



Group MENATEP
International Advisory Board

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**The Honorable
Stuart Eizenstat**

Former United States
Ambassador to the EU

Former Under
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Secretary of State

Former Deputy
Secretary of the Treasury

Dudley Fishburn

Former Executive Editor,
The Economist

Former British
Member of Parliament

Margery Kraus

President and CEO
APCO Worldwide

**Dr. Otto Graf
Lambsdorff**

Former German
Minister of Economics

Former Member of
the Bundestag

November 30, 2004

Mr. Evgeny A. Baru
Attorney-at-law
Kirovogradskaya ul., dom 7
Advokatskaya kontora #12
Moscow 113587, RUSSIA

Dear Mr. Baru:

We are writing to you in your capacity as lead lawyer on the defense team for Mr. Platon Lebedev. We would like to provide you with our insights which we hope will be of assistance to you in representing and defending your client.

Mr. Lebedev was a key figure during Russia's post-Soviet transition. While the system was in disarray, Mr. Lebedev became a leader in Russia's transition to a market economy and contributed to the reconstruction and expansion of its economy. He joined with a small group of partners, including Mikhail Khodorkovsky, to start creating businesses that became competitive not only in Russia, but also in world markets.

Mr. Lebedev helped build one of the most efficient and profitable companies in Russia. While he was Deputy Chairman of YUKOS' Executive Committee and President of the company's Refining and Marketing division, the company was an employer of over 100,000 people. It was an historic step forward for Russia when YUKOS became the first company to adopt Western accounting and management practices and to publicize the names of its shareholders. Under the leadership of Mr. Lebedev and others, the company was one of the first champions of corporate governance and transparency among Russian businesses. These moves taken by YUKOS and other companies that followed suit were largely responsible for adding billions of dollars of foreign investments as Western investors were encouraged by these signs of openness and stability. The company's success provided hundreds of millions in dollars annually to the Russian budget. YUKOS also contributed millions of dollars to philanthropic and social projects in Russia. Unfortunately, some of that work is now being undone.

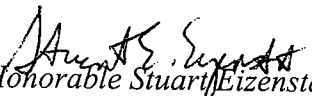
1615 L Street, N.W., Suite 900, Washington DC 20036, United States
Tel: +1 202 778 1010 Fax: +1 202 861 0525

With Mr. Lebedev at the helm, Group MENATEP has grown to a holding company with diversified assets of \$30 billion. The Carlyle Group in Washington, D.C. saw Mr. Lebedev's expertise and invited him to serve on their European advisory board, along with other world figures such as former Secretary of State James A. Baker III, former Prime Minister John Major and former U.S. Secretary of Defense Frank C. Carlucci.

We have had the pleasure of working with and knowing Mr. Lebedev. The contribution he has made to Russia's economic growth is difficult to quantify, but it certainly can be felt. Until the time of his arrest, the work of Mr. Lebedev furthered Russia's goal of increasing its competitiveness in the global economy. He knew that his success as a businessman was inextricably tied to the success of the Russian economy and the Russian people. It was toward this end that he worked.

Signed,

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United States of America)
)ss:
District of Columbia, Washington D.C.)

I, Rosa M. Verchot, a notary public in and for the District of Columbia, Washington D.C. DO HEREBY CERTIFY that Margery Kraus, President and CEO of APCO Worldwide Inc., personally appeared before me in said District of Columbia, and known by me to be the person who executed on behalf of APCO Worldwide Inc. the above letter.

Given under my hand and notarial seal this 3rd day of December, 2004.

Rosa M. Verchot

Name: Rosa Verchot

Notary Public, District of Columbia, Washington D.C.

My commission expires: 02/14/09

Rosa M. Verchot
Notary Public, District of Columbia
My Commission Expires 02-14-2009

