DESTINATION EGYPTInvest in Tourism

QUICK FACTS

Quick Facts

- Egypt's city of Luxor proudly hosts one third of the world's antiquities.
- Egypt's diverse tourism cluster is the largest in North Africa and has attracted globally renewed investors for well over a century.
- Egypt received some 9 million tourists during 2014.
- Egypt is targeting inflows of 14 million tourists annually in the near future.
- Egypt is emerging as the regional hub for health, religious and eco-tourism.
- Egypt tourism cluster is a key beneficiary of the multi-billion dollar planned investment in supporting infrastructure.
- Egypt offers a unique talent pool with high readiness to support expansions in tourism-related investments.
- Egypt is aggressively targeting to increase the contribution of tourism to GDP beyond the current share of 3.2%.

SOCIOECONOMIC IMPORTANCE

Tourism is the driving force of economic development. Translated into figures, the sector makes up about 40% of the total services exports, thus exceeding all revenue sector earned by the services. It also provides 19.3% of foreign exchange, and about 7% of GDP, which increases to 11.3% by adding the indirect contributions of the travel and tourism-related services such as restaurants and hotels (3.5%). Moreover, there are up to 70 other feeder industries catering to tourism, the country's most important employment-generating sector (employing 12.6% of Egypt's entire labor force).

Several elements have combined to put tourism at the top of the list of the country's currency-earning industries. Egypt boasts a unique nature, which gives it a competitive advantage on the world tourist map. The Egyptian civilization is also one of oldest known to mankind.

Egypt exerts every effort possible to diversify its modes of tourism and to introduce new types of tourism that cater to the taste of the various tourists.

Not only is Egypt keen on protecting its current share of the international cake of tourism but it is also intent on tapping new markets.

The country's favorable all-year-round climate, together with its diversified tourism types, has rendered it a major tourist destination. Its historical and cultural heritage added to its diverse natural and environmental elements and artistic and cultural richness have changed Egypt's image as a tourist destination.

GROWTH DRIVERS AND COMPETITIVE STRENGTH

Sector Drivers	Egypt's Value Proposition	Investor Benefits
Labor Force	Egypt has a substantial labor force, with tourism directly and indirectly employing 12.6% of the working population, providing a total of nearly 4 million jobs. Jobs in tourism are highly sought-after, from entry- level service positions to top management posts.	Labor force in Egypt is both readily available and highly affordable by global standards, particularly in entry to mid-level positions.
Diversity	Egypt has a diverse tourism portfolio beyond the beach and resort culture, including histori- cal, religious, eco, and health tourism. Business tourism is on the rise.	Diversified tourism sector promotes repeat business.
Language Skills	Egyptians have an accomplished command of European languages and speak with a neutral, easily understood accent.	Large potential supply of talent with the language skills to thrive at all levels of the tourism industry, particularly useful in the restaurant and hotel sectors.
Built-in Markets	Egypt's long-standing appeal to tourists from the United Kingdom, Italy, Germany and Russia has created significant brand-equity, helping to ensure a perpetual flow of tourists.	Mass market appeal promotes both leisure and business investment.

Large Domestic Market	Recent growth trends have seen an increase not only in the number of foreign visitors, but also the number of Egyptian nationals traveling within the country. Egypt's large population base includes more than 5 million citizens who can easily afford to take high-priced vacations. Even lower-income earners try to travel within Egypt at least once per year.	Burgeoning upper and middle classes provide a stable tourism base and promote internal investment.
Infrastructure	Roadways, international ports and utilities are all customized to the needs of the tourism in- dustry. The country also has an extensive rail system and globally ranked airports, facilitating travel within the country and to overseas desti- nations.	Ease of transport and excellent infrastructure to support mass transit within the country.
Supporting Industries	Egypt's tourism industry thrives in large part due to its supporting industries, including food services, construction, laundry services, destination management, training, and car rentals.	Highly integrated economic sectors promote efficiency and mutual profitability.

COMPETITIVE STRENGTH

Core Areas for Investment: Hotels, residential tourism, therapeutic tours, nature/desert safari, eco-tourism adventures, medical/health tourism

Natural Variety and Climate: The diverse nature of Egypt's terrain, which includes beaches, oases, world-famous deserts, mountains, both the Mediterranean and Red seas (with a coastline that resembles that of Southern Italy and Spain) and the Nile River Valley, creates a significant draw. The country's mild climate allows for tourism 12 months out of the year — and makes it a particularly popular winter destination for tourists from cold-weather locales including Russia and Northern Europe.

History, Culture and Religion: Egypt is home to countless well-preserved historical, cultural and religious sites. These sites span all corners of the country. Popular stops include sites along the path that was followed by the Holy Family, as well as ancient Pharaonic, Roman, Greek, Coptic and Muslim monuments.

Infrastructure: The country's well-developed physical infrastructure includes major roadways, railways, river navigation, and ports, as well as a network of world-class airports in all major urban centers. The airport network provides ease of travel within country, and ready access to major European cities.

Labor Force: Egypt has a large and educated labor force. Annually, more than 22,000 students graduate from Egyptian universities with European language skills, including English, French, German, Italian and Spanish. Many of these students have studied their second language since primary school. Further, the Egyptian accent is neutral and easy to understand.

Government Support: Significant government backing for a sector that should expand to 25 million arrivals by 2020.

MARKET STRUCTURE

Under construction

Egypt's economic structure is one of the most developed and diversified among the African and Middle East countries. It has a large industry sector, an essential primary sector and a fast evolving service sector.

The service sector is the largest contributor to the Egyptian economy, with a contribution in excess of 49 percent. Also, it offers employment to almost 50 percent of the population. The major service sector areas are construction, tourism, canal trade and administrative jobs.

2020 OUTLOOK

DYNAMIC AND VIBRANT GROWTH PROSPECTS

Industry analysts are generally projecting an increase in the number of tourist arrivals, as well as in the average duration of stay. The much anticipated recovery in the sector, is expected to catalyze revenue levels generated from the country's dynamic tourism cluster.

Egypt's tourism sector holds promising prospects to grow well beyond its current share of 3.2% of GDP (EGP 48.8 billion in FY 2012/2013). In tandem with a relatively significant hotel development pipeline in Egypt, tourism receipts are expected to reach USD 5.49 billion in 2015, as the sector continues its recovery from the challenges of recent years.

Private investments in the tourism sector are projected to reach USD 14.6 billion, while the government is also planning to inject additional investments in the sector in the range of USD 4.4 billion. Aggressive investments in the tourism sector are in support of the ambitious target set by the Ministry of Tourism to achieve 300,000 rooms by the year 2020, to accommodate the projected 14 million tourist arrivals.

TOURISM-BOOSTING INFRASTRUCTURE

In 2014, the government earmarked some USD 136 million in tourism-related infrastructure investments. A wide spectrum of infrastructure projects, supporting the tourism sector nationwide, have also been underway as well as planned for the immediate future.

A New Courniche for Mersa Matrouh: New planned investment will target the port of "Mersa Matruh", as a major tourist resort on the Mediterranean coast (northern borders of Egypt). The Ministry of Tourism is financing a new project to build a courniche, with an expected 20,000 jobs to be created.

A New Airport in Al-Minya: In addition to tourism infrastructure, in June 2014 the government announced that it is considering plans to build a new airport in Al-Minya, for a total of USD 2 billion in investments. The project study has reportedly been completed by the National Centre for Planning State Land Uses, in collaboration with the urban planning and related authorities of the governorate. The project is expected to be offered for bidding during the fourth quarter of 2015. The new airport, which is close to Red Sea ports and

roads, is expected to boost tourism in the governorate as well as cater to investors in the "Al-Minya" industrial zone.

A New Passenger Terminal in Borg Al-Arab Airport: In 2014, Japan International Cooperation Agency (JICA) offered EGP 1.2 billion (USD 167.7 million) as a soft loan to the Egyptian Airports Company (EAC), for the construction of a new passenger terminal in Egypt's Borg Al-Arab Airport. The terminal, which will have an annual capacity of 4.5 million passengers, will cover 36,000m2 and will comprise 16 customs counters, 40 check-in counters, 20 aircraft parking spots, four arrival halls and five departure halls. The terminal will use solar energy to make Borg Al-Arab the first environmentally-friendly airport in Egypt.

The New Cairo-Alexandria High-speed Railway: Egypt is undertaking more efforts to develop the domestic rail infrastructure. Although the primary purpose of this investment is to improve passenger and cargo services to local residents, improved rail infrastructure will also boost internal-tourism flows. The proposed project of the Cairo-Alexandria high-speed railway will lead to an increase in the two-way passenger flow between the two largest cities in Egypt.

KEY PERFORMANCE

INDICATORS

Tourism share in Balance of payment in 2013/2014 5.1 billion dollars (according to the central bank of Egypt)

According to CAPMAS (Central Agency for Public Mobilization and Statistics) in 2014 the tourists share recorded:

- Arab tourists : 16.4%
- Europe tourists: 76.7%
- American tourists: 2.5%
- Others: 4.4%

GAFI's database in Jan 2015, investment in tourism sector reached 121.2 billion dollars coming from 7109 company, where the Egyptian investment reached 100.5 billion dollars, while the Arab investment reached 11 million dollars, and 9.7 billion dollars for the foreign investors.

SECTOR OUTLOOK AND SUCCESS STORIES

LARGEST TOURISM CLUSTER IN NORTH AFRICA

Egypt's tourism cluster is considered to be one of the most historically renewed, diverse and vibrant globally. In 2013, Egypt's tourism cluster was ranked as the largest in North Africa.

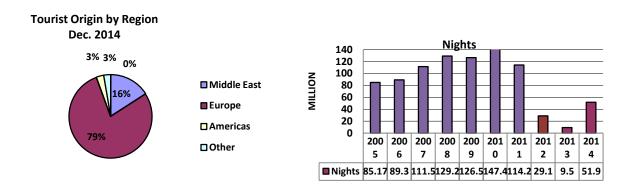
Beyond Egypt's long and varied history, rich cultural heritage and unique geographic features, the country's pristine Mediterranean and Red Sea coastal lines and all year-round sunshine, make it a popular destination for tourists throughout the year.

Among the highly promising niche areas for investment in Egypt's tourism cluster, is residential tourism, therapeutic tours, nature and desert safaris, eco-tourism, and adventures travel. While leisure tourism remains to be the largest market segment, business and conference tourism is prominently on the rise. Egypt is also a popular destination for religious tourism, to Christians and Muslims alike. Cairo is forcefully expanding its status as the leading healthcare-hub of the region, with a high rising influx of health-tourism from the Middle East and beyond.

While Egypt is well-served by global and local five-star hotel chains, there is considerable scope for investment in the three-to-four star hospitality segments to cater to the projected increase in the number of tourists visiting the country.

A UNIQUE REGIONAL DESTINATION

Europe is the primary tourist-exporting market for Egypt, accounting for 79% of tourists visiting the country, with Russian tourists accounting for the largest share of arrivals from a single country at 19.7%, followed by the United Kingdom and Germany at around 8.7%. Arab tourists from the Gulf region are also targeting Egypt as a key travel destination. Egypt's large and affluent middle-class positions a growing number of Egyptians, who are vacationing in the country each year. European countries including Germany, France and Spain have lifted their travel advisories to Egypt.



Source: Central Agency for Public Mobilization and Statistics

INNOVATIVE MARKETING AND NEW LEADING DESTINATIONS

Key players on the Egyptian tourism scene are increasingly resorting to innovative marketing and promotion campaigns. In response, a positive vote of confidence has been made by the 9 million tourists who visited Egypt during 2014.

Egypt's tourism sector has been consitently targeting new Eastern European markets, with a good response from Eastern Europeans visiting Egypt. "Russia remains the largest source market for inbound arrivals in Egypt, with 1.7mn forecast to arrive from Russia in 2015. Furthermore, the Egyptian government cancelled visa costs for Russian tourists in order to encourage an increase in visitors from Russia, Western Europeans tourists such as Germany and UK is expected to increase with a forecast of 34% in inbound arrivals from the UK between 2015 and 2019, We further note increasing inbound travel from Poland, which will become a key source market over the next few years, reaching 551,330 in 2019 Polish Government has recently lifted a travel restriction to the South Senai region .Several other European countries - including, France and Spain, have also lifted their travel advisories, which should boost tourism numbers as we move into 2015" (Busniess Monistro Interntayion, Q1, 2015).

Egypt is also continuing the efforts to attract a larger number of Arab tourists, whereby in 2014, the Ministry of Tourism launched the successful marketing campaign 'Wahashtona' (We Miss You). The campaign focused on potential Arab tourists from the United Arab Emirates, Kuwait and Saudi Arabia. Marketing effort has been backed with the release of special offers and competitively priced holiday packages targeting tourists from the Gulf Cooperation Council member states. The marketing push has been highly successful, as reported by Arab News.

Occupancy rates have increased rapidly over recent months, particularly during the holiday periods. In Alexandria, occupancy rates stood at 100% during the Eid al-Adha holiday, while the Red Sea and South Sinai registered occupancy rates in the 95- 100% range. Hotels in western Cairo (near to the Pyramids) have seen occupancy rates well over 70%, while Marsa Alam registered 90% (in October 2014).

2018f

5.0

7.1

347.22

538.17

384.08

6,525.88

2,757.41

10.9

6.8

5.6

2.0

2019f

7.1

381.80

10.0

591.76

422.36

7,053.86

2,844.09

10.0

10.0

8.1

3.1

While Cairo, Aswan and Alexandria have maintained their traditional supremacy as key touristic hubs, Sharm El Sheikh and Hurghada are emerging as two highly visible and attractive touristic destinations.

The Tourism sector in that 2015 can mark the start of a turnaround in the overall value of Egypt's hotel and restaurant industry. For 2 0 15, we feel the industry's value will increase by 14.5% over 2014, to USD2 .4bn, as tourists s tart to return to the country.

Table: Inbound Tourism (Egypt 2012-2019) 2012 2013 2014e 2015f 2016f 2017f Total arrivals, '000 11,531.86 9,464.35 9,085.78 9,358.35 9,639.10 10,121.05 10,627.11 11,378.11 Total arrivals, '000, % y-o-y 17.1 -17.9 -4.0 3.0 3.0 5.0 Arrivals by region, Africa, '000 364.82 425.03 270.36 292.43 305.63 324.24 Arrivals by region, Africa, '000, % y-o-y 5.0 16.5 -36.48.2 4.5 6.1 Arrivals by region, North America, '000 498.82 408.27 448.05 318.16 368.40 485.23 Arrivals by region, North America, % y-o-y -11.9 56.8 -26.1 10.8 9.7 8.3

469.97

9.7

28.2

28.4

6,702.04 8,593.19 5,713.77 5,795.17

2,727.72 3,502.40 2,373.14 2,477.34

307.02

-34.7

-33.5

-32.2

328.06

6.9

1.4

4.4

338.81

5,841.35

2,644.63

3.3

0.8

6.8

359.57

6,180.46

2,704.33

6.1

5.8

2.3

428.55

8.6

-2.7

32.4

Egypt's In-bound tourism 2012-201

Source: Business Monitor

Arrivals by region, Asia Pacific, '000

Arrivals by region, Asia Pacific, % y-o-y

Arrivals by region, Europe, '000

Arrivals by region, Europe, % y-o-y

Arrivals by region, Middle East, '000

Arrivals by region, Middle East, % y-o-y

JOIN THE LEAUGE OF VALUED INVESTORS

- In response to the increasingly positive sentiment towards Egypt as a regional tourism-hub, Starwood Hotels and Resorts opened the 349-room Le Méridien Cairo Airport in September 2014.
- Starwood Hotels and Resorts' corporate website refers to three new planned openings for Egypt over the coming years: the Westin Cairo Golf Resort & Spa (September 2015) the W Cairo (January 2016) and the 292 -room St Regis Cairo (June 2016).
- Marriott's President for the Middle East and Africa region, Alex Kyriakidis, stated that 'we see tremendous growth opportunities in Egypt'. Occupancy rates at Marriott's Egyptian properties have risen to the very 60 -75%, from 30 -45%'. At the present time, Marriott operates six hotels in Egypt and employs around 5,000 people. Marriott is reportedly looking into building some 40 -50 new hotels in Egypt to benefit from the projected pent-up demand in the tourism sector.
- In October 2014, Steigenberger Hotels announced that it would be taking over the management contracts for two properties in Egypt. The Cecil Hotel in Alexandria will be taken over immediately and rebranded as the 86 -room Steigenberger Cecil Hotel.
- From July 2016, the Hotel Tahrir Square will be rebranded as the Steigenberger Hotel Tahrir Square. This property will have 295 rooms, including 12 suites, as well as meeting rooms and conference facilities.
- In 2016, Swiss hotel chain Swissotel plans to open its first property in Egypt. The Swiss hotel City stars "Sharm el Sheikh" will have 400-guestrooms and suites, alongside shopping areas and 400 residences.
- In August 2014, UAE-based Time Hotels Management secured a management contract for a fivestar property in "Sahl Hasheesh" on Egypt's Red Sea coast to be opened by the end of 2014.

SUCCESS STORIES

Orascom Hotels & Development,

Orascom Development Holding AG (Orascom Development) is a leading developer of fullyintegrated towns that offer hotels, private villas and apartments, leisure facilities and supporting infrastructure.

Currently, the Group manages six operating destinations: El Gouna, the flagship project on the Red Sea Coast in Egypt, Taba Heights in the Sinai Peninsula, Haram City, a budget housing town on the outskirts of Cairo

Furthermore the Group has eight destinations under development including Amoun Island, Fayoum, Makadi and Qena Gardens in Egypt

The group operates a total of 29 hotels with 6,654 rooms and controls a land bank of approximately 105.8 million m^2 .

Travco Group,

Egypt's leading travel and Tourism Empire - a success story thirty years in the making. Travco's monumental journey began three decades ago. Over the years, Travco has grown into a travel, tourism and hospitality empire offering a multitude of facilities and services across Egypt and the Middle East. The group's strong presence owes itself to a history of service excellence, a far-reaching network of partners, forward-thinking vision and a global business outlook.

Today, the group owns and operates the country's largest fleet of Nile cruise ships; an extensive collection of hotels and resorts; mega-real estate developments offering high-end summer residences and resort experiences; and a myriad of ground, sea and air transportation services.

Having reached the climax of success in the domestic travel market, Travco now looks towards the region and the world. The strategy for the years to come will continue to build around extending the reach of the group's network of products and services as well as establishing a strong presence in the world's travel, tourism and hospitality market. In short, the group's pioneer spirit of constantly developing new destinations and offering a diverse range of services will continue on well into the future.

Emeco,

Established in 1976, is a premiere travel agency and destination management company operating travel services, cruises, transportation and airlines divisions. Emeco Travel is general sales agent for leading airlines including American Airlines, Air Malta, Korean Air, Malev Hungarian Airlines, South African Airways and TAP Portugal. Emeco also offers a diversified transportation group offering solutions ranging from 5-passenger vehicles to 50-person buses.

Emeco Travel is a leading travel company in Egypt, offering comprehensive travel services to individuals, groups, and corporations. In the 35 years since its inception, Emeco established itself as a pioneer in introducing incentive travel to the region. Since then it has expanded to become the premier travel organization and Destination Management Corporation in Egypt.

Emeco is revolutionizing the Egyptian travel and tourism industry, the company aims to provide world-class services and outstanding value for money, backed by the experienced staff and high-technology infrastructure.

Egyptian General Company for Tourism and Hotels (EGOTH),

Belongs to the Egyptian government through 100% ownership by the Holding Company for Tourism, Hotels & Cinemas (HOTAC). Among the company's hotel business are branded international establishments such as Marriott, Oberoi Hotels, Sofitel and Mercure. In Q311, EGOTH property included 14 hotels throughout the country (Luxor, Cairo, Giza, Alexandria and the Red Sea) and one Nile cruiser. The group's hotel capacity amounts to approximately 3,750 rooms. The company shares in 18 joint ventures operating in the fields of tourism, hotels and tourist development. EGOTH also owns plots of land at prime locations in Cairo, Luxor and Hurghada, allocated for hotel and tourism development projects.

Golden Pyramids Plaza (City Stars)

Established in 1991, Golden Pyramids Plaza SAE is an Egypt-based company engaged in the fields of entertainment and hospitality facilities management. The Company operates through managing CityStars Heliopolis Cairo entertainment complex, which is situated in Nasr City, and consists of three international hotels, namely InterContinental Cairo Citystars, Holiday Inn Cairo Citystars and Staybridge Hotel; shopping and entertainment centers; office buildings; residential towers, and a medical center.

Misr Travel

Established in 1934 by the great Egyptian economist Talaat Harb, to be first and oldest travel company in Egypt and the Middle East. Throughout that period Misr Travel has been managed by a long line of influential economists and politicians.

Misr Travel is recognized, world-wide, as the most important leading travel company in Egypt. Offering a full service Destination Management Company specialized in inbound to Egypt as well as Outbound to any worldwide destination. As well as assisting with any request, to ensure that both a comfortable and memorable stay is secured for all guests.

Incorporated in 1995, Remco for Tourism Villages Construction Company (RTVC) is the flagship of the Remco Group of Companies (REMCO). RTVC has been a publicly traded company on the Egyptian Stock Exchange since 1998 and its current paid-up capital exceeds LE 2.3 billion.

REMCO Group:

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RTVC owns:

- 99.93% of Egyptian Tourism Village Construction (ECTV)
- 99.96% of Orient Tours for Hotels and Tourism Villages (OTHV)
- 99.94% of Tourism International Company (TIC)
- 98.70% of Remco for Real Estate Construction (RREC)
- 97.38% of Pharaonic Trading & Contracting Company (PTC)
- 97.38% of Empain Tourism Investments Company (ETIC)
- 98.70% of Scandinavian Tourism Development & Investment Company (STDIC)

The eight companies form Remco Group (REMCO) whose portfolio of projects is well diversified and includes resort complexes that usually comprise hotels, commercial areas and housing units as well as residential complexes.

REMCO acquires plots of land, designs the development, sells individual units and retains ownership of public areas such as hotels, landscaped areas, beaches and communal swimming pools, roads, water and sewage treatment plants.

REMCO maintains and safeguards the development after delivery of the units to their owners. Its projects are located in the Greater Cairo area, on the North Coast of Egypt and on the Red Sea Coast.

TOURISM DESTINATIONS

Beaches and Resorts: Celebrated for its year-long sunny weather, Egypt also boasts a vibrant undersea life, with the closest coral reefs to Europe located off the Sinai Peninsula in the Red Sea. The North Coast attracts both Arab and European tourists with an environment resembling Southern Italy and Spain. From the resort towns along the Red Sea coastline to diving and snorkeling excursions off the shores of the Gulf of Aqaba, Egypt provides tourists a unique selection of vacation destinations.

Historical Sites: The remnants of Egypt's long and varied past can still be visited today along the banks of the Nile River, from Upper Egypt at Abu Simbel near the Sudanese border, through the Greater Cairo Area and on to Alexandria. Sites in Upper Egypt, including Abu Simbel, Aswan and Luxor, serve as links to Egypt's Pharaonic past. In Greater Cairo, tourists may visit Egypt's most iconic destination: the pyramids of Giza and the Sphinx. A new Grand Egyptian Museum on the Giza Plateau will soon house some of Egypt's top treasures of antiquities, allowing the Egyptian Museum in Downtown Cairo to showcase some of the hundreds of thousands of valuable pieces that are not currently on display. Roman ruins in the northern port city of Alexandria are reminiscent of Egypt's diverse background. Medieval architecture is visible throughout Cairo, and Khan El-Khalili is one of the world's oldest outdoor bazaars. Excavation sites throughout the country continue to uncover clues to Egypt's rich heritage.

Religious Sites: Religious tourism has steadily increased over the past several years. One of the most popular destinations is St. Catherine's Monastery in the Sinai, the site of the Biblical burning bush. Tourists can also trace the route of the Holy Family in Egypt. The Saint Virgin Monastery was built close to a cave where it is believed the Holy Family stopped. Monks still organize daily visits to the cave and celebrations near the site. Back in the capital, tourists can visit Coptic Cairo, where they can visit some of Egypt's oldest Christian and Muslim religious sites, including the Hanging Church. The capital city is also home to important mosques dating to the earliest days of the Umayyid period (661-750 CE).

Eco Sites: Egypt has striking natural sites in addition to sunny beaches, including desert landscapes, oases, canyons and falls. Egypt's unique Eastern and Western deserts offer some of the most popular desert safari excursions in the world, while treks through the sands and mountains of Sinai are a chance to explore wildlife and unique eco sites, including icy lakes and olive groves. Oases to the west of the Nile offer quiet respites from busy Cairo.

Health and Rejuvenation: Egypt provides the best medical tourism location with the healthy and natural materials in Safaga and the luxury of restorative oases at Siwa and Dakhla. Just a few hours from the bustle of Cairo is the relaxing atmosphere of Siwa, where

rivers and quiet gardens mix with traditional local culture. Surrounded by incredible fruit plantations and gardens, Dakhla dates back to the time of the Pharaohs. These and other selected sites in Egypt promote wellness and renewal through therapeutic sand and mineral-rich water for skin and body care. In a less traditional vein, Egypt has become an increasingly popular venue for medical tourism, with Arabs and Europeans seeking highquality, affordably priced cosmetic and other clinical procedures.