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# Integra at a Glance





Consolidated Revenue 2006 – \$546MM, 2007- \$1 177MM Adjusted EBITDA 2006 -\$96MM, 2007- \$216MM (1)

Total Assets as of 31 December 2007 – \$1.7 BN

# Drilling, Workover, IPM and Technology Services

#### Market Share (2) Key Services

- **7**%
- Drilling rig management
- Workovers
- Integrated Project Management
- Technology Services and Drilling Tools

## Personnel (4) Key Statistics 2007

- Ca. 9,700 employees
- 49 active drilling rigs
- 87 workover crews
- 440 th meters drilled

Тік 💍

2,286 workover operations

### Key Customers



#### **Formation Evaluation**

- 17%
- 2-D, 3-D seismic surveys
- Seismic processing and interpretation
- Production logging
- Ca. 8,000 employees
- 119 logging crews <sup>(7)</sup>
- 52 seismic crews (6)
- 20.3 th km 2-D seismic (5)
- 6.2 th sq km 3-D seismic (5)
- 24.7 th logging operations







# OFS Equipment Manufacturing

- **68%**(3)
- Heavy drilling rigs
- Cementing fleet
- Other equipment
- Ca. 3,700 employees
- 20 new rigs contracted in '07
- 19 rigs modernized
- 25 rigs in production (Apr'08)
- 11 cementing complexes









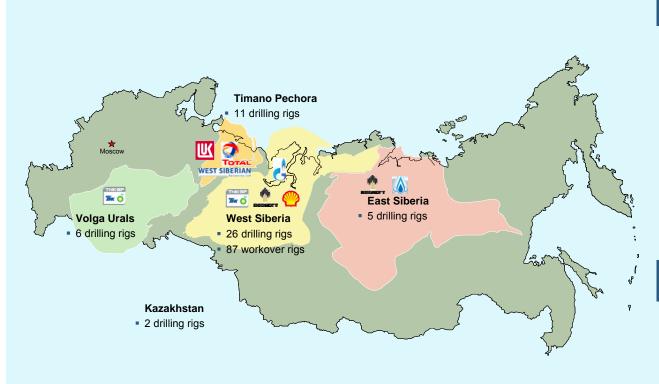


- (1) Adjusted EBITDA represents profit (loss) before interest income (expenses), exchange gains (losses), income taxes, gain on acquisition of subsidiaries, loss on disposal of property, plant and equipment, depreciation and amortization, share of associates, share-based compensation and minority interest
- (2) Based on Integra pro-forma revenues and estimates, incl. in-house OFS units of Russian oil majors. 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
- (3) Market for selected equipm(4) Personnel data as of 2007
- (5) Excluding associates SNGF, NNGF h (6) 46 seismic crews excl. associates
- (7) 45 logging crews excl associates

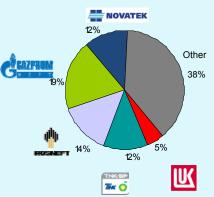
# **Oilfield Services Segment**

Drilling, Workover, IPM, Technology Services and Formation Evaluation

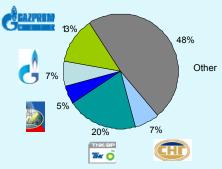








### Formation Evaluation Client Base Structure 2008



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

# **Equipment Manufacturing**





## **Board and Shareholder Structure**



#### **Board of Directors**

#### John B. Fitzgibbons Chairman

- Founder and former CEO, Khanty Mansiysk Oil Corporation (KMOC)
- Founder and President, J Fitzgibbons LLC and Brookline Partners LLC

#### losif Bakaleinik

- · First VP of SUAL
- Former first VP of TNK, head of economy and finance block

#### John W. Kennedy

- Chairman, Vetco Int. and Wellstream Int. Ltd
- Former Executive VP, Halliburton

#### **Neil Gaskell**

- Former Group Treasurer, Shell
- Former Executive Director, Shell International

#### J. Robert Maguire

 Former co-head and MD of Global Oil and Gas Group at Morgan Stanley

#### Felix Lubashevsky, CEO

 Former Executive VP Oilfield services and Supply Chain Management, TNK-BP

#### Mark Sadykhov, Deputy CEO

• Founder and President, Smith Eurasia

Non-executive director

Non-executive director

Non-executive director

Non-executive director

#### **Corporate Committees**

**Board Level** 

Audit Committee Neil Gaskell **Compensation Committee** 

losif Bakaleynik

Company Level

**Nominating Committee** 

John Kennedy

#### Executive Committee (Chair: Lubashevsky/Sadykhov)

Financial Committee

A. Urusov

Investment Committee

M. Sadykhov Contract Control Committee

D. Shulman

Compliance Committee

S. Polakoff

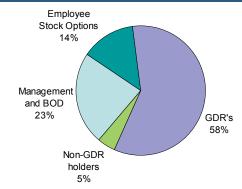
IT Committee

A. Polevoy

Operating Committee

F. Lubashevsky

#### Post-IPO Shareholder Structure (fully diluted)



Source: Company data

As of Dec 31, 2007

Joined in 2007

# **OFS Industry Outlook**



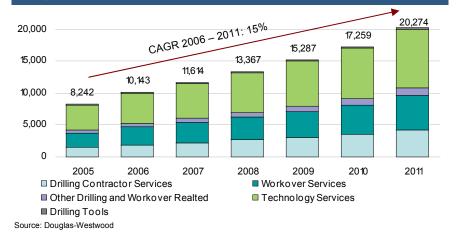
#### Market Trends - Drilling, Workover and IPM

- 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

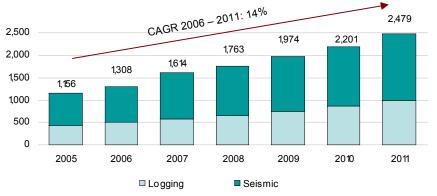
#### **Market Trends - Formation Evaluation**

- 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 (1) \$MM. in Nominal Prices



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



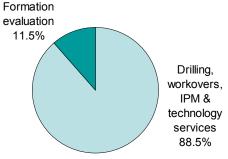
Source: Douglas-Westwood, Ministry of Natural Resources

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

# Industry growth and key players



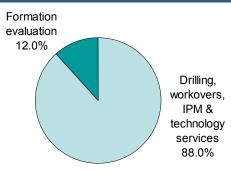
#### Addressable OFS Market Structure (Excluding Manufacturing) (1) 2006E



Real CAGR: 4% Nominal CAGR: 15%

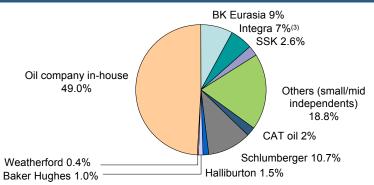
Total 2006: \$11.4Bn

#### 2011E



Total 2011E: \$14.1Bn (real) \$22.5Bn (nominal(2))

#### **Total OFS Market Players (Excluding Manufacturing):** \$11.4 Bn



Integra's Diversified Product Offering	g
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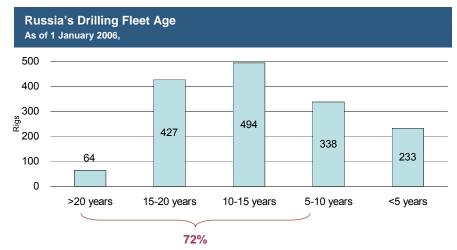
	INTEGRA	с.а.т.оі	SSK	<b>EKE</b>	Schlumberger	HALLIBURTON
Seismic	✓	✓	×	×	✓	×
Logging	✓	×	×	×	✓	✓
Drilling	✓	✓	✓	✓	✓	×
Workover	✓	✓	✓	✓	✓	×
IPM	✓	×	×	×	✓	✓
Manufacturing	✓	×	×	×	×	×
Key customers	Diverse	Diverse	Rosneft	LUKOIL	Diverse	Diverse

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%

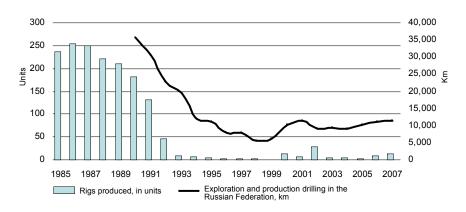
# OFS Equipment Manufacturing Industry Overview



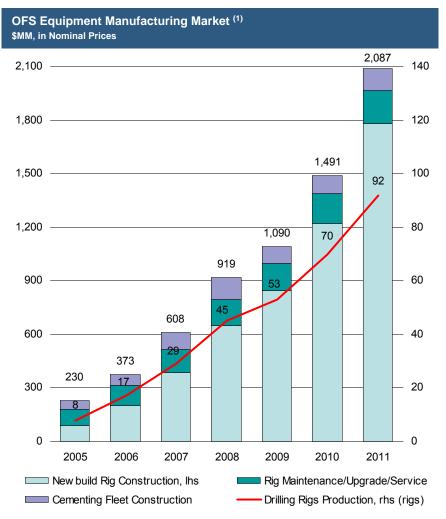


Source: Union of Russian producers of OFS equipment

## 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



Source: Douglas-Westwood

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

# 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 and integration progress

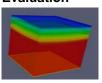




# Drilling, Workover, IPM and Tech. Services



#### Formation Evaluation



## Equipment manufacturing



#### Legal

- Drilling assets have been merged into one rig management company
- Technology services operate under two legal entities covering downhole or on-the-surface services
- Workover business merged into one entity



#### completed

- Enlargement of seismic assets
- Integration of seismic business into one company "Integra Geophysics"
- Merger of data interpretation assets



#### in progress

- No legal integration required
- Establishment of new legal entities IntegraMash-Service (after sales services and spare parts) and Integra-R&D (engineering shop based in Austin, TX, USA)



completed

#### **Business processes**

- Rig management company works entirely on a day-rate basis
- Each subsegment (rig management, tech services, workover) can offer services externally or via turn-key solutions provided by IPM group



#### completed

- Restructuring of the seismic asset segregating core data acquisitions and front line support services
- Launch of all-season technology
- Unification of data interpretation (one software product)



#### in progress

- Foundation of regional service centers extending footprint and customer reach
- Restructuring into:

Engineering/Procurement/Inhouse production management lines



completed

#### Synergy

- Optimization of support infrastructure
- Optimization of marketing
- Head count reduced by 5-6%
- Good trends on failure-rate reduction



### realization in progress

- Increase in crew productivity by up to 20% with existing technology and up to 70% with technology upgrade
- Narrowing of management focus should provide better manageability



### realization in progress

- New production logistics to reduce dependence on manual labor and manual procurement
- Reduction of outsourcing
- Increase of share of service contracts



#### expected



# Performance update

## Drilling, Workover, IPM and Tech. services Job complexity leads to higher pricing



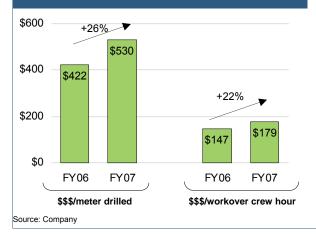




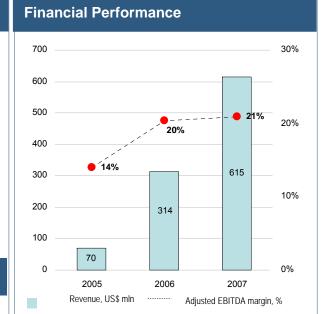




#### Comment



- Drilling and workover moderate reduction in physical volumes as service jobs become time-consuming complex and
- 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 and integration in 2007 and one-time expenses associated with this process

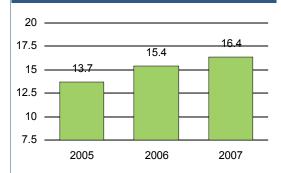
- Weakness, specifically in drilling, was fully offset by robust margin expansion in the IPM, Technology Service and Drilling Tools subsegments
- Outlook for margin expansion remains positive once the segment emerges from the transitional period

## **Formation Evaluation**

## Higher capacity utilization to provide room for growth

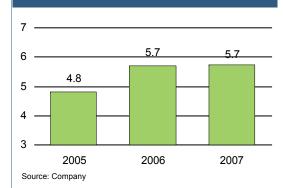


#### 2D Seismic, '000 km



Source: Company

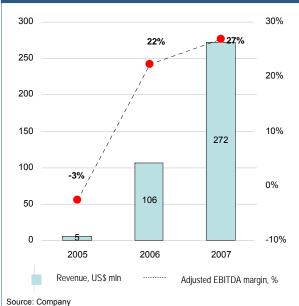
#### 3D seismic, '000 sq. km



#### 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 in the summer of 2007
- Kazakhstan volumes provide strong support in margins
- Capacity is sufficient, key focus in 2008 is productivity of the crews

#### **Financial Performance**

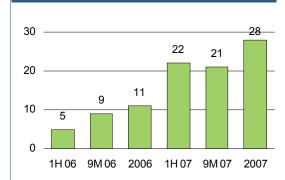


- Increase in sales was primarily a result of
  - strong pricing trends
  - higher volumes
  - full year consolidation of new seismic companies
- Margins benefited from
  - gains in operational efficiency
  - robust profitability in Kazakhstan

# **Equipment Manufacturing Capturing the opportunity**

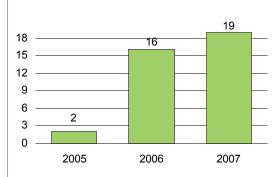


#### **Rigs in Production**



Source: Company

#### **Rigs Modernized**

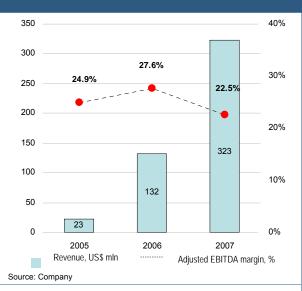


Source: Company

#### **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 URBO facilities
- Landmark contracts with Rosneft and Gazprom starting from 2H 2007
- Strong order backlog of 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**



- 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

# **Consolidated Financial Statements P&L**



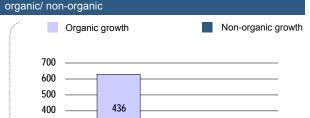
#### Consolidated P&L, in US\$ mIn

	1H '07	2H '07	Chg%, 2H07/1H07	2006	2007	Chg US\$, FY07/FY06	Chg %, FY07/FY06
Revenue	488	689	+41.1%	547	1 177	630	+115.3%
Cost of Sales	(401)	(549)	+36.9%	(426)	(950)	(391)	+153.9%
SG&A	(95)	(106)	+11.5%	(106)	(201)	(91)	+89.6%
As a % of sales	19.5%	15.3%		19.4%	17.1%		
Adj. EBITDA[1]	75	141	+88.0%	96	216	120	+123.5%
Adj. EBITDA margin	15.4%	20.4%		17.6%	18.3%		
DD&A	67	87**	+29.8%	67	154**	87	+129.8%
As a % of sales	13.7%	12.6%		12.2%	13.1%		
Operating (Loss) Profit	(7)	29	+/-	12	22	10	+80.9%
Operating Margin	neg.	4.2%		2.2%	1.9%		
Net Loss	(50)	(1)	n/a	(42)	(51)	-9	n/a
Net Margin	neg.	neg.	n/a	neg.	neg.		n/a

#### Source: Company

- (1) Adjusted EBITDA represents profit (loss) before interest income (expenses), exchange gains (losses), income taxes, loss on disposal of property, plant and equipment, depreciation and amortization, share-based compensation, share of results of associates and minority interest
- \*\* includes an extraordinary amortization charge of US\$ 18.6 related to actual or expected changes in long-term customer relationships

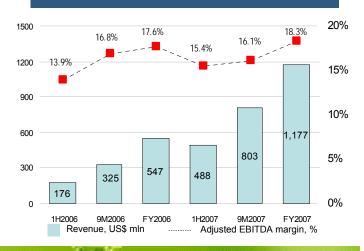
## **Sources of Growth (2007), in US\$ mIn**Breakdown of growth of Sales, and Adjusted EBITDA by



Sales Adjusted EBITDA
Source: Company data

200

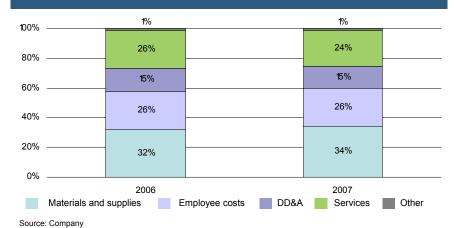
#### Cons. Revenue and EBITDA margin



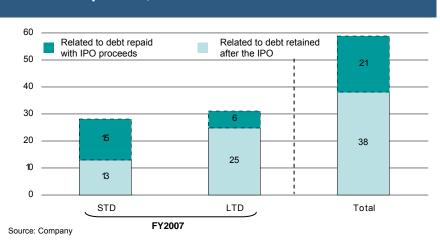
# **Consolidated Financial Statements P&L (continued)**



### Cost Structure Analysis, %



#### Interest Expenses, in US\$ mIn



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

	FY2007	FY2006	Comment
Employee costs	86	47	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	52	26	Increased requirements for external consulting, legal and financial services, analysis and improvement of internal controls
Share based compensation	35	15	Recognized value of vested options issued throughout 2005-2007
Other	27	18	Social expenses, community service practices of acquired companies
Total	201	106	Overall increase was materially affected by consolidation of Smith Group and YGF
As a % of sales	17.1%	19.4%	
As a % of sales excl SB compensation	14.1%	16.7%	

# **Balance Sheet and Cash Flows**



Solid Balance Sheet, in US\$ mln						
	2007	2006	Change,%			
Assets, including	1,715	1,240	+38%			
Cash	102	88	+16%			
Liabilities, including	822	963	-15%			
ST Debt	203	340	-40%			
LT Debt	210	246	-15%			
Equity	892	277	+222%			

Source: Company

2007 – Cash Flows, in US\$ mIn						
	2007	2006	Change,%			
Operating cash flow	(9.7)	(32)	n/a			
Investment cash flow	(334)	(373)	-10%			
Financing cash flow	347	475	n/a			

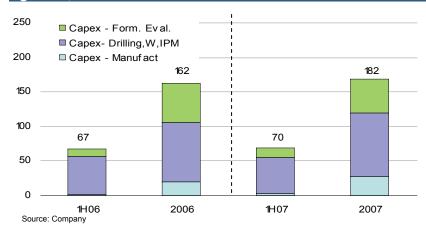
Source: Company

## ... with the gearing (1) becoming close to target



<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\$ mIn

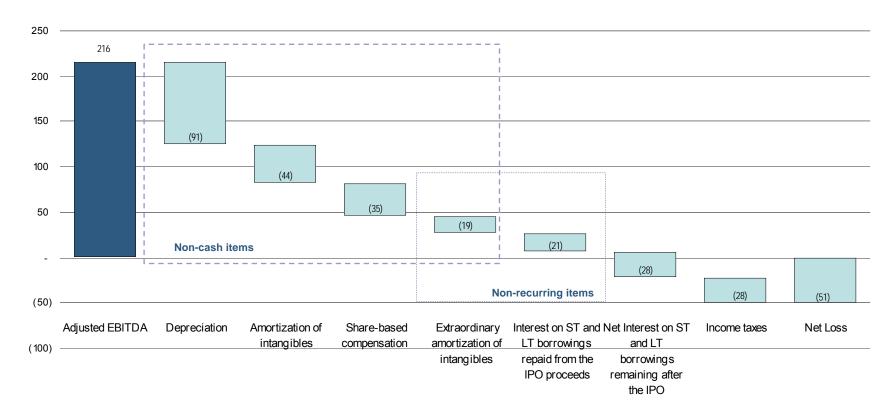


# 2007 EBITDA to Net Loss Reconciliation



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

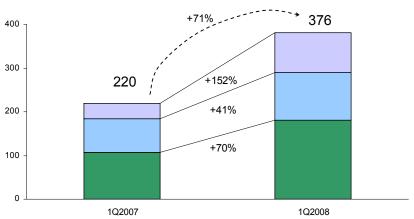
#### In US\$ mIn



# Quarterly earnings dynamics



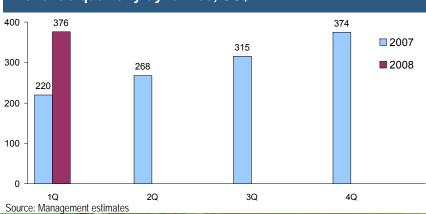
#### 1Q Revenue dynamics, US\$ MIn



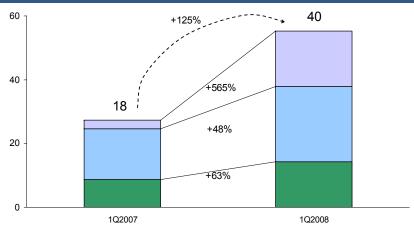
■ Drilling, WO,IPM and Tech Services ■ Formation Evaluation ■ OFS Equipment Manufacturing

Source: Management estimates

#### Revenue quarterly dynamics, US\$ MIn



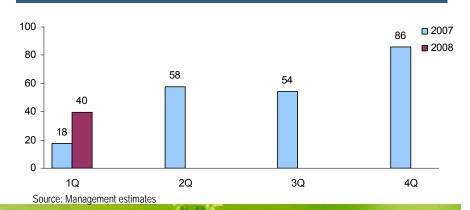
#### 1Q EBITDA dynamics, US\$ MIn



■ Drilling, WO,IPM and Tech Services ■ Formation Evaluation ■ OFS Equipment Manufacturing

Source: Management estimates

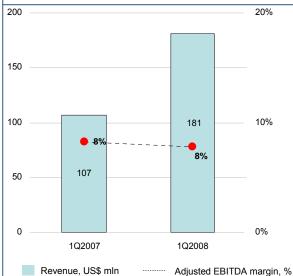
#### **EBITDA** quarterly dynamics, US\$ MIn



# 1Q 2008 Segmental Analysis



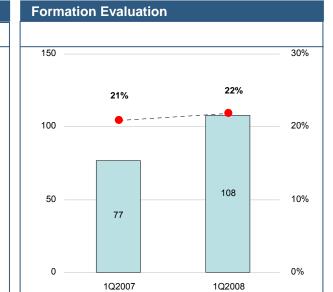
# Drilling, Workover, IPM and Technology Services 200 20%



 Strong absolute growth in revenue due to launch of new technology services, acquisition of workover assets, better capacity utilization and overall shift toward jobs (meters) with higher added value

Source: Company

- Margins flat due to several contracts in drilling tools subsegment in 1Q2007 with unsustainably high profitability. In other subsegments margins have moderately expanded
- Seasonally the weakest quarter of the year for this segment



Good absolute growth and margin expansion

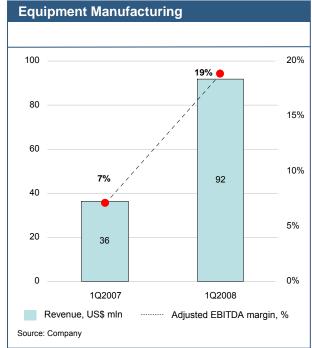
Revenue, US\$ mln

Source: Company

 2008 seismic season was less affected by poor (warm) weather allowing uninterrupted operations

Adjusted EBITDA margin, %

- Kazakhstan operations continue to contribute quality high-margin business
- Management restructuring focus is on formation evaluation this year, initial benefits were already visible in 1Q2008
- Positive profitability trends are expected to spill over into 2Q2008



- Nearly three-fold absolute growth in revenue, which is a function of a much larger order book
- Realization of operating leverage is evidenced by robust increase in EBITDA Margin
- Full year margins are expected to soften relative to 1Q2008 as share of outsourced production remains significant
- Focus on developing service and spare parts subsegments, while maintaining market share through newly built rigs

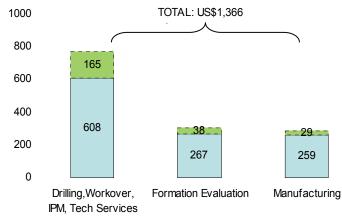


# Outlook for 2008

## Order book for 2008

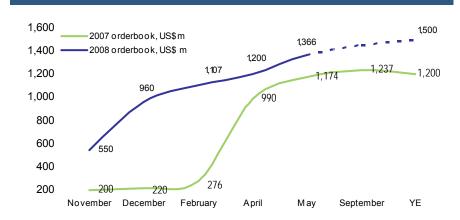


#### Order book for 2008, US\$ m (as of May 27, 2008)



□ Contracts signed ■ Tender won, contracts not yet signed

#### Stronger visibility of orders in 2008 vs. 2007



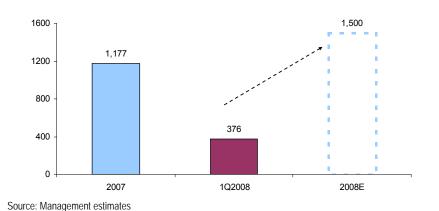
#### **Comments**

- Targeting a 25-30% 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 May is USD 1,366 m compared to USD 1,174 m at the same time in 2007
- About USD 375 m of 2008 order book had already been executed in 1Q2008

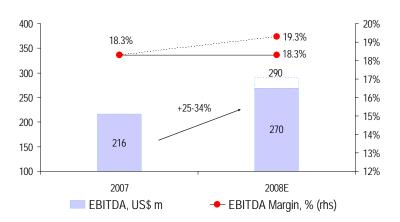
## 2008 Revenue and EBITDA outlook



#### 2008 Revenue estimate, US\$ MIn



#### 2008 Adj. EBITDA and margin estimate



Source: Management estimates

#### **Comments**

- Revenue growth is dependant on achieving better productivity compared to 2007 and additional contracting in the OFS Manufacturing segment
- Positive trends in profitability relative to 2007 are expected to be maintained into the rest of 2008
- Margin expansion of c0.5%-1% is expected in 2008
- Key risk to estimate:
  - non-effective execution of integration and restructuring in formation evaluation and drilling segments
  - postponement of tenders in equipments manufacturing segment
  - cost inflation above expectations (wages and raw materials)

## **Update on M&A**



#### 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
- Likelihood of spin-offs by integrated majors has decreased due capacity crunch
- 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)
- 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 MIn)

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

#### Obnefteremont, LLC (US\$ 80 MIn)

- 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. buying technology, including international targets)
- OFS Companies in the CIS

# Investment Case: What Has Changed?



#### **Investment highlights during the IPO**

#### Intact?

#### **Current Status**

#### **Attractive growing market**

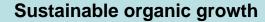


- Upstream capex budgets continue to be expanded
- Potential tax changes create additional opportunity
- Increased demand for high end services

Strong governance and management



- Board of directors reinforced with 2 new members
- Management board expanded to have larger presence from operational side of the business



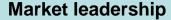


- Organic EBITDA growth rate of 68.6% for 2007
- Significant amount of inefficiencies have been identified and are being address through restructuring

**Product and customer diversity** 



- No Customer accounts for 25% of the group's revenue stream
- Continued expansion of the product offering ( coil tubing, directional drilling, etc.)





- Strong market share is maintained
- Continue to capture market share by growing faster than the market

**Continuing consolidation opportunity** 



- Asset prices are increasing and sellers are becoming more valuation sensitive
- Competition for assets is increasing
- Spin-off of in-house units is slow to take place