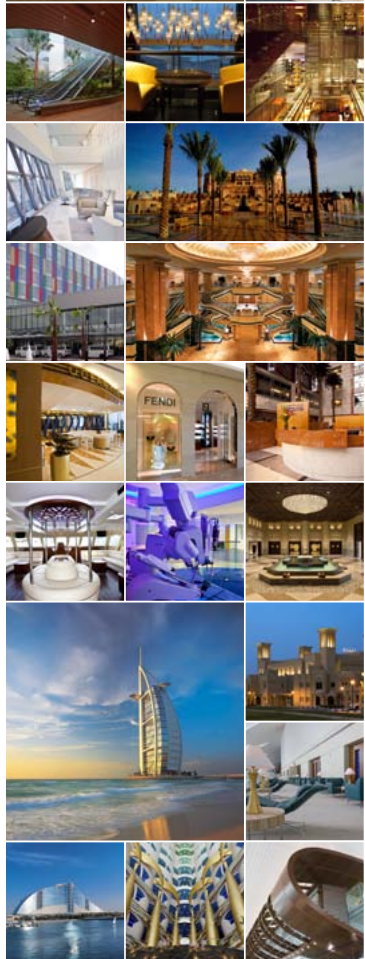
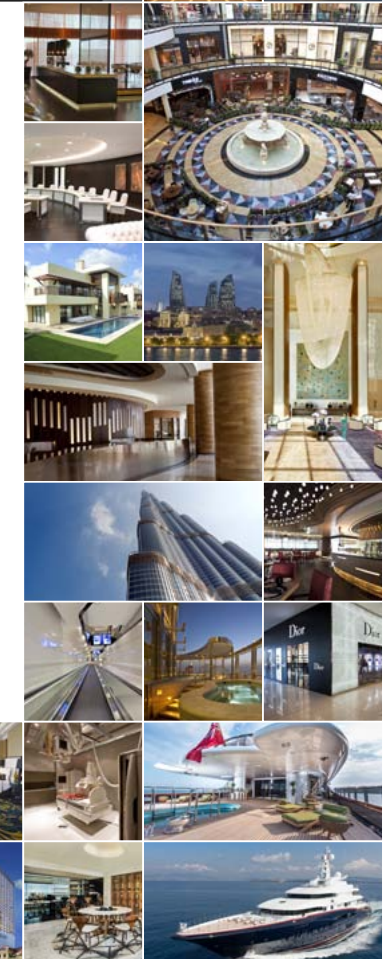


Global Interior Solutions



SEMI-ANNUAL RESULTS

H1 2014



DISCLAIMER

This material contains certain statements that are “forward-looking” including management’s expectations and analysis.

These statements are based on management’s current expectations and are naturally subject to uncertainty and changes in circumstances. Actual results may vary materially from the expectations contained herein and readers and listeners are cautioned not to place undue reliance on any forward-looking comments.

Depa Ltd undertakes no obligation to update or alter its forward-looking statements, whether as a result of new information, future events, or otherwise.



CONTENTS

- CEOs Review
- H1 2014 Overview
- Backlog
 - Top Projects
 - New Projects
 - Distribution
- Financials
 - Overview
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 - Geographic Segmentation
 - Activity Segmentation
- Subsequent Events

Links:

[Interim Report 2014](#)

[Reviewed June 2014 Financial Statements](#)



Vedder signs AED 217.7m contracts



DIG enters Mozambique



Design Studio increases profits by 83%



Deco completes contracts > AED 50m



CEO'S REVIEW

CEO'S REVIEW

Cautious optimism

Challenges

- Difficult market conditions in GCC - mainly UAE, also KSA and Qatar - many inexperienced market entrants impact margins negatively
- Declining backlog

Solutions

- Cautious approach while signing contracts
- Seizing new opportunities in South Asia, Africa, CIS and other GCC markets [Oman and Kuwait]
- Further centralizing / streamlining of the business

Outlook

- Market cycle to improve by 2015 year end



Mhd. Nadim Akhras
Interim Group CEO

“Depa Limited has seen a solid start to 2014 across its international operations, principally Vedder and Design Studio, in addition to Deco Emirates, partly compensating for a very challenging period in its GCC business. Whilst overall half year profits are slightly down on the first six months of the previous year, our strategy to diversify our business in earlier years across geography and sector, has helped to stabilise returns.”



H1 2014 OVERVIEW



H1 2014 OVERVIEW

Increasing shareholder value

Revenue

- Depa has generated a Revenue of AED 920m in H1 2014, down from AED 1,010m in H1 2013
- Major performers were Design Studio Group, Vedder, Depa Saudi Arabia and Depa Abu Dhabi

Gross / Net Profit

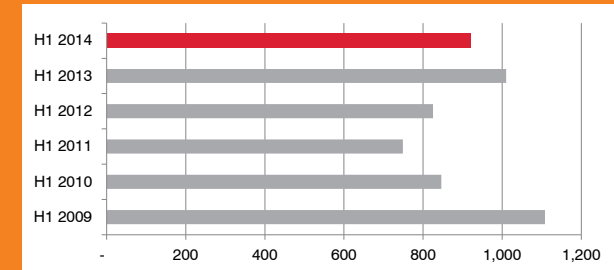
- For the 6 months period ended 30 June 2014, the Gross Profit stood at AED 118m, down from AED 131m in H1 2013
- The Net Profit after Non-Controlling Interest figure in H1 2014 was AED 27m, down from AED 33m in H1 2013

Backlog

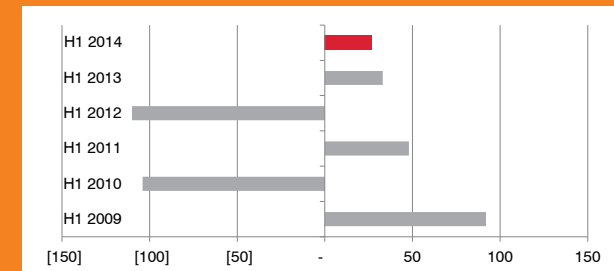
- The backlog has decreased from AED 3.06bn in H1 2013 to AED 2.42bn in H1 2014, based on a selective approach to business development, reducing risks and increasing shareholder value

Figures in AED million

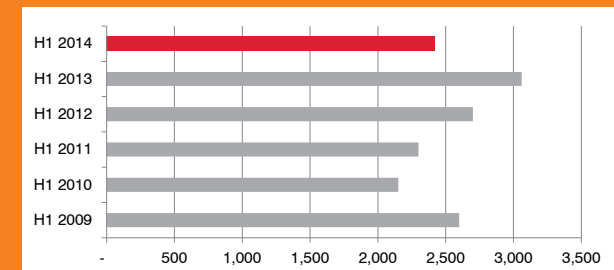
Revenue H1 2009 - H1 2014



Net Profit after NCI H1 2009 - H1 2014



Backlog H1 2009 - H1 2014



H1 2014 OVERVIEW

Europe and the Far East lead the way

Balance Sheet | Net Cash Position

- Total assets as at 30 June 2014 were AED 3.1bn compared to AED 3.2bn [FY 2013]
- Total liabilities decreased from AED 1.75bn at the end of FY 2013 to AED 1.6bn as at 30 June 2014
- The net cash position has improved from AED 7m as at 31 December 2013 to AED 64m at the end of H1 2014

Growth Markets

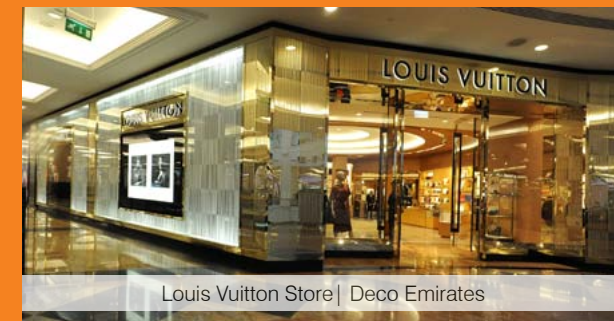
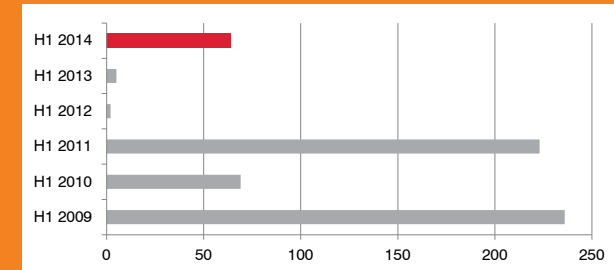
- Significant growth came from Europe / the yachts sector: Vedder signed three contracts worth AED 217.7m
- In Singapore, Design Studio Group achieved 83% growth in profits despite a decreasing top line

Completed Projects

- In H1 2014, Depa completed 66 projects and contracts, of a total value of AED 280.6m
- These include various yacht fit-outs, refits and exteriors; Apple and MasterCard offices; the Hazza Bin Zayed Stadium VIP Lounges and Louis Vuitton, Sowwah Square

Figures in AED million

Net Cash Position H1 2009 - H1 2014





BACKLOG

BACKLOG | TOP PROJECTS

Selective approach

S.N	Project Name*	Country	Total Backlog [in m AED]
1	Singapore projects above AED 10 million [18 projects]	Singapore	448.6
2	Private Yacht projects above AED 10 million [5 projects]	Germany	322.9
3	Presidential Palace	UAE	197.9
4	King Saud University	Saudi Arabia	173.0
5	Fairmont Abu Dhabi Hotel and Serviced Apartments	UAE	172.7
6	Malaysia projects above AED 10 million [5 projects]	Malaysia	131.7
7	Golden Tower	Qatar	85.1
8	Private Yacht	Netherlands	84.3
9	King Abdullah Petroleum Studies and Research Centre	Saudi Arabia	83.7
10	Twin Towers Pullman Hotel	Qatar	81.0
11	NBAD Domestic Branches Conversion	UAE	52.1
12	InterContinental Hotel	Angola	42.0
13	Novotel Refurbishment	UAE	33.9
14	Private Yacht	Netherlands	27.5
15	Hyatt Dubai Health Care City	UAE	26.9
16	Al Shamiya Extension of the Masjid Al Haram	Saudi Arabia	24.7
17	Falcon Tower	Qatar	22.5
18	Jabal Omar Development	Saudi Arabia	21.7
19	Doha City Centre – Phase III	Qatar	20.5
20	Hyatt Regency and Conrad hotels	Saudi Arabia	20.0
21	Grand Hyatt Emirates Pearl [formerly Regency]	UAE	19.3
22	Private Yacht	Japan	19.2
23	Private Yacht	Netherlands	16.2
			2,127.3

*Only projects, where over AED 10 million of work is remaining, are listed.

- The H1 2014 backlog consists of 221 projects of a total value of AED 2.4bn, down from AED 3.1bn in H1 2013
- The strong impact of Design Studio [27.3%] and Vedder [19.3%] on the overall performance of the Company is reflected in the top projects backlog list
- UAE, KSA and Qatar are still represented with high-profile contracts, accounting for 49% of the value of the key 15 projects
- The projects of the top backlog list account for 88% of the total, which translates into a value of AED 2.1bn.
- The remaining 173 projects constitute 12% of the backlog, with an average value of AED 1.69m per project
- When assessing new projects, mitigation of risks and sustainable margins are key



BACKLOG | NEW PROJECTS

Quality over quantity

- In H1 2014, Depa's subsidiaries signed contracts worth AED 578.6m
- Top performers are Vedder [AED 217.7m], Depa Qatar [AED 87.2m], Depa Décor [AED 62.0m], DDS Malaysia [AED 60.3m] and Deco Emirates [AED 39.0m]
- DIG signed for three Mock-up rooms in African countries, which is a promising indicator for their H2 2014 business
- Depa Interiors won the refurbishment of the Novotel Dubai WTC, a challenging job with a very tight timeline and many restrictions as the hotel will remain partially operational



Novotel Dubai WTC Refurbishment | Depa Interiors



Ritz Carlton Langkawi | DDS Malaysia



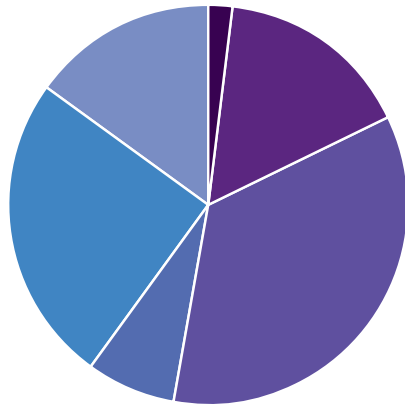
Bobbi Brown Store | Depa Saudi Arabia



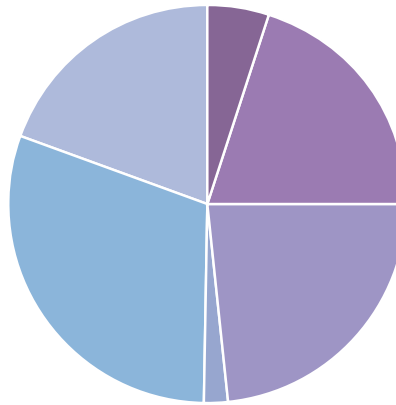
BACKLOG | DISTRIBUTION

Europe, Asia and hospitality dominate

Geographical Backlog Distribution



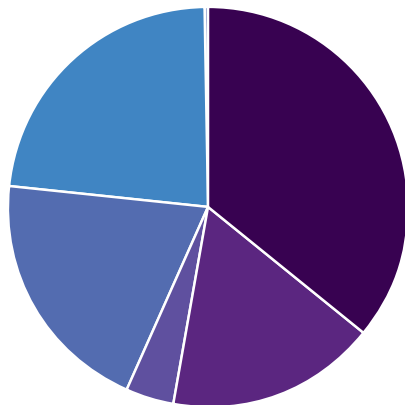
H1 2014



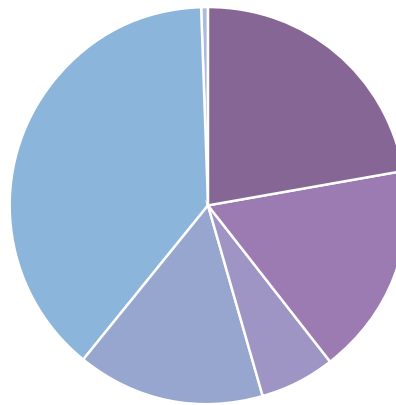
H1 2013

	June 2014	June 2013
Dubai	4.9%	1.8%
UAE, ex Dubai	19.7%	16.4%
GCC, ex UAE	23.2%	34.3%
Africa	2.4%	7.2%
Asia	30.3%	25.4%
Europe	19.4%	14.6%
USA	0.2%	0.5%

Sector Backlog Distribution



H1 2014



H1 2013

	June 2014	June 2013
Hospitality	36.0%	22.2%
Residential	16.8%	17.5%
Retail and Offices	4.2%	6.0%
Yacht	20.0%	15.4%
Infrastructure	22.9%	38.5%
Other	0.1%	0.4%



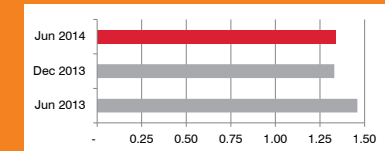
FINANCIALS

FINANCIALS | OVERVIEW

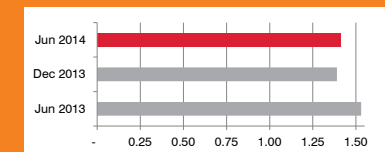
Selected income statement figures

AED million	H1 2014	H1 2013	H1 2012
Revenue	920	1,010	825
Contract Profit	118	131	34
<i>Contract Profit Margin</i>	13%	13%	4%
General & Admin Expenses	[99]	[75]	[87]
<i>% of Revenue</i>	11%	7%	11%
Provision for Doubtful Debts	[3]	[3]	[70]
Amortization of Intangibles	[9]	[10]	[16]
Profit / [Loss] from Associates		6	1
Impairment of Investment in Associate		[5]	
Other Income / [Expense] - Net	32	7	5
Finance Income / [Cost] - Net	[3]	[3]	[5]
Income Tax	[6]	[9]	[5]
Net Profit / [Loss] before NCI	30	39	[143]
<i>Net Profit / [Loss] Margin before NCI</i>	3%	4%	[17%]
Net Profit / [Loss] after NCI	27	33	[110]
<i>Net Profit / [Loss] Margin after NCI</i>	3%	3%	[13%]

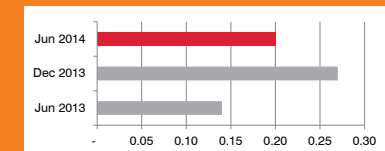
Quick Ratio



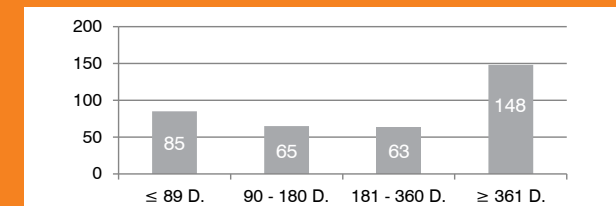
Current Ratio



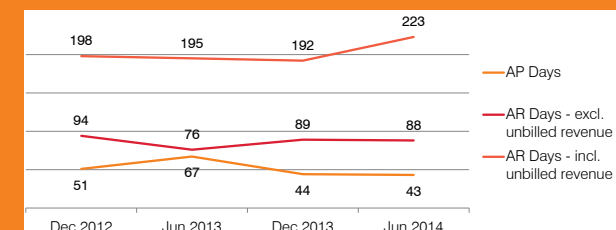
Debt to Equity Ratio



Aging of Overdue Trade Receivables*



Days Receivable and Payable



*in AED million

FINANCIALS | BALANCE SHEET

Selected figures

AED million	Jun-14	Dec-13	Jun-13
Cash in Hand	365	399	240
Trade Receivables	448	574	429
Unbilled Revenue	692	662	665
Total Current Assets	2,066	2,155	2,093
Total Assets	3,096	3,209	3,158
Total Bank Debt [short & long term]	301	392	235
Total Current Liabilities	1,465	1,551	1,366
Total Liabilities	1,624	1,753	1,526
Total Equity	1,472	1,456	1,632

KPIs

Working Capital	601	604	727
CAPEX	4	26	8

FINANCIALS | CASH FLOW

Selected figures

AED million	H1 2014	H1 2013	H1 2012
Net Cash [used in] / generated from Operating Activities	72	[7]	[43]
Net Cash [used in] / generated from Investing Activities	7	22	[28]
Net Cash [used in] / generated from Financing Activities	[106]	[75]	[27]
Net [decrease] / increase in cash and cash equivalents	[27]	[60]	[98]
Total Cash Balance	365	240	238
Total Bank Debt	[301]	[235]	[236]
Total Net Cash	64	5	2

FINANCIALS | GEOGRAPHY

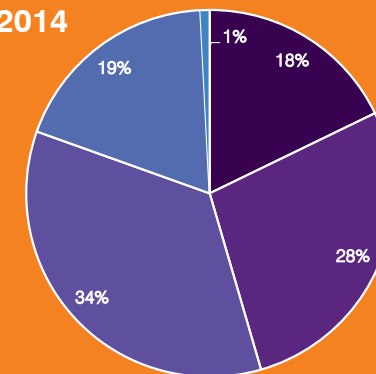
Revenue segmentation

Figures in AED million

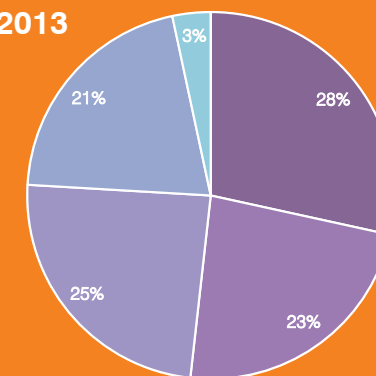
Regional Office	H1 2014	H1 2013	Variance	
			Amount	Percentage
Dubai Contracting Operations	175	313	[138] ↓	[44%]
Abu Dhabi Contracting Operations	272	257	15 ↑	6%
Manufacturing Operations [excl. Asia]	344	266	78 ↑	29%
Asia Operations	184	228	[44] ↓	[19%]
Others	8	37	[29] ↓	[78%]
Total	983	1,101	[118] ↓	[11%]

Note: Above numbers represent revenue before intercompany elimination

H1 2014



H1 2013





FINANCIALS | ACTIVITY

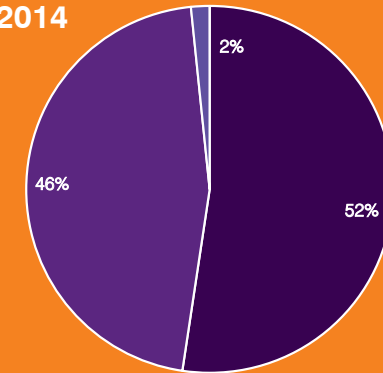
Revenue segmentation

Figures in AED million

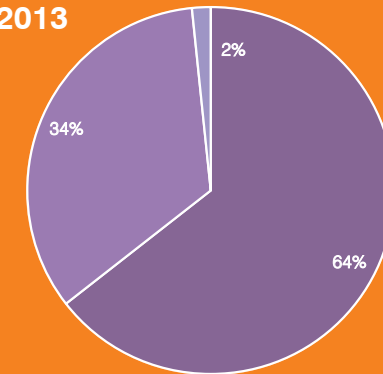
Activity Segment	H1 2014	H1 2013	Variance	
			Amount	Percentage
Contracting	515	712	[197] ↓	[28%]
Manufacturing	452	371	81 ↑	22%
Procurement	16	18	[2] ↓	[11%]
Total	983	1,101	[118] ↓	[11%]

Note: Above numbers represent revenue before intercompany elimination

H1 2014



H1 2013



- Contracting
- Manufacturing
- Procurement



SUBSEQUENT EVENTS

SUBSEQUENT EVENTS

Restructuring of the Board

Nomination of a new Chairman

- On 15 September 2014, Depa announced the appointment of Mohamed Ali Al Fahim as Chairman of the Company, following the resignation of Mr Hasan Ismaik in June
- Further, Roderick Maciver, an Independent Non-executive Director of the Board, was approved as Vice Chairman

Appointment of new Board Director

- El Sayed Zakaria, nominated as Interim Independent Non-Executive Board Member in August, became a permanent Director

