

# INVESTOR PRESENTATION

First Quarter 2018





## A Fully Integrated Real Estate Developer



Egyptian Resorts Company is a fully-integrated real estate developer, covering the entire value chain including master development, real estate development, infrastructure development, facility and community management

Off-plan residential offerings and commercial projects, including retail, hospitality and offices



Master developer with an array of commercial offerings and a comprehensive product portfolio

Infrastructure
Development

Management

**Facilities & Community** 

State-of-the-art infrastructure facilities including power generation and distribution, water/sewage treatment and fiber optic communications

Facility and community management services including maintenance, security, housekeeping and landscaping

### **Key Performance Indicators**



**EGP18.3** mn

Real Estate Contracted Sales (Q1-2018)

EGP **225** mn

Contracted Land Sales (2017)

No Land Sales Contracts in Q1-2018 EGP **11.4** mn

Utilities Revenue (Q1-2018)

EGP **5.4** mn

Facility Management Revenue (Q1-2018)

EGP 33 mn

Total Q1-2018 Recognized Revenues

FGP **726** k

Q1-2018 Net Profit, 2% margin **3.4** mn sqm

Total land bank

c.**49**K BUA

Retail, Office, hospitality, services, and residential property under development

EGP **18-20**k

Average BUA Selling Prices

77

Units under Construction (37 units already awared to subcontractors) EGP **1.4** bn

Accounts Receivable as of March 31st, 2018

+20

years of building world-class communities



### **Key Operational Developments**











#### **Land Plot Sales**

ERC did not realize revenues from land plot sales during Q1-2018. ERC is expecting sub-developers' appetite for land to grow in the coming period.

#### **Tawaya**

Tawaya's contracted sales reached EGP193 million. Currently, around 69% of the project has been sold, contracted or reserved with expectations to sell out by year 2018.

#### **Recurring Income**

- Retail revenues: EGP 0.7 mn
- Utilities revenues: EGP 11.4 mn
- Facility management: EGP 5.4 mn
- Total Recurring revenues: EGP 17.5 (in Q1-2018)

#### **Events**

On 2018's New Year's Eve Sahl Hasheesh hosted a distinguished celebration.

In March 2018, ERC hosted "Sahl Hasheesh 1st Hybrid Electric Car Challenge".





### Real Estate Development



ERC's strategic real estate projects span the residential, commercial and touristic offerings

#### Off-plan residential offerings

- Self-financed high and middle income projects
- ERC's off-plan residential project launches to date include Tawaya and lamaran

#### **Recurring revenue projects**

 ERC develops and manages recurring revenue projects including retail, hospitality, commercial and value adding services

#### Mixed-use areas

- ERC is the sole developer of Sahl Hasheesh's Phase I and Phase II downtown area
- Old Town Retail is the development's premiere shopping and leisure destination

EGP **268** mn

Real Estate (Tawaya & Jamaran ) Contracted Sales since project inception

EGP **51** k
Old Town Rental
Revenues

EGP **0.63** mn F&B Outlets & Other Income

EGP **0.7** mn

Retail Revenues in Q1-2018

14,689 sqm

Land Area of mixed use: Retail, Office, Hospitality, Services, and Residential



# Our Projects Portfolio







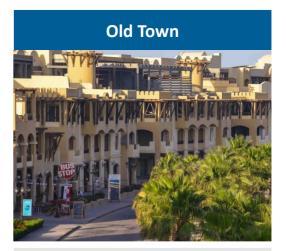
Туре	Residential
Total Land Area of Jamaran Development (sqm)	265,000
Total Land Area of Jamaran Villas (sqm)	30,000
Launched	2014
Percent Sold	90%
Target Completion Date	2019
Total Contracted Revenues	EGP 75 Mn





Туре	Residential
Total Land Area (sqm)	13,290
Total Sellable BUA (sqm)	18,200
Launched	2015
Percent Sold	69%
Target Completion Date	2019
Contracted Sales since inception	EGP 193 Mn



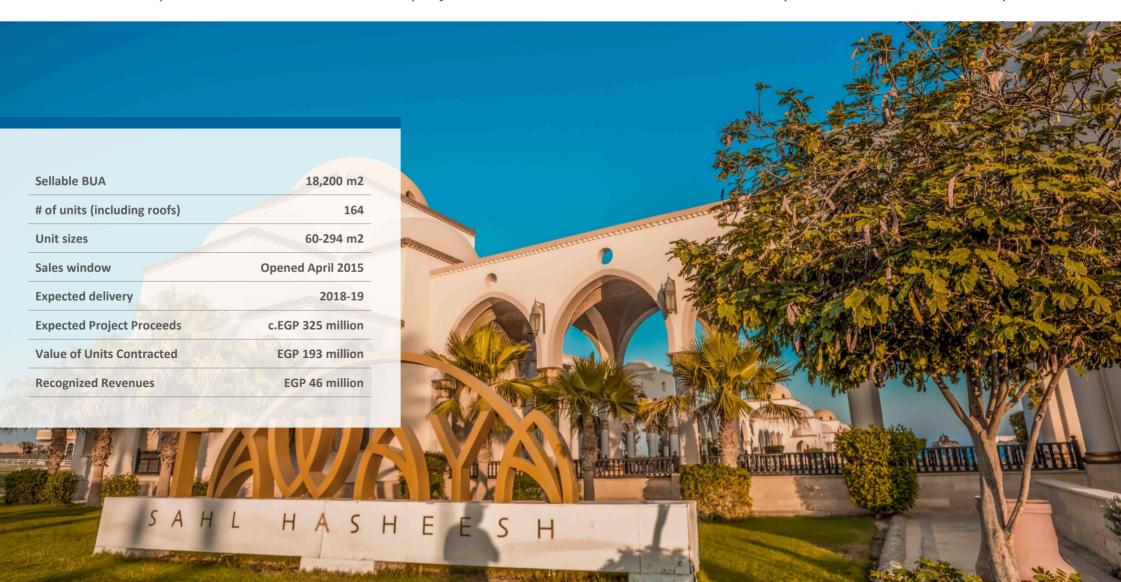


Туре	Retail, Office, Residential, Hospitality & Services
Total Land Area (sqm)	14,689
Total BUA (sqm)	49,355
Launched	2010
Retail and Office Area	
Total Retail and Office Leasable BUA (sqm)	8,740
Percent Retail Leased	22%

# Projects Portfolio: Tawaya



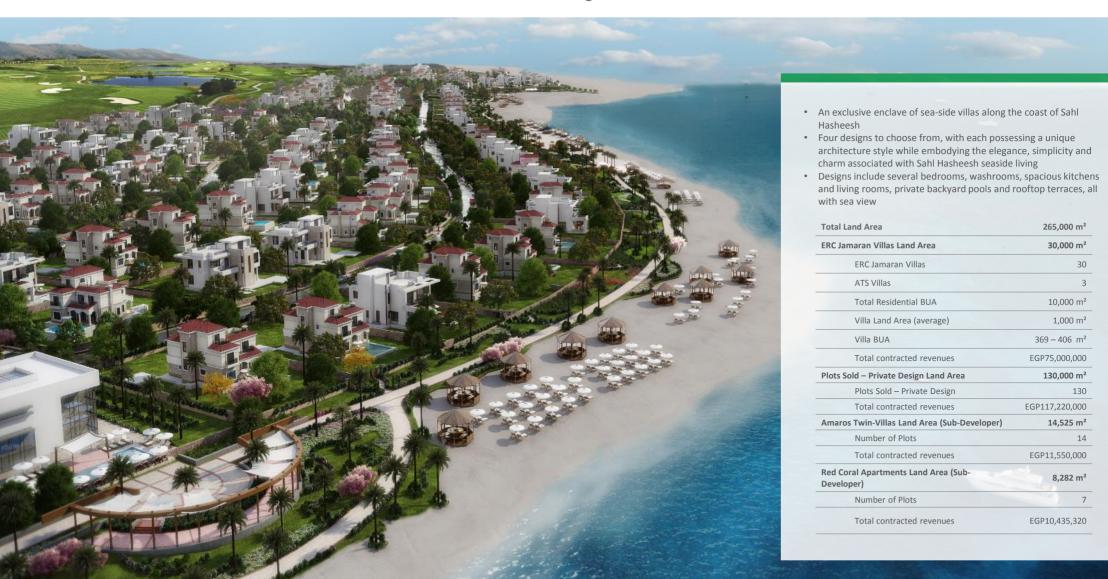
Exclusive bay view waterfront residential project in the Old Town of Sahl Hasheesh by ERC & Palm Hills Developments



### Projects Portfolio: Jamaran Development



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



## Projects Portfolio: Old Town



### Located at the heart of Sahl Hasheesh and overlooking the seaside promenade, Old Town is the development's bustling downtown area

 Premiere shopping and leisure destination with retail stores, restaurants, cafes, spas and various water sport activities

Component	Quantity	Total BUA (sqm)
Retail Shops (incl. F&B)	114	c. 7,343
Office Space	3 Halls	c. 1,397











ERC consulted with Colliers International in 2017 on the retail strategy for Old Town

5 years - Longer tenors are subject to BoD approval
2 years
A – Fixed monthly rental fee/sqm based on activity and location, and B – Revenue sharing agreement (0% during grace period / 10% yrs 3 & 4 / 15% yr 5)
10% on rental price applicable starting the grace period. On the first year of payment (year 3) tenants will pay the contractual monthly rent $\pm$ 20%
Three-months rent
EGP 15 / sqm in 2017 with a 10% annual increase starting in 2018
In cases in which a lessee terminates the contract before the lapse of the lease term, the lessee will pay the value of the rent for the grace period



Investor Presentation 1Q2018

## Real Estate Development Forward-Looking Strategy



ERC's forward-looking strategy for its real estate development segment will see it revitalize existing projects to extract higher value as well as roll-out new off-plan residential and recurring income developments

#### **Upcoming Projects**

Low & Middle Income Staff Housing	The Boardwalk Retail	Entrepreneurial & Start-up Hub (Business Park)	Education	Healthcare
Develop low and middle-income housing for sale and lease to the local area staff	Launch the Boardwalk as one cohesive project that incorporates the 12KM promenade, the jetties, the pier, the public beaches and easements with retail outlets (kiosks, food trucks etc.)	In partnership with KarmBuild and RiseUp, ERC aims to develop the first startup hub on the Red Sea with 15,000 sqm of GLA	Provide incentives for educational developments in- line with ERC's strategy of building fully-integrated communities	Provide incentives for developing healthcare facilities to ensure residents have access to state-of-art medical care

### Master Development



ERC master develops mega projects and world-class communities, offering land parcels for hotels, residential apartments, villas, golf courses and other leisure real estate properties



### Land Identification/ Acquisition



#### **Master Planning**



#### **Land Sales**

- Surveying the market for premium mega land banks
- Land acquisition through cash payments and/or land swap as well as IVs

- World-class master planners
- Design and construction guidelines and compliance
- Land plots to developers for the construction of hotels, residential apartments, villas, golf courses and other leisure real estate properties
- Land plot use is predetermined according to modern urban development plans

**6.2** mn sqm

Sold land area since inception

**3.4** mn sqm

total land bank Area

EGP 167.4 mn

Recognized land sales of 2017 (No land sales in O1-2018)

**0.9** mn sqm

total land bank's Hospitality BUA

**1.4** mn sqm

total land bank's Residential BUA

15k-20k

Avg. Selling Price/sqm for land bank's Residential BUA



# Master Development Forward-Looking Strategy





## Infrastructure Development



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

#### **Water & Irrigation**



ERC invests in desalination plants and delivers water & irrigation needs with plug-in expansion capabilities

**14,000** m3

daily desalination capacity

**7,500** m3

daily waste water treatment capacity

#### **Power & Electricity**



ERC's power distribution network ensures capacity secured well in advance of requirements

**20** MVA

power distribution capacity

63,207 km

in electrical networks

#### **Communication**



ERC invests in IT equipment and fiber optic network throughout the entire site delivering VOIP, Internet and IPTV

**13,000** m

optical fiber network

13

cellular towers

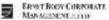
**Operating Partners** 













### Water & Irrigation



Management of ERC's desalination plant and water treatment equipment is subcontracted for a fixed fee, while water is sold at market rates



14,000m3/day desalination plant

Water network of 31.283m

Water storage capacity of 12,000 m3

Main irrigation network of 16,994m and surface irrigation network of 113,317m  $\,$ 

Irrigation water storage capacity of 6,000m3 and pumps facility of 6,000 m3/day  $\,$ 

7,500m3/day waste water treatment facility

8 operative lift pump stations

The main network of 14,085 m and gravity network of 26,069 m

### Volume and quality-based pricing Potable:

Apartments: EGP 18.50 per m³
 Hotels: EGP 13.00 per m³

#### Irrigation

- For Real Estate Projects: EGP 7.5 per m<sup>3</sup>
- For Hotels: EGP 5.25 per m³

## **Electricity**



ERC is a licensed electricity generator and distributor with an electricity sub-station in the design phase



20 MVA capacity

5 electrical networks (128, 478 m) were established to serve phases 1 and 2

63,207 m of power cables were installed for internal road lighting

A contract was signed with Canal Company to supply 20 MVA of electricity

An approval was received to establish a 22/66 KV substation with production capacity of 100 MVA to cover phases 1 and 2 future requirements

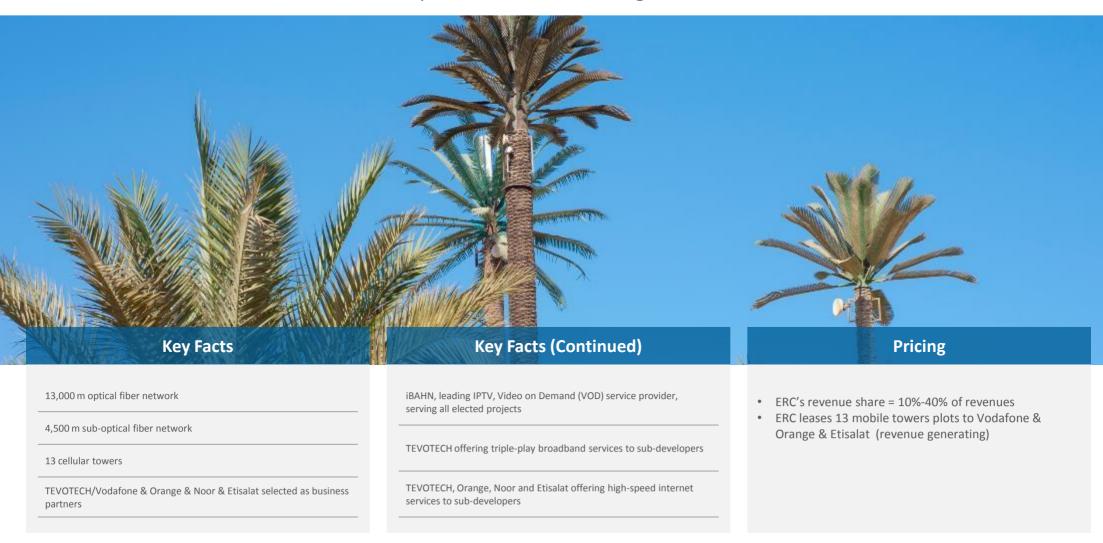
Budgeted CAPEX of EGP 180 million for a new substation (Phase 1: 50 MVA)



### Communication



ERC's IT equipment and fiber optic networks support high-speed internet, video on demand, internet protocol television among other services

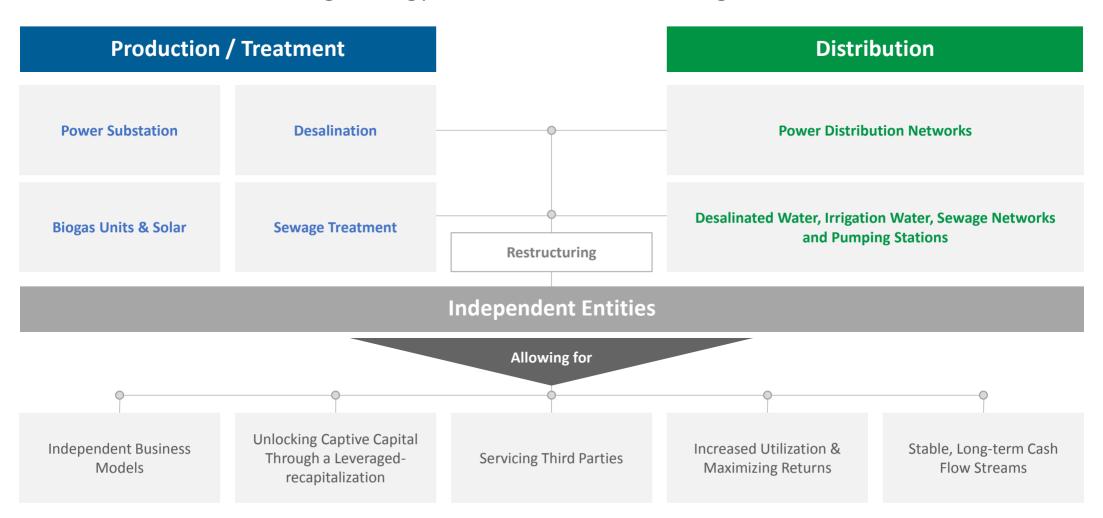




## Infrastructure Development Forward-Looking Strategy



ERC aims to restructure its infrastructure assets as into independednt revenue generating profit centers to unlock value and growth



ERC will further develop its infrastructure assets to offer to third party customers in order to widen its consumer base and enhance revenue

### **Facilities Management**



ERC provides a comprehensive range of maintenance and facility management services

### **Facility Management Capabilities**

Security	Waste Management	Public Area & Beach Maintenance	Cleaning	Community Brand & Reputation Management	Quality & Design Control
Fees are based on a cost-recovery model plus a management fee		Community management controls and regulations ensure an uncommonly high level of environmental amenity and management services		Maintenance and upkeep ensu and clean-operating and ser	· · · · · · · · · · · · · · · · · · ·
EGP <b>5.4</b> mn Revenues in Q1-2018 (from third parties)	EGP 53 km Length of road network	414 Facility & community management personnel	<b>200</b> k m <sup>2</sup> Green areas	3,600 tons/year Waste management via	The community administration, rules and regulations were designed by Ernst Body Corporate

### **Facilities Management Forward-Looking Strategy**

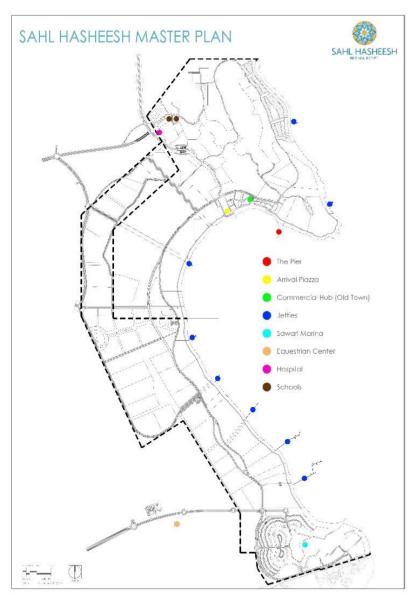
As part of ERC's growth strategy, the Company has plans to spin off of its Facilities Management division into an independent entity:

1 Independent Business Model 2 Extending Services to ERC & Third Parties 3 More Stable, Long-term Cash Flow Streams



## Sahl Hasheesh: ERC's Flagship Master Development





Sahl Hasheesh is a unique, purpose-built Red Sea destination 18 km south of Hurghada International Airport and approximately 470 km from Cairo. The year-round development is situated on a bay long renowned as a world-class diving and seaside destination and includes a 12.5-km shoreline.

Inve	stors & Sub-Develo	Tourists & Residents	
Controlled Supply	Superior Infrastructure	One-Stop-Shop	Community Management in an Upscale Development
Strategically- released land phases based on development and ROI protection	"Plug-and-Play": full- fledged infrastructure with developers simply "plugging" in upon project completion	Investors and developers deal only with ERC, while ERC secures licenses, approvals, building permits and land registration	<ul> <li>Architectural integrity and cohesion</li> <li>Community management controls and regulations</li> <li>Maintenance and upkeep</li> <li>Full services and amenities</li> </ul>

**Planning Partners** 













### Sahl Hasheesh By Numbers



Phases I and II of Sahl Hasheesh are currently home to around 2,760 hotel rooms and suites managed by brands including Premier Le Rêve, Premier Romance, Pyramisa, Tropitel, Old Palace and Baron, and Azzurra Boutique Hotel in addition to 2,300 residential units. Five of our hotels are among the top 10 picks on Trip Advisor.



**Developers** 





















Note: The above KPIs include developments by ERC as well as other sub-developers



### The Number One Red Sea Destination



Sahl Hasheesh has become the prominent destination on the Red Sea coast with year-around activities and events for residents and visitors alike

### **Daily Activities**



#### **Sports**

A haven for sports enthusiasts, including football fields, tennis courts, beach volleyball and water sports centers.



# Snorkeling & Diving

The perfect diving destination along the world-renowned Red Sea Coast with special trips to the nearby protectorates.



## Spas & Wellness

Some of the best spas and health centers in Egypt with modern, state-of-the-art facilities.



#### **Shopping**

International brands and local specialties featured at the Old Town's charming stores.



#### **Dining**

A range of casual and fine dining opportunities in the Old Town and many of the hotels and resorts operating within Sahl Hasheesh.











**Developments** 















### Year-Round Events & Activities



ERC's marketing efforts have placed Sahl Hasheesh firmly on the map as one of Egypt's top coastal destinations among foreigners and Egyptians alike. During 2017, ERC organized a number of new events, ranging from sporting events and beach parties to CSR activities, demonstrating the versatility of Sahl Hasheesh's coastline.

#### 2017 & 2018 Events



Sahl Hasheesh hosted the biannual triathlon with Trifactory during 2017, an event which has been held at Sahl Hasheesh every spring and winter over the last four years, with more than 1000 athletes from Egypt and across the world competing in a variety of exciting races



In April 2017, byGanz Extraordinaire, one of the most widely known Egyptian-based event and PR companies, hosted a three-day event featuring daytime beach activities and evening entertainment in collaboration with Blue Marlin UAE. The day time event, "Burning Beach" received wide coverage in major Egyptian news platforms and blogs, helping further solidify Sahl Hasheesh as a premiere destination for upscale entertainment.



The summer saw the new season of Boardwalk Beach Parties, which officially kicked off during Eid Al Fitr in July 2017. Through until October, Sahl Hasheesh's scenic beaches hosted its signature beach parties with live DJs every Friday.













During March 2017 we held Sahl Hasheesh annual Fishing tournament for three days, also its also worth mentioning that during official holidays we partnered with "Wild Gunabana" an adventure start up founded by Omar Samra to hold an adventure school for the kids so that their parents can enjoy their time in Sahl Hasheesh hammering on the fact that the destination is for everyone. In March 2018, ERC hosted "Sahl Hasheesh 1st Hybrid Electric Car Challenge".

### **Promotional Activities**













A major focus of our marketing activities in 2017 were centered around the Old Town area. With the new opening of Bus Stop and the new management of Il Gusto (which will be changed to "Sailors" during 2018), the summer events were centered around directing traffic to these venues and establishing them with the local Red Sea residents. We supported Bus Stop with live bands every Friday night and the beach with DJs and bands during the major holidays.

With the growing popularity of Tawaya, efforts have also been made to increase visibility of the project and the branding on-site.

We have also continued our efforts to position ourselves as a great sports destination with the second edition of the Sahl Hasheesh fishing Tournament with Red Sea Anglers as well as two editions of the Sahl Hasheesh Triathlon with Trifactory. We held our first rally over two days where 10 professional rally teams participated. And with the first obstacle off road course in the region attracting not only professionals rally teams but normal 4x4 owners. The event attendees exceeded 500 pax.

Following the success of New Years Eve '16 with ByGanz and Lemon Tree, two more events have been hosted during our peak holiday weekends (Easter and New Year) with ByGanz & Blue Marlin UAE.

Internationally, Sahl Hasheesh is continuing to position itself as a competitive destination in Egypt with strong participation in tourism trade shows (ITB Berlin and WTM London) as well as promoting destination weddings in Sahl Hasheesh with the European market.



**68.9** K Followers



**53 K**Followers

Call Centre: 16974

www.sahlhasheesh.com

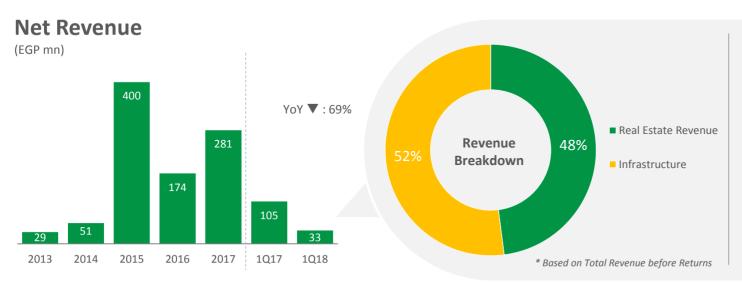


Investor Presentation FY2017



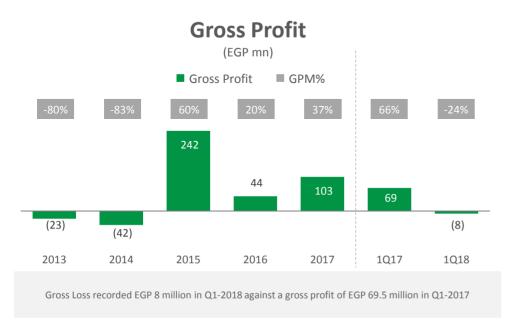
# Financial Performance | Income Statement Highlights

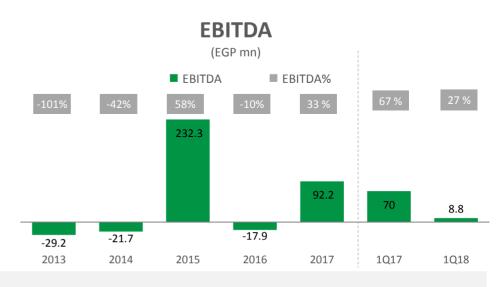




- ERC did not realize revenues from lad plot sales in Q1-2018.

  Revenues recognized from real estate activities came at 16.2 mn.
- Tawaya, ERC's exclusive waterfront apartments in Old Town developed in cooperation with Palm Hills, recorded revenues EGP 11.4 mn in Q1-2018 vs zero in Q1-2017. Meanwhile, recurring revenues from retail activities reached EGP 0.7 mn in Q1-2018, including maintenance
- Revenues from ERC's facility management and infrastructure assets totaled EGP 16.8 million in Q1-2018, up nearly 33% y-o-y, and contributing c.52% to the company's top-line. Utilities and services rendered included power distribution (EGP 6.5 million), water distribution (EGP 4.2 million) and facilities management services (EGP 5.4 million) among others.



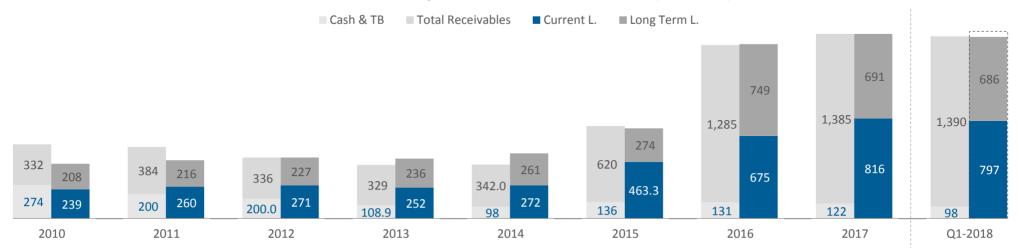


EBITDA came in at EGP 8.8 million in Q1-2018 with an EBITDA margin of 27%

## Financial Performance | Balance Sheet Highlights



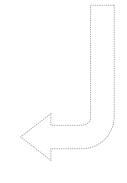
#### **Consolidated Liquid Assets and Liabilities (EGP mn)**



The company's balance sheet remained liquid as at Q1-2018, with a cash balance of EGP 98 million.

	MEGP
Current Liabilities	796.7
1. Claims Provision	29.7
2. Down payments	176.3
3. Sundry creditors and other credit balances	264.1
4. Due to TDA (Share)	139.6
5. Provision (cost for development of sold land)	163.1
6. Bank Facilities	-
7. Income Tax	23.9

Long Term Liabilities	685.7
Purchase of land creditors (Phase 3)	617.5
2. Deferred Tax	68.2





### Corporate Governance



ERC believes that a robust, proactive approach to corporate governance is vital to the interests of both the individual company — boosting investor confidence by protecting the value of their shares — and the business community by providing a regulatory framework for healthy competition.

#### The Board Committees Mr. Ahmed Abou Hendia Dr. Hamza Al Kholi Non-Executive Chairman Representing First Arabian Members: **Development & Investment** • Mr. Karim Aboul Naga (Chairperson) Mr. Mohamed Kamel **Audit Committee** • Dr. Khaled Abdelaziz Moh'd Hegazy (Member) Vice Chairman Mr. Mohamed Samir Abdel Fatah • Mr. Mohamed Daabis (Member) Representing Red Sea Hotels Mr. Wael El Hatow Chief Executive Officer Mr. Tarek Samir Abdel Fatah Members: Dr. Khaled Abdelaziz Moh'd Hegazy Board Member Representing Red Sea Hotels Mr. Mohamed Kamel (Chairperson) Nomination & Representing Misr Life Insurance • Mr. Ahmed Abu Hendia (Member) Remuneration • Dr. Eskander Tooma (Member) Mr. Mohamed El Saeed Ibrahim Taaema Mr. Karim Aboul Naga Committee • Mr. Mohamed El Saeed Ibrahim Taaema (Member) Rowad Tourism Representing Al Ahly Capital Mr. Hussein Abo Seada Dr. Eskander Tooma Representing Rowad Tourism **Members:** Independent Member • Mr. Mohamed Samir Abdel Fatah (Chairperson) Mr. Mohamed El Saeed Saad Daabis Strategic • Mr. Ahmed Abou Hendia (Member) Representing Misr Insurance • Dr. Hussein Abo Seada (Member) Dr. Gamal Elsaeed Committee Independent Member Mr. Mohamed Kamel (Member) • Dr. Eskander Tooma (Member) Mr. Mohamed Sherif Representing Misr Insurance



## Sustainability



ERC is committed to actively giving back to Egyptian society by engaging in ethical business practices as well as organizing and sponsoring a variety of corporate social responsibility initiatives every year

### **Doing Business to Promote Development**

- Demonstrating a desire to find innovative solutions to today's energy crisis, in 2015 ERC signed a long-term land lease contract with KarmSolar to develop a c. 50,000 m2 solar farm in Sahl Hasheesh with a generation capacity of 2MW
- In late 2016, ERC signed an MoU with KarmBuild and RiseUp to create a technology and startup hub in Sahl Hasheesh that will support Egypt's most promising local technology companies and accelerate the pace of innovation.





### **Giving Back through CSR Initiatives**

- In April 2017, ERC hosted an Orphan Day on Sahl Hasheesh's beach. Thirty-five children participated in a variety of activities, including a submarine tour. In conjunction with the event, ERC donated 641 kg of dry foodstuff for Eid Al Adha to the Egyptian Food Bank.
- ERC hosted a group wedding for community orphans at Sahl Hashessh Resort.
- In Q1 2018, ERC joined efforts with Injaz corporation and ERC employees delivered classes for more than 30 students.



### **Stock Information**

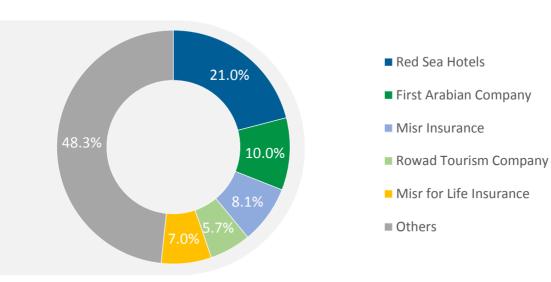


#### **EGTS.CA**

Issued Shares 1,050,000,000 Shares

**Listing Venue**The Egyptian Stock Exchange

**Listing Date** 10/02/1999



#### **Analyst Coverage**



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Name: Mohammad Kamal

Email: mohammad.kamal@arqaamcapital.com



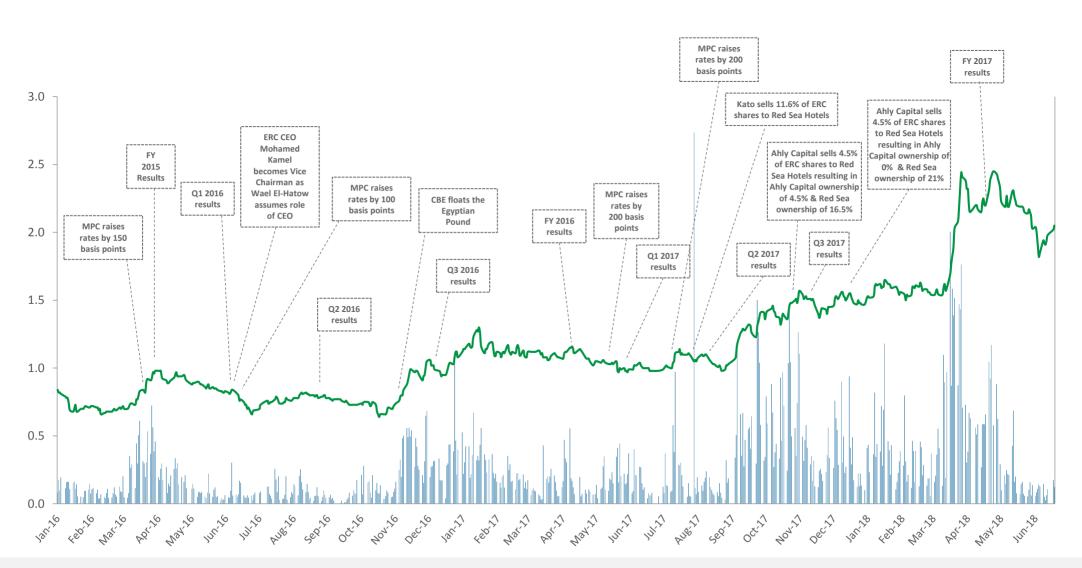
Name: Amir Badran

Email: amir.badran@naeemholding.com

### **Stock Information**



### **Egyptian Resorts Co SAE – Stock Performance Chart**





## **Consolidated Income Statement**



EGP	FY2016	FY2017	Change	Q12017	Q12018	Change
Sales				·		
Operating Revenue	168,889,169	206,593,285	22%	92,102,511	16,151,661	-82%
Sales Return	(9,768,139)	(780,847)	-92%	0	0	n/a
Revenue from rendered services	48,833,922	75,255,074	54%	12,707,357	16,847,732	33%
Total Revenues	207,954,952	281,067,512	35%	104,809,868	32,999,393	-69%
COGS						
Cost of Sales	(32,223,284)	(63,060,082)	96%	(14,194,781)	(15,004,793)	6%
Cost of returned sold land	1,800,294	236,077	-87%	0	0	n/a
Operating cost of rendered services	(93,385,533)	(115,401,193)	24%	(21,158,229)	(25,967,723)	23%
Gross Operating profit (loss)	84,146,429	102,842,314	22%	69,456,858	(7,973,123)	n/a
Other Income	8,803,725	6,113,823	-31%	966,105	2,712,188	181%
Selling and Marketing Expenses	(39,352,427)	(30,672,320)	-22%	(5,305,806)	(2,242,890)	-58%
General and Administrative Expenses	(44,878,566)	(42,676,395)	-5%	(10,566,813)	(9,295,833)	-12%
Other Expenses	(20,955,163)	(5,135,933)	-75%	(385,214)	(1,551,602)	303%
Net Change in AR & Other Debit Balances	3,066,579	0	-100%	0	0	n/a
Operating profit (loss)	(9,169,423)	30,471,489	-432%	54,165,130	(18,351,260)	-432%
Revaluation of investment fund securities	477,612	0	-100%	0	0	n/a
Deferred Interest	16,163,395	39,951,851	147%	7,697,950	14,223,717	85%
Net Finance Income (Cost)	97,704,343	9,996,346	-90%	(1,020,540)	3,458,242	-439%
EBT	105,175,927	80,419,686	-24%	60,842,540	(669,301)	-24%
Income tax	(95,012,057)	(10,956,904)	-88%	(15,358,635)	(231,306)	-98%
Net Income	0	0	n/a	7,143,688	1,626,916	-77%
Attributed to the Holding Company	10,163,870	69,462,782	583%	52,627,593	726,309	-99%
Minority Interest Share	78,358,936	62,585,787	-20%	47,268,464	(638,436)	-101%



### **Consolidated Balance Sheet**



EGP	31/12/2016	31/12/2017	31/03/2018
Fixed Assets (net)	121,861,072	103,174,397	102,538,806
Real Estate Investments	145,977,861	148,040,655	147,781,443
Projects in Progress	1,624,746	12,532,922	9,504,373
Accounts and Notes Receivable (Net)	509,342,426	470,856,774	473,852,909
Long Term Time Deposits	46,733,750	43,585,500	43,316,000
Total Long term Assets	825,539,855	778,190,248	776,993,531
Work in progress	569,827,398	590,732,316	591,445,821
Assets Held for Sale	0	528,134	528,134
Inventory	2,947,379	2,712,995	2,849,714
Accounts and Notes Receivable (Net)	775,426,269	913,886,102	916,260,057
Various debtors and other debit balances	16,117,071	30,744,671	29,132,771
Cash on hand & at bank	131,193,723	122,116,103	97,962,658
Total Current Assets	1,495,511,840	1,660,720,321	1,638,179,155
Total Assets	2,321,051,695	2,438,910,569	2,415,172,686
Claims Provision	28,374,351	29,208,214	29,704,970
Receivables - Advance payments	98,878,283	175,671,520	176,291,951
Sundry creditors and other credit balances	241,087,852	282,467,453	264,134,207
Due to authority of touristic development	129,487,337	140,316,098	139,642,780
Estimated cost for development of sold land	151,530,217	164,405,149	163,067,683
Banks - Credit facilities	13,318,509	0	0
Income tax	12,070,490	23,681,961	23,913,267
Total Current Liabilities	674,747,039	815,750,395	796,754,858
Issued and Paid in Capital	1,050,000,000	1,050,000,000	1,050,000,000
Legal Reserve	131,664,379	146,057,902	147,814,865
Retained Earnings (Losses)	(260,705,521)	(247,516,959)	(249,912,358)
Holding Company's Shareholders' Equity	920,958,858	948,540,943	947,902,507
Minority Interest	(23,432,721)	(16,555,726)	(15,190,981)
Total Shareholders' Equity	897,526,137	931,985,217	932,711,526
Deferred tax liability (Net)	82,585,876	69,860,819	68,233,903
Purchase of Land Creditors	666,192,643	621,314,138	617,472,399
Total long term Liabilities	748,778,519	691,174,957	685,706,302
Total Liabilities & Equity	2,321,051,695	2,438,910,569	2,415,172,686

