



Investor Presentation

December 2022

QUALITY - SAFETY - RESULTS



TSX: MDI
majordrilling.com

Forward-Looking Statements



This presentation includes certain information that may constitute “forward-looking information” under applicable Canadian securities legislation. All statements, other than statements of historical facts, included in this presentation that address future events, developments, or performance that the Company expects to occur (including management’s expectations regarding the Company’s objectives, strategies, financial condition, results of operations, cash flows and businesses) are forward-looking statements. Forward-looking statements are typically identified by future or conditional verbs such as “outlook”, “believe”, “anticipate”, “estimate”, “project”, “expect”, “intend”, “plan”, and terms and expressions of similar import. All forward-looking information in this presentation is qualified by this cautionary note.

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Such forward-looking statements are subject to a number of risks and uncertainties that include, but are not limited to: the level of activity in the mining industry and the demand for the Company’s services; the level of funding for the Company’s clients (particularly for junior mining companies); competitive pressures; global political and economic environments; the integration of business acquisitions and the realization of the intended benefits of such acquisitions; the Company’s dependence on key customers; exposure to currency movements (which can affect the Company’s revenue in Canadian dollars); currency restrictions; implications of the COVID-19 pandemic; the geographic distribution of the Company’s operations; the impact of operational changes; changes in jurisdictions in which the Company operates (including changes in regulation); failure by counterparties to fulfill contractual obligations; as well as other risk factors described under “General Risks and Uncertainties” in the Company’s Annual Information Form for the year ended April 30, 2022, available on the SEDAR website at www.sedar.com. Should one or more risk, uncertainty, contingency, or other factor materialize or should any factor or assumption prove incorrect, actual results could vary materially from those expressed or implied in the forward-looking information.

Forward-looking statements made in this document are made as of the date of this document and the Company disclaims any intention and assumes no obligation to update any forward-looking statement, even if new information becomes available, as a result of future events or for any other reasons, except as required by applicable securities laws.

Major Drilling: Company Overview



- Leading provider of specialized drilling services to the mining industry, registered in over 20 countries, with a fleet of approx. 600 drills.
- Diversified portfolio of senior customers across North and South America, Asia, Africa and Australia.
- Extremely well positioned for expected multi-year drilling upcycle led by high gold prices and depleted copper inventories.

FUNDAMENTALS¹

TSX: MDI

52 Week Range: \$7.34 - \$12.79

Market Cap: ~\$755.2M

Shares Outstanding: 82.9M

90 Day Avg. Trading Vol.: 190K

REGISTERED IN OVER

20

COUNTRIES

ACROSS

5

CONTINENTS

>3,700

EMPLOYEES

~600

DRILLS

Q2 2023 HIGHLIGHTS

\$201.7

GROSS REVENUE (M)

\$43.0

EBITDA² (M)

\$23.6

NET EARNINGS (M)

31.8%

ADJUSTED GROSS MARGINS³

\$51.3

NET CASH (M)

\$0.29

EPS



¹ - All values in \$CAD unless otherwise indicated, as of December 6, 2022.

² - Earnings before interest, taxes, depreciation, and amortization.

³ - Adjusted gross margin excludes depreciation expense.

Investment Proposition

➤ *Ideally positioned to capture the precious metal upswing*



Specialized Operations

- Significant barriers to entry met with **right experience & modern fleet**
- Operating in **challenging environments** where largest new discoveries likely found



Aligned To Market

- Leverage to multi-year exploration cycle, Au/Cu supply **deficit provides opportunity**
- Highly **correlated to gold and copper**; 68% revenue derived from those activities



Diversified, Quality Customer Base

- **Contractor of choice**, 76% of customers are senior/intermediate producers
- **Strong relationships** with largest mining companies worldwide



Balance Sheet Sustainability

- **Best capitalized** drilling company in the mining sector
- **Healthy balance sheet** ensures flexibility & resilience



Experienced Management

- Management holds **>1,000 years of combined experience** & expertise
- History of **successful growth through M&A** and international diversification

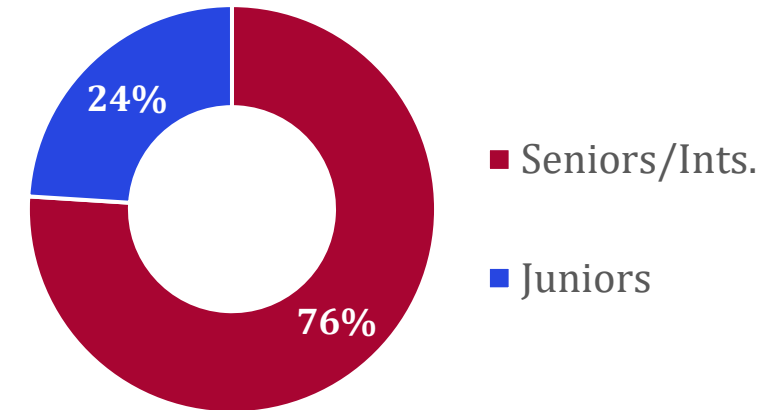
Diversified, Sustainable Revenue Sources

➤ *Broad range of services, customers and leverage to premium commodities ensures sustainable revenue sources*

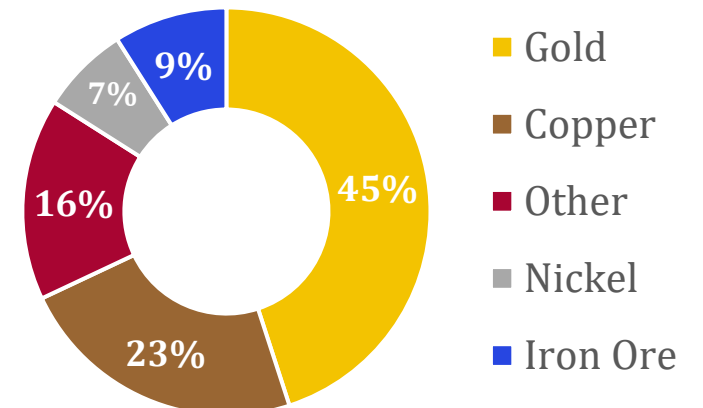
- Major Drilling currently has a focus on projects linked to gold revenue but recognizes the importance of exposure to a suite of commodities.
- Similarly, MDI's broad range of capabilities ensure diversity of operations and revenue streams across project types.
- Customers are primarily well-funded senior & intermediate mining companies.
- Balance of operational revenue sources provides:
 - Stability of revenue through cycles.
 - Focus in markets with enhanced earnings potential.



Drilling Revenue by Customer



Drilling Revenue by Commodity



Contractor of Choice

➤ *Providing repeat services to the highest quality, investment grade customers*

- Diversified repeat customer base with low turnover.
- Many larger customers consist of multiple 'independent' regional subsidiaries/projects.
- 76% of Major Drilling revenue is sourced from operations for senior and intermediate mining companies.

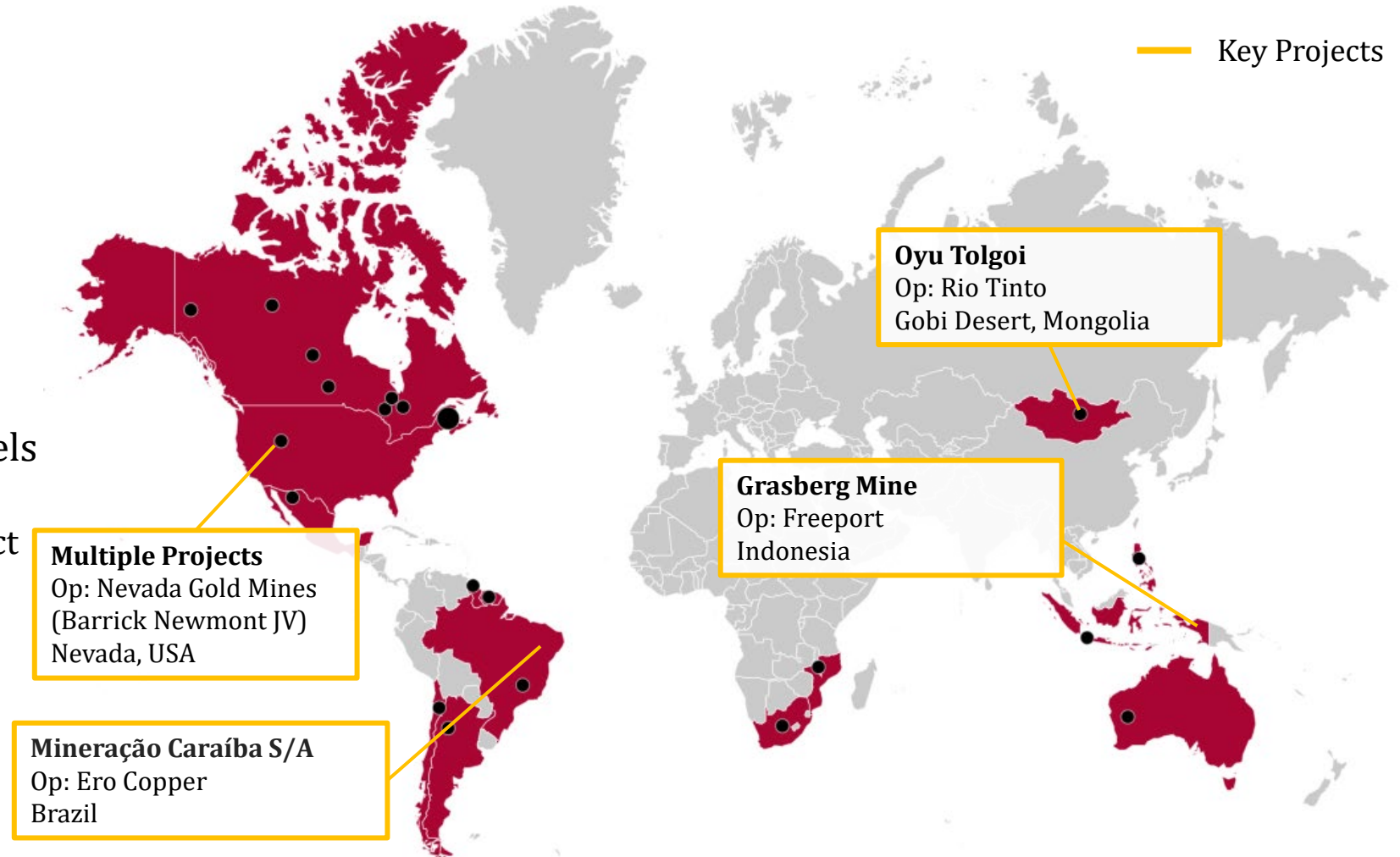
TOP CUSTOMERS



Operational Diversification

➤ *Diversified operations spread globally in highest-return regions*

- Registered in over **20** countries across **5** continents.
- MDI's operations and customers provide protection against market volatility through diversification.
- **~60%** of revenue from NAM operations.
- Global diversification provides opportunity to adjust exposure levels as markets change:
 - Ability to quickly mobilize a project for our top customers.
 - Decrease risk from single region issues.



Specialized Drilling

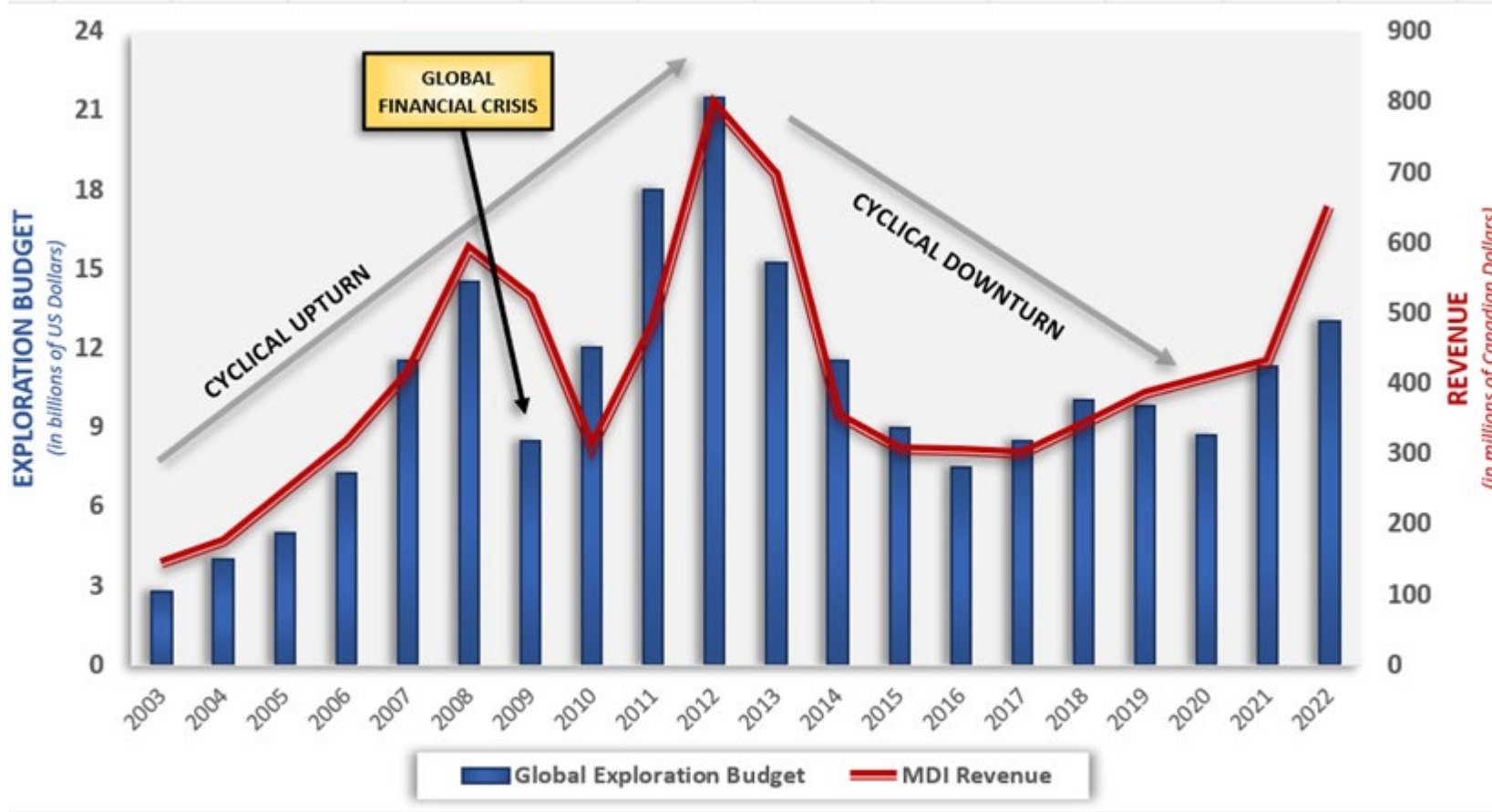
➤ *Surpassing customer expectations, industry leader in operational excellence and on-site safety*

- Specialized drilling services have significant barriers to entry, focus on areas more difficult to access.
- Examples include:
 - Deep hole drilling
 - Arctic drilling
 - Helicopter portability
 - High altitude drilling
 - Remote locations
 - Top safety requirements



History Repeats on the Edge of the Upcycle...

➤ Industry backdrop mirrors early 2000's upcycle



- MDI revenue closely follows exploration budget cycle.
- Cycle driven by reserve depletion and commodity pricing.
- Same events are visible today mirroring early 2000s.

History Repeats on the Edge of the Upcycle...

Last cycle escalation

1998-2004	2004	2005	2006	2007-2012
6-year lack of exploration	Senior gold companies increase exploration to address dwindling reserves	Junior gold financing available; increased drilling campaigns	Increased copper and base metal budgets to respond to China demand	Extensive definition drilling campaigns to build reserves by both gold and base metal companies

Where we are today

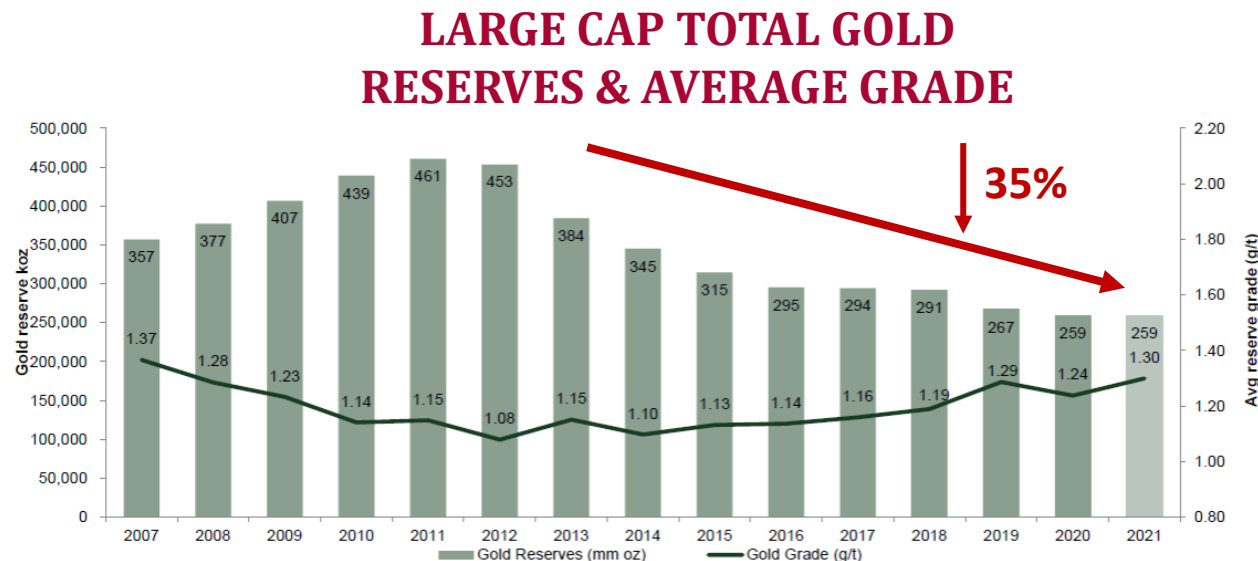
2013-2019	2020	2021	2022	2023-??
6-year lack of exploration	Senior gold companies increase exploration to address dwindling reserves	Junior gold financing available; increased drilling campaigns	Increased copper and base metal budgets to respond to electrification to replace fossil fuels	Extensive definition drilling campaigns to build reserves by both gold and base metal companies?

Gold Reserves Need to be Replenished

- Senior gold companies generating strong cash flows, however, gold reserves declining due to lack of material exploration.
- Prioritizing value-adding grassroots exploration and development programs.
- New reserves likely to be found in areas more difficult to access requiring specialized drilling.

“While we look closely at all new business opportunities, we believe finding our ounces is always better than buying them. That’s why we’re still discovering real value at the end of our drill bits.”

Mark Bristow
President & CEO, Barrick Gold

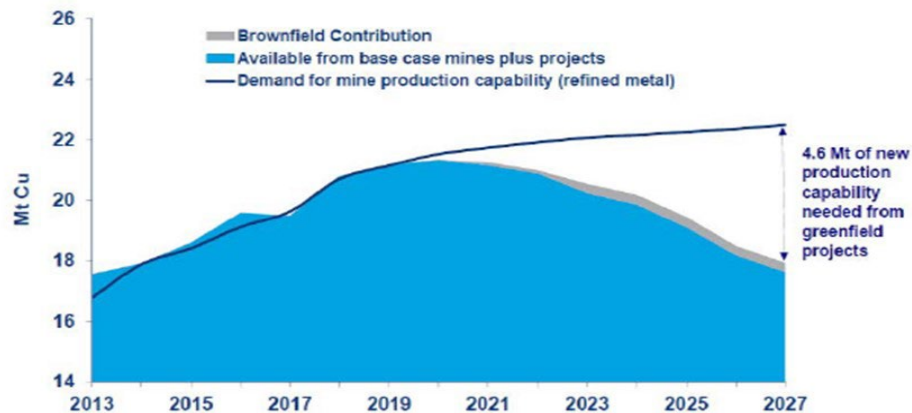


Source – Company reports, TD Securities, Inc.

Copper Heading for a Supply Crunch

- Copper industry supply deficit starting to be recognized.
- To close gap by 2030 requires 8 mines the size of BHP Escondida (world's largest copper mine), which is impossible to find.
- Demand for EVs gaining momentum.
- EVs contain 3.5x more copper than regular vehicles + charging stations.

COPPER BASE CASE MINE CAPABILITY & REFINED DEMAND (MT)



- *"...despite a very powerful green demand narrative, it's a complete state of inaction from the supply side."*
- *"...that really means this supply crunch is becoming very real."*
- *"...because it takes four to five years for a copper mine to be developed, if it's just an existing mine, and even longer for a new mine, we have to address the issue now because you can't wait two or three years down the road because by then it will be too late."*

"...we're sleepwalking to huge deficits and scarcity."

Nick Snowden,
Commodities Strategist, Goldman Sachs
May 14, 2022

...and MDI is Optimally Positioned

➤ *What's different for Major Drilling this time?*

2002

- \$28M net debt, \$2M EBITDA and \$0 to invest.
- Minimal capex spent through downturn and fleet not maintained due to cash restraints.
- Minimal inventory levels on hand and subject to supplier constraints.



Today -

- ✓ Entered downturn net cash on hand. Current liquidity of \$173M.
- ✓ Invested in fleet during downturn, kept infrastructure in place.
- ✓ Diversified revenue sources from seniors & juniors as well as surface and underground.
- ✓ Stable G&A provides increased operational leverage to drive solid EBITDA growth.
- ✓ Healthy balance sheet to respond to growth opportunities.

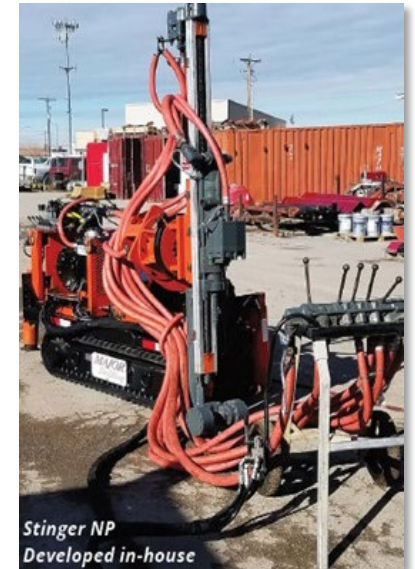
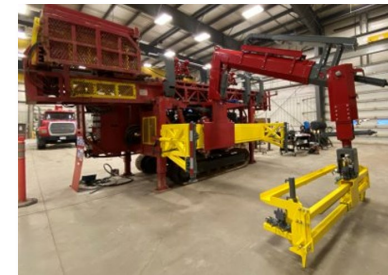
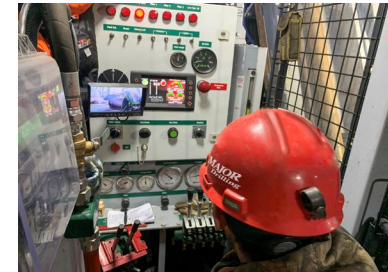
Responding to Labour Challenges

- Increased activity bringing shortage of skilled labour, particularly in North America.
- We are addressing this challenge by:
 - Increased training efforts at our training centres.
 - Reinstating retention programs successful in previous upcycle.
 - Additional trainees assigned to rigs.
 - Wage increases will be needed in certain regions to attract and retain experienced crews.



Investing in Training & Innovation

- *Allocating capital to data-led initiatives to boost productivity, operational efficiency, and enhance customer information*
- Rapid changes in technology leading drilling contractors to find *new solutions to old problems*.
- *Data-led innovation* initiatives boost productivity and enhanced customer information, including computerized rigs that will cater to the next generation of employees:
 - *Computerized rigs* will help greatly reduce training time at a time where labour will be a challenge for the industry.
 - Fleet of *digitized mobile underground drills* allows for less dependence on client resources and increased ability for automation and versatility.
- Through the McKay acquisition, we gain access to additional innovations, particularly around *automation of the reverse circulation process*.



Stinger NP
Developed in-house



Balance Sheet Strength

➤ *Clean balance sheet and no near-term maturities*

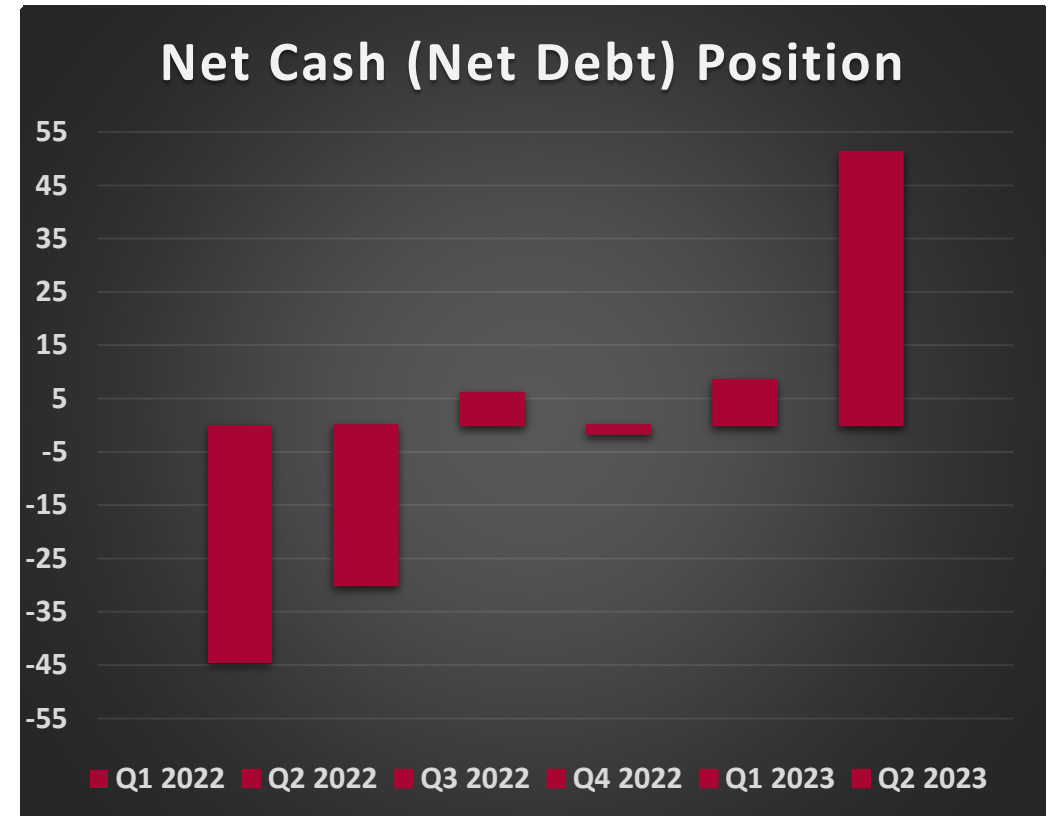
Robust Liquidity Position

- Strong liquidity position plus low debt levels ensure balance sheet provides sustainability and flexibility through cycle.
- Renewed existing credit facility for 5-year term.

\$173M
LIQUIDITY

\$51.3M
NET CASH POSITION

BALANCE SHEET	Q2 2023	Q1 2023
Cash (\$M)	97.7	61.1
Total Liquidity (\$M)	172.8	136.2
Net Cash (\$M)	51.3	8.5
Shares Outstanding (Diluted, M)	83.1	83.2



Outlook Provides Unique Opportunity



➤ *Major Drilling is ideally positioned to capture the imminent increase in demand*

CYCLE UPSWING SHIFTS DEMAND...

- Precious metal reserves in sharp decline due to declining exploration activity.
- Supply deficit expected within five years, has driven record pricing for gold and copper in the calendar year.
- Pricing sparks new financing in the sector.
- Well capitalized producers, with strong cash flows, are turning attention back to exploration.
- Access to new deposits require increasingly specialized services.

We are in a much better position at this point in the cycle than in any previous cycle. And with the exploration and development drilling needed to resolve future supply deficits, we expect this cycle could be here to stay for several years.

...CAPTURED BY THE MAJOR DRILLING STRATEGY

World leader in specialized drilling

- Active fleet utilization at 54%, with room to grow.
- Providing specialized project execution, primed for whatever mineral drilling operations our customers need.

Diversified services within the drilling field

- High leverage to gold and copper projects internationally, strong alignment of commodity pricing to company revenue.
- Services aligned with exploration but also production cycles.
- Globally diversified operations ensures ability to focus exposure to projects in highest return markets.

Strong operational and financial position

- Recently refurbished, well-maintained, modern fleet with flexibility to relocate to highest return projects.
- Liquidity required for the industry ramp-up.
- Able to invest in innovation and training, key to future of drilling.

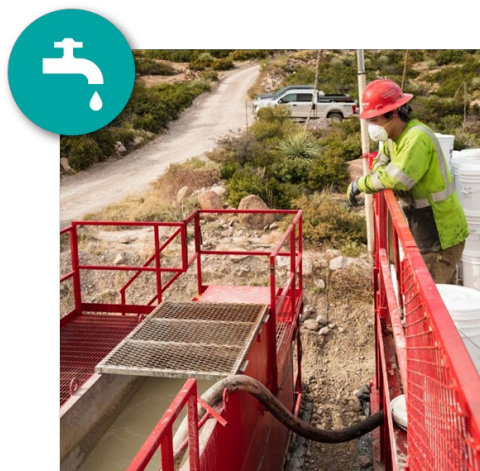
ESG: Culture of Sustainability

Environmental



"Minimize, mitigate and remediate our environmental impact."

- Exercising responsible operational water management.
- Continually seeking opportunities to reduce emissions globally.
- Committed to being good stewards of the environment where we work.



Social



"Act in a socially responsible manner that benefits the communities where we operate."

- Put the health and safety of our people first.
- Actively pursue diversity and inclusivity in our leadership roles, and across our workforce.
- Act in a socially responsible manner that benefits the communities where we operate.
- Actively seek Indigenous or local subcontractors & suppliers.



Governance



"Conduct our work with the highest standards of ethics and transparency."

- Ensure that the rights and responsibilities set out in our Code of Ethics and Business Conduct are upheld across all aspects of our global operations.
- Maintain strong corporate governance structures and systems at all levels of the organization, supported by experienced leadership and oversight at the Board of Directors level.



50% female representation on Major Drilling's Board of Directors



MAJOR
Drilling

Appendix

MAJOR
Drilling

Q2 2023: Financial Review



	Q2 2023	Q2 2022
Revenue	\$201.7	\$170.7
Gross Margin	26.3%	22.0%
Adjusted Gross Margin ¹	31.8%	28.3%
General & Administrative Costs	\$16.1	\$14.1
EBITDA ²	\$43.0	\$30.7
Net Earnings	\$23.6	\$14.3
Earnings per Share	\$0.29	\$0.17

Note - All values in \$CAD unless otherwise indicated.

1 - Adjusted gross margin excludes depreciation expense.

2- Earnings before interest, taxes, depreciation, and amortization.

Utilization

- *Utilization rate increased during the quarter but still room to grow*

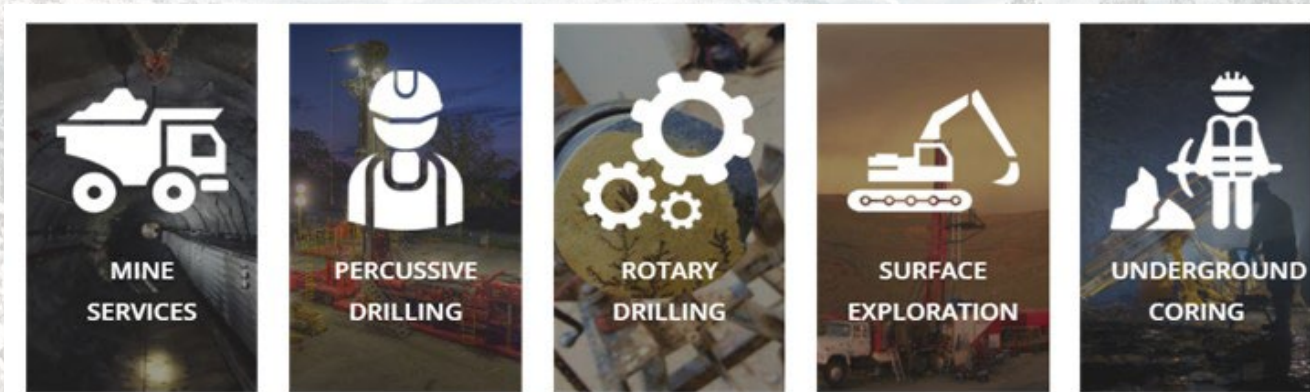
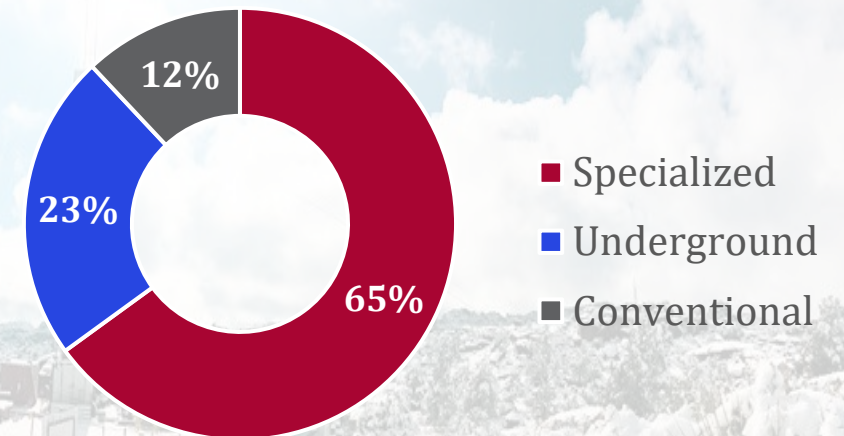
	Q2 2023 # Rigs	Q2 2023 Utilization
Specialized	293	51%
Conventional	115	48%
Underground	195	61%
Total	603	54%

Majority of Activity Focused on Specialized

➤ *Fleet activity reflects both market dynamics and Major Drilling strategy*

- *With future deposits coming from areas more difficult to access, there will be an increased need for specialized services in the future.*

Drilling Revenue by Project Type

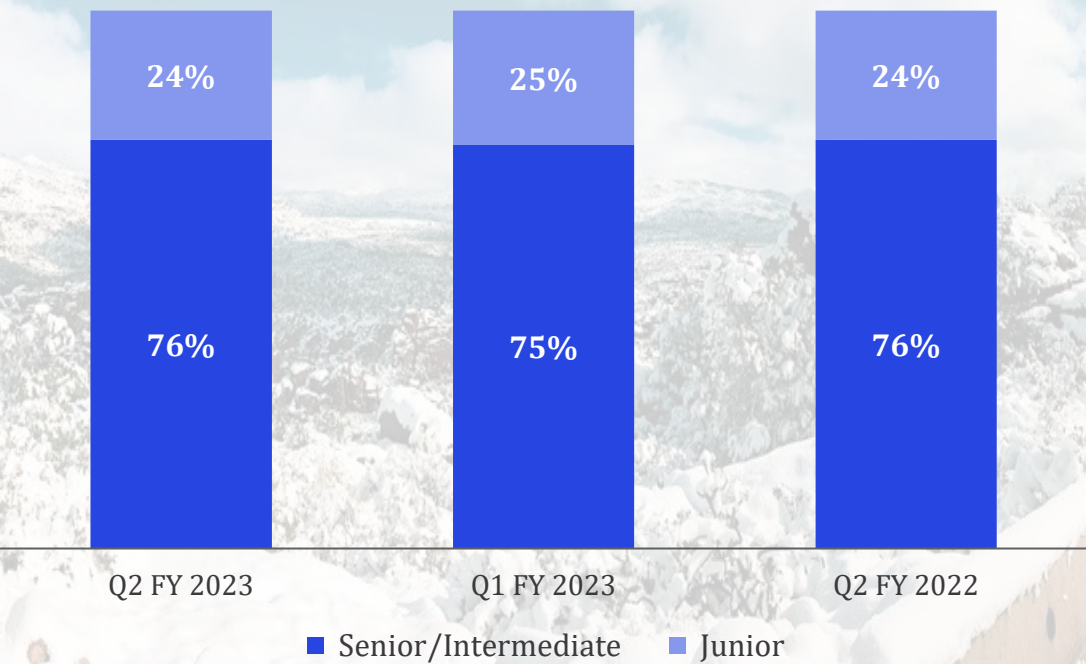


Revenue Breakdown

➤ *Shift in revenue reflects increase in revenue from battery metals.*

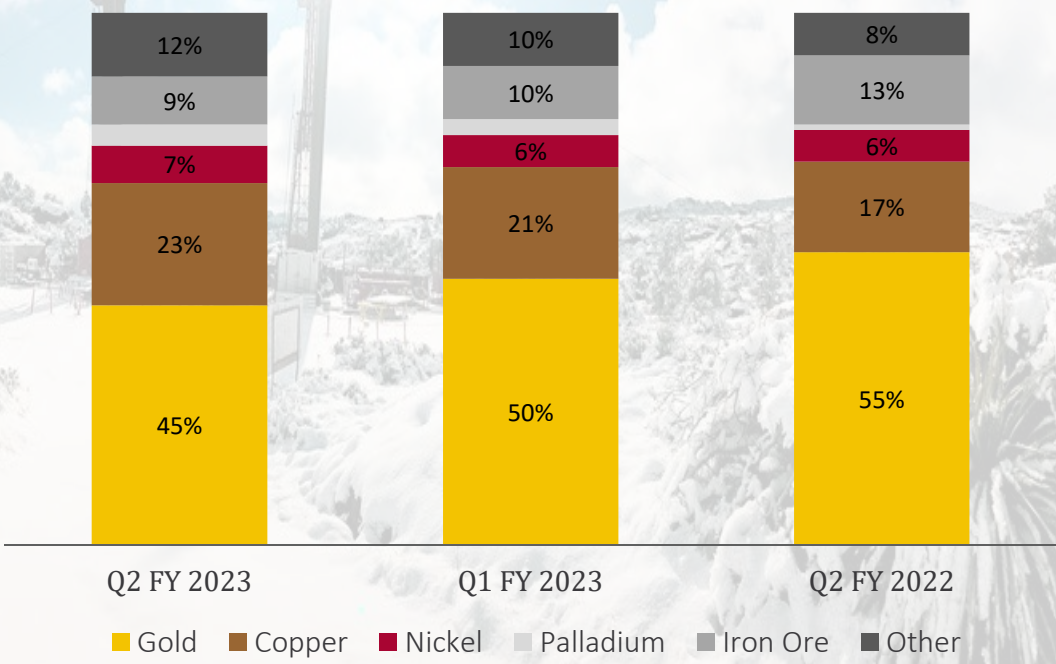
Drilling Revenue by Customer

Despite a slowdown in junior financing, well-funded juniors continued their existing programs.



Drilling Revenue by Commodity

Copper projects continue to grow as need for battery metals drives exploration.



MAJOR Drilling™



**High Quality
Customer Base**



**Aligned To
Market**



**Balance Sheet
Sustainability**



**Specialized
Operations**



**Experienced
Management**