

ANNUAL REPORT EXECUTIVE SUMMARY 2019



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Content

03. Introduction

03. Who We Are

04. About Aramex

06. Letter from the CEO

08. Our Supply Chain

08. Governance

08. Financial Performance

08. Our People

09. Our Customers

11. Sustainability

Youth Education and Empowerment

Entrepreneurship

Environmental Commitment

It is our pleasure and pride to share with you our 10th integrated report and 14th sustainability report.

aramex

We have always aimed to maintain our pioneering approach to sustainability and its integration into our business and operations at all levels while fostering a conversation with our stakeholders about our value creation across different domains. We make conscious efforts to maintain our holistic, integrated, and transparent approach to sustainability.

Our core values drive our vision and sustainability efforts, it is the foundation of our activities, guiding our investment in our people and communities, augmenting our customer experience, encouraging innovation and entrepreneurship, and directing us towards socially and environmentally responsible practices.

Our approach to sustainability is ever-evolving allowing us to continuously enhance our accountability, as well as, the stewardship of our diverse capital flows while improving our understanding of the interdependent nature of these capital flows. This also supports us in upholding an integrated holistic approach to decision making and practices and maintaining our focus on creating value in the short, medium and long term.

We are up to date with the present needs of our communities and environment while assessing and evaluating risks and impacts, and adopting new innovations, technologies, and emerging best practice. Our proactive approach ensures that we maintain our status as sustainability leaders always ahead of international norms whilst paving the way for better sustainability outcomes.

This report is an important part of this active effort to maintain open and transparent communication and engagement with our stakeholders, both internal and external. Additionally, this report is part of our internal measures to monitor operations and ensure that our operations and business practices are in line with our strategic vision. We report on an annual basis; our previous report was in 2018.

To that end, this report integrates our financial and sustainability information for 2019 and includes our Greenhouse gas emissions. Through this report, we also communicate our progress on our sustainability goals.

This is Aramex's 4th sustainability report in alignment with the GRI Sustainability Reporting Standards. We continue to be leaders in transitioning and adapting our reporting practices to the most up to date standards. This enables us to continue evolving monitoring and measurement of our value creation, capital flows, impacts, and our sustainability practices in a more effective, stakeholder-focused and comprehensive manner.

Furthermore, Aramex continues its efforts towards the achievement of the United Nations Sustainable Development Goals, especially in relation to Goals 4, 8, 13, and 17, while also contributing to other areas of the SDGs. This is a non-binding and voluntary initiative taken on Aramex's behalf driven by our belief of the value of this work.

This is the second year in which we are reporting according to the International Integrated Reporting Council (IIRC) Framework. Following this framework allows us to present the information in this report in a format that will improve accessibility, especially to investment communities. This approach allows us to focus on the connectivity and integration of our data across different domains. Most importantly, in utilizing this approach, we report our value creation across Six Capitals: Human Capital, Intellectual Capital, Social and Relationship Capital, Financial Capital, Manufactured Capital, and Natural Capital.

Our sustainability strategy sets out to maximize our value creation across the first five of these Capitals while minimizing negative impacts on Natural Capital and making efforts to utilize Natural Capital that is renewable and clean.

Our financial statements are maintained in accordance with the International Financial Reporting Standards (IFRS) of the International Accounting Standards Board (IASB) and are reported in line with the regulatory requirements of the Securities and Commodities Authority (SCA) of the United Arab Emirates.

About Aramex

Since its foundation in **1982**, Aramex has grown to become a global leader in the logistics and transportation industry, recognized for its customized and innovative services for businesses and consumers.

Listed on the Dubai Financial Market (DFM) and headquartered in the UAE, our location bridges the path between East and West, enabling our reach to more customers with the provision of effective logistics solutions worldwide.

Our breadth of services, including International and Domestic Express Delivery, Freight Forwarding, Logistics and Supply Chain Management, e-Commerce, and Record Management extend our considerable reach. We remain committed to further enhancing our global operations and pursuing more opportunities for future business growth and advancement.

We currently have business operations in **600+ cities** across more than **65 countries** worldwide and employ over **15,900** professionals.

Our unique asset-light business model and commitment to innovation underpin every strategic decision we make.

This has proved highly successful, allowing us to adapt swiftly to challenging market conditions, execute last mile delivery solutions, develop new products and services, and respond quickly to the continual changes in customer preferences.

We live in an era where technology transforms and influences our daily lives more than ever before; as a result, technological innovation is critical to our success. **We are strategically leveraging technology for better and more efficient last mile delivery solutions.** This approach has significant benefits, and that's why we consider ourselves a technology-driven enterprise, selling transportation and logistics solutions without owning heavy assets. We also believe that investing in technology in the field of e-Commerce is key to the movement of goods and services efficiently whilst maintaining our market-leading position.

In order to grow a truly sustainable business it is crucial that we utilize our core competencies to enhance our positive impact as active citizens in the communities in which we operate.

Our “Delivering Good” sustainability platform is active in over 100 educational, social and environmental projects worldwide, and we have partnered with many international and local organizations dedicated to similar causes. We are proud of the partnerships we have with the communities in which we operate, as well as the contributions to their sustainable economic development.

To that end, we are actively developing a culture where innovation can thrive. With continuous investment in our people, technology, infrastructure, and the implementation of innovative solutions, we satisfy our customers evolving needs and deliver the maximum value to our stakeholders along with maintaining partnerships with local communities.

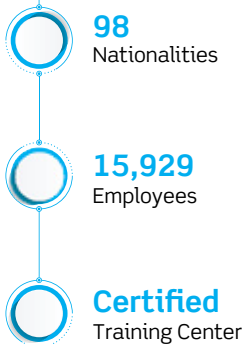
To learn about all our services, please refer to the 2019 Aramex Annual Report.

Main areas of operation

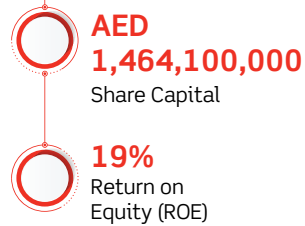


How We Create Value

OUR PEOPLE



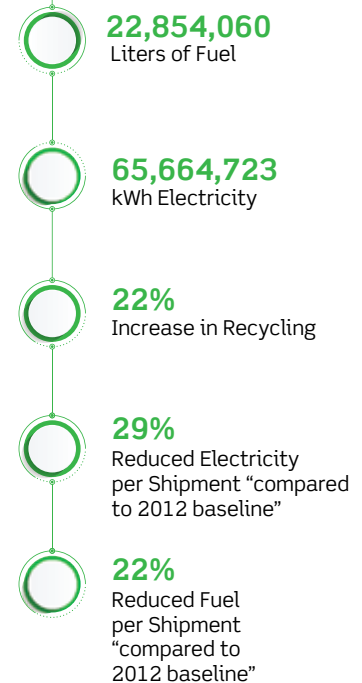
OUR FINANCES



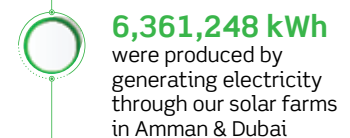
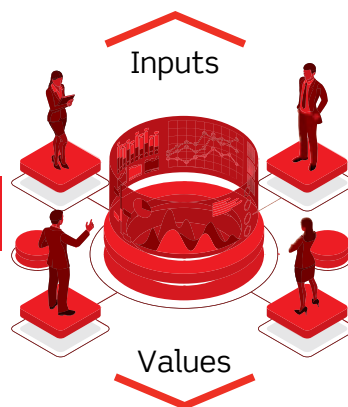
OUR COMMUNITY



OUR ENVIRONMENT



Business and Operations





Letter from the CEO

Dear Valued Stakeholders,

2019 marked another year of continuous growth for Aramex. We stayed on course executing on our business transformation strategy and focusing efforts on rolling out innovative solutions, streamlining our operations and restructuring our commercial strategy. Our ardent commitment enabled us to enhance efficiency levels across the network, handle strong growth in shipment volumes in our core markets, translating to ending the year with consistent financial performance and business growth despite several macroeconomic and industry specific headwinds.

Resilient financial performance and robust volume growth

For FY 2019 our net profit edged up 1% to AED 497.4 million, compared to AED 492.6 million we made last year. Our full year revenue increased by 3% to AED 5,246 million, compared to AED 5,086 million in FY 2018, however our operating margins have been impacted by the pressure on e-commerce pricing.

Also, we remain in a very strong cash position thanks to our prudent financial management; at the end of 2019 our total cash stood at AED 1 billion and free cash flow of AED 294 million.

In terms of our core business lines, International Express grew by 3% to AED 2,349 million in 2019, compared to AED 2,273 million in 2018, with strong contribution from USA, UK, Singapore and Saudi Arabia. Domestic Express grew by 5% to AED 1,108 million, compared to AED 1,051 million in 2018, driven by the rise in domestic e-commerce across GCC and Australia. Performance was negatively impacted by the strategic restructuring of our operations in India and foreign currency fluctuations; excluding these two factors, Domestic Express would have grown by 13% in 2019. Key driver of that growth was the very encouraging growth in shipment volumes which jumped 27% compared to 2018, namely driven by strong growth in Saudi Arabia and Egypt – and we expect growth momentum to be sustained in 2020.

As for our B2B segment, our star performer was our Logistics and Supply Chain Management operations which enjoyed an 18% increase to AED 355 million, compared to AED 302 million in 2018, due to the strong demand from traditional retailers for Aramex's warehousing and other value-added services across key markets. Our Freight Forwarding business declined by 2% to AED 1,138 million, compared to AED 1,164 million in 2018 due to continued regional economic uncertainty, although the Oil and Gas segment continues to be a key focus for us.

Growing in a shifting operating environment

On an industry level and within the region, especially the GCC and Egypt, there are opportunities for further market share expansion as we anticipate e-commerce to continue to fuel healthy growth in shipment volumes. While competition amongst last mile delivery players remains stiff, who we are competing against is changing. Initially encouraged by the potential to benefit from the boom in the regional e-commerce market, we have seen the number and types of market players grow. Aramex, however, is at a competitive advantage given we have the scale, the network and the resources to protect and expand our market share in our core markets, while remaining competitive with our prices.

Also, pertinent pressure is mounting on logistics and last mile service providers to offer faster, more reliable delivery solutions at more competitive prices, and those demands are more pronounced in the last mile delivery segment. As a result, the cost of doing business is rising and profit margins are being squeezed. That trend will not abate; we will continue to be faced with an evolving operating environment that requires us to handle higher volumes at lower prices.

In such a shifting landscape, profitability will increasingly depend on three major factors: 1) optimizing productivity through operational efficiency measures; 2) scaling both organically and inorganically; 3) diversifying revenue mix. Therefore, to continue to extract more value from our business lines we will intensify our efforts to become more digital at our core. We will further invest in productivity enhancing technologies that will simplify our processes, reduce inefficiencies and help us realize cost synergies.

Digitally fit, operationally lean

At the core of our business transformation strategy is our digital roadmap. Over the course of the year we strategically focused our efforts on reshaping Aramex's digital identity and building a technology infrastructure that enabled a higher service level to customers, more efficient processes to handle strong growth in shipment volumes and partial mitigation of impacts from pricing pressure, especially in our express business.

More specifically, in 2019 we expanded our cloud footprint through a partnership with Amazon Web Services (AWS). We built a data lake hosting big data infrastructure that leverages machine learning and artificial intelligence capabilities allowing us to digitize the end-to-end customer experience and solve some of the industry challenges. We also upgraded our technologies in our key sorting facilities in order to enhance efficiency and reduce transit times, thus enabling us to live up to our customers' expectations. We are also working on improving our customer digital touchpoints to ensure that instant customer interaction, real-time tracking and other key features are accurate and available 24/7.

Our innovation was not only about finding smarter technologies but also smarter solutions. For example, we introduced Aramex Fleet and Spot, which are zero-asset tech-driven models supporting our scalability efforts especially around peak demand periods, with plans to roll those out into more market in 2020.

Our efforts are paying off nicely. Today we are more digitally fit than we have ever been before which is enabling us to become more operationally agile and lean and drive efficiencies across all our business lines. I am proud to say that we are the dominant player in last mile delivery in the region, one of the most crucial and competitive legs of the delivery journey. Thanks to our investments in technology, expanding our operations in key core markets and other operational initiatives, we improved our last mile delivery infrastructure and operations, ultimately resulting in an enhanced service level on the ground and enabled us to handle the double-digit growth in Express shipment volumes.

Commercial ambitions

Our commercial transformation goals are focused on sustaining our healthy top line growth and diversifying our revenue mix. We integrate with our customers, stay close to the market and listen carefully to their evolving needs to remain agile and proactive in offering innovative solutions.

In 2019, we realigned our go-to-market strategy to emphasize diversification goals by doubling down on our primary revenue generating verticals: e-commerce, consumer retail and Oil & Gas. We strengthened our focus on customers to protect and further expand our market share in these verticals in which we are market leaders. We also targeted new verticals, such as Healthcare, Telecommunication, Automotive aftermarket & Aerospace.

Going forward we will continue to emphasize customer centricity as a core strategic lever that guides our commercial strategy with primary focus on markets in which we can create highest value.

Innovation is unlocked through creativity and collaboration

At Aramex, our employees are not only defined by their job titles, but they are recognized by their creative and flexible approach to problem solving, critical thinking, and ability to execute with focus, precision and passion. I want to thank my awesome team for helping Aramex truly transform. I am incredibly proud of everyone for believing in our ability to innovate and adapt to change and I encourage them to continue driving our transformation and reach key milestones.

For innovation to be at the core of our business transformation, it must be enabled by a culture that encourages creativity, entrepreneurial thinking and collaboration. This is Aramex's priority because each of us knows something that helps to create the whole and contribute to our collective achievements.

Leading the sustainability charge

While sustainability and green initiatives have recently become buzzwords in the media and risen to board room level concerns, Aramex has been actively taking serious steps to protect our planet and support our communities for over a decade. We have been a valued partner of the United Nations Global Compact since 2007 and in 2019 we continue to lead by example in the region, with the aim of maintaining that leadership position by seeking out renewable

energy's so called "natural capital" in our operations to combat the degradation of the environment, especially in coordination with United Nations Sustainable Development Goal 13: Climate Action, and continuing to support our local communities through youth empowerment programs and offering mentorship and training to entrepreneurs.

Our target was to cut down our emissions per shipment by 20% in 2020 versus emission in 2016, and I am very happy that we have managed to reach this target by end 2019 through the adoption of sustainable transport and renewable energy usage. This resulted in a total reduction of our emissions from our 20% baseline in 2016 by an additional 20% at the end of 2019. Also, our electricity consumption per shipment fell by almost a third and our fuel consumption per shipment dropped by almost a quarter.

Expanding on our wider sustainability strategy and emphasis on utilizing renewable energy, we are operating two recently completed solar farms in Jordan and the United Arab Emirates. The 1.2MW solar farm in Amman powers 90% of the needs of Aramex Jordan while the 3.2MW facility in Dubai has reduced the consumption of the targeted warehouse by 60%. Both facilities have greatly reduced negative impacts on scope 1 and scope 2 emissions. In 2019, we started the building of another 3.2 MW solar farm on the rooftop of our second warehouse in Dubai, and this project is expected to produce energy that will cover more than 60% of the warehouse's needs. We expanded our waste management and recycling systems in our stations to cover over most of our global stations. On the Green Mobility front and in line with our strategy to transform to electric fleet where applicable, we have been running a fleet of 10 fully electric vans as part of our last mile operations in Amman, Jordan. We also started similar testing in Saudi Arabia, and soon we will be piloting these vehicles in the UAE.

To date, Aramex has supported over 3,600 entrepreneurs, startups and SMEs and we have supported hundreds of youth through scholarships, training, internships and specific skills enhancement programs within select industries.

Over the mid to long term we have set sustainability goals, including:

1. Increasing the number of beneficiaries of our sustainability initiatives by 5% every year
2. Maintaining our competitive position as a leader in sustainability
3. Actively aligning our business model with the sustainable development goals and the national agenda of the UAE and the countries where we operate by 2030
4. Building on the successful partnerships with all our stakeholders

Trust enhances value

On a final note, on behalf of the Board of Directors, I would like to say thank you, our shareholders, for your unwavering trust that enables us to deliver more value to you. We will continue to remain focused on executing on our business transformation initiatives and look forward to a year filled with navigating emerging challenges, capturing greater opportunities, and building greater business and financial resilience.

Sincerely,
Bashar Obeid
Chief Executive Officer

Engaging Our Supply Chain

In 2019, we have upheld and enhanced the evaluation processes of our suppliers' compliance-related issues including human and labor rights, anti-corruption and anti-bribery, as well as, our Code of Conduct and social and environmental criteria. Also, we continue to perform risk assessments for vendors. Moreover, based on our vendors' risk assessment, we have put in place a due diligence process to be conducted by a third-party reputable provider for all high-risk vendors. This is conducted alongside our in-house screening process.

Governance

As part of Aramex's sustainability strategy, and in keeping with the company's commitment to being a responsible corporate citizen, Aramex's CEO, Mr. Bashar Obeid, regularly briefs the board of directors on the company's strategic stakeholder approach, as well as its sustainability initiatives and results, and reports on how these elements relate to overall corporate performance.

Aramex strives to continuously pursue sustainability at a corporate level, and implements internal policies related to the environment, responsible procurement, and whistleblowing. Strategic sustainability-related decisions are discussed at board meetings, and board approval is required for all major sustainability initiatives or targets prior to their implementation.

Furthermore, Aramex continues to engage with top management and the board of directors on its sustainability strategy and related activities. Senior management members, along with the Chief Sustainability Officer and a dedicated Sustainability Team, continue to plan and manage partnerships with the public and private sectors and the community in order to expand and improve Aramex's sustainability activities, impact and reach. Moreover, active stakeholder engagement through consultations and ongoing meetings ensures that Aramex's activities are in line with stakeholders' needs.

To learn about our compliance practices, please refer to the Compliance section in the 2019 Aramex Annual Report.

Financial Performance

2019 was another good year for Aramex. We continued to innovate and streamline our operations to enhance efficiency levels across the network, achieve consistent financial performance and grow the business.

Aramex's 2019 Full Year Revenue increased by 3% to AED 5,246 million, and Net Profit increased 1% to AED 497.4 million.

Over the course of the year, we strategically focused our efforts on upgrading our operations and deepening our commitment to building a digital infrastructure that enables a higher service level to customers, more efficient processes to handle strong

growth in shipment volumes and partial mitigation of impacts from pricing pressure, especially in our express business. We invested heavily in the last mile operations, one of the most critical and competitive stages of the delivery journey. This has enabled us to become the leaders in last mile in our core markets.

Another key focus area for us during 2019 was the commercial transformation, a strategic step to accelerate the growth in our B2B business lines across different verticals such as fashion retail, telecommunications, manufacturing, chemicals and healthcare, to ensure higher diversification in our revenue mix.

For full details on our financial performance, please refer to the financial statements in the 2019 Aramex Annual Report.

Our People

Aramex believes that the strength and success of each member of our team is inherently vital for the success of our operations. From our recruitment and hiring processes, to professional development programs, and corporate working culture and environment, we are committed to empowering our people across all aspects of the organization. We are committed to creating value for the business and we do so by fostering a healthy working environment that empowers teams, develops inspirational leaders and encourages innovation and collaboration.

Enhancing the Basics

In 2019, we continued to build on the success of the previous year with an enhanced focus on our HR leadership capabilities to better support in attracting, retaining, and motivating our people across the network. Over the last year, the HR function was focused on strengthening our internal capabilities through a new HR Masterclass Series, Executive Coaching Certification, and the attraction of new HR Leaders. To that end, a new group of HR Leaders and Global Subject Matter Experts joined Aramex from leading organizations across the Middle East and the world. The newly formed leadership team is embracing the HR challenges and are geared to partner for success and are powered to WIN!

Culture

Continuing our belief that people are our greatest asset, our 2019 strategy sought to re-affirm our corporate culture. In February 2019, we launched our new Mission, Vision and Values statements aimed at ensuring that every employee is aligned with our strategic direction and understands how our corporate values guide our actions and bind us together as Aramexians. Across many of our markets, we hosted Activation Campaigns to ensure that our employees understand our values and how these values should be at the forefront of our decision-making process.

Performance and Total Reward

Our 2019 total reward strategy aimed to understand the competitiveness of our compensation programs across the network. Aramex strives to ensure that our total rewards philosophy (base, allowances, short-term incentive and benefits) is competitive with companies within our sector and industry.

Furthermore, in order to better support a high-performance culture, our team developed a new annual incentive program intended to differentiate performance through clearly defined key performance indicators / SMART objectives, which are closely aligned with our corporate strategy. In 2019, nearly 70% of employees using SuccessFactors entered KPIs into the Performance Management / Goal Management online Platform.

Talent and Employee Development

Employee development and training were very much on the strategic agenda, with a clear focus on our customer-facing roles in 2019, including Ground Couriers, Customer Service and Commercial Teams. These trainings have been a combination of bespoke blended learning programs, microlearning opportunities, as well as, collaborations with world-class training organizations.

These training programs have enabled our teams to better serve our customers across all markets while being more responsive to the fast-paced and constantly changing nature of our industry.

Talent Acquisition

Our 2019 Talent Acquisition Strategy focused on building our processes to better support in attracting world-class talent through the establishment of a new employer value proposition (EVP). The employer value proposition represents the values and culture which are embodied in our organization. Additionally, our Talent Acquisition team activated and launched our new recruitment portal designed to strengthen our presence in the online job market space, improving and enhancing the candidate, HR, and hiring manager experience.

We launched a standardized process that delivers a consistent and positive experience for both internal talent movement and external hiring. Furthermore, our team launched a new internship program and finalized the design of the Aramex management trainee program which provides accelerated career paths and development for high potential local talent in the UAE and KSA.

Employee Relations

In 2019, Aramex launched a new function for enabling positive and collaborative relationships between Aramex and its employees through effective Employee Relations Practices and the development and application of consistent HR Policies and Procedures.

People Insights and Analytics

In 2019, our Global People Insights and Analytics team leveraged the power of network-wide data to support the attraction and retention of talent across the organization. Today, Aramex is better able to use real-time data to keep a finger on the pulse of the organization through the tracking of key workforce measures including gender diversity, nationality, voluntary and involuntary turnover, annual leave usage and workforce ratios.

In 2019, we continued our journey with SuccessFactors where we improved the adoption of a unified HR system across all business units by onboarding newly acquired entities and migrating their data to the system. Most noticeably, our team ensured the successful rollout of the performance management and goal

management system aimed at ensuring that our employees have clearly defined KPIs and objectives entered into the SuccessFactors platform.

Our Customers

Ever since the first shipment delivery, we committed to deliver high quality services and innovative products to our customers. We ensure that with every business and operational decision we make that we holistically consider the customer experience.

Our customers are our partners in innovation and operations. To preserve this partnership, we actively embed our customer-centric culture across all Aramex procedures and transactions. This includes fostering customer engagement and maintaining open and accessible feedback channels. By actively listening to our customers' needs and concerns, we ensure that we invest in technologies and streamline processes to meet and exceed their expectations of service quality and safety.

E-commerce and Digital Transformation

As the needs of our customers evolve along with introduction of new technologies and innovations which have transformed how logistics is done. As one of the largest providers of comprehensive logistics and transportation solutions, Aramex is committed to continually transform in response to industry updates. In the past few years, the value chain of logistics and shipping operations has expanded, so has our business model in order to maintain our pioneering position as business providers.

Driven from a commitment to providing seamless and effective services, Aramex turned to Amazon Web Services (AWS) to support a digital transformation vision to enhance customer experience and digitize the end-to-end shipment journey. Using Big Data and technologies provided by the AWS solution, we are able to provide a complete picture of live transit operations in real-time.

Aramex has deployed five use cases on Machine Learning, making it the biggest Machine Learning customer for AWS in the region. Today, we make around 450,000 predictions per day, with a 12.5 milliseconds average response time.

Digital Channels

As part of our continual efforts to better serve our customers, we take every opportunity to innovate and improve our technologies so that we are able to provide a seamless experience that utilizes smart technology and integrates our operations with our customers' preferred.

ClickToShip

In 2019, we continued enhancing the functionality of ClickToShip, a free desktop application that enables customers to manage their shipping needs even offline, and includes automated shipment preparation, pickup requests, rate calculation, shipment tracking, shipping addresses management, and bulk shipping and handling.

aramex.com

aramex.com is continually improving to provide a better user experience for all its visitors. Improvements to the website include a range of features and enhancements which address customers' business needs to offering relevant and targeted content to our customers in all geographies.

In 2020, we are aiming to introduce additional enhancements to the user experience, design, and functionalities of the website. Furthermore, we plan to continue to translate the website to key languages, as well as, Localizing the content of the website to cater for the specific needs of our customers in all our geographical areas.

Mobile App

Our Aramex Mobile Application allows Aramex customers around the world to manage their entire delivery experience using just their mobile phones. In 2019, the application was translated to Arabic, which is the main language of one of our key geographical markets. We also undertook enhancements and improvements to the App's features and overall user experience.

We are planning a new and revamped user experience in 2020 for a better customer journey.

Integration Tools

Two important components of Aramex's business integration toolset are Electronic Data Interchange (EDI) and Application Interface (API). These tools allow for a prompt and secure data exchange between the customer's systems and Aramex's InfoAXS system, which greatly enhances the digital efficiency and reduces technological burdens on our customers.

Customs Information Center

Our Customs Information Center is designed to take the complexity out of the customs process simplifying it for our customers. We are continuing to grow our center by actively engaging with concerned internal teams in each country and by maintaining our relationship with customs authorities around the world.

Sales Support

With the aim of maintaining a strong relationship between our sales teams and our customers and in keeping with our corporate value of customer centricity, we continue to develop solutions that ensure that any and all interactions between our sales members and customer are efficient, effective and place the customer needs first.

Customer Experience Transformation

Customer experience and centricity are key elements in Aramex's overall strategy and corporate values. Business processes and technology developments in Aramex start with an Outside-In perspective, with the customer at the heart of it all. Business and technical teams work together to create seamless and enjoyable interactions throughout the different communication channels offered by Aramex.

WhatsApp for Business, Aramex Chatbot and Notifications

Customer communications are shifting from a simply informational format to communication that is actionable

and conversational. The Aramex Chatbot is an interactive tool connected to multiple channels offering customers ease of tracking, communicating, locating branches, and delivery scheduling.

The Aramex Chatbot was introduced to WhatsApp in 2018, opening the door for instant communication and conversation.

In 2019, great strides have been made in improving the customer experience and functionality of the Aramex Chatbot, giving consumers more control over the delivery cycle, schedule resulting in a smoother interaction with Aramex.

Social Media

Social Media continues to be one of the most interactive channels of communication with our customers. We value these interactions and take them seriously, to that end The Social Media team is constantly upscaling its technological and facilitative capacity to meet the demands of the communication traffic while upholding our target response rate below two hours.

Contact Center

Our Aramex contact centers continue to meet and exceed the expectations of call centers, transforming them from mere call centers to houses of excellence with skilled agents able to seamlessly connect with customers from all over the globe. It remains one of the main channels of communication delivering customer updates and resolution to complex issues and liaising with internal functions to deliver a solid customer experience.

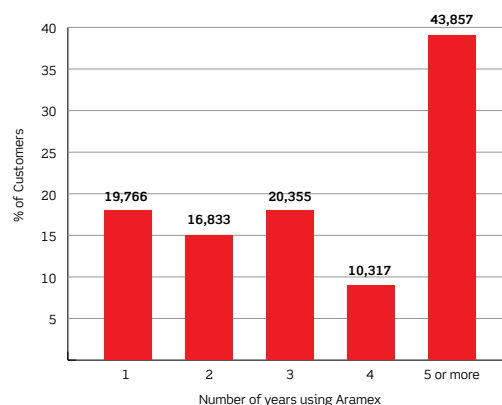
Points of Sale (POS)

The Point of Sale is one of the most effective tools to handle walk-in customers at retail outlets. POS optimizes the inbound and outbound handling processes by speeding up transactions and ensuring smooth digital integration with our systems while also capturing required customer information. This serves to reduce serving times for our customers and enhance their customer experience.

In 2019, a new web version of the POS has been developed to ease user access and increase proliferation across business units. Among the many benefits of this web version is the ability to support and handle peak season traffic.

Customer Retention

We are proactive in our recruitment of new customers, while ensuring the retention of our customer base.



Since our founding, sustainability was a core component of our strategic direction and vision, positioning us as pioneers of corporate sustainability in the region and the world. And to this day sustainability is integrated into our operations at all levels. The Aramex sustainability strategy is fortified by an evidence-based, stakeholder-centric approach that is responsive to the needs of stakeholders and the dynamic changes occurring globally, regionally, and locally. Embedded in our approach is the proactive stewardship of the Six Capitals - 1) Natural, 2) Human, 3) Social and Relationship, 4) Manufactured, 5) Intellectual, 6) Financial.

The close monitoring of our operations allows us to understand and manage the flow of these capitals, their interdependencies, and their interaction with the greater economic, social, and environmental systems. By collecting this data and understanding these dynamics we can enhance our positive impacts on our communities and in turn manage and minimize any negative effects on the natural environment in the short, medium, and long term.

We deploy our intellectual, human, and financial capital to support youth, entrepreneurs, and environmental initiatives within our global sustainability strategy, thereby increasing shared value in Natural, Human, and Social and Relationship Capitals of the greater community, values which we believe will multiply many times over and accelerate community development.

Our investment in local communities, support of entrepreneurs, and work on youth education and empowerment, along with our inclusive engagement with our stakeholders ensures that we are able to incorporate the United Nations Sustainable Development Goals in policy and practice in our operations and sustainability projects on the global, corporate, and local levels.

We maintained our focus on our three pillars of sustainability:

1. Youth Education and Empowerment
2. Supporting Entrepreneurs
3. Tackling Climate Change

In 2019, we were able to reach 121,085 beneficiaries, resulting in a 55% increase in our beneficiary base from 2018 this increase came as a result of our partnerships in Egypt. This was possible thanks to 190 sustainability projects in 43 locations. Our sustainability coverage for 2019 was 98%.



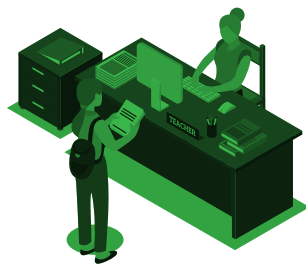
Sustainability impact at a glance



98%
Sustainability
Coverage



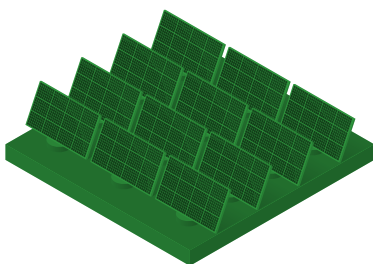
120,000+
Community
Beneficiaries



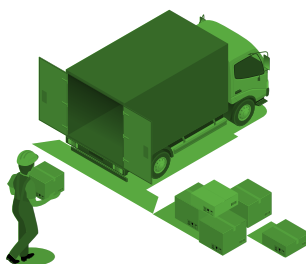
44,000+
Students



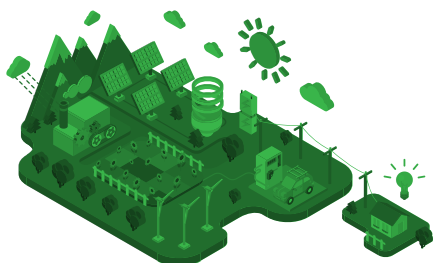
3,700+
Startups and SMEs



Leveraging
Solar Energy



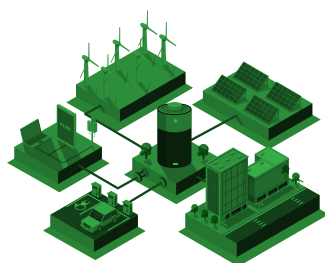
1,500+
Emergency Relief



22%
Increase in Recycling



22%
Reduced Fuel per
Shipment “Compared
to 2012 baseline”



6,361,248
kWh were produced
through our
Solar Farms in
Amman & Dubai

Emergency Relief

In the unfortunate event that disasters or crises break out in our communities, Aramex has always been ready to leverage its resources and operations to provide emergency relief. Aramex recognizes that our Manufactured, Human, Social and Relationship, Intellectual, and Financial Capital distinctively position us to be able to act in support of affected communities during different emergency situations. To that end, we utilize our logistical infrastructure, fleets, warehouses, and information technology, as well as, our global networks, to collect, store, and deliver aid to affected communities, while enhancing recovery efforts and increasing resiliency.

Supporting communities affected by natural disasters in India

Our offices in India have been actively engaging with communities impacted by the flooding in the Western Maharashtra region by raising funds for supplies to be distributed among the affected individuals. Through the dedicated efforts of team members, supplies including food items, utensils, and hygiene products were distributed to 1500 people. This at times, involved employees wading through the floodwaters to reach affected families. This is an example of how, especially in times of crisis, Aramex and its people are willing to leverage their resources to support emergency relief efforts and recovery.

In 2019, we continued to focus on three main themes to direct our sustainability efforts:

Youth Empowerment and Education

Stemming from our belief of the important and transformational role that education and empowerment of youth play not only in the lives of the youth themselves but in their communities and the world at large, we have continually focused on including youth in our sustainability strategy. We believe that it is our role to leverage our Financial, Intellectual, Social and Relationship, and Human Capitals to support youth education and empowerment. This, in turn, creates value across these capitals in the localities and regions where Aramex is present, creating stronger more resilient societies and economies.

In 2019, our Youth Education and Empowerment Activities yielded 44,177 beneficiaries, which included 44,120 students and 57 interns.

Entrepreneurship

Entrepreneurship is an important component of our sustainability strategy. Startups and SME's play a significant role in building a healthy economy through creating jobs, developing innovative solutions, and transforming the communities they are in. We also believe that startups and SME's can be promoters of sustainability if they receive appropriate guidance on how to integrate sustainability and corporate citizenship into their core without sacrificing their business growth.

We increased the number of Startups and SMEs year over year reached by 13% to 3,700 in 2019 coming from 16 countries, mainly Egypt, KSA, and UAE.

Climate Change

We fully recognize that we have the responsibility towards the natural environment and that by measuring and managing our environmental impacts, we are able to enhance our operations and business. More often than not, environmentally conscious practices embed increased operational efficiency, technological advances, and innovation.

To that end, we are committed to decreasing our consumption of natural resources, reducing our waste streams, and opting for the use of renewable and sustainable resources and energy sources. We ensure that we coordinate our environmental commitments and efforts with the Sustainable Development Goal 13 to combat the global specter of climate change.

Highlights

Employee Engagement Highlights

In 2019, our employees committed more than 300 volunteering hours to partake in environmental awareness activities. Our team in Algeria committed more than 60 hours of volunteering time to plant trees in the community for Earth Day. In Egypt, our team planted trees in one of Cairo's most marginalized communities for Earth Day, contributing a total of 150 hours of volunteering. In Bahrain, our team members gave more than 45 hours for a beach cleaning campaign, while more than 200 volunteers participated in Earth Day.

Renewable Energy Solar Farms

We are committed to using renewable energy in order to mitigate our environmental impacts. As part of this, we invested in two solar farms, located in Jordan and the United Arab Emirates, which are two key locations for our operational and administrative offices.

The 1.2MW solar farm in Amman powers 90% of the needs of Aramex Jordan while the 3.2MW facility in Dubai has reduced the consumption of the targeted warehouse by 60%.

In 2019 Aramex UAE started the execution of another 3.2 MW solar farm to be located on the rooftop of one of its warehouses in Dubai Logistics City. The solar farm should produce enough energy to cover more than 60% of the warehouse's needs. This project in line with the UAE 2021 vision and the country's commitment to the 2030 Sustainable Development Agenda.

Sustainable Transport Electric Vehicles

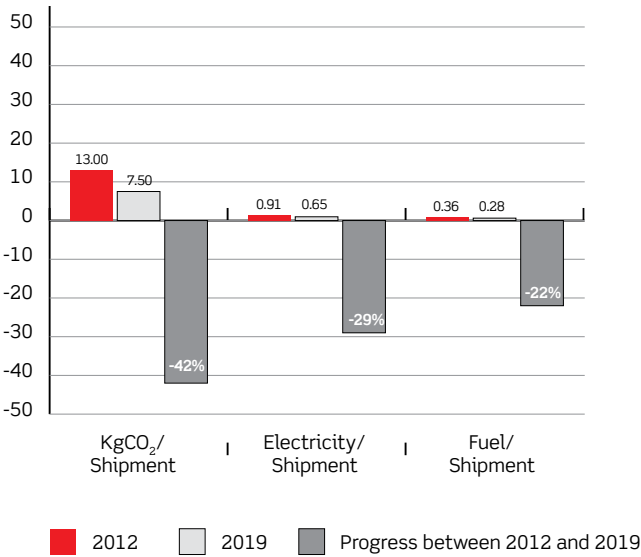
In addition to our efforts to reduce emissions from our facilities, we are also committed to finding solutions that reduce emissions from our transportation vehicles. These two goals go hand in hand, we use the excess power generated from our solar farm in Jordan to expand our electric vehicle fleet and utilize clean energy to charge them. Using this approach, we have been able to transform 15% of our fleet in Jordan to be fully self-powered using clean renewable energy. This is an important step in our journey to zero emissions from the operation and charging of our vehicles, a goal that we are swiftly moving towards.

In 2019, Aramex KSA tested electric vehicles, which is in line with the country's 2030 vision. We aim to expand the use of electric vehicles to other countries of operation where technology and regulations are in place.

Our Carbon Emissions

Continually and systematically measuring our carbon emissions allows us to manage and mitigate them effectively. It is this dedication to managing our emissions that we are proud to report that we have reached our 2020 targets for emissions reduction a year early. In 2019, we were able to cut down our emissions per shipment by 20% in comparison with the year 2016. This was achieved as a result of our adoption of renewable energy, sustainable transportation, and increasing operational efficiency.

This results in a total reduction of our emissions from our baseline in 2012 by around 40%. Adding to this our electricity consumption per shipment was reduced by 29% and our fuel consumption per shipment dropped down by 22%.



For full details on our sustainability performance, please refer to the Sustainability section in the 2019 Aramex Annual Report.