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# AGENDA



## Investment Highlights

1

2

ERC – Egypt's Leading Master Developer

3

Corporate History and Recent Events

4

Sahl Hasheesh - ERC's Mega Resort Community

5

Market Opportunity Summary

6

Appendices

# Investment Highlights

**Master developer**  
of mega resorts

**Premium mega resort**  
on the Red Sea

**Unique business model**  
with multiple recurring  
revenue streams

**Strong management team**  
with proven industry  
track record

**Unique value  
proposition**  
for sub-developers and  
residents

# AGENDA

1	Investment Highlights
	ERC – Egypt's Leading Master Developer 2
3	Corporate History and Recent Events
4	Sahl Hasheesh - ERC's Mega Resort Community
5	Market Opportunity Summary
6	Appendices

# ERC – Egypt's Master Developer

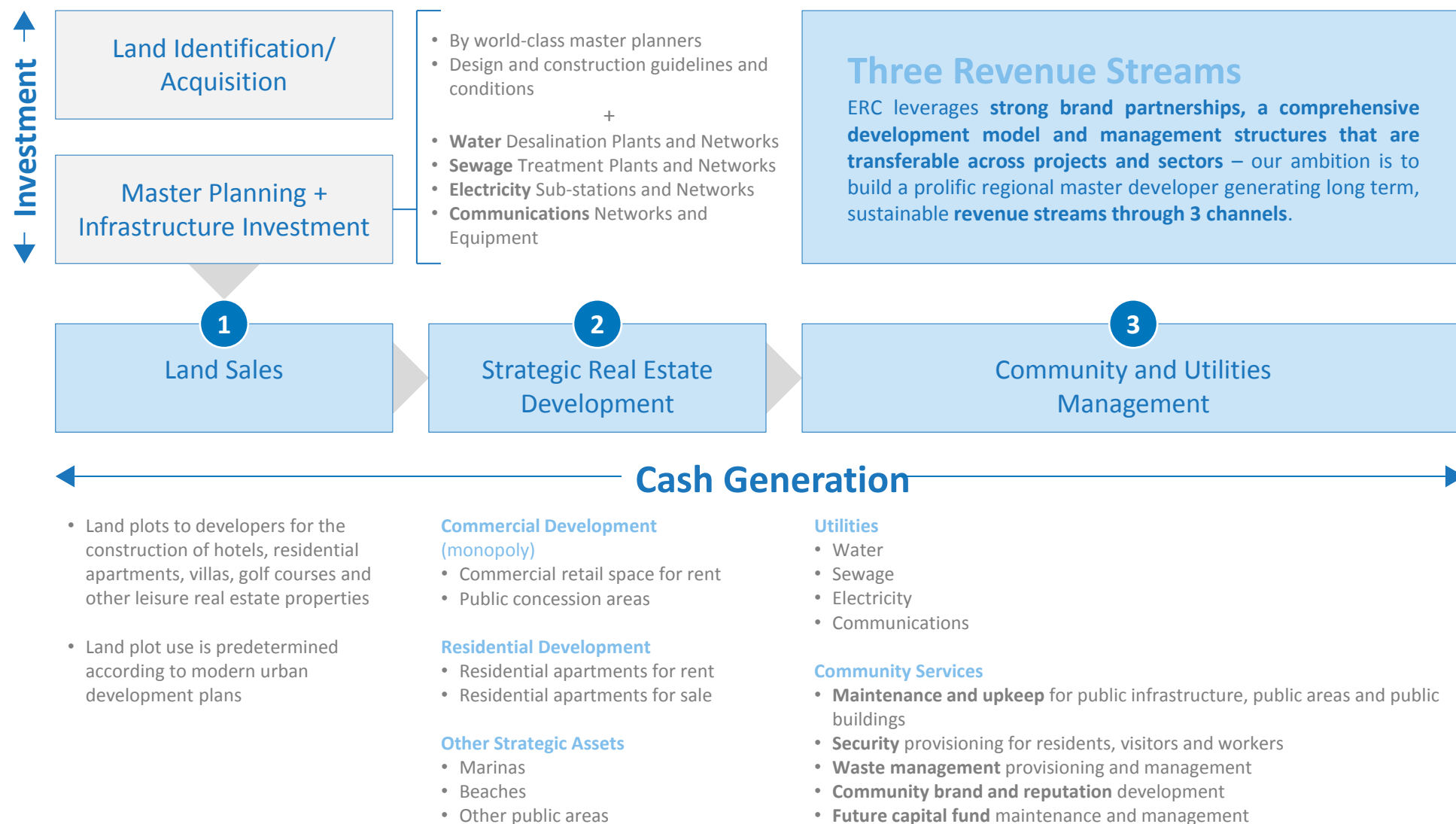
ERC is a master developer and exclusive community manager of fully-integrated, world-class communities

## The ERC Business Model:

- 1 Acquire broad acre land holdings** suitable for high quality development at nominal value – *Sahl Hasheesh land bank acquired in 1995 for an average of USD 1.32/m<sup>2</sup>*
- 2 Create a master plan** with some of the world's leading architectural and urban planning firms
- 3 Invest in comprehensive state-of-the-art infrastructure**  
Water | Sewage Treatment | Electricity | Communications | Road Network
- 4 Market individual pre-designated plots** to sub-developers and investors
- 5 Develop prime residential and commercial real estate:** Old Town, Sawari and Jamaran
- 6 Implement design guidelines** and community management rules and regulations
- 7 Manage the community and supply of utilities** within the developments through our project partners and community management team



# ERC Business Model



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1	Investment Highlights
2	ERC – Egypt's Leading Master Developer
	Corporate History and Recent Events 3
4	Sahl Hasheesh - ERC's Mega Resort Community
5	Market Opportunity Summary
6	Appendices



# Shareholder Information

A successful public-private partnership with a stable shareholder base

## Legal Structure

Egyptian Public Joint Stock Company

## Listing

Egyptian Exchange (EGX)

## Authorized Capital (EGP)

2,000,000,000

## Paid-in-Capital (EGP)

1,050,000,000

## Nominal Share Value (EGP)

1.00

## Fiscal Year

December 31<sup>st</sup>

## ERC Tax Structure

10-year tax exemption ended 2007

## Subsidiaries

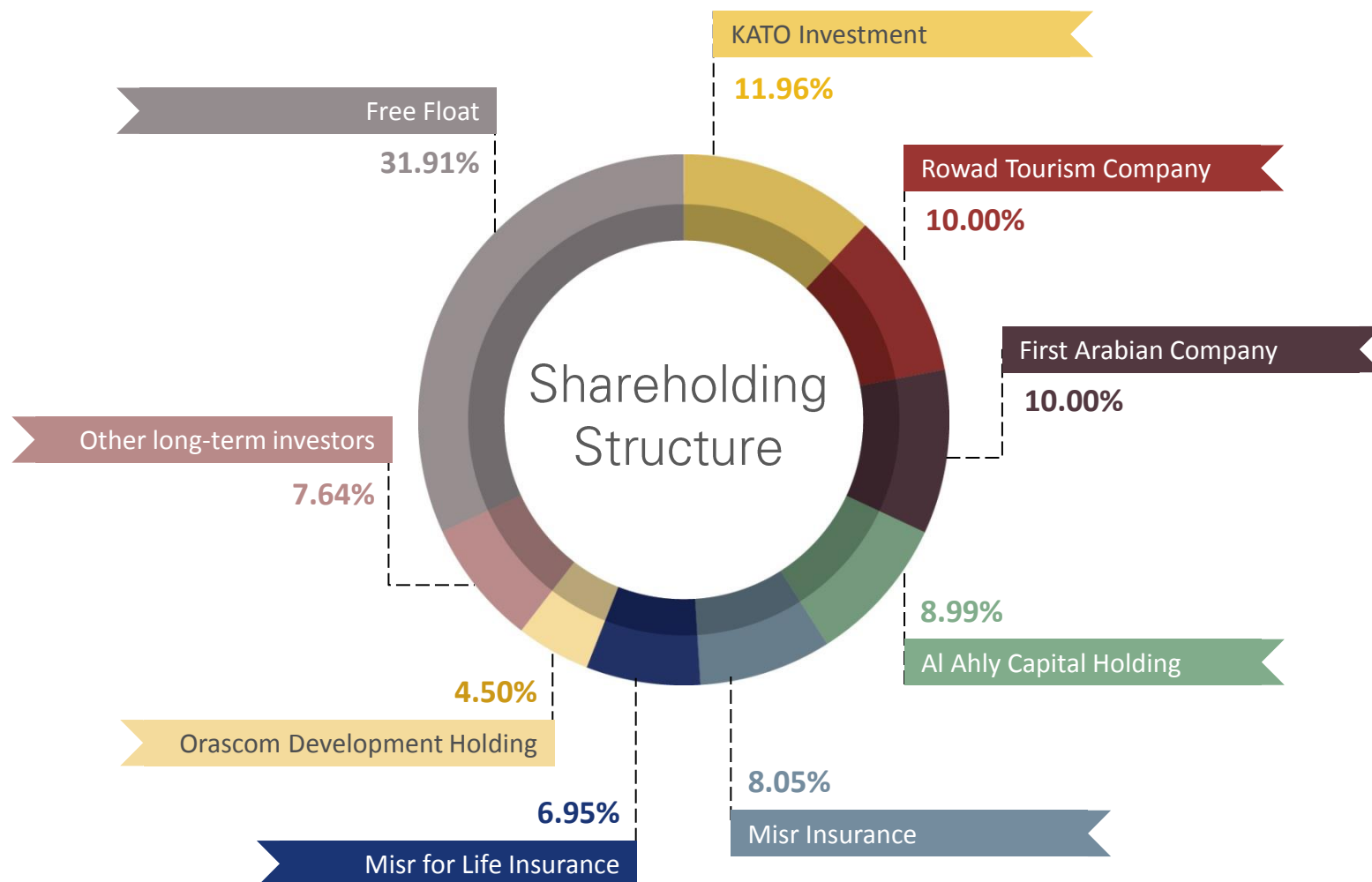
Sahl Hasheesh Co. (SHC) – 78.4%

## SHC Tax Structure

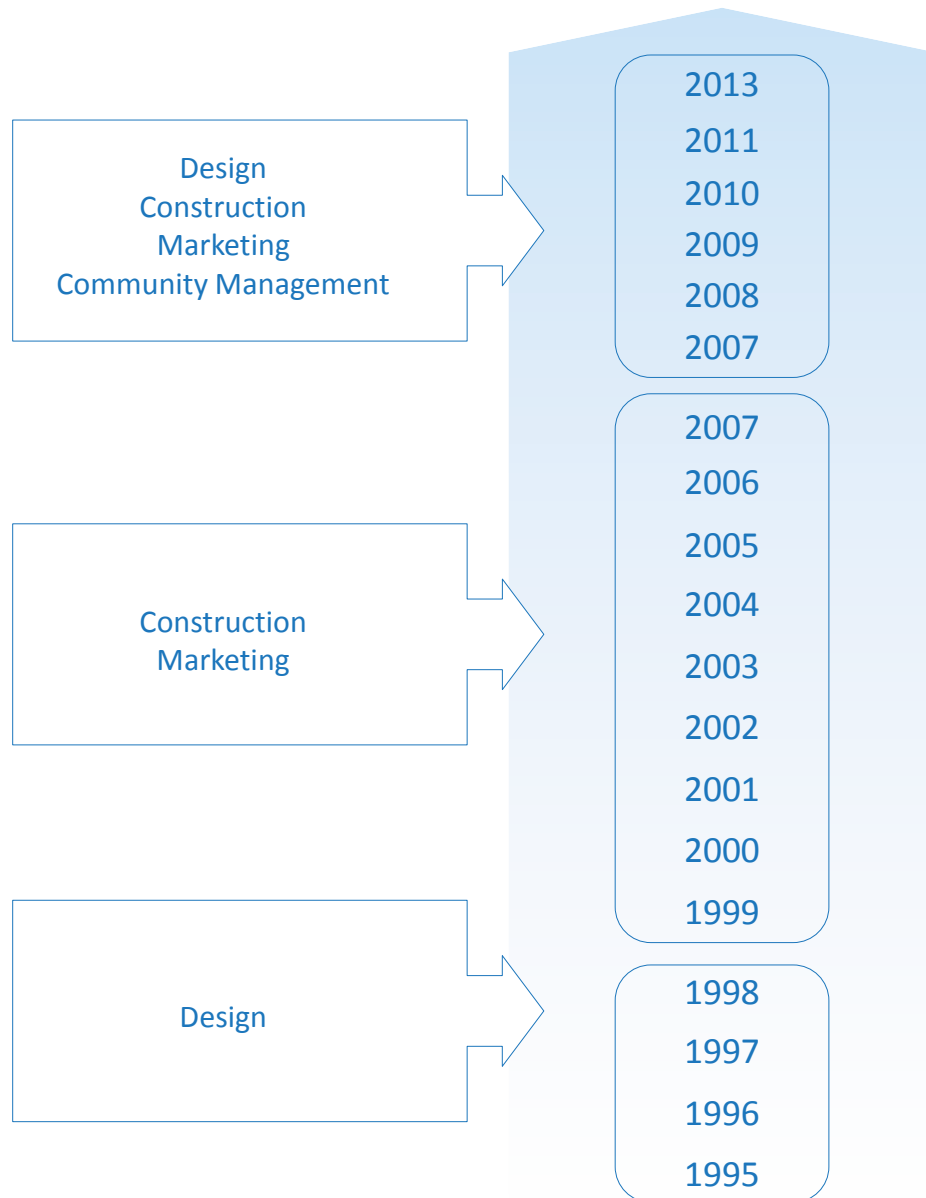
10-year tax exemption ending 2017

## Employees

473



# ERC Corporate History



## 2013 onwards

- Sign on the first hospital / wellness facility
- Deliver the Sawari marina project and maintain infrastructure development pace ahead of resort city demand

## 2010 - 2012

- New management augments existing internal structure taking company to next level in its lifecycle – key support functions included in HR plan
- Detailed Development of community services and utilities reticulation model
- Third regional five-star hotel begins operations
- The Old Town receives its first tenant
- Focus on completing key strategic assets - ERC signs with leading global developer Orascom Development Holding (ODH) to develop the Sawari Marina at Sahl Hasheesh. ODH also takes equity stake in ERC
- Jamaran villas project launched on sea front land plot

## 2007 - 2009

- First regional four-star hotel begins operations
- Sahl Hasheesh community management vision takes shape
- Phase III master planning process begins
- ERC begins considering additional land holdings to replicate business model

## 2004 - 2007

- Unprecedented sales success based on relationship marketing and private roundtable negotiations

## 1999 - 2003

- Infrastructure work begins with Bechtel as project manager
- Aggressive marketing to counter tourism industry crash
- Appreciation of overall financial climate led to practical and market-leading sales terms and development schedules

## 1998

- First plot sold for USD 37/m<sup>2</sup>

## 1996 - 1997

- Incorporation, concept development and master planning for Phases I and II by RTKL

## 1995

- Land acquired for first project - "Sahl Hasheesh" at an average price of USD 1.32/m<sup>2</sup>

# Emerging from the Crisis: Another Opportunity

Dislocations post the global financial crisis and the Jan 25 uprising have left Sahl Hasheesh with the opportunity to emerge as the destination of choice for investors

Comfortable Cash  
Reserves, EGP 124.8  
million

ERC can spend on critical infrastructure projects for the coming 2-3 years even if receivables and sales performance remain significantly below pre-crisis levels.

Prime Land Bank

ERC owns over 4 million m<sup>2</sup> of prime locations on the Red Sea coast. Average sales price grew at 89% annually before the global financial crisis.

Flexible Suppliers and  
Contractors

Hard hit suppliers and contractors are willing to make attractive concessions at discount prices and favorable payment terms on projects that continue moving forward.

## STRATEGY

### Growing strategic real estate projects:

**Sawari marina, Old Town commercial center and Jamaran are key projects** that drive ERC's second revenue stream, increase Sahl Hasheesh's attractiveness and encourage widespread development.

### Supporting investment to boost the destination:

**Aggressive destination marketing will position Sahl Hasheesh as the destination of choice** for visitors as well as developers resuming investment as tourism and second-home purchases regain momentum.

### Expanding land sales to key developers:

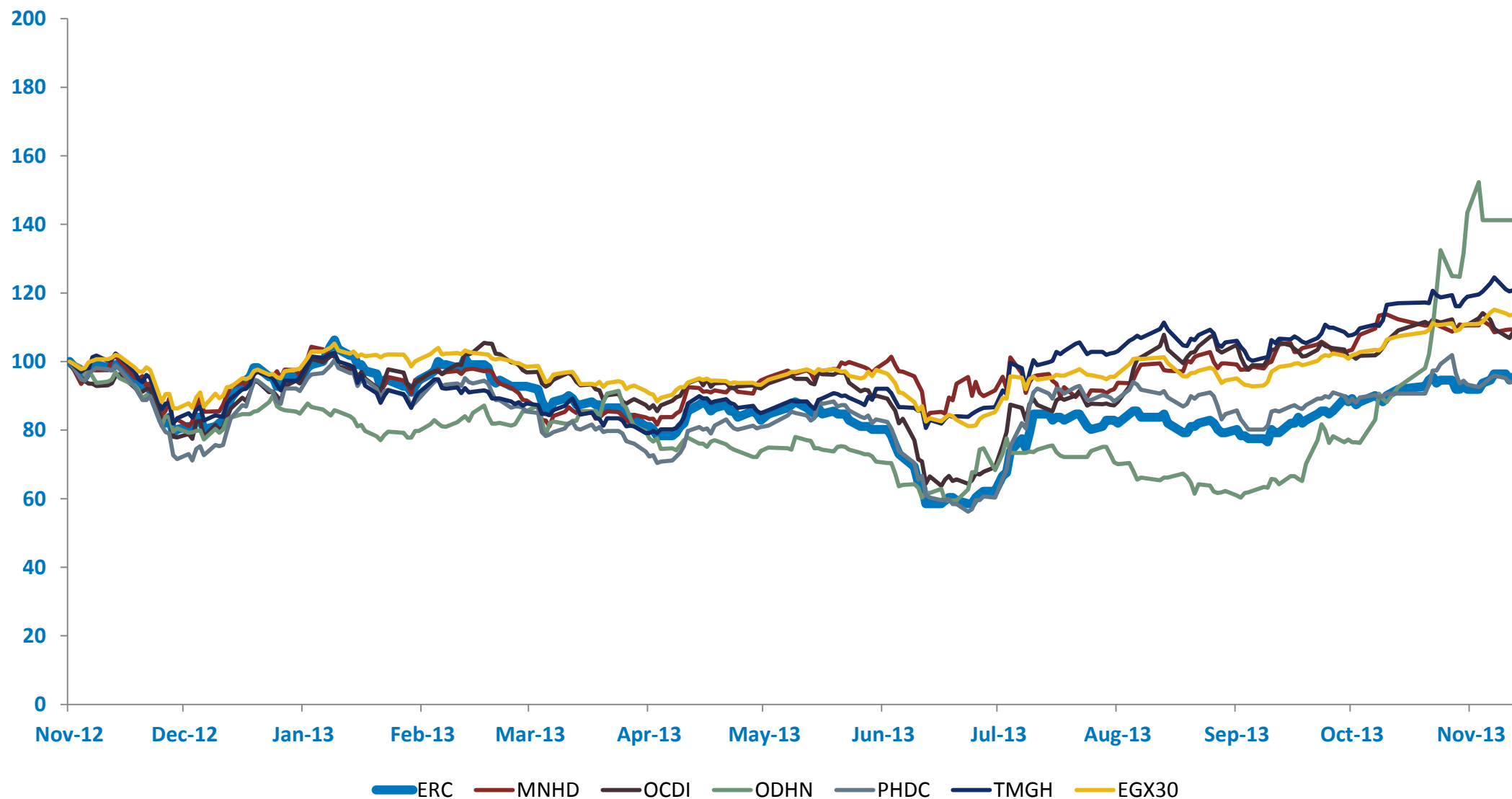
**Attracting investments** through tailored products to developers' needs will be key to turn around the slow-down that started in 2008.

### Contingency Planning:


In the unlikely event the TDA does not reverse its withdrawal of the Phase III land area, ERC has been actively building the capacity to **shift the business model from a pure master developer to a mega B2C developer with over 4 million m<sup>2</sup> available for development** over the next 9-12 years.

# Delayed recovery relative to peers suggests strong rebound triggered by Phase III land plot issue resolution and / or acceleration of sales activity

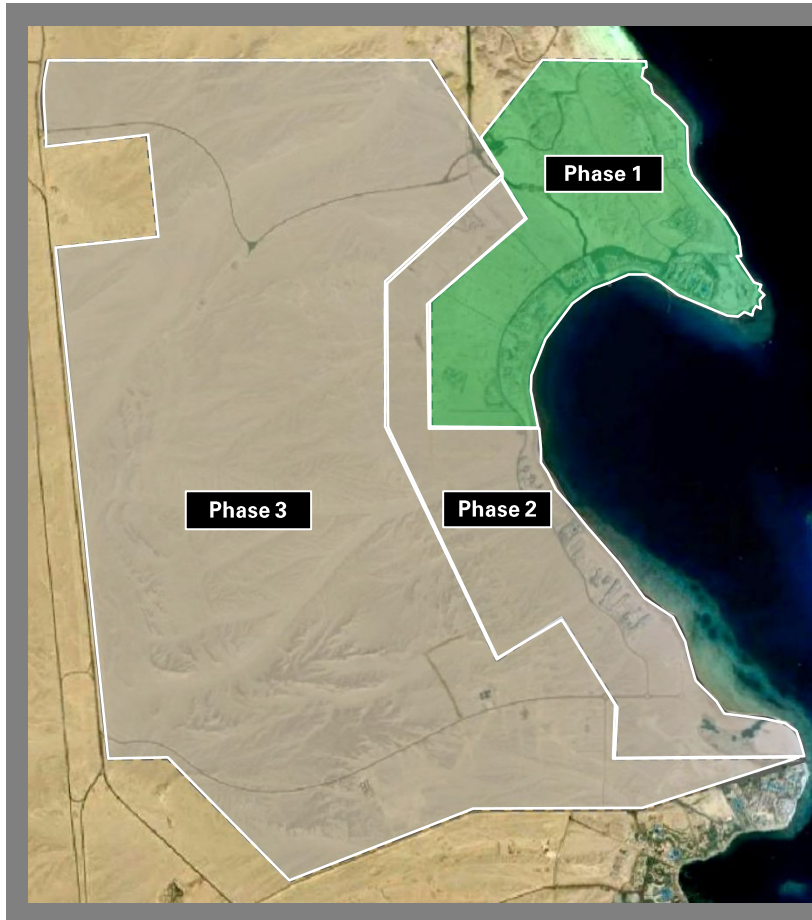
November 2012 – November 2013 (rebased to 100)



## AGENDA

1	Investment Highlights
2	ERC – Egypt's Leading Master Developer
3	Corporate History and Recent Events
	Sahl Hasheesh - ERC's Mega Resort Community 4
5	Market Opportunity Summary
6	Appendices

# A rare and established prime diving and sea-side destination



On program to become the No. 1 destination for sea-side hospitality, residential and entertainment developers



# A master-planned project roughly two-thirds the size of Manhattan

Sahl Hasheesh is a unique, purpose-built Red Sea destination **18 kilometers south of Hurghada International Airport** and approximately **470 kilometers from Cairo**. The year-round development – approximately **two-thirds the size of the island of Manhattan** – is situated on a bay long-renowned as a world-class diving and sea-side destination **and includes a 12.5-kilometer shoreline**.



## LOCATION + SIZE

- 18 km south of Hurghada Int'l Airport
  - 22 km south of Hurghada city center
  - 470 km from Cairo
- 
- 41 mn m<sup>2</sup>/10,000 acres/4,100 hectares
  - Approx. two-thirds the size of Manhattan

## DIMENSIONS + SHORELINE

- Length Range: From 7.0 to 8.0 km
  - Depth Range: From 4.5 to 6.8 km
- 
- Bay Length: 12.5 km (7.8 miles)
  - Gorgeous sandy beach, 9 km swimmable
  - Overlooks renowned dive site at Hasheesh Island

## UNIQUE CHARACTERISTICS

- An all sea-view resort
- Land elevations range from 0 meters above sea level at the front of the resort to 120 meters at the back—almost 40 stories high
- Year-round resort with moderate to hot weather and calm waters

# WATG has completed the Master Plan of Phase III; it is now with the Tourism Development Authority for approval



Phase III shapes and brings online phased districts totaling **28 million square meters**, and is the key to **transforming the development** from a pure resort to a thriving **resort city**.

The WATG design introduces the heart of the city: **hospitals, schools, office buildings and SMEs** are among the developments that will shape a year-round municipal downtown at Sahl Hasheesh.

- After the revolution, the TDA withdrew land plots from many developers including ERC.
- The allocation of Phase III of Sahl Hasheesh was cancelled with the justification that ERC did not submit the master plan of Phase III.
- There were no prior notices for this withdrawal, which violates the land allocation agreement.
- ERC immediately submitted the master plan, which has been ready but undergoing minor fine adjustments and followed the legal steps by filing an appeal to the TDA to reverse this decision.
- ERC also submitted an appeal to the Dispute Resolution Committee under the TDA.
- ERC then filed a case against the TDA and the court forwarded the case to the Panel of Experts to investigate and report their opinion.
- ERC is optimistic of the outcome because of its strong legal position and because the government not only wants, but needs, to resolve all disputes that have crippled the real estate and tourism sectors and the economy in general.



# Sahl Hasheesh: Progress Benchmarks

## Phase 1 6 million m<sup>2</sup>

### Hotel Rooms

- Fully finished: 1,647 rooms (4 projects)
- Due 2013/14: 3,118 rooms

### Residential

- Fully finished : 1,003 villas/apartments (5 projects)
- Due 2013/14 : 143 villas / apartments

### Entertainment

- 44,000 m<sup>2</sup> retail and entertainment ready
- 2 x designer golf courses

## Phase 2 6 million m<sup>2</sup>

### Hotel Rooms

- Fully finished: 671 rooms (2 projects)
- Due 2013/14: 1,392 rooms

### Residential

- Fully finished: 360 villas/apartments (1 project)
- Due 2013/14: 462 villas/apartments

### Entertainment

- First phase of Sawari Marina to host 330+ yachts, 3 hotels, 1,095 residential units/villas in addition to 1 mall

## Phase 3 28 million m<sup>2</sup>

### General Status

- Master plan by WATG finalized and delivered to TDA
- Staff housing capacity (1,000 units online)

Phases I and II of Sahl Hasheesh are currently home to 2,318 hotel rooms and suites managed by brands including Premier Le Rêve, Premier Romance, Pyramisa, and Marriott Old Palace in addition to 1,363 residential units.

4,510 hotel rooms and 605 residential units are expected to be completed in 2013/14.

A phased master plan executed in coordination with leading local and international development partners

#### Planning Partners



#### Operating Partners



#### Developers



#### Projects



# A unique value proposition for:

## 1. Investors & Sub-Developers

### Controlled Supply

Large – yet strategically released – land phases deployed based on development and ROI protection. Land supply around Hurghada is eroding quickly, while future sites at Sahl Hasheesh are easily brought online on short timelines, allowing profit protection.

### Superior Infrastructure

**“Plug-and-Play”:** Infrastructure up to site limits with developers simply “plugging” in.

**Potable Water:** Desalination plants delivering water needs with plug-in expansion capability.

**Water Treatment:** Tertiary treatment generating drinkable water.

**Communications:** Black fiber network delivering VOIP, Internet, and IPTV.

**Electricity:** Substations ensure capacity secured well in advance of requirements.

### One-Stop-Shop

Investors and developers deal only with ERC, while ERC takes on all bureaucratic licenses, approvals, building permits and land registration.



# A unique value proposition for:

## 2. Tourists & Residents

### Community Management in an Upscale Resort

**Architectural integrity and cohesion** guaranteed by strict design guidelines coupled with innovative design concepts promise an ideal physical environment.

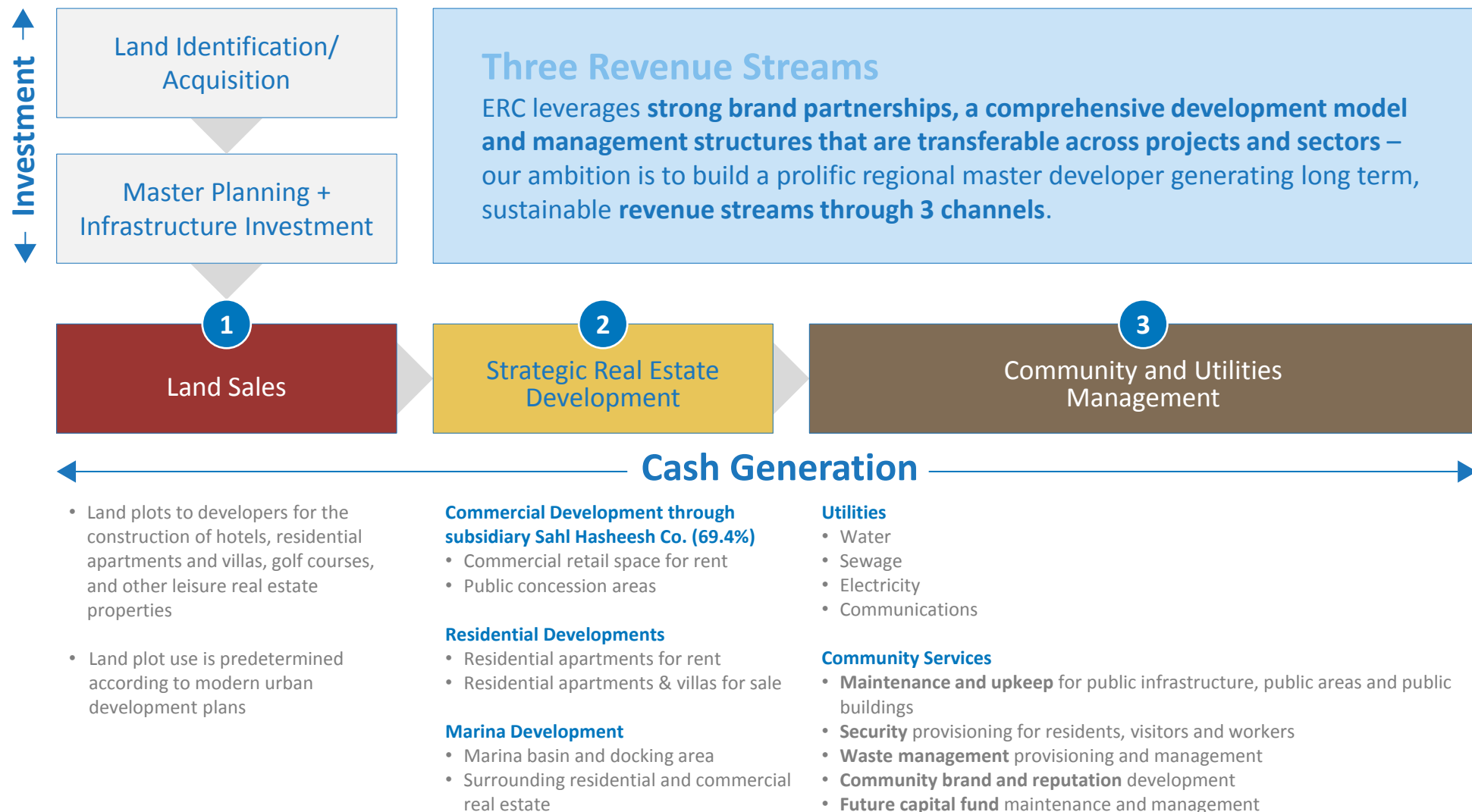
**Community management controls and regulations** ensure an uncommonly high level of environmental amenity and management services.

**Maintenance and upkeep** ensure a continuously functional and clean-operating and service-focused environment.

**Full services and amenities** blend the convenience and opportunities of a year-round municipality with the climate, lifestyle and attitude of a resort destination.



# ERC Business Model – The Case at Sahl Hasheesh





# Revenue Stream 1

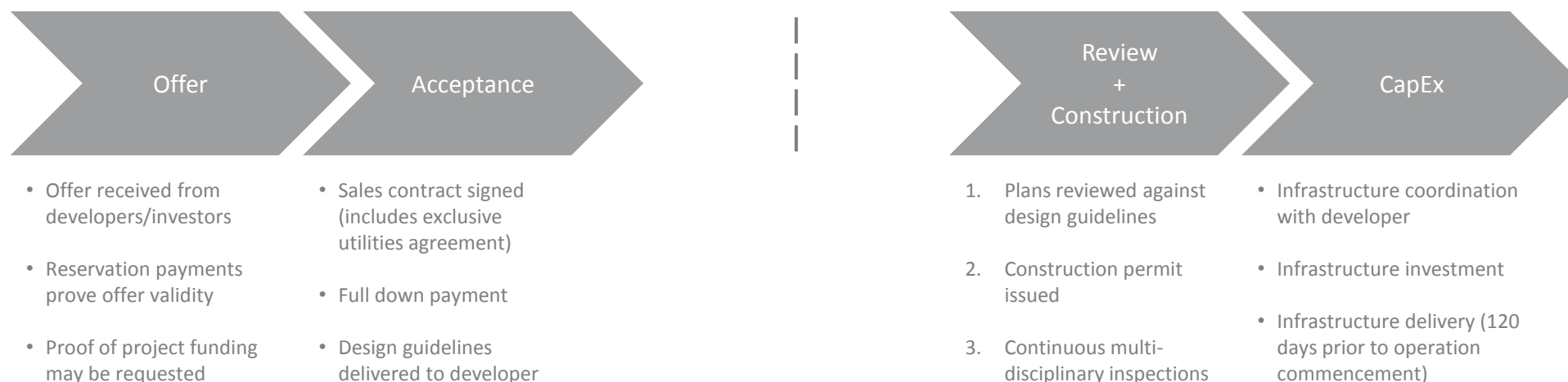
## Land Sales



SAHL HASHEESH  
RED SEA, EGYPT

# Revenue Stream 1: Land Sales

## Transfer of Ownership Occurs Upon Project Completion and Operation to Prevent Developer and Investor Speculation



<p>The vast majority of land is scheduled for release during Phase III of the project.</p> <p>The completion of key strategic assets will positively impact tourist and residential demand, the operating performance of sub-developers and, ultimately, land plot prices.</p>	Area (million m <sup>2</sup> )	Sellable (million m <sup>2</sup> )	Remains (million m <sup>2</sup> )	Years												
				2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		
	Phase I	5.98	4.39	0.43	Plot Sales											
					Projects Development											
	Phase II	6.02	4.32	2.24	Plot Sales											
					Projects Development											

The vast majority of land is scheduled for release during Phase III of the project.

The completion of key strategic assets will positively impact tourist and residential demand, the operating performance of sub-developers and, ultimately, land plot prices.

# Revenue Stream 1: Land Sales

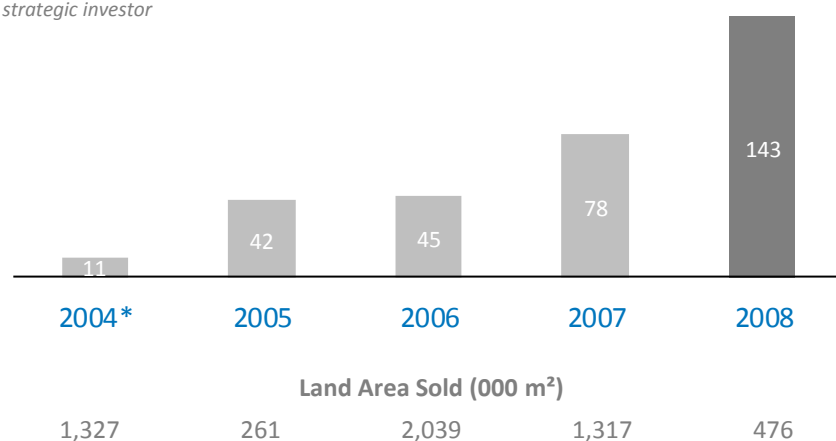
## Industry-Beating Model

3.1 million m<sup>2</sup> (excluding Phase III and Sawari Marina) remain in the pipeline at Sahl Hasheesh. Average sales price grew at 89% annually before the global financial crisis and profit margins reached 84%.

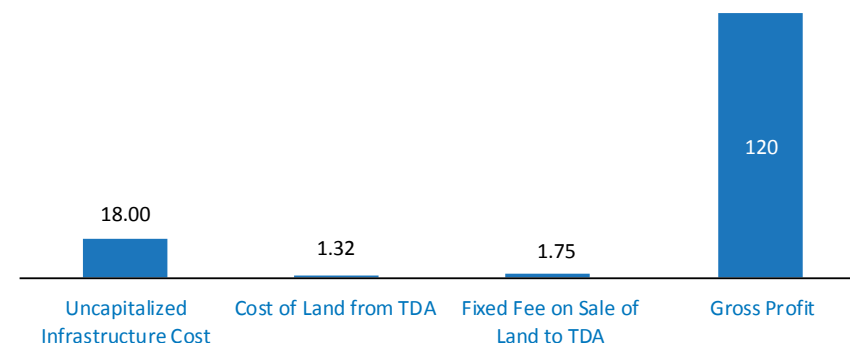
### Weighted Average Sales Price/m<sup>2</sup> Achieved (USD)

\* 2004 WAP was low due to a one-time promotional 1 million m<sup>2</sup> Golf course sold @ USD 4.01 per m<sup>2</sup> to a strategic investor

CAGR ≈ 90%




### Weighted Average Cost/m<sup>2</sup> (USD)



- ERC maintained long-term land bank residual value by controlling end-consumer supply by not engaging new land plot sales in 2009 and 2010. Excessive supply will result in price competition amongst developers hurting their returns and in turn hurting ERC's land plot prices.

- **Developer Payment Terms:**  
Down Payment: 20% - 30%  
Installments: 5 – 8 equal semi-annual installments

- **Cost of Infrastructure:** Blended weighted average cost for all 3 phases.
- **TDA Land Payments:**  
Phase I – Fully paid  
Phase II – Fully paid  
Phase III – EGP 240.2 mn outstanding, 3 years grace + 7 years payment
- **Infrastructure Delivery Terms:** 120 days prior to development operations commencement.



## Revenue Stream 2

# Real Estate Development: Strategic Projects and Sahl Hasheesh Company





# 1. Strategic Real Estate Project by SHC – “Old Town” Commercial Center

ERC's subsidiary Sahl Hasheesh Company (SHC) is developing approximately 725k m<sup>2</sup> of commercial and residential property



## Build-to-Lease

Sole developer for Phases I and II downtown commercial retail and entertainment areas

Plot #	Size (m <sup>2</sup> )	Type of Development
9A	57,528	Phase 1 – Retail and entertainment
19	68,937	Phase 2 – Retail and entertainment
Total	126,465	

## Build-to-Sell

Acquires plots at market prices for mixed-use development

#Plot	Size (m <sup>2</sup> )	Type of Development
13	420,000	Mixed Use
60	97,554	Mixed Use
49	80,983	Mixed Use
Total	598,537	

# Real Estate Projects Standard Economics

## Commercial and residential development in Sahl Hasheesh offer highly attractive development economics

### Build-to-Lease

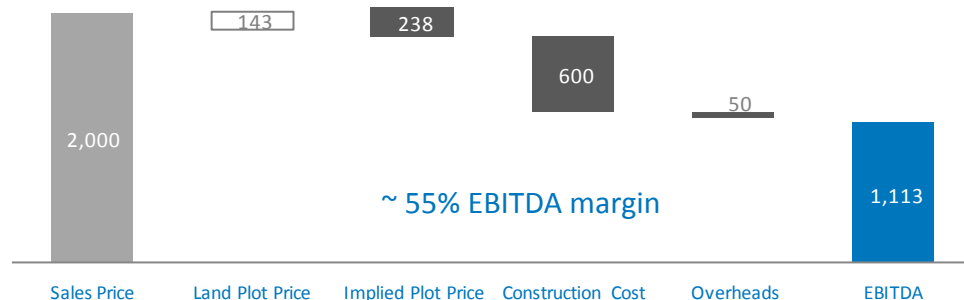
With an expected payback period of just over 3 years, commercial build-to-lease projects quickly generate consistent cash flows.

Footprint designated for commercial and entertainment space	115,188 m <sup>2</sup>
Net Area Available for Lease	217,275 m <sup>2</sup>
Floor/Area Ratio (FAR)	1.89
Net Area Developed and Available for Lease	31,309 m <sup>2</sup>

- **Leasing Terms:** Flexible performance-based leases
- **Lease Rates:** Subject to yearly review/escalation

USD/m<sup>2</sup>

Weighted Average Construction Cost (incl. land)	\$ 780
Weighted Average Lease Rate/Year ( <i>est.</i> )	\$ 250
<b>Pay Back Period (years)</b>	<b>3.12</b>



#### ERC / TDA Building Restrictions:

- 20% footprint
- Ground + 3 floors (sellable)
- Land Cost = Price x 1.67

### Build-to-Sell

Attractive build-to-sell economics, which apply to most sub-developers, provide robust medium-term returns.



## 2. Strategic Real Estate Project by ERC – The Sawari Marina

SAWARI

The Red Sea's premier Marina and the crown jewel of Sahl Hasheesh



- 2.5 million m<sup>2</sup> exclusive community centered around a world-class yacht club and marina.
- Water surface area of 117,000 m<sup>2</sup> to host 330+ boats and yachts from 10-to-60 meter+ in length.
- Two 5-star and one 4-star hotels in Phase 1 around the marina basin.
- 1,000+ villas and apartments in Phase 1—around the marina basin and lagoon only.
- An extensive pedestrian promenade, featuring more than two kilometers of boutique shopping, fine dining, cafes, nightlife and entertainment venues.



## 2. Strategic Real Estate Project by ERC – The Sawari Marina

### Robust Demand for Luxury Developments

#### ERC's pre-launch sales event in late 2010 a great success:

Sales of luxury villas and condominiums significantly outpaced ERC's best-case-scenario projections, underscoring the strength of demand for ERC's strategic developments at Sahl Hasheesh.

#### Project highlights:

- Total area of phase 1: 1.1 M sqm
- Number of apartments: 1,020
- Number of villas: 171
- Number of hotel land plots: 3
- Total residential BUA: 130,000 sqm
- Construction duration: 9 years
- Apt. average selling price: USD 2,200 /sqm
- Villas average selling price: USD 2,900 /sqm
- Apartments construction cost: USD 430 /sqm
- Villas construction cost: USD 520 /sqm
- Total revenues: USD 367 M
- Total costs: USD 115 M
- Gross profit: USD 252 M



#### ERC and ODM will continue to drive sales:

Sales of Sawari Marina properties are ongoing and will continue throughout the project's development.

The project will give ERC a consistent revenue and profit stream during the development phase as well as a further recurring revenue stream as the Marina comes online.



## 2. Strategic Real Estate Project by ERC – The Sawari Marina

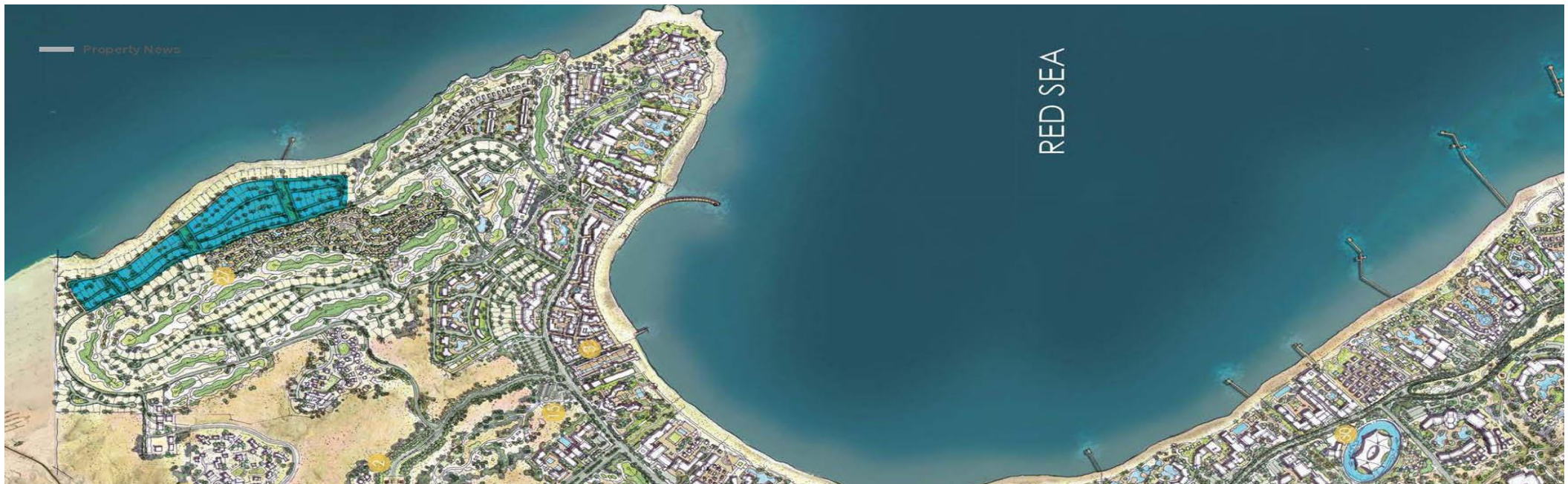




### 3. Strategic Real Estate Project by ERC – Jamaran Villas



Jamaran: An exclusive enclave of sea-side villas along the coast of Sahl Hasheesh



- All Jamaran villas afford open views of the Red Sea's shimmering waters.
- Spans a total area of 320,000 m<sup>2</sup>.
- 47 two-storey villas: four designs with total floor areas from 318 to 330 m<sup>2</sup>.
- As with all Sahl Hasheesh properties, the Jamaran villas will be built according to the highest standards of modern construction.

### 3. Strategic Real Estate Project by ERC – Jamaran Villas

Jamaran will be connected to Old Town by a boardwalk, and within Jamaran itself, a range of amenities are planned. These include a network of parks spread out amongst the villas, a private club house featuring a spa, dining area and gym, and mini golf courses.

#### Project highlights:

- Number of villas: 47
- Total residential BUA: 15,000
- Construction duration: 2 years
- Villas average selling price: USD 366,000
- Total revenues: USD 17 M
- Total costs: USD 6 M
- Gross profit: USD 11 M



View from a completed villa in Jamaran



The Contemporary design


- The villas possess unique architecture style while embodying the elegance, simplicity and charm associated with Sahl Hasheesh sea-side living.
- The designs include several bedrooms and washrooms, spacious kitchens and living rooms, and private backyard pools and rooftop terraces all with sea-view.
- Each villa has a large private garden of 800 m2 on average, and the option of adding an infinity pool and barbeque area.



### 3. Strategic Real Estate Project by ERC – Jamaran Villas







## Revenue Stream 3

# Community and Utilities Management



# Revenue Stream 3: Community and Utilities Management

ERC's extensive infrastructure investments position it as the exclusive utilities and services provider – a model that generates sustainable cash flows


## 1 cost recovery and 3 profit centers from recurring revenues

Water	Electricity	Communications	Supply of Community Services
<ul style="list-style-type: none"> <li>ERC invests in desalination plant and equipment</li> <li>Management and maintenance subcontracted for a fixed fee</li> <li>Water sold to developers at market rates</li> </ul>	<ul style="list-style-type: none"> <li>ERC invests in internal electricity grid</li> <li>ERC licensed electricity distributor</li> <li>Electricity sub-station in design phase. Once online will result in substantially higher profit margins</li> </ul>	<ul style="list-style-type: none"> <li>ERC invests in equipment and <b>black fiber network</b> throughout entire site</li> <li>Services supplied through project partners                             <ul style="list-style-type: none"> <li>High-Speed Internet</li> <li>VOIP</li> <li>IPTV</li> <li>Other Services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Ernst Body Corporate</b> designed the community administration procedures and community rules and regulations.</li> <li>ERC hired a team of professionals who currently manage and administer the community and its resources.</li> </ul>

## Guiding Economics

- |   |  |   |  |
|---|--|---|--|
| <ul style="list-style-type: none"> <li>Volume and quality-based pricing</li> <li><u>Potable</u>:                             <ul style="list-style-type: none"> <li>Apartments: EGP 13.20 per m<sup>3</sup></li> <li>Hotel: EGP 8.80 – EGP 6.55 per m<sup>3</sup></li> </ul> </li> <li><u>Irrigation</u>:                             <ul style="list-style-type: none"> <li>Golf and Green: EGP 5.28 – 5.78 per m<sup>3</sup></li> </ul> </li> <li><u>Capacity</u>:                             <ul style="list-style-type: none"> <li>14,000 m<sup>3</sup> - current</li> <li>75,000 m<sup>3</sup> - 2035 (est.)</li> </ul> </li> <li>Gross Margins of 50% +</li> </ul> | <ul style="list-style-type: none"> <li>Allocated CAPEX of USD 21.6 mn for the substation</li> <li><u>Capacity</u>:                             <ul style="list-style-type: none"> <li>20 MW - current</li> <li>300 MW - 2035 (est.)</li> </ul> </li> <li>Gross Margins of 50%+ post sub-station</li> </ul> | <ul style="list-style-type: none"> <li>Quad-play fiber optic cables completed in Phases I and II</li> <li>Tevotech selected as business partner</li> <li>ERC's revenue share = 25% - 40% of revenues</li> </ul> | <ul style="list-style-type: none"> <li>Fees are based on community management model as cost recovery</li> <li>15% Management Fees starting 2015</li> </ul> |
|---|--|---|--|

## AGENDA

1	Investment Highlights
2	ERC – Egypt's Leading Master Developer
3	Corporate History and Recent Events
4	Sahl Hasheesh - ERC's Mega Resort Community
	Market Opportunity Summary 5
6	Appendices

# High stock liquidity with high growth potential...

Shares Outstanding	1,050,000,000
Share Price*	EGP 1.05
Market Cap. (EGP)*	1,102,500,000
Average Daily Volume**	4,331,983

## 9 M- 2013

Revenue	EGP 24.9 million
EBT	EGP (18.2) million
EBT Margin	(73) %

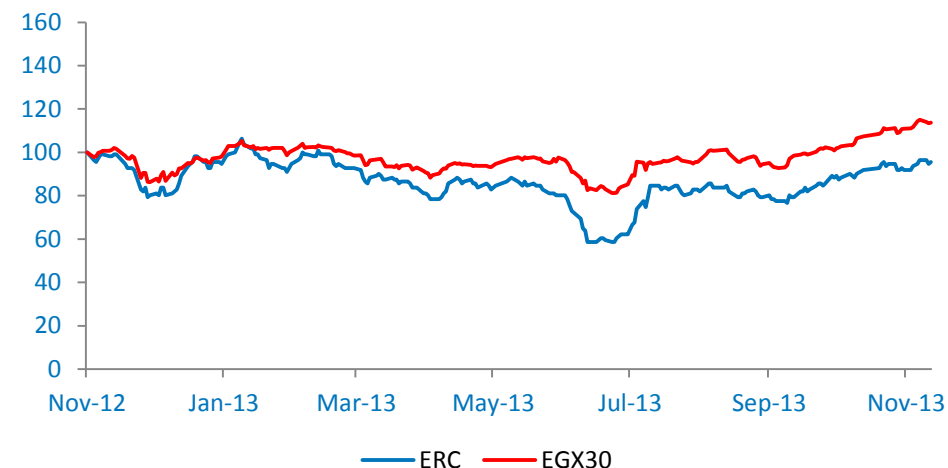
\*Based on close November 11, 2013;

\*\* 2012

7<sup>th</sup>

largest company in terms  
of volume traded – 2012  
(1.07 Billion shares)

## November 2012 – November 2013 (rebased to 100)

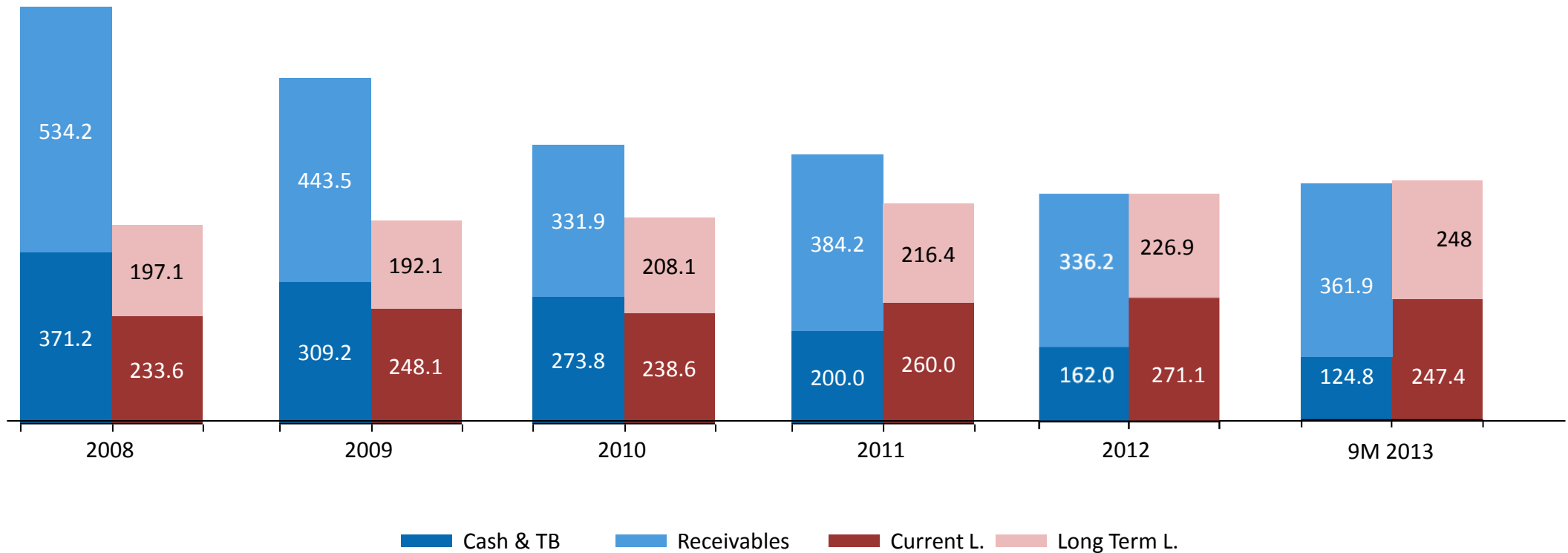


18<sup>th</sup>

largest company in terms of  
value traded – 2012  
(EGP 1.3 billion)

... backed by a solid balance sheet

### Consolidated Liquid Assets and Liabilities (EGP Millions)



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1	Investment Highlights
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5	Market Opportunity Summary

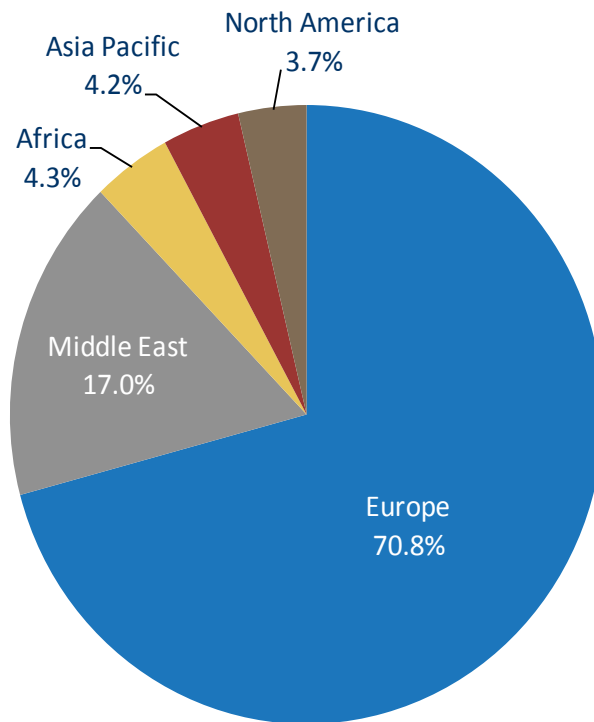


Appendices

6

Highly strategic for sustainable economic growth aided by positive publicity

Breakdown of Arrivals by Region of Origin | 2012



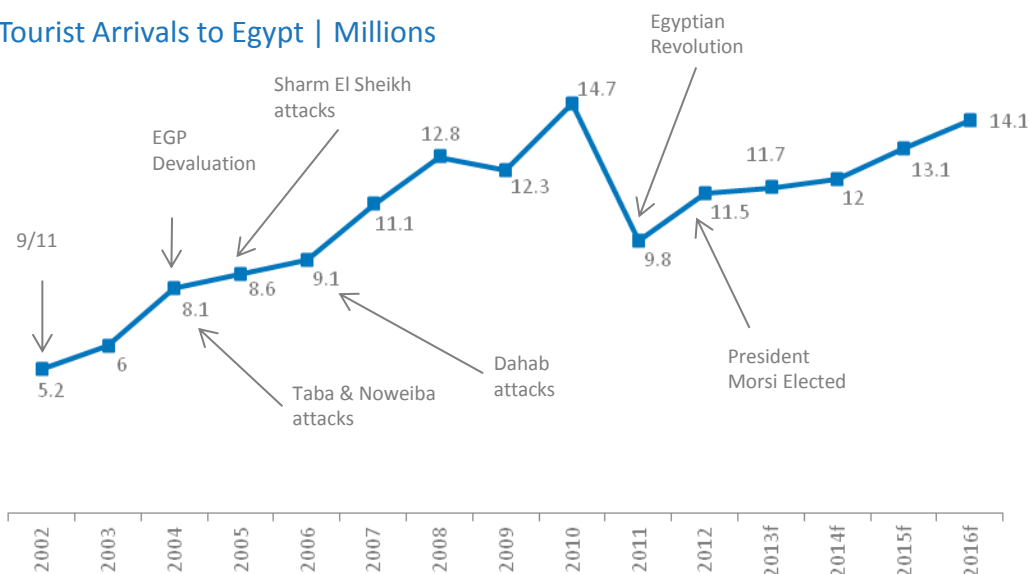
Source: Ministry of Tourism

- **11.5 million tourists visited Egypt in 2012 down from 14.7 million in 2010**
  - Reduced room rates facilitating current revival
- **Egypt accounts for:**
  - 25% of tourist arrivals in MENA
  - 33% of tourist arrivals in Africa
- **The Egyptian Tourism Sector:**
  - The 2<sup>nd</sup> largest hard currency earner – **USD 9.9 billion in 2012**
  - Represents c. 50% of all service export receipts
  - Employs 4 million workers, 12.6% of total workforce
  - Contributes around 12% to GDP growth

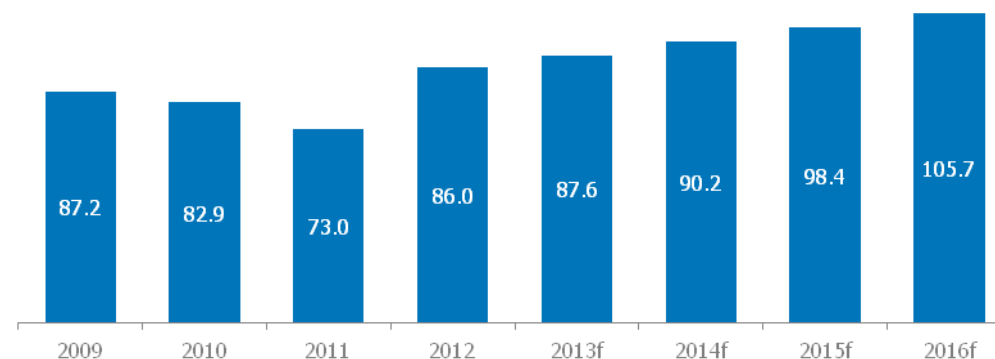
# Tourism Sector

## Resilience, returning tourists and continued investment highlight sector

Tourist Arrivals to Egypt | Millions



Overnight Stays in Hotels by Tourists (millions)



### Tourism in Egypt

- 11.5 mn tourists in 2012 vs. 14.7 mn in 2010
- USD 9.9 bn revenues in 2012 vs. USD 12.53 bn in 2010
- USD 80 average room rate is one of the region's lowest and hence most attractive in tough economic times
- 240,000 hotel rooms in more than 1,000 operating hotels
- 220,000 new hotel rooms under construction
- Cairo International Airport underwent USD 350 million upgrade to serve a total of 23 million passengers per year

### Tourism on the Egyptian Red Sea

- Red Sea accounts for Approx. 50% of total tourist arrivals
- Hurghada area alone generates around USD 4 billion in tourism revenues annually
- 86% average occupancy in Hurghada – the highest in Egypt
- Red Sea governorate has 68,000 operational hotel rooms
- EGP 1.4 billion Hurghada International Airport upgrade includes new runway and new terminal to handle an additional 7.5 million passengers per year

Source: Beltone Financial, ERC Staff Research



# ERC's Vision, Mission & Strategy

## VISION

To become a regional Master Developer of International-standard mega communities by designing and implementing a world-class master designed, developed and controlled community standard, with the aim of redefining Egyptian urban planning, from every aspect of the world's best international communities and developments.

## MISSION

To make our shareholders proud of the company's standards, reputation, operational performance and financial performance by creating memorable destinations and by being a reliable partner to our sub-developers and investors.

## STRATEGY

To successfully implement the identified initiatives to ensure the success of our main product, the Sahl Hasheesh International Resort Community, and to be flexible during uncertainty by continuously searching for organic and inorganic growth opportunities that diversify and enhance our sustainable long-term income-generating ability. The search for opportunities will consider forward integration in the real estate value chain, and investments across different real estate segments, sectors and geographies.

# Management Team (1/2)

## ***Adel Hammad, Chairman***

Mr. Hamad is the previous Chairman and CEO of Misr Insurance. He has more than 15 years of experience in the insurance sector. He served as board member in several companies and banks such as, the Housing and Development Bank, Alexandria Spinning and Weaving company, and Misr Oil and Soap. He received extensive trainings in the field of Reinsurance Accounting Practices from international insurance companies in London and Paris. Mr. Hamad holds a Bachelors degree in Commerce and a diploma in Insurance.

## ***Mohamed Kamel, Chief Executive Officer***

Mr. Kamel is a former Board Member of ERC and Vice President of Corporate Development. Prior to ERC, he served in various roles with KATO Investment including Corporate Vice President for Strategy and Governance and Business Development Manager. He has an MBA from Harvard Business School and an MA in Economics from the American University in Cairo. He is an ex-consultant with Bain and Company in London.

## ***Hassan Azab, General Manager, Sahl Hasheesh Company***

Eng. Hassan Azab has a Bachelor of Science in the Aeronautics & Military Science. He has over 30 years of experience in the design, planning, construction and commissioning of hotels and resorts (2200 rooms in total) in Hurghada, Sharm El Sheikh, Cairo, Luxor and Aswan, in addition to five floating hotels.

## ***Abu Bakr Makhoul, Director — Commercial***

Mr. Makhoul heads ERC's commercial activities with an extensive background in commercial strategy and an MBA from IESE, a world leading Business School in Spain. Prior to joining ERC he served as the Commercial Strategy Manager for CEMEX where he led the company's regional business strategy. Mr. Makhoul has a diverse background including taking on several roles in Strategic Planning, Project Management and Commercial Sales Management as well as entrepreneurship experiences.

## ***Darren Gibson, Vice President — Planning & Development***

Mr. Gibson joined ERC with over 20 years of experience in public and private sector urban planning, including eight years as a Company Director in town planning and development consultancy practices. He has extensive experience in assessment and management of urban planning projects, including master plans and large urban land release areas, major tourism projects, commercial and residential projects and major infrastructure works. He is an Honors Graduate in town planning from the University of New South Wales, Sydney, Australia and is a Certified Practicing Planner with the planning Institute of Australia.

## ***Hazem Kassem, Head of Approvals***

Prior to joining ERC in 2008, Mr. Kassem launched an architecture and interior design firm in Cairo that has, over a seven year span, successfully delivered more than 45 commercial and residential projects in Egypt and London. Mr. Kassem holds a Bachelors degree in Architectural Engineering and Environmental Design from the Arab Academy for Science and Technology.

## ***Mohamed Saad, Director — Community Management***

Mr. Saad joined ERC from Misr American Carpet Company (MAC), where he was the regional business manager (Middle East and Africa). Previously, as a general manager with El Sewedy Electrical Group, he was responsible for business development and sales of major electrical infrastructure projects, including power stations, substations, and transmission and distribution networks. Mr. Saad holds a Bachelors degree in Electrical Power and Machines Engineering from Cairo University.

## ***Wael Abou Alam, Director — Finance & Administration***

Prior to joining ERC, Mr. Abou Alam was the Group Financial Controller for Gozour, Citadel Capital's food holding company, which comprises a number of leading brands such as Rashidi Al Mizan, El Masreyeen, Enjoy and Dina Farms. Prior to this position, he was the Financial Planning, Analysis & Reporting Manager for Misr American Carpet Company (MAC). Mr. Abou Alam was also employed by ExxonMobil for over 14 years, rising to become the North Africa Cluster Fuel Marketing Business Analysis & Reporting Manager. Mr. Abou Alam holds a Bachelors degree in Accounting from Cairo University and an MBA in Banking & Finance from the Maastricht School of Management.

# Management Team (2/2)

## ***Osama Shendy, Director — Human Resources***

Mr. Shendy joined ERC with 19 years' experience, bringing his extensive expertise in strategic planning, restructuring, organizational development, human resources management, and quality management systems. Prior to joining ERC, Mr. Shendy has acted as lead consultant for numerous organizations such as Arabian Cement Company, Kobusch Packaging Egypt, Al Rajhi Investments, and Contact Group, to name a few, in addition to being Director of HR and Organizational Development at El Sewedy, Mobica and MAC Carpets. Mr. Shendy was also a National Business Planning Consultant for FAO (UN) in addition to having been a member of the Board of Advisors for the National Award for Excellence for both Government & Business Sectors. Mr. Shendy holds an MBA in Corporate Strategy and Economic Policy from the Maastricht School of Management, and is a certified assessor for business excellence as well as a Certified Management Consultant from the Institute of Management Consultancy - UK.

## ***Sherif Omar, Head of Infrastructure, Planning and Design***

Sherif Omar joined ERC in 2003 as Chief Mechanical Engineer, supervising a number of projects including the construction of a sewage treatment plant and a water pump station. He became Head of Infrastructure, Planning and Design in 2010. Prior to joining ERC, Mr. Omar was a Technical Office Project Engineer, and later a Project Manager, at the Arab Engineering Company. He holds a BSc in Mechanical Engineering from Cairo University.

## ***Nazih Seoudy, Head of Developer Services***

Nazih Seoudy joined ERC with over 20 years of experience at Xerox Egypt, where he held a number of positions including Director of Customer Services and National Service Manager. Prior to joining ERC, Mr. Seoudy was Director of the Customer Care Department at EMAAR Misr, before joining MAC Carpets as Director of Customer Relations Management. Mr. Seoudy holds a BSc in Electrical Engineering and Communications from Ain Shams University and is also a certified Lean Six Sigma Green Belt.

# Select Consolidated Financials

## From the Income Statement (EGP 000,000's)

	2008	2009	2010	2011	2012	9M 2013
Revenue	347.8	25.8	14.9	28.2	40.5	24.9
Gross Profit	324.0	12.1	(5.8)	(2)	(11.3)	(12.0)
EBT	345.9	3.9	(7.8)	(3.2)	(106.9)	(18.2)
Net Income	265.8	4.7	(9.4)	(7.4)	(110.0)	(20.4)

## From the Balance Sheet (EGP 000,000's)

	2008	2009	2010	2011	2012	9M 2013
Cash & Treasury Bills	371.2	309.2	273.8	200.0	162.0	124.8
Receivables	540.7	443.5	331.9	384.2	336.2	361.7
Short-term liabilities	233.6	248.1	238.6	260.0	271.1	247.4
Long-term liabilities	197.1	192.1	208.1	216.4	226.9	248.0



SAHL HASHEESH  
RED SEA, EGYPT



The downtown commercial area and public beach of Sahl Hasheesh. Developed by Sahl Hasheesh Co., the subsidiary of ERC

SAWARI

The Marina of Sahl Hasheesh, under development in partnership with Orascom Development and Management



In-house development of sea-front residential villas with exquisite open water views and large garden areas



[www.erc-egypt.com](http://www.erc-egypt.com)  
[www.sahlhasheesh.com](http://www.sahlhasheesh.com)