



## Company presentation

March 2008



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# Integra at a Glance



**Consolidated Revenue 2006 – \$546MM, 9M2007- \$803 MM**  
**Adjusted EBITDA 2006 -\$96MM, 9M2007- \$129.6 MM <sup>(1)</sup>**  
**Total Assets as of 30 September 2007 – \$1.5 BN**

**Market Share <sup>(2)</sup>**

**Key Services**

**Personnel <sup>(4)</sup>**

**Key Statistics 2007**

**Key Customers**

### Drilling, Workover and IPM

- 4%
- Drilling rig management
- Workovers
- Integrated Project Management
- Technology Services and Drilling Tools
- Ca. 12,000 employees
- 49 active drilling rigs
- 87 workover crews
- 440 th meters drilled
- 2,286 workover operations

### Formation Evaluation

- 16%
- 2-D, 3-D seismic surveys
- Seismic processing and interpretation
- Production logging
- Ca. 4,500 employees
- 119 logging crews <sup>(7)</sup>
- 52 seismic crews <sup>(6)</sup>
- 16.5 th km 2-D seismic <sup>(5)</sup>
- 5.7 th sq km 3-D seismic <sup>(5)</sup>
- 6.5 th logging operations

### OFS Equipment Manufacturing

- 68%<sup>(3)</sup>
- Heavy drilling rigs
- Cementing fleet
- Other equipment
- Ca. 2,700 employees
- 20 new rigs contracted in '07
- 19 rigs modernized
- 28 rigs in production (Jan'08)
- 11 cementing complexes

(1) Adjusted EBITDA represents profit (loss) before interest income (expenses), exchange gains (losses), income taxes, gain on acquisition of subsidiaries, loss on disposal of property, plant and equipment, depreciation and amortization, share of associates, share-based compensation and minority interest

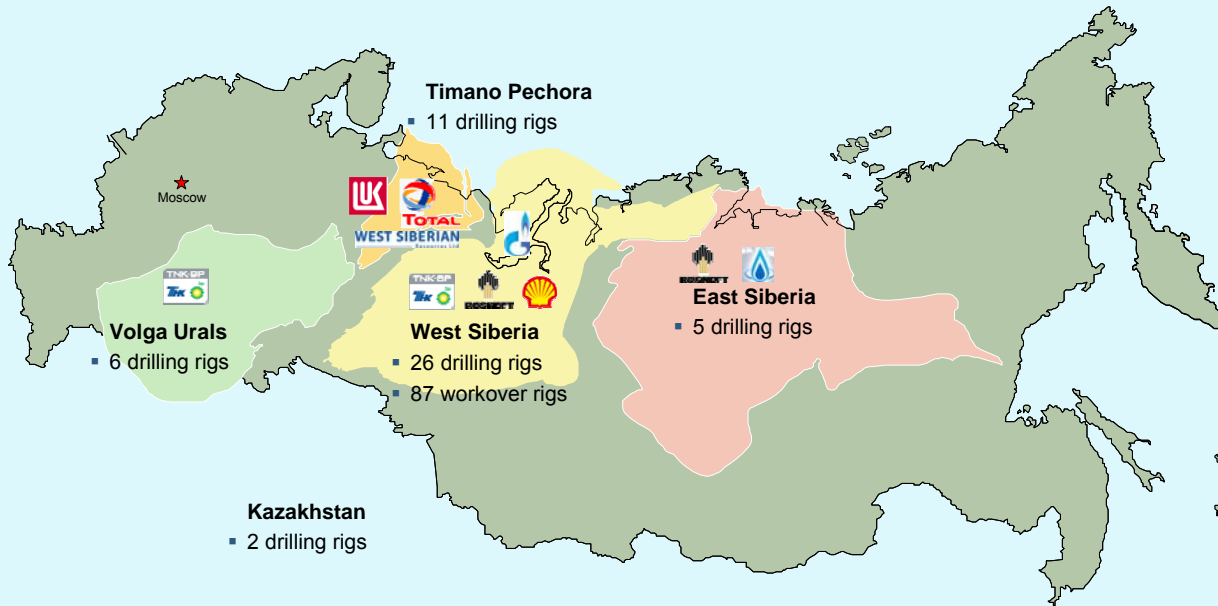
(2) Based on Douglas-Westwood 2006 market size and Integra pro-forma revenues, incl. in-house OFS units of Russian oil majors. Under Douglas-Westwood classification, drilling tools are included in OFS Equipment Manufacturing, while Integra includes results of its drilling tools subsidiary (BI) into Drilling, Workover and IPM segment

(3) Market for selected equipment, consisting of heavy drilling rigs, down-hole motors, turbines and cementing equipment

(4) Personnel data as of 2007 (5) Excluding associates SNGF, NNGF h (6) 46 seismic crews excl. associates (7) 45 logging crews excl. associates

# Oilfield Services Segment

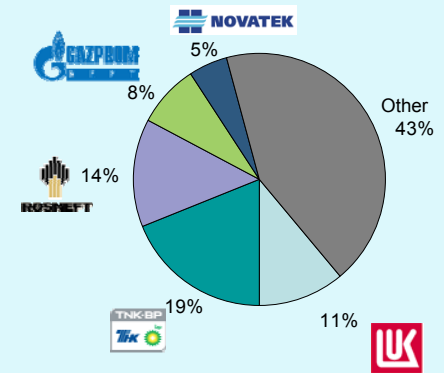
Drilling, Workover, IPM, Technology Services and Formation Evaluation



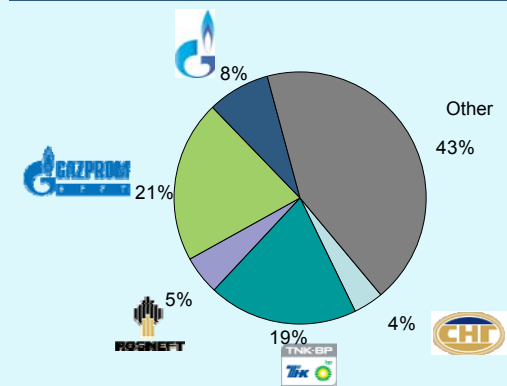
- 119 logging crews
- 45 logging crews (excluding associates)
- 52 seismic crews
- 46 seismic crews (excluding associates)

Source: Company

Drilling, Workover, IPM, Tech Services Client Base Structure 2007

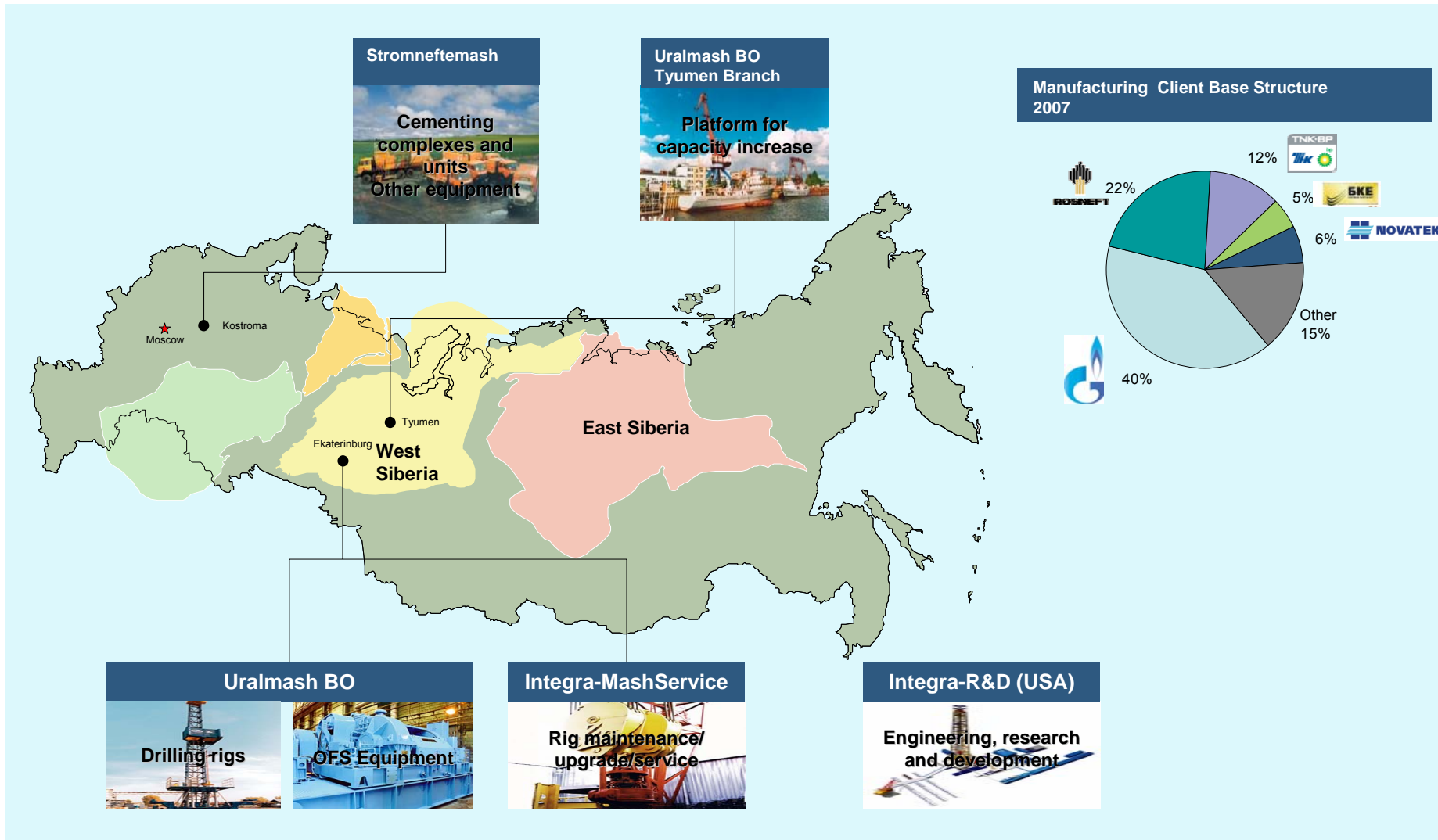


Formation Evaluation Client Base Structure 2007





# Equipment Manufacturing



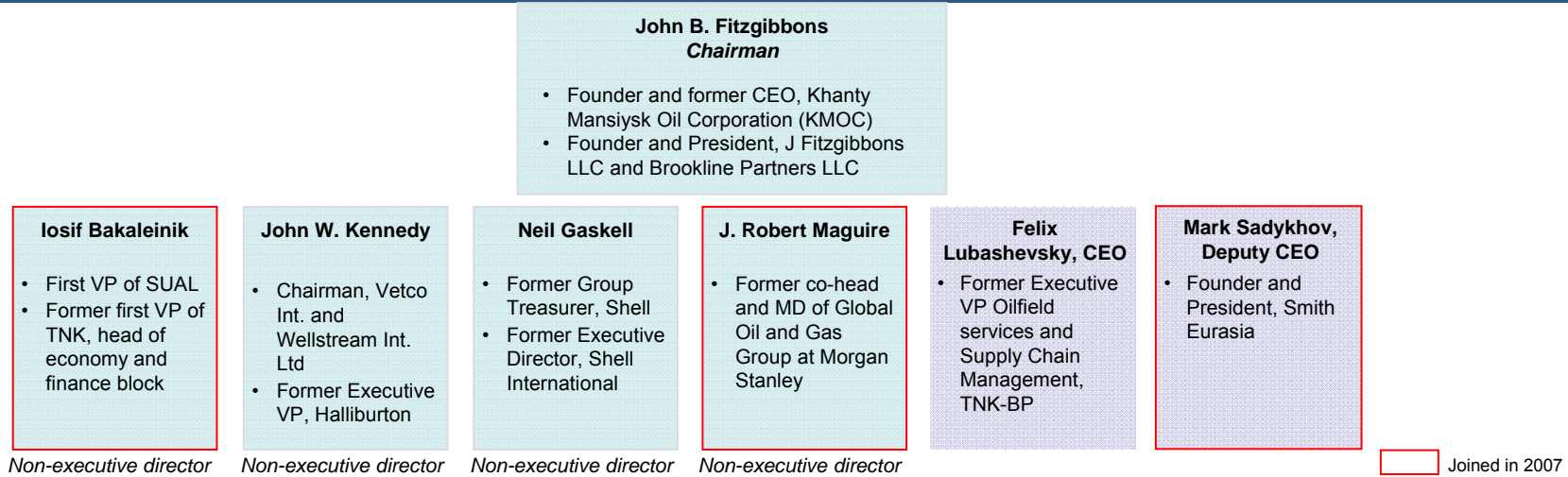
Source: Company



# Board and Shareholder Structure



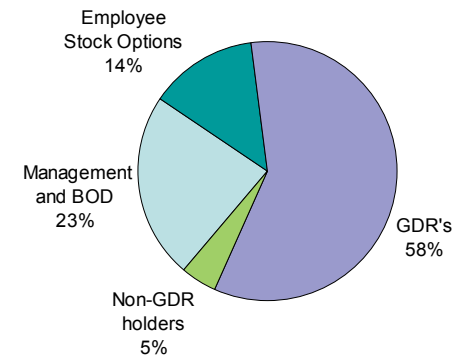
## Board of Directors



## Corporate Committees



## Post-IPO Shareholder Structure ( fully diluted )



Source: Company data

As of Dec 31, 2007

# OFS Industry Outlook



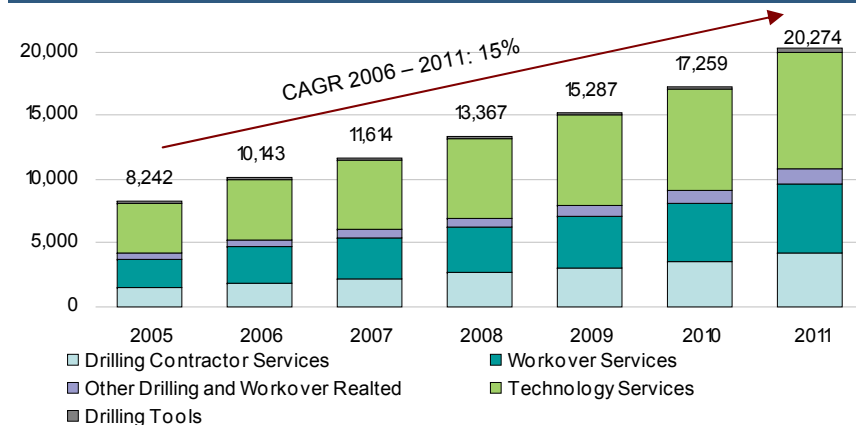
## Market Trends - Drilling, Workover and IPM

- State policies encourage development
- Move into unexplored areas
- Historically extensive wellcount a solid foundation for workover and sidetracking
- Oil companies' profits less sensitive to oil price fluctuations as compared with other countries
  - Only 10-15% of proceeds from crude sales at Urals above \$25/bbl attributable to oil producers

## Market Trends - Formation Evaluation

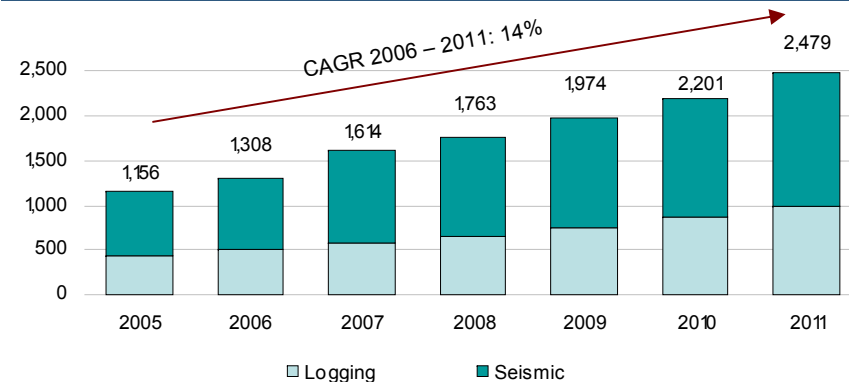
- New provinces and fields being developed
- Reserves now as important (or even more) as production
- Underinvestment in exploration in 2002-2005
- Shift to 3D seismic from 2D
- State investing funds in geological studies/ seismic
  - Ca. \$5 Bn to be spent on oil & gas geology surveys until 2020, excl. exploration drilling

## Drilling, Workover, IPM, Technology and Drilling Tools Market <sup>(1)</sup> \$MM, in Nominal Prices



Source: Douglas-Westwood

## Logging and Seismic Market \$MM, in Nominal Prices



Source: Douglas-Westwood, Ministry of Natural Resources

(1) IPM services are included within Drilling, Workover and Technology Services and not identified separately



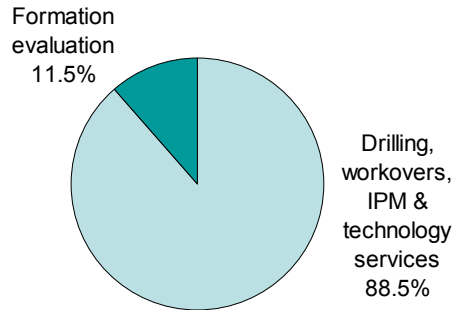
# Industry growth and key players



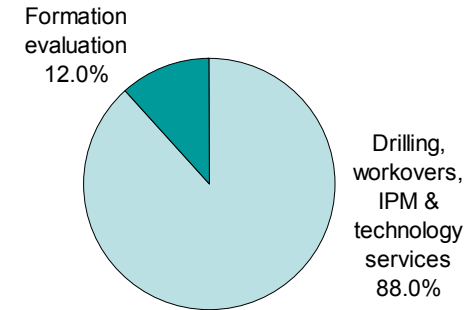
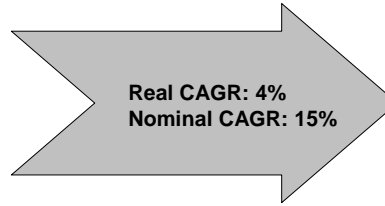
## Addressable OFS Market Structure (Excluding Manufacturing) <sup>(1)</sup>

2006E

2011E



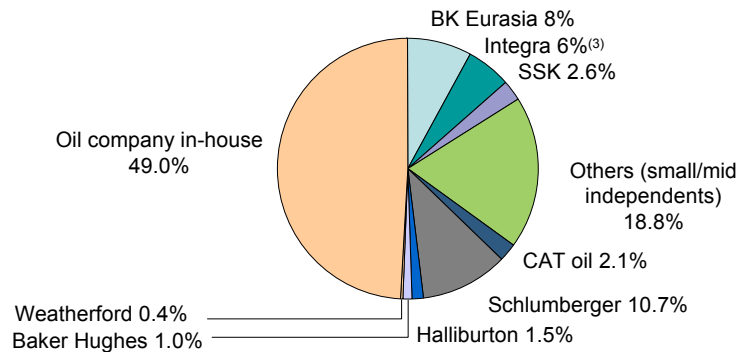
Total 2006E: \$11.4Bn



Total 2011E: \$14.1Bn (real)  
\$22.5Bn (nominal<sup>(2)</sup>)

## Total OFS Market Players (Excluding Manufacturing):

\$11.4 Bn



Source: Douglas-Westwood 2006 survey, Press reports, Company

(1) Douglas-Westwood includes both drilling equipment and drilling tools in the manufacturing segment of the OFS market, not shown here

(2) Using DW's assumption of 10% p.a. OFS price inflation

(3) Integra OFS market share is on a pro-forma basis, market share based on consolidated result is 3.9%

## Integra's Diversified Product Offering

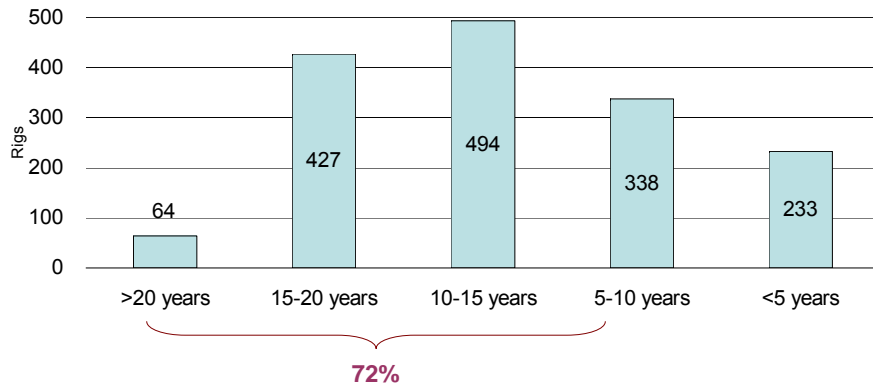
	INTEGRA	C.A.T.oil	SSK	SKE	Schlumberger	HALLIBURTON
Seismic	✓	✓	✗	✗	✓	✗
Logging	✓	✗	✗	✗	✓	✓
Drilling	✓	✓	✓	✓	✓	✗
Workover	✓	✓	✓	✓	✓	✗
IPM	✓	✗	✗	✗	✓	✓
Manufacturing	✓	✗	✗	✗	✗	✗
Key customers	Diverse	Diverse	Rosneft	LUKOIL	Diverse	Diverse



# OFS Equipment Manufacturing Industry Overview

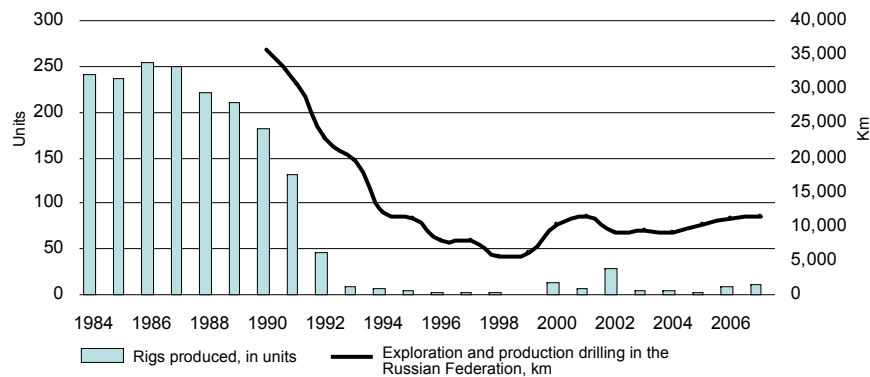


**Russia's Drilling Fleet Age**  
As of 1 January 2006,



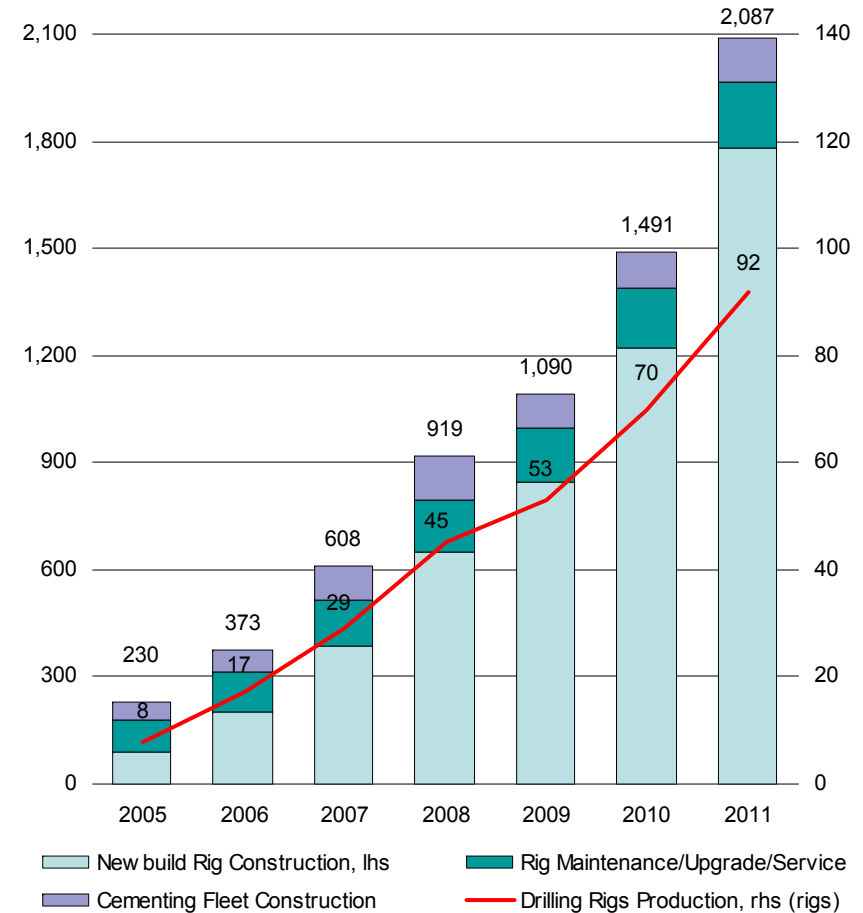
Source: Union of Russian producers of OFS equipment

**Historical Production of Heavy Rigs by the State vs. Oil Sector Drilling**  
As of 1 January 2006



Source: CDU TEK, Union of Oil & Gas Equipment Manufacturers

**OFS Equipment Manufacturing Market (1)**  
\$MM, in Nominal Prices



Source: Douglas-Westwood

(1) For the purpose of this presentation OFS equipment manufacturing market comprises only 3 segments stated above



## 2. From integration to growth



# From Integration to Growth



## Stage 1: Consolidation

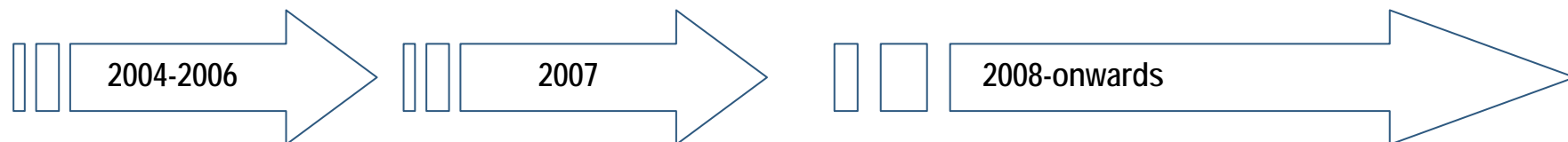
- Execution of M&A
- Legal and financial consolidation
- Management team buildup

## Stage 2: Integration and stabilization

- Identification of inefficiencies
- Operational integration
- Upgrades and new business lines
- Management restructuring

## Stage 3: Organic growth

- Focus on growing market share
- Cost control
- Continue investment in depth and breadth of the business



# Restructuring – the key to efficiency gains and organic growth



## *Key principles of the restructuring program*

- Centralization of key functions and enlargement of business streams
- Elimination of duplicating functions
- Implementation of Western best practice where feasible
- Improvement of transparency within the value creation chain
- Minimization of seasonality

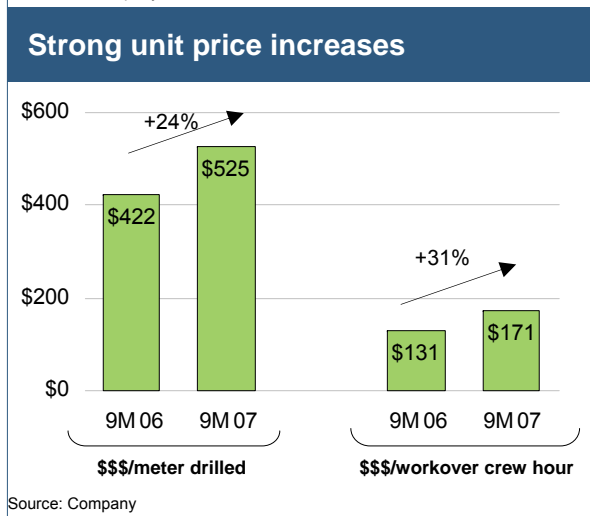
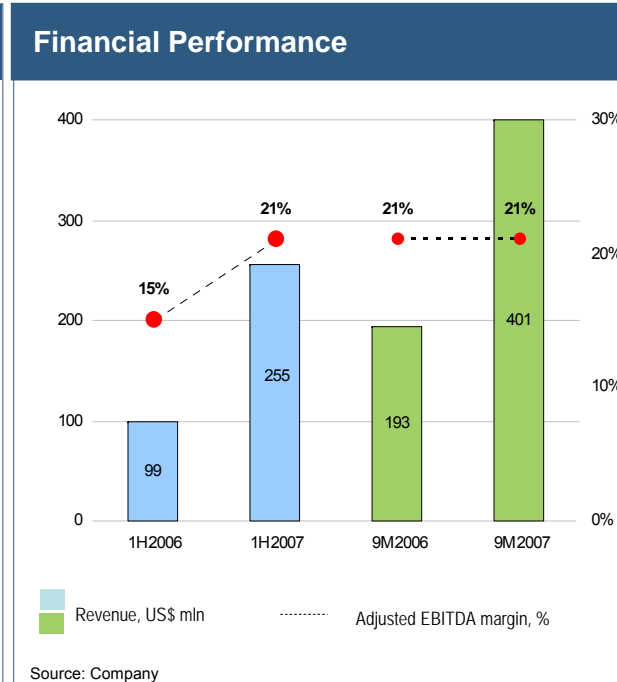
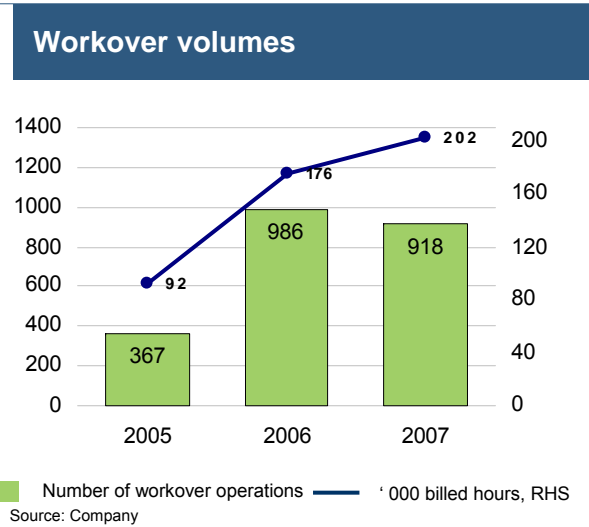
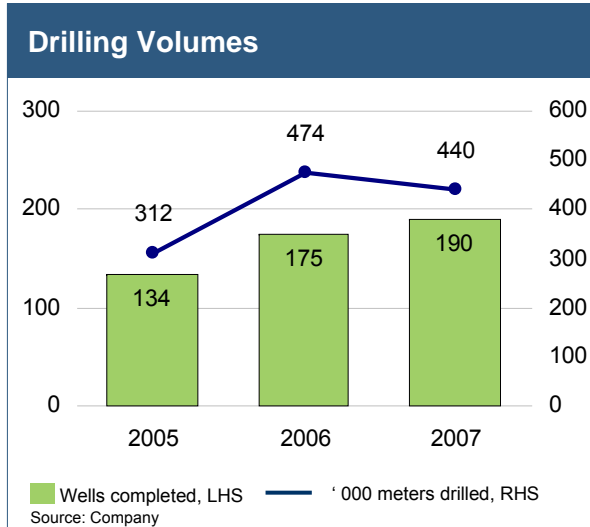
## *...which will allow us to...*

- Utilize our capacity to the maximum and in the most efficient way
- Fuel our organic growth, which, coupled with efficiency gains, should ensure substantial expansion of both top and bottom lines
- Engage in more cross-marketing of our services and products
- Assess and ensure efficient investment in businesses providing the highest return



# Drilling, Workover and IPM

## Job complexity leads to higher pricing



### Comment

- Drilling and workover physical volumes show moderate reduction in physical volumes as service jobs become more complex and time-consuming
- More complex volumes are reflected in higher unit prices and higher margin per job
- For example, in drilling there is significant shift away from low-margin vertical "meters" in favour of horizontal and deviated drilling

- Growth in margins in the segment was challenged by the peak of restructuring in 3Q2007 and one-time expenses associated with this process
- Weakness, specifically in drilling, was fully offset by robust margin expansion in the IPM, Technology Service and Drilling Tools sub-segments
- Outlook for margin expansion remains strong once the segment emerges from the transitional period

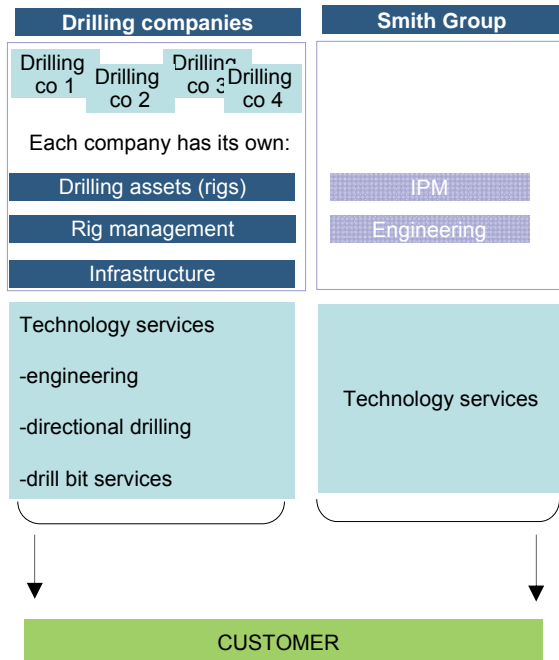


# Drilling, Workover, IPM Restructuring Completed



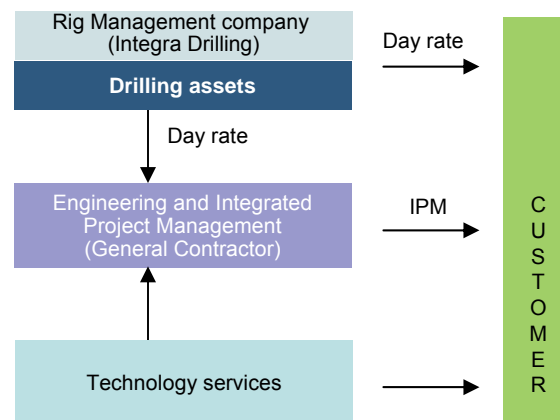
## Where We Were

- Drilling Business consisting of several drilling companies (legal entities) of various ownership forms, separately holding fixed assets and conducting business



## Key Steps Taken

- Segregation of rig management and technology services
- Optimization of support infrastructure
- Optimization of marketing



## Key Strategic Goals

- Creation of a powerful rig management company
- Development and expansion of higher added value technology services and IPM business

## Key Advantages

- Increases capacity to sell higher value added services
- Switches contracts to day rate
- Ability to capture margin along production chain
- Better drilling rig management
- Cross function elimination

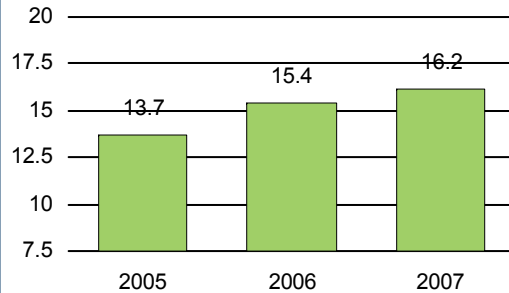


# Formation Evaluation

## Higher capacity utilization to provide room for growth

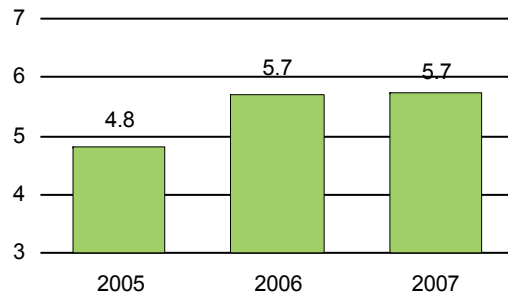


### 2D Seismic, '000 km



Source: Company

### 3D seismic, '000 sq. km

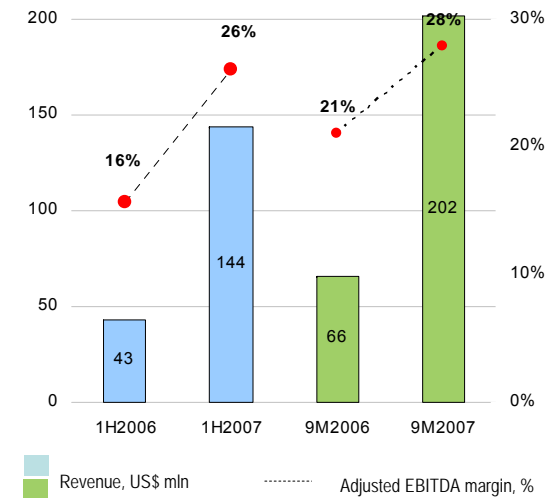


Source: Company

### Comments

- Activities of Formation Valuation Division were affected by unprecedented warm winter in 2007 and early spring
- 3D volumes were virtually maintained at 2006 levels
- Testing of "summer technology" allowing full year operations was conducted this summer
- Kazakhstan volumes provides strong support in margins
- Capacity is sufficient key focus in 2008 is productivity of the crews

### Financial Performance



Source: Company

- Increase in sales was primarily a result of
  - strong pricing trends
  - higher volumes
- Margins benefited from
  - gains in operational efficiency
  - robust profitability in Kazakhstan

# Formation Evaluation Restructuring in progress



## Where We Are

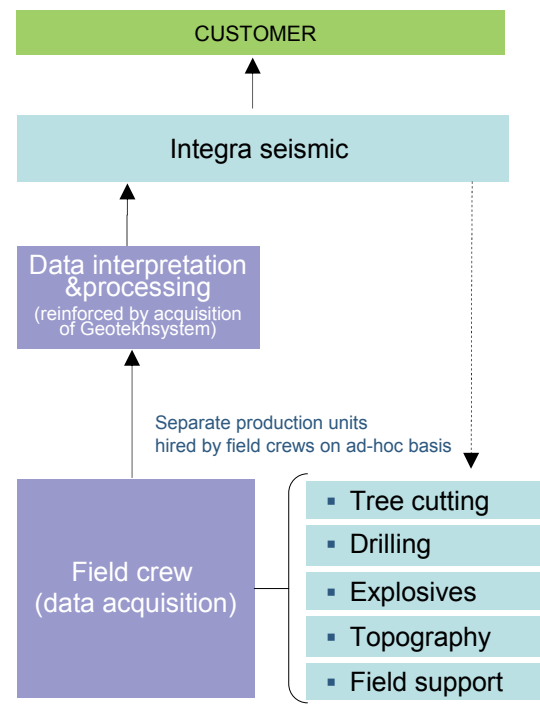
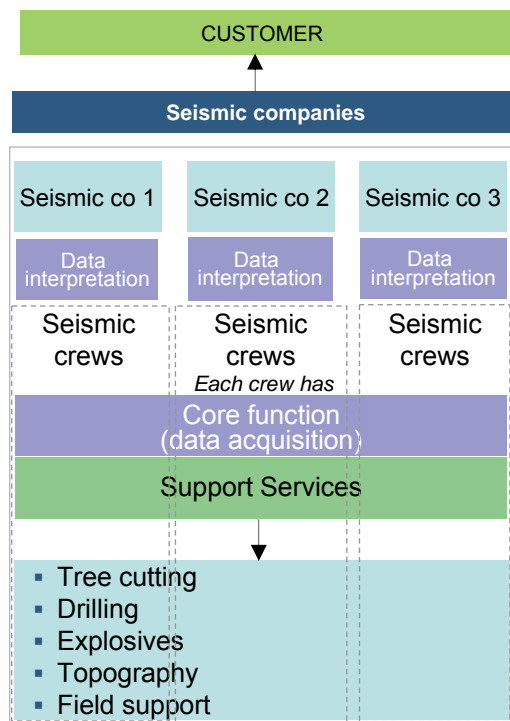
- Solid business platform, however great number of geographically distributed locations
- Seasonal operations
- Duplicating support functions in majority of seismic crews

## Key Steps

- Integration and enlargement of existing seismic assets
- Restructuring of the single seismic asset on the basis of core and support services function.
- Testing of all-season technology

## Key Strategic Goals

- Integration of seismic business into one company "Integra Seismic" which will dominate Russian formation evaluation market
- More efficient use of capacity



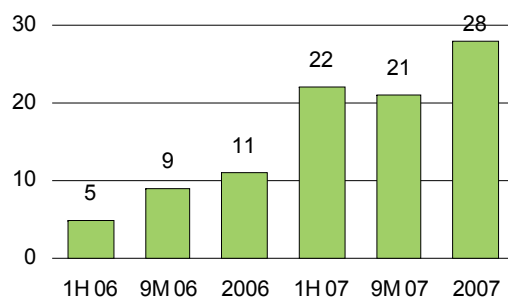
## Key Advantages

- Increase of number of operations performed in summer time
- Cross usage of equipment for various types of works
- Management transparency and elimination of duplicating functions

# Equipment Manufacturing Capturing the opportunity

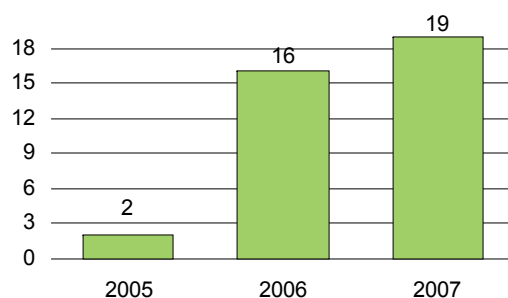


## Rigs in Production



Source: Company

## Rigs Modernized

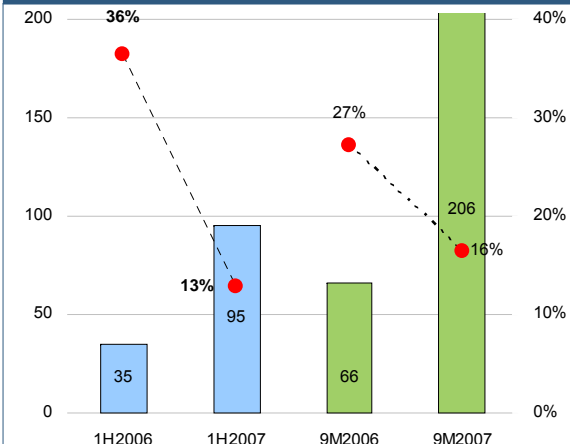


Source: Company

## Comments

- At the end of 2007 Manufacturing division had 28 new rigs in production – substantial increase is attributable to new contracts signed in the middle of 2007.
- Total new rigs contracted during 2007 – 20 rigs
- Substantial growth in number of modernized rigs was mainly driven by expansion of production capacity via acquisition of two new workshops nearby existing Uralmash facilities
- Landmark contracts with Rosneft and Gazprom starting from 2H 2007
- Strong order backlog for 2007 and 2008 should bring stability to the revenue stream
- Expansion of Engineering and R&D capacity
- Protecting footprint in the market to ensure further service volumes ( which come at higher margin)

## Financial Performance



Revenue, US\$ mln  
Adjusted EBITDA margin, %

Source: Company

- Strong Increase in revenues was attributable to commencement of Gazprom and Rosneft contracts
- Expected decline in EBITDA margin is explained by
  - the need for more outsourcing due to in-house capacity limitations
  - explosive growth in volumes coming at the expense of profitability



# Equipment Manufacturing Restructuring Update



## Where We are

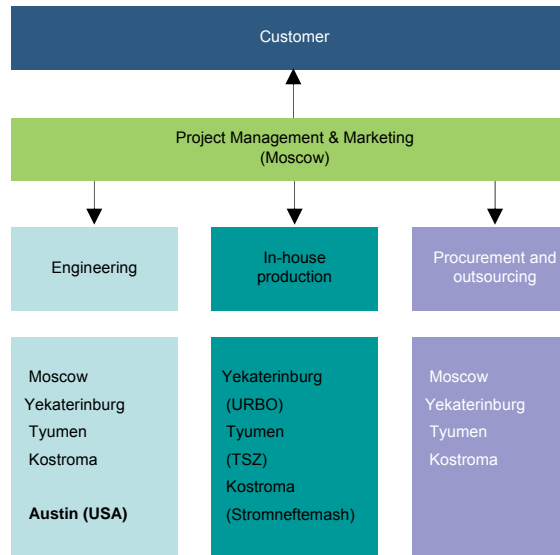
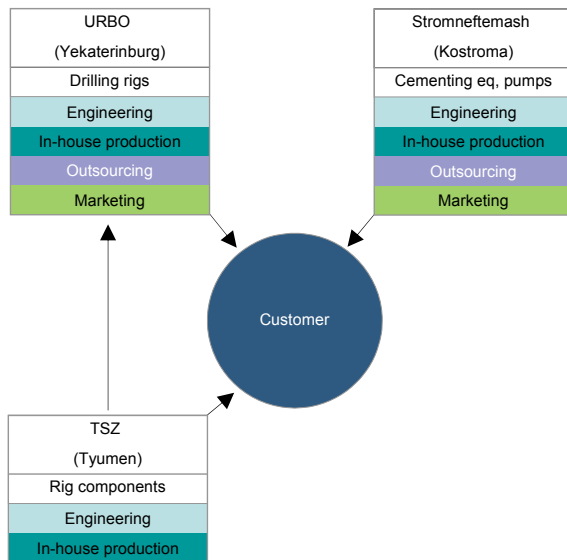
- Substantial, already well modernized production facilities
- Suboptimal use of engineering and marketing functions
- Duplicating functions

## Key Steps

- Centralizing engineering and procurement functions
- Introduced Project Management and Marketing
- Manufacturing subsidiaries' function has been narrowed to in-house production only

## Key Strategic Goals

- Optimize use of engineering, marketing and management capacity.
- Increase share of in-house production
- Significantly increase post-sale service function



## Key Advantages

- Lower cost base
- Shorter delivery time
- Improved responsiveness to market requirements
- Strengthening brand and binding clients

# 3. Performance update

# Consolidated Financial Statements

## P&L



### Consolidated P&L, in US\$ mln

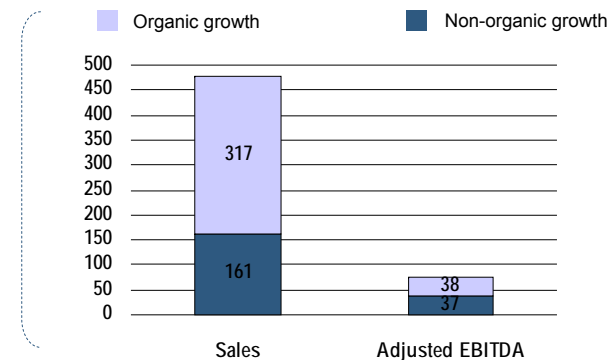
	2006	1H '06	1H '07	Chg%, 1H07/1H06	9M '06	9M '07 <sup>(2)</sup>	Chg US\$, 9M07/9M06	Chg %, 9M07/9M06
<b>Revenue</b>	<b>547</b>	<b>176</b>	<b>488</b>	<b>+176.4%</b>	<b>325</b>	<b>803</b>	<b>478</b>	<b>+147.2%</b>
Cost of Sales	(426)	(139)	(401)	+188.5%	(254)	(645)	(391)	+153.9%
SG&A	(106)	(32)	(95)	+196.9%	(63)	(154)	(91)	+145.4%
As a % of sales	19.4%	18.2%	19.5%		19.4%	19.1%		
<b>Adj. EBITDA<sup>(1)</sup></b>	<b>96</b>	<b>25</b>	<b>75</b>	<b>+204.9%</b>	<b>55</b>	<b>130</b>	<b>75</b>	<b>+137.8%</b>
Adj. EBITDA margin	17.6%	14.0%	15.4%		16.8%	16.1%		
DD&A	67	16	67	+318.8%				
As a % of sales	12.2%	9.1%	13.7%					
<b>Operating (Loss) Profit</b>	<b>12</b>	<b>6</b>	<b>(7)</b>	<b>n/a</b>				
Operating Margin	2.2%	3.4%	neg.					
<b>Net Loss</b>	<b>(40)</b>	<b>(5)</b>	<b>(50)</b>	<b>n/a</b>				
Net Margin	neg.	neg.	neg.	<b>n/a</b>				

Source: Company

- (1) Adjusted EBITDA represents profit (loss) before interest income (expenses), exchange gains (losses), income taxes, gain on acquisition of subsidiaries, loss on disposal of property, plant and equipment, depreciation and amortization, share-based compensation, share of results of associates and minority interest
- (2) Data for 9M 2007 is based on management accounts only

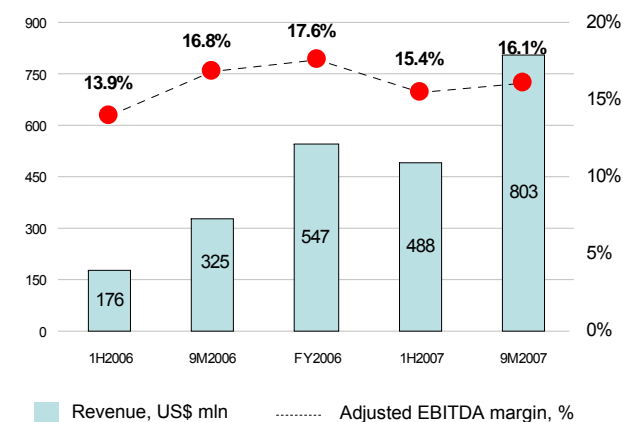
### Sources of Growth (9M07), in US\$ mln

Breakdown of growth of Sales, and Adjusted EBITDA by organic/ non-organic



Source: Company data

### Cons. Revenue and EBITDA margin



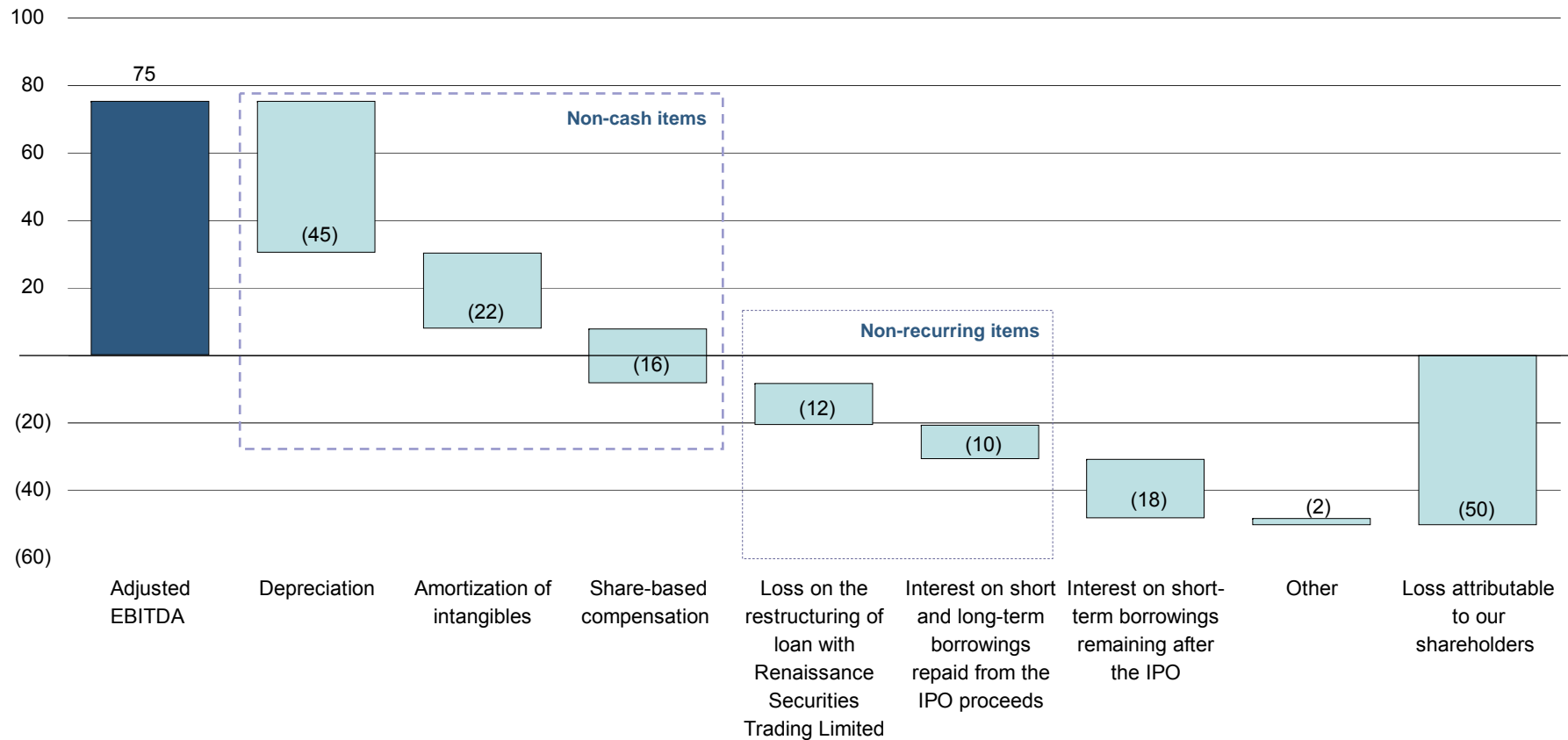


# 1H2007 EBITDA Reconciliation



Bottom line is pressured by significant amount of non-cash and non-recurring expenses in 2007

In US\$ mln



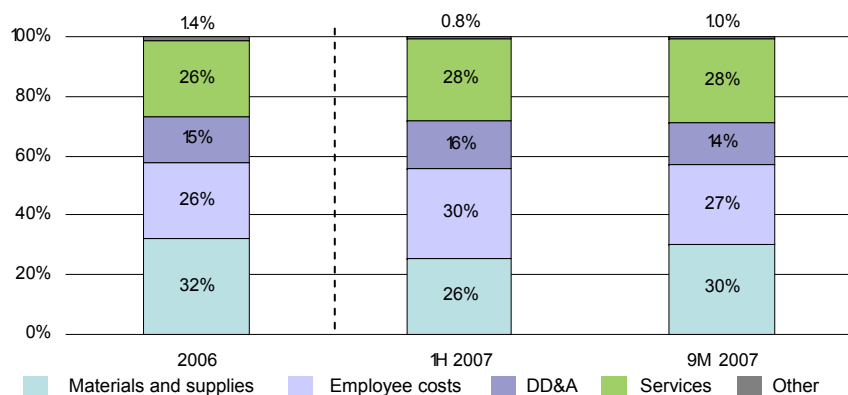
Source: Company

# Consolidated Financial Statements

## P&L (continued)

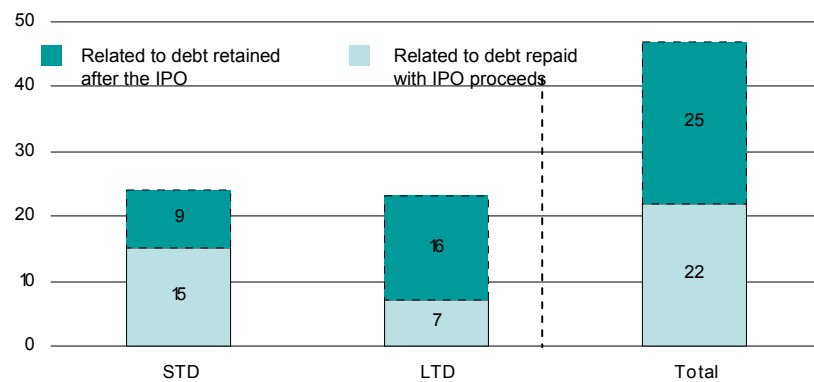


### Cost Structure Analysis, %



Source: Company

### Interest Expenses, in US\$ mln



Source: Company

### SG&A, in US\$ mln

	9M2007	9M2006	Comment
Employee costs	61	27	Primarily due to increased number of administrative personnel and introduction of additional corporate functions in Moscow, to a lesser extent due to wage inflation
Services	41	16	Increased requirements for external consulting, legal and financial services, analysis and improvement of internal controls
Share based compensation	25	7	Recognized value of vested options issued throughout 05-06 and 1H2007
Other	27	13	Social expenses, community service practices of acquired companies
<b>Total</b>	<b>154</b>	<b>63</b>	<b>Overall increase was materially affected by consolidation of Smith Group and YGF</b>
As a % of sales	19.1%	19.4%	
<b>As a % of sales excl SB compensation</b>	<b>16.0%</b>	<b>17.2%</b>	

Source: Company

# Balance Sheet and Cash Flows



## Solid Balance Sheet, in US\$ mln

	9M 2007	2006	Change,%
<b>Assets, including</b>	1,529	1,240	+23%
Cash	107	88	+22%
<b>Liabilities, including</b>	664	963	-31%
ST Debt	25	340	-93%
LT Debt	212	246	-14%
<b>Equity</b>	793	277	+186%

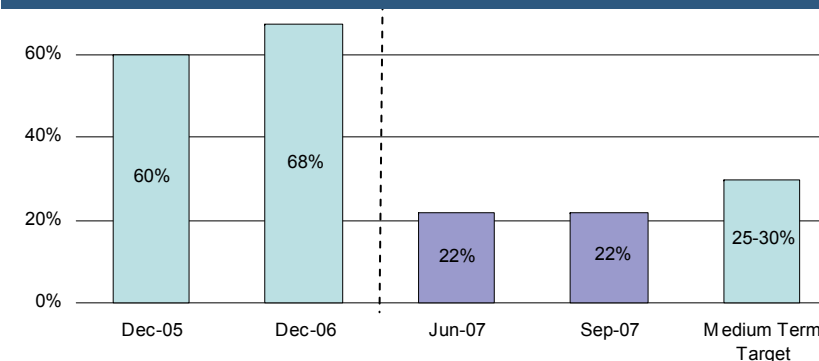
Source: Company

## 1H2007 – First Reporting Period with Positive OCF, in US\$ mln

	1H2007	1H2006	Change,%
<b>Operating cash flow</b>	71	(13)	n/a
<b>Investment cash flow</b>	(121)	(95)	27%
<b>Financing cash flow</b>	187	98	n/a

Source: Company

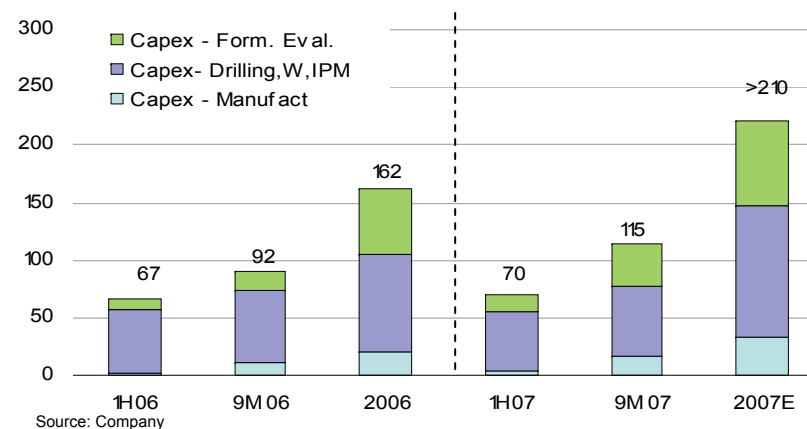
## ... with the gearing <sup>(1)</sup> becoming close to target



Source: Company

<sup>(1)</sup> Gearing defined as (short term debt + long term debt)/(short term debt + long term debt + BV of equity)

## Capital Expenditures – strong investments in organic growth, in US\$ mln



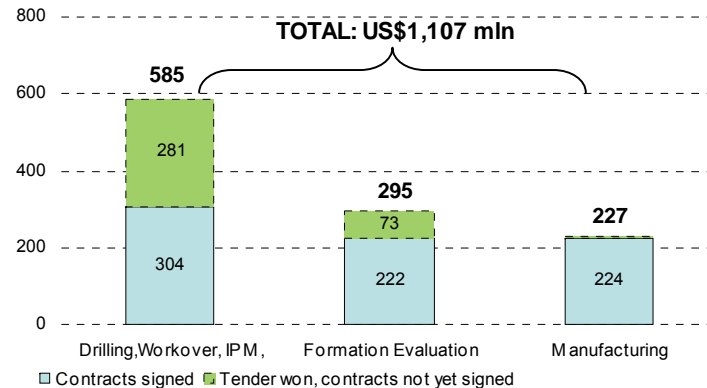
Source: Company



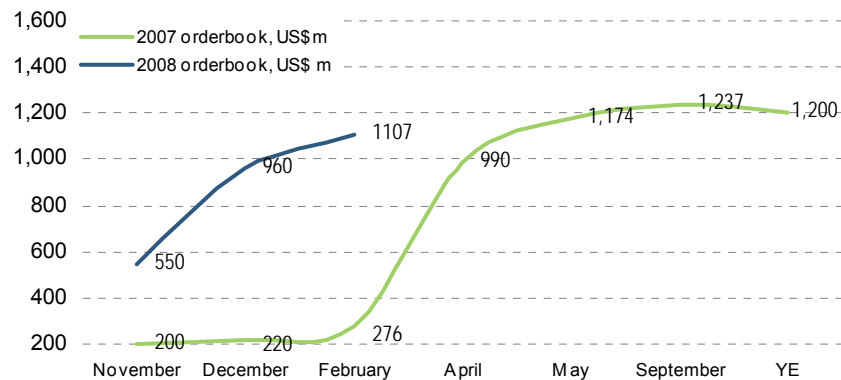
# Outlook for 2008



## Order book for 2008, US\$ m (as of Feb. 19, 2008)



## Stronger visibility of orders in 2008 vs. 2007



## Comments

- Targeting a 20-30% increase in revenue in 2008
- Increase will be primarily driven by better productivity delivered by existing capacity
- Stronger order book for 2008 provides good visibility and allows to avoid mobilization drawbacks of 2007 (specifically in drilling)
- Total order book for 2008 as of February is USD 1,107 m compared to USD 276 m at the same time in 2007
- Share of long-term contracts increasing making business more predictable

## *Growth through acquisitions is secondary to organic growth*

### Update on M&A Market Environment

- Competition for assets is increasing in attempt to reproduce Integra's success
- Owners of assets become more sophisticated in terms of their divestment plans, which translates into higher valuations

#### *at the same time...*

- Owners of potential acquisition targets are enlarging their assets, suggesting potential search for an exit strategy (divestment)
- Oil majors are actively restructuring their in-house OFS units increasing the likelihood of spin-offs
- Integra's size and diversification allows for synergies with a wider spectrum of targets
- Increasing opportunities in the CIS markets

### Latest acquisitions

#### **Geotechsystem, LLC (US\$ 11 Mln)**

- Leading geophysical processing and interpretation enterprise.
- Will allow Integra to build a leading processing center on the basis of Geotechsystem

#### **Obnefteremont, LLC (US\$ 80 Mln)**

- Obnefteremont is a fast growing company specializing in well workover
- Will allow Integra to virtually more than double workover capacity

### M&A targets

- "Big boys" (large independents and captive OFS companies)
- Small independent OFS companies
- New businesses (coil tubing, directional drilling)
- Niche players (i.e. Geotechsystem)
- OFS Companies in the CIS

# Investment Case: What Has Changed ?



Investment highlights during the IPO	Intact ?	Current Status
Attractive growing market	✓	<ul style="list-style-type: none"><li>Upstream capex budgets continue to be expanded</li><li>Supplier capacity continue to be insufficient</li><li>Increased demand for high end services</li></ul>
Strong governance and management	✓	<ul style="list-style-type: none"><li>Board of directors reinforced with 2 new members</li><li>Management board expanded to have larger presence from operational side of the business</li></ul>
Sustainable organic growth	✓	<ul style="list-style-type: none"><li>Organic EBITDA growth rate of 42% for 9M2007</li><li>Significant amount of inefficiencies have been identified and are being address through restructuring</li></ul>
Product and customer diversity	✓	<ul style="list-style-type: none"><li>No Customer accounts for 25% of the revenue stream</li><li>Continued expansion of the product offering ( coil tubing, directional drilling, etc.)</li></ul>
Market leadership	✓	<ul style="list-style-type: none"><li>Strong market share is maintained</li><li>Continue to capture market share by growing faster than the market</li></ul>
Continuing consolidation opportunity	✗	<ul style="list-style-type: none"><li>Asset prices are increasing and sellers are becoming more valuation sensitive</li><li>Competition for assets is increasing</li><li>Spin-off of in-house units is slow to take place</li></ul>