



INVESTOR PRESENTATION

ARAMEX BUSINESS PROFILE 2023

DISCLAIMER

This presentation has been prepared solely for informational purposes. The presentation may contain forward looking statements, which reflect our beliefs or current expectations and assumptions regarding the future of the business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Forward looking statements are neither historical facts nor assurances of future performance and can generally be identified by terminology including «anticipate», «aspire», «believe», «project», «estimate», «expect», «forecast», «strategy», «target», «trend», «future», «likely», «may», «should», «will», «intend», «plan», «goal», «objective», «seek», “roadmap”, and other words of similar meaning or similar expressions.

By their nature, forward looking information and statements are subject to known and unknown uncertainties, risks and changes in circumstances that are difficult to predict and not in our control. Our actual results of operations and financial conditions may differ materially from that or those indicated in the forward looking statements. You should not place undue reliance on any of these forward looking statements.



AT A GLANCE

aramex

Aramex is A Global Provider of Comprehensive Logistics and Transportation Solutions

16,000+

Employees



65+

Countries

+600

Offices

USD 1.61 B

Revenues 2022

USD 1.40 B

Market Cap on 30 December 2022



International Express

With Aramex International Express, sending time-sensitive documents or packages is prompt, convenient and easy.



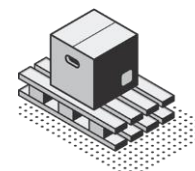
Freight Forwarding

Whether by sea, air or land, Aramex Freight provides the expertise for seamless and streamlined operations.



Domestic Express

We understand that delivering from one side of the country to another requires efficiency and reliability of global standards and local operations and we continually strive for excellence.



Logistics & Warehousing

As a global logistics and transportation solutions provider, Aramex will help simplify customers' operations with cost effective and comprehensive solutions.

GLOBAL FOOTPRINT



NORTH AMERICA

United States of America
Canada

EU

Czech Republic
Ireland
Netherlands
United Kingdom

MENAT

Algeria
Egypt
Georgia
Iran, Iraq
Jordan
Lebanon
Libya
Morocco
Palestine
Sudan
Tunisia
Turkey

GCC

Bahrain
Kuwait
Oman
Qatar
Saudi Arabia
United Arab Emirates

NORTH ASIA

China
Hong Kong

SUB-SAHARAN AFRICA

Ghana
Kenya
Nigeria
Tanzania
Uganda
South Africa

SOUTH ASIA

Bangladesh
India
Indonesia
Malaysia
Singapore
Sri Lanka
Thailand

OCEANIA

Australia
New Zealand

OUR EVOLUTION

aramex

1982



Established with offices in Amman and New York.

1990

Co-founded the Overseas Express Carriers.

1994

Started offering Express, Domestic, and Freight under one roof.

1997



Became the 1st Arab based company to be listed on NASDAQ

2002

De-listed from NASDAQ and returned to private ownership.

2005

► Became a public shareholding company on the Dubai Financial Market.



2006

Acquired TwoWay in Ireland

2007



Launched a corporate university and adopted Sustainability reporting.

2014



Acquisition of PostNet in South Africa.

2016



Acquisition of Fastway in Australia and New Zealand.

2019

Developed the digital and business transformation framework.

2021

Operational Model Redesign with split of operations between Aramex International Express + Domestic Express and Aramex Freight Forwarding and Logistics.

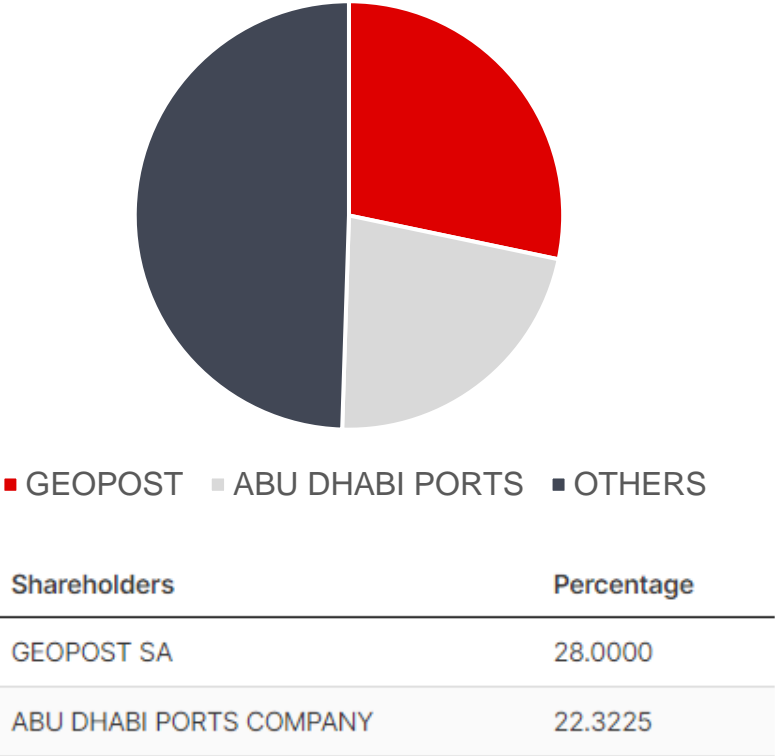
IN THE MIDDLE EAST OF IT ALL

AN ARAMEX DOCUMENTARY | 40 YEARS OF OPERATIONS

Click [here](#) to watch the documentary.

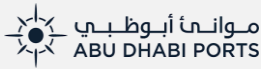


STRATEGIC SHAREHOLDERS



GeoPost – a strategic partner for Aramex Express
Shareholder as of 20 October 2021

GeoPost is a holding company owned by [Le Groupe La Poste](#).
DPDgroup is the parcel delivery network of GeoPost, which posted sales of €14.7 billion in 2021. DPDgroup is the largest parcel delivery network in Europe.



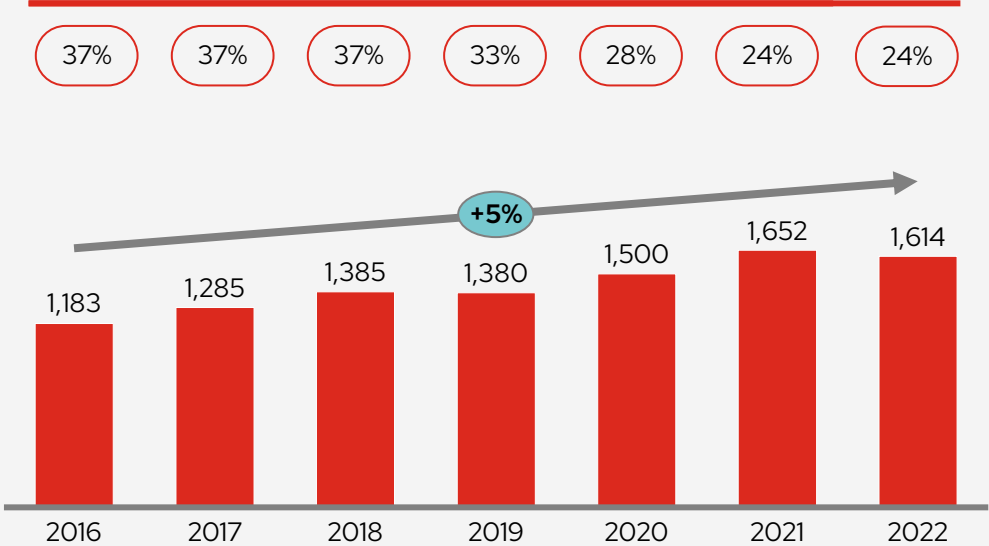
Abu Dhabi Ports – a strategic partner for Aramex Logistics
Shareholder as of 19 January 2022

Abu Dhabi Ports serves as the region’s premier facilitator of logistics, industry, and trade. It operates several clusters covering Ports, Industrial Cities & Free Zone, Maritime, Logistics, and Digital. Abu Dhabi Ports contributes 13.6% of Abu Dhabi’s non-oil GDP growth.

REVENUE EVOLUTION

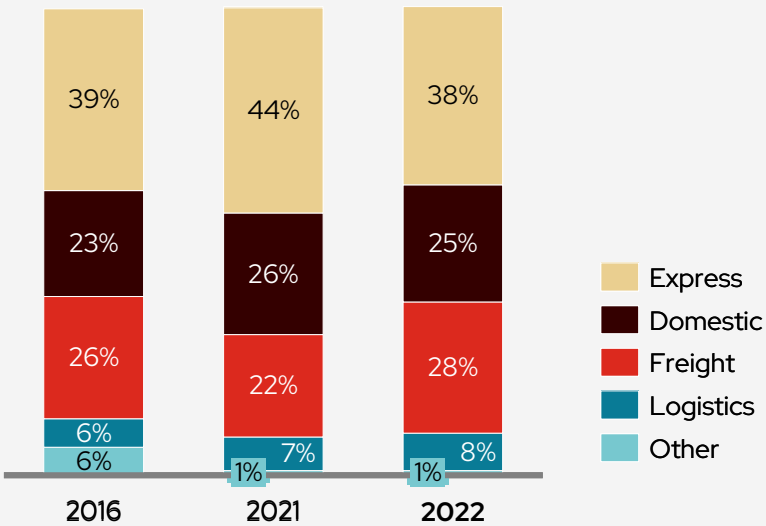
Our stated strategic objective is to grow the freight and logistics products to account for 50% of total group revenue in the next five years, while sustaining and growing the courier product as well.

Aramex Revenue Evolution [in USD millions]



xx GP Margin; in 2020 the company did a GP reclassification. The numbers presented here reflect the reclassification

Aramex Product Contribution to Revenue



INVESTMENT HIGHLIGHTS

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We have four well-defined business products which offer scale, diversification and an end-to-end service offering for customers, underpinned by a 40-year track record of successful operations.

aramex
express

aramex
domestic

63% of Revenue

aramex
LOGISTICS

aramex
FREIGHT

36% of Revenue



Product diversification

Aramex is a leading transportation player, with domestic and cross border expertise, as well as freight services across air, land and sea. Our Logistics business is leveraged strategically across our infrastructure to increase customer stickiness through supply chain services and 800k+ sqm in facilities across key markets in the Middle East and Africa.



Unlocking value

Operational efficiency and investments in state-of-the-art technologies are unlocking value and are a key profitability driver. Enhancements of our digital systems, automation and AI driven business decisions are fully integrated in our business strategy.



Competitive advantage

Our end-to-end service offering – across courier express, freight, warehousing and supply chain – is a distinct competitive advantage and a unique capability in many of our key markets. This integrated approach is valuable for our clients and is allowing them to benefit from our total transportation offering across all sectors.



Strategic shareholders

Strategic shareholders provide opportunities. Aramex has two strategic shareholders, Geopost / DPD and Abu Dhabi Ports that provide partnership opportunities for all product lines.



Growth prospects

Well-positioned to capture growth at a higher rate than the market, through expansion of trade lanes, and exposure to high growth verticals in emerging markets with solid GDP projections, where we have the right capabilities to win.



Inorganic growth

The under-gearred balance sheet is a source of value. In an industry where economies of scale are important, value accretive acquisitions will be transformational for Aramex and the source of significant earnings accretion.

BOARD STRUCTURE AND EXECUTIVE LEADERSHIP TEAM



ARAMEX BOARD OF DIRECTORS STRUCTURE



Aramex's Board of Directors comprises of 9 non-executive independent members elected by the General Assembly. The following table demonstrates the structure of Aramex's current Board, including its members' status, date of accession to the Board, and their Board Committees' membership:

Name	Independent/ Non-Independent	Executive/ Non-Executive	Date of Accession to the Board	Position on Board of Directors	Audit Committee	Nomination & Remuneration Committee	Investment & Growth Committee
Mr. Mohamed Alshamsi	Independent	Non-Executive	2020	C			
Mr. Benjamin Démogé	Independent	Non-Executive	2022	VC	M		C
Mr. David Haglund	Independent	Non-Executive	2020	M	M	M	M
Ms. Elaine Kerr	Independent	Non-Executive	2023	M		M	
Mr. Fahad Al Qassim	Independent	Non-Executive	2020	M	C		M
Mr. Gamal El Sadat	Independent	Non-Executive	2023	M			M
Ms. Iman Alqasim	Independent	Non-Executive	2023	M		C	
Mr. Murtaza Hussain	Independent	Non-Executive	2020	M			M
Mr. Yves Delmas	Independent	Non-Executive	2022	M			

C = Chairman

VC = Vice Chairman

M = Member

MANAGEMENT TEAM

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Othman Aljeda
Chief Executive Officer

A seasoned Executive in the logistics and transportation industry with over 27 years of experience.

Leading the successful development and execution of the company's long-term global business strategy.

Joined Aramex in March 1994.



Nicolas Sibuet
Chief Financial Officer

Over 26 years of experience across the shipping, oil & gas and aviation industries.

A proven track record of leading companies towards transformational growth with deep knowledge in various industry trends.

Joined Aramex in January 2022.



Mohammad Alkhas
COO – Logistics & Freight Forwarding

A veteran in the Logistics and Transportation industry with over 24 years of experience in leading large and diverse teams within the Freight Forwarding, Logistics and Supply Chain solutions, as well as Express and Last Mile.

Responsible for overseeing the Company's global logistics and freight operations, business development, improving operational efficiencies, and crucial process improvements.

With Aramex from 1997 to 2016; rejoined in August 2021.



Ala'a Saoudi
COO – Express

A seasoned Executive in the logistics and transportation industry with over 24 years of professional experience.

Responsible for overseeing the Company's global express operations, business development, improving operational efficiencies, and crucial process improvements
Joined Aramex in 1998.



Dr. Johannes Distler
Chief Strategy Officer

Over 17 years of professional experience

Responsible for ensuring the development and execution of Aramex's corporate strategy as well as the group's international expansion and M&A agenda.

An expert in performance improvement, restructuring and large-scale transformation projects. His track record includes leading restructuring, transformation and post-merger integration projects in sectors including transportation, tourism, logistics, consumer goods, and retail.

Joined Aramex in August 2021.

MANAGEMENT TEAM

aramex



Ayed Tadros
General Counsel

Senior General Counsel and certified board secretary with over 18 years of experience in corporate and commercial affairs, aviation and transportation law.

Experienced in corporate transactions, cross-border mergers and acquisitions, and joint ventures. He led and closed most of Aramex' acquisitions during the past 13 years.

In his current role, he is responsible for leading Aramex's global legal team and managing the relationship with capital market authorities in the UAE. With Aramex since March 2009.



Russell McKay
Chief Risk & Compliance Officer

Over 22 years of professional experience in the Risk Management & Compliance area.

Responsible for integrating and aligning various risk assurance areas including Enterprise Risk Management, Corporate & Trade Compliance, Health & Safety & Security and Insurance.

Joined Aramex in April 2019.



Raji Hattar
Chief Sustainability Officer

Over 32 years of professional experience.

Responsible for leading the company's ambitious Sustainability strategy aiming at building on the sustainable business model Aramex is committed to.

Leads Aramex's strategy to reduce operational CO2 emissions. As part of this, he has led Aramex's successful Solar Farm project for Amman operations, as well as two rooftop Solar Farms projects at Aramex Dubai Logistics City facilities.

Joined Aramex in November 1991.



Nadeem Baig
Chief Human Resource Officer

Over 19 years of professional experience in HR across various industries.

Well-rounded in all aspects of HR with deep knowledge in organizational restructures including acquisition, integration, decommissioning and divestment, development of high performance teams.

Joined Aramex in September 2021.



Michael Rich
Chief Marketing Officer

Over 16 years of professional experience in growth marketing, brand management, data insights, customer experience, communications and loyalty.

Responsible for building out Aramex's marketing function and enabling the Company's success across B2B and B2C Marketing, while ensuring that marketing will play a crucial role to help reposition Aramex while focusing on growing the business globally.

Joined Aramex in September 2020.

STRATEGIC FOCUS



Key trends (Selection)

Express



- + Growth in cross-border ecommerce globally and in the GCC & MENAT regions
- Clients 'breaking down' supply chains towards B2B2C
- Slowdown of globalization & increasing 'nearshoring'



Domestic



- + Growth in cross-border ecommerce globally, and in the GCC & MENAT regions
- + Opportunity to act as a consolidator in the market
- High competition in Aramex's core geographies, many VC funded with focus on revenue not profits



Freight



- + Volume growth expected from uptake in the GCC economy, particularly from high oil prices
- + Relatively lower competitive pressure
- Importance of global reach & vertical specialization



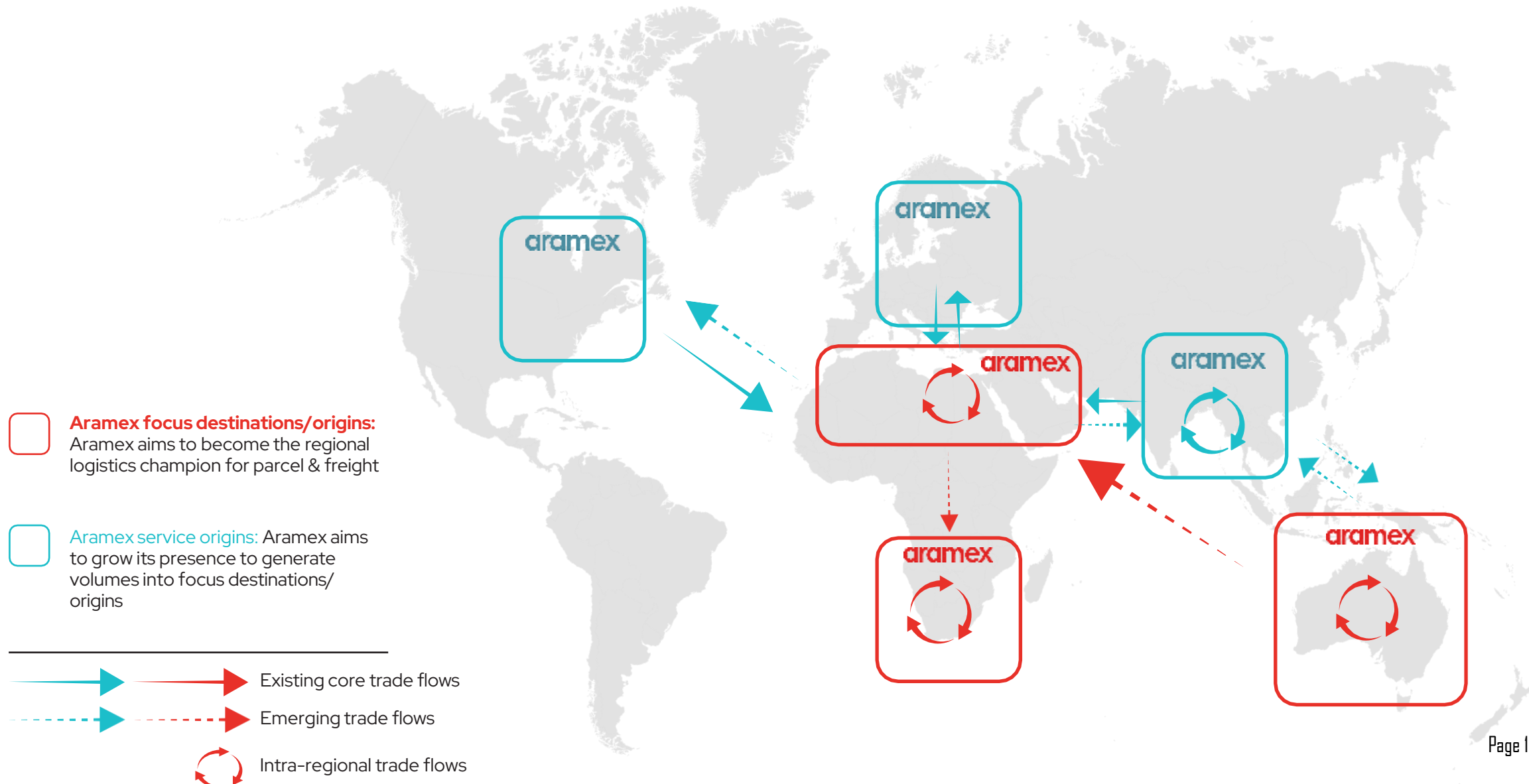
Logistics



- + Market leader opportunity in core geographies given industry fragmentation in the warehousing space
- + Strong growth with relatively low competitive pressure in core markets compared to Express/Domestic



GEOGRAPHIC FOCUS







VERTICAL PRIORITIES

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Domestic and International Courier



-  E-commerce
-  Business to Business (B2B)
-  Small & medium sized enterprises (SMEs)
-  Dangerous goods / temperature-controlled shipments (e.g. Beauty)

Logistics and Freight Forwarding








-  E-commerce (incl. omnichannel)
-  Industrials
-  Healthcare & Pharmaceuticals
-  Retail including E-commerce
-  Automotive

CAPEX PRIORITIES

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We anticipate a cumulative CAPEX of ~650 mn USD by 2027. From 2022 – 2027 Capex will run at 3% to 5% of revenue per year.

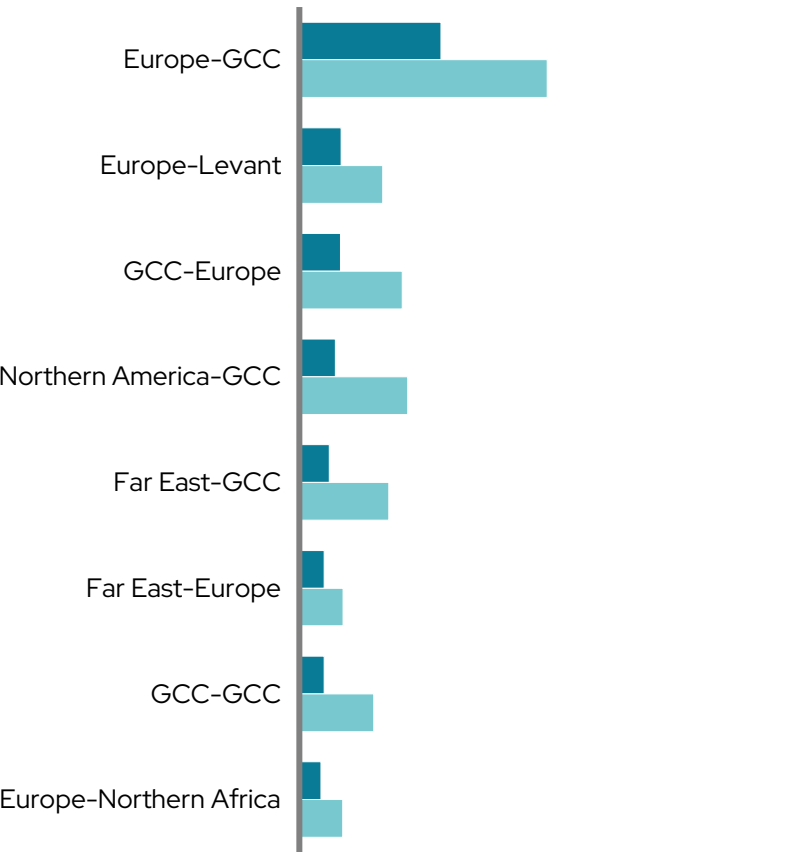
		CAPEX 2022-2027	Major investments
Domestic and International Courier		~\$100m	<ul style="list-style-type: none">> Introduction and expansion of new hubs and gateways> Expansion of PUDO footprint globally> Implementation of automation and semi-automation in key markets> Introduction of mini hubs, new ground facilities, and innovation-related spend
Freight		~\$50m	<ul style="list-style-type: none">> Growth of the healthcare vertical> Deployment of NVOCC as well as domestic freight trucks
Logistics		~\$150m	<ul style="list-style-type: none">> Approximately USD 90 m allocated towards warehouse expansions in multiple core geographies (both new and existing)> Capabilities building in e-commerce, healthcare, and new value-added services such as micro- fulfillment
Corporate		~\$90m	<ul style="list-style-type: none">> Investment into sustainability initiatives (e.g. solar)> Substantial investments into technology infrastructure, automation, digital touchpoints, etc.
Business as usual		~\$275m	<ul style="list-style-type: none">> Sustaining capex for maintenance of existing facilities, equipment, etc.

CORE FREIGHT LANES

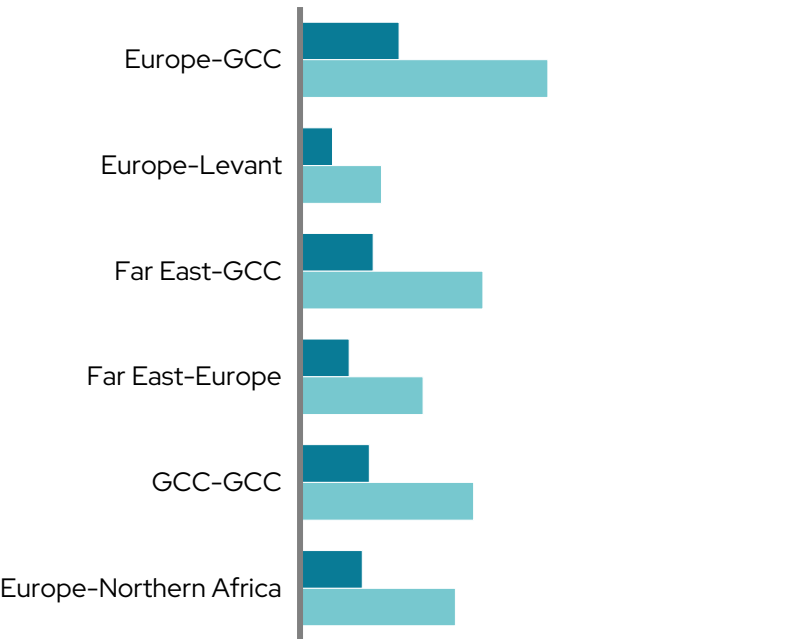


Top trade lanes to be developed – 2021 vs. 2027

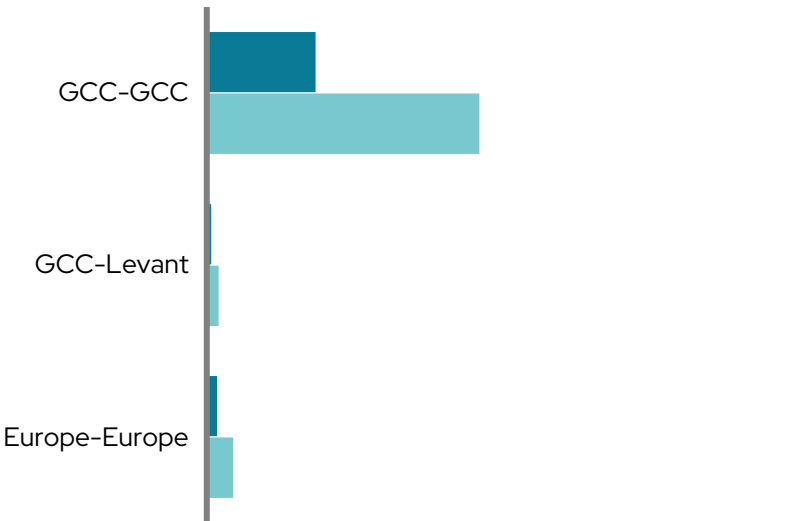
Air freight



Ocean freight



Land freight



M&A PRIORITIES

aramex

Int'l Express/Domestic



Freight



Logistics



M&A cornerstones

Acquisition purpose



- > Expand **footprint**
- > Enable market **consolidation** in core markets
- > Acquire **technology / know-how**

- > Grow the Freight product to **reach critical scale & market share** into core-markets; obtain access to cargo owners in service origins

- > **Capture market share** in key markets in Logistics

Geographic focus



- > Focus on **core markets** but very selectively consider acquisitions in **other markets** if synergies exist

- > Acquire **Freight capabilities** in core markets and in key service origins globally to gain economies of scale and market share

- > Focus on **three key markets to build scale** (UAE, KSA and Egypt)





Climate

- 10 In line with the UN SDG's and the Paris Agreement, we are committed to Carbon Neutrality by 2030 and Net Zero by 2050
- 10 Thus we are setting a verifiable science based targets at 1.5 degrees for both scope 1 and 2 (-42% reduction in emissions by 2030 vs. 2020) and at 2.0 degrees for scope 3 (-25% reduction in emissions by 2030 vs. 2020)



Social Impact

- 10 Being an active corporate citizen -Aramex has always been part of the communities it is operating in
- 10 Continually improving Health & Safety Indicators across operations
- 10 Investing in our people through training and development; Employee satisfaction / happiness (HR survey); Committed to promoting gender equality and inclusiveness



Governance

- 10 Transparent communication on governance including reporting in compliance with different standards (GRI, IFRS) and guidelines (SDGs, COP, SA8000, AA1000)
- 10 A major focus is placed on the Human and Labor Rights related issues where we embed HR principles in our business processes and training of our staff as well as stakeholders
- 10 Code of conduct that encompasses broad aspects to ensure good compliance and governance
- 10 Mandatory training on critical compliance topics and policies





CASE STUDY PROJECT CARGO

Click [here](#) to watch the video.

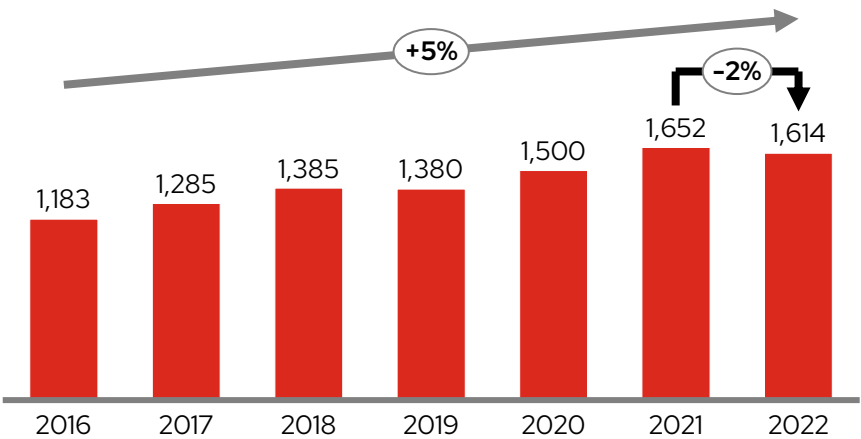
FINANCIAL HIGHLIGHTS



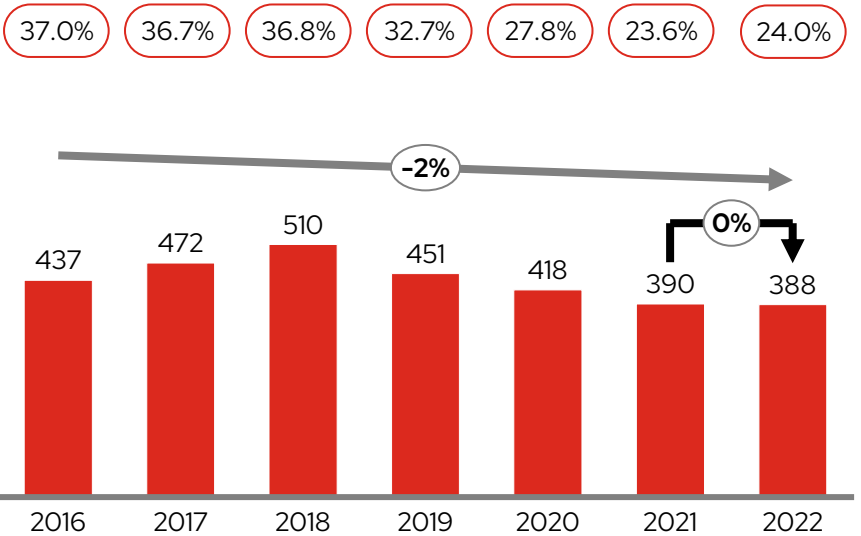
FINANCIAL ASSESSMENT

Group revenue and gross profit overview, 2016-2022 [USD m]

Revenue



Gross profit



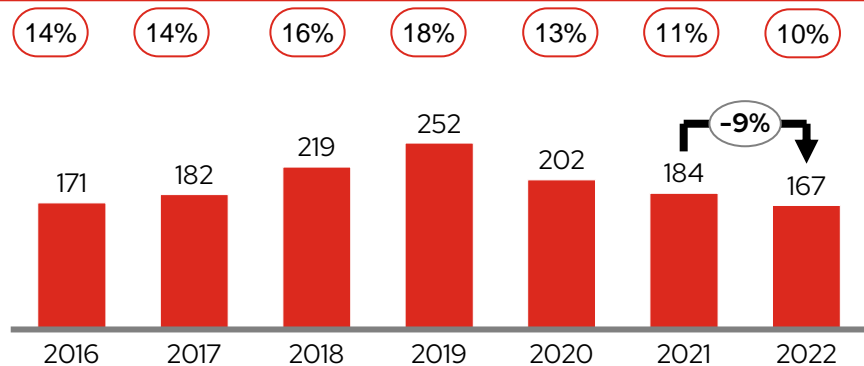
xx Margin in % of revenues

37.0% 36.7% 36.8% 32.7% 27.8% 23.6% 24.0%

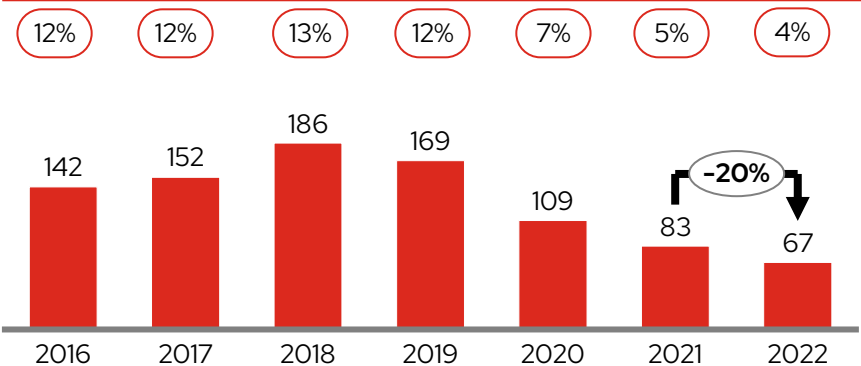
FINANCIAL ASSESSMENT

Group EBITDA and EBIT overview, 2016-2022 [USD m]

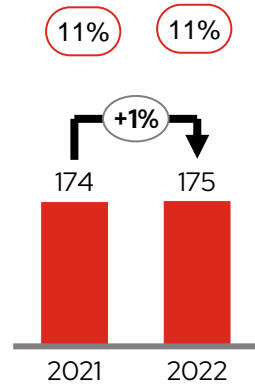
EBITDA



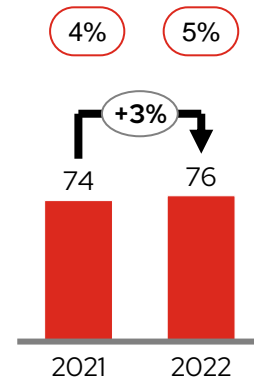
EBIT



Normalised EBITDA 2022 vs 2021 – organic only

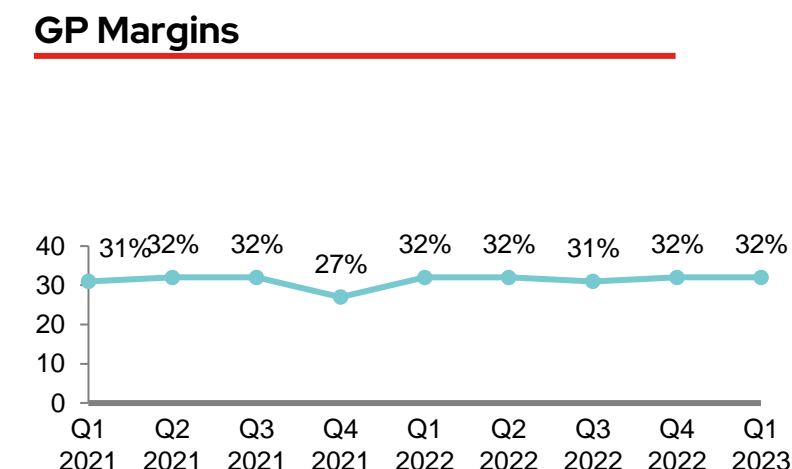
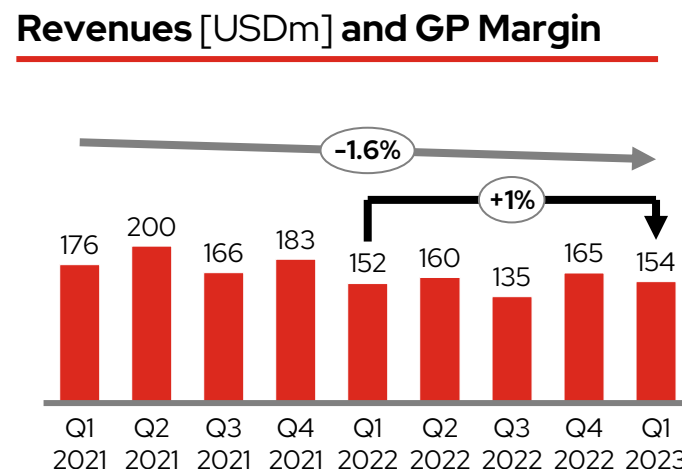
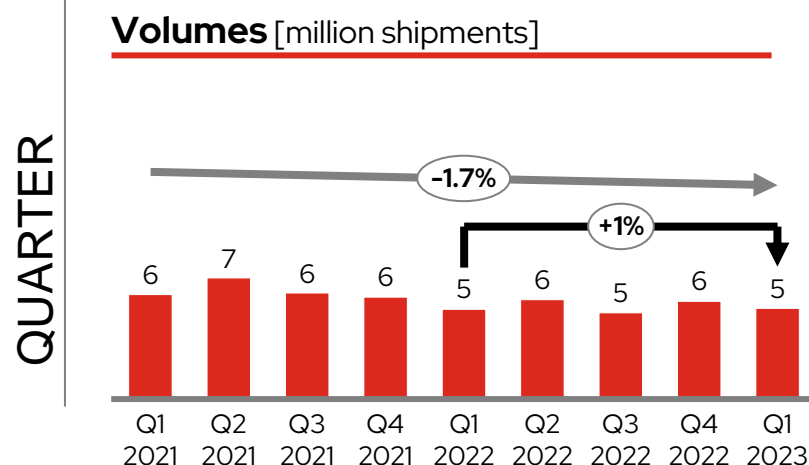
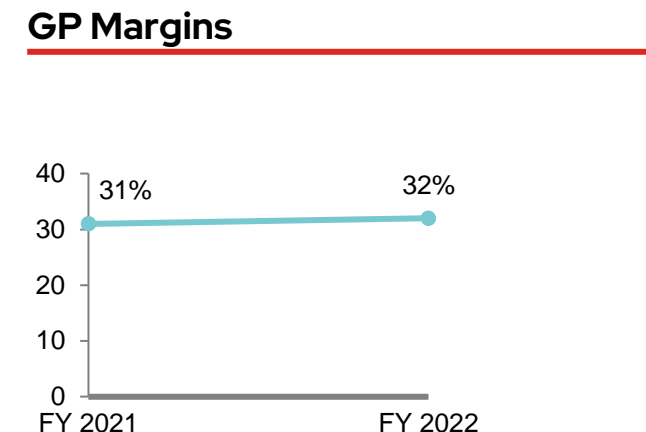
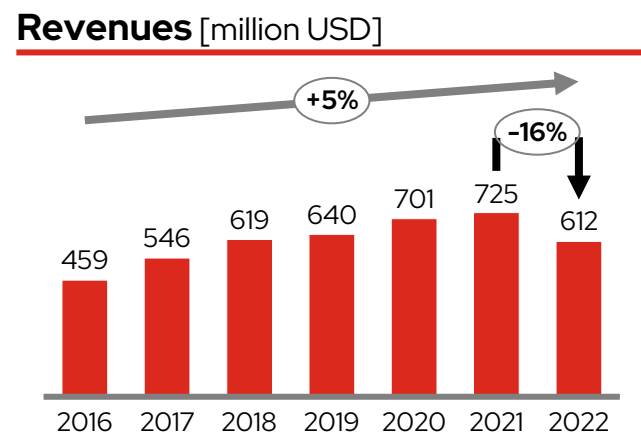
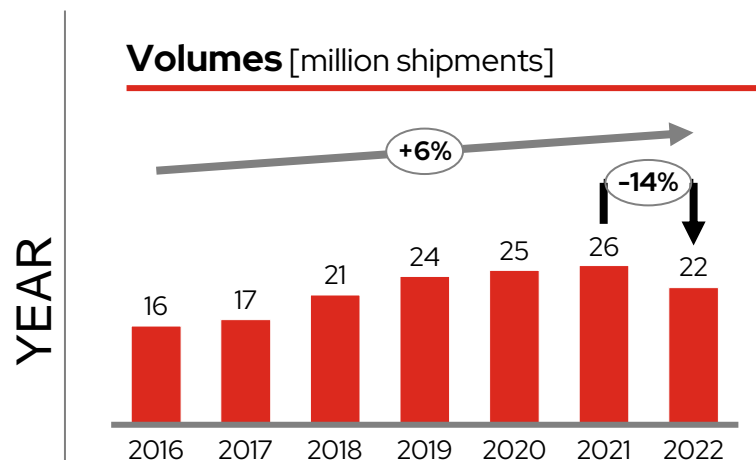


Normalised EBIT 2022 vs 2021 – organic only



INTERNATIONAL EXPRESS PRODUCT

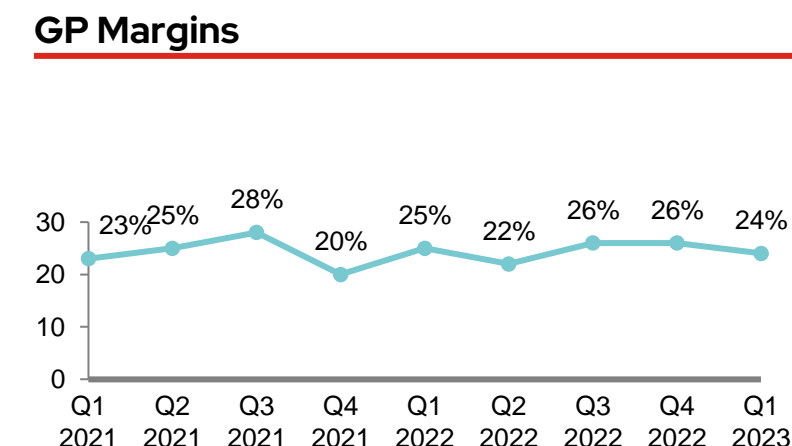
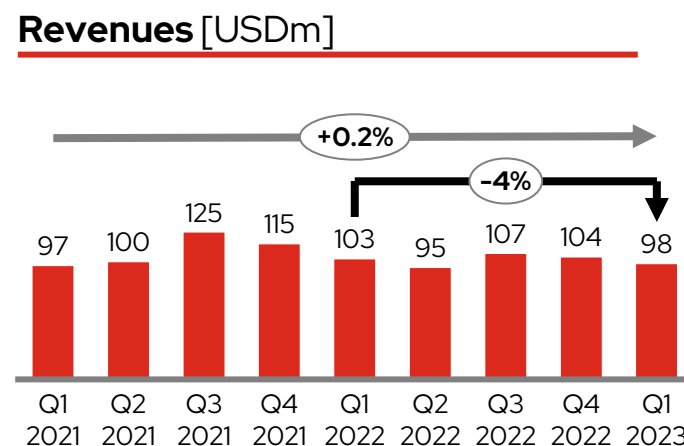
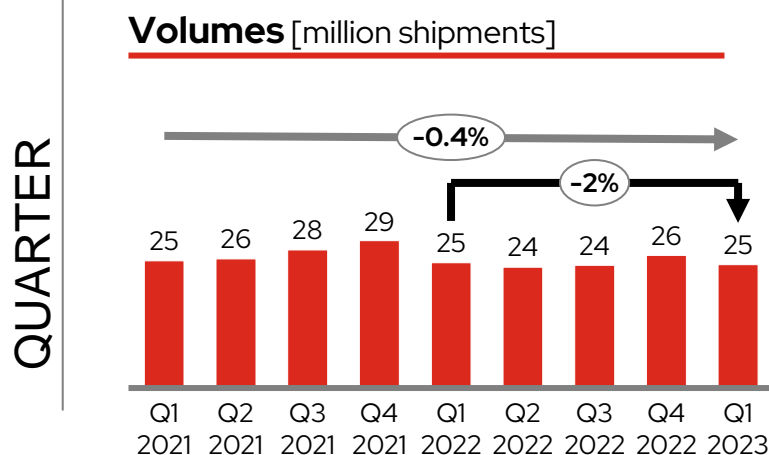
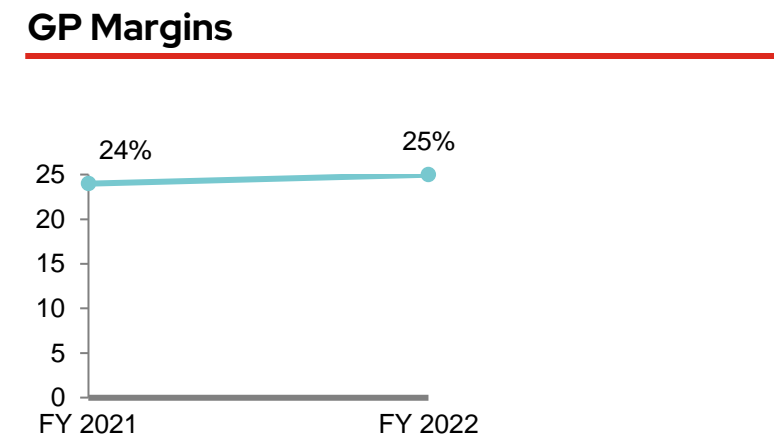
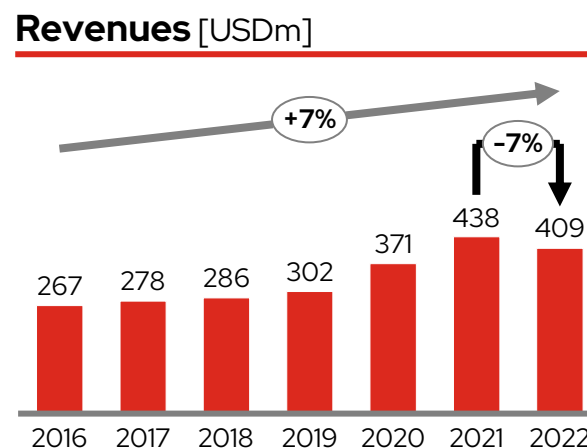
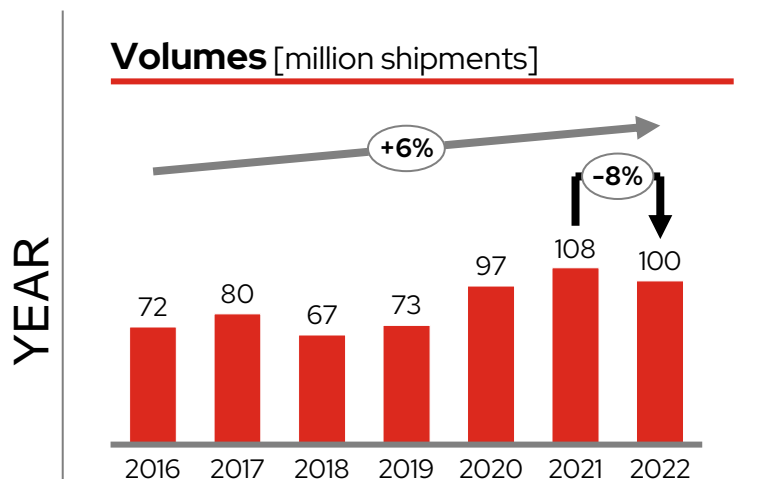
aramex



The international express product includes Shop&Ship; it also includes MyUS from Q4 2022 onwards.

DOMESTIC EXPRESS PRODUCT

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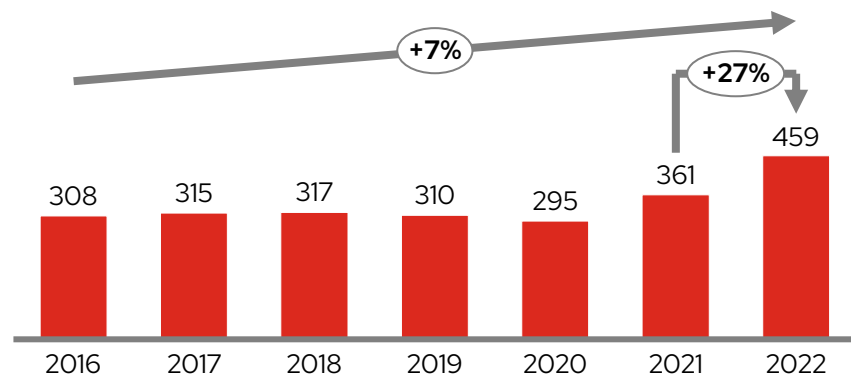


*Domestic Express Revenues were positively impacted by the reclassification of the "Other" Revenues. Other Revenues included, among others, Royalty and Franchisee revenues which are directly related to the Courier Business. The reclassification took place as management believes these revenues are directly attributable to the Courier Business and must therefore be reflected under Courier Revenues. The reclassification was applied at Q3 2022 and Q4 2022 and for the respective comparative periods in 2021; In 2023 the comparative period per quarter will be adjusted as the quarter commences.

FREIGHT FORWARDING PRODUCT

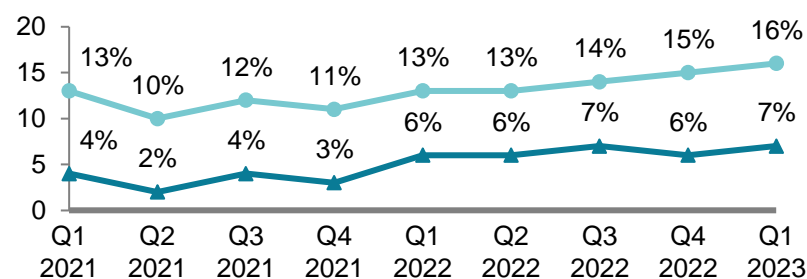
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Freight Forwarding Revenue by Year [USDm]

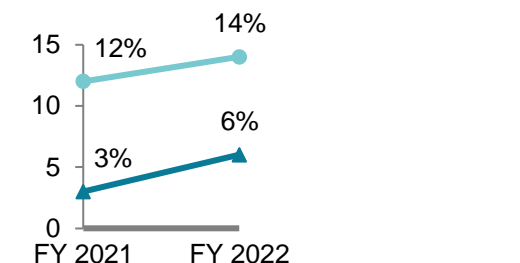


Freight Forwarding Margins

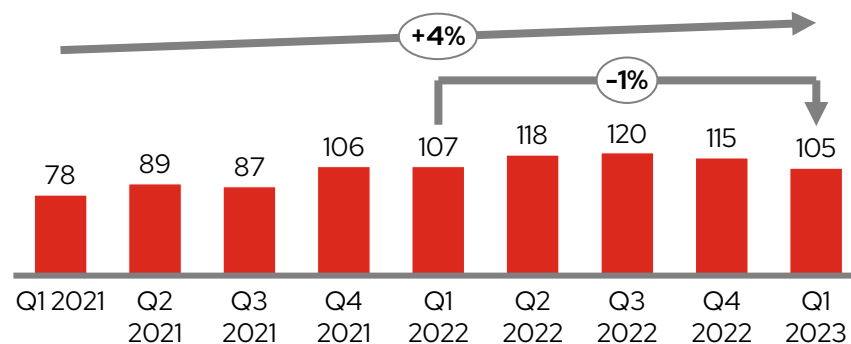
Quarterly



Full Year



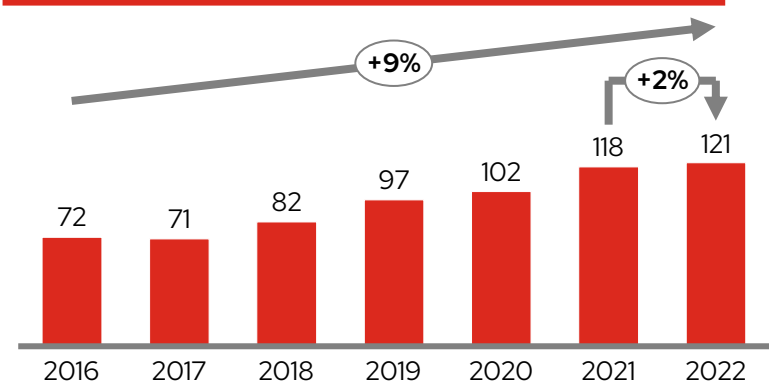
Freight Forwarding Revenue by Quarter [USDm]



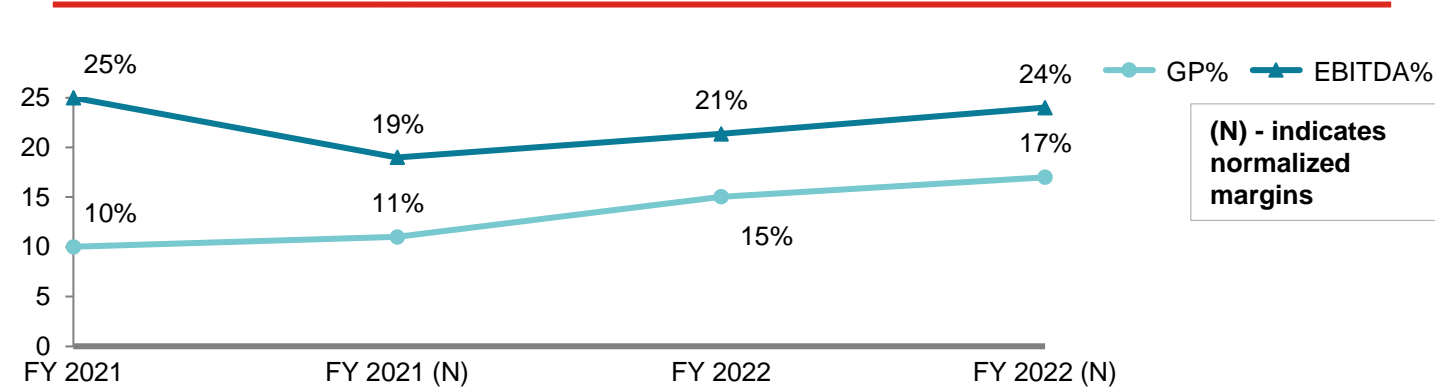
Freight Forwarding Volumes

	FY 2021	FY 2022	Q1 2022	Q1 2023
Land freight (FTL)	25,862	29,036	7,271	6,829
Land Freight (LTL KGs)	151,795,648	153,489,529	36,921,430	36,357,056
Sea Freight (FCL TEU)	34,783	31,134	8,142	7,004
Sea Freight (LCL CBM)	38,755	18,526	5,225	6,072
Air Freight (KGs)	46,832,172	52,525,833	12,740,840	11,158,986

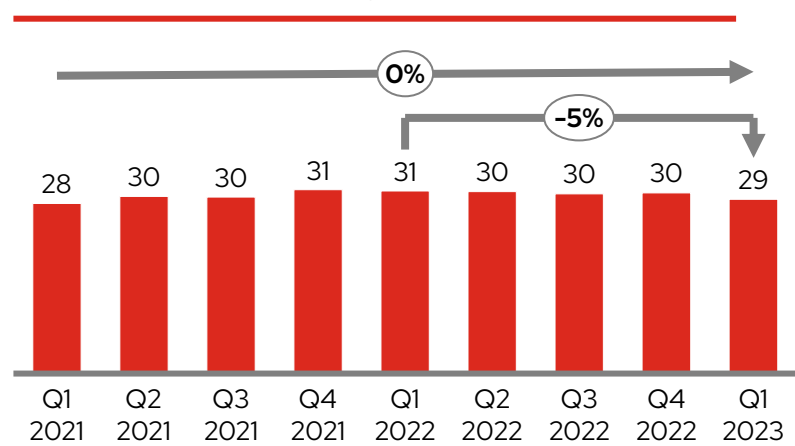
Logistics Revenue by Year [USD million]



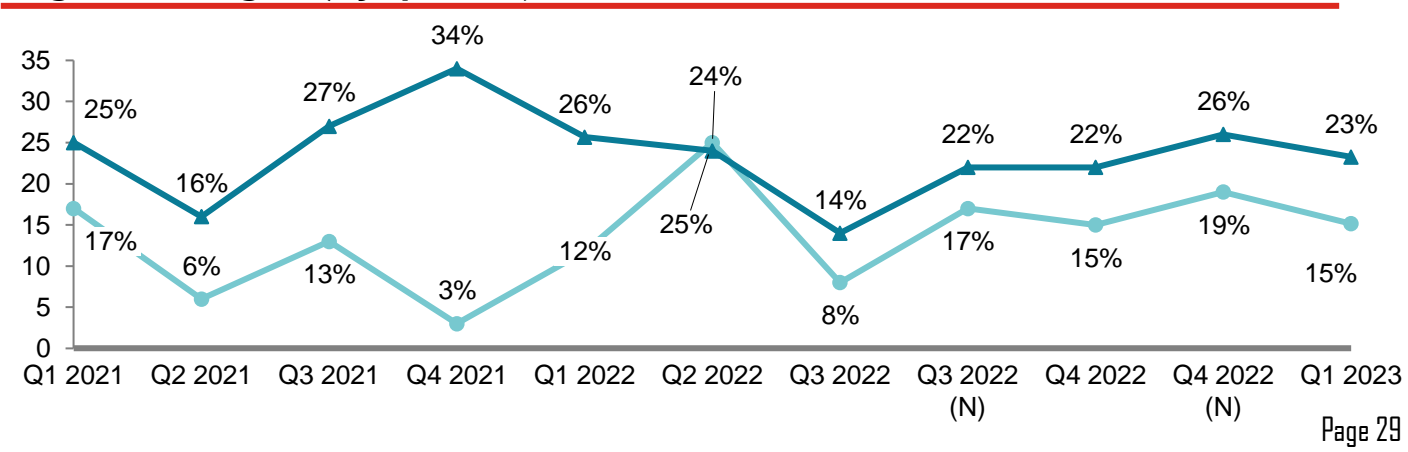
Logistics Margins (by year)



Logistics Revenue by Quarter [USD million]



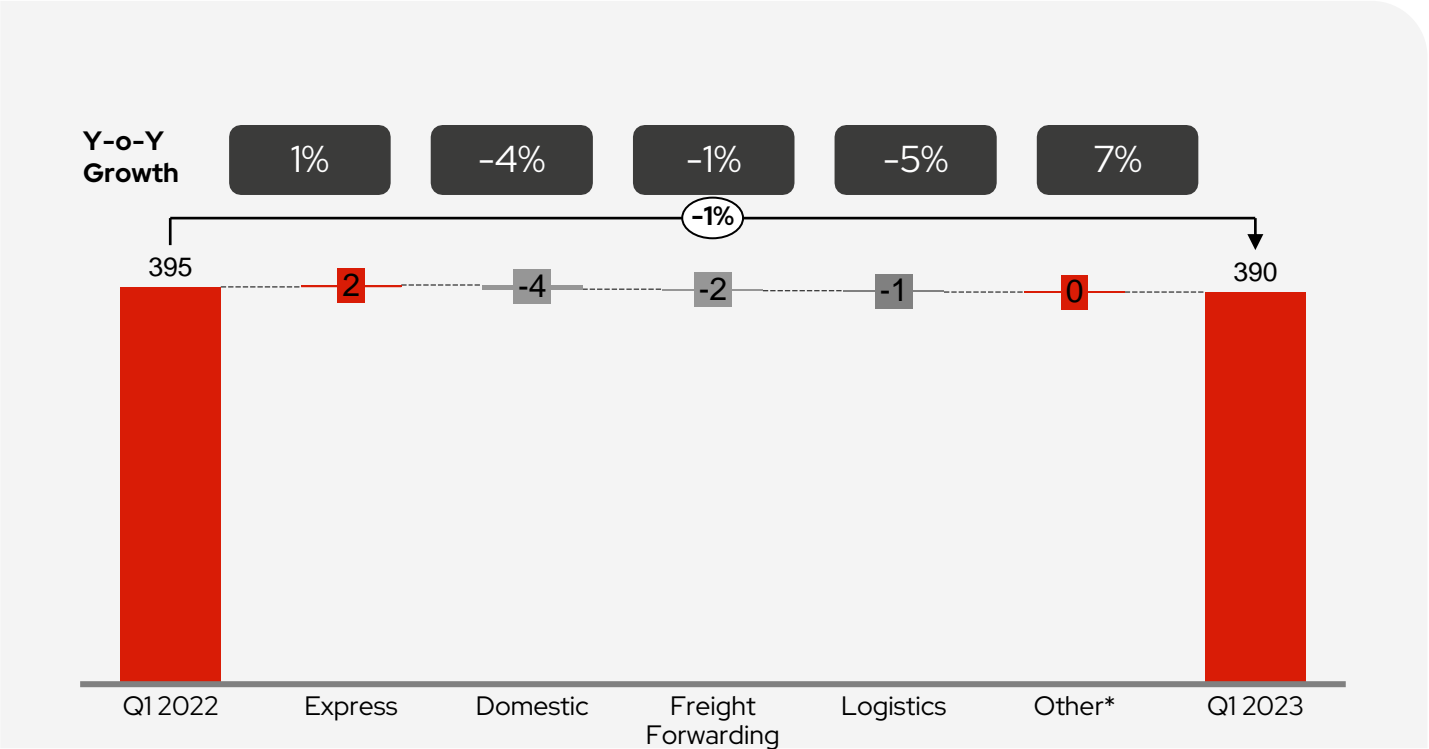
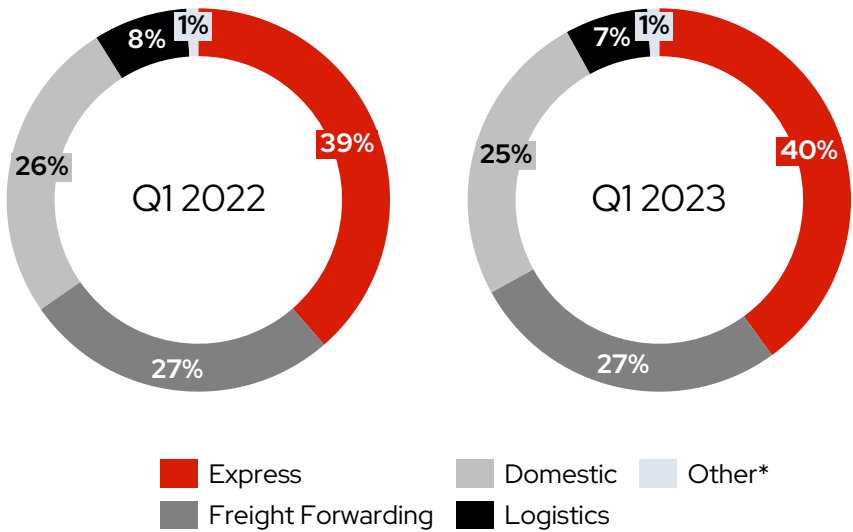
Logistics Margins (by quarter)



Q1 2023 FINANCIAL RESULTS



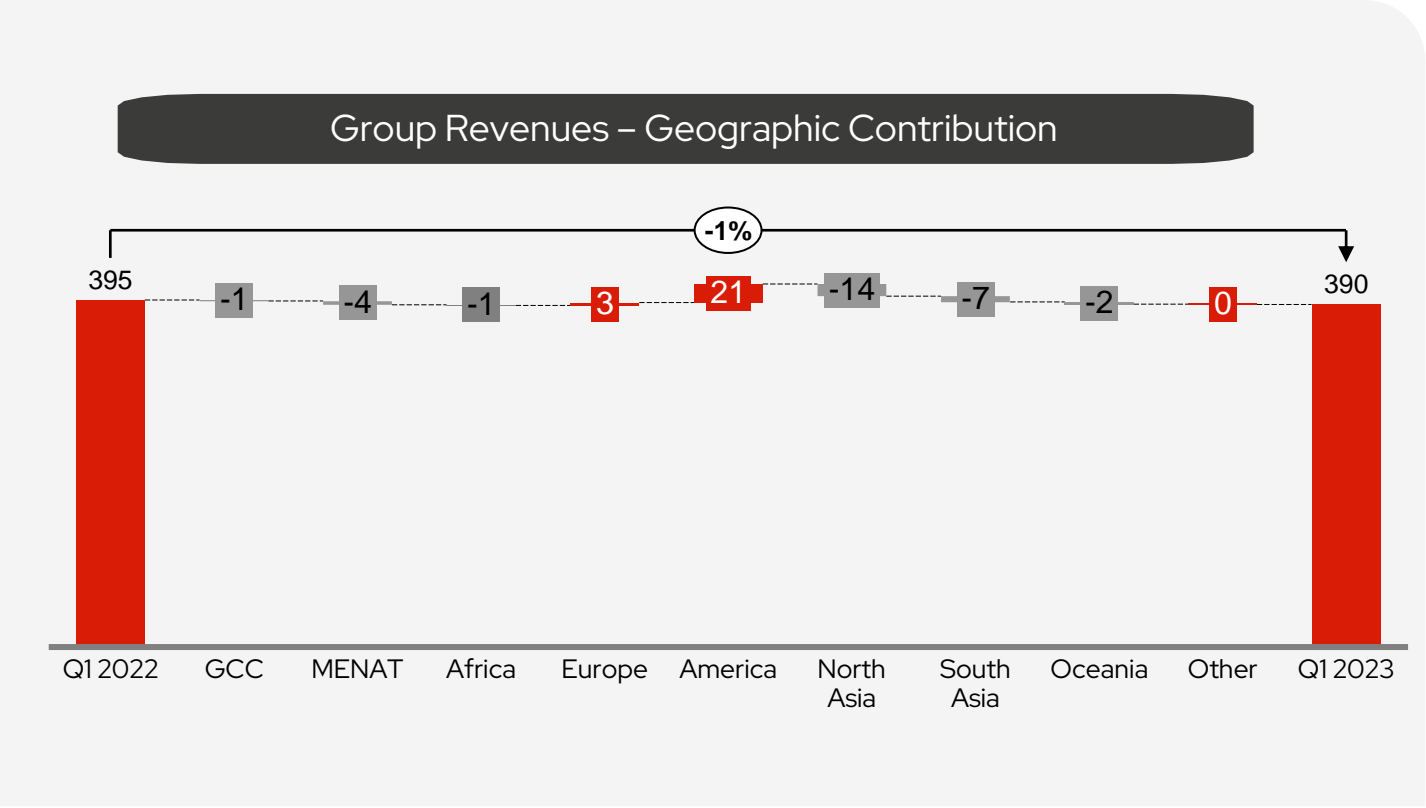
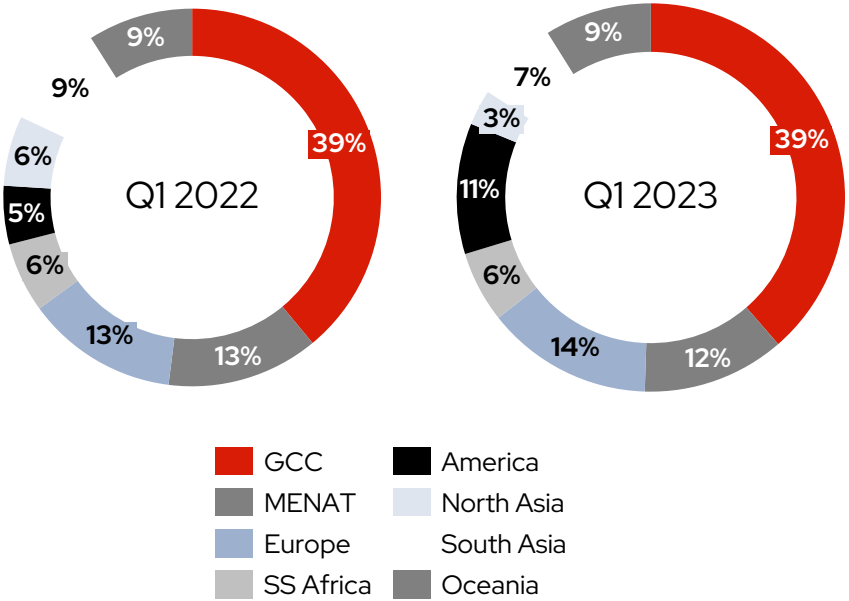
Revenues by Segment (USD m)



*Domestic Express Revenues were positively impacted by the reclassification of the “Other” Revenues. Other Revenues included, among others, Royalty and Franchisee revenues which are directly related to the Courier Business. The reclassification took place as management believes these revenues are directly attributable to the Courier Business and must therefore be reflected under Courier Revenues.

There is no impact on the condensed interim consolidated statement of profit or loss as a result of this change. The reclassification was done in Aug YTD 2022 and part of the revenue from the “others” segment from August YTD was allocated to Domestic in the subsequent quarters (Q3 2022, Q4 2022, Q1 2023) and for the corresponding quarters in the previous year.

Revenues by Geography (USD m)



Regional Breakdown | Q1 2023 vs Q1 2022

Regions (in thousands USD)

GCC		
Rev Ctrb to Group		39%
Rev & Grth	152,623	(1%)
GP & Grth	36,976	24%
Volumes	9,647,931	0%

MENAT		
Rev Ctrb to Group		12%
Rev & Grth	47,420	(8%)
GP & Grth	13,488	(10%)
Volumes	4,860,980	4%

Europe		
Rev Ctrb to Group		14%
Rev & Grth	53,023	7%
GP & Grth	7,216	(22%)
Volumes	1,613,062	35%

America		
Rev Ctrb to Group		11%
Rev & Grth	41,370	104%
GP & Grth	13,545	496%
Volumes	1,203,260	2%

SS Africa		
Rev Ctrb to Group		6%
Rev & Grth	22,968	(3%)
GP & Grth	7,123	(8%)
Volumes	1,413,996	(11%)

North Asia		
Rev Ctrb to Group		3%
Rev & Grth	9,772	(58%)
GP & Grth	2,474	(64%)
Volumes	206,723	(45%)

South Asia		
Rev Ctrb to Group		7%
Rev & Grth	26,829	(21%)
GP & Grth	5,544	31%
Volumes	997,977	(5%)

Oceania		
Rev Ctrb to Group		9%
Rev & Grth	34,051	(6%)
GP & Grth	6,911	(17%)
Volumes	10,069,834	(5%)

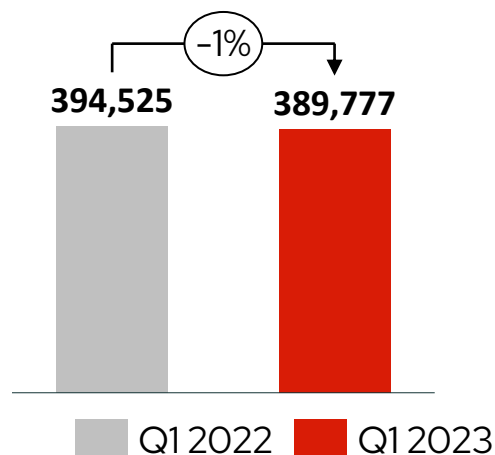
Revenues include revenues from all four product lines: International Express & SnS; Domestic Courier, Freight Forwarding and Logistics

Ctrb refers to regional revenue contribution to total group revenues.

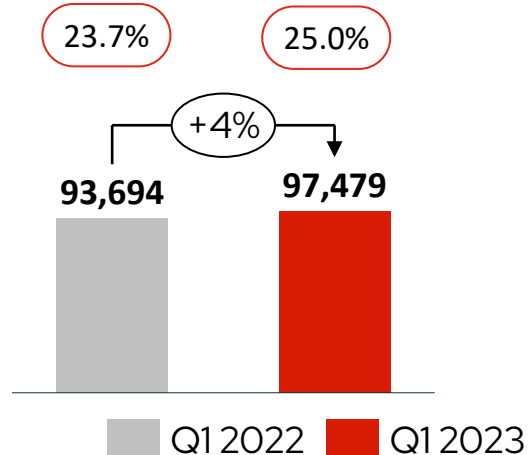
Volumes: includes volumes from International Express (incl. SnS and MyUS) and Domestic Courier; all volume numbers are actuals

Financial & Performance Highlights | Group Highlights Q1 2023

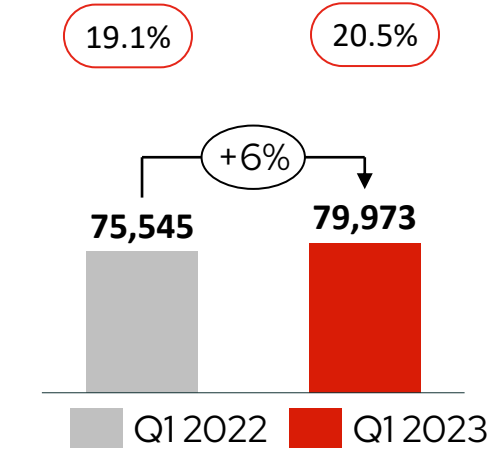
Revenue (USD m)



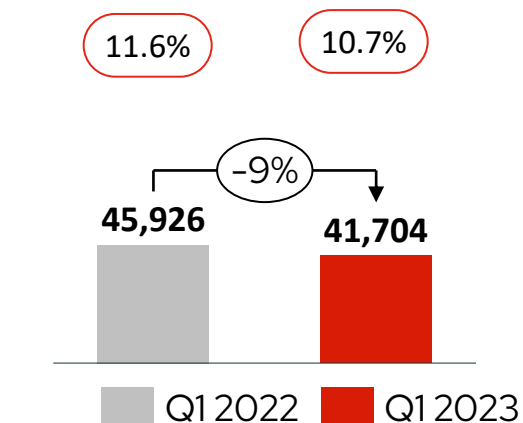
Gross Profit (USD m)



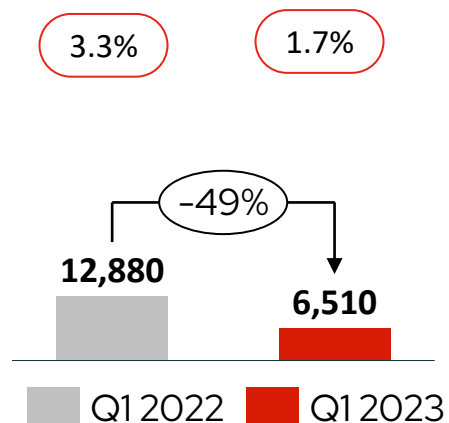
SG&A (USD m)



EBITDA (USD m)



Net Profit (USD m)



X% Represents Margin in % of Revenue

- Revenue was USD 390m, down marginally by 1% YOY, outperforming industry peers.
- Gross profit improved 4% YoY Q1 2023, driven by consolidated growth in the international express business – with the MyUS acquisition providing a further boost. This reflects Aramex's consistent investment in efficiency maximizing initiatives and cost optimization through the economic cycle.
- While consolidated SG&A increased by 6% YoY due to the addition of MyUS, the organic SG&A (which excludes MyUS) declined by 3%, reflecting the Company's agility in cost management.
- Net Profit was USD 6.5m, compared to USD 12.9m in Q1 2022, impacted by the decline in revenues and an increase in finance expenses
- Effective Tax Rate was stable at 31% in Q1 2023 compared to 30% in Q1 2022

FCF Evolution

Free Cash Flow = Cash Flow from Operating – Lease Repayments + Interest Expense ROU + Cash Flow from Investing



- Free Cash Flow in Q1 2023 improved compared to Q1 in previous years.
- The improvement in Free Cash Flow in Q1 2023 is attributed to the improvement in DSO days as well as receivables.
- Free Cash Flow in Q4 2022 includes the consideration paid for the acquisition of MyUS.
- Normalised Free Cash Flow in Q4 2022 was \$72 million, representing 4.5% of sales and indicating the start of a good recovery compared to 2021
- Normalizations applied to FCF in Q4 2022 include the MyUS acquisition cash outflow, and certain 2021 non-recurring items including the proceeds from the sale of InfoFort

Financial & Performance Highlights | Healthy balance sheet, conservative leverage, and strong cash position

Balance Sheet Highlights (in USD thousands)

	31 March 2023	31 Dec 2022	Change	Change %
Current assets	573,600	594,401	(20,801)	-3%
Assets held for sale	1,684	1,789	(105)	-6%
Non-current assets	1,069,573	1,062,718	6,855	1%
Total assets	1,644,857	1,658,908	(14,051)	-1%
Current liabilities	390,244	412,500	(22,256)	-5%
Liabilities held for sale	1,233	1,336	(103)	-8%
Non-current liabilities	566,059	559,349	6,711	1%
Total liabilities	957,537	973,185	(15,648)	-2%
Non-controlling interest equity	2,418	2,414	4	0%
Equity Attributable to equity holders	684,902	683,310	1,593	0%
Total equity	687,320	685,724	1,597	0%
Key Ratios				
Net Debt TO EBITDA	2.3x	2.3x		
Debt to Equity	85.38%	87.50%		
Debt to Equity (Excluding IFRS 16)	46.79%	50.10%		

MyUs Acquisition



aramex

Transaction rationale



aramex



Provides an attractive financial profile – a profitable business with superior cash conversion which provides an accretive financial profile improving the global ROIC. Transaction is fully financed with debt



Considerably expands coverage of new destinations and complements Aramex's position for Middle East flows with limited customer overlap



Attractive commercial upsides and synergy potential, complementing Aramex's Shop & Ship offering



Scalable technology-enabled platform well-positioned for expansion beyond existing segments and for growth in a \$4tn+ global addressable E-commerce market, providing attractive growth upside to Aramex



Proprietary software, well-established compliance program and industry regulatory expertise will complement Aramex's existing capabilities

MyUs at a glance





Provides a subscription-based service that allows global consumers to shop from US, UK and China-based websites



Provides package consolidation, tracking and tax-free zip code services



Delivers significant cost savings on shipping versus traditional carriers and retailers



Currently offers 3 membership options: Standard, Premium and Business



USD 100+ m
Revenues in 2021



EBITDA margin
at 24% for 2021



~180 k
Active B2C customers globally as of 2021



~300
Employees



HQ in Sarasota
Florida






165 k sq. ft.
facility



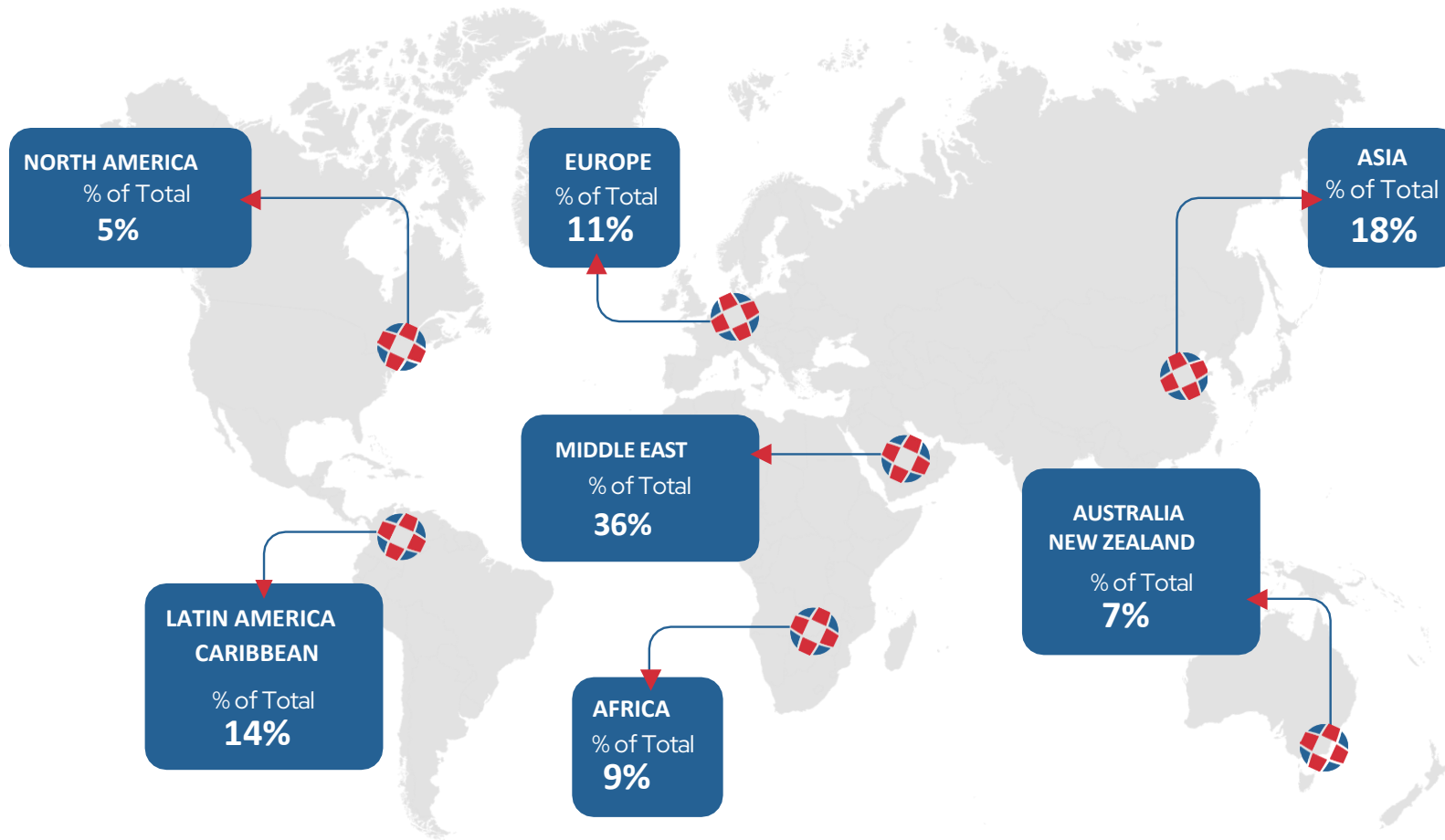
25 years
of track record

Strong product offering and advanced tech capabilities enable MyUS to serve a variety of customers

Overview

Current Offerings		Recently Launched
 B2C	 B2B	 C2C
<ul style="list-style-type: none">Provides customers with virtual mailbox to enable cross-border shipments from US retailersUtilizes tax-free zip code to offer savings for customersEnables consolidation of packages to reduce freight costs		<ul style="list-style-type: none">Leverages MyUS's cross-border shipping know how, technology and carrier relationshipsProvides US customers easy-to-use door-to-door shipping and package consolidation services and allows users to self-manage shipments

MyUS has a diverse customer base with a strong presence in many high growth markets

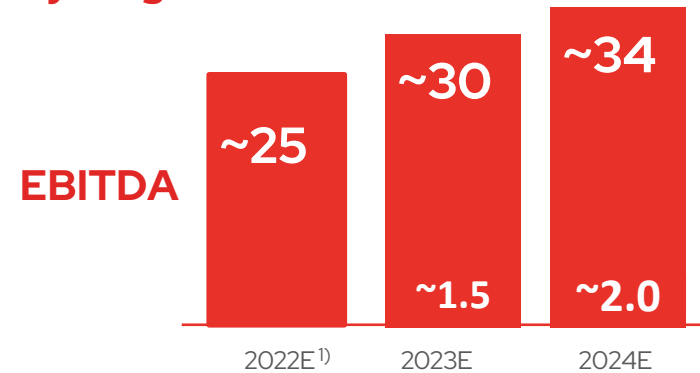


- ❖ Complements Aramex's position for Middle East flows but also expands coverage to new destinations. In common markets, the customer base is differentiated from SnS and the customer analysis study shows limited overlap.
- ❖ Has strong customer base in multiple high growth markets in Asia, Africa and the Middle East
- ❖ Constitutes platform to drive further growth in untapped or underserved regions: Southeast Asia, Western Europe, South Africa and Island Countries

MyUS
provides an
attractive
financial
profile

Expected EBITDA contribution of MyUS [USD m]

Synergies



Acquisition price of USD 265 million

Once fully integrated, MyUS is expected to contribute USD ~30 m to the combined EBITDA in 2023, including synergies of cc USD 1.5m in 2023 and USD 2m in 2024.

This transaction is expected to be immediately accretive, improving ROIC.

Synergies – to be achieved within 12-24 months

Selection of synergy categories – Non-exhaustive

Revenue synergies

Provide customers at MyUS and SNS with superior products applying joint capabilities, incl. more shipping options, VAT free shopping, improved technology & pricing, etc.

Expanding MyUS network

Utilize Aramex's existing scale and capabilities to offer additional products & origins to customers

Warehouse and linehaul cost synergies

Potential consolidation of linehaul volumes as well as warehouse operations with MyUS, achieving efficiencies

Support functions

Opportunity to combine back-office support functions to create efficiencies

(1) Full year EBITDA contribution. Post closing figures to be consolidated

A low-angle shot of a male Aramex delivery person. He is wearing a red polo shirt with a grey collar and a red cap with the Aramex logo. He is looking upwards and to the right. He is holding two large white cardboard boxes with the Aramex logo. The background is a bright blue sky with scattered white clouds.

ARAMEX STOCK

aramex



Listed on Dubai
Financial Market (DFM)
in 2005



INDEX
INCLUSIONS



ESG Reporting
Standards

ARMX STOCK AT A GLANCE

aramex

USD 1.5bn
MARKET CAP

49.7% FREE
FLOAT

BLOOMBERG
CODE: ARMX.UH
REUTERS CODE:
ARMX.DU

FTSE EM INDEX
FTSE4Good INDEX

MSCI EM Small
Cap INDEX

S&P Hawkamah
ESG PAN Arab / UAE
index

International Integrated
Reporting Council
(IIRC) Framework

United Nations
Global Compact
Principles

United Nations
Sustainable
Development Goals

GRI Sustainability
Reporting Standards

FOL Developments

- Based on authorization of the General Assembly on 21 April 2022, on Wednesday, 27th April 2022 the Board of Directors of Aramex PJSC ("Aramex") ("the Company") held a meeting by circulation and passed a resolution to amend Article (6) of the Company's Articles of Association to remove restrictions related to foreign investment and increase the Company's Foreign Ownership Limit ("FOL") to 100% from 49%.
- Aramex obtained all approvals from the Securities and Commodities Authority to remove the restrictions related to foreign investment and therefore, to increase the foreign ownership limit from 49% to 100% effective Monday, 30 May 2022.
- Aramex is the first onshore UAE company listed on the Dubai Financial Market (DFM) to allow for full ownership of its free-floating shares by foreign investors. This decision comes in line with Aramex's global growth ambitions and commitment to unlock greater value for all shareholders. With a clear strategic roadmap for growth, Aramex is seeking to further connect the world and facilitate global trade.
- Lifting foreign ownership limits on its stock will provide all investors with the opportunity to invest in the Company as it embarks on the next stage of growth and expansion.
- Aramex is a constituent of the FTSE Emerging Market Index, the FTSE4Good Index and the MSCI Small Cap Emerging Market Index. The change in foreign ownership is expected to increase the stock's available foreign room which would result in an increase of the stock's weight in these indices, followed by an increase in passive money flows.

APPENDIX

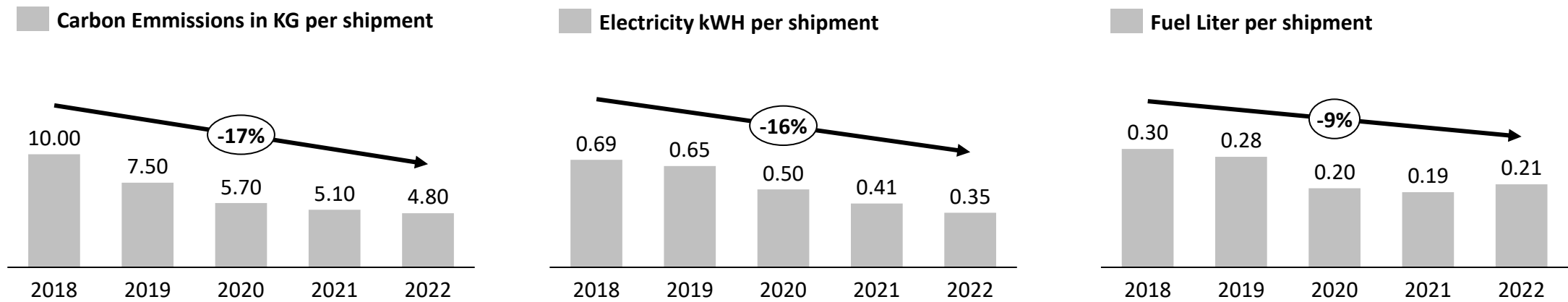
Sustainability Data



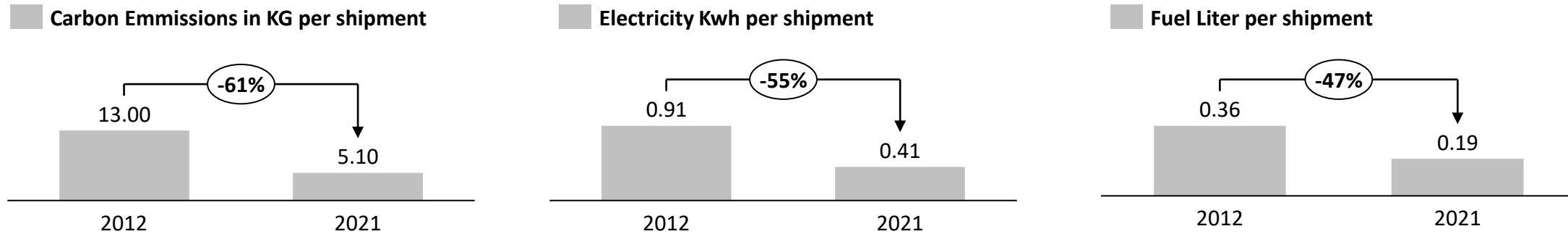
REDUCING OUR IMPACT ON THE ENVIRONMENT

As a logistics and shipping company, we have an impact on the environment around us. Therefore, we proactively take steps to measure, manage, and mitigate this impact, while also investing in solutions, awareness building, and knowhow.

Five-year trend



2021 vs. base year 2012



CARBON EMISSIONS

Year	2012	2018	2019	2020	2021	2022
Emissions(TCO2e)						
Scope1	37,100	49,903	56,769	59,334	64,414	63,268
Scope2	22,885	30,911	42,501	39,326	31,008	23,643
Scope3	456,306	606,088	651,747	628,684	573,836	502,210
Total Emissions	516,291	686,902	751,018	727,334	669,258	589,121

Aramex does not own planes or ships, and leases the majority of its ground infrastructure which includes the truck fleet and warehouses. Therefore, domestic shipping is captured under Scope 1 and 2 and international express and freight shipping under Scope 3.

APPENDIX

Product offering

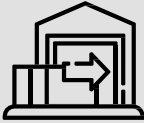

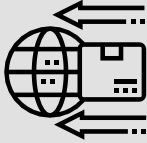

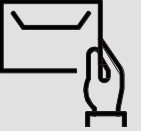










EXPRESS

The International Express product, which includes Aramex's Parcel Forwarding Business ("Shop & Ship and MyUS"), provides cross-border door-to-door shipping and delivery solutions for time-sensitive documents and packages to customers across all business sectors.

Aramex offers a range of international express solutions to suit customer needs in terms of cost and speed, automatic delivery notifications, real-time online tracking updates, as well as a variety of import, export, and customs clearance services.

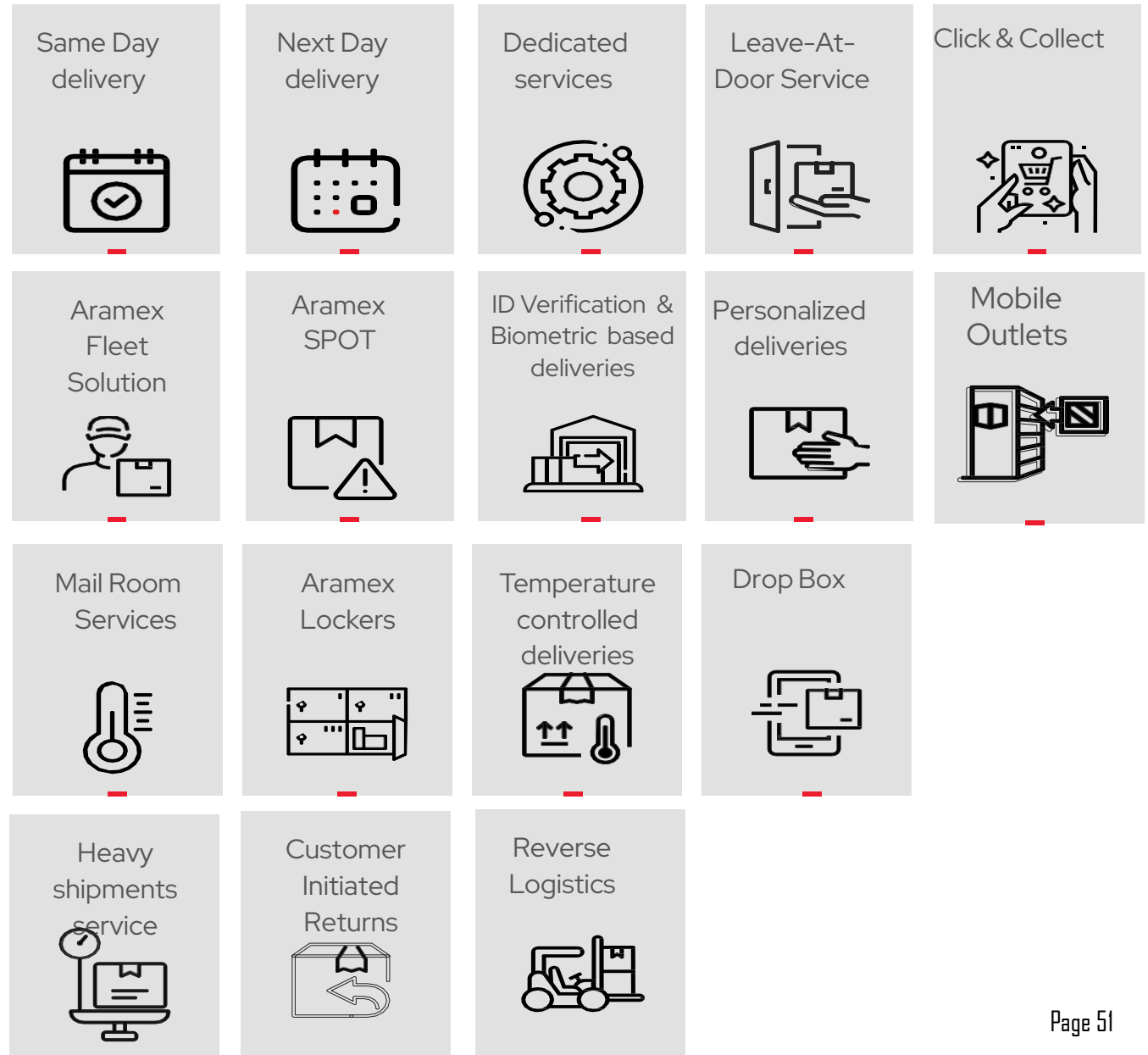
While Aramex operates globally, our key trading lanes are US, Europe and China into GCC and wider MEA region as well as intra-GCC trade lanes.

Import Express 	Dangerous Goods Handling 	Import Unlimited 	Drop & Ship 	International Returns 
Priority Express 	Value Express 	Ecommerce from Free Zones 	Ecommerce with multiple payment methods 	FRDM (Free Domicile) 
Shop & Ship 	Temperature controlled shipping 	Handling biological shipments 	Customs charges calculation 	

Select services are available in select markets

DOMESTIC

Domestic Express product provides nationwide door-to-door deliveries for parcels and packages, with options of same-day or next-business-day deliveries, cash-on-delivery as well as package collection and returns services.



Select services are available in select markets



LAND FREIGHT

Aramex has one of the largest and most advanced land freight networks in the Middle East, United Kingdom and Ireland.

Modern fleets equipped with GPS-tracking technology, scheduled services, HSE approved and strategically-located terminal hubs, all combine to make Aramex land freight a smart and cost-effective shipping alternative.

Ireland. UK. Egypt. Saudi Arabia. Jordan. Bahrain. UAE. Qatar. Oman. Kuwait. Bahrain. Australia. Turkey. India. South Africa.



SEA FREIGHT

Aramex provides comprehensive ocean freight forwarding services backed by our global network of offices covering key ports and using first class shipping lines.

Whether it's import or export, consolidated or project cargo, we are more than capable of catering to all your requirements. Aramex offers Break Bulk Movements, LCL and FCL services and handles over sized and project cargo.

China. Singapore. India. Australia. Kenya. Tanzania. Nigeria. Ghana. Egypt. UAE. Saudi Arabia. USA. Germany. Italy. Netherlands.



AIR FREIGHT

Aramex offers a global and cost-effective solution for all your air freight needs. Utilizing a worldwide network spanning the corners of the globe, our teams of cargo professionals always provide global services and local expertise to ensure complete transportation and smooth clearance. Aramex Air Freight provides Door to Door Multimodal solution with Global carrier contracts and offering flexibility in rates and transit time. Australia. China. Hong Kong. Singapore. USA. Canada. UK. Netherlands. Ireland. France. Germany. Italy. Saudi Arabia. UAE. Kuwait. Bahrain. Qatar. Algeria. Jordan. Morocco. Sudan. Lebanon. Turkey. Kenya. Uganda. Nigeria. Tanzania. Ghana. South Africa

Aramex is a major global key account client for some of the top airlines in the world.



GLOBAL COVERAGE



CROSS BORDER EXPERTISE

CUSTOMS BROKERAGE & COMPLIANCE



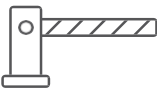
Comprehensive customs services
for Air, Land and Sea



Global coverage - Dedicated
Customs team



Firsthand information in change
in regulations



Aramex Own offices at major
borders



HSE Certified



OGA Services (consulates, foreign
affairs, various ministries)



Chamber services - In house Chamber
Certificate of origin Printing



E Archiving of confidential
documents



Flexibility in customs duty and
taxes

GLOBAL LOGISTICS CAPABILITIES



Established in 2002



Total Warehouse Area + 800 thousand sqm (owned, leased, managed)



Warehouses:
73 (as of '21 year end)



Certifications:
ISO 9001
OHSAS
TAPA
LEED Gold

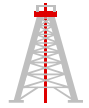
Top Revenue generating sectors



O&G



FMCG



Telecommunication



Fashion



Ecommerce



Electronics



Healthcare

Warehousing IT Capabilities

- Serial number capturing
- Expiry date mgt
- RF scanner capabilities
- Electronic data interchange (EDI)
- Real-time inventory monitoring

Services Available

- Warehousing Storage
- Value added services
- Labeling
- Pick and pack
- Scanning operations
- Ecommerce fulfillment
- Facility management (external warehouses)

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