



**SHAFAFIYAH  
FORUM 2013**

**كيبكو  
KIPCO**

شركة مشاريع الكويت (القاضة)  
Kuwait Projects Company (Holding)



# Going for Growth



## Investor Presentation

March, 2013

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# Agenda

## ◆ What we promised and delivered



# What we said in 2009 to 2011 Shafafiyah ...we delivered

Liability  
management

Investment grade  
rating

Increased  
ownerships

M&A and exits

Streamlined  
operations

## In 2012 we promised...



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**Regional expansion through acquisitions**

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*Acquisition of Eurobank Tekfen (Turkey) and FIM Bank (Malta)<sup>1</sup>*

*Entered Iraq and UAE insurance markets*



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**Paying down KD174M of group debt in 2012**

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*Deleveraged by KD120 mn*

*Streamlined balance sheet and capital structure*



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**Reduce group wide G&A cost by 15%**

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*Reduced G&A expenses at UGB and KAMCO by 15%*

*The journey continues...*



1. Malta acquisition expected to be completed in 2013

# Core Companies: 2012 Report card



- ✓ 27% loan growth (without Turkey acquisition)
- ✓ 17% growth in operating profits
- ✓ NPAs declined to 7.0% (2011: 10.5%)



- ✓ 33% revenue growth
- ✓ 30% subscriber growth
- ✓ 5x EBITDA growth



- ✓ 10% net premiums growth
- ✓ 30% net profit growth
- ✓ Rating upgraded to A- by S&P



# Core Companies: 2012 Report card..cont'd



- ✓ *Reduced balance sheet size from KD498 to KD345 mn*
- ✓ *Deleveraged by KD113 mn*
- ✓ *Despite all above net profit higher than 2011*



- ✓ *Net profits grew by 123%*
- ✓ *KIPCO tower completed*
  - *81% office space occupancy*



- ✓ *Sadafco<sup>1</sup> – 16% sales growth; 11% net profit growth*
  - *Sales and profit doubled during 2007-2012*
- ✓ *Qurain<sup>1</sup> – KD19 mn profit*
- ✓ *Deleveraged by KD7 mn; G&A reduced by 33%*



1. Sadafco and QPIC numbers represents TTM ending Dec'12

# Going into 2013 with a portfolio of solid assets

**Burgan Bank**

Fastest growing bank in Kuwait

**OSN**

Fastest growing Pay TV in the world

**GIC**

# 1 in 4 major geographies  
- Operating in 7 markets

**UGB/KAMCO**

Clean balance sheets / Focus on core revenues

**URC**

Major projects begin to be earnings contributive

**U  
-  
C**

**SADAFCO**

Major market leader in Saudi dairy business

**QPIC**

A solid cash flow generation (Equate)

**UEC**

Leading higher education provider in Kuwait  
- 12,000 student from KG to University





## ◆ Future: Many elements kicking in

All quoted and major core companies entering 2013 with profitability



# Core revenue growth continues...

	2012	2013 guidance
Burgan Bank	16%	25% +
OSN	33%	25% +
GIC	10%	10% +
SADAFCO	16%	15% +
URC	18%	10% +
KAMCO	23%	20% +



## 2013 Outlook: Year of consolidation

*All underlying assets in “double digit” growth mode*

*Expensive cost of funds...still we are growing in profit*



***Thank You***

