

**FY 2007 Results Presentation  
May 29, 2008**



# Disclaimer



This presentation does not constitute or form part of and should not be construed as, an offer to sell or issue or the solicitation of an offer to buy or acquire securities of Mechel OAO (Mechel) or any of its subsidiaries in any jurisdiction or an inducement to enter into investment activity. No part of this presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. Any purchase of securities should be made solely on the basis of information Mechel files from time to time with the U.S. Securities and Exchange Commission. No representation, warranty or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein. None of the Mechel or any of its affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with the presentation.

This presentation may contain projections or other forward-looking statements regarding future events or the future financial performance of Mechel, as defined in the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. We wish to caution you that these statements are only predictions and that actual events or results may differ materially. We do not intend to update these statements. We refer you to the documents Mechel files from time to time with the U.S. Securities and Exchange Commission, including our Form 20-F. These documents contain and identify important factors, including those contained in the section captioned “Risk Factors” and “Cautionary Note Regarding Forward-Looking Statements” in our Form 20-F, that could cause the actual results to differ materially from those contained in our projections or forward-looking statements, including, among others, the achievement of anticipated levels of profitability, growth, cost and synergy of our recent acquisitions, the impact of competitive pricing, the ability to obtain necessary regulatory approvals and licenses, the impact of developments in the Russian economic, political and legal environment, volatility in stock markets or in the price of our shares or ADRs, financial risk management and the impact of general business and global economic conditions.

The information and opinions contained in this document are provided as at the date of this presentation and are subject to change without notice.



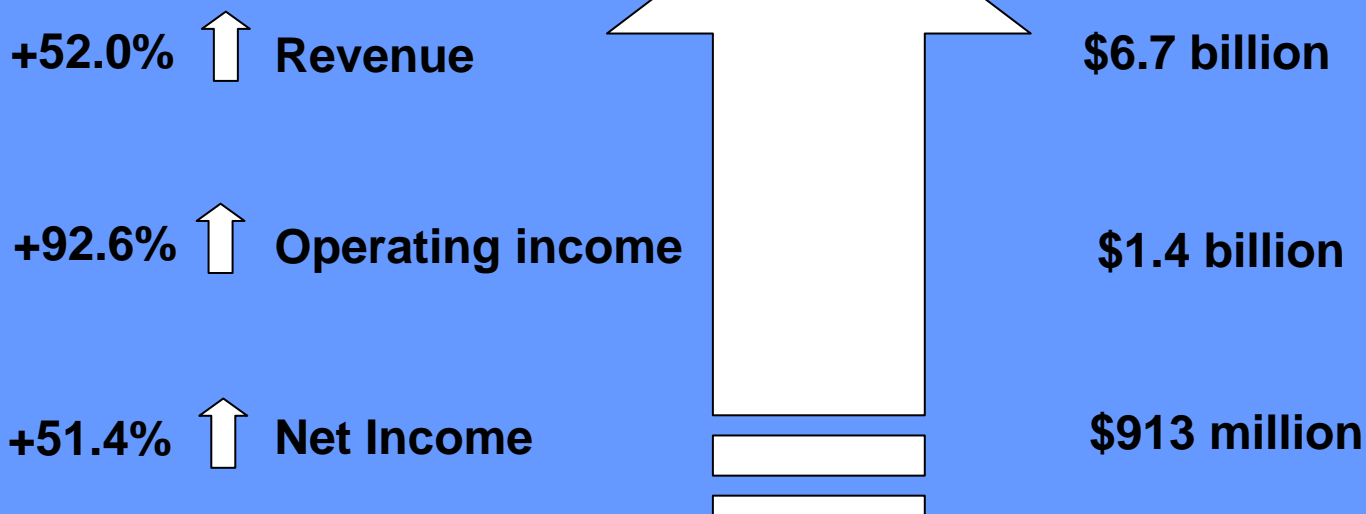
**Mr. Igor Zyuzin**  
**CEO**  
**Mechel OAO**



# FY07 Financial Highlights



## ➤ Strong FY07 vs. FY06 financial results



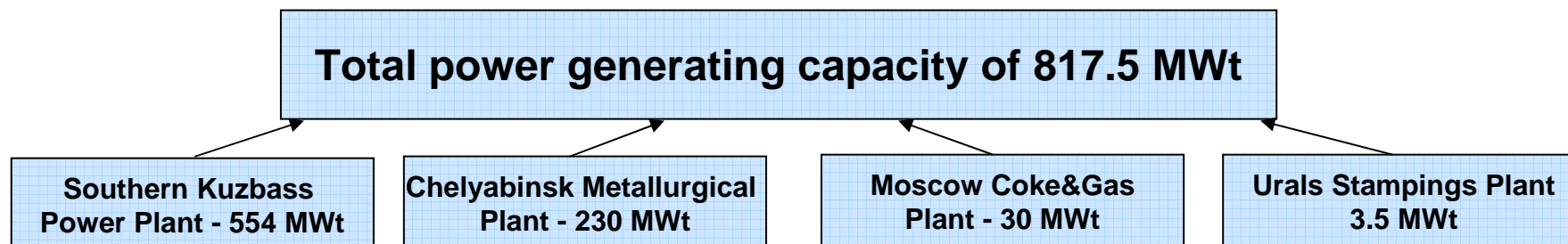
➤ Well balanced strategy

➤ Strong Management

➤ Focus on shareholder value

# Strategy realized through acquisitions

- **Southern Kuzbass Power Plant** – close proximity to Southern Kuzbass coal operations allows for efficient use of low quality coal byproducts
- **Kuzbass Power Sales Company** – the largest power distributing company in Siberia controlling more than 50% of regional power sales
- **Toplofikatsia Rouse** – acquisition of 49% stake with operational control. Plant located in Republic of Bulgaria (bank of Danube). Installed electric power potential capacity - 400 MW



## Continuous development of power business:

2004 – establishment of Mechel-Energo: engaged in providing of energy resources to Mechel's other subsidiaries, and marketing electric and heat energy to third parties

2007 – Acquisition of Southern Kuzbass Power Plant, Kuzbass Power Sales Company, 49% stake of Toplofikatsia Rouse



**Integrated power business with own raw material resources, power generating facilities and extensive client base**

# Strategy realized through acquisitions

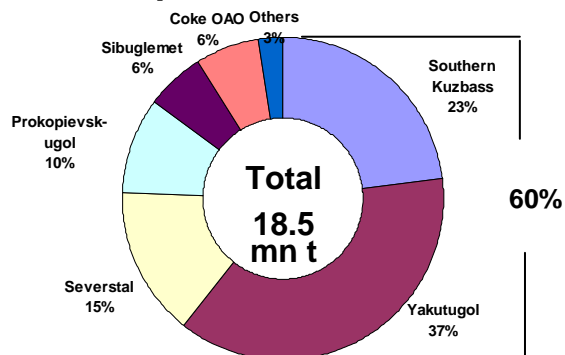
## ➤ Yakutugol

- Russia's largest coking coal exporter (sells mostly to Japan, South Korea, and Taiwan)
- The only producer of K9 hard coking coal in Russia
- Coal reserves are estimated at 200 million tonnes
- 10.8 million tonnes of coal in 2007

## ➤ Elgaugol

- One of the world's largest untapped coking coal field
- Reserves of fat caking coking coals about 2.2 bn tonnes
- Open pit mining with very low strip ratio of 4 m<sup>3</sup> per tonne
- Total coal reserves in the adjacent area up to 40 bn tonnes

### Russia's hard\* coking coal production, 2007



\* Includes K, KO, OS grades of coal

Source: Central Dept. of Fuel and Energy Complex, Rosinformugol





# Oriel Resources plc



## Acquired reserves of chromites and nickel mark expansion of Mechel Group towards a more comprehensive ferroalloys business

- ➔ Strategically positioned to supply the growing stainless steel markets of China, Russia & Asia as well as developed European markets
- ➔ Secured supply of key ferroalloys (chrome, nickel) to Mechel's steel subsidiaries
- ➔ Reduction in production costs and improvement in efficiency
- ➔ Acquired Shevchenko Nickel deposit is located close to Southern Urals Nickel Plant



### Three Key Assets:

- **Tikhvin Ferrochrome Smelter**
  - Located 200 km south east of St.Petersburg, Russia
  - Expected 2008 high carbon ferrochrome production ~ 123,000 t
  - Max. production capacity of 180 ktpa HCFeCr
- **Voskhod Chrome**
  - JORC Reserves of 18.3Mt @40.3%Cr (14yrs mine life)
  - Additional 7.8Mt deposit - Soviet C2 & P1 classified resources (6yrs mine life)
  - Total mine life of over 20 years
- **Shevchenko Nickel**
  - Measured and Indicated Resources
    - 137Mt @ 0.8%Ni – 0.5% cut off grade
    - 50,6Mt @ 1.0%Ni – 0.8% cut off grade

# Strategy realized through acquisitions

## Ductil Steel (Romania)

### Main features of Ductil Steel

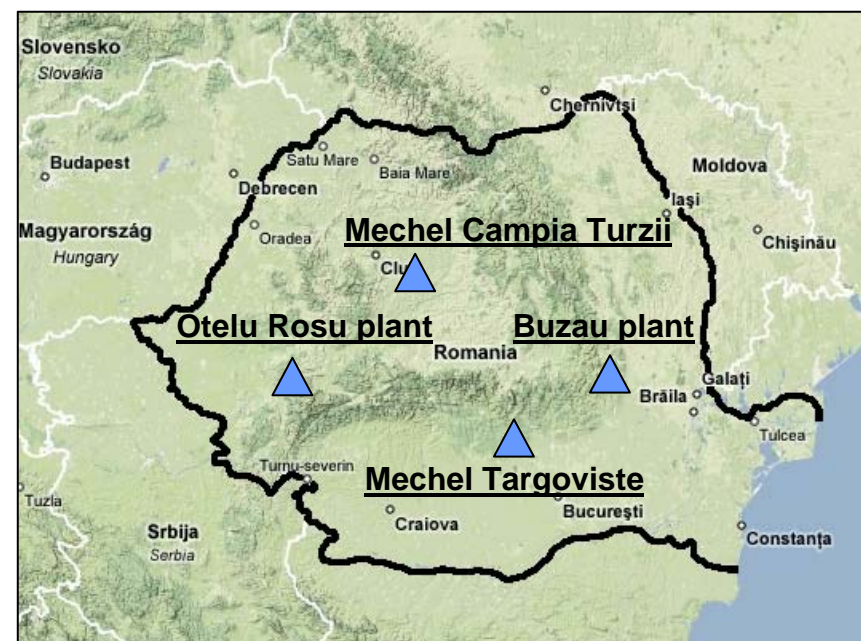
#### Two new assets

##### Otelu Rosu Plant

- Mini mill producing billets
- Billets capacity – 300 ktpa

##### Buzau Plant

- Rolling facilities for long products and hardware production
- Long product capacity – 280 ktpa



### Synergies for Mechel

- ◆ Further development of steel business, particularly in Romania and Eastern Europe
- ◆ Significant optimization of existing production chain while reducing costs.
- ◆ Choice of optimal resource flows combination in intercompany sales (billets, wire rod)
- ◆ Optimized logistics expenses due to favourable location
- ◆ Experience of operations in Romanian market

#### Already existing assets

##### Mechel Targoviste

- Largest producer of long products in Romania
- Second largest producer of raw steel in Romania

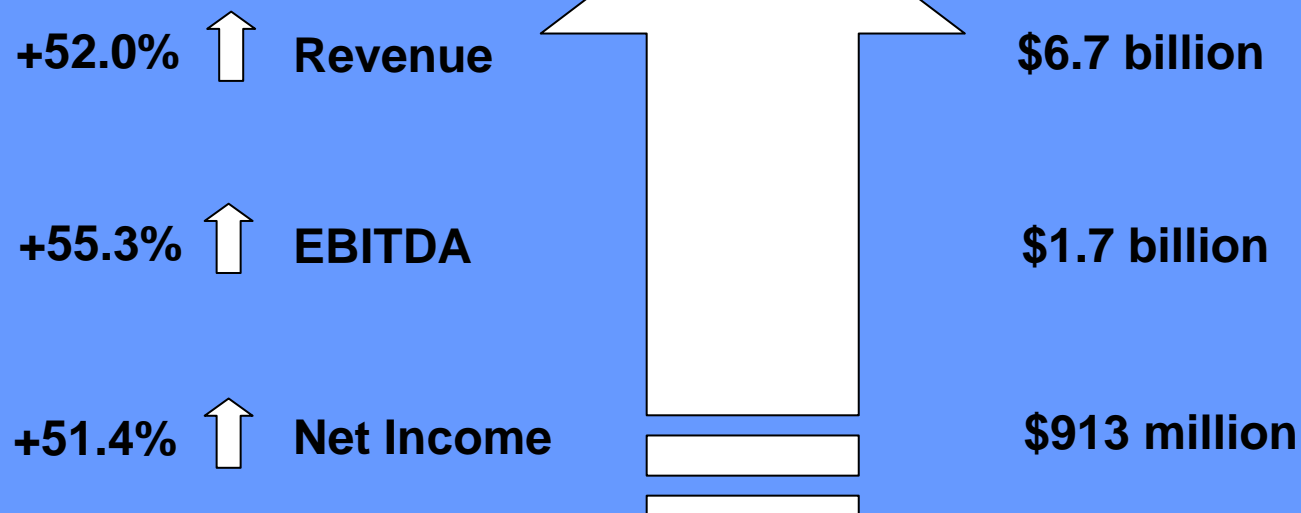
##### Mechel Campia Turzii

- Leading Romanian hardware plant



# Record FY07 Results

## ➤ Strong FY2007 vs. FY2006 financial results



➤ Well balanced strategy

➤ Strong Management

➤ Focus on shareholder value



**Mr. Vladimir Polin**

**CEO**

**Mechel Management OOO**

# FY07 Production Growth

## Mining Segment Production

Product output, FY2007	Thousand tonnes	FY07vs.FY06 %
Coal	21,195	25
Coking coal	10,419	7
Steam coal	10,775	47
Iron ore concentrate	4,963	0
Nickel	17.14	19

## Steel Segment Production

Product output, FY2007	Thousand tonnes	FY07vs.FY06 %
Hardware	683	12
Rolled products	5,137	9
Steel	6,090	2
Pig iron	3,685	1
Coke	3,886	51

Power generation, FY2007	Thousand kWh	FY07vs.FY06 %
ths. kWh	3,361,423	79



# Expansion of Mechel's sales network

**Trading company Mechel-Service established new retail and service sites to meet high demand for construction rolled products**

## **Targets achieved:**

- Increased sales volumes of steel products to end customers
- Expansion of sales geography
- Additional margins on sold products
- Capturing growth in Russia's remote regions

**FURTHER EXPANSION OF DISTRIBUTION NETWORK  
PLANNED**

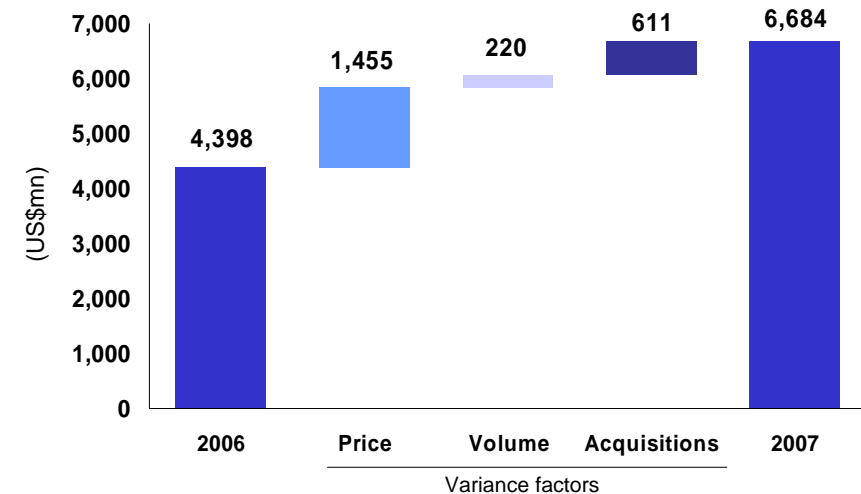


**Mr. Stanislav Ploschenko**  
**CFO**  
**Mechel OAO**

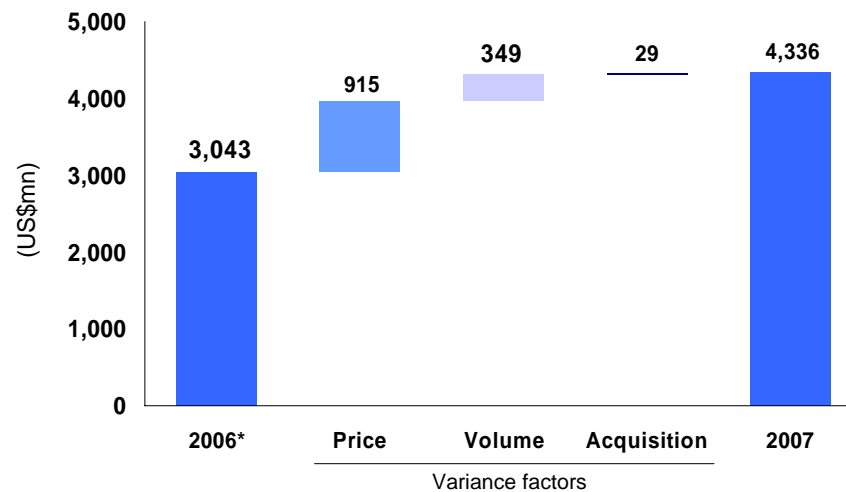
# Sales Overview

- ◆ The Group benefited from higher sales prices across both mining and steel segments
- ◆ Increased steel sales volumes
- ◆ Recent acquisitions in power segment contributed US\$447 million to consolidated revenue

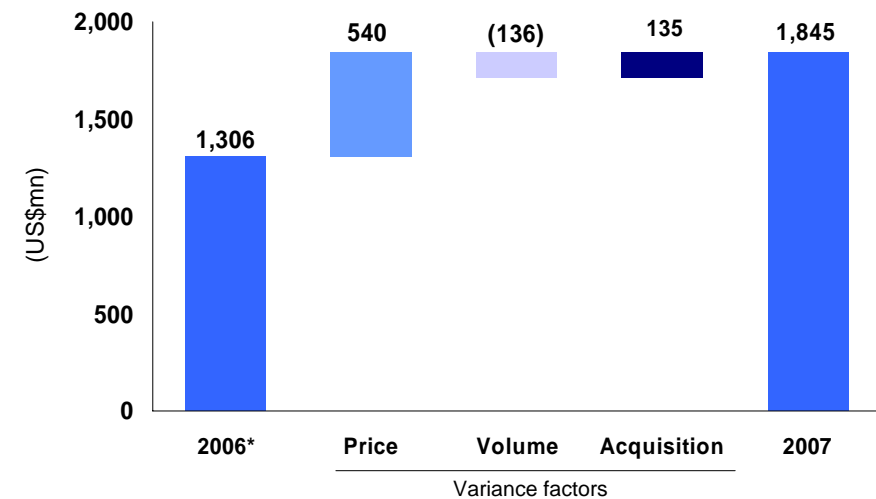
## Consolidated revenue



## Steel segment revenue



## Mining segment revenue

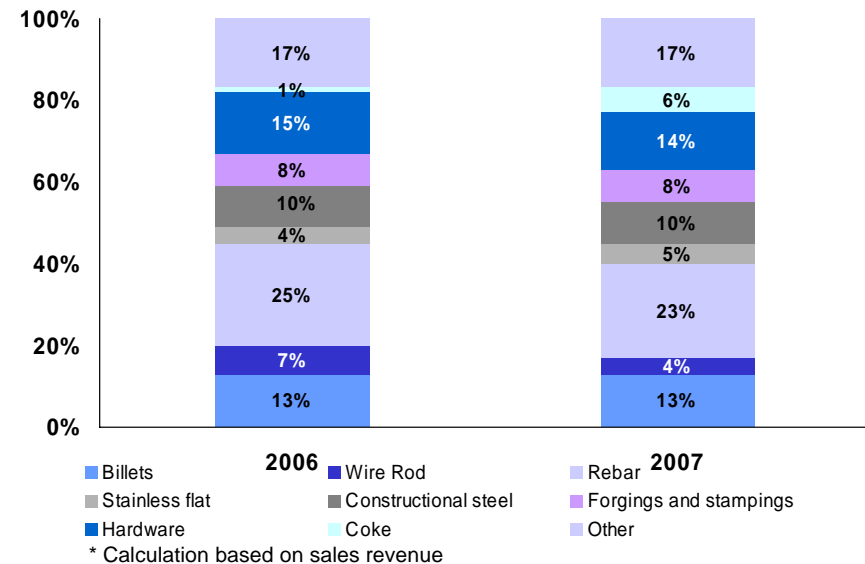


\* Results are recalculated to reflect separate reporting for the energy segment

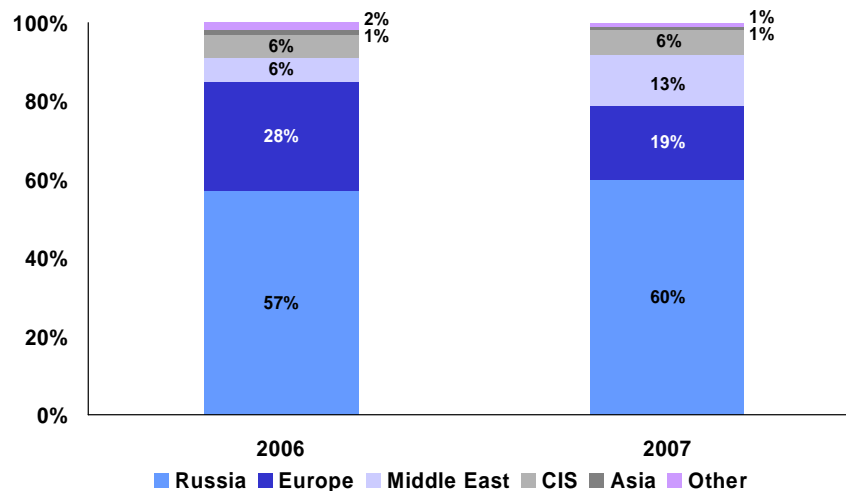
# Steel Sales: Structure and Prices

- ◆ 42% growth in revenue from external customers
- ◆ Diversification protects overall company financial performance from market volatility
- ◆ Focus on growing domestic market
- ◆ Growing contribution from investments
- ◆ Operating margin remains flat

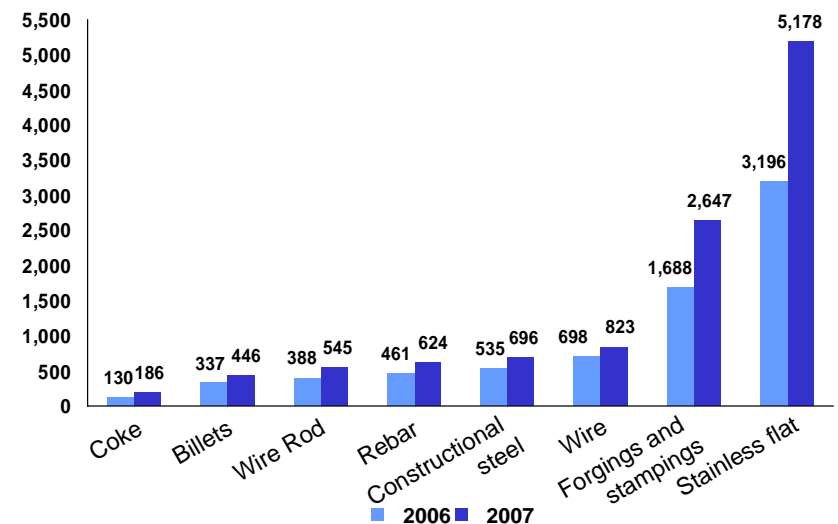
## Sales structure\*



## Revenue breakdown by region



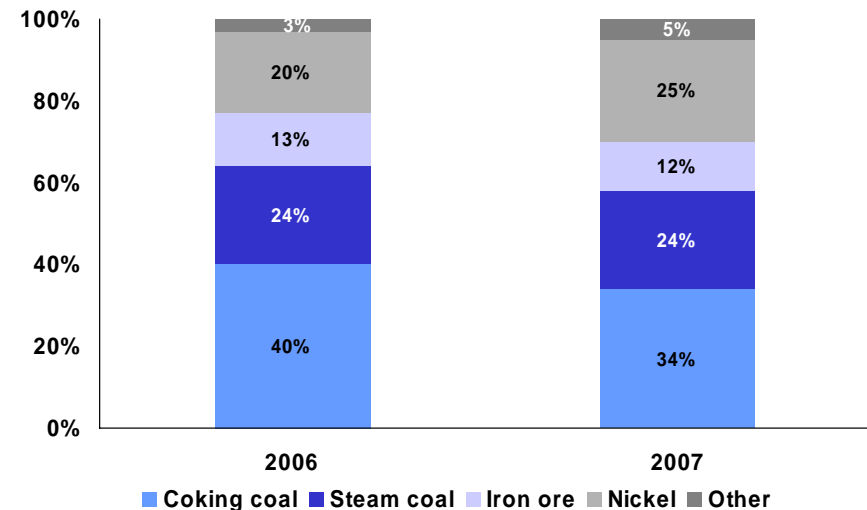
## Average sales prices FCA, US\$/tonne



# Mining Sales: Structure and Prices

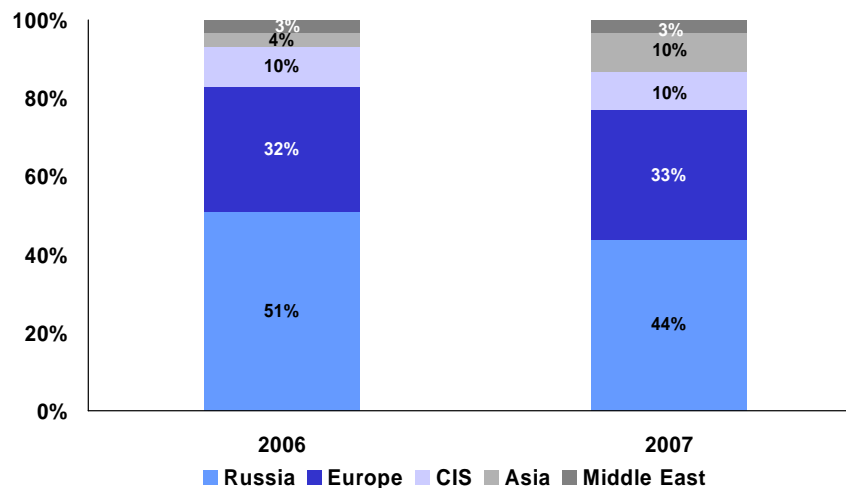
- ◆ Gross Margin up to 51,4%
- ◆ 28% contribution to the consolidated revenue
- ◆ Expansion into the fast growing Asian Pacific Basin countries
- ◆ Privatization of power generation companies provides additional steam coal supply opportunity

## Sales structure\*

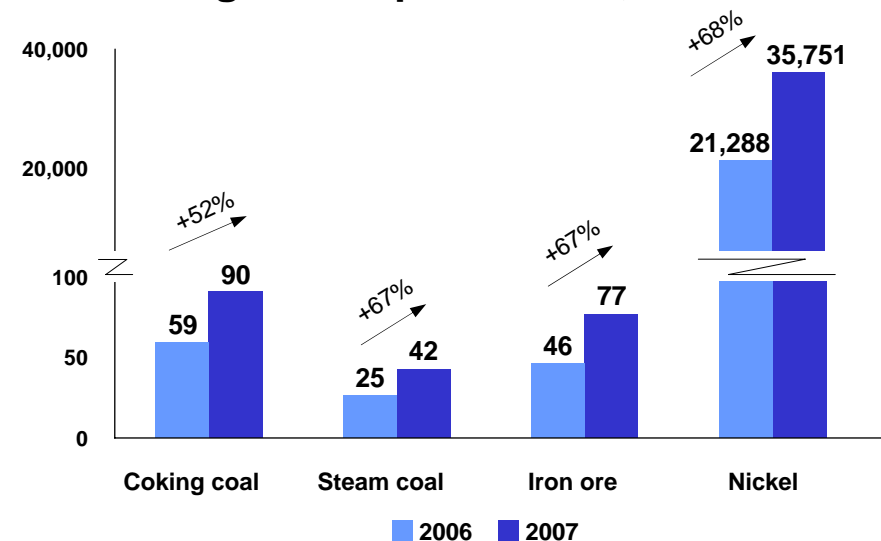


\* Calculation based on sales revenue

## Revenue breakdown by region



## Average sales prices FCA, US\$/tonne

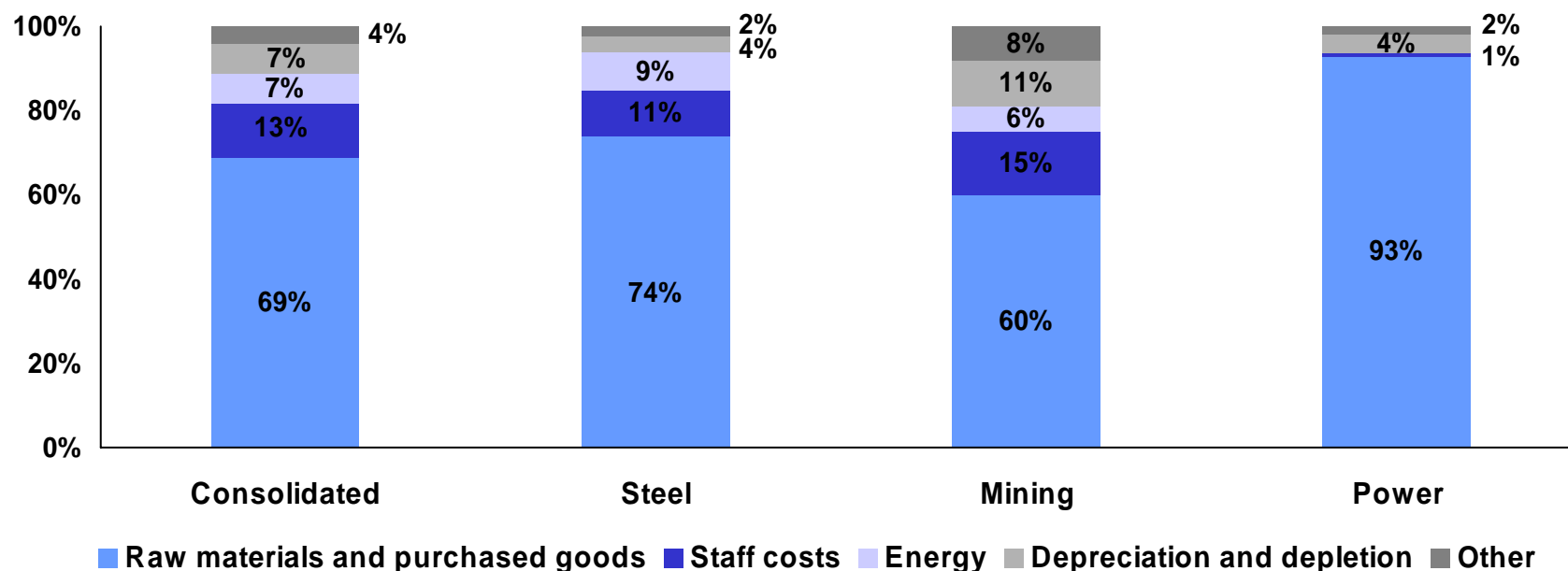




# Cost Structure

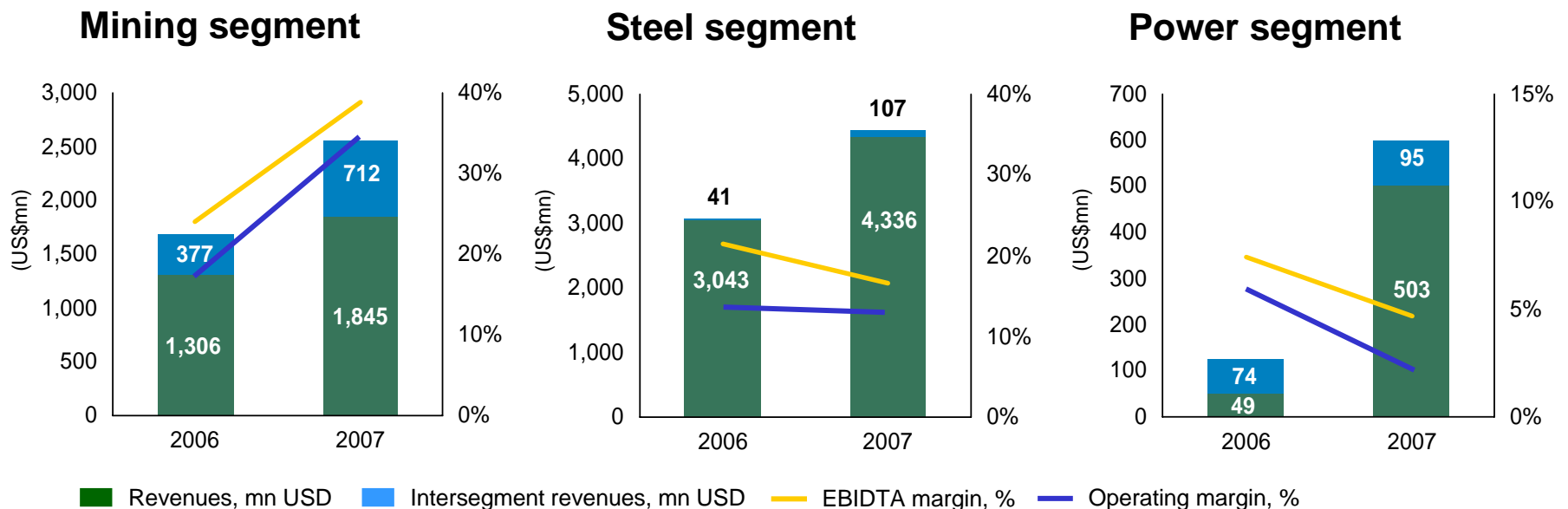
- ◆ Stable cost structure despite changing conditions in the input markets
- ◆ Overall G&A expenses as a percentage of sales decreased to 16.75% from 18.46% y-o-y as a result of sales structure changes
- ◆ Deepening of vertical integration after the acquisition of Bratsk Ferroalloy Plant and Southern Kuzbass Power Plant

## COS structure



# Segment Operations

- ◆ Sustainable operating results in the steel segment
- ◆ EBITDA/tonne of steel – increase by 8% to US\$120.5
- ◆ Strong coal and iron ore prices pushed operating profit in the mining segment 2.8x to US\$887 mln.
- ◆ EBITDA margin in mining segment grew to 39%
- ◆ Balanced business model mitigates the effects of market cycles

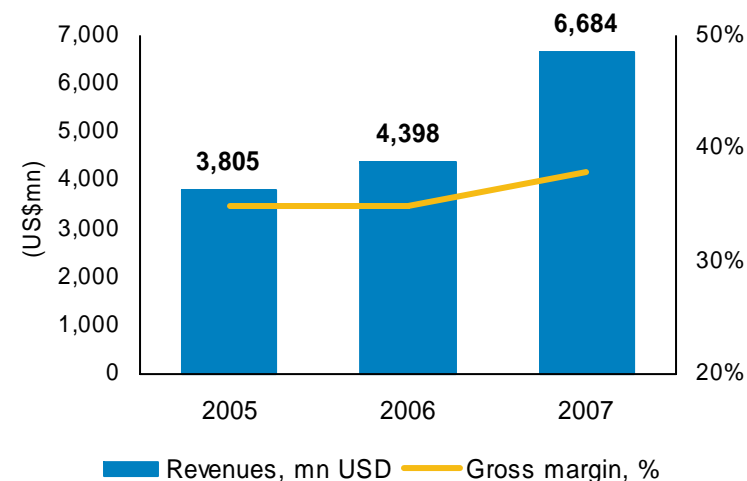


NOTE: EBITDA margin is calculated by dividing reported EBTIDA by total revenues, including intersegment revenues

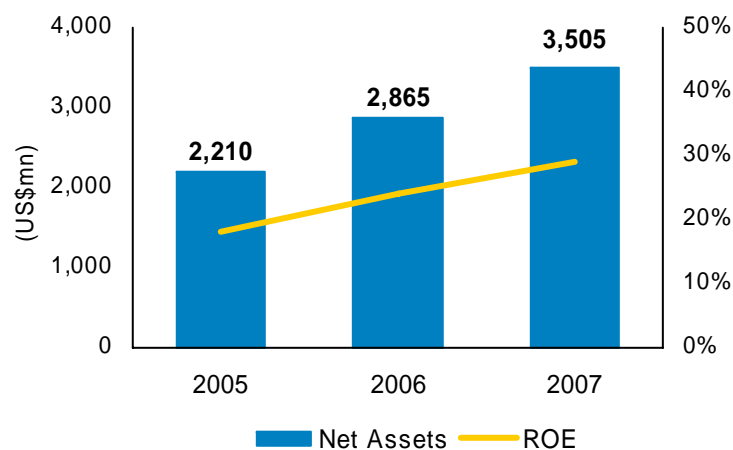
# Financial Performance Analysis

- ◆ Best operational results in the Group's history
- ◆ Sustainable growth and robust financial performance over the past 3 years
- ◆ Visible returns from capital investment program
- ◆ Positive market trends support further growth

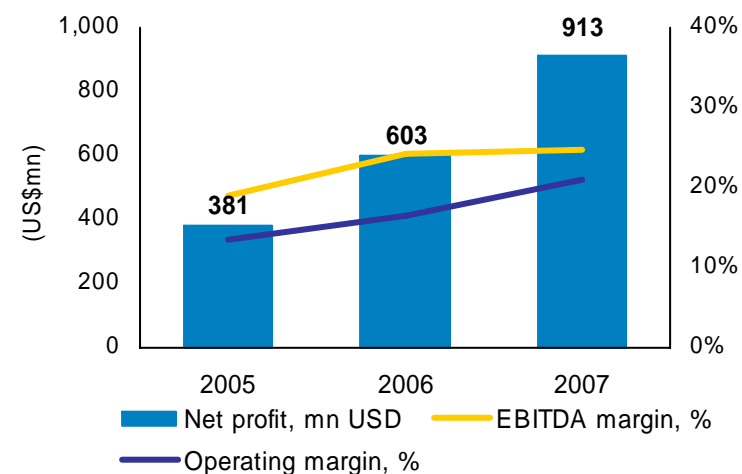
## Revenue – Gross margin



## Net Assets, ROE



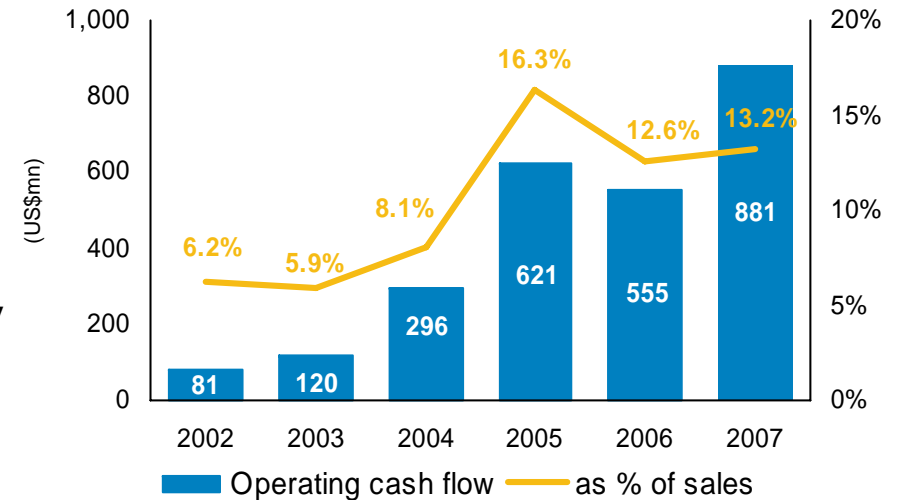
## Net Profit, EBITDA margin and Operating margin



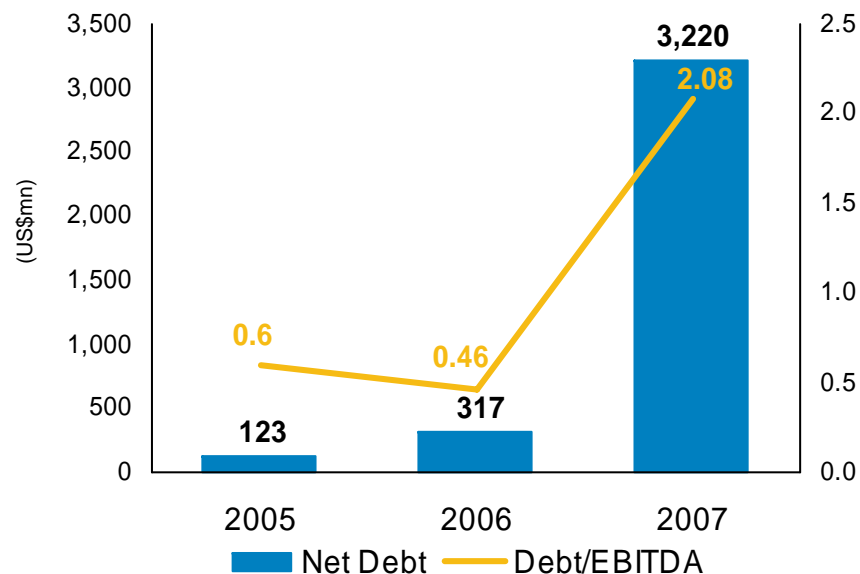
# Solid Financial Position

- ◆ Record operating cash flow sufficient to finance investment program
- ◆ Comfortable leverage post acquisition of Yakutugol and Elgaugol provides sufficient room to finance additional growth
- ◆ Cash flow from investing activities driven by new acquisitions (US\$2.6 billion) and CAPEX (US\$0.8 billion)\*

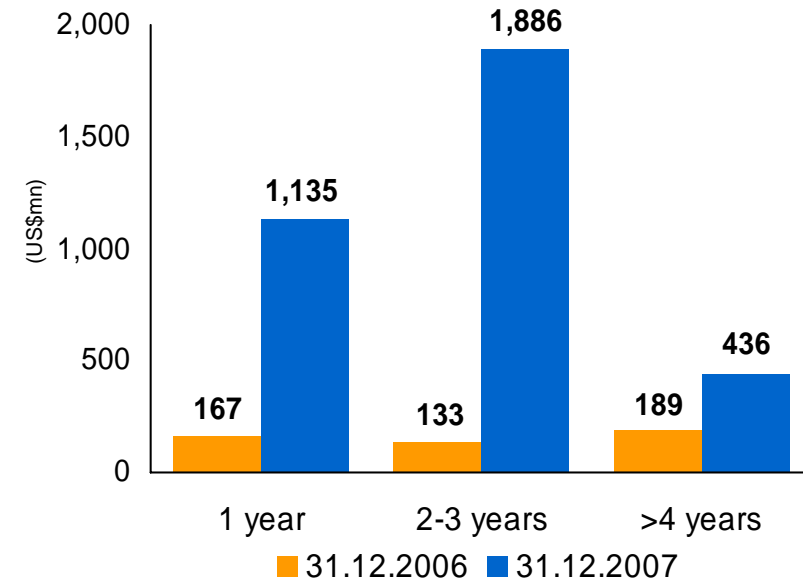
## Operating cash flow



## Debt to EBITDA ratio



## Maturity Profile



\* CAPEX includes the acquisition of unfinished railway spur track to the Elga coal deposit

# FY 2007 Results Overview

US\$ million unless otherwise stated	2007	2006	Change, %
<b>Revenue</b>	<b>6,684</b>	<b>4,398</b>	<b>52%</b>
<b>Cost of sales</b>	<b>(4,167)</b>	<b>(2,860)</b>	<b>46%</b>
<b>Operating income</b>	<b>1,398</b>	<b>726</b>	<b>93%</b>
<b>EBITDA</b>	<b>1,659</b>	<b>1,068</b>	<b>55%</b>
<b><i>EBITDA margin</i></b>	<b>24.8%</b>	<b>24.3%</b>	
<b>Net Income</b>	<b>913</b>	<b>603</b>	<b>51%</b>
<b><i>Net Income margin</i></b>	<b>13.7%</b>	<b>13.7%</b>	
<b>EPS (USD per share)</b>	<b>2.19</b>	<b>1.48</b>	<b>48%</b>
<b>Sales volumes*, '000 tonnes</b>			
<b>Mining segment</b>	<b>15,619</b>	<b>16,228</b>	<b>- 4%</b>
<b>Steel segment</b>	<b>6,503</b>	<b>5,236</b>	<b>24%</b>

\* Includes sales to the external customers only