

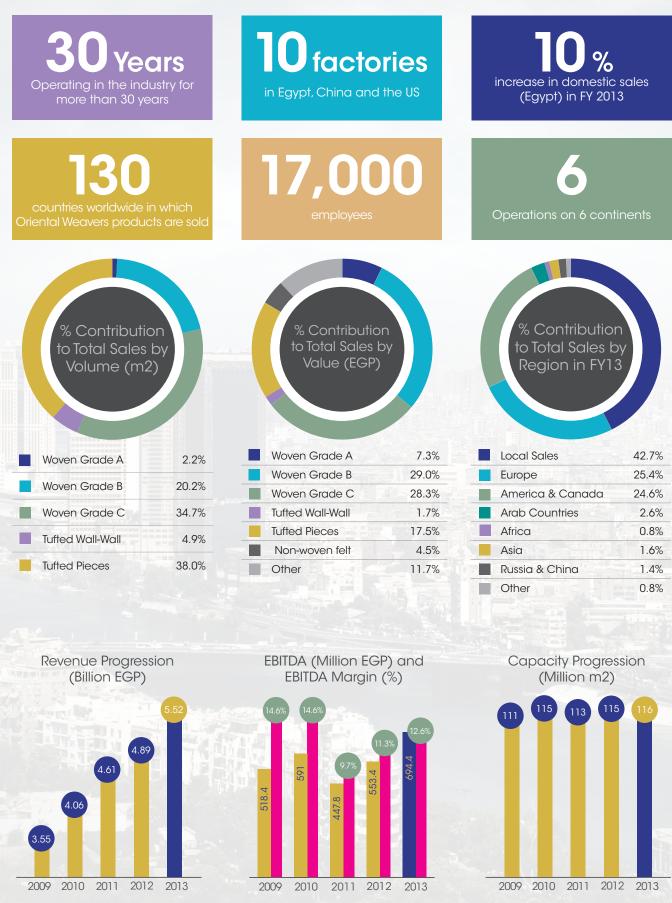
النساجون الشرقيون Oriental Weaverr

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# EXPANDING OUR LOCAL REACH

ANNUAL REPORT

Oriental Weavers is one of the world's largest carpet and rug manufacturers. Based in Egypt, the Group has manufacturing facilities in three countries and distributes its products in more than 130 countries worldwide.



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# Founder's Message

Welcome to Oriental Weavers' 2013 Annual Report. As you read through this report, you will have an opportunity on each page to learn more about our performance in 2013 — a strong performance, indeed, in a year that was marked by social, economic and political challenges that made the two years preceding it seem tame by comparison.

Oriental Weavers did much more than passively survive the difficult conditions that faced us in 2013: We actively grew and thrived, positioning ourselves to do the same in the years to come.

So, my note today will not focus on the operational achievements that saw us grow sales by 13%, gross profits by 22% and the bottom line by 27%. You can learn about these achievements and more on other pages of this Annual Report.

My focus today will be on the future: What we expect to see in the coming period, and what we plan to see in the years ahead. In broad terms, this will be a continued focus on growth: of the top line, of margins, of capacity, of our footprint and of our bottom line.

First of all, in 2014 and 2015, we are very focused on expanding our reach. In our home market of Egypt, our long-term strategy is naturally to target sales expansion across all income groups. In the immediate-term, however, our real focus is on the underserved lower and middle-income consumers, a segment where we see a great deal of opportunity for growth. To this end, plans to build and open an additional 20 small-sized retail outlets in 2014 targeting high-density areas, primarily in the Delta, remain on track.

In terms of exports, we are looking to maintain sales levels and improve margins in our primary markets of the United States and Europe—in which we are seeing renewed potential—while expanding into high-potential territories in South America, Asia and Eastern Europe.

Another market that we have our eye on is China. Our operations in China are relatively small, given the potential of this enormous consumer market. Accordingly, we are reviewing our strategy, management approach and product mix to see how we can better meet the tastes of Chinese consumers.

OW Hospitality is a high-potential vehicle for growth, in particular in Africa, the Gulf and Europe, where we see significant openings in the hospitality industry. I am confident that growing our market share here will filter directly to the margins.

In addition to geographies, we will be looking to grow operationally by further improving efficiency. The company is studying and implementing state-of-the-art waste reduction measures and new production techniques as well as installing new looms to enhance efficiency.

These improved operational efficiencies will come with a program of cost controls and expense rationalization to see the company grow margins significantly, even as we shift the focus away from top-line sales growth.

For the past few years we have been focused on growing revenues and market share at the expense of margins. This strategy paid off in the difficult years post-global financial crisis and Arab Spring. However, we anticipate a return to growth and stability in our key markets, and are accordingly easing back the throttle on sales growth to allow ourselves to focus on margins.

In sum, our key markets are showing signs of stabilization and growth that will allow us to capitalize on the moves we've made in the past few years to position ourselves for growth, expansion and efficiency.

**Mohamed Farid Khamis** 



Oriental Weavers did much more than passively survive the difficult conditions that faced us in 2013: We actively grew and thrived, positioning ourselves to do the same in the years to come.

# About OW

Oriental Weavers (OW) is one of the most recognized brands in the machine woven rug and carpet industry today. Established in 1979 by Mr. Mohamed Farid Khamis, a leading Egyptian entrepreneur and industrialist, the company has grown under his leadership to become one of the largest and fastest-growing machine made rug and carpet manufacturer in the world.

A true Egyptian success story — and building on Egypt's long textile tradition which dates back thousands of years — Oriental Weavers has grown to become a vertically-integrated, multinational floor coverings producer based in Egypt's Tenth of Ramadan City, with additional production facilities in China and the United States. The company exports more than 60% of its production to six continents through a distribution network that includes offices in the United Kingdom, Egypt, Canada and the United States.

OW is the acknowledged leader in design, quality and innovation within the industry. With a simple vision, the company became a leading worldwide exporter and by far the largest player in the Egyptian market.

### Oriental Weavers Is:

#### Focused & Innovative

Concentrating on innovation in technology and design. The first in the world to develop 4 million-points-persquare-meter technology.

#### Diverse

Final products cover all price points and uses, ranging from machine-woven, tufted and needle-punched rugs, mats and carpets to Gobelin tapestries, upholstery and floor covers, and Axminster carpets.

#### Vertically Integrated

With complete control over the production and distribution value chain.

#### Flexible

Averaging a new product every two weeks.

# OW Group

Oriental Weavers is comprised of six independent operating companies that fall under the umbrella of the Oriental Weavers Group. Each company has its own mandate, management team and scope, while interacting and operating in synergy with its peers.



### Oriental Weavers Carpet Company

Oriental Weavers Carpet Company was founded in 1979 by industrialist and entrepreneur Mohammed Farid Khamis and today is the holding company for a fully vertically integrated producer of rugs, mats and carpets. As a manufacturer, Oriental Weavers produces three grades (A, B and C) of machine woven carpets and rugs for the Egyptian market, with annual capacity for the mother company presently reaching 22 million m2. Oriental Weavers has been traded on the Egyptian Exchange since 1997 and today its shares represent the consolidated earnings of the company's subsidiaries.

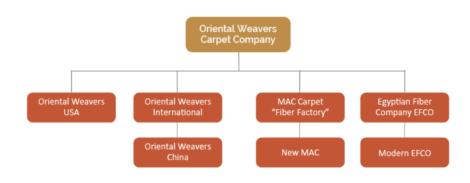
22 million m2	
2013 Production Capacity	

EGP 1.57 bn 2013 Sales Value

### 8%

Y-o-Y Sales Growth 2012 - 2013

**28%** Contribution to Group Sales





### Oriental Weavers International

Oriental Weavers International (OWI) was established in 1999 as an export-oriented free trade zone company in 10th of Ramadan City. The company's vertically integrated facilities encompass the scope of extrusion of synthetic fibers, dyeing and spinning wool as well as the weaving and finishing of products. The majority of the group's diversified products related to home textiles are produced within this facility (carpets, rugs, Axminster, Gobelin, gun-tuft and fibers). OWI's main export markets include North America, Europe, and the Middle East, while the company also delivers to more than 60 countries worldwide. OWI fully owns OW China with an eye on developing its market share in the emerging Asian market and in 2012 production began at a new yarn production facility (King Tut) with an annual capacity of 150 tons daily.

### 34 million m2

2013 Production Capacity

**15%** Y-o-Y Sales Growth 2012 – 2013 EGP 1.97 bn 2013 Sales Value

**36%** Contribution to Group Sales



# Oriental Weavers (Tianjin) Company Ltd (Oriental Weavers China)

Oriental Weavers China was established in 2006 in anticipation of China's growing importance in the global economic scene. OW China operates in the Tianjin industrial zone, 80 kilometers south of Beijing. The producer is a vertically integrated facility with fiber extrusion capacities as well as rug and carpet manufacturing facilities. As domestic demand continues to drive the growth of China's economy, Oriental Weavers intends to capitalize on the rise of the country's large middle class by leveraging relationships with global retail customers, which have seen notable growth in China in recent years. Management is focused on utilizing OW China as a new hub for our contract / commercial business and expanding Aximinster operations to capitalize on strong growth in China's hospitality business.

#### 3.3 million m2

2013 Production Capacity

**16%** Y-o-Y Sales Growth 2012 – 2013 EGP 64 mn 2013 Sales Value

**1%** Contribution to Group Sales

ORIENTAL WEAVERS

### **Oriental Weavers USA**

Oriental Weavers USA is based in Dalton, Georgia, where it manufactures, markets and distributes products imported from the company's Egyptian plants. Oriental Weavers USA sells to mass merchants and big-box retailers as well as to independent retailers, furniture retailers, catalogues and department stores. In recent years the company has been awarded America's Most Magnificent Rug award through its high-end brand, Sphinx.

#### EGP 609 mn 2013 Sales Value

**9%** Y-o-Y Sales Growth 2012 – 2013

### **11%** Contribution to Group Sales



### MAC Carpet "Fiber Factory"

MAC Carpet 'Fiber Factory' is Oriental Weavers' foothold in the wall-to-wall tufted carpeting segment, a key division that further diversifies the group's product mix beyond the rugs and mats categories. MAC operates out of four sites in Egypt, all in 10th of Ramadan City. A leading Egyptian exporter, MAC's products are delivered to more than 107 countries, supplying some of the world's largest retailers. In addition to wall-to-wall carpeting, MAC's diversified product offerings include, door and kitchen rugs, rubber backed bathroom mats, multilevel textured mats for outdoor applications, car mats, children's rugs and mats, scatter rugs and club rugs. MAC also manufactures three-dimensional advertising floor panels, runners and artificial turf for indoor and outdoor applications.

**56 million m2** 2013 Production Capacity

**12%** Y-o-Y Sales Growth 2012 – 2013 EGP 1.6 bn 2013 Sales Value

**19%** Contribution to Group Sales



### Egyptian Fibers Company

Egyptian Fibers Company (EFCO) is the group's polypropylene business and engages in the manufacture of polypropylene fibers and polyester yarn. It also manufactures and exports different types of non-woven rugs and carpets and other related polypropylene products. EFCO has a 69% stake in Modern EFCO Fibers Company, which produces polypropylene, polyester and non-woven carpets.

#### 16 million m2

2013 Production Capacity

EGP 250 mn 2013 Sales Value

**54%** Y-o-Y Sales Growth 2012 – 2013 **4%** Contribution to Group Sales

# Our Strategy

Oriental Weavers is a global leader in the carpets industry. The company's strategy—which focuses on keeping costs low, and using efficiency, technology, responsiveness and geographic reach to deliver superior margins—is key to maintaining this leadership position.

OW's ability to keep costs at a reasonable level is facilitated by a platform of full integration — backward and forward — which allows for economies of scale and scope. State-of-the-art technology improves production efficiency and flexibility, which in turn allows quick responses to market conditions while production across all price points fully penetrates markets. Finally, the group's global experience and presence ensures unmatched global market intelligence.

To maintain and expand our position in the market, Oriental Weavers is focused on organic growth, expanding our global footprint, enhancing our local dominance, ensuring diversification, and furthering vertical integration.

### Organic Growth

A flexible production mix that can fluidly adapt to shifting market demand allows OW to set an order-driven production schedule that is highly efficient and makes maximum use of capacity, with a steady backlog. In essence, this allows for organic growth at the group level, setting expansion plans in parallel with developing market trends.

### **Global Footprint**

Oriental Weavers' truly global presence helps streamline its manufacturing and distribution operations while facilitating on-theground market insight. At the group level, international sales accounted for 57% of revenues in 2013, supported by manufacturing facilities in Egypt, the US and China with distribution hubs in the US, UK and Dubai. OW rugs and carpets are sold in more than 130 countries across six continents.

### Local Dominance

The group is the leading provider to the Egyptian market, with local sales accounting for 43% of group revenues in 2013. Sales in Egypt are supported by OW's ability to cater to all price points, as well as the Egyptian market's demographic trends, including population growth, a growing middle class and cultural factors that place emphasis on furnishing housing units with rugs and carpets for newly married couples.

In Egypt, Oriental Weavers has 175 showrooms and 64 wholesalers, including the largest rug showroom in the world, and aggressive expansion plans to capitalize on the strong fundamentals here, that will include the addition of 20 small-sized retail outlets in 2014. Our production facilities run at full capacity 24 hours per day, 7 days per week.

### Diversification

An important cornerstone of Oriental Weavers' strategy, diversification allows the group to stay on top of market trends and achieve sustainable, organic growth. OW's most recent business lines — Axminster and Tapestry & Gobelin — represented a move into higher profit margin products geared toward the hospitality industry and were well-received by the market. Likewise, the company has entered partnerships with global majors including Tommy Bahama and Pantone. In 2013, the company launched seven collections under our partnership agreement with globally recognized brand Pantone, famous for setting the color standards used in industries around the world. OW has likewise kicked off the licensing partnership with upscale consumer lifestyle brand Tommy Bahama, with a further seven collections.

### Vertical Integration

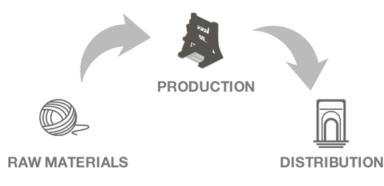
OW's vertical integration strategy embraces the complete carpet care and rug manufacturing process, from spinning and dyeing yarn to locally producing the polypropylene granules used in making synthetic fibers and blends, thus guaranteeing quality and value for every rug. This cornerstone of OW's strategy, in particular, allows for greater cost reduction and complete control over the manufacturing process.

The company embarked on its strategy of vertical integration in 1983 with the establishment of 10th of Ramadan Spinning Company, to satisfy OW's wool fiber requirements. Egyptian Fibers Company (EFCO) and Oriental Weavers Fibers (OWF) were established in 1987 and 1993 respectively, securing the group's supply of polypropylene fibers. Moreover, EFCO exports a portion of its production to Arab and European countries.

Sphinx, the group's US distribution arm, was established in 1991, and Oriental Weavers International (OWI), the group's exportoriented facility, was founded in 1999 in the tax-free zone in the 10th of Ramadan City. Most recently, in 2011, the group established King Tut, a new yarn production facility with an annual capacity of 150 tons daily. Actual production started in 2012. The new factory produces nylon, which is the primary raw material used by MAC printed and tufted carpets. With excess capacity, Oriental Weavers is both self-reliant on yarn and able to export it to the US.

### Our Business Model

Achieve consistent and sustainable growth



# **Operational Highlights**

### Strong top-line performance in 2013

Pent-up demand in our domestic market and strong seasonal demand in key Western export territories drove a robust sales performance in the fourth quarter of the year. In the full year, the Group returned revenue growth of 13% y-o-y, on expansion of both local and export sales, as discussed below.

#### Local Sales

In the full year, a muted 3Q 2013 performance caused largely by curtailed shopping hours and a tense political environment was offset by strong 1H and 4Q results, leading full-year domestic sales to rise 11% over FY 2012. Looking ahead, management is establishing a network of small retail concepts in rural and underpenetrated areas of the local market to meet demand from growing low-income housing.

#### Export Sales

Four quarters of excellent export performance saw FY 2013 export sales close at EGP 3.2 billion, a 14% improvement over the previous year. The Group's performance in the year was led in large part by strong growth in the key US and European markets and aided by currency devaluation. In the vital rugs market of the United States — the world's largest rugs importer — sales benefited from an uptick in demand from recovering housing market and home remodeling trends. Improved margins for US sales, meanwhile, were largely driven by the curtailing of contracts for low-margin products.

The Group achieved 24% growth in exports to Europe in the year, an unprecedented jump, and one that came despite a relatively damp economic environment in 2013 for the continent, driven in large part by strong orders received from our existing clients. Meanwhile, the African market reported the strongest growth in absolute percentage terms at 98%, with exports to Asia a more distant second at 27% growth.

Management intends to continue cultivating key markets while also leveraging the significant growth opportunities offered by the hospitality industry in the Gulf region, which already accounts for 3.0% of export sales.

### Promising Operational Performance Across All Business Segments

Woven sales were up 12% in the full year to EGP 3.6 billion on a comparatively small 2% increase in volumes, an optimal product mix and continued emphasis on sales of our more profitable products.

Tufted sales increased 6% in FY 2013 to EGP 1.1 billion, despite a 2% drop in volumes. Meanwhile, our Non-Woven Felt segment contributed EGP 246.9 million to the top-line, a 54% improvement over FY 2012.

### Enhanced Margins in 2013

Our ongoing strategy of optimizing product mix and value saw EBITDA rise 25% year-on-year to EGP 694.4 million in the full year with margins of 13% (a 130 bps improvement) on a relative increase in average selling prices. This came as demand shifted toward higher price points for each category of products. Also driving the rise in EBITDA were continuous cost-control efforts and, in particular, the cost savings the Group realized from the new King Tut yarn factory.

Across the board, margin improvements were driven by a push from each division to introduce new products and innovative designs as well as a focus on customer care. Also as part of our efforts to enhance margins, management took the decision in the quarter to drop some low-margin clients.

### Strong Earnings Growth

In 2013, net profit rose 27% as strong results from the first half and fourth quarter offset a dip in 3Q. Contributing to the bottom line in FY 2013 was a 30% decrease in finance costs on the rising proportion of US dollar-denominated debt (reaching 70% of debt, up from 50% in FY 2012) with a relative lower average interest rate of c. 3%.

As part of the Group's continued efforts to navigate prevailing political and economic conditions by restructuring the company's debt, management further reduced the Group's debt position in the quarter, with a resultant year-end net debt : equity ratio of 0.74 against 0.87 a year ago. Cash and Cash Equivalents at the end of 2013 were up 41% to EGP 324.8 million from EGP 230.7 million in 2012.

### Key Corporate Developments in 2013

#### Partnership with Pantone:

On March 25, 2013, Oriental Weavers USA (Sphinx), a 100%- owned subsidiary of Oriental Weavers, announced a new partnership with Pantone, LLC. Pantone is the global authority on colors and the leading provider of professional color standards for the design community. Together, Sphinx and Pantone will embark on a multi-year venture to deliver fashion-forward color trends and innovative style and design to the home fashion industry through the PANTONE UNIVERSE™ brand.

#### Rebranding at Oriental Weavers USA:

In August 2013, Oriental Weavers announced that its US-based subsidiary, Oriental Weavers USA, began a global rebranding initiative of its US-based businesses which will see all Oriental Weavers USA rugs and residential broadloom products, both imported and made in the US, marketed under the Oriental Weavers brand. As part of this effort, a new logo was created using modern fonts and colors to reflect the fashion-forward reputation the company has earned over the years, while visually tying in with the OW Hospitality logo identity. OW Hospitality products will continue to be sold under the OW Hospitality brand.

#### Merger of MAC and Oriental Weavers Fibers:

Prior to 2014, MAC, the Group's primary arm in the wall-to-wall tufted carpet segment, was the only manufacturing facility that was not vertically integrated, relying on Oriental Weavers Fibers for a portion of its yarn. Management moved forward with the merger of the two subsidiaries as of December 31, 2013. A revaluation of the assets of both entities was accordingly carried out at that time.

#### Tommy Bahama Debut:

Introduced in early January 2014 at the Atlanta International Gift & Home Furnishings and Area Rug Market, our new line of indoor and outdoor carpets and rugs created in partnership with Tommy Bahama was very warmly received by critics and customers alike. The line stems from an exclusive agreement signed with Tommy Bahama in 4Q 2013, which came on the heels of an earlier exclusive agreement signed with global player Pantone. Together, the agreements are expected to have a positive impact on margins.

# Corporate Responsibility

### Sustainable Business

We believe that our vision of creating a better future for our customers, our people, our company, and our communities requires that we remain focused on sustainability as a business model. Our holistic approach to managing our environmental impact and working to serve as a responsible company means that every member of the OW Group has the opportunity to join us on this voyage.

To drive our progress through 2013, we focused on new environmental performance goals for our energy, waste and water usage. These goals encourage us to look forward and to be mindful that every decision we make today will affect tomorrow's world. Today we are focusing on strategies for sustainability through the innovative improvement of our products and manufacturing processes and our social responsibility work

### Giving Back to the Community

Oriental Weavers' commitment to corporate social responsibility includes its involvement in associations such as Misr El Khair Foundation, Omar Ibn El Khattab Association and Egypt Girls Orphans. OW also interacts with a number of organizations working to develop tomorrow's leaders, such as Enactus and CFA Society Egypt, in addition to academic faculties supporting students, including Applied Arts and the Faculty of Commerce at universities in Cairo, Helwan, Assiut and Damietta governorates. The company also provides free carpets for needy people, newly-wed couples and some religious institutions.

The following are some recent highlights:

#### Supporting Education

Enactus is an international non-profit organization that brings together students, academics and business leaders who are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need. Guided by academic advisors and business experts from countries all over the world, the student leaders of Enactus create and implement community empowerment projects around the globe. Oriental Weavers has been a proud sponsor of the competition for more than six years, during which Egypt's representatives have won two consecutive times.

CFA Society Egypt plays a significant role in building future leaders in the financial industry and works to restore trust and confidence in the Egyptian capital market. In 2013, Oriental Weavers was a platinum sponsor of the third CFA Grand Ceremony where six Egyptian university-sponsored teams (Ain Shams, AUC, BUE, Cairo University, GUC and Helwan University) competed to qualify as Egypt's representative at the EMEA Competition in Milan, Italy. OW also provided scholarships for candidates in the CFA program.

In addition to our support for Enactus and CFA Society Egypt, OW has been active in supporting numerous universities and institutes through scholarships and monetary donations to aid underprivileged students.

#### Supporting the Underprivileged

Oriental Weavers supports the underprivileged in Egypt through donations to organizations such as Misr El Kheir Foundation.

#### Seeking a Cure

Oriental Weavers is a long-time supporter of the Breast Cancer Foundation of Egypt (BCFE), having been since 2006 a key sponsor of Egypt's leading organization supporting breast cancer patients.

In addition to its work with the BCFE, Oriental Weavers has provided medical supplies and machines to various public hospitals such as kidney dialysis machines.

#### Supporting the Arts

Oriental Weavers' luxury brand, La Boutique, is developed around the concept of customer involvement, and in 2013, it took this concept one step further. In March 2013, OW announced that La Boutique would be teaming up with top international schools across Cairo to hold a contest among students between the ages of 5 to 15, giving them a chance to design their own carpets. The contest was held across top notch international schools, including Misr American College and Modern English School, and the grand prize winner from each grade won the opportunity to have their artwork designed on an exquisite rug by Oriental Weavers.

Africa's first International Edutainment City and the Middle East's second, KidZania at Cairo Festival City aims to help more than 1 million children worldwide 'Get Ready for a Better World' by simulating a realistic educational environment. Children between the ages of four and twelve partake in real life day-to-day activities, mimicking traditionally adult activities such as performing jobs or shopping, in a fun yet educational manner. At KidZania, OW offers children the chance to design and create their own rug in the course of 20 minutes. Those who succeed can take their rugs home.

#### **Contemporary Arts Festival**

In April 2013, Oriental Weavers sponsored the second Downtown Contemporary Arts Festival. The festival took place at multiple sites in downtown Cairo and is considered Egypt's first-ever international multi-disciplinary contemporary arts festival. Throughout the month of April, with more than 80 international artists presenting their work, Cairo audiences enjoyed a wide variety of independent theater and dance performances, film screenings, music concerts, visual arts exhibitions and workshops. The festival used non-traditional sites such as historical buildings, alleyways, and rooftops as sites for performances, events and arts installations, to engage both audiences and performers with the city in a new way.

# **Board of Directors**

The Board of Directors of Oriental Weavers is dedicated to guiding the company to success, enhancing shareholder value and ensuring the long-term prospects of one of the world's largest and fastest-growing rugs and mats producer.



Mr. Mohamed Farid Fouad Khamis Founder; Non-Executive Board Member



Mrs. Yasmine Mohamed Farid Khamis Executive Board Member; Vice President of Sales and Marketing



**Mr. Mohamed Mahmoud Fawzy Khamis** Executive Board Member; Vice President of Local Sales



Mr. Mahmoud Amin Saad Executive Board Member; Director of International Operations



**Mr. Abdel Hamid Fayad** Executive Board Member; Financial Controller for Oriental Weavers Carpet Company



**Mr. Mahmoud Fawzy Fouad Khamis** Non-Executive Board Member



Mrs. Maha Bint Ahmed Bin Hassan Feteihy Non-Executive Board Member



Mrs. Nariman Hassan Abdel Hamed Non-Executive Board Member representing Misr Insurance Holding Company



Mr. Mohamed Mohamed Farid Khamis Non-Executive Board Member



Mr. Salah Abdel Aziz Abdel Motalab Chairman and Chief Executive Officer



**Mrs. Farida Mohamed Farid Khamis** Executive Board Member; Vice President of Corporate Finance



Mr. Amr Mahmoud Fawzy Khamis Executive Board Member; Vice President of Manufacturing and Operations



**Mr. Mohamed Katary Abd Allah** Executive Board Member; Director of Financial Affairs



**Mr. Alaa ElDeen Mahmoud Shehata** Executive Board Member; Director of Human Resources



**Mr. Kamal Ali Mahmoud Al Raei** Non-Executive Board Member; Chairman of MAC Carpet "Fiber Factory"



**Mr. Mamdouh Fawzy Radwan** Non-Executive Board Member representing Misr Life Insurance



Mr. Mohamed Mohamed Ali Amer Non-Executive Board Member

### **Audited Financial Statements**



#### Factory

Industrial Area B1 10th of Ramadan City Egypt

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### **INVESTOR RELATIONS**

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