FORACO INTERNATIONAL S.A.

MANAGEMENT'S DISCUSSION & ANALYSIS

Three-month and six-month periods ended June 30, 2022

FORACO INTERNATIONAL S.A.

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 unaudited condensed interim consolidated financial statements for the three-month and six-month periods ended June 30, 2022, including the notes thereto. These quarterly unaudited interim 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 in Note 2 to the unaudited interim condensed consolidated financial statements, these quarterly unaudited condensed interim consolidated financial statements were prepared using accounting policies and methods consistent with those used in the preparation of the Company's audited consolidated financial statements for the year ended December 31, 2021. Except when 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 July 27, 2022.

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 30, 2022, which is filed with the Canadian regulators on SEDAR (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:

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Business Overview

Headquartered in Marseille, France, Foraco is a worldwide drilling service provider and is present in 22 countries and 5 continents. On June 30, 2022, the Company had 2,937 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.

Interim Consolidated Financial Highlights

Income Statement

(In thousands of US$) *(unaudited)*	Three-month period ended June 30,		Six-month period ended June 30	
	2022	2021	2022	2021
Revenue	**86,498**	**75,668**	**154,239**	**130,219**
Gross profit / (loss) (1)	**18,787**	**15,809**	**28,348**	**21,850**
As a percentage of sales	*21.7%*	*20.9%*	*18.4%*	*16.8%*
EBITDA	**17,867**	**14,705**	**26,394**	**19,819**
As a percentage of sales	*20.7%*	*19.4%*	*17.1%*	*15.2%*
Operating profit / (loss)	**12,617**	**10,049**	**16,227**	**10,852**
As a percentage of sales	*14.6%*	*13.3%*	*10.5%*	*8.3%*
Profit / (loss) for the period	**7,164**	**5,656**	**7,942**	**4,691**
Attributable to:				
Equity holders of the Company	5,059	3,805	4,887	2,809
Non-controlling interests	2,105	1,851	3,055	1,882
EPS (in US cents)				
Basic	5.12	4.27	4.95	3.15
Diluted	4.99	4.15	4.82	3.06

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

Three-month period ended June 30, 2022 – Q2 2022

Revenue

- Revenue for Q2 2022 amounted to US$ 86.5 million compared to US$ 75.7 million in Q2 2021, an increase of 14%.

- Rig utilization rate was 60% in Q2 2022 similar to Q2 2021.

Profitability

- Q2 2022 gross margin including depreciation within cost of sales was US$ 18.8 million (or 21.7% of revenue) compared to US$ 15.8 million (or 20.9% of revenue) in Q2 2021, an increase of 19%.

- Ongoing contracts reported solid performances. Increased costs are passed on most of the selling prices upon the renewal and the negotiation of long-term contracts.

- During the quarter, EBITDA amounted to US$ 17.9 million (or 20.7% of revenue), compared to US$ 14.7 million (or 19.4% of revenue) for the same quarter last year, an increase of 22 %.

Six-month period ended June 30, 2022 – H1 2022

Revenue

- H1 2022 revenue amounted to US$ 154.2 million compared to US$ 130.2 million in H1 2021 an increase of 18%.

Profitability

- H1 2022 gross margin including depreciation within cost of sales was US$ 28.3 million (or 18.4% of revenue) compared to US$ 21.9 million (or 16.8% of revenue) in H1 2021.

- During the semester, EBITDA amounted to US$ 26.4 million (or 17.1% of revenue), compared to US$ 19.8 million (or 15.2% of revenue) for the same period last year.

Results of Operations

Comparison of the three-month periods ended June 30, 2022 and June 30, 2021

Revenue

The following table provides a breakdown of the Company's revenue for Q2 2022 and Q2 2021 by reporting segment and geographic region:

(In thousands of US$) - *(unaudited)*	Q2 2022	% change	Q2 2021
Reporting segment			
Mining	73,453	13%	64,737
Water	13,045	19%	10,931
Total revenue	***86,498***	***14%***	***75,668***
Geographic region			
North America	26,598	3%	25,723
Europe, Middle East and Africa	20,989	-14%	24,474
South America	25,001	95%	12,819
Asia Pacific	13,910	10%	12,652
Total revenue	***86,498***	***14%***	***75,668***

Revenue for the quarter increased from US$ 75.7 million in Q2 2021 to US$ 86.5 million in Q2 2022 (+ 14%).

The increase in revenue in the Mining and Water segment is the result of the favorable market dynamics with long-term rolling contracts which started in 2021, and the capacity of the Company to deliver despite the Covid-19 variants which caused some delays to operations.

Activity in North America increased slightly with revenue at US$ 26.6 million in Q2 2022 compared to US$ 25.7 million in Q2 2021. The region faces continuing crewing issues.

In the EMEA, revenue for the quarter was US$ 21.0 million compared to US$ 24.5 million in Q2 2021, a decrease of 14%. In Africa, activity decreased by 30% compared to Q2 2021 mainly due to the phasing of contracts and logistic challenges. The activity remained stable in the other regions (Europe and CIS).

Revenue in South America increased by 95% to US$ 25.0 million in Q2 2022 (US$ 12.8 million in Q2 2021). This increase is mainly linked to new long-term contracts mobilized during the first quarter.

In Asia Pacific, Q2 2022 revenue amounted to US$ 13.9 million, an increase of 10% reflecting quarter over quarter the ongoing improvement of the activity with two significant long-term contracts initiated during the period.

Gross Profit

The following table provides a breakdown of the Company's gross profit by reporting segment for Q2 2022 and Q2 2021:

(In thousands of US$) - *(unaudited)*	Q2 2022	% change	Q2 2021
Reporting segment			
Mining	15,511	21%	12,870
Water	3,276	11%	2,939
Total gross profit	***18,787***	***19%***	***15,809***

The Q2 2022 gross margin including depreciation within cost of sales was US$ 18.8 million (or 21.7% of revenue) compared to US$ 15.8 million (or 20.9% of revenue) in Q2 2021. Most ongoing contracts reported solid performances. All regions operated in a tight labor market and experienced inflation of costs impacting project gross margins.

Selling, General and Administrative Expenses

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

(In thousands of US$) - *(unaudited)*	Q2 2022	% change	Q2 2021
Selling, general and administrative expenses	6,170	7%	5,760

SG&A increased compared to the same quarter last year mainly due to the level of activity. As a percentage of revenue, SG&A decreased from 7.6% in Q2 2021 to 7.1% in Q2 2022.

Operating result

The following table provides a breakdown of the Company's operating result for Q2 2022 and Q2 2021 by reporting segment:

(In thousands of US$) - *(unaudited)*	Q2 2022	% change	Q2 2021
Reporting segment			
Mining	10,272	29%	7,942
Water	2,345	11%	2,107
Total operating profit (loss)	**12,617**	***26%***	**10,049**

The operating profit was US$ 12.6 million, resulting in a US$ 2.6 million increase thanks to the increased activity and margins and the continuing focus on costs control.

Finance costs

Net financial expenses were US$ 2.8 million in Q2 2022 compared to US$ 2.6 million in Q2 2021.

Income tax

The income tax expense being recognized based on Management’s best estimate of the average annual income tax rate expected for the full financial year on a tax jurisdiction by tax jurisdiction basis, the corporate income tax expense for Q2 2022 was US$ 2.7 million compared to US$ 1.8 million in the same period for the previous year.

Comparison of the six-month periods ended June 30, 2022 and June 30, 2021

Revenue

The following table provides a breakdown of the Company's revenue for H1 2022 and H1 2021 by reporting segment and geographic region:

(In thousands of US$) - *(unaudited)*	H1 2022	% change	H1 2021
Reporting segment			
Mining	132,804	21%	109,839
Water	21,435	5%	20,380
Total revenue	***154,239***	***18%***	***130,219***
Geographic region			
North America	48,198	9%	44,358
Europe, Middle East and Africa	36,158	-16%	43,302
South America	45,700	104%	22,399
Asia Pacific	24,184	20%	20,160
Total revenue	***154,239***	***18%***	***130,219***

H1 2022 revenue amounted to US$ 154.2 million compared to US$ 130.2 million in H1 2021, an increase of 18%.

The increase in revenue is the result of the combination of favorable market dynamics and the capacity of the Company to deliver despite the Covid-19 variants which caused some delays to operations.

Revenue in North America increased by 9% to US$ 48.2 million in H1 2022 from US$ 44.4 million in H1 2021, a growth driven by long term contracts which started during the period.

In EMEA, revenue decreased by 16%, to US$ 36.2 million in H1 2022 from US$ 43.3 million in H1 2021. In Africa, activity decreased by 36% compared to H1 2021 mainly due to the phasing of contracts and logistic challenges. The activity remained stable in the other regions (Europe and CIS).

Revenue in South America increased by 104% to US$ 45.7 million in H1 2022 (US$ 22.4 million in H1 2021). This increase is mainly linked to new long-term contracts mobilized during the period.

In Asia Pacific, H1 2022 revenue amounted to US$ 24.2 million, an increase of 20% reflecting the ongoing improvement of the activity with significant long-term contracts beginning during the period.

Gross Profit

The following table provides a breakdown of the Company's gross profit by reporting segment for H1 2022 and H1 2021:

(In thousands of US$) - *(unaudited)*	H1 2022	% change	H1 2021
Reporting segment			
Mining	23,226	32%	17,622
Water	5,121	*21%*	4,228
Total gross profit / (loss)	***28,348***	***30%***	***21,850***

The H1 2022 gross margin including depreciation within cost of sales was US$ 28.3 million compared to US$ 21.8 million in H1 2021. Most ongoing contracts reported solid performances. All regions operated in a tight labor market and experienced inflation of costs impacting project gross margins.

Selling, General and Administrative Expenses

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

(In thousands of US$) - *(unaudited)*	**H1 2022**	**% change**	**H1 2021**
Selling, general and administrative expenses	12,121	10%	10,998

SG&A increased by 10% compared to the same period last year. As a percentage of revenue, SG&A decreased from 8.4% to 7.9% of revenue.

Operating result

The following table provides a breakdown of the Company's operating result for H1 2022 and H1 2021 by reporting segment:

(In thousands of US$) - *(unaudited)*	**H1 2022**	**% change**	**H1 2021**
Reporting segment			
Mining	12,773	53%	8,363
Water	3,453	39%	2,489
Total operating gain (loss)	**16,227**	***50%***	**10,852**

The operating profit was US$ 16.2 million in H1 2022, a US$ 5.4 million improvement compared to H1 2021 as a result of the increase in activity and the continued control over the operations and SG&A expenses.

Finance costs

Net financial expenses increased to US$ 5.4 million in H1 2022 from US$ 4.6 million in H1 2021.

Income tax

In H1 2022, the corporate income tax expense was US$ 2.9 million, compared to US$ 1.5 million for the same period last year. The income tax loss is recognized based on Management's best estimate of the average annual income tax rate expected for the full financial year on a tax jurisdiction by tax jurisdiction basis.

Seasonality

The worldwide presence of the Company reduces its overall exposure to seasonality and the influence this can have on the business activity. 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 operations are suspended. In Asia Pacific and in South America, where the Company operates exclusively in the Mining segment, 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 large number of countries with functional currencies (Euros, Canadian Dollars, Australian Dollars, Chilean Pesos, Brazilian Reals and Russian Rubles) and therefore not with the US Dollar which is the presentation currency of the Group. The significant variations in the value of the US Dollar over the previous quarters have had a substantial impact on the Company's financial statements.

The Company, however, 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 Dollar for the periods under review are as follows:

	Average Q2 2022	**% change**	**Average Q2 2021**	**Average Q1 2022**	**% change**	**Average Q1 2021**	**Closing Q2 2022**	**% change**	**Closing Q4 2021**
€	0.94	13%	0.83	0.89	7%	0.83	0.95	8%	0.88
CAD	1.28	4%	1.23	1.27	-%	1.27	1.29	1%	1.28
AUD	1.40	8%	1.30	1.38	7%	1.29	1.45	6%	1.38
CLP	842	18%	716	809	12%	723	916	9%	849
BRL	4.91	-8%	5.31	5.23	-4%	5.47	5.24	-8%	5.64
RUB	67.60	-9%	74.17	88.43	19%	74.39	52.62	-30%	74.47

Liquidity and Capital Resources

The following table provides a summary of the Company's cash flows for H1 2022 and H1 2021:

(In thousands of US$)	H1 2022	H1 2021
Cash generated by operations before working capital requirements	**26,394**	**19,819**
Working capital requirements	(12,427)	(3,011)
Income tax paid	(3,980)	(3,126)
Purchase of equipment in cash	(8,574)	(10,463)
Free Cash Flow before debt servicing	**1,412**	**3,219**
Debt variance	3,252	(3,132)
Interests paid	(4,645)	(775)
Acquisition of treasury shares	(749)	(225)
Dividends paid to non-controlling interests	-	-
Net cash generated / (used in) financing activities	**(2,142)**	**(4,132)**
Net cash variation	**(730)**	**(913)**
Foreign exchange differences	397	37
Variation in cash and cash equivalents	**(332)**	**(876)**
Cash and cash equivalents at the end of the period	**23,592**	**20,084**

In H1 2022, the cash generated from operations before working capital requirements amounted to US$ 26.4 million compared to US$ 19.8 million in H1 2021.

In H1 2022, the working capital requirement was US$12.4 million compared to a US$ 3.0 million in the same period last year. The increase of the working capital requirement is the result of the activity ramp-up.

During the period, Capex totaled US$ 8.6 million in cash compared to US$ 10.5 million in H1 2021. Capex relates essentially to the acquisition of rigs, major rig overhauls, ancillary equipment and rods.

As at June 30, 2022, the maturity of financial debt can be analyzed as presented in the table below:

	June 30, 2022
Credit lines	6,459
Long-term debt	
Within one year	7,525
Between 1 and 2 years	10,194
Between 2 and 3 years	9,954
Between 3 and 4 years	74,546
Total	**108,677**

As at June 30, 2022, cash and cash equivalents totaled US$ 23.6 million compared to US$ 23.9 million as at December 31, 2021. Cash and cash equivalents are mainly held at or invested within top tier financial institutions.

As at June 30, 2022, the net debt including operational lease obligations (IFRS 16) amounted to US$ 91.1 million (US$ 85.7 million as at December 31, 2021).

Bank guarantees as at June 30, 2022 totaled US$ 7.5 million compared to US$ 9.0 million as at December 31, 2021. The Company benefits from a confirmed contract guarantee line of € 6.5 million (US$ 6.8 million).

General economic environment

The Company continues to report improved key profitability indicators compared to pre-Covid-19 activity levels in the context of favourable market conditions for the industry in which the Company operates. However, the economic instability resulting from continuing health crisis and the recent geopolitical events has impacted the Company's activity with challenges such as supply chains, availability of workforce and inflationary pressures. While the favourable market conditions prevailing in the industry show no sign of slowing down, there does remain a level of uncertainty.

Impairment testing

As at December 31, 2021, the Company performed impairment tests at the level of each geographic region using the carrying value of the Company's long-lived assets based on the expected discounted cash flows method. Based on the internal forecasts and projections 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 as at December 31, 2021.

Based on the current activity trend, the Company considers that there is no triggering event which would justify an impairment testing as at June 30, 2022.

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 14 of the unaudited condensed interim consolidated financial statements.

Capital Stock

As at June 30, 2022, the total common shares of the Company are distributed as follows:

	Number of shares	%
Common shares held directly or indirectly by principal shareholders	34,155,191	34.41%
Common shares held directly or indirectly by individuals in their capacity as members of the Board of Directors *	693,462	0.70%
Common shares held by the Company**	459,754	0.46%
Common shares held by the public	63,943,391	64.43%
Total common shares issued and outstanding	**99,251,798**	
Common shares held by the Company	(459,754)	
Total common shares issued and outstanding excluding shares held by the Company	**98,792,044**	

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

***459,754 common shares are held by the Company to meet the Company's obligations under the employee free share plan.*

Critical Accounting Estimates

The unaudited condensed interim consolidated financial statements have been prepared in accordance with IFRS. The Company's significant accounting policies are described in Note 2 to the Annual and unaudited condensed interim 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 as this 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 as 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 of payables related to acquisitions, net of cash and cash equivalents. The lease obligations are included in the net debt calculation.

Reconciliation of EBITDA is as follows:

(In thousands of US$) *(unaudited)*	Q2 2022	Q2 2021	H1 2022	H1 2021
Operating profit / (loss)............	12,617	10,049	16,227	10,852
Depreciation expense	5,170	4,606	10,018	8,867
Non-cash employee share-based compensation............	80	50	150	100
EBITDA	***17,867***	***14,705***	***26,394***	***19,819***

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 ensuing costs in resolving these matters to have a material adverse effect on either the Company's consolidated financial position, results of operations or cash flows.

Subsequent Events

There are no significant post balance sheet events.

Strategy

The Company's strategy is to assist its customers in exploring or managing their deposits throughout the entire cycle, with a special focus on the life of mines extension activity. 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 presence in water related drilling services - and a gradual implementation of advanced digital applications. The Company expects to execute its strategy primarily through organic growth and targeted acquisitions.

The Company anticipated the increased environmental, social and governance (ESG) requirements, and is implementing a pragmatic and measurable approach to ESG with quantitative KPIs to maximize improvement and efficiencies.

Risk Factors

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, 2022, under the heading "Risk Factors", which has been filed with the Canadian regulators on SEDAR (www.sedar.com).