

# **Management's Discussion and Analysis**

First Quarter Fiscal 2009

## MAJOR DRILLING GROUP INTERNATIONAL INC.

## MANAGEMENT'S DISCUSSION AND ANALYSIS

## FIRST QUARTER FISCAL 2009

This Management's Discussion and Analysis ("MD&A") relates to the results of operations, financial condition and cash flows of Major Drilling Group International Inc. ("Major Drilling" or the "Company") as at and for the three-month period ended July 31, 2008. This MD&A is based on financial statements prepared in accordance with Canadian generally accepted accounting principles (Canadian GAAP). All amounts in this MD&A are in Canadian dollars, except where otherwise noted. These interim unaudited 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 April 30, 2008, except for the adoption of new accounting policies as disclosed in Note 2 of the Notes to Interim Financial Statements.

This MD&A is a review of activities and results for the quarter ended July 31, 2008 as compared to the corresponding period in the previous year. Comments relate to, and should be read in conjunction with, the comparative unaudited consolidated interim financial statements as at and for the three months ended July 31, 2008, and also in conjunction with the audited consolidated financial statements and Management's Discussion and Analysis contained in the Company's annual report for the fiscal year ended April 30, 2008.

This MD&A is dated August 31, 2008. Disclosure contained in this document is current to that date, unless otherwise stated.

### FORWARD-LOOKING STATEMENTS

Securities laws encourage companies to disclose forward-looking information in order for investors to have a better understanding of a company's future prospects and make informed investment decisions.

This MD&A contains forward-looking statements about the Company's objectives, strategies, financial condition, results of operations, cash flows and businesses. These statements are "forward-looking" because they are based on current expectations, estimates and assumptions about the markets in which the Company operates, the world economic climate as it relates to the mining industry, the Canadian economic environment and the Company's ability to attract and retain customers and to manage its assets and operating costs.

Actual results could be materially different from expectations if known or unknown risks affect the business, or if estimates or assumptions turn out to be inaccurate. The Company does not guarantee that any forward-looking statement will materialize and, accordingly, the reader is cautioned not to place reliance on these forward-looking statements.

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. Risks that could cause the Company's actual results to materially differ from its current expectations are discussed in this MD&A.

Additional information relating to the Company, including the Company's Annual Information Form for the most recently completed financial year, can be found on SEDAR at <a href="https://www.sedar.com">www.sedar.com</a>.

#### CORPORATE OVERVIEW

Major Drilling Group International Inc. is one of the world's largest drilling service companies primarily serving the mining industry. To support its customers' varied exploration drilling requirements, Major Drilling maintains field operations and offices in Canada, the United States, South and Central America, Australia, Indonesia, Mongolia, Armenia and Africa. Major Drilling provides all types of drilling services including surface and underground coring, directional, reverse circulation, RAB, geotechnical, environmental drilling and coal-bed methane and shallow gas.

#### **BUSINESS STRATEGY**

Major Drilling continues to base its business premise on the following: mining companies continue to deplete the more easily accessible mineral reserves around the world and attractive deposits will be in increasingly remote locations, areas difficult to access and/or deep in the ground. For this reason, Major Drilling's strategy is to focus its services on projects that have these characteristics, calling these services "specialized drilling". Over the years, the Company has positioned itself as one of the largest specialized operators in the world by leveraging its main competitive advantages: skilled personnel; specialized equipment; long standing relationships with the world's largest mining companies and access to capital.

Although the Company's main focus remains specialized services, it also intends to continue to modernize its conventional fleet and expand its footprint in strategic areas while maintaining minimum debt levels and remaining best of the class in safety and human resources.

The Company therefore categorizes its drilling services into three types: specialized drilling, conventional drilling and underground drilling.

Specialized drilling can also be defined as any drilling project that, by virtue of its scope, technical complexity or location, creates significant barriers to entry for smaller drilling companies. This would include, for example, deephole drilling, directional drilling, or mobilizations to remote locations or high altitudes. Because significant ore bodies are getting more difficult to find, the Company expects specialized drilling services to continue to fuel future growth, and over the next two decades, we believe these skills will be in greater and greater demand.

Conventional drilling is much more affected by the industry cycle as the barriers to entry are not as significant as with specialized drilling. This part of the industry is highly fragmented and has numerous competitors. Because the Company offers only limited differentiation in this sector, it is not its priority for investment.

Underground drilling is as cyclical as conventional drilling activity, and takes on greater importance in the latter stages of the mining cycle as clients develop underground mines. While growth in underground drilling remains relatively flat, conventional drilling is growing in parallel with the current industry cycle, while specialized drilling is growing structurally.

## **INDUSTRY OVERVIEW**

The metals and minerals drilling industry is reliant primarily on demand from two metal groups, gold on the one hand and base metals on the other. Each commodity group is influenced by distinct market forces. In a positive commodity pricing regime, either one of these metal groups can, by itself, bring the contract drilling sector to capacity. Worldwide mineral exploration expenditures in calendar 2007 surpassed US\$10 billion, above 1997 peak levels of US\$5.2 billion (nominal). In 1997, growth in mineral exploration was primarily driven by gold mining and exploration companies, but in calendar 2007, gold, base metal and uranium mining companies expanded exploration budgets.

Several large mining companies have released plans to maintain or increase their exploration budgets in calendar 2008, with some releasing multi-year exploration plans showing gradual increases over the next three to five years. Also, many junior mining companies have the funds to carry out their exploration program in calendar 2008 and beyond. The Metals Economics Group ("MEG"), a recognized authority on mining industry intelligence, expects to see a continued increase in worldwide exploration spending in calendar 2008, albeit growing at a more moderate rate than seen in the past few years. Major Drilling is well positioned to benefit from the cyclical upturn for gold and base metals through its global reach, expertise and strong balance sheet.

#### Gold

Drilling services for gold are always affected by overall commodity prices. However, MEG is reporting that declining gold reserves replacement via exploration, since 1997, may result in gold supply shortages in the long-term. Especially evident from their analysis is that the number of recently discovered large deposits of more than 2.5 million oz. (a size senior mining companies would consider developing) is not adequate to replace the seniors' gold production. The discovery rate of major gold deposits has declined in each of the last eight years. Historically, only about half of feasibility-stage projects reach production within ten years.

#### **Base Metals**

Drilling services for base metals are always affected by overall commodity prices. However, with low levels of exploration in the recent past limiting the expansion of supply, and the emergence of China and India as major consumers of base metals, supply is expected to fall short of demand over the next several years, which should increase demand for exploration drilling services in the mining industry. MEG reports that even if the recovery in exploration spending produces a number of new large-scale projects, the time required to take a project from discovery through to production ensures that any new discoveries will not benefit global supply for years. During this time, definition drilling is required to establish mine plans in order to bring these discoveries into production. Despite recent volatility in metal markets, most observers believe that prices will remain above levels required for exploration as problems on the supply side persist even as demand from China and India moderates. Worldwide drilling demand from uranium companies is expected to continue in calendar 2008 given the number of projects moving into the pre-feasibility stage, although uranium projects in some regions might be affected by regulatory delays.

#### **OVERALL PERFORMANCE**

Revenue for the quarter was up over 24 percent compared to the same quarter last year at \$178.2 million, with all of the Company's divisions participating in this growth. Additional equipment and improved pricing contributed to the revenue growth year-over-year. The unfavourable foreign exchange translation impact for the quarter, when comparing to the effective rates for the same period last year, is estimated at \$4.7 million on revenue and \$1.1 million on net earnings.

The overall gross margin was up quarter-over-quarter at 35.5 percent as compared to 33.2 percent for the same quarter last year. Overall margins showed very good improvement year-over-year despite continuing pressure on labour costs and African margins lagging behind other regions. Investment in training, which is crucial to sustaining growth, continued to affect overall margin growth as we incur both additional costs and somewhat lower productivity with newer drillers. Availability of crews, especially in Canada, the U.S. and Australia remains our number one challenge.

This revenue and margin growth produced record earnings from continuing operations of \$26.3 million (\$1.11 per share). This represents an increase of almost 40 percent compared to earnings from continuing operations of \$18.8 million (\$0.80 per share) recorded in the first quarter of fiscal 2008.

# RESULTS OF OPERATIONS - FIRST QUARTER ENDED JULY 31, 2008

Total revenue from continuing operations for the quarter was \$178.2 million, up \$34.8 million or 24.3 percent from the \$143.4 million recorded in the same quarter last year.

Revenue for the quarter from Canada-U.S. drilling operations increased by 12.8 percent to \$55.6 million compared to \$49.3 million for the same period last year. Additional equipment and improved pricing contributed to this growth.

South and Central American revenue was at \$55.3 million for the quarter, up 30.1 percent from the \$42.5 million posted for the prior year quarter. This strong quarterly growth was driven primarily by strong demand in Mexico and Chile (including the Harris acquisition) partially offset by revenue reduction in Venezuela and Ecuador, which were impacted by political decisions.

Australian, Asian and African operations reported revenue of \$67.3 million, up some 30.4 percent from the \$51.6 million reported in the same period last year. Australia, Mongolia and Africa accounted for most of the growth for this region.

The overall gross margin percentage for the quarter was 35.5 percent, up from 33.2 percent for the same period last year. Gross margin percentages improved year-over-year in all regions due to generally improved pricing, better equipment and improved overall productivity. In Africa, margins were still impacted by operational issues but improved from the fourth quarter of 2008. The Company has made several management and operational changes in the region and expects results to improve in the coming quarters.

General and administrative costs were \$13.4 million for the quarter, compared to \$10.0 million in the same period last year. The increase is primarily due to increased staffing levels and infrastructure costs to accommodate growth. The Company also added significant resources in safety and training, particularly in the second half of last year. In addition, the Company has started a new research and development program with the goal of finding new ways to enhance productivity and safety.

Other expenses for the quarter increased to \$3.8 million, up from \$3.5 million in the prior year quarter, due primarily to higher incentive compensation expenses given the Company's improved profitability in the current year, and write-off of disposed assets.

Foreign exchange loss in the quarter was \$0.2 million compared to \$1.0 million in the prior year quarter.

Short-term interest revenue was \$0.1 million for the quarter compared to \$0.3 million for the same quarter last year, while interest expense on long-term debt was \$0.6 million compared to \$0.7 million for the same quarter last year.

Amortization expense was \$7.6 million for the quarter compared to \$6.1 million for the same quarter last year, as a result of the increased direct investment in equipment.

The provision for income tax was \$11.5 million in the quarter compared to \$7.9 million for the prior year quarter, reflecting the increased profitability of the operations.

Earnings from continuing operations for the quarter were \$26.3 million or \$1.11 per share (\$1.10 per share on a diluted basis) compared to \$18.8 million or \$0.80 per share (\$0.79 per share on a diluted basis) in the prior year period.

Resulting net earnings were \$26.3 million or \$1.11 per share (\$1.10 per share on a diluted basis) compared to \$18.9 million or \$0.81 per share (\$0.80 per share on a diluted basis) for the same period last year.

## SUMMARY OF QUARTERLY RESULTS

	Fiscal 2007						Fiscal 2008									Fiscal 2009	
(in \$000 Cnd, except per share)		<u>Q2</u>		<u>Q3</u>		<u>Q4</u>		<u>Q1</u>		<u>Q2</u>		<u>Q3</u>		<u>Q4</u>		<u>Q1</u>	
Revenue	\$	101,845	\$	90,092	\$	129,049	\$	143,420	\$	156,136	\$	120,758	\$	169,995	\$	178,215	
Gross profit		33,824		25,222		43,520		47,644		54,665		33,712		59,420		63,304	
Gross margin		33.2%		28.0%		33.7%		33.2%		35.0%		27.9%		35.0%		35.5%	
Earnings from continuing		10.050		5 707		47.000		40.004		00.045		7.070		05.000		00.000	
operations Per share - basic		12,959 0.56		5,737 0.25		17,800 0.77		18,824 0.80		22,815 0.97		7,670 0.32		25,286 1.07		26,330 1.11	
Per share - diluted		0.55		0.24		0.75		0.79		0.95		0.32		1.05		1.10	
Net earnings		13,109		5,002		17,809		18,935		22,563		7,236		25,361		26,330	
Per share - basic		0.57		0.22		0.77		0.81		0.96		0.31		1.07		1.11	
Per share - diluted		0.56		0.21		0.75		0.80		0.94		0.30		1.05		1.10	

The geographic distribution of the Company's growth is having an impact on its historical seasonal patterns. With the exception of the third quarter, the Company exhibits comparatively less seasonality in quarterly revenue than in the past since a relatively higher proportion of drilling revenue is coming from regions with more temperate or tropical climates that are not impacted by winter weather conditions, and strong cyclical growth tends to mute normal seasonal patterns. The third quarter (November to January) is normally the Company's weakest quarter due to the shutdown of mining and exploration activities, often for extended periods over the holiday season, particularly in South and Central America.

# LIQUIDITY AND CAPITAL RESOURCES

## **Operating Activities**

Operating cash flow from continuing operations (before changes in non-cash working capital) was \$36.5 million for the quarter an increase of 39.3 percent from \$26.2 million generated in the same period last year.

Change in non-cash operating working capital items was an outflow of \$18.4 million in the quarter compared to an outflow of \$10.3 million for the same quarter last year. The change in non-cash operating working capital in the quarter was primarily impacted by:

- An increase in inventory of \$2.0 million due to the increased activity;
- An increase in prepaid expenses of \$4.5 million due to annual prepayment for new fiscal year;
- A decrease in accounts payable of \$11.2 million primarily due to payment of annual accruals.

# Financing Activities

During the quarter, total long-term debt decreased by \$2.7 million with long-term debt repayments at \$3.0 million during the quarter.

The credit facilities related to operations total \$31.5 million (\$30.0 million from a Canadian chartered bank and \$1.5 million in credit facilities in Chile and Australia) and are secured by fixed and floating charges on selected Canadian capital assets, a general assignment of book debts, inventories and corporate guarantees of companies within the group. The Company has a credit facility of \$1.7 million for credit cards for which interest rate and repayment are as per cardholder agreement. At July 31, 2008, the Company had utilized \$3.4 million of these lines.

A second facility is a \$65.0 million facility for financing the cost of equipment purchases or acquisition costs of related businesses. At July 31, 2008, the Company had utilized \$21.1 million of this line. Draws on this line can be amortized over five years.

The third facility is a US\$3.7 million non-revolving term facility established to assist in the acquisition of Dynatec's Drilling Division, based in the United States. This facility is being amortized over a five-year period, which commenced in June 2005.

The Company also has other various loans and capital lease facilities related to equipment purchases that totaled \$16.4 million at July 31, 2008, of which \$12.5 million were utilized and mature through 2011.

The Company believes that it will be able to generate sufficient cash flow to meet its current and future working capital, capital expenditure and debt obligations. As at July 31, 2008, the Company had unused borrowing capacity under its credit facilities of \$75.9 million and cash of \$16.8 million, for a total of \$92.7 million in available funds.

Under the terms of certain of the Company's debt agreements, the Company must satisfy certain financial covenants. Such agreements also limit, among other things, the Company's ability to incur additional indebtedness, create liens, engage in mergers or acquisitions and make dividend and other payments. During the period, the Company was, and continues to be, in compliance with all covenants and other conditions imposed by its debt agreements.

## **Investing Activities**

Capital expenditures were \$19.0 million (\$18.9 million net of financing) for the quarter ended July 31, 2008 compared to \$15.0 million (\$14.5 million net of financing) for the same period last year. It is expected that net capital expenditures will grow to \$80 million in fiscal 2009 as the Company continues to invest internally in the face of growing demand.

During the quarter, the Company added 26 drill rigs through its capital expenditure program while retiring or disposing of 13 rigs through its modernization program. This brings the total rig count to 547 at quarter-end. Also, immediately following quarter-end, the Company purchased an additional 19 rigs through the acquisition of Forage Benoit.

## FOREIGN EXCHANGE

Year-over-year revenue comparisons continue to be affected by the variations of the Canadian dollar against the U.S. dollar and the Australian dollar. The unfavourable impact of foreign exchange translation, for the quarter, when comparing to the effective rates for the same period last year, is estimated at \$4.7 million on revenue and \$1.1 million on net earnings.

## OTHER COMPREHENSIVE EARNINGS

The consolidated statements of comprehensive earnings for the quarter includes \$2.9 million in unrealized gains on translating the financial statements of our self-sustaining foreign operations. The change relates to translating the net assets of our foreign operations using the current rate method, given that the subsidiaries are considered self-sustaining for Canadian GAAP purposes. The Canadian dollar weakened 1% and 2% respectively against the U.S. dollar and the Australian dollar, increasing the value of our net asset position in these subsidiaries in Canadian dollar terms.

## SUBSEQUENT EVENT

### Acquisition of Forage Benoit

On August 1, 2008, the Company completed the purchase of the exploration drilling company Forage à Diamant Benoit Ltée ("Benoit") based in Val-d'Or, Québec.

Through this purchase Major Drilling acquired 19 drill rigs, the majority of which have deep hole capacity and are fitted with rod handlers, which fits with the Company's strategic focus on specialized drilling. In addition to the rigs, this acquisition involved support equipment and inventory, existing contracts, and personnel. Subsequent to the acquisition, Major Drilling has a total fleet of 42 mineral exploration drill rigs in Québec.

Management anticipates that the operations of Benoit will produce additional annual revenue of approximately \$26 million for the twelve months subsequent to the acquisition.

The purchase price for the transaction was \$21.0 million, financed with cash.

## **OUTLOOK**

The fundamental long-term drivers of our business remain unchanged. Worldwide supply for most metals is expected to tighten in the medium to long-term due to the lack of significant discoveries. Continued growth throughout Asia, Eastern Europe and Africa and the reconstruction efforts after the earthquakes in China, which is expected to cost \$147 billion, should continue to drive demand. It takes many years to bring new capacity into production and a great deal of drilling is required to do so.

In the short-term, we expect to see some changes in the pattern of drilling demand. Senior mining houses, which represent some 70 percent of our business, are in the process of expanding their drilling programs. We would also expect them to increase their investments in joint ventures with junior mining companies as we go forward. Over the last month, we have seen a small number of junior mining companies reduce their drilling programs due to lack of funding but these have been limited to date. Gold, copper and uranium customers are expected to continue to expand their drilling programs. These commodities combined with our energy drilling currently account for some 80 percent of our revenue. Zinc, and to a lesser extent nickel projects are expected to be less active, at least in the short-term, due to the current economic conditions relating to these metals. These changes in demand patterns may require some adjustments in our operations over the coming months but the fundamental demand outlook remains strong.

Despite some potential short-term volatility, the Company continues to invest in its capital expenditure program. This quarter, we spent \$19 million to ensure continued growth. Through these investments, we added 26 rigs during the quarter. We are maintaining our capital expenditure plans, which should increase our fleet by a net 60 drills. During the quarter, we retired 13 older, inefficient rigs that had very low utilization.

The Company will be instituting a semi-annual dividend. The first dividend of \$0.20 per common share will be paid on October 31, 2008 to shareholders of record as of October 10, 2008 and is designated as an "eligible dividend" for Canadian tax purposes.

## **GENERAL RISKS AND UNCERTAINTIES**

The risks described below do not include all possible risks and there may be other risks of which management is currently not aware.

#### Cyclical Downturn

The most significant operating risk affecting the Company is the potential downturn in demand for its services due to a decrease in activity in the minerals and metals industry. In attempting to mitigate this risk, the Company is exploiting its competitive advantage in specialized drilling and continues to explore opportunities to rationalize its regional infrastructures. In the last cyclical market downturn, the Company realized that specialized services were not as affected by decreases in metal and mineral prices compared to its traditional services. Consequently, the Company's addition of rigs and acquisitions of businesses have generally been focused on specialized drilling services. At the same time, the Company continues to make progress with its initiative to standardize its fleet, which, over the next several years, will provide significant savings in repair, maintenance and inventory costs.

As the Company moves deeper into the mining cycle and activity levels increase, the requirement for working capital, particularly with respect to accounts receivable and inventory, expands. While receivables from senior and larger intermediate mining exploration companies remain a significant component of total receivables, accounts receivable from junior mining companies also have a tendency to increase. In many cases, capital markets are the only source of funds available to these juniors and any change in the outlook for the sector or the lack of success of a specific exploration program can quickly impair the ability of these juniors to raise capital to pay for their drilling programs. The Company attempts to manage this potential risk by closely monitoring accounts receivable aging and the level of junior financing activity in the capital markets, and requiring, in some instances, deposits or letters of credit, as considered appropriate.

Levels of inventory typically increase as a result of increased activity levels. In addition to direct volume related increases however, inventory levels also increase due to an expansion of activity in remote locations at the end of long supply chains where it is necessary to increase inventory to ensure an acceptable level of continuing service, which is part of the Company's competitive advantage. In the event of a sudden downturn of activities related either to a specific project or to the sector as a whole, it is more difficult and costly to redeploy this remote inventory to other regions where it can be consumed. In order to attempt to minimize its exposure to this risk, the Company works closely with its customers to anticipate and plan for scheduled reductions in their drilling programs. The Company also closely monitors its inventory levels in these remote operations and attempts to appropriately balance its exposure to inventory risk against the risk of loss of productivity as a result of insufficient drilling consumables or spares when required.

#### Country Risk

Major Drilling is committed to utilizing its expertise and technology in exploration areas around the world. With this comes the risk of dealing with business and political systems in a variety of jurisdictions. Unanticipated economic, political, tax related, regulatory or legal changes (or changes in interpretation) could have a material negative impact on operations and assets. The risks include, but are not limited to, military repression, extreme fluctuations in currency exchange rates and high rates of inflation, changes in mining or investment policies or shifts in political attitude that may adversely affect the business. With rising commodity prices, there is an emergence of a trend by some governments to increase their participation in the benefits of these rising prices, most notably in South America and Mongolia, through increased taxation, expropriation, or otherwise. This could negatively impact the level of foreign investment in mining and exploration activities and thus drilling demand in these regions. Such events could result in temporary reductions in revenue and transition costs as equipment is shifted to other locations. The Company continually monitors these developments and has developed contingency plans to minimize the possible negative impacts in such regions to the extent reasonably possible. Generally, country risks may become a more significant factor in the years to come.

The Company employs individuals who have experience working in the international arena, and attempts to assess the current and potential risks, at the time and into the near future, before commencing operations in a new jurisdiction. Because our assets are mobile, management attempts to mitigate this risk by deciding when and where to locate and relocate its assets.

#### Taxes

The Company is subject to many different forms of taxation in various jurisdictions throughout the world, including but not limited to, income tax, withholding tax, commodity tax and social security and other payroll related taxes, which may lead to disagreements with tax authorities regarding the application of tax law.

Tax law and administration is extremely complex and often requires us to make subjective determinations. The computation of income, payroll and other taxes involves many factors, including the interpretation of tax legislation in various jurisdictions in which we are subject to ongoing tax assessments. Our estimate of tax related assets, liabilities, recoveries and expenses incorporates significant assumptions. These assumptions include, but are not limited to, the tax rates in various jurisdictions, the effect of tax treaties between jurisdictions and taxable income projections. To the extent that such assumptions differ from actual results, we may have to record additional tax expenses and liabilities, including interest and penalties.

#### Foreign Currency

The Company conducts a significant proportion of its business outside of Canada and consequently has exposure to currency movements, principally in U.S. and Australian dollars. In order to reduce its exposure to foreign exchange risks associated with currencies of developing countries, where a substantial portion of the Company's business is conducted, the Company has adopted a policy of contracting in U.S. dollars, where practical and legally permitted.

Foreign exchange translations can have a great impact on year-to-year comparisons because of the geographic distribution of the Company's activities. Year-over-year revenue comparisons have been affected by the rising Canadian dollar against the U.S. dollar. Margin performance however is less affected by currency fluctuations as a large proportion of costs are typically in the same currency as revenue. In future quarters, year-to-year comparisons of revenue could be significantly affected by changes in foreign exchange rates.

### Operational Risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and/or systems or from external events. Operational risk is present in all of the Company's business activities, and incorporates exposure relating to fiduciary breaches, regulatory compliance failures, legal disputes, business disruption, pandemics, technology failures, processing errors, business integration, theft and fraud, damage to physical assets and employee safety. The Company manages operational risk by attempting to ensure that effective infrastructure, controls, systems and individuals are in place. This is supported by strong principles of governance, an employee code of ethics and business conduct, audits, and other compliance related activities.

#### Dependence on Key Customers

From time to time, the Company may be dependent on a small number of customers for a significant portion of overall revenue and net income. Should one or more such customers terminate contracts with the Company, there can be no guarantee that the Company will obtain sufficient replacement contracts to maintain the existing revenue and income levels. Consequently, the Company continues to work to expand its client base and geographic field of operations to mitigate its exposure to any single client, commodity or mining region.

## Safety

Failure to maintain a record of acceptable safety performance may have an adverse impact on the Company's ability to attract and retain customers. Most of the Company's customers consider safety and reliability two primary attributes when selecting a provider of drilling services. The Company continues to invest heavily in training to improve skills, abilities and safety awareness.

## **Expansion and Acquisition Strategy**

The Company intends to continue its growth through acquisitions and internal expansion. It is not possible to ensure that future acquisition opportunities will exist on acceptable terms, or that newly acquired or developed entities will be successfully integrated into the Company's operations. Additionally, the Company cannot give assurances that it will be able to secure the necessary financing on acceptable terms to pursue this strategy.

## Legal and Regulatory Risk

Regulatory risk incorporates exposure relating to the risk of non-compliance with applicable legislation and regulatory directives. Legal risk incorporates non-compliance with legal requirements, including the effectiveness of preventing or handling litigation. Local management is responsible for managing day-to-day regulatory risk. In meeting this responsibility, local management receives advice and assistance from such corporate oversight functions as legal, compliance and internal audit. Compliance and internal audit test the extent to which operations meet regulatory requirements, as well as the effectiveness of internal controls. Internal and external counsel work with local management to identify areas of potential legal risk. The General Counsel is involved in the management of any significant litigation matters.

### Extreme Weather Conditions and the Impact of Natural or Other Disasters

The Company operates in a variety of locations, some of which are prone to extreme weather conditions. From time to time these conditions, as well as natural or other disasters, could have an adverse financial impact on operations located in the regions where these conditions occur.

#### Specialized Skills and Cost of Labour Increases

Generally speaking, drilling activity related to metals and minerals is broadly linked to price trends in the metals and minerals sector. One limiting factor in this industry, which has occurred as the industry has transitioned from a cyclical downturn to a cyclical upturn, is a shortage of qualified drillers. The Company is addressing this issue by attempting to become the "employer of choice" for drillers in the industry, as well as hiring and training more locally-based drillers. Historically, most of the Company's drillers have been Australian or Canadian. Development of local drillers has already had a positive impact in South American and Indonesian operations, and is expected to continue to play an important role in alleviating this factor.

The Company also relies on an experienced management team across the Company to carry on its business. A departure of several members of the management team at one time could have an adverse financial impact on operations. The Company is addressing this issue by remaining a leader on compensation, which is designed to attract, motivate, reward, and retain the broad-based management talent critical to the Company's achievement of its objectives.

A material increase in the cost of labour could materially affect gross margins and therefore the Company's financial performance.

## **Equipment and Parts Availability**

The Company's ability to expand its operations and provide reliable service is dependant upon timely delivery of new equipment and replacement parts from fabricators and suppliers. A lack of skilled labour to build equipment, combined with new competitors entering the mineral drilling sector, is placing a strain on some manufacturers. This has substantially increased the order time on new equipment and increased uncertainty surrounding final delivery dates. Significant delays in the arrival of new equipment from expected dates may constrain future growth and the financial performance of the Company. The Company attempts to mitigate this risk by maintaining strong relations with key fabricators and suppliers.

### Reputational Risk

Negative publicity, whether true or not, regarding practices, actions or inactions, could cause a decline in the Company's value, liquidity, or customer base. Reputational risk cannot be managed in isolation from other types of risk, since all risks can have an impact on reputation. Every employee and representative of the Company has a responsibility to contribute positively to the Company's reputation. This means that ethical practices are to be followed at all times, that interaction with the Company's stakeholders is positive, and that the Company complies with applicable policies, legislation, and regulations.

## **CHANGES IN ACCOUNTING POLICIES**

#### **Inventories**

In June 2007, the CICA issued Section 3031, Inventories, replacing Section 3030, Inventories. The new Section is applicable to financial statements relating to fiscal years beginning on or after January 1, 2008. Accordingly, the Company adopted the new standards for its fiscal year beginning May 1, 2008. It provides more guidance on the measurement and disclosure requirements for inventories. The adoption of this Section did not have a material effect on the unaudited interim consolidated financial statements.

#### Financial Instruments

In December 2006, the CICA issued Section 3862, Financial Instruments – Disclosures, Section 3863, Financial Instruments – Presentation, and Section 1535, Capital Disclosures. All three Sections will be applicable to financial statements relating to fiscal years beginning on or after October 1, 2007. Accordingly, the Company adopted the new standards for its fiscal year beginning May 1, 2008. Section 3862 on financial instruments disclosures, requires the disclosure of information about: a) the significance of financial instruments for the entity's financial position and performance and b) the nature and extent of risks arising from financial instruments to which the entity is exposed during the period and at the balance sheet date, and how the entity manages those risks. Section 3863 on the presentation of financial instruments is unchanged from the presentation requirements included in Section 3861. Section 1535 on capital disclosures requires the disclosure of information about an entity's objectives, policies and processes for managing capital. As the standards relate only to disclosure requirements, they did not have any effect on financial results.

#### CRITICAL ACCOUNTING ESTIMATES

There have been no material changes in this quarter to the accounting estimates presented in the Company's annual MD&A for the year ended April 30, 2008.

## OFF BALANCE SHEET ARRANGEMENTS

Except for operating leases discussed in the annual MD&A for the year ended April 30, 2008, where there were no significant changes, the Company does not have any other off balance sheet arrangements.

## INTERNAL CONTROLS OVER FINANCIAL REPORTING

Management has designed internal controls over financial reporting (as defined in Multilateral Instrument 52-109, Certification of Disclosure in Issuers' Annual and Interim Filings) to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with Canadian GAAP.

There have been no changes in our internal controls over financial reporting during the three months ended July 31, 2008, that have materially affected, or are reasonably likely to materially affect, our internal controls over financial reporting.

## INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

In February 2008, the CICA confirmed that Canadian reporting issuers will be required to report under International Financial Reporting Standards ("IFRS") effective January 1, 2011. Reporting issuers will be required to provide IFRS comparative information for the previous year. IFRS uses a conceptual framework similar to Canadian GAAP, but there are significant differences on recognition, measurement and disclosures. The Company expects the transition to IFRS to impact financial reporting, business processes and information systems.

The change-over date to IFRS is effective for interim and annual financial statements relating to fiscal years beginning on or after January 1, 2011. On that date in 2011, IFRS will replace current Canadian Generally Accepted Accounting Principles for Publicly Accountable Enterprises.

Major Drilling has not completed its quantification of the effects of adopting IFRS. The financial performance and financial position as disclosed in our GAAP financial statements may be significantly different when presented in accordance with IFRS. The potential impacts on our consolidated financial statements from the adoption of IFRS will depend on the particular circumstances prevailing at the adoption date and IFRS accounting policy choices made by Major Drilling.

We are currently in the process of evaluating the potential impact of the IFRS standards to the consolidated financial statements. This will be an ongoing process as new standards and recommendations are issued by the International Accounting Standards Board (IASB) and the Accounting Standards Board (AcSB).

#### **OUTSTANDING SHARE DATA**

As of August 31, 2008, there were 23,707,173 common shares issued and outstanding in the Company. This is the same number of issued and outstanding shares as reported in our fourth quarter MD&A (reported as of June 30, 2008).