

Confidential

The logo for Depa Limited, featuring the word "depa" in a white, lowercase, sans-serif font. The text is centered within a solid red square. The background of the slide is a light gray grid pattern.

**Semi-Annual Results  
H1 2012**

Depa Limited  
Dubai, UAE

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.

**Overview**

**Backlog**

**Geographical Update**

**Financials**

**Outlook**

# Overview





# H1 2012 Overview

## Revenue growth across the board

### Revenue

- Revenues at AED 825m, a 10% increase YoY (H1 2011: AED 749m).
- All regional subsidiaries experienced uplift in revenues.
- Highest revenue growth came from European yacht fit-out subsidiary, Vedder.

### Net Profit

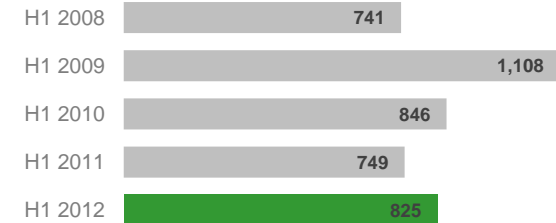
- Issues on three specific projects lead to a net loss of AED 110m (H1 2011: profit AED 48m).
- Excluding the impact of these projects the business would have recorded a net profit of AED 11m in H1 2012.

### Backlog

- Backlog at AED 2.7bn, up AED 400m or 17% on the same period last year (H1 2011: AED 2.3bn).
- Backlog increasingly diversified as compared to prior years - GCC down to 41%, Asia up to 34% and Africa up to 18%.

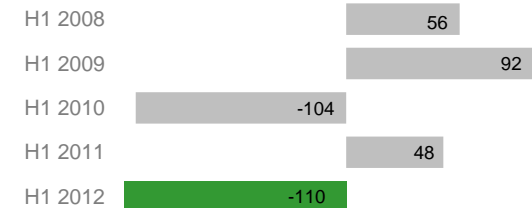
(AED Million)

### Revenue

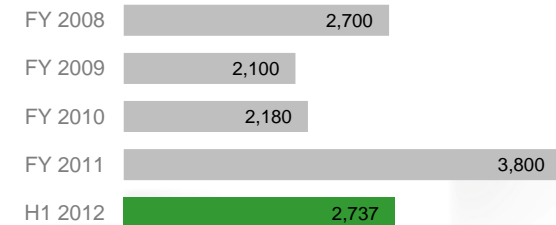


(AED Million)

### Net Profit



### Year End Backlog



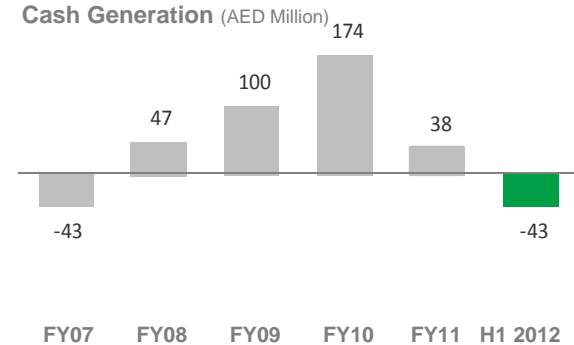


# H1 2012 Overview

Over AED 940 million of new contracts signed in H1 2012

## Balance Sheet/Cash Generation

- Total assets as at 30 June 2012 were AED 2.95 billion compared to AED 3.03 billion as at 31 December 2011. Total liabilities increased from AED 1.29 billion to AED 1.3 billion.
- Negative cash generation at AED -43 million.



## Growth Markets

- Over AED 940m of new contracts signed in H1 2012 and 200 projects currently being executed.
- Wins include two hospitals in Morocco and Qatar; two hotels in UAE and Angola



## Completed Projects

- Shell Office
- Burberry
- Silver III
- Louis Vuitton
- Private Yacht I
- Al Jawahar Sales Office
- MODA
- Private Yacht II



# Backlog





# Backlog

Backlog diversification has increased, with 11% infrastructure value growth

Project Name (Projects above 10 million)	Country	Value (AED)
Singapore Projects ( 20 Projects)*	Singapore	417,150,954
KAPSARC- King Abdullah Petroleum Studies and Research Center	Saudi Arabia	204,184,214
Morocco Hospital	Morocco	183,750,000
King Saud University	Saudi Arabia	181,987,139
Intercontinental Hotel	Angola	175,608,510
Twin Tower Hotel	Qatar	118,039,650
Mumbai International Airport	India	97,876,996
Baku Flame Tower	Azerbaijan	97,666,011
Al Forsan Sport Hotel	UAE	93,083,613
Accommodation Towers	Angola	91,684,854
Regent Emirate Pearl	UAE	71,496,990
Private Yacht	Germany	55,224,564
Ramada Hotel	Qatar	54,441,472
Private Yacht	Netherlands	52,246,718
Doha City Center	Qatar	52,090,380
Cleveland Clinic	UAE	49,411,829
Private Yacht	Germany	40,303,646
PPM Conrad Hotel	UAE	39,401,058
Traders Hotel	Qatar	34,185,682
Traders Hotel	Malaysia	28,481,329
Cairo Festival City	Egypt	25,416,630
Lanson Place	Malaysia	21,180,957
DLF - Magnolias	India	18,912,333
Ritz Carlton	India	18,444,177
Ascott	Malaysia	18,270,929
Hamad Medical Hospital	Qatar	17,461,260
Abdalil Boulevard	Jordan	16,924,648
CIMB	Malaysia	16,114,909
Private Yacht	Italy	14,609,389
IPIC Headquarters	UAE	13,392,947
Waldorf Astoria	UAE	13,298,450
Urbano Taksin	Thailand	10,976,236
Central Market	UAE	10,010,712
		<b>2,353,329,188</b>

- All projects are in the advanced stage of construction .
- Depa continues to have healthy contracted backlog which stood at almost AED 2.7 billion.
- Backlog consists of 217 projects where we are already working on site and does not include projects where we have yet to begin interior works.
- Key projects represent 86% of our backlog value and are worth AED 2.35 billion.
- The remaining 14% of backlog consists of 165 projects with an average value of AED 2.32 million per project.



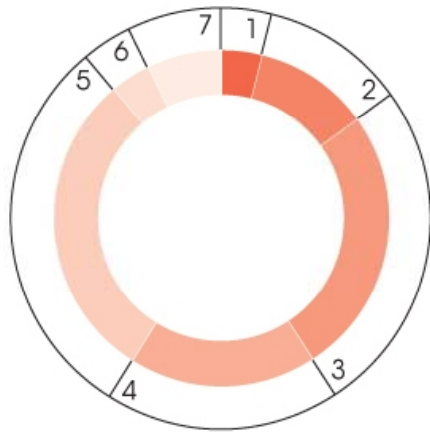


# Backlog: Geographical Distribution

Africa backlog growing

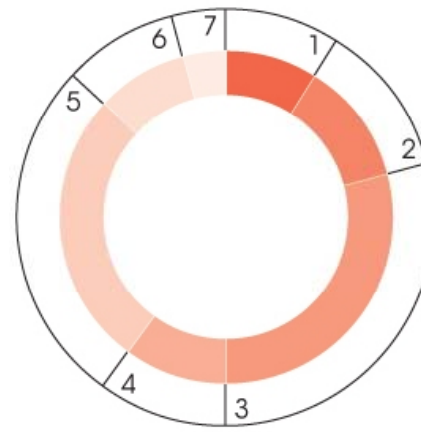
## Geographical Backlog Distribution

H1 2012



1 Dubai	4%
2 UAE Ex-Dubai	11%
3 GCC Ex-UAE	26%
4 Africa	18%
5 Asia	30%
6 CIS	4%
7 Europe	7%

H1 2011



1 Dubai	9%
2 UAE Ex-Dubai	12%
3 GCC Ex-UAE	29%
4 Africa	10%
5 Asia	27%
6 CIS	9%
7 Europe	4%

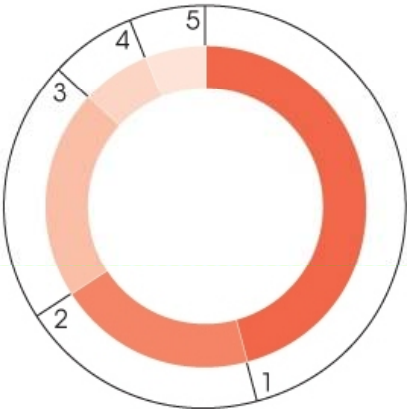


# Backlog: Sector Distribution

Hospitality shrinking as a portion of growing backlog

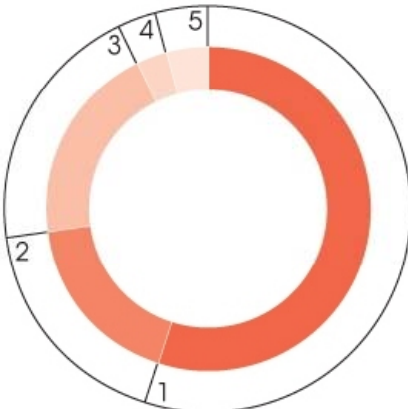
## Sector Backlog Distribution

H1 2012



1	Hospitality	46%
2	Residential	20%
3	Infrastructure	21%
4	Yacht	7%
5	Shops, Malls and Offices	6%

H1 2011

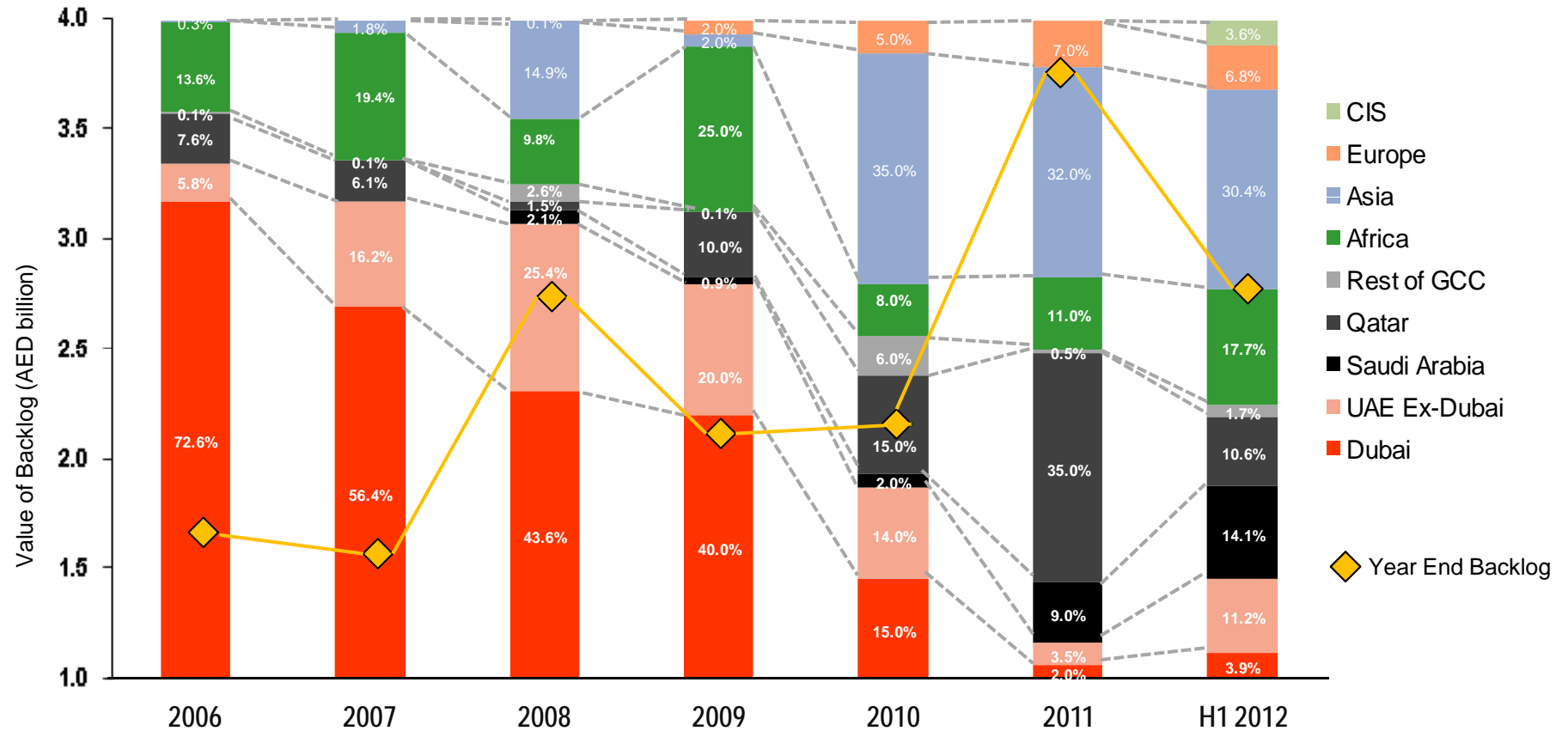


1	Hospitality	55%
2	Residential	18%
3	Infrastructure	20%
4	Yacht	3%
5	Shops, Malls and Offices	4%



# Backlog Geographical Distribution

Significant increase in African backlog portion



# Geographical Update





## Geographical Overview

Highest revenue growth from Vedder and Depa Design Studio.

### GCC

- In the GCC, the termination of the New Doha International Airport contract has caused reduced revenue expectations for the Company in 2012 and 2013.
- In the first half of the year, the Company has executed work on projects such as the King Abdullah Petroleum Studies and Research Centre and the King Saud University in KSA and on the Hamad Medical Corporation, the Ramada Hotel and the Twin Tower Hotel in Qatar.

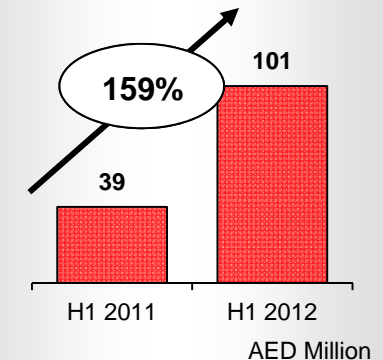
### Asia

- Design Studio Group is still on firm footing to navigate forward with a strong balance sheet and healthy order book of AED 711 million as of 13 August 2012.
- In the CIS countries, we are experiencing a slow-down in the near-completion phases of several contracts and accordingly have lowered our forecast for expected income whilst anticipating losses on some of the projects. Specifically, we have lost AED 20.5 million on a CIS-based project due to issues originating from the initial contract phases, which were undertaken by Mivan Depa.

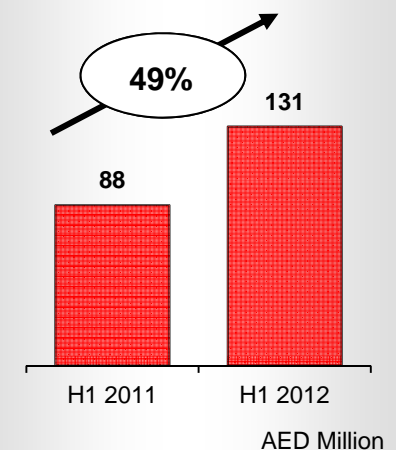
### Africa

- Project execution in Angola proceeding as intended, and with further works on the horizon.
- In Morocco, Depa Abu Dhabi has begun work on the Morocco Hospital Project but our subsidiary DepaMar is currently facing operational difficulties and losses on its Mazagan Villa Project.

### Vedder Revenues



### Depa Design Studio (Singapore) Revenues

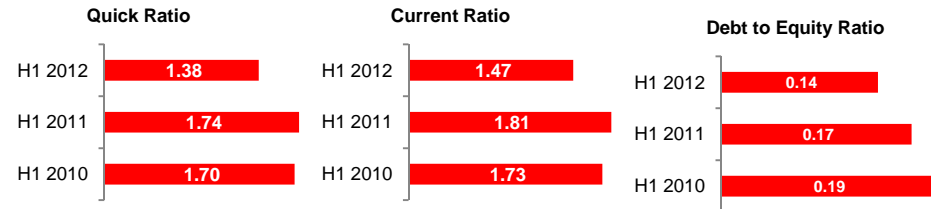


# Financials

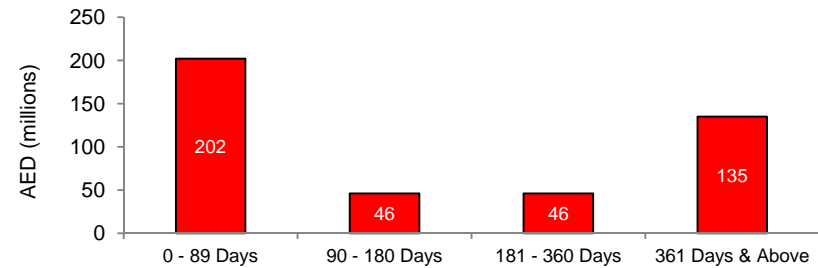
AED Million	Actual H1 2012	Actual H1 2011	Actual H1 2010
<b>Revenue</b>	<b>825</b>	<b>749</b>	<b>845</b>
<b>Contract Profit</b>	<b>34</b>	<b>153</b>	<b>(28)</b>
<i>Contract Profit Margin</i>	<i>4%</i>	<i>20%</i>	<i>(3%)</i>
General & Admin Expenses	(87)	(95)	(80)
<i>% of Revenue</i>	<i>11%</i>	<i>13%</i>	<i>9%</i>
Provision for Doubtful Debts	(70)		(24)
Amortization of Intangibles	(16)	(22)	(9)
Profit / (Loss) from Associates	1	1	7
Other Income / (Expense) - Net	5	25	17
Finance Income / (Cost) - Net	(5)	(3)	
Income Tax	(5)	(9)	(1)
<b>Net Profit / (Loss) before NCI</b>	<b>(143)</b>	<b>50</b>	<b>(118)</b>
<i>Net Profit / (Loss) Margin before NCI</i>	<i>(17%)</i>	<i>7%</i>	<i>(14%)</i>
Net Profit / (Loss) after NCI	(110)	48	(104)
<i>Net Profit / (Loss) Margin after NCI</i>	<i>(13%)</i>	<i>6%</i>	<i>(12%)</i>

Audited financials

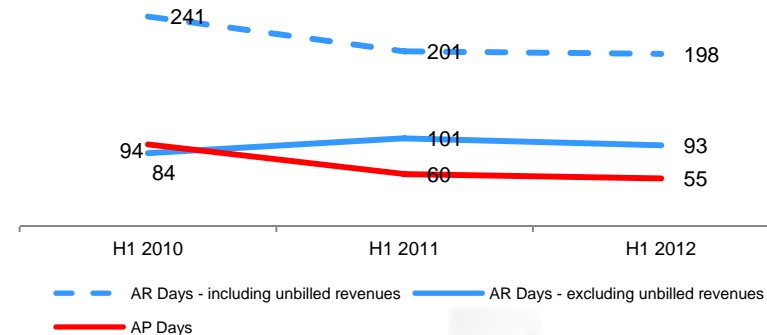
## Ratio Analysis



## Receivables Aging



## Days Receivable and Payable



## Financials: Selected Balance Sheet Figures

AED Million	H1 2012	H1 2011	H1 2010
Cash in Hand	238	526	402
Trade Receivables	429	420	396
Unbilled Revenue	483	416	734
Total Current Assets	1,758	1,794	2,037
<b>Total Assets</b>	<b>2,946</b>	<b>2,943</b>	<b>3,178</b>
Total Bank Debt (Short & Long Term)	236	303	334
Total Current Liabilities	1,198	993	1,177
<b>Total Liabilities</b>	<b>1,300</b>	<b>1,174</b>	<b>1,412</b>
<b>Total Equity</b>	<b>1,646</b>	<b>1,769</b>	<b>1,766</b>
<b><u>Operational KPIs</u></b>			
AR days (excluding Unbilled Revenue)	93	101	84
AR days (including Unbilled Revenue)	198	201	241
AP days	55	60	94



## Financials: Selected Cash Flow Figures

AED Million	H1 2012	H1 2011	H1 2010
Net Cash (used in) / generated from Operating Activities	-43	110	36
Net Cash (used in) / generated from Investing Activities	-28	-10	-176
Net Cash (used in) / generated from Financing Activities	-27	-29	-7
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>-98</b>	<b>71</b>	<b>-147</b>
Total Cash Balance*	238	526	402
Total Bank Debt	-236	-303	-334
<b>Total Net Cash</b>	<b>2</b>	<b>223</b>	<b>68</b>
* Cash balance includes FDs with a tenor of 3 months or more amounting to:	38	34	124
<b><i>KPIs</i></b>			
CAPEX	21	33	10
Working Capital	560	801	860
AP days	55	60	94



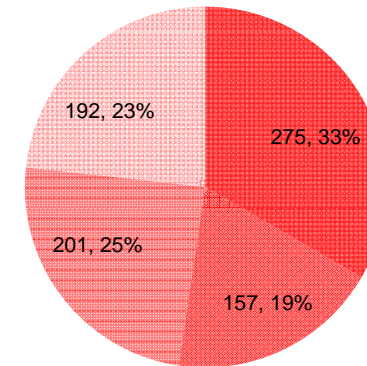
# Financials: Geographic Segmentation

## Revenue

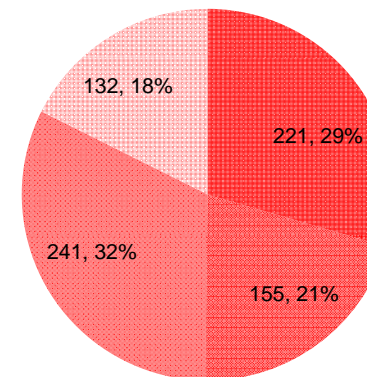
AED Million

Regional Office	H1 2012	H1 2011	Variance	
			Amount	Percentage
Dubai	275	221	54 ↑	24%
Abu Dhabi	157	155	2 ↑	1%
Asia	201	241	(40) ↓	(17%)
Europe	192	132	60 ↑	45%
<b>Total</b>	<b>825</b>	<b>749</b>	<b>76 ↑</b>	<b>10%</b>

H1 2012



H1 2011



■ Dubai ■ Abu Dhabi ■ Asia ■ Europe

### Regional Offices have operations in the following Countries

**Dubai:**

- Angola
- Azerbaijan
- Dubai
- Egypt
- Jordan

**Asia:**

- China
- Malaysia
- Singapore
- Thailand
- USA

**Abu Dhabi:**

- Abu Dhabi
- KSA
- Morocco
- Qatar

**Europe:**

- Germany
- India
- UK

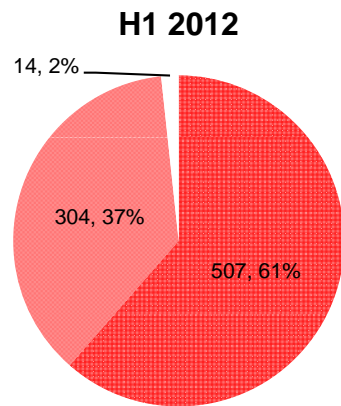


# Financials: Activity Segmentation

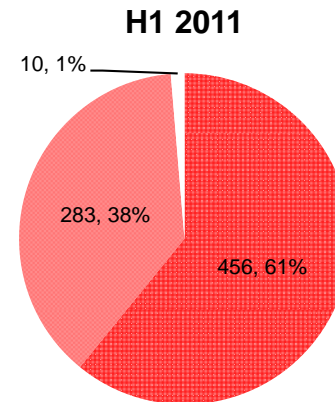
## Revenue

AED Million

Activity Segment	H1 2012	H1 2011	Variance	
			Amount	Percentage
Contracting	507	456	51 ↑	11%
Manufacturing	304	283	21 ↑	7%
Procurement	14	10	4 ↑	40%
<b>Total</b>	<b>825</b>	<b>749</b>	<b>76 ↑</b>	<b>10%</b>



■ Contracting ■ Manufacturing Procurement



■ Contracting ■ Manufacturing Procurement

## Outlook

- Slow growth prospects from GCC markets
- Infrastructure and medical center projects coming strongly into backlog
- African and Asian (including Chinese) markets providing growth opportunities