

INTEGRITY. INNOVATION. INVOLVEMENT.

**FORACO**



**FORACO INTERNATIONAL**

2020 ANNUAL REPORT

# WORLD LEADING MINERAL & WATER DRILLING SERVICE PROVIDER

## INTEGRITY INNOVATION INVOLVEMENT

For over 50 years, Foraco International SA (TSX:FAR) has been providing mineral and water drilling services around the world. We continue to operate in 22 countries with best in class equipment and an innovative and versatile workforce who are dedicated in their field. It is Foraco's international drilling expertise that allows us to tailor drilling solutions to our customers' needs without compromising quality and service delivery.

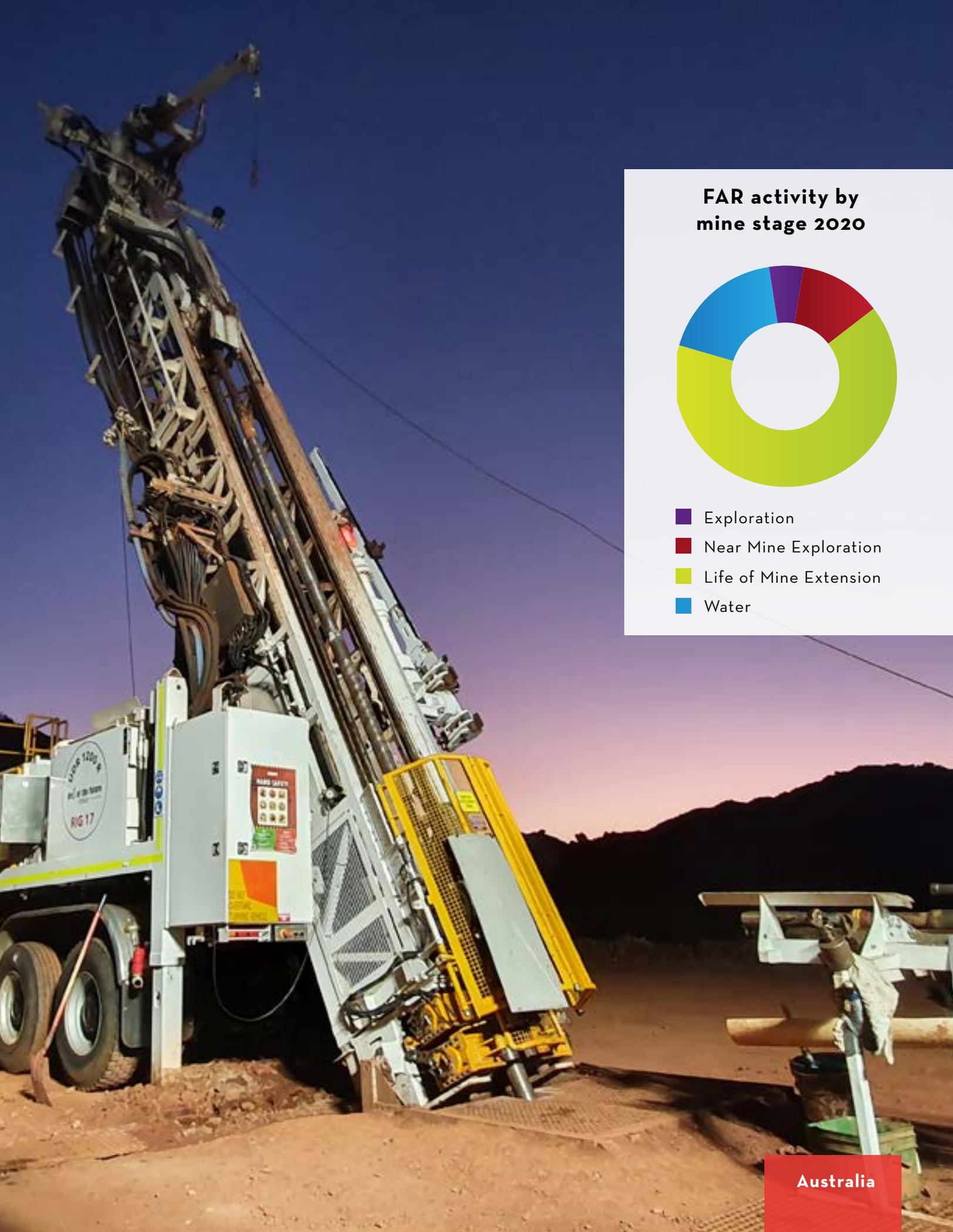
Mining customers have come to depend on Foraco's diverse range of drilling services during challenging market conditions that demand efficiency across all levels of operations. Many of these productivity and quality enhancements have direct application in our hydro business, where we proudly drill for water in rural communities and in mining environments.

### DIAMOND CORE

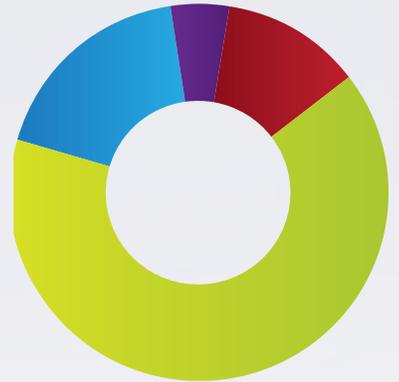
- Surface
- Underground
- Deep Directional Drilling
- Air Core

### ROTARY

- Reverse Circulation
- Down-the-Hole Hammer
- Rotary Air Blast
- Large Diameter Bulk Sampling



## FAR activity by mine stage 2020



- Exploration
- Near Mine Exploration
- Life of Mine Extension
- Water

# VALUE BASED SERVICE DELIVERY

## SAFETY AND CUSTOMER FIRST CULTURE

Foraco customers are loyal customers. They recognize the value that comes from peace of mind and a personal approach to doing business with Foraco. They know we don't compromise on safe work or service quality in spite of challenging market conditions that impact all stakeholders – which has strengthened relationships even further.

More than ever, we collaborate between regions where we continue to deploy the best people and know-how in the business – wherever they are needed.



# DRILLING IS OUR BUSINESS

## PEOPLE AND TECHNOLOGY

Technical innovations and the best people in the business continue to set Foraco apart from the pack. We successfully developed and deployed our first fully wireless remote controlled reverse circulation drill rig, allowing us to remove the crew from the drill and potential harm, without compromising drilling performance – True Innovation.

We have developed industry-leading wireless remote drilling technology for reverse circulation drilling and large diameter dewatering packages complete with mechanized road handling.



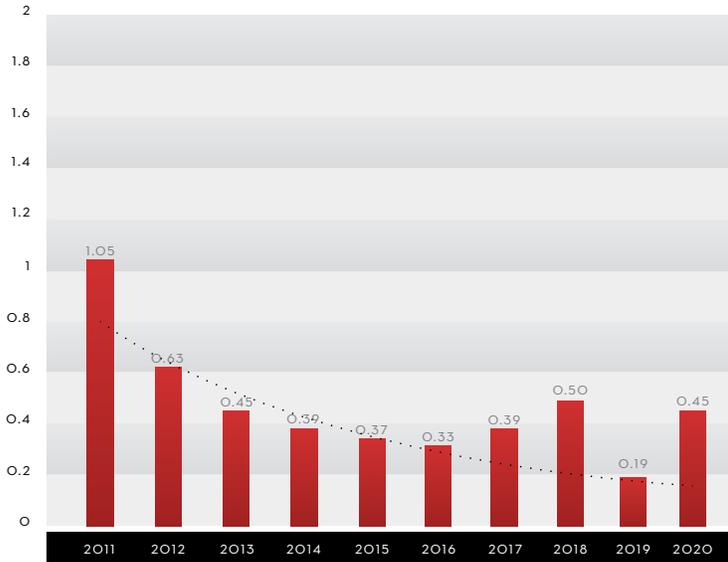


Argentina

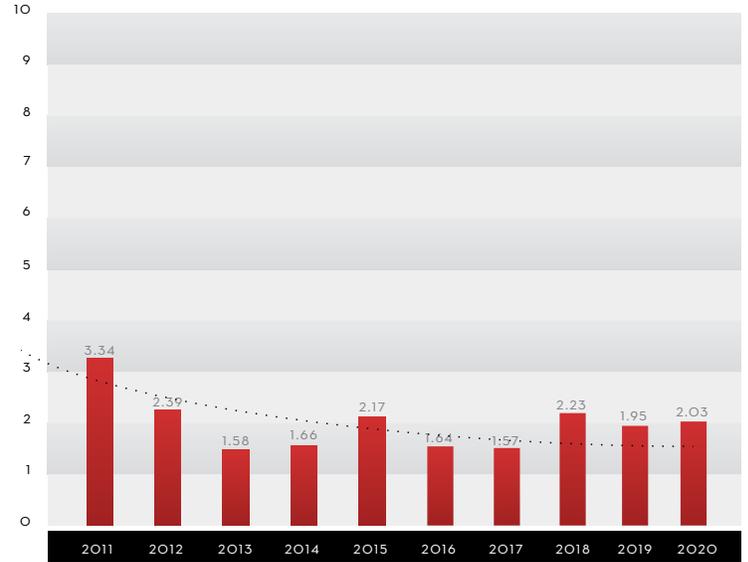


Australia

**Lost Time Injury Rate Trend**  
per 200,000 hrs



**Total Recordable Injury Frequency Rate**  
per 200,000 hrs

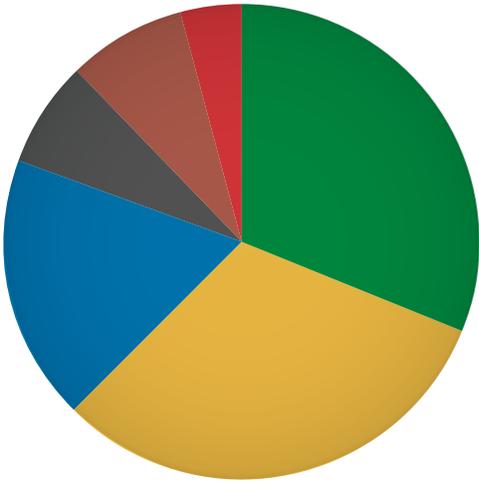
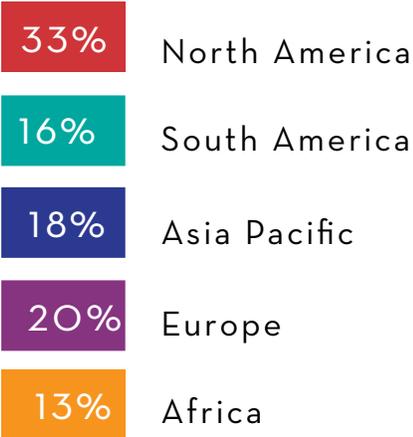
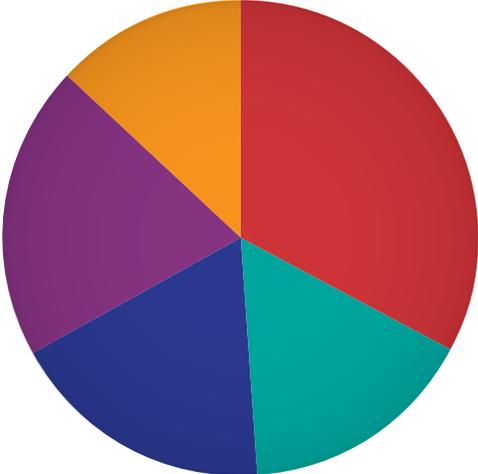


# FINANCIAL HIGHLIGHTS

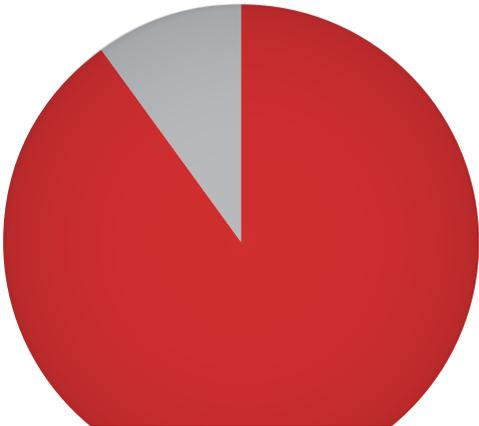
In US\$ Million	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Revenue	115.2	135.7	180.0	205.4	207.1
EBITDA	7.0	12.7	18.1	29.3	34.1
EBITDA %	6.1%	8.9%	10.0%	14.2%	16.4%
Number of Rigs	302	302	302	302	302
Employees	1,536	1,526	1,882	1,946	2,109

**Positive EBITDA from more than 20 years and through the downturns**

# REGION, COMMODITY & CUSTOMER BASE



\* including dewatering for mining



# LETTER TO SHAREHOLDERS

Dear fellow Shareholders,

Despite the Covid-19 pandemic, 2020 has been a great year for Foraco.

The pandemic has created huge disruptions across the globe and has changed the lives of billions of people. Together with our stakeholders, we took very early and bold actions to mitigate the risk of infection for our employees. Our comprehensive response plan included strict compliance with governments and customers instructions, remote work for all field personnel, physical distancing and systematic suitable personal protection equipment. We multiplied PCR and serology tests and launched a vaccination campaign in every country where vaccines were available.

Overall, the Covid-19 pandemic had limited impact on our business. Our industry was considered “essential” by many governments in mining countries, thus preventing this sector from full stoppage and providing financial assistance to employees during lockdowns. These measures kept the mining industry as busy as possible while demand for metals and gold were staying strong.

The International Monetary Fund (IMF) reported a 28% increase in base metal prices year over year, after a 3% decrease in 2019. In March 2021, S&P published its worldwide exploration survey, which reported a 10% decrease in nonferrous exploration spending\* in 2020. This decrease was the second year in a row where nonferrous exploration spending trend was opposite to metal prices index generating a growing backlog of drilling needs and S&P estimated at that time the 2021 growth in nonferrous exploration spending could be as high as 20% depending on metal prices.

Foraco experienced a sustained demand for our services throughout the year and recorded its fourth year over year increase in revenue since 2012, with US\$207 million in 2020, compared to US\$205 million in 2019, and improved its EBITDA by 18% at 34.1 \$US million despite the Covid-19 pandemic.

2020 was a peculiar year as Covid-19 had different operational impacts on a country per country basis. Nevertheless, all regions reported growth, with Russia leading the way, followed by Australia and Brazil while Canada was stable.

We consider that our commodity split in 2020 was well balanced with 31% for Gold, 28% for battery metals (linked to the worldwide energy transition) and 18% for water related services (an increase of 85% year over year). The water segment is getting more and more attention from regulators, communities and customers and we are striving to maintain our leadership in this segment in the future as water is becoming an even more crucial commodity given climate change growing effects.

Despite the pandemic effects, we managed to improve our profitability: our FY 2020 gross margin including depreciation within cost of sales was US\$ 38.2 million (or 18.5% of revenue) compared to US\$ 32.1 million (or 15.6% of revenue) in FY 2019. This 19% increase year over year improvement results from the combination of higher contribution of the water segment and solid overall performance on contracts despite unprecedented logistic and human challenges linked to Covid-19.

The 2020 Capex was US\$ 13.3 million in cash compared to US\$ 12.5 million in 2019. The Capex mainly relates to major rigs overhauls, ancillary equipment and rods. We acquired 8 new rigs during the year linked to new contracts and 8 rigs were retired from service keeping the total rig count at 302.

We generated free cash flow before debt servicing of US\$ 20.1 million in 2020 compared to US\$ 11.4 million in 2019, up 76%.

Moreover, we are glad to report that on July 7, 2021, we completed our debt refinancing related to the outstanding bonds raised in 2017 and maturing in May 2022. The early redemption of such bonds amounting to US \$146.8 million (\*\*\*) was completed by way of a repayment of US \$91.0 million (\*\*\*) in cash and the issuance of 9,300,000 ordinary shares of the Company, representing approximately 9.4% of the capital, to the benefit of the former bondholders. The cash repayment was financed by new bonds amounting to US \$100 million maturing in December 2025. The Debt Refinancing resulted in a gain before tax for the Company of US \$35.8million (\*\*), and a US \$55.8 million (\*\*\*) reduction in net debt.

The completion of the Debt Refinancing is a significant step forward for Foraco and marks a new era for the Company. Coupled with the current favourable market conditions, our improved capital structure gives us ample capacity to pursue accretive growth strategies and continue building upon the high-quality service offer which we have constantly improved over the past decades.

This transaction is accretive for the Company's shareholders. It is the culmination of meticulous and focused hard work over the past few years to reshape and de-risk the Company's balance sheet and enhance equity value. The Company's debt profile is now significantly improved, financial constraints are eased, and debt maturities are extended through the end of 2025.

Finally in 2020, Foraco adopted the ESG Sustainability Accounting Standards - Metals and Mining 2018-10, which means we are organizing ourselves to be able to act, monitor and share our ESG achievements, including KPI, in comprehensive ESG reports from Year 2021 onwards.

# LETTER TO SHAREHOLDERS

Over the years, we have already reached many goals in terms of Social Responsibility, Environment and Corporate Governance. Our goal is to reinforce our strong “safety at work policy”, the monitoring of our environmental impact, our business ethics policy and procedures, a systematic cooperation approach with natives or local community groups wherever possible and our constant attention to employees to keep Foraco one of the best places to work.

Sincerely,



Daniel Simoncini and Jean-Pierre Charmensat

*(\*) Although nonferrous exploration account for less than 20% of our business as Foraco is more focused on downstream drilling (near production drilling, long hole, grade control etc.) and water related drilling, it is a widely monitored proxy for our industry as it gives a measure of miner's appetite for upstream investment.*

*(\*\*) These figures illustrate the estimated effect of the Debt Refinancing on the Company's financial position after giving effect to the Debt Refinancing as if it had occurred on June 30, 2021.*

## MANAGEMENT'S DISCUSSION AND ANALYSIS

The following Management's Discussion and Analysis ("MD&A") relates to the results of operations, liquidity and capital resources of Foraco International S.A. ("Foraco" or the "Company"). This report has been prepared by Management and should be read in conjunction with the Company's audited consolidated financial statements for the year ended December 31, 2020, including the notes thereto. These consolidated financial statements were prepared in accordance with International Financial Reporting Standards ("IFRS"). Following the decision taken by the Accounting Standards Board, IFRS became the accounting standards for all issuers in Canada on January 1, 2011. The Company adopted IFRS and made an explicit and unreserved statement that its consolidated financial statements comply with IFRS in 2004. Except as otherwise stated, all amounts presented in this MD&A are denominated in US Dollars ("US\$"). The discussion and analysis within this MD&A are as of March 30, 2021.

### Caution concerning forward-looking statements

This document may contain "forward-looking statements" and "forward-looking information" within the meaning of applicable securities laws. These statements and information include estimates, forecasts, information and statements as to Management's expectations with respect to, among other things, the future financial or operating performance of the Company and capital and operating expenditures. Often, but not always, forward-looking statements and information can be identified by the use of words such as "may", "will", "should", "plans", "expects", "intends", "anticipates", "believes", "budget", and "scheduled" or the negative thereof or variations thereon or similar terminology. Forward-looking statements and information are 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. Readers are cautioned that any such forward-looking statements and information are not guarantees and there can be no assurance that such statements and information will prove to be accurate and actual results and future events could differ materially from those anticipated in such statements. Important factors that could cause actual results to differ materially from the Company's expectations are disclosed under the heading "Risk Factors" in the Company's Annual Information Form dated March 29, 2021, which is filed with Canadian regulators on SEDAR ([www.sedar.com](http://www.sedar.com)). The Company expressly disclaims any intention or obligation to update or revise any forward-looking statements and information whether as a result of new information, future events or otherwise. All written and oral forward-looking statements and information attributable to Foraco or persons acting on our behalf are expressly qualified in their entirety by the foregoing cautionary statements.

### This MD&A is presented in the following sections:

- Business Overview
- Consolidated Financial Highlights
- Results of Operations
- Seasonality
- Effect of Exchange Rates
- Liquidity and Capital Resources
- Related-Party Transactions
- Capital Stock
- Critical Accounting Estimates
- Non-IFRS Measures
- Litigation and claims
- Subsequent Events
- Strategy
- Outlook
- Risk Factors

## BUSINESS OVERVIEW

Headquartered in Marseille, France, Foraco is a worldwide drilling service provider with presence in 22 countries and 5 continents. On December 31, 2020, the Company had 2,109 employees and operated 302 drill rigs worldwide, providing a diverse range of drilling services to its customer base. The Company has developed and acquired significant expertise in destructive and non-destructive drilling, as well as proprietary drill rig design capabilities. These capabilities allow Foraco to tailor solutions to meet the specific conditions and drilling requirements of certain customers, such as mining companies, governmental organizations and international development funds. Through its global operations the Company services a range of industries focusing on mining and water.

Foraco specializes in drilling in harsh environments and isolated locations including arctic, desert and mountainous regions, generally under conditions where operations are challenged by logistical matters and geographic barriers. The Company's engineers and technicians have developed special drilling methods which respond to the requirements of certain areas in which geology prevents the use of standard techniques and equipment. The Company has specialized equipment for, among other uses, helicopter based drilling campaigns, combination rigs able to perform multi drilling technique contracts, desert suited rigs and large diameter core sampling systems.

## CONSOLIDATED FINANCIAL HIGHLIGHTS

### Financial Highlights

(In thousands of US\$) (audited)	Year ended December 31, 2020	2019
<b>Revenue</b>	<b>207,122</b>	<b>205,444</b>
<b>Gross profit / (loss) (1)</b> <i>As a percentage of sales</i>	<b>38,225</b> 18.5%	<b>32,100</b> 15.6%
<b>EBITDA</b> <i>As a percentage of sales</i>	<b>34,054</b> 16.4%	<b>29,251</b> 14.2%
<b>Operating profit / (loss)</b> <i>As a percentage of sales</i>	<b>17,185</b> 8.3%	<b>10,951</b> 5.3%
<b>Profit / (loss) for the period</b>	<b>7,519</b>	<b>2,632</b>
Attributable to:		
Equity holders of the Company	4,236	1,085
Non-controlling interests	3,283	1,547
<b>EPS (in US cents)</b>		
Basic	4.72	1.21
Diluted	4.61	1.18

(1) includes amortization and depreciation expenses related to operations.

## YEAR ENDED DECEMBER 31, 2020 - FY 2020

### Revenue

- After a stand-by period due to the Covid-19 pandemic which slowed down the activity in the first part of 2020, growth resumed during the second part of the year. FY 2020 revenue reached US\$ 207.1 million compared to US\$ 205.4 million in FY 2019 an increase of 1%. Excluding foreign exchange variances, revenue increased by 8% compared to the same period last year.

### Profitability

- FY 2020 gross margin including depreciation within cost of sales was US\$ 38.2 million (or 18.5% of revenue) compared to US\$ 32.1 million (or 15.6% of revenue) in FY 2019. This improvement results from the combination of higher contribution of the water segment and solid overall performance on contracts despite unprecedented logistic and human challenges linked to Covid-19.
- During the period, EBITDA amounted to US\$ 34.1 million (or 16.4% of revenue), compared to US\$ 29.3 million (or 14.2% of revenue) for the same period last year.

- The Free Cash Flow of the year was US\$17.2 million compared to US\$ 8.0 million in FY 2019.

## Net Debt

- The net debt excluding the impact of the implementation of IFRS 16 was US\$ 136.2 million as at December 31, 2020 compared to US\$ 128.9 million as at December 31, 2019. The net debt including the impact of IFRS 16 was US\$ 141.7 million as at December 31, 2020.
- The net debt position of the company is penalized by non-cash items including adverse foreign exchange variations (US\$ 15.1 million) mainly due to the exchange rate between the euro and the dollar and capitalized interests (US\$ 6.7 million).

## Backlog

- As at December 31, 2020, the Company's order backlog for continuing operations was US\$ 270.1 million of which US\$ 174.7 million is expected to be executed during the FY 2021. Last year at the same period, the order backlog for continuing operations was US\$ 269.1 million of which US\$ 158.1 million was expected to be executed during FY 2020.

## RESULTS OF OPERATIONS

### Comparison of the years ended December 31, 2020 and December 31, 2019

#### Revenue

The following table provides a breakdown of the Company's revenue for FY 2020 and FY 2019 by reporting segment and geographic region:

#### (In thousands of US\$)

<i>(audited)</i>	FY 2020	% change	FY 2019
<b>Reporting segment</b>			
Mining	169,305	-9%	185,325
Water	37,817	+88%	20,119
<b>Total revenue</b>	<b>207,122</b>	<b>+1%</b>	<b>205,444</b>
<b>Geographic region</b>			
Europe, Middle East and Africa	68,209	+30%	52,386
South America	33,130	-29%	46,404
North America	67,563	-4%	70,499
Asia Pacific	38,220	+6%	36,155
<b>Total revenue</b>	<b>207,122</b>	<b>+1%</b>	<b>205,444</b>

Despite the impact of the Covid-19 pandemic in the first part of the year, FY 2020 revenue amounted to US\$ 207.1 million compared to US\$ 205.4 million in FY 2019, an increase of 1%. The FY 2020 revenue increased by 8% after adjusting for currency fluctuations.

In EMEA, revenue increased by 30%, to US\$ 68.2 million in FY 2020 from US\$ 52.4 million in FY 2019. Russia, Africa and France showed improved activity.

Revenue in South America decreased by 29% (11% excluding foreign exchange variance) at US\$ 33.1 million in FY 2020 (US\$ 46.4 million in FY 2019). The activity in the region was particularly impacted by the Covid-19 pandemic which continued to disrupt the commercial and operational activities throughout the year.

Revenue in North America decreased by 4% to US\$ 67.6 million in FY 2020 from US\$ 70.5 million in FY 2019. This decrease is mainly due to disruptions affecting a certain number of contracts in Q2 2020 linked to the Covid-19 pandemic. The activities resumed progressively in Q3 2020.

In Asia Pacific, FY 2020 revenue amounted to US\$ 38.2 million, an increase of 6%. New contracts were mobilized during the period and will continue through 2021.

## Gross Profit

The following table provides a breakdown of the Company's gross profit by reporting segment for FY 2020 and FY 2019:

#### (In thousands of US\$)

<i>(audited)</i>	FY 2020	% change	FY 2019
<b>Reporting segment</b>			
Mining	29,347	+2%	28,773
Water	8,878	x 1.7	3,327
<b>Total gross profit / (loss)</b>	<b>38,225</b>	<b>19%</b>	<b>32,100</b>

FY 2020 gross margin including depreciation within cost of sales was US\$ 38.2 million (or 18.5% of revenue) compared to US\$ 32.1 million (or 15.6% of revenue) in FY 2019. This improvement results from the combination of higher contribution of the water segment and solid overall performance on contracts despite unprecedented logistic and human challenges linked to Covid-19.

## Selling, General and Administrative Expenses

The following table provides an analysis of the selling, general and administrative expenses (SG&A):

#### (In thousands of US\$)

<i>(audited)</i>	FY 2020	% change	FY 2019
Selling, general and administrative expenses	21,040	-1%	21,149

SG&A expenses decreased by 1% compared to the same period last year.

## Operating Result

The following table provides a breakdown of the Company's operating result for FY 2020 and FY 2019 by reporting segment:

#### (In thousands of US\$)

<i>(audited)</i>	FY 2020	% change	FY 2019
<b>Reporting segment</b>			
Mining	12,122	+31%	9,277
Water	5,063	x 3.0	1,674
<b>Total operating gain (loss)</b>	<b>17,185</b>	<b>+57%</b>	<b>10,951</b>

The operating profit was US\$ 17.2 million in FY 2020, a US\$ 6.2 million improvement as a result of improved gross margin rate and tight control over SG&A expenses.

## Finance Costs

Net financial expenses were US\$ 8.7 million in FY 2020 compared to US\$ 8.5 million in FY 2019.

## Income Tax

In FY 2020, the corporate income tax expense was US\$ 1.0 million compared to a profit of US\$ 0.1 million last year. This income tax charge corresponds to taxable income in profitable jurisdictions and the recognition of deferred tax assets when they can be used against taxable profit within a reasonable timeframe (generally five years).

## SEASONALITY

The worldwide presence of the Company reduces its overall exposure to seasonality and its influence on business activity, the first quarter being the weakest. In West Africa, most of the Company's operations are suspended between July and October due to the rainy season. In Canada, seasonal

slow periods occur during the winter freeze and spring thaw or break-up periods. Depending on the latitude, this can occur anytime from October until late December (freezing) and from mid-April through to mid-June (break-up). Operations at mining sites continue throughout the year. Russia is also affected by the winter period during which certain operations are slowed down. In Asia Pacific and in South America, a seasonal slowdown in activity occurs around year-end during the vacation period. Certain contracts are also affected in Chile in July and August when the winter season peaks.

## EFFECT OF EXCHANGE RATES

The Company operates in a very large number of countries with functional currencies (Euros, Canadian Dollars, Australian Dollars, Chilean Pesos, Brazilian Reals and Russian Rubles) different than the US Dollar, the presentation currency of the Group. The significant variation of the US Dollar over the last quarters has had a substantial impact on the Company's financial statements. The impact of exchange rates on each significant line item of the income statement is reported above.

However, the Company mitigates its net exposure to foreign currency fluctuations by balancing its costs, revenues and financing in local currencies, resulting in a natural hedge.

The exchange rates against the US\$ for the periods under review are as follows:

	Average FY 2020	% change	Average FY 2019	Closing Q4 2020	% change	Closing Q4 2019
€	0.88	-2%	0.89	0.81	-9%	0.89
CAD	1.34	1%	1.33	1.28	-2%	1.31
AUD	1.45	1%	1.44	1.31	-9%	1.43
CLP	792	13%	703	713	-4%	745
BRL	5.15	31%	3.94	5.20	29%	4.03
RUB	72.24	12%	64.68	74.19	20%	61.94

The FY 2020 was marked by significant exchange rate fluctuations which affected most currencies.

## LIQUIDITY AND CAPITAL RESOURCES

The following table provides a summary of the Company's cash flows for FY 2020 and FY 2019:

(In thousands of US\$)	FY 2020	FY 2019
<b>Cash generated by operations before working capital requirements</b>	<b>34,054</b>	<b>29,251</b>
Working capital requirements	3,349	(637)
Income tax paid	(3,982)	(4,696)
Purchase of equipment in cash	(13,320)	(12,533)
<b>Free Cash Flow before debt servicing</b>	<b>20,100</b>	<b>11,385</b>
Debt variance	(9,239)	(1,161)
Interests paid	(2,904)	(3,364)
Acquisition of treasury shares	(163)	(19)
Dividends paid to non-controlling interests	(2,536)	(1,046)
<b>Net cash generated / (used in) financing activities</b>	<b>(14,842)</b>	<b>(5,590)</b>
<b>Net cash variation</b>	<b>4,576</b>	<b>5,795</b>
Foreign exchange differences	(354)	(830)
<b>Variation in cash and cash equivalents</b>	<b>4,907</b>	<b>4,965</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>20,960</b>	<b>16,053</b>

In 2020, the cash generated from operations before working capital requirements amounted to US\$ 34.1 million compared to US\$ 29.3 million in 2019.

The working capital decreased by US\$ 3.3 million compared to an increase of US\$ 0.6 million in the same period last year.

During the period, the Capex was US\$ 13.3 million in cash compared to US\$ 12.5 million in FY 2019. The Capex mainly relates to major rigs overhauls, ancillary equipment and rods.

Free cash flow before debt servicing was US\$ 20.1 million in FY 2020 compared to US\$ 11.4 million in FY 2019.

As at December 31, 2020, cash and cash equivalents totaled US\$ 21.0 million compared to US\$ 16.1 million as at December 31, 2019. Cash and cash equivalents are mainly held at or invested within top tier financial institutions.

As at December 31, 2020, net debt excluding IFRS 16 implementation amounted to US\$ 136.2 million (US\$ 128.9 million as at December 31, 2019). The net debt position of the Company is penalized by non-cash items including adverse foreign exchange variations (US\$ 15.1 million) mainly due to the exchange rate between the euro and the US dollar and capitalized interests (US\$ 6.7 million).

Bank guarantees as at December 31, 2020 totaled US\$ 8.1 million compared to US\$ 6.5 million as at December 31, 2019. The Company benefits from a confirmed contract guarantee line of € 12.7 million (US\$ 15.6 million).

## COVID-19

The Covid-19 pandemic significantly impacted the Company's business throughout the 2020 financial year and especially during late Q1 and Q2 2020 when lockdowns and quarantines were implemented in many countries.

In this context, the Company monitored the situation on a daily basis to ensure the safety of its staff, customers and business partners and managed to keep its operations running at a reasonable level. Teams were sometimes prevented from accessing work sites or asked to remain in quarantine when they arrived. Certain clients stopped their drilling campaigns for the same reasons, waiting for the situation to stabilize as they could not mobilize enough staff on sites. As a result, the Company has not been able to operate in part or in full in certain areas. Certain important operations centers were affected, particularly in North and South America, but solid activities were recorded in other areas. Overall, the Company managed to limit the negative impact of the pandemic on its costs structure thanks to satisfactory control of operations, flexibility of its organization and the support from certain clients and governments.

Such trends continue to prevail in the beginning of 2021 and the full length and impact of the COVID-19 crisis remains difficult to predict. Ultimate business impact will depend on the pace at which economies resume globally and on the various government measures to support that recovery as well as strategies adopted by mining and metals companies.

When assessing the recoverable amounts of assets as at December 31, 2020, although the uncertainty is still significant due to the COVID-19 pandemic, Management assessment is that assumptions applied in the 2019 Consolidated Financial Statements are still considered the most appropriate. As at December 31, 2020, the Company met its financial covenants. Despite the current economic environment, and assuming that the health crisis does not deteriorate further, the Company believes that it will have adequate financial resources to continue in operation for a period of at least twelve months.

## Cash Transfer Restrictions

Foraco operates in a number of different countries where cash transfer restrictions may exist. The Company organizes its business so as to ensure that the majority of payments are collected in countries where there are no such restrictions. No excess cash is held in countries where cash transfer restrictions exist.

## RELATED-PARTY TRANSACTIONS

For details of related-party transactions, please refer to Note 28 of the audited consolidated financial statements.

## CAPITAL STOCK

As at December 31, 2020, the capital stock of the Company amounted to US\$ 1,772 thousand, divided into 89,951,798 common shares. The common shares of the Company are distributed as follows:

	Number of shares	%
Common shares held directly or indirectly by principal shareholders	37,594,498	41.79%
Common shares held directly or indirectly by individuals in their capacity as members of the Board of Directors*	1,161,754	1.29%
Common shares held by the Company**	298,209	0.34%
Common shares held by the public	50,894,337	56.58%
<b>Total common shares issued and outstanding</b>	<b>89,951,798</b>	
Common shares held by the Company	(298,209)	
<b>Total common shares issued and outstanding excluding shares held by the Company</b>	<b>89,653,589</b>	

\* In the table above, the shares owned indirectly are presented as an amount corresponding to the pro rata of the ownership interest.

\*\* 298,209 common shares are held by the Company to meet the Company's obligations under the employee free share plan and for the purposes of potential acquisitions.

## CRITICAL ACCOUNTING ESTIMATES

The consolidated financial statements have been prepared in accordance with IFRS. The Company's significant accounting policies are described in Note 2 to the annual consolidated financial statements. As required by IAS 1, the depreciation of property, plant and equipment related to operations is included within cost of sales.

## NON-IFRS MEASURES

EBITDA represents Net income before interest expense, income taxes, depreciation, amortization and non-cash share based compensation expenses. EBITDA is a non-IFRS quantitative measure used to assist in the assessment of the Company's ability to generate cash from its operations. The Company believes that the presentation of EBITDA is useful to investors because it is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in the drilling industry. EBITDA is not defined in IFRS and should not be considered to be an alternative to Profit for the period or Operating profit or any other financial metric required by such accounting principles.

Net debt corresponds to the current and non-current portions of borrowings and the consideration payable related to acquisitions, net of cash and cash equivalents. The lease obligations is not included in the net debt calculation.

Reconciliation of EBITDA is as follows:

(In thousands of US\$) (audited)	Q4 2020	Q4 2019	FY 2020	FY 2019
Operating profit / (loss)	3,377	3,584	17,185	10,951
Depreciation expense	4,409	4,601	16,673	18,119
Non-cash employee share-based compensation	60	45	195	180
<b>EBITDA</b>	<b>7,846</b>	<b>8,230</b>	<b>34,054</b>	<b>29,251</b>

## LITIGATION AND CLAIMS

Generally, the Company is subject to legal proceedings, claims and legal action arising in the ordinary course of business. The Company's Management does not expect that the ultimate costs to resolve these matters will have a material adverse effect on the Company's consolidated financial position, results of operations or cash flows.

## SUBSEQUENT EVENTS

There are no significant post balance sheet events.

## OUTLOOK

The Company's strategy is to be a major player in an evolving market. The Company intends to continue developing and growing its services across the world with a focus on stable jurisdictions, high tech drilling services, optimal commodities mix - with a significant involvement in water related drilling services and choose carefully its customers. The Company expects it will execute its strategy primarily through organic growth in the near future.

As at December 31, 2020, the Company's order backlog for continuing operations was US\$ 270.1 million of which US\$ 174.7 million is expected to be executed during the FY 2021. Last year at the same period, the order backlog for continuing operations was US\$ 269.1 million of which US\$ 158.1 million was expected to be executed during FY 2020. The Company's order backlog consists of sales orders. Sales orders are subject to modification by mutual consent and in certain instances orders may be revised by customers. As a result, the order backlog of any particular date may not be indicative of actual operating results for any subsequent period.

## Internal Control Framework

Internal control is a process implemented by management with the objective of ensuring (i) the effectiveness and efficiency of the Company's operations, (ii) the reliability of financial reporting and disclosures, and (iii) compliance with applicable laws and regulations, including those promoted by the Toronto Stock Exchange (TSX).

The organization of the internal control environment of the Company is based upon the Internal Control – Integrated Framework, issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The inherent limitation in all control systems are such that they can provide only reasonable, not absolute, assurance that all control issues and instances of fraud or error, if any, within the Company have been detected.

## Responsibilities Over Internal Control

The Company's Board of Directors is the primary sponsor of the internal control environment. The Audit Committee, the Compensation Committee and the Corporate Governance and Nominating Committee are the specific bodies acting in the field of internal control and reporting to the Board of Directors. These committees comprise a majority of independent members.

## **Audit Committee**

The Audit Committee meets at least every quarter before the Board of Directors meeting authorizing for issuance the quarterly and annual consolidated financial statements. The main responsibilities of the Audit Committee are the examination of the quarterly and annual financial statements including related disclosures, the internal control environment and the oversight of the work performed by the external auditors, as well as the follow up of the agreement with the existing banks and new lenders. The questions of securing sources of funds and internal control over financial reporting in the context of the COVID-19 pandemic were core subjects discussed by the Audit Committee in 2020. During 2020 financial year, the Audit Committee met five times.

## **Compensation Committee**

The principal responsibilities of the Compensation Committee are the examination of the Company's remuneration policy, in particular changes in the global payroll, and the review of the collective and individual objectives. The Compensation Committee meets at least once a year. During 2020 financial year, the Compensation Committee met two times.

## **Corporate Governance and Nominating Committee**

The Corporate Governance and Nominating Committee meets at least every quarter before the Board of Directors. It reports to the Board of Directors and is in charge of the supervision of the governance of the Company and its relationship with senior management. The Corporate Governance and Nominating Committee met four times during the 2020 financial year.

## **Internal Control Organization within the Company**

The Company operates in various different countries worldwide and has organized its internal reporting process into a monthly centralized system which allows the flows of relevant operating and financial data upstream to management. The subsidiaries report under standardized forms which are prepared in accordance with IFRS. These forms include financial information such as detailed income statement data, cash flow and working capital data, capital expenditures and other relevant operational data. This reporting, combined with a comprehensive budgeting process and systematic reforecasting, reflects the latest operating conditions and market trends and allows management to perform thorough variance analysis. Management considers that this monthly reporting process provides a reasonable assurance over the monitoring of its operating and financial activities and an effective tool for the operating decision makers.

The financial controlling function is organized by region, internal control being a significant part of the regional controllers' duties. Timely on site reviews are performed by operating and financial representatives from corporate. Considering this organization, there is no dedicated internal control department.

In 2020, in the context of unprecedented challenges linked to Covid-19, the Company continued to maintain the internal control processes in all locations and enforced the implementation of Group procedures. Continuing attention was paid to processes such as the follow-up of contract margins at completion, receivables and treasury.

## **Approach Implemented by the Company**

The Company implements an approach consisting of (i) evaluating the design of its control environment over financial reporting and (ii) documenting the related control activities and key controls in a risk control matrix. This approach is implemented at every significant location of the Company. Management also focuses on the integration of newly acquired businesses over which the Company's two step approach on internal control is implemented within a reasonable time period.

The Company views its internal control procedure as a process of continuous improvement and will make changes aimed at enhancing the effectiveness of its internal control and to ensure that processes evolve with the business.

There were no changes in internal control over financial reporting that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

The Company updated its risk assessment in 2019 which consisted of evaluating the likelihood and the magnitude of the risks to which it is exposed. A specific attention was paid in 2020 on the impact of the pandemic on the internal control processes. The conclusions were used to assess the adequacy of the Company's risk control matrix. The assessment did not reveal any significant deficiencies in the design of the Company's controls.

The Company has evaluated the effectiveness of the internal control procedures over financial reporting as at December 31, 2020 and has concluded that, subject to its inherent limitations, these were effective at a reasonable assurance level. The Company has evaluated the effectiveness of the Company's disclosure controls and concluded that, subject to its inherent limitations, the disclosure controls were effective for the year ended December 31, 2020.

## **RISK FACTORS**

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For a comprehensive discussion of the important factors that could impact the Company's operating results, please refer to the Company's Annual Information Form dated March 30, 2021, under the heading "Risk Factors", which has been filed with Canadian regulators on SEDAR ([www.sedar.com](http://www.sedar.com)).

# FORACO INTERNATIONAL

Société anonyme  
26, Plage de l'Estaque  
13016 Marseille

## Statutory auditor's report on the consolidated financial statements

### For the year ended December 31, 2020

To the Shareholders of Foraco International,

#### OPINION

We have audited the consolidated financial statements of Foraco International and its subsidiaries (the Group), which comprise the consolidated statement of financial position as of December 31, 2020, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2020, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs) as issued by the International Accounting Standards Board (IASB).

#### BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### KEY AUDIT MATTERS

Due to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, prepared under the conditions mentioned above, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### Key audit matter

#### How our audit addressed the key audit matter

##### IMPAIRMENT OF GOODWILL

(See Notes 2.6 and 4.4 to the consolidated financial statements for the year ended December 31, 2020)

The Group's evaluation of goodwill for impairment involves the comparison of the fair value of each reporting unit to its carrying value. The Group used the discounted cash flow model to estimate fair value, which requires management to make significant estimates and assumptions mainly related to forecasts of future revenues and operating margins, and discount rates. Changes in these assumptions could have a significant impact on either the fair value, the amount of any goodwill impairment charge, or both.

The Group carries out impairment tests on goodwill, annually or when events or changes in circumstances indicate that the carrying amount may not be recoverable. Goodwill amounts to \$69.5M as of December 31, 2020.

We considered the valuation of goodwill to be a key audit matter due to:

- the materiality of the balance of this account (goodwill representing 30% of total assets of \$227.8M),
- the material judgements made by management to determine the assumptions and estimates underlying the calculations of recoverable amounts.

We tested management's impairment analysis of goodwill, as well as their assessment of impairment triggers.

Our audit procedures included:

- assessing the consistency of the model used by management in performing the impairment test as compared to prior years,
- assessing the reasonableness of the assumptions used in performing impairment testing on the basis of (i) the Group's budget, (ii) historical performance and (iii) evidence of the intended use of the assets,
- challenging key assumptions, including the growth rate and the terminal value derived from the Group business plan as well as the discount rate,
- performing a sensitivity analysis over the key assumptions used in the model in order to assess the potential impact of a range of possible outcomes.

## Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRSs as issued by the International Accounting Standards Board (IASB), and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

The consolidated financial statements were approved by the Board of Directors on March 30, 2021.

## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Marseille, March 30, 2021

The Auditor

Deloitte & Associés

Christophe PERRAU



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## CONSOLIDATED BALANCE SHEET – ASSETS

In thousands of US\$	Note	2020	2019	2018
<b>ASSETS</b>				
<b>Non-current assets</b>				
Property and equipment	(6)	36,090	35,197	31,821
Goodwill	(7)	69,482	75,936	78,229
Deferred income tax assets	(16)	29,846	27,677	28,477
Other non-current assets	(8)	906	1,147	1,068
		<b>136,324</b>	<b>139,957</b>	<b>139,595</b>
<b>Current assets</b>				
Inventories, net	(9)	31,387	32,873	32,932
Trade receivables, net	(10)	29,357	31,189	31,853
Other current receivables	(11)	9,737	10,270	11,547
Cash and cash equivalents	(12)	20,960	16,053	11,088
		<b>91,441</b>	<b>90,385</b>	<b>87,420</b>
<b>Total assets</b>		<b>227,765</b>	<b>230,342</b>	<b>227,015</b>

## CONSOLIDATED BALANCE SHEET – EQUITY & LIABILITIES

In thousands of US\$	Note	2020	2019	2018
<b>EQUITY</b>				
<b>Capital and reserves attributable to the Company's equity holders</b>				
Share capital	(13)	1,772	1,772	1,772
Share premium and retained earnings	(13)	155,794	151,559	150,474
Other reserves	(13)	(144,640)	(122,335)	(114,478)
		<b>12,926</b>	<b>30,996</b>	<b>37,768</b>
Non-controlling interests		4,876	5,682	3,026
<b>Total equity</b>		<b>17,802</b>	<b>36,678</b>	<b>40,794</b>
<b>LIABILITIES</b>				
<b>Non-current liabilities</b>				
Borrowings – Non-current portion of long term debt	(14)	153,993	133,961	131,863
Lease obligations – Non current portion	(14)	3,915	2,910	—
Deferred income tax liabilities	(16)	3,570	3,457	2,870
Provisions for other liabilities and charges	(17)	517	405	388
		<b>161,995</b>	<b>140,733</b>	<b>135,121</b>
<b>Current liabilities</b>				
Trade payables	(19)	17,711	20,301	22,361
Other payables		23,086	19,012	17,095
Current income tax liabilities		2,319	1,084	1,540
Borrowings –Current portion of long term debt	(14)	1,837	2,817	2,740
Borrowings –Current portion of drawn credit lines	(14)	1,299	8,149	6,900
Lease obligations – Current portion	(14)	1,568	1,241	—
Provisions for other liabilities and charges	(17)	149	328	465
<b>Total current liabilities</b>		<b>47,969</b>	<b>52,932</b>	<b>51,101</b>
<b>Total equity and liabilities</b>		<b>227,765</b>	<b>230,342</b>	<b>227,015</b>

## CONSOLIDATED INCOME STATEMENT – BY FUNCTION OF EXPENSE

In thousands of US\$	Note	2020	2019	2018
Revenue	(5)	207,122	205,444	180,046
Cost of sales	(20)	(168,897)	(173,344)	(158,161)
<b>Gross Profit</b>		<b>38,225</b>	<b>32,100</b>	<b>21,885</b>
Selling, general and administrative expenses	(20)	(21,040)	(21,149)	(20,771)
Other operating income / (expense), net	(21)	—	—	—
<b>Operating profit / (loss)</b>		<b>17,185</b>	<b>10,951</b>	<b>1,114</b>
Finance income	(23)	1,241	101	74
Finance expense	(23)	(9,904)	(8,555)	(8,965)
<b>Profit / (loss) before income tax</b>		<b>8,663</b>	<b>2,497</b>	<b>(7,777)</b>
Income tax profit / (expense)	(24)	(1,003)	135	(2,853)
<b>Profit / (loss) for the year</b>		<b>7,519</b>	<b>2,632</b>	<b>(10,630)</b>
Attributable to:				
Equity holders of the Company	(25)	4,236	1,085	(10,616)
Non-controlling interests		3,283	1,547	(14)
		<b>7,519</b>	<b>2,632</b>	<b>(10,630)</b>
Earnings per share for profit / (loss) attributable to the equity holders of the Company during the year (expressed in US cents per share)				
– basic	(25)	4.72	1.21	(11.83)
– diluted	(25)	4.61	1.18	(11.83)

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

In thousands of US\$

Attributable to Equity Holders of the Company

	Share Capital	Share Premium and Retained Earnings	Other Reserves (see Note 13)	Total	Non-controlling Interests	Total Equity
<b>Balance at January 1, 2018</b>	<b>1,772</b>	<b>160,980</b>	<b>(97,902)</b>	<b>64,850</b>	<b>4,297</b>	<b>69,147</b>
Profit / (loss) for the year	—	(10,616)	—	(10,616)	(14)	(10,630)
Other comprehensive income for the year	—	—	(16,570)	(16,570)	(770)	(17,340)
Employee share-based compensation (Note 22)	—	—	181	181	—	181
Treasury shares-purchased	—	—	(77)	(77)	—	(77)
Exercise of share-based compensation (Note 13)	—	110	(110)	—	—	—
Dividends declared relating to 2017	—	—	—	—	(487)	(487)
<b>Balance at December 31, 2018</b>	<b>1,772</b>	<b>150,474</b>	<b>(114,478)</b>	<b>37,768</b>	<b>3,026</b>	<b>40,794</b>
<b>Balance at January 1, 2019</b>	<b>1,772</b>	<b>1150,474</b>	<b>(114,478)</b>	<b>37,768</b>	<b>3,026</b>	<b>40,794</b>
Profit / (loss) for the year	—	1,085	—	1,085	1,547	2,632
Other comprehensive income for the year	—	—	(8,017)	(8,017)	964	(7,053)
Increased Capital	—	—	—	—	1,192	1,192
Employee share-based compensation (Note 22)	—	—	180	180	—	180
Treasury shares-purchased	—	—	(19)	(19)	—	(19)
Dividends declared relating to 2018	—	—	—	—	(1,046)	(1,046)
<b>Balance at December 31, 2019</b>	<b>1,772</b>	<b>151,558</b>	<b>(122,335)</b>	<b>30,996</b>	<b>5,682</b>	<b>36,679</b>
<b>Balance at January 1, 2020</b>	<b>1,772</b>	<b>151,558</b>	<b>(122,335)</b>	<b>30,996</b>	<b>5,682</b>	<b>36,679</b>
Profit / (loss) for the year	—	4,236	—	4,236	3,283	7,519
Other comprehensive income for the year	—	—	(22,337)	(22,337)	(1,554)	(23,891)
Employee share-based compensation (Note 22)	—	—	195	195	—	195
Treasury shares-purchased	—	—	(163)	(163)	—	(163)
Dividends declared relating to 2019	—	—	—	—	(2,536)	(2,536)
<b>Balance at December 31, 2020</b>	<b>1,772</b>	<b>155,794</b>	<b>(144,640)</b>	<b>12,927</b>	<b>4,875</b>	<b>17,802</b>

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

In thousands of US\$	2020	2019	2018
<b>Profit/ (loss) for the year</b>	<b>7,519</b>	<b>2,632</b>	<b>(10,630)</b>
<b>Items that may be recycled subsequently to income statement:</b>			
Currency translation differences	(23,891)	(7,054)	(17,340)
<b>Total comprehensive (loss) / income for the year</b>	<b>(16,372)</b>	<b>(4,422)</b>	<b>(27,970)</b>
Attributable to:			
Equity holders of the Company	(18,101)	(6,932)	(27,186)
Non-controlling interests	1,729	2,511	(784)

## CONSOLIDATED STATEMENT OF CASH FLOW

In thousands of US\$	Note	2020	2019	2018
<b>Cash flows from operating activities</b>				
<b>Profit / (loss) for the year</b>		<b>7,519</b>	<b>2,632</b>	<b>(10,630)</b>
Adjustments for:				
Depreciation, amortization and impairment	(20)	16,673	18,119	16,787
Changes in non-current portion of provisions and other liabilities		—	—	112
(Gain) Loss on sale and disposal of assets		—	—	—
Non-cash share-based compensation expenses	(22)	195	180	181
Income tax expense / (profit)	(24)	1,003	(135)	2,853
Finance income and expenses, net	(23)	8,663	8,455	8,891
<b>Cash generated from operations before changes in operating assets and liabilities</b>		<b>34,054</b>	<b>29,251</b>	<b>18,194</b>
Changes in operating assets and liabilities:				
Inventories		1,125	55	(1,962)
Trade accounts receivable and other receivable		2,520	2,071	(9,317)
Trade accounts payable and other payable		(386)	(2,763)	4,433
<b>Cash generated from operations</b>		<b>37,403</b>	<b>28,614</b>	<b>11,348</b>
Interest received / (paid)		(2,904)	(3,364)	(3,374)
Income tax paid		(3,982)	(4,696)	(2,404)
<b>Net cash flow from operating activities</b>		<b>30,517</b>	<b>20,554</b>	<b>5,570</b>
<b>Cash flows from investing activities</b>				
Purchase of Property and equipment and intangible assets (*)	(6)	(13,320)	(12,533)	(12,743)
<b>Net cash used in investing activities</b>		<b>(13,320)</b>	<b>(12,533)</b>	<b>(12,743)</b>
<b>Cash flows from financing activities</b>				
Acquisition of treasury shares	(13)	(163)	(19)	(77)
Settlement of dispute		—	—	—
Repayment of borrowings	(14)	(2,107)	(2,629)	(2,503)
Proceeds from issuance of borrowings, net of issuance costs	(14)	1,565	938	518
Repayment of lease obligations	(14)	(1,478)	(864)	—
Net increase/(decrease) in bank overdrafts and short-term loans	(14)	(7,219)	1,394	1,423
Proceeds from issuance of bonds, net of issuance costs	(14)	—	—	5,863
Dividends paid to Company's shareholders	(26)	—	—	—
Dividends paid to non-controlling interests		(2,536)	(1,046)	(487)
<b>Net cash generated by / (used in) financing activities</b>		<b>(11,938)</b>	<b>(2,226)</b>	<b>4,737</b>
Exchange differences in cash and cash equivalents		(354)	(830)	(1,051)
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>4,905</b>	<b>4,965</b>	<b>(3,487)</b>
Cash and cash equivalents at beginning of the year	(12)	16,053	11,088	14,575
<b>Cash and cash equivalents at the end of the year</b>	(12)	<b>20,960</b>	<b>16,053</b>	<b>11,088</b>
(*) Excluding purchases financed through finance leases		—	—	—

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 1. GENERAL INFORMATION

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Foraco International SA (the Company) and its subsidiaries (together, the Group or Foraco Group) trade mainly in the mining, geological and hydraulic drilling sectors.

The principal sources of revenue consist of drilling contracts for companies primarily involved in mining and water exploration. The Group has operations in Europe, Middle East and Africa, North America, South America and Asia Pacific.

The Company is a “société anonyme” incorporated in France. The address of its registered office is 26, Plage de l’Estaque, 13016 Marseille, France.

These consolidated financial statements were authorized for issue by the Board of Directors on March 29, 2021.

The Company is listed on the Toronto Stock Exchange (TSX) under the symbol “FAR”.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all periods presented, unless otherwise stated.

### 2.1 Basis of Preparation

The consolidated financial statements of Foraco Group have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standard Board (“IASB”).

The consolidated financial statements have been prepared under the historical cost convention except for certain financial assets recognized at fair value through profit and loss.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group’s accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

Except otherwise stated, all amounts are presented in thousands of US\$.

The Group is a drilling service provider and as such IFRS 6, ‘Exploration for and evaluation of mineral resources’ is not applicable to its operations.

#### ***Standards, amendments and interpretations to existing standards that were adopted by the Company during the period***

- Update of references to the Conceptual Framework
- Amendment to IAS 1 and IAS 8 “Definition of Material”
- Amendments to IFRS 9, IAS 39 and IFRS 7 “Interest Rate Benchmark Reform”
- Amendments to IFRS 3 “Revision of the Definition of a Business”
- Amendments to IFRS 16

#### ***Standards, amendments and interpretations to existing standards that are not yet mandatory effective and have not been early adopted by the Company***

The following standards and amendments to existing standards have been published and are mandatory for the Group’s accounting periods beginning on or after January 1, 2020, but have not been early adopted by the Group:

- Amendment to IFRS 9
- Amendments to IFRS 3

The application of the other standards and amendments is not expected to have a material impact on the consolidated financial statements.

### 2.2 Consolidation

#### (A) SUBSIDIARIES

Subsidiaries are entities controlled by the Company. The Company controls an entity when it is exposed to, or has the right to variable returns from its involvement with the entity. It also has the ability to affect those returns through its involvement with the entity and through its power over the entity. In addition, the Group assesses existence of control where it does not have more than 50% of the voting power but is able to govern the financial and operating policies. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The Group applies the acquisition method to account for business acquisitions. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred by the former owners of the acquiree and the equity interests issued. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognizes any non-controlling interest in the acquiree on a case by case basis, either at fair value or at the non-controlling interest's proportionate share of the recognized amounts of the acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date through profit and loss.

Any contingent consideration to be transferred by the Group is recognized at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognized either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred and the fair value of non-controlling interest over the net identifiable assets acquired and liabilities assumed (Note 7).

Inter company transactions, balances, income and expenses on transactions between group companies are eliminated. Profits and losses resulting from inter-company transactions that are recognized in assets are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

A cash generating unit "CGU" is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

## (B) TRANSACTIONS WITH NON-CONTROLLING INTERESTS

The effects of all transactions with non-controlling interests have to be recorded in equity if there is no change in control and these transactions no longer result in goodwill or gains and losses. The standard also specifies the accounting when control is lost. Any remaining interest in the entity is re-measured to fair value, and a gain or loss is recognised in profit or loss.

## 2.3 Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the management (Chief Executive Officer and vice Chief Executive Officer).

The Group reports its financial performance based on its business segments. Segment reporting disclosures are provided in Note 5.

## 2.4 Foreign Currency Translation

### (A) FUNCTIONAL AND PRESENTATION CURRENCY

Items included in the consolidated financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). In accordance with IAS 21.38, the Group has elected to report its consolidated financial statements using the US Dollar as its presentation currency.

### (B) TRANSACTIONS AND BALANCES

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions' valuation where items are re-measured. The exchange rates prevailing at the dates of the transactions are approximated by a single rate per currency for each month (unless these rates are not reasonable approximations of the cumulative effect of the rates prevailing on the transaction dates). Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the income statement except when deferred in other comprehensive income as qualifying net investment hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the income statement within finance income or expense. All other foreign exchange gains and losses are presented in the income statement within 'other operating income / (expense), net.

### (C) GROUP COMPANIES

The results and financial position of all the Group entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows::

- (i) assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- (ii) income and expenses for each statement of income are translated at a monthly average exchange rate (unless this rate is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and
- (iii) all resulting exchange differences are recognized in other comprehensive income and as a separate component of equity within "Other reserves".

On consolidation, exchange differences arising from the translation of the net investment in foreign operations, and of borrowings and other currency instruments designated as hedges of such investments, are recorded in shareholders' other comprehensive income. When a foreign operation is partially disposed of or sold, exchange differences that were recorded in other comprehensive income are recognized in the income statement as part of the gain or loss on the sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and are translated at the closing rate.

## 2.5 Property and Equipment

Property and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Major refurbishment work and improvements are capitalized with the carrying amount of the replaced part derecognized. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred. Borrowing costs are capitalized as part of the cost of property and equipment. There was no significant borrowing cost capitalized over the periods presented.

Depreciation of property and equipment is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful life (Note 6).

The useful lives are as follows:

Buildings.....	10 years
Drills.....	3 to 10 years
Other drilling equipment.....	1 to 5 years
Automotive equipment.....	3 to 5 years
Office equipment and furniture .....	2 to 5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting period.

When the Group leases assets under the terms of a long-term contract or other agreements that substantially transfer all of the risks and rewards of ownership to the Group, the value of the leased property is capitalized and depreciated (as described above) and the corresponding obligation is recorded as a liability within borrowings.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (see Note 2.7).

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'Other operating income / (expense), net in the income statement.

## 2.6 Intangible Assets

### GOODWILL

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired, is recorded as goodwill. Goodwill on acquisitions of subsidiaries is presented on the consolidated balance sheet under the line item "Goodwill".

Goodwill is tested annually for impairment (or when events or changes in circumstances indicate a potential impairment) and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose identified according to operating segment (see Note 5).

## 2.7 Impairment of Non-financial Assets

Assets that have an indefinite useful life, for example goodwill, are not subject to amortization and are tested annually for impairment. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

## 2.8 Financial Assets

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets. Loans and receivables originated by the Group are included in trade and other current receivables in the consolidated balance sheet.

The Group holds certain financial assets presented within cash and cash equivalents that are treated as financial assets at fair value with changes recognized through net income.

## 2.9 Derivative Financial Instruments and Hedging Activities

Derivatives are initially recognized at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value.

The Group does not enter into hedging activities.

## 2.10 Leases

The first-time adoption of IFRS 16 as of January 1, 2019, follows the simplified retrospective method, meaning that prior-period information was not restated.

The adoption of IFRS 16 resulted in the recognition of rights-of-use assets and lease obligations amounting to US\$ 4.4 million as at January 1, 2019.

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognizes a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate corresponding to the Group's incremental borrowing rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

## 2.11 Inventories

The Group maintains an inventory of operating supplies and drill consumables such as bits, additives and chunks.

Inventories are stated at the lower of cost and net realizable value. Cost is determined using the average weighted unit cost method. It excludes borrowing costs. Net realizable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

## 2.12 Revenue Recognition

Revenue from services rendered is recognized in the income statement over time. The revenue is generated through contracts in the mining and water industries. A typical drilling contract for Foraco specifies the depth of drilling required, the duration of the project and the scope and conditions of work to be undertaken. Customers are typically charged on a rate per-meter drilled basis, which is the Company's principal measure of performance in both mining and water contracts. Drilling work is periodically approved by customers. The amount of revenue is not considered to be reliably measurable until all contingencies relating to services rendered have been resolved. Accordingly, variable consideration is recognized when approved. Revenue is shown net of value-added tax, returns, rebates and discounts and after eliminating sales within the Group.

Contracts in progress at the closing date are accounted for using the percentage of completion method whereby revenues and directly attributable costs are recognized in each period based on the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs including the cost for mobilizing and demobilizing drilling equipment.

When the global income from a contract cannot be reliably estimated, no gross profit is recognized during the period.

Under either of the policies mentioned above, when it is probable that total contract costs will exceed total contract revenue, the expected loss is recognized as an expense immediately. This loss is equal to the total estimated loss on the project minus the loss already accounted for and is first applied against the project's receivables. Any excess is then credited to provisions.

## 2.13 Trade Receivables

Trade receivables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established on a case by case basis when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognized in the income statement.

The Group transfers certain receivables to banks as collateral under an assignment of receivables program. As risks and rewards related to the trade receivables have been retained by the Group, accounts receivable are not derecognized and a financial liability is accounted for against the consideration received from the lenders.

## 2.14 Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities up to six months or provided that these investments are held to meet short term cash needs and there is no significant risks of change in value as a result of an early withdraw. Bank overdrafts are shown within current liabilities on the consolidated balance sheet.

The Group owns certain highly liquid securities. These investments are classified as financial assets at fair value through profit or loss.

## 2.15 Share Capital

Ordinary shares are classified as equity. The Group has not issued any preference shares.

Incremental costs directly attributable to the issuance of new shares are shown in equity as a deduction, net of tax, from the proceeds.

Where any Group company purchases the Company's equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity attributable to the Company's equity holders until the shares are cancelled or re-issued. When such shares are subsequently re-issued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, are included in equity attributable to the Company's equity holders.

Dividend distribution to the Company's shareholders is recognized as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders.

## 2.16 Borrowings

Borrowings are recognized initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortized cost, any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the statement of income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

## 2.17 Income Tax

The tax expense for the period comprises current and deferred tax. Tax is recognized in the income statement, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the countries where the Group's subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of goodwill or an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

Deferred tax liabilities are determined for the withholding tax due on the reserves of the subsidiaries, when distributions are probable.

## 2.18 Provisions

Provisions for restructuring costs and legal claims are recognized when:

- the Group has a present legal or constructive obligation as a result of past events;
- it is probable that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

No restructuring of the Group occurred in the periods presented.

The Group evaluates outflows of resources expected to be required to settle the obligation based on facts and events known at the closing date, from its past experience and to the best of its knowledge. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passing of time is recognized as interest expense.

The Group does not provide for future operating losses, except when such losses result from loss making contracts in accordance with the policy described in note 2.12. The Group had no significant loss making contracts over the periods presented.

## **2.19 Employee Benefits**

### **(A) PENSION OBLIGATIONS**

The Group mainly provides defined contribution plans to its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan, such as the mandatory retirement plan in France, is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognized in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the balance sheet date less the fair value of plan assets (if any). The defined benefit obligation is calculated annually using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in other comprehensive income in the period in which they arise. Changes in amounts recognized in other comprehensive income are detailed in Note 13.

Changes in laws and regulations that affect the amount of the Group's obligations are accounted for as change in actuarial assumptions. There was no such change that materially affected amounts reported over the periods presented.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as employee benefit expense when they are due. Prepaid contributions are recognized as an asset to the extent that a cash refund or a reduction in the future payments is available.

The Group does not provide other post-employment benefits.

### **(B) BONUSES**

The Group recognizes a liability and an expense for bonuses based on a formula that takes into consideration the Group financial performance. The Group recognizes a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

### **(C) SHARE-BASED COMPENSATION**

The Group operates a limited number of equity-settled, share-based compensation plans under which the Group receives services from its employees as consideration for equity instruments (free shares see note 22). The fair value of the employee services received in exchange for the grant of the free shares is recognized as an expense. The total amount to be expensed is determined by reference to the fair value of the shares granted determined at grant date.

Non-market vesting conditions, including service conditions are included in assumptions about the number of shares that are expected to vest. The total expense is recognized over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each reporting period, the Group revises its estimates of the number of options that are expected to vest based on the non-market vesting conditions. It recognizes the impact of the revision to original estimates, if any, in the income statement, with a corresponding adjustment to equity.

## **2.20 Trade Payables**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

The trade payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method.

## **2.21 Earnings Per Share**

Basic earnings per share are calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the year. Diluted earnings per share are computed by dividing net income attributable to equity holders of the Company by the weighted average number of shares outstanding, adjusted for the effects of all dilutive potential ordinary shares.

A reconciliation of the weighted average number of ordinary shares outstanding during the period and the weighted average number of shares outstanding, adjusted for the effects of all dilutive potential ordinary shares, is presented in Note 25.

### 3. FINANCIAL RISK MANAGEMENT

The Group's activity exposes it to a variety of financial risks through its activity: currency risk, interest rate risk, credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance. The Group did not enter into derivative financial instruments to cover its exposure over the periods presented.

The Group's cash investment strategy aims to avoid capital risks and reach a global performance level equivalent to the reference free risk interest rate. In order to achieve this objective, the Group contracts certain short term deposits offering guaranteed capital with or without guaranteed interest rate yields.

#### 3.1 Company's Risk Exposure

##### (A) CURRENCY RISKS

The Group operates internationally and is therefore exposed to foreign exchange risk on its commercial transactions. A foreign exchange risk arises from future commercial transactions, recognized assets and liabilities and net investments in foreign operations.

Foraco presents its consolidated financial statements in US dollars. The main currencies used by the Group are Euros, Canadian Dollars, US Dollars, Australian Dollars, Brazilian Reals, Russian Rubles and Chilean Pesos.

Specifically, the conversion of the Euro denominated debt in US dollars for consolidation purpose may significantly affect the debt profile. A significant increase in the Euro versus the US dollar may result in the recognition of higher indebtedness in the Company's consolidated financial statements only due to exchange rate variation and may affect the capacity of the Company to meet its financial ratio covenants.

The Group mitigates its exposure to foreign currency fluctuations by balancing its costs, revenues and financing in local currencies, resulting in a natural hedge.

The exchange rates for the periods under review are as follows against the US\$:

	Closing 2020	Closing 2019	Closing 2018	Average 2020	Average 2019	Average 2018
€	0.81	0.89	0.87	0.88	0.89	0.85
CAD	1.28	1.31	1.36	1.34	1.33	1.30
AUD	1.31	1.43	1.42	1.45	1.44	1.34
CLP	713	745	693	792	703	646
BRL	5.20	4.03	3.88	5.15	3.94	3.69
RUB	74.19	61.94	69.35	72.24	64.69	62.99

The sensitivity to foreign currencies against US\$ fluctuations of the consolidated revenue for the year presented in US\$ is summarized as follows (in thousands of US\$):

	As at December 31, 2020	
<b>Effect on revenue of a change</b>	<b>+5%</b>	<b>-5%</b>
Canadian \$ / US\$	3,378	(3,378)
RUB / US\$	1,950	(1,950)
AUD / US\$	1,783	(1,783)
€ / US\$	1,589	(1,589)
BRL / US\$	1,145	(1,145)
CLP / US\$	351	(351)

##### (B) INTEREST RATE RISK

The Group owns certain interest-bearing assets (short term deposit) classified as cash and cash equivalents. However, the Group's income and operating cash flows are substantially independent of changes in market interest rates as the Group has invested in highly liquid deposits with a guaranteed nominal value.

The sensitivity to variable interest rate of short term deposits held by the Group is presented below (in thousands of US\$):

	As at December 31,		
	2020	2019	2018
<b>Average amount of cash and cash equivalent over the year</b>	<b>14,694</b>	<b>14,597</b>	<b>10,046</b>
Increase in financial income following a 5 b.p. increase	7	7	5
Decrease in financial income following a 5 b.p. decrease	(7)	(7)	(5)

For the purpose of this analysis, the average cash equivalent has been defined as the arithmetical average of closing positions at each quarter end.

Regarding financial liabilities, the Group is not significantly exposed to cash flow risks relating to the fluctuations of interest rates, as main financing sources bear interest at a fixed rate.

## (C) CREDIT RISK

All significant cash and cash equivalents and deposits with banks and financial institutions are spread amongst major financial institutions with investment grade ratings.

The Group assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set for each subsidiary. The utilization of credit limits is regularly monitored.

The Group's broad geographical and customer distribution limits the concentration of credit risk. Two customers accounted for more than 10% of the Group's sales during the year ended December 31, 2020 (Two customers accounted for more than 10% of the Group's sales during the year ended December 31, 2019 and no single customer accounted for more than 10% of the Group's sales during the year ended December 31, 2018).

## (D) LIQUIDITY RISK

Prudent liquidity risk management involves maintaining sufficient cash and cash equivalents and short term deposits, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the cyclical nature of the underlying businesses, management maintains funding flexibility by maintaining availability under committed credit lines.

The maturity analysis for financial liabilities is presented in Note 14.

### 3.2 Country Risk

The expansion into new geographic areas via acquisitions brings geographic and currency risks. In Africa, certain countries have experienced political or social instability. There is a risk that the operations, assets, employees or repatriation of revenue could be impaired by factors specific to the regions in which the Group operates. The Group benefits from insurance coverage to mitigate these inherent risks.

The Group manages its country risk through a number of risk measures and limits, the most important being the regular review of geopolitical conditions and an effective monitoring of liquidity, inventories and equipment potential exposure.

### 3.3 Capital Risk Management

The primary objective of the Group's capital management is to ensure that it maintains a prudent liquidity ratio in order to support its growth strategy and maximize shareholders' value. The Group monitors financial measures presented in Note 5 on an ongoing basis as well as its net cash level (cash and cash equivalents less borrowings) presented in Notes 12 and 14.

### 3.4 Estimation of Fair Value of Financial Assets and Liabilities

IFRS 7 requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

As at December 31, 2020, the Group holds US\$ 4,184 thousand of assets at fair value (US\$ 3,190 thousand in 2019 and US\$ 2,396 thousand in 2018). These assets were valued using quoted prices in active markets (level 1). The Group does not hold any other financial assets at fair value through profit or loss, derivatives or available-for-sale financial assets over the years presented.

The carrying amounts of trade receivables less the impairment provision and trade payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments (see note 14).

### 3.5 Financial Instruments by Category

	Loans and receivables	Assets at fair value through the profit and loss	Derivatives used for hedging	Available-for-sale	Total
<b>December 31, 2020</b>					
<b>Assets as per balance sheet</b>					
Trade and other receivables	39,094	—	—	—	39,094
Cash and cash equivalents	20,960	—	—	—	20,960
<b>Total</b>	<b>60,054</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>60,054</b>
		Liabilities at fair value through the profit and loss	Derivatives used for hedging	Other financial liabilities	Total
<b>Liabilities as per balance sheet</b>					
Borrowings		—	—	162,611	162,611
Trade and other payables		—	—	40,797	40,797
<b>Total</b>		<b>—</b>	<b>—</b>	<b>203,408</b>	<b>203,408</b>
	Loans and receivables	Assets at fair value through the profit and loss	Derivatives used for hedging	Available-for-sale	Total
<b>December 31, 2019</b>					
<b>Assets as per balance sheet</b>					
Trade and other receivables	41,459	—	—	—	41,459
Cash and cash equivalents	16,053	—	—	—	16,053
<b>Total</b>	<b>57,512</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>57,512</b>
		Liabilities at fair value through the profit and loss	Derivatives used for hedging	Other financial liabilities	Total
<b>Liabilities as per balance sheet</b>					
Borrowings		—	—	149,078	149,078
Trade and other payables		—	—	39,657	39,657
<b>Total</b>		<b>—</b>	<b>—</b>	<b>188,735</b>	<b>188,735</b>
	Loans and receivables	Assets at fair value through the profit and loss	Derivatives used for hedging	Available-for-sale	Total
<b>December 31, 2018</b>					
<b>Assets as per balance sheet</b>					
Trade and other receivables	43,400	—	—	—	43,400
Cash and cash equivalents	11,088	—	—	—	11,088
<b>Total</b>	<b>54,488</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>54,488</b>
		Liabilities at fair value through the profit and loss	Derivatives used for hedging	Other financial liabilities	Total
<b>Liabilities as per balance sheet</b>					
Borrowings		—	—	141,503	141,503
Trade and other payables		—	—	39,456	39,456
<b>Total</b>		<b>—</b>	<b>—</b>	<b>180,959</b>	<b>180,959</b>

## 4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

### 4.1 Seasonal Fluctuations

The worldwide presence of the Company reduces its overall exposure to seasonality and its influence on business activity, the first quarter being the weakest. In West Africa, most of the Company's operations are suspended between July and October due to the rainy season. In Canada, seasonal slow periods occur during the winter freeze and spring thaw or break-up periods. Depending on the latitude, this can occur anytime from October until late December (freezing) and from mid-April through to mid-June (break-up). Operations at mining sites continue throughout the year. Russia is also affected by the winter period during which certain operations are slowed down. In Asia Pacific and in South America, a seasonal slowdown in activity occurs around year-end during the vacation period. Certain contracts are also affected in Chile in July and August when the winter season peaks.

### 4.2 Covid-19

The Covid-19 pandemic significantly impacted the Company's business throughout the 2020 financial year and especially during late Q1 and Q2 2020 when lockdowns and quarantines were implemented in many countries.

In this context, the Company monitored the situation on a daily basis to ensure the safety of its staff, customers and business partners and managed to keep its operations running at a reasonable level. Teams were sometimes prevented from accessing work sites or asked to remain in quarantine when they arrived. Certain clients stopped their drilling campaigns for the same reasons, waiting for the situation to stabilize as they could not mobilize enough staff on sites. As a result, the Company has not been able to operate in part or in full in certain areas. Certain important operations centers were affected, particularly in North and South America, but solid activities were recorded in other areas. Overall, the Company managed to limit the negative impact of the pandemic on its costs structure thanks to satisfactory control of operations, flexibility of its organization and the support from certain clients and governments.

Such trends continue to prevail in the beginning of 2021 and the full length and impact of the COVID-19 crisis remains difficult to predict. Ultimate business impact will depend on the pace at which economies resume globally and on the various government measures to support that recovery as well as strategies adopted by mining and metals companies.

When assessing the recoverable amounts of assets as at December 31, 2020, although the uncertainty is still significant due to the COVID-19 pandemic, Management assessment is that assumptions applied in the 2019 Consolidated Financial Statements are still considered the most appropriate. As at December 31, 2020, the Company met its financial covenants. Despite the current economic environment, and assuming that the health crisis does not deteriorate further, the Company believes that it will have adequate financial resources to continue in operation for a period of at least twelve months.

### 4.3 Deferred Tax Valuation Allowance

The current economic conditions also impact the timing of the recognition of deferred tax assets. The Group's policy is to recognize deferred tax assets only when they can be recovered within a reasonable timeframe. Based on internal forecasts and projections, management has considered that the potential recovery timeframe for deferred tax assets in certain countries would be longer than previously estimated, thus creating a risk that deferred tax assets may be unused. As a general rule, the Group recognizes deferred tax assets only when they can be used against taxable profit within a timeframe of five years. On this basis, the Group has adopted a partial recognition based approach. As at December 31, 2020, the Group has unrecognized deferred assets amounting to US\$ 21,271 thousand in countries in which the Group operates.

### 4.4 Estimated Impairment of Goodwill

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in Note 2. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of estimates. Value in use determination is sensitive to changes in the operating profit assumption and discount rate applied.

No impairment charge has been recognized over the periods presented.

As at December 31, 2020, the goodwill is allocated to cash generating units corresponding to the following operating / geographical segments:

Mining activity - Africa.....	727
Water activity - Africa.....	1,862
Mining activity - North America.....	8,916
Mining activity - Asia-Pacific.....	7,795
Mining activity - South America.....	46,939
Mining activity - Europe.....	3,242
<b>Total goodwill as at December 31, 2020.....</b>	<b>69,482</b>

The assumptions used involve a considerable degree of estimation on the part of management. Actual conditions may differ from the assumptions and thus actual cash flows may be different to those expected with a material effect on the recoverability of each cash generating unit. The most significant assumptions made for the determination of expected discounted cash flows covering the next 5 years are:

- 2021 to 2025 management's business plan
- A discount rate of 7.2% applied for each region on the projected cashflows converted into US dollars
- A 1% long term growth applied to the terminal value.

Management believes that the assumptions used to evaluate potential impairment are reasonable. However, such assumptions are inherently subjective.

Based on the assumptions made, the expected discounted future cash flows exceeded each of the long lived asset's carrying amount for each geographic region and accordingly no impairment was recognized. An increase in the discount rate of 1% or a reduction of the long term growth to 0% would not change the outcome of the impairment testing.

#### **4.5 Depreciation of Property and Equipment**

Equipment is often used in a hostile environment and may be subject to accelerated depreciation. Management considers the reasonableness of useful lives and whether known factors reduce or extend the lives of certain assets. This is accomplished by assessing the changing business conditions, examining the level of expenditures required for additional improvements, observing the pattern of gains or losses on disposition, and considering the various components of the assets.

#### **4.6 Inventory Allowance on Spare Parts and Slow Moving Items**

Spare parts relate to equipment which may be used in a hostile environment. Management assesses the level of provision for spare parts together with its review of the equipment as described above.

#### **4.7 Revenue Recognition**

Revenue from services rendered is recognised in the income statement over time. The revenue is generated through contracts in the mining and water industries. A typical drilling contract for Foraco specifies the depth of drilling required, the duration of the project and the scope and conditions of work to be undertaken. Customers are typically charged on a rate per-meter drilled basis, which is the Company's principal measure of performance in both mining and water contracts. Drilling work is periodically approved by customers. The amount of revenue is not considered to be reliably measurable until all contingencies relating to services rendered have been resolved. Accordingly, variable consideration is recognised when approved. Revenue is shown net of value-added tax, returns, rebates and discounts and after eliminating sales within the Group.

Contracts in progress at the closing date are accounted for using the percentage of completion method whereby revenues and directly attributable costs are recognized in each period based on the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs including the cost for mobilizing and demobilizing drilling equipment.

When the global income from a contract cannot be reliably estimated, no gross profit is recognized during the period.

Under either of the policies mentioned above, when it is probable that total contract costs will exceed total contract revenue, the expected loss is recognized as an expense immediately. This loss is equal to the total estimated loss on the project minus the loss already accounted for and is first applied against the project's receivables. Any excess is then credited to provisions.

#### **4.8 Income Taxes**

The Group is subject to income taxes in numerous jurisdictions. Significant judgment is required in determining the worldwide provision for income taxes. There are certain transactions and calculations for which the ultimate tax determination is uncertain. The Group recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred income tax assets and liabilities in the period in which such determination is made.

#### **4.9 Share-based Payment Transactions**

The fair value of share-based payment transactions is based on certain assumptions from management. The main area of estimates relates to the determination of the fair value of equity instruments granted:

- for free shares, the main assumption used in the determination of the share-based payment expense is the turnover assumption retained to assess the number of equity instruments that are expected to vest. In 2020, the Group used a 10% turnover assumption (in 2019 – 10% and 2018 – 10%) which is consistent with the Group's experience of employee departures.

Details of share-based compensation are disclosed in Note 22.

#### **4.10 Accounting for the Shares of Subsidiaries Transferred to a Trust**

As part of the debt reorganization dated May 11, 2017, a French trust was formed owning 100% of the shares of Foraco Chile, Foraco Canada, Foraco Holding Participações, and Foraco Australia, 95% of the shares of Foraco SASU and Geode International and 51% of shares of Servitec Foraco Sondagem ("the Subsidiaries"). The trust is governed by the terms of a deed under which the trustee acts under the instructions of the Company. Only in case of the occurrence of certain triggering events and after a resolution dispute process, the trustee would then act under the instructions of the New Lenders and would be entitled to sell the secured shares. Therefore as long as the Company meets its obligations, the Subsidiaries are considered to be under the control of the Company for the purpose of the Consolidated Financial Statements.

## 5. SEGMENT INFORMATION

The chief operating decision makers (Chief Executive Officer and Vice-Chief Executive Officer) make decisions about resources to be allocated to segments and assess their performance by analyzing revenues and operating profits for business segments and sales for geographic segments. The Group does not identify or allocate assets, liabilities or cash flows to group segments nor does management evaluate the segments on this criteria on a regular basis.

### 5.1 Business Segments

As at December 31, 2020, the Group is organized on a worldwide basis with two main business segments.

- ▶ The “Mining” segment covers drilling services offered to the mining and energy industry during the exploration, development and production phases of mining projects.
- ▶ The “Water” segment covers all activities linked to the construction of water wells leading to the supply of drinking water, the collection of mineral water, as well as the control, maintenance and renovation of the existing installations. This segment also includes drilling services offered to the environmental and construction industry such as geological exploration and geotechnical drilling.

The accounting policies of the segments are the same as those described in the summary of significant accounting policies as discussed in Note 2.

The long-standing presence of the Company in the water segment enabled it to develop unique applications for the mining sector. These applications which require the use of certain specific assets and which now represent a growing part of the Company’s revenue led the chief operating decision makers to assess the performance of these activities separately from the mining sector. These activities which include the mining dewatering are now classified in the water segment. The historical figures presented in the table above have been restated to present comparative data in a homogeneous manner.

The business segment information for the years ended December 31, 2020, 2019 and 2018 was as follows:

Year ended December 31, 2020	Mining	Water	Group
Revenue	169,305	37,817	207,122
Gross profit	29,347	8,878	38,225
Operating profit / (loss)	12,122	5,063	17,185
Finance (costs) / profits	—	—	(8,663)
<b>Profit / (loss) before income tax</b>	—	—	<b>8,522</b>
Income tax (expense) / profit	—	—	(1,003)
<b>Profit (loss) for the year</b>	<b>—</b>	<b>—</b>	<b>7,519</b>

Year ended December 31, 2019	Mining	Water	Group
Revenue	199,327	6,117	205,444
Gross profit	31,286	815	32,100
Operating profit / (loss)	10,784	168	10,951
Finance (costs) / profits	—	—	(8,454)
<b>Profit / (loss) before income tax</b>	—	—	<b>2,497</b>
Income tax (expense) / profit	—	—	135
<b>Profit for the year</b>	<b>—</b>	<b>—</b>	<b>2,632</b>

Year ended December 31, 2018	Mining	Water	Group
Revenue	174,940	5,106	180,046
Gross profit	22,101	(216)	21,885
Operating profit / (loss)	2,234	(1,120)	1,114
Finance (costs) / profits	—	—	(8,891)
<b>Profit / (loss) before income tax</b>	—	—	<b>(7,777)</b>
Income tax (expense) / profit	—	—	(2,853)
<b>Profit for the year</b>	<b>—</b>	<b>—</b>	<b>(10,630)</b>

There is no inter-segment revenue.

Corporate costs and overheads are allocated to each business segment based on their revenue. Management considers this approach to be a reasonable basis for determining the costs attributable to the respective segments.

## 5.2 Geographical Segments

The Group operates in four main geographical areas, even though the business is managed on a worldwide basis.

The following is a summary of sales to external customers by geographic area for the years ended December 31, 2020, 2019 and 2018:

	Year ended December 31,		
	2020	2019	2018
Europe, Middle East and Africa	68,209	52,386	44,603
North America	67,563	70,499	68,012
Asia Pacific	38,220	36,155	30,952
South America	33,130	46,404	36,479
<b>Revenue</b>	<b>207,122</b>	<b>205,444</b>	<b>180,046</b>

Revenue from external customers is based on the customers' billing location. Accordingly, there are no sale transactions between operating segments. The Group does not allocate non-current assets by location for each geographical area.

## 6. PROPERTY AND EQUIPMENT

Property and equipment consists of the following:

	Land and Buildings	Drilling Equipment and Tools	Automotive Equipment	Office Furniture and Other Equipment	Rights of Use	Total
<b>Year ended December 31, 2018</b>						
Opening net book amount	2,073	32,447	3,230	302		38,054
Additions	35	12,354	437	145		12,971
Exchange differences	(101)	(1,866)	(505)	(26)		(2,498)
Disposals or retirements	(1)	(120)	(8)	(1)		(130)
Depreciation charge	(216)	(14,889)	(1,337)	(134)		(16,576)
<b>Closing net book amount at December 31, 2018</b>	<b>1,790</b>	<b>27,926</b>	<b>1,817</b>	<b>286</b>		<b>31,821</b>
<b>Year ended December 31, 2019</b>						
Opening net book amount	1,790	27,926	1,817	286		31,821
First time adoption of IFRS 16					4,389	4,389
Additions	13	12,862	898	260	861	14,894
Exchange differences	10	2,555	47	1	(9)	2,604
Disposals or retirements	—	(379)	(17)	—	—	(396)
Depreciation charge	(173)	(15,802)	(931)	(142)	(1,065)	(18,113)
<b>Closing net book amount at December 31, 2019</b>	<b>1,640</b>	<b>27,162</b>	<b>1,814</b>	<b>405</b>	<b>4,176</b>	<b>35,197</b>
<b>Year ended December 31, 2020</b>						
Opening net book amount	1,640	27,162	1,814	405	4,176	35,197
Additions	193	11,343	1,915	153	1,955	15,559
Exchange differences	88	1,547	96	(41)	467	2,157
Disposals or retirements	—	(303)	(38)	—	—	(341)
Depreciation charge	(118)	(14,323)	(685)	(169)	(1,187)	(16,482)
<b>Closing net book amount at December 31, 2020</b>	<b>1,803</b>	<b>25,426</b>	<b>3,102</b>	<b>348</b>	<b>5,411</b>	<b>36,090</b>

The depreciation and amortization expense has been charged to the statement of income as follows:

	December 31,		
	2020	2019	2018
Cost of sales	15,650	17,527	16,758
General and administrative expenses	1,023	592	29
<b>Total depreciation and amortization</b>	<b>16,673</b>	<b>18,119</b>	<b>16,787</b>

In 2020, 2019 and 2018 the Group did not record any impairment charge on Property and equipment.

## 7. GOODWILL

Goodwill can be analyzed as follows:

	2020	2019	2018
<b>As at January 1,</b>	<b>75,936</b>	<b>78,229</b>	<b>89,169</b>
Exchange differences	(6,454)	(2,293)	(10,940)
<b>As at December 31,</b>	<b>69,482</b>	<b>75,936</b>	<b>78,229</b>

In 2020, 2019 and 2018 the Group did not record any impairment charge. Main estimates on goodwill impairment testing is presented in note 4.4.

## 8. OTHER NON-CURRENT ASSETS

Other non-current assets consist of the following:

	December 31,		
	2020	2019	2018
Loans	93	71	71
Software	30	28	26
Investment in unconsolidated affiliates	119	83	80
Deposits and guarantees	451	672	695
Other non-current receivables	212	294	196
<b>Other non-current assets</b>	<b>906</b>	<b>1,147</b>	<b>1,068</b>

The investment in unconsolidated affiliates corresponds to the company "Minera Chimú" (Peru).

## 9. INVENTORIES

Inventories consist of the following:

	December 31,		
	2020	2019	2018
Spare parts, gross	16,290	17,639	16,880
Consumables, gross	15,097	15,235	16,052
<b>Inventories, net</b>	<b>31,387</b>	<b>32,873</b>	<b>32,932</b>

Spare parts mainly include motors, wire lines and heads. Spare parts are charged to the statement of income when used on equipment. Consumables mainly include destructive tools, hammers, muds and casing. Consumables are charged to the statement of income when delivered to the field. The Group reviews impairment loss on inventories on a regular and item by item basis.

Inventories write-down expense / (reversal) recognized in 2020 in the statement of income under the line item "Cost of sales" amounts to US\$ 108 thousand (US\$ 28 thousand in 2019 and US\$ 10 thousand in 2018).

## 10. TRADE RECEIVABLES

Trade receivables, net, consist of the following:

	December 31,		
	2020	2019	2018
Trade receivable, gross	29,534	32,679	33,283
Less provision for impairment	(177)	(1,490)	(1,430)
<b>Trade receivables, net</b>	<b>29,357</b>	<b>31,189</b>	<b>31,853</b>

Impairment expense / (reversal) recognized in 2020 in the statement of income is 296 (nil in 2019 and US\$ (234) in 2018) under the line item "Selling, general and administrative expenses".

Movements in the provision for impairment of trade receivables are as follows:

	December 31,		
	2020	2019	2018
Provision for impairment at January 1,	(1,490)	(1,430)	(1,342)
Provision for receivables impairment	—	—	(234)
Receivables written off during the year	877	—	—
Unused amounts reversed during the year following collection of the receivable	296	—	—
Exchange differences	140	(60)	146
<b>Provision for impairment at December 31,</b>	<b>(177)</b>	<b>(1,490)</b>	<b>(1,430)</b>

Trade receivables, net, are broken down per location as follows:

	December 31,		
	2020	2019	2018
Europe	5,194	5,661	4,630
New Caledonia	137	420	362
Africa	4,486	4,192	3,437
South America	5,149	6,431	7,914
Australia	2,444	1,563	3,868
Canada	11,947	12,922	11,642
<b>Trade receivables, net</b>	<b>29,357</b>	<b>31,189</b>	<b>31,853</b>

The geographical allocation of a receivable is based on the location of the project to which the receivable relates and not to the country where the client is incorporated.

The fair value of trade accounts receivable based on discounted cash flows does not differ from the net book value as the Group does not have trade accounts receivable with payment terms exceeding one year.

The impairment of receivables relates to various customers in both of the Group's operating segments on which a collectability risk was identified.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of trade receivables mentioned above.

As at December 31, 2020, trade receivables of US\$ 3,071 thousand (US\$ 4,068 thousands in 2019 and US\$ 3,818 thousand in 2018) were past due but not impaired. These relate to a number of customers for whom there is no recent history of default or with established practices of long payment terms such as States bodies in the Water segment.

The carrying amounts of the Group's trade receivables are denominated in the following currencies:

	December 31,		
	2020	2019	2018
€, CFA Francs or CFP Francs (1)	5,007	5,182	4,185
Canadian dollars	11,947	12,692	11,008
Australian dollars	2,444	1,563	3,868
US dollars	—	230	634
Chilean Pesos	477	2,464	2,762
Brazilian Reals	4,100	3,138	4,947
Russian Rubles	4,810	5,092	4,243
Argentinian Pesos	572	829	206
<b>Trade receivables, net</b>	<b>29,357</b>	<b>31,189</b>	<b>31,853</b>

(1) CFA Francs and CFP Francs have a fixed exchange rate with €

Certain receivables are provided as collateral under financing agreements (see Note 14).

## 11. OTHER CURRENT RECEIVABLES

Other current receivables consist of the following:

	December 31,		
	2020	2019	2018
VAT / GST and other recoverable taxes	5,459	4,912	5,015
Prepaid expenses	1,828	3,728	4,293
Down payments / credit notes receivable	1,479	944	873
Other receivables	963	686	1,366
<b>Other current receivables</b>	<b>9,736</b>	<b>10,270</b>	<b>11,547</b>

Provisions for impairment of other current receivables is nil as at December 2020 (nil in 2019 and nil in 2018).

Value Added Tax (VAT) and Goods and Services Tax (GST) and other recoverable taxes mainly comprise tax receivables in African countries and Brazil. There is no indication that these amounts will not be recovered.

The fair value of other current receivables based on discounted cash flows does not differ from the net book value as the Group does not have other current receivables with payment terms exceeding one year.

The carrying amounts of the Group's other receivables are denominated in the following currencies:

	December 31,		
	2020	2019	2018
€, CFA Francs or CFP Francs (1)	3,506	2,962	4,669
Canadian dollars	1,899	2,948	2,326
Australian dollars	435	382	439
Chilean Pesos	466	594	751
Russian Rubles	1,307	668	679
Brazilian Reals	1,851	2,704	2,201
Other currencies	272	13	482
<b>Other current receivables, gross</b>	<b>9,736</b>	<b>10,270</b>	<b>11,547</b>

(1) CFA Francs and CFP Francs have a fixed exchange rate with €

## 12. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of the following:

	December 31,		
	2020	2019	2018
Cash at bank and in hand	16,776	12,863	8,692
Short-term bank deposits	4,184	3,190	2,396
<b>Cash and cash equivalents</b>	<b>20,960</b>	<b>16,053</b>	<b>11,088</b>

Short term bank deposits are analyzed as follows at the end of each period presented:

Financial institution	Type	Index	Fair value as at December 31, 2020 in thousands US\$
VTB	RUB monetary marketable security	Fixed	1,523
Rosbank (Societe Generale Group)	RUB monetary marketable security	Fixed	390
Sberbank	RUB monetary marketable security	Fixed	539
Raiffeisanbank	RUB monetary marketable security	Fixed	1,732
<b>Total</b>			<b>4,184</b>

## 13. EQUITY ATTRIBUTABLE TO THE COMPANY'S EQUITY HOLDERS

Consolidated reserves, including net income for the period and other reserves, can be analyzed as follows:

	December 31,		
	2020	2019	2018
Foraco International share premium and retained earnings	79,493	72,509	71,947
Reserves of consolidated subsidiaries	53,993	79,070	78,526
Other reserves	(144,640)	(122,355)	(114,478)
<b>Total consolidated reserves</b>	<b>11,154</b>	<b>29,224</b>	<b>35,995</b>

Under French law, dividends can be paid only from the reserves of the parent company (Foraco International). As at December 31, 2020, the value of distributable reserves amounted to € 64,723 thousand (€64,367 thousands as at December 31, 2019 and € 62,705 thousand as at December 31, 2018).

All shares issued by the Company have a par value of € 0.015 and are fully paid.

Items included in other reserves can be analyzed as follows:

	December 31,		
	2020	2019	2018
Employee share-based compensation, net of tax	7,064	6,869	6,689
Use of treasury shares	(4,256)	(4,256)	(4,256)
Currency translation differences and net investment hedge, net of tax	(147,448)	(124,968)	(116,911)
<b>Other reserves</b>	<b>(144,640)</b>	<b>(122,355)</b>	<b>(114,478)</b>

## Treasury Shares Transactions over the Periods Presented

The Company filed a notice on October 12, 2017, in respect of an additional NCIB with the TSX. The Company was entitled to purchase up to 1,000,000 additional common shares. Under this plan, the Company purchased 189,500 at an average price of Can\$ 0.38.

The Company filed a notice on October 23, 2018, in respect of an additional NCIB with the TSX. The Company was entitled to purchase up to 1,000,000 additional common shares. Under this plan, the Company purchased 18,500 at an average price of Can\$ 0.46.

The Company filed a notice on June 17, 2020, in respect of an additional NCIB with the TSX. The Company was entitled to purchase up to 1,000,000 additional common shares. Under this plan, the Company purchased 256,440 at an average price of Can\$ 0.49.

As at December 31, 2020, the Company owns 298,209 of its own shares (74,769 of its own shares as at December 31, 2019 and 16,269 of its own shares as at December 31, 2018).

## Equity Incentive Plan (“Free Share Plan”)

In 2007, 2010, 2013, 2016 and 2019, the Group implemented free share plans. Between 2007 and 2020, 9,492,000 free shares were granted of which 4,789,000 were vested and 1,266,000 were forfeited.

## Reconciliation of the Share Capital and Premium

The reconciliation of the share capital and share premium at the beginning and end of the year presented is summarized as follows:

	Number of shares	Ordinary shares in thousand US\$	Share Premium in thousands US\$
<b>As at December 31, 2017</b>	<b>89,769,529</b>	<b>1,772</b>	<b>95,297</b>
Acquisition of treasury shares	(232,000)	—	—
Treasury shares transferred in connection with equity incentive plan (vested shares)	398,000	—	110
<b>As at December 31, 2018</b>	<b>89,935,529</b>	<b>1,772</b>	<b>95,407</b>
Acquisition of treasury shares	(58,500)	—	—
<b>As at December 31, 2019</b>	<b>89,877,029</b>	<b>1,772</b>	<b>95,345</b>
Acquisition of treasury shares	(256,440)	—	—
Treasury shares transferred in connection with equity incentive plan (vested shares)	(33,000)	—	59
<b>As at December 31, 2020</b>	<b>89,653,599</b>	<b>1,772</b>	<b>95,345</b>

As at December 31, 2020, the capital stock of the Company amounted to US\$ 1,772 thousand, divided into 89,951,798 common shares. The total common shares and warrants of the Company are distributed as follows:

	Number of shares
Common shares held directly or indirectly by principal shareholders	37,594,498
Common shares held directly or indirectly by individuals in their capacity as members of the Board of Directors *	1,164,754
Common shares held by the Company	298,209
Common shares held by the public	50,894,337
<b>Total common shares and warrants issued and outstanding</b>	<b>89,951,798</b>
Common shares held by the Company	(298,209)
<b>Total common shares and warrants issued and outstanding net of treasury shares</b>	<b>89,653,589</b>

\* In the table above, the shares owned indirectly are presented for an amount corresponding to the prorata of the ownership interest

## 14. BORROWINGS

Financial debt consists of the following as at year-end:

	December 31,		
	2020	2019	2018
<b>Non-current</b>			
Other bank financings	153,993	133,961	131,840
Finance lease obligations	—	—	23
Bank overdrafts	3,915	2,910	—
	<b>157,908</b>	<b>136,871</b>	<b>131,863</b>
<b>Current</b>			
Bank overdrafts	1,299	6,334	5,506
Obligation under assignment of trade receivables	—	1,815	1,394
Other bank financings	1,534	2,794	2,697
Finance lease obligations (IFRS 16)	1,568	1,241	—
Finance lease obligations	303	23	43
	<b>4,704</b>	<b>12,207</b>	<b>9,640</b>

As part of the implementation of IFRS 16, the Company recognized lease obligations amounting to US\$ 4,389 thousand as at January 1st, 2019. As at December 31st, 2020, the corresponding amount is US\$ 5,482 thousand.

In May 2017, new bonds net of transaction costs paid during the period amounting to US\$ 3.494 thousand generated a net cash inflow of US\$ 16,306 thousand during the exchange rate at transaction date.

In 2018, as part of the debt reorganization of May 2017, the Company drew twice € 2.5 million corresponding to the second tranche of the bonds.

As at December 31, 2020 there is no receivable balances transferred to banks in exchange for cash (US\$ 1,815 thousands as at December 31, 2019 and US\$ 1,394 thousand as at December 31, 2018). These transactions were accounted for as an assignment of trade receivables with recourse (or collateralized borrowing). In the event that the entities default under the assignment agreement, the banks have the right to receive the cash flows from the receivables transferred. Without default, the entities will collect the receivables and allocate new receivables as collateral.

The carrying amounts of the Group's borrowings are denominated in the following currencies:

	December 31,		
	2020	2019	2018
€	153,795	134,567	129,322
Canadian dollars	6,506	9,417	8,946
Australian dollars	1,012	1,060	52
US dollars	—	—	—
Chilean Pesos	—	1,228	733
Russian Rubles	—	—	—
Brazilian Real	1,299	2,807	2,450
<b>Total financial debt</b>	<b>162,612</b>	<b>149,078</b>	<b>141,503</b>

In May 2017, the Company reached an agreement with its lenders, and as approved in an extraordinary shareholder meeting, agreed to transfer shares of certain subsidiaries to a trust and to pledge other assets in favor of the lenders as per the terms of the agreement (see note 4.10).

## 15. CONSIDERATION PAYABLE RELATED TO ACQUISITIONS

As at December 31, 2018, 2019 and 2020, there was no consideration payable related to acquisitions.

## 16. DEFERRED INCOME TAX

The French companies of the Group fall under the French consolidation tax regime.

The components of the deferred tax assets and liabilities recorded as at December 31, 2020, 2019 and 2018 are as follows:

	December 31,		
	2020	2019	2018
<b>Assets</b>			
Pension obligations	306	283	270
Property and equipment depreciation differences	400	442	454
Losses carried forward	28,268	26,967	26,084
Tax deductible goodwill	—	—	1,353
Other tax temporary differences	1,148	15	316
<b>Total</b>	<b>29,845</b>	<b>27,677</b>	<b>28,477</b>
<i>To be recovered after 12 months</i>	<i>17,745</i>	<i>25,277</i>	<i>27,273</i>
<i>To be recovered within 12 months</i>	<i>12,100</i>	<i>2,400</i>	<i>1,204</i>
<b>Liabilities</b>			
Finance leases	(63)	(142)	(252)
Property and equipment depreciation differences	(390)	(580)	(379)
Revenue recognition	(1,256)	(1,768)	(935)
Other tax temporary differences	(1,861)	(967)	(1,304)
<b>Total</b>	<b>(3,570)</b>	<b>(3,457)</b>	<b>(2,870)</b>
<i>To be recovered after 12 months</i>	<i>(2,314)</i>	<i>(3,277)</i>	<i>(2,870)</i>
<i>To be recovered within 12 months</i>	<i>(1,256)</i>	<i>(180)</i>	<i>—</i>

Deferred income tax assets are recognized for tax losses carried forward to the extent that the realization of the related tax benefit through the future taxable profits is probable. As at December 31, 2020, US\$ 21,271 thousand (2019 – US\$ 25,393 thousand and 2018 – 26,130) in tax losses carried forward are not recognized.

## 17. PROVISIONS

Provisions comprise of the following elements:

	Pension & Retirement Indemnities Provision	Provision for Tax Uncertainty	Claims & Other Provisions	Total
<b>At January 1, 2018</b>	<b>382</b>	<b>834</b>	<b>1,098</b>	<b>2,314</b>
Charged to income statement:				
— Additional provisions	21	—	106	127
— Unused amounts reversed	—	—	—	—
Used during year	(10)	(681)	(716)	(1,407)
Exchange differences	(6)	(27)	(147)	(180)
<b>At December 31, 2018</b>	<b>387</b>	<b>126</b>	<b>341</b>	<b>853</b>

	Pension & Retirement Indemnities Provision	Provision for Tax Uncertainty	Claims & Other Provisions	Total
<b>At January 1, 2019</b>	<b>387</b>	<b>126</b>	<b>341</b>	<b>853</b>
Charged to income statement:				
– Additional provisions	109	–	–	109
– Unused amounts reversed	–	(126)	–	(126)
Used during year	(84)	–	(25)	(109)
Exchange differences	(6)	–	11	5
<b>At December 31, 2019</b>	<b>406</b>	<b>–</b>	<b>327</b>	<b>733</b>
<b>At January 1, 2020</b>	<b>406</b>	<b>–</b>	<b>327</b>	<b>733</b>
Charged to income statement:				
– Additional provisions	83	–	–	83
– Unused amounts reversed	–	–	–	–
Used during year	–	–	(165)	(165)
Exchange differences	29	–	(14)	15
<b>At December 31, 2020</b>	<b>518</b>	<b>–</b>	<b>148</b>	<b>666</b>

The analysis of total provisions is as follows:

	<b>December 31,</b>		
	<b>2020</b>	<b>2019</b>	<b>2018</b>
Current	149	327	466
Non-current (retirement and litigation)	517	406	387
<b>Provisions</b>	<b>666</b>	<b>733</b>	<b>853</b>

The Group faces various forms of litigation and legal proceedings throughout the normal course of business. The Group records a provision for these risks based on its past experience and on facts and circumstances known at the balance sheet date. The Group's Management is of the opinion that the expenses to be incurred in resolving such affairs will not have a significant additional impact on its consolidated financial situation, income or cash flows.

A certain number of claims have been filed by former employees of the Brazilian subsidiary. These claims may result in a cash outflow for the Company. Given the uncertainty surrounding such claims, an amount of US\$ 148 thousand has been provided for as at December 31, 2020.

The Company operates in various countries and may be subject to tax audits and employee related risks. The Company is currently facing such risks in certain countries. The Company regularly reassesses its exposure and accounts for provisions accordingly.

## 18. RETIREMENT BENEFIT OBLIGATIONS

Substantially all of the Group's employees, with the exception of those in France, are covered under Government-sponsored health and life insurance benefit plans. Accordingly, the Group has no significant liability to its employees in terms of post-retirement benefits other than pensions and therefore no provision is made.

In France, the Group contributes to the national pension system whereby its obligations to employees in terms of pensions are restricted to a lump-sum length of service award payable at the date the employee reaches retirement age, such an award being determined for each individual based upon years of service provided and projected final salary.

The pension obligation has been estimated on the basis of actuarial assumptions and retirement ages conforming with the law applicable in France, including:

	<b>December 31,</b>		
	<b>2020</b>	<b>2019</b>	<b>2018</b>
Discount rate	0.16%	0.79%	1.57%
Inflation rate	2.25%	2.25%	2.25%

These retirement indemnities are not funded or covered by pension plan assets. Except in France, the Group does not maintain defined benefit obligations in any country where it operates.

Payments made by the Group for defined contribution plans are accounted for as expenses in the income statement during the period in which they were incurred.

## 19. TRADE AND OTHER PAYABLES

Trade and other payables consist of the following:

	December 31,		
	2020	2019	2018
Trade payables	17,711	20,301	22,361
Social security and other taxes	23,086	10,705	9,862
VAT / GST and other tax payable	3,813	5,150	3,100
Down payments from customers	4,094	2,276	1,636
Deferred income	219	181	193
Other miscellaneous payable	871	700	2,305
<b>Trade and other payables</b>	<b>40,797</b>	<b>39,313</b>	<b>39,457</b>

Trade and other payables are denominated in the following currencies:

	December 31,		
	2020	2019	2018
€, CFA Francs or CFP Francs (1)	11,140	12,084	10,412
Canadian dollars	7,715	8,933	9,229
Australian dollars	5,550	4,741	4,128
US dollars	3	33	408
Chilean Pesos & UF	1,163	2,843	3,192
Russian Rubles	8,668	4,949	4,076
Brazilian Reals	5,478	4,605	6,603
Other currencies	1,080	1,472	1,409
<b>Trade and other payables</b>	<b>40,797</b>	<b>39,657</b>	<b>39,457</b>

(1) CFA Francs and CFP Francs have a fixed exchange rate with €

## 20. EXPENSES BY NATURE

Operating expense / (income), net by nature are as follows:

	2020	2019	2018
Depreciation, amortization and impairment charges	16,673	18,119	16,787
Provision increase/(reversal)	428	(69)	(965)
Raw materials, consumables used, and other external costs	95,122	94,779	84,323
Employee benefit expense	75,990	79,624	76,316
Other tax expense	1,493	1,322	1,547
Other operating expense/(income), net	231	717	924
<b>Total of operating expenses</b>	<b>189,937</b>	<b>194,492</b>	<b>178,932</b>
<i>Number of employees (unaudited)</i>	<i>2,109</i>	<i>1,946</i>	<i>1,882</i>

## 21. OTHER OPERATING INCOME (EXPENSE), NET

There is no other operating income or expenses during the last three years.

## 22. SHARE-BASED COMPENSATION

The effect on the income statement of equity instruments awarded as part of the IPO and the Group's Equity Incentive Plan are as follows:

	December 31,		
	2020	2019	2018
775,000 free common shares in 2014	—	—	25
765,000 free common shares in 2015	—	14	16
827,000 free common shares in 2016	25	51	53
947,000 free common shares in 2017	33	54	57
823,000 free common shares in 2018	44	28	29
892,000 free common shares in 2019	56	33	—
908,000 free common shares in 2020	38	—	—
<b>Total of non-cash share-based compensation expenses</b>	<b>195</b>	<b>180</b>	<b>180</b>

Movements in the number of free shares and warrants outstanding are as follows:

	Free shares	Warrants
Granted in 2007	512,000	833,350
Granted in 2008	424,000	—
Granted in 2009	531,000	—
Vested in 2009	(156,000)	—
Forfeited in 2009	(7,000)	(833,350)
Granted in 2010	500,000	—
Vested in 2010	(253,000)	—
Forfeited in 2010	(10,000)	—
Granted in 2011	809,000	—
Vested in 2011	(626,000)	—
Forfeited in 2011	(123,000)	—
Granted in 2012	804,000	—
Vested in 2012	(329,000)	—
Forfeited in 2012	(298,000)	—
Vested in 2013	(483,000)	—
Forfeited in 2013	(281,000)	—
Granted in 2014	775,000	—
Vested in 2014	(430,000)	—
Forfeited in 2014	(16,000)	—
Granted in 2015	765,000	—
Vested in 2015	(263,000)	—
Forfeited in 2015	(86,000)	—
Granted in 2016	827,000	—
Vested in 2016	(498,000)	—
Forfeited in 2016	(99,000)	—
Granted in 2017	947,000	—
Vested in 2017	(205,000)	—
Forfeited in 2017	(24,000)	—

	Free shares	Warrants
Granted in 2018	823,000	—
Forfeited in 2018	(212,000)	—
Vested in 2018	(398,000)	—
Granted in 2019	892,000	—
Forfeited in 2019	(90,000)	—
Granted in 2020	908,000	—
Vested in 2020	(1,173,000)	—
Forfeited in 2020	(18,000)	—
	<b>3,437,000</b>	<b>—</b>

Considering the vesting conditions described below, free shares outstanding at year end have the following expiry dates:

	December 31,		
	2020	2019	2018
2019	—	—	972,000
2020	—	1,245,000	777,000
2021	955,000	858,000	613,000
2022	754,000	770,000	553,000
2023	820,000	847,000	—
2024	908,000	—	—
<b>Free shares outstanding</b>	<b>3,437,000</b>	<b>3,720,000</b>	<b>2,920,000</b>

### Other Share-Based Payment Transactions with Employees (see Note 13)

Awards under the Group's free share plan are within the scope of IFRS 2, Share-based payment as they are issued at a price that is less than the fair value of those equity instruments. From the grant date, the Group will amortize over the corresponding vesting period the fair value of the free common shares granted to employees. There are no performance conditions under the Group's equity incentive plan.

The main provisions of these share plans are as follows:

#### Fourth Free Share plan

##### FIRST TRANCHE AWARDED IN 2016

- Grant date ..... August 2016
  - Number of free shares issued ..... 827,000
  - Vesting period for the French plan ..... 2 years (1)
  - Vesting period for the International plan ..... 4 years
  - Fair value of common shares at grant date..... Can\$ 0.40
  - Anticipated turnover..... 10%
- Total fair value of the plan ..... Can\$ 229 thousand

##### SECOND TRANCHE AWARDED IN 2017

- Grant date ..... August 2017
  - Number of free shares issued ..... 947,000
  - Vesting period for the French plan ..... 2 years (1)
  - Vesting period for the International plan ..... 4 years
  - Fair value of common shares at grant date..... Can\$ 0.35
  - Anticipated turnover..... 10%
- Total fair value of the plan ..... Can\$ 229 thousand

### THIRD TRANCHE AWARDED IN 2018

➤ Grant date .....	August 2018
➤ Number of free shares issued .....	823,000
➤ Vesting period for the French plan .....	2 years (1)
➤ Vesting period for the International plan .....	4 years
➤ Fair value of common shares at grant date.....	Can\$ 0.40
➤ Anticipated turnover.....	10%
Total fair value of the plan .....	Can\$ 229 thousand

### Fifth Free Share plan

#### FIRST TRANCHE AWARDED IN 2019

➤ Grant date .....	August 2019
➤ Number of free shares issued .....	892,000
➤ Vesting period for the French plan .....	4 years
➤ Vesting period for the International plan .....	4 years
➤ Fair value of common shares at grant date.....	Can\$ 0.37
➤ Anticipated turnover.....	10%
Total fair value of the plan .....	Can\$ 267 thousand

#### FIRST TRANCHE AWARDED IN 2019

➤ Grant date .....	August 2020
➤ Number of free shares issued .....	908,000
➤ Vesting period for the French plan .....	4 years
➤ Vesting period for the International plan .....	4 years
➤ Fair value of common shares at grant date.....	Can\$ 0.51
➤ Anticipated turnover.....	10%
Total fair value of the plan .....	Can\$ 321 thousand

(1) Plus an additional 2-year lock up period following the vesting date.

The impact of this non-cash share-based compensation is presented within “Cost of sales” or “General and administrative expenses” depending on the employee benefiting from the award. The dilutive effect of these awards, if any, is taken into account in the calculation of the diluted earnings per share (see Note 25).

## 23. FINANCE INCOME AND FINANCIAL EXPENSE

Financial income and expense consists of the following:

	2020	2019	2018
Interest expense	(9,904)	(9,820)	(9,428)
Gains on short term deposits	154	101	74
Other	1,087	1,265	464
<b>Finance costs</b>	<b>(8,663)</b>	<b>(8,454)</b>	<b>(8,891)</b>

## 24. INCOME TAX EXPENSE

The income tax rate applicable in France is 33.33% in 2020 excluding the impact of certain additional considerations or reductions depending upon the size of the company. The Group also operates in certain countries in which effective rates of tax may be different.

Income tax expense is presented as follows:

	2020	2019	2018
Current tax	(3,554)	236	(2,791)
Deferred tax	2,551	(101)	(62)
<b>Total</b>	<b>(1,003)</b>	<b>135</b>	<b>(2,853)</b>

The reconciliation between the income tax expense using the French statutory rate and the Group's effective tax rate can be analyzed as follows:

	2020	2019	2018
<b>Income / (loss) before taxes and share of profit from associates</b>	<b>8,523</b>	<b>2,497</b>	<b>(7,776)</b>
Tax calculated at French tax rate (33.33% for 2020)	2,841	774	(2,592)
Effect of different tax rates in different countries	(850)	(1,001)	(670)
Share-based payment expense	65	60	60
Expenses not deductible for tax purposes	250	180	200
Unrecognized deferred tax assets	(3,309)	(149)	5,855
<b>Total</b>	<b>(1,003)</b>	<b>(135)</b>	<b>2,853</b>

## 25. EARNINGS PER SHARE

Basic earnings per share are calculated by dividing the profit attributable to equity holders of the Group by the weighted average number of ordinary shares issued during the year excluding shares purchased by the Group and held as treasury shares. The Group has also issued certain dilutive equity instruments under its free share plans (see Note 13 and 22).

	2020	2019	2018
<b>Profit / (loss) attributable to equity holders of the Company in thousands of US\$</b>	<b>4,236</b>	<b>1,085</b>	<b>(10,617)</b>
Weighted average number of ordinary shares in issue before dilution	89,824,744	89,732,232	89,745,911
<b>Basic earnings per share (US cents per share)</b>	<b>4.72</b>	<b>1.21</b>	<b>(11.83)</b>
Weighted average number of ordinary shares in issue after dilution (1)	91,981,394	92,222,879	91,973,458
<b>Diluted earnings per share (US cents per share)</b>	<b>4.61</b>	<b>1.18</b>	<b>(11.83)</b>

(1) Reflect the effect of free shares issued and outstanding at each reporting period end (see Note 22). A calculation is performed to determine the number of shares that could have been acquired at fair value (determined as the average annual market share price of the Company's shares) based on the monetary value attached to outstanding free shares. The number of shares calculated as above is compared with the number of shares that would have been issued. Only free shares have a dilutive effect over the periods presented.

Dilutive instruments cannot have an anti-dilutive effect in case of a net loss attributable to the equity holders of the Company. Therefore, the basic and diluted earnings per share are the same for 2018.

## 26. DIVIDENDS PER SHARE

On March 30, 2021, the Board of Directors proposed that no dividends are paid out in 2021 (nil in 2020 and 2019), this decision is yet to be approved by shareholders at the Company's Annual General Meeting on June 24, 2021.

## 27. COMMITMENTS AND CONTINGENCIES

The guarantees given are the following:

	December 31,		
	2020	2019	2018
Bid bonds	243	530	83
Advance payment guarantees and performance guarantees	7,389	5,628	505
Retention guarantees	299	181	184
Financial guarantees	170	155	886
<b>Total</b>	<b>8,101</b>	<b>6,494</b>	<b>1,658</b>

The Group entered into an operating lease with a related party in respect of its premises in Lunel for a term of nine years with an annual rent of € 226 thousand for 2019. This lease will end in 2026 representing a total remaining commitment amounting to € 1,356 thousand.

Other operating lease commitments for future periods are not material as at December 31, 2020, 2019 and 2018.

As part of the debt reorganization, a pledge was granted over 100% of the shares of Foraco Resources and Foraco Management and 5% of the shares of Foraco SASU and Geode International.

Generally, the Group is subject to legal proceedings, claims and legal actions arising in the ordinary course of business. The Group's management does not expect that the ultimate costs to resolve these matters will have a material adverse effect on the Group's consolidated financial position, results of operations or cash flows.

## 28. RELATED PARTY TRANSACTIONS

As at December 31, 2020, the companies under the control of management hold 41.8% of the shares. 58.2% of the shares are listed on the Toronto Stock Exchange (excluding treasury shares owned by the Company).

Key management compensation is as follows:

In thousand €	Wages, attendance fees and bonuses	Share-based payment expense	Other benefits	Total
Key management	2,092	—	—	2,092
Board of Directors members other than key management	60	—	—	60
<b>Year ended December 31, 2020</b>	<b>2,152</b>	<b>—</b>	<b>—</b>	<b>2,152</b>
Key management	2,092	—	—	2,092
Board of Directors members other than key management	60	—	—	60
<b>Year ended December 31, 2019</b>	<b>2,152</b>	<b>—</b>	<b>—</b>	<b>2,152</b>
Key management	2,092	—	—	2,092
Board of Directors members other than key management	60	—	—	60
<b>Year ended December 31, 2018</b>	<b>2,152</b>	<b>—</b>	<b>—</b>	<b>2,152</b>

The Group did not contribute to any special pension scheme for management.

The Company accounted for certain related party transactions including lease of facility and equipment amounting to US\$ 843 thousand for the year ended December 31, 2020 (US\$ 271 thousand for the year ended December 31, 2019 and 265 thousand for the year ended December 31, 2018).

The Group has not carried out any other transactions with related parties.

## 29. EVENTS AFTER THE BALANCE SHEET DATE

There are no significant post balance sheet events.

### 30. CONSOLIDATED SUBSIDIARIES

As at December 31, 2020, consolidated subsidiaries are as follows:

Subsidiaries	Country of incorporation	Direct and indirect percentage of shareholdings
Foraco International S.A.	France	n.a.
Foraco SASU	France	100%
Géode International SASU	France	100%
Foraco Management SASU	France	100%
Foraco Resources SASU	France	100%
Foraco Sondaje SI	Spain	100%
Foraco Canada Ltd.	Canada	100%
I <sup>st</sup> Directional Drilling	Canada	100%
Foraco Corp.	USA	100%
Foraco Pacifique SASU	New Caledonia	100%
Foraco Australia Pty Ltd	Australia	100%
John Nitschke Drilling Pty Ltd	Australia	100%
Foraco CI S.A	Ivory Coast	100%
Foremi S.A.	Ivory Coast	51%
Foraco Subsahara	Chad	100%
Foraco Senegal	Senegal	100%
Foraco Niger S.A.	Niger	100%
Foraco Sahel Sarl	Mali	100%
Foraco Guinée Sarl	Guinea	100%
Foraco Ghana Ltd	Ghana	100%
Foraco Congo Sarl	Congo	100%
Foraco Burkina Faso	Burkina Faso	100%
Foraco Peru SAC	Peru	100%
Foraco Chile SA	Chile	100%
Foraco Argentina SA	Argentina	100%
Foraco Mexico SA	Mexico	100%
Eastern Drilling Company Llc	Russia	50%
EDC Kazakhstan	Kazakhstan	50%
EDC Kyrgyzstan	Kyrgyzstan	50%
Foraco Kazakhstan	Kazakhstan	100%
Foraco Servitec Sondagem S.A.	Brazil	73%
Foraco Holding Participações Ltda	Brazil	100%
Foraco Singapore	Singapore	100%

### Corporate Head Office

26 Plage de L'Estaque  
13016 Marseille, France  
T: +33.(0)4.96.15.13.60  
F: +33.(0)4.96.15.13.61  
www.foraco.com

### Board of Directors

Daniel Simoncini (Chairman)  
Jean-Pierre Charmensat  
Bruno Chabas  
Warren Holmes  
Jorge Hurtado

### Transfer Agent

Computershare Trust Company of Canada  
510 Burrard Street  
Vancouver, BC  
V6C 3B9

### Auditors

Deloitte & Associés

### Legal Counsel

Fasken Martineau DuMoulin LLP

### Market Data

Shares of Foraco International S.A.  
are listed on the Toronto Stock Exchange under the symbol FAR

### Annual General Meeting

June 24, 2021 @ 10:00am  
26 Plage de L'Estaque  
13016 Marseille, France

### Investor Contact

ir@foraco.com





## Integrity.

We run our business with the highest level of integrity and this value is embedded in all of our daily operations, from the field to our corporate offices.

## Innovation.

The global economic, political and geographic landscape is constantly changing and as a result, so is our work environment.

## Involvement.

A winning culture and entrepreneurial spirit are two of our key differentiators in the industry. We practice a fluid bottom-up-top-down communication.

Foraco International  
26 Plage de l'Estaque  
13016 Marseille, France  
[www.foraco.com](http://www.foraco.com)