourth quarter of 2018 the Company also had a foreign exchange gain of $0.9 million compared to a foreign exchange loss of $0.2 million recorded in 2017. Consulting and legal fees were approximately $1.0 million lower year-over-year. Offsetting these positive variances was compensation expense at $1.4 million higher than the amount recorded a year ago primarily due to a loss recorded in the total return swap program resulting from the decline in the Company's share price.

Finance income of $0.5 million in the fourth quarter of 2018 is comparable to the $0.4 million recorded in the same period of 2017.

Finance and other costs of $1.9 million were $1.2 million higher than the $0.7 million reported in the fourth quarter of 2017. The increase is due a $0.6 million higher loss year-over-year on the mark-to-market of interest rate swaps, which will balance out through the life of the derivative tied to project completion. In addition, interest costs were higher associated with increased loans and borrowings and higher interest rates, as a well as other financing costs.

In the fourth quarter of 2018, income tax expense was $1.2 million, compared to income tax expense of $1.7 million recorded in the fourth quarter of 2017.

FUTURE OPERATING PERFORMANCE

The Company will continue to make investments in both people and technology as it executes on the *Build Bird* strategic plan, with diversification of our earnings base and margin improvement being key areas of focus. The mix of revenue in 2018 differs from that of 2017 as evidenced by the increase in the industrial work program relative to institutional and commercial with this trend expected to continue into 2019. The institutional market sector contributed 53% of 2018 revenues (66% in 2017 restated). The industrial market sector contributed 30% of 2018 revenues (21% in 2017 restated). The retail and commercial sector contributed 17% of 2018 revenues (13% in 2017 restated).

At December 31, 2018, the Company was carrying a Backlog of $1,295.9 million, representing an increase from the $1,186.0 million carried at the end of 2017. The increase in backlog in 2018 demonstrates the success in the diversification efforts of the Company, with securements across a broad range of market sectors and a more balanced risk profile than it has been for the last several years. This diversification includes growth of contracts across Canada including environmental facilities, industrial contracts in LNG and nuclear, and in mining contracts in gold and other minerals. However, mining operations in eastern Canada remain an annualized work program with low but stable Backlog and increased seasonality as compared to the core industrial work program, where the majority of the industrial Backlog resides.

In the fourth quarter, the Company was issued the Notice to Proceed with the construction of the Cedar Valley Lodge for LNG Canada, a design build contract for the construction of a 4500-person workforce accommodations facility in support of the new LNG liquefaction terminal in Kitimat, BC. The project has now been entered into Backlog, providing the Company with a significant large-scale industrial project to execute through the course of 2019 and 2020 and/while establishing early involvement on the project, which is expected to be the largest infrastructure investment in Canadian history. Other significant additions to Backlog in 2018 include a PPP project for a residuals treatment facility for the Capital Region District in Victoria in which the Company has taken a minority equity interest in the concession and the OPP Modernization Phase 2, an alternative finance project for Ontario Infrastructure and Lands Corporation, in which the Company will design, build and finance nine Ontario Provincial Police (OPP) detachments across Ontario.

The Company is anticipating additional growth in Backlog through 2019 with contributions from several different markets. At December 31, 2018, the Company had approximately $300 million in projects that have been awarded or in which the Company has been named as the primary negotiation proponent that are yet to be contracted. The most significant is the Advanced Nuclear Materials Research Centre for Canadian Nuclear Laboratories (CNL) located in Chalk River, Ontario, a project expected to be contracted in the third quarter of 2019 following the completion of the validation phase. Two institutional projects in Alberta and one for an energy client in Ontario are expected to be contracted and entered into Backlog in the first half of 2019. In addition, the Company is in the pre-construction phase for over $200 million in institutional projects in British Columbia that are anticipated to proceed to construction by the third quarter of the year, although only a small fraction of the revenue will be included in Backlog due to the agency nature of the construction management contract delivery model.

With respect to the PPP market and larger scale design build opportunities, the pipeline of projects remains strong. As of December 31, 2018, the Company has submitted two requests for proposals and was awaiting results. One as a preferred subcontractor to a consortium for an LRT project in Ottawa and the other proposal, as part of a consortium, for the design, build, finance, maintenance and operations of a water treatment facility. The Company, in a preferred subcontract arrangement to a consortium, was also in active pursuit of an LRT project that is expected to be submitted in the second quarter of 2019 and was shortlisted for two smaller environmental projects and is awaiting the request for proposals, although timing remains uncertain. The Company also submitted responses for two requests for qualifications and was active in responding to one other. The award of any of these project opportunities will primarily benefit the fourth quarter of 2019 and beyond.

In fiscal 2019, the Company expects to have a work program that is more balanced and diversified than it has been over the past several years, supporting progress towards returning to historical levels of profitability and growth. Management expects to see the mobilization for the Cedar Valley Lodge ramp up through the second quarter and as such, is not expected to contribute significantly to earnings in the first quarter. As a result, seasonality will be a factor early in the year as the Company's work program builds momentum through 2019. The Company expects to see an improvement in earnings attributable to its higher margin self-perform industrial work program and anticipates more broadly a double-digit year-over-year revenue growth. Due to the combination of timing of bids and generally the smaller scale of the projects anticipated to be in active pursuit in 2019, the Company expects third-party pursuit costs to return to more modest levels. Taking into consideration the Company's current Backlog and the pending booking of future contracts that have been awarded, the Company expects earnings in 2019 to ramp up towards the $25.0 million of net income level recorded in 2016.

Backlog

During year ended December 31, 2018, the Company secured a net $1,491.7 million in new construction contracts (including change orders to existing contracts) and put in place $1,381.8 million of work resulting in a Backlog at December 31, 2018 of $1,295.9 million. Backlog was negatively impacted by a cancellation of a mixed-use residential project in Ontario, but overall remains strong. The following table outlines the changes in the amount of the Company's Backlog throughout the current and prior fiscal year.

Backlog (in millions of Canadian dollars)		
December 31, 2016	$	1,137.0
Securement and change orders in 2017		1,467.6
Realized in construction revenues in 2017		(1,418.6)
December 31, 2017	$	1,186.0
Securement and change orders in 2018		1,491.7
Realized in construction revenues in 2018		(1,381.8)
December 31, 2018	**$**	**1,295.9**

ACCOUNTING POLICIES

The Company's significant accounting policies are outlined in the notes to the audited December 31, 2018 and 2017 Consolidated Financial Statements. The consolidated financial statements were prepared using the same accounting policies as our 2017 consolidated financial statements except for new accounting standards adopted January 1, 2018.

New Accounting Standards Adopted

Refer to the notes to the audited consolidated financial statements at December 31, 2018 for a summary of the new accounting standards adopted.

Future accounting changes

IFRS 16, Leases:

On January 13, 2016, the IASB issued IFRS 16 Leases. The new standard is effective for annual periods beginning on or after January 1, 2019. This standard introduces a single lessee accounting model and requires a lessee to recognize assets and liabilities for all leases with a term of more than twelve months unless the underlying assets are of low value. A lessee is required to recognize a right-of-use ("ROU") asset and a lease liability representing its obligation to make lease payments.

The Company intends to adopt IFRS 16 in its financial statements for the annual period beginning on January 1, 2019. The standard may be applied retrospectively or using a modified retrospective approach. The Company plans to use the modified retrospective approach which does not require restatement of prior period financial information.

The Company continues to make progress in the evaluation of its contracts that may contain a ROU asset. The Company anticipates that the most significant impact of adopting IFRS 16 will be the recognition of ROU assets and corresponding lease liability related to leases with a term of 12 months or more on the Consolidated Balance Sheet at January 1, 2019. The additional right-of-use asset and lease liability is expected to result in an increase in depreciation and amortization expense and increase in interest costs on its lease liabilities, with a corresponding decrease in operating lease expenses. The Company also expects an increase in operating cashflows with a corresponding reduction in financing cashflows under IFRS 16.

On initial adoption, the Company intends to use the following practical expedients permitted under the standard:

- Apply a single discount rate to a portfolio of leases with similar characteristics;
- Account for leases with a remaining term of less than 12 months as at January 1, 2019 as short-term leases;
- The use of hindsight in determining the lease term where the contract contains terms to extend or terminate the lease; and
- Use the Company's previous assessment of impairment under IAS 37 for onerous contracts instead of re-assessing the ROU asset for impairment on January 1, 2019.

The company is finalizing its overall analysis, assessing any potential impact to IT systems and internal controls and reviewing additional disclosures required by the new standard.

The Company expects the adoption of the standard to result in an increase in assets of approximately $16.0 million and an increase in liabilities of $18.0 million, with a corresponding decrease to opening retained earnings for the net difference of approximately $2.0 million as at January 1, 2019. The Company continues to assess the impact of adopting IFRS 16 on deferred tax balances.

IFRIC 23, Uncertainty over Income Tax Treatments:

On June 7, 2017, the IASB issued IFRIC Interpretation 23 Uncertainty over Income Tax Treatments. The Interpretation provides guidance on the accounting for current and deferred tax liabilities and assets in circumstances in which there is uncertainty over income tax treatments. The Interpretation is applicable for annual periods beginning on or after January 1, 2019. Earlier application is permitted. The Company intends to adopt the Interpretation in its financial statements for the annual period beginning on January 1, 2019. The Company does not expect the Interpretation to have a material impact on the financial statements.

SUMMARY OF QUARTERLY RESULTS

The table below summarizes the results for the eight most recent quarters. The Company experiences more seasonality in its business in the first quarter and early second quarter as a result of a more annualized nature of its mining work program and the timing of new project starts in its industrial work program. Contracts typically extend over several quarters and often over several years. For purposes of quarterly financial reporting, the Company must estimate the cost required to complete each contract to assess the overall profitability of the contract and the amount of gross profit to recognize for the quarter. Such estimating includes contingencies to allow for certain known and unknown risks. The magnitude of the contingencies will depend on the nature and complexity of the work to be performed. As the contract progresses and remaining costs to be incurred and risk exposures become more certain, contingencies will typically decline or have been utilized, although certain risks will remain until the contract has been completed, and even beyond. In some cases, variations in earnings may occur where costs incurred to date may be recoverable from insurance policies or claims to customers at a future date but cannot be recorded in the current quarter. In the case of insurance claims, financial recovery is not recorded until certainty of the recovery is attained, in accordance with the Company's contingent asset accounting policy. Or in the case of claims to customers that are considered constrained variable consideration, revenue is not recorded until it is highly probable that there will not be a significant reversal of cumulative revenue to date, in accordance with the Company's revenue recognition accounting policy. As a result, earnings may fluctuate significantly from quarter-to-quarter, depending on whether large and/or complex contracts are completed or nearing completion during the quarter, or have been completed in a prior quarter, and may fluctuate based on timing of resolution of claims.

There are also several other factors that can affect the Company's revenues and profit from quarter-to-quarter. These include the timing of contract awards, the value of subcontractor billings and project scheduling. Management does not believe that any individual factor is responsible for changes in revenue from quarter-to-quarter, except for seasonality in the first quarter of each year.

(in thousands of Canadian dollars, except per share amounts)

	2017[1]				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	**Q4**
Revenue	313,858	350,339	388,808	365,552	294,422	320,126	381,382	**385,854**
Net income/ (loss)	(2,216)	3,168	5,894	1,990	(6,408)	(5,344)	4,360	**6,379**
Earnings / (loss) per share	(0.05)	0.07	0.14	0.05	(0.15)	(0.13)	0.10	**0.15**

Notes:

(1) 2017 reported figures have been restated applying IFRS 15. See "Accounting Policies - New Accounting Standards Adopted".

FINANCIAL CONDITION, CAPITAL RESOURCES AND LIQUIDITY

The following table presents a summary of the Company's financial condition for the periods indicated.

(in thousands of Canadian dollars)	2018	2017 (restated)
Financial Position Data		
Cash and cash equivalents	**$ 158,920**	$ 133,055
Non-cash working capital	**(88,705)**	(48,977)
Working capital	**70,215**	84,078
Non-current loans and borrowings	**24,753**	13,843
Shareholders' equity	**136,229**	153,816

The Company has adequate amounts of both working capital and equity and expects to be able to maintain its current dividend rate until earnings are rebuilt to pre-2017 levels, anticipated to result from progress executing the Company's diversification strategy. As a component of working capital, the Company maintains a balance of cash and cash equivalents. At December 31, 2018, this balance amounted to $158.9 million. Included in cash and cash equivalents is $43.2 million of cash in special purpose joint operation bank accounts ($46.2 million at December 31, 2017).

The non-cash net current asset/liability position was in a net liability position of $88.7 million at December 31, 2018, compared to a net liability position of $49.0 million at December 31, 2017. This increase in the net liability position positively contributed $39.7 million of cash in the year as did an increase to non-current loans and borrowings of $10.9 million. Partially offsetting this increase in cash was a use of cash through recording a net loss of $1.0 million, payment of dividends of $16.6 million, an increase in equipment and intangible assets of $4.9 million, and a $3.3 million increase in deferred taxes. The above changes are the primary drivers for the net increase in cash and cash equivalents of $25.9 million in 2018.

The non-cash net current asset/liability position fluctuates significantly in the normal course of business from period to period, primarily due to the timing of differences between the settlement of payables due to subcontractors and suppliers, billings and collection of receivables from clients, and the timing in the settlement of income taxes payable. The Company's cash balances absorb these fluctuations with no net impact to the Company's net working capital position or ability to access contract surety support. The Company believes it has sufficient working capital to support its current contract requirements. The Company has submitted proposals and is waiting for the clients' award decision on several large opportunities that if contracted to the Company would significantly increase Backlog. If the Company is successful in securing some of these larger opportunities, the Company has access to adequate financing from its lead banking partner.

Credit Facilities

The Company has a number of credit facilities available to access in order to support the issuance of letters of credit, finance future capital expenditures and finance the day-to-day operations of the business.

Operating Lines of Credit

Committed revolving line of credit:

The Company has a committed revolving credit facility of up to $85.0 million, with a Canadian chartered bank. The term of the facility matures December 31, 2021. This facility may be used in the normal course of business for general working capital purposes, to issue non-collateralized letters of credit, and to fund future capital expenditures and qualifying permitted acquisitions. At December 31, 2018, the Company has $24.3 million in letters of credit outstanding (December 31, 2017 - $26.4 million) and has drawn $15.0 million on this facility (December 31, 2017 - $5.0 million). The $15.0 million draw is presented as long-term loans and borrowings on the Company's statement of financial position as the facility matures in 2021. The Company is in compliance with the working capital, minimum equity and debt-to-equity covenants of this facility.

Committed revolving term loan facility:

The Company has a committed revolving term loan facility totaling $35.0 million for the purpose of financing acquisitions and for working capital advances in support of major projects. The facility matures on December 31, 2020. As of December 31, 2018, the Company has drawn $nil (December 31, 2017 - n/a) on the facility. Borrowings under the facility bear interest at a rate per annum equal to the Canadian prime rate plus a spread. A commitment fee that varies depending on certain consolidated financial ratios is due on the unutilized portion of the facility.

Letters of Credit Facilities

The Company has available $80.0 million of demand facilities used to primarily support the issuance of letters of credit. All letters of credit issued under these facilities are supported by the pledge of Company-owned financial instruments, including cash. At December 31, 2018, the Company has $8.5 million in letters of credit outstanding on this facility (December 31, 2017 - $25.1 million).

The Company has available a facility with Export Development Canada (EDC) to support the issuance of contract performance security letters of credit issued by financial institutions on behalf of the Company. The Company can use this facility only when letters of credit have been issued as contract security for projects that meet the EDC mandate to provide financial support for Canadian exports abroad.

Letters of credit are typically issued to support the Company's performance obligations relating to PPP and other major construction projects. The following table outlines the amount of the credit facilities, the amount of issued letters of credit and the amount of collateral pledged in support of the outstanding letters of credit.

(in thousands of Canadian dollars)		**December 31, 2018**		December 31, 2017
Committed revolving operating credit facility	$	**85,000**	$	70,000
Letters of credit issued from Committed revolving operating credit facility	$	**24,291**	$	26,446
Committed revolving term loan facility	$	**35,000**	$	-
Letters of credit facilities	$	**80,000**	$	105,000
Letters of credit issued from Letters of credit facilities	$	**8,468**	$	25,060
Collateral pledged to support letters of credit	$	**2,645**	$	20,253
Guarantees provided by EDC	$	**5,948**	$	4,891

The decrease in the amount of outstanding letters of credit at the end of December 31, 2018 compared to the end of 2017 is primarily the result of the cancellation of letters of credit that were issued in respect to the Calgary Composting Facility project and reductions in the collateralized letters of credit issued related to the East Rail Maintenance Facility and the Stanton Territorial Hospital Redevelopment Project.

Equipment Financing

The Company and its subsidiaries have term credit facilities of up to $45.0 million to be used to finance equipment purchases. Borrowings under the facilities are secured with a first charge on the equipment being financed. As of December 31, 2018, there is $6.7 million outstanding on the facilities (December 31, 2017 - $5.8 million). Interest on the facilities can be charged at a fixed rate based on the Bank of Canada bond rate plus a spread. Interest is paid monthly in arrears.

In addition, subsidiaries of the Company have equipment acquisition lines of credit for $32.5 million (December 31, 2017 - $42.5 million) with the financing arms of several major heavy equipment suppliers to finance the purchase of equipment. Draws under this facility are typically recognized as finance leases or operating leases for accounting purposes. At December 31, 2018, the Company has used $6.6 million under the facilities ($6.0

million at December 31, 2017). The Company's total lease commitments are outlined under Contractual Obligations.

At December 31, 2018, the Company was in compliance with all debt covenants relating to its operating and equipment lines of credit.

Loans and Borrowings

In 2018, the Company entered into new fixed-rate term loans for $4.2 million, a variable loan borrowing of $10.0 million and entered into finance leases for $3.9 million to finance equipment purchases. The Company made $6.7 million in principal repayments (including finance lease repayments).

The following table provides details of outstanding debt as at December 31, 2018, and principal repayments due over the next five years, excluding the amortization of debt financing costs and non-recourse project financing.

(in thousands of Canadian dollars)	**Amount**	Year 1	Year 2	Year 3	Year 4	Year 5
Long-term debt	**$ 21,198**	$ 2,151	$ 1,857	$ 16,292	$ 820	$ 78
Finance leases	**$ 8,759**	$ 3,059	$ 3,129	$ 2,299	$ 269	$ 3

Cash Flow Data

The following table provides an overview of cash flows during the periods indicated:

(in thousands of Canadian dollars)	(unaudited) Quarter ended December 31, 2018	2017 (restated)	Year ended December 31, 2018	2017 (restated)
Cash Flow Data				
Cash flows from (used in) operations before changes in non-cash working capital	**$ 10,977**	$ 7,902	**$ 12,185**	$ 26,938
Changes in contract assets - alternative finance projects	**(2,384)**	(6,956)	**66,825**	(7,508)
Changes in non-cash working capital and other	**77,389**	31,695	**22,431**	(110,551)
Cash flows from (used in) operating activities	**85,982**	32,641	**101,441**	(91,121)
Investments in equity accounted entities	**(2,270)**	(1,608)	**(4,020)**	(12,144)
Capital distributions from equity accounted entities	**280**	803	**1,873**	803
Additions to property, equipment and intangible assets	**(2,065)**	(2,106)	**(14,613)**	(14,572)
Proceeds on sale of property and equipment	**314**	183	**3,235**	7,366
Purchase of short-term investments	**-**	(179)	**(4,742)**	(6,943)
Proceeds on maturity of short-term investments	**-**	6,711	**3,107**	6,711
Other long-term assets	**(652)**	(1,972)	**(861)**	(2,312)
Cash flows from (used in) investing activities	**(4,393)**	1,832	**(16,021)**	(21,091)
Dividends paid on shares	**(4,145)**	(4,145)	**(16,582)**	(17,891)
Proceeds from non-recourse project financing	**3,260**	7,529	**24,734**	32,407
Repayment of non-recourse project financing	**-**	-	**(76,474)**	(27,662)
Proceeds from loans and borrowings	**571**	179	**14,242**	1,965
Repayment of loans and borrowings	**(1,414)**	(1,486)	**(6,734)**	(4,222)
Cash flows from (used in) financing activities	**(1,728)**	2,077	**(60,814)**	(15,403)
Increase (decrease) in cash and cash equivalents	**$ 79,861**	$ 36,550	**$ 24,606**	$ (127,615)

Operating Activities

During 2018, cash flows from operating activities generated cash of $101.4 million compared with cash used of $91.1 million in 2017. In 2018, operating activities generated $12.2 million of cash before changes in non-cash working capital and generated $22.4 million of cash derived from changes in non-cash working capital relating to operating activities, excluding changes in contract assets – alternative finance projects. In 2017, the comparative amounts were $26.9 million of cash generated from operations before changes in non-cash working capital and $110.6 million cash used from changes in non-cash working capital relating to operating activities excluding changes in contract assets – alternative finance projects.

The year-over-year decrease in cash flows from operations before changes in non-cash working capital from 2017 is primarily the result of the $1.0 million net loss in 2018 compared to $8.8 million net income in 2017 and the change in income tax recovery of $1.7 million in 2018 from an income tax expense of $4.2 million in 2017.

In 2018, the $22.4 million increase in cash from changes in non-cash working capital and other is driven by a $18.9 million decrease in accounts receivable and a $6.6 million decrease in contract assets partially offset by a $2.4 million decrease in contract liabilities.

In 2017, the primary driver of the $110.6 million use of cash from the changes in non-cash working capital and other is the $63.2 million decrease of accounts payable. The decrease is primarily the result of payments made to subcontractors in January of 2017 following the collection late in the fourth quarter of 2016 of a holdback receivable. There was also $20.9 million of taxes paid, a $19.2 million decrease in contract liabilities and a $20.3 million increase in other contract assets, only partially offset by a $17.3 million reduction to accounts receivable.

Proceeds and repayments of the non-recourse debt relating to alternative finance projects are included in financing activities.

Investing Activities

During 2018, the Company used $16.0 million of cash in investing activities compared to the $21.1 million use of cash in 2017. The amount of cash used to purchase property, equipment and intangible assets in 2018 of $14.6 million was the same as that used in 2017. The main difference is that year-over-year is that in 2018, the Company used $2.1 million in cash from investments in equity accounted entities, net of capital distributions, compared to a use of cash of $11.3 million in 2017 which was driven by a combination of investments in PPP projects and investment in the Stack Modular companies in 2017.

Financing Activities

During 2018, the Company used $60.8 million of cash from financing activities compared with a use of cash of $15.4 million in 2017. The increase in the use of cash in financing activities in the current year is primarily a result of the $76.5 million repayment of non-recourse project financing related to the Moncton Downtown Centre made in the third quarter of 2018 compared to a $27.7 million repayment in the second quarter of 2017 related to the Casey House project. The $76.5 million repayment in 2018 was partially offset by the $24.7 million in proceeds from non-recourse project financing. In addition, the amount of dividends paid were $1.3 million less than 2017 and net loans and borrowings generated additional cash of $9.8 million in 2018.

DIVIDENDS

The Company declared monthly eligible dividends on common shares payable on or about the 20th of the month following the month in which the dividend was declared. The following table outlines the dividend history:

January 1, 2017 to March 31, 2017	$ 0.0975
April 1, 2017 to June 30, 2017	$ 0.0975
July 1, 2017 to September 30, 2017	$ 0.0975
October 1, 2017 to December 31, 2017	$ 0.0975
January 1, 2018 to March 31, 2018	$ 0.0975
April 1, 2018 to June 30, 2018	$ 0.0975
July 1, 2018 to September 30, 2018	$ 0.0975
October 1, 2018 to December 31, 2018	**$ 0.0975**

CAPABILITY TO DELIVER RESULTS

Productive capacity relates to the financial and non-financial resources available to the Company to execute its strategy and achieve planned results. From a financial perspective, the Company believes it has sufficient working capital and access to operating lines of credit to execute its current operational and growth forecast. The belief is fully explained in sections of this MD&A dealing with financial condition and liquidity.

In addition to financial capacity, the success of the Company is dependent upon the management and leadership skills of senior management. On an annual basis, high-performing candidates are identified for training and progression into more senior positions within the Company. The Company's performance management system emphasizes the development of leadership skills. In addition, the Company sponsors internal and external training programs, including the Bird Leadership Academy, the Bird Site Management program and the Taking Flight management training program, to provide a forum for high-potential candidates to develop their leadership skills.

CONTRACTUAL OBLIGATIONS

At December 31, 2018, the Company has future contractual obligations of $459.5 million. Obligations for accounts payable, finance and operating annual lease payments and for principal repayments, including interest, under long-term debt over the next five years are:

(in thousands of Canadian dollars)		Accounts Payable	Long-Term Debt	Finance Leases	Operating Leases	Non-recourse Project Financing	Deferred payment	Total
2019	$	371,283	2,310	3,247	5,115	347	786	**383,088**
2020		11,518	16,942	3,242	4,774	12,553	-	**49,029**
2021		807	1,341	2,338	4,055	-	-	**8,541**
2022		-	835	274	3,679	-	-	**4,788**
2023		-	78	3	3,232	-	-	**3,313**
Thereafter		-	-	-	10,780	-	-	**10,780**
	$	383,608	21,506	9,104	31,635	12,900	786	**459,539**

OFF BALANCE SHEET ARRANGEMENTS

The Company has operating lease obligations described under Contractual Obligations noted above and surety lien bonds issued on behalf of the Company valued at $43.3 million at December 31, 2018.

Further details of commitments and contingencies are included in Note 24 of the December 31, 2018 consolidated financial statements.

CRITICAL ACCOUNTING ESTIMATES

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of revenues, expenses, assets, liabilities and the disclosure of contingent assets and liabilities at the reporting date. Uncertainty about these assumptions and estimates could result in a material adjustment to the carrying amount of an asset or liability and/or the reported amount of revenue and expense in future periods. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and any future periods affected.

Revenue and gross profit recognition

Construction revenue, construction costs, deferred revenue and contract assets are based on estimates and judgements used in determining contract revenue and contract costs to determine the stage of completion for a particular construction project, depending on the nature of the construction project, as more fully described in the revenue recognition policy included in the notes to the Company’s annual financial statements. To determine the estimated costs to complete construction projects, assumptions and estimates are required to evaluate issues related to schedule, material and labour costs, labour productivity, changes in contract scope and subcontractor costs. Due to the nature of construction, estimates can change significantly from one accounting period to the next.

The value of many construction contracts increases over the duration of the construction period. Change orders may be issued by our clients to modify the original contract scope of work or conditions. In addition, there may be disputes or claims regarding additional amounts owing as a result of changes in contract scope, delays, additional work or changed conditions. Construction work related to a change order or claim may proceed and costs may be incurred in advance of final determination of the value of the change order. As many change orders and claims may not be settled until the end of the construction project, significant increases or decreases in revenue and income may arise during any particular accounting period, applying the new revenue recognition policy under IFRS 15.

Provisions

Provisions involve the use of estimates, as determined by management. Estimates and assumptions are required to determine when to record and measure a provision in the financial statements for legal and warranty claims. The outcomes can differ significantly from the estimates used in preparing the financial statements resulting in required adjustments to expenses and liabilities.

Asset impairments

Impairment testing is performed annually or earlier, if a triggering event occurs, for indefinite-lived intangible assets and goodwill resulting from business combinations, by comparing the recoverable amount of the cash generating unit ("CGU"), or groups of CGUs to its carrying amount. The recoverable amount of the CGU is determined based on a value in use calculation. There is significant amount of uncertainty with respect to the estimates of recoverable amounts of the CGUs' assets given the necessity of making key economic projections which employ the following key assumptions: future cash flows, growth opportunities, including economic risk assumptions, estimates of achieving key operating metrics and the discount rate.

OUTSTANDING COMMON SHARE DATA AND STOCK EXCHANGE LISTING

The Company is authorized to issue an unlimited number of common shares. The Company had a total of 42,516,853 common shares outstanding at December 31, 2018 and December 31, 2017.

At December 31, 2018, 490,000 stock options are outstanding with a weighted average exercise price of $13.55 per common share. With the approval of the Equity Incentive Plan (EIP) in May 2017, the Board of Directors has resolved to suspend the stock option plan. All outstanding options will continue to vest in accordance with the term of the option and the vesting periods.

The common shares are listed on the Toronto Stock Exchange ("TSX") under the trading symbol BDT.

CONTROLS AND PROCEDURES

Disclosure Controls and Procedures

Based on their evaluations as of December 31, 2018, the President and Chief Executive Officer ("CEO") and the Chief Financial Officer ("CFO") have concluded that the Company's disclosure controls and procedures are effective in providing reasonable assurance that information relating to the Company which is required to be disclosed in reports filed under provincial and territorial securities legislation is accumulated, summarized and communicated to the Company's senior management, including the CEO and the CFO of the Company, as appropriate, to allow timely decisions regarding required disclosure.

Internal Control over Financial Reporting

The Company's management is responsible for designing and maintaining adequate internal control over financial reporting for the Company. All internal control systems, no matter how well designed, have inherent limitations; therefore, even those systems determined to be effective can provide only reasonable assurance with respect to financial statement preparation and presentation.

As of December 31, 2018, under the supervision of and with the participation of management, including the CEO and CFO, internal controls over financial reporting have been designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the consolidated financial statements for external purposes in accordance with IFRS.

As of December 31, 2018, under the supervision of and with the participation of management, including the CEO and CFO, the Company has evaluated the effectiveness of internal controls over financial reporting and determined that the internal controls over financial reporting are operating as intended.

There have been no material changes in the Company's internal control over financial reporting during the year ended December 31, 2018 that materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

RISKS RELATING TO THE BUSINESS

The following discussion addresses the more significant risk factors relating to the business. For a detailed discussion of all risk factors relating to the business, refer to the Company's most recently filed Annual Information Form dated March 12, 2019, which is available through the System for Electronic Document Analysis and Retrieval (SEDAR) at www.sedar.com.

Ability to Hire and Retain Qualified and Capable Personnel

The success of Bird is highly influenced by the efforts of key management, technical, project and business development personnel. The loss of the services of any of Bird's key management personnel could negatively impact Bird. The future success of Bird also depends heavily on its ability to attract, retain and develop high-performing personnel in all areas of its operations.

Most firms throughout the construction industry face this challenge and, accordingly, competition for professional staff is intense. If Bird ceases to be seen by current and prospective employees as an attractive place to work, it could experience difficulty in hiring and retaining an adequate level of qualified staff. This could have an adverse effect on current operations of Bird and would limit its prospects and impair its future success.

Economy and Cyclicality

Activity within the construction industry is generally tied to the state of the economy. Thus, in periods of strong economic growth, capital spending will generally increase and there will be more and better quality opportunities available within the construction industry. Investment decisions by our clients are based on long-term views of the economic viability of their current and future projects, sometimes based upon the clients' view of the long-term prices of commodities which are influenced by many factors. If our clients' outlook for their current and future projects is not favourable, this may lead them to delay, reduce or cancel capital project spending and may make them more sensitive to construction costs. A prolonged downturn in the economy could impact Bird's ability to generate new business or maintain a backlog of contracts with acceptable margins to sustain Bird through such downturns.

As noted above, Bird attempts to insulate itself in various ways from the effects of negative economic conditions through diversification of the sources of the Company's earnings; however, there is no assurance that these methods will be effective in insulating Bird from a downturn in the economy. Furthermore, as a result of increased demand in certain regions or industry sectors, the Company has, in the past, earned above-average margins on particular projects. There is also no assurance that above-average margins that may have been generated on historical contracts can be generated in the future.

The Company has a 50% interest in Stack. which is based in China. There is uncertainty around how the recent geopolitical tensions between China and Canada may affect the Company's investment.

PPP Project Risk

Bird is active in the PPP market. Bird's role in these projects is typically to provide design-build services to a concession that is formed to provide design, construction, financing, and management and/or operations to a public authority. Typical in the design-build contract format are performance guarantees and design-build risks. Moreover, the performance guarantees on PPP projects often include responsibility for the energy performance of the facility and achievement of environmental standards. If Bird fails to meet the required standards, it may be liable for substantial penalties and damages.

The PPP design-build contracts entered into by Bird also typically require Bird to pay significant liquidated damages and/or other penalties and damages if the projects are not completed on schedule.

The PPP procurement model also typically results in the transfer of certain risks to the contractor beyond what would be the case for a similar facility under a conventionally non-PPP procurement model. These include responsibility and potential liability for matters such as changes in law and certain force majeure and delay events. In addition, if Bird's contract was terminated for cause, the Company would be exposed to substantial liability for breakage costs to the concession and its lenders.

The security required to support the obligations that the Company undertakes on these projects typically includes substantial letters of credit which may be drawn upon in the event the Company fails to meet its obligations.

Design Risks

While many contracts entered into by Bird are for construction or construction services only, certain contracts are undertaken on a design-build basis, under which Bird is responsible for both design and construction of the project, which adds design risk assumed by Bird. While Bird subcontracts all of the design scope in such design-build contracts to reputable designers, there is generally not a full transfer of design-related risks. These risks include design development and potential resulting scope creep, delays in the design process that may adversely affect the overall project schedule, and design errors and omissions.

To manage these risks, Bird manages and oversees the design process, coordinates the design deliverables with the construction process and, for significant design-build projects, purchases errors and omissions insurance.

Ability to Secure Work

Bird generally secures new contracts either through a competitive bid process or through negotiation. Awards in both the public and private sectors are generally based upon price, but are also influenced and sometimes formally based on other factors, such as the level of services offered, safety record, construction schedule, design (if applicable), project personnel, the consortium, joint venture and subcontractor team, prior experience with the prospective client and/or the type of project, and financial strength including the ability to provide bonds and other contract security.

In order to be afforded an opportunity to bid for large projects and in the PPP market, a strong balance sheet measured in terms of an adequate level of working capital and equity is typically required. Bird operates in markets that are highly competitive and there is constant pressure to find and maintain a competitive advantage. In the current economic climate, competition is intense. This presents significant challenges for the Company. If those competitive challenges are not met, Bird's client base could be eroded or it could experience an overall reduction in profits.

A decline in demand for Bird's services from the private sector could have an adverse impact on the Company if that business could not be replaced within the public sector. A portion of Bird's construction activity relates to government-funded institutional projects. Any reduction in demand for Bird's services by the public sector, whether as a result of funding constraints, changing political priorities or delays in projects caused by elections or other factors, could have an adverse impact on the Company if that business could not be replaced within the private sector.

Government-funded projects also typically have long and sometimes unpredictable lead times associated with government review and approval. The time delays associated with this process can constitute a risk to general contractors pursuing these projects. Certain government-funded projects, particularly PPP and alternative finance projects, may also require significant bid costs which can only be recovered if Bird is the successful bidder. A number of governments in Canada have procured a significant value of projects under a PPP and/or alternative finance contract format, which is an attractive market for the Company. A reduction in the popularity of this procurement method or difficulties in obtaining financing for these projects would have negative consequences for Bird.

Performance of Subcontractors

Successful completion of a contract by Bird depends, in large part, on the satisfactory performance of its subcontractors who are engaged to complete the various components of the work. Subcontractor defaults tend to increase during depressed market conditions. If subcontractors fail to satisfactorily perform their portion of the work, Bird may be required to engage alternate subcontractors to complete the work and may incur additional costs. This can result in reduced profits or, in some cases, significant losses on the contract and possible damage to Bird's reputation.

In addition, the ability of Bird to bid for and successfully complete projects is, in part, dependent on the availability of qualified subcontractors and trades people. Depending on the value of a subcontractor's work, Bird may require some form of performance security and achieves this through the use of surety bonds, subcontractor default insurance or other forms of security from the subcontractor to mitigate Bird's exposure to the risks associated with the subcontractor's performance and completion. A significant shortage of qualified subcontractors and trades people or the bankruptcy of a subcontractor could have a material impact on Bird's financial condition and results of operations.

Competitive Factors

Bird competes with many international, national, regional and local construction firms. Competitors often enjoy advantages in a particular market that Bird does not have or they may have more experience or a better relationship with a particular client. On any given contract bid or negotiation, Bird will attempt to assess the level of competitive pressure it may face and it will attempt to neutralize or overcome any perceived advantage that its competitors have. Depending on this assessment, Bird will decide whether or not to pursue a contract. In addition, this assessment bears directly on decisions that Bird will make, including what level of profit can be incorporated into its contract price and what personnel should be assigned to the contract. The accuracy of this assessment and the ability of Bird to respond to competitive factors affect Bird's success in securing new contracts and its profitability on contracts that it does secure.

Estimating Costs and Schedules/Assessing Contract Risks

The price for most contracts performed by Bird is based, in part, on cost and schedule estimates that are subject to a number of assumptions. Erroneous assumptions can result in an incorrect assessment of risks associated with a contract or estimates of project costs and schedules that are in error, potentially resulting in lower than anticipated profit or significant loss. All significant cost and schedule estimates are reviewed by senior management prior to tender submission in an attempt to mitigate these risks.

Maintaining Safe Work Sites

Despite the Company's efforts to minimize the risk of safety incidents, they can occur from time to time and, if and when they do, the impact on Bird can be significant. Bird's success as a general contractor is highly dependent on its ability to keep its construction work sites and offices safe and any failure to do so can have serious impact on the personal safety of its employees and others. In addition, it can expose Bird to contract termination, fines, regulatory sanctions or even criminal prosecution.

Bird's safety record and worksite safety practices also have a direct bearing on its ability to secure work, particularly in the industrial sector. Certain clients will not engage particular contractors to perform work if their safety practices do not conform to predetermined standards or if the general contractor has an unacceptably high incidence of safety infractions or incidents.

Bird adheres to very rigorous safety policies and procedures which are continually reinforced on its work sites and offices. Management is not aware of any pending health and safety legislation or prior incidents which would be likely to have a material impact on any of Bird's operations, capital expenditure requirements, or competitive position. Nevertheless, there can be no guarantee with respect to the impact of future legislation or incidents.

Accuracy of Cost to Complete Estimates

As Bird performs each construction contract, costs are continuously monitored against the original cost estimates. On at least a quarterly basis, a detailed estimate of the costs to complete a contract is compiled by Bird. These estimates are an integral part of Bird's process for determining construction revenues and profits and depend on cost data collected over the duration of the project as well as the judgments of Bird's field and office personnel. To the extent that the costs to complete estimates are based on inaccurate or incomplete information, or on faulty judgments, the accuracy of reported construction revenues and profits can be compromised. Bird has adopted many internal control policies and procedures aimed at mitigating exposure to this risk.

Work Stoppages, Strikes and Lockouts

Bird is signatory to a number of collective bargaining agreements. Future negotiation of these collective bargaining agreements could increase Bird's operating expenses and reduce profits as a result of increased wages and benefits. Failure to come to an agreement in these collective bargaining negotiations or those of its subcontractors and suppliers or government agencies could result in strikes, work stoppages, lockouts or other work action, and increased costs resulting from delays on construction projects. A strike or other work stoppage is disruptive to Bird's operations and could adversely affect portions of its business, financial position, results of operations and cash flows.

Adjustments and Cancellations of Backlog

The performance of the Company in a period depends significantly on the contribution from projects in its backlog. There can be no assurance that the revenues or profits included in backlog at any point in time will be realized. Contract suspensions, reductions and cancellations, which are beyond the control of Bird, do occur from time-to-time in the construction industry. Customers may have the right to suspend, cancel or reduce the scope of their contracts with Bird and, though Bird generally has a contractual right to be reimbursed for certain costs, it typically has no contractual rights to the total revenue or profit that was expected to be derived from such projects. These reductions could have a material adverse impact on future revenues and profitability.

TERMINOLOGY

Throughout this report, management uses the following terms not found in GAAP Standards and which do not have a standardized meaning. Therefore, these terms may not be comparable with similar terms presented by other companies and require definition:

- **"Adjusted Net Income"** is the net income for the Company adding back any impairment of property, equipment and intangible, and the associated tax impact of the impairment.

- **"Adjusted Net Income Per Share"** is the Adjusted Net Income divided by the number of outstanding common shares.

- **"Gross Profit Percentage"** is the percentage derived by dividing gross profit by construction revenue. Gross profit is calculated by subtracting construction costs from construction revenue.

- **"Backlog"** (also referred to in the construction industry as "work on hand") is the total value of all contracts awarded to the Company, less the total value of work completed on these contracts as of the date of the most recently completed quarter. This includes all contracts that have been awarded to the Company whether the work has commenced or will commence in the normal course. It includes all of the Company's remaining performance obligations in its contracts with its clients. It does not include amounts for variable consideration that are constrained, agency relationship construction management projects, and estimated future work orders to be performed as part of master services agreements.

- **"Lost Time Incident Frequency"** is the number of lost time incidents recorded per 200,000 manhours of work by Bird employees.

FORWARD-LOOKING INFORMATION

Certain statements included herein which express management's expectations or estimates of future performance may constitute "forward-looking information". The words "believe", "expect", "anticipate", "contemplate", "target", "plan", "intends", and similar expressions identify forward-looking information.

Forward-looking information is necessarily based upon a number of estimates and assumptions that, while considered reasonable by management, are inherently subject to significant business, economic and competitive uncertainties and contingencies. In particular, this MD&A includes many such forward-looking information and the Company cautions the reader that such forward-looking information involve known and unknown risks, uncertainties and other factors that may cause the actual financial results, performance or achievements of the Company to be materially different from the Company's estimated future results, performance or achievements expressed or implied by those forward-looking information and the forward-looking information is not a guarantee of future performance. Risks that may impact the Company's future results, performance or achievements include those described under "Risks Relating to the Business" in this MD&A and in the Company's Annual Information Form dated March 12, 2019 filed and available on SEDAR. The Company expressly disclaims any intention or obligation to update or revise any forward-looking information whether as a result of new information, events or otherwise.