

Aramex Sustainability — A Strategy in Execution

VISION • STRATEGY • EXECUTION • CUSTOMER VALUE

“Sustainability transformation is a business transformation — not a reporting exercise.”

A fully quantified and executable approach to logistics decarbonisation.

Built from recent Aramex strategy, annual reporting and customer insight materials.

42%

Scope 1 & 2 reduction
by 2030

>50%

Controlled fleet
electrification target

100%

Green energy ambition
in operations

86 EVs

Deployed across
16 stations

aramex

What customers told Aramex in independent B2B research

- ✓ Sustainability is now a core vendor selection criterion alongside price, service and efficiency.
- ✓ Customers prioritise: carbon visibility, net-zero progress, renewable energy and governance.
- ✓ Sustainable solutions are adopted when impact is measurable and service performance is maintained.

Proof points from customer interviews

“We appreciate that Aramex had been calculating and reporting carbon emissions long before it became an industry norm.”

“We acknowledge Aramex’s net-zero and carbon neutrality targets as ambitious and aligned with global expectations.”

“The use of electric vehicles and biodiesel was a great move by

Aramex for last-mile delivery.”

This shift in customer expectations is driving Aramex’s approach to sustainability



VISION
Connecting the world sustainably
– for people, businesses and the planet

MISSION
To provide transparent and
sustainable logistics solutions through
low-carbon services

For customers, this means practical and measurable decarbonisation support — not abstract commitments.

Aramex helps customers track, reduce and communicate logistics emissions.

This is enabled through operational levers, digital visibility and commercial solutions — making lower-carbon logistics practical at scale.

This required a step change in how Aramex approaches sustainability.

ARAMEX HAS MOVED FROM FRAGMENTED ESG ACTIVITY TO A FULLY QUANTIFIED AND EXECUTABLE SUSTAINABILITY STRATEGY



Pre-2025 (Perception & Reality)

- Sustainability ambition existed but was not grounded in a quantified strategy and delivery plan
- Activities were fragmented across initiatives rather than programmatic
- Limited ability to link actions to measurable emissions impact
- Customer value proposition not clearly defined or commercialized
- Sustainability was more aspirational than operational

Since late 2024 (Current State)

- Board-approved sustainability strategy (April 2025) grounded in real data
- Clear 2030 ambition supported by quantified levers and implementation roadmap
- Full visibility on emissions, abatement levers and cost
- Execution now driven through 30+ initiatives across fleet, energy and value chain
- Sustainability translated into customer-facing solutions and products
- Sustainability is now embedded in how the business operates — not how it is reported.

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WHAT HAS CHANGED — IN ONE VIEW



A fundamental shift in how Aramex approaches sustainability

STRATEGY

Fully **quantified** and board-approved

EXECUTION

30+ initiatives **underway**

OPERATIONS

Decarbonisation **embedded** in fleet and energy

CUSTOMERS

Clear Scope 3 **partnership** model

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What we now know

- Size of the emissions challenge across **Scope 1, 2 and key Scope 3 drivers**
- **Impact of each** decarbonisation lever
- **Cost implications of each pathway** (EVs, renewables, fuels, etc.)
- **What works operationally** across our markets (infrastructure, regulation, grid)

What this changes

- Targets are now **credible and deliverable**
- Trade-offs are **understood and managed**
- Deployment is **prioritised based on impact and feasibility**
- Investment is **aligned with measurable outcomes**

This is a decarbonization plan we can execute – not just aspire to

Decarbonisation in logistics requires both operational change and customer action

What Aramex is delivering (Scope 1 & 2)

- **Fleet electrification** (>50% ambition)
- **Renewable electricity** (towards 100%)
- Energy **efficiency** and operational **optimization**
- Clear **pathway** to 42% reduction by 2030

Where we partner with customers (Scope 3)

- Aviation and maritime emissions largely driven by **customer choices**
- Green fuels (SAF / biofuels) require **demand aggregation and co-investment**
- Product design (green shipping options) depends on **customer uptake**
- Transparency and reporting enable **customers' to achieve their own decarbonisation goals**



This defines how responsibility is shared between Aramex and its customers

2030 AMBITION: THE NUMBERS THAT MATTER



The scale of our decarbonisation commitment



Scope 3 decarbonisation is driven by customer demand through green products and low-carbon logistics solutions.



These targets are grounded in execution — not just ambition.

HOW ARAMEX IS DECARBONIZING



These levers enable customers to meet their own decarbonisation and reporting requirements.

OUR APPROACH FOCUSES ON THREE CORE LEVERS

FLEET TRANSFORMATION

- EV rollout
- EV-only replacement policy
- Planned HVO use where electrification is not possible

ENERGY TRANSFORMATION

- Solar PV deployment
- Renewable electricity sourcing
- REC-supported pathway to 100% green energy

CUSTOMER & VALUE CHAIN

- SAF and maritime biofuel pathways
- Green products and carbon visibility tools
- Customer decarbonisation support across logistics activities

CURRENT PROGRESS AND PROOF POINTS



Progress against our decarbonisation roadmap.

86 EVs
EV execution

129
2026 EV target

19%
renewable electricity share

10.47
installed across 10 solar projects

Fleet electrification is operational, supported by both policy and deployment.
Battery swapping has been tested in Abu Dhabi to address site electrical constraints.
Egypt has deployed e-bikes and several stations have overachieved against target.

Solar projects are active across the UAE, Jordan and Egypt, with Muscat executed and operationalization ongoing.
Riyadh and Cape Town remain in the pipeline, subject to procurement and regulatory bottlenecks.
Operational levers are expected to improve both carbon and cost outcomes.

Execution is already underway across core markets.

CUSTOMER SOLUTIONS: TURNING SUSTAINABILITY INTO MEASURABLE VALUE



These capabilities translate into tangible outputs for customers.

Shipment-level emissions reporting tailored to customer requirements.

A bespoke GLEC-aligned GHG tool was developed for a major customer and is intended to be extended over time.

Watershed improves emissions visibility across operations.

Green product design is focused on EV-based offers first, with SAF and maritime biofuel solutions to follow based on demand and readiness.

What customers will receive:

- Carbon calculator
- Emission dashboard
- Footprint reduction reports
- Sustainability certificates / verification
- Impact statements and green branding assets

Phased rollout — some available today; others coming over time.

Our approach to sustainability extends beyond decarbonisation to social impact and responsible governance.

Our ambition

- Contribute to **inclusive economic development** across our markets
- Support **youth, education, and entrepreneurship**
- Scale **community impact alongside business growth**

Structured CSR framework focused on:

- Community engagement
- Youth empowerment
- Entrepreneurship

Delivered through:

- Long-term partnerships (e.g., Ruwwad, World Food Program)
- Measurable reach (e.g., 100k+ beneficiaries annually)

Customer relevance

- Opportunity for **co-branded impact programmes**
- Alignment with **customers' social impact and ESG commitments**

Sustainability performance is actively governed, not just disclosed

Our approach is externally validated and internally governed

Apr 2025
Board-approved
sustainability strategy

D → C
CDP rating
improvement

60 → 66
EcoVadis score
improvement

47
S&P ESG score

- ✓ The strategy is being operationalised through resources, technology, performance management and flagship initiatives.
- ✓ Reporting is aligned with major frameworks including GRI, DFM ESG, IFRS, SASB, CDP, UNGC and the SDGs.
- ✓ Climate risk is integrated into enterprise risk management and informed by scenario analysis.

You are partnering with a company that is governed to deliver—not just to report

These examples show how strategy translates into real-world implementation.

CUSTOMER CARBON REPORTING

Bespoke GLEC-aligned reporting tool for a major customer -
Designed to support customer climate reporting requirements

SUSTAINABLE OPERATIONS PILOTS

Solar-powered Smart Box pilot in Mecca
Battery swapping tested in Abu Dhabi
E-bikes deployed in Egypt

GREEN FREIGHT PATHWAY

SAF and maritime biofuel pathways under development
Customer pilots will be linked to demand and operational readiness



Reduction

Access to practical lower-carbon solutions including EVs, renewable energy, and green freight pathways.
Phased rollout — some available today; others coming over time.

Visibility

Better carbon data and transparent reporting across shipments and operations.

Reputation

A logistics partner with a board-backed strategy, external validation and tangible implementation progress.

Readiness

Alignment with rising procurement, reporting, and stakeholder expectations.



CLOSING MESSAGE

 **NET ZERO BY
2050**

Aramex has moved from fragmented ESG activity to a fully quantified and executable sustainability strategy.
For customers, this means a partner that can measure, reduce and communicate logistics emissions — while maintaining service performance.

Together, we turn logistics decarbonization into measurable business value.