

## **Integra: Positioned for growth**

Investor Roadshow New York July 2009



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# Integra at a glance

	Consolidated Revenue 2008- \$1 446MM Adjusted EBITDA 2008- \$162MM <sup>(1),</sup> Before provisions and write-offs - \$214 MM Total Assets as of 31 December 2008 – \$1.3 BN						
	Drilling, Workover, IPM, and Trade House	Technology Services	Formation Evaluation	OFS Equipment Manufacturing			
Revenues 2008	• \$678MM	• \$223MM	• \$312MM	• \$289MM			
Adj. EBITDA 2008	■ \$43MM	\$70MM	• \$79MM	• \$44MM			
Key Services	<ul> <li>Drilling rig management</li> <li>Workovers</li> <li>Integrated Project Management</li> </ul>	<ul> <li>Drilling tools manufacturing</li> <li>Coil tubing</li> <li>Directional drilling</li> <li>Cementing</li> <li>Packer and bits services</li> <li>Well logging</li> </ul>	<ul> <li>2-D, 3-D seismic surveys</li> <li>Seismic processing and interpretation</li> </ul>	<ul> <li>Heavy drilling rigs</li> <li>Cementing fleet</li> <li>Other equipment</li> </ul>			
Personnel <sup>(2)</sup>	<ul> <li>Ca. 6,100 employees<sup>(2)</sup></li> </ul>	<ul> <li>Ca. 3,100 employees<sup>(2)</sup></li> </ul>	Ca. 6,900 employees	<ul> <li>Ca. 3,100 employees</li> </ul>			
Production assets 1Q2009	<ul><li>25 active drilling rigs</li><li>122 workover crews</li></ul>	<ul> <li>4 coil tubing units</li> <li>10 directional drilling crews</li> <li>8 cementing fleets</li> <li>25 logging crews</li> <li>3 drilling tools production sites</li> </ul>	<ul><li>42 seismic crews</li><li>1 interpretation facility</li></ul>	<ul> <li>3 production sites</li> <li>1 service business unit</li> <li>R&amp;D facility in Austin, TX and Ekaterinburg</li> </ul>			
<i>Operating Statistics</i> 2008	<ul> <li>354 th meters drilled</li> <li>3,549 workover operations</li> </ul>	<ul> <li>3 drilling tools production sites</li> </ul>	782 th seismic shot points	<ul><li>23 rigs in production</li><li>20 rigs commissioned</li></ul>			
Key Customers							

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(1) Adjusted EBITDA represents profit (loss) before interest income (expenses), exchange rate translation differences, goodwill impairment, income taxes, depreciation and amortization, share of associates, share-based compensation and minority interest

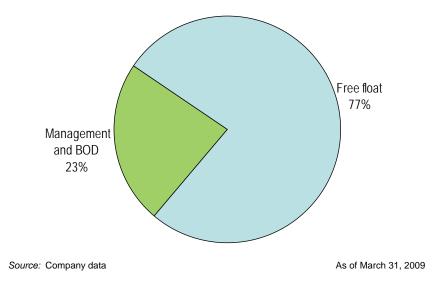
(2) Personnel data as of March, 2009

# World class corporate governance

#### **Board of Directors**

<ul> <li>Chairman</li> <li>John B. Fitzgibbons</li> <li>Founder and forme Mansiysk Oil Corpo</li> <li>Founder and Presi LLC and Brookline</li> </ul>	er CEO, Khanty oration (KMOC) dent, J Fitzgibbons	
<ul> <li>Iosif Bakaleinik</li> <li>First VP of SUAL</li> <li>Former first VP of TNK, head of economy and finance block</li> </ul>	John W. Kennedy <ul> <li>Chairman, Vetco Int. and Wellstream Int. Ltd</li> <li>Former Executive VP, Halliburton</li> </ul>	Felix Lubashevsky, CEO • Former Executive VP Oilfield services and Supply Chain Management, TNK-BP
<ul> <li>Neil Gaskell</li> <li>Former Group Treasurer, Shell</li> <li>Former Executive Director, Shell International</li> </ul>	J. Robert Maguire • Former co-head and MD of Global Oil and Gas Group at Morgan Stanley	<ul> <li>Dmitry Avdeev, CFO</li> <li>Former Executive Director at Morgan Stanley</li> </ul>
Non-executi	LI _ Executive_directors	

#### **Current shareholder structure (equity)**



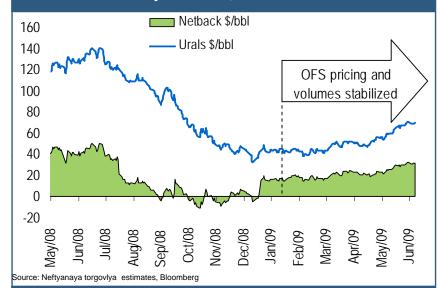


### Positive dynamics in the Russian OFS market

#### Comments

- Negative export netbacks in Oct-Dec, 2008 led to cancellation or postponement of OFS orders, long-term payback projects such as seismic and exploration drilling were affected the most;
- From February, 2009 the operating environment stabilized as upstream economics improved, driven by oil price recovery, tax stimulus and Ruble devaluation;
- Oil prices are broadly at the levels of 3Q 2008, which means current firm orders have little risk of being withdrawn, provided no sharp drop in the oil price;
- Netbacks are already higher than those factored in by oil companies at the beginning of the year;
- As long as oil prices stay relatively stable (or continue to climb) we should see upward revisions of OFS spending budgets and a gradual return to the long-term fundamental upward trend of the Russian OFS market;

#### Russian oil industry netbacks, \$/bbl



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#### Russian oil & gas industry spending, \$bn

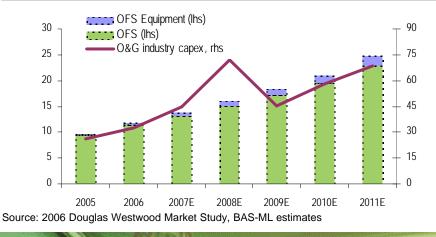


# Long-term Russian OFS market growth story remains intact

#### OFS market fundamentals

- Vast undeveloped and unexplored resource base
- Growing sophistication and reserve intensity of both brownfield and greenfield areas
- Historical underinvestment requires significant incremental spending to sustain current levels of production
- License obligations are unchanged and the state is likely to begin enforcing them
- Depreciated oilfield services equipment requires replacement or upgrade fueling manufacturing demand

### OFS market estimates by Douglas Westwood (2006) vs. BAS-ML oil & gas industry capex (2009), \$bn



#### Drivers and triggers

- Stable upstream economics, cashflows and access to capital for producers
- Tax breaks for greenfield areas and certain highly depleted brownfields with high service intensity
- Completion of the upstream industry consolidation

#### Strong OFS Market Outlook

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Political pressure to drive production

#### OFS market drivers by Douglas Westwood

Sustained oil price	?
<ul> <li>Increase in capital expenditures</li> </ul>	√ /×
<ul> <li>Large oil and gas resources</li> </ul>	✓
<ul> <li>Transition to Western practices</li> </ul>	✓
<ul> <li>New prospective regions</li> </ul>	✓
<ul> <li>Increase in onshore maturity</li> </ul>	✓
<ul> <li>Modernization of exiting assets</li> </ul>	✓
<ul> <li>Harsher operating conditions</li> </ul>	✓
<ul> <li>Increase in downhole completion technology capacity</li> </ul>	$\checkmark$

### Integra: Well-positioned to capture growth

Wide geographical presence in key oil & gas regions of Russia and the CIS. International presence (Mauritania, Venezuela)

Diversified, long-term relationships with largest upstream investors

Gazprom, TNK-BP, 12% Vertice Rosneft, 28% Cother "small", 10% Experienced team of engineers involved in highly complex project solutions, that deliver extra margin

IPM

- Rig designs
- Downhole motor, turbine designs
   Knowhow / Structure
   Britishie
   Britishie

Lean cost structure (allows

Predominantly RUB costs

Significant cost cutting

flexible pricing)

Legal and management structure made transparent, flexible and tax efficient

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- >40 operating entities in 2006
- 13 operating entities in 2009

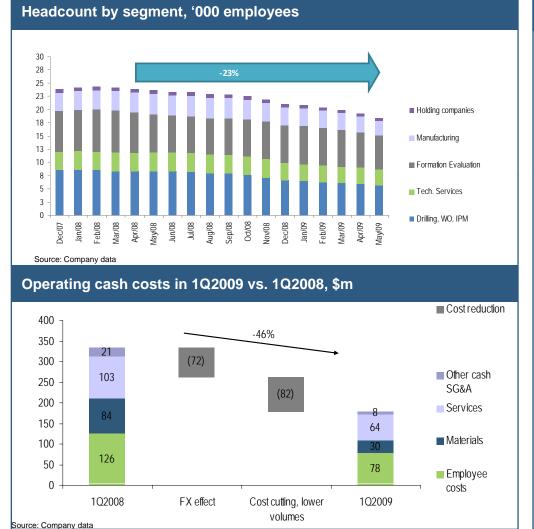
 Management integration completed

Substantial investment made into asset upgrade and replacement • \$500 mln of capex in '06-08 • 97% asset replacement ratio • Upgrades: seismic ( Sercel vibrators, new channels), tech. services (GE dir. drilling units), manufacturing (Pama milling system)

Launch of new products with high added value and short cycle

- coil tubing
- directional drilling

### Integra's cost cutting and anti-crisis initiatives



#### Anti-crisis measures

 23% headcount reduction from May, 2008, including a nearly 30% reduction in the Moscow head office;

- Executive compensation is changed to fixed and variable components. Fixed component was cut 30-50%;
- SG&A expenses reduced significantly (including reduction in rent, travel and 3<sup>rd</sup> party consultant expenses);
- 38% Y-o-Y employee cost reduction achieved despite the c\$8 m severance payments in 1Q2009 (4% of 1Q09 revenues);
- Customer focus shifted towards "large" producers to minimize credit risk ;



#### Key financial highlights, in US\$ mIn

	2007	2008	<i>Chg %,</i> 2008/2007	1Q '08	1Q '09	Chg,% 1Q09/1Q08
Revenue	1,177	1,446	+23%	376	191	-49%
Adj. EBITDA <sup>[1]</sup>	211	162	-23%	40	20	-50%
Adj. EBITDA margin	17.9%	11.2%		10.6%	10.3%	
Adj. EBITDA (before impairments and write offs)	206	214	+4%	40	20	-50%
Adj. EBITDA margin (before write-offs and impairments)	17.5%	14.8%		10.6%	10.3%	
Net Loss	(51)	(272)	n/m	-	-	n/a
Operating Cashflow	(9.7)	135	n/m	(24)	10	-/+
Сарех	182	158	-13%	56	7	-87%

#### Consolidated Adj. EBITDA and margin



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Source: Company data

#### Key operating highlights 1Q 2009

	1Q 2008	1Q 2009	<i>Chg %,</i> 1Q09/1Q08		1Q 2008	1Q 2009	<i>Chg %</i> , 1Q09/1Q08
Meters drilled	79,400	35,600	-55%	Drilling rigs in production	25	25	-
Workover operations	623	775	+24%	Drilling rigs commissioned	3	2	-33%
Seismic shot points	397,288	291,343	-26%				
Downhole motors produced	227	98	-56%	Turbines produced	9	8	-11%

Source: Company

(1)

Adjusted EBITDA represents profit (loss) before interest income (expenses), exchange translation difference, income taxes, depreciation and amortization, goodwill impairment, share-based compensation, share of results of associates and minority interest

### Quarterly earnings dynamics recovery in every business line

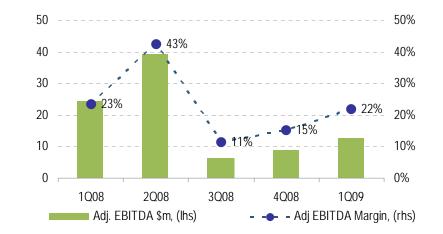
#### Drilling, Workover, IPM,



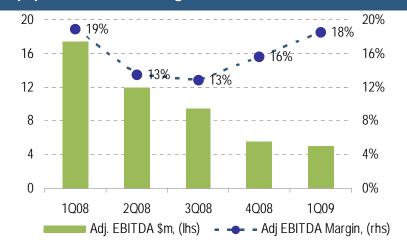


Source: Company estimates

**Formation Evaluation** 



Equipment Manufacturing



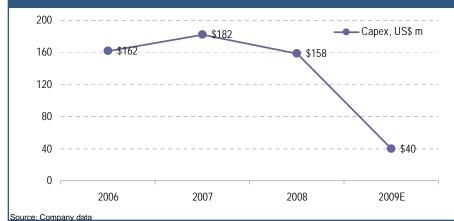
### Positive working capital and capex trends

#### Working capital by element, US\$ m 1000 800 600 400 •-\$364 \$258 \$257 200 \$157 0 -200 -400 1H07 2H07 1H08 2H08 -600 Payables ---- Net Workinig Capital Receivables Inventories

#### Days of accounts receivable/payable

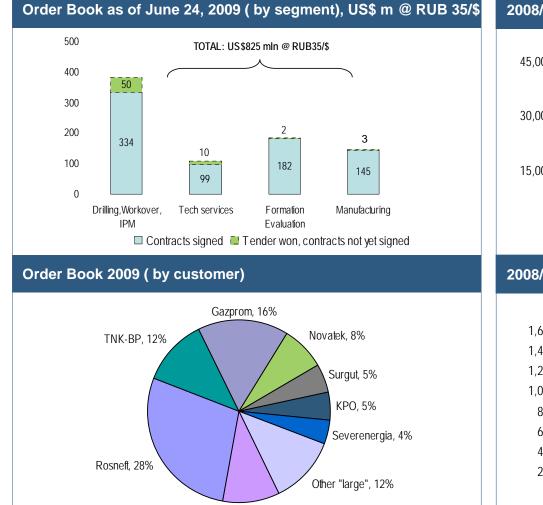


#### Capex, US\$ m





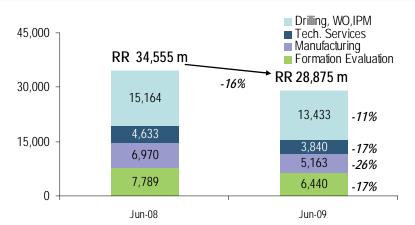




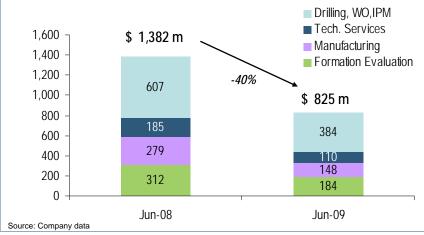
Source: Company data

Other "small", 10%

2008/2009 Order book comparison (RUB)



2008/2009 Order book comparison (USD)



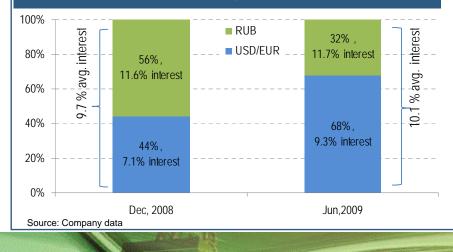
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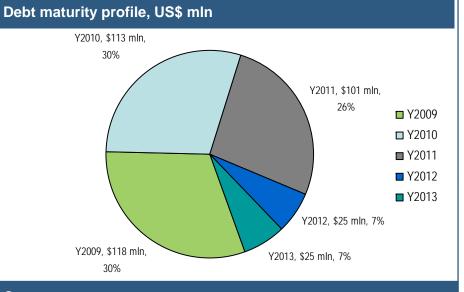
### **Debt profile – long term funding in place**

#### Debt structure optimization, US\$ m (gross)



#### Debt interest cost and currency breakdown





#### Comments

- US\$ 253 million in total debt refinanced and repaid in 1H2009
- Debt maturing at the end of 2009 is scheduled to be repaid primarily from cash flow generation of 2009 and c\$50 million is already reserved in the escrow account for repayments