ORASCOM
DEVELOPMENT

SUCCESS BY DESIGN

ANNUAL REPORT 2021

CONTENTS

01 AT A GLANCE

Company Profile 04
Destinations Map 05
Chairman's Note 06
CEO's Note 08
Key Highlights of 2021 15

02 COUNTRIES 22

Egypt 25
Oman 41
UAE 49
Morocco 51
Montenegro 52
UK 55
Switzerland 58

03 OUR PEOPLE

Our People 62
COVID-19 Response 64

04 CORPORATE GOVERNANCE

4.1 Group Structure and Significant Shareholders 69
4.2 Capital Structure 73
4.3 Board of Directors 76
4.4 Executive Management 85
4.5 Employees 88
4.6 Compensation and Shareholding Loans 88
4.7 Shareholders' Participation 89
4.8 Changes of Control and Defense Measures 91
4.9 External Auditors 92
4.10 General Blackouts Periods 93
4.11 InformationPolicy 94

05 COMPENSATION REPORT 96

06 INVESTOR INFORMATIONS 109

07 FINANCIAL STATEMENTS

Consolidated Financial Statements 116
Statutory Financial Statements 213

08 GLOSSARY 227

1.0 AT A GLANCE

1.1 COMPANY PROFILE

Orascom Development Holding (ODH) is a leading developer of fully integrated destinations, with more than 33 years of experience and a proven track record of sustainable development, including hotels, private villas, and apartments, as well as leisure facilities such as golf courses, marinas, and supporting infrastructure.

9
Operating Destinations

101.4 mn m^2
One of the Largest Land Banks

7,132
Rooms Across 33 Hotels

7,804
Employees in 2021

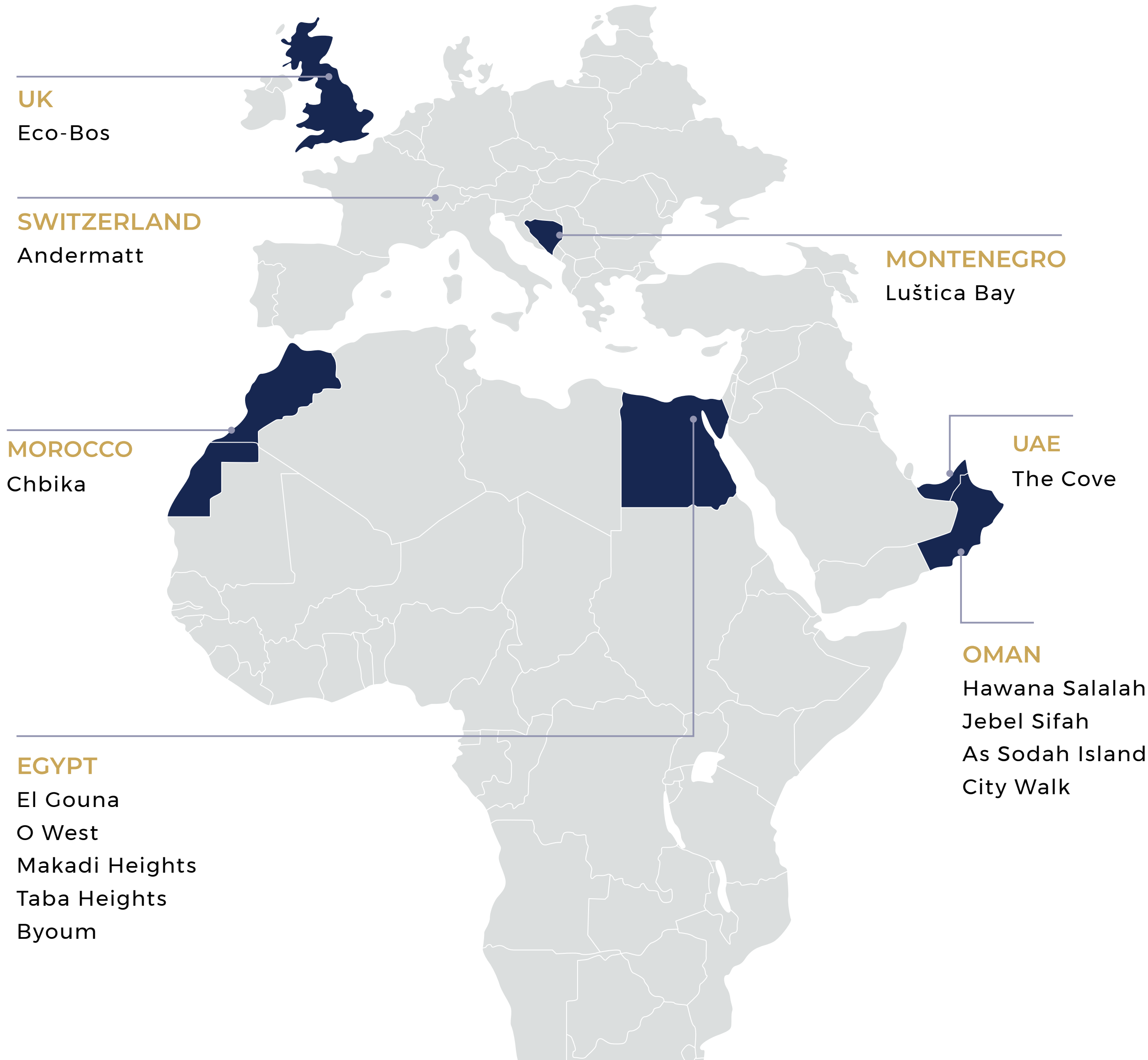
33
years of Experience

7
World Class Marinas

The group is listed on the Six Swiss Exchange and its diversified portfolio of destinations focuses mostly on touristic regions within Egypt, the UAE, Oman, Switzerland, Morocco, Montenegro, and the United Kingdom. Orascom currently operates nine destinations: four in Egypt (El Gouna, Taba Heights, Makadi Heights, and Byoum), The Cove in the United Arab Emirates, Jebel Sifah and Hawana Salalah in Oman, Luštica Bay in Montenegro, and Andermatt in Switzerland. ODH also recently launched O West, the latest addition to its portfolio and its first project in Cairo, Egypt — located in the 6th of October City.

The group currently owns a land bank of 101.4 million m^2 of which 18.5 million m^2 are completed, and a comprehensive hospitality portfolio of 7,132 rooms, which are either self-managed by Orascom Hotels Management (OHM) or by third-party hotel managers under management contracts.

1.2 DESTINATIONS MAP



101.4 mn m² Total Land Area	**18.5** mn m² Completed Area	**63.8** mn m² Undeveloped Land Area

CHAIRMAN'S NOTE

2021 was a year of monumental impact and change for Orascom Development. This past year has been a year of both recovery and opportunity for our company. Throughout 2021, our people demonstrated the resilience and the know-how to be able to weather the repercussions of the COVID-19 pandemic and capitalize on the waves of global recovery. Our foresight and strategy allowed us to emerge from the pandemic a stronger, more adaptable organization, and enter into this new year as a profit-making company for the first time in seven years. This achievement marks an incredibly significant milestone in our journey, and we are confident that this is just the beginning of a new chapter of our success story.

Although the pandemic dealt a huge blow to our hospitality segment, we reacted quickly and shifted our focus to our real estate and town management business in 2020 and worked to preserve our cash balance for a prolonged period of time; a strategy we maintained throughout 2021. We are incredibly confident in the strength of our business lines, which have been instrumental in keeping our heads above water and will continue to be the cornerstone of our success in the years to come. With a cash balance of CHF 218.7 million ushering us into the new year, we are perfectly positioned to weather any headwinds that could lay ahead as we continue to navigate the pandemic.

And while this is in no uncertain terms a year of exciting beginnings, but it is one of endings. It is with great pride in everything we have built in the past 33 years that I can share with you all that this will be my last time addressing you as Chairman of this great organization. Orascom has been my passion and purpose, and I could not be leaving this position with more gratification in everything we have built so far. This step is one of many aimed at promoting the long-term growth of the company and one that I have considered for a great deal of time. Ensuring that we are always heading in a direction that will provide maximum benefits for our stakeholders across all the destinations has remained the basis on which I have centered my decisions on the evolution of the leadership and ownership of Orascom — and this one is no exception.

It has been an honor and privilege to lead this company as Chairman and sometimes as CEO, for nearly more than three decades. Over the course of my 33-year career at Orascom Development, I have witnessed the profound impact of the Company's evolution and expansion across all our destinations. Most of all, I am humbled to have led our talented and dedicated team of 7,000 associates around the world, and I am immensely proud of how we have upheld the Company's legacy. The decision to step aside was one of the most difficult ones that I had to make

but I am confident that it has been made at the right time with the Company now delivering strong performance across all three segments and is surely positioned for continued success.

The ODH Board and I have worked together to develop a succession plan that identifies the right person to take over my role, a decision I have always assigned great responsibility to. After long deliberation, it has been decided that my son, Naguib Samih Sawiris will be serving as my successor.

Since joining the team in 2016, Naguib has never failed to prove his dedication to supporting Orascom and setting it on the path to progress. His instinct and flexibility through the pandemic crisis further demonstrated his capability and the resiliency needed to lead this company. He is deeply committed to the Company's mission and has shown his ability to effectively lead, collaborate, and create value. I have the utmost confidence in Naguib to lead Orascom into the future, together with our CEO, Omar El Hamamsy, and the support of the Board.

Although this will be my last year as Chairman, I will continue on as a consultant and I look forward to lending my contribution to its future achievements. With Orascom represented in nine different countries and the company finally swinging back to profitability this past year, I can definitely assert that I am bequeathing my chairmanship as a proud man. In the hands of the new leadership and every member of this organization, I am convinced of nothing but positive prospects. I would like to thank all the incredible teams who have worked tirelessly this year through numerous obstacles, driving value and innovation. It is your efforts and dedication that have given our partners and clients the confidence they continue to have in us. I would also like to take this opportunity to thank the Board of Directors for their fastidious guidance and support this year, especially in this momentous decision that marks both a milestone in my life and the journey of our company, as well as the shareholders who place their trust in us every day.

Samih Sawiris
Orascom Development Holding Chairman

CEO'S NOTE

Dear shareholders,

I am writing to you at the start of what will be a very exciting and busy year for Orascom Development Holding (ODH). In 2021, we continued to deliver on our promises, and we progressed significantly on our journey. Despite the COVID-19 pandemic, we continued to make strong progress on many fronts throughout the year.

It is with great pleasure that I can share with you that this past year has marked an incredibly positive shift in the financial recovery of our company. Following the initial impact of the pandemic on our operations, we — like the rest of world — were faced with an unforeseen set of circumstances that would go on to affect every facet of our businesses across the globe. It was our ability to leverage our diversified portfolio to expertly circumvent the impacts of the pandemic that reinforced our capabilities throughout the past two years and enabled us to enter 2022 having already experienced significant recovery.

As a seasoned player in the market, we are well aware of the significance of rapid and effective responses in the face of difficulties in order to ensure that our people and our stakeholders are protected. Throughout the year, we undertook all the essential measures to preserve cash for the longest possible period to optimize the stability of our destinations. The success of this strategy has certainly reflected in the current cash balance of the company and the expected closing cash balance for 2021, our first profit-making year since 2014.

Advancing towards our ultimate goal of establishing ourselves as a preeminent multinational institution, we approach this coming year with calculated foresight. The financial recovery witnessed last year has paved the way for our budget and tactics in 2022. With the global vaccine rollout prompting enhanced operational recovery in the tourism and real estate sectors' performance, we are optimistic on what can be accomplished in the years to come even in the face of new variants and evolving restrictions. This year will see us capitalizing on new investment opportunities in our destinations, mainly hotel renovations and spending on non-mandatory capex items, that will promote our developments, accelerate construction on projects, and champion future operations.

2021 Highlights

Our diversified portfolio and business lines helped us deliver better results across all three major business segments. The team maintained positive momentum throughout the year, delivering strong top- and bottom-line results. The gradual global return to normalcy, with workplaces reopening, sporting events resuming, and the easing of travel restrictions, all worked to positively contribute to our overall performance. ODH managed to deliver one of the strongest organic growths since 2014 across all three major business segments. Our business is more diversified than ever before. The results recorded across each of our strategic priorities demonstrate the benefits of continually investing in our platform over years ahead of our clients' needs. For FY 2021, total revenue for the year reached CHF 538.5 million, an increase of 39.6% vs. the CHF 385.7 million reported in FY 2020. Gross profit also increased by 63.1% to CHF 155.9 million with a margin of 29.0% in FY 2021 vs. CHF 95.6 million and a margin of 24.8% in FY 2020. When comparing ODH's figures to the pre-pandemic levels of FY 2019, the company actually saw a strong growth of 18.8% in total revenues and 36.6% in gross profits, despite the headwinds that are still affecting our hospitality segment as a result of the pandemic. Adj. EBITDA grew by 93.9% to CHF 130.9 million in FY 2021, corresponding to a solid operational margin of 24.3% compared to CHF 67.5 million in FY 2020 and a margin of 24.8%. Our share of associates losses decreased by 44.8% to CHF 4.8 million vs. a loss of CHF 8.7 million in FY 2020. The enhanced performance in the associates was mainly driven by the better performance of our share in Andermatt.

We continued to generate finance cost savings, with interest expense down 10.1% y-o-y to CHF 32.9 million in FY 2021 compared to CHF 36.6 million in FY 2020. Our restructuring, initiated six years ago, was aimed at making the company more resilient in the face of challenges. The operational efficiencies that were unlocked and business continuity measures established were reflected in our bottom-line figures, allowing the company to swing back to profitability for the first time in seven years — net profit reached CHF 9.5 million vs. a loss of CHF 38.4 million in FY 2020.

Solid Balance Sheet:

ODH continued its prudent cash management and business optimization initiatives, further fortifying the Group's balance sheet and maintaining an enhanced liquidity stance. The Company managed to maintain a strong cash and cash equivalents balance position of CHF 218.7 million vs. CHF 195.7 million in FY 2020, total debt of CHF 445.2 million and a net debt of CHF 226.5 million as of FY 2021 vs. CHF 233.9 million in FY 2020. Net debt/Adj. EBITDA reached 1.7x down from the 3.5x reported in FY 2020. We also managed to generate CHF 68.9 million in cash flow from operations, an 84.2% increase y-o-y.

Group Real Estate

Strong and sustained demand for our real estate products drove our total value of contracted units for FY 2021 to CHF 664.3 million, an increase of 57.7% compared to CHF 421.3 million reported in FY 2020 and 37.2% increase over FY 2019. The increase in the value of contracted units across all destinations was a factor of both our ability to increase the average selling prices and the number of units sold, which increased by 55.8% to 1,848 units in FY 2021 compared to 1,186 units in FY 2020. Our operations continued to progress during 2021. We had a robust Q3 and Q4 quarters with strong demand for secondary homes, complemented by solid sales momentum in Egypt and Montenegro. El Gouna continued to be the Group's largest contributor to value of contracted units (35.5%), followed by O West (34.8%), Makadi Heights (10.4%), Lustica Bay (8.8%), Oman (5.7%) and finally Eco Bos (4.8%). 2021 has been a year where we continued to strengthen our positioning, focused on execution, and further horizon expansions. Even during the midst of the pandemic, all our residential projects received strong interest across our destinations. We also continue to leverage consumer insights, identifying the emerging buying behavior trends post pandemic and accordingly designing an array of products that will potentially cater to their needs.

Our solid construction pace kept us on track with our planned unit delivery for FY 2021. ODH delivered 504 units in 2021 across its projects, meeting all our planned contractual delivery dates allowing us to leverage the strength of our balance sheet and cash flows to deliver strong performance in turbulent times. Real estate revenues benefited from the accelerated construction and increased by 55.5% to CHF 380.9 million in FY 2021 (FY 2020: CHF 244.9 million). Total deferred revenue from real estate that is yet to be recognized until 2026 increased by 43.7% to CHF 775.2 million in FY 2021. As for the real estate cash collections, they also increased by 47.5% to CHF 329.2 million during FY 2021. While total real estate portfolio receivables increased by 61.1% to CHF 1.2 billion.

El Gouna continues to affirm its position as the "destination of choice" and records its highest value of contracted units record since inception. Value of contracted units grew by 72.5% to CHF 235.7 million in FY 2021 vs. CHF 136.6 million in FY 2020. The increase in sales continued to be a factor of both, our ability to increase the average selling prices and the number of units. We increased the average selling prices to reach CHF 3,565/sqm, a 6.2% increase vs. FY 2020. We continued to accelerate our real estate construction activity, keeping our delivery schedule on track, and delivered all 278 planned units during FY 2021. Real estate revenues benefited from the accelerated construction and increased by 26.8% to CHF 162.8 million in FY 2021.

O West continued to live up to its primary leading stance in the West Cairo and recorded CHF 231.2 million in sales for FY 2021, a growth of 39.5% compared to CHF 165.7 million in FY 2020. We also managed to increase our average selling prices by 17.7% to CHF 1,786/sqm. During 2021, we launched CHF 233 million of new inventory and we are continuing to speed up our construction pace, completing the construction of 432 villas and started the construction of 645 apartments with plans to deliver some of the units ahead of schedule by end of Q4 2022. Total revenues of O West increased by 27.7% to CHF 99.7 million (FY 2020: CHF 78.1 million).

Makadi Heights, continued to deliver excellent sales performance since the beginning of 2021. Value of contracted units increased by 158.1% to CHF 68.9 million from CHF 26.7 million in FY 2020. Average selling prices have considerably grown at 60.6% to CHF 1,767 /sqm in FY 2021. Additionally, we kept on accelerating our construction progress and are planning to deliver 244 units by Q2 2022. Real estate revenues increased by 196.2% to CHF 38.8 million in FY 2021.

Our destinations in Oman managed to sustain healthy sales volumes despite the lockdowns that were in place during the year. Jebel Sifah value of contracted units increased by 3.0% to CHF 27.5 million (FY 2020: CHF 26.7 million). Construction progress and real estate deliveries are continuing at a steady speed across multiple projects. We managed to deliver 21 units at year end pushing our real estate revenues to increase by 4x to CHF 26.0 million (FY 2020: CHF 6.5 million). 2021 has been challenging for Hawana Salalah destination given the constant closures and measures set by the government due to Covid-19. Value of contracted units decreased by 29.3% to CHF 10.7 million in FY 2021. However, construction progress and real estate deliveries continued at a steady speed, and we successfully delivered 180 units in 2021.

Luštica Bay witnessed positive progress during FY 2021. The additional activities enhanced the overall appeal of the destination which was supported by regional sales efforts and favorable weather conditions. The destination's net real estate sales were up 356.3% to CHF 58.4 million in FY 2021 from CHF 12.8 million in FY 2020. Additionally, we successfully delivered 21 new units across the Centrale area. Real estate revenues increased by 99.4% to CHF 31.1 million (FY 2020: CHF 15.6 million).

In Andermatt, Switzerland, the destination continued its positive real estate performance with value of contracted units growing by 58.4% to CHF 122.0 million in FY 2021 vs. CHF 77.0 million in FY 2020. Real estate revenues increased by 44.3% to CHF 122.4 million (FY 2020: CHF 84.8 million).

Group Hotels

COVID-19 continued to have a material impact on our hospitality industry. However, the recovery of both global demand and ARR during the year — more specifically during the second half — was led primarily by robust leisure demand. We began to see improving trends for business transient demand again at the start of the fourth quarter, and we expect such demand to strengthen gradually as more employees return to the office and travel picks up. The swift improvement in ARR, which returned to pre-pandemic levels in some destinations in the third quarter, and international market sentiment leave us optimistic regarding global upturns. While the speed of recovery continued to differ from one destination to the other, we are content with the growth in the overall occupancy levels and TRevPARs.

It has been a truly encouraging sight to see our teams welcome more guests back into our hotels, with domestic leisure bookings leading our occupancies, followed by MICE (Meetings, Incentives, Conferences, and Exhibitions), business events, and a slight uptick from foreign tourists returning to our destinations. International demand for the hospitality segment started to improve during 2H 2021 and particularly in Q4 2021, as vaccine deployment accelerated, and lockdowns eased across the EMEA region. Our portfolio continued to gather revenue momentum through Q3 and Q4 2021.

Overall, the tourism recovery has been stronger and quicker, and our hotels has seen significant improvement in performance. Q4 2021 revenues increased by 123.3% to CHF 32.6 million (Q4 2020: CHF 14.6 million) and GOP reached CHF 12.2 million in Q4 2021 vs. negative CHF 0.4 million in Q4 2020. Accelerating TRevPAR growth expanded our operating leverage and led us to generate a positive CHF 6.1 million of Adj. EBITDA in Q4 2021 vs. negative CHF 1.0 million in Q4 2020. Total revenues for the hotels segment during FY 2021 increased by 39.7% to CHF 87.3 million (FY 2020: CHF 62.5 million), GOP increased by 12.6x to CHF 21.7 million in FY 2021, while Adj. EBITDA reached CHF 8.5 million in FY 2021 vs. the negative CHF 2.9 million in FY 2020.

On the Egyptian market, as per the governmental decree, hotels increased their operational capacity to 100% since the end of October 2021. Our hotels in El Gouna have benefited from this uptick with occupancies for Q4 2021 reaching 69% vs. 25% in Q4 2020, with foreigners represented c. 57% of our total occupancy during Q4 2021 and 42% for FY 2021. El Gouna hotels revenue increased by 82.8% to CHF 49.9 million in FY 2021 (FY 2020: CHF 27.3 million. The continuous implementation of cost saving, and cash preservation measures resulted in an overall positive GOP of CHF 22.3 million in FY 2021 up 669.0% (FY 2021: CHF 2.9 million). FY 2021 total occupancy rate reached 45% vs. 27% at an Average Room Rate ("ARR") of CHF 85. This ARR represents 21.4% increase compared to pre-pandemic levels in 2019 Our second destination in Egypt is Taba Heights. The destination continues to struggle. Borders and even accessibility from within Egypt has always been, and continues to be, a major challenge. During FY 2021, only Strand Beach & Golf Resort has been opened with, mainly filled by local business. Our short-medium term strategy for Taba Heights remains focused on developing and promoting existing and potential business opportunities with local operators. We will continue to reduce our cash burn rate and implement several cost savings initiatives while simultaneously making sure to have Taba Heights up and running at full capacity when circumstances improve, and tourists return. In FY 2021, total revenues increased by 32.1% to reach CHF 3.7 million (FY 2020: CHF 2.8 million) and we managed to contain GOP losses at CHF 1.7 million in FY 2021 compared to CHF 2.8 million in FY 2020. Occupancy rate remained stable at 11% in FY 2021.

Our Omani hotels were impacted by the restrictions and the locally enforced lockdowns imposed by the government due to Covid-19 for FY 2021. Hawana Salalah had only one hotel operational with an occupancy of 13% for FY 2021 depending mainly on the Salalah-local market. In September, the country opened its doors to international charter business; hence a restart of operation from the East European countries, which lead to a general increase in occupancy levels in 4Q 2021. Hotels' revenues were down 51.4% to CHF 6.9 million (FY 2020: CHF 14.2 million). As for Jebel Sifah, local demand for Sifawy was generally on the high side, resulting in a revenue increase of 33.3% y-o-y to CHF 2.0 million in FY 2021 and an occupancy rate to 40% up from 31% in FY 2020.

With the support of the newly appointed regional sales force, the hotel team at Luštica Bay switched to new feeder markets, with Serbia reaching number one in the peak season, followed by Ukraine. A strong connection with Albanian partners helped this market bring in a significant number of room nights in the low season, which, together with German charter operations, created a busy postseason at the hotel. The Chedi Hotel witnessed a strong summer season, drawing considerable attention and interest from local and international markets, reporting 79% occupancy rate during Q3 2021. Whereas the occupancy for FY 2021 reached 45%, up from 12% in FY 2020. For the first time since inception, The Chedi Hotel closed the year with a positive GOP of CHF 0.3 million for FY 2021 vs. negative CHF 1.3 million in FY 2020. Total revenues for the Chedi increased by 280.0% to CHF 5.7 million in FY 2021 (FY 2020: CHF 1.5 million).

The Cove in the UAE continues to be one of the best performing hotel destinations in 2021, with an occupancy rate of 56% in FY 2021 compared to 41% in FY 2020. We continued to capitalize on local and regional business through targeted sales promotions and market campaigns. The enhanced operational performance is driven by the local market coupled with a steady pickup from our international markets. Total revenues increased 31.5% to CHF 19.6 million compared to CHF 14.9 million in FY 2020.

In Andermatt, Switzerland, The Chedi Andermatt reported a 70% occupancy rate in FY 2021 and Radisson Blu Hotel Reussen occupancy rate reached 44% during 2021. Overall, the occupancy for FY 2021 reached 53%, up from 45% in FY 2020. Total hotels revenue increased by 29.5% to CHF 58.1 million (FY 2020: CHF 44.9 million).

Group Destination Management

Sustaining its enhanced operational performance and reaping the benefits of the successful restructuring implementation, along with the recovery in the hospitality sector, destination management grew substantially, securing more recurring revenue streams despite the headwinds caused by the pandemic. Revenues during FY 2021 increased by 41.4% to CHF 70.3 million from CHF 49.7 million in FY 2020, while Adj. EBITDA reached CHF 5.3 million in FY 2021 vs. the negative CHF 2.5 million in FY 2020. The notable increase in revenues was a consequence of the implementation of a rich calendar of events across destinations, which improved the quality and profitability of our services and amenities.

In El Gouna, Egypt, we leveraged on our steady growth by further expanding the number of residents, demonstrating our successes in disciplined deliveries, and our correctly implemented targeting across all destinations. We had more focus on ancillary services such as home renovation and successfully introduced standard home renovation packages tailored for the owner's needs with better payment terms. We are hiking Marina berthing fees and increasing berthing fees applied to non-owners' boats. In October 2021, we were able to successfully host the 5th edition of El Gouna Film Festival from the 14th till the 22nd of October 2021 at El Gouna Conference and Culture Centre with more than 1,000 attendees from media, local and international celebrities. Total town management revenues in El Gouna were up by 41.1% in FY 2021 to CHF 56.0 million (FY 2020: CHF 39.7 million).

At Hawana Salalah, weekly events resumed in November 2021, including children's activities, music events, the Hawana Fiesta organized with Fanar Hotel & Residences, and numerous sports events hosted in the destination.

Luštica Bay witnessed many additional activities throughout the year that enhanced the overall appeal of the destination, supported by regional sales efforts and favorable weather conditions. The destination completed the infrastructure for an additional marina pontoon with 30 berths. The capacity of existing marina parking was increased, now accommodating 84 vehicles, and a new parking on the upper marina was activated to allow for 50 new car spaces. We successfully added two tennis courts, a beach volleyball court, and a multisport court to the destination facilities, along with an upgrade of the golf area and managed to host many events which increased the footfall on the destination.

In Andermatt, Switzerland, the destination management revenues reached CHF 20.6 million. The first hybrid snow groomer arrived in the SkiArena Andermatt-Sedrun, which emits 20% fewer greenhouse gases. The Andermatt Swiss Alps golf course achieved the highest ranking (leading) of the Swisstainable label from Swiss Tourism, and Andermatt Swiss Alps got the second highest (engaging).

Looking Forward in 2022

We entered the year with confidence, from a position of strength and with momentum in all our core segments and we move forward with even more conviction that we are on the right path for further growth. Despite the pandemic, we successfully continued to invest and accelerate our business. Our aim, as ever, is to deliver sustainable growth and long-term value creation.

The recovery witnessed this year could not have been possible if not for the dedicated efforts of every member of our teams. This commitment to resilience in every aspect of our organization and the strategic choices that ground us have positioned the company to withstand challenging market conditions and cultivate vast development in the upcoming years. The company is experiencing a significant financial recovery and our 2022 budget reflects an aggressive recovery plan, putting us back on track to achieving our financial goals in the next five to seven years.

The key areas we are focusing on for 2022 for our core line of business include:

1) Hospitality Segment:
Demand from our traditional source markets that feed into El Gouna are expected to increase further during 2022. German-speaking markets, traditionally our most important source of revenue, showed a steady rise in demand and, in spite of the unstable booking pattern, we were still able to drive our targeted yield per customer. Moreover, we will continue campaigning staunchly in the local market to balance the uncertainty of the pandemic-related demand pattern internationally.

Visibility for Taba Heights is still unclear, as charter flights operations to Taba have not yet materialized. We welcomed the first German guests in Taba in November. In Oman, the lifting of restrictions has enabled us to gradually re-open our hotels in Hawana Salalah. Fanar, our largest property, is fully operational, with charter arrivals expected to increase over the coming months. Our remaining two hotels are being prepared for opening once the intake from Central Europe becomes more perceptible in 2022.

Additionally, the Group will continue to keep a close eye on protecting the cash balance and monitoring costs across all our hotels. Our efforts remain largely focused on the recovery of the tourism sector, but with global business trends improving across the world, we are hopeful and confident that tourism is now on a definite path to full recovery even with hurdles imposed by new COVID-19 variants.

2) Real Estate Segment:
We will continue fast-tracking our real estate construction pace to meet contractual dates or deliver before time ultimately increasing the real estate segment's revenues and also mitigating any inflationary effect on cost. Our destinations of focus include O West, El Gouna, Makadi Heights, and Lustica Bay, where our real estate sales have tremendously improved, and our hotels are now considered the preferred option for stay. We will increase average selling prices across all destinations to absorb any expected escalation in raw materials prices, with focus on O West and Makadi Heights. We will closely monitor the cash and account receivables for the segment. We will closely examine construction and infrastructure costs to guarantee high-value engineering and procurement savings and maximize cross-selling synergies between our destinations.

3) Town Management:
Is a reliable source of cash flow, essential to finance ODH's growth and shield our operations from the cyclical slowdowns caused by any unpredictable events. As such, we plan to leverage on our town management's operation and steady growth. Further expanding the number of residents, demonstrating our successes in disciplined deliveries and correct targeting across all destinations. We will also provide attractive offerings for startups and entrepreneurs, encouraging them to come settle in our destinations. We are focusing on extra work, strengthening our home offerings by introducing standard home renovation packages tailored for the owner's needs with better payment terms.

In a year characterized by the pandemic and the rapid acceleration online, I am proud to say that we have risen to the challenges and made the most of the current opportunities to emerge stronger as a group.

On behalf of the Board, I am deeply grateful to Samih for his enormous contributions to Orascom over more than three decades. Through his tenure as Chairman and CEO, he has led the evolution of the Company's portfolio of businesses and remarkable growth. I have had the pleasure of working closely with Samih for the past two years and thank him for his outstanding leadership. Samih has long been a visionary in the real estate and hospitality industry, applying his tremendous insight, experience, and passion to the cause of improving lives and building fully integrated communities. I am pleased that I will continue to benefit from his guidance and insights moving forward. Above all I am excited to be leading the best team in the industry.

I am also very excited to welcome our new Chairman of the board Naguib Samih Sawiris. Naguib brings great energy, experience, and confidence, along with first-hand knowledge of how to run high-performing global businesses. We are thrilled that he was chosen by the board as the new Chairman of the group and look forward to working closely with him and the board on ODH's next growth chapter.

Finally, I would like to express my gratitude to our shareholders, Board of Directors, employees, and business partners for their commitment to the progress of this organization across all fronts. We are proud of what have achieved and have been able to overcome in the past couple of years, and it is with this same determination that we enter the new year. I look forward to working with everyone in the group and I look forward to another year that we can be proud of, and I remain confident that the solid foundations we've built, the resilience of our operations, and the strength of our team will carry us into a new and compelling growth stage for ODH and, in doing so, create greater long-term value for our shareholders and all our key stakeholders.

Omar El Hamamsy
Orascom Development Holding CEO

1.4 FY 2021 KEY HIGHLIGHTS

Total revenues up
39.6%
to **CHF 538.5 million**

Net debt/Adj. EBITDA reached **1.7x** down from the **3.5x** reported in FY 2020

Real Estate Segment revenues up **55.5%** to **CHF 380.9 million** in FY 2021

Adj. EBITDA up
93.9%
to **CHF 130.9 million** with a margin of
24.4%

Cash flow from operations by **84.2%** to **CHF 68.9 million**

Delivered
504 units
in 2021 across our projects

EBITDA up
222.1%
to **CHF 100.5 million**

Total real estate value of contracted units
CHF 664.3 million
the highest in ODH's history

Hotels Segment revenues up **39.7%** to **CHF 87.3 million** supported by the return of international travel during 2H 2021

Closed the year with a net profit of
CHF 9.5 million
for the first time since 2014

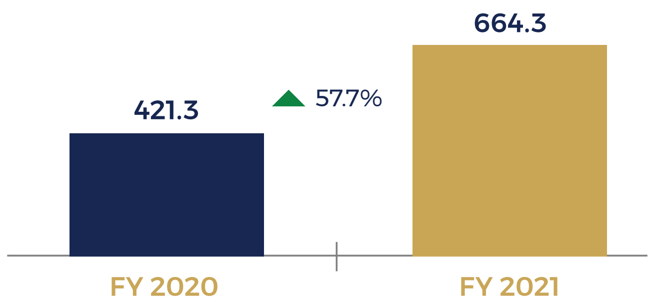
Real Estate deferred revenue balance* grew by
43.7%
to CHF 775.2 million

Town Management revenues for FY 2021 increased by **41.4%** to **CHF 70.3 million**

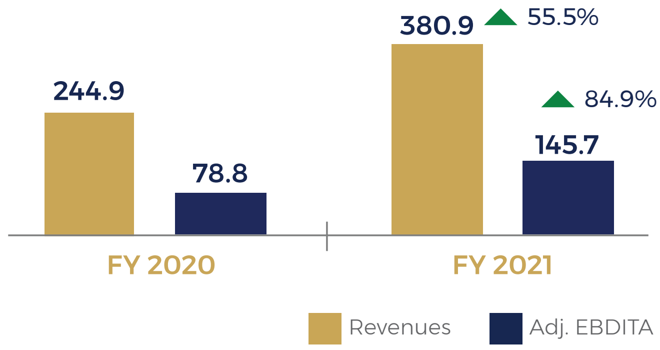
** Deferred revenue is a liability on a company's balance sheet that represents a prepayment by its customers for goods or services that have yet to be delivered. Deferred revenue is recognized as earned revenue on the income statement as the good or service is delivered to the customer.*

FY 2021 KEY SEGMENT FINANCIALS & KPIS

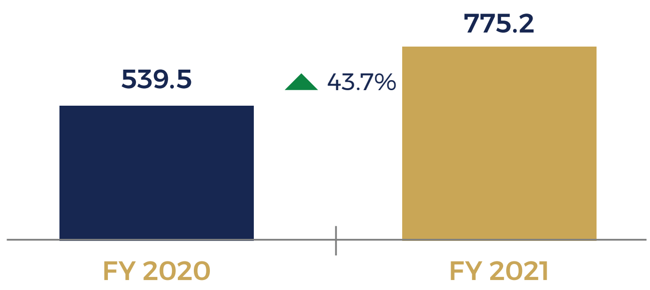
Value of Contracted Units (CHF mn)*



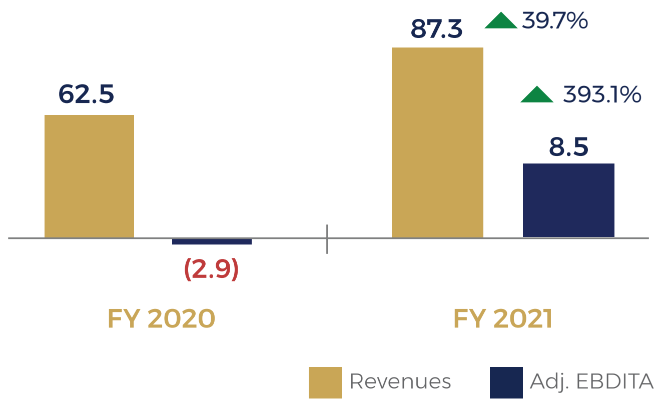
Real Estate Financials (CHF mn)*



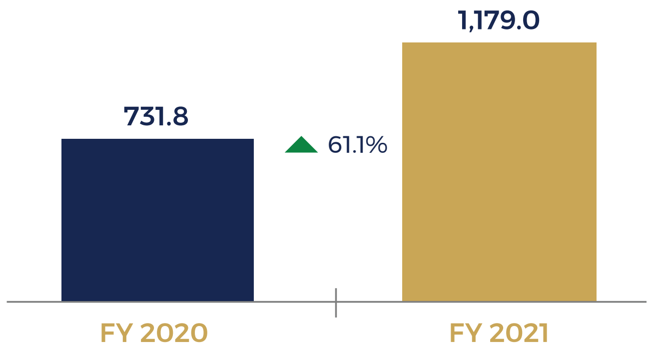
Real Estate Deferred Revenue Balance (CHF mn)



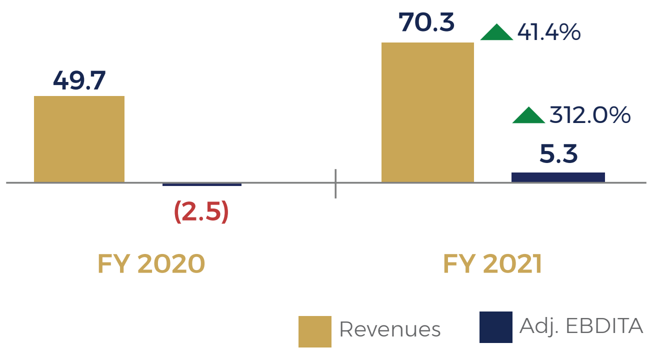
Hotels' Financial (CHF mn)



Real Estate Receivables Portfolio (CHF mn)



Town Management Financials (CHF mn)

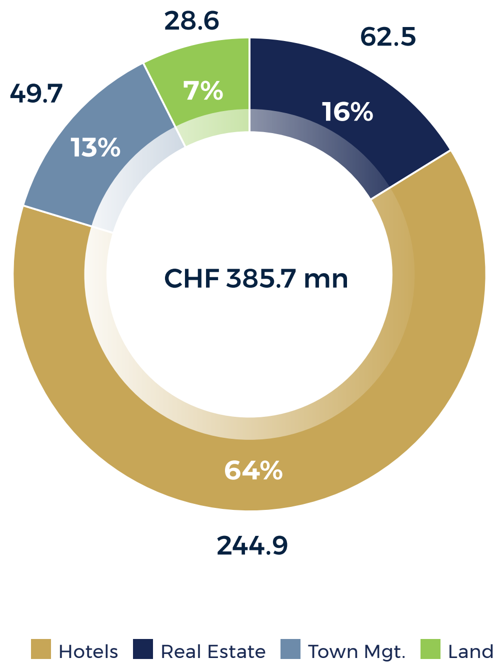


**FY 2020 figures includes CHF 37.5 million from commercial sales (in O West and Gouna).*

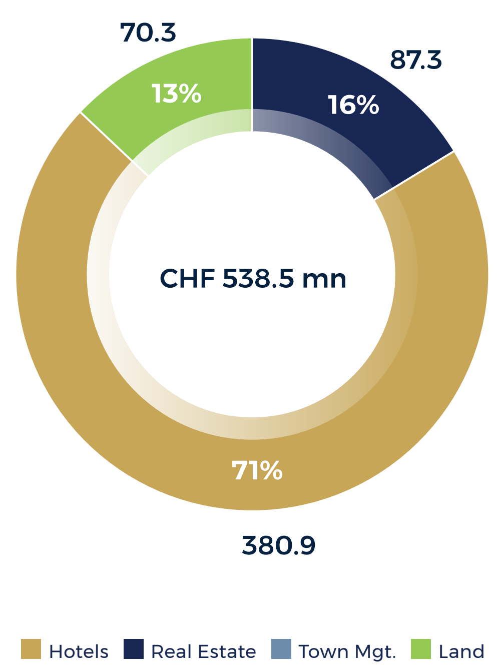
Value of contracted units reflects balances secured from the pre-sales of residential units off the master plan, which only applies to residential real estate products.

FY 2021 Y-O-Y REVENUE ANALYSIS

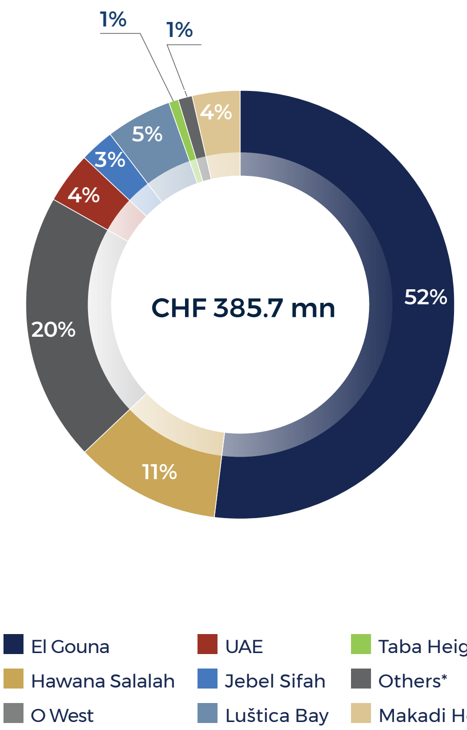
Revenues by Segment FY 2020 (CHFmn)



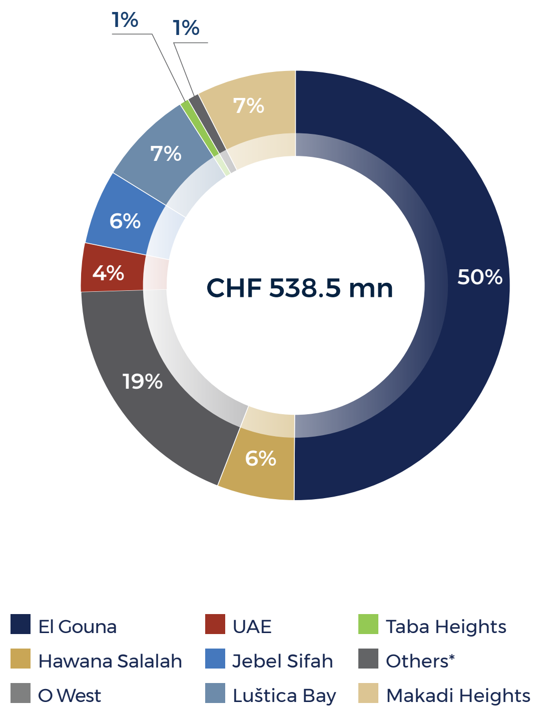
Revenues by Segment FY 2021 (CHFmn)



Revenues by Destination FY 2020 (CHFmn)



Revenues by Destination FY 2021 (CHFmn)



**Others in FY 2020 and in FY 2021 included Fayoum & Corporate.*

FY 2021 BUSINESS SEGMENTS

REVENUE

(CHF mn)	FY 2021	FY 2020	Δ in %
Hotels	87.3	62.5	39.7%
Real Estate	380.9	244.9	55.5%
Land	–	28.6	–
Town Management	70.3	49.7	41.4%
Corporate & Unallocated Items	–	–	–
ODH Group	**538.5**	**385.7**	**39.6%**

EBITDA

(CHF mn)	FY 2021	FY 2020	Δ in %
Hotels	8.7	(23.3)	137.3%
Real Estate	141.1	68.2	106.9%
Land	–	20.0	–
Town Management	(0.6)	(4.2)	(85.7%)
Corporate & Unallocated Items	(48.7)	(29.5)	65.1%
ODH Group	**100.5**	**31.2**	**222.1%**

Adjusted EBITDA

(CHF mn)	FY 2021	FY 2020	Δ in %
Hotels	8.5	(2.9)	393.1%
Real Estate	145.7	78.8	84.9%
Land	–	20.1	–
Town Management	5.3	(2.5)	312.0%
Corporate & Unallocated Items	(28.6)	(26.0)	10.0%
ODH Group	**130.9**	**67.5**	**93.9%**

FY 2021 INCOME STATEMENT

(CHF mn)	Unit	FY 2021	FY 2021	%
Revenue	**CHF, 000**	**538.5**	**385.7**	**39.6%**
Cost of sales	CHF, 000	(382.6)	(290.1)	31.9%
Gross Profit	**CHF, 000**	**155.9**	**95.6**	**63.1%**
Gross profit margin	%	29.0%	24.8%	16.9%
Investment income	CHF, 000	16.0	6.2	158.1%
Administrative expenses	CHF, 000	(41.0)	(34.3)	19.5%
Adj. EBITDA	**CHF, 000**	**130.9**	**67.5**	**93.9%**
Adj. EBITDA margin	%	24.3%	17.5%	38.9%
Other gains & losses	CHF, 000	(25.6)	(27.6)	(7.2%)
Share of associates losses	CHF, 000	(4.8)	(8.7)	(44.8%)
EBITDA	**CHF, 000**	**100.5**	**31.2**	**222.1%**
Depreciation	CHF, 000	(24.6)	(25.4)	(3.1%)
Finance costs	CHF, 000	(32.9)	(36.6)	(10.1%)
Income tax expense	CHF, 000	(33.5)	(7.6)	340.8%
Net profit/loss for the period	**CHF, 000**	**9.5**	**(38.4)**	**124.7%**
Attributed as follows:				
ODH shareholders	CHF, 000	(5.7)	(33.6)	(83.0%)
Non-controlling interest	CHF, 000	15.2	(4.8)	416.7%
Basic EPS	**CHF**	**(0.14)**	**(0.84)**	**83.3%**

FY 2021 INCOME STATEMENT

(CHF mn)	Unit	31.12.21	31.12.20	%
Property, plant, and equipment	CHF, 000	797.8	743.7	7.3%
Inventory	CHF, 000	595.3	539.1	10.4%
Receivables	CHF, 000	270.2	177.5	52.2%
Cash and bank balances	CHF, 000	207.0	195.7	5.8%
Investments in associates	CHF, 000	39.4	45.7	(13.8%)
Other assets	CHF, 000	155.5	117.7	32.1%
Total assets	**CHF, 000**	**2,065.2**	**1,819.4**	**13.5%**
Borrowings	CHF, 000	445.2	429.6	3.6%
Payables	CHF, 000	423.3	382.2	10.8%
Provisions	CHF, 000	63.6	32.4	96.3%
Other liabilities	CHF, 000	614.3	488.5	25.8%
Total liabilities	**CHF, 000**	**1,546.4**	**1,332.7**	**16.0%**
Non-controlling interests	CHF, 000	171.2	148.0	15.7%
Equity attributable to ODH shareholders	CHF, 000	347.6	338.7	2.6%
Total liabilities and equity	**CHF, 000**	**2,065.2**	**1,819.4**	**13.5%**

2.0 COUNTRY

2.0 COUNTRIES

ODH has a diversified portfolio of destinations, which is spread over seven jurisdictions, including Egypt, the UAE, Oman, Switzerland, Morocco, Montenegro, and the UK.

ODH is a leading developer of fully integrated and infrastructure-supported destinations that include hotels, private villas, apartments, and leisure facilities — namely, golf courses and marinas.

Our strategy is based on the creation of value in our land bank for medium- and long-term stakeholders. To that end, we accumulate large tracts of land with enough space to develop self-sufficient communities and towns.

To this day, the Group has secured a land bank of 101.4 million m^2 across jurisdictions. Moreover, Orascom Development holds its undeveloped land banks primarily by way of contractual rights or usufructs, with the option to acquire legal title.

The Group has also developed nine operating destinations, including El Gouna on the Red Sea Coast, Taba Heights in the Sinai Peninsula, Makadi Heights in the Red Sea district, Byoum in Fayoum, The Cove in Ras Al Khaimah in the UAE, Jebel Sifah and Hawana Salalah in Oman, Luštica Bay in Montenegro, and Andermatt in Switzerland.

Furthermore, destinations such as O West in Egypt, our new fully integrated destination, and Eco-Bos in the UK are currently in various stages of development.

Orascom Development's Land Bank

Destination Name	Total Land Bank	Completed	Under Construction	Under Development	Undeveloped
EGYPT	50.25	13.85	7.93	3.21	25.26
El Gouna	36.92	10.44	6.66	2.51	17.31
O West	4.23	0.00	0.94	0.43	2.86
Taba Heights	4.27	2.56	0.00	0.02	1.69
Fayoum	1.08	0.34	0.015	0.058	0.67
Makadi Heights	3.75	0.51	0.31	0.20	2.73
UNITED ARAB EMIRATES	0.29	0.285	0.00	0.005	0.00
The Cove	0.29	0.285	0.00	0.005	0.00
OMAN	20.84	2.95	0.52	2.29	15.08
Jebel Sifah	6.20	0.97	0.41	0.42	4.40
Hawana Salalah	13.60	1.98	0.11	1.07	10.44
As Sodah Island	1.00	0.00	0.00	0.80	0.20
City Walk	0.04	0.00	0.00	0.00	0.04
SWITZERLAND	1.57	1.26	0.04	0.27	0.00
Andermatt*	1.57	1.26	0.04	0.27	0.00
MOROCCO	15.00	0.00	0.00	3.00	12.00
Chbika	15.00	0.00	0.00	3.00	12.00
MONTENEGRO	6.92	0.17	0.73	0.36	5.66
Luštica	6.92	0.17	0.73	0.36	5.66
UNITED KINGDOM	6.54	0.00	0.20	0.56	5.78
Eco-Bos	6.54	0.00	0.20	0.56	5.78
Total Land Bank	101.4	18.52	9.42	9.70	63.78
Percentage of Total Land Bank Size		18.26%	9.29%	9.56%	62.89%

** ODH has 49% ownership in Andermatt and thus has no control over its land bank.*

Land Categories	Definition
Total Land Bank	Any plot of land developed or undeveloped, which is under the direct or indirect possession of Orascom Development by virtue of lease, usufruct, and/or ownership rights, and over which Orascom Development may have further rights to develop, fully own, lease to third parties, sell to third parties, grant sub-usufruct rights to third parties, or otherwise dispose to third parties. Each plot of land is governed by the respective agreement between Orascom Development (directly or indirectly) and the respective governmental entity, shareholders, and/ or investors.
Completed	Any plot of land where infrastructure has been completed and individual elements of the projects have been completed.
Under Construction	Any plot of land where infrastructure has been completed and individual elements of the projects are under construction.
Under Development	Any plot of land where infrastructure is under construction but not yet complete.
Undeveloped	Any plot with zero infrastructure (raw land) and not launched yet.

EL GOUNA – EGYPT

El Gouna is ODH's flagship town. Nestled along Egypt's Red Sea coastline, El Gouna offers opportunities for those seeking cosmopolitan and seaside living, along with the exclusivity of a self-contained community. A multinational town that continues to grow with every passing year, El Gouna spans over 10 km of pristine shoreline on the beautiful Red Sea coast with a total land area of 36.9 million m², of which 19.6 million m² has been developed so far. El Gouna is a fully integrated, self-sufficient town adhering to the highest global standards.

36.92 mn m²	Total Land Area
17.3 mn m²	Undeveloped Land Area
268.7 CHF mn	Total Revenue
235.7 CHF mn	Value of Contracted Units
45%	Occupancy Rate

El Gouna is a Red Sea coastal destination that encourages relaxed resort-like sophistication. Year-round sunshine, shimmering lagoons, turquoise beaches, and its location — a mere four-hour flight from Europe — make El Gouna the ultimate paradise escape. The town offers a unique leisure destination brimming with inspiring possibilities. Investing in the El Gouna way of life guarantees a future filled with the best experiences life has to offer: quality time with loved ones, more time for favored leisure activities, exceptional gastronomic experiences, and the chance to become an active part of El Gouna's sophisticated, multinational, and child-friendly community.

Part of El Gouna's appeal relates to its fully integrated urban infrastructure, which has made the town visually attractive, easy to live in, and largely self-sufficient. El Gouna is home to a variety of sought-after amenities, including 18 reputable hotels, banks, two golf courses, a world-class international hospital, schools, universities, co-working spaces, and an airport. El Gouna finalized the first stage of the Gouna Conference and Culture Center, which will give the destination even more appeal as a dynamic and constantly evolving town. The upcoming phases of the complex will include a 600-seat concert hall and a 2,000-seat conference center.

El Gouna's perfect year-round weather and thoughtful urban planning allow its residents to enjoy healthier and more outdoor-focused lives. Water sports and aquatic activities are possible year-round thanks to the sheltering influence of a reef headland. On top of being an international kite surfing destination, El Gouna also has water sport facilities and dive centers located throughout the town.

Home to three marinas, including the Abu Tig Marina, boat owners pursue their nautical adventures freely and without interruption. El Gouna offers over 100 exciting restaurants, bars, and eateries that encompass an impressive variety of international cuisines. The town also boasts a number of high-profile cultural events and festivals, as well as a colorful nightlife.

HIGHLIGHTS OF 2021

- El Gouna continues to affirm its position as the “destination of choice” and records a 72.5% increase in value of contracted units to CHF 235.7 million in FY 2021 (FY 2020: CHF 136.6 million).

- Managed to increase our real estate average selling prices per sqm by 6.2% from FY 2020 to CHF 3,565 per sqm.

- During 2021, we added c. CHF 300 million of new inventory in “Shedwan”, “Cyan”, “Ancient Sands Villas”, “Ancient Hill” and “Fanadir Signature Residences” projects.

- Continued to accelerate real estate construction activity, keeping our delivery schedule on track, and delivered all 278 planned units during FY 2021.

- During the 1H of 2021, our hotels were operating at only 50% capacity, as per the government’s instructions. Beginning July 4, 2021, the government increased hotel operating capacity to 70% and, finally, in November, the government allowed hotels to operate at 100% capacity.

- Occupancy rate for FY 2021 increased 18ppt to 45% (FY 2020: 27%), while Q4 2021 occupancy rates were up 44ppt to 69% (Q4 2020: 25%).

- While conversion continued to be driven by the transient local business, demand from the international market did gain momentum, and we see a strong comeback from our main source market, particularly West Europe. Foreigners represented c. 57% of our total occupancy in El Gouna during Q4 2021 and 42% for FY 2021.

- Continued our renovation of the Bellevue hotel into the Chedi hotel. The hotel is set to be operational by Q3/Q4 2022.

- During October 2021, we were able to successfully host the 5th edition of El Gouna Film Festival from the 14th till the 22nd of October 2021 at The Gouna Conference and Culture Center with more than 1,000 attendees from media, local and international celebrities. Our hotels’ occupancy at the time reached 100%.

- During 2021, the destination hosted a lot of events, including: El Gouna Paddle Tennis, El Gouna Motocross Competition, El Gouna Watersports Festival, El Gouna International Squash Open, Aqua Man, El Gouna Golf Open, El Gouna Half Marathon, El Gouna Rally, El Gouna Fishing Competition, and El Gouna Christmas & New Year event.

KPIs	FY 2021	FY 2020	% Chg
Hotels			
Total Number of Rooms	2,683	2,692	(0.3%)
Occ. for Available Rooms (%)	45%	27%	66.7%
TRevPAR (CHF)	53	28	89.3%
GOP PAR (CHF)	24	3	700%
Real Estate			
Value of contracted units (CHF mn)	235.7	143.0	64.8%
Net value of contracted units excluding land sales (CHF mn)	235.7	136.6	72.5%
No. of contracted units	381	235	62.1%
Avg. selling price (CHF/m^2)	3,565	3,357	6.2%
Deferred Revenue (CHF mn)	229.7	153.7	49.4%
Revenues (CHF mn)			
Hotels	49.9	27.3	82.8%
Real Estate	162.8	128.4	26.8%
Destination Management	56.0	39.7	41.1%
Land	–	4.9	–
El Gouna Total	268.7	200.3	34.1%

O WEST – EGYPT

O West, located West of Cairo, is ODH's latest addition to its portfolio and its first entry into the first home market. Capturing all life's details, O West is intelligently and harmoniously intertwined to offer a true town living experience in the heart of 6th of October City.

4.23 mn m²	Total Project Area
2.86 mn m²	Undeveloped Land Area
99.7 CHF mn	Total Revenue
231.2 CHF mn	Net Value of Contracted Units
2,324	Memberships – O West Club (as of FY 2021)

O West is set over an area of 4.23 million m² and designed by world-renowned HOK, one of the largest, most acclaimed architectural design firms in the world. Their vision for O West's iconic masterplan includes balanced and unique neighborhoods meticulously conceptualized into the fabric of the natural attributes of the site. Modern urban development models have, over time, caused increasing levels of urban sprawl, limiting the amount of reachable natural spaces within the urban environment. Following this principle, O West site was organized based on the design of its landscape, rather than the design of its buildings.

Providing a unique, community-focused environment, O West features cycling and walking accessibility through its neighborhoods, allowing residents to take a breathtaking journey in an urban environment, with a masterplan design originating from its 'Green Fingers' meandering green spaces that span the development. The outdoor spaces and picturesque views facilitate the core vision of social interaction in a community-focused urban environment.

O West's landscaping was designed by EDSA, a global landscaping firm with a core competency of creating distinctive, innovative, and inspiring environments. Working in conjunction with nature to achieve impressive results with enduring appeal, EDSA offers a variety of landscaping themes, from expansive open spaces to tight urban fabrics, through which residents and visitors will roam to discover the community. The design and architecture employed in O West are tailored to capture the essence of a modern and dynamic community. In line with ODH's ethos of creating green sustainable towns, O West was thoroughly designed to reflect and offer the ideal and efficient lifestyle.

Each neighborhood in O West offers a variety of unit types and façades tailored for the needs of its target audience and complemented with all the services and facilities required to provide a fully integrated living experience. Residential units cover 3.7 million m^2 in land area, an education hub spans over 91,311 m^2, a sports club covers 172,200 m^2, the hospital area stretches over 10,000 m^2, and commercial and retail facilities over 190,000 m^2. Residents will also find community centers in every neighborhood that will provide them with their daily needs.

HIGHLIGHTS OF 2021

- Launched total inventory of c. CHF 240 million in "Hillside Villas" and "Club Residences".
- Tarek Kamel was appointed as O West's new CEO effective April 2021.
- O West continues to affirm its leading position in West Cairo and recorded CHF 231.2 million in residential contracted units for FY 2021, a growth of 39.5% vs. CHF 165.7 million in FY 2020.
- Increased our average selling prices by 17.7% to CHF 1,786/sqm in 2021.
- Completed the construction of 432 villas and started the construction of 645 apartments.
- Two of the premium educational institutes in O West, BCCIS and SIS were partially opened in September 2021, while the remaining schools are expected to open in Q3 2022.
- O West Club membership was increased by 21% to CHF 10,5k. To date, we have 2,324 members in the club, which will provide a steady recurring income stream to the destination.
- Opened our first sales office in Alexandria, Egypt.
- Witnessed the ground-breaking of O West's social and sports in the attendance of the Minister of Youth and Sports alongside many Egyptian Olympic and sports figures, with plans to start construction during Q2 2022.
- Hosted several events on-site allowing our homeowners and prospective clients a chance to witness the live construction progress. Events included O West Rally, Tough Mudder, and a collaboration with Art D'Egypte.
- Signed a sponsorship agreement with O West's sister town, El Gouna FC women's soccer team, in alignment with our community goals to give rise to future athletic talents.

KPIs	FY 2021	FY 2020	% Chg
Real Estate			
Value of contracted units (CHF mn)	231.2	196.8	17.5%
Value of contracted units excluding commercial land (CHF mn)	231.2	165.7	39.5%
No. of Contracted Units	730	547	33.5%
Avg. Selling Price (CHF/m²)	1,786	1,517	17.7%
Deferred Revenue (CHF mn)	408.2	289.7	40.9%
Revenues (CHF mn)			
Real Estate	99.7	54.4	83.3%
Land	–	23.7	–
Total O West	99.7	78.1	27.7%

**The value of contracted units in FY 2020 includes CHF 31.1mn from commercial sales (schools development agreements).*

MAKADI HEIGHTS – EGYPT

MAKADI HEIGHTS RED SEA

Located in the promising destination of Makadi Bay by the Red Sea, Makadi Heights originated following ODH's pioneering decision to create city life surrounded by beautiful scenery with great weather all-year-round.

3.75 mn m^2
Total Project Area

2.73 mn m^2
Undeveloped Land Area

40.3 CHF mn
Total Revenue

68.9 CHF mn
Net Value of Contracted Units

Stretching over an area of 3.75 million m^2 and 20 minutes away from Hurghada, the fully-operating Makadi Heights flourishes on an elevated land reaching 78 meters above sea level, thus ensuring the residential units with panoramic scenic views. The latter vary from standalone villas, twin houses, townhouses, and one to four bedroom apartments, all surrounded by many water features and open green spaces.

With so much to offer, Makadi Heights is more than just a home, it also provides a well-rounded life with a welcoming multicultural community of its own. Being a fully integrated destination, Makadi Heights offers diversified facilities such as commercial areas, a medical center with a clinic and pharmacy, a clubhouse, a kids aqua park, a gym, but also restaurants, kids areas, sports courts, and lots of other entertaining amenities. As it strives to be the multicultural seaside town offering entertainment and prime amenities to cater to all family members all year round, Makadi Heights has the particularity of being always in season.

HIGHLIGHTS OF 2021

- Net value of contracted units increased by 158.1% to CHF 68.9 million from CHF 26.7 million in FY 2020. In terms of units, we have witnessed a 108.5% uptick in units from 164 in FY 2020, reaching 342 net sold units in FY 2021. Average prices have considerably grown at 60.6% to CHF 1,767 per square meter in FY 2021.

- We are continuing to accelerate our construction pace and are planning to deliver the first 244 units across phase 2 of the project by 2022.

- During 2021, we launched CHF 69.3 million of inventory across “Cape”, “Topio” and “Ria”.

- Placemaking and increasing occupancy continue to be Makadi Heights’ top priority. A new public pool, tennis and football courts, an aqua park, and a kids area were introduced during 2021, which further reinforces Makadi Heights position as the go-to family destination in the area.

- Signed a partnership with Ignite Egypt to boost athletic activities in the destination, signed multiple commercial leasing agreements, including SmartFurniture and B Tech, and expanded Best Way’s store area.

- Signed a partnership with “WE Egypt” to build the optic fiber infrastructure across the town and another partnership with Belcash, the consumer finance arm of Beltone Financial Holding, to offer homeowners’ favorable payment schemes for extra works.

- As part of our goal is to empower youth and our belief in the importance of cultivating the social infrastructure, Makadi Heights hosted several family-oriented events covering a wide variety of interests and underappreciated hobbies, starting with the fishing and football tournaments that took place at the beginning of the year, and ending the year with Masters of Dirt, the famous freestyle motocross show.

- Makadi Heights is now preparing to host Egypt’s first ever international music festival in partnership with iEvents and TLT Concepts to be hosted in Makadi Heights in 2022.

KPIs	FY 2021	FY 2020	% Chg
Real Estate			
Value of contracted units (CHF mn)	68.9	26.7	158.1%
No. of Contracted Units	342	164	108.5%
Avg. Selling Price (CHF/m²)	1,767	1,100	60.6%
Deferred Revenue (CHF mn)	71.8	45.2	58.8%
Revenues (CHF mn)			
Hotels*	–	0.2	–
Real Estate	38.8	13.1	196.2%
Destination Management	1.5	0.6	150.0%
Makadi Heights Total	40.3	13.9	189.9%

** FY 2020 revenues included revenues from Makadi Gardens hotel.*

TABA HEIGHTS – EGYPT

Taba Heights is our second fully self-sufficient resort town after El Gouna. It is located in South Sinai over a total land area of approximately 4.27 million m², of which approximately 2.56 million m² have been developed. Bathed in this breathtaking natural setting, our lavish starred hotels provide our guests with an unparalleled experience of relaxation and leisure.

4.27 mn m²
Total Project Area

1.69 mn m²
Undeveloped Land Area

3.7 CHF mn
Total Revenues

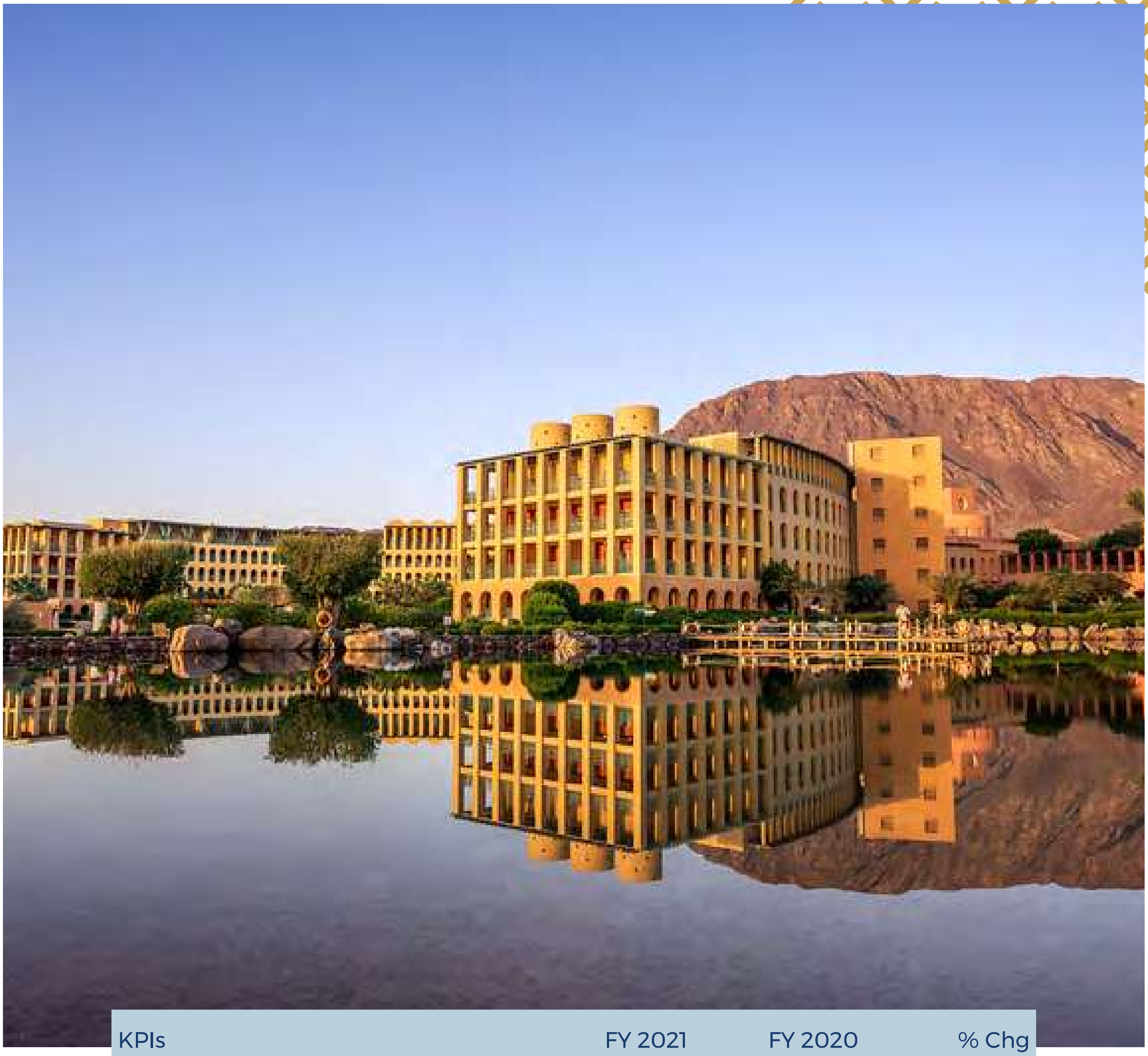
11%
Occupancy Rate

Taba Heights is approximately 200 km north of Sharm El-Sheikh and 20 km south of the Israeli town of Eilat. Its position makes it a popular starting point for touristic excursions to UNESCO World Heritage sites such as the monastery of Saint Catherine, the rose-red city of Petra, the desert of Wadi Rum, the holy city of Jerusalem, and the Dead Sea. The Taba International Airport's proximity is extremely convienent as it is only 25 km from Taba Heights.

The town offers six four- and five-star hotels with a total of 2,349 guest rooms and a wide range of international-standard facilities, including a medical center, a man-made salt cave, 25 hotel swimming pools, various spas, a five-star water sports center, tennis and squash courts, and childcare services, as well as 111 outlets, including cafés, bars, restaurants, and shopping facilities. In addition, Taba Heights offers a yacht marina with berthing capacity for 50 yachts and provides overnight mooring.

HIGHLIGHTS OF 2021

- We will continue to reduce our cash burn rate and limit our current operational capacity while ensuring that the destination is ready to operate at full capacity when tourism resumes.
- To date, only one hotel out of the six are open (Strand Hotel, with 503 rooms).
- Our short- to medium-term strategy for Taba Heights remains focused on developing and promoting existing and potential business opportunities with local operators, and several European tour operators to secure a steady flow of business for the hotels.
- Starting Q4, Taba Heights received the first German guests again from FTI.



KPIs	FY 2021	FY 2020	% Chg
Hotels			
Total Number of Rooms	2,349	2,349	–
Occ. for Available Rooms (%)	11	11	–
TRevPAR (CHF)	5	5	–
GOP PAR (CHF)	(3)	(6)	(50.0%)
Revenues (CHF mn)			
Hotels	3.0	2.5	20.0%
Destination Management	0.7	0.3	133.3%
Taba Heights Total	3.7	2.8	32.1%

BYOUM AL FAYOUM – EGYPT

BYOUM
AL FAYOUM

Located in a region of fascinating history and culture, Byoum came to life in 2008 over an area of 1.1 million m² in Al Fayoum, overlooking the outstanding Lake Qarun. 90 km away from Cairo, Byoum is a proximate getaway for those who yearn for nature-related activities and peace of mind.

1.08 mn m²	Total Project Area
0.67 mn m²	Undeveloped Land Area
1.3 CHF mn	Total Revenue
0.3 CHF mn	Value of contracted units
15%	Occupancy Rate

With its residential real estate project and its four-star hotel, Byoum is the ultimate destination for those looking for both the short yet fun experience or those looking for endless, beautiful, and peaceful moments at Al Fayoum.

Byoum's residential project offers diversified units varying from standalone villas with their own vast private garden to apartments with their own prime landscaping view. Byoum Residence was created to give its residents a one-of-a-kind peaceful experience while being close to Al Fayoum's main attractions and activities area to ensure convenience.

From another perspective, Byoum Hotel also guarantees short-duration travelers a charming experience to the beautiful Al Fayoum with its high-end services, its well-equipped rooms, and its unmatched hospitality. Furthermore, the hotel offers a beach club, a pier, and commercial areas.

In 2022, it's worth highlighting that robust place-making initiatives are set to take place starting the first quarter to revamp the destination.

HIGHLIGHTS OF 2021

- Halted sales in 2021, currently in the process of revamping the destination and renovating the hotel.

KPIs	FY 2021	FY 2020	% Chg
Hotels			
Total Number of Rooms	53	53	–
Occ. for Available Rooms (%)	15	16	(6.3%)
TRevPAR (CHF)	15	18	(16.7%)
GOP PAR (CHF)	(4)	2	(300.0%)
Real Estate			
Value of contracted units (CHF mn)	0.3	0.6	(50.0%)
No. of Contracted Units	2	2	–
Avg. Selling Price (CHF/m²)	754	909	(17.1%)
Deferred Revenue (CHF mn)	0.3	0.8	(62.5%)
Revenues (CHF mn)			
Hotels	0.5	0.4	–
Real Estate	0.9	1.1	(18.2%)
Byoum Total	1.3	1.5	(13.3%)

HAWANA SALALAH – OMAN

HAWANA SALALAH

Located in the Governorate of Dhofar and stretching over 7 km across the white Indian Ocean coastline and 13.6 million m² of land, Hawana Salalah is Oman's largest tourism destination. It is our flagship destination in Oman and follows the model successfully built in El Gouna.

13.6 mn m²
Total Land Area

10.4 mn m²
Undeveloped Land Area

31.2 CHF mn
Total Revenue

10.4 CHF mn
Value of contracted units

13%
Occupancy Rate

By offering units upon delivery as well as an array of rental opportunities, Hawana Salalah provides its foreign homeowners with the residency in Oman and thus allows its community to grow as a cosmopolitan one. All properties enjoy spectacular views of the breathtaking ocean, marina, or the tranquil lagoons.

Central to the destination are 1,100 hotel rooms spread between three of our finest hotels: the popular five-star Fanar Hotel & Residence with three breathtaking beaches, the elegant five-star Salalah Rotana Resort with waterways and a coconut-fringed private beach, the marina-side Juweira Boutique Hotel and Souly Lodge, featuring 21 ocean-front, handcrafted wooden, and palm frond huts.

Hawana Salalah offers residents and tourists an exceptional range of facilities, including its 170-berth superyacht marina and Oman's first aqua park: the Hawana Aqua Park. Brimming with life all year round, Hawana Salalah, offers a variety of activities, including an indulgent array of unique restaurants, bars, and cafes.

HIGHLIGHTS OF 2021

With its tropical weather and light breezes, there is no better place to discover the thrill of numerous water sports than beyond the Indian Ocean coastline.

Hawana Salalah is just a 20-minute drive from Salalah's international airport, which operates regular direct flights from neighboring countries and European destinations.

Oman 2021 COVID-19 restrictions

- March 28: A partial night lockdown (from 8:00 pm to 5:00 am) was imposed that involved a ban on movement and the closure of commercial activities.
- April 13: Lockdown timings changed (from 9:00 pm to 4:00 am) during the month of Ramadan until May 12.
- July 16: Partial lockdown until July 19 where a full day lockdown was imposed to prevent the spread during Eid Al Adha.
- August 21: The last lockdown in 2021 was lifted with a return to normal activities with restrictions.
- September 1: Once the cases were under control, the government announced new procedures:
    - Proof of vaccination mandatory upon entry to public and private establishments.
    - Resumption of tourism activity by allowing entry to Oman through all ports for fully vaccinated travelers with a negative PCR test.

- 2021 has been challenging for the destination given the constant closures and measures set by the government due to COVID-19.
- Hotel occupancy to date is limited, depending mainly on the Salalah-based market, with minimal interest from Muscat residents. Hotel occupancy reached only 13% in FY 2021, with only one hotel open out of three.
- Rotana and Juweira hotels remained closed throughout 2021, causing drops in average occupancy rate and hotel revenue.
- Real estate value of contracted units during FY 2021 recorded a 29.3% decrease to CHF 10.4 million (FY 2020: CHF 14.7 million).
- During September 2021, we launched a new real estate project, "Azure", with a total inventory of CHF 13.5 million.
- Construction progress and real estate deliveries in Hawana Salalah are continuing at a steady speed across multiple projects and managed to deliver 180 units in 2021. In February 2022 the hand over of Laguna Gardens will start.
- Weekly events started in November 2021 with kids' activities and music on Thursdays and Hawana Fiesta organized with Fanar Hotel & Residences every Saturday with live music, food, and beverages. Additionally, many events were hosted in the destination, including: Jeep's new car launch, a souq with local Omani women showcasing their produce, and a charity collaboration with Salalah British School in Aqua Park.

KPIs	FY 2021	FY 2020	% Chg
Hotels			
Total Number of Rooms	1,081	1,081	–
Occ. for Available Rooms (%)	13	22	(40.9%)
TRevPAR (CHF)	18	36	(50.0%)
GOP PAR (CHF)	(12)	(2)	(500.0%)
Real Estate			
Value of contracted units (CHF mn)	10.4	14.7	(29.3%)
No. of Contracted Units	63	90	(30.0%)
Avg. Selling Price (CHF/m²)	2,093	2,059	1.7%
Deferred Revenue (CHF mn)	6.3	14.1	(55.3%)
Revenues (CHF mn)			
Hotels	6.9	14.2	(51.4%)
Real Estate	21.6	25.8	(16.3%)
Destination Management	2.7	2.4	12.5%
Total Hawana Salalah	31.2	42.4	(26.4%)

JEBEL SIFAH – OMAN

JEBEL SIFAH
MUSCAT

Jebel Sifah is an Integrated Tourism Complex (ITC) that caters to international visitors and residents and offers them unique real estate, tourism, and hospitality opportunities. It has grown into the home of a multicultural community and an expression of Oman's vibrant growth and culture. With over 85% of open space, Jebel Sifah is Muscat's least densely populated destination.

6.2 mn m^2
Total Land Area

4.4 mn m^2
Undeveloped Land Area

30.1 CHF mn
Total Revenue

27.5 CHF mn
Value of contracted units (CHF mn)

Jebel Sifah offers a full range of freehold properties with promising views on the beachfront, golf, mountains, or marina. Its long list of expertly crafted properties includes the Marina Apartments, Sifah Farms, The Beachfront, golf and sea view luxury villas, and comprises the Golf Lake and Sifah Heights developments, which consist of a range of apartments — from studios to three-bedrooms units — overlooking the golf and the sea.

The spectacular Jebel Sifah Golf Course is home to nine holes, set amidst the majestical Hajar Mountains and Arabian Sea. The first ever seaside golf course, designed by Harradine, measures a championship length of 7,268 yards and can be leisurely enjoyed at 5,686 yards.

Jebel Sifah's picturesque 117-berth marina is a haven for yacht owners, guests, and residents looking to unwind at the Sifawy Boutique Hotel or its lively restaurants. The sophisticated marina offers an array of recreation and entertainment facilities, including a diving center, exhilarating water activities, and much more.

Jebel Sifah's culinary experiences include the recently opened Dunes Beach Club, a brand-new gastronomic experience that redefines luxurious entertainment by the sea in Oman, as well as a variety of cafes and restaurants offering different cuisines to suit every palate. BakeAway is another new addition to the destination and Tugra, and a restaurant featuring Turkish cuisine opened in February 2022.

The growing destination offers something for homeowners and visitors of every segment, with the additional benefit of being easily accessible by car and private boats. Whether choosing to journey through the mountains or get closer to the pristine turquoise waters of the Arabian Sea, Jebel Sifah promises a unique captivating experience and a continuing reflection of life as it should be.

HIGHLIGHTS OF 2021

- Jebel Sifah managed to maintain healthy sales volumes through the FY 2021, despite the lockdowns that were in place. Value of contracted units increased by 3.0% to CHF 27.5 million (FY 2020: CHF 26.7 million).
- In August 2021, we launched a new real estate project, "Sifah Oasis", which offers standalone villas and town houses with an inventory value of c. CHF 18.0 million.
- Construction progress and real estate deliveries in Jebel Sifah are continuing at a steady speed across multiple projects, and we delivered 21 units in 2021.
- The Beachfront Phase I: Project is progressing as scheduled, and we are expecting to start the first handover by January 2022.
- Local demand for Sifawy Hotel was generally on the high side, resulting in a revenue increase of 33.3% y-o-y to CHF 2.0 million in FY 2021 and an occupancy rate to 40% up from 31% in FY 2020.
- As part of the new and improved community experiences and in line with the strategy of repositioning the destination, we opened two food & beverage outlets in Q4 2021 and opening one more in Q1 2022.
- We are working on Jebel Sifah being the number one weekend destination in Muscat. We successfully launched our serviced beach which has already brought a lot of attraction to the destination. We are finalizing other F&B outlets in the marina to add to our existing offering.
- We have expanded our capacity of marina from 83 wet and dry berths to 117 by adding floating pontoons, capitalizing on demand from boat owners to move their boats to Sifah and expand the homeowner community who could eventually become boat owners.
- Our calendar of events launched in Q4 2021 resulted in an increase of 50% of footfall for the destination on average per weekend.

KPIs	FY 2021	FY 2020	% Chg
Hotels			
Total Number of Rooms	68	68	–
Occ. for Available Rooms (%)	40	31	29.0%
TRevPAR (CHF)	81	60	35.0%
GOP PAR (CHF)	(6)	(5)	(20.0%)
Real Estate			
Value of contracted units (CHF mn)	27.5	26.7	3.0%
No. of Contracted Units	87	125	(30.4%)
Avg. Selling Price (CHF/m^2)	2,331	2,326	0.2%
Deferred Revenue (CHF mn)	26.0	23.5	10.6%
Revenues (CHF mn)			
Hotels	2.0	1.5	33.3%
Real Estate	26.0	6.5	300.0%
Destination Management	2.1	2.0	5.0%
Total Jebal Sifah	30.1	10.0	201.0%

AS SODAH ISLAND – OMAN

AS SODAH ISLAND

1.00 mn m^2
Total Land Area

0.80 mn m^2
Undeveloped Land Area

Covering around 1.0 million m^2, As Sodah Island is located off the southern coast of Oman in front of Salalah. The project is planned to be a niche destination, comprised of a 32-room five-star luxury boutique hotel, exclusive pavilions with swimming pools, private beach access, a main lodge, and a spa.

CITY WALK MUSCAT – OMAN

0.04 mn m^2	Total Land Area
0.04 mn m^2	Undeveloped Land Area

City Walk Muscat is a beachfront commercial and business complex with approximately 47,499 m^2 of development area located in North Al Hail, Muscat. The project has a stunning 355-meter waterfront and will include a five-star luxury hotel, exclusive retail outlets, restaurants and cafes, a cinema complex, and a commercial area with offices and business headquarters.

In November 2016, the Group signed the development agreement based on a usufruct concession for 50 years, with fees payable starting from the sixth year.

THE COVE – UAE

The Cove Rotana Resort is located on an idyllic water inlet on the Ras Al-Khaimah beachfront and over looks spectacular views over the Arabian Gulf. The Cove is just 8 km from the City Centre, 20 km from the Ras Al-Khaimah Airport, and an 87 km drive from Dubai.

0.29 mn m^2
Total Land Area

19.6 CHF mn
Total Revenue

55%
Occupancy Rate

The Cove comprises a total area of c. 290,000 m^2, of which approximately 285,000 m^2 have been developed since its inauguration in February 2009. It offers a total of 440 rooms, 204 of which are hotel rooms and 91 of which are part of the 42 residential units. The remaining 145 rooms became available in June 2017 with the transformation of the old senior executives' staff housing building turning into a hotel extension.

The Cove Rotana Resort is an ideal destination for leisure travelers and weekend getaways. Its pristine beach is surrounded by three swimming pools and three gorgeous water slides, a fully equipped Bodylines Fitness and Wellness Club, a kids' area, seven exquisitely designed massage treatment rooms in addition to six different restaurants, bars, and lounges. However, the Cove also offers the possibility to work in peace as it also possesses three flexible meeting rooms equipped with the latest audio-visual devices.

Starting 2020, the Cove Rotana is managed by Orascom Hotels Management (OHM) under a Rotana franchise agreement.

HIGHLIGHTS OF 2021

- The Cove continues to be one of the best performing hotels destinations in 2021.
- The Cove continues its positive performance with an occupancy rate of 55% in FY 2021 compared to 41% in FY 2020.
- We continued to capitalize on local and regional business through targeted sales promotions and market campaigns.
- The enhanced operational performance is driven by the local market, while we see a steady pick-up from our international markets mainly from Germany.

KPIs	FY 2021	FY 2020	% Chg
Hotel			
Total Number of Rooms*	440	472	(6.8%)
Occ. for Available Rooms (%)	55	41	34.1%
TRevPAR (CHF)	119	78	52.6%
GOP PAR (CHF)	33	23	43.5%
Revenues (CHF mn)			
Hotels	19.6	14.9	31.5%
Total - The Cove	19.6	14.9	31.5%

* Rental contract for 32 units had been cancelled thus bringing total number of the hotel rooms to 440 rooms.

CHBIKA – MOROCCO

Chbika is a place of untapped beauty whose unique landscape combines the ocean, mountains, and sand, which partake in the molding of its architecture. Ideally located approximately 400 km south of Agadir, directly in front of the Canary Island of Fuerteventura on the Atlantic Ocean, Chbika has a total land area of 15.0 million m².

15.0 mn m²
Total Land Area

12.0 mn m²
Undeveloped Land Area

The master plan of the project is a modern and harmonious oasis characterized by a cultural blend between the West and Morocco. Home to world-class hotels, villas, apartments, and even customizable mansions in the Kosour neighborhood, Chbika will feature — like all other Orascom Development signature towns — state-of-the-art facilities, including a marina, shops, dining outlets, a medical facility, but also a medina-style handcraft center.

The project company (Oued Chbika), holding the status of a newly integrated tourism zone, has the right to acquire and transfer freehold titles to the land area of approximately 5.0 million m² (Phase 1) and approximately 10.0 million m² (Phase 2) — subject to certain conditions — except for golf areas that will be subject to long-term lease agreements. The project company has the right to transfer its rights under the development agreement — also subject to certain conditions.

In line with the sustainable development agreement signed with the Moroccan government and with Morocco's Vision 2020, we aim to develop a dynamic tourist engine of social and cultural development that would incorporate local people in the provinces of southern Morocco.

LUŠTICA BAY – MONTENEGRO

LUŠTICA BAY
MONTENEGRO

Orascom Development is proud to have established a living community on one of the natural jewels of the Adriatic, the Luštica Peninsula, encompassing over 6.9 million m². A global vision coupled with a dedication to excellence, Luštica Bay embodies the cultural, environmental, and quality of life its visionaries value so deeply.

6.92 mn m²	Total Land Area
5.66 mn m²	Undeveloped Land Area
39.8 CHF mn	Total Revenue
58.4 CHF mn	Value of contracted units (CHF mn)
45%	Occupancy Rate

The goal of the development is to create a distinct community in an extraordinary setting, where residents can create a home and build their ideal life.
Set within the Luštica Peninsula, Luštica Bay is nestled along a quiet stretch of the Adriatic coastline in the idyllic Bay of Trašte, on the outskirts of the iconic fjord-like Bay of Boka.

Luštica Bay is a dreamy spot uniting old-world charm with upscale facilities, designed to echo the traditional fishing villages of Montenegro. It offers more than just expansive panoramic and uninterrupted views, but the calm pace of life — in short, a sanctuary. The tranquility and privacy of its grounds have captured the imagination of many travelers, near and far, making Luštica Bay a true global village designed to inspire. The mix of people is cosmopolitan and likeminded in enjoying the simple pleasures of life, with a quiet appreciation of the splendor of its natural beauty.

The development has thus far been unfolding in line with its uncompromising vision. The first phase of the development is well underway, encompassing the hub of the project, the Marina Village neighbourhood, operational with its first hotel — the five-star Chedi Luštica Bay — offering 111 rooms, a main marina offering 115 berths, a shopping and dining promenade. With the rapid development of the Centrale neighbourhood, the future downtown centre combining residential and commercial facilities, centred around its Piazza, the development today has close to 400 residential units constructed, with over 500 units sold to date.

HIGHLIGHTS OF 2021

- The destination witnessed positive progress during FY 2021. The additional activities enhanced the overall appeal of the destination and were supported by regional sales efforts and favorable weather conditions.

- The destination's net value of contracted units were up 356.3% to CHF 58.4 million in FY 2021 from CHF 12.8 million in FY 2020.

- A total of 131 units sold, of those 97 are under construction – 61 in Centrale neighborhood, 28 apartments and one villa in the Marina Village, and seven Golf villas and one Golf apartment.

- Delivered 21 real estate units across the Centrale area.

- With the support of the newly appointed regional sales force, the hotel team managed to switch to new feeder markets, with Serbia becoming number one in the peak season, followed by Ukraine. A strong connection with Albanian partners helped this market bring in a significant number of room nights in low season, which together with German charter operations, created a busy postseason at the hotel.

- The Chedi Hotel witnessed a strong summer season, drawing considerable attention and interest from local and international markets, reporting 79% occupancy rate during Q3 2021 vs. 33% in Q3 2020. The occupancy rate for FY 2021 reached 48%, up from 12% in FY 2020.

- For the first time since inception, The Chedi Hotel closed the year with a positive GOP of CHF 0.3 million vs. negative CHF 1.3 million in FY 2020.

- Completed the infrastructure for an additional marina pontoon with 30 berths.

- We successfully added two tennis courts, a beach volleyball court, and a multisport court to the destination facilities and upgraded the golf area. The capacity of the existing marina parking was increased, now accommodating 84 vehicles, and a new parking on the upper marina was activated to allow for 50 new car spaces.

- During 2021, the destination hosted many events: Premium Car Show, Lustica Bay Art Colony, the Lustica Bay light festival, a basketball camp, water polo and volleyball camps, a golf competition, Ilca U21 European Sailing Championship, among many other events.

- Six new retail spaces opened in 2021: Kiki's (restaurant), Villa Cesare (Italian restaurant), Ciao Bella (ice cream, cakes, and prosecco store), a pharmacy, Home Glow (furniture and home décor store), and a tobacco shop (newspaper stand).

- Two new beaches have become operational in the destination: Almara beach, now under management of the company, and the Marina beach, open to all visitors, homeowners, and hotel guests.

KPIs	FY 2021	FY 2020	% Chg
Hotels			
Total Number of Rooms	111	111	–
Occ. for Available Rooms (%)	45	12	275.0%
TRevPAR (CHF)	140	37	278.4%
GOP PAR (CHF)	8	(33)	124.2%
Real Estate			
Value of contracted units (CHF mn)	58.4	12.8	356.3%
No. of Contracted Units	113	23	391.3%
Avg. Selling Price (CHF/m²)	5,091	5,359	(5.0%)
Deferred Revenue (CHF mn)	32.9	12.6	161.1%
Revenues (CHF mn)			
Hotels	5.7	1.5	280.0%
Real Estate	31.1	15.6	99.4%
Destination Management	3.0	2.1	42.9%
Luštica Bay Total	39.8	19.2	107.3%

WEST CARCLAZE GARDEN VILLAGE – CORNWALL – ECO BOS – UK

ECOBOS
creating sustainable communities

Formed in 2010, ECO-BOS is 75% owned by Orascom Development Holding and 25% owned by IMERYS, a mineral extraction specialist with a long history in Cornwall and the West Country, to develop a series of residential and touristic mixed-use projects in Cornwall on land previously owned by IMERYS. Since 2011, ECO-BOS has had 20-year options on a total of 6.61 million m^2 of land divided between six sites in Cornwall, UK. This exciting partnership is dedicated to conscientiously creating unique new lifestyle opportunities for communities across the UK with green infrastructure, homes, jobs, and inspiring workplaces.

6.54 mn m^2
Total Land Area

5.78 mn m^2
Undeveloped Land Area

1,500
Energy Efficient New Homes

500
Acres

7.5
MW Solar Park

210
Place Primary School and Nursery

5
Stunning Lakes

125 CHF mn
Expected Sales from this launch

ECO-BOS has access to a large land bank in Cornwall, two of these sites are ideally located and primed for development. Work has already begun on West Carclaze Garden Village near St Austell, and Par Harbour will be next. The development of these sites will benefit both investors and the local economy, increase tourism and provide new amenities, employment, and other opportunities. The first new Garden Village being established is a stunning 500-acre site that will set new standards for sustainable regeneration. This incredible development will bring much needed high-quality housing to Cornwall and create an environment that will make healthy, active living easy and accessible to more people than ever before.

Eco-Bos are soon to further the initial pre-development analysis at Par Harbour. We see Par Harbour as a unique opportunity to be a new coastal leisure and lifestyle destination in Cornwall that will embody the same spirit as the Garden Village while embodying everything that people seek and adore about coastal Cornwall.

The flagship development at West Carclaze Garden Village in Cornwall will set new standards for sustainable living and become the model to create new communities across the country. A 21st century community built on the best traditional values, West Carclaze Garden Village sits amid the historic clay country of St Austell, overlooking the picturesque Cornish coast. A healthy, sustainable, and inclusive lakeside community, where everyone is welcomed to share the best of West Country life. Weaving a contemporary village into this landscape, while creating pockets of activity around the lakes, trails, and the historic Sky Tip, will create a place with a naturally authentic footprint, settling it quickly and naturally into its surroundings and the communities around it.

West Carclaze Garden Village draws on the Garden City principles laid out a century ago, but enhanced with progressive thinking and understanding that will make it a model for further developments.

Sustainability runs through the DNA of our project, 7.5MW of on-site solar* uses the suns power to generate enough clean energy to power over 1,100 of our homes, an award-winning master plan combines walkability, local food production, 5 lakes, and a 350-acre country park to facilitate living a naturally sustainable lifestyle, and we're proud to be one of a select few developments associated with NHS England's Healthy New Towns programme.

Our homes achieve the highest eco-standards, achieving an EPC A rating, a feat accomplished by less than 0.2% of homes in England**, on average they require approximately 32% of the energy consumed by the typical UK home and achieve circa 4.6t carbon saving (94%)***. The result is an entirely electric home that costs less to run than the average gas-powered home — quite an achievement.

Commenting on the development during his visit, Prime Minister Boris Johnson gave the following accolade: "This fantastic project at West Carclaze Garden Village will not only be carbon-neutral but carbon-positive. It's a model for Cornwall and the country as we build back better and greener."

Day-to-day operations are managed by a team of experienced real estate experts, with international and UK experience. Lead by Maher Maksoud, a veteran of the ODH family, the team is extremely proud to be part of the exciting development of communities in Cornwall, the West Country, and beyond in the UK.

**Delivered by partners Clean Earth Energy*
***Source ONS correct as of July 2021*
****using SAP 10.1 carbon factors*

HIGHLIGHTS OF 2021

- 70 new homes are under construction.
- 30 homes are close to delivery, while 8 homes are completed.
- EPC rating achieved.
- On June 2021, Prime Minister Boris Johnson visited Cornwall's highly anticipated West Carclaze Garden Village. There to observe the progress made on the country's preeminent sustainable garden village project.
- The Prime Minister, Boris Johnson said, "This fantastic project at West Carclaze Garden Village will not only be carbon-neutral but carbon-positive. It's a model for Cornwall and the country as we build back better and greener."
- During 2021, value of contracted units reached CHF 31.9 million.

Activities

Walking Trails

Cycle Paths

Bridle Paths

Amenities

Shopping

Restaurants, Cafes, Pubs

Community Centre, Doctors, Dentists

ANDERMATT – SWITZERLAND

The innovative and sustainable Andermatt Reuss — a part of the traditional Swiss alpine village of Andermatt — is an attractive year-round destination.

1.57 mn m^2
Total Land Area

201.1 CHF mn
Total Revenue

122.0 CHF mn
Value of contracted units (CHF mn)

53%
Occupancy Rate

With a total land bank of approximately 1.57 million m^2, Andermatt is situated at 1,444 meters above sea level and is an hour and half car ride from Zurich and two hours from Milan. Its central location results in excellent connections to the major national and international transport routes.

Every building in Andermatt Swiss Alps Development has been individually designed by one of over 30 selected Swiss and international architects to create a beautiful and eclectic appearance for the master-planned resort. To date, 15 apartment houses have been finished. The latest additions are the apartment houses Arve and Enzian, built in joint venture with Schmid Immobilien, Ebikon, the house Frame with the smart studios and the exclusive suites in the two Turmfalke houses, built by Swiss Property.

All these apartments were handed over by the end of 2021. So far, Andermatt Swiss Alps has built 420 apartments and 408 of them are sold. To maintain a perfectly harmonious and peaceful environment, Andermatt Reuss is a car-free zone, with underground parking spaces provided for visitors and residents.

We started with the building of 20’000 m^2 of infrastructure plinth in order to accommodate further the next 15 houses. Additionally, the groundwork for the next hotel has begun and will continue once spring begins. We also started with a new apartment house called Elva. It is the last house with a view of the river Reuss. The 11 apartments have a high standard and are between 82 m^2 and 259 m^2.

The new accommodation and sports facilities, including the ecologically designed 18-hole golf course meeting international tournament standards ideal for outdoor summer activities to the modern ski facilities from Andermatt to Disentis that

HIGHLIGHTS OF 2021

offers 180 km slopes for all levels, attract those who seek adrenalin or relaxation in the most spectacular environment. The winter season 2021/2022 started well and early. Thanks to snow farming, we were able to open on the last weekend of October. Since 18 December, the skiing area, Andermatt+Sedrun+Disentis, is fully open.

From next year, the cultural calendar of the Andermatt Concert Hall will be determined by conductor Lena-Lisa Wüstendörfer. With the Swiss Orchestra, a resident orchestra will take its place in the Andermatt Concert Hall for the first time.

To ensure the sustainability of the destination the campaign Andermatt Responsible is still going strong. We just obtained the label Swisstainble (an initiative of Swiss Tourism) for the golf course and Andermatt Swiss Alps. The partnership with Protect our Winters – Switzerland, allows Andermatt Swiss Alps and the SkiArena Andermatt-Sedrun to work towards the goal of making vacations in Andermatt 100% sustainable.

All our hotels, restaurants, and facilities have been measured to make sure they are accessible for people with limited mobility and are listed on the App Ginto. Together with the train companies in Switzerland, we improved the public transport to Andermatt. Additionally, we have introduced mybuxi – a mixture of bus and taxi – to the Ursern valley that makes the moving around even easier.

The Group has a share interest of 49% in Andermatt Swiss Alps AG and remains committed to the project, while benefiting from any future upside.

- Value of contracted units grew by 58.4% to CHF 122.0 million in FY 2021 vs. CHF 77.0 million in FY 2020.
- The first hybrid snow groomer arrived in the SkiArena Andermatt-Sedrun. It emits 20% fewer greenhouse gases.
- The two restaurants, The Japanese by The Chedi Andermatt and Gütsch by Markus Neff, received both a Michelin star. Additionally to the 15 and 16 points GaultMillau.
- The Chedi Andermatt got voted the Best Winter Hotel 2022 and the Executive Chef Dietmar Sawyere was named the Rising Star Cook by GaultMillau.
- The Andermatt Swiss Alps golf course achieved the highest ranking (leading) of the Swisstainable label from Swiss Tourism and Andermatt Swiss Alps got the second highest (engaging).
- Andermatt Swiss Alps started a cooperation with renowned Universities of Applied Sciences. This exchange gives the students working experiences and we can profit from knowledge.
- Andermatt Swiss Alps sold one third more apartments in 2021 than in 2020 and has sold over 400 residential units since the start of the project. So far in 2021, sales have increased year-on-year by a third. The achieved volume corresponds to roughly half of the total holiday apartment stock in Andermatt. The persistently high demand is reflected in the currently largest construction volume since building began in 2007.
- The Chedi Andermatt reported a 70% occupancy in 2021 and Radisson Blu Hotel occupancy reached 44% during 2021. Overall, the occupancy for FY 2021 reached 53%, up from 45% in FY 2020.

KPIs	FY 2021	FY 2020	% Chg
Hotels			
Total Number of Rooms	373	373	-
Occ. for Available Rooms (%)	52.5%	45.0%	16.7%
TRevPAR (CHF)	475	351	35.3%
GOP PAR (CHF)	124	67	85.7%
Real Estate			
Value of contracted units (CHF mn)	122.0	77.0	58.4%
No. of Contracted Units	92	71	29.6%
Avg. Selling Price (CHF/m²)	15,368	13,916	10.4%
Revenues (CHF mn)			
Hotels	58.1	44.9	29.5%
Real Estate	122.4	84.8	44.3%
Destination Management	20.6	24.5	(16.0%)
Total Andermatt Swiss Alps	201.1	154.2	30.4%

3.0 OUR PEOPLE

3.0 OUR PEOPLE

At ODH, we truly believe that our people are the most important asset we have and, ultimately, they are the ones who determine how successful we are. Which is why our aim is to fully invest in and equip them to reach their full potential. In the end, a company's people have the power to drive it towards the top and we want them to lead this success story.

ALL ABOUT TALENT

Acquiring the right people:

The first step to having a strong workforce that serves our ongoing growth is to acquire the highest talents in the market, which has been our goal throughout 2021 and will continue to be our main objective throughout 2022. Our main focus is building strong COEs with digital, technical, commercial, and strategy teams to drive change across the organization.

Growing and developing our workforce:

We have a firm belief that ongoing conversation between our leaders and their teams is one of the main drivers for boosting a culture of trust, instant feedback, and coaching. This is the main pillar that our newly launched Performance Management Program, "O Star", is based on. The program's purpose is to standardize the Performance Management cycle, process, and scale across all our destinations.

Throughout 2021, we made sure that clear, cascaded objectives were set across our different levels and a mid-year review took place for the first time, to ensure all teams are on the right track. We also launched an engaging end-of-year campaign guaranteeing that all our people have reported their yearly performance and went through the concept of self-reviews for the first time, to better reflect on their own performance. All these steps took place under the unified brand of O Star.

A new performance metric scale that reflects our culture was introduced, along with a robust development program covering coaching, advanced feedback, and mastering crucial conversations delivered to up to 300 leaders to upskill them in the area of managing conversations with their teams.

For 2022, our aim is to take O Star a step further and introduce the concept of Talent and HiPos identification, in order to better serve our succession planning and retention of our most talented people.

All About Wellbeing

Safety efforts throughout the pandemic:

At ODH, our priority has always been the wellbeing of our people, but in light of the ongoing pandemic, our efforts have dramatically increased, to better serve our employees, partners, communities, and our customers, and to ensure they have a safe space to reach their goals. Hence, we have taken numerous actions to safeguard them. All our destinations across Egypt, Oman, UAE, Switzerland, and Montenegro are following the guidelines set by the Ministry of Health and the World Health Organization (WHO). We are focusing on maintaining high levels of hygiene for all staff and workers, public surfaces, and availing hand sanitizers in public areas. We also coordinated with our business partners (hotels, restaurants and coffee shops, and retail outlets) to sanitize their premises and apply all the official safety and hygiene procedures.

Working Remotely:

We have continued to follow and enhance our policies to better serve our people, encouraging them to work-from-home and facilitating work-from-home conditions by equipping all our people with relevant systems, while adapting to the new norm and carrying on business as usual, as if they were at the office.

Our work-from-office policy flexibly rotates between a 25-50% attendance rate, according to our needs and depending on the current outbreak situation. We've also continued to largely depend on MS teams and zoom for meetings and virtual training sessions.

Vaccination Efforts:

Further ensuring the safety and wellbeing of our people, we've made sure to provide them with on-site vaccinations. With most of our destinations reaching 100% rate of receiving two doses of vaccines and some currently preparing for administering the booster shot. This is to provide the safest experience possible to all our people, from teams to clients.

All About The ODH Code

One of our main focus areas is instilling a new, unified "ODH" culture shared across our destinations worldwide, with a shared understanding of the organizational goals, values, and an increased sense of belonging and engagement. In an effort to move towards effective two-way communication and to increase cross destination alignment, in 2021 we started building our Internal Communications function, which is responsible for being the source of announcements through unified templates.

One of our major achievements is launching our first internal newsletter in Egypt, with a plan to roll it out globally in 2022. This newsletter serves as a one-stop-shop for internal and external information, launches, important news, etc. New communication tools like mass SMS services in Egypt, were introduced as well, to make sure colleagues receive information in a timely manner that goes hand in hand with our digital direction. Another major focus is giving our people a voice and including them in internal campaigns, emphasizing the importance of giving them initiatives provided for the people by the people.

For 2022 our direction is focusing on more engagement initiatives, both within teams, across different functions as well as between all levels within the company to our Group CEO, to make sure the two-way communication channel is always present and taken into consideration when making decisions. Lastly, the company's internal branding would focus on mirroring our values and culture for consistency and increasing a sense of belonging, presenting our purpose daily in a clear and visual manner.

COVID-19 RESPONSE

2020 and 2021 have been uniquely challenging and transformative years. The COVID-19 pandemic has had far reaching effects on every part of the world, impacted many lives on a daily basis, affected the economy of every business, and will continue to do so for the years to come.

Coping with this situation meant one thing for us — preserving the health and wellbeing of our guests and our employees. Our strategy has supported the company in maintaining strong performances, allowed it to continue to grow, generated high rates of return, and provided employment opportunities. If anything, this crisis has allowed us to realize our strength, as it revealed the capacities, resilience, and adaptability of our teams.

We will continue to look after our people as they embody the foundation of the company in order to exit this pandemic in good shape and to be prepared to face the future.

Our Approach

In order to ensure the safety of our people and to maintain our ability to serve our customers, we implemented a crisis protocol in response to COVID-19 and assessed its potential impact on our people and our businesses. This allowed us to come up with key business risks and mitigation plans, which are continuously being updated and which guide us to take the right measures within the offices and among the destinations.

COVID-19 Protocols for the Workplace

While taking into account the local laws and regulations, the HR team implemented several protocols to ensure the safety of our employees:

- Rotational and flexible working hours system, where the percentage of employees in office spaces would not exceed a maximum of 50%.
- Limitation of physical meetings to strategic necessities only and having all other meetings online on Zoom and Microsoft Teams. All business traveling needs were cancelled.
- Temporary halt of all internal and external training activities, which were replaced by virtual training sessions instead.

To see this through, every employee's laptop is equipped with the relevant hardware and connected to our email and intranet systems, while our upgrades to top notch virtual tools were incorporated in order to host successful business virtual meetings. Our IT team and their continuous 24/7 support allowed for a swift transition into remote working. In the end, this strategy gave birth to a new organizational system as the strengthening of our virtual communications ensured more continuity in our business.

To integrate our new employees, we designed online onboarding and orientation sessions covering key ODH topics in order to help them get accustomed into the ODH culture.

The handling of infected or possibly infected personnel has followed specific protocols to mitigate such situations. Last year, ODH offered support by applying a policy of two weeks paid sick-leave, as well as other paid and unpaid options. We also took the responsibility of ensuring our employees have access to the required medications to ease their affordability by reaching an agreement with a medical health doctor to avail for any medical services needed.

As of now, each department head is responsible for who is eligible to work from home. For instance, employees can work from home if they meet the following criteria:

- Being considered a seriously high-risk individual with chronic diseases (heart diseases, respiratory diseases, diabetes, or individuals over 55 years old).
- Being identified as able to work off premise.

This allowed us to come up with a work-from-home policy that is divided into four categories:

- Critical
- Essential
- Job nature (office-based or not)
- Unique functions

Also, as we were aware that having home-schooled children was putting mothers in a delicate situation, we enabled them to work from home.

However, as a certain amount of our employees are still working at the office, we also applied our own strict hygiene procedures and established guidelines. In addition to the measures adopted by the government and the industry associations, we have:

- Installed glass protection walls at numerous locations
- Placed ground markings and set up barriers in indoor areas
- Placed hand sanitizers at central locations
- Increased the cleaning frequency
- Undertaken temperature scans at the entrance of our workplaces
- Installed signage regarding the obligation to wear a mask
- Provided our employees with personal protective equipment
- Created additional capacities in the outdoor areas

> Coping with this situation meant one thing for us – preserving the health and well-being of our guests and our employees.

And we asked our clients and employees to:

- Wear a mask in indoor and outdoor areas
- Bring their own mask with them,
- Respect the ground markings and barriers
- Always try to pay contactless, if possible
- Regularly wash and disinfect their hands
- Maintain a minimum distance of 1.5 meters between each other
- Keep contact times with strangers as short as possible
- Stay home if they experience symptoms or feel unwell

Nevertheless, coping with COVID-19 has not only been about practical safety measures, but also about offering support and raising awareness.

As we recognized that our people may need additional support through these difficult times, our employee assistance program provides clinical assistance and other services to offer them the help they need. We have also been sending regular updates on the situation to help manage the stress of these anxious times. Furthermore, in addition to the mandatory training that was implemented, our team created a dedicated email for COVID-19 related matters and a cross-functional response team in order to develop awareness and provide them with the needed answers. We also edited manuals for the staff to be applied both inside and outside the workplace and encouraged our staff to share the preventive policy with their respective communities in order to help contain the situation faster.

COVID-19 Protocols for Visitors on Premises

Although our protocol measures within our destinations follow the guidelines set by the Ministry of Health and the World Health Organization (WHO), Orascom Hotels Management also came up with its own initiative and recently revealed its "Together We Can!" program. This program features enhanced sanitation and hygiene protocols addressing the new norm post-COVID-19. It builds on the rigorous hygiene and cleaning protocols already in place with extended focus on enhanced hotel cleaning practices, social interactions, and workplace practices to meet the new health and safety challenges and expectations. "Together We Can!" allowed for coordination with our business partners (hotels, restaurants, coffee shops, and retail outlets) in order to sanitize their premises and apply all the official safety and hygiene procedures.

Even though people's appetite to explore, rest, or work on their travelling time has not changed, their confidence in travelling safely has. ODH continues to make sure cleanliness and safety are top priorities, and we have enhanced this part of their experience to further reassure them. We strove to create the safest environment they could hope for in order for them to feel as comfortable as possible. Some of the most noticeable changes include sanitizer stations, social distance floor markers, restrictions on elevator use, more grab-and-go food options, fewer unnecessary in-room furnishings, amenity cleaning kits, and personal sanitizers available for guests. Operational standards for our hotels included:

General Practices

- Adapted intervals between room occupancy
- Daily contactless temperature checks for all hotel staff members and guests
- Extra disinfection of public areas and of the most frequently touched surfaces and points
- Reviewing of the public seating setup to allow a two meter distance
- Sanitizer dispensers are made available at key points around the hotel
- Contactless payment, check-in, and check-out at several properties
- 96% of the staff is currently vaccinated with the aim to have full vaccination of employees

Guest Rooms

- Thoroughly cleaned as per industry leading sanitizing protocols
- AC air filters are cleaned and replaced often
- Mini bars are emptied
- Beach towels are placed in guestrooms
- All room amenities are sanitized and seal packed
- All reusable collaterals are exchanged

Pools

- Distance between sunbeds is 1.8 meters
- All sunbeds are sanitized after each use

Restaurants

- Distance between tables is two meters
- All tables and chairs are sanitized after each use
- All placemats are replaced after each use
- No self-service buffets

Spa, Salon, and Fitness Center

- Following direction of local authorities and medical experts
- Alternative wellness options are provided to the guests

Staff Training

- Hotel team members are provided with personal protective equipment
- Enhanced training, in line with WHO standards, is given to all hotel staff for their well-being and to be able to handle any situation related to the virus

Coordination

- Close contact with virus control authorities in the destinations we operate
- Working closely with different outlets in the towns we operate to reinstate safety measures
- TÜV NORD Egypt audited and confirmed that OHM's operational practices in its Egypt Hotels do conform to the sanitation and hygiene guidelines issued by the Ministry of Tourism in Egypt and TÜV Nord Guidelines for reopening the hotels

4.0 CORPORATE GOVERNANCE

4.1 GROUP STRUCTURE AND SIGNIFICANT SHAREHOLDERS

Group Structure

The operating business of Orascom Development Holding AG ("Orascom Development" or the "Company" and together with its subsidiaries the "Group") is organized along the following segments: Hotels, Real Estate and Construction, Land Sales, Destination Management, and other operations. The Group operates pursuant to a destination-based approach. The overall responsibility for each of the destinations operated by the Group lies with a destination CEO who reports to the Group CEO. The hotels' strategy for each destination is the responsibility of the destination CEO. Monitoring the hotels' operator within each destination is the responsibility of the owner representative and the destination CEO. See note 7.1 (Segment Information) on p. 148 of the notes to the consolidated financial statements for our segment reporting.

The shares of the Company are listed on the SIX Swiss Exchange according to the International Reporting Standard. In addition, the shares of the Company's subsidiary Orascom Development Egypt S.A.E are listed on the Egyptian Exchange (EGX). See below for more information on the listing:

COMPANY		
Orascom Development Holding AG (Altdorf, Switzerland)	**Listing on the SIX Swiss Exchange**	
	Exchange	SIX Swiss Exchange
	Market capitalization	CHF 436.8 million as of 31 December 2021
	Symbol	ODHN
	Security number	003828567
	ISIN	CH0038285679
Orascom Development Egypt S.A.E. (Cairo, Egypt)	**EGX Registration**	
	Exchange	EGX Egyptian Exchange
	Market capitalization	EGP 6.8 billion as of 31 December 2021
	Symbol	ORHD
	ISIN	EGS70321C012
	Orascom Development Egypt S.A.E. is 75.1% owned by Orascom Development Holding as of 31 December 2021	

The Group has control over all the subsidiaries below either directly or indirectly through subsidiaries controlled by the Company. Details of the Group's most significant subsidiaries in terms of revenue contribution for the Group at the end of the reporting period are as follows:

Company	Registered Office	Share Capital	Percentage of Ownership Interest and Voting Power Held by the Group
Abu Tig for Hotels Company	Red Sea, Egypt	EGP 6,000,000	73.93%
Accasia for Hotels Company	Giza, Egypt	EGP 25,000,000	74.04%
Arena for Hotels Company S.A.E.	Red Sea, Egypt	EGP 20,000,000	99.91%
Captain for Hotels Company	Red Sea, Egypt	EGP 768,700	73.77%
El Dawar for Hotels Company	Red Sea, Egypt	EGP 9,560,000	74.04%
El Khamsa for Hotels and Touristic Establishments	Giza, Egypt	EGP 48,000,000	74.09%
El Golf for Hotels Company and Touristic Establishments	Giza, Egypt	EGP 26,800,000	74.07%
El Gouna for Hotels Company S.A.E.	Giza, Egypt	EGP 79,560,000	52.41%
El Gouna Hospital Company	Giza, Egypt	EGP 19,000,000	56.13%
El Gouna Services Company	Red Sea, Egypt	EGP 1,000,000	74.35%
El Mounira for Hotels Company S.A.E.	Red Sea, Egypt	EGP 14,000,000	55.42%
El Tebah for Hotels and Touristic Establishments Company	Giza, Egypt	EGP 52,000,000	52.40%
El Wekala for Hotels Company	Taba, Egypt	EGP 39,000,000	55.73%
International Hotel Holding	Giza, Egypt	EGP 452,367,300	74.11%
Marina 3 for Hotels and Touristic Establishments Company	Giza, Egypt	EGP 26,000,000	74.07%
Misr El Fayoum for Touristic Development Company S.A.E.	Giza, Egypt	EGP 28,000,000	56.80%
Mokbela for Hotels Company S.A.E.	Taba, Egypt	EGP 85,000,000	61.02%
Mowassem for Touristic Hotels S.A.E.	Red Sea, Egypt	EGP 7,500,000	73.38%
Orascom Housing Company	Giza, Egypt	EGP 22,000,000	73.86%
Orascom Real Estate	Cairo, Egypt	EGP 62,687,500	52.57%
Paradisio for Hotels and Touristic Establishments Company S.A.E.	Red Sea, Egypt	EGP 18,500,000	74.09%
Roaya for Tourist and Real Estate Development S.A.E.	Cairo, Egypt	EGP 50,000,000	55.59%
Taba Heights Company S.A.E.	Taba, Egypt	EGP 157,510,000	73.60%
Tawila for Hotel Company S.A.E.	Giza, Egypt	EGP 68,000,000	74.04%

Company	Registered Office	Share Capital	Percentage of Ownership Interest and Voting Power Held by the Group
Business Park one for Office Management	Red Sea, Egypt	EGP 812,500	100.00%
Lustica Development Ad Podgorica	Podgorica, Montenegro	EUR 69,559,781	92.76%
LB Development and Partners AD Tivat Company	Podgorica, Montenegro	EUR 25,000	92.75%
Qued Chibika Development	Casablanca, Morocco	MAD 402,042,870	55.00%
Chbika Rive Hotel	Casablanca, Morocco	MAD 16,500,000	65.00%
Madrakah Hotels Management Company LLC	Muscat, Oman	OMR 4,350,000	70.00%
Muriya Tourism Development Company (S.A.O.C.)	Muscat, Oman	OMR 28,505,800	70.00%
Salalah Beach Contracting LLC	Muscat, Oman	OMR 250,000	70.00%
Salalah Beach Tourism Development Company (S.A.O.C.)	Muscat, Oman	OMR 68,487,955	70.00%
Salalah Investment and Development LLC	Muscat, Oman	OMR 150,000	70.00%
Sifah Tourism Development Company	Muscat, Oman	OMR 42,947,800	70.00%
Wateera Property Management Company	Muscat, Oman	OMR 270,000	70.00%
RAK Tourism Investment FZC	Ras al Khaimah, UAE	AED 7,300,000	73.00%
Eco-Bos Development Limited	Cornwall, UK	GBP 10,000,000	75.00%
Darbat Hotel Management LLC	Muscat, Oman	OMR 8,347,120	70.00%

Significant Shareholders

The following shareholders have disclosed as holding a participation in the Company of 3% or more in voting rights in accordance with Art. 120 of the Financial Market Infrastructure Act:

Shareholder	Number of Shares and Voting Rights	Percentage of Voting Rights
Samih O. Sawiris et al.[1]	27,013,523	66.55
Jeannedark Georges Mansour Gerges, Marianne Samir Mahfouz Simakia, Sherif Khaled Galal Bichara, and Galal Khaled Galal Bichara	1,503,972	3.72

[1]The group of shareholders comprised the following individuals and entities: Samih O. Sawiris, Naguib S. Sawiris, Taya S. Sawiris, and Tary S. Sawiris as beneficial owners and SOS Holding Ltd and Thursday Holding Ltd as direct shareholders.

The number and percentage of shares and voting rights shown above conform to the situation at the time of the respective disclosure. They do not necessarily show the precise number as of 31 December 2021, as any changes only need to be reported if a relevant disclosure threshold is reached or crossed.

Aside from the above, the Company is not aware of a shareholder holding a participation of 3% or more voting rights as of 31 December 2021. One notification regarding disclosure of shareholdings was received by the Company and published on the reporting platform of the SIX Swiss Exchange during the reporting year. This and past notifications can be accessed under https://www.six-exchange-regulation.com/en/home/publications/significant-shareholders.html.

Cross-Shareholdings

There are no cross-shareholdings between the Company and any other entity that exceed 5% of capital or voting rights on both sides.

4.2 CAPITAL STRUCTURE

Group Structure

As of 31 December 2021, the Company's issued share capital amounted to CHF 202,968,745.00 and was divided into 40,593,749 registered shares with a nominal value of CHF 5.00 each.

Authorized and Conditional Capital

Authorized Capital

Pursuant to Art. 4a of the Articles of Incorporation (available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings) regarding authorized capital, the Company's board of directors is authorized to increase the Company's share capital by a maximum of CHF 65,000,000 by issuing up to 13,000,000 fully paid-up registered shares with a nominal value of CHF 5.00 each until 20 May 2022. The amount of CHF 65,000,000 corresponds to approximately 32% of the existing share capital.

The Company's board of directors determines the date of the issue, the issue price, the type of contribution, the conditions for the exercise of pre-emptive rights, and the commencement of dividend entitlement. It is authorized to restrict or withdraw the subscription rights of the shareholders and allocate such rights to individual shareholders or third parties (a) in the event of issuance of shares for the participation of strategic partners or for the purpose of broadening the shareholder constituency or in connection with a listing of shares on domestic or foreign stock exchanges, (b) for the acquisition of a company, parts of a company, participations, or for new investments or for the financing and/or refinancing of such transactions, or (c) in the event of new shares being placed nationally or internationally at market conditions for the purpose of raising equity in a swift and flexible manner that would be difficult to arrange or only at much less favorable conditions if the subscription rights to the new shares were not restricted or withdrawn.

For the full wording regarding the authorized share capital, see Art. 4a of the Articles of Incorporation (available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings).

Conditional Capital

Pursuant to Art. 4b of the Articles of Incorporation (available on the Company's website https://www.orascomdh.com following the links to Investor Relations and Corporate Filings) regarding conditional capital, the Company's share capital may be increased by a maximum amount of CHF 29,080,885.00 through the issuance of up to 5,816,177 fully paid registered shares with a nominal value of CHF 5.00 each, (a) up to the amount of CHF 4,080,885.00 corresponding to 816,177 fully paid registered shares through the exercise of option rights granted to the members of the board and the management, further employees and/or advisors of the company or its subsidiaries, (b) up to the amount of CHF 25,000,000.00 corresponding to 5,000,000 fully paid registered shares through the exercise of conversion rights and/or warrants granted in connection with the issuance of newly or already issued bonds or other financial instruments by the Company or one of its group companies. The amount of CHF 30,000,000.00 corresponds to approximately 14% of the existing share capital.

The subscription rights of the shareholders shall be excluded. The board of directors may restrict or withdraw the right for advance subscription (Vorweg-zeichnungsrecht of the shareholders in connection with (i) the financing (refinancing inclusively) of acquisitions of enterprises or parts thereof, participations or other investment projects of the company and/or its subsidiaries or (ii) the placement of convertible bonds or financial instruments with conversion or option rights on the national or international capital market.

For the full wording regarding the conditional share capital, see Art. 4b of the Articles of Incorporation (available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings).

Changes in Capital in the Past Three Years

2019

In 2019, 183,823 registered shares were issued from the Company's conditional capital. Accordingly, the Company's issued share capital increased from CHF 202,049,630.00 to CHF 202,968,745.00. The newly issued 183,823 registered shares were registered with the commercial register in the Canton of Uri as of 24 February 2020.

2020

The Company's annual general meeting held on 20 May 2020 resolved to reintroduce authorized capital in the amount of CHF 65,000,000, corresponding to 13,000,000 registered shares, with a nominal value of CHF 5.00 each.

2021

During the year under review, the capital structure of the Company remained unchanged.

Shares and Participation Certificates

All of the 40,593,749 registered shares with a nominal value of CHF 5.00 are fully paid in. They are in the form of dematerialized securities (Wertrechte, within the meaning of the Swiss Code of Obligations) and intermediated securities (Bucheffekten, within the meaning of the Swiss Federal Intermediated Securities Act). Each registered share carries one vote and an equal right to dividend payments. No preferential or similar rights have been granted.

No participation certificates (Partizipationsscheine) have been issued.

Profit Sharing Certificates

The Company has not issued any profit sharing certificates (Genussscheine).

Limitations on Transferability and Nominee Registrations

Limitations on Transferability for Each Share Category; Indication of Statutory Group Clauses and Rules for Granting Exceptions

The Company maintains a share register in which the full name, address, and nationality (in case of legal entities, the company name, and registered office) of the holders and usufructuaries' of registered shares are recorded. Upon application to the Company, acquirers of registered shares will be recorded in the share register as shareholders with the right to vote, provided that they explicitly declare to have acquired the shares in their own name and for their own account.

Acquirers who do not make this declaration will be recorded in the share register as shareholders without the right to vote (for an exception to permit nominee registrations, see below).

Exemptions in the Year Under Review

No exemptions from the limitations on transferability of shares have been granted in the year under review.

Permissibility of Nominee Registrations; Indication of any Percent Clauses and Registration Conditions

The Company may register a nominee in its share register as a shareholder with the right to vote if either such nominee's shareholdings do not exceed 5% of the issued share capital as set forth in the Commercial Register, or, if such nominee's shareholdings exceed that threshold, the respective nominee discloses to the Company the names, addresses, locations or registered offices, nationalities, and the number of shares held on behalf of all beneficial owners whose beneficial shareholdings exceed 0.5% of the issued share capital.

Procedure and Conditions for Cancelling Statutory Privileges and Limitations on Transferability

The Articles of Incorporation do not provide for any privileges. The limitations on transferability of the Company's shares, as described before, may be cancelled by a resolution (amending the Articles of Incorporation) of an ordinary general meeting of shareholders reuniting the absolute majority of votes represented at the meeting, or by a resolution of an extraordinary general meeting of shareholders reuniting a majority of two thirds of the votes represented (see section 4.7 below).

Convertible Bonds and Warrants/Options

As of 31 December 2021, the Company had no convertible bonds, warrants, or options outstanding.

4.3 BOARD OF DIRECTORS

Introduction

At the Company's ordinary general meeting of shareholders held on 6 May 2021 Adil Douiri and Marco Sieber decided not to stand for re-election. All other members of the Board of Directors were re-elected for a term of one year. Mr. Eskandar Tooma, Mr. Amine Omar Tazi-Riffi and Ms. Barbara Heller were elected as new members of the Board of Directors. In addition, Mr. Eskandar Tooma was elected as member of the Nomination and Compensation Committee.

Further the Company announced on 15 December 2021 that the Chairman of its Board of Directors Mr. Samih Sawiris will step down, and will not stand for re-election, at the Annual General Meeting in 2022.

SAMIH O. SAWIRIS

Non-Executive Member, Chairman

After receiving his diploma in economic engineering from the Technical University of Berlin in 1980, Mr. Samih O. Sawiris founded his first company, the National Marine Boat Factory in 1980. In 1996, he established Orascom Projects for Touristic Development and in 1997, Orascom Hotel Holdings — the two companies merged in 2005 to form Orascom Hotels and Development S.A.E. (OHD), which is now listed on the Egyptian Stock Exchange under the name of Orascom Development Egypt (ODE). Furthermore, Mr. Sawiris established El Gouna Beverages Co. in 1997, which he sold in 2001 when it was the largest beverage company in Egypt. As of 1 April 2014, until 31 December 2015, Mr. Sawiris took over the position of the CEO on ad interim basis of Orascom Development. He also serves as chairman of the board of directors and as chairman of the board of directors of Andermatt Swiss Alps AG (2007 – present). In addition, Mr. Sawiris is a member of the Sawiris Foundation, founded in April 2001 with an endowment from the Sawiris family, and is dedicated to social development.

NAGUIB S. SAWIRIS

Non-Executive Member, Vice President

Mr. Naguib S. Sawiris drives the asset management of a multinational private investment portfolio. He is also an active venture technology investor. Mr. Sawiris serves as Member of the Board at Andermatt Swiss Alps AG (2020 – present). He also serves as Key Shareholder Representative at FTI Touristik GmbH (2021 – present) and Member of the Board of Tawkify (2019 – present). Mr. Sawiris is Founding Chairman of the Board of Trustees at Egyptian Leadership Academy (2021 – present), the first non-profit boarding high school in Egypt. Mr. Sawiris was Founder and CEO at Yup Technologies Inc., an education technology company based in San Francisco (2013 – 2020) and serves as Chairman of the Board (2020 – present). He attended Stanford University, majoring in Economic and Enterprise Engineering.

JÜRG WEBER

Non-Executive Member, Lead Director

Mr. Jürg Weber holds an MBA with a major in finance and strategic planning from the Wharton School, University of Pennsylvania. Mr. Weber previously studied civil engineering at the School of Engineering in Switzerland and microeconomics and English at the University of California, Santa Barbara. Mr. Weber is an executive board member of Telepass S.p.A. where he attends to payment services within the group. Before his position as division CEO of SIX Payment Services from 2015 to 2018 and chairman of the board of TWINT, the Swiss mobile payment solution, from 2016 to 2017, Mr. Weber was CEO and partial owner of Boyner Financial Services in Istanbul from 1997 to 2001 and an entrepreneur in card issuing, purchase finance, and payment services (2000 – present). Previously, he was a consultant at McKinsey & Company from 1994 to 1997 where he served Swiss banking clients and later co-lead the founding of the Istanbul Office, leading to his nomination for partner. Before that, Mr. Weber served as project assistant to the vice chairman of UBS Phillips and Drew in London and as project manager for the CEO of UBS North America in New York (1988 – 1990), where he was elected into the UBS Leadership Program with a sponsorship for his MBA program at The Wharton School.

FRANZ EGLE

Non-Executive Member

Mr. Franz Egle's background lies in public affairs/government relation and corporate communications/media relations. After holding senior positions in the private sector, he was head of communications at the Swiss Federal Department of Foreign Affairs and an advisor to the Minister of Foreign Affairs from 1993 to 1998. Mr. Egle is a co-founder and senior partner of Dynamics Group, a Swiss company providing strategic consulting, communication management and research analysis. Mr. Egle is also a member of the board of directors of Andermatt Swiss Alps AG (2007 – present). He holds a doctorate in sociology from the University of Zurich.

JÜRGEN FISCHER

Non-Executive Member

Mr. Jürgen Fischer provides senior management and leadership support for the hospitality, travel, leisure, and real estate industries. Mr. Fischer was founder and managing director of The Pearl Management Consultants, Dubai (2014 – 2019) and served as non-executive chairman of Mövenpick Hotels and Resorts (2008 – 2018). From 2008 to 2014, Mr. Fischer worked for several subsidiaries of Dubai Holding, including CEO of Dubai Properties LLC. He held several senior positions with Hilton International Hotels, including president commercial operations, president for Continental Europe, Middle East, and Africa, and president of Scandic Hotels AB. For the Walt Disney Company, he had senior management roles in Florida and Paris (from 1989 to 1995). Mr. Fischer started his professional life as a chef. He later graduated from the Ecole Hôtelière Lausanne, Switzerland and obtained an MBA with honors from IMD/IMEDE.

CAROLINA MÜLLER-MÖHL

Non-Executive Member

Ms. Carolina Müller-Möhl is founder and president of the Müller-Möhl Group, a single-family office. She has served as a board member of Nestlé S.A. and currently sits on different boards, i.e. Neue Zürcher Zeitung (a swiss media group) and Fielmann (Europe's largest optician). Ms. Müller-Möhl is highly committed to address socio-political causes and brings her efforts under the Müller-Möhl Foundation, which focuses on compatibility of work and family life, education, promotion of a free market in Switzerland and philanthropy. Furthermore, she sits on several foundation boards, i.e. Bertelsmann Foundation. In 2007, she was nominated for the Young Global Leader by the World Economic Forum.

ESKANDAR TOOMA
Non-Executive Member

Eskandar Tooma is a tenured professor of finance with the School of Business at the American University in Cairo. He has also held a visiting professorship position with the Imperial College's Business School in London, England. Mr. Tooma was a Senior Advisor to the Egyptian Capital Market Authority (2005 – 2007), as well as a member of a variety of committees including the EGX30 Index Committee (2006), Market Advancement Committee at the Egyptian Stock Exchange (2006), and a member of the Derivatives and Commodities Exchange Committee with the Ministry of Investments (2007) and a consultant to the Ministry of International Cooperation in order to document Egypt's Debt Swap Experience (2004). Mr. Tooma sat on the boards (as a non-executive member) of several EGX/LSE listed companies, including Telecom Egypt (2015 – 2017), Vodafone Egypt (2015 – 2019), Egyptian Resorts Company (2009-2019), Madinat Nasr for Housing and Development (2015 – present) and the oversight board of the HSBC Egypt's money market fund (2015 – present). Mr. Tooma was already a member of the Board of Directors of the Company from 2013 until 2016 and served as Chief Financial Officer of the Company on an ad interim basis from 2013 until 2016.

Eskandar Tooma obtained his bachelor's degree in business from the American University in Cairo and Adelphi University. He holds two master's degrees, the first in finance and the second in international economics from Adelphi and Brandeis Universities, respectively. He also holds a PhD in finance from Brandeis University.

AMINE OMAR TAZI-RIFFI
Non-Executive Member

Amine Omar Tazi-Riffi is a former Senior Partner of McKinsey, based in the Geneva and Zurich offices. He is now an independent advisor, PE investor and board member.

During his nearly 25-year career at McKinsey, Amine Omar Tazi-Riffi served leading institutions and governments, both in Switzerland and in emerging economies (mainly in the Middle East, Africa and Central & Eastern Europe). He is the founder of the North & West Africa practice and then co-led the expansion on the continent. He also served as co-leader of the Global Energy & Mining, Infrastructure & Logistics, Telecom & High-Tech practices as well as regional leader for the Public & Social Sector practice in Europe, Middle East and Africa. He has extensive experience in the Travel & Hospitality sector both as a consultant and in the PE space.

Mr. Tazi-Riffi is now a senior advisor with GlobalSouth Partners, Advisory & Investments in Dubai and collaborates with PE platforms in the Middle East & Africa. He is the founder and Executive Chairman of Rolling Laser Solutions, Switzerland (2019 – present).He also serves on the Board of Directors of Lonrho, UK/South Africa (2020 – present), Togo Telecom (2021 – present). He is also a senior adviser and shareholder representative with FTI Touristik GmbH.

Mr. Tazi-Riffi holds a BSc. and MSc. from Ecole Polytechnique Fédérale de Lausanne (EPFL) in Electrical Engineering & Telecommunications; an MSc. from MIT in Electrical Engineering & Computer Science; and an MBA from INSEAD.

BARBARA HELLER
Non-Executive Member

Barbara Heller is Co-founder and Managing Director at SWIPRA Services since 2013. SWIPRA advises companies and their boards of directors in the areas of corporate governance, CSR and corporate disclosure and communication. Ms. Heller is also a member of the board of directors of Graubünder Kantonalbank, Switzerland, and member of its Strategy Committee, member of the Investment Committee of Transparenta Investment Foundation, Switzerland, Vice-Chairwoman of the Swiss CFO Forum and Chairwoman of the jury of the Swiss CFO Award.

Ms. Heller held senior positions as a Managing Director at Bank Leu/Credit Suisse, Switzerland, between 1991 and 1997, leading the bank's corporate finance & capital markets department, and at Vontobel Investment Banking, Switzerland, between 1997 and 2005 in corporate finance, private equity and capital markets. Between 2005 and 2012, she was Chief Financial Officer at Santhera Pharmaceuticals, a Swiss biopharmaceutical company. Until 31 March 2021, she was a member of the board of directors of Bank Cler, Switzerland, chairing of the bank's Audit Committee, and member of its Risk Committee. Between 2013 and 2015, Ms. Heller was a member of the board of directors and a member of the Audit and Investment Committees at Visana Group, Switzerland.

Barbara Heller received a master's degree in economics and business administration, with an emphasis on financial economics, empirical research and banking & insurance from the University of Zurich.

Members of the Board of Directors

Name	Function	Nationality	Birth	First Elected	Elected Until	Audit Committee	Nomination and Compensation Committee
Samih O. Sawiris	Chairman	Egyptian	1957	2008	2022		
Naguib S. Sawiris	Vice President	Egyptian	1991	2016	2022		Chairman
Jürg Weber	Member, Lead Director	Swiss	1961	2014	2022	Chairman	
Franz Egle	Member	Swiss	1957	2008	2022		
Jürgen Fischer	Member	Swiss	1955	2014	2022		Member
Carolina Müller-Möhl	Member	Swiss	1968	2008	2022		
Eskandar Tooma	Member	Egyptian	1977	2013	2022	Member	Member
Amine Omar Tazi-Riffi	Member	Egyptian	1970	2021	2022		
Barbara Heller	Member	Swiss	1967	2021	2022	Member	

The current members of the Board of Directors were all non-executives as of 31 December 2021.

Other than as individually mentioned above, none of these members, and no enterprise or organization represented by them, maintains any substantial business relationship with the Company or any of its subsidiaries.

External Mandates

For restrictions regarding the number of external mandates see Art. 20 of the Articles of Incorporation, which are available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings.

Elections and Terms of Office

The members of the Board of Directors and its Chairman are elected individually by the general meeting of shareholders for a term of one year until the completion of the next ordinary general meeting. The Board is composed of a minimum of three and a maximum of 15 members. The members may be re-elected.

Board of Directors

The Board of Directors governs the Company and is ultimately responsible for the Company's business strategy and management. It has the authority to decide on all corporate matters not reserved by law or the Articles of Incorporation to the general meeting of shareholders or to another body.

Subject to its inalienable duties pursuant to the law and to a number of additional matters, the Board of Directors has delegated the management of the Company's business to the CEO. The Board of Directors appoints the CEO and the other members of Executive Management.

Subject to the power of the general meeting, the Board of Directors constitutes itself autonomously and appoints its Secretary, who does not have to be a member of the Board of Directors. It is quorate if a majority of members are present at a meeting. Decisions are taken by the majority of votes cast. In case of a deadlock, the Chairman has a casting vote. A member of the Board of Directors shall abstain from voting if he or she has a personal interest in a matter other than an interest in his or her capacity as shareholder of the Company.

In order to ensure good corporate governance and a balance of leadership and control for the Company, Jürg Weber has been appointed as Lead Director by the Board of Directors. The Lead Director must be non-executive. He has the right to access any files or records of the Company and to have any information provided by the members of the Executive Management at any time.

Committees

Two permanent committees have been formed to support the Board of Directors: the Audit Committee and the Nomination and Compensation Committee. The duties and competences of both committees are outlined below.

Audit Committee

The Audit Committee currently consists of three non-executive members of the Board of Directors (see section 4.3 (Members of the Board of Directors) above for the members of the Audit Committee). The members and the chairman of the Audit Committee are elected by the Board of Directors. The chairman of the Committee appoints a secretary, who does not have to be a member of the committee. The three current members of the Audit Committee have broad experience in finance and accounting on the basis of their professional backgrounds.

The mission of the Audit Committee is to assist the Board of Directors in the discharge of its responsibilities with respect to financial reporting and audit. The committee reports and issues recommendations to the Board of Directors regarding yearly and interim financial statements, the auditing process, the internal control system, the integrity and effectiveness of the Company's external and internal auditors and other topics submitted to it by the Board from time to time. The Audit Committee has no decision-making power.

Nomination and Compensation Committee

The Nomination and Compensation Committee currently consists of three non-executive members of the Board of Directors (see section 4.3 (Members of the Board of Directors) above for the members of the Nomination and Compensation Committee). The members are elected individually by the general meeting of shareholders for a term of one year until the completion of the next ordinary general meeting. The chairman of the Nomination and Compensation Committee is appointed by the Board of Directors. The chairman of the Committee appoints a secretary, who does not have to be a member of the committee.

The mission of the Nomination and Compensation Committee is to assist the Board of Directors in the discharge of certain responsibilities of the Board relating to compensation and nomination of members of the Board of Directors and Executive Management.

The Nomination and Compensation Committee issues recommendations to the Board of Directors regarding matters of the compensation of members of the Board of Directors and members of Executive Management and regarding other matters of compensation. It also issues recommendations regarding the nomination of members of the Board of Directors and of Executive Management, and other topics submitted to it by the Board for the committee's consideration. The Nomination and Compensation Committee has no decision-making power.

The Articles of Incorporation containing the principal duties of the Nomination and Compensation Committee (Art. 16) are available on the Company's website https://www.orascomdh.com following the links to Investor Relations and Corporate Filings.

Work Methods of the Board of Directors and its Committees

Invitations to attend meetings of the Board of Directors or the committees are extended by the respective chairman or the secretary on his behalf. Any member of the Board of Directors or a committee may request the chairman of the Board of Directors or the committee, respectively, to convene a meeting. The members of the Board of Directors and the committees are provided with all necessary supporting material before a meeting is held, enabling them to prepare for discussion of the relevant agenda items.

The Board of Directors meets as often as business requires, but as a general rule at least six times per year. In average, meetings therefore take place approximately every two months. The committees of the Board of Directors shall, in principle, convene at least once (in the case of the Nomination and Compensation Committee) or twice a year (in the case of the Audit Committee), but can be summoned by their respective chairman as often as the business requires. Following meetings of the committees, the committee chairman informs the Board of Directors at its next meeting about the matters discussed in the committee meeting.

In the 2021 financial year, the Board of Directors convened for seven meetings, and passed five circular resolutions. Due to the restrictions caused by the COVID-19 pandemic meetings were either held in hybrid form (i.e., with only some members attending physically and others joining virtually or by telephone) or by way of telephone or video conferences with an average duration of four hours. The Audit Committee convened for four meetings with an average duration of one and a half hours. The Nomination and Compensation Committee did not convene for any meetings but passed one circular resolution.

Meetings of the Board of Directors and its committees may, upon invitation by the chairman, be attended by members of Executive Management. Members of Executive Management do not have a right to attend meetings of the Nomination and Compensation Committee or the Board of Directors at which their compensation is discussed, or decisions are taken regarding their compensation, or otherwise to participate in the decision-making process. As a rule, the Company's CEO and CFO attend meetings (or parts thereof) of the Board of Directors, which was the case in all of the meetings held in the reporting year. In addition, other members of the Executive Management were present at four meetings. Further, the Company's CFO attended all meetings of the Audit Committee in the reporting year. No advisors attended any meetings of the Board of Directors or the committees, other than representatives of the Company's auditors who attended all of the meetings of the Audit Committee in 2021. The Company's auditors are also in regular contact with the chairman of the Audit Committee and have the right to have items added to the agenda.

See sections 4.3 (Board of Directors) and 4.3 (Committees) above for information on the interaction between the Board of Directors and its committees as well as the division of authorities.

Definition of Areas of Responsibility

The Board of Directors has entrusted the preparation and the execution of its decisions and the supervision of certain tasks to the permanent committees. The Board of Directors has delegated the management of the Company's business to the CEO, who may further delegate any of his duties and competencies to Executive Management and other members of the Company's management, although the CEO remains fully responsible for all duties and competencies delegated to him by the Board of Directors.

In addition to the inalienable duties of the Board of Directors pursuant to statutory law (Art. 716a para. 1 of the Swiss Code of Obligations) and the duties of the Board of Directors' permanent committees (as described above), certain important matters have been excluded from such delegation to the CEO and thus remain reserved to the Board of Directors, including the following:

- Issuance of securities or other capital market transactions in excess of CHF 80 million per annum
- Entering into loan agreements in excess of CHF 80 million per annum
- Approval of material investments, acquisitions, including land acquisitions (whether by way of contract or by rights in rem) or acquisitions of companies and participations in companies, divestments, and disposals in excess of CHF 20 million
- Entering into agreements with a value in excess of CHF 20 million, subject to the agreements mentioned above
- Provision of material guarantees, suretyships, liens, pledges, and other securities in excess of CHF 20 million
- Approval of material inter-company agreements in excess of CHF 20 million
- Decisions with respect to conflicts of interests and related party transactions

Information and Control Instruments vis-a-vis Senior Management

To ensure that comprehensive information is provided to the Board of Directors on the performance of the functions delegated by it, members of Executive Management are regularly invited to attend meetings of the Board to inform of current business developments and major business transactions of the Group or Group companies, or to participate when individual agenda items are discussed, as described above. The Executive Management prepares an extensive quarterly report for the Board of Directors, which contains key statements on the Group and market development, information and key figures on the Group's revenue, occupation of hotel rooms, sales and profit development (incl. on a destination and country basis), expectations of the operational management on the development of results until the end of the financial year, information on the status of projects, a foreign exchange sensitivity analysis, information on the development of the workforce as well as market expectations in regard to the business development. Individual members of the Board of Directors also support the Executive Management from time to time in various projects. Furthermore, members of the Board of Directors cultivate an informal exchange of ideas with the Company's management.

During the year under review, PwC Muscat has been appointed to provide the services of internal audit in Oman. In general, the internal audit function performs ad-hoc assignments in addition to the pre-planned assignments. For each assignment, a report of major findings is presented to and discussed with the management on the entity level and corrective actions are agreed on. The Group is currently in the process of appointing a Head of Internal Audit who will perform the internal audit for the Company's largest subsidiary in Egypt, Orascom Development Egypt S.A.E., with the support of an external auditing firm. The Head of Internal Audit will further be tasked with building the internal audit function across the Group from 2023.

Executive Management meetings, usually chaired by the CEO, are held at least on a monthly basis in which performance of operating projects is reviewed alongside the budget and previous financial year. Key performance indicators are reviewed and updates on new projects, whether off-plan or under construction, are shared and future steps agreed upon.

The Board of Directors has implemented a comprehensive system for monitoring and controlling the risks associated with business activities. This process includes risk identification, analysis, control, and reporting. Operationally, the Executive Management is responsible for controlling risk management. In addition, responsible persons are designated in the Group for significant individual risks. These responsible parties decide on specific actions for risk mitigation and monitor their implementation. Significant risks are also constantly discussed in the meetings of the Executive Management, the Audit Committee, and the Board of Directors, which take place on a regular basis. For information on the management of financial and market risks see note 34.1 (Capital risk management) to 34.10 (Liquidity risk management)" on p. 187–194 of the notes to the consolidated financial statements.

4.4 EXECUTIVE MANAGEMENT

Definition of Areas of Responsibility

The CEO, responsible for the day-to-day operational management of the Company, is supported by the Executive Management who assists the CEO in developing and implementing the overall strategic business plans for the Company as well as for the principal businesses, subject to approval by the Board of Directors.

The Executive Management further reviews and coordinates significant initiatives, projects, and business developments in the segments, regions, and in the corporate services functions as well as implements Group-wide policies.

Members of Executive Management

Changes in the Reporting Year

Tarek Kamel was appointed as member of the Executive Management effective 1 April 2021. Karim Hassan left the Group with effect from 31 March 2021.

OMAR EL HAMAMSY

Chief Executive Officer (since September 2020)

Mr. Omar El Hamamsy, an Egyptian national, serves as the Chief Executive Officer of the Company since September 2020. Previously, he was senior partner in the Middle East office (from 2002 to 2020) and the Belgium office (from 2003 to 2004) of McKinsey & Company. In his 18 years at McKinsey, he led many practices, including travel and transport. In his client work, his main focus was leading comprehensive transformations of multi-national companies in the Middle East and Europe. He also worked on a number of cross-border acquisitions and integrations for these companies. His clients at McKinsey spanned many sectors and he supported them on topics ranging from strategy, organization, sales and marketing, operations, and finance. Prior to joining McKinsey, Mr. El Hamamsy worked for six years at AT&T's Bell Labs in the US, where he was managing a global engineering team for wireless product development. He holds a master's degree in electrical engineering from Stanford University. Mr. El Hamamsy sits on the regional board of directors of Injaz Al-Arab (a member of Junior Achievement Worldwide) since 2007, a non-profit organization focused on youth education where he leads the board's operations committee. Mr. El Hamamsy currently also acts as a consultant to the family office of Mr. Samih Sawiris, Orascom Development's major shareholder and Chairman of the Board of Directors, with respect to certain other investments including FTI Group, Raiffeisen Touristik, and Andermatt Swiss Alps.

ASHRAF NESSIM
Chief Financial Officer

Mr. Ashraf Nessim, an Egyptian national, has more than 25 years of experience in various fields, including finance, infrastructure, and hospitality. Since 2017, he holds the position of Chief Financial Officer of Orascom Development Holding, after having already served in this function on an ad interim basis since 2016. He is also the Chief Financial Officer of Orascom Development Egypt, the largest Egyptian subsidiary of the Group, since 2012. Prior to joining the Group, he was the Chief Financial Officer representing Beltone Private Equity in their Pick Albatros Investment from 2010 until 2012.

From 2007 to 2010, he was the Group Chief Financial Officer of Mobiserve, a key player in the mobile telecom network infrastructure in nine countries within the Middle East and South Asia. Prior to shifting his career to finance, he established the operation of Raya Distribution in Algeria and managed merchandising activities in all 34 shops of Nokia and Samsung in Egypt from 2004 until 2006. Mr. Nessim holds a bachelor's degree in mechanical engineering, and he is also one of the earlier people in Egypt to hold the CFA designation in 2004.

TAREK GADALLAH
Group General Counsel

Mr. Tarek Gadallah, an Egyptian national, serves as General Counsel of the Orascom Development Group since 2017. He has extensive experience in mergers and acquisitions, private equity, restructuring and debt, and equity capital markets transactions. His experience also includes project financing and PPP projects covering all stages of the process from inception to commercial operations. From 2009 until 2016, Mr. Gadallah worked in a private practice as senior partner with a top tier law firm in Egypt, where he advised local and international clients on high value, complex, and cross-border transactions across a wide range of industries, including financial services, real estate, tourism, energy, and pharmaceuticals.

He also advised public companies on regulatory, compliance, and corporate governance issues. In conjunction with his corporate practice, Mr. Gadallah has handled a number of high value and complex international commercial arbitration and represented financial institutions and investors in several securities and capital markets litigation. Prior to his private practice, he worked as Group General Counsel of a regional investment bank from 2006 until 2009, where he handled a variety of debt and equity transactions in Egypt and the GCC region. Mr. Gadallah received his Master of Law from Cairo University and executive education in accounting and finance from Wharton Business School and Cambridge Judge Business School.

TAREK KAMEL

Chief Executive Officer of O West

Mr. Tarek Kamel, an Egyptian national, has led O West's overall strategic direction, business operations and plans since April 2021. Prior to that he was the CEO of the Group's destination El Gouna since 2019, where he successfully integrated the destination's three business segments. He led the destination's real estate growth and enabled the destination's business units to operate with higher autonomy which resulted in considerable improvement in the town operations and commercial results. Before joining the Group, Kamel was the Corporate Sales Director for the North East Africa region at Nestle for more than sixteen years during which he moved between different positions including marketing, sales and business management. Mr. Kamel obtained a bachelor's degree from Cairo University with a major in economics and a minor in political science in 1997. He holds a Master's degree in business administration with a marketing focus from Maastricht School of Management.

External Mandates

For restrictions regarding the number of external mandates, see Art. 20 of the Articles of Incorporation, which are available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings.

4.5 EMPLOYEES

As of 31 December 2021, the Company had 7,804 employees worldwide, of which 5,983 were in Egypt.

4.6 COMPENSATION, SHAREHOLDINGS, AND LOANS

For detailed information on compensation paid to the members of the Board of Directors and to the members of Executive Management for the financial year 2021, and on shares and options held by and loans granted to these persons as of 31 December 2021, please refer to the Compensation Report 2021 on page 97 et seq. and to note 36.3 on p. 200 of the consolidated financial statements.

Principles on Compensation in the Articles of Incorporation

See Art. 21 of the Articles of Incorporation, which are available on the Company's website website https://www.orascomdh.com following the links to Investor Relations and Corporate Filings.

Loans, Credit and Pension Contributions

See Art. 26 of the Articles of Incorporation, which are available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings.

Shareholder Approval of Compensation

See Art. 22 of the Articles of Incorporation, which are available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings.

4.7 SHAREHOLDERS' PARTICIPATION

Voting Rights and Representation Restrictions

With the exception of restrictions on the registration of shares (see section 4.2 (Limitation on Transferability and Nominee Registrations) above), there are no limitations on voting rights. At a general meeting of shareholders, each share entitles its owner to one vote. By means of a written proxy, each shareholder may be represented by a third person who does not need to be a shareholder. Shareholders may also have their shares represented by an independent proxy, and also have the possibility to authorize and instruct such independent proxy electronically.

Statutory Quorums

According to Art. 10 of the Articles of Incorporation (available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings), the holders of at least 25% of issued shares must be present or represented at an ordinary general meeting of shareholders for the meeting to be validly constituted. Similarly, holders of at least 50% of issued shares must be present or represented at an extraordinary general meeting of shareholders for the meeting to be validly constituted.

Resolutions are generally passed, in the case of an ordinary general meeting of shareholders (except for matters subject to a higher majority requirement by law), with the absolute majority of the shares represented. In the case of an extraordinary general meeting of shareholders, resolutions are generally passed with a majority of two-thirds of the shares represented.

Resolutions relating to the following matters, however, require a majority of 75% of shares represented at the meeting: (a) capital increases pursuant to Art. 650 CO and reductions of the share capital pursuant to Art. 732 CO, (b) dissolving the Company before its termination date or changing its duration (which is 99 years from its formation), (c) changing the Company's purpose and (d) any merger with another company.

Convocation of the General Meeting of Shareholders

An ordinary general meeting of shareholders is to be held annually following the close of the financial year. It is called by the Board of Directors or, if necessary, by the auditors. Extraordinary general meetings may be called by the Board of Directors, the auditors, the liquidators, creditors, or by the general meeting of shareholders itself.

One or more shareholders representing at least 10% of the share capital may request in writing that the Board of Directors calls an extraordinary general meeting of shareholders. The request must state the purpose of the meeting and the agenda to be submitted. General meetings of shareholders are held at the statutory seat of the Company or at such other place as determined by the Board of Directors.

Notice of a general meeting of shareholders is given by means of a single publication in the Swiss Official Gazette of Commerce (Schweizerisches Handelsamtsblatt) or by registered letter to the shareholders of record. There must be a time period of not less than 20 calendar days between the day of the publication or the mailing of the notice and the scheduled date of the meeting. The notice of the general meeting of shareholders must indicate the agenda and the motions by the Board of Directors.

Agenda

Shareholders who represent shares with a nominal value of at least CHF 1,000,000 may request that an item be placed on the agenda. The request must be communicated to the Board of Directors in writing, stating the item to be placed on the agenda and the shareholder's corresponding motion, at least 45 days prior to the general meeting of shareholders.

Record Date for Entry into the Share Register

Only shareholders who are registered in the share register as shareholders with voting rights at the record date are entitled to attend a general meeting and to exercise their voting rights. The Board of Directors ensures that the record date is set as close as possible to the date of the general meeting. The record date is published together with the invitation to the general meeting in the Swiss Official Gazette of Commerce (Schweizerisches Handelsamtsblatt).

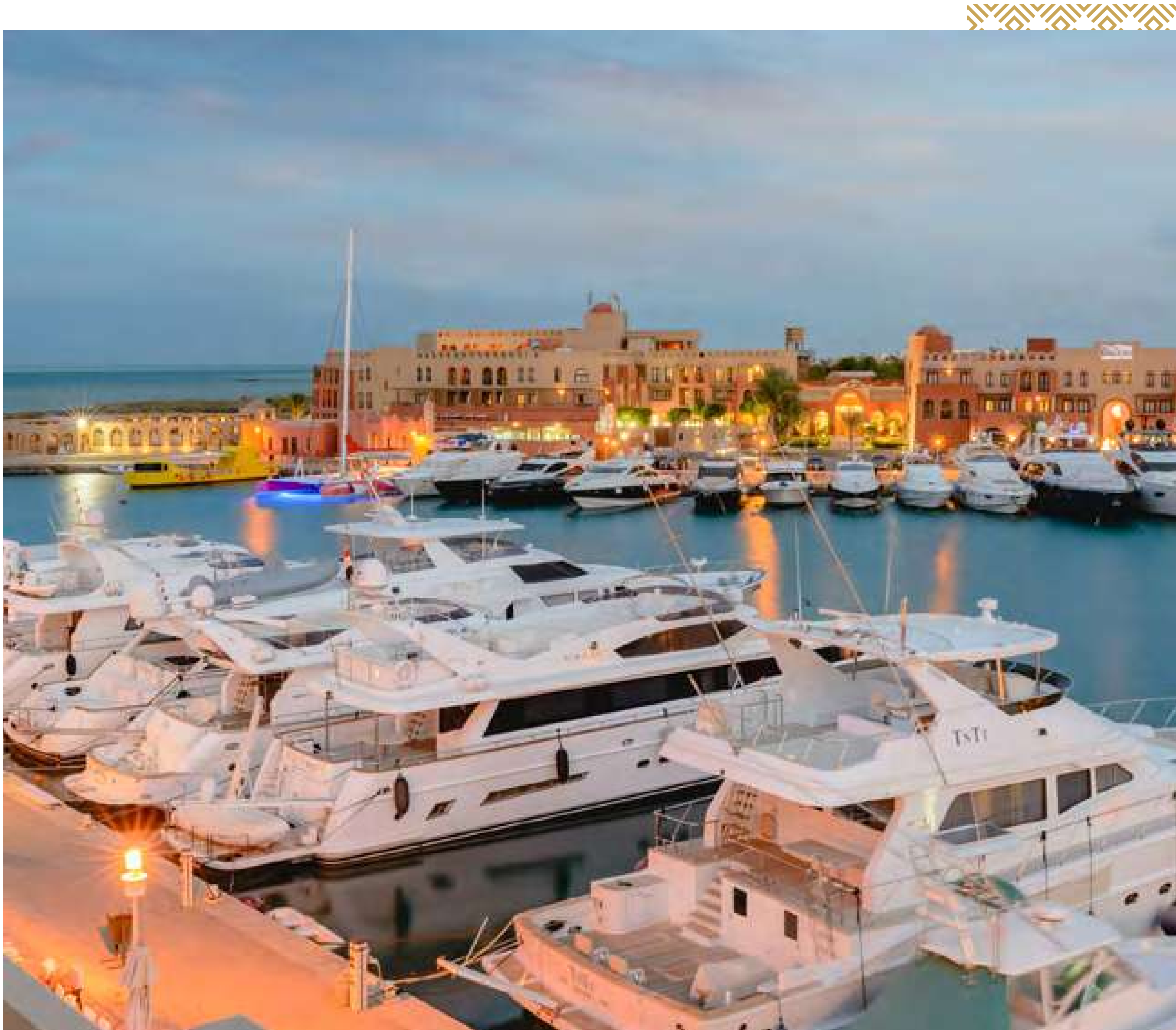
4.8 CHANGES OF CONTROL AND DEFENSE MEASURES

Duty to Make an Offer

The Company's Articles of Incorporation do not provide for any 'opting out' or 'opting up' arrangements within the meaning of Art. 125 and Art. 135 of the FMIA.

Clauses of Change of Control

No change of control clauses benefiting members of the Board of Directors, Executive Management, or other members of the Company's management have been agreed upon, other than customary acceleration provisions regarding the contingent compensation of Omar El Hamamsy, the Company's CEO (please refer to section 4.2.1.3 of the Compensation Report on p. 102).



4.9 EXTERNAL AUDITORS

Duration of the Mandate and Term of Office of the Lead Auditor

Since the foundation of the Company on 17 January 2008, Deloitte AG, Zurich, has been the external auditor with responsibility for the audit of the Company's non-consolidated and consolidated financial statements. The Company's subsidiary, Orascom Development Egypt S.A.E., is audited by Deloitte Saleh, Barsoum and Abdel Aziz, Cairo. Since the 2020 financial year, Chris Krämer is the auditor in charge for the Company at Deloitte AG. A rotation cycle of seven years is foreseen for the position of the auditor in charge. The Board of Directors will propose to the ordinary general meeting of shareholders on 2022 to re-elect Deloitte AG, Zurich as the external auditor for the 2022 financial year. In selecting the auditors, the Board of Directors takes various criteria into account, in particular the independence, quality, reputation, and costs of the external auditor.

Auditing Fees

Deloitte received the following fees for its services as the external auditor of the Company and the majority of Orascom Development companies on the one hand, and for non-audit services on the other hand:

In CHF	2021	2020
Audit Services	1,443,217	1,439,349
Audit Related Services	22,496	11,600
Total Fees	1,465,714	1,450,949

Informational Instruments Pertaining to the External Audit

The Board of Directors' Audit Committee has the task of ensuring the effective and regular supervision of the auditors' reporting with the aim of ensuring its integrity, transparency, and quality. In advance of the audit for each financial year, the proposed auditing schedule is presented to and discussed with the Audit Committee.

During the audit, the Audit Committee holds one or more telephonic update meetings together with the auditors to monitor the progress of the audit and take any required action. After the audit, important observations by the auditors, together with appropriate recommendations, are presented to the Audit Committee (after discussions with the CFO) during its relevant meeting. Subsequently, the auditors' management letter is issued in final form. The chairman of the Audit Committee informs the Board of Directors at each meeting of any observations and recommendations discussed with the external auditor.

The Board of Directors decides on any necessary measures based on recommendations by the Audit Committee. During the year, the external auditor is in regular contact with the chairman of the Audit Committee to discuss matters arising in the performance of its task.

Based on these communications, the Audit Committee discusses its impression of the performance, integrity, effectiveness, fees, and independence of the external auditor's work, and issues a recommendation to the Board of Directors concerning the proposal to the general meeting of shareholders whether to re-elect the auditor for the following year. The Audit Committee uses the following criteria to assess the performance and fees of the auditors: technical and operational expertise and quality, independence and objectivity, appropriate use of resources, focus on areas that involve significant risks for the Group, ability to provide effective, practical recommendations in all of the Group's relevant destinations, as well as open and efficient communication and coordination with the Audit Committee and the Executive Management.

In 2021, representatives of the external auditor attended all of the meetings of the Audit Committee.

4.10 GENERAL BLACKOUT PERIODS

The Company's general blackout periods apply from the last day of the period for which financial performance data for public release are established (i.e., 31 December for the annual results, 30 June for the half-year interim results, and 31 March and 30 September for quarterly results) until one full trading day after the public release of the financial performance data.

During the blackout period no director, officer, or employee of the Group may trade in shares of the Company or the Company's listed Egyptian subsidiary, Orascom Development Egypt S.A.E., or any other relevant securities (such as option rights or other financial instruments related to any traded security of the Company or any subsidiary). The Audit Committee together with the CEO may grant exceptions.

4.11 INFORMATION POLICY

The CEO, the CFO, and the Investor Relations Department are primarily responsible for the communication with investors and media. The Company updates the financial community through press releases, personal contacts, discussions, and presentations held through various road shows as well as earnings results and other investor conferences.

Orascom Development is committed to an open information policy and provides shareholders, the capital market, employees, and all stakeholders with open, transparent, and timely information. The information policy accords with the requirements of the Swiss stock exchange as well as the relevant statutory requirements. As a company listed on SIX Swiss Exchange, Orascom Development also publishes information relevant to its stock price in accordance with Art. 53 of the Listing Rules of the SIX Swiss Exchange (ad hoc publicity). Any such releases can be accessed on the Company's website https://www.orascomdh.com (following the links to Investor Relations and Press Releases). In addition, interested parties can subscribe to receive any releases by e-mail on the Company's website (following the links to Investor Relations and Contact IR).

The financial reporting system is comprised of quarterly, interim (semiannual), and annual reports. Consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) in compliance with Swiss law and the rules of the SIX Swiss Exchange.

The statutory publication organ of the Company is the Swiss Official Gazette of Commerce (Schweizerisches Handelsamtsblatt).

Corporate Calendar

ANNUAL GENERAL MEETING OF SHAREHOLDERS	10 May 2022
FIRST QUARTER 2021 RESULTS	18 May 2022
FIRST HALF 2021 RESULTS	17 August 2022
THIRD QUARTER 2021 RESULTS	16 November 2022

Further Information and Contact

Investors and other interested stakeholders can find further information on Orascom Development online at https://www.orascomdh.com. Stakeholders may subscribe to the Company's e-mail alert service to receive news releases at https://www.orascomdh. com investor-relations/ contact-ir. Investors may also contact the Investor Relations Department as follows:

Sara El Gawahergy
Head of Investor Relations and
Strategic Project Management
T.: +2 022 461 8961
T.: +41 41 874 17 11
Mobile: +2 010 0218 5651
Mobile: +41 79 156 78 49
ir@orascomdh.com

Registered Office

The Company's registered office is at Gotthardstrasse 12, 6460 Altdorf, Switzerland.

5.0 COMPENSATION REPORT

Deloitte.

Deloitte AG
Pfingstweidstrasse 11
8005 Zurich
Switzerland

Phone: +41 (0)58 279 6000
Fax: +41 (0)58 279 6600
www.deloitte.ch

Report of the statutory auditor

To the General Meeting of
ORASCOM DEVELOPMENT HOLDING AG, ALTDORF

We have audited section 5 of the accompanying compensation report of Orascom Development Holding AG for the year ended December 31, 2021.

Responsibility of the Board of Directors

The Board of Directors is responsible for the preparation and overall fair presentation of the compensation report in accordance with Swiss law and the Ordinance against Excessive compensation in Stock Exchange Listed Companies (Ordinance). The Board of Directors is also responsible for designing the compensation system and defining individual remuneration packages.

Auditor's Responsibility

Our responsibility is to express an opinion on the accompanying compensation report. We conducted our audit in accordance with Swiss Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the compensation report complies with Swiss law and articles 14 – 16 of the Ordinance.

An audit involves performing procedures to obtain audit evidence on the disclosures made in the compensation report with regard to compensation, loans and credits in accordance with articles 14 – 16 of the Ordinance. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatements in the compensation report, whether due to fraud or error. This audit also includes evaluating the reasonableness of the methods applied to value components of compensation, as well as assessing the overall presentation of the compensation report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, section 5 of the compensation report for the year ended December 31, 2021 of Orascom Development Holding AG complies with Swiss law and Articles 14 – 16 of the Ordinance.

Deloitte AG

Chris Kraemer
Licensed Audit Expert
Auditor in charge

Adrian Kaeppeli
Licensed Audit Expert

Zurich, March 30, 2022

5.0 COMPENSATION REPORT 2021

1.0 INTRODUCTION

This Compensation Report provides details of the compensation of the members of the Board of Directors and the Executive Management of Orascom Development Holding AG ("ODH" or the "Company", together with its subsidiaries the "Group") for the reporting year which ended 31 December 2021, together with comparative figures for the prior financial year. Furthermore, it provides an overview of ODH's compensation policy and principles as well as the architecture of the compensation of the Board of Directors and the Executive Management and describes the governance of the determination of compensation. The report was prepared in accordance with the Swiss Ordinance against Excessive Compensation in Listed Stock Companies and the Corporate Governance Directive of the SIX Swiss Exchange and takes the principles of the Swiss Code of Best Practice issued by economiesuisse into account.

2.0 PRINCIPLES OF COMPENSATION

The compensation principles of the Group are designed to support a performance culture which fosters teamwork and collaboration and in which both company performance and individual contributions are recognised and rewarded. Furthermore, it aims to promote effective risk management practices.

The principles take into account the long-term performance of the Group and balance the fixed and variable compensation components to reflect the value and responsibility of the roles that the Board of Directors and the Executive Management perform. They are aimed at attracting and retaining employees and motivating employees to achieve results with integrity and fairness. Furthermore, the compensation principles are framed to achieve an appropriate balance between the interests of employees and shareholders in order to create sustainable value for the Group.

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Any revisions of the compensation principles are reviewed by the Nomination and Compensation Committee approved by the Board of Directors.

3.0 COMPENSATION GOVERNANCE

3.1 Articles of Incorporation

The Company's articles of incorporation (the "Articles") contain the following rules regarding compensation which are summarized below:

- Compensation policy – Board of Directors (art. 21 para. 1 of the Articles): The members of the Board of Directors receive a fixed amount of cash or shares of the Company. The value of the shares at grant shall not exceed the compensation in cash.
- Compensation policy – Executive Management (art. 21 para. 2 and art. 25 of the Articles): The compensation for the members of the Executive Management comprises fixed and performance-related elements, each of which may be paid, in whole or in part, in cash or in restricted or unrestricted shares or in entitlements to shares of the Company. The performance-related compensation may as a rule amount up to 200% of the fixed compensation.
- Approval (art. 22 of the Articles): The shareholders' meeting approves prospectively and on an annual basis, based on proposals submitted to it by the Board of Directors, the maximum total amount for the Executive Management for the following business year and the maximum total amount for the Board of Directors for the period until the next ordinary shareholders' meeting.
- Supplementary amount (art. 23 of the Articles): For new members of the Executive Management appointed after the approval of the compensation by the shareholders' meeting a supplementary amount of 120%, on a pro rata basis, of the highest fixed compensation paid to a member of Executive Management in the year preceding the last ordinary shareholders' meeting is available without further approval by the shareholders. The Company is allowed to pay a premium to the new member of the Executive Management to compensate any disadvantages resulting from the member's change of job.
- Loan, credits and pension benefits (art. 26 of the Articles): Loans and credits may be awarded to members of the Board of Directors or the Executive Management up to an amount of CHF 1,000,000 per member. Pension benefits may only be paid as part of a domestic or foreign pension benefit plan or equivalent plan of the Company or its affiliates.

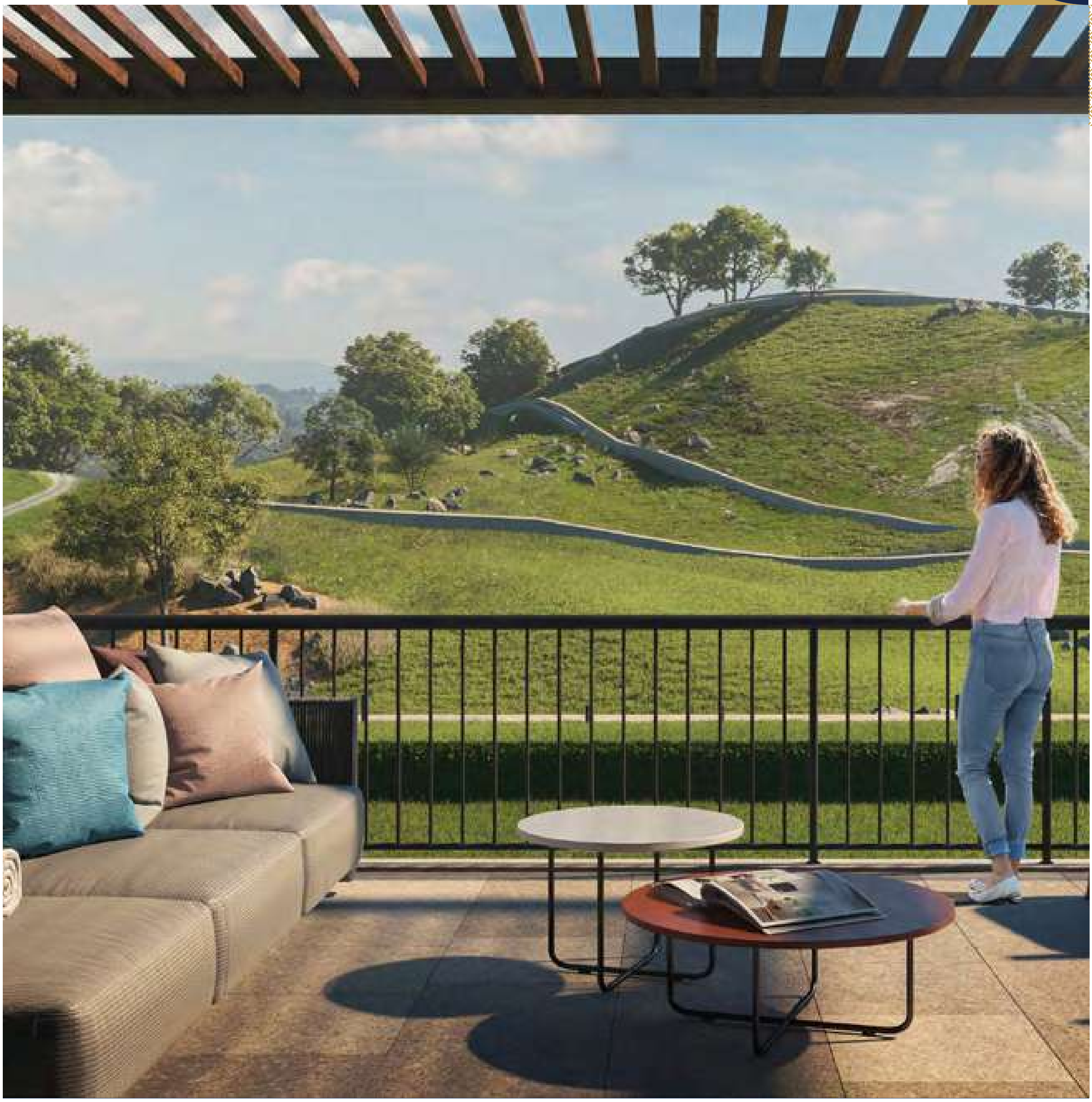
3.2 Nomination and Compensation Committee

The Nomination and Compensation Committee ("NCC") currently consists of three members of the Board of Directors elected annually by the shareholders' meeting. The current members are Naguib S. Sawiris (chairman), Eskandar Tooma (member) and Jürgen Fischer (member), all of which were non-executive as of 31 December 2021.

The NCC assists the Board of Directors in the discharge of its responsibilities relating to compensation and nomination of members of the Board of Directors and of the Executive Management in an advisory capacity. The Articles and the Company's organizational regulations do not provide for decision-making powers of the NCC. Pursuant to Art. 16 of the Articles (available on the Company's website https://www.orascomdh.com, following the links to Investor Relations and Corporate Filings), the NCC has in particular the following duties and responsibilities:

- Issue and review the compensation policy and the performance criteria and the periodical review of the implementation and submission of suggestions and recommendations to the Board of Directors.
- Preparation of the decisions for the Board of Directors regarding the compensation of the members of the Board of Directors and the Executive Management and submission of suggestions to the Board of Directors regarding the content and amount of the annual compensation of the members of the Board of Directors and the Executive Management and a suggestion on the total amount of compensation.
- Submission of suggestions to the Board of Directors regarding the recipients of performance-related compensations and submission of suggestions to the Board of Directors regarding the definition of the annual targets for performance-related compensations.
- Decision making or preparation of the decision making according to the applicable law, the Articles or the organizational regulations.
- In addition, the NCC issues recommendations regarding the nomination of members of the Board of Directors or Executive Management, and regarding other topics submitted to the NCC by the Board of Directors for the NCC's consideration.

The chairman of the NCC submits the committee's recommendation to and informs the Board of Directors after each meeting. Members of Executive Management do not have a right to attend meetings of the NCC at which decisions are taken regarding their compensation.



3.3 Board of Directors

Subject to the approval of the maximum amounts of compensation by the shareholders' meeting, the Board of Directors has the ultimate decision-making power with respect to compensation matters. Members of the Executive Management do not attend those parts of the meetings of the Board of Directors where their compensation is discussed or determined.

3.4 Shareholders' meeting

The ordinary shareholders' meeting each year approves the following amounts of compensation with binding effect:

- Maximum total amount for the Board of Directors for the period until the next ordinary shareholders' meeting
- Maximum total amount (including both the fixed and variable compensation) for the Executive Management for the following business year

3.5 Determination of compensation

The split of responsibilities between the various bodies of the Company in determining the compensation is illustrated below.

DECISION ON	CEO	NCC	Board of Directors	AGM
Compensation principles in the Articles			Proposal	Binding vote
Compensation policy and principles in line with the Articles		Proposal	Approval	
Incentive compensation plans of the Company including share-based compensation		Proposal	Approval	
Maximum aggregate amount of compensation for the Board of Directors and the Executive Management		Proposal	Review	Binding vote
Individual compensation of members of the Board of Directors		Proposal	Approval	
Individual compensation of the CEO		Proposal	Approval	
Employment and termination agreements for the CEO		Proposal	Approval	
Individual compensation of the other members of the Executive Management	Proposal	Review	Approval	
Employment and termination agreements for the other members of the Executive Management	Proposal	Review	Approval	
Compensation report			Approval	Consultative vote

4.0 ARCHITECTURE OF COMPENSATION

4.1 Compensation of the Board of Directors

The members of the Board of Directors only receive fixed compensation. No performance-related compensation is paid to any member of the Board of Directors. The compensation consists of a fixed annual base fee and fixed annual committee fees for the members of the Audit Committee and the NCC. An additional fixed annual fee is paid to the Lead Director. The chairmen of the Board of Directors and the committees are not entitled to any additional fees.

The compensation of the members of the Board of Directors is fully paid in shares of the Company. The share price that is relevant to determine the number of ODH shares to be granted to each member of the Board of Directors is the average of the daily volume-weighted average ODH share prices at SIX Swiss Exchange during the 10-trading day period ending on 31 January 2022 (grant date). To determine the number of shares that each member of the Board of Directors receives, the amount of compensation for such member net of any deductions for social security and pension contributions and withholding tax is divided by the average share price as determined pursuant to the above.

	ANNUAL FEE (in CHF)	PAYMENT IN
Board of Directors membership fee	120'000	100% in shares of ODH
Committee membership fee	20'000	100% in shares of ODH
Lead Director fee	40'000	100% in shares of ODH

Certain members of the Board of Directors decided to forego their compensation for the financial year 2021 (see table in section 5.1 of the Compensation Report).

4.2 Compensation of the Executive Management

4.2.1 Chief Executive Officer (CEO)

The compensation of the Chief Executive Officer consists of a fixed base salary, a cash bonus and contingent compensation payments as further described below.

4.2.1.1 Base salary

The base salary of the CEO is paid fully in cash on a monthly basis. The base salary is complemented by a monthly lump sum for expenses and a car provision.

4.2.1.2 Cash bonus

The CEO is entitled to receive an annual cash bonus of up to 66% of the CEO's annual gross base salary. The cash bonus shall be based on the achievement of non-financial metrics and financial metrics which shall be agreed between the CEO and the Company prior to the beginning of the 2023 financial year. Prior thereto, the cash bonus of the CEO is guaranteed subject to the CEO remaining employed by the Company.

4.2.1.3 Contingent compensation

The employment contract with the CEO provides for contingent compensation payments based on incremental improvements of the market capitalization of the Company. The contingent compensation is designed as a long-term incentive compensation component. Accordingly, in order for the CEO to achieve the maximum pay-out (i.e., pay-out of all contingency payments) ODH would have to become a multi-billion CHF company. Each contingent compensation payment is expressed as a percentage of the relevant increment of improvement. Upon achievement of a relevant incremental improvement the respective payment will be made in instalments over a period of several months, subject to the condition of the CEO remaining employed by the Company. However, no pay-out will be made before 1 September 2022, the second anniversary of the CEO's start date. The compensation may be paid, at the Company's discretion, in cash or in shares of the Company based on an average of the ODH share prices during a period prior to the triggering of the specific contingent payment. As the employment contract with the CEO was entered into in 2020 and thus the grant date for such contingent compensation for the purposes of disclosure in the Compensation Report was in 2020, the aggregate maximum pay-out amount of all contingent compensation payments relating to improvements of market capitalization that may potentially be paid to the CEO over the life of the employment contract was disclosed as part of the compensation for the 2020 financial year in the 2020 Compensation Report.

In addition, the CEO and the Company have agreed to negotiate in good faith and to agree by no later than 31 December 2022 on the terms and conditions of a contingent compensation based on a combination of financial metrics and targets (such as adjusted EBITDA, net income, free cash flow, return on invested capital, return on capital employed and debt levels) which shall apply from the 2023 financial year with the first pay-out (if any) to occur in 2024 at the earliest. Subject to the agreed targets being met, the CEO may receive a compensation of up to 2.5% of the then issued shares of the Company which, at the Company's discretion, may be paid in cash or in shares of the Company. The amount of contingent compensation based on financial metrics will be disclosed in the compensation report for the relevant grant year, i.e. the year when the Company and the CEO agree on the terms and conditions.

4.2.2 Other members of the Executive Management

Compensation of the members of Executive Management for their service consists of a base salary and performance related remuneration.

4.2.2.1 Base salary

The base salaries of the members of the Executive Management are paid fully in cash on a monthly basis. The base salary is complemented by a monthly lump sum for expenses and a car provision. The base salary is determined on the basis of the scope and responsibilities of the position, the market value of the role and the qualifications and experience of the respective member.

4.2.2.2 Performance related remuneration

The current employment agreements of the members of Executive Management provide for the possibility to pay a cash bonus and a long-term incentive award. The cash-bonus can reach up to 50% of the relevant Executive Management member's annual gross base salary.

The cash bonus is based on the achievement of individual goals of the respective member of Executive Management and/or on the (financial) performance of the Company or its segments or certain destinations, depending on the relevant member's area of responsibility. The individual goals are predefined at the beginning of the year and relate to the qualitative and strategic performance of the relevant member of the Executive Management. They may also include objectives related to management of strategic projects in the relevant reporting period and leadership.

In addition, the members of Executive Management may be eligible to participate in incentive plans of the Company. In the reporting year, no members of the Executive Management were awarded any stock options or other entitlement under any such plans.

4.3 Employment terms and conditions

All members of the Group Executive Management have employment contracts with notice periods of six months, except for the CEO of the Company who has a notice period of twelve months. The employment agreements do not entitle the members of the Group Executive Management to severance payments.

5.0 COMPENSATION AND SHARE OWNERSHIP

5.1 Board of Directors

The table below shows the compensation of the members of the Board of Directors for the 2021 financial year.

Compensation for 2021 CHF (gross amounts)		Gross value of fees	Gross value of unrestricted shares	Other benefits (car, insurance, etc.)	Pension contributions	Total remuneration
BOARD OF DIRECTORS						
Samih Sawiris[1]	Chairman	0	0	0	0	0
Franz Egle	Member	0	126’667	0	0	126’667
Jürgen Fischer[3]	Member	0	133’333	0	0	133’333
Carolina Müller-Möhl	Member	0	120'000	0	0	120'000
Naguib Sawiris[1,2]	Member	0	0	0	0	0
Jürg Weber[4]	Member	0	180'000	0	0	180'000
Eskandar Tooma[1, 3, 5]	Member since 6 May 2021	0	0	0	0	0
Amine Omar Tazi-Riffi[1]	Member since 6 May 2021	0	0	0	0	0
Barbara Heller[5]	Member since 6 May 2021	0	93’333	0	0	93’333
Adil Douiri[6]	Member until 6 May 2021	0	46’667	0	0	46’667
Marco Sieber[6]	Member until 6 May 2021	0	46’667	0	0	46’667
TOTAL COMPENSATION		0	746'667	0	0	746'667

[1] Messrs. Samih Sawiris, Naguib Sawiris, Eskandar Tooma and Amine Tazi-Riffi decided to forego and waive their compensation for the financial year 2021.
[2] Chair of the Nomination and Compensation Committee.
[3] Member of the Nomination and Compensation Committee.
[4] Lead Director and Chair of the Audit Committee.
[5] Member of the Audit Committee.
[6] Mr. Adil Douiri and Mr. Marco Sieber did not stand for re-election at the Annual General Meeting 2021. Therefore, only services rendered until 6 May 2021 were remunerated.

The total amount of the compensation of the Board of Directors for the 2021 financial year is below the maximum amount of the compensation of the Board of Directors for such period of CHF 1’160’000 approved by the shareholders’ meetings held in 2020 (for the period from 1 January 2021 to the shareholders’ meeting held in 2021) and CHF 1’300’000 approved by the shareholders’ meetings held in in 2021 (for the period from such shareholders’ meeting until 31 December 2021).

The table below shows the compensation of the members of the Board of Directors for the 2020 financial year.

Compensation for 2020[1] CHF (gross amounts)		Gross value of fees	Gross value of unrestricted shares	Other benefits (car, insurance, etc.)	Pension contributions	Total remuneration
BOARD OF DIRECTORS						
Samih Sawiris	Chairman	0	120'000	0	0	120'000
Adil Douiri[2]	Member	0	140'000	0	0	140'000
Franz Egle[3]	Member	0	140'000	0	0	140'000
Jürgen Fischer	Member	0	120'000	0	0	120'000
Carolina Müller-Möhl	Member	0	120'000	0	0	120'000
Naguib Sawiris[3]	Member	0	140'000	0	0	140'000
Marco Sieber[4]	Member	0	140'000	0	0	140'000
Jürg Weber[5]	Member	0	180'000	0	0	180'000
Total Compensation			1'100'000	0	0	1'100'00

[1] Amounts shown do not reflect deductions made for the Company's COVID-19 emergency fund in the 2020 financial year.
[2] Member of the Audit Committee.
[3] Member of the Nomination and Compensation Committee.
[4] Chair of the Nomination and Compensation Committee.
[5] Lead Director and Chair of the Audit Committee.

As at 31 December 2021 and 2020 the members of the Board of Directors held the following number of shares in the Company.

		2021	2020
BOARD OF DIRECTORS			
Samih Sawiris[1]	Chairman	26'794'923	26'449'421
Adil Douiri[2]	Member	n/a	57'874
Franz Egle	Member	59'439	106'561
Jürgen Fischer	Member	134'395	125'880
Carolina Müller-Möhl	Member	88'911	78'354
Naguib Sawiris	Member	259'439	31'154
Marco Sieber[2]	Member	n/a	96'289
Jürg Weber	Member	102'360	87'121
Eskandar Tooma[3]	Member	200'000	n/a
Barbara Heller[3]	Member	0	n/a
Amine Omar Tazi-Riffi[3]	Member	0	n/a
TOTAL HOLDING OF SHARES		27'639'467	27'032'654

[1] Including related parties (other than other members of the Board of Directors).
[2] Member until 6 May 2021.
[3] Member since 6 May 2021.

No loans or credits were granted to members of the Board of Directors or parties closely linked to them during 2021 and 2020.

5.2 Executive Management

The table below shows the compensation of the five members of the Executive Management for the 2021 financial year.

Compensation for 2021[1] CHF (gross amounts)	Gross value of base salaries	Gross value of cash bonuses	Gross value of contingent compensation	Other benefits (car, (.insurance, etc	Pension contributions	Total remuneration
EXECUTIVE MANAGEMENT						
Omar El Hamamsy	1'500'000	1'000'000	0	48'000	0	2'548'000
Total other members of Executive Management	1'179'229	450'000	0	96'000	0	1'725'229
TOTAL COMPENSATION	2'679'229	1'450'000	0	144'000	0	4'273'229

The table below shows the compensation of the members of the Executive Management for the 2020 financial year.

Compensation for 2020[1] CHF (gross amounts)	Gross value of base salaries	Gross value of cash bonuses	Gross value of stock options	Other benefits (car, (.insurance, etc	Pension contributions	Total remuneration
EXECUTIVE MANAGEMENT						
Omar El Hamamsy[2]	500'000	333'333	3'250'000[3]	16'000	0	4'099'333
Total other members of Executive Management	1'928'000[4]	200'000	0	164'000	0	2'292'000
TOTAL COMPENSATION	2'428'000	533'333	3'250'000	180'000	0	6'391'333

[1] Amounts shown do not reflect deductions made for the Company's COVID-19 emergency fund in the 2020 financial year.
[2] CEO as of 1 September 2020.
[3] Corresponds to the fair value of the contingent compensation payments based on incremental improvements of the market capitalization of the Company (see section 4.2.1.3 of the Compensation Report for a description thereof) as calculated for the purpose of the Company's reporting under IFRS using a binomial model. The aggregate maximum pay-out of all contingent compensation payments based on incremental improvements of the market capitalization of the Company that may be paid out over the life of the CEO's employment contract amounts to CHF 59.6 million. This maximum pay-out can only be achieved if the development of the market capitalization is such as to make ODH a multi-billion CHF company.
[4] The total includes payments made to Khaled Bichara, the former CEO of the Company, until his passing in January 2020, and to the former members of the Executive Management Nermine Faltas and Abdelhamid Abouyoussef until 31 July 2020. Karim Hassam joined the Executive Management as of 1 August 2020.

As at 31 December 2021 and 2020, the members of the Executive Management held the following number of shares in the Company:

		2021	2020
EXECUTIVE MANAGEMENT			
Omar El Hamamsy[1]	CEO	0	0
Ashraf Nessim	CFO	0	0
Tarek Gadallah	Group General Counsel	0	0
Tarek Kamel[2]	Member of the Executive Management	0	n/a
Karim Hassam[3]	Group Head of Business Development	n/a	0
TOTAL EXECUTIVE MANAGEMENT		0	0

[1] CEO as of 1 September 2020.
[2] Member of the Executive Management as of 31 March 2021.
[3] Member of the Executive Management as of 1 August 2020 until 31 March 2021.

No loans or credits were granted to members of the Executive Management or parties closely linked to them during 2021 and 2020.

6.0 INVESTOR INFORTMATION

6.1 INVESTOR INFORMATION

Orascom Development Holding AG has a primary listing on the main board of the SIX Swiss Exchange (SIX). ODH's largest subsidiary in Egypt, Orascom Development Egypt (ODE), has a primary listing on the main board of the Egyptian Stock Exchange (EGX).

Overview

SWITZERLAND	31/12/2021	31/12/2020
Shares Held with SIS and Registered in the Share Register	30,865,650	29,299,063
Dispo Shares	9,728,099	11,294,686
Total Number of Shares	40,593,749	40,593,749
Market Capitalization (in CHF Million)	436.8	374.7

Share Information[1]

SHARES LISTING	Zurich, Switzerland
Number of Shares	40,593,749
ISIN Code	CH0038285679
Currency	Swiss Franc
Index	SPI
Ticker Code (Bloomberg)	ODHN:SW
Ticker Code (Reuters)	ODHN.S

[1] *As of end of 2021*

Per Share Data[2]

	31/12/2021	31/12/2020
Share Price at Year-end (in CHF)	10.76	9.23
Highest Share Price During the Year (in CHF)	13.36	15.38
Lowest Share Price During the Year (in CHF)	9.00	6.30
Number of Traded Shares (in millions)	2.76	5.38
Value of Traded Shares (in CHF million)	30.45	52.74
Average Number of Traded Shares per Day	10,871	21,349
Average Traded Value per Day (in CHF)	119,865	209,308

[2] *Source: Bloomberg*

Shareholding Structure

Shareholders by Type

CATEGORIES	Number of Shareholders	Number of Registered Shares
Natural Persons	3,112	21,131,637
Legal Persons	66	8,781,960
Banks	16	263,780
Investment Funds	30	546,482
Public Corporations	2	190
Pension Funds	11	80,539
Foundations	6	52,800
Insurance Companies	1	8,262
Total	3,244	30,865,650

Shareholders by Nationality

COUNTRY	Number of Shareholders	Number of Registered Shares
Egypt	4	103,634
Switzerland	3,130	22,037,619
Austria	13	48,210
Belgium	1	975
Canada	1	4,241
Cayman Islands	3	5,845,515
Croatia	1	10
Denmark	1	115
Finland	1	200
France	2	120,975
Germany	44	26,577
Hungary	1	120
Isle of Man	1	60,796
Italy	8	10,837
Liechtenstein	3	15,400
Luxembourg	1	2,053,115
Macedonia	1	190
Moldova	1	100
Netherlands	5	3,720
Portugal	1	35
Romania	1	500
Slovakia	1	50
Slovenia	1	210
Spain	8	2,123
Turkey	1	111
United Kingdom	2	198,000
United States	4	329,272
Others	3	3,000
Total	3,244	30,865,650

Significant Shareholders [1]

NAME OF MAJOR SHAREHOLDERS	2021		2020	
	Number of shares registered	Percentage of (%) ownership	Number of shares registered	Percentage of (%) ownership
Samih O. Sawiris, Naguib S. Sawiris, Taya Sawiris,and Tary Sawiris	27,013,523	66.5%	26,449,421	65.2%
OS Holding	-	-	2,049,782	5.0%
Jeannedark Georges Mansour Gerges, Marianne Samir Mahfouz Simakia, Sherif Khaled Galal Bichara, and Galal Khaled Galal Bichara	1,503,972	3.7%	1,503,972	3.7%
Others	12,076,254	29.8%	10,590,574	26.1%
Total	40,593,749	100.0%	40,593,749	100.0%

[1] *Overview of significant shareholders as of 31 December 2021.*

** The number and percentage of shares and voting rights shown above conform to the situation at the time of the respective disclosure. They do not necessarily show the precise number as of 31 December 2021, as any changes only need to be reported if a relevant disclosure threshold is reached or crossed.*

*** As of 31 December 2021: Samih O. Sawiris (Cairo, Egypt), Naguib S. Sawiris (Cairo, Egypt), Taya Sawiris (Andermatt, Switzerland) and Tary Sawiris (Altdorf, Switzerland) as beneficial owners and SOS Holding Ltd and Thursday Holding Ltd as direct shareholders, based on a notification dated 30 July 2021.*

ODE Share Information

Overview

EGYPT	31/12/2021	31/12/2020
Total Number of Shares	1,130,473,523	1,130,473,523
Market Capitalization (in EGP million)	6,783	5,539

Share Information[1]

SHARES LISTING	Cairo, Egypt
Number of Shares	1,130,473,523
ISIN Code	CH0038285679
Currency	Egyptian Pound (EGP)
Index	EGX 30
Ticker code (Bloomberg)	ORHD:SW
Ticker code (Reuters)	ORHD.S

[1] *As of end of 2021*

Per Share Data[3]

	31/12/2021	31/12/2020
Share Price at Year-end (in EGP)	6.00	4.90
Highest Share Price During the Year (in EGP)	6.23	6.73
Lowest Share Price During the Year (in EGP)	4.50	2.23
Number of Traded Shares (in millions)	228.5	550.0
Value of Traded Shares (in EGP millions)	1,225.2	2,141.0
Average Number of Traded Shares per Day	948,147	2,263,525
Average Traded Value per Day (in EGP)	5,083,742	8,810,879

[3] *Source: Bloomberg*

ODH Corporate Calendar

DATE	EVENT
May 10th, 2022	ANNUAL GENERAL MEETING OF SHAREHOLDERS
May 18th, 2022	FIRST QUARTER 2021 RESULTS
August 17th, 2022	FIRST HALF 2021 RESULTS
November 16th, 2022	THIRD QUARTER 2021 RESULTS

Investor Contacts

Sara El Gawahergy
Head of Investor Relations and Strategic Project Management
T.: +2 022 461 8961
T.: +41 41 874 17 11
Mobile: +2 010 0218 5651
Mobile: +41 79 156 78 49
ir@orascomdh.com

For publications and further information visit:
http://www.orascomdh.com/investor-relations

7.0 FINANCIAL STATEMENTS

ORASCOM DEVELOPMENT HOLDING AG

Consolidated financial statements together with auditor's report

For the year ended 31 December 2021

CHF	Notes	2021	2020
Continuing operations			
Revenue	6/7	538,501,408	385,696,280
Cost of sales	7.2	(429,619,100)	(332,266,274)
Gross profit		**108,882,308**	**53,430,006**
Investment income	9	16,029,538	6,235,406
Other gains	10	6,007,522	5,805,777
Administrative expenses		(42,803,842)	(34,325,436)
Finance costs	11	(32,883,181)	(36,645,848)
Share of losses of associates	19	(4,788,053)	(8,715,877)
Other losses	12	(7,504,264)	(16,589,311)
Profit/(loss) before tax		**42,940,028**	**(30,805,283)**
Income tax expense	13	(33,471,648)	(7,624,076)
Profit/(loss) for the year		**9,468,380**	**(38,429,359)**
Other comprehensive income, net of income tax			
Items that will not be reclassified subsequently to profit or loss			
Gain on revaluation of property, plant and equipment reclassified to investment property	16	729,036	-
Net gain / (loss) on revaluation of financial assets at FVTOCI		(309)	(941,721)
Remeasurement of defined benefit obligation	33	197,856	(89,276)
Share of other comprehensive income of associates	19	876,017	(554,544)
		1,802,600	**(1,585,541)**
Items that may be reclassified subsequently to profit or loss			
Exchange differences arising on translation of foreign operations		16,555,122	(47,478,854)
		16,555,122	**(47,478,854)**
Total other comprehensive income for the year, net of income tax		**18,357,722**	**(49,064,395)**
Total comprehensive income for the year		**27,826,102**	**(87,493,754)**
Profit/(loss) attributable to:			
Owners of the Parent Company		(5,684,075)	(33,656,748)
Non-controlling interests		15,152,455	(4,772,611)
		9,468,380	(38,429,359)
Total comprehensive income attributable to:			
Owners of the Parent Company		6,936,579	(70,221,034)
Non-controlling interests		20,889,523	(17,272,720)
		27,826,102	**(87,493,754)**
Earnings per share from continuing operations			
Basic	14	(0.14)	(0.84)
Diluted	14	**(0.14)**	**(0.84)**

Samih O. Sawiris
Chairman of the Board

Ashraf Nessim
Group CFO

ORASCOM DEVELOPMENT HOLDING AG

Consolidated statement of financial position

At 31 December 2021

CHF	Notes	31 December 2021	31 December 2020
Assets			
Non-current assets			
Property, plant and equipment	15	797,829,382	743,665,159
Investment property	16	37,319,156	35,086,148
Goodwill	17	2,974,101	2,862,681
Investments in associates	19	39,366,941	45,665,918
Non-current receivables	20	104,557,688	65,060,847
Deferred tax assets	13.4	1,598,384	2,104,348
Other financial assets	21	1,460	1,682
Total non-current assets		**983,647,112**	**894,446,783**
Current assets			
Inventories	22	595,291,026	539,148,875
Trade and other receivables	23	165,642,846	112,482,393
Current receivables due from related parties	36.1	21,896,170	21,076,024
Other current assets	24	91,731,541	56,542,357
Cash and bank balances	25	206,999,539	195,715,406
Total current assets		**1,081,561,122**	**924,965,055**
Total assets		**2,065,208,234**	**1,819,411,838**

ORASCOM DEVELOPMENT HOLDING AG

Consolidated statement of financial position

At 31 December 2021

CHF	Notes	31 December 2021	31 December 2020
Equity and liabilities			
Capital and reserves			
Issued capital	26	202,968,745	202,968,745
Reserves	27	417,004,375	405,837,128
(Accumulated losses)		(272,381,871)	(270,113,897)
Equity attributable to owners of the Parent Company		**347,591,249**	**338,691,976**
Non-controlling interests		171,197,040	148,018,808
Total equity		**518,788,289**	**486,710,784**
Non-current liabilities			
Borrowings	28	412,272,778	403,306,102
Trade and other payables	29	361,055,952	330,554,085
Contract liabilities	30	93,658,401	90,149,629
Notes payable		66,273	72,328
Provisions	31	24,243,648	24,668,300
Retirement benefit obligation	33	677,841	947,755
Deferred tax liabilities	13.4	28,764,778	26,033,052
Total non-current liabilities		**920,739,671**	**875,731,251**
Current liabilities			
Trade and other payables	29	62,226,631	51,658,820
Borrowings	28	32,937,238	26,303,751
Due to related parties	36.1	31,221,766	27,777,523
Current tax liabilities	13.3	38,428,497	14,654,268
Provisions	31	39,410,843	7,698,821
Other current liabilities	32	421,455,299	328,876,620
Total current liabilities		**625,680,274**	**456,969,803**
Total liabilities		**1,546,419,945**	**1,332,701,054**
Total equity and liabilities		**2,065,208,234**	**1,819,411,838**

Samih O. Sawiris
Chairman of the Board

Ashraf Nessim
Group CFO

ORASCOM DEVELOPMENT HOLDING AG

Consolidated statement of financial position

At 31 December 2021

CHF	Issued Capital	Share premium	Treasury shares	Share-based payment reserve	PP&E revaluation reserve	Investments revaluation reserve	General reserve	Foreign currency translation reserve	Reserve from common control transactions	(Accumulated losses)	Attributable to owners of the Parent Company	Non-controlling interests	Total
Balance at 1 January 2020	**202,968,745**	**839,761,415**	**(4,722,455)**	**3,524,187**	**5,133,570**	**(173,065)**	**4,916,868**	**(333,349,071)**	**(72,519,921)**	**(239,082,062)**	**406,458,211**	**160,335,858**	**566,794,069**
Loss for the year	-	-	-	-	-	-	-	-	-	(33,656,748)	(33,656,748)	(4,772,611)	(38,429,359)
Other comprehensive income for the year, net of income tax	-	-	-	-	-	(941,721)	-	(34,978,745)	-	(643,820)	(36,564,286)	(12,500,109)	(49,064,395)
Total comprehensive income for the year	**-**	**-**		**-**	**-**	**(941,721)**	**-**	**(34,978,745)**	**-**	**(34,300,568)**	**(70,221,034)**	**(17,272,720)**	**(87,493,754)**
Acquisition of treasury shares	-	-	(3,318,927)	-	-	-	-	-	-	-	(3,318,927)	-	(3,318,927)
Disposal of treasury shares due to vesting of share-based payments (note 35)	-	-	1,375,231	(3,743,080)	-	-	-	-	-	2,367,849	-	-	-
Board of Directors distribution	-	-	406,874	-	-	-	-	-	-	545,997	952,871	-	952,871
Other disposal of treasury shares	-	-	3,258,284	-	-	-	-	-	-	(407,497)	2,850,787	-	2,850,787
Share-based payments (note 35)	-	274,788	-	389,945	-	-	-	-	-	-	664,733	-	664,733
Share-based payments reversed	-	(3,572,238)	-	-	-	-	-	-	-	-	(3,572,238)	-	(3,572,238)
Share-based payments subsidiaries	-	1,094,332	-	-	-	-	-	-	-	-	1,094,332	362,892	1,457,224
Recycling of foreign exchange difference on disposal of investment in associate	-	-	-	-	-	-	-	3,593,385	-	-	3,593,385	-	3,593,385
Effect of exercised options in subsidiaries	-	(572,528)	-	-	-	-	-	-	-	762,384	189,856	(189,856)	-
Non-controlling interests' share in equity of consolidated subsidiaries	-	-	-	-	-	-	-	-	-	-	-	4,782,634	4,782,634
Balance at 31 December 2020	**202,968,745**	**836,985,769**	**(3,000,993)**	**171,052**	**5,133,570**	**(1,114,786)**	**4,916,868**	**(364,734,431)**	**(72,519,921)**	**(270,113,897)**	**338,691,976**	**148,018,808**	**486,710,784**
Balance at 1 January 2021	202,968,745	836,985,769	(3,000,993)	171,052	5,133,570	(1,114,786)	4,916,868	(364,734,431)	(72,519,921)	(270,113,897)	338,691,976	148,018,808	486,710,784
Profit for the year	-	-	-	-	-	-	-	-	-	(5,684,075)	(5,684,075)	15,152,455	9,468,380
Other comprehensive income for the year, net of income tax	-	-	-	-	729,036	(309)	-	10,818,054	-	1,073,873	12,620,654	5,737,068	18,357,722
Total comprehensive income for the year	**-**	**-**		**-**	**729,036**	**(309)**	**-**	**10,818,054**	**-**	**(4,610,202)**	**6,936,579**	**20,889,523**	**27,826,102**
Acquisition of treasury shares	-	-	(1,869,529)	-	-	-	-	-	-	-	(1,869,529)	-	(1,869,529)
Board of Directors distribution	-	-	555,111	-	-	-	-	-	-	326,140	881,251	-	881,251
Other disposal of treasury shares	-	-	1,687,488	-	-	-	-	-	-	111,837	1,799,325	-	1,799,325
Share-based payments (note 35)	-	-	-	513,156	-	-	-	-	-	-	513,156	-	513,156
Share-based payments subsidiaries	-	276,137	-	-	-	-	-	-	-	-	276,137	91,570	367,707
Recycling of revaluation gain on reclassification of investment property to property, plant and equipment					(1,223,617)					1,223,617	-	-	-
Recycling of foreign exchange difference on disposal of investment in associate	-	-	-	-	-	-	-	192,876	-	-	192,876	-	192,876
Effect of exercised options in subsidiaries	-	(511,156)	-	-	-	-	-	-	-	680,634	169,478	(169,478)	-
Non-controlling interests' share in equity of consolidated subsidiaries	-	-	-	-	-	-	-	-	-	-	-	2,366,617	2,366,617
Balance at 31 December 2021	**202,968,745**	**836,750,750**	**(2,627,923)**	**684,208**	**4,638,989**	**(1,115,095)**	**4,916,868**	**(353,723,501)**	**(72,519,921)**	**(272,381,871)**	**347,591,249**	**171,197,040**	**518,788,289**

ORASCOM DEVELOPMENT HOLDING AG

Consolidated cash flow statement

For the year ended 31 December 2021

CHF	Notes	2021	2020
Cash flows from operating activities			
Profit/(loss) for the year		9,468,380	(38,429,359)
Adjustments for:			
Income tax expense recognized in profit or loss	13.1	33,471,648	7,624,076
Share of losses of associates	19	4,788,053	8,715,877
Finance costs recognized in profit or loss	11	32,883,181	36,645,848
Investment income recognized in profit or loss	9	(16,029,538)	(6,235,406)
Impairment loss on trade receivables and other assets	34.9	3,823,741	11,167,801
Reversal of impairment loss on trade receivables	34.9	(3,811,983)	(2,208,940)
Impairment losses on related party receivables	12	154,515	523,501
Gain on sale or disposal of property, plant and equipment	10	-	(563,530)
Impairment loss on property, plant and equipment	12/15	7,140,352	15,101,517
Depreciation of property, plant and equipment	15	24,662,720	25,347,727
Loss/(gain) on revaluation of investment properties	16	(1,891,515)	321,892
(Gain)/loss on disposal of investment in associates	10/12/19	(2,665,681)	642,401
Provision formed	31	42,098,189	4,649,517
Share-based payments		513,156	(2,907,505)
Share-based payments subsidiaries	35.3	367,707	1,457,224
Gain from rescheduling of borrowings	10	-	(2,653,024)
Net foreign exchange (gains) / losses	10	(487,243)	(2,454,205)
Movements in working capital			
(Increase) in trade and other receivables		(103,886,370)	(41,504,901)
(Increase) in inventories		(51,177,808)	(12,921,175)
(Increase)/decrease in other current assets		(8,263,128)	23,969,127
Increase/(decrease) in trade and other payables		42,207,524	(4,639,872)
(Decrease) in provisions		(11,943,765)	(3,036,998)
Increase in other current liabilities		67,520,889	18,846,077
Cash generated by operations		**68,943,024**	**37,457,670**
Interest paid		(17,899,577)	(20,877,607)
Income tax paid		(9,298,746)	(10,747,908)
Net cash generated by operating activities		**41,744,701**	**5,832,155**

ORASCOM DEVELOPMENT HOLDING AG

Consolidated cash flow statement

For the year ended 31 December 2021

CHF	Notes	2021	2020
Cash flows from investing activities			
Payments for property, plant and equipment	15	(57,609,489)	(36,524,269)
Proceeds from disposal of property, plant and equipment		-	591,814
Proceeds on sale of investment in associates	19	2,858,557	7,597,748
Payments for treasury bills		(11,510,351)	-
Net proceeds on sale of financial assets		-	2,283,884
Dividends received		3,547,939	-
Interest received		10,637,450	5,611,306
Net cash (used in) investing activities		**(52,075,894)**	**(20,439,517)**
Cash flows from financing activities			
Payments for treasury shares		(70,205)	484,730
Non-controlling interests shares in change of equity for consolidated subsidiaries		2,366,617	3,700,354
Repayment of lease liabilities		(1,143,901)	(1,540,046)
Repayment of borrowings	28	(31,780,662)	(188,606,347)
Proceeds from borrowings	28	45,627,963	222,337,492
Net cash generated by financing activities		**14,999,812**	**36,376,183**
Net increase in cash and bank balances		4,668,619	21,768,821
Cash and bank balances at the beginning of the year		195,715,406	185,991,795
Effects of exchange rate changes on the balance of cash held in foreign currencies		6,615,514	(12,045,210)
Cash and bank balances at the end of the year	25	**206,999,539**	**195,715,406**

ORASCOM DEVELOPMENT HOLDING AG

Consolidated cash flow statement

For the year ended 31 December 2021

Index to the notes to the consolidated financial statements

1.	General information	123
2.	Application of new and revised international financial reporting standards ("IFRS")	123
3.	Significant accounting policies	124
4.	Critical accounting judgments and key sources of estimation uncertainty	141
5.	Impact from COVID-19 pandemic	144
6.	Revenue	146
7.	Segment information	148
8.	Employee benefits expense	153
9.	Investment income	153
10.	Other gains	153
11.	Finance costs	154
12.	Other losses	154
13.	Income taxes	155
14.	Earnings per share	157
15.	Property, plant and equipment	158
16.	Investment property	160
17	Goodwill	161
18.	Subsidiaries	163
19.	Investments in associates	167
20.	Non-current receivables	171
21.	Other financial assets	172
22.	Inventories	173
23.	Trade and other receivables	173
24.	Other current assets	174
25.	Cash and bank balances	174
26.	Capital	175
27	Reserves (net of income tax)	176
28.	Borrowings	179
29.	Trade and other payables	182
30.	Contract liabilities	182
31.	Provisions	183
32.	Other current liabilities	184
33.	Retirement benefit plans	184
34.	Financial instruments	187
35.	Share-based payments	196
36.	Related parties	198
37.	Non-cash transactions	200
39.	Commitments for expenditure	203
40.	Significant events during the financial period	206
41.	Litigation	206
42.	Subsequent events	207
43.	Approval of financial statements	208

Notes to the consolidated financial statements
For the year ended 31 December 2021

1. General information
Orascom Development Holding AG ("ODH" or "the Parent Company"), a limited company incorporated in Altdorf, Switzerland, is a public company whose shares are traded on the SIX Swiss Exchange.

The Company and its subsidiaries (the "Group") is a leading developer of fully integrated towns that include hotels, private villas and apartments, leisure facilities such as golf courses, marinas and supporting infrastructure. The Group's diversified portfolio of projects is spread over seven jurisdictions (Egypt, UAE, Oman, Switzerland, Morocco, Montenegro and United Kingdom), with primary focus on touristic towns and recently primary housing. The Group currently operates eleven destinations; five in Egypt (El Gouna, Taba Heights, Fayoum, Makadi and O-West), The Cove in the United Arab Emirates, Jebel Sifah and Hawana Salalah in Oman, Luštica Bay in Montenegro, Cornwall in the UK and Andermatt in Switzerland.

The addresses of its registered office and principal place of business are disclosed in the introduction to the annual report.

2. Application of new and revised international financial reporting standards ("IFRS")

2.1 Amendments to IFRSs and the new Interpretation that are mandatorily effective for the current year
In the current year, the Group has applied a number of amendments to IFRSs issued by the International Accounting Standards Board (IASB) that are mandatorily effective for the current year. These revised Standards have not had a material effect on these consolidated financial statements. The details of the revised Standards are as follows:

Amendments to IFRS 7 Financial Instruments, IFRS 9 Financial Instruments , IAS 39 Financial Instruments
The amendments require additional disclosures that allow users to understand the nature and extent of risks arising from the IBOR reform to which the entity might be exposed to and how the entity manages those risks, if any.
2.2 Standards and Interpretations in issue but not yet effective

At the date of authorisation of these consolidated financial statements, the Group has not adopted the following Standards that have been issued but are not yet effective. They will be effective for annual periods beginning on or after the dates indicated below, with earlier application permitted.

Amendments to IAS 1	Classification of liabilities as current or non-current	1 January 2023
Amendments to IAS 1	Disclosure of accounting policies	1 January 2023
Amendments to IAS 8	Difference between accounting policies and accounting estimates	1 January 2023
Amendments to IAS 12	Deferred tax related to assets and liabilities arising from a single transaction	1 January 2023
Amendments to IAS 16	Proceeds before intended use	1 January 2022
Amendments to IAS 37	Cost of fulfilling a contract	1 January 2022
Various	Annual improvements to IFRS Standards 2018-2020 (IFRS 9 and IFRS 16)	1 January 2022

Management of the Group does not expect that the adoption of the amended Standards listed above will have a material impact on the financial statements of the Group in future periods. In addition to the amended Standards mentioned above, there are other Standards applicable starting next year, which are immaterial or not applicable for the Group.

3. Significant accounting policies

3.1. Statement of compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB).

3.2. Basis of preparation

The consolidated financial statements have been prepared on the historical cost basis except for financial instruments that are measured at fair value or amortized cost, as appropriate and investment properties that are measured at fair value as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

The principal accounting policies are set out below.

3.3. Basis of consolidation

The consolidated financial statements of the Group incorporate the financial statements of the Parent Company and entities (including special purpose entities) controlled by the Parent Company (its subsidiaries). Control is achieved when the Company has power over the investee, is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to use its power to affect its returns

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- The size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- Potential voting rights held by the Company, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of a group entity to bring its accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Parent Company.

When the Group loses control of a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received or receivable and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. When assets of the subsidiary are carried at re-valued amounts or fair values and the related cumulative gain or loss has been recognised in other comprehensive income and accumulated in equity, the amounts previously recognised in other comprehensive income and accumulated in equity are accounted for as if the Parent Company had directly disposed of the relevant assets (i.e. reclassified to profit or loss or transferred directly to retained earnings as specified by applicable IFRSs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9 Financial Instruments or, when applicable, the cost on initial recognition of an investment in an associate or a jointly controlled entity.

3.4. Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are generally recognised in profit or loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value at the acquisition date, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with IAS 12 Income Taxes and IAS 19 Employee Benefits respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with IFRS 2 Share-based Payment at the acquisition date; and
- assets (or disposal groups) that are classified as held for sale in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another IFRS.

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date (i.e. the date when the Group obtains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed of.

Business combinations that took place prior to 1 January 2010 were accounted for in accordance with the previous version of IFRS 3. The policy described above is applied to all business combinations that took place on or after January 2010.

For common control transactions in which all of the combining entities or businesses ultimately are controlled by the same party or parties both before and after the combination, and that control is not transitory, the Group recognises the difference between purchase consideration and carrying amount of net assets of acquired entities or businesses as an adjustment to equity. This accounting treatment is also applied to later acquisitions of some or all shares of the non-controlling interests in a subsidiary.

3.5. Investments in associates

An associate is an entity over which the Group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results, assets and liabilities of associates are incorporated in these consolidated financial statements using the equity method of accounting.

Under the equity method, an investment in an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

Any excess of the cost of acquisition over the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of an associate recognised at the date of acquisition is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of acquisition, after reassessment, is recognised immediately in profit or loss.

The requirements of IAS 36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment in an associate. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 Impairment of Assets as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

3.6. Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business (see note 3.4) less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill acquired in a business combination is allocated, starting from the acquisition date, to each of the Group's cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination. When assessing each unit or group of units to which the goodwill is so allocated, the Group's objective is to test goodwill for impairment at a level that reflects the way the Group manages its operations and with which the goodwill would naturally be associated under the reporting system in place.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in profit or loss in the consolidated statement of comprehensive income. An impairment loss recognised for goodwill is not reversed in subsequent periods.

The Group's policy for goodwill arising on the acquisition of an associate is described in note 3.5.

3.7. Revenue recognition

Revenue is measured based on the consideration specified in a contract with a customer. The Group recognises revenue when it transfers control of a product or service to a customer. Revenue is reduced for estimated customer returns, rebates and other similar allowances. The Group is always acting as principal in relation to its contracts with customers.

Different policies for revenue recognition apply across the Group's business segments. The following table shows the link between the accounting policies for revenue recognition and segment information.

Accounting policies	Segments classified by type of activity
3.7.1 Revenue on sale of land	Sale of land
3.7.2 Revenue from agreements for construction of real estate	Real estate and construction
3.7.3 Revenue from the rendering of services	Hotels
	Destination management
	Other operations

3.7.1. Revenue on sale of land

Revenue from sale of land, sale of land right and associated cost are recognised when control has been transferred to the buyer. In general, control is transferred when the land is delivered to the buyer as from this point in time, the buyer has the ability to direct the use of the land and obtain substantially all of the remaining benefits. Management uses its judgment and considers the opinion obtained from the legal advisors in assessing whether the Group's contractual and legal rights and obligations in the agreements are satisfied and the above criteria are met.

3.7.2.Revenue from agreements for construction of real estate

In general, the revenue is recognised either from agreements for construction of apartments or for construction of villas.

Apartments

For apartments, the performance obligations are not capable of being distinct as the customer cannot benefit from the goods and services either on their own or together with other readily available resources. The provided goods and services are dependent on each other. Therefore, the Group accounts for all goods and services defined in the contract as a single performance obligation. The "Unit" performance obligation in apartments include the "Land" as the land represents the plot's undivided share.

Since performance of the Group does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date, revenue from construction of apartments is recognised over time as construction progresses.

The Group uses the percentage-of-completion method to measure the progress towards satisfaction of the performance obligations as based on management's assessment this represents best the progress of the respective performance obligation. The contractors' progress reports are used to measure the percentage of completion.

Villas

For villas, management of the Group considers "land" as a separate performance obligation as the customers get the control of a specific and defined land plot once the contract is signed and there is no more work in progress related to land itself. The second performance obligation is the construction of the villa.

For land, revenue is recognised at the point in time where land control is transferred to the buyer which in general is when the contract is signed.

Revenue for the second performance obligation, being the construction of the villas, is recognised over time as construction progresses. The Group uses the percentage-of-completion method to measure the progress towards satisfaction of the performance obligations as based on management's assessment this represents best the progress of the respective performance obligation. The contractors' progress reports are used to measure the percentage of completion.

Financing component

In Oman and Montenegro destinations, the applied milestones payment method imposes no financing component as the customer pays only when certain milestones are reached, i.e. upon the completion of relevant works.

In Egypt, the time to build a unit is approximately two to four years while payment is scheduled through instalments for periods longer than five years. Accordingly, the payment schedule provides the customer with a significant benefit of financing and interest expenses and revenue are accounted for in Egypt by discounting contract value.

3.7.3.Revenue from the rendering of services

Revenue from services is recognised over time and point in time in the accounting periods in which the services are rendered.

3.7.4. Cost of sales

Cost of sales comprises costs related directly to the sale of goods or rendering of services. These costs include also administration expenses of revenue generating entities in the Group. Under administration expenses are costs allocated for corporate and head quarter functions as well as non-revenue generating entities, such as corporate companies, holding companies and start-up companies. Companies providing these services are marked as HQ in the subsidiaries' list in note 18.

3.8. Leasing

The Group as lessee

The Group assesses whether a contract is or contains a lease at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Group has the option, for some of its leases to lease the assets for additional terms. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or to terminate the lease. The Group considers all relevant factors that create an economic incentive for it to exercise the renewal or to terminate the lease. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew or to terminate the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate for such liabilities.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, I the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate

The lease liability is subsequently measured increase the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a change in the assessment on exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the leases payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The Group did not make any such adjustments during the periods presented.

The right-of-use assets recognised within property, plant and equipment comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the "Property, plant and equipment" policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are include in the lines "cost of sales" and "administrative expenses" in the statement of profit or loss.

As a practical expedient IFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease component as a single arrangement. The Group has not used this practical expedient.

The Group as lessor

The Group enters into lease arrangements as a lessor with respect to some of its investment properties.

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract classifies as a finance lease. All other leases are classified as operating lease. The Group currently only has operating leases.

Rental income from leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

3.9. Foreign currencies

The individual financial statements of each subsidiary are presented in the currency of the primary economic environment in which the entity operates (its functional currency). For the preparation of the Group's consolidated financial statements, the results and financial position of each subsidiary are translated into Swiss Franc (CHF), which is the Group's presentation currency.

In preparing the financial statements of each individual group entity, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences on monetary items are recognised in profit or loss in the period in which they arise except for:

- Exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;
- Exchange differences on monetary items that qualify as hedging instruments in transactions entered into to hedge certain foreign currency risks; and
- Exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur (therefore forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reclassified from equity to profit or loss on disposal or partial disposal of the net investment.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into Swiss Francs (CHF) using exchange rates prevailing at the end of each reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in the Group's foreign currency reserve, a separate component in equity (attributed to non-controlling interests as appropriate).

On the disposal of a foreign operation (i.e. disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, or a disposal involving loss of significant influence over an associate that includes a foreign operation), all of the exchange differences accumulated in other comprehensive income in respect of that operation attributable to the owners of the Parent are reclassified to profit or loss.

In the case of a partial disposal of a subsidiary that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences is re-attributed to non-controlling interests and are not recognized in profit or loss. For all other partial disposals (i.e. reductions in the Group's ownership interest in associates that do not result in the Group losing significant influence), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

Goodwill and fair value adjustments on identifiable assets and liabilities acquired arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the exchange rate prevailing at the end of each reporting period. Exchange differences arising are recognised in equity.

The exchange rates for the major foreign currencies against CHF relevant to the annual consolidated financial statements were:

	2021		2020	
Currency table	**Average**	**Year end**	**Average**	**Year end**
1 EGP Egyptian Pound	0.0583	0.0582	0.0593	0.0560
1 USD US Dollar	0.9144	0.9142	0.9386	0.8812
1 EUR Euro	1.0814	1.0351	1.0704	1.0823
1 OMR Oman Rial	2.3753	2.3751	2.4358	2.2901
1 AED United Arab Emirates Dirham	0.2490	0.2489	0.2556	0.2399
1 MAD Moroccan Dirham	0.1017	0.0989	0.0989	0.0990
1 JOD Jordanian Dinar	1.2901	1.2897	1.3238	1.2432

3.10. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets until such time, as the assets are substantially ready for their intended use or sale.

The following principles apply when borrowing costs are partly or fully capitalized by the Group as part of a qualifying asset:

- Where variable rate borrowings are used to finance a qualifying asset and a derivative is designated to cash flow hedge the variability in interest rates on such borrowings, any gain or loss on the hedging derivative that is effective and, therefore previously recognized in other comprehensive income, is reclassified from equity to profit or loss when the hedged risk impacts profit or loss. The hedged interest component of the qualifying asset (hedged risk) impacts profit or loss when the qualifying asset is amortized, impaired or sold.
- Where fixed rate borrowings are used to finance a qualifying asset and a derivative is designated to hedge the fair value exposure to changes in interest rates of such borrowings, the synthetic floating interest rate that is achieved as a result of a highly effective hedge is capitalized, so that borrowing costs always reflect the hedged interest rate. The amount of borrowing costs capitalized in such a case comprises the actual fixed rate on the borrowings plus the effect of swapping this fixed rate into floating rates.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

As the financing activity is co-ordinated centrally and generally by the parent and some of the main subsidiaries, the group determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the expenditures on that asset. The group includes all borrowings of the parent and its subsidiaries when computing the weighted average of the borrowing costs applicable to the borrowings that are outstanding during the period other than borrowings made specifically for the purpose of obtaining a qualifying asset.

The amount of borrowing costs that an entity capitalises during the period shall not exceed the amount of borrowing costs it incurred during that period, provided that the carrying amount of the qualifying asset on which eligible borrowing costs have been capitalized does not exceed its recoverable amount (being the higher of fair value less costs to sell or amount in use for that asset).

The exchange rates for the major foreign currencies against CHF relevant to the annual consolidated financial statements were:

	2021		2020	
Currency table	**Average**	**Year end**	**Average**	**Year end**
1 EGP Egyptian Pound	0.0583	0.0582	0.0593	0.0560
1 USD US Dollar	0.9144	0.9142	0.9386	0.8812
1 EUR Euro	1.0814	1.0351	1.0704	1.0823
1 OMR Oman Rial	2.3753	2.3751	2.4358	2.2901
1 AED United Arab Emirates Dirham	0.2490	0.2489	0.2556	0.2399
1 MAD Moroccan Dirham	0.1017	0.0989	0.0989	0.0990
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3.10. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets until such time, as the assets are substantially ready for their intended use or sale.

The following principles apply when borrowing costs are partly or fully capitalized by the Group as part of a qualifying asset:

- Where variable rate borrowings are used to finance a qualifying asset and a derivative is designated to cash flow hedge the variability in interest rates on such borrowings, any gain or loss on the hedging derivative that is effective and, therefore previously recognized in other comprehensive income, is reclassified from equity to profit or loss when the hedged risk impacts profit or loss. The hedged interest component of the qualifying asset (hedged risk) impacts profit or loss when the qualifying asset is amortized, impaired or sold.
- Where fixed rate borrowings are used to finance a qualifying asset and a derivative is designated to hedge the fair value exposure to changes in interest rates of such borrowings, the synthetic floating interest rate that is achieved as a result of a highly effective hedge is capitalized, so that borrowing costs always reflect the hedged interest rate. The amount of borrowing costs capitalized in such a case comprises the actual fixed rate on the borrowings plus the effect of swapping this fixed rate into floating rates.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

As the financing activity is co-ordinated centrally and generally by the parent and some of the main subsidiaries, the group determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the expenditures on that asset. The group includes all borrowings of the parent and its subsidiaries when computing the weighted average of the borrowing costs applicable to the borrowings that are outstanding during the period other than borrowings made specifically for the purpose of obtaining a qualifying asset.

The amount of borrowing costs that an entity capitalises during the period shall not exceed the amount of borrowing costs it incurred during that period, provided that the carrying amount of the qualifying asset on which eligible borrowing costs have been capitalized does not exceed its recoverable amount (being the higher of fair value less costs to sell or amount in use for that asset).

3.11 Retirement benefit costs

Employee pension and retirement benefits are based on the regulations and prevailing circumstances of those countries in which the Group is represented. In Switzerland, ordinary pension and retirement benefit plans qualify as defined-benefit plans and are accounted for in conformity with IAS 19 Employee Benefits.

For defined benefit retirement benefit plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. Actuarial gains and losses are recognized immediately through other comprehensive income, whereas past service-costs (vested and unvested) are recognized immediately in profit or loss.

The retirement benefit obligation recognised in the consolidated statement of financial position represents the present value of the defined benefit obligation reduced by the fair value of plan assets. Any asset resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the plan.

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contribution.

Gains or losses on settlement of a defined benefit plan are recognised when the settlement occurs. Net interest is calculated by applying a discount rate to the net defined benefit liability or asset. Defined benefit costs are split into three categories:

- service costs, which includes current service cost, past service cost and gains and losses on curtailments and settlements;
- net interest expense or income; and
- remeasurements.

3.12 Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

3.12.1Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the consolidated statement of comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

3.12.2. Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit and are accounted for using the Balance Sheet Liability Method.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized.

Such deferred tax liabilities are not recognised if the temporary difference arises from goodwill and no deferred tax assets or liabilities are recognised for temporary differences resulting from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilize the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

3.12.3. Current and deferred tax for the year

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

3.12.4. Income Taxes

Significant judgement is required in determining liabilities related to uncertain tax positions. A tax provision is recognised when the Group has a present obligation as a result of a past event, and it is more likely than not that the Group will be required to settle that obligation. A current tax provision is measured using the single best estimate of the likely outcome approach.

3.13. Property, plant and equipment

Buildings, plant and equipment, furniture and fixtures held for use in the production, supply of goods or services or for administrative purposes are stated in the consolidated statement of financial position at cost less any accumulated depreciation and accumulated impairment losses.

Properties in the course of construction for production, administrative purposes or for a currently undetermined future use are carried at cost less any recognised impairment loss. Cost includes professional fees and, for qualifying assets, borrowing costs capitalized in accordance with the Group’s accounting policy as described in note 3.10. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Hotels managed by third party companies are classified within property, plant and equipment as the Group is exposed to the entire risk and reward of the hotel as if it is managed by the Group itself. The only income the management company receives from the ongoing operation is a management fee out of operational income for their services as the hotel management company.

Depreciation of buildings, plant and equipment as well as furniture and fixtures commence when the assets are ready for their intended use.

Freehold land is not depreciated.
Depreciation is recognized so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the net sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

The following estimated useful lives are used in the calculation of depreciation:

Buildings	20 – 50 years
Plant and equipment	4 – 25 years
Furniture and fixtures	3 – 15 years

3.14. Investment property

Investment properties are properties (land or a building – or part of a building – or both) held by the Group entities to earn rentals and / or for capital appreciation (including property under construction for such purposes). Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are measured at fair value at the end of each reporting period. Gains and losses arising from changes in the fair value of investment properties are recognised in profit or loss including an adjustment to the related deferred tax position in the period in which they arise.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. The fair value of investment properties reflects market conditions at the end of each reporting period and is determined without any deduction for transaction costs which the Group may incur on sale or other disposal. The fair value of investment properties is determined based on evaluations performed by independent valuators or internal valuations.

Property is only transferred to, or from, investment property when, and only when, there is a change in use. A change in use occurs when the property meets, or ceases to meet, the definition of investment property and there is evidence of the change in use. If property becomes an investment property which is carried at fair value, any difference at the date of change in use between the carrying amount of the property and its fair value is recognised through other comprehensive income.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from the disposal. Any gain or loss arising on de-recognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised

3.15.Impairment of tangible assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognized immediately in profit or loss.

3.16. Inventories

Inventories are stated at the lower of cost and net realizable value.
Costs, including an appropriate portion of fixed and variable production overheads as well as other costs incurred in bringing the inventories to their present location and condition, are assigned to inventories by the method most appropriate to the particular class of inventory, with the majority being valued on a weighted average basis. For items acquired on credit and where payment terms of the transaction are extended beyond normal credit terms, the cost of that item is its cash price equivalent at the recognition date with any difference from that price being treated as an interest expense on an effective-yield basis (see note 11).

Net realizable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

Estimates of net realisable value are generally made on an item-by-item basis, except in circumstances, where it is more appropriate to group items of similar or related inventories.

The net realizable value of an item of inventory may fall below its cost for many reasons including, damage, obsolescence, slow moving items, a decline in selling prices, or an increase in the estimate of costs to complete and costs necessary to make the sale. In such cases, the cost of that item is written down to its net realizable value and the difference is recognized immediately in profit or loss.

Properties intended for sale in the ordinary course of business or in the process of construction or development for such a sale are included in inventories. These are stated at the lower of cost and net realizable value. The cost of development properties includes the cost of land and other related expenditure attributable to the construction or development during the period in which activities are in progress that are necessary to get the properties ready for its intended sale.

3.17. Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset, if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3.18. Financial instruments

Financial assets and financial liabilities are recognised when a Group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

3.19. Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the timeframe established by regulation or convention in the marketplace.

All recognised financial assets are initially measured at fair value and subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

3.19.1. Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost (except for debt investments that are designated as at fair value through profit or loss on initial recognition):

- the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

In general, cash and bank balances, trade and other receivables as well as amounts due from related parties are measured at amortised cost. All other financial assets are subsequently measured at fair value.

3.19.2. Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees or points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments measured subsequently at amortised cost. Interest income is recognised in profit or loss and is included in the "investment income" line item.

3.19.3. Financial assets at fair value through other comprehensive income (FVTOCI)

On initial recognition, the Group can make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling it in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has evidence of a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument or a financial guarantee.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investment revaluation reserve. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the investments.

The Group has designated all investments in equity instruments, that are not held for trading, as at FVTOCI on initial application of IFRS 9. These are included in other financial assets.

Dividends on these investments in equity instruments are recognised in profit or loss when the Group’s right to receive the dividends is established. Dividends earned are recognised in profit or loss and are included in the ‘investment income’ line item.

3.19.4. Impairment of financial assets

Financial assets that are measured at amortised cost as well as financial assets held at FVTOCI are assessed for impairment at the end of each reporting period.

Expected Credit Losses (“ECL”) are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

In general, ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

Loss given default (“LGD”) is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, considering cash flows from collateral and integral credit enhancements. Further, the probability of default is determined based on historical data of cash flows from receivables. However, in certain cases, the Group may also consider a financial asset to be in default when internal and external information indicates that the Group is unlikely to receive the outstanding contractual amount in full before considering any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

For trade and other receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Impairment models used by the Group to calculate the ECL of its trade receivables are based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Refer to note 34.9 for further details on credit-impaired financial assets.

In order to calculate ECL, the Group has established an impairment test model that uses the flow rate approach to get the weighted probability of default for diverse aging buckets, i.e. the average percentage of irregular clients for each bucket is derived by computing the historical ‘flow rate’ of trade receivables, based on their ageing and arriving at an average loss rate.

The flow rate shows the percentage of receivables in an aging bucket that have not been collected on their due dates (i.e. during the month/ quarter they should have been collected) and have therefore moved into the next aging bucket in the following month/quarter’s ageing).

Based on Group’s business history and the time value of money concept, management assumes loss rate to be 100% for balances overdue by more than 360 days, as at this point in time, they start to impose significant credit risks and losses in real value of cash. Default rates of other buckets, groups of balances overdue since less than 360 days, are projected from the flow rate study.

For assets measured at amortized cost other than receivables, the Group evaluates at every reporting date whether the debt instrument is considered to have low credit risk or not, using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation. The Group reassesses the credit rating of the financial asset using either external or internal credit ratings. In order to ensure reliability, internal credit ratings are usually mapped to external ratings or supported by default studies.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account. When a trade receivable is considered uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in profit or loss.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent that the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

3.19.5. De-recognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset’s carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of a financial asset that is classified as FVTOCI, the cumulative gain or loss previously accumulated in the investment revaluation reserve is not reclassified to profit or loss but is reclassified to retained earnings.

3.20. Financial liabilities and equity instruments

3.20.1. Classification as debt or equity

Debt and equity instruments issued by a Group entity are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

3.20.2. Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

The instrument is an equity instrument if, and only if, both conditions (a) and (b) below are met:

a) The instrument includes no contractual obligation:
   i. to deliver cash or another financial asset to another entity; or
   ii. to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the issuer.

b) If the instrument will or may be settled in the issuer's own equity instruments, it is:
   iii. a non-derivative that includes no contractual obligation for the issuer to deliver a variable number of its own equity instruments; or

   iv. a derivative that will be settled only by the issuer exchanging a fixed amount of cash or another financial asset for a fixed number of its own equity instruments.

A contract that will be settled by the Group entity receiving or delivering a fixed number of its own equity instruments in exchange for a fixed amount of cash or another financial asset is an equity instrument.

Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

3.20.3. Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL. A financial liability is classified as current liability when it satisfies any of the following criteria:

- It is expected to be settled in the entity's normal operating cycle
- It is held primarily for the purposes of trading;
- It is due to be settled within twelve months after the reporting period;
- The entity does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting period.

All other financial liabilities are classified as non-current.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Group, and commitments issued by the Group to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies set out below.

Financial liabilities subsequently measured at amortised cost

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'finance costs' line item.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

3.21 Share-based payment arrangements

3.21.1Share-based payment transactions of the Parent Company

Share-based payment transactions in which the terms of the arrangement provide the entity with the choice to settle the transaction in cash (or other assets) or in equity instruments issued by the entity, are accounted for as a cash-settled share-based payment transaction if, and to the extent that, the entity has incurred a liability to settle in cash or other assets, or as an equity-settled share-based payment transaction if, and to the extent that, no such liability has been incurred.

Share-based payment arrangements whose terms provide the Company with the choice to settle the transaction in cash or, at its discretion, in its own equity shares issued to employees are accounted for as equity-settled and measured at the fair value of the contingent consideration by reference to the market price of the Company's equity shares at the grant date. Details regarding the determination of the fair value of equity-settled share-based payment transaction are set out in note 35.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimate, if any, is recognized in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled share-based payment reserve in equity.

Upon settlement of a share-based payment transaction in which the terms of the arrangement provide the entity with a choice of settlement, then:

- if the entity elects to settle in cash, the cash payment is accounted for as the repurchase of an equity interest (i.e. as a deduction from equity, except as noted below.
- if the entity elects to settle by issuing equity instruments, no further accounting is made (other than a transfer from one component of equity to another, if necessary), except as noted below.
- if the entity elects the settlement alternative with the higher fair value, as at the date of settlement, an additional expense is recognized for the excess value given (i.e. the difference between the cash paid and the fair value of the equity instruments that would otherwise have been issued, or the difference between the fair value of the equity instruments issued and the amount of cash that would otherwise have been paid, whichever is applicable.

4. Critical accounting judgments and key sources of estimation uncertainty

In the application of the Group's accounting policies, which are described in note 3, management is required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

4.1. Critical judgments in applying accounting policies

The following are the critical judgments, apart from those involving estimations (see note 4.2), that management has made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

4.1.1. Deferred taxation on investment property

For the purposes of measuring deferred tax liabilities or deferred tax assets arising from investment properties management concluded that the Group's investment properties are held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time, rather than through sales. Therefore, in determining the Group's deferred taxation on investment properties, management has determined that the presumption that the carrying amounts of investment properties measured using the fair value model are recovered entirely through sale is rebutted. As a result, the Group has recognised deferred taxes on changes in fair value of investment properties.

4.2. Key sources of estimation uncertainty

The following are the key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4.2.1. Revenue recognition of agreement for construction of real estate

The Group uses the percentage-of-completion method to measure the progress towards satisfaction of the performance obligations. The assessment of the percentage of completion involves a significant degree of estimation uncertainty as it needs to be assessed based on future estimations of the outcome of the individual contracts as well as on contractors' progress reports. For further details on the accounting policy used refer to note 3.7.2.

4.2.2. Impairment of tangible assets and investments in associates

At the end of each reporting period, the Group reviews the carrying amounts of its tangible assets and investments in associates to determine whether there is any indication that those assets have suffered an impairment loss.

If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise, they are allocated to the smallest Group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Management reconsidered the recoverability of the Group's significant items of property, plant and equipment and its investments in associates, which are included in the consolidated statement of financial position at 31 December 2021 at CHF 797,829,382 and CHF 39,366,941 respectively (31 December 2020: CHF 743,665,159 and CHF 45,665,918).

In 2021, the impairment review did result in impairment of property, plant and equipment of CHF 7.1 million in relation to property under construction in Oman. In 2020, the impairment review result in an impairment of property, plant and equipment of CHF 15.1 million in relation to hotels in Oman.

Management is aware that the Covid-19 pandemic still impacts the business operations considerably. Therefore, they periodically reconsider their assumptions in light of the macroeconomic developments regarding future anticipated margins on their products. Detailed sensitivity analysis has been carried out and management is confident that the carrying amount of these assets will be recovered in full, even if returns are reduced. This situation will be closely monitored, and adjustments made in future periods if future market activity indicates that such adjustments are appropriate.

Also refer to note 5 regarding the impact of the Covid-19 pandemic on the recoverability of the Group's tangible assets.

4.2.3. Useful lives of property, plant and equipment

The carrying value of the Group's property, plant and equipment at the end of the current reporting period is CHF 797,829,382 (31 December 2020: CHF 743,665,159). Management's assessment of the useful life of property, plant and equipment is based on the expected use of the assets, the expected physical wear and tear on the assets, technological developments as well as past experiences with comparable assets. A change in the useful life of any asset may affect the amount of depreciation that is to be recognized in profit or loss for future periods.

4.2.4. Provisions

The carrying amount of provisions at the end of the current reporting period is CHF 63,654,491 (31 December 2020: CHF 32,367,121). This amount is based on estimates of future costs for infrastructure completion, legal cases, government fees, employee benefits and other charges including taxes (other than income tax) in relation to the Group's operations (see note 31). As the provisions cannot be determined exactly, the amount could change based on future developments. Changes in the amount of provisions due to change in management estimates are accounted for on a prospective basis and recognized in the period in which the change in estimates arises.

4.2.5. Impairment of financial assets

The carrying amount of the allowance for trade and other receivables at the end of the current period is CHF 27,678,168 (31 December 2020: 27,039,698).

For trade and other receivables across Group's business segments, management applies the Simplified Approach and accordingly impairment loss is measured as "lifetime expected credit loss"

The probability of default reflects the average percentage of irregular clients for each bucket; and is derived by computing the historical 'flow rate' of trade receivables based on their ageing and arriving at an average loss rate.

The assessment of the correlation between historical observed default rates and, forecast economic conditions is considered in ECLs estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The default rates based on Group's historical credit loss experience are calibrated with diverse forecasts of economic conditions to reach most accurate estimates for customer's default in the future.

For all other financial assets held at amortised cost, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data (e.g. magnitude of instances of counter party defaulting in recent past years for similar financial assets), factoring in external and internal credit-ratings, adjusted by forward-looking information. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.
Refer to note 34.9 for further details on the impairment calculation of financial assets.

Also refer to note 5 regarding the impact of the Covid-19 pandemic on the credit risk assessment as well as the recoverability of the Group's trade and other receivables.

4.2.6. Classification and valuation of investment property

Generally real estate units are constructed either for the Group's own use or for the sale to third parties and carried at cost. However, when a unit may not be sold, as soon as a long-term rent contract over more than 1 year is agreed with a third party at market conditions, the unit is classified as an investment property and measured at the fair value determined based on internal valuation models or obtained from independent, third party valuation experts. The fair value of investment properties at 31 December 2021 is CHF 37,319,156 (31 December 2020: CHF 35,086,148).

The fair values at 31 December 2021 were determined based on an internal valuation model. Note 16 provides detailed information about the valuation techniques applied and the key assumptions used in the determination of the fair value of each investment property.

Also refer to note 5 regarding the impact of the Covid-19 pandemic on the fair value of the Group's investment property.

4.2.7. Net realisable value of inventory

Inventory mainly includes unsold real estate construction work under progress which is recognised at cost or net realisable value. Given that the majority of real estate under construction (approximately three quarters) is already sold at market prices which are significantly higher than construction cost, the estimation uncertainty only relates to the unsold real estate under construction. In general, the profit margins on these real estate projects are high and management currently does not expect any of these projects to be sold below cost except for the following:

In 2021, no impairment (2020: none) was recognised in relation to inventory of a development project.

Also refer to note 5 regarding the impact of the Covid-19 pandemic on the net realisable value of the Group's inventory.

4.2.8. Infrastructure cost

The Group has an obligation under the terms of its sale and purchase agreements to develop the infrastructure of the sold land. Infrastructure cost is deemed to form part of the cost of revenue and is based on management estimate of the future budgeted costs to be incurred in relation to the project including, but are not limited to, future subcontractor costs, estimated labour costs, and planned other material costs. The provision for infrastructure costs requires the Group's management to revise its estimate of such costs on a regular basis in light of current market prices for inclusion as part of the cost of revenue.

4.2.9. Liquidity shortages and related uncertainties

For further details on management's plans to manage liquidity shortages and related uncertainty please refer to note 25.1.

4.2.10. Minimum building obligations

One part of the Group's business is to acquire land for the development of tourism projects. Out of these business opportunities often no legally binding commitments incur however the Group has unbinding business opportunity commitments in relation to their projects. These contingent liabilities are further explained in note 39.1. Due to the complexity of the projects and the ongoing negotiations, estimation of the contingent liability involves a high degree of uncertainty.

5. Impact from covid-19 pandemic

The Covid-19 pandemic has developed rapidly since Q1 2020, with a significant surge in the number of sick cases. Measures taken by various governments to contain the virus have affected economic activity globally. The Group has also taken several measures to monitor and mitigate the effects of Covid-19 and have also adapted several safety and health measures for our people, encouraging social distancing and working from home). With the start of 2022, the world was still witnessed to continue fighting this pandemic, with the emergence of the second wave quickly spreading across the different countries. The spread of this virus continues to negatively impact the global economies, which was reflected in the performance of the financial markets, the drop in the volume of global trade and the stagnant movement of tourism and travel.

5.1. Risk management

Management has managed to undertake all the necessary measures to preserve cash to the longest period in 2021 in order to ensure stability of the Group destinations. This has been reflected in the current cash balance and the expected closing cash balance for year-end 2021. Given the gradual recovery of the tourism sector and strong real estate market performance, along with the current global updates with respect to Covid-19 and the roll-out of vaccines worldwide that took place in 2021 and is expected to continue throughout 2022. Moreover, Management has planned to seize the opportunity to invest in the renovations of some hotels in Gouna that are partially funded through the Central Bank of Egypt's initiative and refinancing deal, continue with the minimum build obligations in Montenegro and spend as well on non-mandatory capex items (spent upon management discretion) that would further promote the destinations and support future operations, in addition to construction acceleration in some projects/destinations. Regarding liquidity risk management please refer to notes 25.1 and 34.10

5.2. Main assumptions used

Even though predictions on the further development of the Covid-19 pandemic are highly uncertain, management of the Group had to make assumptions on the future development of its business segment. Group's management has based its impairment evaluation based on the following assumptions:

- So far the Real Estate segment as well as the town management segment have not been impacted significantly by the Covid-19 pandemic. For real estate segment the Group even witnessed an increase in sales in Q1 2021 compared to 2020 and in general expect a continuously positive development in 2021 and beyond.
- The Group Hotels: COVID-19 continues to have a material impact on our business and especially on our hospitality industry. However, International demand for the hospitality segment started to improve during 2H 2021 and particularly in Q4 2021, as vaccine deployment accelerated, and lockdowns eased across the EMEA region. Our portfolio continued to gather revenue momentum through Q4 2021. COVID-19 continued to have a material impact on our hospitality industry. However, the recovery of both global demand and average room rate ("ARR") during the year – more specifically during the second half – was led primarily by robust leisure demand. We began to see improving trends for business transient demand again at the start of the fourth quarter, and we expect such demand to strengthen gradually as more employees return to the office and travel picks up. The swift improvement in ARR, which returned to pre-pandemic levels in some destinations in the third quarter, and international market sentiment leave us optimistic regarding global upturns. While the speed of recovery continued to differ from one destination to the other, we are content with the growth in the overall occupancy levels.
- The increase in number of guests in the hotels is very encouraging, with domestic leisure bookings leading our occupancies, followed by MICE (Meetings, Incentives, Conferences, and Exhibitions), business events, and a slight uptick from foreign tourists returning to our destinations. International demand for the hospitality segment started to improve during 2H 2021 and particularly in Q4 2021, as vaccine deployment accelerated, and lockdowns eased across the EMEA region. Our portfolio continued to gather revenue momentum through Q3 and Q4 2021.
- Overall, the tourism recovery has been stronger and quicker, and our hotels has seen significant improvement in performance.

5.2.1. Impairment test of property, plant and equipment

Impairment tests comprise forecasts of revenue, direct costs, employee costs and overheads based on current and anticipated market conditions that have been considered and approved by the management and the Board of Directors. Whilst the Group is able to manage most of its budgeted costs, the revenue projections are inherently uncertain. If the Covid-19 situation will, contrary to the Group's expectations, become worse again in 2022, the budgeted revenues for 2022 for the segments real estate, town management and the other operations are still expected to be sufficient to support the carrying amounts in the statement of financial position.

Regarding the hotel segment, the revenue generation is improving due to the vaccination rollover which led to lifting of some countries restrictions in 2021 and expecting to get better in 2022 and beyond. Further, the Group is evaluating the local markets to be less dependent on international development; especially in Egypt. In the mid-to-long-term perspective, the Group does not see a risk that the budgeted hotel revenues cannot be achieved. While the impairment tests for the hotels in Egypt show enough headroom and therefore a low risk of impairment, the headroom for the hotels in Oman is relatively smaller but still on the short-term perspective for 2022, a 25% underperformance against budgeted revenue for both Sifawy and Rotana Hotels in Oman would result in no impairment losses during the year.
For further details refer to notes 4.2.2 and 15.

5.2.2. Fair value of investment properties

Management of the Group did not witness any significant negative impacts on the demand for rental spaces. Due to the vaccination rollover and lifting of some countries restrictions we are assuming gradual improvement of operating assumptions used for the fair value calculations which overall led to a small decrease in fair value. For further details on the assumptions used and sensitivity analysis on the fair value of investment properties refer to notes 16 and 4.2.6.

5.2.3. Expected credit loss on receivables

Due to the positive outlook in the real estate segment as well as the pledged real estate units which are held as collateral, the Group does not expect a significant increase in credit loss risk due to Covid-19 pandemic which is also in line with the moderate increase in loss allowance for this segment further explained in notes 34.9.

Due to the severe impact on hotel segment, the recoverability of the receivables decreased leading to an increase in credit losses in 2020 which then decreased in 2021 again. As a consequence, the average credit loss rate decreased compared to the comparative period as further explained in note 34.9. Specifically, all remaining hotel receivables related to business before the start of the Covid-19 pandemic were impaired.

5.2.4. Recoverability of inventory

Almost 80% of the inventory balance is land under development located in Egypt (Gouna, O West) The fair value of these land banks evaluated by external advisors is significantly higher than the carrying amount and therefore the impairment risk on this part of the inventory is insignificant. Also, for the residual inventories the recoverable amounts are well above the carrying amounts. Also refer to notes 4.2.7 and 22 for further details.

5.3. Going concern considerations

Management is and will continuously monitor all business lines performance along with the savings initiatives and capex spending to ensure the ability to act proactively in case of any unforeseen future downturns in the economy. Given the measures taken to face the impacts of the Covid-19 pandemic and the confirmed support of the major shareholder, Group's management does not see any issues regarding the Group's ability to continue as a going concern despite the severe impact on its hotel business.

6. Revenue

An analysis of the Group's revenue for the year is as follows:

CHF	2021	2020
Revenue from the rendering of services and rental income	157,586,291	112,145,206
Revenue from agreements for construction of real estate	380,915,117	244,940,319
Revenue on sale of land	-	28,610,755
Total	**538,501,408**	**385,696,280**

Of the total revenue from the rendering of services and rental income of CHF 157.6 million (2020: CHF 112.1 million), CHF 93.3 million (2020: 67.8 million) are recognised at point in time and CHF 64.3 million (2020: CHF 44.3 million) are recognised over time.

Of the total revenue from agreements for construction of Real Estate of CHF 380.9 million (2020: CHF 244.9 million), CHF 319.6 million (2020: CHF 210.2 million) is recognised over time and CHF 61.3 million (2020: CHF 34.7 million) are recognised at point in time.

Revenue on sale of land is entirely recognised at point in time.

The transaction price allocated to (partially) unsatisfied performance obligation in relation to construction of real estate is CHF 113.1 million (2020: CHF 142.3 million).

Construction projects of the Group in general take several years to be finalized. The following table shows a summary of all satisfied and unsatisfied contracts for the respective financial years:

in CHF Mio.	Satisfied Contracts	Unsatisfied Contracts			
	Revenue Recognition	Deferred Revenue at year end		No deferred revenue at year end	
		to be recognized within 12 months	to be recognized later	to be recognized within 12 months	to be recognized later
Financial year 2020	244.9	126.3	142.3	69.8	201.2
Financial year 2021	380.9	253.8	113.1	182.7	225.6

In the table above, unsatisfied contracts are split into "deferred revenue at year end" which are contracts for which construction has already started as well as "no deferred revenue at year end" which are contracts for which constructions has not yet been started. The amounts shown are the contractual amounts of the construction contracts.

Contract assets and liabilities in relation to revenue mentioned above are recognised in the following line items of the statement of financial position:

CHF	2021	2020
Contract assets		
Non-current receivables (note 20)	104,557,688	65,060,847
Trade and other receivables (note 23)	165,642,846	112,482,393
Current receivables due from related parties (note 36.1)	3,294,047	1,963,180
Other current assets (prepaid sales commissions) (note 24)	26,843,559	20,745,225
Total contract assets	**300,338,140**	**200,251,645**
Contract liabilities		
Contract liabilities (note 30)	93,658,401	90,149,629
Other current liabilities (advances from customers) (note 32)	150,301,695	108,929,459
Total contract liabilities	**243,960,096**	**199,079,088**

The increase in contract assets and liabilities is mainly due to O-West project.
In 2021, CHF 56.9 million of the advances from customers as at 31 December 2020 have been recognised within revenue.
In 2020, CHF 48.4 million of the advances from customers as at 31 December 2019 have been recognised within revenue

7. Segment information

7.1. Products and services from which reportable segments derive their revenues

The Group has four reportable segments, as described below, which are the Group's strategic divisions. The strategic divisions offer different products and services and are managed separately because they require different skills or have different customers. For each of the strategic divisions, the Country CEOs and the Head of Segments review the internal management reports at least on a quarterly basis. The following summary describes the operation in each of the Group's reportable segments:

- Hotels – Include provision of hospitality services in two- to five-star hotels owned by the Group which are managed by international or local hotel chains or by the Group itself.
- Real estate and construction – Include acquisition of land in undeveloped areas and addition of substantial value by building residential real estate and other facilities in stages.
- Land sales – Include sale of land and land rights to third parties on which the Group have developed or will develop certain infrastructure facilities and where the Group does not have further development commitments.
- Destination management – Include provision of facility and infrastructure services at operational resorts and towns.

The real estate and construction segment includes two lines of business each of which is considered as a separate operating segment. For financial statements presentation purposes, these individual operating segments have been aggregated into a single operating segment taking into account the following factors:

- These operating segments have similar long-term gross profit margins;
- The nature of the products and production processes are similar.
- Other operations include the provision of services from businesses not allocated to any of the segments listed above comprising rentals from investment properties, mortgages, sports, hospital services, educational services, marina, limousine rentals, laundry services and other services. None of these segments meets any of the quantitative thresholds for determining a reportable segment in 2021 or 2020.

The following is an analysis of the Group's revenue from continuing operations by its major products and services.

Segment	Product	Revenue from external customers	
		2021	**2020**
Hotels	Hotels managed by international chains	10,476,428	11,232,593
	Hotels managed by local chains	9,614,778	5,447,591
	Hotels managed by the Group	67,225,941	45,842,733
	Segment total	87,317,147	62,522,917
Real estate and construction	Tourism real estate	380,915,117	244,940,319
Land sales	Sales of land and land rights	-	28,610,755
Destination management	Utilities (e.g. water, electricity)	46,279,771	31,273,759
Other operations	Sport (Golf)	841,328	899,750
	Rentals (i)	5,921,287	4,876,862
	Hospital services	5,154,667	4,383,651
	Educational services	1,739,108	1,628,954
	Marina	6,445,567	4,486,370
	Limousine	9,532	7,063
	Others	3,877,884	2,065,880
	Segment total	23,989,373	18,348,530
Total		**538,501,408**	**385,696,280**

(i) Rentals include income from investment property of CHF 5,594,767 (2020: CHF 4,392,118) and income from subleasing right-of-use assets of CHF 326,520 (2020: CHF 484,744).

7.2. Segment revenue and results

The following is an analysis of the Group's revenue and results from continuing operations by reportable segments:

CHF	Total segment revenue		Inter-segment revenue		Revenue external customers		Cost of revenue		Depreciation		Gross profit/(loss)		Segment result	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Hotels	87,942,514	62,942,455	(625,367)	(419,538)	87,317,147	62,522,917	(79,061,864)	(73,421,596)	(13,842,545)	(15,563,332)	(5,587,262)	(26,462,011)	(6,881,355)	(41,029,250)
Real estate and construction	399,664,770	247,173,327	(18,749,653)	(2,233,008)	380,915,117	244,940,319	(247,347,298)	(170,498,734)	(1,377,098)	(1,287,460)	132,190,721	73,154,125	137,073,938	66,320,251
Land sales	-	29,139,628	-	(528,873)	-	28,610,755	(692,099)	(10,635,042)	(598,253)	(579,730)	(1,290,352)	17,395,983	(684,300)	19,331,959
Destination management	76,342,930	55,156,517	(30,063,159)	(23,882,758)	46,279,771	31,273,759	(44,039,252)	(32,944,511)	(6,000,891)	(4,382,463)	(3,760,372)	(6,053,215)	(3,832,175)	(6,281,311)
Other operations	35,194,030	28,598,311	(11,204,657)	(10,249,781)	23,989,373	18,348,530	(33,815,868)	(19,418,664)	(2,843,932)	(3,534,742)	(12,670,427)	(4,604,876)	(19,369,638)	(6,717,910)
Total	**599,144,244**	**423,010,238**	**(60,642,836)**	**(37,313,958)**	**538,501,408**	**385,696,280**	**(404,956,381)**	**(306,918,547)**	**(24,662,719)**	**(25,347,727)**	**108,882,308**	**53,430,006**	**106,306,470**	**31,623,739**
Unallocated items 1														
Share of (losses) of associates													(4,788,053)	(8,715,877)
Other gains													5,863,701	10,011,610
Other losses													(661,196)	(1,841,374)
Investment income													3,479,364	1,341,144
Central administration costs and directors' salaries													(42,803,842)	(34,325,436)
Finance costs													(24,456,416)	(28,899,089)
(Loss) before tax													**42,940,028**	**(30,805,283)**
Income tax expenses													(33,471,648)	(7,624,076)
(Loss) for the year													**9,468,380**	**(38,429,359)**

1)For the purposes of segment reporting, part of the amounts reported for these items in the consolidated statement of comprehensive income have been allocated in the table above to their relevant segments.

In 2021, other losses include impairment losses on property, plant and equipment of CHF 7.1 million in relation to development projects in Oman. The impairment loss is allocated to the town management segment.

In 2020, the impairment loss on hotels in Oman of CHF 15.1 million was allocated to the hotel segment.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 3. Segment result represents the profit earned by each segment without allocation of central administration costs and directors' salaries, share of profits (losses) of associates, investment income, other gains and losses, finance costs and income tax expense, as included in the internal management reports that are regularly reviewed by the Board of Directors. This measure is considered being most relevant for the purposes of resources allocation and assessment of segment performance.

7.3. Segment assets and liabilities

7.3.1. Segment assets and liabilities

CHF	31 December 2021	31 December 2020
Segment assets		
Hotels	569,324,112	531,452,120
Real estate and construction	1,359,750,284	1,141,512,722
Land sales	170,605,330	168,056,012
Destination management	100,007,828	90,427,356
Other operations	107,962,117	102,609,197
Segment assets before elimination	**2,307,649,671**	**2,034,057,407**
Inter-segment elimination	(697,201,953)	(670,543,321)
Segment assets after elimination	**1,610,447,718**	**1,363,514,086**
Unallocated assets	454,760,516	455,897,752
Consolidated total assets	**2,065,208,234**	**1,819,411,838**

CHF	31 December 2021	31 December 2020
Segment liabilities		
Hotels	346,684,249	309,823,103
Real estate and construction	952,351,039	825,542,778
Land sales	28,481,538	24,869,312
Destination management	138,696,484	133,869,750
Other operations	84,428,797	76,118,792
Segment liabilities before elimination	**1,550,642,107**	**1,370,223,735**
Inter-segment elimination	(424,021,730)	(423,819,566)
Segment liabilities after elimination	**1,126,620,377**	**946,404,169**
Unallocated liabilities	419,799,568	386,296,885
Consolidated total liabilities	**1,546,419,945**	**1,332,701,054**

For the purposes of monitoring segment performance and allocation of resources between segments, all assets and liabilities are allocated to reportable segments except for the assets of holding companies or companies which are not yet operational. Goodwill is allocated to reportable segments as described in note 17.

It is the Group's policy to reassess the classification of certain assets and liabilities within the reporting segments once a certain development stage of the destination is achieved. In 2021 and 2020 no such transfers were made.

7.3.2. Additions to non-current assets

CHF	2021	2020
Hotels	14,501,351	13,921,245
Real estate and construction	4,957,820	1,993,336
Destination management	20,327,261	12,627,895
Other operations	27,860,387	17,389,582
Total	**67,646,819**	**45,932,058**

7.4. Geographical information

The Group currently operates in seven principal geographical areas – Egypt, Oman, United Arab Emirates, Switzerland, UK, Montenegro and Morocco. The Group's revenue from continuing operations from external customers by location of operations and information about its non-current assets by location of assets are detailed below:

	Revenue		Non-current assets	
CHF	2021	2020	2021	2020
Egypt	414,947,652	297,876,150	312,280,381	276,117,490
Oman	61,252,365	52,334,365	347,540,056	342,500,661
United Arab Emirates	19,635,712	14,922,797	50,749,580	51,148,123
Montenegro	39,841,547	19,147,904	108,653,516	102,863,417
Morocco	-	-	37,563	41,038
Others	2,824,132	1,415,064	18,861,543	8,943,259
Total	**538,501,408**	**385,696,280**	**838,122,639**	**781,613,988**

The revenue realized from a single client did not exceed the rate of 10% or more of the total Group's revenue during 2021 and 2020.

Non-current assets exclude investments in associates, financial instruments and deferred tax assets.

7.5. Additional information on segment results

Total segment result of CHF 106.3 million (2020: CHF 31.6 million) mainly increased due to the following:

- Strong and sustained demand for the real estate products drove the Group's value of contracted units for FY 2021 to CHF 664.3 million, an increase of 57.7% compared to CHF 421.3 million reported in FY 2020. The increase in value of contracted units across all destinations was a factor of both the ability to increase the average selling prices and the number of units sold, which increased by 55.8% to 1,848 units in FY 2021 compared to 1,186 units in FY 2020. The Group's operations continued to progress during 2021. The Group had robust Q3 and Q4 quarters with strong demand for secondary homes, complemented by solid sales momentum in Egypt and Montenegro. El Gouna continued to be the Group's largest contributor to value of contracted units (35.5%), followed by O West (34.8%), Makadi Heights (10.4%), Lustica Bay (8.8%), Oman (5.7%) and finally Eco Bos (4.8%). Its solid construction pace kept the Group on track with the planned unit delivery for FY 2021, meeting all planned contractual delivery dates allowing to leverage the strength of the Group's balance sheet and cash flows to deliver strong performance in turbulent times. Real estate revenues benefited from the accelerated construction and increased by 55.0% to CHF 381 million in FY 2021 (FY 2020: CHF 244.9 million).
- COVID-19 continued to have a material impact on our hospitality industry. However, the recovery of both global demand and ARR during the year – more specifically during the second half – was led primarily by robust leisure demand. The swift improvement in ARR, which returned to pre-pandemic levels in some destinations in the third quarter, and international market sentiment leave management optimistic regarding global upturns.

Overall, the tourism recovery has been stronger and quicker, and the Group's hotels has seen significant improvement in performance. Total revenues for the hotels segment during FY 2021 increased by 39.7% to CHF 87.3 million (FY 2020: CHF 62.5 million), GOP increased by 12.6x to CHF 21.7 million in FY 2021, while Adj. EBITDA reached CHF 8.5 million in FY 2021 vs. the negative CHF 2.9 million in FY 2020.

On the Egyptian market, as per the governmental decree, hotels have increased their operational capacity to 100% since the end of October 2021. El Gouna hotels revenue increased by 82.8% to CHF 49.9 million in FY 2021 (FY 2020: CHF 27.3 million). FY 2021 total occupancy rate reached 45% vs. 27% at an ARR of CHF 85. This ARR represents 21.4% increase compared to pre-pandemic levels in 2019.

The Group's second destination in Egypt is Taba Heights. The destination continues to struggle. Borders and even accessibility from within Egypt has always been, and continues to be, a major challenge. During FY 2021, only Strand Beach & Golf Resort has been opened, mainly filled by local business. In FY 2021, total revenues increased by 32.1% to reach CHF 3.7 million (FY 2020: CHF 2.8 million). Occupancy rate remained stable at 11% in FY 2021.

The Group's Omani hotels were impacted by the restrictions and the locally enforced lockdowns imposed by the government due to Covid-19 for FY 2021. Hawana Salalah had only one hotel operational with an occupancy of 13% for FY 2021 depending mainly on the Salalah-local market. Hotels' revenues were down 51.4% to CHF 6.9 million (FY 2020: CHF 14.2 million). As for Jebel Sifah, local demand for Sifawy was generally on the high side, resulting in a revenue increase of 28.9% y-o-y to CHF 2.0 million in FY 2021 and an occupancy rate to 40% up from 31% in FY 2020. With the support of the newly appointed regional sales force, the hotel team at Luštica Bay switched to new feeder markets, with Serbia reaching number one in the peak season, followed by Ukraine. The Chedi Hotel witnessed a strong summer season, drawing considerable attention and interest from local and international markets, reporting 79% occupancy rate during Q3 2021. Whereas the occupancy for FY 2021 reached 45%, up from 12% in FY 2020. Total revenues for the Chedi increased by 280.0% to CHF 5.7 million in FY 2021 (FY 2020: CHF 1.5 million).

The Cove in the UAE continues to be one of the best performing hotel destinations in 2021, with an occupancy rate of 55% in FY 2021 compared to 41% in FY 2020. Total revenues increased 31.5% to CHF 19.6 million compared to CHF 14.9 million in FY 2020.

- During 2020, the Group completed various land sales in Egypt. As an extension for the "Mangroovy for Hotels" project, the Group has sold 40,654.5 m2 of land in El Gouna. The land plot will encompass mixed-use services for the owner's residences and hotel guests. Further, the Group, as part of its land bank monetization strategy, sold a total of 91,311 m2 of land for 5 additional school development projects in O West. In 2021, no land sales were completed.

8. Employee benefits expense

CHF	2021	2020
Employee benefits expense	**87,374,365**	**73,222,894**
Thereof included in cost of sales	62,185,683	56,325,527
Thereof included in administration expenses	25,188,682	16,897,367

9. Investment income

CHF	2021	2020
Interest income:		
- Bank deposits and treasury bills	10,637,607	5,611,457
- Net interest income related to real estate sales (i)	5,391,931	623,949
Total	**16,029,538**	**6,235,406**

(i) Interest income on receivables due from real estate buyers of CHF 12.4 million (2020: CHF 8.9 million) are partly netted off by interest expenses on advances from real estate buyers of CHF 7.0 million (2020: CHF 8.3 million). Increased interest is due to increase in units that entered the phase of construction progress being higher than received instalments based on contractual payment terms.

Investment income earned on financial assets by category of assets is CHF 16,029,538 (2020: CHF 6,235,406) for financial assets at amortised cost including cash and bank balances.

10. Other gains

CHF	2021	2020
Net foreign exchange gains	487,243	2,454,205
Gain from change in fair value of investment properties (note 16)	1,891,515	-
Gain on disposal of investment in associates (i)	2,665,681	-
Gain on disposal of property, plant and equipment	-	563,530
Gains in relation to amortized amount due to rescheduling of borrowings	-	2,653,024
Other gains	963,083	135,018
Total	**6,007,522**	**5,805,777**

(i) In 2021, the investment in Ashgar City Developments was sold. As the investment was already fully impaired, the entire proceeds from disposal resulted in a gain of CHF 2.7 million (note 19).

11. Finance costs

CHF	2021	2020
Interest on loans	(32,309,328)	(35,694,058)
Interest on lease liabilities	(2,291,234)	(2,671,028)
Total interest expense for financial liabilities not classified as at fair value through profit or loss	(34,600,562)	(38,365,086)
Less: amounts included in the cost of qualifying assets	1,717,381	1,719,238
Total	**(32,883,181)**	**(36,645,848)**

Overall finance cost decreased by CHF 3.7 million from CHF 36.6 million to CHF 32.9 million due to changes in FX rates as well as overall decreases of local currency loans and interest rates in Egypt.

The rate used by the Group to determine the amount of borrowing costs eligible for capitalization is 6% per annum (2020: 6% per annum).

12. Other losses

CHF	2021	2020
Impairment losses on property, plant and equipment (i)	(7,140,352)	(15,101,517)
Loss on disposal of investment in associates (note 19)	-	(642,401)
Loss from change in fair value of investment property (note 16)	-	(321,892)
Impairment losses on related party receivables (note 36.1)	(154,515)	(523,501)
Impairment losses on other current assets (note 24)	(209,397)	-
Total	**(7,504,264)**	**(16,589,311)**

(i) In 2021, impairment losses of CHF 7.1 million were recognised in relation to development projects due to changes in the business plans of the project as well as in relation to right-of-use assets due to damages caused by a storm (note 15). In 2020, based on impairment reviews, impairment losses of CHF 15.1 million were recognised in relation to hotels in Oman (note 15).

13. Income taxes

13.1 Income tax recognised in profit or loss

CHF	2021	2020
Current tax		
Current tax (income)/expense for the current year	30,950,813	5,670,855
Adjustments in relation to the current tax of prior years	-	-
	30,950,813	5,670,855
Deferred tax		
Deferred tax (income)/expense recognized in the current year	2,520,835	1,953,221
Adjustments to deferred tax attributable to changes in tax rates and laws	-	-
	2,520,835	1,953,221
Total income tax expense recognized in the current year relating to continuing operations	33,471,648	7,624,076

The following table provides reconciliation between income tax expense recognized for the year and the tax calculated by applying the applicable tax rates on accounting profit:

CHF	2021	2020
Profit/(loss) before tax from continuing operations	42,940,028	(30,805,283)
Income tax expense/(benefit) calculated at 22.01% (2020: 15.47%)	9,450,644	(4,765,577)
Unrecognized deferred tax assets during the year	8,968,116	2,858,427
Effect of (income)/expenses that are not deductible in determining taxable profit	15,052,888	9,531,226
Income tax expense recognized in profit or loss	**33,471,648**	**7,624,076**

The average effective tax rate of 22.01% (2020: 15.47%) is the effective weighted average tax rate from countries in which the company generates taxable profit. The increase is due to the larger impact of profits from companies in Egypt (compared to comparative period), which have a higher tax rate compared to most of the companies in other countries.

13.2 Income tax recognized in other comprehensive income

CHF	2021	2020
Share of other comprehensive income of associates	(141,817)	39,741
Total income tax recognised in other comprehensive income	**(141,817)**	**39,741**

13.3 Current tax liabilities

CHF	2021	2020
Current tax expense	30,950,814	5,670,855
Balance due in relation to current tax of prior years	12,656,325	9,315,094
Foreign currency difference	(5,178,642)	(331,681)
Current tax liabilities	**38,428,497**	**14,654,268**

Income tax liabilities include CHF 12.7 million (2020: CHF 9.3 million) relating to uncertain tax positions.

13.4 Deferred tax balances

Deferred tax assets and liabilities arise from the following:

2021 CHF	Opening balance	Recognised in profit(/loss)	Recognised in OCI	Exchange difference	Closing balance
Assets					
Temporary differences					
Unrecognised foreign exchange losses	1,103,711	(778,541)	-	43,834	369,004
Property, plant & equipment	1,000,637	197,867	-	30,876	1,229,380
	2,104,348	**(580,674)**	**-**	**74,710**	**1,598,384**
Liabilities					
Temporary differences					
Property, plant & equipment	24,285,840	2,029,225	-	622,072	26,937,137
Investment property	1,747,212	(89,064)	-	169,493	1,827,641
	26,033,052	**1,940,161**	**-**	**791,565**	**28,764,778**
Net deferred tax liability	**23,928,704**	**2,520,835**	**-**	**716,855**	**27,166,394**

2021 CHF	Opening balance	Recognised in profit(/loss)	Recognised in OCI	Exchange difference	Closing balance
Assets					
Temporary differences					
Unrecognised foreign exchange losses	1,566,911	(372,604)	-	(90,596)	1,103,711
Property, plant & equipment	785,220	257,400	-	(41,983)	1,000,637
	2,352,131	**(115,204)**	**-**	**(132,579)**	**2,104,348**
Liabilities					
Temporary differences					
Property, plant & equipment	23,389,027	1,760,262	-	(863,449)	24,285,840
Investment property	1,758,361	77,755	527,614	(616,518)	1,747,212
	25,147,388	**1,838,017**	**527,614**	**(1,479,967)**	**26,033,052**
Net deferred tax liability	**22,795,257**	**1,953,221**	**527,614**	**(1,347,388)**	**23,928,704**

The Parent Company has not recognized deferred tax balances associated with investments in subsidiaries where ODH can control the reversal of the timing differences and where it is not probable that the temporary differences will reverse in the foreseeable future

13.5 Unrecognized deferred tax assets

Deferred tax assets not recognized at the reporting date:

CHF	2021	2020
Tax losses in Parent Company (expiry 2022) (i)	-	86,373,116
Tax losses in Parent Company (expiry 2023) (i)	2,955,358	2,955,358
Tax losses in Parent Company (expiry 2025) (i)	50,020,753	50,020,753
Tax losses in Parent Company (expiry 2026) (i)	30,411,099	30,411,099
Tax losses in Parent Company (expiry 2027) (i)	24,213,916	24,213,916
Tax losses in Parent Company (expiry 2028) (i)	12,714,068	-
Tax losses in subsidiaries (ii)	12,656,325	9,333,040

(i) At 31 December 2021, the Parent Company's tax losses amounted to CHF 120,315,194 which mainly related to tax losses caused by impairment charges recognized on investments as result of the original restructuring of the Group. The historical cost value of these investments was the fair value of the investments at the date of the stock market listing in Switzerland.

The Parent Company incorporated in Switzerland is a holding company and enjoys a privileged taxation for dividend income from subsidiaries, as such income is tax exempted if certain criteria are met.

The Parent Company does not expect to have any substantial income streams other than tax exempted dividend income in the foreseeable future and therefore it is not probable that the unused tax losses can be utilized. Therefore, and unchanged to prior year, all tax losses accumulated in the Parent Company which amounted to CHF 120,315,194 at 31 December 2021 were treated as unrecognized deferred tax assets.

(ii) The amount represents unrecognised tax losses at the subsidiaries level.

14. Earnings per share

Basic earnings per share is calculated by dividing the earnings from continuing operations attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year. For diluted earnings per share, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares. As the Company does not have any dilutive potential, the basic and diluted earnings per share are the same.

The earnings from continuing operations and weighted average number of ordinary shares used in the calculation of basic and diluted earnings per share are as follows:

CHF	2021	2020
EARNINGS (for basic and diluted earnings per share)		
(Loss) for the period attributable to owners of the parent	(5,684,075)	(33,656,748)
NUMBER OF SHARES (for basic and diluted earnings per share)		
Weighted average number of ordinary shares for the purposes of EPS	40,246,434	39,975,424
Earnings per share from continuing operations	**(0.14)**	**(0.84)**

15. Property, plant and equipment

CHF	Freehold land	Buildings	Plant and equipment	Furniture and fixtures	Property under construction	Right-of-use assets (i)	Total
COST							
Balance at 1 January 2020	**93,604,754**	**549,777,902**	**102,221,046**	**66,459,300**	**210,942,768**	**52,644,961**	**1,075,650,731**
Additions		4,755,142	10,533,038	3,328,039	23,005,991	2,735,046	44,357,256
Transfer from property under construction		21,816,516	1,291,848	783,030	(23,891,394)	-	-
Disposals	-	-	(1,579,961)	(1,278,505)	-	(3,862,623)	(6,721,089)
Transfer to inventory	-	-	-	-	(15,025,908)	-	(15,025,908)
Transfer to investment property (note 16)	-	-	-	-	(417,542)	-	(417,542)
Foreign currency exchange differences	(7,984,918)	(43,950,928)	(7,904,006)	(5,208,293)	(9,168,904)	(1,478,991)	(75,696,040)
Balance at 31 December 2020	**85,619,836**	**532,398,632**	**104,561,965**	**64,083,571**	**185,445,011**	**50,038,393**	**1,022,147,408**
Additions		7,707,663	6,748,743	3,051,685	46,554,419	3,184,030	67,246,540
Transfer from property under construction	1,832,822	35,118,080	1,973,625	283,213	(39,207,740)	-	-
Disposals	-	-	-	-	-	(35,248)	(35,248)
Transfer within property, plant and equipment	-	-	-	763,821	-	(763,821)	-
Transfer to inventory	-	(768,278)	-	-	(102,988)	-	(871,266)
Transfer from investment property (note 16)	-	1,637,383	-	-	-	-	1,637,383
Transfer to investment property (note 16)	-	(103,642)	-	-	(50,227)	-	(153,869)
Foreign currency exchange differences	3,319,154	17,940,137	3,727,674	2,062,104	1,302,819	(912,486)	27,439,402
Balance at 31 December 2021	**90,771,812**	**593,929,975**	**117,012,007**	**70,244,394**	**193,941,294**	**51,510,868**	**1,117,410,350**

CHF	Freehold land	Buildings	Plant and equipment	Furniture and fixtures	Property under construction	Right-of-use assets (i)	Total
Accumulated depreciation and impairment							
Balance at 1 January 2020	**-**	**96,306,098**	**73,185,506**	**48,286,029**	**37,904,219**	**5,517,472**	**261,199,324**
Depreciation expense	-	10,523,426	6,976,657	4,323,218	-	3,524,426	25,347,727
Impairment expense (note 12)	-	7,178,285	3,850,393	2,613,913	1,458,926	-	15,101,517
Disposal	-	-	(1,579,959)	(1,250,222)	-	(1,333,096)	(4,163,277)
Foreign currency exchange differences	-	(6,950,450)	(6,151,643)	(3,822,856)	(1,656,037)	(422,056)	(19,003,042)
Balance at 31 December 2020	**-**	**107,057,359**	**76,280,954**	**50,150,082**	**37,707,108**	**7,286,746**	**278,482,249**
Depreciation expense	-	12,660,329	5,585,760	3,762,176	-	2,654,455	24,662,720
Impairment expense (note 12)	-	-	-	-	5,150,478	1,989,874	7,140,352
Disposal	-	-	-	-	-	(35,248)	(35,248)
Transfer within property, plant and equipment	-	-	-	59,408	-	(59,408)	-
Transfer to inventory	-	(194,033)	-	-	-	-	(194,033)
Transfer to investment property	-	(17,705)	-	-	-	-	(17,705)
Foreign currency exchange differences	-	4,579,872	2,661,822	1,600,708	666,305	33,926	9,542,633
Balance at 31 December 2021	**-**	**124,085,822**	**84,528,536**	**55,572,374**	**43,523,891**	**11,870,345**	**319,580,968**
CARRYING AMOUNT							
At 31 December 2020	85,619,836	425,341,273	28,281,011	13,933,489	147,737,903	42,751,647	743,665,159
At 31 December 2021	**90,771,812**	**469,844,153**	**32,483,471**	**14,672,020**	**150,417,403**	**39,640,523**	**797,829,382**

(i) For further details refer to note 38.

At 31 December 2021, property, plant and equipment (PPE) of the Group with a carrying amount of CHF 221.8 million (31 December 2020: CHF 227.5 million) were pledged to secure borrowings of the Group as described in note 28. See note 11 for the capitalized finance cost during the year.

During 2021, transfers to inventory relate to apartments used for business purposes which were transferred to inventory and later sold. During 2020, inventory mainly related to the Eco-Bos project in the total amount of CHF 15.0 million was reclassified to inventory as these assets are planned to be sold as part of the project.

During 2021, finished property under construction was reclassified to investment property. During 2020, the light house, which is built on the marina in Montenegro was reclassified to investment property as it is going to be rented out (note 16). The revaluation gain on reclassification from property, plant and equipment to investment property of CHF 729,036 is recognised with PPE revaluation reserve (note 27.4)

Further, during 2021, investment property in Montenegro of CHF 1,637,383, which was transferred from property, plant and equipment to investment property in past financial periods, was transferred back to property, plant and equipment due to change in use (note 16). The revaluation gain of CHF 1,223,617 which was recognised in revaluation reserve upon the initial transfer, is recycled to accumulated losses (note 27.4).

16. Investment property

The following table summarizes movements, which have occurred, during the current reporting period, on the carrying amount of investment property.

CHF	2021	2020
Fair value of completed investment property		
Balance at the beginning of the year	**35,086,148**	**30,161,887**
Addition	400,279	1,574,801
Transfer from assets held for	-	5,200,475
Transfer from property, plant and equipment (note 15)	153,869	417,542
Transfer to property, plant and equipment (note 15)	(1,637,383)	-
Revaluation gain/(loss) (through P&L) (notes 10 and 12)	1,891,515	(321,892)
Revaluation gain (through OCI)	729,036	-
Foreign currency translation adjustment	695,692	(1,946,665)
Balance at the end of the year	**37,319,156**	**35,086,148**

The fair values at 31 December 2021 were determined based on an internal valuation model performed by Group management. In estimating the fair value of the investment properties, management considers the current use of the properties as their highest and best use.

The internal valuation model relies on the Discounted Cash Flow (DCF) method to determine the fair value of the investment property. The Discounted Cash Flow (DCF) approach describes a method to value the investment property using the concepts of the time value of money. All future cash flows are estimated and discounted to give them a present value. This valuation method is in conformity with the International Valuation Standards. The same method was used for any previous external valuations. As investment property only consists of a few properties in Egypt, Oman and Montenegro, management has decided to use an internal valuation model due to efficiency and cost saving reasons.

For the valuation of the investment property which is situated in Egypt the model used cash flow projections based on financial budgets for the next five years and an average discount rate of 21.5% (cost of equity) (2020: 24.8%). For the terminal value a perpetual growth rate of 3% (2020: 3%) was used. For 2021, using a discount rate of 23.5%, would have led to a lower value of CHF 1.0 million.

For the valuation of the investment property which is situated in Oman an average discount rate of 10.0% (cost of equity) (2020: 10.0%) was used. Cash flow projections based on financial budgets for the next five years were used and for the terminal value a perpetual growth rate of 3% (2020: 3%) was applied. For 2021, using a discount rate of 12.0%, would have led to a lower value of CHF 2.4 million.

For the valuation of the investment property in Montenegro an average discount rate of 10.0% (2020: 10.0%) was used. The beta used was 1 (2020: 1). Cash flow projections based on financial budgets for the next five years were used and for the terminal value a perpetual growth rate of 5% (2020: 5%) was applied. For 2021, using a discount rate of 12.0%, would have led to a lower value of CHF 2.3 million.

At 31 December 2021, investment property of the Group with a carrying amount of CHF 3.8 million (31 December 2020: CHF 3.7 million) were pledged to secure borrowings of the Group.

All of the Group's investment property is held under freehold interests. The following table summarizes income and direct operating expenses from investment properties rented out to third parties.

CHF	2021	2020
Rental income from investment properties (i)	5,594,767	4,392,118
Direct operating expenses (including repairs and maintenance) arising from investment properties that generated rental income during the period	266,234	164,940

(i) See note 7.1 for further information on the Group's rental income.

17 Goodwill

CHF	2021	2020
Cost	2,974,101	2,862,681
Accumulated impairment losses	-	-
Carrying amount at end of year	**2,974,101**	**2,862,681**

CHF	2021	2020
Cost		
Balance at beginning of year	2,862,681	3,081,944
Effect of foreign currency exchange differences	111,420	(219,263)
Balance at end of yeara	**2,974,101**	**2,862,681**

17.1 Allocation of goodwill to cash-generating units

Annual test for impairment

An impairment test of goodwill was performed by the Group to assess the recoverable amount of its goodwill. No impairment was recorded as result of this test. All cash-generating units were tested for impairment using the Discounted Cash Flow (DCF) method in accordance with IFRS.

The Group's business segments have been identified as cash–generating units. The DCF model utilized to evaluate the recoverable amounts of these units was based on a five-year projection period. A further description of the assumptions used in the model is given in the following paragraphs.

The carrying amount of goodwill that has been allocated for impairment testing purposes is as follows:

CHF	Segment	2021	2020
Hotel companies *	Hotels	2,974,101	2,862,681
		2,974,101	**2,862,681**

*Each subsidiary considered separately

Hotels

The recoverable amount of each cash-generating unit has been determined based on a value in use calculation which uses cash flow projections based on the financial budgets approved by management covering a five-year period with an average discount rate of 21.46% per annum (2020: 24.8% per annum). The discount rate is based on a risk free post-tax interest rate of 11.78% (the pre-tax risk free rate used is 14.72%; applying the 20% Egyptian tax rate for sovereign bonds, the post-tax risk free rate of 11.78% resulted) as well as a equity risk premium of 9.68% (2020: 13.32%). For the terminal value calculation, a terminal growth rate of 3% (2020: 3%) was used.

Sensitivity analysis, where the average discount rate was increased by 4.5% and the growth rate reduced by 0.5%, which according to management is a reasonably possible change in key assumptions based on their business forecasts, did not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

Furthermore, management believes that any reasonably possible change in the key assumptions (sensitivity analysis) on which the recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

18. Subsidiaries

The Group has control over all the subsidiaries below either directly or indirectly through subsidiaries controlled by the Parent Company. There were no major changes in ownership compared to prior year. Details of the Group's significant subsidiaries at the end of the reporting period are as fo0llows:

Country – Company name	Domicile	FC	Share/paid-in capital	Proportion of ownership interest and voting power held by the Group	Segment					
					HO*	R&C	LS	DM	Other	HQ
Egypt										
Abu Tig for Hotels Company	Red Sea	EGP	6,000,000	73.93%	4					
Accasia for Hotels Company	Cairo	EGP	25,000,000	74.03%	5					
Arena for Hotels Company S.A.E	Cairo	EGP	20,000,000	99.92%	4					
Captain for Hotels Company	Red Sea	EGP	768,700	73.76%	3					
El Dawar for Hotels Company	Cairo	EGP	9,560,000	74.03%	4					
El Khamsa for Hotels & Touristic Establishments	Red Sea	EGP	48,000,000	74.09%						
El Golf for Hotels Company & Touristic Establishments	Cairo	EGP	26,800,000	74.07%	5					
El Gouna for Hotels Company S.A.E	Cairo	EGP	79,560,000	52.41%	5					
El Gouna Hospital Company	Red Sea	EGP	19,000,000	56.13%						
El Gouna Services Company	Red Sea	EGP	1,000,000	74.35%						
El Mounira for Hotels Company S.A.E	Red Sea	EGP	14,000,000	55.42%	4					
El Tebah for Hotels & Touristic Establishments Company	Cairo	EGP	52,000,000	52.40%	4					
El Wekala for Hotels Company	Cairo	EGP	39,000,000	55.73%						
International Hotel Holding	Cairo	EGP	452,367,300	74.11%						
Marina 3 for Hotels & Touristic Establishments Company	Cairo	EGP	26,000,000	74.07%	4					
Misr El Fayoum for Touristic Development Company S.A.E	Cairo	EGP	28,000,000	56.80%						
Mokbela for Hotels Company S.A.E	Cairo	EGP	85,000,000	61.02%	5					
Mowassem for Touristic Hotels S.A.E	Cairo	EGP	7,500,000	73.37%	5					
Orascom Development Egypt S.A.E	Cairo	EGP	1,130,473,523	75.10%						
Orascom Housing Company	Red Sea	EGP	22,000,000	73.86%						
Orascom Real Estate	Cairo	EGP	62,687,500	52.57%						
Paradisio for Hotels & Touristic Establishments Company S.A.E	Red Sea	EGP	18,500,000	74.09%	4					
Roaya for Tourist & Real Estate Development SAE	Red Sea	EGP	50,000,000	55.59%						
Taba Heights Company S.A.E	South Sinai	EGP	157,510,000	73.60%						
Tawila for Hotel Company S.A.E	Cairo	EGP	68,000,000	74.04%	5					
Business Park one for Office Management	Red Sea	EGP	812,500	100.00%						

Country – Company name	Domicile	FC	Share/paid in capital	Proportion of ownership interest and voting power held by the Group	Segment					
					HO*	R&C	LS	DM	Other	HQ
Montenegro										
Lustica Development Ad Podgorica	Podgo-rica	EUR	69,559,781	92.76%						
LB Development & Partners AD Tivat company	Podgo-rica	EUR	25,000	92.76%						
Morocco										
Oued Chibika Development (SA)	Casa-blanca	MAD	406,394,854	55.00%						
Chbika Rive Hotel	Casa-blanca	MAD	16,500,000	65.00%	UC					
Oman										
Madrakah Hotels Management Company LLC	Muscat	OMR	4,350,000	70.00%						
Muriya Tourism Development Company (S.A.O.C)	Muscat	OMR	28,505,800	81.00%						
Salalah Beach Contracting LLC	Muscat	OMR	250,000	70.00%						
Salalah Beach Tourism Development Company (S.A.O.C)	Muscat	OMR	73,633,542	70.00%						
Salalah Investment and Development LLC	Muscat	OMR	150,000	70.00%						
Sifah Tourism Development Company (S.A.O.C)	Muscat	OMR	49,605,530	70.00%						
Wateera Property Management Company LLC	Muscat	OMR	270,000	70.00%						
United Arab Emirates										
RAK Tourism Investment FZC	Ras al Khaimah	AED	7,300,000	73.00%	5					
United Kingdom										
Eco-Bos Development Limited	Cornwall	GBP	10,000,000	75.00%						

Abbreviations:

HO Hotels
R&C Real estate and construction
LS Land sales
DM Destination management
HQ Headquarter or not yet operational
Other Other operations
* Number of stars the hotel holds
UC Hotel under construction

18.1. Details of non-wholly owned subsidiaries that have material non-controlling interests

The table below shows details of non-wholly owned subsidiaries of the Group that have material non-controlling interests. The assessment whether a non-controlling interest is material is based on the carrying amounts of such non-controlling interests.

Name of subsidiary	Proportion of ownership interest and voting power held by non-controlling interests		Profit/(loss) allocated to non-controlling interests		Accumulated non-controlling interests	
	31/12/2021	31/12/2020	31/12/2021	31/12/2020	31/12/2021	31/12/2020
Orascom Development Egypt S.A.E.	24.90%	24.90%	19,367,856	10,373,657	48,370,170	40,662,612
Sifah Tourism Development Co.	30.00%	30.00%	(430,390)	(7,074,323)	12,940,197	9,690,543
RAK Tourism Investment FZC	27.00%	27.00%	(469,404)	(3,625,876)	7,486,437	7,706,327
Individually immaterial subsidiaries with non-controlling interests					102,400,236	89,959,326
Total					**171,197,040**	**148,018,808**

Summarised financial information in respect of each of the Group's subsidiaries that has material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations.

	ODE		Sifah		RAK	
	31/12/2021	31/12/2020	31/12/2021	31/12/2020	31/12/2021	31/12/2020
Current assets	888,936,923	699,917,349	65,223,152	61,289,032	7,843,649	7,042,007
Non-current assets	418,870,878	347,226,244	62,204,997	59,543,900	55,914,090	56,126,090
Current liabilities	(381,627,156)	(241,918,623)	(81,465,843)	(85,857,310)	(20,478,402)	(21,610,657)
Non-current liabilities	(642,308,318)	(607,303,221)	(2,828,316)	(2,673,812)	(15,551,795)	(13,015,489)
Equity attributable to owners	(235,502,163)	(157,259,137)	(30,193,793)	(22,611,267)	(20,241,105)	(20,835,624)
Non-controlling interests	(48,370,170)	(40,662,612)	(12,940,197)	(9,690,543)	(7,486,437)	(7,706,327)
Revenue	410,907,945	295,903,161	27,961,215	8,392,774	19,635,712	14,922,797
Profit/(loss) for the year	**77,782,553**	**41,661,272**	**(1,434,634)**	**(23,581,077)**	**(1,738,534)**	**(13,429,172)**
attributable to owners	58,414,697	31,287,615	(1,004,244)	(16,506,754)	(1,269,130)	(9,803,296)
attributable to non-controlling interests	19,367,856	10,373,657	(430,390)	(7,074,323)	(469,404)	(3,625,876)
Other comprehensive income for the year	**7,272,767**	**32,305,497**	**-**	**-**	**-**	**-**
attributable to owners	5,461,848	24,261,428	-	-	-	-
attributable to non-controlling interests	1,810,919	8,044,069	-	-	-	-
Total comprehensive income for the year	**85,055,320**	**73,966,769**	**(1,434,634)**	**(23,581,077)**	**(1,738,534)**	**(13,429,172)**
attributable to owners	63,876,545	55,549,043	(1,004,244)	(16,506,754)	(1,269,130)	(9,803,296)
attributable to non-controlling interests	21,178,775	18,417,726	(430,390)	(7,074,323)	(469,404)	(3,625,876)
Net cash inflow/ (outflow)	**49,424,859**	**53,837,016**	**(1,779,994)**	**3,846,462**	**1,167,107**	**1,631,009**
from operating activities	73,572,222	44,541,876	(3,027,807)	1,665,148	1,953,149	1,711,626
from investing activities	(21,654,103)	(9,281,258)	(846,494)	(136,100)	(201,774)	(39,643)
from financing activities	(2,493,260)	18,576,398	2,094,307	2,317,414	(584,268)	(40,974)

Except for exchange differences arising on translating the foreign operations there are no other items of other comprehensive income.

18.2 Changes in the Group's ownership interests which have occurred during the year

There have been no major changes in the group structure except for the following:

2021

None

2020

In 2020, except for the sale of the investment in associates New City Housing and Development (note 19) there were no significant changes in the Group's ownership interests.

19. Investments in associates

Details of the Group's associates at the end of the reporting period are as follows:

Name of associate	Place of incorporation/ business	Proportion of ownership interest and voting power held by the Group		Carrying value (CHF)	
		2021	2020	2021	2020
Andermatt Swiss Alps AG (i)	Switzerland	49.00%	49.00%	18,796,751	23,053,108
Jordan Company for Projects and Touristic Development (ii)	Jordan	18.33%	18.33%	-	6,656,353
Red Sea for Construction & Development (iii)	Egypt	40.20%	40.20%	20,570,190	15,956,457
Ashgar City Developments (previously: Orascom for Housing and Establishments) (iv)	Egypt	-	39.90%	-	-
Total				**39,366,941**	**45,665,918**

The Group measures all its associates using the equity method of accounting as described in policy 3.5 of the notes to the consolidated financial statements. Management considers ASA, JPTD and RSCD as the only associate that are material to the Group. In 2021, the Group received dividends from investments in associates of CHF 3.5million (2020: CHF 2.9 million).

(i) Andermatt Swiss Alps AG

On 25 June 2013, the Group lost control over Andermatt Swiss Alps AG ("ASA") due to various capital increases in ASA in which the Group did not fully participate. With a remaining share of interest of 49% in ASA, the investment is classified as investment in associates.

The fair value of ASA on initial recognition as investment in associates is based on a third-party valuation which supported the transaction price paid by Mr. Samih Sawiris.

On 23 June 2020, the share capital of ASA was increased by CHF 70 million. The Group participated in this capital increase according to its interest of 49% by contributing CHF 34.3 million.

ASA is not subject to any restrictions on transferring funds to ODH whether resulting from regulatory requirements, borrowing arrangements or contractual arrangements between ASA and ODH.

Summarised financial information in respect of ASA is set out below:

CHF	2021	2020
Current assets	208,280,879	212,234,715
Non-current assets	370,027,753	377,460,231
Current liabilities	(127,534,380)	(86,758,027)
Non-current liabilities	(432,348,983)	(476,330,751)
Net assets	18,425,269	26,606,168
thereof equity attributable to the owners of the company	15,931,551	26,990,821
thereof non-controlling interests	2,493,718	(384,653)
Revenue for the year	201,097,162	154,169,434
(Loss) for the year	(10,474,235)	(31,156,465)
Other comprehensive income for the year	1,787,791	(1,131,723)
Total comprehensive income for the year	(8,686,444)	(32,288,188)
Group's share of comprehensive income for the year	(4,256,358)	(15,821,212)
thereof from (loss) for the year	(5,132,375)	(15,266,668)
thereof from other comprehensive income for the year	876,017	(554,544)

Reconciliation of the above summarised financial information to the carrying amount of the interest in ASA recognised in the consolidated financial statements:

CHF	2021	2020
Net assets attributable to the owners of ASA	18,425,269	26,990,821
Proportion of the Group's ownership interest in ASA	49%	49%
The Group's share of ASA's net assets	9,028,382	13,225,502
Goodwill included in the carrying amount of the investment in ASA	9,768,369	9,827,606
Carrying amount of the Group's interest in ASA	18,796,751	23,053,108

The "goodwill" which was included in net assets upon deemed loss of control.

(ii) Jordan Company for Projects and Touristic Development (JPTD)

JPTD is investing in property, destination management and development in Aqaba in Jordon. Since 2008 the Group exercised significant influence with their two active board members out of eleven leading to changes in the JPTD's Executive Management and provision of essential technical information.

JPTD is not subject to any restrictions on transferring funds to ODH whether resulting from regulatory requirements, borrowing arrangements or contractual arrangements between JPTD and ODH.
Summarised financial information in respect of JPTD is set out below:

CHF	2021	2020
Current assets	32,507,325	30,569,544
Non-current assets	105,968,400	103,990,501
Current liabilities	(65,086,622)	(43,665,104)
Non-current liabilities	(44,709,197)	(54,580,958)
Net assets	28,679,906	36,313,983
Revenue for the year	11,931,288	14,015,474
Loss for the year	(10,795,962)	(8,380,960)
Other comprehensive income for the year	-	-
Total comprehensive income for the year	(10,795,962)	(8,380,960)
Group's share of comprehensive income for the year	(1,978,900)	(1,536,230)
Impairment loss recognised on investment in associate	(5,257,027)	-
Total share of losses in associate	(7,235,927)	(1,536,230)

Reconciliation of the above summarised financial information to the carrying amount of the interest in JPTD recognised in the consolidated financial statements:

CHF	2021	2020
Net assets of the associate over Group level	28,679,906	36,313,982
Proportion of the Group's ownership interest in JPTD	18.33%	18.33%
Proportional amount of the Group's interest in JPTD	5,257,027	6,656,353
Impairment loss recognised on investment in associate	(5,257,027)	-
Carrying amount of the Group's interest in JPTD	-	-

As at 31 December 2021, the carrying amount of the Group's interest was fully impaired due to going concern and liquidity issues of the investment in associates.

(iii) Red Sea for Construction & Development ("RSCD")

During 2016, Red Sea for Construction & Development, of which the Group held a direct interest of 0.4% as well as an indirect interest of 14% through Orascom Housing Company, increased its share capital from EGP 25 million to EGP 50 million. Of these EGP 25 million, the Group invested EGP 20 million (CHF 2.2 million), resulting in a total interest of 40.20%. Hence, the investment is now classified as an associate. The investment in associates is initially recognised at the consideration paid for the capital increase with any previously acquired interests recognised at fair value.

RSCD is not subject to any restrictions on transferring funds to ODH whether resulting from regulatory requirements, borrowing arrangements or contractual arrangements between RSCD and ODH.
Summarised financial information in respect of RSCD is set out below:

CHF	2021	2020
Current assets	152,494,088	111,432,058
Non-current assets	22,469,990	12,816,153
Current liabilities	(123,794,451)	(84,555,531)
Non-current liabilities	-	-
Net assets	51,169,627	39,692,680
Revenue for the year	240,477,631	237,174,092
Profit/(loss) for the year	18,856,340	20,971,327
Other comprehensive income for the year	-	-
Total comprehensive income for the year	18,856,340	20,971,327
Group's share of comprehensive income for the year	7,580,249	8,430,474

Reconciliation of the above summarised financial information to the carrying amount of the interest in RSCD recognised in the consolidated financial statements:

CHF	2021	2020
Net assets of the associate over Group level	51,169,627	39,692,680
Proportion of the Group's ownership interest in RSCD	40.20%	40.20%
Carrying amount of the Group's interest in RSCD	20,570,190	15,956,457

(iv) Ashgar City Developments (previously: Orascom for Housing and Establishment)

In 2021, as part of the Group's strategy to monetize its non-core assets, management of ODH sold its 39.90% equity stake in Ashgar City Developments for an amount of CHF 2.9 million to a third party. As the investment was fully impaired, CHF 2.7 million are recognised within other gains (note 10) with the difference being recycling of foreign exchange differences of CHF 0.2 million.

New City Housing and Development ("NCHD") (previously: Orascom Housing Communities ("OHC"))

In June 2014, the Group lost control over OHC as they did not participate in the capital increase of OHC. With a remaining share of interest of 35.25% in OHC, the investment was classified as investment in associates.

The fair value of OHC on initial recognition as investment in associates was based on a fair value which has been determined by a third party, an accredited valuation specialist in Egypt, using a DCF model. With a remaining share of interest of 35.25% the fair value on initial recognition as at 30 June 2014 was CHF 14.6 million.

As of 13 December 2020, as part of the Group's strategy to monetize its non-core assets, management of ODH sold through its largest Egyptian subsidiary Orascom Development Egypt S.A.E. ("ODE") its 35.25% equity stake in NCHD for an amount of CHF 7.6 million to a third party. As part of the sale, the current account between ODE and NCHD in the total amount of CHF 5.0 million was discounted by CHF 1.6 million and then settled in cash. Further, balances due from Red Sea for Construction and Development in relation to NCHD in the total amount of CHF 0.3 million were forgiven by ODE. The disposal of NCHD led to a loss of CHF 0.6 million which is recognised within other losses (note 12).

Summarised financial information in respect of NCHD is set out below:

CHF	2021	2020
Revenue for the year	-	5,721,355
Profit/(loss) for the year	-	(974,459)
Other comprehensive income for the year	-	-
Total comprehensive income for the year	-	(974,459)
Group's share of comprehensive income for the year	-	(343,453)

20. Non-current receivables

CHF	2021	2020
Trade receivables	23,686,568	1,926,678
Notes receivable	80,871,120	63,134,169
Total	**104,557,688**	**65,060,847**

Non-current receivables include long term receivables for land and real estate contracts, which will be collected over an average collecting period of 6.5 years (2020: 6.5 years). Receivables are split into trade receivables, which are not covered by cheques, and notes receivable, which are covered by cheque. The purpose of the cheques is to facilitate the collection process.

For details on the calculation of the loss allowance, refer to note 34.9.

The increase in non-current receivables is mainly due to revenue recognition of real estate in the O-West project.

Receivables in the total amount of CHF 3.4 million (2020: none) have been pledged to secure borrowings.

21. Other financial assets

Details of the Group's other financial assets are as follows:

CHF	2021	2020
Financial assets carried at fair value through		
other comprehensive income (FVTOCI)		
Nasr City company for Housing & Development (N.C.H.R.)	1,112	1,347
Egyptian Resort Company	348	335
Reclaim Limited	-	-
Desert Cruise LLC	-	-
Camps and Lodges Company	-	-
Palestine for Tourism Investment Company	-	-
El Koseir Company	-	-
Total	**1,460**	**1,682**

At 31 December 2021, due to the Covid-19 pandemic, management assessed that the fair value of the non-listed other financial assets is nil (31 December 2020: nil).

22. Inventories

CHF	2021	2020
Construction work in progress [(i)]	96,745,000	87,561,887
Land held for development under purchase agreements [(ii)]	459,117,672	405,911,066
Right of use inventory (note 38)	16,221,424	16,770,910
Other inventories [(iii)]	23,206,930	28,905,012
Total	**595,291,026**	**539,148,875**

(i) This amount includes unsold real estate construction work under progress. For further details on the net realisable value of construction work in progress refer to note 4.2.7.
(ii) This amount mainly includes land held for development which was received from the Egyptian New Urban Communities Authority ("NUCA") in 2019 to co-develop an integrated community project in 6th of October City in West Cairo ("O West project"). The project is expected to comprise over 19,000 units with a residential built-up are of approximately 3.2 million sqm. One part of the land is purchased from NUCA by deferred cash payment, which is based on cash inflows from the sale of units within the next 7 years. The other part of the land is settled in-kind by providing NUCA with semi-finished units in the defined built-up area in 7-9 years. The cash-part is recognised as current and non-current trade payables (note 29) whereas as the in-kind part is classified as non-current contract liabilities (note 30). As at 31 December 2021, the carrying amount of inventory related to O West project is CHF 446.7 million (31 December 2020: CHF 393.9 million).
(iii) This amount includes hotels inventory of CHF 16.6 million (2020: CHF 14.5 million) as well as completed but unsold units of CHF 6.6 million (2020: CHF 14.4 million)

In 2021, no inventory in relation to development projects (2020: none) were written off.

23. Trade and other receivables

CHF	2021	2020
Trade receivables [(i)]	93,326,381	56,175,186
Notes receivable	99,994,633	83,346,905
Credit loss allowance (note 34.9)	(27,678,168)	(27,039,698)
Total	**165,642,846**	**112,482,393**

(i) Trade and other receivables increased by CHF 37.2 million due to additional receivables in the real estate and construction segment (O-West project) as well as in the hotel segment in Egypt and Oman. The average credit period on sales of real-estate is 6.5 years.

24. Other current assets

CHF	2021	2020
Advance to suppliers	31,927,022	14,696,398
Prepaid sales commissions related to uncompleted units (i)	26,843,559	20,745,225
Treasury bills (ii) (iv)	11,736,532	-
Withholding tax (iv)	8,593,089	5,472,015
Prepaid expenses	6,073,862	7,789,815
Deposit with others (iv))	2,748,790	2,631,994
Other debit balances (iv)	2,605,723	3,813,659
Accrued revenue (iv)	601,840	185,426
Letters of guarantee – cash margin (iv)	346,845	770,900
Cash imprest (iv)	254,279	257,096
Down payments for investments (iii)	-	144,397
Amounts due from employees and the management team	-	35,432
Total	**91,731,541**	**56,542,357**

(i) Prepaid sales commissions mainly increased due to sales in relation to O-West project in Egypt.

(ii) Treasury bills with a residual term of more than 3 months are shown within other assets whereas such with a residual term of less than 3 months are shown within cash and bank balances (note 25).

(iii) In 2021, these amounts were impaired leading to a total impairment loss of CHF 209,397 (note 12).

(iv) These other currents assets in the total amount of CHF 26.9 million (2020: CHF 13.2 million) are considered financial assets in accordance with IFRS 9 (note 34.3). None of these financial assets are overdue or impaired.

25. Cash and bank balances

CHF	2021	2020
Cash on hand	74,967	254,087
Cash at banks	96,018,005	136,462,033
Treasury bills and bank deposits	110,906,567	58,999,286
Total	**206,999,539**	**195,715,406**

For the purposes of the consolidated cash flow statement, cash and bank balances include cash on hand, demand deposits and balances at banks. bank balances are short-term, highly liquid investments of maturities of three months or less from the acquisition date, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. The Group performed an ECL test for the cash and bank balances which resulted in immaterial losses (note 34.9)

25.1. Management's plans to manage liquidity shortages and related uncertainty

ODH is a unique group with an exceptional record of accomplishment and a very promising future. The Group has been growing its revenue stream from all its destinations and enhancing its bottom-line figures thanks to the diversity of its portfolio and its many different revenue streams; Real estate, Hotels, Town management, Rental portfolio, and Land monetization. During 2021 we generated a strong year of cash flow, solid margin improvements, and strong operational and financial results across all business segments.

Management has undertaken several precautionary measures considering the current global circumstances and economic downturn. Additionally, we took advantage of the debt service postponement initiatives granted by the banks in all our destinations and we started benefiting from the government initiatives to support the tourism companies in the destinations in which we operate.

During 2020, the Group managed to successfully sign 3 school development agreements in O West securing secured CHF 32.2 million of cash inflows, and also managed to sell a small land plot in El Gouna for CHF 6.4 million and divested 35.25% stake in "New City Housing & Development" formerly "Orascom Housing Communities" for a total amount of CHF 7.6 million. Further, Orascom Development Egypt (ODE); the largest subsidiary of the Group has signed a medium-term loan agreement in Q4 2020, to refinance and upsize its outstanding debt with the equivalent of USD 265 million 7 years term loan with a 2.5-year grace period. ODE intends to use the proceeds as follows; Up to USD 215 million, to refinance outstanding balances of its debt to relieve the company from upcoming debt commitments and an additional tranche of up to USD 50 million (in Egyptian Pounds), will be available for drawdown over 2 years for future growth opportunities at the discretion of the Group including any planned capex for roll out of new rooms and renovation of hotels in Egypt. The seven years tenor with a 2.5-years principal repayment grace period factors in the covid-19 situation and permits for capex spending as the situation stabilizes. The extension of maturity will fit with the Company's financial profile, expansion plan and allow it to grow in the coming period.

In 2021 we divested our stake in Ashgar City for CHF 2.7 million. The divestment of this non-core asset comes in line with our continued execution of our strategy to optimize our portfolio and will enable us to further prioritize and reinforce efforts in our core business areas.

Management believes that these plans are enough to substantially mitigate the liquidity risk and confirms on the strength of ODH business model and financial position.

26. Capital

26.1. Issued capital

CHF	2021	2020
Par value per share	5.00	5.00
Number of ordinary shares issued and fully paid	40,593,749	40,593,749
Issued capital	**202,968,745**	**202,968,745**

26.2. Fully paid ordinary shares

In 2020 and 2021, there were no changes to the issued capital.

During 2020 and 2021, no dividends had been paid. In respect of the current year, the Board of Directors does not propose a dividend or a capital reduction to the shareholders at the Annual General Meeting.

26.3. Authorized capital

There is no such capital as at 31 December 2021 and 31 December 2020, respectively.

26.4. Conditional capital

The share capital may be increased by a maximum amount of CHF 30.0 million through the issuance of up to 6 million fully paid registered shares with a nominal value of CHF 5.00 each

a) up to the amount of CHF 5 million corresponding to 1 million fully paid registered shares through the exercise of option rights granted to the members of the Board and the management, further employees and / or advisors of the Parent Company or its subsidiaries.

b) up to the amount of CHF 25 million corresponding to 5 million fully paid registered shares through the exercise of conversion rights and / or warrants granted in connection with the issuance of newly or already issued bonds or other financial instruments by the Parent Company or one of its group companies.

The subscription rights of the shareholders shall be excluded. The Board of Directors may restrict or withdraw the right for advance subscription ("Vorwegzeichnungsrecht") of the shareholders in connection with (i) the financing (refinancing inclusively) of acquisitions of enterprises or parts thereof, participations or other investment projects of the company and/or its subsidiaries or (ii) the placement of convertible bonds or financial instruments with conversion or option rights on the national or international capital market.

27 Reserves (net of income tax)

CHF	2021	2020
Share premium (note 27.1)	836,750,750	836,985,769
Treasury shares (note 27.2)	(2,627,923)	(3,000,993)
Share-based payment reserve (note 27.3)	684,208	171,052
PP&E revaluation reserve (27.4)	4,638,989	5,133,570
Investments revaluation reserve (note 27.5)	(1,115,095)	(1,114,786)
General reserve (note 27.6)	4,916,868	4,916,868
Foreign currencies translation reserve (note 27.7)	(353,723,501)	(364,734,431)
Reserve from common control transactions (note 27.8)	(72,519,921)	(72,519,921)
Total	**417,004,375**	**405,837,128**

27.1. Share premium

CHF	2021	2020
Balance at beginning of year	836,985,769	839,761,415
Share-based payments (note 35)	-	274,788
Share-based payments reversed (note 35)	-	(3,572,238)
Share-based payments subsidiaries	276,137	1,094,332
Effect of exercised options in subsidiaries	(511,156)	(572,528)
Balance at end of year	**836,750,750**	**836,985,769**

27.2. Treasury shares

CHF	2021	2020
Balance at beginning of year	(3,000,993)	(4,722,455)
Acquisition of treasury shares (i)	(1,869,529)	(3,318,927)
Disposal of treasury shares (i)	1,687,488	3,258,284
Disposal of treasury shares due to vesting of share-based payments (note 35)	-	1,375,231
Distribution of treasury shares (ii)	555,111	406,874
Balance at end of year	**(2,627,923)**	**(3,000,993)**

As of 31 December 2021, the Company owned 349,792 own shares (31 December 2020: 432,427).

(i) During 2021, ODH sold a total of 165,444 treasury shares (2020: 269,757) at a total amount of CHF 1.7 million (2020: CHF 3.3 million) and bought a total of 171,163 treasury shares (2020: 304,753) at a total amount of CHF 1.9 million (2020: CHF 3.3 million).
(ii) During 2021, ODH transferred a total of 88,354 own shares to the members of the Board of Directors as part of their remuneration (CHF 0.6 million). The treasury shares reserve, which values the shares at original purchase price, has been reduced accordingly and the resulting difference has been recognized as gain directly through retained earnings (CHF 326'140).

During 2020, ODH transferred a total of 64,760 own shares to the members of the Board of Directors as well as 218,888 to the CEO as part of their remuneration (CHF 1.8 million). The treasury shares reserve, which values the shares at original purchase price, has been reduced accordingly and the resulting difference has been recognized as gain directly through retained earnings (CHF 138,500).

27.3. Share-based payment reserve

CHF	2021	2020
Balance at beginning of year	171,052	3,524,187
Disposal of treasury shares	-	(3,743,080)
Share-based payments (note 35)	513,156	389,945
Balance at end of year	**684,208**	**171,052**

27.4. PP&E revaluation reserve

CHF	2021	2020
Balance at beginning of year	5,133,570	5,133,570
Revaluation gain through OCI (note 16)	729,036	-
Recycling of revaluation gain on reclassification of investment property to property plant and equipment (note 15)	(1,223,617)	-
Balance at end of year	**4,638,989**	**5,133,570**

27.5. Investments revaluation reserve

CHF	2021	2020
Balance at beginning of year	(1,114,786)	(173,065)
Net gain/(loss) arising on revaluation of financial assets at FVTOCI	(309)	(941,721)
Balance at end of year	**(1,115,095)**	**(1,114,786)**

The investments revaluation reserve represents the cumulative gains and (losses) arising on the revaluation of financial assets at fair value through other comprehensive income ("FVTOCI").

27.6. General reserve

CHF	2021	2020
Balance at beginning of year	4,916,868	4,916,868
Balance at end of year	**4,916,868**	**4,916,868**

On 3 December 2010, the Parent Company borrowed 1,286,353 ODH shares from Mr. Samih Sawiris free of charge under a securities lending agreement. These shares were intended to be used for the tender offer regarding the buy-out of the remaining shareholders of ODE, a company listed at the Egyptian Exchange ("EGX"). The borrowed ODH shares were not accounted for as treasury shares by the Group, as Mr. Samih Sawiris retained the significant rights, such as dividend and voting rights, during the borrowing period as per contractual provisions. Under the above-mentioned securities lending agreement the Parent Company has returned 330 029 of the borrowed ODH shares to Mr. Samih Sawiris on 28 July 2011 by way of capital increase. All of the remaining 956,324 shares, which were not used during the above mentioned tender offer, were returned to Mr. Samih Sawiris by 31 December 2013. The difference between the balance, which was reported in equity as "equity swap settlement", measured at the fair value of the share at the end of the tender offer, and the fair value amount of the capital increase was recognised as "general reserve".

27.7. Foreign currencies translation reserve

CHF	2021	2020
Balance at beginning of year	(364,734,431)	(333,349,071)
Recycling of exchange differences related to disposal of investment in associate	192,876	3,593,385
Exchange differences arising on translating the foreign operations	10,818,054	(34,978,745)
Balance at end of year	**(353,723,501)**	**(364,734,431)**

Exchange differences relating to the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (CHF) are recognized directly in other comprehensive income and accumulated in the foreign currency translation reserve. Exchange differences previously accumulated in the foreign currency translation reserve in respect of translating the results and net assets of foreign operations are reclassified to profit or loss on the disposal and/or deemed loss of control of a foreign operation.
In 2021, the Swiss Franc weakened against the Egyptian Pound by 4% and against the USD by 4%. This resulted in exchange differences arising on translation of foreign operations (recognized within OCI) for the period of CHF 16.6 million (2020: CHF (47.5) million).

27.8. Reserve from common control transactions

CHF	2021	2020
Balance at beginning of year	(72,519,921)	(72,519,921)
Balance at end of year	**(72,519,921)**	**(72,519,921)**

The reserve from common control transactions mainly relates to the restructuring of the group and the set-up of a new holding company during May 2008. This new structure became effective by way of a share exchange between the shareholders of the initial holding company (ODE) and the new holding company (ODH). Following this acquisition through exchange of equity instruments, ODH became the parent of ODE with an ownership stake of 98.05%, later increased to 98.16% at 31 December 2008.

Whereas the new holding company (ODH) is ultimately owned and controlled by the same major shareholders, management decided that this Group reorganisation was for the purpose of capital restructuring and it has been accounted for as a continuation of the financial statements of the initial holding Group (ODE) in the 2008 consolidated financial statements.

Management concluded that the above Group restructure is classified as a transaction under common control since the combining entities are ultimately controlled by the same parties both before and after the combination and that control is not transitory.

However, since IFRS 3 Business Combinations excludes from its scope business combinations involving entities or businesses under common control (common control transactions), IAS 8 requires management to develop and apply an accounting policy that results in information that is relevant and reliable.

Management used its judgment in developing and applying an accounting policy for common control transactions arising from the Group's capital restructuring as follows:

- Recognition of the assets acquired and liabilities assumed of the initial holding Group (ODE) at their previous carrying amounts;
- Recognition of the difference between purchase consideration and the previous carrying amount of net assets acquired as an adjustment to equity;
- Transaction costs, which were incurred in relation to the issuance of ODH shares, have been recognised as a reduction to the reserve from common control transaction. Amount included in the consolidated statement of changes in equity.

28. Borrowings

	Current		Non-current	
CHF	2021	2020	2021	2020
Secured - at amortized cost				
Credit facilities (i)	15,689,671	14,186,018	-	-
Corporate bond (ii)	-	-	99,451,949	99,254,777
Bank loans (iii)	17,247,567	12,117,733	312,820,829	304,051,325
Total	**32,937,238**	**26,303,751**	**412,272,778**	**403,306,102**

28.1. Summary of borrowing arrangements

The weighted average contractual effective interest rate for all credit facilities and loans is 5.89% (2020: 5.81%). It is calculated by dividing the forecasted contractual interest expense due next year by the total outstanding credit facilities and bank loans at the end of the current reporting period. For a breakdown of debts bearing variable and fixed interest see note 34.10.1.

(i) Credit facilities used by the group are revolving facilities used to finance working capital requirements and they are available in multiple currencies. The average interest rate for the credit facilities for year 2021 is 6.17% (2020: 6.27%). As at 31 December 2021, the total of unused credit facilities was CHF 2.2 million (31 December 2020: CHF 1.6 million)

(ii) In 2019, the Company successfully issued a CHF 100 million bond with a coupon of 3.25% and a tenor of five years in the market. Issuance cost were deducted on initial recognition and will be amortized over the life of the bond. This has been the first public bond issue in the history of the Company. The proceeds of the bond will be used for further development of the destinations in Oman and Montenegro and for general corporate purposes. The bond was listed on SIX in October 2019 with a maturity date of the entire CHF 100 million on 11 October 2024.

(iii) Bank loans are current and non-current loans and have in general variable interest rates including a mark-up. Property, plant and equipment with a carrying amount of CHF 221.2 million (2020: CHF 227.5 million) and in 2021 receivables with a carrying amount of CHF 3.4 million (2020: none) have been pledged to secure borrowings (see notes 15 and 20). In 2021, bank loans increased mainly due to foreign exchange losses as well as new loans in Montenegro and UAE. The increase was partly netted-off by repayment of loans.

28.2. Loan agreements

28.2.1. Syndication loan agreement

During 2020, ODE, ODH's Egyptian subsidiary, signed a bank facility agreement to refinance and upsize its outstanding debt with the equivalent of USD 265 million (CHF 233.5 million) medium term loan (in USD, EUR and EGP currencies). On 23 December 2020, ODE drew down a first tranche of USD 215 million (CHF 189.5 million) to refinance outstanding balances of its debt. The second tranche amounting to the equivalent of USD50 million (CHF 44.0 million) will be utilized to finance any expansion in the hospitality segment by way of new hotel rooms and renovation projects. This amount will be available over a period of 2 years until the end of 2022. The loan will be amortized over seven years with a 2.5-year grace period on loan principal repayment factoring in the covid-19 situation and permit for capex spending as the situation stabilizes. The new loan has a final maturity of 31 December 2027 compared to loans under the previous agreement which had a final maturity of 31 December 2024.

For the EGP loans under the new agreement the interest margin is 1.25% over CBE Lending corridor rate versus a margin of 3% over the said rate under the old loan agreement. The latter pricing applies to EGP loans which do not qualify for the most recent CBE hospitality initiative addressing renovation costs of hotels. The EGP loans which will be utilized for hotels renovations will be priced at 8% per annum and those will part of the second tranche mentioned above. None of the interest rates are based on IBOR.

Under the old agreement, USD interest rate was ranging between 5.75% to 6% over LIBOR versus a margin 4.25% under the new facility, while the EURO margin was 5.75% over LIBOR versus a margin of 4.75 % over EURIBOR according to the new agreement.

The transaction allows for optimization of financing costs to match the Company's improved financial and operational profile and improve the currency mix to fit with the business of the company. The Transaction also reduced the number of participants to 4 banks down from 9 banks which would facilitate the relationship dynamics and approval processes. The currency profile of the new loan agreement is the same, with EGP, Euro, and USD, in the mix however the weight of each currency changed slightly to a more balanced profile.

All companies across the group have complied with all financial covenants related to their bank borrowings and for those financial covenants that were not met, the group companies received waivers from their respective banks.

28.2.2. Measures due to Covid-19 Virus

On 15 March 2020, due to the current condition of Covid-19 Virus, the Central Banks of Egypt, Oman and UAE launched very similar initiatives to ease the burden on companies working in the hospitality sector. Those initiatives mainly involved the postponement of all loan due instalments, principle and interests, for a period of 6 months with no additional fees applied for late payments. In 2021, only Oman extended the postponement of all loan due instalments until mid of 2022.

Accordingly, all companies across the group acted promptly and benefited from these initiatives which helped the liquidity position of the group generally. Furthermore, in the UAE, RAK signed its debt rescheduling on 24 October 2021 with its existing relationship bank (AAIB) which extends the tenor of the loan by 3 extra years spreading the repayment schedule over a longer period until 1 January 2028, as well as reducing the interest rate on the loan reaching a margin of 4% over EIBOR.

28.3. Reconciliation of liabilities arising from financing activities

			Non-cash changes				
CHF	**1 January 2021**	**Financing Cash-flows**	**FX**	**Cap. Incr. Associate**	**Amorti-zation**	**Other**	**31 December 2021**
Credit facilities	14,186,018	947,152	556,501	-	-		15,689,671
Bank loans	316,169,058	4,705,442	6,377,095	-	2,167,726	649,074	330,068,395
Corporate Bond	99,254,777	-	-	-	197,172	-	99,451,949
Lease liabilities (note 29)	31,272,514	(1,143,901)	(92,431)	-	-	(340,686)	29,695,496
Shareholder's loan (note 32)	95,186,663	8,194,707	2,502,151	-	-	9,704,623	115,588,144
Total	**556,069,030**	**12,703,400**	**9,343,316**	**-**	**2,364,898**	**10,013,011**	**590,493,655**

			Non-cash changes				
CHF	**1 January 2020**	**Financing Cash-flows**	**FX**	**Cap. Incr. Associate**	**Amorti-zation**	**Other**	**31 December 2020**
Credit facilities	12,566,183	1,632,945	(13,110)	-	-	-	14,186,018
Bank loans	318,241,634	28,245,708	(26,115,631)	-	724,525	(4,927,178)	316,169,058
Corporate Bond	99,057,606	-	-	-	197,171		99,254,777
Lease liabilities (note 29)	36,633,803	(1,540,046)	(1,692,764)	-	-	(2,128,479)	31,272,514
Shareholder's loan (note 32)	61,170,620	3,852,492	(4,136,449)	34,300,000		-	95,186,663
Total	**527,669,846**	**32,191,099**	**(31,957,954)**	**34,300,000**	**921,696**	**(7,055,657)**	**556,069,030**

29. TRADE AND OTHER PAYABLES

	Current		Non-current	
CHF	**2021**	**2020**	**2021**	**2020**
Trade payables [i]	60,299,200	49,006,427	333,287,887	301,933,964
Lease liabilities	1,927,431	2,652,393	27,768,065	28,620,121
Total	**62,226,631**	**51,658,820**	**361,055,952**	**330,554,085**

(i) Trade payables increased by CHF 42.6 million mainly due to increase in operating activities as well as net foreign exchange losses. The increase was partly netted-off by release of discounting of unpaid portion of acquired land in relation to O West project in Cairo.

30. Contract liabilities

CHF	2021	2020
Balance at the beginning of the year	90,149,629	97,054,504
Foreign currency translation adjustment	3,508,772	(6,904,875)
Balance at the end of the year	**93,658,401**	**90,149,629**

This balance represents the value of the non-cash portion due to the New Urban Communities Authority related to O-West Project according to the contract further explained in note 22. The balance due will be settled by delivering units from a total building area of 281,105 square meters in accordance with the timeline specified in the contract starting from 2026 and for 2 years afterwards. During the year the Group did not carry out any work related to those units. This amount was calculated at a fair value of EGP 1,609 million (CHF 90 million) on the basis of the construction square meter price of EGP 5,725 (CHF 320.7).

31. Provisions

CHF	2021	2020
Current	39,410,843	7,698,821
Non-Current	24,243,648	24,668,300
Total	**63,654,491**	**32,367,121**

CHF	Provision for infrastructure completion (i)	Provision for legal cases (ii)	Provision for governmental fees (iii)	Provision for employee benefits (iv)	Other provisions (v)	Total
Balance at 1 January 2021	7,612,112	12,932,095	2,669,574	4,675,849	4,477,491	32,367,121
Additional provisions recognized	23,179,447	238,654	16,693,219	780,057	1,206,812	42,098,189
Utilisation of provision	(6,771,039)	(1,188,181)	(2,491,877)	(1,446,111)	(46,557)	(11,943,765)
Exchange differences	266,513	489,576	93,539	137,416	145,902	1,132,946
Balance at 31 December 2021	**24,287,033**	**12,472,144**	**16,964,455**	**4,147,211**	**5,783,648**	**63,654,491**
thereof current	**15,889,596**	**756,823**	**16,678,300**	**302,476**	**5,783,648**	**39,410,843**
thereof non-current	**8,397,437**	**11,715,321**	**286,155**	**3,844,735**	**-**	**24,243,648**

(i) Provision for infrastructure completion relates to committed cash outflows for the development of the necessary infrastructure to make the project area that is usually located in remote regions, habitable and attractive. Such provisions are recorded for land and real estate sales on the date on which all the criteria for revenue recognition are met. Cash outflow is expected over the next 1-5 years.

(ii) Provision for legal cases consists of expected cash outflows for the settlement of pending litigations. The increase is primarily due to remeasurement of legal situation in Egypt and Oman. Cash outflow is expected over the next 3 years.

(iii) The provisions are related to claims from some external parties arising from the normal activities of the group, Until full settlement of such disputes and arriving to final results the management and its consultants take the necessary studies to arrive to the best estimates Cash outflow is expected over the next 1-3 years.

(iv) Provision for employee benefits partly relates to compulsory termination payments to foreign employees in Oman and UAE. The provision is based on their actual salaries. As the work permits for these employees are reconsidered by the Government on annual basis. Cash outflow is expected over the next 5 years

(v) This provision mainly includes charges, services and consultancy fees for the Group's current year's operations which have not yet been finally negotiated as well as provisions in relation to various assets of the Group. In addition, it covers the Group's exposures to tax risks other than corporate tax. Cash outflow on all these items is expected within 12 months.

32. Other current liabilities

CHF	2021	2020
Advances from customers (i)	150,301,695	108,929,459
Amounts due to shareholders (ii) (iv)	115,588,144	95,186,663
Other credit balances (iv)	66,306,386	51,903,963
Accrued expenses (iii) (iv)	54,660,426	44,167,078
Taxes payable (other than income taxes) (iv)	18,423,988	14,134,680
Deposits from others (iv)	14,945,897	13,556,290
Due to management companies (iv)	1,228,763	998,487
Total	**421,455,299**	**328,876,620**

(i) Advances from customers include amounts received (progress payments) from buyers of real estate units between the time of the initial agreement and contractual completion. The increase is mainly related to advances from customers in El Gouna and the O West project in Egypt.
(ii) The entire amount due to shareholders of CHF 115.6 million is owed to Mr. Samih Sawiris (2020: CHF 95.2 million). None of these amounts due to shareholders have a specified due date. Out of the total amounts due to shareholders, an amount of CHF 57.8 million (2020: CHF 60.7 million) is due to Mr. Samih Sawiris on the holding level where he receives 1% annual interest. The residual amount due to Mr. Samih Sawiris of CHF 57.8 million (2020: CHF 34.5 million) on subsidiary level are free of interest.
(iii) Accrued expenses mainly include operating costs for the hotel and destination management activities. The increase is mainly due to increased operating activities.
(iv) These other current liabilities in the total amount of CHF 301.2 million (2020: CHF 219.9 million) are considered financial liabilities in accordance with IFRS 9 (note 34.3).

33. Retirement benefit plans

33.1. Swiss Pension Plans

The Group operates fund defined benefit plans for qualifying employees in Switzerland. Under the plans, the employees are entitled to retirement benefits and risk insurance for death and disability. No other post-retirement benefits are provided to these employees. The most recent actuarial valuations of plan assets and the present value of the defined benefit obligation were carried out on 31 December 2021.

Swiss pension plans need to be administered by a separate pension fund that is legally separated from the entity. The law prescribes certain minimum benefits.

The pension plans of the employees of the Swiss entities are carried out by collective funds with Allianz Suisse Lebensversicherungs-Gesellschaft. Under the pension plans, the employees are entitled to retirement benefits and risk insurance for death and disability. The boards of the various pension funds are composed of an equal number of representatives from both employers and employees.

Due to the requirements of IAS 19 the above-mentioned pension plans are classified as defined benefit plans. The pension plans are described in detail in the corresponding statues and regulations. The contributions of employers and employees in general are defined in percentages of the insured salary. The retirement pension is calculated based on the old-age credit balance on retirement multiplied by the fixed conversion rate. The employee has the option to withdraw the capital at once. The death and disability pensions are defined as percentage of the insured salary. The assets are invested directly with the corresponding pension funds.

The pension funds can change their financing system (contributions and future payments) at any time. Also, when there is a deficit which cannot be eliminated through other measures, the pension funds can oblige the entity to pay a restructuring contribution. For the pension funds of the Group such a deficit currently cannot occur as the plans are fully reinsured. However, the pension funds could cancel the contracts and the entities of the Group would have to join another pension fund.

In the current and comparative period no plan amendments, curtailments or settlements occurred.

The fully reinsured pension funds have concluded insurance contracts to cover the insurance and investment risk. The board of each pension fund is responsible for the investment of assets and the investment strategies are defined in a way that the benefits can be paid out on due date.

The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

Amounts recognised in profit or loss in respect of these defined benefit plans are as follows:

CHF	2021	2020
Current service cost	209,720	210,698
Past service cost	(145,368)	-
Net interest expense	1,648	2,438
Administration cost excl. cost for managing plan assets	1,352	1,115
Expense recognised in profit or loss	**67,352**	**214,251**

Amounts recognised in other comprehensive income in respect of these defined benefit plans are as follows:

CHF	2021	2020
Remeasurement (gain)/loss on defined benefit obligation	(186,970)	99,514
Return on plan assets excl. interest income	(10,886)	(10,238)
Expense recognised in other comprehensive income	**(197,856)**	**89,276**

The amount included in the consolidated statement of financial position arising from the Group's obligation in respect of its defined benefit plans is as follows:

CHF	31 December 2021	31 December 2020
Present value of funded defined benefit obligation	2,746,828	2,704,151
Fair value of plan assets	(2,084,728)	(1,768,091)
Net liability arising from defined benefit obligation	**662,100**	**936,060**

Movements in the present value of the defined benefit obligation in the current year were as follows:

CHF	2021	2020
Opening defined benefit obligation	2,704,151	2,230,135
Current service cost	209,720	210,698
Past service cost	(145,368)	-
Interest expense on defined benefit obligation	5,486	7,239
Contributions from plan participants	143,456	150,408
Benefits (paid)/deposited	15,001	5,042
Remeasurement (gain)/loss on defined benefit obligation	(186,970)	99,514
Administration cost (excluding cost for managing plan assets)	1,352	1,115
Closing defined benefit obligation	**2,746,828**	**2,704,151**

Movements in the present value of the plan assets in the current period were as follows:

CHF	2021	2020
Opening fair value of plan assets	1,768,091	1,447,194
Interest income on plan assets	3,838	4,801
Return on plan assets excluding interest income	10,886	10,238
Contributions from the employer	143,456	150,408
Contributions from plan participants	143,456	150,408
Benefits (paid)/deposited	15,001	5,042
Closing fair value of plan assets	**2,084,728**	**1,768,091**

The respective insurance company is providing reinsurance of these assets and bears all market risk on these assets.

The actual return on plan assets was CHF 14,724 (2020: CHF 15,039).

The principal assumptions used for the purposes of the actuarial valuations were as follows:

	2021	2020
Discount rates	0.50%	0.20%
Expected rates of salary increase	1.00%	1.00%
Expected pension increases	0.00%	0.00%
Mortality table	BVG2020 GT	BVG2015 GT

The following sensitivity analyses - based on the principal assumptions - have been determined based on reasonably possible changes to the assumptions occurring at the end of the reporting period:

If the discount rate would be 25 basis points (0.25 percent) higher (lower), the defined benefit obligation would decrease by CHF 0.1 million (increase by CHF 0.1 million if all other assumptions were held constant

If the expected salary growth would increase (decrease) by 0.25%, the defined benefit obligation would increase by CHF 0.0 million (decrease by CHF 0.0 million if all other assumptions were held constant

If the life expectancy would increase (decrease) with one year for both men and women, the defined benefit obligation would increase by CHF 0.0 million (decrease by CHF 0.0 million if all other assumptions were held constant

The average duration of the defined benefit obligation at the end of the reporting period is 17.7 years (2020: 20.0 years)

The Group expects to make a contribution of CHF 160,366 to the defined benefit plans during the next financial year (2020: CHF 141,022).

33.2. Other retirement plans

Lustica Development A.D, the Group's subsidiary in Montenegro, has a collective agreement regulating the payment of jubilee awards and severance pay upon retirement of their employees. Due to the requirements of IAS 19 the above-mentioned plan is classified as defined benefit plan. The most recent actuarial estimate of the present value of the defined benefit obligation was carried out on 31 December 2021.The present value of the defined benefit obligation was measured using the Projected Unit Credit Method. As at 31 December 2021, the defined benefit obligation amounts to CHF 15,741 (31 December 2020: CHF 11,695).

34. Financial instruments

34.1. Capital risk management

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged since 2010.

The capital structure of the Group consists of net debt (borrowings, as detailed in note 28, offset by cash and bank balances) and equity of the Group (comprising issued capital, share premium, reserves, retained earnings and non-controlling interests as detailed in notes 26 to 27).

The Group is not subject to any externally imposed capital requirements.

According to the Group's internal policies and procedures, the Executive Management reviews the capital structure on a regular basis. As part of this review, the committee considers the cost of capital and the risks associated with each class of capital. The Group has a target gearing ratio of 40% to 45% determined as the proportion of net debt to equity.

The gearing ratio at 31 December 2021 of 45.92% (see below) decreased mainly because of the profit for the year. The deviation from the target is due to the global pandemic situation and management of the Group is working to meet the target in the near future.

These measures ensured that the target recommended by the committee was met as at 31 December 2021.

The gearing ratio at the end of the reporting period was as follows:

	2021	**2020**
Debt (i)	445,210,016	429,609,853
Cash and bank balances (note 25)	(206,999,539)	(195,715,406)
Net debt	**238,210,477**	**233,894,447**
Equity (ii)	**518,788,289**	**486,710,784**
Net debt to equity ratio	**45.92%**	**48.06%**

(i) Debt is defined as long- and short-term borrowings (excluding derivatives), as detailed in (note 28).

(ii) Equity includes all capital and reserves of the Group and non- controlling interests that are managed as capital excluding equity of disposal groups.

34.2. Significant accounting policies

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in note 3.18 Financial instruments.

34.3. Categories of financial instruments

	2021	2020
Financial assets		
Cash and bank balances	**206,999,539**	**195,715,406**
Other non-current financial assets	1,460	1,682
Fair value through other comprehensive income (FVTOCI)	**1,460**	**1,682**
Trade and other receivables	270,200,534	177,543,240
Due from related parties	21,896,170	21,076,024
Other current assets	26,887,098	13,166,522
Financial assets measured at amortised cost (i)	**318,983,802**	**211,785,786**
Financial liabilities		
Borrowings	445,210,016	429,609,853
Trade and other payables	423,282,583	382,212,905
Note payable	66,273	72,328
Due to related parties	31,221,766	27,777,523
Other current liabilities	301,153,604	219,947,161
Financial liabilities at amortised cost (ii)	**1,200,934,242**	**1,059,619,770**

(i)Includes trade and other receivables as well as those other non- current and current assets that meet the definition of a financial asset. A total of CHF 64.8 million (2020: CHF 43.4 million) of other current assets does not meet the definition of a financial asset.

(ii)Includes trade and other payables, borrowings, notes, other financial liabilities as well as other current liabilities that meet the definition of a financial liability. A total of CHF 150.3 million (2020: CHF 108.9 million) of other current liabilities does not meet the definition of a financial liability.

34.4. Financial risk management objectives

In the course of its business, the Group is exposed to a number of financial risks. This note presents the Group's objectives, policies and processes for managing its financial risk and capital.

The Group's Corporate Treasury function provides services to the business, co-ordinates access to domestic and international financial markets, monitors and manages the financial risks relating to the operations of the Group through internal risk reports which analyse exposures by degree and magnitude of risks. These risks include market risk (including currency risk, interest rate risk and other price risk), credit risk and liquidity risk. Other price risk includes equity price risk, settlement risk and commodity price risk.

It is, and has been throughout 2020 and 2019, the Group's policy not to use derivatives without an underlying operational transaction or for trading (i.e. speculative) purposes.

The Group seeks to minimise the effects of these risks mainly through operational and finance activities and, on occasional basis, using derivative financial instruments to hedge these risk exposures. The use of financial derivatives is governed by the Group's internal policies and procedures approved by the Board of Directors, which provide written principles on foreign exchange risk, interest rate risk, credit risk, the use of financial derivatives and non-derivative financial instruments, and the investment of excess liquidity. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Corporate Treasury function reports monthly to the Executive Management. The Group Treasury Director carries out risk management under the Group's guidelines.

34.5. Market risk

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates (see note 34.6 below) and interest rates (see note 34.7 below).

Driven by the need, the Group's policy is to enter into a variety of derivative financial instruments to manage its exposure to foreign currency risk and interest rate risk, including:

- forward foreign exchange contracts to hedge the exchange rate risk arising on sales in foreign currency to the tourism / real estate industry;
- interest rate swaps to mitigate the risk of rising interest rates

34.6. Foreign currency risk management

The Group undertakes certain transactions denominated in foreign currencies. Hence, exposures to exchange rate fluctuations arise. The currencies, in which these transactions primarily are denominated, are US Dollar (USD), Euro (EUR) and Egyptian Pound (EGP). Exchange rate exposures are managed within approved policy parameters utilising forward foreign exchange contracts.

The Group's main foreign exchange risk arises from sales in foreign currency to the tourism / real estate industry, which generates a net foreign currency surplus for the Group. The Group has strong inflows in foreign currency, mainly US Dollar, Euro, Oman Rial and Egyptian Pound.

Out of the total receivables on hand at the end of the reporting period, receivables in USD have accounted for 46% (2020: 53%), in EGP for 39% (2020: 34%), in OMR 8% (2020: 7%), in EUR for 7% (2020: 5%), in AED 0% (2020: 1%) and in CHF 0% (2020: 0%) respectively.

To mitigate the above risk exposures, where possible, the Group borrows in matching currencies to create a natural hedge. The following table shows the carrying amounts of borrowings, at the end of the reporting period, in the major currencies in which they are issued.

Borrowing

	2021		2020	
CHF	99,727,685	22%	99,446,915	23%
USD	91,204,486	21%	91,738,027	21%
OMR	89,717,573	20%	85,866,473	20%
EUR	81,110,205	18%	82,680,246	19%
EGP	42,357,267	10%	42,601,460	10%
AED	18,198,080	4%	16,193,250	4%
GBP	22,894,720	5%	11,083,482	3%
Total	**445,210,016**	**100%**	**429,609,853**	**100%**

At the end of the reporting period, the carrying amounts of the Group's major foreign currency denominated monetary assets (mainly receivables) and monetary liabilities (mainly borrowings), at which the Group is exposed to currency rate risk, are as follows:

	Liabilities		Assets	
	2021	2020	2021	2020
Currency-USD	91,204,486	91,738,027	124,267,326	96,964,288
Currency CHF	-	-	-	-
Currency OMR	89,717,573	85,866,473	21,420,089	12,945,610
Currency-EUR	81,110205	82,680,246	22,132,153	9,656,278
Currency-EGP	**42,357,267**	**42,601,460**	**106,538,047**	**61,584,711**

Residual foreign exchange exposure is managed by hedging through entering into foreign currency forward contracts if needed. However, during 2021 and 2020 no such foreign currency forward contracts were used.

Currency risk has also recently developed due to the Group's investments in different markets such as those in Egypt, UAE, Oman, Morocco and the UK. Again, the Group borrows in the local currency of the investment and uses the above-mentioned strategies to mitigate residual currency risk.

34.6.1. Foreign currency sensitivity analysis

As discussed above, the Group is mainly exposed to the US Dollar (USD), Euro (EUR), Oman Rial (OMR) and Egyptian Pound (EGP) arising from sales in these currencies to the tourism / real estate industry.

The following table details the Group's sensitivity to a 5% increase and decrease in CHF against the relevant foreign currencies. The (5%) is the sensitivity rate used when reporting foreign currency risk internally to key management and represents management's assessment of the reasonably expected change in foreign exchange rates (excluding any one-off influences due to decisions by government or central banks). The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% change in foreign currency rates.

The sensitivity analysis includes outstanding borrowings, impact of the changes in the fair value of derivative instruments designated as cash flow hedges and receivables in foreign currencies and, where appropriate, loans to foreign operations within the Group where the denomination of the loan is in a currency other than the functional currency of the lender or the borrower.

A positive number below indicates an increase in profit or equity where the CHF strengths 5% against the relevant currency. For a 5% weakening of the CHF against the relevant currency, there would be a comparable impact on the profit or equity, and the balances below would be negative.

CHF	Currency USD Impact		Currency EUR Impact		Currency EGP Impact		Currency OMR Impact	
	2021	2020	2021	2020	2021	2020	2021	2020
Profit or loss	1,653,142	261,317	2,948,903	3,651,198	3,209,039	949,163	3,414,874	3,646,043

The profit or loss impact has a corresponding impact in equity.

The Group's sensitivity to foreign currency has changed in accordance with the changes in EGP, USD, EUR and OMR borrowings.

34.7. Interest rate risk management

The Group is exposed to interest rate risk because entities in the Group borrow funds at both fixed and floating interest rates. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings, and by the use of interest rate swap contracts. Hedging activities are evaluated regularly to align with interest rate views and defined risk appetite, ensuring the most cost-effective hedging strategies are applied. The Group's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of this note.

During 2021 and 2020 the Group did not hold any derivative financial instruments.

34.7.1. Interest rate sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to interest rates for both derivatives and non-derivative instruments at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of liability outstanding at the end of reporting period was outstanding for the whole year. A '100 basis point' (1%) increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 100 basis points higher / lower and all other variables were held constant, the Group's profit for the year ended 31 December 2021 would decrease / increase by CHF 2.4 million (2020: decrease / increase by CHF 2.2 million). This is mainly attributable to the Group's exposure to interest rates on its variable rate borrowings.

34.8. Other price risks

The Group is exposed to equity price risks arising from equity investments. Equity investments are held for strategic rather than trading purposes. The Group does not actively trade these investments.

34.9. Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group credit risk arises from transactions with counterparties, mainly individual customers and corporations. The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults.

The Group's exposure to credit risk is, to great extent, influenced by the individual characteristics of each customer. Risk control assesses the credit quality of the customer, taking into account its financial position, past experience, other publicly available financial information, its own trading records and other factors, where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group's exposure is continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

Trade receivables and notes receivables consist of a large number of customers, spread across various industries and geographical areas. The Group does not have any significant credit risk exposure to any single counterparty or any Group of counterparties having similar characteristics. The Group defines counterparties as having similar characteristics if they are related entities. The credit risk on sales of real estate is limited because the Group controls this risk through the property itself by registering the unit in the name of the customer only after receiving the entire amount due from the customer.

Counterparty risk is also minimized by ensuring that majority of money market investments and current account deposits are either placed with financial institutions whose standings are "investment grade"; or secured by collaterals or other credit enhancements

The carrying amount of financial assets recorded in the financial statements, which is net of impairment losses after taking account of the value of any collateral obtained, represents the Group's maximum exposure to credit risk.

Impairment of financial assets

Trade and other receivables

For trade and other receivables across Group's business segments, management applies the simplified approach and accordingly impairment loss is measured as "lifetime expected credit loss".

Management is grouping financial instruments on the basis of shared credit risk characteristics (e.g. credit risk rating, collateral type), when applicable.

The probability of default reflects the average percentage of irregular clients for each bucket; and is derived by computing the historical flow rate of trade receivables based on their ageing and arriving at an average loss rate.

The impairment model is initially based on the Group's historical observed default rates, which is the outcome of flow rate studies. The Group then calibrate default rates to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year, which can lead to an increased number of defaults in one of the segments or geographical areas, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The following table details the risk profile of trade receivables based on the Group's impairment model in each business segment. As the Group's historical credit loss experience does not show significantly different loss patterns for different customers, the provision for loss allowance based on past due status is not further distinguished between the Group's different customer base.

Considering business history and the time value of money, management applies a conservative approach and assumes a default rate reaching 100% for balances overdue by more than 360 days, as at this point in time they start to impose significant credit risks and losses in real value of cash. Default rates of other buckets, groups of balances overdue for less than 360 days, are projected from the flow rate study.

Cash flows from the sale of collateral held or other credit enhancements are considered in Loss Given Default ("LGD") and reflected in the expected credit loss rate.

Trade receivables of hotels and destination management segments

	Trade receivables – days past due						
31 December 2021	**Not past due**	**0-30**	**31-60**	**61-180**	**181-360**	**>360**	**Total**
Expected credit loss rate	3.21%	16.77%	17.26%	60.91%	63.37%	100.00%	25.73%
Estimated total gross carrying amount at default	14,092,433	4,274,295	1,724,987	2,850,055	1,124,369	3,064,655	27,130,794
Lifetime ECL	**(451,832)**	**(716,953)**	**(297,732)**	**(1,735,942)**	**(712,488)**	**(3,064,655)**	**(6,979,602)**

	Trade receivables – days past due						
31 December 2020	**Not past due**	**0-30**	**31-60**	**61-180**	**181-360**	**>360**	**Total**
Expected credit loss rate	2.04%	6.73%	8.53%	17.74%	78.61%	100.00%	54.87%
Estimated total gross carrying amount at default	3,103,173	765,666	822,588	1,199,821	5,601,572	3,334,116	14,826,936
Lifetime ECL	**(63,250)**	**(51,565)**	**(70,189)**	**(212,875)**	**(4,403,240)**	**(3,334,116)**	**(8,135,235)**

The first two time-buckets were shown as one bucket in prior year's financial statement. The split was made so that the time-buckets of the two financial periods are aligned.

Receivables of real estate segment

	Trade receivables – days past due						
31 December 2021	**Not past due**	**0-30**	**31-60**	**61-180**	**181-360**	**>360**	**Total**
Expected credit loss rate	4.75%	5.66%	8.21%	14.37%	37.77%	100.00%	7.65%
Estimated total gross carrying amount at default	255,325,676	1,900,887	1,530,652	3,093,019	1,614,960	7,282,714	270,747,908
Lifetime ECL	**(12,128,145)**	**(107,663)**	**(125,707)**	**(444,446)**	**(609,891)**	**(7,282,714)**	**(20,698,566)**

	Trade receivables – days past due						
31 December 2020	**Not past due**	**0-30**	**31-60**	**61-180**	**181-360**	**>360**	**Total**
Expected credit loss rate	1.72%	2.36%	4.85%	9.66%	19.62%	100.00%	9.96%
Estimated total gross carrying amount at default	159,151,497	3,456,000	1,614,427	4,999,380	6,239,815	14,294,883	189,756,002
Lifetime ECL	**(2,742,655)**	**(81,603)**	**(78,338)**	**(482,895)**	**(1,224,089)**	**(14,294,883)**	**(18,904,463)**

Movement in credit loss allowance:

CHF	2021	2020
Balance at beginning of year	(27,039,698)	(19,849,742)
Impairment losses recognised on receivables	(3,614,344)	(11,167,801)
Reversal of impairment losses recognised on receivables	3,811,983	2,208,940
Foreign exchange translation gains and losses	(836,109)	1,768,905
Balance at end of year	**(27,678,168)**	**(27,039,698)**

Other financial assets at amortised cost

For other assets measured at amortized cost, The Group reassess at each reporting period whether the asset is subject to significant increase in its credit risk by considering the loss given of this asset. The probability of default is determined based on historical data of cash flows from similar financial assets (e.g. magnitude of instances of counter party defaulting in recent past years for similar financial assets), reflected through external or internal credit ratings. The credit risk information incorporates historical data as well the forward-looking macroeconomic aspect, in order to approximate the result of recognising lifetime expected credit losses when there has been a significant increase in credit risk since initial recognition on an individual instrument level.

As at 31 December 2021 and 2020, none of the cash and bank balances are impaired. The Group performed ECL test for the cash and bank balances which resulted in immaterial losses due to the fact that the Group places its bank balances with financial institutions whose standings are "investment grade"; or secured by collaterals or other credit enhancements.

As at 31 December 2021, CHF 0.2 million (2020: CHF 0.5 million) of the financial assets measured at amortised cost are impaired (note 12).

34.10. Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board of Directors, which has established an appropriate liquidity risk management framework for the management of the Group's short-, medium- and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Regarding management's plans to manage liquidity shortages and related uncertainty please refer to note 25.1.

As of 31 December 2021, the Group did not have any un-drawn facilities at its disposal in order to further reduce liquidity risk (31 December 2020: none).

34.10.1. Liquidity and interest risk tables

The following tables detail the Group's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The tables include both interest and principal cash flows. To the extent that interest cash flows are floating rate, the undiscounted amount is derived from interest rate curves at the end of the reporting period. The contractual maturity is based on the earliest date on which the Group may be required to pay.

Maturities of non-derivative financial liabilities

2021 CHF	Weighted average effective interest rate	Less than 6 month	6 months to one year	1 – 5 years	5 + years	Total
Non-interest bearing	-	340,746,347	-	27,958,262	-	368,704,609
Variable interest rate instruments	6.31%	10,855,199	9,621,961	203,851,787	62,297,050	286,625,997
Fixed interest rate instruments	12.06%	68,455,775	11,246,700	709,908,554	86,872,181	876,483,210
Total		**420,057,321**	**20,868,661**	**941,718,603**	**149,169,231**	**1,531,813,816**

2020 CHF	Weighted average effective interest rate	Less than 6 month	6 months to one year	1 – 5 years	5 + years	Total
Non-interest bearing	-	290,640,187	-	29,250,890	-	319,891,077
Variable interest rate instruments	6.09%	8,299,907	8,201,085	146,641,869	113,760,234	276,903,095
Fixed interest rate instruments	11.71%	45,526,468	13,722,292	530,206,658	305,892,048	895,347,466
Total		**344,466,562**	**21,923,377**	**706,099,417**	**419,652,282**	**1,492,141,638**

CHF	2021		2020	
Counterparty	Credit limit	Carrying amount	Credit limit	Carrying amount
Syndication	191,629,698	191,629,698	191,629,698	191,629,698
Bond	100,000,000	99,304,070	100,000,000	99,254,777
Bank 1	19,960,978	18,198,080	16,193,250	16,193,250
Bank 2	90,839,095	90,920,061	42,933,259	42,933,259
Bank 3	-	-	42,933,259	42,933,259

The amounts included above for variable interest rate instruments for liabilities is subject to change if changes in variable interest rates differ to those estimates of interest rates determined at the end of the reporting period.

34.11. Fair value measurement

34.11.1. Fair value of financial instruments carried at amortised cost

Except as detailed in the following table, management considers that the carrying amounts of financial assets and financial liabilities recognised in the consolidated financial statements approximate their fair values.

CHF	31 December 2021		31 December 2020	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial liabilities				
Borrowings/bank loans	445,210,016	443,002,442	429,609,853	427,363,162

34.11.2. Valuation techniques and assumptions applied for the purposes of measuring fair value

The fair values of financial assets and financial liabilities are determined as follows:

- The fair values of financial assets with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices (includes unlisted and listed equity investments classified as at FVTPL and FVTOCI respectively).
- The Group receives the fair values of foreign currency forward contracts and interest rate swaps from the counterparty banks. Foreign currency forward contracts are usually measured using quoted forward exchange rates and yield curves derived from quoted interest rates matching maturities of the contracts. Interest rate swaps are usually measured at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates.
- The fair values of other financial assets and financial liabilities (excluding those described above) are determined in accordance with generally accepted pricing models based on discounted cash flow analysis. Specifically, significant assumptions used in determining the fair value of the following financial assets and liabilities are set out below.

34.11.3. Fair value measurements recognised in the consolidated statement of financial position

The following table provides an analysis of financial and non-financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable.

- Level 1: fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: fair value measurements are those derived from inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

2021 CHF	Level 1	Level 2	Level 3	Total
Financial assets at FVTOCI				
Listed and unlisted shares measured at FV	1,460	-	-	1,460
	1,460	-	-	1,460
Other assets at fair value				
Investment property (1)	-	-	37,319,156	37,319,156
	-	**-**	**37,319,156**	**37,319,156**

2020 CHF	Level 1	Level 2	Level 3	Total
Financial assets at FVTOCI				
Listed and unlisted shares measured at FV	1,682	-	-	1,682
	1,682	**-**	**-**	**1,682**
Other assets at fair value				
Investment property (1)	-	-	35,086,148	35,086,148
	-	**-**	**35,086,148**	**35,086,148**

There were no transfers between Level 1, 2 and 3 in the period. The financial assets at FVTOCI were measured at fair value based on a method that combined the earning and net equity book values of the companies.

1) The reconciliation for investment property is shown in note 16.

Reconciliation of Level 3 fair value measurements of financial assets

	Unquoted equity securities	
CHF	**2021**	**2021**
Opening balance	**-**	**941,442**
Total gains/(losses) recognized in other comprehensive income	-	(941,442)
Closing balance	**-**	**-**

35. Share-based payments

35.1. Agreements with current CEO

ODH has entered into an employee contract with its new CEO, Omar El Hamamsy, effective as of 1 September 2020. As part of the compensation agreement, the CEO will receive contingent payments based on market capitalization development of the ODH shares. Herewith, the CEO will receive between 2% and 5% of the increase of the market capitalization whenever reaching an additional market capitalization milestone of CHF 100 million up to a cap for the market capitalization of CHF 2 billion. The contingent renumeration will be paid in cash or shares at the discretion of the Company.

As at grant date (1 September 2020) a Binominal Option Pricing Model was used to calculate the fair value of the contingent compensation. A fair value of the underlying share of CHF 9.11, duration of 6.33 years, volatility of 39% and a risk-free rate of 0% were the major assumptions used in the valuation. The resulting fair value of CHF 3.25 million is recognised over the vesting period of 6.33 years on a linear basis. The expense for the period of CHF 513,156 is recognised within share-based payment reserve (part of equity).

A second contingent compensation based on financial metrics is not yet active and financial metrics first need to be defined by no later than 31 December 2022.

35.2. Agreements with former CEO

As of 7 May 2019, the Company concluded a new employment contract with CEO Khaled Bichara, retroactively replacing and terminating the previous contract as of 1 January 2019. The contingent remuneration accrued under the old contract was settled by a one-off lump-sum payment of CHF 3 million, which was paid through the issuance of 183,823 shares based on the fair value of the share at grant date of CHF 16.32. The new agreement was approved by the Annual General Meeting on 7 May 2019. As at 31 January 2020, all compensation agreements were terminated due to the death of the CEO Khaled Bichara.

As part of the new employment contract, the CEO received a share-based compensation. The share-based compensation was in form of restricted share awards ("RSAs") with a fair value at grant date of CHF 16.32 per RSA which proved for a staggered allocation of a total of 2.5% of the outstanding ODH shares (a total of 1,012,248 shares) over the next five years. Each RSA constituted a contingent right to receive one share in the Company upon vesting of the RSAs. The RSAs were agreed to vest in five equal tranches over a period of five years on 1 January each year. The first tranche of 202,050 shares vested on 1 January 2020. The shares were distributed out of treasury shares which led to the respective reclassifications within equity.

As this share-based payment was a replacement of the superseded contract, the incremental fair value of the new contract at grant date, which was based on the market price of the listed shares, was recognised over the vesting period within profit or loss on top of the share-based payment expense of the superseded contract, resulting in total personnel expense of CHF 0.2 million for January 2020 which is recognised as an increase in share-based payment reserve. The residual shares, which vested in January 2020 were distributed out of treasury shares later in 2020 which led to the respective reclassifications within equity. As at 31 December 2020, there are no amounts shown as a separate share-based payment reserve within equity as all shares have been distributed and the termination of the agreement has been finalised.

Further, the CEO received another 2.5% of the outstanding ODH shares (a total of 1,010,050 shares) directly from the Chairman. Such a transaction needs to be accounted for as if the shares were received from the Company. As the shares were granted for a vesting period of five years, the total fair value at grant date of CHF 16.5 million, which was based on the market price of the listed shares, was spread over the original vesting period. After 31 January 2020, no further amounts were recognised as the shares, in accordance with the contract, will be returned to the Chairman upon the passing away of the CEO. Hence, as none of the shares have vested, the entire amount which has been recognised so far in share premium in relation to the shares granted by the Chairman in the current and previous years has been derecognised through profit or loss in 2020.

35.3. Employee share option plan of subsidiary ODE

The Board of Directors of ODE, the largest Egyptian subsidiary of the Group, approved an Employee stock option plan (ESOP) to reward and motivate employees. The exercise price of the options is set at the nominal value of the shares at 1 EGP (CHF 0.0560). On 1 October 2019, ODE's ESOP committee granted 6,931,968 share options in three tranches. The vesting period of the three tranches is set at either 8 months, 15 months or 27 months contingent on the employees remaining with the Group throughout the period. The expiry date of these options is set to one month from the end of the vesting period. During 2021, the 2,310,656 options of tranche 2 (2020: 2,310,656 options of tranche 1) vested of which 1,938,294 (2020: 2,285,252) were immediately exercised. In 2021 and 2020, no further options were granted.

The shares granted are accounted for as equity-settled share-based payment transactions. The incremental fair value of the share options granted is allocated to the respective vesting periods as an expense with the accumulated amount recognised within equity.

The following table reconciles the share options outstanding at the beginning and end of the year:

	Number of options		Weighted average exercise price	
	2021	**2020**	**2021**	**2020**
Opening balance	4,621,312	6,931,968	0.0560	0.0603
Granted	-	-	-	-
Exercised	(1,938,294)	(2,285,252)	0.0583	0.0593
Expired	(372,362)	(25,404)	0.0583	0.0593
Closing balance	**2,310,656**	**4,621,312**	**0.0582**	**0.0560**

Share options outstanding at the end of the year 2021 and 2020 have the following expiry dates:

CHF	2021	2020
1 February 2021	-	2,310,656
1 February 2022	2,310,656	2,310,656
Total share options outstanding	**2,310,656**	**4,621,312**

None of the share options outstanding as at 31 December 2021 (31 December 2020: none) were exercisable.

The fair values of the options at the grant date in 2019 (2020 and 2021: none) were EGP 5.9563 (CHF 0.3467) for tranche 1, EGP 6.0346 (CHF 0.3512) for tranche 2 and EGP 6.1532 (CHF 0.3581) for tranche 3, resulting in a total fair value of EGP 41.9 million (CHF 2.4 million). The fair values have been assessed using the Black-Scholes valuation model and spread over the vesting period of 8 months to 27 months. The significant inputs into the model were share price of EGP 6.85 (CHF 0.3987) at grant date, exercise price of EGP 1 (CHF 0.0582), volatility of 31.52% and risk-free interest rate 15.70%.

The expected life of the options is based on current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome. The total amount recognized as an expense during 2021 amounts to CHF 367,707 (2020: CHF 1,457,224) of which CHF 276,137 (2020: CHF 1,094,332) are recognised within share premium reserve and CHF 91,570 (2020: CHF 362,892) within non-controlling interests.

36. Related parties

A party (a company or individual) is related to an entity if:

a) directly, or indirectly through one or more intermediaries, the party:

v. controls, is controlled by, or is under common control with, the entity (this includes parents, subsidiaries and fellow subsidiaries);

vi. has an interest in the entity that gives it significant influence over the entity; or

vii. has joint control over the entity;

b) the party is an associate of the entity or a joint venture in which the entity is a venturer (both defined in IAS 28 Investments in Associates and Joint Ventures);

c) the party is a member of the key management personnel of the entity or its parent;

d) the party is a close member family of any individual referred to in (a) or (b);

e) the party is an entity that is controlled, jointly controlled or significantly influenced by, or which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (a) or (b); or

f) the party is a post-employment benefit plan for the benefit of employees of the entity, or of any entity that is related party of the entity.

Balances and transactions between the Group and its subsidiaries, which are related parties of the Group, have been eliminated on consolidation and are not disclosed in this note. Details of transactions between the Group and other related parties are disclosed below.

During the year, the Group purchased services from companies in which members of the Board have a partnership or significant influence through ownership during the reporting period. These services related to the leasing of office space in Cairo.

Compensation of key management personnel is disclosed in note 36.3.

36.1. Related party balances

	Due from related parties		Due to related partiesprice	
	2021	**2020**	**2021**	**2020**
Financial instruments				
El Gouna Football Club	1,795,743	2,149,304		-
Iskan International Projects	-	-	2,945,067	2,699,862
Other (balances less than CHF 120 000 each)	-	-	29,084	152,072
Associated companies (note 19)				
Red Sea Company for Construction & Develop.	-	-	7,212,558	635,254
Andermatt Swiss Alps (iii)	1,391,651	1,882,116		-
Non-controlling shareholders				
Three Corners Company (ii)	8,805,898	8,720,183		-
Arabian peninsula hospitality ltd. (previously: Kingdom Co.) (ii)	6,608,831	6,361,241		-
Close family members				
Samih Sawiris – (i)	-	-		-
Close family companies				
FTI (iv)	3,294,047	1,963,180		-
Besix	-	-	21,035,057	24,290,335
Total	**21,896,170**	**21,076,024**	**31,221,766**	**27,777,523**
Current	21,896,170	21,076,024	31,221,766	27,777,523
Non-current	-	-	-	-
Total	**21,896,170**	**21,076,024**	**31,221,766**	**27,777,523**

(i) Current accounts due to Mr. Samih Sawiris are disclosed in note 32.

(ii) Companies are non-controlling in some Egyptian subsidiaries of ODE. The balance represents advances paid to shareholders to be settled afterwards through dividends. Hence, balance is sufficiently secured and no impairment required.

(iii) Balance is sufficiently secured as related company is operational and has good credit worthiness. Accordingly, balance is not impaired

In 2020, as part of the sale of the investment in associates, the current account with New City Housing & Development was settled in cash including a discount of CHF 1.6 million (note 19).

The Group performed ECL test for the related party balances, which resulted in an impairment loss of CHF 0.2 million in relation to related party receivables. (2020 CHF 0.5 million).

36.2. Related party transactions

Taba Heights Company transactions

One of the Group companies had been granted the right to acquire freehold title to the project's land by the Tourism Development Authority. Due to foreign ownership restrictions on the Sinai Peninsula becoming applicable in connection with the reorganization in 2008, the respective Group company had to be transferred to Mr. Samih Sawiris, major shareholder and of Egyptian nationality. Mr. Samih Sawiris entered into a binding agreement to retransfer these shares subject to approval of the competent authorities, and that until such retransfer, the Group would be put into a position as the full economic beneficiary of these shares. This entails, inter alia, an irrevocable assignment of dividends and the authorization to collect dividends, exercise voting rights related to these shares and cause the sale of shares with no additional rights of Mr. Samih Sawiris in any value received.

Rental contract for office building in Cairo

Orascom Development Egypt, a major subsidiary of Orascom Development Holding AG, has rented part of its administrative headquarter in Nile City from a joint stock company owned by the major shareholders and others for an annual fee of USD 254,000 (CHF 232,000).

FTI

The Group has rented out Makadi gardens to FTI – an entity owned by the main shareholder of the Company Mr. Samih Sawiris with an interest of 75 %. FTI is the fourth largest tour operator in Europe. The annual rent is fixed at EUR 927,000 (CHF 1,002,000) (note 16). In 2020, revenue of CHF 9.7 million (2020: 11.9 million) was recognised in relation to FTI.

Red Sea

The total amount of construction work and services with Red Sea for Construction & Development S.A.E (note 19) reached EGP 2,143 million (CHF 124.9 million) (2020: EGP 1,337 million (CHF 79.3 million).

El Gouna Football Club

El-Gouna football club is a club located in Gouna. All members of the club are employees of the Group. During 2018, the Group signed sponsorship contract with El-Gouna club amounting to EGP 50 million (CHF 2.90 million), with the amount being settled within three years starting in October 2018. During 2019, the Group extended the contract to sponsor the sports season 2019-2020 amounting to EGP 50 million (CHF 3 million) with the amount being settled within 10 months starting in September 2019.

Besix

Besix SA, a company controlled by Mr. Samih Sawiris together with close family members through Orascom Constructions PLC, is contracted by the Group for several construction projects in Montenegro. As at 31 December 2020, CHF 21.0 million (31 December 2020: CHF 24.3 million) were due to Besix SA. Further, in 2021, cost of goods sold of CHF 9.4 million (2020: CHF 4.6 million) were invoiced to the Group by Besix SA.

36.3. Compensation of key management personnel

CHF	2021	2020
Salaries	2,679,229	3,230,500
Other short-term employee benefits	1,594,000	513,333
Share-based payments	**207,648**	**170,994**
Total compensation of key management personnel	**4,480,877**	**3,914,827**

For further details on the share-based payments refer to notes 27.3 and 35.

The disclosures required by the Swiss Code of Obligations on Board and Executive committee compensation are shown in the compensation report.

Total compensation of directors and Executive Management is part of the employees benefit expense allocated between cost of sales and administrative expenses (see note 8).

As at 31 December 2021, an amount of CHF 0.2 million was due from key executives relating to the allocation of ODE shares in 2007. No other loans or credits were granted to members of the Board, the Executive Management or parties closely linked to them during 2021 and 2020.

37. Non-cash transactions

During the current year, the Group entered into the following non-cash investing and financing activities which are not reflected in the consolidated statement of cash flow:

- Capitalization of interest of CHF 1.7 million over projects under constructions (note 11).
- Additions to property under construction against other liabilities in the total amount of CHF 9.6 million
- Transfer of property, plant and equipment in the total amount of CHF 1.0 million to inventories and investment properties (note 15)
- Transfer of treasury shares to Board of Directors as part of their remuneration of 2020 which was paid in 2021 (note 27.2)

38. Leases
38.1. The Group as lessee

38.1.1. Right-of-use assets
Right-of-use assets relate to lease of office facilities with lease terms from 2 to 15 years, land usufructs with lease terms from 38 to 85 years as well as plant and equipment. Right-of-use assets are located in Egypt, Oman, Montenegro, UAE and Switzerland.

Recognised within Property, plant and equipment (note 15)

CHF	Land	Buildings	Plant and equipment	Total
Cost				
Balance at 1 January 2020	**13,185,084**	**36,035,321**	**3,424,556**	**52,644,961**
Additions	699,190	1,257,830	778,026	2,735,046
Disposals	(3,862,623)	-	-	(3,862,623)
Foreign currency exchange differences	(275,185)	(916,521)	(287,285)	(1,478,991)
Balance at 31 December 2020	**9,746,466**	**36,376,630**	**3,915,297**	**50,038,393**
Additions	-	3,184,030	-	3,184,030
Disposals	(35,248)	-	-	(35,248)
Transfer within property, plant and equipment	-	-	(763,821)	(763,821)
Foreign currency exchange differences	235,472	(1,301,206)	153,248	(912,486)
Balance at 31 December 2021	**9,946,690**	**38,259,454**	**3,304,724**	**51,510,868**
Accumulated depreciation				
Balance at 1 January 2020	**943,155**	**2,683,403**	**1,890,914**	**5,517,472**
Depreciation expense	2,586,175	721,733	216,518	3,524,426
Disposals	(1,333,096)	-	-	(1,333,096)
Foreign currency exchange difference	1,481,286	(1,756,668)	(146,674)	(422,056)
Balance at 31 December 2020	**3,677,520**	**1,648,468**	**1,960,758**	**7,286,746**
Depreciation expense	1,606,067	855,533	192,855	2,654,455
Impairment losses	-	1,989,874	-	1,989,874
Disposals	(35,248)	-	-	(35,248)
Transfer within property, plant and equipment	-	-	(59,408)	(59,408)
Foreign currency exchange difference	120,696	(162,934)	76,164	33,926
Balance at 31 December 2021	**5,369,035**	**4,330,941**	**2,170,369**	**11,870,345**
Carrying amount				
Balance at 1 January 2020	12,241,929	33,351,918	1,533,642	47,127,489
Balance at 31 December 2020	6,068,946	34,728,162	1,954,539	42,751,647
Balance at 31 December 2021	**4,577,655**	**33,928,513**	**1,134,355**	**39,640,523**

Recognised within Inventories (note 22)

CHF	Inventory
Balance at 1 January 2020	**17,763,059**
Recognised as cost of goods sold (COGS)	(317,542)
Foreign currency exchange differences	(674,607)
Balance at 31 December 2020	**16,770,910**
Recognised as cost of goods sold (COGS)	(189,734)
Foreign currency exchange differences	(359,752)
Balance at 31 December 2021	**16,221,424**

38.1.2. Maturity analysis of lease liabilities

CHF	2021	2020
Year 1	1,927,431	2,652,393
Year 2	1,705,604	1,504,619
Year 3	1,474,647	1,585,519
Year 4	1,379,276	1,657,982
Year 5	1,242,375	1,434,756
Onwards	21,966,163	22,437,245
Total	**29,695,496**	**31,272,514**

The Group does not face a significant liquidity risk with regards to its lease liabilities. Lease liabilities are monitored within the Group's treasury function.

38.1.3. Amounts recognised in profit or loss

CHF	2021	2020
Depreciation expense on right-of-use assets (note 15)	(2,654,455)	(3,524,426)
Interest expense on lease liabilities (note 11)	(2,291,234)	(2,671,028)
Expense relating to short-term leases	(2,788,438)	(2,951,661)
Expense relating to leases of low value assets	(52,829)	(34,975)
Expense relating to variable lease payments not included in the measurement of the lease liability	(5,152,412)	(3,090,717)
Income from subleasing right-of-use assets (note 7.1)	326,520	484,744

Low value, short-term and variable lease payments are included in the operational cash flow.

38.1.4. Further information on leases

At 31 December 2o21, the Group has commitments for short-term and low-value leases of CHF 494,842 (31 December 2020: CHF 916,573).

The total cash outflow for leases amount to CHF 9,137,580 (2020: CHF 7,754,103).

38.2. The Group as lessor

38.2.1. Leasing arrangements

Leases relate to the investment property owned by the Group with lease terms of between 1 and 4 years for premises across all destinations. These lease contracts do not include a lease extension option and are subject to renegotiation at the end of the lease term. The lessee does not have an option to purchase the property at the expiry of the lease period. No material non-cancellable lease receivables exist as at 31 December 2021 (31 December 2020: none).

Rental income earned by the Group from its investment properties and direct operating expenses arising on the investment properties for the year are set out in note 16.

39. Commitments for expenditure

The following commitments for expenditure have been made for the future development of the respective projects:

CHF	2021
Eco-Bos Development Limited (i)	3,973,923

(i) As per the property management agreement between Eco-Bos and Imerys (shareholder in Eco-Bos). Eco-Bos has the right but not the obligation (American call option that started in 2011 and extended in 2019 by 5 years to mature in 2036) to purchase part or all of 6.6 million square meters (divided on 6 independent plots), which is currently owned by Imerys Mineral Limited. An annual option premium is paid to retain the rights and the purchase price is calculated based on an agreed dynamic pricing formula. The trigger event of the option(s) is at the full discretion of Eco-Bos and shall only be exercised when building permits are attained. Currently Eco-Bos is in negotiations with the local authorities and other investors and is taking its time to optimize on the best alternatives for the development. Also, it is worth noting that there is put option which Imery's can exercise in 2036.

39.1.Minimum Building Obligations

Beside the legally binding commitment for expenditure mentioned above the, following should be considered:
One part of the Group's business is to acquire land for the development of tourism projects. Out of these business opportunities often no legally binding commitments are incurred. However, the Group has non-binding business opportunity commitments in relation to their projects. In particular, the Group has minimum building obligations ("MBOs") which are included in their development agreements ("DAs") with the relevant governments in Oman, Morocco and Montenegro.

The contingent liabilities in relation to the MBOs in Montenegro, Oman and Morocco are assessed by the management of the Group as follows:

Oman

According to the DAs for Salalah and Sifah, the project companies, which are subsidiaries of the Group, shall use their best efforts to substantially complete a defined number of hotels and a golf course within an indicative timeline. Based on this indicative timeline, the project companies have been initially granted an extension of time for the substantial completion (which is defined as the material elements of the specific MBOs) of the MBOs that elapses on 1 January 2015.

Based on the right to request an extension of the completion date, which is included in the DAs, the Group has requested an extension for the time of completion of the residual MBOs until 2018. Sifah and Salalah project companies engaged in exhaustive negotiations with the Omani Government. Finally, on 30 June 2015, the Group and the Omani Government signed the Addenda in which they officially agreed on the extension of the deadline for completion of the MBOs to be 1st January 2020 and 1st January 2018 for Sifah and Salalah respectively.

Furthermore, the Parties agreed to amend certain elements of the MBOs. With regards to Sifah project, the Parties agreed that the Project Company shall deliver 500 hotel keys over three hotels instead of four hotels. The project company has so far finalized 68 rooms. Additionally, the project company shall be required to either develop an aquarium or a waterpark or increase the number of hotel keys by 60 rooms, at its sole discretion.

Similarly, with regards to Salalah project, it was agreed in the Addendum that the project company would deliver 700 hotel keys and replace the 18-hole golf course with a waterpark while the remaining MBO requirements remain unchanged. The Salalah Addendum also stipulates that the project company shall grant, transfer and assign to the Omani Government an area of land amounting to two million square meters, while the Omani Government undertook to provide all pending licenses to the Project Company. To date, the project company in Salalah has completed 3 hotels with a total number of 904 keys.

The Group has requested the Omani Government to merge the required minimum number of keys, and as such the Project Companies shall be required to complete a total number of 1200/1260 keys among both Sifah and Salalah projects. Moreover, the Group requested the Omani Government to reduce the required number of holes in the golf course contemplated in the Sifah project from 18 to 9. The said request was due to the anticipated shortage in the water resources in the area as suggested by the experts. In March 2017, the Omani government approved both requests and sent a letter to that effect to be finalized by January 2020.

During 2018, additional 178 hotel rooms were built as the extension of the Fanar Hotel. The total number of hotel rooms in Salalah Project is now 1082.

In January 2019, the Project Company signed with the Omani Government an Addendum to the Development Agreements extending the MBO Completion Date of the remaining 111 rooms to January 2022.
In November 2020, the Omani Government issued a letter extending the deadlines for completing the MBO in Sifah and Salalah until 1 January 2024.

Morocco

OCD has concluded the Development Agreement ("DA") with the Government of Morocco on January 2007 for the implantation of development of Oued Chbika new tourist integrated area. According to the DA it is agreed to develop the area located in South of Morocco. The Government's plan is to assist the Project Company to turn this into a development center for the South of Morocco, an area on the top of the King's agenda.

The DA does not contemplate the concept of MBOs; however, it sets out a timeline for the performance of the essential elements of the Development Plan. The DA states that Phase IA should be finalized by the end of 2013 (i.e. within six years from the date of signature of the DA). This date is applicable to the marina, infrastructure, five hotels and the real estate units. Nevertheless, there are no fixed dates but there are interdependent milestones that either extend or shorten the deadline of the performance of another essential element of the Development Plan, by the other party.

Communication is ongoing between OCD and the Government regarding the extension of the timeline, to that effect OCD on March, 26th 2014, sent a letter to the Moroccan Government proposing a new valuation program in which OCD requested to deliver in 2020; three hotels, real estate units, marina, and the necessary infrastructure. The request was premised on the fact that the Government acted as a hindrance to the project; due to delays in issuing the necessary permits and providing the essential infrastructure such as, airport and electric lines linked to the project, which are necessary to allow OCD to realize its build obligations.

The Group remains engaged in discussions, meetings and workshops with the state agency for tourism ("SMIT") for the purpose of integrating the amendments to the DA. Furthermore, the Group has undertaken all necessary studies of the social and environmental impact of the project on the region.

A draft amendment agreement to the DA ("Amendment Agreement" or "Avenant 2") has been prepared and negotiated with the Government and an agreed version is now in place to be signed, during 2020, between the Project Company and the Moroccan Government, reflecting the arrangements to extend the development timeline and outlining the Government and the Project Company's respective obligations with respect to the development of the Project. However, this Amendment Agreement has not yet been signed.

Avenant 2 provides for an extension of the development timeline allowing the delivery of Phase IA (600 keys) within four (4) years from the execution of the Amendment Agreement with one year justifiable extension (i.e on or around February 2024 or 2025 as the case may be). The Marina shall also be delivered within four (4) years from the execution of the Amendment Agreement.

The Amendment Agreement includes the Moroccan Government's obligation to start the development of the airport of Tan-Tan after twelve (12) months from the execution of the Amendment Agreement and to have it completed, within six (6) months, at the latest, from the date of opening of the first hotel. This due to the importance of development of Oued Chbika area and in order to guarantee regular visits of foreign tourists to this area.

Also, the Amendment Agreement states the Moroccan Government's obligation to finalize, before the opening of the first hotel, the infrastructure related to the electricity to be delivered to the borders of the project's land.
The Amendment Agreement introduces new provision allowing the Project Company to establish, with other partners, a company to be responsible of the development work.

In light of the above and in parallel with the execution of Avenant 2, the Project Company is currently finalizing its negotiations with potential partners in order to start the development of the first phase of the project directly once the Amendment Agreement is signed.

Based on the foregoing, the Group's management is comfortable with the current status of the MBOs and the minimum investment obligations in Morocco and the Group does not expect any disputes with the local authorities, as the Group has exerted a great deal of negotiations to ensure that any delays are communicated to local government authorities, and thereby working alongside the government in rescheduling and extending the completion dates.

Montenegro

In Montenegro, the investment obligations contemplated by the DAs span over three phases of development, namely the initial phase, second phase and third phase. The date of completion of the initial phase is due by 2017.

The initial phase of the project entails the completion of a four-star hotel, in addition to a main mooring area, an 18-hole golf course and a club house, as well as a town centre with several facilities.

However, due to the Government's delay in fulfilling its obligations specified in the DA and the Closing Protocol signed between the Government of Montenegro, Municipality of Tivat and the project company, the time for completing and finalizing the MBO shall be extended proportionally to the time consumed by the Government in fulfilling the said obligations.

To that effect, the project company has notified the Government several times in writing with the delay of the Government in fulfilling its obligation. The notification included reference to the finalization of the infrastructure and undertaking the required action by the Government with regard to the land expropriations on the quarry area and the main hotel site in order to enable the project company to start the construction of the hotel as required under the abovementioned initial phase. It should be noted that, to date, no official response has been received from the Government.

However, to prove its goodwill, LD constructed a hotel in the Marina Village with a capacity of 111 rooms under the name of the "Chedi". The Chedi officially started operating in July 2018. Based on the foregoing, the remaining rooms to be constructed in the Initial Phase as per the LD are 189 hotel rooms instead of 300. The Main Mooring Area has been finalized and started operating in July 2018 and the marina is partly opened and is expected to fully operate during 2020. As for the Golf Course, the heavy excavation is nearly completed and LD started the rough shaping of the first 4 holes.

During 2018 and 2019, several meetings were held with the Government of Montenegro, who accepts that it has failed to fulfil certain obligations causing Lustica's inability to secure the execution of the MBO and MIO. This position has been confirmed during the meetings that were held during 2018 and 2019 with the Minister of Tourism, the Secretary of the Secretariat for Development Projects and the Mayor of the Tivat Municipality as the most important entities in the Government that monitor the realization of the Lustica Bay project. Furthermore, the position of the Minister of Tourism acknowledged the Government's delays in the implementation of its contractual obligations, which relate to the expropriation of land, providing adequate traffic accessibility as well as timely construction of communal infrastructure.

Therefore, it is evident that the Government of Montenegro accepts responsibility for delays in the implementation of the contracted obligations, which resulted in the inability of Lustica Development to fulfil its obligations. In parallel and given that the DA and the Closing Protocol grant Lustica an automatic extension of the deadline of delivering the Initial Phase under the MBO so long as the Government did not fulfil its obligations as detailed hereinabove, consequently, the DA is under no risk of termination. This has been confirmed by the letter issued by the Government of Montenegro dated 5 September 2019 whereby the said Government acknowledges that Lustica Development is in good standing with regard to its contractual obligations.

Based on the above, the LDA and the Closing Protocol are under no risk of termination, and it is definite that LD is and will be entitled to 4-years extension of the deadline of delivering the Initial Phase under the MBO so long as the Government did not fulfil its obligations as detailed hereinabove. Also, the remaining phases' deadlines will be extended accordingly.

Risk assessment of contingent liability

The Management has analyzed the various MBOs and is comfortable with the current status of the MBOs and the minimum investment obligations. Albeit that certain delays have or may potentially occur, all such delays, as described herein, were well founded and are premised on legal grounds that would protect the Group from any exposure. The Group has exerted a great deal of negotiations in all destinations to ensure that any delays are communicated to the relevant local authorities and thereby working alongside each concerned government in rescheduling and extending the completion dates. Additionally, the Group has worked on securing finance schemes to accommodate the newly developed restructuring of the investment obligations, or in cases were completion dates are at risk, expending the necessary amounts to comply with the contractual obligations.

40. Significant events during the financial period

Claim for environmental compensation from Egypt's Ministry of Environment

During the course of Q3 2021, the Group received a notice from the Environment Protection Agency a department of Egypt's Ministry of Environment claiming an environmental compensation amounting USD 33.9 million (CHF 31.6 million) in relation to the El Gouna destination. The notice did not include any information on the claim's background and reasons. Also, the Group was not informed of the technical basis that the agency followed to estimate the amount of the compensation.

The Group therefore sent a letter to the Egyptian Environment Protection Agency in order to obtain the necessary information to study the matter technically and legally. Furthermore, the Group has appointed an independent consultant in the environmental affairs to ensure that there has been no damage or breach to the environment in relation to the Group's business and the preliminary results were certainly that there were no environmental damages, nor any environmental changes have been occurred.

The Group has always been strongly committed to the environment and has always respected all environmental laws across all destinations. This is evidenced by the fact that El Gouna was the first destination in the Africa and Arab region to receive the Global Green Award under the United Nation's Environment Programme

On 2 September 2021, a decision was issued by the Egyptian Prime Ministry Office to form a committee to study the dispute file. On 18 October 2021, the Group submitted all technical and supporting documents related to this matter. However, the Group has not yet received any response from the committee.

Matters will be assessed later based on the development of events and the information that the Group will receive in the coming period.

41. Litigation

There were no significant open litigations at 31 December 2021 and 31 December 2020.

42. Subsequent events

Russian and Ukrainian Conflict

At the time of preparing this report, the Russian and Ukrainian conflict emerged in February 2022. The situation is changing rapidly creating high volatility within the energy and commodities markets. ODH is closely monitoring the market developments acknowledging the fact that it is still too early to fully assess the impact of the conflict on our core business segments. Despite the current uncertainties, there is currently no indication of a major disruption in the group's business or non-fulfilment of the group's obligations towards its customers across all business segments.

At the present time, it is not yet possible to conclusively assess the specific effects. Nor is it possible at this stage to predict with sufficient certainty to what extent further escalation of the Russian and Ukrainian conflict will impact on the global economy and the growth in the markets in 2022. ODH does not have any subsidiaries nor equity investments in Ukraine nor in Russia.

While the situation remains highly fluid, and the outlook is subject to extraordinary uncertainty. Energy and commodity prices have surged, adding to inflationary pressures from supply chain disruptions and the rebound from the Covid 19 pandemic. The sanctions on Russia will also have a substantial impact on the global economy and financial markets. Moreover, as a consequence of the conflict, the economic rebound post the pandemic is more likely to be slower than expected.

The economic sanctions and the travel ban on Russian flights will affect the hospitality segment globally. It is too early to determine the broader impact of the absence of Russian and Ukrainian tourists, but it will be felt. For the Group's hotels in El Gouna, Egyptians still represent more than 50% of our hotel's occupancy and the Group depends highly on the Western European markets, mainly Germany, Belgium, France, and Switzerland, as the main feeder source markets for foreign tourism. In 2021, the Russian and Ukrainian guests represented only 3% of our total foreign occupancy. Similarly in Oman, the primarily source markets are from Western Europe mainly from Poland, Germany, and Slovakia. In Ras Al Khaimah, the Cove Hotel the international wholesale business is mainly from Germany in addition to local and regional businesses from the Gulf Cooperation Council ("GCC"). Montenegro's tourism is much more dependent on the Russian and Ukrainian markets and thus might be the most affected destination in our portfolio. The Chedi, Lustica Bay high season starts in the summer and as the Group prepares for the tourist season, theywill include multiple mechanisms for finding alternative emitting markets to compensate the forthcoming drop from the Russian and the Ukrainian markets if the political issue continues. Additionally, The Group is working to diversify the tourists coming to its resorts across all the destinations and increase the domestic share of tourism.

For the real estate segment, in Egypt all customers are Egyptians, and the Group does not have any Russian buyers across all destinations. Similarly in Oman, the primarily real estate buyers are from Oman and GCC market. As at 31 December 2021, in Montenegro, the percentage of Russian and Ukrainian clients of the remaining amount of cash collections for the Group's real estate project is not a majority compared to the total real estate portfolio in the destination. So far, the Group has not experienced any significant delays in collecting the dues, nor has the Group received any significant requests for rescheduling the dues from the Russian and Ukrainian clients. The Group continues to collect its dues from Russian and Ukrainian clients during 2022, however it is not possible for management to predict with any degree of certainty the impact of the uncertainty created by the running Russian/Ukrainian conflict on the future timely collection of the dues from Russian and Ukrainian clients.

Egyptian Pound devaluation and change of interest rates in Egypt

On 21 March 2022, Egypt devalued its pound by 14%. The correction of the EGP currency reflects the global and local developments. Additionally, in its special meeting on 21 March 2022, the Monetary Policy Committee ("MPC") in Egypt decided to raise the overnight deposit rate, the overnight lending rate and the rate of the main operation by 100 basis points to 9.25 percent, 10.25 percent, and 9.75 percent, respectively. The discount rate was also raised by 100 basis points to 9.75 percent. Egypt's reform program has placed the economy on a strong footing to weather economic disruptions as they emerge. Nevertheless, global inflationary pressures began to build after the world economy emerged from the disruptions caused by the COVID-19 pandemic. These pressures became amplified with the recent Russia-Ukraine conflict. Rising international commodity prices resulting from further supply chain disruptions in addition to increased risk-off sentiment have added to domestic inflationary pressures as well as external imbalances.

Change of Chairman of the Board of Directors

ODH's Chairman of the Board of Directors Mr. Samih Sawiris will step down, and will not stand for re-election, as Chairman at the next Annual General Meeting on 10 May 2022. The Board of Directors of ODH will propose Mr. Naguib Samih Sawiris for election as Chairman of the Board at the Annual General Meeting. Naguib Samih Sawiris has been a Member of the Board since 2016 and has served as Vice Chairman since 2020. As part of the proposed succession plan, Naguib Samih Sawiris will also become ODH's majority shareholder and Samih will transfer control over to Naguib.

Makadi land

On 25 January 2022, Makadi Heights for Tourism Development Company (Makadi Heights), an indirect subsidiary of Orascom Development Holding (ODH), received a letter from the Egyptian Tourism Development Authority (TDA) regarding its 3.75 million square meter (sqm) land plot located in the Makadi area.

In its letter, the TDA informed Makadi Heights of a reduction of the 3.75 million sqm land previously allocated to Makadi Heights for development by 1.75 million sqm. Thus, the total remaining land allocated for development would stand at 2.0 million square meters. The 1.75 million sqm land plot has a book value of CHF 700,000 and represents 1.72% of the total land bank of the Orascom Development group, which is comprised of 101.4 million sqm of land as of the end of 2021.

The 3.75 million sqm land area was acquired in 2009 by virtue of an allocation decree and the price of the land was paid in full.

ODH intends to file a formal petition requesting reconsideration of the TDA's decision to preserve the company's rights and will continue to update its shareholders and the market on any relevant developments as they occur.

There have been no other significant events subsequent to 31 December 2021.

43. Approval of financial statements

The financial statements were approved by the directors and authorized for issue on 29 March 2022.

Deloitte AG
Pfingstweidstrasse 11
8005 Zurich
Switzerland

Phone: +41 (0)58 279 6000
Fax: +41 (0)58 279 6600
www.deloitte.ch

Statutory Auditor's Report

To the General Meeting of

ORASCOM DEVELOPMENT HOLDING AG, ALTDORF

Report on the Audit of the Financial Statements

Opinion

We have audited the consolidated financial statements of Orascom Development Holding AG and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at December 31, 2021, and the consolidated statements of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion the consolidated financial statements (pages F-3 to F-76) give a true and fair view of the consolidated financial position of the Group as at December 31, 2021, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and comply with Swiss law.

Basis for Opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition

Key audit matter	How the scope of our audit responded to the key audit matter
During the fiscal year ended December 31, 2021, the Group's consolidated statement of comprehensive income includes revenue of CHF 539 million (prior year CHF 386 million). The two major revenue streams are revenues from service contracts and revenues from construction of real estate. Revenue recognition in accordance with IFRS 15 is complex due to several types of customer contracts utilized in different business segments. Further, revenue recognition involves significant judgement and estimates made by Management including whether contracts contain multiple performance obligations to be accounted for separately and the appropriate method for revenue recognition regarding identified performance obligations. A significant number of performance obligations has to be accounted for over time, which requires Management to assess the degree of completion. The risk is therefore, that revenue is not recognized in the correct period, did not occur, or is recorded with an incorrect value and we consider revenue recognition to be a key audit matter due to the materiality of the position as well as the judgement and estimates this position contains. Refer to note 3.7 Revenue recognition, note 6 Revenue, and note 7 Segment Information.	We gained an understanding of the Group's key controls in place in respect to revenue recognition. Our audit procedures on revenue recognition included: • performing substantive analytical procedures and test of detail (including comparison against contractual terms and accounting standards requirements) • performing a specific test of detail for cut-off as per year-end • examine material journal entries and other adjustments made at year-end • obtaining third party progress reports from construction companies and inspect construction sites for real estate revenues on a sample basis to test the percentage of completion; where only internally prepared progress reports are available, we increase the number of physical inspections of construction sites • independently recalculate the calculation of the underlying recorded revenue for the selected samples • validating the appropriateness and completeness of the related disclosures in the consolidated financial statements Based on the procedures performed above, we obtained sufficient audit evidence to address the risk of improper revenue recognition.

Impairments of property, plant and equipment

Key audit matter	How the scope of our audit responded to the key audit matter
The Group's statement of financial position includes CHF 798 million (prior year CHF 744 million) of property, plant and equipment (PP&E), representing 39% (prior year 41%) of total Group assets. These balances are tested annually for impairment, if any triggering events occurred. If the recoverable amount is lower than the carrying amount, an impairment is recognized in accordance with IAS 36. Despite the ongoing COVID-19 pandemic, the Group was able to generate positive cash-flows from operations in 2021. However, the pandemic with its significant impact on the hotel segment (driven by governmental orders on social distancing and travel restrictions) resulted in lower results from the hotel segment compared to pre-pandemic levels. This prevailing condition is an impairment indicator for assets used to generate operating cash flows. The annual impairment test includes significant Management judgment about future cash flows generated with these assets. Refer to note 3.13 Property, plant and equipment, note 3.15 Impairment of tangible assets, and note 15 Property, plant and equipment.	We gained an understanding of the Group's key controls in place in respect to impairment of property, plant & equipment. In addition, we have performed the following to assess the valuation of PP&E: • corroborating impairment tests by challenging assumptions made by Management and members of the Board of Directors • testing the valuation models of the hotels, which includes verifying the valuation methodology, the mathematical accuracy of the models, the forecasts and the key assumptions (e.g. occupancy, room rates, WACC, terminal growth rates) as well as a comparison of calculated valuation amounts with the current carrying value for the hotels to conclude on any impairment needs • obtaining assistance from internal valuation specialists to evaluate valuation models for the significant locations in Egypt, Oman, Montenegro and U.A.E. • challenging the destinations under development with the current year's progress, its own plans and the outlook to generate positive cash-flows in the future • validating the appropriateness and completeness of the related disclosures in the consolidated financial statements Based on the procedures performed above, we obtained sufficient audit evidence to address the risk of improper valuation of property, plant and equipment.

Recoverability of receivables

Key audit matter	How the scope of our audit responded to the key audit matter
The Group's statement of financial position includes CHF 105 million non-current receivables (prior year CHF 65 million), and CHF 166 million trade and other receivables (prior year CHF 112 million) representing 13% (prior year 10%) of total Group assets. The Group records required allowance for expected credit losses in accordance with the requirements of IFRS 9 at each month-end. The Group needs to execute significant judgement in assessing the collectability of current and non-current receivables, because a material portion of the receivables are collected over an average collecting period of 6.5 years. There is a significant uncertainty around recoverability of these receivables for such a long period in the markets where the Group operates. Refer to note 3.19.4 Impairment of financial assets, note 20 Non-current receivables, and note 23 Trade and other receivables.	We gained an understanding of the Group's key controls in place in respect to recoverability of trade and other receivables. Our audit procedures in respect of the recoverability of receivables included: • corroborating expected credit loss calculation by challenging assumptions made by Management and members of the Board of Directors • perform test of details and assess on a sample basis whether the calculation of expected credit losses is in line with the requirements of the accounting standards • assessing the counterparty credit risk based on publicly available information and historical information/experience for selected receivables • validating the appropriateness and completeness of the related disclosures in the financial statements Based on the procedures performed above, we obtained sufficient audit evidence to address the risk of improper calculation of expected credit losses.

Other Information in the Annual Report

The Board of Directors is responsible for the other information in the annual report. The other information comprises all information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the Company, the remuneration report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information in the annual report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information in the annual report and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibility of the Board of Directors for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located at the website of EXPERTsuisse: http://expertsuisse.ch/en/audit-report-for-public-companies.This description forms part of our auditor's report.

Report on Other Legal and Regulatory Requirements

In accordance with article 728a paragraph 1 item 3 CO and the Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

Deloitte AG

Chris Kraemer
Licensed Audit Expert
Auditor in charge

Adrian Kaeppeli
Licensed Audit Expert

Zurich, March 30, 2022

ORASCOM DEVELOPMENT HOLDING AG

Statutory financial statements together with auditor's report

For the year ended 31 December 2021

Income statement

CHF	Notes	2021	2020
Gross revenue from services		240,248	228,795
Dividend income	3.2	-	-
Total income		**240,248**	**228,795**
Staff costs		(5,677,379)	(4,570,575)
Other operational costs		(2,413,628)	(2,445,851)
Disposal of investment	3.2	-	(3,994)
Impairment on investment	3.2	-	(19,144,754)
Total operating expenditure		**(8,091,007)**	**(26,165,174)**
Operating loss		**(7,850,759)**	**(25,936,379)**
Financial expenses	3.9	(6,540,665)	(4,196,316)
Financial income	3.1	1,758,535	5,918,779
Total financial (expense)/income		**(4,782,130)**	**1,722,463**
Total loss before taxes		**(12,632,889)**	**(24,213,916)**
Direct taxes		(81,179)	-
Annual loss		**(12,714,068)**	**(24,213,916)**

Samih O. Sawiris
Chairman of the Board

Ashraf Nessim
Group CFO

Statutory balance sheet

CHF	Notes	31-Dec-21	31-Dec-20
Assets			
Current assets			
Cash at bank	3.1	13,132,535	12,621,399
Other current receivables – Third parties		290,460	128,993
Prepaid expenses and other assets		197,172	197,172
Total current assets		**13,620,167**	**12,947,564**
Non-current assets			
Other non-current receivables – Affiliated Companies		1,347,868	8,537,583
Investments in subsidiaries	3.2	1,484,557,774	1,475,620,626
Tangible fixed assets		4	4
Other non-current assets		350,880	548,051
Total non-current assets		**1,486,256,526**	**1,484,706,264**
Total assets		**1,499,876,692**	**1,497,653,828**
Liabilities and shareholders' equity			
Current liabilities			
Trade creditors		152,579	159,529
Current interest-bearing liabilities - Shareholder	3.3	57,843,868	60,722,651
Accrued expenses		3,196,175	2,316,486
Deferred revenue		31	103
Total current liabilities		**61,192,653**	**63,198,769**
Non-current liabilities			
Non-current interest-bearing liabilities – Affiliated Companies		39,662,243	23,530,239
Other long-term liabilities	3.4	100,000,000	100,000,000
Total non-current liabilities		**139,662,243**	**123,530,239**
Total liabilities		**200,854,896**	**186,729,008**
Shareholders' equity	3.5		
Share capital	3.6	202,968,745	202,968,745
Statutory capital reserves Capital contribution reserve of contributions which reserves from tax privileged capital (privileged)	3.7	2,858,520,175	2,858,520,175
Statutory retained earnings		750,084,967	750,084,967
Accumulated losses		(2,509,928,914)	(2,497,654,442)
Own shares	3.8	(2,623,177)	(2,994,625)
Total shareholders' equity		**1,299,021,796**	**1,310,924,820**
Total liabilities and shareholders' equity		**1,499,876,692**	**1,497,653,828**

Samih O. Sawiris
Chairman of the Board

Ashraf Nessim
Group CFO

Notes to the financial statements

1. General information

Orascom Development Holding AG was established in Switzerland as Joint Stock Company and is domiciled in Altdorf, Uri. The purpose of the Company is the direct or indirect acquisition, durable management and disposal of participations in domestic or foreign enterprises, in particular in the field of real estate, tourism, hotels, construction, resort management, financing of real estate and related industries as well as the provision of related services.

The accounts for the period from 1 January to 31 December 2021 were approved by the Board of Directors on 29 March 2022. The Company has an annual average of less than 10 full-time employees (previous year: less than 10 full-time employees).

2 Key accounting and valuation principles

2.1. Principal of financial reporting

The present accounts for Orascom Development Holding AG have been prepared in accordance with the requirements of the Swiss Financial Reporting Law. The main accounting and valuation principles used, which are not already specified by the Swiss Code of Obligations, are described as follows.

2.2. Estimates and Assumptions made by management

Financial reporting under the Swiss Code of Obligations requires certain estimates and assumptions to be made by management. These are on-going and are based on past experience and other factors (e.g. expectations of future results for investments and budget). The result subsequently achieved may change from these estimates. Items in the accounts, which are based on the estimates and assumptions made by management, are as follows:

- Investments

2.3. Foreign currency items

The currency in which Orascom Development Holding AG operates is Swiss Francs (CHF). Transactions in foreign currencies are converted into the currency in which the company operates (CHF) at the exchange rate on the day of the transaction takes place.

- Monetary assets and liabilities in foreign currencies are converted into CHF at the exchange rate on the balance sheet date. Any profit or losses from the exchange are recorded in the income statement except net unrealized gain from non-current items, which are deferred in the balance sheet.
- Non-monetary assets and liabilities at historical costs are converted at the foreign exchange rate at the time of the transaction.

2.4. Related parties

Related parties include subsidiary companies (affiliated companies), members of the Board of Directors and Orascom Development Holding AG shareholders. Transactions with related parties take place under proper market conditions (dealing at an arm's length).

2.5. Cash at bank

The cash and bank deposits are recorded at their nominal value.

2.6 Issuance Costs

Issuance costs for bonds are capitalized and amortized over the period until the maturity date. The capitalized costs are split in current and non-current and presented as part of other assets.

2.7. Own shares

Own Shares are recorded at acquisition cost on the balance sheet as a deduction to equity. If they are resold at a later date, the profit or loss is recorded in retained earnings, respectively accumulated losses.

2.8. Shareholder rights and options / share-based compensation

Own shares are allocated to management and administrative bodies or to employees as shareholder rights or options. The difference between the acquisition value and any payments to counterparties during share allocation is shown as staff costs. Share based compensation arrangements are also settled from the contingent capital. Such transactions are measured at stock market price at the allocation of the shares to the employees. These costs are recorded as staff costs and the new shares in equity. The costs for the transactions are accrued after the vesting conditions are fulfilled until the actual allocation takes place.

2.9. Leasing transactions

Lease payments are recognized as an expense in the period in which they occur. Under the strictly contractual interpretation of leasing contracts, right-of-use assets and lease liabilities are not recognised on the balance sheet. In note 4.1, the residual amount of lease liabilities is disclosed as per Art. 959c para 2, point 6 of the Swiss Code of Obligations.

2.10. Contingent compensation

The company performs an assessment for their contingent compensation arrangement and disclose it as contingent liability if the compensation is not probable. If the assessment concludes that the compensation is more likely than not, the company is recording an accrual for the estimated compensation.

3. Information relating to items on the balance sheet and income Statement

3.1. Cash at bank

CHF	31 December 2021	31 December 2020
of which in CHF	519,739	2,646,301
of which in USD	10,884,961	3,770,192
of which in EUR	1,725,731	6,139,111
of which in GBP	1,071	11,680
of which in EGP	1,033	54,115
Total	**13,132,535**	**12,621,399**

3.2. Investments in subsidiaries

Investments are valued at acquisition cost less adjustments for impairment. On a regular basis the Company's management reviews the recoverable value of the Company's investments in the various destinations, and accordingly reduces the carrying value by the amount of any impairment losses.

The valuation model of the Company captures the different investments. The valuation model adopts various approaches depending on the category of the project. It also captures the value of the land bank specifically in Egypt as it is one of the major contributors to the investments' value, for which an external appraiser derives the aggregate market value and a discount is applied to be conservative.

For the operating projects, DCF valuation techniques have been applied for the hotels and real estate segments to reflect the evolving status and the expected steady performance of the operations over a time period ranging from 5 to 10 years. Major underlying assumptions have been used depending on the segment such as occupancy and average room rates for hotels and number of units to be sold and average selling price for real estate. These assumptions affecting the future projections take into consideration the various political, economic and operational facts prevailing at the time of preparing the valuations. Future developments may impact the value.

As at 31 December 2021, the Company directly holds the following investments:

Company, domicile, purpose	Ownership %*		Share capital	
	31 December 2021	31 December 2020		
Orascom Development Egypt S.A.E. (previously: Orascom Hotels & Development S.A.E.), Egypt Real estate development, hotel management	75.10%	75.10%	EGP	1,130,473,523
Arena for Hotels Company S.A.E., Egypt Hotel operation	99.85%	99.85%	EGP	20,000,000
ORH Investment Holding Ltd, BVI International holding company	100.00%	100.00%	USD	440,000,000
Lustica Development AD, Montenegro Real estate development, hotel management	92.75%	92.75%	EUR	69,559,781
Andermatt Swiss Alps AG, Switzerland (ASA) Real estate development	49.00%	49.00%	CHF	301,147,000
Orascom Development International AG, Switzerland Real estate development	100.00%	100.00%	CHF	1,400,000
Orascom Hotels Management AG, Switzerland Hotel Management	100.00%	100.00%	CHF	18,000,000

* The voting rights are equal to the ownership percentage

In 2021

There were no changes in the financial year 2021.

In 2020

- Orascom Development Holding AG participated in a capital increase for their investment Andermatt Swiss Alps AG. The Company contributed 49% (CHF 34,300,000) to the total increase of CHF 70,000,000.
- Orascom Development & Management Limited has been liquidated.
- An impairment for ORH Investment LTD was made at an amount of CHF 19.1 million.

3.3. Current interest-bearing liabilities – Shareholder

The balance of "Current interest-bearing liabilities – Shareholder" as at 31 December 2020 is due to Mr. Samih O. Sawiris in the amount of CHF 57,843,868 (31 December 2020: CHF 60,722,651).

3.4. Other long-term liabilities

CHF	31 December 2021	31 December 2020
Bond	100,000,000	100,000,000
Total cash and cash equivalents	**100,000,000**	**100,000,000**

The Company has issued a SIX Swiss Exchange listed bond with nominal value of CHF 10o million. The bond has a coupon of 3.25% and a tenor of five years. The maturity date of the bond is 11 October 2024.

3.5. Shareholders' equity movements

The following table shows the shareholders' equity movement:

CHF	Share capital	Statutory capital reserves (tax privileged)	Statutory retained earnings	Accumulated losses	Own shares	Total
Balance at 01/01/2020	**202,968,745**	**2,858,520,175**	**750,084,967**	**(2,473,580,217)**	**(4,710,880)**	**1,333,282,790**
Acquisition of own shares	-	-	-	-	(3,318,927)	(3,318,927)
Disposal of own shares	-	-	-	(407,497)	4,629,496	4,221,999
Distribution to Board Members and revaluation	-	-	-	547,188	405,686	952,874
Loss for the period	-	-	-	(24,213,916)	-	(24,213,916)
Balance at 31/12/2020	**202,968,745**	**2,858,520,175**	**750,084,967**	**(2,497,654,442)**	**(2,994,625)**	**1,310,924,820**
Balance at 01/01/2021	**202,968,745**	**2,858,520,175**	**750,084,967**	**(2,497,654,442)**	**(2,994,625)**	**1,310,924,820**
Acquisition of own shares	-	-	-	-	(1,869,529)	(1,869,529)
Disposal of own shares	-	-	-	111,835	1,687,489	1,799,324
Distribution to Board Members and revaluation	-	-	-	327,761	553,488	881,249
Loss for the period	-	-	-	(12,714,068)	-	(12,714,068)
Balance at 31/12/2021	**202,968,745**	**2,858,520,175**	**750,084,967**	**(2,509,928,914)**	**(2,623,177)**	**1,299,021,796**

3.6. Share Capital

As at 31 December 2021 the company's share capital of CHF 202,968,745 (31 December 2020: CHF 202,968,545) was divided into 40,593,749 (31 December 2020: shares 40,593,749) registered shares with a par value of CHF 5 (31 December 2020: 5) each. The share capital is fully paid-in. The registered shares of the company are listed on the Swiss Exchange (SIX).

3.7. Statutory capital reserves from tax contributions

As of 1 January 2011, Swiss tax authorities have introduced a regulation concerning capital contribution reserves. Distributions from such reserves are exempt from Swiss income and withholding tax. In order to reflect this regulation, capital contribution reserves have been classified separately in the balance sheet. The capital contribution reserves in the amount of CHF 2,999,972,181 have been approved by the tax authorities. An amount of CHF 141,452,006 out of this statutory capital reserves from tax contributions has been used in the capital increase through converting it in share capital, as the offering price was CHF 11.28, which was below the par value CHF 23.20. Therefore, the capital contribution reserves from tax contributions amounts to CHF 2,858,520,175 as per 31 December 2021.

3.8. Own shares transactions

	Number of shares		Book value in CHF	
CHF	**2121**	**2020**	**2021**	**2020**
As of 1 January	432,427	681,079	2,994,625	4,710,880
Distribution to Board Members	(88,354)	(64,760)	(553,489)	(405,686)
Distribution to CEO	-	(218,888)	-	(1,371,212)
Sales	(165,444)	(269,757)	(1,687,488)	(3,258,284)
Purchase	171,163	304,753	1,869,529	3,318,927
As of 31 December	**349,792**	**432,427**	**2,623,177**	**2,994,625**

In the beginning of 2021, the former CEO received 202,050 shares representing the due shares for 2019 and 16,838 shares representing the due shares for January 2020, the value of these shares was calculated at CHF 16.32 per share (January 2020: CHF 274,796) while the book value of these shares is CHF 1,371,212

3.9. Finance expenses

CHF	2021	2020
Interest expense	4,397,340	4,196,316
Foreign exchange loss, net	2,143,325	-
Total finance expenses	**6,540,665**	**4,196,316**

3.10. Finance income

CHF	2021	2020
Interest income	1,758,535	753,670
Foreign exchange gain, net	-	5,165,109
Total finance income	**1,758,535**	**5,918,779**

4. Other information, which is not already visible in the balance Sheet or income statement

4.1. Residual amount of leasing liabilities

Leasing liabilities, which will not expire and may not be terminated within twelve months, are subject to the following repayment structure:

CHF	31 December 2021	31 December 2020
< 1 year	271,200	271,200
1 – 5 years	1,084,800	1,084,800
> 5 years	1,898,400	2,169,600
Total	**3,254,400**	**3,525,600**

4.2. Total amount of assets pledged or assigned to secure own liabilities and assets under reservation of ownership

Andermatt Swiss Alps (ASA)

Andermatt Swiss Alps AG (ASA) has obligations towards the canton of Uri and the municipality of Andermatt. ASA is responsible for the construction of certain parts of the tourism resort Andermatt. Within certain periods or should the construction work be stopped for whatever reason, ASA has the obligation to rebuild the relevant plots of land to the original state. As at 31 December 2021, 36,985 ASA shares owned by the Company (31 December 2020: 36,985) with a net book value of CHF 876 each, amounting to a total book value of CHF 32,425,844 (31 December 2020: CHF 32,425,844), have been pledged as a security to the canton and municipality. Additionally, land with a value of CHF 1,000,000 has been pledged (31 December 2020: CHF 1,000,000).

Orascom Development Egypt S.A.E. (ODE)

As at 31 December 2021, 166,629,460 ODE shares owned by the Company (31 December 2020: 171,375,460) with a net book value of CHF 0.92 each, amounting to a total book value of CHF 153.5 million (31 December 2020: CHF 157.7 million), have been pledged as a security.

Island Lastavica with fortress Mamula in Herceg Novi

As at 31 January 2014, Orascom Development Holding submitted a bid pursuant to the invitation to tender issued by the tender committee for valorisation of tourism location for the purpose of long-term lease of the site Island Lastavica with fortress Mamula in Herceg Novi with an amount of EUR 300,000. Accordingly, a fully secured bid bond/guarantee was issued in favour the government of Montenegro against a blocked cash deposit of EUR 330,000 (110% of the amount of the guarantee). As a result of the award of the long-term lease, the government of Montenegro requested a performance bond/guarantee against the development works in the amount of EUR 1,500,000. In December 2018, the company blocked a cash deposit of EUR 1,650,000 (110% of the amount of the guarantee) to secure the performance bond/guarantee which was issued by the same bank. Simultaneously, the original bid bond/guarantee was cancelled, and the cash deposit block of EUR 330,000 was released.

4.3. Share ownership by the Board of Directors and Management

As of 31 December 2021, a total of 27,639,467 shares were held by members of the board of Directors or members of Management (31 December 2020: 27,032,654).

As at 31 December 2021 and 2020 the members of the Board of Directors held the following number of shares in the Company:

Name	Function	31 December 2021	31 December 2020
Samih Sawiris	Chairman of the Board (i)	26,794,923	26,449,421
Adil Douiri (ii)	Board member	n/a	57,874
Franz Egle	Board member	59,439	106,561
Jürgen Fischer	Board member	134,395	125,880
Carolina Müller-Möhl	Board member	88,911	78,354
Naguib S. Sawiris	Board member	259,439	31,154
Marco Sieber (ii)	Board member	n/a	96,289
Jürg Weber	Board member	102,360	87,121
Eskandar Tooma (iii)	Board member	200,000	n/a
Barbara Heller (iii)	Board member	-	n/a
Amine Omar Tazi Riffi (iii)	Board member	-	n/a
Total		**27,639,467**	**26,919,844**

(i) Total includes direct and indirect share ownership

(ii) Member until 6 May 2021

(iii) Member since 6 May 2021

As at 31 December 2021 and 2020, none of the members of the Executive Management held any shares in the Company:

4.4. Significant shareholders

	31 December 2021		31 December 2020	
	Number of shares	%	Number of shares	%
Samih O. Sawiris et al. (i)	27,013,523	66.55%	28,499,203	70.21%
Others	13,580,226	33.45%	12,094,546	29.79%
Total	**40,593,749**	**100.00%**	**40,593,749**	**100.00%**

(i) The group of shareholders comprised the following individuals and entities:

As of 31 December 2021: Samih O. Sawiris (Cairo, Egypt), Naguib S. Sawiris (Cairo, Egypt), Taya Sawiris (Andermatt, Switzerland) and Tary Sawiris (Altdorf, Switzerland) as beneficial owners and SOS Holding Ltd and Thursday Holding Ltd as direct shareholders, based on a notification dated 30 July 2021.

As of 31 December 2020: Samih O. Sawiris (Cairo, Egypt) and Onsi Sawiris (Cairo, Egypt) as beneficial owners and Thursday Holding (George Town, Cayman Island), SOS Holding (George Town, Cayman Island) and OS Holding (George Town, Cayman Island) as direct shareholders.

4.5. Liabilities towards staff pension schemes

No pension liability as at 31 December 2021 (31 December 2020: CHF 0).

4.6. Joint liability in favour of third party

The Company, together with certain Swiss subsidiaries, is part of a Swiss value added tax (VAT) group, resulting in a joint liability for taxation for VAT purposes.

4.7. Contingent liability

The employment contract with the CEO, Omar El Hamamsy, provides for contingent compensation payments based on incremental improvements of the market capitalization of the Company. Each contingent compensation payment is expressed as a percentage of the relevant increment of improvement. Upon achievement of a relevant incremental improvement the respective payment will be made in instalments over a period of several months, subject to the condition of the CEO remaining employed by the Company. However, no pay-out will be made before 1 September 2022, the second anniversary of the CEO's start date. The aggregate maximum pay-out of all such contingent compensation payments that may be paid out over the life of the CEO's employment contract amounts to CHF 59.6 million. This maximum pay-out can only be achieved if the development of the market capitalization is such as to make ODH a multi-billion CHF company. The compensation may be paid, at the Company's discretion, in cash or in shares of the Company based on an average of the ODH share prices during a period prior to the triggering of the specific contingent payment

In the beginning of 2020, the former CEO received 202,050 shares representing the due shares for 2019 and 16,838 shares representing the due shares for January 2020, the value of these shares was calculated at CHF 16.32 per share (January 2020: CHF 274,796) while the book value of these shares is CHF 1,371,212

4.8. Subsequent events

There have been no significant events subsequent to 31 December 2021.

Deloitte.

Deloitte AG
Pfingstweidstrasse 11
8005 Zurich
Switzerland

Phone: +41 (0)58 279 6000
Fax: +41 (0)58 279 6600
www.deloitte.ch

Statutory Auditor's Report

To the General Meeting of

ORASCOM DEVELOPMENT HOLDING AG, ALTDORF

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Orascom Development Holding AG, which comprise the balance sheet as at December 31, 2021 and the income statement and notes for the year then ended, including a summary of significant accounting policies.

In our opinion the financial statements (pages F-84 to F-92) as at December 31, 2021 comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the entity in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Report on Key Audit Matters based on the circular 1/2015 of the Federal Audit Oversight Authority

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Investments in subsidiaries

Key audit matter	How the scope of our audit responded to the key audit matter
As described in note 3.2 Investments in subsidiaries, Orascom Development Holding AG, holds investments in subsidiaries amounting to CHF 1,485 million as at December 31, 2021 (prior year CHF 1,476 million). In accordance with the requirements of Swiss law, each investment held is valued individually and reviewed annually for impairment indicators. The assessment of the carrying value of each investment contains significant Management's judgment, as the carrying value depends on political and economic assumptions for Middle East and especially Egypt, which are inherently uncertain. In addition, the carrying value of certain investments is significantly affected by the COVID-19 pandemic. The timing and extent of the tourism recovery from the pandemic is inherently uncertain. Accordingly, for the purpose of our audit, we identified the impairment assessment and judgement applied by management on the valuation of investments in subsidiaries as a key audit matter.	We assessed the appropriateness of management's accounting policies regarding the valuation of investments in subsidiaries. We gained an understanding of the Company's key controls in place. We challenged the impairment tests for investments in subsidiaries, and critically assessed whether the key assumptions (e.g. occupancy, room rates, WACC, terminal growth rates) and judgments used in the valuation models are appropriate. We have involved internal valuation specialists to assist us in reviewing the valuation models and validating the reasonableness of the capital cost and discount rates applied. Further, the specialists performed a sensitivity analysis. We assessed the appropriateness and completeness of the related disclosures in the financial statements in respect of the impairment testing. Based on the procedures performed above, we obtained sufficient audit evidence to address the risk of an improper valuation on investments in subsidiaries.

Responsibility of the Board of Directors for the Financial Statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located at the website of EXPERTsuisse: http://expertsuisse.ch/en/audit-report-for-public-companies.This description forms part of our auditor's report.

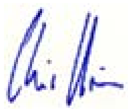
Report on Other Legal and Regulatory Requirements

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

We recommend that the financial statements submitted to you be approved.

Furthermore, we draw attention to the fact that half of the share capital and legal reserves are no longer covered (article 725 paragraph 1 CO).

Deloitte AG



Chris Kraemer
Licensed Audit Expert
Auditor in charge

Adrian Kaeppeli
Licensed Audit Expert

Zurich, March 30, 2022

8.0 GLOSSARY

8.0 GLOSSARY OF TERMS

AG – Aktiengesellschaft is the German name for a stock corporation.

ARR – Average Room Rate is a statistical unit often used in the lodging industry. The ARR is calculated by dividing the room revenue (excluding services and taxes) earned during a specific period by the number of occupied rooms.

Company – Orascom Development Holding AG.

EBIT – Earnings Before Interest and Taxes is an indicator of a company's profitability, calculated as total revenue minus total expenses, excluding tax and interest. EBIT is also referred to as "Operating Earnings", "Operating Profit", and "Operating Income". The indicator is also known as Profit before Interest and Taxes (PBIT), and is equal to the net income with interest and taxes added back to it.

EBITDA – Earnings Before Interest, Taxes, Depreciation, and Amortization is an indicator of a company's financial performance, calculated as total revenue less total expenses, excluding tax, interest, depreciation and amortization. EBITDA is essentially net income with interest, taxes, depreciation, and amortization added back to it, and can be used to analyze and compare profitability between companies and industries, because it eliminates the effects of financing and accounting decisions.

Adjusted EBITDA – Earnings Before Interest, Taxes, Depreciation and Amortization adjusted to better reflect optimization of core operating activities net of any extraordinary items such as provisions and impairments, FOREX losses, capitalized G&A expenses, share in associates and fair value differences.

EFSA – Egyptian Financial Supervisory Authority.

EGX – The Egyptian Exchange is one of the oldest stock markets established in the Middle East. The Egyptian Exchange traces its origins to 1883 when the Alexandria Stock Exchange was established, followed by the Cairo Stock Exchange in 1903.

GOP – Gross Operating Profit means the profit of our hotel business after deducting operating costs and before deducting amortization and depreciation expenses. It excludes all costs related to non-hotel operations.

GOP PAR – Gross Operating Profit per Available Room, a key performance indicator for the hotel industry, defined as total gross operating profit (GOP) per available room per day.

Group – Orascom Development Holding AG and its subsidiaries.

KPI – Key Performance Indicators are financial and non-financial metrics used to help an organization define and measure progress toward organizational goals.

M^2 – square meter.

M^3 – cubic meter.

MBA – The Master of Business Administration is a master's degree in business administration.

MCDR – Misr for Central Clearing, Depository, and Registry provides securities settlement and custody services in Egypt by applying the central depository system, effect central registry of securities traded in the Egyptian capital market, and facilitate securities trading on dematerialized shares.

MENA – Middle East and North Africa.

MV – Megavolt.

NAV – Net Asset Value is a term used to describe the value of an entity's assets less the value of its liabilities.

OHM – Orascom Hotels Management.

ODE – Orascom Development Egypt.

RevPAR – Revenue Per Available Room equals average room rate (ARR) multiplied by average occupancy.

SESTA – Swiss Federal Act on Stock Exchanges and Securities Trading of 24 March 1995 (Bundesgesetz vom 24 März 1995 über die Börsen und den Effektenhandel, BEHG).

SIS – SIS SegaInterSettle AG provides securities settlement and custody services in Switzerland.

SIX Swiss Exchange – The SIX Swiss Exchange is Switzerland's principal stock exchange and part of the Cash Markets Division of SIX Group. It operates several trading platforms and is the marketplace for various types of securities. The SIX Swiss Exchange is supervised by the Swiss Financial Market Supervisory Authority (FINMA).

TRevPAR – Total Revenue per Available Room is similar to RevPAR, but also takes into account other room revenues — e.g. food and beverage, entertainment, laundry, and other services.

UAE – United Arab Emirates.

UK – United Kingdom.